

# Shaping Our Financial Future



**2016  
APPROVED  
OPERATING &  
CAPITAL BUDGET**

Approved By City Council  
December 1, 2015





**City of Saskatoon**

**2016 APPROVED CORPORATE BUSINESS PLAN**

**AND OPERATING AND CAPITAL BUDGETS**

APPROVED BY CITY COUNCIL

NOVEMBER 30 and DECEMBER 1, 2015

This document contains the details for the 2016 Approved Corporate Business Plan and Operating and Capital Budgets.

This document is accompanied by the following companion documents:

- 2016 Corporate Business Plan and Budget
- 2016 Approved Capital Project Details





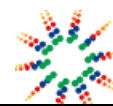
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## The 2016 Business Plan and Budgeting Process

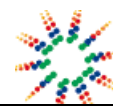
The 2016 Corporate Business Plan and Budget is aligned to the City's 2013 - 2023 Strategic Plan, and aims to balance the pressures of the increased costs of maintaining existing services and the requirements of a growing city with available funding and resources. The 2016 Corporate Business Plan and Budget forms the path the City will take over the next year to focus on the major issues and challenges facing the City, while continuing to provide quality services to our citizens.

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

- Arts Culture and Events Venues
- Community Support
- Corporate Asset Management
- Corporate Governance and Finance
- Environmental Health
- Fire Services
- Land Development
- Policing
- Recreation and Culture
- 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.



## SUMMARY OF THE 2016 OPERATING AND CAPITAL BUDGETS

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

To achieve these priorities, the City of Saskatoon prepares an annual business plan and budget that allocates the financial, human, and technological resources to infrastructure and various programs and services. In terms of the budget, the City of Saskatoon generally produces three distinct types of Budgets each year: (1) Operating; (2) Capital; and (3) Land Development.

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

The City's 2016 Civic Operating Budget has two components: (1) total operating and (2) tax supported operating. The major distinction between these two components is that total operating includes self-funded services/programs that have no financial implications on the property tax. Examples of these types of services/programs include Golf Courses, Building Permits, and Land Development.

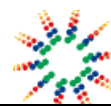
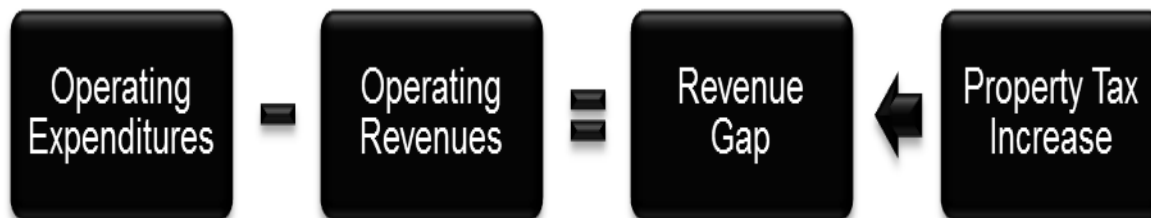
The tax-supported component, by contrast, includes those services/programs that have financial implications on the property tax. Although some of these programs/services may not be funded exclusively by the property tax, they do receive some level of tax support. Access to recreation facilities and public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

The 2016 Operating Budget includes:

- Total operating expenditures for Civic Operations, (excluding Land Development & Utilities) of \$458.4 million, an increase of \$23.8 million, or 5.5%, over the 2015 Approved Operating Budget.
  - Included in the total expenditures for Civic Operations are Tax-supported operating expenditures of \$445.1 million for 2016, an increase of \$23.7 million or 5.6%, over the 2015 Approved Operating Budget. The Tax-supported operating expenditures represent about 97% of total operating expenditures for civic operations.
- Total Land Development operating expenditures of \$6.4 million, a decrease of \$2.1 million, or 24% less than the 2015 Approved Operating Budget.
- Total operating expenditures for Utilities of \$303.4 million, an increase of \$14.0 million, or 4.9% over the 2015 Approved Utilities Operating Budget.

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



**The Balanced Operating Budget Equation**

To help pay for the City's operations and to ensure the budget is balanced, the 2016 Operating Budget includes an increase of 3.96 percent in revenues received from property taxes. In 2016, a one percent property tax increase is equivalent to \$1.89 million. Thus, the increase for 2016 will generate an additional \$7.48 million for the City of Saskatoon's Operating Budget, distributed as follows:

- 0.2%, or \$0.38 million for the debt repayment on future traffic noise attenuation projects
- 1.95%, or \$3.69 million dedicated to the maintenance of roadways
- 0.55%, or \$1.04 million for snow and ice management
- 1.53%, or \$2.89 million for the Saskatoon Police Service
- -0.27%, or \$0.52 million decrease allocated to pay for expenditures associated with all other programs and services.

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

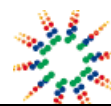
For 2016, the City of Saskatoon is investing \$228.8 million in various capital projects, including Land Development. This is a reduction of over \$144.6 million, or 39%, from the 2015 approved Capital Budget.

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

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

Once the projects in the capital budget are fully constructed or operational, the City is required to pay for the maintenance and/or the operation of the project. For example, when the City builds a new bridge there is an obligation to ensure the bridge is maintained. When the City constructs a new recreation centre there is an obligation to ensure there is enough staff to operate the building. These obligations, therefore, will have an impact on the operating budget.

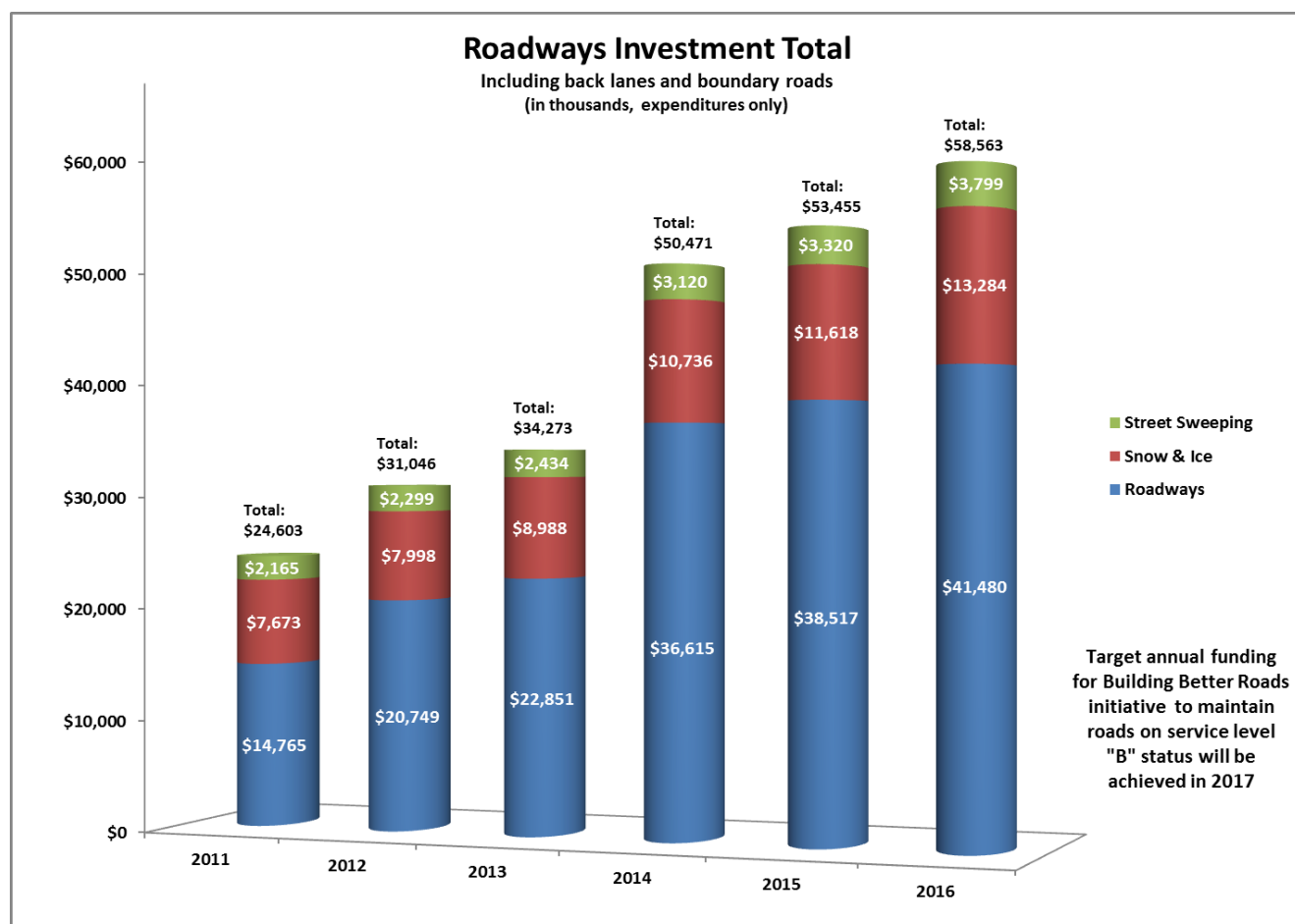
The 2016 Operating and Capital Budgets combined include an investment of approximately \$58.6 million to improve road conditions. This investment continues to build on the City of Saskatoon's Building Better Roads program—which started in 2014—to allocate more resources to its road network and their related



services, including snow and ice clearing and street sweeping.

In order to accomplish the objectives of the Building Better Roads program, the 2016 Operating Budget includes an additional funding contribution from the Water and Wastewater utilities of \$2.0 million as well as a property tax increase of 1.95% that is strictly dedicated to improving Saskatoon's road network. This is the third year of a four-year phase-in of the dedicated roadways to achieve the required service level established by City Council.

As noted in the graph below, the 2016 investment is an increase of more than \$5.1 million over the 2015 Budget and over double the investment since 2011.





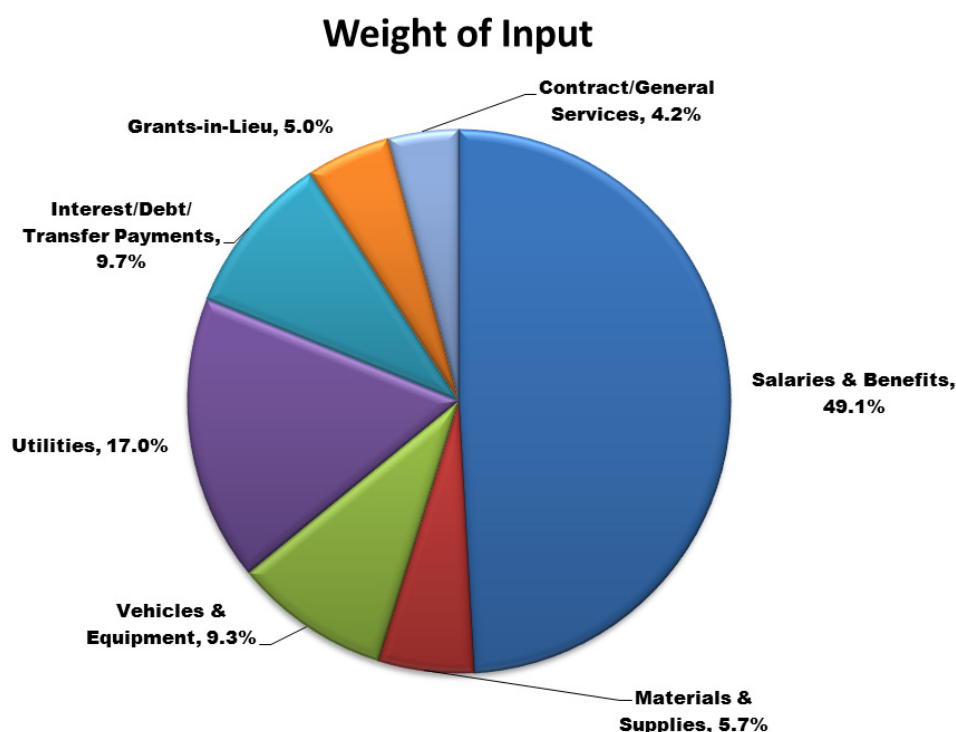
## THE 2016 OPERATING BUDGET

In preparation of the 2016 Operating Budget, many inputs were considered by the Administration when allocating the resources to specific programs, services and projects. These inputs include the strategic plan, inflation, growth, service level changes, and most importantly, public input.

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

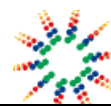
The City has developed a Municipal Price Index (MPI) to measure the effect of inflation on the City's operations, using the City's "basket of goods" such as fuel, asphalt, electricity, facility/equipment repairs and maintenance costs. The following pie chart illustrates the City's MPI inputs—or basket of goods.

### MPI INPUTS



The MPI is a better estimate for the City than the Consumer Price Index (CPI) because the CPI is a measure of inflation for average households and measures items such as food, household expenses and education. Other cities in Canada have also begun calculating this MPI to help understand the rising cost of municipal purchases and also to assist in the forecasting of future expenditures. The City's MPI—or inflationary increase—for 2016 is estimated at 2.92%. Like growth and service level increases, inflationary increases are an important cost driver for the City's operating budget. The City is estimating that inflation will increase the City's operating expenditures in 2016 by \$10.6 million.





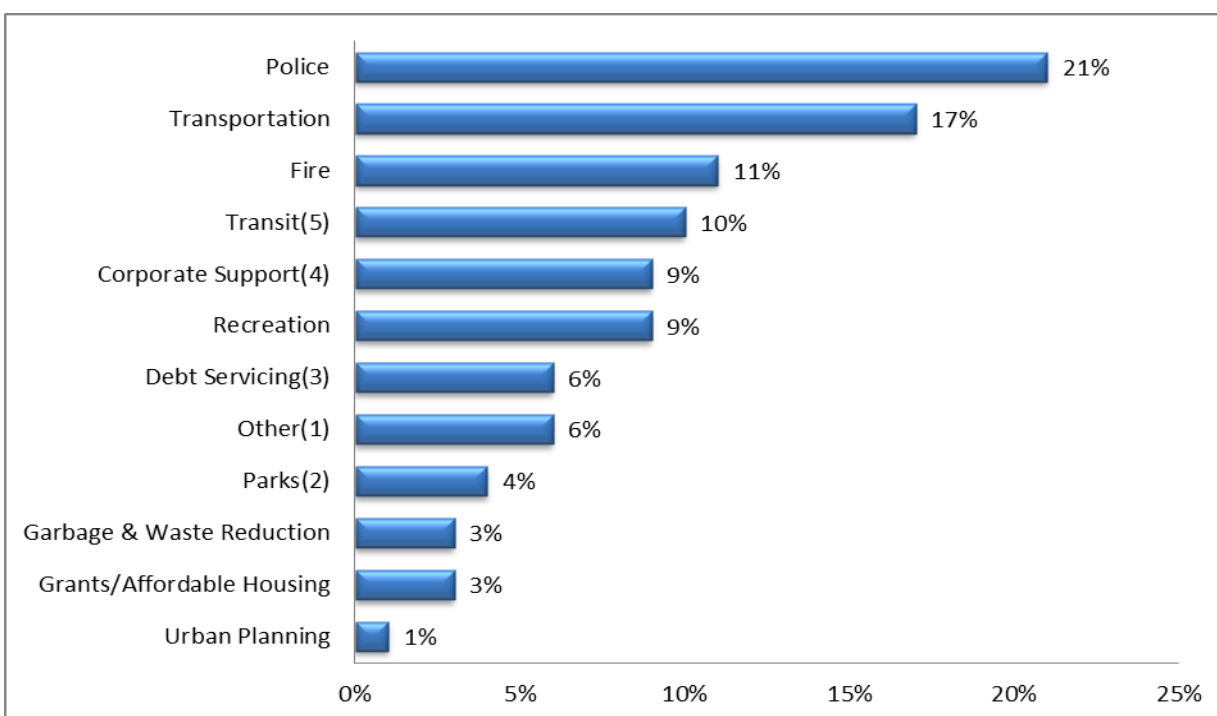
## EXPENDITURES

The City of Saskatoon's 2016 Operating Budget includes tax-supported expenditures of approximately \$445.1 million. Schedule II at the back of this document provides more details on the breakdown of these expenditures.

For the 2016 Operating Budget, tax-supported expenditures are increasing 5.6% over 2015. It is important to note that the increase in expenditures includes \$5.1 million (a little more than 1.2% of the total increase) that is dedicated to the service level increases for Building Better Roads, Snow and Ice Management and Traffic Noise Attenuation.

The following chart shows the distribution of the tax-supported expenditures by service. Policing represents the largest portion of the City's tax-supported operating expenditures at 21%, or \$94.2 million.

**Tax-Supported Expenditures by Service**



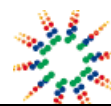
(1) Other includes street lighting, animal services, cemeteries and facilities, court costs for traffic violations and property annexation costs

(2) Includes urban forestry and pest management

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

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

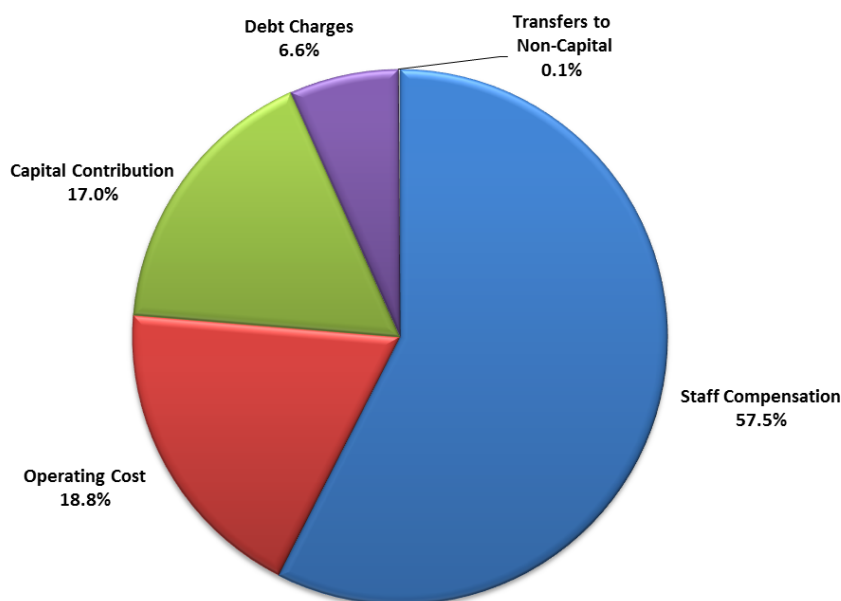
(5) Includes Access Transit



The following chart shows the percentage share of major expense categories within the 2016 tax-supported Operating Budget.

- The majority of expenditures of the tax-supported operating budget, \$256 million, are for staff salaries and payroll costs
- Capital reserves to fund capital projects account for \$75.9 million of the tax-supported operating budget.
- Debt servicing costs (principal and interest) are \$29.2 million of the tax-supported operating budget.

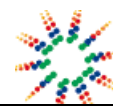
**Tax-Supported Expenditures by Category**



Several additional important items are included in the 2016 Operating Budget, many of which are strategic phase-ins related to financing plans for future requirements.

Included in the operating budget are the following expenditures totaling over \$8.6 million:

- \$3,686,800 – Year 3 of 4 for the Building Better Roads Program
- \$1,600,000 – Incremental Phase-in for Civic Facilities Funding Plan
- \$1,365,000 – Incremental Phase-in for Remai Modern Art Gallery
- \$1,039,900 – Dedicated to Snow and Ice Management
- \$378,100 – Year 3 of 4 for the Dedicated Traffic Noise Attenuation
- \$200,000 – Incremental Phase-in for Future Fire Hall Growth Plan
- \$174,400 – Increase as a result of capital projects approved prior to 2016
- \$168,300 – 0.1% of annual property tax revenue allocated to Active Transportation Reserve (2016 is final year of increments to reach \$500,000 base funding).



## Staffing

The table below shows the total operating staffing requirements for the City in 2016 and the change over 2015. The 2016 Operating Budget (including all tax supported and non-tax supported services) includes an additional 10.3 FTEs over 2015 (a 0.32% increase). This FTE increase is distributed as follows:

- 2.4 new FTEs are related to the anticipated early 2017 opening of the Rемаi Modern Art Gallery of Saskatchewan (see \*\*\* note below)
- 4.7 new FTEs are for the Saskatoon Police Service for additional Police presence
- 3.2 new FTEs for various positions.

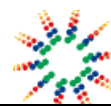
Full-Time Equivalents (FTEs)	Budget 2015	Budget 2016	FTE Change
<b>Tax-Supported Services</b>			
<b>Civic Operations</b>			
Community Support	30.6	30.6	-
Corporate Asset Management *	229.7	229.7	-
Corporate Governance & Finance	400.7	400.7	-
Environmental Health	106.3	107.3	1.0
Fire	334.0	334.0	-
Recreation & Culture *	291.9	293.2	1.3
Transportation	603.3	603.1	(0.2)
Urban Planning & Development	42.7	42.6	(0.1)
<b>Civic Operations</b>	<b>2,039.2</b>	<b>2,041.2</b>	<b>2.0</b>
<b>Boards</b>			
Police	640.1	644.8	4.7 **
Mendel Art Gallery-Remai Modern Art Gallery	28.7	31.1	2.4 ***
SaskTel Centre	47.7	47.7	-
TCU Place	65.6	65.4	(0.2)
<b>Boards</b>	<b>782.1</b>	<b>789.0</b>	<b>6.9</b>
<b>Total Tax-Supported Services</b>	<b>2,821.3</b>	<b>2,830.2</b>	<b>8.9</b>
<b>Non Tax-Supported Services</b>			
Building and Plumbing Permits & Standards	57.0	57.0	-
Business Licenses	9.3	9.1	(0.2)
Golf Courses	24.8	24.8	-
Impound Lot	0.8	0.8	-
Potash Corp Playland	3.8	4.3	0.5
Gordon Howe Campsite	2.6	2.7	0.1
Utilities	337.4	338.4	1.0
<b>Total Non Tax-Supported Services</b>	<b>435.7</b>	<b>437.1</b>	<b>1.4</b>
<b>Total Full-Time Equivalents</b>	<b>3,257.0</b>	<b>3,267.3</b>	<b>10.3</b>

\* The 2015 FTEs for Corporate Asset Management increased by 4.0 FTEs and Recreation and Culture decreased by 4 FTEs compared to the 2015 Approved Budget. The 4.0 FTEs were erroneously included in the Recreation and Culture business line and should have been included under the Corporate Asset Management business line.

\*\*The 4.7 FTEs increase includes an addition of 5.7 FTEs which is prorated for the 2016 budget year with an FTE increase impact to the 2017 budget of 2.3 FTEs. 4 Constables will be hired in January and 4 in August.

\*\*\*The addition of 2.4 FTEs is prorated for the 2016 budget year with an FTE increase impact to the 2017 budget of 5.2 FTEs. The 2.4 equivalent FTEs will be hired throughout 2016 to accommodate the Remai Modern Art Gallery's expected opening date of March 2017.





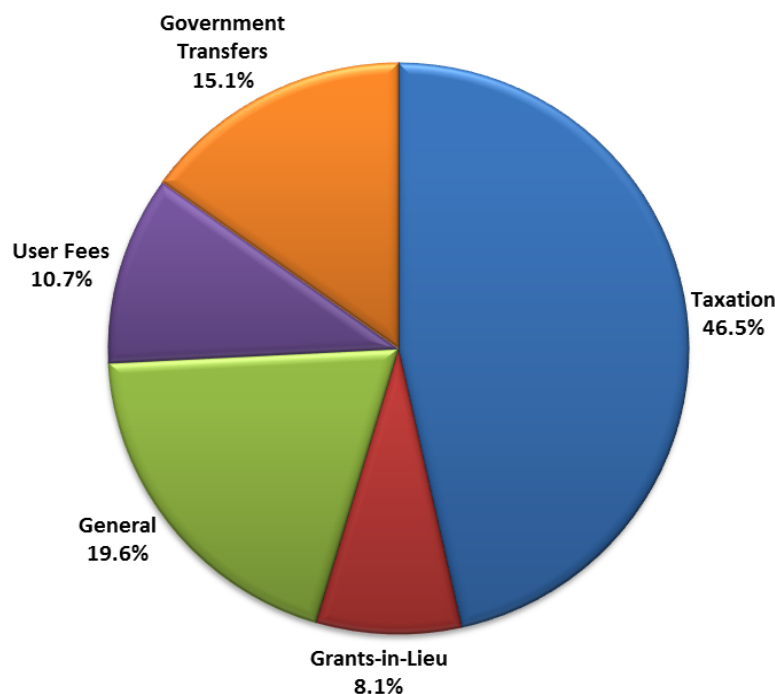
## REVENUES

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

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

The following chart identifies the percentage of revenue sources that pay for all tax-supported programs and services in the City's 2016 tax-supported operating budget. While the City of Saskatoon tries to minimize property tax increases, the reality is that it derives its revenues from very few sources. Less than half of the City of Saskatoon's 2016 tax-supported operating revenues come from taxation.

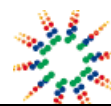
**Share of 2016 Tax-Supported Revenue Sources**



### Taxation

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

The 2016 Operating Budget has a revenue gap of \$7.48 million, which means the City must increase the revenue generated from property taxes by 3.96 percent.



The following table illustrates the details of the 2016 increased revenue from property taxes for Policing, Fire and the remaining Civic Services (including the 0.55% increase for Snow and Ice Management).

### Distribution of Increases from Property Taxes

(\$000's)	Expenditures	Revenues	Budget Increase	Percent Increase
<b>City Operations before Capital &amp; Dedicated</b>	6,051.5	(13,470.4)	(7,418.9)	-3.92%
<b>Capital Contributions:</b>				
General Capital Levies	5,247		5,247	
Bridge Major Repair Reserve	150.0		150.0	
Civic Radio Replacement Reserve	60.0		60.0	
Civic Facilities Financing Plan	1,600.0	(750.0)	850.0	
Active Transportation Reserve	168.3		168.3	
Facility Site Replacement Reserve	150.0		150.0	
<b>Total Capital Contributions</b>	<b>7,375.3</b>	<b>(750.0)</b>	<b>6,625.3</b>	<b>3.51%</b>
<b>Total City Operations before Dedicated</b>	<b>13,426.8</b>	<b>(14,220.4)</b>	<b>(793.6)</b>	<b>-0.41%</b>
<b>Dedicated to Roadways</b>	<b>3,686.8</b>		<b>3,686.8</b>	<b>1.95%</b>
<b>Dedicated to Traffic Noise Attenuation</b>	<b>378.1</b>		<b>378.1</b>	<b>0.20%</b>
<b>Total City Operations (excluding Fire &amp; Policing)</b>	<b>17,491.7</b>	<b>(14,220.4)</b>	<b>3,271.3</b>	<b>1.74%</b>
<b>Fire Services:</b>				
Cost of services + Growth + Service Level Adj	1,493.1	(381.7)	1,111.4	
<b>Fire Capital Contributions:</b>				
Fire Hall Funding	200.0		200.0	
<b>Total Fire Services Increase</b>	<b>1,693.1</b>	<b>(381.7)</b>	<b>1,311.4</b>	<b>0.69%</b>
<b>Total Municipal (excluding Policing)</b>	<b>19,184.8</b>	<b>(14,602.1)</b>	<b>4,582.7</b>	<b>2.43%</b>
<b>Policing:</b>				
Cost of services + Growth + Service Level Adj	4,525.9	(1,666.2)	2,859.7	
<b>Police Capital Contributions:</b>				
Policy-driven reserve contributions	40.0		40.0	
<b>Total Policing Increase</b>	<b>4,565.9</b>	<b>(1,666.2)</b>	<b>2,899.7</b>	<b>1.53%</b>
<b>Total Municipal Increase (\$000's)</b>	<b>23,750.7</b>	<b>(16,268.3)</b>	<b>7,482.4</b>	<b>3.96%</b>

### General Revenues

For 2016 general revenues from tax-supported services make up 19.6% of City of Saskatoon's total tax-supported operating revenue. General revenues include the following:

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

The City also receives franchise fees from SaskPower (10% surcharge and 5% of electricity sales) and SaskEnergy/TransGas (5% of the cost of supply and delivery).

The City of Saskatoon owns and operates five utilities which are self-funded programs that form an important source of revenue for the City. General revenues from these utilities include a return on the City's



investment from the Light & Power utility and, for the first time in 2016, from the Water and Wastewater utilities. Each of the utilities is also charged an administrative fee to cover the costs of providing certain corporate support services (e.g. legal, payroll, purchasing, accounts payable, etc.), and three of the utilities pay a Grant-in-lieu of property taxes.

The table below summarizes the utility contributions to City revenues for the 2014 to 2016 budget years. The increased revenue included in the 2016 Operating Budget is approximately \$6.0 million.

### Contributions from City-owned Utilities

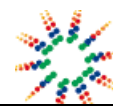
Contributions from City-Owned Utilities (\$000's)	2014 Budget	2015 Budget	2016 Budget	2016 Change
<b>Recycling</b>	\$ -	\$ 52.0	\$ 53.5	\$ 1.5
Admin. Fee	\$ -	\$ 52.0	\$ 53.5	\$ 1.5
<b>SL&amp;P</b>	\$ 44,047.3	\$ 44,249.5	\$ 44,527.3	\$ 277.8
Admin. Fee	\$ 363.9	\$ 420.2	\$ 431.1	\$ 10.9
Grant-in-lieu	\$ 20,273.7	\$ 20,769.6	\$ 21,036.5	\$ 266.9
Return on Investment	\$ 23,409.7	\$ 23,059.7	\$ 23,059.7	\$ -
<b>Storm</b>	\$ 49.2	\$ 50.3	\$ 51.8	\$ 1.5
Admin. Fee	\$ 49.2	\$ 50.3	\$ 51.8	\$ 1.5
<b>Wastewater</b>	\$ 4,972.9	\$ 6,838.4	\$ 9,491.7	\$ 2,653.3
Admin. Fee	\$ 1,602.1	\$ 3,196.9	\$ 4,369.7	\$ 1,172.8
Grant-in-lieu	\$ 3,370.8	\$ 3,641.5	\$ 3,862.0	\$ 220.5
Return on Investment	\$ -	\$ -	\$ 1,260.0	\$ 1,260.0
<b>Water</b>	\$ 5,952.3	\$ 7,903.1	\$ 10,954.6	\$ 3,051.5
Admin. Fee	\$ 1,447.6	\$ 3,065.4	\$ 3,923.9	\$ 858.5
Grant-in-lieu	\$ 4,504.7	\$ 4,837.7	\$ 5,290.7	\$ 453.0
Return on Investment	\$ -	\$ -	\$ 1,740.0	\$ 1,740.0
<b>Grand Total</b>	\$ 55,021.7	\$ 59,093.3	\$ 65,078.9	\$ 5,985.6

### User Fees

User fees revenue from tax-supported services comprises 10.7% of the 2016 total tax-supported Operating Budget. Various services provided by the City of Saskatoon are funded in whole or in part through fees paid directly by the user. Some services are expected to be self-sufficient, while others are only expected to recover a portion of their total costs from users. 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.

Included in the User Fees category are fees and charges for various services including:

- Leisure facility admissions, registration, and rental fees
- Public and/or specialized transit fares and charters
- Traffic violations
- Landfill tipping and recycling program fees
- Cemetery grave, interment, and monument sales
- Zoning, sub-development, and discretionary use fees
- 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 2016, 15.1% of the City's total tax-supported operating revenues come from other governments.

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 2016, the Government of Saskatchewan will be providing the City of Saskatoon with \$48.5 million in revenue sharing funding. This is an increase of \$1.1 million over the 2015 funding.

## Grants-in-Lieu of Taxes

This revenue source comprises 8.1% of the City of Saskatoon's projected tax-supported revenues for 2016.

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 Saskatoon Land and by the City's Utilities as shown in the table above.



## PROPERTY TAXES AND BYLAWS

### Impact and Distribution of Property Taxes

As previously mentioned, the budgetary increase of 3.96% generates the required \$7.48 million to balance the budget. After the 2016 assessment growth is applied to the tax rates, a homeowner with an average assessed residential property value of \$325,000 will see their municipal property taxes increase by approximately 3.8% as categorized below.

### Impact of the Property Tax Increase

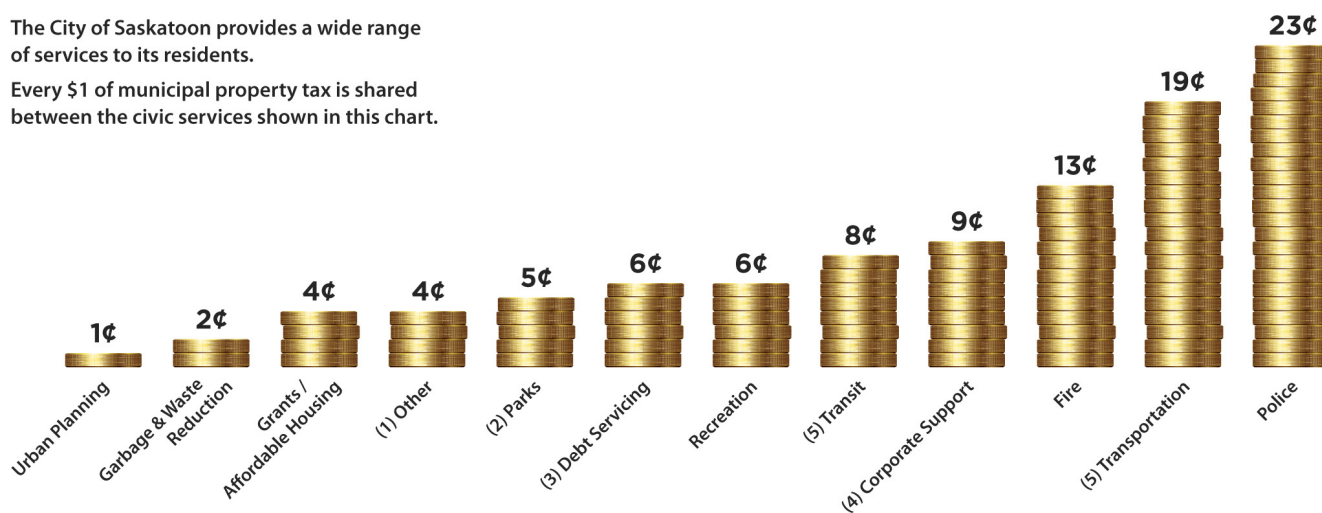
Municipal Tax Increase Per Average Household \$325,000 Assessment	Municipal Operating 1.65%	Dedicated Road 1.95%	Traffic Noise Attenuation 0.20%	Total 3.80%
Approximate Total Increase	\$27.06	\$31.98	\$3.28	\$62.31
Approximate \$ Per Month	\$2.25	\$2.66	\$0.27	\$5.19

The following chart shows how the increased revenues from property taxes are distributed.

### How Your Municipal Property Taxes Are Distributed

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

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



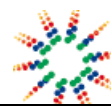
(1) Other includes street lighting, animal services, cemeteries and facilities

(2) Includes urban forestry and pest management

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

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

(5) Includes Access Transit



## Calculation of Property Taxes

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

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

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 using values as at January, 2015. 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.

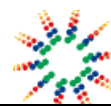
A uniform mill rate is set after the budget has been approved to allocate the property tax levy to each taxing authority by dividing the tax required by the total taxable assessment in Saskatoon, per \$1,000 of taxable assessment.

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.

## Uniform Mill Rate

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





The 2016 Uniform Mill Rates reflect the approved budgetary requirements of the City of Saskatoon and the Saskatoon Public Library over the past five years:

**NOTE: The 2016 Mill Rates below are the proposed rates. The 2016 Property Tax Bylaws will be approved by City Council after the publish date of this document.**

Uniform Mill Rates					
Taxing Authority	2012	2013*	2014	2015	2016**
City	12.0491	6.7894	7.2566	7.6300	7.9203
Library	1.3333	0.7248	0.7353	0.7657	0.8032
Total	13.3824	7.5142	7.9919	8.3957	8.7235

\*2013 was a reassessment year for all properties in Saskatchewan. In 2013 property values were updated to reflect fair market values as at January 1, 2011. Due to this update in property values, the tax levy is not comparable to previous years' levies.

\*\*Proposed

## 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 2016 factors. First, in 2001 City Council adopted a Tax Ratio Policy such that non-residential properties would pay property tax at a rate of 1.75 times that of residential properties by 2010. Second, the 2016 tax roll experienced growth, but not evenly through the property classes. The Mill Rate Factors shown in the table below have been adjusted to ensure the 1.75 tax ratio is retained.

**NOTE: The 2016 Mill Rate Factors below are the proposed rates. The 2016 Property Tax Bylaws will be approved by City Council after the publish date of this document.**

Mill Rate Factors					
Property Class	2012	2013	2014	2015	2016**
Residential	0.9411	0.9411	0.9448	0.9447	0.9443
Condominiums	0.9411	0.9411	0.9448	0.9447	0.9443
Multi-unit Residential	0.9411	0.9411	0.9448	0.9447	0.9443
Commercial	1.1811	1.1765	1.1684	1.1676	1.1661
Private light aircraft Hangar	0.6586	0.6588	0.6613	0.6613	0.6610

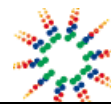
\*\*Proposed

## Average Residential Taxes

As noted above, property taxes are calculated by dividing the taxable assessment by 1,000 and then multiplying the result by the mill rates and mill rate factors. Taxable Assessment for residential properties in Saskatchewan, in accordance with provincial legislation is 70% of the Assessed Value. The average residential property in Saskatoon is assessed at \$325,000, which means the Taxable Assessment divided by 1,000 equals \$227.5 as noted in the following calculation:

$$\$325,000/1,000 \times 70\% = \$227.5$$

Based on the proposed mill rates and mill rate factor, homeowners with an average assessed value of \$325,000 will pay \$1,874.05 in 2016 for the City and Library taxes calculated as follows:



Taxing Authority	% Taxable		Mill Rate		Mill Rate Factor		Taxes
City	227.5	x	7.9203	x	0.9443	=	\$1,701.50
Library	227.5	x	0.8032	x	0.9443	=	\$ 172.55
							\$1,874.05

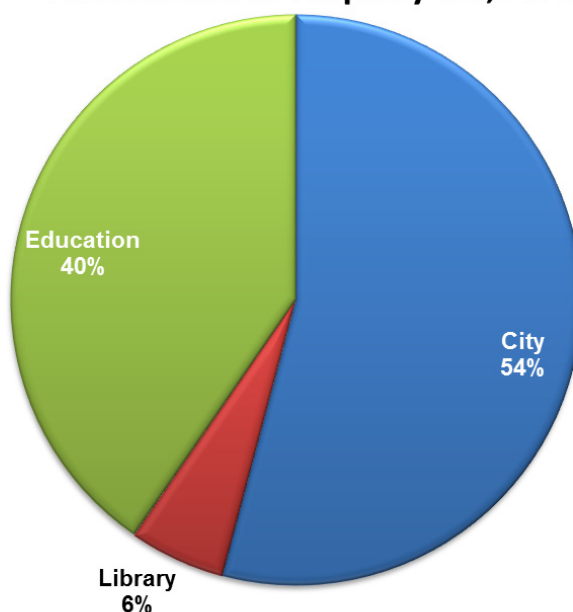
Total property tax and assessment information for individual properties can be found by clicking on '**Look up my property assessment**' on the City of Saskatoon's website: [saskatoon.ca](http://saskatoon.ca).

### Education Property Taxes

Provincial legislation requires the City of Saskatoon to levy and collect property taxes on behalf of the two School Divisions within the City of Saskatoon. Education Property Taxes are set by the Province in the spring of each year. All monies levied for Education Property Taxes are paid directly to the respective School Divisions. The average residence in 2016 will pay \$1,144.33 for Education Taxes.

The following chart shows how total property tax dollars are distributed for 2016. As depicted in this chart, 40 percent of the property taxes collected by the City of Saskatoon will be paid to the two school boards.

**Distribution of Property Tax, 2016**



### Property Tax Bylaws

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



## THE 2016 CAPITAL BUDGET

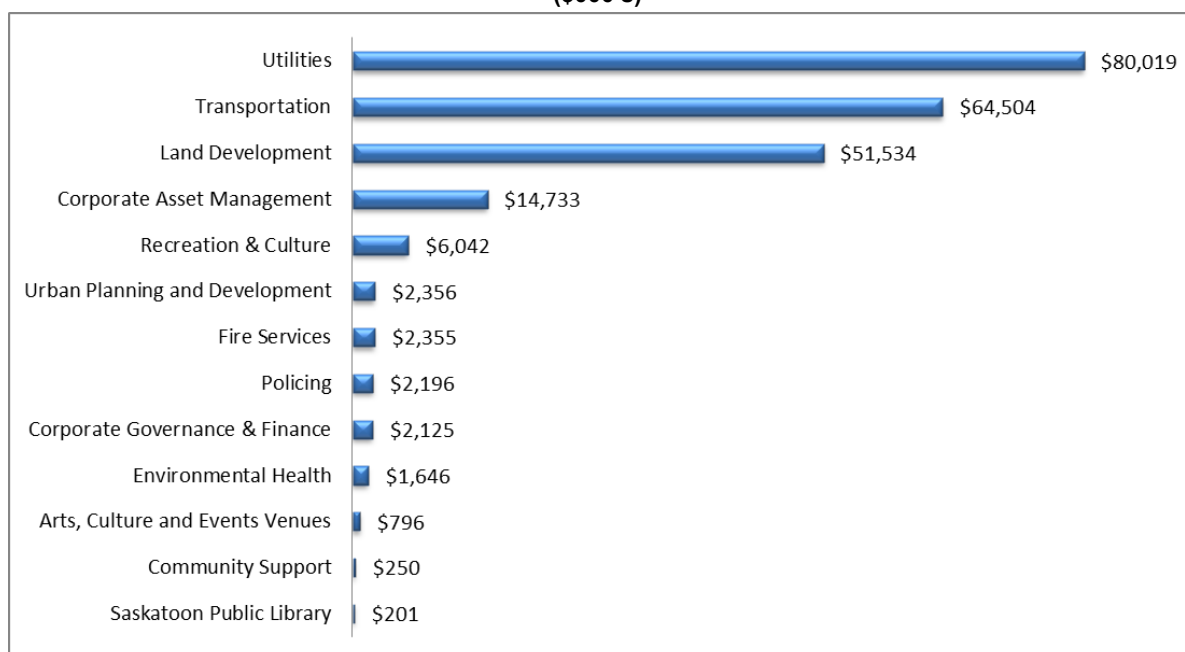
The City of Saskatoon's Capital Budget directs funding for the construction or refurbishment of major capital infrastructure projects such as roads, bridges, buildings, and water and sewer lines. The 2016 Capital Budget not only addresses the City's growth, but also its basic infrastructure needs with continued emphasis on roads and bridges.

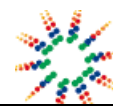
The City of Saskatoon is continuing to develop funding plans for major infrastructure assets not only resulting from growth, but also for maintenance and replacement due to aging of the asset. One of the key funding strategies is to dedicate property tax increases, solely for the maintenance of roads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

The City of Saskatoon's 2016 Capital Budget (including Land Development) provides a total capital investment of \$228.8 million. Together, the various projects that make up this total investment aim to meet the objectives of the strategic plan and specifically:

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

### Capital Investment by Business Line (\$000's)





Utility-related projects make up 35% of the total capital investment in 2016, including:

- Over \$36 million in upgrades and maintenance at the Water and Wastewater Plants for Advanced Metering
- An additional \$25 million investment for the Water and Wastewater distribution systems
- Saskatoon Light and Power is investing over \$17 million in upgrades to substations, street lights as well as Advanced Metering

Transportation projects represent over 28% of the total capital investments in the 2016 Capital Budget. Some of the notable investments include:

- Traffic Noise Attenuation project for the priority areas that were approved in 2008
- Idylwyld and Ruth Street overpass
- Various road preservation projects

Land Development projects total \$51.5 million and make up over 22% of the capital budget. In 2016, a total of 27 acres of multi-family land will be serviced as well as 54 acres of land in the Marquis Industrial Area and 110 single family lots in Kensington. Also included in the Land Development budget is the development of new parks in Montgomery, Parkridge, Stonebridge, Rosewood, Evergreen and Kensington at an estimated cost of \$13.6 million. These new growth areas and various in-fill developments play a vital role in providing the serviced land that will accommodate new house and commercial investment in our city.

The remaining 14% of the Capital Budget is allocated among various smaller projects.

## Staffing

In 2016, a total of 2.1 new FTEs are being charged to the Capital Budget:

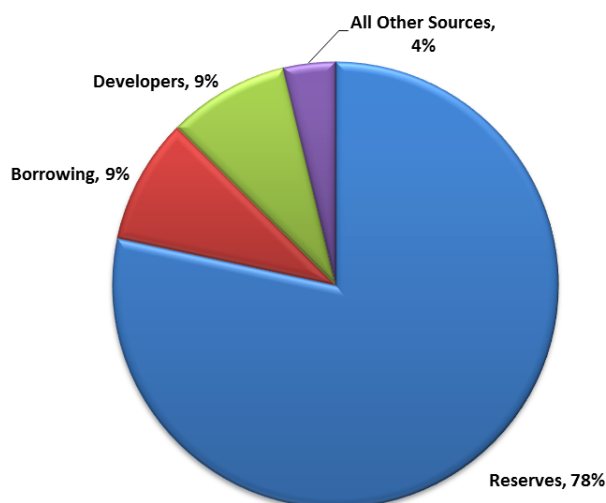
- A new position (1 FTE) has been added for a P3 Contract Administrator to develop P3 Contract Manuals for the operation and maintenance component of P3 projects.
- The remaining 1.1 FTEs account for various positions previously funded in the operating budget.



## PAYING FOR THE 2016 CAPITAL BUDGET

As illustrated below, the largest source of funding for the 2016 Capital Budget is reserves. Approximately \$178 million (78%) of the entire Capital Budget is funded through reserves that the City has set aside for capital replacement, enhancement and new capital work. The remaining \$50 million (22%) of the Capital Budget is split among various sources.

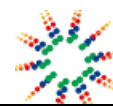
### 2016 Capital Budget Funding Sources



The following table summarizes the funding dollars for the 2016 Capital Budget.

2016 CAPITAL BUDGET FUNDING SUMMARY	
GENERAL CAPITAL: (\$000's)	2016 Budget
Reserves	79,347
Borrowing	13,909
Province of Saskatchewan	936
Private, External Funding	561
Operating Contributions	-
Other	2,250
Saskatoon Public Library Reserve	201
<b>Total General Capital</b>	<b>97,204</b>
UTILITY CAPITAL: (\$000's)	
Reserves	68,565
Borrowing	6,840
Private and External Contributions	1,150
Operating Contributions	3,464
<b>Total Utility Capital</b>	<b>80,019</b>
<b>Total General &amp; Utility Capital</b>	<b>177,223</b>
LAND DEVELOPMENT: (\$000's)	
Reserves/Developers	51,534
<b>Total Capital Funding</b>	<b>228,757</b>

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



## RESERVES

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

Schedule XII at the back of the 2016 Approved Operating and Capital Budget reflects the sufficiency of these reserves.

As the following table shows, the balances of the City's capital and stabilization reserves heading into 2016 remain healthy, with a total estimated balance of \$158.4 million.

<b>ESTIMATED RESERVE BALANCES</b>		
<b>Capital Reserves: (millions)</b>	<b>Jan/15</b>	<b>Jan/16</b>
General	13.2	29.0
Prepaid Services (Land Development)	(26.7)	30.0
Property Realized	29.0	35.2
Boards/Commissions (Including Saskatoon Public Library)	42.4	32.3
<b>Capital Reserves Total</b>	<b>57.8</b>	<b>126.5</b>
<b>Stabilization Reserves: (millions)</b>		
Fiscal Stabilization	6.2	6.2
Land Operations Stabilization	2.7	3.4
Fuel Stabilization	1.3	1.3
Utilities Stabilization	9.1	11.1
Building Permits/Inspections Stabilization	6.0	6.7
Other	3.7	3.2
<b>Stabilization Reserves Total</b>	<b>29.0</b>	<b>31.9</b>
<b>Total Reserves Balance</b>	<b>86.9</b>	<b>158.4</b>

The Reserve for Capital Expenditures (RCE) has been established by City Council to provide funding for discretionary capital projects. In total, nearly \$2.8 million was made available in 2016 to fund discretionary capital projects. RCE is funded mostly from an annual mill rate contribution.

<b>Reserve for Capital Expenditures (\$000's)</b>	<b>2016</b>
Projected January 1 Opening Balance	990
Contribution from Operating Budget	3,678
River Landing Operating Funding	(1,123)
Minimum Balance Retained	(750)
<b>Allocated RCE Funding for 2016 Capital Projects</b>	<b>2,795</b>

While a majority of the City's reserves are in good financial condition, there are three reserves that are projected to be in deficit positions at the end of 2016. City Council has authorized these deficits as an exception from the normal requirement to remain in a zero or positive balance.

- 1) The Infrastructure Reserve for Water and Wastewater has been in a deficit position for the past number of years based on the advancement of flood control projects to alleviate further flooding. The plan to replenish the reserve is through a flood control levy of \$4.50 per water meter placed on utility bills. This reserve is expected to be in a positive position by 2018.
- 2) Another reserve that has City Council's approval to remain in a deficit balance until 2017 is the Parks Infrastructure Replacement Reserve, to cover the higher construction costs of the WJL



Harvey Park Redevelopment. The Parks Reserve 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.

- 3) The Regional Waste Management Facility capital project to upgrade and expand the landfill had a \$6.0 million withdrawal from the Landfill Replacement Reserve (LRR) placing the reserve in a deficit position until 2017. The plan is to replenish the reserve over time through revenues. An equivalent amount to the LRR deficit is being held in the Property Realized Reserve to cash flow this deficit. City Council has approved this strategy in principle.

## BORROWING

The 2016 Capital Budget contains borrowing of \$20.7 million, most of which (\$13.9 million) is for debt payments for the Traffic Noise Attenuation projects. The remaining \$6.8 million is for utility borrowing related to the Water Treatment Plants pumping and electrical upgrades. While borrowing is budgeted for projects as a source of funding, the actual borrowing is based on cash flow requirements.

The total outstanding debt as of December 31, 2014 was \$238.1 million. The City borrowed an additional \$15.0 million in 2015 for the Remai Modern Art Gallery (AGS). In addition to this, Bylaw No. 9313 has been drafted which authorizes up to \$134.2 million in borrowing for the North Commuter Parkway (P3) Project. The expected outstanding debt balance as at December 31, 2015 will be approximately \$228.1 million; this does not include the authorized debt for the North Commuter Parkway (P3 Project) as this will be recognized in a future year at substantial completion of the project.

The forecasted borrowing for the next five years is to increase to a peak near \$527.0 million in 2021. In 2014, City Council approved the application to the Saskatchewan Municipal Board for an increase in the City's debt limit to \$558.0 million. Most of this increase in project debt is associated to Public Private Partnerships (P3) such as the Civic Operations Centre, the North Commuter Parkway and Traffic Bridge Replacement projects. The total debt projections, including the P3 debt, are within the City's debt limit.

Borrowing related to the utility projects will be repaid through utility rates. The repayment of 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.

## EXTERNAL FUNDING SOURCES

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

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

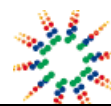


**OPERATING BUDGET IMPACT OF CAPITAL INVESTMENTS**

Capital projects contained in the 2016 Capital Budget will impact future City operating programs. The additional operating costs for the 2016 projects for the years 2017 to 2019 are summarized below.

<b>OPERATING IMPACT (\$000's)</b>	<b>2017</b>	<b>2018</b>	<b>2019</b>
Corporate Governance & Finance	\$25.0	\$0.0	\$0.0
Fire Services	\$0.0	\$0.0	\$100.0
Land Development	\$109.8	\$0.0	\$582.5
Policing	\$100.0	\$0.0	\$0.0
Recreation and Cultural Services	\$60.8	\$9.0	\$0.0
Transportation	\$179.2	\$116.2	\$0.0
Urban Planning & Development	\$150.0	\$0.0	\$0.0
<b>Total</b>	<b>\$624.8</b>	<b>\$125.2</b>	<b>\$682.5</b>

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



## DEFINITIONS/EXPLANATIONS

Within the 2016 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 2015 budget that would include all inflationary changes, transfers, and other adjustments to deliver the same service levels as in the previous year. (Excludes Growth and Service Level Adjustments).

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

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

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

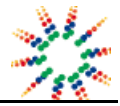
**Reserve for Capital Expenditures:** This is a reserve that is funded through an annual contribution from the operating budget as well as any other discretionary funds allocated to it that is used to fund capital projects at the discretion of City Council. These projects would normally not have a dedicated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

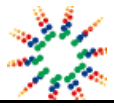
**Service Level Adjustment:** This is a budgetary change to address an increase or decrease in the program's service level.

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

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

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





## Operating Budget

\$7.2 million

## Capital Budget

\$0.8 million



## STRATEGIC GOAL:



## Quality of Life

### Overview

#### Mendel Art Gallery-Remai Modern Art Gallery

The Remai Modern Art Gallery of Saskatchewan (Remai Gallery) is a facility that is five times the size of the former Mendel gallery and will require a significant increase in operating funds. Leading up to the opening of the new gallery operating funds are being phased-in based on the business plan and the City's ability to fund the increase. The Remai Gallery is poised to become the premier Western Canadian art gallery, celebrating the region's contribution to the visual arts world while maintaining an uncompromising commitment to public accessibility. It will be recognized across Canada as one of the top art galleries in the country, and will become a hub of arts and culture for Saskatoon.

The Remai Gallery will serve as a vital resource for local and regional art galleries, artist-run centres, museums, arts organizations, schools, universities, and the diverse cultural communities of Saskatchewan.

The four-storey Remai Gallery will be a year round key destination in River Landing for both residents and visitors. Together with Persephone Theatre and planned residential and commercial development on the adjoining site, the Gallery will help to animate the riverfront and connect with downtown.

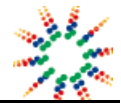
#### SaskTel Centre

SaskTel Centre provides world-class culture, sport, and live entertainment experiences for the social and cultural enrichment of the region, and does so by focusing on the Programs, Place and the People. The core values that define SaskTel Centre's operations are: Excellence in Safety, Exemplary Customer Service, Strong Fiscal Management, and Environmental Stewardship.

#### TCU Place

TCU Place provides a wealth of opportunities for citizens to participate in and enjoy the benefits of business and culture in Saskatoon. Strategically, TCU Place's key goal is to encourage the many citizens of Saskatoon to take advantage of the cultural activities available to them. These activities are the heart of TCU Place's quality of life agenda in promoting individual and community well-being.

The facility offers a total of 120,000 sq. ft. of multi-purpose space on three separate floors including a 22,400 sq. ft. ballroom. The Sid Buckwold Theatre, with a seating capacity of 2,074 gives the facility additional flexibility to host a convention general session, a concert or theatrical performance. The theatre also works in partnership with and is home to the Saskatoon Symphony Orchestra.



## At A Glance

### Mendel Art Gallery-Remai Modern Art Gallery

- Remai Modern will be a key attraction in Saskatoon. Along with the River Landing development, the Gallery will be a destination for locals and tourists alike. The expected visitation for Remai Modern is 220,000 per year.

### SaskTel Centre

- From concerts to hockey games, community events to festivals, the programs and events are the core of the operation, attracting nearly 800,000 visitors each year.
- With a capacity of over 15,000 the facility has been bringing world-class entertainers and artists, sports competitions, recreation, culture, and tourism events to the people of Saskatchewan for over 25 years. It has hosted numerous local, national and international events including the Juno Awards, World Junior Hockey Championships, and the Tim Hortons Brier to name a few. SaskTel Centre is one of Canada's busiest facilities and is known as the place to go to when something big is happening in Saskatoon.
- SaskTel Centre would not exist without the people. From the office and production staff to over 600 contracted staff and thousands of volunteers, all of the people are expected to go above and beyond to ensure the SaskTel Centre's core values are met.

### TCU Place

- A City-owned and Board operated multi-purpose cultural and entertainment facility that includes a theatre for performing arts and a convention hall which attracts over 900,000 visits a year.
- With over 60 booking dates annually, entertainment options in the Sid Buckwold Theatre include ballet, dance companies, concerts, comedians, family shows, and Broadway musicals.
- Hosting 800 events annually, the Convention Services provide the customers leading edge technical services and catering excellence for gala banquets, conventions, meetings, graduations, and tradeshow.

## Key Challenges and Risks

### Infrastructure and Operations:

#### Mendel Art Gallery-Remai Modern Art Gallery

- Opening and operating a new art gallery in such a way that will revitalize the arts community and the City as a whole, while meeting attendance and funding goals. Five times larger than the Mendel Art Gallery, a key challenge will be using that space to its full potential and drawing both citizens and tourists to the space.

#### SaskTel Centre

- Aging building and systems – requires increasing maintenance costs, and innovative solutions to remain competitive in the touring market.

#### TCU Place

- Established in 1967, TCU Place is an aging facility with high maintenance costs that continue to rise.
- Inadequate space to provide services for events hosting more than 1,500 people.

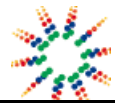
### Stakeholders:

#### SaskTel Centre

- Reliance on touring shows – nearly 70% of event related gross margin is derived from touring shows. Any loss or negative impact to this segment of business would be detrimental.

#### TCU Place

- Increased competition with local, national, and international providers.
- Attracting quality and diversified theatre programming with competition coming from other local venues.



## People:

### TCU Place

- The challenging labour market and the difficulty of finding properly skilled staff.

## Major Initiatives 2016-2018

### Mendel Art Gallery-Remai Modern Art Gallery

- Leading up to the 2017 opening of the new Gallery operating funds are being phased-in based on the business plan and the City's ability to fund the increase.

### SaskTel Centre

- Expand self-promoted event category to reduce reliance on major touring shows.
- Expand the services offered to increase existing revenue streams and develop new revenue streams.
- Implement building and system upgrades and replacements, including but not limited to: energy efficient lighting and fixtures, parking lot upgrades, storage shed, retractable seating, and many updates to the finishes of the building.

### TCU Place

- Upgrade kitchen, caretaking, sound, lighting, and maintenance equipment to ensure continued service quality in meeting customer expectation.
- Continue developing a cultural diversity action plan that meets the needs of changing population demographics.
- New flooring in the Salon and Gallery areas to include the access to the Midtown Plaza.
- Continue to support the "Quality of Life" strategic goal and emphasize the delivery of diverse and popular programming in the Sid Buckwold Theatre.
- Work with the City of Saskatoon to develop a new business model for future expansion/enhancement of the facility.

## Budget Implications

### Mendel Art Gallery-Remai Modern Art Gallery

- The 2016 Business Plan and Budget has an increased provision of \$1.365 million to accommodate the increased requirements to operate a building five times larger than the Mendel Art Gallery. Due to a delayed opening of early 2017, this provides an opportunity to direct a substantial portion of this to the capital construction costs and the balance will be allocated to the Remai Modern to prepare for the opening of the new Gallery.

### SaskTel Centre

- There are no significant changes to SaskTel Centre's operating budget.

### TCU Place

- There are no significant changes to TCU Place's operating budget.



## Operating Summary

	2014 Actual	2014 Budget	2015 Budget	2016 Budget				
				000's			Dollar Change	% Change
				Revenue	Exp/Rec	Net		
Mendel Art Gallery-Remai Modern Art Gallery	3,069.5	3,069.5	3,661.1	0.0	5,026.1	5,026.1	1,365.0	37.3%
SaskTel Centre	498.6	498.6	558.8	0.0	558.8	558.8	0.0	0.0%
TCU Place	1,490.3	1,490.4	1,621.6	0.0	1,621.6	1,621.6	0.0	0.0%
<b>Total</b>	<b>5,058.4</b>	<b>5,058.5</b>	<b>5,841.5</b>	<b>0.0</b>	<b>7,206.5</b>	<b>7,206.5</b>	<b>1,365.0</b>	<b>23.4%</b>

Staff Complement	2015	2016	Difference
Full Time Equivalents	141.90	144.15	2.25

## Summary of Budget Changes

Service Line	Revenue Change			Expenditure Change					Net
	2015 Base	Change	2016 Budget	2015 Base	Base Adj	Growth & Cont Impr	Service Level	2016 Budget	2016 Budget
Mendel Art Gallery-Remai Modern Art Gallery	0.0	0.0	0.0	3,661.1	0.0	1,365.0	0.0	5,026.1	5,026.1
SaskTel Centre	0.0	0.0	0.0	558.8	0.0	0.0	0.0	558.8	558.8
TCU Place	0.0	0.0	0.0	1,621.6	0.0	0.0	0.0	1,621.6	1,621.6
<b>Total</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>5,841.5</b>	<b>0.0</b>	<b>1,365.0</b>	<b>0.0</b>	<b>7,206.5</b>	<b>7,206.5</b>

## Summary of Funded Capital Investments

Service Line	2016	2017	2018	2019	2020
Mendel Art Gallery-Remai Modern Art Gallery	73.0	53.0	41.0	86.0	86.0
SaskTel Centre	263.0	198.0	73.0	183.0	123.0
TCU Place	460.0	291.0	59.0	1,299.0	80.0
<b>Total</b>	<b>796.0</b>	<b>542.0</b>	<b>173.0</b>	<b>1,568.0</b>	<b>289.0</b>

## Financing for Funded Capital Investments

Funding Source	2016	2017	2018	2019	2020
REMAI ART GALLERY EQUIPMENT REPLACEMENT	73.0	53.0	41.0	86.0	86.0
SASKTEL CENTRE EQUIPMENT REPL	263.0	198.0	73.0	183.0	123.0
TCU PLACE EQUIPMENT RESERVE	460.0	291.0	59.0	1,299.0	80.0
<b>Total</b>	<b>796.0</b>	<b>542.0</b>	<b>173.0</b>	<b>1,568.0</b>	<b>289.0</b>
Unfunded	0.0	0.0	0.0	0.0	0.0





## Mendel Art Gallery-Remai Modern Art Gallery

### Overview

To operate and maintain a public museum for the collection, exhibition, preservation, and interpretation of works of art, and to provide transformative experiences by connecting art with local and global communities.

Operating Budget:	2014 Actuals	2014 Budget	2015 Budget	2016 Budget	Dollar Change	% Change
Operating Cost	3,069.5	3,069.5	3,661.1	4,226.1	565.0	15.4%
Capital Contribution	0.0	0.0	0.0	800.0	800.0	0.0%
<b>Total</b>	<b>3,069.5</b>	<b>3,069.5</b>	<b>3,661.1</b>	<b>5,026.1</b>	<b>1,365.0</b>	<b>37.3%</b>

Staff Complement	2015	2016	Difference
Full Time Equivalents	28.68	31.13	2.45

### Summary of Operating Changes

#### Summary of Budget Changes

Service Line	Revenue Change			Expenditure Change				Net	
	2015 Base	Change	2016 Budget	2015 Base	Base Adj	Growth & Cont Impr	Service Level	2016 Budget	2016 Budget
Mendel Art Gallery-Remai Modern Art Gallery	0.0	0.0	0.0	3,661.1	0.0	1,365.0	0.0	5,026.1	5,026.1

The Remai Modern subsidy includes a contribution to the Civic Buildings Comprehensive Maintenance Reserve. The remaining subsidy includes funding to cover salaries and other major operating expenditures.

#### Growth:

- The Remai Modern Art Gallery of Saskatchewan is a facility that is five times the size of the former Mendel gallery, and as such will provide many more exhibitions, education programs, new public programs, and cinema and theatre programming, as well as the Cameco Learning Centre. Leading up to the opening of the new Gallery operating funds are being phased in based on the business plan and the City's ability to fund the increase. The 2016 budget has an increased provision of \$1.365 million to accommodate the requirements to operate the facility based on an originally planned September 2016 opening. Due to the delayed opening in early 2017 this provides an opportunity to direct a substantial portion of the \$1.365 million to capital construction costs and the balance will be allocated to the Remai Modern to prepare for the opening of the new Gallery.
- Included in the 2016 budget is a net increase of 2.45 FTEs required to prepare the facility for opening. The new FTEs are based on an opening date of early 2017. The net increase in FTEs consists of 1.32 positions in Guest Experience & Communications (including Visitor Services), 0.3 positions in Public Programs & Exhibitions, 0.58 in Development, and 0.25 for Security staff.
- Unlike the Mendel, Remai Modern has a significant number of community spaces for banquets and functions, as well as a theatre, atrium, and boardroom. A majority of the costs associated with these spaces will be funded by revenue generation.

Funded Capital Projects	2016	2017	2018	2019	2020
P1834 REMAI ART GALLERY- EQUIPMENT PURCHASES	73.0	53.0	41.0	86.0	86.0
<b>Total</b>	<b>73.0</b>	<b>53.0</b>	<b>41.0</b>	<b>86.0</b>	<b>86.0</b>



## Summary of Capital Investments

The equipment replacement purchases project is in accordance with the Mendel Art Gallery Reserve Funds Policy.

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

There are no future operating impacts from 2016 Capital Projects.



## SaskTel Centre

### Overview

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

Operating Budget:	2014 Actuals	2014 Budget	2015 Budget	2016 Budget	Dollar Change	% Change
Operating Cost	748.6	748.6	858.8	858.8	0.0	0.0%
Cost Recovery	(250.0)	(250.0)	(300.0)	(300.0)	0.0	0.0%
<b>Total</b>	<b>498.6</b>	<b>498.6</b>	<b>558.8</b>	<b>558.8</b>	<b>0.0</b>	<b>0.0%</b>

Staff Complement	2015	2016	Difference
Full Time Equivalents	47.67	47.67	0.00

### Summary of Operating Changes

#### Summary of Budget Changes

Service Line	Revenue Change			Expenditure Change					Net
	2015 Base	Change	2016 Budget	2015 Base	Base Adj	Growth & Cont Impr	Service Level	2016 Budget	2016 Budget
SaskTel Centre	0.0	0.0	0.0	558.8	0.0	0.0	0.0	558.8	558.8

The City's contribution to the SaskTel Centre operation is for the Civic Buildings Comprehensive Maintenance (CBCM) Reserve which is a total of \$858.8 for 2016, this is a nil increase from 2015. SaskTel Centre contributes \$300.0 of the CBCM contribution based on an agreement between the City and SaskTel Centre.

All operating expenditures are covered by SaskTel Centre's own internal revenues.

Funded Capital Projects	2016	2017	2018	2019	2020
P1812 SASKTEL CENTRE-EQUIPMENT PURCHASES	263.0	198.0	73.0	183.0	123.0
<b>Total</b>	<b>263.0</b>	<b>198.0</b>	<b>73.0</b>	<b>183.0</b>	<b>123.0</b>

### Summary of Capital Investments

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

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

There are no future operating impacts from 2016 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:	2014 Actuals	2014 Budget	2015 Budget	2016 Budget	Dollar Change	% Change
Operating Cost	1,310.0	1,310.0	1,441.2	1,441.2	0.0	0.0%
Debt Charges	180.3	180.4	180.4	180.4	0.0	0.0%
<b>Total</b>	<b>1,490.3</b>	<b>1,490.4</b>	<b>1,621.6</b>	<b>1,621.6</b>	<b>0.0</b>	<b>0.0%</b>

Staff Complement	2015	2016	Difference
Full Time Equivalents	65.55	65.35	(0.20)

### Summary of Operating Changes

#### Summary of Budget Changes

Service Line	Revenue Change			Expenditure Change				Net
	2015 Base	Change	2016 Budget	2015 Base	Base Adj	Growth & Cont Impr	Service Level	2016 Budget
TCU Place	0.0	0.0	0.0	1,621.6	0.0	0.0	0.0	1,621.6
								1,621.6

TCU Place receives a \$500.0 grant from the City of Saskatoon to operate as well as covers the Civic Buildings Comprehensive Maintenance Reserve contribution of \$941.2. 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 term).

All operating expenditures are covered by TCU Place's own internal revenues. Decrease of 0.2 FTEs includes an increase of 0.4 FTEs for a prior period correction and a decrease of 0.6 FTE for a Clerk position which is no longer required due to workload efficiencies.

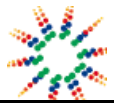
Funded Capital Projects	2016	2017	2018	2019	2020
P0740 TCU PLACE-EQUIPMENT REPAIR/REPLACEMENTS	460.0	291.0	59.0	1,299.0	80.0
<b>Total</b>	<b>460.0</b>	<b>291.0</b>	<b>59.0</b>	<b>1,299.0</b>	<b>80.0</b>

### Summary of Capital Investments

2016 TCU Place capital investments are in accordance with the TCU Place Reserve Policies and are for projects involving the maintenance and replacement of existing assets in the replacement and restoration reserves.

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

There are no future operating impacts from 2016 capital projects.



**Operating Budget**  
\$13.7 million

**Capital Budget**  
\$0.3 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 the City of Saskatoon. 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 support and community investments to approximately 65 social agencies; 50 sports organizations; 52 community outdoor rinks; 47 community associations; 17 arts, culture, and heritage organizations; and 19 community gardens.
- Provides in excess of \$6.4 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; approximately 600,000 visits to cultural facilities; approximately 125,000 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.
- Supports expanding our economy through tourism by providing grants to Saskatoon Tourism.
- Supports economic development to ensure Saskatoon is a place to live, work, invest, and prosper through our supports to SREDA.
- Coordinates programs designed to enhance the engagement of Aboriginal people, address racism and discrimination, and enhance racial harmony.
- Maintains Woodlawn Cemetery and Nutana Pioneer Cemetery, with over 500 burials and 40 subsidized burials annually.
- Subsidizes approximately 175 spay or neuter surgeries a year.
- Subsidizes approximately 87,200 Leisure Access visits to leisure facilities a year.

## Key Challenges and Risks

### Infrastructure and Operations:

- Being able to meet the growing community needs for animal services in response to pet owner's requests to provide additional dog parks and additional amenities at existing parks (e.g. benches, dispenser bags, education signage, and garbage containers). Also there is a decline in pet owners buying pet licenses, resulting in less revenue to cover program costs and an increase in stray cats and dogs in Saskatoon.
- An aging population and an expanding diversity of cultures presents some challenges for Woodlawn Cemetery in providing services that will ensure the cemetery operations continue to meet the needs and maintain cost recovery objectives.

### Financial:

- Changing funding priorities has more Government grant dollars being directed to employment and economic development programs and initiatives. This means less funding available for the cultural and social community based organizations.
- Securing the necessary funding for Woodlawn Cemetery asset renewal while maintaining rates that reflect fair and stable market prices.

### Stakeholders:

- 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 are accessible (geographically, physically, and financially) for the broadest segment of the community.
- Collaborative delivery of services depends on partners/arms-length service delivery agents fulfilling commitments.
- Increasing diversity in Saskatoon's population means ongoing changes and challenges to building cultural and social cohesion.
- Increasing demands on community based organization and volunteers to be the delivery agents, along with increased demands for reporting and offering a wider variety of programs and services.

## Major Initiatives 2016-2018

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 economic, employment, and training opportunities.



- Collaborate with the Saskatoon Council on the Age Friendly Saskatoon Initiative. Develop an action plan to become a more “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, through community intersectoral collaboration. Ensure the City’s programs and services are changing along with the changes in the community.
- Focus marketing efforts on education and awareness of the pet licensing program to help increase revenues.

#### Implement the Following 10-Year Strategies:

- Update and continue implementation of 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.
- Enhance activities for youth to increase positive race relations and civic engagement among the young adult community.
- Undertake initiatives to strengthen relations and partnerships with Aboriginal organizations and focus the provision of programs and services on identified gaps.
- Implement 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 our involvement with the Saskatoon Collaborative Funders Partnership pilot an evaluation and reporting tool among local community organizations that have a similar mandate. This reporting tool will help community organizations to better report on their collective impact in the community and streamline the reporting.
- Support community building through direct investment, community development expertise, and support to volunteers on committees and community associations.
- Develop a Saskatoon Municipal Cemetery Services Master Plan to provide high level guidance with regard to the years of available gravesites remaining and potential funding strategies to support asset renewal in Woodlawn Cemetery prior to reaching capacity. The plan will also outline additional needs such as future interment demand and cemetery location for the City of Saskatoon.
- Implementation of the animal services program plan is highlighted within the Recreation and 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.

#### Other Ongoing Major Initiatives:

- Develop a partnership policy based on the framework presented in the Recreation and Parks Master Plan and explore opportunities in the near future.

## Continuous Improvement

- Monitor the new community associations being established in new neighbourhoods and the resulting supports required from the City.
- Electronic grants administration to reduce copying cost and paper, to streamline the process and improve service to grant applicants.
- Undertake a Corporate wide review of supports the City provides for low income residents.
- Review and formalize internal graffiti management processes and procedures across departments and divisions to streamline processes, avoid duplication of efforts; creating efficiencies and improving customer service in responding to reports from the public about graffiti on civic property.





## Performance Measures

### **Increase Visits to City Recreation and Cultural Facilities to 6,600 Visits/1,000 Residents:**

- Review the Leisure Access and Youth Sports Subsidy programs to ensure they are addressing cost as a barrier to participation in the most efficient and respectful way.
- The grant supports to the 16 major cultural organizations helps leverage revenues for the organizations and increase participation numbers at cultural facilities.

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

- The anti-racism, cultural diversity, race relations, and immigration initiatives help support the workforce diversity targets by facilitating the conditions within the workplace whereby we offer an inclusive workplace that embraces diversity.
- Promote existing cultural education and awareness programs. Establish an anti-racism, anti-discrimination education strategy aimed at increasing inter-cultural competencies.

### **500 New Units Annually Across the Attainable Housing Continuum:**

- Deliver the Mortgage Flexibilities Support program and advocate for enhanced programming from other levels of government to create better leverage for municipal funding.

### **Business Growth (Indicator):**

- Support SREDA in facilitating growth of existing businesses and attracting new businesses, including Aboriginal-owned businesses.

## Budget Implications

- The 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 of \$42.2 for providing programs and services for family pets, a net increase of \$33.9 to economic incentives for housing, business, and tourism, a CPI increase of \$16.9 in annual funding to the MVA, and a net decrease of \$17.6 in investments and supports for sport, culture, and social organizations which predominantly reflects a reduction in Leisure Access and Youth Sport Subsidy participation numbers.



## Operating Summary

	2014 Actual	2014 Budget	2015 Budget	2016 Budget				
				000's			Dollar Change	% Change
				Revenue	Exp/Rec	Net		
Animal Services	547.9	513.8	596.4	(639.3)	1,277.9	638.6	42.2	7.1%
Community Development	3,015.7	3,067.9	3,179.3	(202.8)	3,518.0	3,315.2	135.9	4.3%
Community Investments & Supports	9,036.3	8,775.6	9,495.7	0.0	9,583.4	9,583.4	87.7	0.9%
Cemeteries	143.5	124.0	176.7	(1,427.4)	1,568.5	141.1	(35.6)	-20.1%
<b>Total</b>	<b>12,743.4</b>	<b>12,481.3</b>	<b>13,448.1</b>	<b>(2,269.5)</b>	<b>15,947.8</b>	<b>13,678.3</b>	<b>230.2</b>	<b>1.7%</b>

Staff Complement	2015	2016	Difference
Full Time Equivalents	30.61	30.61	0.00

## Summary of Budget Changes

Service Line	Revenue Change			Expenditure Change					Net
	2015 Base	Change	2016 Budget	2015 Base	Base Adj	Growth & Cont Impr	Service Level	2016 Budget	2016 Budget
Animal Services	(643.0)	3.7	(639.3)	1,239.4	30.5	8.0	0.0	1,277.9	638.6
Community Development	(196.8)	(6.0)	(202.8)	3,376.1	139.5	2.4	0.0	3,518.0	3,315.2
Community Investments & Supports	0.0	0.0	0.0	9,495.7	25.5	42.2	20.0	9,583.4	9,583.4
Cemeteries	(1,339.4)	(88.0)	(1,427.4)	1,516.1	24.7	0.0	27.7	1,568.5	141.1
<b>Total</b>	<b>(2,179.2)</b>	<b>(90.3)</b>	<b>(2,269.5)</b>	<b>15,627.3</b>	<b>220.2</b>	<b>52.6</b>	<b>47.7</b>	<b>15,947.8</b>	<b>13,678.3</b>

## Summary of Funded Capital Investments

Service Line	2016	2017	2018	2019	2020
Animal Services	0.0	0.0	0.0	0.0	0.0
Community Development	100.0	0.0	50.0	0.0	50.0
Community Investments & Supports	0.0	0.0	0.0	0.0	0.0
Cemeteries	150.0	0.0	0.0	0.0	0.0
<b>Total</b>	<b>250.0</b>	<b>0.0</b>	<b>50.0</b>	<b>0.0</b>	<b>50.0</b>

## Financing for Funded Capital Investments

Funding Source	2016	2017	2018	2019	2020
RESERVE FOR CAPITAL EXPENDITURES	200.0	0.0	0.0	0.0	0.0
TRAFFIC SAFETY RESERVE	50.0	0.0	50.0	0.0	50.0
<b>Total</b>	<b>250.0</b>	<b>0.0</b>	<b>50.0</b>	<b>0.0</b>	<b>50.0</b>
Unfunded	0.0	705.0	425.0	475.0	700.0



## Animal Services

### Overview

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

Operating Budget:	2014 Actuals	2014 Budget	2015 Budget	2016 Budget	Dollar Change	% Change
Revenue	(566.7)	(698.2)	(643.0)	(639.3)	3.7	-0.6%
Staff Compensation	77.3	79.4	82.4	86.6	4.2	5.1%
Operating Cost	1,011.4	1,111.2	1,135.6	1,169.9	34.3	3.0%
Cost Recovery	(4.1)	(8.6)	(8.6)	(8.6)	0.0	0.0%
Transfer to/from Reserves	30.0	30.0	30.0	30.0	0.0	0.0%
<b>Total</b>	<b>547.9</b>	<b>513.8</b>	<b>596.4</b>	<b>638.6</b>	<b>42.2</b>	<b>7.1%</b>

Staff Complement	2015	2016	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
	2015 Base	Change	2016 Budget	2015 Base	Base Adj	Growth & Cont Impr	Service Level	2016 Budget
Animal Services	(643.0)	3.7	(639.3)	1,239.4	30.5	8.0	0.0	1,277.9
								638.6

#### Revenue Change:

- Animal license revenue has decreased by \$3.7 to reflect historical actuals.

#### Growth:

- Dog park maintenance has increased by \$8.0 to reflect maintenance requirements for new parks.

#### Other Significant Change:

- The contract payments to SPCA and SACA have increased by \$16.7 due to negotiated agreements.

### Summary of Capital Investments

Capital investments relating to the development of dog parks is outlined in Recreation and Culture- Community Partnerships.



## Community Development

### Overview

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

The City's role in community development is to ensure a safe environment for people to live in, and to facilitate and/or encourage access to a broad range of programs and services which contribute to a quality lifestyle for the purpose of healthier individuals and stronger communities. Included in this, the City provides coordination of programs designed to enhance racial harmony and improve intercultural collaborations. The City also provides support to the Aboriginal community with respect to sport, culture, and recreation initiatives through leadership development, grant funding, and program delivery. The support system for community development helps enable residents and supports 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:	2014 Actuals	2014 Budget	2015 Budget	2016 Budget	Dollar Change	% Change
Revenue	(114.9)	(65.0)	(178.0)	(178.0)	0.0	0.0%
Province of Saskatchewan	(30.2)	(35.1)	(18.8)	(24.8)	(6.0)	31.9%
Staff Compensation	1,765.2	1,783.9	1,816.3	1,876.2	59.9	3.3%
Operating Cost	1,367.4	1,347.4	1,523.1	1,605.1	82.0	5.4%
Transfer to/from Reserves	36.7	36.7	36.7	36.7	0.0	0.0%
<b>Total</b>	<b>3,024.2</b>	<b>3,067.9</b>	<b>3,179.3</b>	<b>3,315.2</b>	<b>135.9</b>	<b>4.3%</b>

Staff Complement	2015	2016	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	
	2015 Base	Change	2016 Budget	2015 Base	Base Adj	Growth & Cont Impr	Service Level	2016 Budget	2016 Budget
Community Development	(196.8)	(6.0)	(202.8)	3,376.1	139.5	2.4	0.0	3,518.0	3,315.2

#### Revenue Change:

- Provincial funding increase of \$6.0 is offset by expenditure increase of \$6.0 for Welcoming Communities Workshops in 2016.

#### Growth:

- \$2.4 increase in annual grant funding is required for the new Rosewood and Evergreen Community Associations.



## Other Significant Change:

- Increase in admissions volumes and facility rental rates at leisure facilities of \$68.0 are charged to this program under the reciprocal facility use agreement between the City and schools.

Funded Capital Projects		2016	2017	2018	2019	2020
P1963	TU-CORP. ACCESSIBILITY IMPLEMENTATION	100.0	0.0	50.0	0.0	50.0
<b>Total</b>		<b>100.0</b>	<b>0.0</b>	<b>50.0</b>	<b>0.0</b>	<b>50.0</b>

Unfunded Capital Projects		2016	2017	2018	2019	2020
P1963	TU-CORP. ACCESSIBILITY IMPLEMENTATION	0.0	475.0	275.0	325.0	550.0
<b>Total</b>		<b>0.0</b>	<b>475.0</b>	<b>275.0</b>	<b>325.0</b>	<b>550.0</b>

## Summary of Capital Investments

The Accessibility Action Plan identified short and long-term goals for improving accessibility to the 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 2016 funded portion of the project includes \$50.0 for the review and update of the accessibility action plan and \$50.0 for the installation of audible pedestrian signals.

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

There are no future operating impacts from 2016 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 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:	2014 Actuals	2014 Budget	2015 Budget	2016 Budget	Dollar Change	% Change
Operating Cost	8,315.4	8,329.4	8,749.5	8,682.2	(67.3)	-0.8%
Transfer to/from Reserves	720.9	446.2	746.2	901.2	155.0	20.8%
<b>Total</b>	<b>9,036.3</b>	<b>8,775.6</b>	<b>9,495.7</b>	<b>9,583.4</b>	<b>87.7</b>	<b>0.9%</b>

Staff Complement	2015	2016	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	
	2015 Base	Change	2016 Budget	2015 Base	Base Adj	Growth & Cont Impr	Service Level	2016 Budget	2016 Budget
Community Investments & Supports	0.0	0.0	0.0	9,495.7	25.5	42.2	20.0	9,583.4	9,583.4

#### Growth:

- Cultural Participation Grant increase of \$25.0 is required to continue to work towards achieving a funding level approaching \$2.00 per capita.
- Social Grant increase of \$17.2 maintains the \$2.00 per capita funding formula and is based on the population growth.

#### Service Level Change:

- Funding for the Public Art component of the Cultural Reserve has increased by \$20.0 and is the first of a five-year phase-in to an annual contribution of \$100.0. This funding will be used to purchase public art and major public art restorations and conservation treatment, in accordance with the Public Art Policy.

#### Other Significant Changes:

- Tax abatements increase of \$27.8 (Cultural and Heritage – \$6.4 and Social \$21.4) is a result of a formula increase based on the change in the prior year's mill rate.

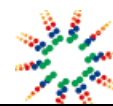


- Access to Leisure Facilities provided to low income individuals and families through the Leisure Access Program decreased by \$81.6; these changes are offset by admission and registration revenue changes in the Leisure Facilities.
- Youth Sport Subsidy program has a decrease of \$30.0 due to decreased participation levels partially offset by increased rental rates.
- Decrease of \$35.8 for economic incentives is due to increases to the Mortgage Flexibilities Support program of \$70.0 and Vacant Lot Adaptive Reuse program of \$65.0. Offset by decreases of \$90.0 due to phasing-out of the Enterprise Zones program and to other economic incentives of \$80.8 as a result of agreements expiring in 2016 partially offset by new agreements beginning in 2016.
- Increase in grant to SREDA of \$54.1 is based on a change in the funding formula. Base funding of \$702.6 will be achieved in 2016 and was phased-in over a four year period which began in 2013.
- Saskatoon Tourism grant increase of \$65.6 is based on changes in commercial assessment from year to year of \$15.6 and an additional \$50.0 requested by Saskatoon Tourism due to financial pressures which was approved by City Council.
- The funding to Meewasin Valley Authority has also been increased by CPI in the amount of \$16.9.

**Not Included:**

- The annual budget for civic services, which includes special events (such as Taste of Saskatchewan, Fireworks Festival, special runs, etc.) that require civic services, road closures, on-site garbage cans, street sweeping, etc., is \$111.0 less than historical actual expenditures of \$191.0. The Special Events process is currently under review and recommendations regarding best practices, funding, and operations will be provided for 2017 budget deliberations. For 2016, civic services will continue to be provided, and the Administration will strive to minimize expenditures, any overages will be absorbed into the City's operating budget as a whole.
- In August 2014, City Council approved a recommendation for civic administration to negotiate a \$70.0 programming partnership with the Children's Discovery Museum. This program services agreement is to be in place by 2018. Not included is \$20.0 as the first year phase-in of this annual program grant. Not including this phased in amount will require a larger request for funding in 2017 and/or 2018.
- The process for receiving and approving requests for the Stand Alone Grants Program was approved in 2015 for implementation in 2016. The grant recipients have requested an increase in funding. A modest increase of 3% would amount to a total increase of \$15.2. Administration is not recommending an increase in the 2016 budget; however, the grant requests will be reviewed again for the 2017 budget.





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

	2014 Budget	2015 Budget	2016 Budget	Changes
<b>Cultural and Heritage</b>				
Tax Abatements	61.6	135.9	142.3	6.4
Provision of Civic Services	75.0	80.0	80.0	0.0
Site Services - Shakespeare on the Sask.	2.0	1.0	1.0	0.0
Wanuskewin Heritage Park	184.0	184.0	184.0	0.0
Transfer to Heritage Reserve Fund	57.6	57.6	47.6	(10.0)
Transfer to Façade Grant Reserve		-	10.0	10.0
Cultural Participation Grants	406.0	416.5	441.5	25.0
Cultural Reserve	100.0	100.0	120.0	20.0
	<b>886.2</b>	<b>975.0</b>	<b>1,026.4</b>	<b>51.4</b>
<b>Social</b>				
Tax Abatements	302.3	387.4	408.8	21.4
Leisure Centre Accessibility Subsidy Program	667.3	662.0	580.4	(81.6)
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	482.1	497.4	514.6	17.2
Restorative Action Program	75.0	75.0	75.0	0.0
Kinsmen Telemiracle	2.5	2.5	2.5	0.0
White Buffalo Youth Lodge	151.5	151.5	155.5	4.0
Detoxification Centre	100.0	100.0	100.0	0.0
	<b>2,030.9</b>	<b>2,126.0</b>	<b>2,087.0</b>	<b>(39.0)</b>
<b>Sport</b>				
Youth Sport Subsidies	1,568.9	1,604.0	1,574.0	(30.0)
Sport Participation Grants	64.5	64.5	64.5	0.0
Community Grant Program	9.8	9.8	9.8	0.0
	<b>1,643.2</b>	<b>1,678.3</b>	<b>1,648.3</b>	<b>(30.0)</b>
<b>Economic Development</b>				
Economic Incentives	1,690.6	1,921.9	1,886.1	(35.8)
SREDA	594.6	648.5	702.6	54.1
	<b>2,285.2</b>	<b>2,570.4</b>	<b>2,588.7</b>	<b>18.3</b>
<b>Tourism</b>				
Saskatoon Tourism	427.8	437.4	503.0	65.6
Saskatoon Sport Tourism	5.0	5.0	5.0	0.0
	<b>432.8</b>	<b>442.4</b>	<b>508.0</b>	<b>65.6</b>
<b>General</b>				
Community Initiative - Contingency	4.8	4.8	4.8	0.0
Transfer to Special Events Reserve	550.0	500.0	500.0	0.0
Meewasin Valley Authority	717.0	974.6	991.5	16.9
Saskatoon Prairieland Park	71.0	66.8	68.4	1.6
Cash Grants- Environmental	10.0	10.0	10.0	0.0
SPCA- Cruelty Investigations	144.5	147.4	150.3	2.9
	<b>1,497.3</b>	<b>1,703.6</b>	<b>1,725.0</b>	<b>21.4</b>
	<b>8,775.6</b>	<b>9,495.7</b>	<b>9,583.4</b>	<b>87.7</b>



## Summary of Capital Investments

There are no capital investments for Community Investments & Supports.



## Cemeteries

### Overview

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

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

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.

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

Operating Budget:	2014 Actuals	2014 Budget	2015 Budget	2016 Budget	Dollar Change	% Change
Revenue	(1,322.1)	(1,334.3)	(1,339.4)	(1,427.4)	(88.0)	6.6%
Staff Compensation	615.8	611.3	628.6	646.9	18.3	2.9%
Operating Cost	629.6	633.2	646.2	681.6	35.4	5.5%
Debt Charges	7.7	7.8	7.3	0.0	(7.3)	-100.0%
Transfer to/from Reserves	248.4	206.0	234.0	240.0	6.0	2.6%
<b>Total</b>	<b>179.4</b>	<b>124.0</b>	<b>176.7</b>	<b>141.1</b>	<b>(35.6)</b>	<b>-20.1%</b>

Staff Complement	2015	2016	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
	2015 Base	Change	2016 Budget	2015 Base	Base Adj	Growth & Cont Impr	Service Level	2016 Budget	2016 Budget
Cemeteries	(1,339.4)	(88.0)	(1,427.4)	1,516.1	24.7	0.0	27.7	1,568.5	141.1

#### Revenue Changes:

- Revenue increases of \$58.9 are due to rate increases and \$6.4 due to increased earnings from the Perpetual Care Fund, partially offset by a decrease of \$5.0 in the memorial tree and bench program.

#### Service Level Change:

- Two new 36-niche columbaria will be purchased and installed for \$35.0. It is anticipated that all niches in the existing columbaria will be sold by April 2016 and that the two new columbaria will provide niche inventory for approximately four to five years. There is an offsetting increase in revenues of \$27.7 to reflect new sales and a decrease of \$7.3 in debt charges related to the maturity of the loan for the columbaria installed in 2010.

#### Capital Contribution:

- In accordance with the reserve policy, the transfer to the Perpetual Care Reserve increased by \$6.0 to reflect the budgeted increase in Perpetual Care fees.



## Not Included:

- The budget provided for the burial of a deceased person with limited financial means of \$35.0 is approximately \$18.0 less than the 2014 actual expenditures. As the expenditures charged to this account are based on demand for these services, there is a risk that the 2016 actuals will exceed the current budgeted amount.

Funded Capital Projects		2016	2017	2018	2019	2020
P1657	CY-WOODLAWN CEMETERY ROADWAY UPGRADE	150.0	0.0	0.0	0.0	0.0
<b>Total</b>		<b>150.0</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>

Unfunded Capital Projects		2016	2017	2018	2019	2020
P1650	CY-NEW MUNICIPAL CEMETERIES	0.0	80.0	0.0	0.0	0.0
P1657	CY-WOODLAWN CEMETERY ROADWAY UPGRADE	0.0	150.0	150.0	150.0	150.0
<b>Total</b>		<b>0.0</b>	<b>230.0</b>	<b>150.0</b>	<b>150.0</b>	<b>150.0</b>

## Summary of Capital Investments

Project 1657 involves the continued upgrading of the Woodlawn Cemetery roadways, identified in 2016 for \$150.0. This represents the second year of a nine year road rehabilitation plan.

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

There is no future operating impact from the 2016 Capital Projects.



**Operating Budget**  
\$8.1 million

**Capital Budget**  
\$14.7 million



## STRATEGIC GOAL:



## Asset & Financial Sustainability

### Overview

The Corporate Asset Management business line provides support and services for all civic programs and departments including building operations and maintenance services for City buildings and structures such as leisure facilities, fire halls, transit buildings, civic offices, libraries and galleries, Police Headquarters, and other associated services for TCU Place and SaskTel Centre. The Fleet Services program within this business line provides equipment management services for the Corporation's vehicles and equipment fleet, including purchasing, leasing, maintenance and repair, fuel distribution, and operator training.

The City employs an asset management and comprehensive maintenance program for the preservation of civic facilities and fleet infrastructure. This program combines preventive maintenance with cyclical infrastructure renewal to ensure facility and fleet assets are optimized for longevity.

### At A Glance

This business line's key role in providing management services for the Corporation's facilities and fleet incorporates asset inventory, management, and capital renewal:

- Total building areas: 359,550 square meters
- 376 buildings maintained valued at \$1.53 billion and contents value of \$244.2 million
- Vehicle parking areas maintained and operated: 92,268 square meters
- Play structures maintained: 184 structures valued at \$8.5 million
- 28,670 park furnishings maintained in 233 parks
- Civic Water Features maintained and operated: 10 pools; 32 paddling pools; 16 spray parks
- More than 9,300 assets maintained via the Comprehensive Maintenance Program
- 1,300 vehicles and equipment in the City's fleet worth a book value of \$80.0 million
- Diesel and gasoline consumption: 8.3 million liters per year from 23 separate fueling stations
- Trunked radios on radio system: 1,435 radios and related infrastructure valued at \$15.2 million



## Key Challenges and Risks

As our successful City continues to grow into the 21<sup>st</sup> Century, the infrastructure to support that growth with more buildings and structures, increasing fleet of vehicles and equipment, and a host of site amenities to create a City of prosperity and quality of life also needs to grow:

### **Infrastructure and Operations:**

- Corporate Asset Management continues to plan for this growth, and a primary concern is maintaining the aging infrastructure of existing assets and managing the capital renewal backlog to ensure business continuity and maximizing positive citizen experience.
- Building capacity for civic facility site capital renewal and addressing deferred maintenance of the City's site infrastructure, including parking lots and entrance roadways, sidewalks and site lighting, underground infrastructure, and utilities.
- Establishing a sustainable capital renewal program for park amenities and play structures for long-term asset preservation and replacement.

## Major Initiatives 2016-2018

Corporate Asset Management's priority to provide reliable and responsive service to meet the needs of our changing community is supported through the following initiatives:

Implement the Following 4-Year Priorities:

- Continue to identify opportunities within the community to improve accessibility for all citizens and incorporating accessibility into civic design standards for the built environment.
- Develop core capital renewal principles and funding strategies for facility site capital renewal, park amenities, and play structures within a long-term asset management and preservation program.

Implement the Following 10-Year Strategies:

- Construction of the new Saskatoon Transit Operations Facility and the City's first Snow Management Facility as part of the new Civic Operations Centre.

Other Ongoing Initiatives:

- Continue radio system enhancements to meet civic demand and provincial emergency communication networks, including expansion to accommodate expanded City coverage.
- Continue defining the immediate and long-term space requirements and opportunities for co-located efficiencies and the new Call Centre in our civic accommodation plans.

## Continuous Improvement

While the Corporate Asset Management business line focusses on providing service quality for civic programs; ensuring continuous improvement and adaptation of those services and processes is necessary to successfully support changing program requirements:

- The Fleet Services Civic Service Review examined current operating service delivery, explored service models, and reviewed best practices for service enhancement. With its completion in 2015, an asset management plan for implementing recommendations of the review will be forthcoming.
- Revisiting the Corporate Security Plan for all civic facilities in addressing access and emergency protocols.
- Work towards mutually derived service level agreements with customers and user-groups to reflect requirements and expectations to support program delivery.



## Performance Measures

### **Increase Visits to City Recreation and Cultural Facilities to 6,600 Visits/1,000 Residents:**

- In partnership with the Major Projects division, oversee the smooth transition of gallery operations into the new Remai Modern Art Gallery of Saskatchewan which is expected to open in early 2017.

### **Satisfaction with Civic Services of 90% or More:**

- Work with Recreation & Sport division to develop level of service agreements for facility cleanliness and facility maintenance to meet the expectations of users and increase their level of satisfaction.

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

- Continue partnership with Environmental & Corporate Initiatives; develop energy management programs and strategies for effective management of water, electrical and natural gas consumption within civic facilities.
- The continued expansion of energy management initiatives partnered with Environmental Health including the completion of the combined heat and power projects at the Shaw Centre and Lakewood Civic Centre, energy performance contracting, and maximizing operational efficiencies through information garnered from our civic facilities energy and water monitoring project.

## Budget Implications

- The Corporate Asset Management business line, in consideration of the City of Saskatoon Strategic Goal of Asset and Financial Sustainability, has incorporated budget changes related to capital expansion and rehabilitation, addressing infrastructure renewal deficit to ensure the long-term preservation of its facilities infrastructure.
- The capital investments identified in this program have targeted capital renewal and refurbishment of existing assets. Facilities Management have identified 98 projects for \$8.3 million for capital rehabilitation and replacement of existing assets including boilers, flooring, windows, roofing, and other mechanical, electrical and architectural infrastructure with civic buildings. Fleet Services have identified 64 vehicles and equipment worth \$5.5 million for life-cycle replacement within the fleet complement. As well, an investment increase of \$150.0 to the Facility Site Replacement Reserve for a total of \$200.0 in 2016 has been identified to address the replacement of assets in the areas directly adjacent to civic facilities.
- 2016 is the fifth of a six year phase-in contributing \$60.0 to the Radio Replacement and Expansion Reserve to address a shortfall in funding required for radio replacements.
- \$44.0 has been added by City Council during budget deliberation to extend paddling pools operating hours to maximize daytime use.





## Operating Summary

	2014 Actual	2014 Budget	2015 Budget	2016 Budget				
				000's			Dollar Change	% Change
				Revenue	Exp/Rec	Net		
Facilities Management	7,024.3	7,509.1	7,872.4	(77.1)	8,580.6	8,503.5	631.1	8.0%
Fleet Services	(21.1)	0.0	0.0	0.0	0.0	0.0	0.0	0.0%
City-Owned Property - Land	(545.6)	261.3	(428.3)	(2,526.8)	2,159.3	(367.5)	60.8	-14.2%
<b>Total</b>	<b>6,457.6</b>	<b>7,770.4</b>	<b>7,444.1</b>	<b>(2,603.9)</b>	<b>10,739.9</b>	<b>8,136.0</b>	<b>691.9</b>	<b>9.3%</b>

Staff Complement	2015	2016	Difference
Full Time Equivalents	229.70	229.70	0.00

## Summary of Budget Changes

Service Line	Revenue Change			Expenditure Change					Net
	2015 Base	Change	2016 Budget	2015 Base	Base Adj	Growth & Cont Impr	Service Level	2016 Budget	2016 Budget
Facilities Management	(89.1)	12.0	(77.1)	7,961.5	397.9	27.2	194.0	8,580.6	8,503.5
Fleet Services	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
City-Owned Property - Land	(2,536.0)	9.2	(2,526.8)	2,107.7	51.6	0.0	0.0	2,159.3	(367.5)
<b>Total</b>	<b>(2,625.1)</b>	<b>21.2</b>	<b>(2,603.9)</b>	<b>10,069.2</b>	<b>449.5</b>	<b>27.2</b>	<b>194.0</b>	<b>10,739.9</b>	<b>8,136.0</b>

## Summary of Funded Capital Investments

Service Line	2016	2017	2018	2019	2020
Facilities Management	9,241.0	10,325.0	19,925.0	33,426.0	34,891.0
Fleet Services	5,492.0	7,228.0	5,992.0	5,800.0	6,000.0
City-Owned Property - Land	0.0	0.0	0.0	0.0	0.0
<b>Total</b>	<b>14,733.0</b>	<b>17,553.0</b>	<b>25,917.0</b>	<b>39,226.0</b>	<b>40,891.0</b>

## Financing for Funded Capital Investments

Funding Source	2016	2017	2018	2019	2020
BORROWING	0.0	0.0	8,000.0	20,500.0	22,500.0
CANADA 150 INFRA PROGRAM	0.0	310.0	0.0	0.0	0.0
CIVIC BLDGS COMPR MTNCE	7,741.0	8,280.0	7,536.0	7,976.0	7,871.0
CIVIC RADIO REPL & EXPN RESERVE	320.0	350.0	350.0	350.0	400.0
CORPORATE CAPITAL RESERVE	550.0	550.0	550.0	550.0	550.0
FACILITY SITE REPL RES	200.0	350.0	500.0	600.0	600.0
OTHER	0.0	0.0	2,500.0	2,500.0	2,500.0
PARKS GROUNDS MTCE EQUIP ACQ RES	211.0	100.0	300.0	100.0	100.0
TRUNKED RADIO SYS INFRAS REPL RES	380.0	435.0	439.0	900.0	420.0
TU - CAPITAL RESERVE	50.0	50.0	50.0	50.0	50.0
VEHICLE EQUIPMENT REPLACE RESERVE	5,281.0	7,128.0	5,692.0	5,700.0	5,900.0
<b>Total</b>	<b>14,733.0</b>	<b>17,553.0</b>	<b>25,917.0</b>	<b>39,226.0</b>	<b>40,891.0</b>
Unfunded	0.0	0.0	0.0	0.0	0.0



## Facilities Management

### Overview

Facilities Management provides support and services for civic programs and departments including building operations and maintenance services for City buildings and structures. This includes leisure facilities, fire halls, transit buildings, civic offices, libraries and galleries, Police Headquarters, associated services for TCU Place and SaskTel Centre, and site appurtenances and play structures.

Facilities Management also provides administration, operation, and maintenance services for the Corporation's trunked radio communication systems.

Operating Budget:	2014 Actuals	2014 Budget	2015 Budget	2016 Budget	Dollar Change	% Change
Revenue	(133.6)	(135.6)	(89.1)	(77.1)	12.0	-13.5%
Staff Compensation	12,175.8	11,876.1	12,551.3	13,065.4	514.1	4.1%
Operating Cost	14,122.3	19,873.1	20,331.5	20,553.0	221.5	1.1%
Debt Charges	0.0	0.0	0.0	71.2	71.2	0.0%
Cost Recovery	(25,787.5)	(30,909.2)	(32,610.2)	(33,451.4)	(841.2)	2.6%
Capital Contribution	6,647.2	6,804.7	7,688.9	8,342.4	653.5	8.5%
<b>Total</b>	<b>7,024.2</b>	<b>7,509.1</b>	<b>7,872.4</b>	<b>8,503.5</b>	<b>631.1</b>	<b>8.0%</b>

Staff Complement	2015	2016	Difference
Full Time Equivalents	175.60	175.60	0.00

### Summary of Operating Changes

#### Summary of Budget Changes

Service Line	Revenue Change			Expenditure Change					Net
	2015 Base	Change	2016 Budget	2015 Base	Base Adj	Growth & Cont Impr	Service Level	2016 Budget	2016 Budget
Facilities Management	(89.1)	12.0	(77.1)	7,961.5	397.9	27.2	194.0	8,580.6	8,503.5

#### Revenue Change:

- A decrease of \$12.0 in revenue due to a plan to sell the remaining two City owned properties in Civic Buildings Rentals program.

#### Service Level Change:

- An increase of \$44.0 has been added to the paddling pools maintenance for security contract in order to extend the operating hours to maximize the daytime use of paddling pools throughout the City.

#### Growth:

- An increase of \$27.2 in maintenance costs as a result of operating impact from Project 1935 for Pleasant Hill spray pool upgrade.

#### Capital Contributions:

- Increase relates to a Radio Replacement and Expansion Reserve contribution of \$60.0 which is the fifth of a six-year phase in. This initiative was included in the Radio Infrastructure Upgrade Report which was approved by Council in March 2011.
- An allocation of \$150.0 for funding of the Facility Site Replacement Reserve created in 2015 to maintain and repair the infrastructure components which are not currently covered by the Civic Buildings Comprehensive Maintenance Reserve.



## Other Significant Change:

- An increase of \$514.1 in salary and payroll costs to meet negotiated contract agreements is partially offset by cost recoveries.

## Not Included:

Costs associated with the growing burden of deferred capital renewal which is reflected in Key Challenges and Risks:

- Capital renewal funding of \$620.0 in the Civic Buildings Comprehensive Maintenance Reserve, combined with cumulative funding deficit. Facilities Management has responded to this funding pressure by prioritizing facility capital renewal and planning funding accumulation strategies for major replacements.
- For the Facility Site Replacement Reserve, capital renewal needs have been identified at \$11.1 million with an annual funding of \$790.9 required. The current funding level of \$200.0 creates a shortfall of \$590.9 in this reserve. Facilities Management, together with civic partners, will be developing a comprehensive rehabilitation priority schedule for a Corporate Asset Management Plan report forthcoming.

Funded Capital Projects		2016	2017	2018	2019	2020
P0877	AF-CITY-WIDE RADIO TRUNKING SYST	380.0	435.0	439.0	900.0	420.0
P1135	AF-CIVIC BLDGS COMPREHENSIVE MAINTAINANCE PROGRAM	7,741.0	8,590.0	7,536.0	7,976.0	7,871.0
P1523	AF-RADIO TRUNKING SYSTEM EXPANSION	320.0	350.0	350.0	350.0	400.0
P1557	TU-OFFICE MOD'NS/FURNITURE REPL/ UPGRADES	50.0	50.0	50.0	50.0	50.0
P1584	CIVIC OPERATIONS CENTRE	0.0	0.0	8,000.0	20,500.0	22,500.0
P1949	AF-CIVIC ACCOMMODATION	550.0	550.0	3,050.0	3,050.0	3,050.0
P2180	AF-CIVIC FACILITY SITE MAINTENANCE	200.0	350.0	500.0	600.0	600.0
<b>Total</b>		<b>9,241.0</b>	<b>10,325.0</b>	<b>19,925.0</b>	<b>33,426.0</b>	<b>34,891.0</b>

## Summary of Capital Investments

The 2016 Facilities Management Capital Investments include six funded projects totaling \$9.24 million.

Three of these projects totaling \$8.37 million are geared towards maintaining existing corporate assets. The remainder of this investment expands the existing radio trunking system and addresses civic accommodation.

The White Buffalo Youth Lodge is scheduled for roof replacement beginning in 2016 with completion in 2017. This project is 50% funded from the Canada 150 Infrastructure Program with the remainder of funding coming from the Civic Buildings Comprehensive Maintenance Reserve.

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

There are no future operating impacts from 2016 Capital Projects.



## Fleet Services

### Overview

Fleet Services provides equipment management services for the Corporation's vehicles and equipment fleet, including purchasing, leasing, maintenance and repair, fuel distribution, and operator training.

Operating Budget:	2014 Actuals	2014 Budget	2015 Budget	2016 Budget	Dollar Change	% Change
Staff Compensation	4,736.0	4,519.6	4,686.6	4,829.7	143.1	3.1%
Operating Cost	12,919.9	11,155.7	11,794.2	11,975.1	180.9	1.5%
Cost Recovery	(24,569.8)	(21,182.3)	(22,108.5)	(22,432.5)	(324.0)	1.5%
Capital Contribution	6,892.8	5,507.0	5,627.7	5,627.7	0.0	0.0%
<b>Total</b>	<b>(21.1)</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0%</b>

Staff Complement	2015	2016	Difference
Full Time Equivalents	53.20	53.20	0.00

### Summary of Operating Changes

#### Summary of Budget Changes

Service Line	Revenue Change			Expenditure Change					Net
	2015 Base	Change	2016 Budget	2015 Base	Base Adj	Growth & Cont Impr	Service Level	2016 Budget	2016 Budget
Fleet Services	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0

#### Significant Change:

- There is an 1.7% increase in rental rates charged to the user departments, totaling \$245.0.

Funded Capital Projects	2016	2017	2018	2019	2020
P1356 AF-V&E ADD'L VEHICLES & EQUIPT	211.0	100.0	300.0	100.0	100.0
P1357 AF-V&E REPL'T VEHICLES & EQUIPT	5,281.0	7,128.0	5,692.0	5,700.0	5,900.0
<b>Total</b>	<b>5,492.0</b>	<b>7,228.0</b>	<b>5,992.0</b>	<b>5,800.0</b>	<b>6,000.0</b>

### Summary of Capital Investments

The 2016 Fleet Services Capital Investments include the purchase of additional and replacement fleet vehicles and equipment totaling \$5.5 million.

This funding 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.

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

There are no future operating impacts from 2016 Capital Projects.



## City-Owned Property - Land

### Overview

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

The service line also manages the leasing of accommodation space required by various civic departments from external sources. Also included is Civic Square East which has allowed for many external City leases to be moved into a new City-owned Facility. Several external tenants are currently leasing space which provides additional revenue to the City.

Operating Budget:	2014 Actuals	2014 Budget	2015 Budget	2016 Budget	Dollar Change	% Change
Revenue	(2,803.5)	(2,256.5)	(2,536.0)	(2,526.8)	9.2	-0.4%
Staff Compensation	40.7	54.0	56.7	58.3	1.6	2.8%
Operating Cost	1,398.3	2,463.8	1,558.6	1,608.6	50.0	3.2%
Capital Contribution	819.0	0.0	492.4	492.4	0.0	0.0%
<b>Total</b>	<b>(545.5)</b>	<b>261.3</b>	<b>(428.3)</b>	<b>(367.5)</b>	<b>60.8</b>	<b>-14.2%</b>

Staff Complement	2015	2016	Difference
Full Time Equivalents	0.90	0.90	0.00

### Summary of Operating Changes

#### Summary of Budget Changes

Service Line	Revenue Change			Expenditure Change					Net
	2015 Base	Change	2016 Budget	2015 Base	Base Adj	Growth & Cont Impr	Service Level	2016 Budget	2016 Budget
City-Owned Property - Land	(2,536.0)	9.2	(2,526.8)	2,107.7	51.6	0.0	0.0	2,159.3	(367.5)

#### Revenue Changes:

- Revenue under City-Owned Property is decreasing by \$9.2. The Industrial Land Incentive Program is estimated to reduce by \$211.1 as leases under the program are converted into purchases. Farm lease revenue is forecasted to decrease by \$21.2 as a result of fewer leases. This is offset by an increase in short-term lease revenue of \$193.9 from downtown parcels currently being held for future development and \$29.2 in external Civic Square East leases.

#### Other Significant Change:

- Increase in lease expenses of \$44.5 is a result of higher occupancy costs and property inspection fees.

### Summary of Capital Investments

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



**Operating Budget**  
\$51.4 million

**Capital Budget**  
\$2.1 million



## STRATEGIC GOALS:



**Asset & Financial Sustainability**



**Culture of Continuous Improvement**

## Overview

The Corporate Governance and Finance business line provides essential direction and support for the City of Saskatoon in three main areas:

- Governance
- Finance
- Performance

The leadership and expertise that City staff provides in these important areas help ensure the smooth, seamless delivery of programs and services to citizens, businesses, organizations, and other stakeholders.

Corporate governance oversees legislative and legal compliance, and implements strategic corporate programs to support City Council and the Administration. Corporate governance includes the Offices of the City Manager, the City Solicitor and the City Clerk and carries out the legislated duties of the Corporation, as defined in the Saskatchewan Cities Act.

The Chief Financial Officer (CFO) provides corporate financial leadership to City Council and the Administration. The CFO reports to the City Manager and partners with General Managers on the overall development and deployment of financial plans and strategies to enable effective program and service delivery. The CFO administers the corporate Risk Based Management System, which is intended to ensure that significant risks facing the City are addressed in a positive, systematic, and productive way. The CFO is also the General Manager of the Asset and Financial Management Department.

A key function of the Corporate Governance and Finance business line is to operationalize the City of Saskatoon's mission and vision by aligning organizational performance with the Strategic Plan. Through sound management and strong governance the business line supports other divisions within the organization in achieving the seven Strategic Goals.

By focusing on continuous improvement and performance measurement, the organization is making strides to provide the best possible services being both innovative and creative. Enhancing effectiveness and improving efficiency allows for the delivery of affordable and sustainable programs to citizens. This ensures the Administration continues to focus on its long-term goal of managing the Corporation in a smart, sustainable way.



The Corporate Governance and Finance business line contains several additional employee and organizational services that ensure corporate support functions work together to help front-line staff deliver quality services to the citizens of Saskatoon. Keeping citizens informed through community engagement and corporate communications are two important functions of the Corporate Governance and Finance business line.

Employee and organizational services include:

- Human resources
- Strategic and business planning
- Government relations
- Aboriginal affairs
- Corporate communications
- Customer service
- Information technology
- Billing and collection of revenue

## At A Glance

- Total Corporate Operating Budget: \$443.1 million in 2015.
- Total Corporate Capital Budget: \$373.4 million in 2015.
- There are 11 elected officials consisting of the Mayor and 10 Ward Councillors.
- There are 12 unions and associations within the City's organizational structure.
- The 2015 assessed value of all property in Saskatoon from the preliminary roll is \$40.4 billion (taxable \$32.2 billion).
- There are 18 Joint Occupational Health and Safety Committees representing employees from every department in the City's organizational structure.
- Over 3,000 Service Alerts were issued in 2014; keeping public informed on service disruptions.
- IT supports infrastructure information for over 70,000 properties and nearly 4,000 km of roads, water, dust, and wastewater collection systems.
- IT provides infrastructure and support for over 5,000 devices and 60 locations in the Corporation.
- There are 3,571 full time equivalent (FTE) operating and capital budget positions for 2015. Currently there are 4,101 permanent employees (includes full time, part time and job share employees).
- There are approximately 30 boards, commissions, and committees.

## Key Challenges and Risks

### Infrastructure and Operations:

- The ability to finance the maintenance and replacement of the City's existing, aging infrastructure.

### Financial:

- Developing the appropriate taxation or user fee models for service delivery funding.
- Consolidation of the City's current financial systems and applications in order to maximize efficiencies and minimize costs.
- Continued work towards aligning current budget allocations based on priorities and approved service levels including identification of funding required for baseline operations at the approved service levels.





## **Stakeholders:**

- Expectations for increased communications, engagement, customer service, and digital programs/media are growing faster than our capacity to deliver.

## **Information Technology:**

- Rapid, ongoing changes in technology.

## **People:**

- Attracting top talent in a dynamic job market.
- Creating an organization that embraces a diverse and inclusive workforce that supports employees with different needs and expectations and is representative of the population being served.
- Ensuring potential and new managers are trained on critical skills, knowledge, competencies, values, and behaviours required to succeed in a leadership role within the City.

## Major Initiatives 2016-2018

### Implement the Following 4-Year Priorities:

- Develop a comprehensive business case to justify the most cost effective system to consolidate many current financial, payroll, and human resource systems.
- Develop a strategy for a new engagement process and reimagine what an engaged community can look like by implementing a wide range of tools and opportunities that will enable everyone to participate more fully in City decisions.
- Continue the transition from manual meter reading to Advanced Metering Infrastructure (AMI).
- Develop an Employee Rewards and Recognition Program in consultation with employees.
- Develop a recruitment and retention strategy to attract and retain the best available talent.
- Utilize the Succession Planning Framework to develop a succession plan for each General Manager and Director position.
- Enhance the new website through ongoing review of the third party applications and software to ensure they are meeting the digital standards. Integrate silo microsites such as “Growing Forward” into Saskatoon.ca to create a one-stop online shop for civic programs and services.
- 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.
- Explore alternate sources of revenues to pay for ongoing operations.
- Develop a policy and standardized process for defining, establishing, and obtaining approval of asset and maintenance/operational service levels and associated costs for key assets outlined in the Corporate Asset Management Plan.
- Develop a life-cycle costing model which departments can utilize to provide consistent and reliable information during budget deliberations regarding major asset acquisitions.
- Review and recommend new public accountability measures for City Council.
- In collaboration with all divisions across the organization, develop a four-year plan for Civic Service Reviews and continuous improvement initiatives that are coordinated with the Internal Audit Plan and Strategic Plan to improve the effectiveness and efficiency of programs and service delivery to our citizens.
- Develop a formal tracking and reporting process for all performance improvement initiatives.

### Implement the Following 10-Year Strategies:

- 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 each division.



## Other Ongoing Initiatives:

- Articulate the vision of the role of IT for the City of Saskatoon. Leverage technology and emerging trends to reach the City's goals, serve citizens and connect meaningfully with stakeholders.
- Develop a formalized corporate fundraising strategy and/or a philanthropic policy.

## Continuous Improvement

- Review processes, systems, and industry best practices to ensure the City more effectively and efficiently addresses current taxation options, and operate in a shorter reassessment cycle if required.
- Explore opportunities to convert paper records to digital to reduce current office storage requirements, allow for easier access to historical records, and assist with records security and efficiencies.
- Implement Electronic Agenda and Meeting Management components to streamline processes and improve access to information from City Council and Standing Policy Committees.
- Evaluate the use of NotifyNow and Service Alerts to eliminate redundancies and improve communication delivery to citizens during emergencies and service disruptions.
- Explore new options regarding the budgeting processes including Priority-Based Budgeting which assists in aligning resource allocations with strategic goals, economic indicators, and other relevant market information.
- Implement purchasing cards throughout the Corporation in order to reduce processing time in accounts payable and expedite the purchasing process within each department.
- Develop a Corporate Project Management System to improve consistency and efficiency in all projects across the organization.
- Develop a Corporate Training System including leadership development and technical training.
- Implement a data warehouse and business intelligence tool to enable the development of workforce analytics, collective bargaining strategies, and workforce planning.
- Implement Managed Print for the Corporation which includes partnering with a private company who would supply all printing assets and their maintenance.
- Implement a Service Catalogue with a self-service portal as a means for customers to order pre-defined, bundled goods and services from the IT division in an easy to use and efficient manner.

## Performance Measures

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

- Increase satisfaction with civic services through implementation of Service Saskatoon and the 311/Customer Relationship Management initiative with a digital first approach; initial focus will be on services provided by Public Works.

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

- Implement the Diversity and Inclusion Action Plan that supports increased workforce proportions for each of the identified diversity groups.

### **Zero Lost Time Incidents:**

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

### **Maintain Key Civic Infrastructure at Desired Service Levels:**

- Expand the Asset Management Program (AMP) with five more asset classes including bridges, facilities, fleet, and equipment. For each asset class, the AMP will include the asset inventory, condition of assets, costs to rehabilitate, and maintain the asset at the desired service level, a funding strategy, and a plan for achieving the approved service level.



## **Annual Municipal Property Tax Increase equal to or less than the MPI and Municipal Property Tax per Capita:**

- Create a culture of continuous improvement and innovation throughout all City operations through building capacity for Civic Service Reviews and Internal Process Reviews. Reviews will identify opportunities to increase efficiencies to minimize long-term costs and improve services within each division.
- In collaboration with other divisions, identify the cost per units to deliver alternative levels of service as a base for more informed decisions on approved service levels.
- Evaluate opportunities to engage citizens to secure input on spending priorities and preferences for balancing the City of Saskatoon's budget.

## **Debt Supported by Taxes is less than \$1,750 per person:**

- Review and provide recommendations on the current Capital Reserve Bylaw and Reserve Policies and continue debt financing in accordance with the major capital long-term funding plans.

## Budget Implications

- The most significant capital initiative is the 311/Customer Relationship Management (CRM) System. A key provision of \$950.0 is required for the phased in approach of adding more than 200 Public Works services to the 311/CRM program in 2016.
- Debt charges have been increased to continue building a funding base for future debt payments through the Corporation's Civic Facilities Funding Plan. These include \$250.0 from dedicated municipal revenue sharing, \$500.0 and \$350.0 respectively from assessment growth and mill rate supported increments, and \$500.0 for the Civic Operations Centre and City Yards Phase-in.
- \$200.0 has been added in 2016 for the continued phase-in of base funding for the Future Fire Hall Growth Plan.
- An increase of \$2.0 million in administrative recoveries from the Water and Wastewater Utilities is for the final year of a three year \$6.0 million phase-in (\$2.0 million/year) for roadway's infrastructure contribution. This will help ease the utilities impact on the City's road maintenance and preservation efforts due to construction and the installation of water, sewer, and storm water systems. This funding will help to support the Building Better Roads initiative.
- In 2016, net Working Capital Interest (WCI) declined \$74.7. This decrease is associated to a net Utility fund increase in the amount of \$53.2 (water, wastewater, storm, electrical, and recycling), offset by a decrease of \$127.9 in Saskatoon Land attributing to a declining fund balance.
- \$65.0 has been added by City Council during budget deliberation for the Policy and Program review with a diverse collaboration with the Office of the Treaty Commissioner and other Aboriginal organizations and community partners for Calls to Action contained within the Truth Reconciliation Commission of Canada report.



## Operating Summary

	2014 Actual	2014 Budget	2015 Budget	2016 Budget				
				000's			Dollar Change	% Change
				Revenue	Exp/Rec	Net		
Legislative	1,299.5	1,506.6	1,541.7	0.0	1,562.1	1,562.1	20.4	1.3%
City Manager's Office	653.8	647.1	656.4	0.0	675.4	675.4	19.0	2.9%
City Clerk's Office	2,078.8	2,251.0	2,286.4	(6.0)	2,370.4	2,364.4	78.0	3.4%
City Solicitor's Office	1,867.8	1,893.1	1,920.9	(278.0)	2,230.6	1,952.6	31.7	1.7%
Corporate Support	16,126.4	17,814.0	18,225.4	(70.8)	18,913.0	18,842.2	616.8	3.4%
General Services	(678.7)	(920.3)	(3,593.1)	(9,454.6)	6,212.4	(3,242.2)	350.9	-9.8%
Assessment & Taxation	3,274.2	3,546.7	3,556.5	(24.5)	3,672.1	3,647.6	91.1	2.6%
Revenue Services	1,748.6	1,790.9	1,843.9	(103.6)	2,029.0	1,925.4	81.5	4.4%
Financial Services	2,955.4	2,664.0	2,891.7	0.0	3,097.6	3,097.6	205.9	7.1%
Debt Servicing	18,521.6	18,521.6	19,703.5	(7,176.5)	27,736.3	20,559.8	856.3	4.3%
<b>Total</b>	<b>47,847.4</b>	<b>49,714.7</b>	<b>49,033.3</b>	<b>(17,114.0)</b>	<b>68,498.9</b>	<b>51,384.9</b>	<b>2,351.6</b>	<b>4.8%</b>

Staff Complement	2015	2016	Difference
Full Time Equivalents	400.69	400.69	0.00

## Summary of Budget Changes

Service Line	Revenue Change			Expenditure Change					Net
	2015 Base	Change	2016	2015 Base	Base Adj	Growth &	Service	2016	2016
			Budget			Cont Impr	Level	Budget	
Legislative	0.0	0.0	0.0	1,541.7	20.4	0.0	0.0	1,562.1	1,562.1
City Manager's Office	0.0	0.0	0.0	656.4	19.0	0.0	0.0	675.4	675.4
City Clerk's Office	10.0	(16.0)	(6.0)	2,276.4	67.7	26.3	0.0	2,370.4	2,364.4
City Solicitor's Office	(231.8)	(46.2)	(278.0)	2,152.7	77.9	0.0	0.0	2,230.6	1,952.6
Corporate Support	(51.0)	(19.8)	(70.8)	18,276.4	495.6	76.0	65.0	18,913.0	18,842.2
General Services	(7,394.2)	(2,060.4)	(9,454.6)	3,801.1	2,211.3	200.0	0.0	6,212.4	(3,242.2)
Assessment & Taxation	(4.5)	(20.0)	(24.5)	3,561.0	111.1	0.0	0.0	3,672.1	3,647.6
Revenue Services	(76.4)	(27.2)	(103.6)	1,920.3	108.7	0.0	0.0	2,029.0	1,925.4
Financial Services	0.0	0.0	0.0	2,891.7	205.9	0.0	0.0	3,097.6	3,097.6
Debt Servicing	(7,183.1)	6.6	(7,176.5)	26,886.6	(750.3)	1,600.0	0.0	27,736.3	20,559.8
Total	(14,931.0)	(2,183.0)	(17,114.0)	63,964.3	2,567.3	1,902.3	65.0	68,498.9	51,384.9

## Summary of Funded Capital Investments

Service Line	2016	2017	2018	2019	2020
Legislative	0.0	0.0	0.0	0.0	0.0
City Manager's Office	0.0	0.0	0.0	0.0	0.0
City Clerk's Office	125.0	205.0	84.0	175.0	84.0
City Solicitor's Office	0.0	0.0	0.0	0.0	0.0
Corporate Support	1,750.0	850.0	875.0	825.0	961.0
General Services	0.0	0.0	0.0	0.0	0.0
Assessment & Taxation	250.0	100.0	0.0	100.0	250.0
Revenue Services	0.0	0.0	300.0	0.0	0.0
Financial Services	0.0	0.0	0.0	0.0	0.0
Debt Servicing	0.0	0.0	0.0	0.0	0.0
<b>Total</b>	<b>2,125.0</b>	<b>1,155.0</b>	<b>1,259.0</b>	<b>1,100.0</b>	<b>1,295.0</b>



## Financing for Funded Capital Investments

Funding Source	2016	2017	2018	2019	2020
AFM - CAPITAL RESERVE	250.0	100.0	300.0	100.0	250.0
BLDG PERMITS/INSPECT STAB RESERVE	150.0	0.0	0.0	0.0	0.0
C.I.S. DEVELOPMENT RESERVE	550.0	0.0	0.0	0.0	0.0
CK - CAPITAL RESERVE	0.0	155.0	84.0	85.0	84.0
COMPUTER EQUIPMENT REPL RES	800.0	750.0	775.0	725.0	725.0
CORPORATE CAPITAL RESERVE	100.0	100.0	100.0	100.0	100.0
CY CAPITAL RESERVE	150.0	0.0	0.0	0.0	0.0
OPERATING FUND CONTRIBUTION	0.0	50.0	0.0	90.0	0.0
PRINTING AND MAIL EQUIP REPL RESERVE	0.0	0.0	0.0	0.0	136.0
RESERVE FOR CAPITAL EXPENDITURES	125.0	0.0	0.0	0.0	0.0
<b>Total</b>	<b>2,125.0</b>	<b>1,155.0</b>	<b>1,259.0</b>	<b>1,100.0</b>	<b>1,295.0</b>
Unfunded	0.0	1,000.0	1,000.0	0.0	0.0

## Future Operating Budget Impacts of 2016 Capital Projects

Service Line	2016	2017	2018	2019	2020
P1083 CP-CORPORATE NETWORK EQUIPMENT REPL	0.0	15.0	0.0	0.0	0.0
P1780 CP-CORP NETWORK INFRASTRUCTURE	0.0	10.0	0.0	0.0	0.0
<b>Total</b>	<b>0.0</b>	<b>25.0</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>



## Legislative

### Overview

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

Operating Budget:	2014 Actuals	2014 Budget	2015 Budget	2016 Budget	Dollar Change	% Change
Staff Compensation	1,010.6	1,040.3	1,052.6	1,063.9	11.3	1.1%
Operating Cost	288.9	453.3	476.1	488.2	12.1	2.5%
Transfer to/from Reserves	0.0	13.0	13.0	10.0	(3.0)	-23.1%
<b>Total</b>	<b>1,299.5</b>	<b>1,506.6</b>	<b>1,541.7</b>	<b>1,562.1</b>	<b>20.4</b>	<b>1.3%</b>

Staff Complement	2015	2016	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
	2015 Base	Change	2016 Budget	2015 Base	Base Adj	Growth & Cont Impr	Service Level	2016 Budget
Legislative	0.0	0.0	0.0	1,541.7	20.4	0.0	0.0	1,562.1
								1,562.1

#### Significant Change:

- An increase of \$11.3 represents adjusted staffing increments, in addition to contractual and payroll cost increases for 2016.

### Summary of Capital Investments

There are no capital investments for Legislative.



## City Manager's Office

### Overview

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

Operating Budget:	2014 Actuals	2014 Budget	2015 Budget	2016 Budget	Dollar Change	% Change
Staff Compensation	625.4	610.9	641.0	660.0	19.0	3.0%
Operating Cost	54.7	62.5	64.1	64.9	0.8	1.2%
Cost Recovery	(56.3)	(56.3)	(58.7)	(59.5)	(0.8)	1.4%
Capital Contribution	30.0	30.0	10.0	10.0	0.0	0.0%
<b>Total</b>	<b>653.8</b>	<b>647.1</b>	<b>656.4</b>	<b>675.4</b>	<b>19.0</b>	<b>2.9%</b>

Staff Complement	2015	2016	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
	2015 Base	Change	2016 Budget	2015 Base	Base Adj	Growth & Cont Impr	Service Level	2016 Budget	2016 Budget
City Manager's Office	0.0	0.0	0.0	656.4	19.0	0.0	0.0	675.4	675.4

#### Significant Change:

- In 2016, staffing increments including contractual and payroll cost increases accounted for this service line total budget increase of \$19.0.

### Summary of Capital Investments

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





## City Clerk's Office

### Overview

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

Operating Budget:	2014 Actuals	2014 Budget	2015 Budget	2016 Budget	Dollar Change	% Change
Revenue	(38.9)	50.0	10.0	(6.0)	(16.0)	-160.0%
Staff Compensation	1,647.6	1,666.4	1,705.7	1,769.7	64.0	3.8%
Operating Cost	440.4	427.9	459.7	943.3	483.6	105.2%
Cost Recovery	(115.4)	(38.3)	(62.8)	(342.1)	(279.3)	444.7%
Capital Contribution	75.0	75.0	103.8	130.1	26.3	25.3%
Transfer to/from Reserves	70.0	70.0	70.0	(130.6)	(200.6)	-286.6%
<b>Total</b>	<b>2,078.7</b>	<b>2,251.0</b>	<b>2,286.4</b>	<b>2,364.4</b>	<b>78.0</b>	<b>3.4%</b>

Staff Complement	2015	2016	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
	2015 Base	Change	2016 Budget	2015 Base	Base Adj	Growth & Cont Impr	Service Level	2016 Budget
City Clerk's Office	10.0	(16.0)	(6.0)	2,276.4	67.7	26.3	0.0	2,370.4
								2,364.4

#### Revenue Change:

- A decrease of \$2.0 for the Board of Revision revenue is expected based on the fourth year of the reassessment cycle, supplemented by a decrease of \$18.0 in fee refunds for successful appeals at the local and provincial appeal board levels. The net result is an increase of revenue in the amount of \$16.0 for 2016.

#### Capital contributions:

- A \$26.3 contribution to the capital reserve relates to the upgrade of the Documentum Records and Information Management Software system for hardware, software, licensing, and ongoing system support.
- A \$200.6 draw on the voting reserve is associated to administrative services work related to the 2016 election.

#### Other Significant Changes:

- Staffing increments, including contractual and payroll cost increases accounted for \$64.0 in 2016.
- Significant increases in advertising and administrative costs are partially offset by \$279.3 in increased cost recoveries from the school boards relating to the 2016 election.

#### Not Included:

- 1.0 FTE for an Access and Privacy Assistant in the amount of \$80.0. This position would 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*, in developing a more comprehensive Privacy Program. This includes developing privacy policies, an education, 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. This position is currently being dealt with by adjusting existing positions to assist with some of these duties. Due to this circumstance, it may take longer to respond to formal requests. Making significant progress on delivering a comprehensive Access and Privacy Program will be deferred as a result.

Funded Capital Projects	2016	2017	2018	2019	2020
P1883 CK-ELECTRONIC RECORDS MANAGEMENT	0.0	155.0	84.0	85.0	84.0
P1884 CK-ELECTRONIC AGENDA & MEETING MGT SYSTEM	0.0	50.0	0.0	90.0	0.0
P1885 CK-COUNCIL CHAMBER EQUIPMENT UPGRADE	125.0	0.0	0.0	0.0	0.0
<b>Total</b>	<b>125.0</b>	<b>205.0</b>	<b>84.0</b>	<b>175.0</b>	<b>84.0</b>

## Summary of Capital Investments

With changes to technology, it is necessary to undertake an upgrade of current equipment and changes necessary to modernize the systems in the Council Chamber. This includes the audio/visual systems, network connections, and computer equipment to meet current business requirements of managing and providing access to meetings. Consultation with Information Technology, Corporate Accommodation, and Communications is required to ensure all project aspects are considered.

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

There are no future operating impacts from 2016 Capital Projects.



## City Solicitor's Office

### Overview

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

The wide variety of legal work performed by the Office of the City Solicitor includes bylaw prosecutions, legislative drafting, land transactions, contracts, loans and debentures, expropriations and tax collections, representation at all levels of Court regarding municipal law matters, civil law matters and administrative law matters, arranging for the City's insurance needs, dealing with claims made by and against the City, and any other necessary legal support services which may be required by City Council, the City Manager, the City Clerk, City Departments or the City's controlled corporations.

Operating Budget:	2014 Actuals	2014 Budget	2015 Budget	2016 Budget	Dollar Change	% Change
Revenue	(228.9)	(222.3)	(231.8)	(278.0)	(46.2)	19.9%
Staff Compensation	2,375.5	2,398.3	2,467.3	2,587.5	120.2	4.9%
Operating Cost	1,600.6	1,592.6	1,723.3	1,730.2	6.9	0.4%
Cost Recovery	(2,829.3)	(2,825.5)	(2,637.9)	(2,487.1)	150.8	-5.7%
Transfer to/from Reserves	950.0	950.0	600.0	400.0	(200.0)	-33.3%
<b>Total</b>	<b>1,867.9</b>	<b>1,893.1</b>	<b>1,920.9</b>	<b>1,952.6</b>	<b>31.7</b>	<b>1.7%</b>

Staff Complement	2015	2016	Difference
Full Time Equivalents	22.00	22.00	0.00

### Summary of Operating Changes

#### Summary of Budget Changes

Service Line	Revenue Change			Expenditure Change					Net 2016 Budget
	2015 Base	Change	2016 Budget	2015 Base	Base Adj	Growth & Cont Impr	Service Level	2016 Budget	
City Solicitor's Office	(231.8)	(46.2)	(278.0)	2,152.7	77.9	0.0	0.0	2,230.6	1,952.6

#### Revenue Change:

- The Solicitor's Office Program has seen an increase of \$46.2 in revenue due to increased volume of files pertaining to tax enforcement proceedings.

#### Other Significant Changes:

- The Risk Management Program has seen a decrease of \$150.8 in cost recovery due to the Self Insured Retention Reserve reaching the cap of \$2.5 million in 2015 resulting in a further decrease of \$200.0 in transfer to reserve in 2016 (two-year overall reduction of \$550.0).

### Summary of Capital Investments

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



## Corporate Support

### Overview

Corporate Support includes Aboriginal Relations, Communications & Media Relations, Human Resources, Information Technology, Materials Management, Strategic & Business Planning, and the Business Administration divisions supporting all four departments.

The Aboriginal Relations division is committed to enhancing relationships with and providing opportunities for Saskatoon's Aboriginal population. A key function of this division is to work in collaboration with the Corporation as a whole to engage the Aboriginal community in carrying out the Strategic Plan. Through partnerships in the Community and working with all orders of government, the City strives to ensure Aboriginal inclusion in achieving the City's seven Strategic Goals.

The Communication and the Media Relation division's provide a meaningful exchange of information by means of communications, customer service, and community engagement with both internal and external audiences. This is accomplished by using multiple channels such as news media, digital programs, phone, in-person, and paid media. Communications is also responsible for beginning the process of implementing Service Saskatoon in a coordinated approach to responding to citizen calls and inquiries on programs and services.

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

The Information Technology division provides strategic and professional services for the corporation; providing expertise in infrastructure, applications, device management, and professional services such as project management and business analysis.

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

The Strategic & Business Planning division strives to ensure that organizational initiatives are aligned with the Strategic Plan. Through initiatives such as the Continuous Improvement Strategy and development of a Performance Measurement Program, this division helps support the Corporation to become more adaptive and responsive to the changing needs of the community. Strategic & Business Planning also provides corporate leadership and development opportunities that enhance an employee's understanding of the Corporation, their work environment, and their role responsibilities so they can provide the highest quality of service to citizens.

The Business Administration divisions provide general management and support services, accounting and control, administrative, personnel, and system support services for the departments.

Operating Budget:	2014 Actuals	2014 Budget	2015 Budget	2016 Budget	Dollar Change	% Change
Revenue	(156.1)	(51.0)	(51.0)	(70.8)	(19.8)	38.8%
Staff Compensation	18,514.7	18,656.0	20,217.6	20,871.8	654.2	3.2%
Operating Cost	6,237.9	7,044.1	6,735.3	6,890.0	154.7	2.3%
Cost Recovery	(9,873.5)	(9,271.4)	(10,163.5)	(10,335.8)	(172.3)	1.7%
Capital Contribution	1,397.7	1,430.6	1,481.1	1,481.1	0.0	0.0%
Transfer to/from Reserves	5.7	5.7	5.9	5.9	0.0	0.0%
<b>Total</b>	<b>16,126.4</b>	<b>17,814.0</b>	<b>18,225.4</b>	<b>18,842.2</b>	<b>616.8</b>	<b>3.4%</b>

Staff Complement	2015	2016	Difference
Full Time Equivalents	213.65	213.65	0.00



## Summary of Operating Changes

### Summary of Budget Changes

Service Line	Revenue Change			Expenditure Change					Net
	2015 Base	Change	2016 Budget	2015 Base	Base Adj	Growth & Cont Impr	Service Level	2016 Budget	2016 Budget
Corporate Support	(51.0)	(19.8)	(70.8)	18,276.4	495.6	76.0	65.0	18,913.0	18,842.2

#### Revenue Change:

- The Business Administration division for the Transportation & Utilities department has increased revenues of \$19.8 due to an increasing trend in external billings for custom work.

#### Service Level Change:

- An increase of \$65.0 is allocated to the Aboriginal Relations program to implement the relevant Truth and Reconciliation Commission Calls to Action.

#### Growth:

- IT has necessary increases resulting from previous capital projects totaling \$76.0 for server maintenance and fiber channel switches.

#### Other Significant Change:

- The Corporate Support service line has a \$654.2 increase in salary and payroll costs to meet negotiated contract agreements. These costs are partially offset with additional cost recoveries to the programs that they support.

#### Not Included:

- A Customer Advocate & Liaison position (within Transportation & Utilities Business Administration section) would help manage customer inquiries and complaints to City Council. This would help alleviate volumes to Councillors, and would decrease the time the Administration spends answering inquiries. The total cost of this position is \$107.1 with \$42.8 being supported by the mill rate. Currently the position exists in a temporary capacity. Securing this position on a permanent basis would ensure a smooth service on a long term basis.

Funded Capital Projects	2016	2017	2018	2019	2020
P1083 CP-CORPORATE NETWORK EQUIPMENT REPL	375.0	525.0	575.0	600.0	600.0
P1364 CP-SERVICE SASKATOON-311/CUSTOMER RELATIONSHIP MANAGEMENT	950.0	100.0	100.0	100.0	100.0
P1580 CY-BOOKING & REGISTRATION SYSTEM REPLACEMENT	150.0	0.0	0.0	0.0	0.0
P1581 CY-POSSE UPGRADE	150.0	0.0	0.0	0.0	0.0
P1780 CP-CORP NETWORK INFRASTRUCTURE	125.0	125.0	125.0	125.0	125.0
P1977 CP-LOCAL AREA NETWORK & DATA SECURITY	0.0	100.0	75.0	0.0	0.0
P2368 AF-PRINTING AND MAIL SERVICES - EQUIPMENT	0.0	0.0	0.0	0.0	136.0
<b>Total</b>	<b>1,750.0</b>	<b>850.0</b>	<b>875.0</b>	<b>825.0</b>	<b>961.0</b>

## Summary of Capital Investments

2016 Capital Investments include four asset replacement projects totaling \$800.0 to keep the network equipment and support systems current.

The fifth project totaling \$950.0 is for 311/Customer Relationship Management (CRM) project in order to continue the phased in approach of adding more than 200 Public Works services to the 311/CRM program in 2016.

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



Future operating impacts include IT storage management licensing costs of \$5.0, server hardware maintenance of \$10.0 and switch maintenance of \$10.0 in 2017.

## Future Operating Budget Impacts of 2016 Capital Projects

Project	2016	2017	2018	2019	2020
P1083 CP-CORPORATE NETWORK EQUIPMENT REPL	0.0	15.0	0.0	0.0	0.0
P1780 CP-CORP NETWORK INFRASTRUCTURE	0.0	10.0	0.0	0.0	0.0
<b>Total</b>	<b>0.0</b>	<b>25.0</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>



## General Services

### Overview

To provide for various provisions for revenues and expenditures related to the operation of the municipality but do not relate to specific programs. Examples of the revenues and expenditures include bank service costs, transfers to general reserves, administrative recoveries, corporate payroll expenditures, and working capital.

Operating Budget:	2014 Actuals	2014 Budget	2015 Budget	2016 Budget	Dollar Change	% Change
Revenue - Admin Recovery	(4,524.1)	(4,074.1)	(7,394.2)	(9,454.6)	(2,060.4)	27.6%
Staff Compensation	(2,284.5)	(201.2)	(430.4)	623.7	1,054.1	-244.9%
Operating Cost	2,186.2	(588.7)	781.0	787.9	6.9	0.9%
Debt Charges	590.3	590.3	397.1	322.4	(74.7)	-18.8%
Capital Contribution	3,353.4	3,353.4	3,053.4	4,478.4	1,425.0	46.7%
<b>Total</b>	<b>(678.7)</b>	<b>(920.3)</b>	<b>(3,593.1)</b>	<b>(3,242.2)</b>	<b>350.9</b>	<b>-9.8%</b>

Staff Complement	2015	2016	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
	2015 Base	Change	2016 Budget	2015 Base	Base Adj	Growth & Cont Impr	Service Level	2016 Budget
General Services	(7,394.2)	(2,060.4)	(9,454.6)	3,801.1	2,211.3	200.0	0.0	6,212.4
								(3,242.2)

#### Revenue Changes:

- A \$2.0 million increase in Administrative Recovery revenue associated to the final year of a three year \$6.0 million phase-in (\$2.0 million/year) for the roadway's infrastructure contribution. This was created to offset the utilities impact on the City's road maintenance and preservation efforts. The expenditures are reflected in the Road Maintenance service line to support the Building Better Roads initiative.
- Administrative recoveries have increased by \$52.6 (Utilities), \$8.9 (Library), and decreased \$1.1 (building permits) for a net increase of \$60.4.

#### Growth:

- A 2016 increase of \$200.0 was budgeted for the future fire hall growth plan. This is to build base funding for the operating costs of future fire halls and will be used in the meantime as funding for capital projects.

#### Other Significant Changes:

- Net Working Capital Interest (WCI) declined \$74.7. This decrease is associated to a net Utility fund increase in the amount of \$53.2 (water, wastewater, storm, electrical, and recycling), offset by a decrease of \$127.9 in the land bank program attributing to a declining fund balance.
- Capital contributions have increased \$800.0 related to future fire hall operating costs. \$600.0 is a transfer from debt servicing as it relates to building an operating base for future fire hall operating expenditures (added in prior budget years). The \$200.0 additional increase is for the 2016 base allocation. Additionally, \$625.0 was added for monies previously committed to the Transit Dart System improvement project which was completed in 2015.



## Summary of Capital Investments

There are no capital investments for General Services.





## Assessment & Taxation

### Overview

The Assessment & Taxation service line prepares and defends the Assessment Roll based on the standards set out by The Saskatchewan Assessment Management Agency (SAMA), and produces and maintains the associated Taxation Roll on an annual basis as required by Provincial Legislation. Based on the legislation set out in The Cities Act, this service line issues the related Assessment & Taxation notices to property owners. Collection of tax revenue is handled by Corporate Revenue.

Operating Budget:	2014 Actuals	2014 Budget	2015 Budget	2016 Budget	Dollar Change	% Change
Revenue	(5.4)	(4.5)	(4.5)	(24.5)	(20.0)	444.4%
Staff Compensation	2,769.5	2,997.3	3,076.3	3,167.4	91.1	3.0%
Operating Cost	524.5	565.2	498.8	498.8	0.0	0.0%
Cost Recovery	(20.1)	(17.0)	(20.0)	0.0	20.0	-100.0%
Transfer to/from Reserves	5.7	5.7	5.9	5.9	0.0	0.0%
<b>Total</b>	<b>3,274.2</b>	<b>3,546.7</b>	<b>3,556.5</b>	<b>3,647.6</b>	<b>91.1</b>	<b>2.6%</b>

Staff Complement	2015	2016	Difference
Full Time Equivalents	37.00	37.00	0.00

### Summary of Operating Changes

#### Summary of Budget Changes

Service Line	Revenue Change			Expenditure Change				Net
	2015 Base	Change	2016 Budget	2015 Base	Base Adj	Growth & Cont Impr	Service Level	2016 Budget
Assessment & Taxation	(4.5)	(20.0)	(24.5)	3,561.0	111.1	0.0	0.0	3,672.1
								3,647.6

#### Revenue Change:

- An increase of \$20.0 is due to a reclassification from a cost recovery to revenue in this service line.

#### Significant Change:

- Staffing compensation increased by \$91.1 for contractual salary and payroll costs.

Funded Capital Projects	2016	2017	2018	2019	2020
P2079 AF-PROPERTY REASSESSMENT	250.0	100.0	0.0	100.0	250.0
<b>Total</b>	<b>250.0</b>	<b>100.0</b>	<b>0.0</b>	<b>100.0</b>	<b>250.0</b>

### Summary of Capital Investments

The 2016 Capital Investment is required to address the costs associated with the upcoming 2017 reassessment. This capital project provides funding to contract specialists to assist in the determination and defense of assessment values for complex properties. The project also includes funds for the increased costs of assessment notices (four times the average year), updating of website information and the appeal costs related to a reassessment.

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

There are no future operating impacts from 2016 Capital Projects.



## Revenue Services

### Overview

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

Operating Budget:	2014 Actuals	2014 Budget	2015 Budget	2016 Budget	Dollar Change	% Change
Revenue	(77.6)	(73.8)	(76.4)	(103.6)	(27.2)	35.6%
Staff Compensation	4,861.5	4,997.4	5,066.9	5,213.5	146.6	2.9%
Operating Cost	2,872.2	3,002.1	3,145.8	3,326.2	180.4	5.7%
Cost Recovery	(5,907.5)	(6,134.8)	(6,292.4)	(6,510.7)	(218.3)	3.5%
<b>Total</b>	<b>1,748.6</b>	<b>1,790.9</b>	<b>1,843.9</b>	<b>1,925.4</b>	<b>81.5</b>	<b>4.4%</b>

Staff Complement	2015	2016	Difference
Full Time Equivalents	72.70	72.70	0.00

### Summary of Operating Changes

#### Summary of Budget Changes

Service Line	Revenue Change			Expenditure Change				Net
	2015 Base	Change	2016 Budget	2015 Base	Base Adj	Growth & Cont Impr	Service Level	2016 Budget
Revenue Services	(76.4)	(27.2)	(103.6)	1,920.3	108.7	0.0	0.0	2,029.0
								1,925.4

#### Revenue Changes:

- Revenue increased by \$27.2 including a reclassification of \$15.0 from cost recovery, taxi licensing fees of \$7.2, and bank tax search of \$5.0.

#### Other Significant Changes:

- Increase in contractual salary and payroll costs of \$146.6.
- Information technology expenses have increased by \$28.4.
- Postage costs for utility billings, animal licensing and general mail have increased by \$213.0 which has been partially off-set by a transfer from utility uncollectibles of \$45.0.
- These expenses are partially off-set with increased cost recoveries of \$218.3.

Funded Capital Projects	2016	2017	2018	2019	2020
P2531 AF-PORTFOLIO MANAGEMENT SYSTEM REPLACEMENT	0.0	0.0	300.0	0.0	0.0
<b>Total</b>	<b>0.0</b>	<b>0.0</b>	<b>300.0</b>	<b>0.0</b>	<b>0.0</b>

### Summary of Capital Investments

There are no 2016 capital investments for Revenue Services.



## Financial Services

### Overview

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

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

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

Operating Budget:	2014 Actuals	2014 Budget	2015 Budget	2016 Budget	Dollar Change	% Change
Staff Compensation	2,381.5	2,168.6	2,431.2	2,640.0	208.8	8.6%
Operating Cost	359.1	308.9	299.4	299.4	0.0	0.0%
Cost Recovery	(10.2)	(38.5)	(108.9)	(111.8)	(2.9)	2.7%
Capital Contribution	225.0	225.0	270.0	270.0	0.0	0.0%
<b>Total</b>	<b>2,955.4</b>	<b>2,664.0</b>	<b>2,891.7</b>	<b>3,097.6</b>	<b>205.9</b>	<b>7.1%</b>

Staff Complement	2015	2016	Difference
Full Time Equivalents	27.10	27.10	0.00

### Summary of Operating Changes

#### Summary of Budget Changes

Service Line	Revenue Change			Expenditure Change				Net
	2015 Base	Change	2016 Budget	2015 Base	Base Adj	Growth & Cont Impr	Service Level	2016 Budget
Financial Services	0.0	0.0	0.0	2,891.7	205.9	0.0	0.0	3,097.6
								3,097.6

#### Significant Changes:

- In 2016, staff compensation costs including contractual and payroll cost increases accounted for \$188.3.
- Due to operational changes and to increase efficiencies, an existing FTE has been redeployed to a Staff Accountant position for an additional \$20.5. This position will enhance business analysis, increase efficiencies, assist in mitigating financial risks and allow for strategic decisions to be made on a timely basis.
- These expenditures were marginally offset by increased cost recoveries to Land and Capital Projects in the amount of \$2.9.

Unfunded Capital Projects	2016	2017	2018	2019	2020
P1829 AF-CORPORATE ENTERPRISE RESOURCE PLANNING (ERP) SYSTEM	0.0	1,000.0	1,000.0	0.0	0.0
<b>Total</b>	<b>0.0</b>	<b>1,000.0</b>	<b>1,000.0</b>	<b>0.0</b>	<b>0.0</b>

### Summary of Capital Investments

The 2016 Capital Investment is to support the corporate initiative of implementing an Enterprise Resource Planning (ERP) System. The ERP is for a centralized and integrated corporate financial system to replace the current general ledger system and the many payroll, purchasing, work order, human resource, and manual systems currently existing



throughout the Corporation. The current capital request is an estimate at this time and will be refined throughout the development of the business case.

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

There are no future operating impacts from the 2016 Capital Project.



## Debt Servicing

### Overview

The Debt Servicing service line provides for the operation of the Corporation's debt management practices. This service line provides for the management of Gas Tax Revenues related to debt servicing, the management of the City's Civic Facilities Financing Plan for capital projects, as well as the interest and principle payments related to the Corporation's debenture issues.

Operating Budget:	2014 Actuals	2014 Budget	2015 Budget	2016 Budget	Dollar Change	% Change
Revenue - Gas Tax	(7,161.9)	(7,181.0)	(7,183.1)	(7,176.5)	6.6	-0.1%
Debt Charges	25,683.5	25,702.6	26,886.6	27,736.3	849.7	3.2%
<b>Total</b>	<b>18,521.6</b>	<b>18,521.6</b>	<b>19,703.5</b>	<b>20,559.8</b>	<b>856.3</b>	<b>4.3%</b>

Staff Complement	2015	2016	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
	2015 Base	Change	2016 Budget	2015 Base	Base Adj	Growth & Cont Impr	Service Level	2016 Budget	2016 Budget
Debt Servicing	(7,183.1)	6.6	(7,176.5)	26,886.6	(750.3)	1,600.0	0.0	27,736.3	20,559.8

#### Revenue Change:

- The portion of gas tax revenue used to pay for debt interest is decreasing (\$209.7) slightly more than its portion used to pay for the increase in debt principal (\$203.1). The net result is a marginal \$6.6 decrease in revenue.

#### Growth:

- \$1,600.0 in Debt charges have been increased to continue building a funding base for future debt payments through the Corporation's Civic Facilities Funding Plan. These include \$250.0 from dedicated municipal revenue sharing, \$500.0 and \$350.0 respectively from assessment growth and mill rate supported increments, and \$500.0 for the Civic Operations Centre and City Yards phase-in.

#### Other Significant Change:

- \$600.0 was transferred out of debt servicing to general services (capital contributions) as it is base funding for future fire halls and was not a cost of debt (see the General Services service line).

### Summary of Capital Investments

There are no capital investments for Debt Servicing.



## Operating Budget

\$12.7 million

## Capital Budget

\$1.6 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. Saskatoon's waste handling services form the core of this business line. Plans, policies, and environmental regulations guide air, water and land protection, along with efforts to reduce the impact of our activities for the benefit of citizens today and tomorrow.

Programs and services include: collection and management of solid waste; recycling and composting program development and management; implementation of environmental programs to reduce energy use and the emission of greenhouse gases; stewardship of household hazardous waste; responsible management or remediation of City-owned contaminated sites; water and air quality protection efforts; management of Saskatoon's urban forest; prevention of the spread of insect and plant pests; wildlife management; and environmental policy development. These programs and services are delivered by three (3) divisions:

The Public Works division is responsible for Waste Handling; the Parks division delivers Pest Management and Urban Forestry services, and the Environmental & Corporate Initiatives division is responsible for the Environmental Program and components of the Waste Reduction and Resource Recovery program.

### At A Glance

- The Parks Division maintains the health and beauty of over 105,000 park and boulevard trees and proactively prunes approximately 10,000 trees each year. The civic nursery produces quality nursery stock for annual planting and reforestation efforts.
- The Waste Stream Management section of Public Works collects more than 2.8 million residential garbage containers each year with a success rate of 99.9%.
- Garbage collection services are provided by Public Works to 67,000 single-family homes by a fleet of 18 garbage trucks and 23,000 multi-unit residential properties using several front-fork collection trucks.
- The Landfill receives approximately 119,000 tonnes of garbage annually; 55% is residential garbage.
- In addition to recycling and composting programs provided by the Waste Services Utility, waste diversion programs collect over 75,000 kgs of hazardous waste and 1,500 tonnes of recyclable cardboard and other



materials at public depots. In total, nine waste diversion programs divert 22.5% of the waste generated in the community away from the Landfill.

- 13 civic buildings contain sophisticated utility monitoring equipment to prepare for extensive energy efficiency upgrades that will save hundreds of thousands of dollars in future annual utility costs.
- \$7 million (and growing) has been saved on construction projects involving contaminated soil while also improving environmental stewardship of materials of concern to human or environmental health.
- Pest Management monitors and treats 1,380 hectares of land in and around Saskatoon for mosquito larvae, monitors the entire city for Dutch elm disease (DED) and initiates the removal of infected trees, manages nuisance wildlife, and administers the provincial Noxious Weed Act.

## Key Challenges and Risks

### Infrastructure and Operations:

- To manage the increased costs of protecting the established trees within the City's Urban Forest which is a result of City growth and infrastructure renewal.

### Financial:

- Saskatchewan does not yet have a full suite of Extended Producer Responsibility (stewardship) programs meaning the cost for waste diversion programs are fully born by citizens either through property taxes or utility fees. Creating a cost-shared policy for the companies producing these waste materials is a difficult challenge and requires a Provincial government response.

### Environmental:

- Environmental planning for the conservation of our natural assets (biodiversity, wetlands, native prairie, aspen tree stands, and geological) when designing new neighborhoods for outward expansion and city growth.
- Effectively managing existing resources, planning for the future, and creating awareness of greenhouse gas emission reductions as these continue to increase from civic operations and from across the community. Legislation mandating emission reduction is anticipated in the near future.
- Further educating the community on waste reduction and waste diversion programs such as recycling and composting in order to extend the Landfill's useful-life.
- Weather events that require an immediate response require reallocation of staff without notice. Effectively managing, predicting, and responding to the increased costs associated with the introduction of invasive pests and diseases within our urban forest then becomes a challenge.
- The quality and quantity of water available in the South Saskatchewan River is subject to significant changes as a result of climate change. This creates a challenge for the City's ability to provide cost-effective drinking water to citizens and the local economy.
- Air quality, while remaining 'Good' has shown trends toward deterioration from civic operations and from across the community. Implementing energy management programs across the entire organization will take time and places added pressure on costs.
- Requirements under the new Saskatchewan Environmental Code impact development for infill and strategic growth areas of the City, requiring the safe and cost-effective management of contaminated sites.
- Climate change, extreme weather events, flooding, and drought conditions affect a number of civic services and assets.
- The threat of the West Nile Virus and other illnesses can result in mosquito and other insect populations becoming an issue. Outward growth of the City will require increased travel distances and increased areas of control to provide an effective mosquito control buffer zone. A similar pressure also exists for Inspection Services that administer the Noxious Weed Act.
- Advances in vehicles, equipment, technology, alternative fuels, and electric vehicles are occurring rapidly that will have impacts on the City's use of current civic vehicles and equipment.





## **Stakeholders:**

- The prioritization of resources to meet as many requests from community partners for participating in a variety of environmental awareness initiatives (e.g. Earth Hour, Earth Day, Canada Environment Week, etc.).
- Waste management services have expanded and will continue to develop to meet the waste diversion rate target. The number of waste-related customer complaints and bylaw infractions are rising as a result.

## Major Initiatives 2016-2018

Implement the Following 4-Year Priorities:

- Implement an effective DED program to prepare for the impacts of climate change and stop the spread of this disease.
- Develop additional emergency response plans for emerging invasive pest issues, particularly DED and Emerald ash borer.

Implement the Following 10-Year Strategies:

- Develop a Storm Water Master Plan by forming a collaborative team including the Stormwater Utility, the Meewasin Valley Authority, and the divisions of Planning & Development, Parks, and Environmental & Corporate Initiatives to mitigate for the impact of severe weather events on the City's infrastructure.
- Expand tools and training to help civic employees with environmental reporting and improving sustainability outcomes such as increased recycling, paper reduction, energy and water conservation, and fewer releases of pollutants into the environment.

## Continuous Improvement

- Develop and implement a new tree inventory software system that provides greater accuracy about the location and condition of trees to assist with planning and better workflow management and to prepare for the impacts of climate change.
- Develop an implementation plan for the initiatives identified through the Waste Handling Civic Service Review.
- Complete a review of the need for additional Bylaw Inspectors once efficiency gains have been achieved through corporate alignment.
- Complete a Civic Service Review for the Urban Forestry program.
- Complete an Internal Process Review for Public Works staff scheduling to maximize the opportunity for the efficient delivery of identified service levels.
- Coordinate back-lane tree-trimming across the several work groups that require this service to achieve cost savings.
- Complete and implement the findings from the study on the beneficial reuse of street sweeping tailings.
- Environmental & Corporate Initiatives will complete documentation and improve file records management for the following process improvements initiated or fully implemented in 2015: Energy Performance Contracting, Efficient Waste System Project, Soils Handling Strategy, Green Cart Registration, Integrated Waste Customer Service, and Corporate Spill Response.

## Performance Measures

### **Divert 70% of waste from the Saskatoon Landfill:**

- Based on the results of a comprehensive community waste audit, develop a Waste Diversion Plan that outlines the specific strategies and benchmarks for increasing the waste diversion rate to 70% by 2023.
- Develop the first phase of Recovery Park, a 'one-stop' waste diversion facility located West of the Landfill that has the potential to increase waste diversion to 30%.





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

- Create a business plan to reduce greenhouse gas (GHG) emissions while improving Saskatoon's competitive position in the new green economy. The plan will help the City capture opportunities for energy-efficient practices in its buildings, transportation and operations, and utilize more green energy technologies.

## **Zero Lost Time Incidents:**

- Develop a training matrix for each position within Public Works to support the safety goal of zero lost time injuries.

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

- Increase citizen satisfaction by improving customer service and productivity through training.

## Budget Implications

- The budget implications for the Environmental Health business line are a direct result of a growing population, and the environmental and operational pressures that are placed upon this business as a result.
- Waste Handling continues to be a challenging business that needs to continually adapt in order to provide the utmost optimal service. Balancing external pressures from the Ministry of the Environment, facing increased business competition from the expanding marketplace, and educating the public to create stronger environmental awareness, all result in many daily operational complexities.
- Landfill revenues are expected to increase to \$171.8 as a result of both an entrance fee and tipping fee increase in 2016. Tonnages of waste received are anticipated to remain stagnant due to waste diversion efforts and increased competition that will mitigate any increased tonnages that would normally be seen from growth in the population.
- Operational and staffing expenditures also create pressures and are expected to increase by \$215.3 and \$254.9 respectively. This is largely due to landfill equipment, landfill site preservation and contractual wage increases necessary to maintain normal operation of the waste management facility.
- The Landfill operations continue to subsidize the Compost Utility in the amount of \$353.7 in 2016. This places pressure on the landfill as less funds are available for their core operations.
- As waste diversion efforts and competition increase, tonnages received decreases. This not only affects the landfills revenue stream but also the ability to fund the landfills replacement reserve and its future asset retirement obligation.
- A growing city means an increasing cost of maintaining Saskatoon's green canopy of trees. Surveys for Dutch elm and other diseases will continue along with the development of strategies to reduce the impact of disease-carrying pests.
- Operational expenditures within Pest Management were increased by \$25.0 to address this emerging threat to the urban forest from DED.
- There are no significant budget implications identified within Urban Forestry.
- As more environmentally responsible options for energy-management and recycling become more prevalent this too places pressure upon the City to adapt their current programs. For instance, continuing to expand the Household Hazardous Waste Days program will prevent the improper disposal of harmful products into the environment.
- Waste Reduction and Resource Recovery's operational expenditures were increased by \$50.0 for the Household Hazardous Waste (HHW) program in 2016.
- \$12.0 has been added by City Council during budget deliberation to address requests from seniors and residents with physical limitations for assistance with moving recycling/garbage bins.



## Operating Summary

	2014 Actual	2014 Budget	2015 Budget	2016 Budget				
				000's			Dollar Change	% Change
				Revenue	Exp/Rec	Net		
Environmental Program	541.8	501.1	474.2	0.0	480.4	480.4	6.2	1.3%
Urban Forestry	3,260.9	3,365.5	3,504.8	0.0	3,565.8	3,565.8	61.0	1.7%
Waste Reduction & Resource Recovery	921.8	799.9	815.5	(8.2)	890.0	881.8	66.3	8.1%
Waste Handling Service	7,239.1	5,670.1	7,321.0	(6,540.0)	13,354.4	6,814.4	(506.6)	-6.9%
Pest Management	769.1	820.4	863.2	(5.0)	921.8	916.8	53.6	6.2%
<b>Total</b>	<b>12,732.7</b>	<b>11,157.0</b>	<b>12,978.7</b>	<b>(6,553.2)</b>	<b>19,212.4</b>	<b>12,659.2</b>	<b>(319.5)</b>	<b>-2.5%</b>

Staff Complement	2015	2016	Difference
Full Time Equivalents	106.28	107.28	1.00

## Summary of Budget Changes

Service Line	Revenue Change			Expenditure Change					Net
	2015 Base	Change	2016 Budget	2015 Base	Base Adj	Growth & Cont Impr	Service Level	2016 Budget	2016 Budget
Environmental Program	0.0	0.0	0.0	474.2	6.2	0.0	0.0	480.4	480.4
Urban Forestry	0.0	0.0	0.0	3,504.8	61.0	0.0	0.0	3,565.8	3,565.8
Waste Reduction & Resource Recovery	(8.2)	0.0	(8.2)	823.7	78.3	0.0	(12.0)	890.0	881.8
Waste Handling Service	(6,348.2)	(191.8)	(6,540.0)	13,669.2	(324.5)	(2.3)	12.0	13,354.4	6,814.4
Pest Management	(5.0)	0.0	(5.0)	868.2	53.6	0.0	0.0	921.8	916.8
<b>Total</b>	<b>(6,361.4)</b>	<b>(191.8)</b>	<b>(6,553.2)</b>	<b>19,340.1</b>	<b>(125.4)</b>	<b>(2.3)</b>	<b>0.0</b>	<b>19,212.4</b>	<b>12,659.2</b>

## Summary of Funded Capital Investments

Service Line	2016	2017	2018	2019	2020
Environmental Program	0.0	0.0	0.0	0.0	0.0
Urban Forestry	50.0	50.0	0.0	0.0	0.0
Waste Reduction & Resource Recovery	250.0	1,410.0	2,500.0	1,500.0	0.0
Waste Handling Service	1,346.0	358.0	1,071.0	3,384.0	6,898.0
Pest Management	0.0	0.0	0.0	0.0	0.0
<b>Total</b>	<b>1,646.0</b>	<b>1,818.0</b>	<b>3,571.0</b>	<b>4,884.0</b>	<b>6,898.0</b>

## Financing for Funded Capital Investments

Funding Source	2016	2017	2018	2019	2020
AUTO GARBAGE CONTAINER REPL RES	346.0	358.0	371.0	384.0	398.0
LANDFILL REPLACEMENT RESERVE	1,250.0	1,410.0	3,200.0	4,500.0	6,500.0
OTHER	50.0	50.0	0.0	0.0	0.0
<b>Total</b>	<b>1,646.0</b>	<b>1,818.0</b>	<b>3,571.0</b>	<b>4,884.0</b>	<b>6,898.0</b>
Unfunded	0.0	0.0	0.0	0.0	0.0



## Environmental Program

### Overview

To focus on environmental protection for the benefit of current and future residents. The work program of this service line includes planning and policy development, education and outreach, research and environmental monitoring, and the reporting of outcomes to regulators and citizens. Collaboration with various civic departments and the community-at-large are necessary for the achievement of the outcomes described in the Corporate Strategic Plan.

This program provides leadership in improving civic environmental outcomes. Environmental policies and programs are developed related to solid waste management, energy efficiency, watershed improvement, air quality, and the management of toxins and contaminants in soils. Performance toward environmental goals is tracked and reported annually through the 'Our Environment' report.

Operating Budget:	2014 Actuals	2014 Budget	2015 Budget	2016 Budget	Dollar Change	% Change
Staff Compensation	341.6	330.7	283.4	289.6	6.2	2.2%
Operating Cost	200.2	170.4	190.8	190.8	0.0	0.0%
<b>Total</b>	<b>541.8</b>	<b>501.1</b>	<b>474.2</b>	<b>480.4</b>	<b>6.2</b>	<b>1.3%</b>

Staff Complement	2015	2016	Difference
Full Time Equivalents	2.90	2.90	0.00

### Summary of Operating Changes

#### Summary of Budget Changes

Service Line	Revenue Change			Expenditure Change					Net 2016 Budget
	2015 Base	Change	2016 Budget	2015 Base	Base Adj	Growth & Cont Impr	Service Level	2016 Budget	
Environmental Program	0.0	0.0	0.0	474.2	6.2	0.0	0.0	480.4	480.4

There are no significant changes in Environmental Program.

### Summary of Capital Investments

There are no capital investments in the Environmental Program.



## Urban Forestry

### Overview

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

Operating Budget:	2014 Actuals	2014 Budget	2015 Budget	2016 Budget	Dollar Change	% Change
Staff Compensation	1,691.8	1,636.6	1,754.6	1,804.4	49.8	2.8%
Operating Cost	1,656.0	1,720.1	1,741.4	1,752.6	11.2	0.6%
Cost Recovery	(113.1)	(17.5)	(17.5)	(17.5)	0.0	0.0%
Capital Contribution	26.3	26.3	26.3	26.3	0.0	0.0%
<b>Total</b>	<b>3,261.0</b>	<b>3,365.5</b>	<b>3,504.8</b>	<b>3,565.8</b>	<b>61.0</b>	<b>1.7%</b>

Staff Complement	2015	2016	Difference
Full Time Equivalents	25.19	25.19	0.00

### Summary of Operating Changes

#### Summary of Budget Changes

Service Line	Revenue Change			Expenditure Change				Net
	2015 Base	Change	2016 Budget	2015 Base	Base Adj	Growth & Cont Impr	Service Level	2016 Budget
Urban Forestry	0.0	0.0	0.0	3,504.8	61.0	0.0	0.0	3,565.8
								3,565.8

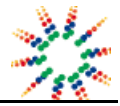
There are no significant operating changes in Urban Forestry. However, an increase of \$25.0 for Dutch elm disease (DED) has been included under the Pest Management service line.

#### Not Included:

- Although \$25.0 in funding has been identified for DED under Pest Management, this is just the first phase to prevent the loss of trees to DED and to increase public awareness. Not included is \$170.0 for elm tree maintenance and public awareness. An adjustment to current service priorities will also support certain priority tree pruning and emergency DED response. A comprehensive DED response plan will be required in future years to sustain the elm tree inventory and its associated benefits.
- Additional contract tree maintenance in the order of \$80.0 is required to maintain the desired pruning cycle service level of 1 in 7 years for new tree inventory added in 2015 and 2016. Adhering to a regular pruning cycle is key to sustaining the health of the urban forest.
- A planned service review to be completed in 2016 will identify program efficiencies and budget adjustments as the first step to address the above-noted items. A proposed comprehensive and integrated response plan for DED will be developed following the service review, for potential implementation in 2017.

Funded Capital Projects	2016	2017	2018	2019	2020
P1662 CY-ELM TREE INVENTORY	50.0	50.0	0.0	0.0	0.0
<b>Total</b>	<b>50.0</b>	<b>50.0</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>

### Summary of Capital Investments



The Elm Tree Inventory project involves creating an inventory of all elm trees located on lands outside the management by Urban Forestry, including trees on private property. The goal is to ensure that all elm trees are managed within a comprehensive DED Management Plan.

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

There are no future operating impacts from the 2016 Capital Projects.



## Waste Reduction & Resource Recovery

### Overview

To provide a focus on reducing, reusing, recycling, recapturing resources, and seeking operational efficiencies. Initiatives under this program include the management of recycling contracts for curbside and multi-unit dwellings, community recycling depot operations, the Household Hazardous Waste Days program, implementing the energy management program to identify and implement utility-saving projects, and monitoring energy use and greenhouse gas emissions.

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

Operating Budget:	2014 Actuals	2014 Budget	2015 Budget	2016 Budget	Dollar Change	% Change
Revenue	(29.8)	0.0	(8.2)	(8.2)	0.0	0.0%
Staff Compensation	567.8	467.7	478.5	495.1	16.6	3.5%
Operating Cost	383.7	344.2	368.6	418.3	49.7	13.5%
Cost Recovery	0.0	(12.0)	(23.4)	(23.4)	0.0	0.0%
<b>Total</b>	<b>921.7</b>	<b>799.9</b>	<b>815.5</b>	<b>881.8</b>	<b>66.3</b>	<b>8.1%</b>

Staff Complement	2015	2016	Difference
Full Time Equivalents	5.20	5.20	0.00

### Summary of Operating Changes

#### Summary of Budget Changes

Service Line	Revenue Change			Expenditure Change					Net
	2015 Base	Change	2016 Budget	2015 Base	Base Adj	Growth & Cont Impr	Service Level	2016 Budget	2016 Budget
Waste Reduction & Resource Recovery	(8.2)	0.0	(8.2)	823.7	78.3	0.0	(12.0)	890.0	881.8

#### Service Level Change:

- There is a \$12.0 service level reduction as we no longer provide separate milk jug and tin bin programs at the City's recycling depots. As a result of our Multi-unit recycling contract we now collect all recyclable material in the blue metal bins at the recycling depots.

#### Other Significant Changes:

- Operating costs were increased by \$50.0 for the Household Hazardous Waste (HHW) program. This is the first phase for increased funding to address this growing program, meet public demand, and divert hazardous waste from harming the environment by providing an environmentally-responsible option to reduce waste.

#### Not Included:

- Although \$50.0 has been added to the HHW program in 2016, based on current success and participation levels, an additional \$50.0 in funding will be required in 2017. Any further 2016 program costs will be funded through on-going program improvements and efficiencies, and future costs will be phased-in through the following year's budget (as identified in the March 23<sup>rd</sup> report to Council).



Funded Capital Projects		2016	2017	2018	2019	2020
P2050	US-CONSTRUCTN & DEMOLITION WASTE MGT CTR	0.0	1,000.0	2,500.0	1,500.0	0.0
P2184	US-WASTE CHARACTERIZATION STUDY	250.0	0.0	0.0	0.0	0.0
P2186	US-WASTE MANAGEMENT STRATEGIC PLAN	0.0	410.0	0.0	0.0	0.0
<b>Total</b>		<b>250.0</b>	<b>1,410.0</b>	<b>2,500.0</b>	<b>1,500.0</b>	<b>0.0</b>

## Summary of Capital Investments

The 2016 Capital Investment is to study the composition of waste generated in the community to form the basis of a Waste Diversion Strategy to achieve the Performance Target of a 70% Waste Diversion Rate by 2023.

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

There are no future operating impacts from the 2016 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 allocated from the tipping fee.

Operating Budget:	2014 Actuals	2014 Budget	2015 Budget	2016 Budget	Dollar Change	% Change
Revenue	(6,179.5)	(7,843.7)	(6,348.2)	(6,540.0)	(191.8)	3.0%
Staff Compensation	4,688.0	4,447.5	4,684.6	4,939.5	254.9	5.4%
Operating Cost	5,603.8	5,914.5	5,527.2	5,754.5	227.3	4.1%
Debt Charges	387.6	384.5	478.5	478.5	0.0	0.0%
Cost Recovery	(386.4)	(390.4)	(395.4)	(725.8)	(330.4)	83.6%
Capital Contribution	3,138.5	3,249.8	3,373.0	2,847.1	(525.9)	-15.6%
Transfer to/from Reserves	1.2	1.2	1.3	1.3	0.0	0.0%
Transfer to/from Stabilization	(14.2)	(93.3)	0.0	59.3	59.3	0.0%
<b>Total</b>	<b>7,239.0</b>	<b>5,670.1</b>	<b>7,321.0</b>	<b>6,814.4</b>	<b>(506.6)</b>	<b>-6.9%</b>

Staff Complement	2015	2016	Difference
Full Time Equivalents	62.62	63.62	1.00

### Summary of Operating Changes

#### Summary of Budget Changes

Service Line	Revenue Change			Expenditure Change					Net
	2015 Base	Change	2016 Budget	2015 Base	Base Adj	Growth & Cont Impr	Service Level	2016 Budget	2016 Budget
Waste Handling Service	(6,348.2)	(191.8)	(6,540.0)	13,669.2	(324.5)	(2.3)	12.0	13,354.4	6,814.4

#### Revenue Changes:

- Revenues in the Landfill program are expected to increase by \$171.8 due to a scheduled increase to the landfill entrance fee and tipping provision; tonnage received at the landfill is expected to remain constant. Competing landfills in the region along with waste diversion projects will continue to impact landfill revenue.
- \$20.0 in additional revenue is expected from the Heavy Grit Facility (HGF) associated to upgrades and increased usability of this facility.

#### Service Level Change:

- An increase of \$12.0 is allocated to the Garbage Collection program to expand the promotion of the neighbours assisting neighbours with bins as identified in the Services and Accommodations for Seniors and Residents with Physical Limitations report.

#### Growth:

- A \$2.3 net reduction in growth relates to a slight increase in the use of the metal drop off area at the landfill. This increased use correlates to an increase in cost recovery, providing a cost savings/reduction.





## Continuous Improvement:

- The Efficient Waste System route optimization will roll out January 1, 2016. Fuel savings of \$40.0/year have been built into the budget (as per the garbage service verification loan).

## Capital Contribution:

- The contribution to capital will decrease by \$525.9 for a reduced reserve transfer from the Heavy Grit Facility as this program begins its transition to the Wastewater Utility.

## Other Significant Changes:

- Operating cost increases of \$215.3 relate mostly to a \$173.0 increase for Landfill operating equipment, a \$77.1 mandatory investment into site maintenance at the Landfill and an increase of \$27.7 for on-call service rotation at the Landfill Gas facility. These operating cost changes are further reduced by a \$68.8 salary transfer from a contracted to a permanent staff FTE.
- Cost recoveries of \$330.4 relate to a service agreement with the Wastewater Utility to assume control of the Heavy Grit Facility, in addition to a cost sharing agreement with SL&P for the Landfill Gas Facility.
- An expenditure decrease of \$759.2 is expected within the Heavy Grit Facility through a partnership with the Wastewater Utility to assume control over its operation.
- An Equipment Utility-person position of 1.0 FTE (\$68.8) is required to provide continuous maintenance and operational support at the existing Heavy Grit facility located at the Landfill. This FTE is fully cost recovered from the Wastewater Utility.

Funded Capital Projects	2016	2017	2018	2019	2020
P1475 US-AUTO'D GARBAGE CONTAINER REPL	346.0	358.0	371.0	384.0	398.0
P2051 US-LANDFILL OPTIMIZATION	1,000.0	0.0	700.0	3,000.0	6,500.0
<b>Total</b>	<b>1,346.0</b>	<b>358.0</b>	<b>1,071.0</b>	<b>3,384.0</b>	<b>6,898.0</b>

## Summary of Capital Investments

2016 Waste Handling Service capital investments include construction work to decommission the Lead Cell and close the North-West area of the Landfill. The project is expected to recapture Landfill airspace and extend the life of the Landfill. A variety of safety and environmental improvements are required involving surface water management and site conditions.

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

There are no future operating impacts from 2016 Capital Projects.



## Pest Management

### Overview

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

Operating Budget:	2014 Actuals	2014 Budget	2015 Budget	2016 Budget	Dollar Change	% Change
Revenue	(5.0)	(5.0)	(5.0)	0.0	5.0	-100.0%
Province of Saskatchewan	0.0	0.0	0.0	(5.0)	(5.0)	0.0%
Staff Compensation	583.4	600.9	639.6	668.4	28.8	4.5%
Operating Cost	190.7	224.5	215.1	239.9	24.8	11.5%
Capital Contribution	0.0	0.0	13.5	13.5	0.0	0.0%
<b>Total</b>	<b>769.1</b>	<b>820.4</b>	<b>863.2</b>	<b>916.8</b>	<b>53.6</b>	<b>6.2%</b>

Staff Complement	2015	2016	Difference
Full Time Equivalents	10.37	10.37	0.00

### Summary of Operating Changes

#### Summary of Budget Changes

Service Line	Revenue Change			Expenditure Change					Net 2016 Budget
	2015 Base	Change	2016 Budget	2015 Base	Base Adj	Growth & Cont Impr	Service Level	2016 Budget	
Pest Management	(5.0)	0.0	(5.0)	868.2	53.6	0.0	0.0	921.8	916.8

#### Significant Change:

- Special Services has increased by \$25.0 to address the emerging threat to the urban forest via Dutch elm disease (DED). This will be used to provide increased elm surveillance, response, and to prevent the spread of DED.

### Summary of Capital Investments

There are no capital investments for Pest Management.





**Operating Budget**  
\$46.6 million

**Capital Budget**  
\$2.4 million



## STRATEGIC GOAL:



## Quality of Life

### Overview

The Saskatoon Fire Department (SFD) is responsible for emergency planning and response to be able to mitigate all incidents of concern within the City of Saskatoon and surrounding RMs that are covered by applicable service agreements. The Department's responsibility to enforce the above initiatives is through both *The Fire Prevention Act 1992* (soon to be *The Fire Safety Act*) and *The Emergency Planning Act*. The responsibilities of the SFD are enabled through *The Cities Act* and then Saskatoon Fire and Protective Services Bylaw 7990 within Part II, Section 4, and codified June 18, 2012. The SFD combines enforcement with proactive prevention and education to align with the City's strategic goals of Public Safety and Quality of Life.

### At A Glance

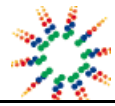
The SFD has 334 staff with 280 in the Operations division and the remainder within the Administration, Prevention, Training, Emergency Measures, and Support divisions. The operational staff currently operate 12 front line engines, two rescue trucks and two aerials out of nine fire stations. In 2014 crews responded to 12,236 emergency and non-emergency calls not including inspection activity or community engagement events.

Through the Fire Prevention division, the Property Maintenance and Nuisance Abatement Bylaw 8175 saw 2,364 complaints which generated 5,949 inspections and re-inspections in 2015.

The SFD continues to provide the Saskatchewan Rental Housing Supplement Program, to improve the overall standard of rental properties in the City. The Fire Prevention division will inspect up to 1,040 single family rental properties to assist clients of social services.

Through a tiered-response agreement with the Saskatoon Health Region, the SFD plays a major role in the delivery of pre-hospital care to the citizens of Saskatoon. Another area of support is through Needle Safe Saskatoon where the SFD picks up discarded needles in public spaces.

A new initiative for 2015 was the introduction of the Fire Cadet Program. This is a partnership with the Saskatoon Public School Board. The partnership saw grade 9, 10 and 11 students from Bedford Road Collegiate and Mount Royal Collegiate take part in an eight week fire training program. The goals of the program are personal development, leadership, and teamwork. The program has proven successful and will be expanded for 2016.



## Key Challenges and Risks

### Infrastructure and Operations:

- Expansion of the City's population and physical boundaries requires an increase in resources to meet those demands based on standards adopted by City Council. Expanded operations will require additional resources in all support divisions.
- Exchange rate fluctuations of the Canadian dollar versus the United States dollar impact major equipment and apparatus purchases.

### Stakeholders:

- Increased property maintenance concerns within the City require a coordinated approach.

### People:

- Succession planning for departmental senior management positions.

## Major Initiatives 2016-2018

Implement the following 4-Year Priorities:

- Relocation of Fire Stations No. 3 and No. 5.
- Develop a plan for future upgrades or replacement of the department training/mechanical maintenance shop.
- Undertake a service review (in 2016) focused on the fire prevention/inspection process to determine what technologies will assist in maximizing efficiencies when performing property inspections.

Other Ongoing Major Initiatives:

- Continue building partnerships with Provincial Emergency Management and Fire Safety in the areas of disaster response, communications, and departmental certifications.
- Upgrade station headquarters to accommodate accessibility needs, communications, and the apparatus bay for larger equipment.
- Develop a coordinated by-law enforcement group to address increased property maintenance concerns within the City.

## Continuous Improvement

- A number of Continuous Improvement Initiatives have been implemented which have realized efficiencies. Examples are modified response for needle pick up, removal of the monthly road tests and operational response adjustments for alarm bell incidents which have the potential to create annual savings (quantified upon completion of the comparative study).
- The SFD has undertaken a thorough continuous improvement review. Tabulated results on the budget impact will be realized during a late 2015 comparative study. The department is reviewing revenue sources in addition to operating expenditures. Included is a review on the operational effectiveness on the deployment of staffing.

## Performance Measures

### Respond to Fire Calls within Six Minutes and 20 Seconds at least 90% of the Time:

- Fire Station deployment modelling is continually being studied with the City of Saskatoon's GIS division. Through this modelling, the SFD is attempting to meet response time targets (in accordance with the National Fire Protective Association 1710 benchmark).
- Complete the analysis for the fire station deployment of stations No. 3 and No. 5 to continue to provide the necessary coverage within those geographic areas to meet the target for fire response time 90% of the time.



## **Satisfaction with Civic Services of 90% or More:**

- Increase community engagement activities to create positive relationships with the community. Activities include focusing on older adults through collaborating with the Saskatoon Council on Aging, delivering the Fire Cadet Program, and participating in summer events planned in community parks.

## **Budget Implications**

- The Fire Services (service line) accounts for 99% of the SFD's total budget. Within Fire Services, staff compensation accounts for 89% of this service line's total budget.
- The Emergency Measures (service line) accounts for the other 1% of the SFD's total budget. Within Emergency Measures, staff compensation accounts for 83% of this service lines budget.
- In 2016, total staff compensation increased by \$1,457.6 accounting for 98% of the total 2016 budget increase.



## Operating Summary

	2014 Actual	2014 Budget	2015 Budget	2016 Budget				
				000's			Dollar	
				Revenue	Exp/Rec	Net	Change	% Change
Fire Services	43,138.0	41,825.3	44,576.1	(688.1)	46,885.2	46,197.1	1,621.0	3.6%
Emergency Measures	405.9	362.1	408.8	0.0	419.7	419.7	10.9	2.7%
Total	43,543.9	42,187.4	44,984.9	(688.1)	47,304.9	46,616.8	1,631.9	3.6%

Staff Complement	2015	2016	Difference
Full Time Equivalents	334.00	334.00	0.00

## Summary of Budget Changes

Service Line	Revenue Change			Expenditure Change					Net
	2015 Base	Change	2016 Budget	2015 Base	Base Adj	Growth & Cont Impr	Service Level	2016 Budget	2016 Budget
Fire Services	(826.9)	138.8	(688.1)	45,403.0	1,482.2	0.0	0.0	46,885.2	46,197.1
Emergency Measures	0.0	0.0	0.0	408.8	10.9	0.0	0.0	419.7	419.7
<b>Total</b>	<b>(826.9)</b>	<b>138.8</b>	<b>(688.1)</b>	<b>45,811.8</b>	<b>1,493.1</b>	<b>0.0</b>	<b>0.0</b>	<b>47,304.9</b>	<b>46,616.8</b>

## Summary of Funded Capital Investments

Service Line	2016	2017	2018	2019	2020
Fire Services	2,355.0	6,694.0	4,041.0	6,719.0	2,471.0
Emergency Measures	0.0	0.0	0.0	0.0	0.0
<b>Total</b>	<b>2,355.0</b>	<b>6,694.0</b>	<b>4,041.0</b>	<b>6,719.0</b>	<b>2,471.0</b>

## Financing for Funded Capital Investments

Funding Source	2016	2017	2018	2019	2020
FIRE - CAPITAL RESERVE	320.0	390.0	0.0	0.0	0.0
FIRE APPARATUS	575.0	651.0	894.0	1,935.0	1,378.0
FIRE SMALL EQUIPMENT REPL RESERVE	260.0	268.0	276.0	284.0	293.0
OPERATING FUND CONTRIBUTION	0.0	0.0	871.0	0.0	800.0
OTHER	1,200.0	5,385.0	2,000.0	4,500.0	0.0
<b>Total</b>	<b>2,355.0</b>	<b>6,694.0</b>	<b>4,041.0</b>	<b>6,719.0</b>	<b>2,471.0</b>
Unfunded	0.0	0.0	0.0	0.0	8,100.0

## Future Operating Budget Impacts of 2016 Capital Projects

Service Line	2016	2017	2018	2019	2020
P2373 FR-REPLACEMENT OF STATIONS - No. 3 AND No. 5	0.0	0.0	0.0	100.0	0.0
<b>Total</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>100.0</b>	<b>0.0</b>



## Fire Services

### Overview

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

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

Throughout 2016 the SFD will be undertaking a service review focused on the Fire Prevention division. The focus will be on the inspection process to determine what technology will assist in efficiencies when inspectors are performing inspections of properties. Pairing the current electronic Inspection Module with tablet technology will be tested to determine the effectiveness of information transfer from the Prevention Division to the property owners in the field.

Operating Budget:	2014 Actuals	2014 Budget	2015 Budget	2016 Budget	Dollar Change	% Change
Revenue	(317.5)	(218.1)	(731.2)	(592.4)	138.8	-19.0%
Province of Saskatchewan	(83.2)	(95.7)	(95.7)	(95.7)	0.0	0.0%
Staff Compensation	39,399.1	37,073.2	40,322.8	41,769.5	1,446.7	3.6%
Operating Cost	3,523.2	3,738.1	3,728.7	3,764.2	35.5	1.0%
Cost Recovery	(121.4)	(10.0)	(10.0)	(10.0)	0.0	0.0%
Capital Contribution	729.8	1,329.8	1,353.5	1,353.5	0.0	0.0%
Transfer to/from Reserves	8.0	8.0	8.0	8.0	0.0	0.0%
<b>Total</b>	<b>43,138.0</b>	<b>41,825.3</b>	<b>44,576.1</b>	<b>46,197.1</b>	<b>1,621.0</b>	<b>3.6%</b>

Staff Complement	2015	2016	Difference
Full Time Equivalents	331.00	331.00	0.00

### Summary of Operating Changes

#### Summary of Budget Changes

Service Line	Revenue Change			Expenditure Change					Net
	2015 Base	Change	2016 Budget	2015 Base	Base Adj	Growth & Cont Impr	Service Level	2016 Budget	2016 Budget
Fire Services	(826.9)	138.8	(688.1)	45,403.0	1,482.2	0.0	0.0	46,885.2	46,197.1

#### Revenue Change:

- Revenue has decreased by \$138.8 associated to reductions in fee for service lift assists (private care facilities) and false alarm bells, since these programs have seen reduced usage and increased compliance respectively.

#### Other Significant Change:

- Staff compensation including contractual and payroll cost increases amount to \$1.4 million, making up 98% of the Fire Services expenditure increase for the 2016 budget year.

#### Continuous Improvement:

- Throughout 2016, Fire Services will continue to improve the collective agreement articles, staff compensation, and deployment analysis.





- In addition, Fire Services will engage partners for P3 (public-private partnership) projects (for a training facility), and better serve the citizens of Saskatoon through focus groups and build relationships with the Saskatoon Correctional Centre's Urban Camp.

Funded Capital Projects	2016	2017	2018	2019	2020
P0582 FR-APPAR-REFURB/REPL/ADD'L	260.0	268.0	276.0	284.0	293.0
P1914 FR-NEW STATION - NORTHWEST SASKATOON	0.0	0.0	0.0	0.0	800.0
P2373 FR-REPLACEMENT OF STATIONS - No 3 AND No 5	1,200.0	5,385.0	2,000.0	4,500.0	0.0
P2379 FR-APPARATUS REPLACEMENT	575.0	651.0	894.0	1,935.0	1,378.0
P2380 FR- FIRE STATION No. 11 - HOLMWOOD	0.0	0.0	871.0	0.0	0.0
P2504 FR-NEW EQUIPMENT	320.0	390.0	0.0	0.0	0.0
<b>Total</b>	<b>2,355.0</b>	<b>6,694.0</b>	<b>4,041.0</b>	<b>6,719.0</b>	<b>2,471.0</b>

Unfunded Capital Projects	2016	2017	2018	2019	2020
P2506 FR- No. 1 STATION ADDITION / REFURBISHMENT	0.0	0.0	0.0	0.0	8,100.0
<b>Total</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>8,100.0</b>

## Summary of Capital Investments

All Capital Projects for the replacement of fire apparatus, support vehicles, and equipment that total \$835.0 million are funded from existing Reserves.

The design, construction, and relocation of Fire Stations No. 3 and No. 5 will utilize a phased in approach. Fire Station No. 3 from 2016-2017, and Fire Station No. 5 from 2017-2019.

Construction of Fire Station No. 10 for Elk Pointe is to be coordinated with the servicing of this neighborhood as it develops.

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 from the Civic Facilities Funding plan, with an additional \$200.0 in 2015 and \$200.0 in 2016. This will begin a phased-in approach to fund the operational costs of the future fire stations and until operational, these funds will contribute towards the design/construction of the fire stations capital costs.

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

Future operating impacts of \$100.0 include building lease costs of relocating Fire Station No. 5 from a City owned location (to a more optimally placed) City leased location.

### Future Operating Budget Impacts of 2016 Capital Projects

Project	2016	2017	2018	2019	2020
P2373 FR-REPLACEMENT OF STATIONS - No. 3 AND No. 5	0.0	0.0	0.0	100.0	0.0
<b>Total</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>100.0</b>	<b>0.0</b>



## Emergency Measures

### Overview

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

The Emergency Measures Organization (EMO) is working towards a more corporate approach in 2016. EMO will be providing a new Emergency Operations Center course focused on coordinating command and control to bring all civic departments and partnering agencies together in times of emergency. The course will follow Incident Command System principals and be offered to directors and managers.

Operating Budget:	2014 Actuals	2014 Budget	2015 Budget	2016 Budget	Dollar Change	% Change
Staff Compensation	343.4	312.3	339.0	349.9	10.9	3.2%
Operating Cost	79.6	49.8	84.8	84.8	0.0	0.0%
Cost Recovery	(17.1)	0.0	(15.0)	(15.0)	0.0	0.0%
<b>Total</b>	<b>405.9</b>	<b>362.1</b>	<b>408.8</b>	<b>419.7</b>	<b>10.9</b>	<b>2.7%</b>

Staff Complement	2015	2016	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
	2015 Base	Change	2016 Budget	2015 Base	Base Adj	Growth & Cont Impr	Service Level	2016 Budget	2016 Budget
Emergency Measures	0.0	0.0	0.0	408.8	10.9	0.0	0.0	419.7	419.7

#### Significant Change:

- Staff compensation increased \$10.9 due to contractual and payroll cost increments.

### Summary of Capital Investments

There are no capital investments for Emergency Measures.





**Operating Budget**  
\$6.4 million

**Capital Budget**  
\$51.5 million



## STRATEGIC GOAL:



Asset & Financial Sustainability



Sustainable Growth

## Overview

This document includes the City of Saskatoon's 2016 Land Development Operating and Capital Budgets. The document focuses on three service lines, Saskatoon Land, Corporate Projects and the Land Development-Capital 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. Over the past five years significant investment has been 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, throughout the City, will play a vital role in providing the serviced land that will accommodate new housing and commercial investment in the City over the next five to ten years.

Projections for growth in the community remain positive; however, most economic indicators suggest a moderation of population and employment growth will occur in Saskatoon throughout 2016. Reduced land absorption and increases in residential and industrial serviced land inventories have occurred in the Saskatoon market over the last two years, requiring developers to reevaluate previously planned servicing. The 2016 Land Development Budget submission includes several adjustments to previously approved capital funding requests to accommodate changing market conditions and revisions to the timing of proceeding with servicing phases noted in the Three Year Land Development Report. New infrastructure investments, originally thought to be required in Saskatoon Land's ownership in the Elk Point and Brighton neighbourhoods, have been deferred to future years. Should significant changes in demand for serviced land in Saskatoon occur, subsequent annual capital budget submissions will be adjusted.

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



- ensure adequate levels of serviced residential, institutional and industrial lands are available at competitive market values,
- to provide innovation and leadership in design for new growth, and
- to provide financial returns at competitive rates of return on investment to the City for allocation to civic projects and programs. Saskatoon Land is operated on a for-profit basis, with 100% of the surplus funds allocated for reinvestment in the community.

Another essential element in ensuring success of the land development business objectives is performed by Real Estate Services. This Section of Saskatoon Land is responsible for all real estate functions and activities for the Corporation including the acquisition of future development lands and all corporate land requirements, administering of both internal and external leases, coordinating and overseeing the maintenance of lands held for future development, providing valuations, and providing real estate advice to the Corporation as a whole. This section is also responsible for the planning and implementation of the City of Saskatoon's corporate accommodations plan.

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

## At A Glance

- Since 2007, City Council has committed \$123.3 million from the City's Neighbourhood Land Development Fund towards a variety of projects, including the recent roadway maintenance investments, Pleasant Hill neighbourhood revitalization, affordable housing incentives, local area road upgrades, operating budget contributions, and designated future land acquisitions.
- The Real Estate Section of Saskatoon Land has facilitated the acquisition of 1,850 acres of land over the past two years.
- Development levies collected from pre-paid servicing rates are used to fund installations of trunk sewers, arterial roads, storm ponds, lift stations, park development, primary water mains and a portion of new roadway interchanges.
- Throughout 2015, Construction and Design has provided technical services for private development and delivered approximately 63 internal projects that service Major Projects, Urban Design, Transportation, Saskatoon Land, and Public Works.

### New Land Development in 2015:

- 37.2 lane kms of new local and collector roads
- 10.3 lane kms of new arterial roads
- 15,300m of new water mains
- 16,400m of new sanitary sewer mains
- 11,000m of new storm sewer mains

## Key Challenges and Risks

### Infrastructure and Operations:

- Sustained 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 existing infrastructure as trucks and heavy machinery use the roads, back alleys, etc. to travel to and access job sites often causing damage in the process that needs to be repaired.
- Implementing a contractor management system, including a process for pre-qualifying contractors to ensure contractors with the capabilities, capacity and expertise to perform required services.



## **Financial:**

- Managing the financial risk associated with investment in land development projects. Over the past ten years favorable market conditions have provided the City with record returns on land investments. While the future looks favorable, market forces beyond our control can change and result in reduced land sales, lot absorption, and reduced investment returns on projects.
- Implementing the next phase of the corporate accommodation plan with limited funding.
- Acquiring sufficient inventories of future development lands to ensure the long term viability of the City's Land Development business line.

## Major Initiatives 2016-2018

- Further phases of the Aspen Ridge neighbourhood will be serviced to accommodate new dwelling construction in the Northeast (2016 - 241 lots, 2017 - 382 lots, 2018 - 333 lots).
- A total of 27 acres of multi-family land will be serviced in 2016, with a further 18 acres in 2017, and 27 acres in 2018.
- In the Marquis Industrial Area, 54 acres of land will be serviced in 2016.
- The Elk Point neighbourhood concept plan will be submitted for approval in 2016.
- In Kensington, 110 single family lots will be serviced by the City in 2018.
- Neighbourhood Concept plans for the next new neighbourhoods in the Blairmore Suburban Development Area and University Heights Suburban Development Area will be designed and submitted to Planning and Development for initial review.
- New arterial road construction includes Fedoruk Drive, Central Avenue, McOrmond Drive, and Zimmerman Road.
- Trunk sewer extensions in the following locations: trunk piping and storm ponds in Aspen Ridge, Brighton, and the Marquis Industrial Area.
- Primary water mains and fill mains situated in Aspen Ridge, Brighton, and the Marquis Industrial area.
- Development of new parks in Montgomery, Parkridge, Stonebridge, Rosewood, Evergreen, and Kensington is estimated at \$13.5 million for 2016.

## Continuous Improvement

- Development of a new land website and live mapping tool is currently underway with implementation planned for 2016. The finished product will create a marketing tool for Saskatoon Land and its builder customers to market city developed communities and land parcels. It will promote access through a range of devices to get information on development areas and provide potential customers with real time inventory status, lot characteristics, neighbourhood amenities and information on land sales policy.
- Perform a corporate wide department survey to quantify future land and office space requirements to plan better for future real estate needs.

## Performance Measures

### **Respond to Fire Calls within Six Minutes and 20 Seconds at least 90% of the Time:**

- Collaborate with the Saskatoon Fire Department to develop new neighbourhood concept plans that ensure fire response times can be met. Acquire land for new fire halls based on fire hall location plans.

### **30% Reduction of Green House Gas from 2006:**

- Ensure neighbourhood layouts are oriented to take advantage of solar power and look for opportunities to partner with Crown utilities and home builders to advance other energy efficiencies such as solar power in City developments.



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

- Assess infill development opportunities on select City-owned parcels where financially feasible. Examine rezoning of City-owned infill land where practical.

**Increase Transit Ridership to 62 Rides Per Capita and 20% of People Use Cycling, Walking or Transit to get to Work:**

- Create “complete communities” in new neighbourhood developments that feature employment opportunities, main streets, suburban centres, and greater connectivity, both internally and externally.
- Ensure new neighbourhood concept plans include parks, paths and routes that encourage walking, cycling and transit use.

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

- Collaborate with private developers to ensure sufficient quantities of serviced land are being brought into the development stream. The one-year inventory target for single-family lots is 1,000; the two-year inventory target for multi-family units is 3,300 and the two-year inventory target for industrial land is 130 acres.

## Budget Implications

- Demand for serviced land in most categories moderated throughout 2015. Projections for 2016 and beyond suggest continued growth in gross domestic product (GDP), population, and employment albeit at reduced levels from what was experienced throughout the past 5 years. To accommodate this anticipated growth and demand, \$51.5 million of capital funding is included for: direct services (\$27.0 million) such as roadway/curb, water and sewer installations within Saskatoon Land development areas for 1,213 single family lots and over 220 acres of multi-family, industrial, commercial, and institutional land; major offsite servicing projects (\$11.0 million) such as trunk sewer, primary water main, and arterial road construction located throughout the City; and suburban park development (\$13.5 million) within new neighbourhoods.
- The Land Development operating and capital service lines have no direct impact on the mill rate. These service lines are self-financed by land sales administration fees (Saskatoon Land), industrial and commercial land sales (Corporate Projects) or monies collected from prepaid servicing levies (Land Development-Capital). Funding for these projects is allocated primarily from the Prepaid Service Reserves and other contributions from developers.
- The Reserve Sufficiency Schedule 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

	2014 Actual	2014 Budget	2015 Budget	2016 Budget				
				000's			Dollar Change	% Change
				Revenue	Exp/Rec	Net		
Saskatoon Land	0.0	0.0	0.0	(6,382.8)	6,382.8	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%
<b>Total</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>(6,382.8)</b>	<b>6,382.8</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0%</b>

Staff Complement	2015	2016	Difference
Full Time Equivalents	18.50	18.50	0.00

## Summary of Budget Changes

Service Line	Revenue Change			Expenditure Change					Net
	2015 Base	Change	2016 Budget	2015 Base	Base Adj	Growth & Cont Impr	Service Level	2016 Budget	2016 Budget
Saskatoon Land	(8,436.3)	2,053.5	(6,382.8)	8,436.3	(2,053.5)	0.0	0.0	6,382.8	0.0
Corporate Projects	0.0	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	0.0
<b>Total</b>	<b>(8,436.3)</b>	<b>2,053.5</b>	<b>(6,382.8)</b>	<b>8,436.3</b>	<b>(2,053.5)</b>	<b>0.0</b>	<b>0.0</b>	<b>6,382.8</b>	<b>0.0</b>

## Summary of Funded Capital Investments

Service Line	2016	2017	2018	2019	2020
Saskatoon Land	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	51,534.0	107,806.0	150,198.0	195,385.0	117,717.0
<b>Total</b>	<b>51,534.0</b>	<b>107,806.0</b>	<b>150,198.0</b>	<b>195,385.0</b>	<b>117,717.0</b>

## Financing for Funded Capital Investments

Funding Source	2016	2017	2018	2019	2020
ARTERIAL ROAD RESERVE	6,138.0	24,884.0	15,713.0	18,267.0	38,067.0
BUFFER RESERVE	72.0	322.0	671.0	0.0	0.0
FENCING RESERVE	0.0	97.0	175.0	0.0	0.0
GEN PPD SERVICES-GENERAL	147.0	0.0	0.0	0.0	0.0
GENERAL PPD SERV-ELEC-CITY	490.0	1,826.0	56.0	0.0	0.0
GENERAL PPD SERV-ENGINEERING	15,013.0	37,723.0	69,635.0	69,615.0	69,615.0
GENERAL PREPAID SVCS-ELEC-SPC	1,186.0	2,885.0	0.0	0.0	0.0
INDUSTRIAL PARK DEVELOPMENT RES	75.0	50.0	50.0	50.0	50.0
PARKS AND RECREATION LEVY (DISTRICT)	1,673.0	218.0	2,152.0	3,533.0	572.0
PARKS AND RECREATION LEVY (MULTI-DISTRICT)	150.0	188.0	489.0	150.0	150.0
PARKS AND RECREATION LEVY (NBHD)	11,649.0	6,103.0	9,213.0	10,916.0	7,111.0
PRIMARY WATERMAIN RES	1,841.0	9,512.0	11,417.0	7,700.0	4,020.0
PRIVATE CONTRIBUTIONS	0.0	5,056.0	324.0	0.0	(3,810.0)
PROPERTY REALIZED RES	643.0	4,972.0	133.0	0.0	(2,855.0)
PRR-LAND DEVELOPMENT	9,025.0	572.0	0.0	0.0	0.0
TRUNK SEWER RESERVE	2,976.0	11,566.0	37,270.0	25,323.0	4,797.0
WARRANTY RESERVE	406.0	0.0	0.0	0.0	0.0
WASTEWATER LIFT STATION RES	50.0	1,771.0	0.0	0.0	0.0
WATERWORKS CAPITAL PROJECTS RESERVE	0.0	61.0	2,900.0	59,831.0	0.0
<b>Total</b>	<b>51,534.0</b>	<b>107,806.0</b>	<b>150,198.0</b>	<b>195,385.0</b>	<b>117,717.0</b>





## Financing for Funded Capital Investments

Funding Source	2016	2017	2018	2019	2020
Unfunded	0.0	2,595.0	1,015.0	2,040.0	6,900.0

## Future Operating Budget Impacts of 2016 Capital Projects

Service Line	2016	2017	2018	2019	2020
P0607 PARK DEV-STONEBRIDGE NBRHD	0.0	0.0	17.8	0.0	0.0
P0668 PARK DEV-BOULEVARD DEVELOPMENT	0.0	0.0	0.0	9.4	0.0
P1057 PARK DEV-IND'L AREA BLVD TREE PLANTING	0.0	0.0	4.0	0.0	0.0
P1568 PARK DEV-ROSEWOOD	0.0	54.9	141.0	14.0	0.0
P1569 PARK DEV-EVERGREEN	0.0	54.9	134.4	0.0	0.0
P1570 PARK DEV-KENSINGTON	0.0	0.0	32.7	109.8	0.0
P1571 PARK DEV-PARKRIDGE EXTENSION	0.0	0.0	31.2	0.0	0.0
P1363 PARK DEV-MONTGOMERY PLACE	0.0	0.0	20.0	0.0	0.0
P1574 PARK DEV-ASPEN RIDGE	0.0	0.0	21.2	18.2	0.0
P1576 PARK DEV-BRIGHTON	0.0	0.0	180.2	0.0	0.0
<b>Total</b>	<b>0.0</b>	<b>109.8</b>	<b>582.5</b>	<b>151.4</b>	<b>0.0</b>



## Saskatoon Land

### Overview

Saskatoon Land is directed to ensure an adequate supply of serviced residential, institutional and industrial land at competitive market value; provide innovation and leadership in design for new growth; and yield financial returns to the City for re-investment within the community. The Real Estate Section is tasked with obtaining land for future development and for all civic infrastructure requirements; securing and administration of all corporate lease requirements; and implementation of the City of Saskatoon corporate accommodation plan. Saskatoon Land provides funding to the City-Wide Urban Design Program of \$500.0. The operational costs for this program are temporarily funded from an administration fee charged on land sales.

Operating Budget:	2014 Actuals	2014 Budget	2015 Budget	2016 Budget	Dollar Change	% Change
Revenue	(7,024.2)	(6,988.1)	(8,436.3)	(6,382.8)	2,053.5	-24.3%
Staff Compensation	1,176.2	1,186.0	1,628.7	1,729.3	100.6	6.2%
Operating Cost	821.3	1,251.2	1,762.3	1,803.1	40.8	2.3%
Cost Recovery	(265.3)	(622.0)	(1,116.8)	(1,187.1)	(70.3)	6.3%
Capital Contribution	5,014.8	4,895.7	4,738.3	3,410.3	(1,328.0)	-28.0%
Transfer to/from Other Operating	750.0	750.0	750.0	500.0	(250.0)	-33.3%
Transfer to/from Reserves	1.2	1.2	1.2	1.2	0.0	0.0%
Transfer to/from Stabilization	(474.0)	(474.0)	672.6	126.0	(546.6)	-81.3%
<b>Total</b>	<b>0.0</b>	<b>(0.0)</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0%</b>

Staff Complement	2015	2016	Difference
Full Time Equivalents	17.50	17.50	0.00

### Summary of Operating Changes

#### Summary of Budget Changes

Service Line	Revenue Change			Expenditure Change				Net
	2015 Base	Change	2016 Budget	2015 Base	Base Adj	Growth & Cont Impr	Service Level	2016 Budget
Saskatoon Land	(8,436.3)	2,053.5	(6,382.8)	8,436.3	(2,053.5)	0.0	0.0	6,382.8
								0.0

#### Revenue Changes:

- Land sales revenue estimates are based on sales projections for the 2016 calendar year and reflect the administration fees received from decreases in residential property sales of \$1,341.5, institutional and multi-family sales of \$51.4, industrial sales of \$752.8, and offset by an increase in commercial sales of \$92.2.

#### Growth:

- Increase of \$56.0 for marketing and accommodating expected increases for show home rebate applications which are fully offset by a cost recovery charged to the various neighbourhood Land Development projects.

#### Capital Contribution/Stabilization:

- The contribution to the Land Operations Reserve decreased by \$1,874.6 for a total contribution of \$3.5 million.

#### Other Significant Changes:

- There is a decrease of \$250.0 in transfers to the Urban Design City-Wide Program. Funding in 2017 will be reduced by a further \$500.0 as the program is proposed to be funded by the Growing Forward! Shaping Saskatoon project.



- There is an increase in external rentals of \$10.9 for an increase in occupancy and preventative maintenance costs.

## Summary of Capital Investments

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



## Corporate Projects

### Overview

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

Operating Budget:	2014 Actuals	2014 Budget	2015 Budget	2016 Budget	Dollar Change	% Change
Staff Compensation	403.6	604.2	141.4	145.5	4.1	2.9%
Operating Cost	46.5	128.9	39.8	39.8	0.0	0.0%
Cost Recovery	(80.2)	(66.3)	0.0	0.0	0.0	0.0%
Transfer to/from Reserves	(369.9)	(666.8)	(181.2)	(185.3)	(4.1)	2.3%
<b>Total</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0%</b>

Staff Complement	2015	2016	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
	2015 Base	Change	2016 Budget	2015 Base	Base Adj	Growth & Cont Impr	Service Level	2016 Budget	2016 Budget
Corporate Projects	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0

There are no significant operating changes in Corporate Projects.

### Summary of Capital Investments

There are no capital investments for Corporate Projects.



## Land Development - Capital

### Overview

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

### Summary of Operating Changes

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

Funded Capital Projects		2016	2017	2018	2019	2020
P0607	PARK DEV-STONEBRIDGE NBRHD	423.0	373.0	0.0	0.0	0.0
P0616	LAND DEV'T-PRIM WTRMN-NORTHEAST SECTOR	1,511.0	956.0	5,308.0	59,831.0	4,020.0
P0619	LAND DEV'T-ARTL RD-CENTRAL(ROSSMO-PERIMETER RD)	0.0	0.0	4,392.0	0.0	0.0
P0625	LAND DEV'T-TR SWR-NORTHEAST SECTOR	2,976.0	0.0	6,783.0	0.0	4,797.0
P0626	LAND DEV'T-SUBDIVIS'N WARRANTY	716.0	0.0	0.0	0.0	0.0
P0627	LAND DEV'T-SUBDIVIS'N FENCING	0.0	97.0	175.0	0.0	0.0
P0634	LAND DEV'T-TR SWR-NORTH INDUSTRIAL	0.0	3,761.0	6,589.0	2,275.0	0.0
P0636	LAND DEV'T-TR SWR-MONTGOMERY PLACE WEST	0.0	0.0	0.0	50.0	0.0
P0639	LAND DEV'T-SUBDIVIS'N BUFFERS	72.0	322.0	671.0	0.0	0.0
P0655	LAND DEV'T-ARTL RD-MCORMOND(E SECT-PERIMETER RD)	1,426.0	10,238.0	0.0	3,794.0	2,481.0
P0668	PARK DEV-BOULEVARD DEVELOPMENT	150.0	150.0	150.0	150.0	150.0
P0681	LAND DEV'T-ARTL RD-TAYLOR(MCKER-CP TRACK)	0.0	0.0	3,519.0	0.0	3,207.0
P0686	LAND DEV'T-PRIM WTRMN-SOUTHEAST SECTOR	0.0	2,923.0	0.0	0.0	0.0
P0704	LAND DEV'T-TR SWR-SOUTHEAST SECTOR	50.0	0.0	0.0	0.0	0.0
P0748	LAND DEV'T-GEN ADMIN-OLD AREAS	147.0	0.0	0.0	0.0	0.0
P1057	PARK DEV-IND'L AREA BLVD TREE PLANTING	75.0	50.0	50.0	50.0	50.0
P1363	PARK DEV-MONTGOMERY PLACE	283.0	0.0	0.0	0.0	0.0
P1391	LAND DEV'T-PARKRIDGE SUB	227.0	0.0	0.0	0.0	0.0
P1396	LAND DEV'T-WILLOWGROVE SUB	102.0	0.0	0.0	0.0	0.0
P1401	LAND DEV'T-STONEBRIDGE	447.0	0.0	0.0	0.0	0.0
P1403	LAND DEV'T-ROSEWOOD	1,182.0	1,212.0	0.0	0.0	0.0
P1404	LAND DEV'T-BLAIRMORE SUBURBAN CTRE	50.0	0.0	0.0	0.0	0.0
P1405	LAND DEV'T-EVERGREEN	109.0	0.0	0.0	0.0	0.0
P1407	LAND DEV'T-KENSINGTON	2,982.0	424.0	0.0	0.0	0.0
P1408	LAND DEV'T-AIRPORT INDUSTRIAL BUS PARK	0.0	1,276.0	76.0	0.0	0.0
P1410	LAND DEV'T-ELK POINT	0.0	383.0	0.0	0.0	0.0
P1411	LAND DEV'T- ASPEN RIDGE	19,740.0	19,667.0	0.0	0.0	0.0
P1413	LAND DEV'T- BLAIRMORE #3	0.0	7,447.0	0.0	0.0	0.0
P1416	LAND DEV'T-TR SWR-HAMPTON VILLAGE	0.0	9,758.0	2,347.0	0.0	0.0
P1417	LAND DEV'T-TR SWR-BLAIRMORE	0.0	1,577.0	0.0	5,509.0	0.0
P1418	LAND DEV'T-TR SWR - HOLMWOOD	0.0	0.0	22,008.0	17,489.0	0.0



Funded Capital Projects		2016	2017	2018	2019	2020
P1419	LAND DEV'T - BRIGHTON	495.0	1,301.0	0.0	0.0	0.0
P1435	LAND DEV'T -PRIMARY WATER MAINS -NORTH INDUSTRIAL	0.0	1,400.0	2,208.0	1,503.0	0.0
P1436	LAND DEV'T-BLAIRMORE PRIMARY WATER MAINS	0.0	4,294.0	2,173.0	2,988.0	0.0
P1437	LAND DEV'T-PRIMARY WATER MAINS - HOLMWOOD SECTOR	330.0	0.0	4,628.0	3,209.0	0.0
P1458	LAND DEV'T-ART RD-CLAYPOOL DR (DALMNY-AIRPRT DR)	0.0	13,330.0	0.0	0.0	12,148.0
P1460	LAND DEV'T-ARTL RD-NEAULT RDWY (22ND-SEC 2)	0.0	3,429.0	4,504.0	5,308.0	7,229.0
P1464	LAND DEV'T-ART RD-FEDORUK DRIVE	4,712.0	0.0	0.0	4,579.0	0.0
P1466	LAND DEV'T-ART RD - WANUSKEWIN RD	0.0	0.0	3,298.0	0.0	3,005.0
P1467	LAND DEV'T-ART RD - 33RD ST (HUGHES-NEAULT RD)	0.0	4,552.0	0.0	0.0	0.0
P1468	LAND DEV'T-ART RD - 8TH STREET EAST	0.0	0.0	0.0	4,586.0	3,332.0
P1474	LAND DEV'T-ESTIMATED FUTURE DIRECT SERVICING PROJECTS	0.0	0.0	69,615.0	69,615.0	69,615.0
P1568	PARK DEV-ROSEWOOD	4,197.0	930.0	3,275.0	799.0	0.0
P1569	PARK DEV-EVERGREEN	3,207.0	0.0	0.0	0.0	0.0
P1570	PARK DEV-KENSINGTON	1,159.0	3,099.0	53.0	1,286.0	0.0
P1571	PARK DEV-PARKRIDGE EXTENSION	669.0	0.0	0.0	0.0	0.0
P1574	PARK DEV-ASPEN RIDGE	608.0	662.0	1,590.0	5,233.0	1,254.0
P1575	PARK DEV-ELK POINT	0.0	0.0	0.0	3,375.0	4,495.0
P1576	PARK DEV-BRIGHTON	2,776.0	1,295.0	6,786.0	3,756.0	1,934.0
P1769	LAND DEV'T-MARQUIS INDUSTRIAL AREA	713.0	12,900.0	0.0	0.0	0.0
<b>Total</b>		<b>51,534.0</b>	<b>107,806.0</b>	<b>150,198.0</b>	<b>195,385.0</b>	<b>117,717.0</b>

Unfunded Capital Projects		2016	2017	2018	2019	2020
P0704	LAND DEV'T-TR SWR-SOUTHEAST SECTOR	0.0	2,350.0	0.0	0.0	0.0
P1409	LAND DEV'T-NORTH DOWNTOWN	0.0	0.0	500.0	500.0	6,900.0
P2459	LAND DEV'T-SOUTH CASWELL HILL REDEVELOPMENT	0.0	245.0	515.0	1,540.0	0.0
<b>Total</b>		<b>0.0</b>	<b>2,595.0</b>	<b>1,015.0</b>	<b>2,040.0</b>	<b>6,900.0</b>

## Summary of Capital Investments

2016 capital investments for Land Development include the following:

- \$27.0 million for direct servicing costs attributable to Saskatoon Land development areas;
- \$11.0 million for offsite servicing costs of arterial roads, primary water mains, and trunk sewers and lift stations;
- \$13.5 million for a variety of parks in Stonebridge, Rosewood, Evergreen, Aspen Ridge, Brighton, Hampton Village, and Kensington.

Unfunded portion of \$245.0 for the South Caswell Hill redevelopment project involves the transformation of South Caswell Hill from a former industrial area to a mixed-use community.

### Future Operating Budget Impacts of 2016 Capital Projects

Project	2016	2017	2018	2019	2020
P0607 PARK DEV-STONEBRIDGE NBRHD	0.0	0.0	17.8	0.0	0.0
P0668 PARK DEV-BOULEVARD DEVELOPMENT	0.0	0.0	0.0	9.4	0.0



## Future Operating Budget Impacts of 2016 Capital Projects

Project	2016	2017	2018	2019	2020
P1057 PARK DEV-IND'L AREA BLVD TREE PLANTING	0.0	0.0	4.0	0.0	0.0
P1568 PARK DEV-ROSEWOOD	0.0	54.9	141.0	14.0	0.0
P1569 PARK DEV-EVERGREEN	0.0	54.9	134.4	0.0	0.0
P1570 PARK DEV-KENSINGTON	0.0	0.0	32.7	109.8	0.0
P1571 PARK DEV-PARKRIDGE EXTENSION	0.0	0.0	31.2	0.0	0.0
P1363 PARK DEV-MONTGOMERY PLACE	0.0	0.0	20.0	0.0	0.0
P1574 PARK DEV-ASPEN RIDGE	0.0	0.0	21.2	18.2	0.0
P1576 PARK DEV-BRIGHTON	0.0	0.0	180.2	0.0	0.0
<b>Total</b>	<b>0.0</b>	<b>109.8</b>	<b>582.5</b>	<b>151.4</b>	<b>0.0</b>



**Operating Budget**  
\$84.3 million

**Capital Budget**  
\$2.2 million



## STRATEGIC GOAL:



## Quality of Life

### Overview

The 2015 Inshtrix Community Satisfaction Survey indicates that 92% of the respondents are satisfied with the Saskatoon Police Service (SPS). Public safety is key to this perception, and is also essential in a healthy, growing community. Individuals, families, community groups, social agencies, businesses, and visitors all benefit from the many programs and services offered through the Policing business line.

The SPS completed a core service review and decided upon its core responsibilities: Emergency Response, Quality Investigations, Traffic, and Community Involvement. The redeployment in 2007 positioned the SPS in a very operational stance, with almost all sworn members directly dealing with the public. A further redeployment to put police officers on the street will take place in 2015. The Board of Police Commissioners will also examine the options for a complete operational review of the SPS in the upcoming year.

The SPS works in partnership with the community to develop collaborative strategies to reduce crime and victimization. The Service, in partnership with the Saskatoon Tribal Council, Federation of Saskatchewan Indian Nations, and the Saskatoon Health Region have formed an Action Accord to reduce the number of intoxicated persons held in police cells.

The SPS has also taken a lead position to implement community mobilization with the HUB model bringing together Social Services, Education, Health, and Mental Health, to assist high risk individuals and families.

### At A Glance

- SPS has 449 police officers, 58.5 special constables, and 132.61 civilians for a total of 640.11 staff members.
- There were 266,694 calls to the communication centre, and cars were dispatched to 75,369 calls for service.
- There were 10,614 arrests processed through the detention area.
- There were 34,779 traffic tickets issued.





## Key Challenges and Risks

### Infrastructure and Operations:

- Increased vehicle traffic and road infrastructure congestion which has an impact on the number of traffic violations.

### Financial:

- Physical and population growth is straining the City's funding capacity while increasing pressure on human resources.

### Stakeholders:

- Crime and social disorder challenges have accompanied Saskatoon's rapid population growth.
- 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.

### People:

- SPS will require additional growth to meet the demands of an increasing population.
- Current demographics of the SPS result in salary increases attributable to (i) less turnover among senior staff, and (ii) new staff who will begin to move up the pay scale.

## Major Initiatives 2016-2018

- Completion of memorial to honor missing and murdered indigenous women.
- Continue to reduce street crime, with emphasis on: robberies, thefts, and mischief.
- Complete a 5-year business plan 2015 – 2019.

## Continuous Improvement

- Operational review of the entire service.
- New payroll and scheduling system.
- Freeze on Criminal Investigation Division vehicle purchases.
- Freeze on portable radio purchases.
- Redeployment - 16 officers were redeployed to patrol from various areas of the SPS. This increased our number of uniformed frontline responders and helped to reduce this major pressure point. This redeployment delayed the need for additional staffing.
- PACT – Police and Crisis Team. Now fully staffed, the unit consists of two Police Officers and two Mental Health Workers. The Unit is reducing the number of frontline police responses to deal with mental health issues and is reducing the amount time officers are having to spend waiting at hospitals.
- HUB – Community Mobilization Project where Police and other agencies partner to attempt to reduce the underlying issues which often lead to future police involvement.
- COR – Center of Responsibility is a multi-sector team who use multi-sector analytics to collect data to inform best practices. The COR is meant to challenge the system to find better ways of doing business that will reduce risk and increase community safety and well-being.
- Predictive Analytics Laboratory - A Partnership between the Government of Saskatchewan, the Saskatoon Police Service and the University of Saskatchewan. The premise of the Laboratory is that Saskatoon Police data if analyzed by modeling experts may improve community safety and diminish harm to victims.
- Partnership with Prairie Land Exhibition - A 4-year agreement with Prairie Land Exhibition to reduce the amount of police overtime required for traffic control at the Exhibition by increasing the amount of paid special duty.



- Alternative Measures Program (AMP) - Approved Retail Loss Prevention Officers work in conjunction with the Saskatoon Police on certain cases of theft from retail stores to report and release offenders without Police having to attend. Authorization to release the offender is made by a Police Sergeant over the phone.

## Performance Measures

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

- Redeploy police officers to focus efforts on reducing street crime, with an emphasis on robberies, thefts, and mischief to achieve a 5% reduction in crime year over year.

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

- Continue collaborations with SGI and other partners to achieve a 5% reduction in traffic collisions year over year through implementing actions in the Strategic Traffic Safety Action plan. Emphasis will be on reducing aggressive, distracted, and impaired driving. Increase resources applied to the Provincial Automated Speed Enforcement Program.

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

- Continue developing a cultural diversity action plan for police to enhance community relations, cultural recruiting, and diversity training.

## 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 eight new City funded Constable positions.
- A net total increase of seven new positions are incorporated in the budget including the increase of eight City funded positions in addition to an increase of one position for the Provincial Automated Speed Enforcement Program as well as a decrease of two Federal Government secondment positions.
- Increase in Operating Costs related to the third year occupancy of the new Police Headquarters Facility.
- 2016 Saskatoon Police Service Capital Investments address a number of asset replacement projects largely related to technology and radios. Planned capital expansion projects are mostly directed to equipment and vehicle needs as well as an operational review to evaluate effectiveness, efficiency and sustainability of the current operational model. All projects are to be funded from Police Capital Reserves.



## Operating Summary

	2014 Actual	2014 Budget	2015 Budget	2016 Budget				
				000's			Dollar Change	% Change
				Revenue	Exp/Rec	Net		
Saskatoon Police Service	75,450.7	76,008.6	80,066.2	(9,831.9)	94,155.8	84,323.9	4,257.7	5.3%
<b>Total</b>	<b>75,450.7</b>	<b>76,008.6</b>	<b>80,066.2</b>	<b>(9,831.9)</b>	<b>94,155.8</b>	<b>84,323.9</b>	<b>4,257.7</b>	<b>5.3%</b>

Staff Complement	2015	2016	Difference
Full Time Equivalents	640.11	644.81	4.70

## Summary of Budget Changes

Service Line	Revenue Change			Expenditure Change				Net	
	2015 Base	Change	2016 Budget	2015 Base	Base Adj	Growth & Cont Impr	Service Level	2016 Budget	2016 Budget
Saskatoon Police Service	(9,523.7)	(308.2)	(9,831.9)	89,589.9	3,488.6	839.3	238.0	94,155.8	84,323.9
<b>Total</b>	<b>(9,523.7)</b>	<b>(308.2)</b>	<b>(9,831.9)</b>	<b>89,589.9</b>	<b>3,488.6</b>	<b>839.3</b>	<b>238.0</b>	<b>94,155.8</b>	<b>84,323.9</b>

## Summary of Funded Capital Investments

Service Line	2016	2017	2018	2019	2020
Saskatoon Police Service	2,196.0	2,873.0	1,632.0	1,203.0	2,420.0
<b>Total</b>	<b>2,196.0</b>	<b>2,873.0</b>	<b>1,632.0</b>	<b>1,203.0</b>	<b>2,420.0</b>

## Financing for Funded Capital Investments

Funding Source	2016	2017	2018	2019	2020
POLICE CAPITAL RESERVE	450.0	470.0	170.0	170.0	170.0
POLICE FAC RENOVATION RES	200.0	150.0	100.0	50.0	50.0
POLICE OPER EQUIP & TECH RES	1,221.0	1,928.0	1,037.0	658.0	1,875.0
POLICE RADIO RESERVE	325.0	325.0	325.0	325.0	325.0
<b>Total</b>	<b>2,196.0</b>	<b>2,873.0</b>	<b>1,632.0</b>	<b>1,203.0</b>	<b>2,420.0</b>
Unfunded	0.0	0.0	0.0	0.0	0.0

## Future Operating Budget Impacts of 2016 Capital Projects

Service Line	2016	2017	2018	2019	2020
P2499 POLICE-TECHNOLOGY REPLACEMENT	0.0	48.0	0.0	0.0	0.0
P2611 POLICE-OUTDOOR FIREARMS RANGE REPLACEMENT	0.0	52.0	0.0	0.0	0.0
<b>Total</b>	<b>0.0</b>	<b>100.0</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>



## Saskatoon Police Service

### Overview

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

Operating Budget:	2014 Actuals	2014 Budget	2015 Budget	2016 Budget	Dollar Change	% Change
Revenue	(2,880.0)	(2,341.7)	(2,191.0)	(1,927.1)	263.9	-12.0%
Province of Saskatchewan	(6,705.9)	(6,378.7)	(7,332.7)	(7,904.8)	(572.1)	7.8%
Staff Compensation	70,075.2	69,611.4	72,422.7	75,652.3	3,229.6	4.5%
Operating Cost	13,583.8	13,596.6	15,523.9	16,820.2	1,296.3	8.4%
Cost Recovery	(402.2)	(258.8)	(193.9)	(193.9)	0.0	0.0%
Capital Contribution	1,771.8	1,771.8	1,829.2	1,869.2	40.0	2.2%
Transfer to/from Reserves	8.0	8.0	8.0	8.0	0.0	0.0%
<b>Total</b>	<b>75,450.7</b>	<b>76,008.6</b>	<b>80,066.2</b>	<b>84,323.9</b>	<b>4,257.7</b>	<b>5.3%</b>

Staff Complement	2015	2016	Difference
Full Time Equivalents	640.11	644.81	4.70

### Summary of Operating Changes

#### Summary of Budget Changes

Service Line	Revenue Change			Expenditure Change				Net	
	2015 Base	Change	2016 Budget	2015 Base	Base Adj	Growth & Cont Impr	Service Level	2016 Budget	2016 Budget
Saskatoon Police Service	(9,523.7)	(308.2)	(9,831.9)	89,589.9	3,488.6	839.3	238.0	94,155.8	84,323.9

#### Growth:

- The addition of eight Patrol Constable positions (equivalent to 5.7 FTEs) resulting in an impact to the 2016 budget of \$469.3 in staff compensation and operating costs. Four Constables will be hired in January and four in August. The 2017 budget impact for the four positions hired in August is estimated to be \$154.2 bringing the full year cost for all eight positions to \$623.5. The addition of eight Patrol Constable positions are required in order to keep pace with the population growth of Saskatoon and surrounding area. These positions will maintain our police presence and response times in a growing city and allow for incremental growth of the SPS. Remaining at our current staffing level while the population of Saskatoon is growing will cause a decrease in our visible police presence in the community which contributes to increased crime rates and a decreased perception of community safety. 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.
- The incremental operating impact of the third year occupancy of the New Police Headquarters Facility (Project 2132) will increase operating costs by \$404.0 related to Corporate Asset Management cross charges for facility reserve contributions.
- In addition to the increase of \$404.0 for the new headquarters, operating costs will increase by \$6.0 for video camera maintenance.
- 2015 approved project P2480 – Payroll System Replacement is expected to increase annual software support costs by \$10.0.



- 2015 approved project P2610 – Technology Expansion will increase operating costs by \$10.0 related to ETicket computer support costs.

## Continuous Improvement:

- A budget decrease of \$60.0 resulting from continuous improvements in the use of vehicles and office equipment.

## Service Level Changes:

- The increase of one Provincial Government funded position related to the new Automated Speed Enforcement Program will increase staff compensation costs by \$65.5 which is offset by a corresponding increase in revenues.
- The decrease of two Federal Government funded secondment positions will decrease staff compensation and operating costs by \$302.5 all of which is offset by a corresponding decrease in revenues.
- The increase of \$475.0 in operating costs related to the new Centre of Responsibility (COR) Program which is fully funded by the Provincial Government.

## Capital Contribution:

- The annual provision to the Police Equipment & Technology Capital Reserve will increase by \$40.0 through a reallocation of existing approved equipment expenditure funding. This reallocation 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.

## Other Significant Changes:

- Contractual salary and payroll costs are budgeted to increase \$3.0 million including negotiated salary increases for police and civilian personnel as well as 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 \$255.5 including \$94.6 related to external contracts comprised of Commissionaire and paramedic services as well as building lease costs for programs required to operate outside of the headquarters building. Other inflation impacts include telephone costs of \$77.4, electricity rate increases of \$21.0 and prisoner meals rates of \$12.9.
- Other program operating cost increases amounting to \$195.9 are reflective of a number of rising operational demands most notably in technology support costs and training supplies.

Funded Capital Projects		2016	2017	2018	2019	2020
P2119	POLICE-RADIO REPLACEMENT	325.0	325.0	325.0	325.0	325.0
P2389	POLICE-FLEET ADDITIONS	250.0	470.0	170.0	170.0	170.0
P2489	POLICE-FURNITURE REPLACEMENT	50.0	50.0	50.0	50.0	50.0
P2497	POLICE-EQUIPMENT REPLACEMENT	55.0	349.0	58.0	74.0	418.0
P2498	POLICE-EQUIPMENT EXPANSION	300.0	390.0	0.0	50.0	0.0
P2499	POLICE-TECHNOLOGY REPLACEMENT	706.0	664.0	869.0	399.0	1,307.0
P2610	POLICE-TECHNOLOGY EXPANSION	160.0	525.0	110.0	135.0	150.0
P2611	POLICE-OUTDOOR FIREARMS RANGE REPLACEMENT	100.0	0.0	0.0	0.0	0.0
P2614	POLICE-OPERATIONAL REVIEW	200.0	0.0	0.0	0.0	0.0
P2615	POLICE - PROPERTY CONTROL EQUIPMENT MANAGEMENT SYSTEM	50.0	100.0	50.0	0.0	0.0
<b>Total</b>		<b>2,196.0</b>	<b>2,873.0</b>	<b>1,632.0</b>	<b>1,203.0</b>	<b>2,420.0</b>

## Summary of Capital Investments

2016 Saskatoon Police Service Capital Investments include ten projects totaling \$2.2 million of which \$1.24 million is targeted to address a number of asset replacement projects including \$706.0 related to technology and \$325.0 for



radio replacements. Facility replacement projects include a \$100.0 cost share contribution to the Outdoor Firearms Range Clean-Up and Relocation project.

Planned capital expansion projects for 2016 total \$960.0 including \$300.0 for equipment, and \$250.0 for vehicle needs as well as \$200.0 for an operational review to evaluate effectiveness, efficiency and sustainability of the current operational model.

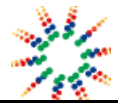
All projects are to be funded from Police Capital Reserves.

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

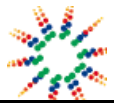
2016 projects will not impact the 2016 Operating Budget however are anticipated to increase the 2017 Operating Budget by \$100.0. In 2017, Project 2499 Technology Replacement will increase operating costs by \$48.0, while Project 2611 Outdoor Firearms Range Replacement will increase annual operating costs by \$52.0.

### **Future Operating Budget Impacts of 2016 Capital Projects**

Project	2016	2017	2018	2019	2020
P2499 POLICE-TECHNOLOGY REPLACEMENT	0.0	48.0	0.0	0.0	0.0
P2611 POLICE-OUTDOOR FIREARMS RANGE REPLACEMENT	0.0	52.0	0.0	0.0	0.0
<b>Total</b>	<b>0.0</b>	<b>100.0</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>







## Operating Budget

\$27.1 million

## Capital Budget

\$6.0 million



## STRATEGIC GOAL:



## Quality of Life

### Overview

Participation in physical recreation is essential to building healthy, active individuals from childhood to older adult. To enable participation in active recreation experiences for people of all ages the Recreation and Culture business line provides opportunities to participate in and enjoy the benefits of sport, recreation, culture, and park activities. Saskatoon values its people and their strong sense of community; its educational, recreational and sport, and park resources are central to the City's quality of life.

The Recreation and Culture business line can enhance recreation and parks benefits by providing and offering recreation and parks facilities, spaces and programs directly and in partnerships with others. To get more people, more active, more often, the Recreation and Culture business line provides indoor and outdoor recreation and sport facilities; works with local community organizations to operate and provide programs for youth and adults, provides direct program opportunity in, 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, wheel or bike along pathways, and play in playgrounds and paddling pools. In addition, river valley parks are home to many of Saskatoon's festivals and major seasonal special events enjoyed by citizens and visitors to the area.

### 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.
- At indoor leisure facilities there are 14,350 registered program hours, 15,500 people registered in swimming lessons, 122,700 rounds of golf played, 68,100 hours available for drop-in programs, and 35,200 hours rented to community organizations.
- There are over 273,100 visits to the Forestry Farm Park & Zoo, and 12,100 visitor nights at the Gordon Howe Campground.
- The Business Line supports community associations in providing 11,300 hours of year-round low cost or no cost neighbourhood-based sport, culture, and recreation programs to 12,000 registrants.
- Approximately 2,500 hectares of park/open spaces and 145 kms of park pathways are maintained.
- There are 268 outdoor sportfields for activities such as softball, baseball, soccer, slo-pitch, lacrosse, football, speed skating, rugby, and field hockey.





- The neighbourhood summer playground programs with visitation reaching 138,500 included the operation of 30 paddling pools, 17 spray pads, 11 youth centres, 2 travelling program vans, and 2 mobile skateboard animators.
- Supporting 16 major culture organizations which attract approximately 600,000 annual visits.
- \$2.75 million in inventory of public art is owned and maintained by the City.
- Recently facilitated a major donation of commemorative art work for the War of 1812 from Whitecap Dakota First Nation valued at \$500.0.
- 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 (36 acres) of pathways, green space, public art, a seasonal concession, children's water play feature, Farmers' Market, public and private development, with almost 300,000 annual users of the riverfront trail.
- The public infrastructure for River Landing was completed in the fall of 2014 (outdoor adult fitness circuit and surrounding green space), and it is the location of many special events and major festivals including WinterShines, Subaru Triathlon, Mogathon, and the PotashCorp Fireworks Festival.

## Key Challenges and Risks

### Infrastructure and Operations:

- To find a balance between replacement or upgrade to aging recreation facility infrastructure and an increasing request to build new indoor and outdoor recreation and sport facilities.
- A long-term sustainable funding source is required to support the renewal of aging park infrastructure such as irrigation, drainage, refuse receptacles, pathways and lighting.
- Demand for riverbank parks is growing as the number and size of special events increase annually resulting in increased damage and less recuperation time for the soft landscape areas.
- Maintaining new parks and open space in new neighbourhoods without satellite maintenance facilities. Additional satellite maintenance facilities are required to support localized efficient deployment of staff as well as providing required spaces for equipment and material storage.
- Maintaining current service levels and meeting customer expectations without funding to maintain an additional 29 hectares of new park and open space.
- With continued development of Naturalized Park areas there is a need to develop a comprehensive natural area management and development plan that considers all stakeholders.

### Financial:

- Addressing excess capacity of activity rental space at indoor Leisure Centres during low usage periods.

### Stakeholders:

- Keep activities affordable and accessible for all residents.
- Maintaining current service levels and meeting customer expectations without additional funding for growth to maintain 29 hectares of new park and open space.
- Designing and building parks and open space that meet the needs of citizens and ensure that long term maintenance requirements are sustainable.

## Major Initiatives 2016-2018

Implement the Following 4-Year Priorities:

- Complete the business case, and formalize a memorandum of understanding for a potential partnership with the YMCA and Saskatoon Tribal Council on the design and construction of a new recreation facility in one of the core neighbourhoods.



- Identify new opportunities for ongoing winter recreation programs at the neighbourhood level.

Implement the Following 10-Year Strategies:

- Development of off-leash dog parks on available City-owned land or park space based on the approved program plan.
- Document and compile infrastructure deficiencies with respect to paddling pools and park/recreation buildings, and research potential options for the long-term sustainability of these facilities, including solutions from other cities.
- Work with the Meewasin Valley Authority to complete the 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, and dog waste dispensers).
- In an effort to strategically increase participation and revenues at the six indoor leisure centres, Recreation and Culture is implementing a new rate and fee structure.

Municipal Culture Plan:

- As per the Public Art Policy, continue to ensure the City's major infrastructure projects undergo a cultural assessment to determine opportunities to incorporate cultural expressions in civic spaces and places.
- Identify and move forward with necessary amendments to the Official Community Plan (OCP) to align with the Culture Plan.
- Develop a database and map of cultural facilities, public art, heritage and civic institutions, and artist studio spaces.
- Research and report-out on impacts and benefits of cultural investments and cultural spending; includes the cultural impact statement process and a connection to the Heritage Plan.

Recreation and Parks Master Plan:

- Recommendations for the next 5 to 15 years have been identified in the Recreation and Parks Master Plan that are intended to build upon a strong core of recreation and park services currently provided by the City. The 2016 operating and capital budgets have included a number of initiatives to begin addressing some of the recommendations from the Plan.

Other Ongoing Major Initiatives:

- Develop and implement a new service delivery model that includes new satellite parks maintenance buildings and equipment strategically located geographically closer to parks in new neighbourhoods.
- Develop a new "Naturalized Park" classification that will reflect the unique nature of the management vision, policies, goals, and maintenance strategies associated both with existing naturalized areas and new naturalized parks that will be established in accordance with the Wetlands Policy.

## Continuous Improvement

- Implement a new work management system to improve parks maintenance job costing as well as tracking actual performance against current parks maintenance service levels.
- Conduct an Internal Process Review to improve special event coordination and oversight for events that occur in the public realm and special use parks to ensure residents neighbouring special use parks are able to enjoy the Saskatoon river valley during the special event and festival season.
- In an effort to reduce mowing frequency on City of Saskatoon Open Space, Parks will assist in the establishment of short, slow growing grass species in test plot areas. Approximately 11,000 m<sup>2</sup> of median, round about boulevard areas and buffer areas will be established and maintained in the Kensington Neighbourhood.
- Investigate Recreation Management Software (program registration, facility booking, and revenue collection) to replace existing software that will no longer be vendor supported in 2017.
- Review the overall playgrounds and recreation program supports - weekend versus weekday operations, spray pads versus paddling pools, neighbourhood based versus district based programming.



- Review and streamline the process for identifying the project scope, the design, concept plan and construction process for recreation units, and/or play structures.
- In collaboration with Facilities & Fleet Management, review the infrastructure management and renewal program for playground, recreation units, paddling pools, and spray parks.

## Performance Measures

### **Perceived Quality of Life in Saskatoon (Indicator):**

- Expand opportunities and the variety of winter program initiatives to improve perceptions of quality of life throughout the year.
- Explore partnership opportunities and feasibility of developing a new indoor rink to meet demand identified in the Recreation and Sport Master Plan.
- Implement the updated Park Development Guidelines 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.

### **Increase Visits to City Recreation and Cultural Facilities to 6,600 visits/1,000 Residents:**

- Implement the Leisure Centre Marketing Program including new Leisure Card pricing, an effective promotional campaign and refreshed brand to increase general admission attendance by 128,000 and total revenues at the six indoor Leisure Centres.
- The opening of PotashCorp Playland is expected to increase visits by 223,000.

### **Municipal Tax as a Percentage of Total Revenues (Indicator):**

- Implement a plan targeted at potential markets to increase activity space rentals during low usage periods at indoor leisure centres.

## Budget Implications

- The budget implications for the Recreation and Culture business line are a direct reflection of a growing city, the changing needs and preferences of residents, the increasingly diverse population in Saskatoon. The budget implications also reflect the cost to operate indoor and outdoor facilities for the delivery of programs and services. The budget changes include a \$202.4 utility increase, \$143.1 for employee contractual obligations, \$12.2 for the new Willowgrove Playground staff, \$15.4 for staff scheduling support and booking clerk and \$205.4 for increases to operate civic facilities.
- Providing affordable recreation opportunities and to have available recreation and sport activity space is important to increase the participation at the City operated indoor and outdoor facilities. The budget implications include \$423.2 increase in revenue as a result of a price restructure for indoor leisure centres and outdoor pools (\$296.0), an increase in Saskatoon Zoo and indoor rink public skating admission revenue (\$62.8), an increase in registered program revenue (\$7.6) and rental revenue (\$56.8) from organizations that reserve activity space to provide a variety of programs and services.
- During the process of the Parks division Comprehensive Service Review, two services were identified as not currently meeting citizen expectations: park pathway snow clearing and shelter belt maintenance. The service levels for park pathway snow clearing and shelter belt maintenance to be increased by \$30.0 as a means to begin to establish the appropriate service levels.



## Operating Summary

	2014 Actual	2014 Budget	2015 Budget	2016 Budget				
				000's			Dollar Change	% Change
				Revenue	Exp/Rec	Net		
Spectator Ballfields	125.8	136.4	151.4	0.0	153.0	153.0	1.6	1.1%
Marketing Services	570.1	586.3	599.2	0.0	609.4	609.4	10.2	1.7%
Community Partnerships	311.8	249.6	341.8	(16.8)	369.0	352.2	10.4	3.0%
Forestry Farm Park & Zoo	1,499.1	1,583.0	1,599.5	(900.9)	2,517.4	1,616.5	17.0	1.1%
Golf Courses	0.0	0.0	0.0	(3,896.6)	3,896.6	0.0	0.0	0.0%
Gordon Howe Campsite	0.0	0.0	0.0	(627.6)	627.6	0.0	0.0	0.0%
Indoor Rinks	210.7	285.7	276.7	(2,010.4)	2,373.8	363.4	86.7	31.3%
PotashCorp Playland	46.7	40.6	0.0	(577.4)	577.4	0.0	0.0	0.0%
Outdoor Pools	698.4	732.0	806.7	(447.3)	1,293.3	846.0	39.3	4.9%
Outdoor Sports Fields	396.2	325.1	347.0	(577.2)	960.0	382.8	35.8	10.3%
Parks Maintenance & Design	12,333.8	12,333.8	12,633.4	(156.0)	13,165.6	13,009.6	376.2	3.0%
Playground & Recreation Areas	819.4	858.6	879.1	0.0	904.9	904.9	25.8	2.9%
Program Research & Design	217.3	203.9	213.5	0.0	217.4	217.4	3.9	1.8%
Rec-Competitive Facilities - Program	3,969.4	3,467.1	3,676.8	(6,586.2)	10,482.5	3,896.3	219.5	6.0%
Rec-Competitive Facilities - Rentals	3,953.1	4,037.3	4,199.1	(6,187.7)	10,235.7	4,048.0	(151.1)	-3.6%
Targeted Programming	547.1	578.2	578.9	(10.4)	592.9	582.5	3.6	0.6%
Albert Community Centre	53.4	125.4	69.6	(157.3)	228.4	71.1	1.5	2.2%
Marr Residence	20.5	20.8	21.3	(0.5)	22.1	21.6	0.3	1.4%
River Landing	0.0	0.0	0.0	(180.7)	180.7	0.0	0.0	0.0%
<b>Total</b>	<b>25,772.8</b>	<b>25,563.8</b>	<b>26,394.0</b>	<b>(22,333.0)</b>	<b>49,407.7</b>	<b>27,074.7</b>	<b>680.7</b>	<b>2.6%</b>

Staff Complement	2015	2016	Difference
Full Time Equivalents	323.08	324.90	1.82

## Summary of Budget Changes

Service Line	Revenue Change			Expenditure Change					Net
	2015 Base	Change	2016 Budget	2015 Base	Base Adj	Growth & Cont Impr	Service Level	2016 Budget	2016 Budget
Spectator Ballfields	0.0	0.0	0.0	151.4	1.6	0.0	0.0	153.0	153.0
Marketing Services	0.0	0.0	0.0	599.2	10.2	0.0	0.0	609.4	609.4
Community Partnerships	(15.0)	(1.8)	(16.8)	356.8	10.4	0.0	1.8	369.0	352.2
Forestry Farm Park & Zoo	(836.0)	(64.9)	(900.9)	2,435.5	81.9	0.0	0.0	2,517.4	1,616.5
Golf Courses	(3,935.9)	39.3	(3,896.6)	3,935.9	(39.3)	0.0	0.0	3,896.6	0.0
Gordon Howe Campsite	(585.2)	(42.4)	(627.6)	585.2	42.4	0.0	0.0	627.6	0.0
Indoor Rinks	(2,056.6)	46.2	(2,010.4)	2,333.3	40.5	0.0	0.0	2,373.8	363.4
PotashCorp Playland	(348.2)	(229.2)	(577.4)	348.2	(14.2)	0.0	243.4	577.4	0.0
Outdoor Pools	(440.3)	(7.0)	(447.3)	1,247.0	46.3	0.0	0.0	1,293.3	846.0
Outdoor Sports Fields	(538.7)	(38.5)	(577.2)	885.7	40.3	34.0	0.0	960.0	382.8
Parks Maintenance & Design	(152.5)	(3.5)	(156.0)	12,785.9	349.7	0.0	30.0	13,165.6	13,009.6
Playground & Recreation Areas	0.0	0.0	0.0	879.1	13.6	0.0	12.2	904.9	904.9
Program Research & Design	0.0	0.0	0.0	213.5	3.9	0.0	0.0	217.4	217.4
Rec-Competitive Facilities - Program	(6,272.3)	(313.9)	(6,586.2)	9,949.1	533.4	0.0	0.0	10,482.5	3,896.3
Rec-Competitive Facilities - Rentals	(5,854.1)	(333.6)	(6,187.7)	10,053.2	182.5	0.0	0.0	10,235.7	4,048.0
Targeted Programming	(10.4)	0.0	(10.4)	589.3	3.6	0.0	0.0	592.9	582.5
Albert Community Centre	(157.3)	0.0	(157.3)	226.9	1.5	0.0	0.0	228.4	71.1
Marr Residence	(0.5)	0.0	(0.5)	21.8	0.3	0.0	0.0	22.1	21.6



## Summary of Budget Changes

Service Line	Revenue Change			Expenditure Change					Net
	2015 Base	Change	2016 Budget	2015 Base	Base Adj	Growth & Cont Impr	Service Level	2016 Budget	2016 Budget
River Landing	(115.5)	(65.2)	(180.7)	115.5	65.2	0.0	0.0	180.7	0.0
<b>Total</b>	<b>(21,318.5)</b>	<b>(1,014.5)</b>	<b>(22,333.0)</b>	<b>47,712.5</b>	<b>1,373.8</b>	<b>34.0</b>	<b>287.4</b>	<b>49,407.7</b>	<b>27,074.7</b>

## Summary of Funded Capital Investments

Service Line	2016	2017	2018	2019	2020
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	1,755.0	0.0	60.0	0.0	60.0
Forestry Farm Park & Zoo	200.0	200.0	150.0	120.0	0.0
Golf Courses	830.0	250.0	500.0	200.0	210.0
Gordon Howe Campsite	250.0	0.0	0.0	0.0	0.0
Indoor Rinks	0.0	0.0	0.0	0.0	0.0
PotashCorp Playland	0.0	0.0	0.0	0.0	0.0
Outdoor Pools	0.0	0.0	0.0	0.0	0.0
Outdoor Sports Fields	100.0	330.0	335.0	275.0	275.0
Parks Maintenance & Design	2,342.0	1,652.0	500.0	1,125.0	360.0
Playground & Recreation Areas	400.0	0.0	0.0	0.0	0.0
Program Research & Design	0.0	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	115.0	115.0	115.0	115.0	115.0
Targeted Programming	0.0	0.0	0.0	0.0	0.0
Albert Community Centre	50.0	0.0	0.0	60.0	0.0
Marr Residence	0.0	0.0	0.0	0.0	0.0
River Landing	0.0	0.0	0.0	0.0	0.0
<b>Total</b>	<b>6,042.0</b>	<b>2,547.0</b>	<b>1,660.0</b>	<b>1,895.0</b>	<b>1,020.0</b>

## Financing for Funded Capital Investments

Funding Source	2016	2017	2018	2019	2020
ALBERT MAJOR REPAIR RES	50.0	0.0	0.0	60.0	0.0
ANIMAL SERVICES RESERVE	30.0	0.0	60.0	0.0	60.0
CAMPSITE RESERVE	250.0	0.0	0.0	0.0	0.0
CANADA 150 INFRA PROGRAM	50.0	450.0	0.0	0.0	0.0
CIVIC BLDGS COMPR MTNCE	0.0	50.0	0.0	50.0	0.0
DEDICATED LANDS RESERVE	825.0	450.0	0.0	0.0	0.0
FORESTRY FARM PARK DEVELOPMENT RES	50.0	50.0	0.0	0.0	0.0
FORESTRY FARM PK & ZOO CAPITAL RESERVE	150.0	150.0	150.0	120.0	0.0
GOLF COURSE CAPITAL RESERVE	830.0	250.0	500.0	200.0	210.0
GROUPS MAINTENANCE EQUIPMENT RES	320.0	432.0	410.0	265.0	360.0
LEISURE SERVICES EQUIPMENT REPL RES	115.0	115.0	115.0	115.0	115.0
NEIGHBOURHOOD LAND DEVELOPMENT FUND	1,000.0	0.0	0.0	0.0	0.0
PARK ENHANCE RES	53.0	330.0	335.0	275.0	275.0
PARKS AND RECREATION LEVY (MULTI-DISTRICT)	445.0	270.0	90.0	810.0	0.0
PRIVATE CONTRIBUTIONS	214.0	0.0	0.0	0.0	0.0
RESERVE FOR CAPITAL EXPENDITURES	1,660.0	0.0	0.0	0.0	0.0
<b>Total</b>	<b>6,042.0</b>	<b>2,547.0</b>	<b>1,660.0</b>	<b>1,895.0</b>	<b>1,020.0</b>
Unfunded	0.0	5,165.0	19,790.0	14,060.0	7,555.0



## Future Operating Budget Impacts of 2016 Capital Projects

Service Line	2016	2017	2018	2019	2020
P2354 CY-ACCESSIBLE PLAYGROUNDS	0.0	22.0	0.0	0.0	0.0
P2528 CY-DOG PARK DEVELOPMENT	0.0	9.0	0.0	0.0	0.0
P1658 CY-PARKS NEW SATELLITE MTNC BLDG	0.0	11.4	9.0	0.0	0.0
P1664 CY-GORDON HOWE COMPLEX PARKING UPGRADE	0.0	10.0	0.0	0.0	0.0
P1595 CY-NEIGHBOURHOOD PARKS ENHANCEMENTS	0.0	8.4	0.0	0.0	0.0
<b>Total</b>	<b>0.0</b>	<b>60.8</b>	<b>9.0</b>	<b>0.0</b>	<b>0.0</b>



## Spectator Ballfields

### Overview

Saskatoon has active minor and adult softball and baseball groups that organize and provide league play, tournaments, and provide an opportunity for participants to develop their 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:	2014 Actuals	2014 Budget	2015 Budget	2016 Budget	Dollar Change	% Change
Operating Cost	125.8	136.4	151.4	153.0	1.6	1.1%
<b>Total</b>	<b>125.8</b>	<b>136.4</b>	<b>151.4</b>	<b>153.0</b>	<b>1.6</b>	<b>1.1%</b>

Staff Complement	2015	2016	Difference
Full Time Equivalents	0.00	0.00	0.00

### Summary of Operating Changes

#### Summary of Budget Changes

Service Line	Revenue Change			Expenditure Change				2016 Budget	Net 2016 Budget
	2015 Base	Change	2016 Budget	2015 Base	Base Adj	Growth & Cont Impr	Service Level		
Spectator Ballfields	0.0	0.0	0.0	151.4	1.6	0.0	0.0	153.0	153.0

There are no significant operating changes in Spectator Ballfields.

### Summary of Capital Investments

There are no capital investments in Spectator Ballfields.





## Marketing Services

### Overview

Success of any City of Saskatoon program or service is dependent on public awareness and promotion of programs and services. 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 Divisions, including Recreation & Sport, Parks, Planning & Development, Building Standards, Community Standards and Community Development, and Saskatoon Land.

Marketing helps achieve the business plan objectives by providing their internal clients 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:	2014 Actuals	2014 Budget	2015 Budget	2016 Budget	Dollar Change	% Change
Staff Compensation	385.9	390.0	400.3	476.8	76.5	19.1%
Operating Cost	284.0	270.6	275.9	276.2	0.3	0.1%
Cost Recovery	(99.8)	(74.3)	(77.0)	(143.6)	(66.6)	86.5%
<b>Total</b>	<b>570.1</b>	<b>586.3</b>	<b>599.2</b>	<b>609.4</b>	<b>10.2</b>	<b>1.7%</b>

Staff Complement	2015	2016	Difference
Full Time Equivalents	5.00	5.75	0.75

### Summary of Operating Changes

#### Summary of Budget Changes

Service Line	Revenue Change			Expenditure Change					Net
	2015 Base	Change	2016 Budget	2015 Base	Base Adj	Growth & Cont Impr	Service Level	2016 Budget	2016 Budget
Marketing Services	0.0	0.0	0.0	599.2	10.2	0.0	0.0	609.4	609.4

#### Service Level Change:

- Staff increase of \$64.0 (0.75 FTE) for a Marketing & Communications Consultant is needed to maintain and enhance the marketing and communications functions required by the Community Services department. In recent years, several new business units have been added to the Community Services department, including the new Community Standards division (includes bylaws, parking enforcement, and business licensing), Parks Division, Animal Services, Long Range Transportation Planning, and new initiatives such as operationalizing the Growth Plan to Half a Million and the Active Transportation Plan. Communications and marketing related to these business units requires a higher level of service. This position is funded through cross charges to various divisions that have reallocated existing budget, allowing this position to be created without the need for new mill rate funding.

### 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:	2014 Actuals	2014 Budget	2015 Budget	2016 Budget	Dollar Change	% Change
Revenue	0.0	0.0	(15.0)	(16.8)	(1.8)	12.0%
Staff Compensation	279.0	199.2	308.4	318.8	10.4	3.4%
Operating Cost	20.2	37.7	35.7	37.5	1.8	5.0%
Transfer to/from Reserves	12.7	12.7	12.7	12.7	0.0	0.0%
<b>Total</b>	<b>311.9</b>	<b>249.6</b>	<b>341.8</b>	<b>352.2</b>	<b>10.4</b>	<b>3.0%</b>

Staff Complement	2015	2016	Difference
Full Time Equivalents	3.30	3.30	0.00

### Summary of Operating Changes

#### Summary of Budget Changes

Service Line	Revenue Change			Expenditure Change				Net 2016 Budget
	2015 Base	Change	2016 Budget	2015 Base	Base Adj	Growth & Cont Impr	Service Level	2016 Budget
Community Partnerships	(15.0)	(1.8)	(16.8)	356.8	10.4	0.0	1.8	369.0
								352.2

#### Service Level Change:

- A permit fee increase of \$1.8 relates to new Seasonal Commercial Enterprise in Parks. This is offset by an increase in advertising expense of \$1.8 to seek out new businesses to deliver approved recreation programs and services in parks.

Funded Capital Projects	2016	2017	2018	2019	2020
P1665 CY-ICE ARENA PARTNERSHIP	1,000.0	0.0	0.0	0.0	0.0
P2353 CY-CHIEF WHITECAP PARK DEVELOPMENT	140.0	0.0	0.0	0.0	0.0
P2471 CY-KINSMEN PARK & AREA - MASTER PLAN	415.0	0.0	0.0	0.0	0.0
P2474 CY-HUDSON BAY AREA DISTRICT PARKS	50.0	0.0	0.0	0.0	0.0
P2528 CY-DOG PARK DEVELOPMENT	150.0	0.0	60.0	0.0	60.0
<b>Total</b>	<b>1,755.0</b>	<b>0.0</b>	<b>60.0</b>	<b>0.0</b>	<b>60.0</b>

Unfunded Capital Projects	2016	2017	2018	2019	2020
P1635 CY-DIEFENBAKER PARK MASTER PLAN	0.0	200.0	0.0	0.0	0.0
P2114 CY-VICTORIA PARK - UPGRADES	0.0	420.0	375.0	310.0	0.0
P2352 CY-PERMANENT BOAT LAUNCH SITE	0.0	130.0	0.0	0.0	0.0
P2353 CY-CHIEF WHITECAP PARK DEVELOPMENT	0.0	605.0	520.0	235.0	0.0
P2469 CY-PERMANENT WASHROOMS - SPECIAL USE PARKS	0.0	55.0	495.0	0.0	0.0



Unfunded Capital Projects	2016	2017	2018	2019	2020
P2471 CY-KINSMEN PARK & AREA - MASTER PLAN	0.0	0.0	2,745.0	0.0	0.0
P2474 CY-HUDSON BAY AREA DISTRICT PARKS	0.0	65.0	1,620.0	1,665.0	2,140.0
P2528 CY-DOG PARK DEVELOPMENT	0.0	230.0	40.0	0.0	40.0
<b>Total</b>	<b>0.0</b>	<b>1,705.0</b>	<b>5,795.0</b>	<b>2,210.0</b>	<b>2,180.0</b>

## Summary of Capital Investments

The Ice Arena Partnership project proposes the City provide a capital contribution to a partner who in turn will construct and operate an arena facility (\$1.0 million).

Chief Whitecap Park Development includes the installation of parking lot fencing and signage, development of a 40 acre off-leash dog park with fencing, and the installation of site amenities such as garbage cans, benches, and dog waste dispensers, as identified in the Chief Whitecap Master Plan, adopted by City Council in June 2010 (\$140.0).

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 PotashCorp Playland at Kinsmen Park, the existing Mendel Art Gallery building and grounds, and the Shakespeare on the Saskatchewan site. The 2016 plan provides for improvements to the Mendel Site parking lot and upgrades to Kinsmen Avenue (\$415.0).

The Hudson Bay Area District Parks budget for 2016 includes public consultations and park program review along with survey and site analysis for Pierre Radisson Park (\$50.0).

The popularity of Dog Parks is growing and there are increasing demands for this recreational activity. The 2016 improvements to existing dog parks include fencing and garbage can upgrades. Additionally, funding will be used for upgrades to the Avalon Dog Park, including the development of wheelchair accessible pathways (\$150.0).

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

Dog Park Development: \$9.0 for grass cutting, garbage and snow removal, and sign, parking lot, and fence maintenance in 2017.

### Future Operating Budget Impacts of 2016 Capital Projects

Project	2016	2017	2018	2019	2020
P2528 CY-DOG PARK DEVELOPMENT	0.0	9.0	0.0	0.0	0.0
<b>Total</b>	<b>0.0</b>	<b>9.0</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>



## Forestry Farm Park & Zoo

### Overview

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

Operating Budget:	2014 Actuals	2014 Budget	2015 Budget	2016 Budget	Dollar Change	% Change
Revenue	(896.2)	(769.2)	(836.0)	(900.9)	(64.9)	7.8%
Staff Compensation	1,081.3	1,087.6	1,113.2	1,142.4	29.2	2.6%
Operating Cost	1,112.4	1,077.2	1,129.1	1,169.8	40.7	3.6%
Capital Contribution	150.0	150.0	150.0	162.0	12.0	8.0%
Transfer to/from Reserves	51.7	37.4	43.2	43.2	0.0	0.0%
<b>Total</b>	<b>1,499.2</b>	<b>1,583.0</b>	<b>1,599.5</b>	<b>1,616.5</b>	<b>17.0</b>	<b>1.1%</b>

Staff Complement	2015	2016	Difference
Full Time Equivalents	15.39	15.44	0.05

### Summary of Operating Changes

#### Summary of Budget Changes

Service Line	Revenue Change			Expenditure Change				Net
	2015 Base	Change	2016 Budget	2015 Base	Base Adj	Growth & Cont Impr	Service Level	2016 Budget
Forestry Farm Park & Zoo	(836.0)	(64.9)	(900.9)	2,435.5	81.9	0.0	0.0	2,517.4
								1,616.5

#### Revenue Changes:

- Revenue increases of \$36.0 are due to higher admission rates, \$23.7 for an increase in the number of admissions, and \$5.2 for an increase in rentals.

#### Growth:

- An increase of 0.05 FTE is for a part-time clerk to support and provide coverage for the staff scheduling clerk during peak scheduling periods. The total increase for this part-time clerk position is \$15.4 (0.3 FTE) which is offset by continuous improvement savings with a zero dollar mill rate impact. This position is included in the following service lines: Forestry Farm Park & Zoo, Gordon Howe Campsite, Indoor Rinks, and Outdoor Sports Fields.

#### Capital Contribution:

- There are increased contributions to the Forestry Farm Capital Reserve of \$12.0 for the planned replacement of a mower and sweeper.

#### Other Significant Changes:

- Animal food increases of \$12.3 are due to increased costs of specialty food including bamboo for the red panda.
- Saskatoon Zoo Society negotiated increases amount to \$7.1 for a veterinarian, zoo programming and management fees.



Funded Capital Projects		2016	2017	2018	2019	2020
P2048	CY-FFP & ZOO MASTER PLAN IMPLEMENTATION	200.0	200.0	150.0	120.0	0.0
<b>Total</b>		<b>200.0</b>	<b>200.0</b>	<b>150.0</b>	<b>120.0</b>	<b>0.0</b>

Unfunded Capital Projects		2016	2017	2018	2019	2020
P2048	CY-FFP & ZOO MASTER PLAN IMPLEMENTATION	0.0	125.0	425.0	150.0	0.0
<b>Total</b>		<b>0.0</b>	<b>125.0</b>	<b>425.0</b>	<b>150.0</b>	<b>0.0</b>

## Summary of Capital Investments

Planned for 2016 is the emergency replacement of the sewer line near the Lions Event Center.

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

There are no future operating impacts from the 2016 capital projects.



## 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 repayments, and a financial return based on a calculated Return on Assets.

Operating Budget:	2014 Actuals	2014 Budget	2015 Budget	2016 Budget	Dollar Change	% Change
Revenue	(3,524.9)	(3,780.0)	(3,935.9)	(3,896.6)	39.3	-1.0%
Staff Compensation	1,436.6	1,611.4	1,550.5	1,581.5	31.0	2.0%
Operating Cost	1,579.4	1,690.1	1,747.6	1,756.8	9.2	0.5%
Debt Charges	5.5	5.5	0.0	0.0	0.0	0.0%
Capital Contribution	503.4	473.0	637.8	558.3	(79.5)	-12.5%
<b>Total</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0%</b>

Staff Complement	2015	2016	Difference
Full Time Equivalents	24.80	24.80	0.00

### Summary of Operating Changes

#### Summary of Budget Changes

Service Line	Revenue Change			Expenditure Change					Net
	2015 Base	Change	2016 Budget	2015 Base	Base Adj	Growth & Cont Impr	Service Level	2016 Budget	2016 Budget
Golf Courses	(3,935.9)	39.3	(3,896.6)	3,935.9	(39.3)	0.0	0.0	3,896.6	0.0

#### Revenue Changes:

- Decrease in green fee revenues of \$116.4 is due to a decrease in volume, partially offset by a rate increase of \$89.1; Pro Shop sales commissions have increased by \$8.3; golf cart rental and tracking fees have decreased by \$14.5 and lounge volumes have decreased by \$5.8, based on a 3 year average.

#### Capital Contributions:

- The contribution to the Golf Course Capital Reserve has decreased by \$78.3, bringing the total contribution to \$451.3.
- The contribution to the Holiday Park Golf Course Redevelopment Reserve has decreased by \$1.2 due to a decrease in the budgeted number of rounds played, bringing to the total contribution to \$107.0.

Funded Capital Projects	2016	2017	2018	2019	2020
P2101 CY-GOLF COURSE IMPROVEMNTS & EQUIP REPL.	830.0	250.0	500.0	200.0	210.0
<b>Total</b>	<b>830.0</b>	<b>250.0</b>	<b>500.0</b>	<b>200.0</b>	<b>210.0</b>



## Summary of Capital Investments

\$200.0 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. \$630.0 is required for Cart Path, Tee Box, and Greens redevelopment at Holiday Park Golf Course and is funded from the Golf Course Capital Reserve.

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

There are no future operating impacts from 2016 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 barbeque, laundry and shower facilities, picnic tables, and a confectionery. This very popular campsite is located near shopping centres, golf courses, the Riversdale outdoor swimming pool, and various parks.

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

Operating Budget:	2014 Actuals	2014 Budget	2015 Budget	2016 Budget	Dollar Change	% Change
Revenue	(590.4)	(552.6)	(585.2)	(627.6)	(42.4)	7.2%
Staff Compensation	148.7	143.1	160.1	175.3	15.2	9.5%
Operating Cost	237.5	233.3	245.5	250.4	4.9	2.0%
Debt Charges	98.2	98.2	98.2	98.2	0.0	0.0%
Transfer to/from Stabilization	106.0	78.0	81.4	103.7	22.3	27.4%
<b>Total</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0%</b>

Staff Complement	2015	2016	Difference
Full Time Equivalents	2.60	2.70	0.10

### Summary of Operating Changes

#### Summary of Budget Changes

Service Line	Revenue Change			Expenditure Change					Net 2016 Budget
	2015 Base	Change	2016 Budget	2015 Base	Base Adj	Growth & Cont Impr	Service Level	2016 Budget	
Gordon Howe Campsite	(585.2)	(42.4)	(627.6)	585.2	42.4	0.0	0.0	627.6	0.0

#### Revenue Changes:

- Increase in campsite rental revenue of \$28.6 is due to an increase in rates and \$13.8 due to an increase in volumes.

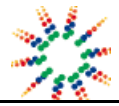
#### Growth:

- An increase of 0.10 FTE is for a part-time clerk to support and provide coverage for the staff scheduling clerk during peak scheduling periods. The total increase for this part-time clerk position is 0.3 FTE; please see further explanation under the Forestry Farm Park & Zoo service line.

#### Capital Contribution:

- The contribution to the Campsite Reserve has increased by \$22.3, bringing the total contribution to \$103.7.

Funded Capital Projects	2016	2017	2018	2019	2020
P1637 CY-GORDON HOWE CAMPGROUND EAST WASHROOM	250.0	0.0	0.0	0.0	0.0
<b>Total</b>	<b>250.0</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>



## Summary of Capital Investments

\$250.0 is required for the replacement of the East washroom at the Gordon Howe Campground which has reached the end of its life cycle. This project is funded from the Campsite Reserve.

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

The future net operating impact from the 2016 capital project will be determined as the specific features of the facility are designed. Any operating impact will be funded by revenues.





## 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:	2014 Actuals	2014 Budget	2015 Budget	2016 Budget	Dollar Change	% Change
Revenue	(2,029.6)	(2,028.3)	(2,056.6)	(2,010.4)	46.2	-2.2%
Staff Compensation	866.9	965.3	945.7	967.5	21.8	2.3%
Operating Cost	1,336.8	1,312.1	1,351.0	1,367.2	16.2	1.2%
Capital Contribution	36.6	36.6	36.6	39.1	2.5	6.8%
<b>Total</b>	<b>210.7</b>	<b>285.7</b>	<b>276.7</b>	<b>363.4</b>	<b>86.7</b>	<b>31.3%</b>

Staff Complement	2015	2016	Difference
Full Time Equivalents	14.10	14.20	0.10

### Summary of Operating Changes

#### Summary of Budget Changes

Service Line	Revenue Change			Expenditure Change				Net
	2015 Base	Change	2016 Budget	2015 Base	Base Adj	Growth & Cont Impr	Service Level	2016 Budget
Indoor Rinks	(2,056.6)	46.2	(2,010.4)	2,333.3	40.5	0.0	0.0	2,373.8
								363.4

#### Revenue Changes:

- Annual lease revenue has decreased by \$28.8 due to a decrease in ACT Arena summer ice rental and by \$1.0 due to a decrease in concession leases, offset slightly by an increase in lease rates of \$6.6; hourly rental revenue has decreased by \$23.6 due to volume decreases, partially offset by a \$2.5 increase in rental rates.
- Public skating admission rate increase of \$4.1 is partially offset by a volume decrease of \$1.0.
- Board advertising revenue has decreased by \$5.0 due to a decrease in the number of advertisers.

#### Growth:

- An increase of 0.10 FTE is for a part-time clerk to support and provide coverage for the staff scheduling clerk during peak scheduling periods. The total increase for this part-time clerk position is 0.3 FTE; please see further explanation under the Forestry Farm Park & Zoo service line.

#### Capital Contribution:

- Contributions to the reserve for the replacement of ice resurfacing equipment (Zamboni) have increased by \$2.5, due to the increasing cost of new Zambonis. This increase has been offset by a corresponding decrease in maintenance.

### Summary of Capital Investments

There are no capital investments in Indoor Rinks. See Community Partnerships service line for P1665- Ice Arena Partnership.



## PotashCorp Playland

### Overview

The PotashCorp Playland is a vibrant, one of a kind, recreation and tourist attraction that serves visitors of all ages and abilities and from various locations, while continuing to support the local community and the growing downtown population. The new rides are comprised of three ride components including a new miniature locomotive train with an expanded train loop and train platform as well as a refurbished animal carousel and a new larger Ferris wheel. The rides are supported by a new entranceway and plaza as well as water features, sand play, and natural elements.

This program is not subsidized by the mill rate with all expenditures funded through the generation of revenues. Revenues in excess of expenditures are held in the Stabilization Reserve.

Operating Budget:	2014 Actuals	2014 Budget	2015 Budget	2016 Budget	Dollar Change	% Change
Revenue	0.0	0.0	(348.2)	(577.4)	(229.2)	65.8%
Staff Compensation	0.0	0.0	231.2	271.1	39.9	17.3%
Operating Cost	17.2	11.1	86.0	176.4	90.4	105.1%
Debt Charges	29.5	29.5	29.5	0.0	(29.5)	-100.0%
Capital Contribution	0.0	0.0	0.0	75.0	75.0	0.0%
Transfer to/from Stabilization	0.0	0.0	1.5	54.9	53.4	3,560.0%
<b>Total</b>	<b>46.7</b>	<b>40.6</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0%</b>

Staff Complement	2015	2016	Difference
Full Time Equivalents	3.78	4.25	0.47

### Summary of Operating Changes

#### Summary of Budget Changes

Service Line	Revenue Change			Expenditure Change					Net
	2015 Base	Change	2016 Budget	2015 Base	Base Adj	Growth & Cont Impr	Service Level	2016 Budget	2016 Budget
PotashCorp Playland	(348.2)	(229.2)	(577.4)	348.2	(14.2)	0.0	243.4	577.4	0.0

#### Revenue Change:

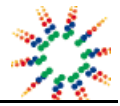
- Revenue increases of \$229.2 are due to increased admissions to reflect operating for a full season.

#### Service Level Changes:

- Staffing increases of \$34.8 (0.77 FTEs) for Cashiers and Ride Operators along with increases in benefits pay (i.e. statutory holiday and vacation pay, shift differential) of \$22.0 for existing positions are needed to ensure adequate staffing is in place to accommodate increased attendance.
- An increase of \$70.0 is due to a contract with specialized trades required for daily safety inspections. This is partially offset by a decrease of \$23.0 (-0.30 FTE) Maintenance Person position.
- Other operating expense increases totaling \$26.6 (for such items as advertising, ticket printing, credit card fees, maintenance, ride licensing) are required for a full season of operating.

#### Capital Contributions:

- The transfer to the stabilization reserve increased by \$53.4 in 2016 based on the reserve policy.
- A new capital reserve is proposed to be used to finance the cost of replacing or improving equipment at PotashCorp Playland. The initial contribution to the reserve is \$75.0.



**Other Significant Change:**

- The loan for improvements done to Kinsmen Park Rides has matured, resulting in a decrease in debt charges of \$29.5.

## Summary of Capital Investments

There are no capital investments in PotashCorp Playland.



## Outdoor Pools

### Overview

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

Operating Budget:	2014 Actuals	2014 Budget	2015 Budget	2016 Budget	Dollar Change	% Change
Revenue	(417.9)	(419.3)	(440.3)	(447.3)	(7.0)	1.6%
Staff Compensation	442.3	448.2	439.8	473.3	33.5	7.6%
Operating Cost	682.5	703.1	807.2	820.0	12.8	1.6%
<b>Total</b>	<b>706.9</b>	<b>732.0</b>	<b>806.7</b>	<b>846.0</b>	<b>39.3</b>	<b>4.9%</b>

Staff Complement	2015	2016	Difference
Full Time Equivalents	7.85	7.85	0.00

### Summary of Operating Changes

#### Summary of Budget Changes

Service Line	Revenue Change			Expenditure Change					Net
	2015 Base	Change	2016 Budget	2015 Base	Base Adj	Growth & Cont Impr	Service Level	2016 Budget	2016 Budget
Outdoor Pools	(440.3)	(7.0)	(447.3)	1,247.0	46.3	0.0	0.0	1,293.3	846.0

#### Revenue Changes:

- Revenue increase of \$9.2 is due to an increase in admissions and registered program volumes, partially offset by a decrease in rates of \$2.2.

#### Other Significant Change:

- Staff Compensation includes an increase of \$8.1 for statutory holiday pay for staff that are required to work on public holidays, based on a review of historical costs.

### Summary of Capital Investments

There are no capital investments in Outdoor Pools.



## Outdoor Sports Fields

### Overview

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

Operating Budget:	2014 Actuals	2014 Budget	2015 Budget	2016 Budget	Dollar Change	% Change
Revenue	(419.4)	(538.0)	(538.7)	(577.2)	(38.5)	7.1%
Staff Compensation	110.0	161.4	131.2	136.5	5.3	4.0%
Operating Cost	525.4	586.5	541.6	610.6	69.0	12.7%
Capital Contribution	115.2	115.2	212.9	212.9	0.0	0.0%
<b>Total</b>	<b>331.2</b>	<b>325.1</b>	<b>347.0</b>	<b>382.8</b>	<b>35.8</b>	<b>10.3%</b>

Staff Complement	2015	2016	Difference
Full Time Equivalents	2.05	2.10	0.05

### Summary of Operating Changes

#### Summary of Budget Changes

Service Line	Revenue Change			Expenditure Change				Net
	2015 Base	Change	2016 Budget	2015 Base	Base Adj	Growth & Cont Impr	Service Level	2016 Budget
Outdoor Sports Fields	(538.7)	(38.5)	(577.2)	885.7	40.3	34.0	0.0	960.0
								382.8

#### Revenue Changes:

- Sportsfield rental revenue rates have increased by \$38.0 and the Speedskating Oval revenues have increased by \$0.5.

#### Growth:

- Saskatoon Minor Football Field (formerly Gordon Howe Bowl) has an increase of \$24.4 due to an increase in the contribution to the comprehensive building comprehensive maintenance reserve.
- An increase of 0.05 FTE is for a part-time booking clerk. The total increase for this part-time clerk position is 0.3 FTE; please see further explanation under the Forestry Farm Park & Zoo service line.
- Above basic maintenance for the new Kate Waygood District Park has increased by \$9.6 and is cost recovered by fees.

#### Other Significant Change:

- Increase in parks sportsfield maintenance service costs of \$35.4 reflects the current level of service for sportsfields for which a fee is charged.

Funded Capital Projects	2016	2017	2018	2019	2020
P1664 CY-GORDON HOWE COMPLEX PARKING UPGRADE	100.0	0.0	0.0	0.0	0.0
P2102 CY-SPORTFIELD DEVELOPMENT & IMPROVEMENTS	0.0	330.0	335.0	275.0	275.0



<b>Funded Capital Projects</b>		<b>2016</b>	<b>2017</b>	<b>2018</b>	<b>2019</b>	<b>2020</b>
<b>Total</b>		<b>100.0</b>	<b>330.0</b>	<b>335.0</b>	<b>275.0</b>	<b>275.0</b>
<b>Unfunded Capital Projects</b>		<b>2016</b>	<b>2017</b>	<b>2018</b>	<b>2019</b>	<b>2020</b>
P2349	CY-SASKATOON MINOR FOOTBALL FIELD UPGRADE	0.0	250.0	250.0	0.0	0.0
<b>Total</b>		<b>0.0</b>	<b>250.0</b>	<b>250.0</b>	<b>0.0</b>	<b>0.0</b>

## Summary of Capital Investments

The Gordon Howe Complex Parking Upgrade project involves improvements and upgrades to the existing parking facilities at Gordon Howe Complex.

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

Annual maintenance of \$10.0 for the Gordon Howe parking lot in 2017.

### Future Operating Budget Impacts of 2016 Capital Projects

<b>Project</b>	<b>2016</b>	<b>2017</b>	<b>2018</b>	<b>2019</b>	<b>2020</b>
P1664 CY-GORDON HOWE COMPLEX PARKING UPGRADE	0.0	10.0	0.0	0.0	0.0
<b>Total</b>	<b>0.0</b>	<b>10.0</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>



## Parks Maintenance & Design

### Overview

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

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

Operating Budget:	2014 Actuals	2014 Budget	2015 Budget	2016 Budget	Dollar Change	% Change
Revenue	(6.5)	(23.6)	(12.1)	(8.6)	3.5	-28.9%
Province of Saskatchewan	(141.0)	(121.8)	(140.4)	(147.4)	(7.0)	5.0%
Staff Compensation	7,211.1	6,943.4	7,113.8	7,346.6	232.8	3.3%
Operating Cost	4,794.1	5,517.0	5,664.5	5,859.1	194.6	3.4%
Debt Charges	181.0	180.9	181.0	181.0	0.0	0.0%
Cost Recovery	(1,120.2)	(1,177.1)	(1,222.0)	(1,291.1)	(69.1)	5.7%
Capital Contribution	1,023.2	1,023.2	1,056.8	1,078.2	21.4	2.0%
Transfer to/from Reserves	(8.2)	(8.2)	(8.2)	(8.2)	0.0	0.0%
<b>Total</b>	<b>11,933.5</b>	<b>12,333.8</b>	<b>12,633.4</b>	<b>13,009.6</b>	<b>376.2</b>	<b>3.0%</b>

Staff Complement	2015	2016	Difference
Full Time Equivalents	122.07	122.07	0.00

### Summary of Operating Changes

#### Summary of Budget Changes

Service Line	Revenue Change			Expenditure Change					Net 2016 Budget
	2015 Base	Change	2016 Budget	2015 Base	Base Adj	Growth & Cont Impr	Service Level	2016 Budget	
Parks Maintenance & Design	(152.5)	(3.5)	(156.0)	12,785.9	349.7	0.0	30.0	13,165.6	13,009.6

#### Revenue Change:

- Revenue increase includes \$7.0 from the Urban Highway Connector Program reflecting an increase in actual costs to the City for roadway ditch mowing within the agreement; this revenue increase has been offset by an increase in operating costs.

#### Service Level Change:

- During the process of the Parks division Civic Service Review, two services were identified as not currently meeting citizen expectations: park pathway snow clearing and shelter belt maintenance. The service levels for park pathway snow clearing and shelter belt maintenance to be increased by \$30.0 as a means to begin to establish the appropriate service levels.

#### Capital Contribution:

- Increase of \$21.4 to the Parks Infrastructure Reserve, based on the Consumer Price Index, which is in compliance with the Capital Reserve Bylaw.



## Other Significant Changes:

- Increase of \$139.9 to provide for an increase in water rates.
- Increase in cost recovery of \$69.1 reflects adjustments required to Parks Custom Work, which is a full cost recovered program.

## Not Included:

- New parks and open space growth area in 2016 is approximately 29 hectares, including 10 hectares of irrigated space, which has a higher maintenance cost than areas without irrigation. Not included in the budget are the costs to maintain these new parks of \$270.0 for staffing, water, supplies, maintenance, and equipment. In the 2016 budget, the Administration has not increased the budget to pay for these costs. Rather, the Administration will be addressing growth with existing resources through continuous improvement. The Administration is finding efficiencies and savings that can be used to pay for new park maintenance. There is a risk that citizen expectations will not be met, as resources will be spread over a larger area, but the Administration will monitor this closely and report to City Council on any significant issues with this approach.
- In dry years, the irrigation budget is not sufficient to maintain the existing park inventory in a reasonable state, which requires one inch of irrigation water per week even in years of normal rainfall. Not included in the budget is \$206.0 to maintain existing park inventory. In 2016, the Administration will continue to monitor the situation to determine both appropriate irrigation standards and improve the irrigation data gathering methods. Accurate data will facilitate a proper service level review in the foreseeable future.

Funded Capital Projects	2016	2017	2018	2019	2020
P0679 AF-GROUNDS MTNCE-EQUIPMENT REPL	320.0	432.0	410.0	265.0	360.0
P1595 CY-NEIGHBOURHOOD PARKS ENHANCEMENTS	152.0	0.0	0.0	0.0	0.0
P1648 CY-PARK IRRIGATION UPGRADES	575.0	0.0	0.0	0.0	0.0
P1653 CY-PARK DRAINAGE	150.0	0.0	0.0	0.0	0.0
P1658 CY-PARKS NEW SATELLITE MTNC BLDG	445.0	270.0	90.0	810.0	0.0
P1876 AF-TENNIS COURT-ACRYLIC SURFACE	0.0	50.0	0.0	50.0	0.0
P1938 AF-PLAY STRUCTURE UPRDE AND REPL	100.0	900.0	0.0	0.0	0.0
P1939 AF-PADDLING/SPRAY POOL REPLACEMENTS	600.0	0.0	0.0	0.0	0.0
<b>Total</b>	<b>2,342.0</b>	<b>1,652.0</b>	<b>500.0</b>	<b>1,125.0</b>	<b>360.0</b>

Unfunded Capital Projects	2016	2017	2018	2019	2020
P1627 CY-CITY ENTRANCEWAY/ EXPRESSWAY LANDSCAPING	0.0	300.0	350.0	350.0	350.0
P1648 CY-PARK IRRIGATION UPGRADES	0.0	400.0	295.0	625.0	0.0
P1653 CY-PARK DRAINAGE	0.0	100.0	50.0	50.0	50.0
P1658 CY-PARKS NEW SATELLITE MTNC BLDG	0.0	135.0	0.0	0.0	0.0
P1938 AF-PLAY STRUCTURE UPRDE AND REPL	0.0	0.0	675.0	675.0	675.0
P1939 AF-PADDLING/SPRAY POOL REPLACEMENTS	0.0	0.0	800.0	0.0	800.0
P1940 AF-GREENHOUSE REPLACEMENT	0.0	150.0	1,350.0	0.0	0.0
<b>Total</b>	<b>0.0</b>	<b>1,085.0</b>	<b>3,520.0</b>	<b>1,700.0</b>	<b>1,875.0</b>

## Summary of Capital Investments

2016 Parks Maintenance and Design Capital Investments include seven funded projects; \$1.897 million involves the maintenance and replacement of existing assets and \$445.0 is for design and construction of new satellite maintenance buildings.

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

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





approval process. The 2016 projects include a partnership with the Silverwood Community Association and involves the purchase and installation of adult fitness equipment in W.J.L. Harvey Park, and a partnership with Lakeview Community Association that involves the purchase and installation of new playground equipment in Lakeview Park.

The irrigation systems at Nutana Kiwanis Park and Cumberland Park will be replaced with funding provided by the Dedicated Lands Account.

Park drainage remediation will be undertaken in Roulliard Park, Wallace Park, Al Anderson Park, and Anita Langford Park, with funding provided by the Dedicated Lands Account.

New satellite maintenance buildings to be strategically located geographically closer to parks in new neighbourhoods, are required as the City parks and open spaces continue to grow at the rate of approximately 40 hectares per year. Design costs for three buildings and construction of three buildings are proposed to be funded by the Parks and Recreation Levy.

Eight old wooden play structures will be replaced over a two year period. This project is 50% funded from the Canada 150 Program with the remainder of the funding coming from the Dedicated Lands account.

The identified funding of \$600.0 for paddling and spray pools are planned for upgrades/repairs based on priority needs and prior condition assessment audits.

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

The operating impacts for the satellite maintenance buildings to be constructed in 2016 are \$11.4 for reserve contribution and utilities. The operating impacts for the neighbourhood park enhancements are \$8.4 for maintenance of fitness and playground equipment. These will both be realized in 2017.

The operating impacts for the two satellite maintenance buildings that are being designed in 2016 are \$9.0 and will be realized in 2018.

### **Future Operating Budget Impacts of 2016 Capital Projects**

Project	2016	2017	2018	2019	2020
P1658 CY-PARKS NEW SATELLITE MTNC BLDG	0.0	11.4	9.0	0.0	0.0
P1595 CY-NEIGHBOURHOOD PARKS ENHANCEMENTS	0.0	8.4	0.0	0.0	0.0
<b>Total</b>	<b>0.0</b>	<b>19.8</b>	<b>9.0</b>	<b>0.0</b>	<b>0.0</b>



## Playground & Recreation Areas

### Overview

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

Operating Budget:	2014 Actuals	2014 Budget	2015 Budget	2016 Budget	Dollar Change	% Change
Staff Compensation	750.9	786.6	802.0	827.8	25.8	3.2%
Operating Cost	68.5	72.0	77.1	77.1	0.0	0.0%
<b>Total</b>	<b>819.4</b>	<b>858.6</b>	<b>879.1</b>	<b>904.9</b>	<b>25.8</b>	<b>2.9%</b>

Staff Complement	2015	2016	Difference
Full Time Equivalents	17.49	17.79	0.30

### Summary of Operating Changes

#### Summary of Budget Changes

Service Line	Revenue Change			Expenditure Change					Net
	2015 Base	Change	2016 Budget	2015 Base	Base Adj	Growth & Cont Impr	Service Level	2016 Budget	2016 Budget
Playground & Recreation Areas	0.0	0.0	0.0	879.1	13.6	0.0	12.2	904.9	904.9

#### Service Level Change:

- Willowgrove spray pad opened in late 2014. With the recent opening of Willowgrove School there is now a facility to host the playground program. Staff increases of \$12.2 (0.3 FTE) for Recreation Program Leaders is required to deliver the playground program at this spray park for July and August. Without this increase, the spray park would only operate for water play as there would not be any staff to lead the playground programs and activities.

Funded Capital Projects	2016	2017	2018	2019	2020
P2354 CY-ACCESSIBLE PLAYGROUNDS	400.0	0.0	0.0	0.0	0.0
<b>Total</b>	<b>400.0</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>

### 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.

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

\$22.0 is required for annual maintenance and contribution to reserve in 2017.



## Future Operating Budget Impacts of 2016 Capital Projects

Project	2016	2017	2018	2019	2020
P2354 CY-ACCESSIBLE PLAYGROUNDS	0.0	22.0	0.0	0.0	0.0
<b>Total</b>	<b>0.0</b>	<b>22.0</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>



## 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:	2014 Actuals	2014 Budget	2015 Budget	2016 Budget	Dollar Change	% Change
Staff Compensation	157.5	140.1	149.7	153.6	3.9	2.6%
Operating Cost	59.8	63.8	63.8	63.8	0.0	0.0%
<b>Total</b>	<b>217.3</b>	<b>203.9</b>	<b>213.5</b>	<b>217.4</b>	<b>3.9</b>	<b>1.8%</b>

Staff Complement	2015	2016	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
	2015 Base	Change	2016 Budget	2015 Base	Base Adj	Growth & Cont Impr	Service Level	2016 Budget	2016 Budget
Program Research & Design	0.0	0.0	0.0	213.5	3.9	0.0	0.0	217.4	217.4

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

Unfunded Capital Projects	2016	2017	2018	2019	2020
P2476 CY-NEW RECREATION COMPLEX	0.0	0.0	0.0	0.0	3,500.0
P2600 CY-CITY CENTRE AREA INDOOR RECREATION FACILITY	0.0	2,000.0	9,800.0	10,000.0	0.0
<b>Total</b>	<b>0.0</b>	<b>2,000.0</b>	<b>9,800.0</b>	<b>10,000.0</b>	<b>3,500.0</b>

### Summary of Capital Investments

It is anticipated that the new City Centre Indoor Recreation Facility will be operated as a partnership, contingent on the approval of a formal agreement.

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

There are no future operating impacts from 2016 capital projects.



## Rec-Competitive Facilities - Program

### Overview

The City operates indoor recreation centres that offer a variety of program opportunities in recreation, aquatics (swim lessons, public swims), fitness and wellness (e.g. weight training, walking/jogging, yoga), and life skills (e.g. cooking & photography classes) for Saskatoon residents. These programs and services provide an opportunity for participants to learn and practice skills, meet new friends, become safer around water, be more active and physically fit, and enjoy a healthy life-style. The Recreation & Support division 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:	2014 Actuals	2014 Budget	2015 Budget	2016 Budget	Dollar Change	% Change
Revenue	(6,006.0)	(6,401.6)	(6,272.3)	(6,586.2)	(313.9)	5.0%
Staff Compensation	4,916.3	4,785.7	4,844.2	5,106.3	262.1	5.4%
Operating Cost	5,072.1	5,074.7	5,096.6	5,367.9	271.3	5.3%
Cost Recovery	(21.3)	0.0	0.0	0.0	0.0	0.0%
Capital Contribution	8.3	8.3	8.3	8.3	0.0	0.0%
<b>Total</b>	<b>3,969.4</b>	<b>3,467.1</b>	<b>3,676.8</b>	<b>3,896.3</b>	<b>219.5</b>	<b>6.0%</b>

Staff Complement	2015	2016	Difference
Full Time Equivalents	77.19	77.19	0.00

### Summary of Operating Changes

#### Summary of Budget Changes

Service Line	Revenue Change			Expenditure Change				Net
	2015 Base	Change	2016 Budget	2015 Base	Base Adj	Growth & Cont Impr	Service Level	2016 Budget
Rec-Competitive Facilities - Program	(6,272.3)	(313.9)	(6,586.2)	9,949.1	533.4	0.0	0.0	10,482.5
								3,896.3

#### Revenue Changes:

- Increased admissions of \$289.0 reflect a budgeted net impact of increased volumes resulting from the new reduced LeisureCard rates.
- Program registration volume increase amounts to \$17.3 and rate increase of \$7.6.

#### Other Significant Changes:

- Staff Compensation includes an increase of \$126.6 for statutory holiday pay for staff that are required to work on public holidays, based on a review of historical costs.
- Increases in internal rental costs of \$167.1 are due to rate increases and \$108.4 due to volume increases.

### Summary of Capital Investments

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



## 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 businesses. 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 SaskTel Sports Centre), are located in the six suburban areas. Rental rates are charged to recover a portion of the operating costs and are based on the fair market value.

Operating Budget:	2014 Actuals	2014 Budget	2015 Budget	2016 Budget	Dollar Change	% Change
Revenue	(5,783.1)	(5,747.3)	(5,854.1)	(6,187.7)	(333.6)	5.7%
Staff Compensation	1,234.0	1,271.2	1,324.0	1,369.3	45.3	3.4%
Operating Cost	8,425.9	8,439.1	8,573.6	8,712.1	138.5	1.6%
Debt Charges	26.4	26.4	112.0	112.0	0.0	0.0%
Cost Recovery	(164.3)	(166.3)	(170.6)	(171.9)	(1.3)	0.8%
Capital Contribution	214.2	214.2	214.2	214.2	0.0	0.0%
<b>Total</b>	<b>3,953.1</b>	<b>4,037.3</b>	<b>4,199.1</b>	<b>4,048.0</b>	<b>(151.1)</b>	<b>-3.6%</b>

Staff Complement	2015	2016	Difference
Full Time Equivalents	18.19	18.19	0.00

### Summary of Operating Changes

#### Summary of Budget Changes

Service Line	Revenue Change			Expenditure Change				Net
	2015 Base	Change	2016 Budget	2015 Base	Base Adj	Growth & Cont Impr	Service Level	2016 Budget
Rec-Competitive Facilities - Rentals	(5,854.1)	(333.6)	(6,187.7)	10,053.2	182.5	0.0	0.0	10,235.7
								4,048.0

#### Revenue Changes:

- Increase in internal rental revenue is comprised of increases in rates of \$172.4 and volumes of \$108.8. The change in the amount of space allocated for programs is the result of the ongoing review of existing programs resulting in the addition of new programs and discontinuation of programs that no longer meet the needs of the community.
- Revenues from hourly rentals increased by \$50.3 due to rate increases and were partially offset by a decrease in volumes of \$6.7. Lease revenue from external renters increased by \$16.0 due to negotiated rate increases.
- The decrease in concession leases of \$6.0 is primarily due to the change to vending machines to provide food services.
- Forest Park admissions have decreased by \$1.7, partially offset by an increase in locker revenue of \$0.5 at the Shaw Centre.

#### Other Significant Changes:

- Staff Compensation includes an increase of \$12.8 for statutory holiday pay for staff that are required to work on public holidays, based on a review of historical costs.



- Preventative maintenance and custodial service charges reflect increases of \$88.2 due to negotiated wage increases, and the water utility of \$36.0 due to increased rates.

**Not Included:**

- A Facility Equipment Reserve is required to purchase new fitness equipment that is worn out. Not included in the budget is \$27.4 required to maintain an appropriate lifecycle replacement program and meet customer expectations. While this situation is not sustainable, alternative methods to replace equipment are being explored, such as equipment leasing and regional bulk purchase options.

Funded Capital Projects		2016	2017	2018	2019	2020
P0706	CY-LEIS SERV-FACILITY EQUIP REPL	115.0	115.0	115.0	115.0	115.0
<b>Total</b>		<b>115.0</b>	<b>115.0</b>	<b>115.0</b>	<b>115.0</b>	<b>115.0</b>

## 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 for fitness equipment (e.g. treadmills, elliptical climbers).

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

There are no future operating impacts from 2016 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:	2014 Actuals	2014 Budget	2015 Budget	2016 Budget	Dollar Change	% Change
Revenue	(23.2)	(10.4)	(10.4)	(10.4)	0.0	0.0%
Staff Compensation	389.4	381.2	386.1	396.9	10.8	2.8%
Operating Cost	180.8	207.4	203.2	196.0	(7.2)	-3.5%
<b>Total</b>	<b>547.0</b>	<b>578.2</b>	<b>578.9</b>	<b>582.5</b>	<b>3.6</b>	<b>0.6%</b>

Staff Complement	2015	2016	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
	2015 Base	Change	2016 Budget	2015 Base	Base Adj	Growth & Cont Impr	Service Level	2016 Budget	2016 Budget
Targeted Programming	(10.4)	0.0	(10.4)	589.3	3.6	0.0	0.0	592.9	582.5

There are no significant operating changes in Targeted Programming.

### Summary of Capital Investments

There are no capital investments in Targeted Programming.





## Albert Community Centre

### Overview

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

Operating Budget:	2014 Actuals	2014 Budget	2015 Budget	2016 Budget	Dollar Change	% Change
Revenue	(179.4)	(113.3)	(157.3)	(157.3)	0.0	0.0%
Operating Cost	211.2	217.0	205.2	206.7	1.5	0.7%
Capital Contribution	21.7	21.7	21.7	21.7	0.0	0.0%
<b>Total</b>	<b>53.5</b>	<b>125.4</b>	<b>69.6</b>	<b>71.1</b>	<b>1.5</b>	<b>2.2%</b>

Staff Complement	2015	2016	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 2016 Budget
	2015 Base	Change	2016 Budget	2015 Base	Base Adj	Growth & Cont Impr	Service Level	2016 Budget
Albert Community Centre	(157.3)	0.0	(157.3)	226.9	1.5	0.0	0.0	228.4
								71.1

There are no significant operating changes for the Albert Community Centre.

Funded Capital Projects	2016	2017	2018	2019	2020
P0677 AF-ALBERT COMM CENTRE RENOS	50.0	0.0	0.0	60.0	0.0
<b>Total</b>	<b>50.0</b>	<b>0.0</b>	<b>0.0</b>	<b>60.0</b>	<b>0.0</b>

### Summary of Capital Investments

P677 involves identifying and completing the necessary major repair or replacement expenditures in the Albert Community Centre as required by the Facility's Comprehensive Maintenance Program.

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

There are no future operating impacts from 2016 capital projects.



## Marr Residence

### Overview

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

Operating Budget:	2014 Actuals	2014 Budget	2015 Budget	2016 Budget	Dollar Change	% Change
Revenue	0.0	(0.5)	(0.5)	(0.5)	0.0	0.0%
Operating Cost	20.5	21.3	21.8	22.1	0.3	1.4%
<b>Total</b>	<b>20.5</b>	<b>20.8</b>	<b>21.3</b>	<b>21.6</b>	<b>0.3</b>	<b>1.4%</b>

Staff Complement	2015	2016	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
	2015 Base	Change	2016 Budget	2015 Base	Base Adj	Growth & Cont Impr	Service Level	2016 Budget	2016 Budget
Marr Residence	(0.5)	0.0	(0.5)	21.8	0.3	0.0	0.0	22.1	21.6

There are no significant operating changes in Marr Residence.

### Summary of Capital Investments

There are no capital investments for Marr Residence.



## River Landing

### Overview

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

Significant revenue is projected not to flow until 2024, pending development of the properties identified for private development (i.e. Parcel YY, and Phase II parcels). On April 14, 2010, the Budget Committee resolved that River Landing Operating Program continue to be balanced through a transfer from the Reserve for Capital Expenditures (RCE) and that the total transfers from RCE to the operating program be accumulated with the expectation that RCE will be repaid from future surpluses in the program.

Operating Budget:	2014 Actuals	2014 Budget	2015 Budget	2016 Budget	Dollar Change	% Change
Revenue	(356.5)	(143.1)	(115.5)	(180.7)	(65.2)	56.5%
Staff Compensation	41.4	62.4	64.1	65.9	1.8	2.8%
Operating Cost	1,107.4	1,314.4	1,312.6	1,325.3	12.7	1.0%
Capital Contribution	40.0	40.0	73.3	73.3	0.0	0.0%
Transfer to/from Other Operating	(198.7)	(191.9)	(141.8)	(160.9)	(19.1)	13.5%
Transfer to/from Reserves	(633.6)	(1,081.8)	(1,192.7)	(1,122.9)	69.8	-5.9%
<b>Total</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0%</b>

Staff Complement	2015	2016	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
	2015 Base	Change	2016 Budget	2015 Base	Base Adj	Growth & Cont Impr	Service Level	2016 Budget	2016 Budget
River Landing	(115.5)	(65.2)	(180.7)	115.5	65.2	0.0	0.0	180.7	0.0

#### Revenue Change:

- The River Landing service line has a \$65.2 increase in parking meter revenues due to increased usage of the services provided within River Landing. This revenue increase reduces the reserve contribution required to support the program in 2016.

### Summary of Capital Investments

There are no capital investments for River Landing.



**Operating Budget**  
\$21.9 million

**Capital Budget**  
\$0.2 million



## SASKATOON PUBLIC LIBRARY

### Overview



The Library's Teen Advisory Council surprises the community with Random Acts of Poetry. – SPL Photo 2014

Saskatoon Public Library (SPL) is embarking on a system wide transformation. SPL's goal is to create a modern dynamic library that meets the needs of the citizens of Saskatoon. As the community grows and changes, so too must the organization. The Library contributes to and supports the strategic goals set out in the City's Strategic Plan 2013-2014.



Continuous improvement has to be a primary area of focus in 2016 and beyond. As a civic organization funded by taxpayer dollars, the Library must adopt best practices and modernize the operations; improve the workplace culture and work towards the goal of becoming one of the best managed libraries in Canada. The 2016 Budget begins to address the need for continuous improvement by building capacity to move forward.

City Council and the Administration have identified Quality of Life as a goal. The Library contributes a great deal to the quality of life in Saskatoon both in new and established neighbourhoods and the downtown core. It plays a role in enriching the social, recreational, educational, and cultural fabric of the community. The programs and services are designed to meet the needs of a diverse population. Modern Libraries are community builders and must be responsive to the needs of the communities it serves. Through community partnerships, SPL works to elevate the quality of life in Saskatoon for every citizen - from vulnerable populations to seniors to children. SPL meets Saskatonians' recreational, intellectual, and cultural needs through diverse programs and services. The 2016 Budget begins to build capacity to respond to the vibrant, diverse community in which it serves.

The City has embarked on a path to ensure that Saskatoon is known for smart, sustainable, and balanced growth. The vision of a vibrant City Centre is one that the Library shares. A modern and vibrant Central Library would greatly enhance and revitalize Saskatoon's City Centre; serve the people who reside in and around the City Centre; attract new residents to the core neighbourhoods resulting in an economic benefit to the downtown business community. Signature library buildings have been known to attract tourists in other vibrant cities such as Vancouver, Seattle and most recently, Halifax. A building designed to house and provide modern services supports creativity and innovation by providing community access to emerging technologies and flexible learning and recreational spaces. The 2016 Budget will transform the organization and set the foundation to begin addressing the need for a new Central Library.

Public Libraries can and do, contribute to the overall economic well-being of their communities. They help to prepare the workforce of tomorrow through literacy based programs and services for newcomers, teens, children, and babies. It offers products such as lynda.com free of charge to citizens – beginners and professionals alike - who need to upgrade any number of skills including business, software, technology, and creative skills. Offers programs and services to assist community members to upgrade their skills and seek employment. Public Libraries support creative, innovative, and entrepreneurial cities. Libraries of the past were founded on the notion of access to knowledge and information through physical books. Libraries of today and the future are still founded on the principle of access to knowledge and information but how SPL provides- that access has expanded to include new and emerging technologies, collaborative community spaces and curated on-line resources. The 2016 Budget will allow SPL to build the capacity to make even more significant contributions to the economic well-being of Saskatoon.

## At A Glance

### Usage and Membership

- In 2014, over 1.4 million visits to the 8 physical buildings, more than 1.4 million visits to the website, and over 1.5 million interactions on social media channels.
- The 2014 Benchmark Survey shows that 73% of respondents have an SPL membership. Memberships are free of charge and enable access to our physical and digital collections.

### Programs and Community Outreach

- SPL programs are offered free of charge for all Saskatoon residents. During 2014, over 112,650 people attended nearly 5,000 programs at SPL locations and at locations in the community.
- SPL participated in 584 outreach programs in the community in 2014, attended by more than 30,680 people.
- SPL has established relationships with local elementary and high schools and, in 2014, visited nearly 160 classrooms throughout the City.
- SPL participates in many community boards, committees, and partnerships in Saskatoon. In 2014, SPL staff connected with nearly 50 community partners.
- In 2014, the nine month Writer in Residence program assisted nearly 200 local writers. 2014/2015 marked the 34<sup>th</sup> year of providing this program to the Saskatoon writing community.





- In the summer of 2015, SPL provided children's programming support for forest fire evacuees at the Henk Ruys Soccer Centre and the SaskTel Sports Centre. As well, delivered books to the centres for all ages and offered Internet access.

## Collections and Online Access

- In 2014, Library users borrowed 3.2 million physical books, DVDs, CDs, magazines, and video games and accessed more than 389,000 electronic resources.
- In 2014, added the digital video and audio streaming service, hoopla™ digital and the eBook service 3M™ Cloud Library to allow more access to a wider variety of titles in digital formats.
- In 2014, SPL introduced a Twin Vision Braille book collection. This collection of picture books allows a blind child and a sighted adult, or a blind adult and a sighted child, to read together.
- Continuing to add to and digitize our specialized Local History collection which offers about 100,000 historical images of Saskatoon and the surrounding area.
- In 2015, added a subscription to lynda.com® to allow Saskatoon residents free access to hundreds of beginner to professional tutorials on business, software, technology and creative skills.
- SPL's website redesign project is set to be completed in the fall of 2015. The new site will be mobile friendly and meet or exceed accessibility standards.

## Facilities

- Offered 122 Internet computer stations with printing access for public use. In 2014, the computer stations were used 158,000 times. The free wireless Internet in all of SPL locations were used more than 31,000 times.
- SPL has 11 subsidized rooms for rent to community members and organizations.
- The Gallery at Frances Morrison Central Library showcases emerging and established artists in Saskatchewan. Thirteen gallery exhibits attracted more than 1,100 visitors in 2014.
- SPL is working with the City of Saskatoon on a renewal of Carlyle King Branch in 2015.
- A new branch in the Stonebridge area will open in 2016 to serve that growing part of the City. The plenary survey of nearly 700 Saskatoon residents showed that book and DVD collections, programs for all ages, space for studying and meeting, and computer access are top priorities for users.

## Key Challenges and Risks

### Infrastructure and Operations:

- Aging infrastructure of the Central Library as well as several Branch locations is also one of the two lead challenges. These sites will require a significant infusion of funds to bring them up to code and any renovation will require the application of accessibility standards which will result in a loss of square footage for services in facilities that are currently too small to adequately meet SPL's needs and the needs of the people it serves.
- Balancing growth and renewal is another key challenge. New neighbourhoods create a demand for service. Going forward, the Library must find a way to balance growth with much needed renewal of current sites.

### Financial:

- One of the two biggest challenges is attaining the internal capacity to modernize and transform the Library into an organization that is able to meet service demands and provide value for taxpayer dollars. The impact of a limited increase in FTEs over the past 10 years has left the Library with very little capacity to develop important internal programs and processes that one would expect to find in a modern, efficient community organization. Improving internal programs and processes is critical to respond to demands and provide value for taxpayer dollars.



## Major Initiatives 2016 - 2018

Implement the Following 4-Year Priorities:

- Develop a 5 Year Facilities Plan to ensure a planned approach for balancing growth and renewal; protect the significant investment made to infrastructure through infrastructure renewal; and provide safe and healthy spaces for employees and the public.

Implement the Following 10-Year Strategies:

- Design and develop a service model that responds to community needs and demands in 2016 and beyond. The model will address demands for Aboriginal and newcomer services, services to children and seniors, access to technology, literacy skills including digital literacy, virtual services including the development of our online collections and materials, community engagement, and community building initiatives.
- Increase capacity to respond to challenges by strategically increasing staffing levels in key areas, human resources planning and management, facilities planning and management, financial planning and management, public service planning and management (including services to Aboriginal and newcomer communities).

Other Ongoing Initiatives:

- Respond to City of Saskatoon growth with the opening of the Stonebridge Branch in 2016.

## Continuous Improvement

- Develop a Master Building Program for a new Central Library that will support the service model.
- Develop a 5 Year Technology Plan to ensure that technology is employed in a strategic fashion; capture new and emerging technologies and determine what role, if any, they have to play in the future; respond in a planned manner to the steadily increasing demands from the public for access to technology to bridge the digital divide; and use technology where possible to achieve operational efficiencies.
- Review financial management and processes as recommended in the 2013 Audit to gain efficiencies and adopt the best practices and provide value for taxpayer dollars.
- Develop human resources management and processes to gain efficiencies and adopt best practices and value for taxpayer dollars.
- Develop a Strategic Plan that addresses the need for continuous improvement; ensures value for taxpayer dollars; aligns the organization to meet the needs of the community by providing clear and consistent direction for all aspects of the organization; and ensures that resources are aligned to SPL's service model.

## Budget Implications

- New branch in the Stonebridge Neighbourhood is scheduled to open mid-year 2016. The 2016 budget impact for eight new FTEs and operating costs is \$615.0.
- The Saskatoon Public Library's budget is balanced with its own property tax mill rate as shown below:

### Increase in Property Taxes for Saskatoon Public Library

Increase in Property Levy over 2015	\$1,637.7
Less Estimated Revenue from Assessment Growth	<u>(\$672.2)</u>
Net Increase in Property Levy	<u>\$965.5</u>

**Percent Increase in Property Levy over 2015** **5.09%**



## Operating Summary

				2016 Budget				
		2014	2015	000's			Dollar	
	2014 Actual	Budget	Budget	Revenue	Exp/Rec	Net	Change	% Change
Library Property Levy	(18,028.3)	(17,835.2)	(19,273.2)	(20,940.9)	0.0	(20,940.9)	(1,667.7)	8.7%
Saskatoon Public Library	18,028.3	17,835.2	19,273.2	(940.7)	21,881.6	20,940.9	1,667.7	8.7%
Total	0.0	0.0	0.0	(21,881.6)	21,881.6	0.0	0.0	0.0%

Staff Complement	2015	2016	Difference
Full Time Equivalents	134.62	143.62	9.00

## Summary of Budget Changes

Service Line	Revenue Change			Expenditure Change					Net
	2015 Base	Change	2016 Budget	2015 Base	Base Adj	Growth & Cont Impr	Service Level	2016 Budget	2016 Budget
Library Property Levy	(19,273.2)	(1,667.7)	(20,940.9)	0.0	0.0	0.0	0.0	0.0	(20,940.9)
Saskatoon Public Library	(942.5)	1.8	(940.7)	20,215.7	592.1	718.0	355.8	21,881.6	20,940.9
<b>Total</b>	<b>(20,215.7)</b>	<b>(1,665.9)</b>	<b>(21,881.6)</b>	<b>20,215.7</b>	<b>592.1</b>	<b>718.0</b>	<b>355.8</b>	<b>21,881.6</b>	<b>0.0</b>

## Summary of Funded Capital Investments

Service Line	2016	2017	2018	2019	2020
Library Property Levy	0.0	0.0	0.0	0.0	0.0
Saskatoon Public Library	201.0	200.0	200.0	6,200.0	700.0
<b>Total</b>	<b>201.0</b>	<b>200.0</b>	<b>200.0</b>	<b>6,200.0</b>	<b>700.0</b>

## Financing for Funded Capital Investments

Funding Source	2016	2017	2018	2019	2020
PUBLIC LIB CAP EXP'N FUND	0.0	0.0	0.0	2,150.0	0.0
PUBLIC LIBRARY EQUIP REPL RES	201.0	200.0	200.0	200.0	200.0
PUBLIC LIBRARY NEW CENTRAL LIBRARY RESERVE	0.0	0.0	0.0	3,850.0	500.0
<b>Total</b>	<b>201.0</b>	<b>200.0</b>	<b>200.0</b>	<b>6,200.0</b>	<b>700.0</b>
Unfunded	0.0	0.0	0.0	0.0	0.0





## Library Property Levy

### Overview

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

Operating Budget:	2014 Actuals	2014 Budget	2015 Budget	2016 Budget	Dollar Change	% Change
Property Levy	(17,685.1)	(17,635.2)	(18,973.2)	(20,610.9)	(1,637.7)	8.6%
Supplementary Prop Levy	(343.2)	(200.0)	(300.0)	(330.0)	(30.0)	10.0%
<b>Total</b>	<b>(18,028.3)</b>	<b>(17,835.2)</b>	<b>(19,273.2)</b>	<b>(20,940.9)</b>	<b>(1,667.7)</b>	<b>8.7%</b>

Staff Complement	2015	2016	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
	2015 Base	Change	2016 Budget	2015 Base	Base Adj	Growth & Cont Impr	Service Level	2016 Budget	2016 Budget
Library Property Levy	(19,273.2)	(1,667.7)	(20,940.9)	0.0	0.0	0.0	0.0	0.0	(20,940.9)

#### Revenue Changes:

- The net property tax revenue increase of \$965.5 required to balance the budget is a 5.09% increase over 2015.
- Revenue resulting from assessment growth revenue of \$672.2 is estimated for 2016.
- Increased building activity and assessments are expected to increase supplementary taxation revenue by \$30.0 that is billed for properties that come into the Assessment base partway through the year and were not included in the property levy.

### Summary of Capital Investments

There are no capital investments for Library Property Levy.



## Saskatoon Public Library

### Overview

Saskatoon Public Library consists of the central library and seven branches located throughout the City of Saskatoon with the eighth branch opening in 2016. The library provides educational, informational, recreational, and cultural opportunities through its large collection and the variety of programs it offers. There are over 824,000 physical items in the Library's collection including books, magazines, newspapers, DVDs, music, and games, as well as electronic resources such as e-books and databases. The Library also offers programming related to literacy (e.g. Children's Summer Reading Game), literature (e.g. Writer in Residence program) and education on a wide variety of topics (e.g. Seniors' Computer Literacy). The Library's resources are available, free of charge, to every citizen of Saskatoon.

Operating Budget:	2014 Actuals	2014 Budget	2015 Budget	2016 Budget	Dollar Change	% Change
Revenue	(341.0)	(316.3)	(291.3)	(289.5)	1.8	-0.6%
Province of Saskatchewan	(674.6)	(651.2)	(651.2)	(651.2)	0.0	0.0%
Staff Compensation	10,586.3	11,025.5	11,368.9	12,342.4	973.5	8.6%
Operating Cost	6,444.1	5,761.3	6,130.7	6,807.8	677.1	11.0%
Cost Recovery	(6.0)	(3.6)	(5.6)	(5.6)	0.0	0.0%
Capital Contribution	2,019.5	2,019.5	2,721.7	2,737.0	15.3	0.6%
<b>Total</b>	<b>18,028.3</b>	<b>17,835.2</b>	<b>19,273.2</b>	<b>20,940.9</b>	<b>1,667.7</b>	<b>8.7%</b>

Staff Complement	2015	2016	Difference
Full Time Equivalents	134.62	143.62	9.00

### Summary of Operating Changes

#### Summary of Budget Changes

Service Line	Revenue Change			Expenditure Change				Net
	2015 Base	Change	2016 Budget	2015 Base	Base Adj	Growth & Cont Impr	Service Level	2016 Budget
Saskatoon Public Library	(942.5)	1.8	(940.7)	20,215.7	592.1	718.0	355.8	21,881.6
								20,940.9

#### Revenue Changes:

- Decrease in Fines-Late Charge revenue of \$10.0 due to telephone notification system and change in policy.
- Revenue from the Municipal Services Agreement increased by \$1.2 for a new agreement entered into with the Yellow Quill First Nation.

#### Growth:

- The new branch in the Stonebridge neighbourhood is scheduled to open mid-year 2016. In 2016, eight new FTEs are required to staff the new Stonebridge Neighbourhood branch library. The full cost of these FTEs is \$650.0 however will be hired part way through the year resulting in an impact to the 2016 budget of \$406.0. Operating costs (other than staff compensation) increased by \$209.0 for the new branch which includes lease and maintenance costs.
- The increase of one new FTE is required due to city growth. The full cost of this FTE is \$121.2 however will be hired part way through the year resulting in a total impact to the 2016 budget of \$111.3.
- Increase of \$12.0 for a number of small growth related increases such as additional computers for the public and increased technology to accommodate workload change.

#### Continuous Improvements:

- Decrease of \$10.0 as volume of posted mail is reduced.



- Decrease of \$10.3 in staffing efficiencies.

## **Service Level Changes:**

- Increase of \$175.0 for a service/staffing review, strategic planning, financial process review and contract work required for Information Technology and Human Resources departments.
- Increase of \$130.3 for staff training and development.
- Increase of \$34.0 to provide updated copier and scanning services to patrons and staff throughout the libraries.
- Increase of \$16.5 in expenditures due to increased program offerings to patrons and improvements in service levels which impact staffing levels.

## **Capital Contributions:**

- Increase in capital contribution for the Public Library Capital Expansion Reserve (PLCEF) of \$10.8 and the Public Library Equipment Replacement Reserve (PLERR) of \$4.5.

## **Other Significant Change:**

- Staffing increments, including contractual and payroll cost increases accounted for \$349.2 in 2016.

Funded Capital Projects		2016	2017	2018	2019	2020
P0838	LIBR-EQUIPMENT REPLACEMENT	201.0	200.0	200.0	200.0	200.0
P1761	LIBR-NEW CENTRAL LIBRARY CONSTRUCTION	0.0	0.0	0.0	6,000.0	500.0
<b>Total</b>		<b>201.0</b>	<b>200.0</b>	<b>200.0</b>	<b>6,200.0</b>	<b>700.0</b>

## Summary of Capital Investments

2016 Saskatoon Public Library Capital investments include one funded project totaling \$201.0 for equipment replacement.

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

There is no operating impact for 2016 for Library capital projects.



## Operating Budget

\$(359.0) million

## Capital Budget

\$0.0 million



## STRATEGIC GOALS:



Asset & Financial Sustainability



Economic Diversity & Prosperity

## Overview

The property levy is the amount required from property taxes to balance the operating budget. The operating budget changes on an annual basis due to service level changes, growth impacts and inflation among other variables. The 2016 budget saw expenditures increase by \$23.8 million (5.3%) while operating revenues increased by \$16.3 million (3.68%), creating a funding gap of \$7.5 million. In order to balance the operating budget and reduce the funding gap to zero, an increase of 3.96% required from property taxes is included in the budget.

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.

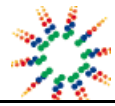
## At A Glance

### Preliminary Assessment Roll for 2015:

Total Assessment for Saskatoon: \$ 40,414,997,500

Total Number of Properties: 89,838

Total Taxable Residential Condos: 19,817



Total Taxable Residential (less than 4 units): 62,938

Total Taxable Assessment: \$32,216,927,200

Taxable portion: \$24,839,375,364 (77.1% of total)

Exempt portion: \$7,377,551,836 (22.9% of total)

## Key Challenges and Risks

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

## Major Initiatives 2016-2018

Implement the Following 10-Year Strategy:

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

## Performance Measures

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

- Increase citizen satisfaction by implementing a tax estimator on the website, developing a video explaining the impact of Assessment and Taxation to citizens, increasing online payment functionality, and completing a project charter for Automated Metering Infrastructure (AMI).

### **Municipal Property Tax as a Percentage of Total Municipal Revenues (Indicator):**

- Identify new revenue sources to reduce reliance on municipal property taxes.

### **Annual Municipal Property Tax Increase Equal to or Less than the Municipal Price Index:**

- Maintain the integrity of the assessment process through working with the Solicitor's Office to mitigate for potential losses through appeals.

## Budget Implications

- The increase is \$7.5 million or 3.96% which includes \$3.7 million (or 1.95%) for the amounts dedicated to "Building Better Roads", \$0.4 million (or 0.2%) dedicated to the debt repayment for Traffic Noise Attenuation and \$1.0 million (or 0.55%) dedicated to snow and ice management.
- The total 2016 expenditure increase for tax-supported services is 5.6%. This increase includes the \$3.7 million, the \$0.4 million and the \$1.0 million described above.
- Assessment growth of \$6.7 million which includes the boundary road annexation properties incorporated into the City on September 1, 2015. This adjustment is linked to the increased building activity in the city over the past few years which continues to favorably impact the assessment base.
- The Municipal Revenue Sharing Grant has been increased by \$1.1 million for a total of \$48.5 million in 2016.
- Grants in Lieu of Taxes from civic utilities and the Saskatoon Land have increased by \$832.9 over 2015.
- An increased return on investment (ROI) from the utilities of \$3.0 million is anticipated in 2016 due to the first year of an ROI for the Water and Wastewater Utilities.

# Taxation and General Revenues



City of Saskatoon

Operating & Capital Budget  
Approved 2016

Taxation and General

## Operating Summary

	2014 Actual	2014 Budget	2015 Budget	2016 Budget			Dollar Change	% Change
				000's Revenue	000's Exp/Rec	000's Net		
Property Levy	(177,863.7)	(177,752.5)	(192,301.7)	(206,624.7)	646.0	(205,978.7)	(13,677.0)	7.1%
Grants in Lieu of Taxes	(33,134.1)	(32,836.5)	(34,524.4)	(35,739.2)	0.0	(35,739.2)	(1,214.8)	3.5%
Municipal Revenue Sharing Grant	(45,954.7)	(46,250.0)	(47,439.3)	(48,533.3)	0.0	(48,533.3)	(1,094.0)	2.3%
General Revenue	(55,732.6)	(51,984.8)	(54,333.1)	(59,504.8)	0.0	(59,504.8)	(5,171.7)	9.5%
Fines and Penalties	(7,880.0)	(7,214.6)	(8,252.7)	(12,501.7)	4,233.5	(8,268.2)	(15.5)	0.2%
Other Levies	(908.7)	(569.2)	(839.0)	(1,993.1)	1,049.5	(943.6)	(104.6)	12.5%
<b>Total</b>	<b>(321,473.8)</b>	<b>(316,607.6)</b>	<b>(337,690.2)</b>	<b>(364,896.8)</b>	<b>5,929.0</b>	<b>(358,967.8)</b>	<b>(21,277.6)</b>	<b>6.3%</b>

Staff Complement	2015	2016	Difference
Full Time Equivalents	0.00	0.00	0.00

## Summary of Budget Changes

Service Line	Revenue Change			Expenditure Change					Net
	2015 Base	Change	2016 Budget	2015 Base	Base Adj	Growth & Cont Impr	Service Level	2016 Budget	2016 Budget
Property Levy	(192,744.2)	(13,880.5)	(206,624.7)	442.5	0.0	203.5	0.0	646.0	(205,978.7)
Grants in Lieu of Taxes	(34,524.4)	(1,214.8)	(35,739.2)	0.0	0.0	0.0	0.0	0.0	(35,739.2)
Municipal Revenue Sharing Grant	(47,439.3)	(1,094.0)	(48,533.3)	0.0	0.0	0.0	0.0	0.0	(48,533.3)
General Revenue	(54,333.1)	(5,171.7)	(59,504.8)	0.0	0.0	0.0	0.0	0.0	(59,504.8)
Fines and Penalties	(12,086.2)	(415.5)	(12,501.7)	3,833.5	400.0	0.0	0.0	4,233.5	(8,268.2)
Other Levies	(1,872.3)	(120.8)	(1,993.1)	1,033.3	16.2	0.0	0.0	1,049.5	(943.6)
<b>Total</b>	<b>(342,999.5)</b>	<b>(21,897.3)</b>	<b>(364,896.8)</b>	<b>5,309.3</b>	<b>416.2</b>	<b>203.5</b>	<b>0.0</b>	<b>5,929.0</b>	<b>(358,967.8)</b>

## Summary of Funded Capital Investments

Service Line	2016	2017	2018	2019	2020
Property Levy	0.0	0.0	0.0	0.0	0.0
Grants in Lieu of Taxes	0.0	0.0	0.0	0.0	0.0
Municipal Revenue Sharing Grant	0.0	0.0	0.0	0.0	0.0
General Revenue	0.0	0.0	0.0	0.0	0.0
Fines and Penalties	0.0	0.0	0.0	0.0	0.0
Other Levies	0.0	0.0	0.0	0.0	0.0
<b>Total</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>



## Property Levy

### Overview

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

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

Operating Budget:	2014 Actuals	2014 Budget	2015 Budget	2016 Budget	Dollar Change	% Change
Property Levy	(174,576.5)	(174,083.7)	(189,069.2)	(203,249.7)	(14,180.5)	7.5%
Supplementary Prop Levy	(3,368.5)	(3,750.0)	(3,675.0)	(3,375.0)	300.0	-8.2%
Operating Cost	81.2	81.2	442.5	646.0	203.5	46.0%
<b>Total</b>	<b>(177,863.8)</b>	<b>(177,752.5)</b>	<b>(192,301.7)</b>	<b>(205,978.7)</b>	<b>(13,677.0)</b>	<b>7.1%</b>

Staff Complement	2015	2016	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 2016 Budget
	2015 Base	Change	2016 Budget	2015 Base	Base Adj	Growth & Cont Impr	Service Level	2016 Budget
Property Levy	(192,744.2)	(13,880.5)	(206,624.7)	442.5	0.0	203.5	0.0	646.0
								(205,978.7)

#### Revenue Growth:

- Assessment growth of \$6.7 million for 2016 including new properties annexed in 2015.
- An adjustment to reduce supplementary taxation by \$300.0 is estimated for 2016 which is comparable to prior year results for the properties that come into the Assessment base part way through the year that are not included in the property levy.

#### Expenditure Growth:

- Tax loss compensation has increased by \$203.5 due to the 2015 annexation.

#### Property Tax:

Property Tax Levy changes are a direct result of changes to other areas of the operating budget, including service level changes, growth impacts and inflation. In 2016, expenditures increased by \$22.5 million while operating revenues increased by \$15.0 million creating an overall funding gap of \$7.5 million. An increase of \$7.5 million (a 3.96% increase over 2015) is required to balance the budget. This increase is made up of the following:

- Dedicated Road Increase:** An increase dedicated to roads of \$3.7 million or 1.95% has been added. This is the third year of a four year phase-in of the increase dedicated to Building Better Roads.
- Traffic Noise Attenuation Increase:** An increase to the property taxes of \$378.1 or 0.2% has been added for debt repayment on future traffic noise attenuation projects. This is the third year of a four year phase-in of the increase dedicated to Traffic Noise Attenuation.





- Dedicated Snow & Ice Increase: An increase dedicated to snow & ice management of \$1.04 million or 0.55% has been added to the 2016 budget.
- Remaining Civic Services: An increase of \$2.4 million or 1.26% is required to for all remaining civic services, including Policing.

## Summary of Capital Investments

There are no capital investments for Property Levy.





## Grants in Lieu of Taxes

### Overview

Grants-in-lieu of taxation are received from Federal and Provincial governments for properties they own but are exempt from taxation. 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:	2014 Actuals	2014 Budget	2015 Budget	2016 Budget	Dollar Change	% Change
Grant-in-Lieu of Taxes - Fed/Prov	(4,779.0)	(4,450.0)	(4,980.0)	(5,180.0)	(200.0)	4.0%
Grant-in-Lieu Taxes Civic Utilities/Land	(28,355.1)	(28,386.5)	(29,544.4)	(30,559.2)	(1,014.8)	3.4%
<b>Total</b>	<b>(33,134.1)</b>	<b>(32,836.5)</b>	<b>(34,524.4)</b>	<b>(35,739.2)</b>	<b>(1,214.8)</b>	<b>3.5%</b>

Staff Complement	2015	2016	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
	2015 Base	Change	2016 Budget	2015 Base	Base Adj	Growth & Cont Impr	Service Level	2016 Budget	2016 Budget
Grants in Lieu of Taxes	(34,524.4)	(1,214.8)	(35,739.2)	0.0	0.0	0.0	0.0	0.0	(35,739.2)

#### Revenue Changes:

- Federal and Provincial grants-in-lieu of taxation have increased \$200.0 due to the 2016 mill rate increase.
- The Saskatoon Land grants-in-lieu of taxation has increased by \$74.4 due to higher land inventory in new areas of the City.
- The total 2016 Civic Utility grants-in-lieu of taxation increased by \$453.0 for the Water Utility, \$220.5 for the Wastewater Utility and \$266.9 for Saskatoon Light & Power for a total increase of \$940.4

### Summary of Capital Investments

There are no capital investments for Grants-in-Lieu of Taxes.



## Municipal Revenue Sharing Grant

### Overview

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

Operating Budget:	2014 Actuals	2014 Budget	2015 Budget	2016 Budget	Dollar Change	% Change
Municipal Revenue Sharing Grant	(45,954.7)	(46,250.0)	(47,439.3)	(48,533.3)	(1,094.0)	2.3%
<b>Total</b>	<b>(45,954.7)</b>	<b>(46,250.0)</b>	<b>(47,439.3)</b>	<b>(48,533.3)</b>	<b>(1,094.0)</b>	<b>2.3%</b>

Staff Complement	2015	2016	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
	2015 Base	Change	2016 Budget	2015 Base	Base Adj	Growth & Cont Impr	Service Level	2016 Budget	2016 Budget
Municipal Revenue Sharing Grant	(47,439.3)	(1,094.0)	(48,533.3)	0.0	0.0	0.0	0.0	0.0	(48,533.3)

#### Revenue Change:

- The Municipal Revenue Sharing Grant from the Province of Saskatchewan has been estimated for 2016 at \$48.5 million which is a \$1.1 million increase from the 2015 budget based on an increase in Provincial sales tax revenue to the Province of Saskatchewan.

### 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:	2014 Actuals	2014 Budget	2015 Budget	2016 Budget	Dollar Change	% Change
Revenue	(24,065.8)	(23,896.2)	(23,539.7)	(26,600.7)	(3,061.0)	13.0%
Prov Utility Franchise Fees	(21,390.5)	(18,820.0)	(19,735.0)	(21,752.5)	(2,017.5)	10.2%
Interest Earnings	(10,142.8)	(9,151.0)	(10,915.5)	(11,008.7)	(93.2)	0.9%
Grant-in-Lieu of Taxes - Prov Utility	(158.9)	(142.9)	(142.9)	(142.9)	0.0	0.0%
Transfer to/from Reserves	25.3	25.3	0.0	0.0	0.0	0.0%
<b>Total</b>	<b>(55,732.7)</b>	<b>(51,984.8)</b>	<b>(54,333.1)</b>	<b>(59,504.8)</b>	<b>(5,171.7)</b>	<b>9.5%</b>

Staff Complement	2015	2016	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
	2015 Base	Change	2016 Budget	2015 Base	Base Adj	Growth & Cont Impr	Service Level	2016 Budget
General Revenue	(54,333.1)	(5,171.7)	(59,504.8)	0.0	0.0	0.0	0.0	0.0
								(59,504.8)

#### Revenue Changes:

- Return on Investment (ROI) has increased by \$3.0 million for the 2016 budget year (\$1.7 million from the Water Utility and \$1.3 million from the Wastewater Utility). 2016 is the first year of a five year phase-in plan to establish an ROI from the Water and Wastewater Utilities based on 10 percent of metered and fixed revenue.
- An increase of \$2.0 million in Provincial Utility Franchise Fees is attributed to an expected increase in the SaskPower Franchise Fee resulting from an overall 2.0% rate increase (Sept. 2015), infill growth, and increased consumption. SaskEnergy and Trans-Gas franchise fees are expected to remain constant for the 2016 budget year.
- Interest Earnings is anticipating an increase of \$93.2 due to slightly higher cash balances held at financial institutions. The interest stabilization reserve remains in a sufficient balance, so no transfer is necessary in 2016 allowing for a marginal mill rate benefit.
- Licenses and permits are anticipated to increase by \$19.0 based on the estimated number of contractors in the City.
- Tax searches and certificates are expected to increase by \$12.0 based on the current number of users requesting searches.
- Commissions and other revenue are anticipating an increase of \$30.0 due to the actual number of non-sufficient-funds (NSF), stale-dates and other revenues/fees being received.

### Summary of Capital Investments

There are no capital investments for General Revenues.



## Fines and Penalties

### Overview

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

Operating Budget:	2014 Actuals	2014 Budget	2015 Budget	2016 Budget	Dollar Change	% Change
Traffic Bylaw Violations	(4,893.7)	(4,558.0)	(5,158.0)	(5,158.0)	0.0	0.0%
Parking Bylaw Violations	(4,492.4)	(4,000.0)	(4,600.0)	(4,600.0)	0.0	0.0%
Other Bylaw Violations	(242.8)	(230.1)	(228.2)	(243.7)	(15.5)	6.8%
Operating Cost	3,409.8	2,600.9	2,833.5	3,233.5	400.0	14.1%
Capital Contribution	1,185.7	700.0	1,000.0	1,000.0	0.0	0.0%
Traffic Automated Enforcement (RLC)	(2,846.7)	(1,727.4)	(2,100.0)	(2,500.0)	(400.0)	19.0%
<b>Total</b>	<b>(7,880.1)</b>	<b>(7,214.6)</b>	<b>(8,252.7)</b>	<b>(8,268.2)</b>	<b>(15.5)</b>	<b>0.2%</b>

Staff Complement	2015	2016	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
	2015 Base	Change	2016 Budget	2015 Base	Base Adj	Growth & Cont Impr	Service Level	2016 Budget
Fines and Penalties	(12,086.2)	(415.5)	(12,501.7)	3,833.5	400.0	0.0	0.0	4,233.5
								(8,268.2)

#### Revenue Changes:

- Automated traffic enforcement revenue (red light cameras) is expected to increase \$400.0 based on an anticipated increase in the number of violations.
- Animal bylaw violations are anticipating an increase of \$15.5 based on the anticipated number of violations that we are currently seeing.

#### Other Significant Change:

- Cost increases of \$400.0 (justice system administration costs, prisoner escort costs, and collection agency costs) to reflect the current and projected revenue/cost structure relating to automated traffic enforcement (red light cameras).

### Summary of Capital Investments

There are no capital investments for Fine and Penalties.

# Taxation and General Revenues



City of Saskatoon  
Fines and Penalties

Operating & Capital Budget  
Approved 2016



**Operating Budget**  
\$102.2 million

**Capital Budget**  
\$64.5 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 is 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 Saskatoon residents.

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.

Transportation also involves traffic signal operation, parking control and enforcement, street lighting, seasonal lighting, sidewalk and back lane maintenance, traffic noise 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. 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; 48 interchanges and overpasses; and, 24 pedestrian overpasses and tunnels.
- Roads and sidewalks: 4,005 lane km of paved roadways; 200 lane km of gravel roadways; 1,932 km of sidewalks; 453 km of back lanes.
- Public transit fleet is comprised of 146 conventional 40-foot diesel buses (37 are high floor), 10 articulating, six mid-sized low floor 26-foot diesel buses and 26 Access Transit buses, for a total of 188 buses.
- Transit operates 365 days a year, and in 2015 had ridership of approximately 12 million.
- 26 bus routes operate on 276 km of streets providing service to 1,668 bus stops.
- Total number of metered parking stalls: 2,800.



- Total number of traffic signals: 285.
- Total number of traffic count stations: 520.
- Total kilometres of dedicated cycling facilities: 1,194.
- Number of work requests issued from Public Works Customer Service Center: 38,000.
- Approximately 2,300 walkways are maintained between May and September.
- Over 2,845 tonnes of asphalt was used to repair 163,000 potholes in 2015.
- 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: 30,340.
- Total number of seasonal decorations on street lights: 483.

## Key Challenges and Risks

### Infrastructure and Operations:

- Dedicated funding is not available for major transportation infrastructure required to improve system capacity as the city grows, including interchanges and bridges. Currently, funding for this required infrastructure must compete with other projects and programs funded from property taxes or rely on one time external funding.
- Maintaining the pace of growth and development while developing new policies under the Growth Plan.
- For operating programs in particular, meeting service expectations with available funding.

### Financial:

- Ensuring adequate funding to preserve existing infrastructure while maintaining current pace of growth.

### People:

- Recruiting and retaining skilled trades people.

## Major Initiatives 2016-2018

Implement the Following 4-Year Priorities:

- Continue to implement the Neighbourhood Traffic Management Process.
- Build the North Commuter Parkway project and Traffic Bridge.
- Establish a long-term transit strategy, approved by City Council, setting out the appropriate mix of frequency versus coverage within a vision of rapid transit corridors linking neighbourhoods and creating a guide to investment, transportation and urban planning decision-making.
- Continue to implement the Intelligent Transportation System project and significant software upgrades to improve transit customer experience.
- Continue to support the Province on the Perimeter Highway project.
- Build interchanges at Boychuk Drive and Highway 16 and at College Drive and McOrmond Drive to improve traffic flows and enhance safety as the areas continue to develop.
- Utilize automated road condition assessment technology to provide a condition assessment of all of Saskatoon's roadways in an objective manner at the same point in time to truly assess the overall condition of the roadway network and to assist in establishing service levels for the repair and rehabilitation of our roadway network.
- Continue to focus on improving the condition of the transportation network through the Building Better Roads initiative.



- Establish decorative lighting policies and procedures that support the desire to be a more attractive “winter” city.

Implement the Following 10-Year Strategies:

- Implement the 10 year major transportation network priorities as part of the Growth Plan.
- Continue to evaluate and define the condition of Saskatoon’s transportation network and recommend funding levels to achieve the level of service endorsed by City Council.

## Continuous Improvement

- Improve the level of customer service and the effectiveness of communications in all areas.
- Utilize innovative strategies to minimize impacts on traffic flows and ensure safety in work zones during project construction.
- Automate operations of the Sign Shop to better track work orders and provide more timely communication to the public on road closures.
- Strengthen the collaboration between divisions to ensure a coordinated approach in the delivery of services.
- Transit will continue to review and develop cost effective improvements to service based on data, appropriate software and technologies, and industry best practice.
- Through automated and semi-automated data collection a proper baseline of the complete pavement condition will be created allowing for better decision making and funding allocation.
- Continue to formalize Levels of Service for all operations within Public Works which will enhance stakeholder awareness of the service delivery for each program, improve communications, and understanding of program deliverables.
- Adjust scheduling within Public Works Roadways to provide better coverage over a seven day period which will reduce overtime requirements and provide more consistent service.
- Continue to apply and evaluate anti-icing strategies to improve snow and ice management operations to improve motorist safety and ease of movement.
- Improve sanding operations by monitoring application rates to improve traction during the winter and reduce Spring street cleaning.
- Parking meter upgrade project will improve customer service experience and efficiencies in operations.
- Continue with improved coordination for street sweeping between responsible divisions for boulevard/ medians and developing neighbourhoods to provide for a more effective and efficient program which will provide for a cleaner roadway.
- Optimize and coordinate snow removal on pathways and sidewalks to ensure practical coverage and timely operations in conjunction with Bylaw requirements.
- Investigate the opportunity to upgrade existing street and park lighting to utilize light emitting diode (LED) fixtures to reduce energy consumption.

## Performance Measures

### **20% of People Use Cycling, Walking or Transit to get to Work:**

- Implement the strategic plan for Active Transportation to increase the number of people walking and cycling to work.
- Develop a Transportation Master Plan using outputs from the Active Transportation Strategic Plan and the *Growth Plan to Half a Million*.

### **Increase Transit Ridership to 62 Rides per Capita:**

- Initiate an innovative marketing campaign highlighting the Online Trip Planner, Real Time Mapping services, and more social media to make transit “cool”.





- Create a reliable data bank to assess operations for decisions that contribute to more reliable transit service.
- Develop a long-term transit strategy, and implement route changes and service improvements to better meet the needs of commuters.

**Increase the amount of Cycling-Specific Infrastructure by 10%:**

- Complete implementation and monitor the demonstration project for separated bike lanes.
- Incorporate more linear parks that accommodate cycling in new neighbourhoods.

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

- Decrease the average amount of electricity consumed for street and park lighting by using LED fixtures in new neighbourhoods and investigating the opportunity to upgrade existing lighting to LED fixtures.
- Optimize snow operations and utilize newer transit buses to reduce fuel consumption and emissions.

## 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 increase of \$168.3, representing 0.1% of a mill, to the Active Transportation Reserve initiated in 2014 in response to a need for dedicated funding for active transportation initiatives.
- An increase of \$378.1, representing 0.2% of a mill, to the Traffic Noise Attenuation Reserve to phase in debt repayment for retrofit traffic noise attenuation borrowing beginning in 2016.
- The Transportation Infrastructure Reserve has been increased by \$264.8 including a recommended increase of \$170.2, representing 0.09% of a mill; and a one-time allocation of \$94.6 from the Neighbourhood Land Development Fund to address the asset funding gap on back lanes and boundary roads.
- The Paved Roadways Infrastructure Reserve has been increased by \$7.2 million including a \$3.5 million Roadway Levy in response to the infrastructure deficit recognized in the Road Maintenance service line. Included in this is the third and final phase in of an annual contribution of \$6.0 million from the Water/Waste Water Utility in the amount of \$2.0 million. In addition, a one-time allocation of \$1.7 million from the Neighbourhood Land Development Fund is being made to the Paved Roadways Infrastructure Reserve. This funding will help to support the Building Better Roads initiative.
- The Bridge Major Repair Reserve has a net increase of \$150.0. The third year of a three year phase in of temporary funding in the amount of \$750.0 required to begin building the base operations budget for the North Commuter Bridge has been deferred to 2017. This temporary funding is used for rehabilitation projects.
- 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 \$2.5 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 27 projects for \$44.2 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 will continue in 2016. Transportation Services continues to plan future transportation needs and prepare functional planning studies. Traffic Noise Attenuation, through borrowing \$13.9 million, will put forward a program of \$15.5 million in 2016. Intersection improvements have also been identified with a budget of \$1.8 million. Parking Services will continue the implementation of multi-space parking meters.
- In addition to the expenditure increases for growth and inflation shown in this business line, a service level adjustment in the amount of \$445.0 has been put forward in the Snow and Ice Management service line to provide for an increased level of service for clearing sidewalk ramps in the business districts as well as for the application of chemicals required for ice control. Transit also includes an increase of \$123.7 to provide extended service hours to the Evergreen Neighbourhood.



- Revenues have been identified in the Transportation service line in the amount of \$182.0 representing vehicle permit fees, right of way permit fees and sidewalk and crossing permit fees.
- An increase of \$1,039.9 has been added by City Council during budget deliberations to increase the service level provided by the Snow and Ice program with the potential of carrying out a City wide snow removal program and building the required snow storage facilities in the future. This represents 0.55% of a mill in 2016 and the same percentage will be added to the budget from 2017 to 2020. The Administration will report back to City Council each year during budget deliberations to provide information to assist City Council in deciding on the actual addition to be added to the mill rate.



## Operating Summary

	2016 Budget							
	2014 Actual	2014 Budget	2015 Budget	000's			Dollar Change	% Change
				Revenue	Exp/Rec	Net		
Transit Operations	24,811.3	22,918.6	24,612.6	(14,592.1)	40,827.3	26,235.2	1,622.6	6.6%
Access Transit	3,391.1	3,348.8	3,412.8	(1,240.9)	4,691.2	3,450.3	37.5	1.1%
Transportation Services	7,459.8	7,006.9	7,643.3	(298.5)	8,400.9	8,102.4	459.1	6.0%
Road Maintenance	26,523.9	27,382.6	33,292.0	(281.4)	39,396.2	39,114.8	5,822.8	17.5%
Snow & Ice Management	12,549.9	10,273.2	11,084.8	(559.5)	13,283.5	12,724.0	1,639.2	14.8%
Street Cleaning & Sweeping	4,114.0	3,119.5	3,320.0	0.0	3,799.4	3,799.4	479.4	14.4%
Bridges, Subways, Overpasses	4,083.4	4,162.8	5,163.3	0.0	5,323.2	5,323.2	159.9	3.1%
Street Lighting	5,833.2	5,623.8	5,964.4	(31.1)	5,911.3	5,880.2	(84.2)	-1.4%
Parking	(3,467.5)	(3,378.6)	(3,224.6)	(5,907.3)	2,738.4	(3,168.9)	55.7	-1.7%
Impound Lot	(39.0)	0.0	0.0	(530.3)	530.3	0.0	0.0	0.0%
Engineering	610.7	741.0	745.5	0.0	764.1	764.1	18.6	2.5%
Total	85,870.8	81,198.6	92,014.1	(23,441.1)	125,665.8	102,224.7	10,210.6	11.1%

Staff Complement	2015	2016	Difference
Full Time Equivalents	604.05	603.89	(0.16)

## Summary of Budget Changes

Service Line	Revenue Change			Expenditure Change					Net
	2015 Base	Change	2016 Budget	2015 Base	Base Adj	Growth & Cont Impr	Service Level	2016 Budget	2016 Budget
Transit Operations	(15,492.1)	900.0	(14,592.1)	40,104.7	598.9	0.0	123.7	40,827.3	26,235.2
Access Transit	(1,240.9)	0.0	(1,240.9)	4,653.7	37.5	0.0	0.0	4,691.2	3,450.3
Transportation Services	(113.9)	(184.6)	(298.5)	7,757.2	97.3	0.0	546.4	8,400.9	8,102.4
Road Maintenance	(268.1)	(13.3)	(281.4)	33,560.1	149.2	0.0	5,686.9	39,396.2	39,114.8
Snow & Ice Management	(533.2)	(26.3)	(559.5)	11,618.0	180.6	0.0	1,484.9	13,283.5	12,724.0
Street Cleaning & Sweeping	0.0	0.0	0.0	3,320.0	479.4	0.0	0.0	3,799.4	3,799.4
Bridges, Subways, Overpasses	0.0	0.0	0.0	5,163.3	9.9	150.0	0.0	5,323.2	5,323.2
Street Lighting	(29.6)	(1.5)	(31.1)	5,994.0	(109.7)	27.0	0.0	5,911.3	5,880.2
Parking	(6,907.3)	1,000.0	(5,907.3)	3,682.7	(944.3)	0.0	0.0	2,738.4	(3,168.9)
Impound Lot	(825.0)	294.7	(530.3)	825.0	(294.7)	0.0	0.0	530.3	0.0
Engineering	0.0	0.0	0.0	745.5	18.6	0.0	0.0	764.1	764.1
<b>Total</b>	<b>(25,410.1)</b>	<b>1,969.0</b>	<b>(23,441.1)</b>	<b>117,424.2</b>	<b>222.7</b>	<b>177.0</b>	<b>7,841.9</b>	<b>125,665.8</b>	<b>102,224.7</b>

## Summary of Funded Capital Investments

Service Line	2016	2017	2018	2019	2020
Transit Operations	2,090.0	7,140.0	7,090.0	7,580.0	5,290.0
Access Transit	425.0	250.0	250.0	250.0	250.0
Transportation Services	21,175.0	3,645.0	3,710.0	4,260.0	3,365.0
Road Maintenance	33,738.0	32,824.0	32,824.0	32,824.0	31,824.0
Snow & Ice Management	0.0	0.0	0.0	0.0	0.0
Street Cleaning & Sweeping	0.0	0.0	0.0	0.0	0.0
Bridges, Subways, Overpasses	6,481.0	864.0	9,418.0	23,934.0	3,503.0
Street Lighting	0.0	0.0	0.0	0.0	0.0
Parking	595.0	100.0	60.0	125.0	125.0
Impound Lot	0.0	0.0	0.0	0.0	0.0
Engineering	0.0	0.0	0.0	0.0	0.0
<b>Total</b>	<b>64,504.0</b>	<b>44,823.0</b>	<b>53,352.0</b>	<b>68,973.0</b>	<b>44,357.0</b>



## Financing for Funded Capital Investments

Funding Source	2016	2017	2018	2019	2020
ACCESS TRANSIT CAPITAL RESERVE	425.0	250.0	250.0	250.0	250.0
ACTIVE TRANSPORTATION RESERVE	450.0	500.0	500.0	500.0	500.0
BORROWING	13,909.0	0.0	0.0	0.0	0.0
BRIDGE MAJOR REPAIR RESERVE	6,231.0	789.0	9,368.0	3,859.0	3,453.0
GENERAL PPD SERV-ENGINEERING	16.0	0.0	16.0	0.0	16.0
INFRA GAS TAX PROGRAM	0.0	4,950.0	0.0	0.0	0.0
INFRA RES-TRANSPORTATION	3,522.0	3,514.0	3,514.0	3,514.0	3,514.0
INFRA RES-WTR & SAN SWR	34.0	0.0	34.0	0.0	34.0
MINISTRY OF HIGHWAYS AND INFRA	936.0	0.0	0.0	0.0	0.0
OTHER	1,000.0	1,000.0	6,000.0	6,000.0	3,200.0
PARKING RESERVE	595.0	100.0	60.0	125.0	125.0
PAVED ROADWAYS INFRASTRUCTURE RESERVE	29,010.0	29,010.0	29,010.0	29,010.0	29,010.0
PRIVATE CONTRIBUTIONS	0.0	0.0	0.0	20,000.0	0.0
RESERVE FOR CAPITAL EXPENDITURES	600.0	0.0	0.0	0.0	0.0
TRAFFIC NOISE ATTENUATION CAP RESERVE	1,546.0	0.0	0.0	0.0	0.0
TRAFFIC SAFETY RESERVE	1,070.0	995.0	960.0	985.0	960.0
TRANSIT ADDITIONAL VEHICLES RESERVE	0.0	0.0	0.0	490.0	0.0
TRANSIT CAPITAL PROJECTS RESERVE	940.0	850.0	750.0	750.0	750.0
TRANSIT VEHICLE REPLACEMENT RESERVE	850.0	1,040.0	1,040.0	1,040.0	1,040.0
TRANSP EQUIP ACQ RESERVE	150.0	75.0	50.0	75.0	50.0
TRANSP INFRAS EXPANSION	2,770.0	1,300.0	1,350.0	1,925.0	1,005.0
TU - CAPITAL RESERVE	150.0	150.0	150.0	150.0	150.0
US - CAPITAL RESERVE	300.0	300.0	300.0	300.0	300.0
<b>Total</b>	<b>64,504.0</b>	<b>44,823.0</b>	<b>53,352.0</b>	<b>68,973.0</b>	<b>44,357.0</b>
Unfunded	0.0	18,528.0	41,273.0	37,886.0	37,166.0

## Future Operating Budget Impacts of 2016 Capital Projects

Service Line	2016	2017	2018	2019	2020
P1522 TU-TRAFFIC NOISE ATTENUATION	0.0	116.3	116.2	0.0	0.0
P2318 TR-MAINTENANCE MANAGEMENT SYSTEM	0.0	25.0	0.0	0.0	0.0
P2265 TU-TRANSPORTATION EQUIPMENT ACQUISITIONS	0.0	37.9	0.0	0.0	0.0
<b>Total</b>	<b>0.0</b>	<b>179.2</b>	<b>116.2</b>	<b>0.0</b>	<b>0.0</b>



## Transit Operations

### Overview

Saskatoon Transit provides a safe, reliable, easy to use public transit system that is accessible and responsive to the needs of customers as it links people and places. The service provided by Saskatoon Transit focuses on a coverage model. Saskatoon Transit uses innovative technologies and a customer service approach to attract people away from the automobile to continue to grow its ridership in an effort to reduce congestion and greenhouse gas emissions.

Saskatoon Transit provides a fixed route service that operates 1,668 bus stops across 25 bus routes and approximately 276 km of streets. The current fleet of 158 buses is comprised of 35 conventional buses and 123 low-floor buses (which include 10 articulating buses and 6 community shuttle).

Operating Budget:	2014 Actuals	2014 Budget	2015 Budget	2016 Budget	Dollar Change	% Change
Revenue	(11,857.8)	(14,638.5)	(14,637.0)	(13,823.3)	813.7	-5.6%
Province of Saskatchewan	(624.9)	(932.6)	(855.1)	(768.8)	86.3	-10.1%
Staff Compensation	24,489.6	25,699.9	26,643.1	27,624.4	981.3	3.7%
Operating Cost	10,426.6	10,244.1	10,910.1	11,255.2	345.1	3.2%
Debt Charges	778.2	778.1	776.2	119.9	(656.3)	-84.6%
Cost Recovery	(444.4)	(363.9)	(426.4)	(426.4)	0.0	0.0%
Capital Contribution	2,130.3	2,130.3	2,200.4	2,252.9	52.5	2.4%
Transfer to/from Reserves	1.2	1.2	1.3	1.3	0.0	0.0%
<b>Total</b>	<b>24,898.8</b>	<b>22,918.6</b>	<b>24,612.6</b>	<b>26,235.2</b>	<b>1,622.6</b>	<b>6.6%</b>

Staff Complement	2015	2016	Difference
Full Time Equivalents	350.50	351.50	1.00

### Summary of Operating Changes

#### Summary of Budget Changes

Service Line	Revenue Change			Expenditure Change					Net 2016 Budget
	2015 Base	Change	2016 Budget	2015 Base	Base Adj	Growth & Cont Impr	Service Level	2016 Budget	
Transit Operations	(15,492.1)	900.0	(14,592.1)	40,104.7	598.9	0.0	123.7	40,827.3	26,235.2

#### Revenue Change:

- Revenues were reduced by \$900.0 which includes a reduction to Charters and revised projected fare revenues. The adjusted fare revenue was estimated based on ridership and fare trends, including 2014 and 2015 budgets that were over-estimated. Saskatoon Transit is optimistic that the marketing campaign starting in the fall of 2015 and will help to realize this revised revenue estimate.

#### Service Level Change:

- Expenditure increases due to the extension of service hours to the Evergreen Neighbourhood to include evenings, Saturdays, Sundays, and statutory holidays. This increases the 2016 operating budget by \$123.7 which includes salary and benefits required for an operator as well as fuel, maintenance, capital funding, and miscellaneous costs associated with an additional bus. In 2017, there will be an additional \$85.3. The total operating increase over 2016 and 2017 for the service level increase is \$209.0.

#### Other Significant Changes:

- Inflationary increases in expenditures include \$291.0 due to rising costs to maintain the fleet, building and radios and \$981.3 for staff compensation.



- Inter-departmental transfers have reallocated budget amounts within the City of Saskatoon's departments. The net reduction to Transit's budget related to these transfers is \$626.5 comprised of a \$656.3 reduction in principal and interest charges on Transit's loan coming to completion offset by \$29.8 of other departmental cross charges.

## Not Included:

- Four additional positions for a total \$277.6 required to increase customer satisfaction, comfort and cleanliness of buses. These positions include an Integrated Transportation System (ITS) Technologist, two Labourers and a Supervisor position. Transit will attempt to provide this service within existing resources and/or through continuous improvement initiatives.
- Inflationary increases for various costs including licenses, insurance and software contracts for \$481.0 will be absorbed or offset through continuous improvement initiatives.
- For 2016, an existing bus will be used to provide the expanded service to the Evergreen Neighbourhood. In 2017, a new bus will be included in the budget.

Funded Capital Projects		2016	2017	2018	2019	2020
P0583	TR-REPLACE/REFURB BUSES	850.0	6,290.0	6,340.0	6,340.0	4,540.0
P0584	TR-ADDITIONAL BUSES	0.0	0.0	0.0	490.0	0.0
P0671	TR-AUXILIARY VEH/EQUIP	100.0	100.0	100.0	100.0	100.0
P1194	TR- ENGINE OVERHAUL	300.0	350.0	350.0	350.0	350.0
P2317	TR-SHELTERS/BENCHES	200.0	200.0	100.0	100.0	100.0
P2318	TR-MAINTENANCE MANAGEMENT SYSTEM	250.0	0.0	0.0	0.0	0.0
P2322	TR-COUNT ROOM EQUIPMENT	50.0	0.0	0.0	0.0	0.0
P2323	TR-RIDERSHIP GROWTH INITIATIVES	150.0	200.0	200.0	200.0	200.0
P2589	TR-TECHNOLOGY PLAN	190.0	0.0	0.0	0.0	0.0
<b>Total</b>		<b>2,090.0</b>	<b>7,140.0</b>	<b>7,090.0</b>	<b>7,580.0</b>	<b>5,290.0</b>

Unfunded Capital Projects		2016	2017	2018	2019	2020
P0584	TR-ADDITIONAL BUSES	0.0	490.0	0.0	0.0	0.0
<b>Total</b>		<b>0.0</b>	<b>490.0</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>

## Summary of Capital Investments

Transit Operations Capital Investments in 2016 total \$2.1 million. In addition to this is an allocation of available gas tax funds in the amount of \$5.0 million to purchase 10 new low-floor buses in 2016 that were approved for procurement by City Council in 2015. Transit will continue with ridership initiatives in 2016 with a \$150.0 program. Auxiliary equipment replacement and bus shelter installations and replacements will be \$100.0 and \$200.0, respectively. Engine rebuilds will be required, estimated at \$300.0. Transit will be upgrading its Fleet Management system with \$250.0 of funding. The coin equipment replacement project will receive \$50.0. Transit has also created a new project for a long term technology plan that ensures that Transit will replace current technology and modernize existing infrastructure for \$190.0.

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

There will be an increased maintenance contract fee of \$25.0 due to the upgrade of the Fleet Management system.

### Future Operating Budget Impacts of 2016 Capital Projects

Project	2016	2017	2018	2019	2020
P2318 TR-MAINTENANCE MANAGEMENT SYSTEM	0.0	25.0	0.0	0.0	0.0
<b>Total</b>	<b>0.0</b>	<b>25.0</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>



## Access Transit

### Overview

Access Transit provides public transit service to our community of citizens with special needs. This service is provided as an accessible door to door service for persons with special needs who cannot use our fixed route service with safety and dignity. A fleet of 26 buses serve customers within the city limits of Saskatoon.

Operating Budget:	2014 Actuals	2014 Budget	2015 Budget	2016 Budget	Dollar Change	% Change
Revenue	(230.8)	(245.3)	(245.3)	(245.3)	0.0	0.0%
Province of Saskatchewan	(992.3)	(885.1)	(995.6)	(995.6)	0.0	0.0%
Staff Compensation	3,188.2	3,092.5	3,225.8	3,307.0	81.2	2.5%
Operating Cost	1,133.3	1,094.0	1,127.9	1,131.7	3.8	0.3%
Debt Charges	47.4	47.4	47.5	0.0	(47.5)	-100.0%
Capital Contribution	245.3	245.3	252.5	252.5	0.0	0.0%
<b>Total</b>	<b>3,391.1</b>	<b>3,348.8</b>	<b>3,412.8</b>	<b>3,450.3</b>	<b>37.5</b>	<b>1.1%</b>

Staff Complement	2015	2016	Difference
Full Time Equivalents	48.40	48.40	0.00

### Summary of Operating Changes

#### Summary of Budget Changes

Service Line	Revenue Change			Expenditure Change				Net
	2015 Base	Change	2016 Budget	2015 Base	Base Adj	Growth & Cont Impr	Service Level	2016 Budget
Access Transit	(1,240.9)	0.0	(1,240.9)	4,653.7	37.5	0.0	0.0	4,691.2
								3,450.3

#### Significant Changes:

- An operating increase of \$94.9 for the 2016 budget. This covered the contractual increases for salaries. Inter-departmental transfer decreases for principal, interest charges and WCB total \$57.4.

#### Not Included:

- Three additional buses, with operators, for an operating impact of \$392.4 plus a one-time capital allocation of \$375.0. This would increase the service capacity and allow for a decrease in service denials from the current level of 8.0%. Canadian Urban Transit Association notes the acceptable range to be around 2.0%.

Funded Capital Projects	2016	2017	2018	2019	2020
P2095 ACCESS TRANSIT-BUS REPLACEMENTS	375.0	250.0	250.0	250.0	250.0
P2588 ACCESS TRANSIT- BUS ADD ON	50.0	0.0	0.0	0.0	0.0
<b>Total</b>	<b>425.0</b>	<b>250.0</b>	<b>250.0</b>	<b>250.0</b>	<b>250.0</b>

### Summary of Capital Investments

2016 Access Transit Capital Investments allow for the purchase of three replacement buses at a cost of \$375.0 and an allocation of \$50.0 to initiate a project to replace aging hardware and install cameras on the fleet.

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

There are no future operating impacts from 2016 Capital Projects.





## Transportation Services

### Overview

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

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

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

Operating Budget:	2014 Actuals	2014 Budget	2015 Budget	2016 Budget	Dollar Change	% Change
Revenue	(20.7)	(19.9)	(19.9)	(199.9)	(180.0)	904.5%
Province of Saskatchewan	(94.3)	(81.5)	(94.0)	(98.6)	(4.6)	4.9%
Staff Compensation	3,667.2	3,201.0	3,666.9	3,704.0	37.1	1.0%
Operating Cost	3,708.5	3,197.5	3,078.4	3,169.4	91.0	3.0%
Cost Recovery	(3,001.3)	(2,490.6)	(2,792.3)	(2,901.5)	(109.2)	3.9%
Capital Contribution	3,200.4	3,200.4	3,804.2	4,429.0	624.8	16.4%
<b>Total</b>	<b>7,459.8</b>	<b>7,006.9</b>	<b>7,643.3</b>	<b>8,102.4</b>	<b>459.1</b>	<b>6.0%</b>

Staff Complement	2015	2016	Difference
Full Time Equivalents	45.01	44.11	(0.90)

### Summary of Operating Changes

#### Summary of Budget Changes

Service Line	Revenue Change			Expenditure Change				Net
	2015 Base	Change	2016 Budget	2015 Base	Base Adj	Growth & Cont Impr	Service Level	2016 Budget
Transportation Services	(113.9)	(184.6)	(298.5)	7,757.2	97.3	0.0	546.4	8,400.9
								8,102.4

#### Revenue Changes:

- An increase in revenue of \$182.0 comprised of \$60.6 for Vehicle Permit Fees, \$44.4 for Right of Way Permit Fees and \$77.0 for Sidewalk and Crossing Permit Fees.
- An increase in revenue of \$4.6 from the Urban Highway Connector Program reflecting an increase in actual costs to the city for traffic signing maintenance as specified within the agreement.

#### Service Level Changes:

- Increase of \$378.1 to the Traffic Noise Attenuation Reserve representing 0.2% of an increase in property taxes required to phase in debt repayment for retrofit traffic noise attenuation borrowing.
- Increase of \$168.3 to the Active Transportation Reserve representing 0.1% of an increase in property taxes.





## Capital Contributions:

- Increase of \$44.9 to the Transportation Infrastructure Expansion Reserve consistent with the Capital Reserve Bylaw.
- Increase of \$33.5 to the Traffic Noise Attenuation Reserve consistent with the Capital Reserve Bylaw.

## Other Significant Changes:

- A Bylaw Inspector (0.9 FTE) position has been transferred to the Bylaw Compliance service line within the Urban Planning and Development business line for a total cost of \$80.5 which includes salary, payroll costs, car allowance and uniforms. In addition, \$30.0 in contract expenses relating to bylaw inspection were also transferred to the Bylaw Compliance service line. These transfers are part of the transition to the new model for delivery of bylaw enforcement and related activities.

## Not Included:

- A number of items will attempt to be absorbed into the existing operating budget. These include costs associated with the new transportation model, a shortfall in the provision for staff training at the Sign Shop, and increased costs for Myovision traffic counting services, totaling \$28.1.
- An operating impact of \$45.2 required to maintain and operate traffic signals and signage has not been included, nor has the phase in of \$88.5 for LED signal change outs. The LED signals required to ensure the reliability of traffic light signals and the safety of the public. Planned traffic signal upgrades will be deferred to accommodate this annual maintenance requirement.

Funded Capital Projects	2016	2017	2018	2019	2020
P0631 TU-TRAFFIC SAFETY IMPROVEMENTS	100.0	100.0	100.0	100.0	100.0
P0948 TU-SIDEWALK/PATH RETROFIT-ARTL RD	150.0	150.0	150.0	150.0	150.0
P1036 TU-TRAFFIC CONTROL UPGRADES	100.0	300.0	300.0	300.0	300.0
P1041 TU-BENCHMARK REHABILITATION	50.0	0.0	50.0	0.0	50.0
P1137 TU-BICYCLE FACILITIES	375.0	425.0	375.0	425.0	425.0
P1504 TU-TRAFFIC PLAN IMPLEMENTATION	310.0	260.0	200.0	250.0	200.0
P1505 TU-TRAFFIC SIGNAL UPGRADE-INFRA	390.0	375.0	375.0	375.0	375.0
P1506 TU-TRAFFIC SIGNING REPLACE-INFRA	390.0	375.0	375.0	375.0	375.0
P1512 TU-NEIGHBOURHOOD TRAFFIC REVIEW	350.0	250.0	250.0	250.0	250.0
P1522 TU-TRAFFIC NOISE ATTENUATION	15,455.0	0.0	0.0	0.0	0.0
P1556 TU-SYSTEM UPGRADES/REPLACEMENTS	100.0	100.0	100.0	100.0	100.0
P2011 TU-TRANSPORTATION MODEL IMPLEMENTATION	50.0	100.0	0.0	0.0	0.0
P2233 TU-ADVANCED TRAFFIC MGT SYS ENHANCEMENTS	100.0	100.0	100.0	100.0	230.0
P2234 TU-WALKWAY MANAGEMENT	110.0	90.0	90.0	90.0	90.0
P2235 TU-INTERSECTION IMPROVEMENTS	1,750.0	500.0	350.0	400.0	300.0
P2241 TU-TRUCK ENFORCEMENT/EDUCATION	50.0	0.0	50.0	0.0	50.0
P2265 TU-TRANSPORTATION EQUIPMENT ACQUISITIONS	150.0	75.0	50.0	75.0	50.0
P2421 TU-MINOR INTERSECTION IMPROVEMENTS	0.0	100.0	50.0	50.0	50.0
P2428 TU-FUNCTIONAL PLANNING STUDIES	50.0	0.0	0.0	0.0	0.0
P2436 TU-CORRIDOR PLANNING STUDIES	75.0	75.0	75.0	0.0	0.0
P2445 TU-SIGNAGE - FREEWAYS & EXPRESSWAYS	100.0	0.0	0.0	0.0	0.0
P2446 TU-PEDEST'N UPGD'S&ENHANCED PED'N SAFETY	100.0	120.0	170.0	170.0	170.0
P2447 TU-33RD ST PEDEST'N CORRIDOR MASTER PLAN	0.0	0.0	300.0	900.0	0.0
P2448 TU-ADVANCED TRAVELER INFORMATION SYS	120.0	0.0	0.0	0.0	0.0
P2541 CY-GROWTH PLAN TO HALF A MILLION IMPLEMENTATION	600.0	0.0	0.0	0.0	0.0
P2548 TU-INTERSECTION UPGRADES FOR MAJOR DISABILITY RAMP REPAIRS	150.0	150.0	150.0	150.0	100.0
P2550 TU-WEST/CENTRAL MULTI-USE CORRIDOR	0.0	0.0	50.0	0.0	0.0



Funded Capital Projects	2016	2017	2018	2019	2020
<b>Total</b>	<b>21,175.0</b>	<b>3,645.0</b>	<b>3,710.0</b>	<b>4,260.0</b>	<b>3,365.0</b>

Unfunded Capital Projects	2016	2017	2018	2019	2020
P0948 TU-SIDEWALK/PATH RETROFIT-ARTL RD	0.0	200.0	200.0	200.0	200.0
P1137 TU-BICYCLE FACILITIES	0.0	150.0	200.0	150.0	150.0
P1504 TU-TRAFFIC PLAN IMPLEMENTATION	0.0	140.0	200.0	150.0	200.0
P1512 TU-NEIGHBOURHOOD TRAFFIC REVIEW	0.0	100.0	100.0	100.0	100.0
P2020 TU-17TH STREET CORRIDOR EXTENSION	0.0	0.0	0.0	2,475.0	0.0
P2233 TU-ADVANCED TRAFFIC MGT SYS ENHANCEMENTS	0.0	150.0	130.0	130.0	0.0
P2421 TU-MINOR INTERSECTION IMPROVEMENTS	0.0	200.0	200.0	200.0	200.0
P2425 TU-UNDERGROUND ENCROACHMENTS	0.0	100.0	100.0	0.0	0.0
P2428 TU-FUNCTIONAL PLANNING STUDIES	0.0	50.0	50.0	50.0	50.0
P2436 TU-CORRIDOR PLANNING STUDIES	0.0	25.0	25.0	0.0	0.0
P2437 TU-11TH STREET REALIGNMENT	0.0	0.0	0.0	0.0	5,600.0
P2446 TU-PEDEST'N UPGD'S&ENHANCED PED'N SAFETY	0.0	50.0	0.0	0.0	0.0
P2447 TU-33RD ST PEDEST'N CORRIDOR MASTER PLAN	0.0	1,500.0	1,800.0	0.0	0.0
P2541 CY-GROWTH PLAN TO HALF A MILLION IMPLEMENTATION	0.0	11,000.0	19,250.0	29,300.0	29,050.0
P2550 TU-WEST/CENTRAL MULTI-USE CORRIDOR	0.0	400.0	400.0	400.0	400.0
<b>Total</b>	<b>0.0</b>	<b>14,065.0</b>	<b>22,655.0</b>	<b>33,155.0</b>	<b>35,950.0</b>

## Summary of Capital Investments

2016 Transportation Services Capital Investments include 24 funded projects totaling \$21.2 million.

11 of these projects totaling \$3.6 million involve the capital rehabilitation or replacement of existing assets.

Included in 2016 is Project 1522 – Traffic Noise Attenuation which shows borrowing in the amount of \$13.9 million to put forward a program of \$15.5 million in 2016. The locations are listed in the project details. Also put forward in this service line is Project 2235 – Intersection Improvements for \$1.8 million in 2016. A listing of candidate locations is provided in the project details. \$375.0 has been put forward for bicycle facilities.

In 2016, 14 of these projects are either not funded or not fully funded in this budget. These have been deferred to future years.

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

Construction of \$15.5 million of sound walls in 2016 is a major addition to public infrastructure inventory. Administration recommends a 100 year service life with a total annual cost of \$232.5. \$200.0 would be required as annual contribution to a capital reserve for annual capital repairs for failures and damage not recoupable, and to replace the walls once they reach the end of their service. Operationally, \$32.5 would be required for in house labour and equipment to deal with inspections and rectification of problems or damage. It is expected that this operating impact will be able to be phased in over two years, 2017 and 2018.

There will be an increase in operating costs of \$37.9 for V&E rentals and fuel associated with the addition of two vehicles required for the Sign Shop.

### Future Operating Budget Impacts of 2016 Capital Projects

Project	2016	2017	2018	2019	2020
P1522 TU-TRAFFIC NOISE ATTENUATION	0.0	116.3	116.2	0.0	0.0
P2265 TU-TRANSPORTATION EQUIPMENT ACQUISITIONS	0.0	37.9	0.0	0.0	0.0



## Future Operating Budget Impacts of 2016 Capital Projects

Project	2016	2017	2018	2019	2020
Total	0.0	154.2	116.2	0.0	0.0



## Road Maintenance

### Overview

This service line includes the maintenance, inspection, preservation and rehabilitation of the existing street, lane and sidewalk systems including ancillary items such as guardrail operations and maintenance.

In addition to the direct costs associated with asset management and maintenance, services provided include public enquiry and dispatch services.

Significant capital budget increases have been made to this service line in recent years, resulting in much larger and more comprehensive contracts. This in turn has helped lead to lower unit-prices for items such as patching and paving. This increased funding has therefore resulted in a large and efficient capital program that will ultimately restore the City's surface infrastructure to expected condition levels.

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

Operating Budget:	2014 Actuals	2014 Budget	2015 Budget	2016 Budget	Dollar Change	% Change
Revenue	0.0	(0.4)	(0.4)	(0.4)	0.0	0.0%
Province of Saskatchewan	(268.8)	(232.2)	(267.7)	(281.0)	(13.3)	5.0%
Staff Compensation	4,449.7	4,251.9	4,404.0	4,567.2	163.2	3.7%
Operating Cost	4,039.2	4,561.6	4,761.3	4,776.8	15.5	0.3%
Cost Recovery	(962.6)	(464.7)	(500.5)	(530.0)	(29.5)	5.9%
Capital Contribution	19,266.4	19,266.4	24,895.3	30,582.2	5,686.9	22.8%
<b>Total</b>	<b>26,523.9</b>	<b>27,382.6</b>	<b>33,292.0</b>	<b>39,114.8</b>	<b>5,822.8</b>	<b>17.5%</b>

Staff Complement	2015	2016	Difference
Full Time Equivalents	59.75	59.71	(0.04)

### Summary of Operating Changes

#### Summary of Budget Changes

Service Line	Revenue Change			Expenditure Change					Net
	2015 Base	Change	2016 Budget	2015 Base	Base Adj	Growth & Cont Impr	Service Level	2016 Budget	2016 Budget
Road Maintenance	(268.1)	(13.3)	(281.4)	33,560.1	149.2	0.0	5,686.9	39,396.2	39,114.8

#### Revenue Change:

- An increase in revenue of \$13.3 from the Urban Highway Connector Program reflecting an increase in actual costs to the city for road maintenance as specified within the agreement.

#### Service Level Changes:

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:

- A recommended \$170.2 Roadway Levy to the Transportation Infrastructure Reserve to address the asset funding gap on back lanes and boundary roads.
- A recommended \$3.5 million Roadway Levy to the Paved Roadways Infrastructure Reserve to address the asset funding gap on roadway infrastructure.



- An increase of \$2.0 million as capital contribution to the Paved Roadways Infrastructure Reserve from the Water/Wastewater Utility to support the Building Better Roads initiative. This is the final year of a three year phase in for a total contribution of \$6.0 million to this reserve.
- In addition, a one-time allocation from the Neighbourhood Land Development Fund in the amount of \$1.8 million is also being made to the Paved Roadways Infrastructure Reserve (\$1.7 million) and the Transportation Infrastructure Reserve (\$0.1 million).
- This total increase of \$7.47 million in funding is in response to the infrastructure deficit recognized in this service line.

## **Other Significant Change:**

- The reduction of 0.04 FTE is the result of a realignment of positions required for the operations of the Roadway Maintenance service line as well as the Public Works division.

## **Not Included:**

- 40% of three additional Engineering Technologist positions at a cost of \$91.4 required to assist with the management and administration of the contract work related to Building Better Roads initiative. Not including these positions means existing positions will need to be adjusted to assist in this work which may delay other work.
- Training Department Superintendent \$100.0; \$50.0 mill rate impact – this position is required to oversee the expanding Public Works equipment operator training program. Operators required coordinated and comprehensive training, and increasing Occupational Health & Safety requirements combined with staff turnover have resulted in a backlog of required training.
- A number of items will attempt to be absorbed into the existing operating budget. These include costs associated with cleanup of illegally dumped rubble and maintenance of an expanded roadway infrastructure and boundary roads, totaling \$445.8.

Funded Capital Projects	2016	2017	2018	2019	2020
P0832 CY-CENTER MEDIAN REHABILITATION	0.0	224.0	224.0	224.0	224.0
P0835 TU-COLLECTOR ROAD PRESERVATION	4,700.0	4,700.0	4,700.0	4,700.0	4,700.0
P0836 TU-ARTERIAL ROAD PRESERVATION	6,100.0	6,100.0	6,100.0	6,100.0	6,100.0
P0837 TU-LANE REHAB & DRAINAGE IMPROV	1,647.0	1,800.0	1,800.0	1,800.0	1,800.0
P0959 TU-UPGRADE BOUNDARY ROADS	280.0	260.0	260.0	260.0	260.0
P1507 TU-GUARDRAILS	110.0	100.0	100.0	100.0	100.0
P1513 TU-PAVEMENT MARKING PROGRAM-INFRA	200.0	180.0	180.0	180.0	180.0
P1531 TU-LOCAL ROADS PRESERVATION	10,600.0	11,700.0	11,700.0	11,700.0	11,700.0
P1532 TU-SIDEWALK PRESERVATION	3,910.0	2,810.0	2,810.0	2,810.0	2,810.0
P1890 TU-EXPRESSWAY ROAD PRESERVATION	4,636.0	3,700.0	3,700.0	3,700.0	3,700.0
P2043 TU-CURB REPLACEMENT/REHABILITATION	505.0	200.0	200.0	200.0	200.0
P2044 TU-GRAVEL STREETS UPGRADES	1,000.0	1,000.0	1,000.0	1,000.0	0.0
P2269 TU-ACCOMMODATION CONSTRUCTION	50.0	50.0	50.0	50.0	50.0
<b>Total</b>	<b>33,738.0</b>	<b>32,824.0</b>	<b>32,824.0</b>	<b>32,824.0</b>	<b>31,824.0</b>

Unfunded Capital Projects	2016	2017	2018	2019	2020
P0832 CY-CENTER MEDIAN REHABILITATION	0.0	151.0	0.0	176.0	76.0
P0959 TU-UPGRADE BOUNDARY ROADS	0.0	275.0	275.0	275.0	275.0
P1507 TU-GUARDRAILS	0.0	220.0	225.0	225.0	225.0
P1513 TU-PAVEMENT MARKING PROGRAM-INFRA	0.0	180.0	120.0	65.0	65.0
P1638 TU-BACK LANE TREE TRIMMING	0.0	50.0	50.0	50.0	50.0
P2043 TU-CURB REPLACEMENT/REHABILITATION	0.0	275.0	275.0	275.0	275.0
P2259 TU-PW SATELLITE YARDS	0.0	0.0	6,082.0	50.0	100.0
<b>Total</b>	<b>0.0</b>	<b>1,151.0</b>	<b>7,027.0</b>	<b>1,116.0</b>	<b>1,066.0</b>

## Summary of Capital Investments



2016 Road Maintenance Capital Investments include 12 funded projects totaling \$33.7 million to address the condition of the roadways. This investment represents increases in allocations to the Paved Roadways Infrastructure Reserve in the amount of \$7.2 million comprised of an increase in the proposed dedicated roadway levy \$3.5 million, the third phase in of an annual contribution of \$6.0 million from the Water/Wastewater Utility in the amount of \$2.0 million and a one-time allocation from the Neighbourhood Land Development Fund in the amount of \$1.7 million. This investment also represents increases to the Transportation Infrastructure Reserve in the amount of \$0.27 million comprised of an increase in the proposed dedicated roadway levy \$0.17 million and a one-time allocation from the Neighbourhood Land Development Fund in the amount of \$0.1 million. This net increase of \$7.47 million in funding is in response to the infrastructure deficit recognized in this service line.

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

In the Road Maintenance service line there are six projects that are not funded or not fully funded in this budget as current funding levels are not adequate to address the rehabilitative/replacement requirements 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 2016 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:	2014 Actuals	2014 Budget	2015 Budget	2016 Budget	Dollar Change	% Change
Province of Saskatchewan	(535.2)	(462.4)	(533.2)	(559.5)	(26.3)	4.9%
Staff Compensation	4,139.2	4,103.1	4,324.3	4,433.8	109.5	2.5%
Operating Cost	8,202.2	5,880.6	6,541.8	8,097.8	1,556.0	23.8%
Cost Recovery	(9.8)	(1.6)	(1.6)	(1.6)	0.0	0.0%
Capital Contribution	265.0	265.0	265.0	265.0	0.0	0.0%
Transfer to/from Reserves	488.5	488.5	488.5	488.5	0.0	0.0%
<b>Total</b>	<b>12,549.9</b>	<b>10,273.2</b>	<b>11,084.8</b>	<b>12,724.0</b>	<b>1,639.2</b>	<b>14.8%</b>

Staff Complement	2015	2016	Difference
Full Time Equivalents	58.32	57.95	(0.37)

### Summary of Operating Changes

#### Summary of Budget Changes

Service Line	Revenue Change			Expenditure Change				Net
	2015 Base	Change	2016 Budget	2015 Base	Base Adj	Growth & Cont Impr	Service Level	2016 Budget
Snow & Ice Management	(533.2)	(26.3)	(559.5)	11,618.0	180.6	0.0	1,484.9	13,283.5
								12,724.0

#### Revenue Change:

- An increase in revenue of \$26.3 from the Urban Highway Connector Program reflecting an increase in actual costs to the city for snow management as specified within the agreement.

#### Service Level Changes:

- An increase of \$120.0 for dedicated contract labour and equipment to perform hand work around sidewalk ramps in business districts.
- An increase of \$325.0 to provide for the application of chemicals directly to the road surface prior to snow events, typically on high-speed freeways approaching river crossings.
- An increase of \$1,039.9 has been added by City Council to increase the service level provided by the Snow and Ice program with the potential of carrying out a City wide snow removal program and building the required snow storage facilities in the future. This represents 0.55% of a mill in 2016.

#### Other Significant Changes:

- An increase of \$180.6 to accommodate inflation.
- A Bylaw Inspector (\$7.7; 0.1 FTE) position has been transferred to the Bylaw Compliance service line within the Urban Planning and Development business line. This transfer is part of the transition to the new model for delivery of bylaw enforcement and related activities.
- A further reduction of 0.27 FTE in this service line is the result of a realignment of positions required for the operations of the Snow and Ice Management service line as well as the Public Works division.

#### Not Included:

- 40% of three additional Engineering Technologist positions at a cost of \$91.4 required to assist with the management and administration of the contract work related to Building Better Roads initiative. Not including



these positions means existing positions will need to be adjusted to assist in this work which may delay other work.

- A number of items will attempt to be absorbed into the existing operating budget. These include costs associated with staff training, vehicles and equipment rentals, and the maintenance and operation of expanded roadways, totaling \$665.0.

Unfunded Capital Projects	2016	2017	2018	2019	2020
P2037 TU-SNOW MANAGEMENT FACILITIES	0.0	0.0	7,729.0	50.0	150.0
<b>Total</b>	<b>0.0</b>	<b>0.0</b>	<b>7,729.0</b>	<b>50.0</b>	<b>150.0</b>

## Summary of Capital Investments

The requirement for snow management facilities in 2018 is for development of the southeast site including access to the City storm collection system as well as a provision to secure land in the southeast, northwest, and northeast quadrants of the City. There is currently no funding source for this project.





## Street Cleaning & Sweeping

### Overview

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

To reduce dust which is generated by wind and traffic on unpaved streets which will result in safer streets for pedestrians and vehicles and a dust-reduced environment.

Operating Budget:	2014 Actuals	2014 Budget	2015 Budget	2016 Budget	Dollar Change	% Change
Staff Compensation	1,352.8	1,153.0	1,198.6	1,252.9	54.3	4.5%
Operating Cost	2,744.8	1,946.6	2,101.5	2,526.6	425.1	20.2%
Cost Recovery	(10.4)	(7.0)	(7.0)	(7.0)	0.0	0.0%
Capital Contribution	26.9	26.9	26.9	26.9	0.0	0.0%
<b>Total</b>	<b>4,114.1</b>	<b>3,119.5</b>	<b>3,320.0</b>	<b>3,799.4</b>	<b>479.4</b>	<b>14.4%</b>

Staff Complement	2015	2016	Difference
Full Time Equivalents	16.54	16.69	0.15

### Summary of Operating Changes

#### Summary of Budget Changes

Service Line	Revenue Change			Expenditure Change					Net
	2015 Base	Change	2016 Budget	2015 Base	Base Adj	Growth & Cont Impr	Service Level	2016 Budget	2016 Budget
Street Cleaning & Sweeping	0.0	0.0	0.0	3,320.0	479.4	0.0	0.0	3,799.4	3,799.4

#### Significant Changes:

- An increase of \$317.0 to make up a shortfall in the budget for contractor costs to deliver the current level of service and an increase of \$100.0 for materials and supplies which includes brooms and brushes for the equipment used in the median and street sweeping programs.
- The addition of 0.15 FTE is the result of a realignment of positions required for the operations of the Street Cleaning and Sweeping service line as well as the Public Works division.

#### Not Included:

- 20% of three additional Engineering Technologist positions at a cost of \$45.7 required to assist with the management and administration of the contract work related to Building Better Roads initiative. Not including these positions means existing positions will need to be adjusted to assist in this work which may delay other work.
- A number of items will attempt to be absorbed into the existing operating budget. These include costs associated with equipment repairs and rental, sign management and towing, and the maintenance and operation of expanded roadways, totaling \$499.0.

### 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:	2014 Actuals	2014 Budget	2015 Budget	2016 Budget	Dollar Change	% Change
Staff Compensation	223.5	293.3	315.8	325.6	9.8	3.1%
Operating Cost	279.5	289.1	313.5	313.6	0.1	0.0%
Capital Contribution	3,580.4	3,580.4	4,534.0	4,684.0	150.0	3.3%
<b>Total</b>	<b>4,083.4</b>	<b>4,162.8</b>	<b>5,163.3</b>	<b>5,323.2</b>	<b>159.9</b>	<b>3.1%</b>

Staff Complement	2015	2016	Difference
Full Time Equivalents	4.56	4.56	0.00

### Summary of Operating Changes

#### Summary of Budget Changes

Service Line	Revenue Change			Expenditure Change				Net
	2015 Base	Change	2016 Budget	2015 Base	Base Adj	Growth & Cont Impr	Service Level	2016 Budget
Bridges, Subways, Overpasses	0.0	0.0	0.0	5,163.3	9.9	150.0	0.0	5,323.2
								5,323.2

#### Growth:

- In 2016, the Bridge Major Repair Reserve has an increase of \$150.0 based on growth. The third year of a three year phase in of temporary funding in the amount of \$750.0 has been deferred to 2017. This funding is required to build the base operations budget required for the North Commuter Bridge.

Funded Capital Projects	2016	2017	2018	2019	2020
P1456 TU-RAILWAY CROSSING SAFETY IMPROVEMENT	50.0	75.0	50.0	75.0	50.0
P1526 TU-CIRCLE DR BRIDGE REPAIR	0.0	0.0	200.0	2,470.0	0.0
P1553 TU-SID BUCKWOLD BRIDGE REPAIRS	500.0	300.0	6,955.0	0.0	0.0
P1561 TU-COLLEGE DRIVE WESTBOUND OVER CPR OVERPASS	0.0	0.0	0.0	100.0	1,714.0
P2257 TU-CIRCLE DR OVER 33RD ST NB/SB	0.0	200.0	1,924.0	0.0	0.0
P2267 TU-IDYLWYLD DR FWY OVER RUTH ST	5,500.0	0.0	0.0	0.0	0.0
P2273 TU-108TH ST OVER CIRCLE DRIVE	0.0	0.0	0.0	100.0	1,200.0
P2393 TU-TAYLOR/CIRCLE DRIVE	0.0	0.0	0.0	900.0	0.0
P2395 TU-CIRCLE DRIVE/14TH ST-NB	0.0	0.0	0.0	0.0	150.0
P2398 TU-ATTRIDGE DR/CIRCLE DR OVERPASS	0.0	0.0	0.0	0.0	100.0
P2404 TU-CIRCLE DRIVE/IDYLWYLD	231.0	0.0	0.0	0.0	0.0
P2406 TU-MINOR BRIDGE REPAIRS	0.0	289.0	289.0	289.0	289.0
P2433 TU-8TH STREET & CPR GRADE SEPARATION	0.0	0.0	0.0	20,000.0	0.0
P2434 TU-HWY 11 & HWY 16 CLOVERLEAF	200.0	0.0	0.0	0.0	0.0
<b>Total</b>	<b>6,481.0</b>	<b>864.0</b>	<b>9,418.0</b>	<b>23,934.0</b>	<b>3,503.0</b>

Unfunded Capital Projects	2016	2017	2018	2019	2020
P1456 TU-RAILWAY CROSSING SAFETY IMPROVEMENT	0.0	25.0	50.0	25.0	0.0
P1526 TU-CIRCLE DR BRIDGE REPAIR	0.0	0.0	0.0	1,900.0	0.0



Unfunded Capital Projects		2016	2017	2018	2019	2020
P1528	TU-SPADINA CRES BRIDGE	0.0	0.0	566.0	0.0	0.0
P1553	TU-SID BUCKWOLD BRIDGE REPAIRS	0.0	0.0	2,635.0	0.0	0.0
P1561	TU-COLLEGE DRIVE WESTBOUND OVER CPR OVERPASS	0.0	234.0	0.0	0.0	0.0
P1562	TU-COLLEGE DRIVE EASTBOUND OVER CPR OVERPASS	0.0	343.0	0.0	0.0	0.0
P1893	TU-IDYLWYLD DRIVE/51ST ST OVERPASS REHAB	0.0	1,633.0	0.0	0.0	0.0
P2040	TU-UNDERWATER PIER INSPECTIONS	0.0	105.0	0.0	0.0	0.0
P2392	TU-MCKERCHER DR/COLLEGE DR OVERPASS	0.0	327.0	0.0	0.0	0.0
P2401	TU-PEDESTRIAN CROSSING STRUCTURES	0.0	0.0	347.0	0.0	0.0
P2402	TU-HIGHWAY 16 EASTBOUND OVER HIGHWAY 11 OVERPASS	0.0	155.0	0.0	0.0	0.0
P2403	TU-CPR OVER CIRCLE DRIVE EAST OVERPASS	0.0	0.0	164.0	0.0	0.0
<b>Total</b>		<b>0.0</b>	<b>2,822.0</b>	<b>3,762.0</b>	<b>1,925.0</b>	<b>0.0</b>

## Summary of Capital Investments

2016 Bridges, Subways, Overpasses Capital Investments include five funded projects totaling \$6.5 million.

These projects are geared towards the capital rehabilitation or replacement of existing assets, including \$5.5 million for the rehabilitation of the Idylwyld Freeway over Ruth Street overpass.

In the Bridges, Subways, Overpasses service line there is an unfunded component of \$2.4 million which has been deferred to future years as current funding levels are not adequate to address the rehabilitative/replacement requirements in these programs or the required expansion of the existing infrastructure.

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

There are no future operating impacts from 2016 Capital Projects.



## Street Lighting

### Overview

To provide for the operation of the street lights within the Corporate limits.

Saskatoon Light & Power provides street lighting on all major roadways and new subdivisions City-wide, and the existing street light system is maintained by either SaskPower or Saskatoon Light & Power depending on location. The two utilities work collaboratively to maintain their respective systems.

To provide seasonal decorations and lighting on designated streets and bridges and to provide banner installation/removal services for various events within the City.

Operating Budget:	2014 Actuals	2014 Budget	2015 Budget	2016 Budget	Dollar Change	% Change
Province of Saskatchewan	(29.8)	(25.7)	(29.6)	(31.1)	(1.5)	5.1%
Staff Compensation	140.4	115.6	163.1	168.3	5.2	3.2%
Operating Cost	5,760.1	5,563.6	5,868.9	5,781.0	(87.9)	-1.5%
Cost Recovery	(37.6)	(29.7)	(38.0)	(38.0)	0.0	0.0%
<b>Total</b>	<b>5,833.1</b>	<b>5,623.8</b>	<b>5,964.4</b>	<b>5,880.2</b>	<b>(84.2)</b>	<b>-1.4%</b>

Staff Complement	2015	2016	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
	2015 Base	Change	2016 Budget	2015 Base	Base Adj	Growth & Cont Impr	Service Level	2016 Budget
Street Lighting	(29.6)	(1.5)	(31.1)	5,994.0	(109.7)	27.0	0.0	5,911.3
								5,880.2

#### Revenue Change:

- An increase in revenue of \$1.5 from the Urban Highway Connector Program reflecting an increase in actual costs to the city for street lighting as specified within the agreement.

#### Growth:

- An increase of \$27.0 in utility costs required to accommodate street lighting on an expanded roadway infrastructure.

#### Other Significant Changes:

- Utility costs have decreased by \$115.6 due to a 1.9% street lighting rate decrease in 2015. Salary and payroll costs required to maintain the seasonal decoration and lighting program have increased by \$5.2.

### Summary of Capital Investments

There are no capital investments for Street Lighting.



## Parking

### Overview

The Parking program is responsible for the planning, design, coordination, administration, and enforcement of the City's on-and-off street parking facilities, as well as various parking initiatives, policies, and projects, such as the City Card and residential parking permit programs.

In addition to contributing to general revenues, the parking program supports the Streetscape Reserve under the Urban Design service line, Parking Capital Reserve, Vacant Lot & Adaptive Reuse Incentive Reserve, and distributes a portion of parking revenues to The Partnership, Riversdale Business Improvement District, and the Broadway Business Improvement District.

Operating Budget:	2014 Actuals	2014 Budget	2015 Budget	2016 Budget	Dollar Change	% Change
Revenue	(5,735.4)	(5,603.3)	(6,907.3)	(5,907.3)	1,000.0	-14.5%
Staff Compensation	392.5	336.1	401.5	411.5	10.0	2.5%
Operating Cost	2,004.1	1,939.2	2,231.8	2,204.7	(27.1)	-1.2%
Cost Recovery	(299.2)	(325.5)	(325.5)	(325.5)	0.0	0.0%
Capital Contribution	140.6	244.9	1,344.9	417.7	(927.2)	-68.9%
Transfer to/from Reserves	30.0	30.0	30.0	30.0	0.0	0.0%
<b>Total</b>	<b>(3,467.4)</b>	<b>(3,378.6)</b>	<b>(3,224.6)</b>	<b>(3,168.9)</b>	<b>55.7</b>	<b>-1.7%</b>

Staff Complement	2015	2016	Difference
Full Time Equivalents	5.25	5.25	0.00

### Summary of Operating Changes

#### Summary of Budget Changes

Service Line	Revenue Change			Expenditure Change				Net 2016 Budget
	2015 Base	Change	2016 Budget	2015 Base	Base Adj	Growth & Cont Impr	Service Level	2016 Budget
Parking	(6,907.3)	1,000.0	(5,907.3)	3,682.7	(944.3)	0.0	0.0	2,738.4
								(3,168.9)

#### Revenue Changes:

- An accounting adjustment has been made to align the budget with actual recording of River Landing parking revenues, resulting in a decrease of revenues of \$110.0, offset by a decrease in capital contribution of \$110.0.
- Parking meter revenue has decreased by \$650.0 for areas that currently have parking meters and \$275.0 for potential expansion areas, based on current estimated revenues. This reduces the anticipated incremental revenue from the replacement of the old parking meters from \$1.3 million to \$375.0. Related bank charges have decreased by \$27.5.
- Parking card revenue decrease of \$25.0 is a one-time adjustment needed to reflect the change in accounting treatment to recognize revenue as it is earned. This is partially offset by a new administration fee relating to parking card purchases of \$4.0.
- More meter hooding and increased residential parking permits has increased revenue by \$26.0.

#### Capital Contribution:

- The parking meter replacement project is vendor financed, to be repaid through incremental parking revenues. This has been reduced by \$817.2 due to adjustments to revenues and is set at the minimum payment level. The repayment terms are currently under review.



## Other Significant Change:

- Contractual payments of \$157.6 have been reallocated to expenses related to enforcement using the License Plate Recognition System.

Funded Capital Projects		2016	2017	2018	2019	2020
P1518	CY-PAY STATION PURCHASES & IMPLEMENTATION	495.0	100.0	60.0	60.0	60.0
P2429	CY-LICENSE PLATE RECOGNITION SYSTEM	0.0	0.0	0.0	65.0	65.0
P2546	CY-ONLINE RESIDENTIAL PARKING PERMIT RENEWAL SOFTWARE	100.0	0.0	0.0	0.0	0.0
<b>Total</b>		<b>595.0</b>	<b>100.0</b>	<b>60.0</b>	<b>125.0</b>	<b>125.0</b>

## Summary of Capital Investments

Project 1518 provides for the continued implementation of the pay-by-plate parking system. In addition to project management, this project includes the purchase of additional pay stations to allow for improved service and expansion.

Project 2546 involves the evaluation and implementation of an online renewal system for Residential Parking Permits, making available a convenient payment option for customers.

Both projects are funded from the Parking Capital Reserve.

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

Operating impacts will be determined once specific features of the residential parking permit renewal software are more clearly defined.



## Impound Lot

### Overview

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

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

Operating Budget:	2014 Actuals	2014 Budget	2015 Budget	2016 Budget	Dollar Change	% Change
Revenue	(758.4)	(802.3)	(825.0)	(530.3)	294.7	-35.7%
Staff Compensation	47.2	61.8	64.1	64.4	0.3	0.5%
Operating Cost	619.8	688.1	708.5	717.3	8.8	1.2%
Debt Charges	52.4	52.4	52.4	52.4	0.0	0.0%
Cost Recovery	0.0	0.0	0.0	(303.8)	(303.8)	0.0%
<b>Total</b>	<b>(39.0)</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0%</b>

Staff Complement	2015	2016	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 2016 Budget
	2015 Base	Change	2016 Budget	2015 Base	Base Adj	Growth & Cont Impr	Service Level	2016 Budget	
Impound Lot	(825.0)	294.7	(530.3)	825.0	(294.7)	0.0	0.0	530.3	0.0

#### Revenue Changes:

- There is a net transfer from revenue of \$299.8 to reflect the appropriate accounting treatment for cost recovered expenditures such as towing, locksmiths, liens and advertising, and to correctly record bank fees as an expenditure. The revenue amount now represents the fees charged for holding a vehicle in the lot and the expenditures are net of budgeted cost recovered amounts. The decrease to revenues and expenditures exactly offset, resulting in no mill rate change.
- The revenue from the sale and disposal of vehicles has increased by \$30.0, partially offset by a reduction in impound lot fees of \$25.0, based on historical trends.

Unfunded Capital Projects	2016	2017	2018	2019	2020
P2251 CY-IMPOUND LOT	0.0	0.0	100.0	1,640.0	0.0
<b>Total</b>	<b>0.0</b>	<b>0.0</b>	<b>100.0</b>	<b>1,640.0</b>	<b>0.0</b>

### Summary of Capital Investments

Future capital investments include the design and construction of a permanent building as part of the relocation of the impound lot site.

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

There are no future operating impacts from 2016 Capital Projects.



## Engineering

### Overview

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

Drafting and design services are provided for operating and capital projects, as is the preparation and maintenance of infrastructure plan records including underground services. Other services include maintenance of the Department and Corporate GIS, co-ordination of information regarding road and lane use concerning buried facilities, and providing contractors or individuals with grade level information for construction on building sites.

The City's survey instruments and equipment for the operating and capital construction programs are included in this service line.

Operating Budget:	2014 Actuals	2014 Budget	2015 Budget	2016 Budget	Dollar Change	% Change
Staff Compensation	2,983.2	1,163.6	1,089.2	1,109.8	20.6	1.9%
Operating Cost	4,906.3	628.9	639.6	650.3	10.7	1.7%
Cost Recovery	(7,278.8)	(1,051.5)	(983.3)	(996.0)	(12.7)	1.3%
<b>Total</b>	<b>610.7</b>	<b>741.0</b>	<b>745.5</b>	<b>764.1</b>	<b>18.6</b>	<b>2.5%</b>

Staff Complement	2015	2016	Difference
Full Time Equivalents	13.77	13.77	0.00

### Summary of Operating Changes

#### Summary of Budget Changes

Service Line	Revenue Change			Expenditure Change					Net
	2015 Base	Change	2016 Budget	2015 Base	Base Adj	Growth & Cont Impr	Service Level	2016 Budget	2016 Budget
Engineering	0.0	0.0	0.0	745.5	18.6	0.0	0.0	764.1	764.1

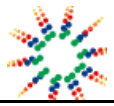
There are no significant changes in Engineering.

### Summary of Capital Investments

There are no capital investments in Engineering.

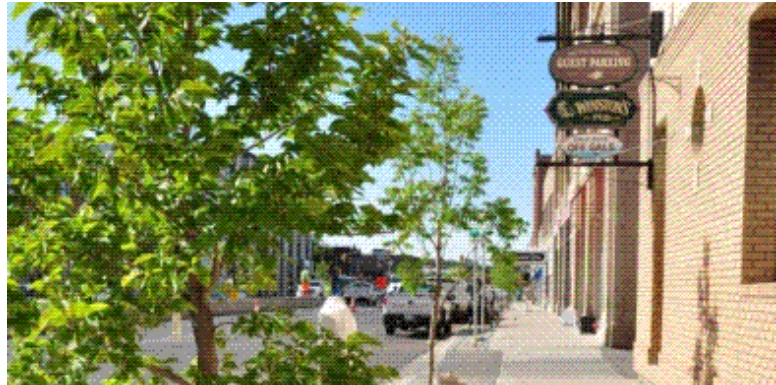






**Operating Budget**  
\$5.7 million

**Capital Budget**  
\$2.4 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

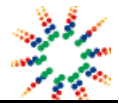
- Renewing and sustaining existing areas of the City through local area plans, neighbourhood rejuvenation projects, CPTED reviews, incentives for supportive and attainable housing, and effective licensing and civic bylaw enforcement. This includes a renewed focus on improving the City Centre and making strategic investments to improve the public realm to enhance public spaces and attract investment and residents to the City Centre.

### 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.

### Growth Plan to Half a Million

- Planning for the future growth of the City requires a development plan which links land use, transportation, and infrastructure in ways that are more effective, efficient, and sustainable. The City's new Growth Plan to Half a Million is in the final phase and will contain 'made for Saskatoon' growth strategies for the next 30 years which will guide Saskatoon to a more sustainable future.



## Permits, Licensing, 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. Effective licensing of new and established businesses ensures a healthy and fair marketplace helping people and businesses to thrive.

## 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 growth corridors. This includes development of design guidelines for neighbourhood infill, growth corridors, and strategic area development.

## Partnerships

- Working with community partners, Business Improvement Districts, and builders to ensure an adequate supply of attainable 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.

Clear, concise communication with City Council, excellent customer service for our clients, and meaningful consultation with our stakeholders are foundational principles upon which the Planning and Development business line operates.

## At A Glance

- Saskatoon continues to grow, with over 260,000 people (est.) in the city and over 300,000 in the region. It is estimated that Saskatoon has grown by over 8,500 people in the last year.

### In 2014:

- Over 1,620 Development Permits were issued.
- 26 CPTED reviews were conducted in various parks, neighbourhoods and on major capital projects to ensure safe design of buildings and sites.
- 9 Vacant Lot Incentive Applications were 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.
- 45 OCP amendments and Rezoning Requests received.
- 23 Discretionary Use Applications received and processed including the first garden and garage suite applications and continued strong demand for more care homes.
- 97 Subdivision Applications Processed which reflects a very strong demand for new, fully-serviced residential, commercial and industrial lots.
- 15 Condominium Applications Received creating many attainable dwellings for ownership.
- There are 13 neighbourhoods with approved Local Area Plans (LAP), with one LAP nearing completion, and one underway.
- 542 Attainable Housing Units supported through various programs contained in the City's Ten Year Housing Business Plan.
- Over \$16.4 million in funding towards Attainable Housing initiatives has produced over 3,600 new units since 2008.
- \$5.13 million in streetscaping projects mainly completed on 20<sup>th</sup> Street and Central Avenue since 2012.
- The Saskatoon North Partnership for Growth (P4G) is currently developing a new Regional Plan with four regional partners. This is due for completion by June 2016.



- Since 2007, the Planning and Development business line has added 17 new services and expanded the scope of 16 existing services to meet the demands of one of the fastest growing cities in Canada.

In 2015:

- It is projected that 10,600 licensed businesses will be operating in Saskatoon by end of 2015 (an increase of 2,145 since 2008).
- Over 500 property-use complaints will be received requiring specific action by bylaw enforcement staff.
- It is estimated that over 4,750 building permits will be issued in with an estimated construction value of over \$1.0 billion dollars.
- The Community Standards division is now in place to provide enhanced service levels for bylaw enforcement and customer service. The mandates of bylaw enforcement and business licensing within the division are under the jurisdiction of both the Business License and Bylaw Compliance services lines.

## Key Challenges and Risks

### Financial:

- Short-term funding for the Attainable Housing Business Plan is challenging and does not permit adequate project development and funding certainty.
- The retention and attraction of office space to the City Centre will require creative approaches and financing strategies to ensure public realm improvements and parking strategies are implemented according to the City Centre Plan. The new Growth Plan to Half a Million will recommend increasing financial investments in a new transit system. Two components are needed – a new City-wide system with better service and amenities; and a new BRT system. New funding will be needed for full implementation which is estimated to take a minimum of 10 years. Changing the culture and attitude towards public transportation is essential.

### Stakeholders:

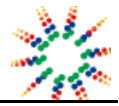
- New standards are emerging for mixed use developments and higher densities. The challenge is community acceptance and appropriate mix to ensure land use compatibility.
- Strategic Infill Areas such as the University lands (Vision 2057 Master Plan) will require a streamlined but comprehensive approval process. This will require significant public consultation as well as a fair process to integrate over 1,000 acres of new serviced land into the existing development stream.
- Rising population densities and more mixed use development will make the business licensing process, and zoning bylaw enforcement, more complex.
- A new Regional Plan is required to maximize the benefits of sustainable growth for all partners in the Saskatoon Region. The challenge is the integration of rural and urban development processes and land uses into a sensible, sustainable, economical plan for growth.

## Major Initiatives 2016-2018

Implement the Following 4-Year Priorities:

Growth Plan to Half a Million:

- Growing Forward Plan completed for adoption by City Council in March 2016.
- Long Range Transit Plan and Rapid Transit are being recommended as a key part of Growth Plan to Half a Million. This will require carefully timed and phased investments over medium to long term to re-shape the transit system and transit culture in Saskatoon.
- Complete a new Active Transportation Plan by March 2016.
- Expand the capacity of the Urban Design City-Wide program with a stable funding source to enable continued construction of streetscape projects aligned with the Growth Plan to Half a Million. Capacity in the Urban Design program will be increased to meet the needs of the new Growth Plan.



- Establish a new corridor redevelopment program to address the priorities and goals of the Growth Plan to Half a Million. Land use, design, streetscaping, and transition to adjacent neighbourhoods will be important considerations.
- Integrate the findings of the Financing Growth Report by recommending new funding models to economically implement the new Growth Plan to Half a Million.

#### Local Area, Concept and Sector Plans:

- Work will continue with civic departments and external stakeholders to complete the Meadowgreen and Montgomery Place Local Area Plans and commence the Exhibition Local Area Plan.
- The Blairmore Concept Plan will be amended in early 2016.
- Holmwood Sector Plan amendments will be completed for adoption by City Council in 2016.
- A new Sector Plan for the South West area of Saskatoon will be completed by 2017.
- The community engagement process for the South Caswell Concept Plan will be completed in preparation for redevelopment following the move of Saskatoon Transit to the new Civic Operations Centre.
- Complete construction of the 20<sup>th</sup> Street West Streetscape and shift emphasis in the Urban Design program to maintenance and funding for Programming.
- Complete the Central Avenue Streetscape Master Plan.

#### Implement the Following 10-Year Strategies:

- A new Long Range Transportation Plan will be introduced as part of the Growth Plan to Half a Million. Beginning in 2016, all plans focusing on ways to 'Move Around' in Saskatoon will be merged and integrated into a single Transportation Plan.
- Engage First Nations and Metis about Regional Growth Planning through educational materials, events, and face to face meetings.
- A new Heritage Registry is being developed in 2015. Implementation and increased awareness of valuable heritage resources will be the focus in 2016-2017.

#### Other Ongoing Initiatives:

- In consultation with the Business Improvement Districts, develop and adopt a new Council Policy for the Urban Design – BID program. Complete the last phase (four dwellings per corner) of adoption of the New Neighbourhood Level Infill Development Standards.
- Complete a new strategy for development and maintenance of Natural Areas within the urban environment.
- Complete the next phase of boundary alteration by end of 2017 (NE Sector, Holmwood extension).
- Develop a new Policy and Land Use Plan for the Grasswood Node to demonstrate a new level of land use between urban and rural to serve the needs of a growing regional population.
- Pursue legislative changes to allow for the enhancement of development levies in advance of urban development.
- Complete the Master Plans for Idylwyld Drive and the new Civic Plaza by 2017, in accordance with the City Centre Plan.

#### Bylaw and Enforcement:

- Comprehensive review and re-write of the Building Bylaw to reflect current legislative requirements and other necessary amendments.
- Investigate the feasibility of updating the Plumbing Permits Bylaw to include enforcement tools.
- Launch Administrative Bylaw Enforcement to understand current enforcement across the corporation and begin to develop an aligned and consistent delivery model.
- Develop Easy to Read Bylaw Guide to provide residents with key aspects of community standards and expectation to empower them to be good neighbours.



- Develop a Bylaw Review framework that acts as the steward for all bylaw polity review, creation and enhancement. The framework will identify a prioritization of key bylaw changes to be made.

## Continuous Improvement

- Identify efficiencies in the Business License program as well as the Bylaw Compliance program, including focus on longer term, comprehensive initiatives, including integration of the zoning compliance staff and other bylaw staff under one service line in coming years.
- A review of the process for the issuance of Building and Development Permits within both the Building and Plumbing Permits and Standards division as well as the Development Review Section. This process review will help to eliminate steps which do not add value to the process of reviewing applications and issuing building, plumbing, and development permits.
- A second process review will look specifically at the process of circulating and reviewing major land use applications both within the Planning & Development division and within key departments in the Corporation. This process review will look for ways to improve the time it takes to receive comprehensive comments from multiple stakeholders.
- Identify and develop opportunities for increasing online access and delivery of services such as online garage, deck, and plumbing permits and Property Information Disclosure applications.
- Develop and fill a Customer Service Coordinator role responsible to act as a communication focal point to track, dispatch, and streamline bylaw complaints. This will improve the customer experience and ensure proper response to maintain community standards and quality of life.

## Performance Measures

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

- Implement the Neighbourhood Level Infill Development Strategy and the 'Growth near Major Corridors' component of the "Growth Plan to Half a Million" initiative.
- Partner with the University of Saskatchewan to expedite implementation of Vision 2057 Plan for its endowment lands.
- Review options for reducing or replacing offsite levies "owing" on sites within the City's infill neighbourhoods with re-development levies to provide more direct benefits to these areas.

### **500 New Units Annually across the Attainable Housing Continuum:**

- Work with stakeholders to monitor and assess the effectiveness of financial incentives offered through the 10-year Housing Business Plan to achieve the target of 500 new units annually across the attainable housing continuum.

### **Maintain an Average Rental Housing Vacancy Rate of 3%:**

- Continue to support legalizing existing suites that meet required standards and garage and garden suite development.
- Review existing policy and financial incentives for new purpose-built affordable rental properties.

### **Population Growth (Indicator):**

- The City's new Growth Plan to Half a Million contains growth strategies to guide Saskatoon to a population of 500,000 within the next 30 years. Regional planning and Local Area Plans will support continued population growth in 2016.

### **Business Growth (Indicator):**

- Begin to develop a new high-level Employment Area Plan which identifies and accommodates areas for business and employment expansions.



## **Building Activity (Indicator):**

- Identify and develop opportunities for increasing online access and delivery of building permit services such as garage, deck, and plumbing permits, and Property Information Disclosure applications.

## Budget Implications

- In 2016, \$435.7 will be transferred into the Plan Review and Inspection Services Stabilization Reserve, which is a decrease of \$141.3 from 2015.
- In 2016, the City-Wide Urban Design Program is funded through a transfer of Land Bank Sale Administration Fees of \$500.0 which is a decrease of \$250.0 from 2015.





## Operating Summary

	2014 Actual	2014 Budget	2015 Budget	2016 Budget				
				000's			Dollar Change	% Change
				Revenue	Exp/Rec	Net		
Attainable Housing	358.1	422.0	424.3	0.0	424.9	424.9	0.6	0.1%
Building and Plumbing Permits & Standards	0.0	0.0	0.0	(6,647.9)	6,647.9	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	2.1	0.0	0.0	(1,004.9)	1,004.9	0.0	0.0	0.0%
Development Review	527.1	466.9	463.2	(834.7)	1,268.4	433.7	(29.5)	-6.4%
Regional Planning	334.7	349.5	358.5	0.0	366.9	366.9	8.4	2.3%
Bylaw Compliance	399.9	419.0	394.3	(129.7)	686.5	556.8	162.5	41.2%
Long Range Planning	264.1	277.1	291.1	(0.9)	297.0	296.1	5.0	1.7%
Neighbourhood Planning	511.6	524.8	538.6	0.0	549.0	549.0	10.4	1.9%
Research & Mapping	377.8	414.8	422.1	(17.3)	459.5	442.2	20.1	4.8%
Urban Design	2,560.0	2,485.5	2,485.5	0.0	2,485.5	2,485.5	0.0	0.0%
<b>Total</b>	<b>5,443.1</b>	<b>5,467.3</b>	<b>5,485.3</b>	<b>(8,635.4)</b>	<b>14,298.2</b>	<b>5,662.8</b>	<b>177.5</b>	<b>3.2%</b>

Staff Complement	2015	2016	Difference
Full Time Equivalents	109.00	108.75	(0.25)

## Summary of Budget Changes

Service Line	Revenue Change			Expenditure Change					Net
	2015 Base	Change	2016 Budget	2015 Base	Base Adj	Growth & Cont Impr	Service Level	2016 Budget	2016 Budget
Attainable Housing	0.0	0.0	0.0	424.3	0.6	0.0	0.0	424.9	424.9
Building and Plumbing Permits & Standards	(6,590.4)	(57.5)	(6,647.9)	6,590.4	57.5	0.0	0.0	6,647.9	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	(994.2)	(10.7)	(1,004.9)	994.2	10.7	0.0	0.0	1,004.9	0.0
Development Review	(731.7)	(103.0)	(834.7)	1,194.9	73.5	0.0	0.0	1,268.4	433.7
Regional Planning	0.0	0.0	0.0	358.5	8.4	0.0	0.0	366.9	366.9
Bylaw Compliance	(106.3)	(23.4)	(129.7)	500.6	140.9	0.0	45.0	686.5	556.8
Long Range Planning	(0.9)	0.0	(0.9)	292.0	5.0	0.0	0.0	297.0	296.1
Neighbourhood Planning	0.0	0.0	0.0	538.6	10.4	0.0	0.0	549.0	549.0
Research & Mapping	(17.3)	0.0	(17.3)	439.4	20.1	0.0	0.0	459.5	442.2
Urban Design	0.0	0.0	0.0	2,485.5	0.0	0.0	0.0	2,485.5	2,485.5
<b>Total</b>	<b>(8,440.8)</b>	<b>(194.6)</b>	<b>(8,635.4)</b>	<b>13,926.1</b>	<b>327.1</b>	<b>0.0</b>	<b>45.0</b>	<b>14,298.2</b>	<b>5,662.8</b>

## Summary of Funded Capital Investments

Service Line	2016	2017	2018	2019	2020
Attainable Housing	0.0	0.0	0.0	0.0	0.0
Building and Plumbing Permits & Standards	0.0	0.0	0.0	0.0	0.0
Business Improvement Districts	0.0	0.0	0.0	0.0	0.0
Business Licenses	0.0	0.0	0.0	0.0	0.0
Development Review	0.0	0.0	0.0	0.0	0.0
Regional Planning	371.0	0.0	0.0	0.0	0.0
Bylaw Compliance	0.0	0.0	0.0	0.0	0.0
Long Range Planning	75.0	0.0	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





## Summary of Funded Capital Investments

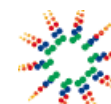
Service Line	2016	2017	2018	2019	2020
Urban Design	1,700.0	3,100.0	1,600.0	1,600.0	2,035.0
<b>Total</b>	<b>2,356.0</b>	<b>3,100.0</b>	<b>1,600.0</b>	<b>1,600.0</b>	<b>2,035.0</b>

## Financing for Funded Capital Investments

Funding Source	2016	2017	2018	2019	2020
ACTIVE TRANSPORTATION RESERVE	75.0	0.0	0.0	0.0	0.0
EXTERNAL FUNDING	297.0	0.0	0.0	0.0	0.0
PLANNING LEVY	74.0	0.0	0.0	0.0	0.0
RESERVE FOR CAPITAL EXPENDITURES	210.0	0.0	0.0	0.0	0.0
STREETSCAPE RESERVE-BID	1,700.0	3,100.0	1,600.0	1,600.0	2,035.0
<b>Total</b>	<b>2,356.0</b>	<b>3,100.0</b>	<b>1,600.0</b>	<b>1,600.0</b>	<b>2,035.0</b>
Unfunded	0.0	210.0	4,360.0	210.0	360.0

## Future Operating Budget Impacts of 2016 Capital Projects

Service Line	2016	2017	2018	2019	2020
P2460 CY-REGIONAL PLANNING	0.0	150.0	0.0	0.0	0.0
<b>Total</b>	<b>0.0</b>	<b>150.0</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>



## Attainable Housing

### Overview

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

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

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

Operating Budget:	2014 Actuals	2014 Budget	2015 Budget	2016 Budget	Dollar Change	% Change
Staff Compensation	172.2	204.2	212.3	214.2	1.9	0.9%
Operating Cost	37.2	100.1	99.6	99.6	0.0	0.0%
Capital Contribution	34.0	34.0	34.0	34.0	0.0	0.0%
Transfer to/from Reserves	114.8	83.7	78.4	77.1	(1.3)	-1.7%
<b>Total</b>	<b>358.2</b>	<b>422.0</b>	<b>424.3</b>	<b>424.9</b>	<b>0.6</b>	<b>0.1%</b>

Staff Complement	2015	2016	Difference
Full Time Equivalents	2.33	2.33	0.00

### Summary of Operating Changes

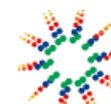
#### Summary of Budget Changes

Service Line	Revenue Change			Expenditure Change					Net
	2015 Base	Change	2016 Budget	2015 Base	Base Adj	Growth & Cont Impr	Service Level	2016 Budget	2016 Budget
Attainable Housing	0.0	0.0	0.0	424.3	0.6	0.0	0.0	424.9	424.9

There are no significant operating changes in Attainable Housing.

### Summary of Capital Investments

There are no capital investments for Attainable Housing.



## Building and Plumbing Permits & Standards

### Overview

The Building and Plumbing Permits & Standards Program provides for the review, issuance, and inspection of building, plumbing, and demolition permits. This process ensures individuals and groups have safe and healthy places to live and work. The Program also processes requests for Property Information Disclosures, Encroachment Agreements, and Civic Addresses. The Program contributes to the Plan Review and Inspection Stabilization Reserve. This reserve is to stabilize the program during periods of less activity.

This program is not subsidized by the mill rate. All expenditures are funded through the generation of fees. Fees in excess of expenses are held in the Plan Review and Inspections Services Stabilization Reserve.

Operating Budget:	2014 Actuals	2014 Budget	2015 Budget	2016 Budget	Dollar Change	% Change
Revenue	(6,109.1)	(6,545.4)	(6,590.4)	(6,647.9)	(57.5)	0.9%
Staff Compensation	4,368.0	4,591.2	4,837.8	4,993.9	156.1	3.2%
Operating Cost	1,232.6	1,236.5	1,273.4	1,322.1	48.7	3.8%
Cost Recovery	(98.0)	(97.8)	(97.8)	(103.8)	(6.0)	6.1%
Transfer to/from Stabilization	606.5	815.5	577.0	435.7	(141.3)	-24.5%
<b>Total</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0%</b>

Staff Complement	2015	2016	Difference
Full Time Equivalents	57.00	57.00	0.00

### Summary of Operating Changes

#### Summary of Budget Changes

Service Line	Revenue Change			Expenditure Change					Net
	2015 Base	Change	2016 Budget	2015 Base	Base Adj	Growth & Cont Impr	Service Level	2016 Budget	2016 Budget
Building and Plumbing Permits & Standards	(6,590.4)	(57.5)	(6,647.9)	6,590.4	57.5	0.0	0.0	6,647.9	0.0

#### Revenue Change:

- Revenue increases of \$57.5 represents increases in the value of plumbing and building permits and an increase in the volume of Property Information Disclosures.

#### Capital Contribution:

- In accordance with the reserve policy, the transfer to the Plan Review and Inspection Services Stabilization Reserve will see a decrease of \$141.3 in 2016.

#### Other Significant Change:

- Expenditure increases of \$22.6 relate to an allocation of administrative and marketing expenses and \$20.0 relates to an increase in credit card fees. These expenditures net with a corresponding decrease in the transfer to the Plan Review and Inspection Services Stabilization Reserve.

### Summary of Capital Investments

There are no capital investments for Building and Plumbing Permits & Standards.



## Business Improvement Districts

### Overview

Funding provided to Business Improvement Districts helps to bolster the administrative and financial capability of these organizations, which in turn assists the City Administration to plan and make improvements in these areas. The BIDs collaborate with City Administration on a range of projects such as Local Area Plans, City Centre Plan, The Junction, and Broadway 360, to name a few. The BIDs also provide advice to help the City prioritize urban design projects and maintenance priorities as part of the on-going cooperative efforts in the BID areas.

This program provides each of The Partnership, the Riversdale Business Improvement District, and the Broadway Business Improvement District with a grant based on an allocation of parking revenues.

Operating Budget:	2014 Actuals	2014 Budget	2015 Budget	2016 Budget	Dollar Change	% Change
Operating Cost	107.7	107.7	107.7	107.7	0.0	0.0%
<b>Total</b>	<b>107.7</b>	<b>107.7</b>	<b>107.7</b>	<b>107.7</b>	<b>0.0</b>	<b>0.0%</b>

Staff Complement	2015	2016	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
	2015 Base	Change	2016 Budget	2015 Base	Base Adj	Growth & Cont Impr	Service Level	2016 Budget	2016 Budget
Business Improvement Districts	0.0	0.0	0.0	107.7	0.0	0.0	0.0	107.7	107.7

There are no significant operating changes in Business Improvement Districts.

### Summary of Capital Investments

There are no capital investments for Business Improvement Districts.



## Business Licenses

### Overview

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

The Business Licenses program is a self-balanced program.

Operating Budget:	2014 Actuals	2014 Budget	2015 Budget	2016 Budget	Dollar Change	% Change
Revenue	(781.0)	(812.7)	(994.2)	(1,004.9)	(10.7)	1.1%
Staff Compensation	565.2	588.7	747.2	748.1	0.9	0.1%
Operating Cost	217.9	224.0	247.0	256.8	9.8	4.0%
<b>Total</b>	<b>2.1</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0%</b>

Staff Complement	2015	2016	Difference
Full Time Equivalents	9.30	9.10	(0.20)

### Summary of Operating Changes

#### Summary of Budget Changes

Service Line	Revenue Change			Expenditure Change					Net
	2015 Base	Change	2016 Budget	2015 Base	Base Adj	Growth & Cont Impr	Service Level	2016 Budget	2016 Budget
Business Licenses	(994.2)	(10.7)	(1,004.9)	994.2	10.7	0.0	0.0	1,004.9	0.0

#### Revenue Change:

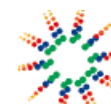
- Revenues increased by \$10.7 due to an increase in the number of licenses for new businesses and permits.

#### Other Significant Changes:

- Staff decrease of \$35.0 (0.20 FTE) is a transfer of a portion of the Director position to Development Review. This change reflects the new organizational structure.
- Banking services have increased by \$10.5 due to increased credit card fees from online services.

### Summary of Capital Investments

There are no capital investments for Business Licenses.



## Development Review

### Overview

The Development Review program facilitates the orderly use and development of property in Saskatoon in accordance with accepted community standards, as outlined in the City's Official Community Plan, Zoning Bylaw and Subdivision Bylaw, as well as numerous Council and Administrative Policies. The program serves as a resource to individuals, businesses, government agencies and community groups seeking to pursue development proposals, interpretations on bylaws and policies, and information on approval processes and timelines. Public consultations and input are also key activities.

The program reviews neighbourhood concept plans and direct control applications, architectural reviews and design standards, subdivision, rezoning, discretionary use and development permit applications, as well as applications for both new and converted condominiums. The program facilitates the community's ability to understand and amend development standards in accordance with appropriate public consultation processes. This program also administers the Naming Advisory Committee.

Operating Budget:	2014 Actuals	2014 Budget	2015 Budget	2016 Budget	Dollar Change	% Change
Revenue	(585.0)	(696.0)	(731.7)	(834.7)	(103.0)	14.1%
Staff Compensation	918.4	935.7	1,011.6	999.0	(12.6)	-1.2%
Operating Cost	300.2	291.7	291.1	296.6	5.5	1.9%
Cost Recovery	(33.7)	(21.0)	(21.0)	(21.0)	0.0	0.0%
Transfer to/from Reserves	(72.8)	(43.5)	(86.8)	(6.2)	80.6	-92.9%
<b>Total</b>	<b>527.1</b>	<b>466.9</b>	<b>463.2</b>	<b>433.7</b>	<b>(29.5)</b>	<b>-6.4%</b>

Staff Complement	2015	2016	Difference
Full Time Equivalents	10.80	10.00	(0.80)

### Summary of Operating Changes

#### Summary of Budget Changes

Service Line	Revenue Change			Expenditure Change					Net
	2015 Base	Change	2016 Budget	2015 Base	Base Adj	Growth & Cont Impr	Service Level	2016 Budget	2016 Budget
Development Review	(731.7)	(103.0)	(834.7)	1,194.9	73.5	0.0	0.0	1,268.4	433.7

#### Revenue Changes:

- Development Permit revenue reflects an increase in rates of \$128.3 partially offset by a decrease in volumes of \$25.3.

#### Other Significant Changes:

- Staff decrease of \$80.2 (1.0 FTE) is the elimination of a temporary Planner position which was required to facilitate review and approval of several new neighbourhood concept plans in 2015. The cost of this position was funded from the Planning Levy reserve.
- Staff increase of \$35.0 (0.20 FTE) is a transfer of a portion of the Director position which was previously allocated to Business Licenses. This change reflects the new organizational structure.

### Summary of Capital Investments

There are no capital investments for Development Review.



## Regional Planning

### Overview

Regional Planning was established as a separate section in 2014 to focus on the development and implementation of a new Regional Plan. The primary role of Regional Planning is to form and maintain working partnerships with other jurisdictions to ensure sustainable growth in the Saskatoon region.

The section maintains a lead role in working with regional partners to create a Regional Plan, providing professional and financial support to the Corman Park-Saskatoon Planning District, undertaking boundary alterations (annexation) to achieve the City's growth objectives; and maintaining effective working relationships with First Nations with Reserves and land development interests in the Saskatoon region.

Operating Budget:	2014 Actuals	2014 Budget	2015 Budget	2016 Budget	Dollar Change	% Change
Staff Compensation	257.7	270.4	280.3	288.3	8.0	2.9%
Operating Cost	77.0	79.1	78.2	78.6	0.4	0.5%
<b>Total</b>	<b>334.7</b>	<b>349.5</b>	<b>358.5</b>	<b>366.9</b>	<b>8.4</b>	<b>2.3%</b>

Staff Complement	2015	2016	Difference
Full Time Equivalents	2.50	2.50	0.00

### Summary of Operating Changes

#### Summary of Budget Changes

Service Line	Revenue Change			Expenditure Change				2016 Budget	Net 2016 Budget
	2015 Base	Change	2016 Budget	2015 Base	Base Adj	Growth & Cont Impr	Service Level		
Regional Planning	0.0	0.0	0.0	358.5	8.4	0.0	0.0	366.9	366.9

There are no significant operating changes in Regional Planning.

Funded Capital Projects	2016	2017	2018	2019	2020
P2460 CY-REGIONAL PLANNING	371.0	0.0	0.0	0.0	0.0
<b>Total</b>	<b>371.0</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>

### Summary of Capital Investments

Capital Project 2460 provides the resources to complete the Regional Plan project and transition to implementing the Regional Plan. The City of Saskatoon, the municipalities of Warman, Martensville, and Osler, the Rural Municipality of Corman Park, and the Saskatoon Regional Economic Development Authority have partnered to create the Saskatoon North Partnership for Growth (P4G). The primary purpose of P4G is to develop a Regional Plan by mid-2016 and implement it afterwards. In 2016 this project is requesting 20% funding from the Reserve for Capital Expenditures with the remaining funding coming from the partnering municipalities.

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

\$150.0 is the estimated operating impact for 2017; this is a 1/3 share of the costs to establish the new joint governance and administrative structure for the region, estimated at \$450.0 per year, subject to appropriate approvals.



## Future Operating Budget Impacts of 2016 Capital Projects

Project	2016	2017	2018	2019	2020
P2460 CY-REGIONAL PLANNING	0.0	150.0	0.0	0.0	0.0
<b>Total</b>	<b>0.0</b>	<b>150.0</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>





## Bylaw Compliance

### Overview

In 2015, the new Community Standards division was created, providing a new model for delivery of bylaw enforcement and related activities. This Bylaw Compliance service line will grow in time as the Division brings together the many different bylaw groups under one delivery model.

The Bylaw Compliance service line provides critical bylaw compliance support in the following areas:

- Reviews business license activity and ensures licensing compliance;
- Administers the Legalizing Existing Suites Program;
- Reviews all sign applications on private property;
- Ensures that required parking and landscaping is implemented in all construction projects;
- Provides review and enforcement of Zoning Bylaw complaints and inquiries;
- Right-of-way bylaw inspection and compliance, which regulates the public use of city property including street use, sidewalk clearing, and overgrown vegetation affecting traffic flow; and
- Drainage bylaw inspection, education and compliance involving maintenance of the drainage design grades of private properties; staffing and related costs for this function are currently budgeted under Utilities – Storm Water Management and will be transferred to this service line in 2017.

Operating Budget:	2014 Actuals	2014 Budget	2015 Budget	2016 Budget	Dollar Change	% Change
Revenue	(112.9)	(83.2)	(106.3)	(129.7)	(23.4)	22.0%
Staff Compensation	400.3	408.3	412.2	581.5	169.3	41.1%
Operating Cost	112.5	93.9	88.4	133.2	44.8	50.7%
Cost Recovery	0.0	0.0	0.0	(28.2)	(28.2)	0.0%
<b>Total</b>	<b>399.9</b>	<b>419.0</b>	<b>394.3</b>	<b>556.8</b>	<b>162.5</b>	<b>41.2%</b>

Staff Complement	2015	2016	Difference
Full Time Equivalents	5.00	7.00	2.00

### Summary of Operating Changes

#### Summary of Budget Changes

Service Line	Revenue Change			Expenditure Change				Net 2016 Budget
	2015 Base	Change	2016 Budget	2015 Base	Base Adj	Growth & Cont Impr	Service Level	2016 Budget
Bylaw Compliance	(106.3)	(23.4)	(129.7)	500.6	140.9	0.0	45.0	686.5

#### Revenue Changes:

- Increase in revenues of \$15.0 is due to an Occupancy Permit rate increase and \$8.4 is due to increases in various permits volumes.
- Service Level Increase:
- An increase of \$73.2 (1.0 FTE) is for a Communications Coordinator to accommodate a more effective service delivery model for bylaw enforcement by providing a centralized focal point for customer service, streamline communications, and accountability for compliance related outcomes. \$28.2 will cost recovered, resulting in a net mill rate increase of \$45.0.



## **Significant Change:**

- A Bylaw Inspector (1.0 FTE) position has been transferred from the Transportation business line for a total cost of \$88.2 which includes salary, payroll costs, car allowance, and uniforms. In addition, \$30.0 in contract expenses relating to bylaw inspection were also transferred from the Transportation Services service line. These transfers are part of the transition to the new model for delivery of bylaw enforcement and related activities.

## **Not Included:**

- A Bylaw Inspector (1.0 FTE; \$81.6) is needed in order to meet the prescribed mandate of the Community Standards division and meet reasonable citizen expectations. It is anticipated that \$36.6 would be cost recovered through new fees and charges, resulting in a net mill rate increase of \$45.0. If this position is not added, further direction will be sought through a formal service review of the bylaw compliance process in 2016.

## Summary of Capital Investments

There are no capital investments for Bylaw Compliance.



## Long Range Planning

### Overview

The key function of the Long Range Planning section is policy development related to the sustainable growth of Saskatoon. With a planning horizon of 500,000 people, staff is engaged in two primary roles – the ongoing development of policy in the adopted Official Community Plan, and, the development of a new Growth Plan to Half a Million. This section is also responsible for a new Long Range Transportation Plan, Active Transportation Plan, major Sector Plans, and a new Employment Area Plan in conjunction with the Growing Forward initiative.

Operating Budget:	2014 Actuals	2014 Budget	2015 Budget	2016 Budget	Dollar Change	% Change
Revenue	0.0	(0.9)	(0.9)	(0.9)	0.0	0.0%
Staff Compensation	430.1	462.4	600.9	507.2	(93.7)	-15.6%
Operating Cost	26.2	28.8	26.2	26.2	0.0	0.0%
Cost Recovery	0.0	(5.3)	(5.3)	(5.3)	0.0	0.0%
Transfer to/from Reserves	(192.2)	(207.9)	(329.8)	(231.1)	98.7	-29.9%
<b>Total</b>	<b>264.1</b>	<b>277.1</b>	<b>291.1</b>	<b>296.1</b>	<b>5.0</b>	<b>1.7%</b>

Staff Complement	2015	2016	Difference
Full Time Equivalents	6.25	5.00	(1.25)

### Summary of Operating Changes

#### Summary of Budget Changes

Service Line	Revenue Change			Expenditure Change				Net
	2015 Base	Change	2016 Budget	2015 Base	Base Adj	Growth & Cont Impr	Service Level	2016 Budget
Long Range Planning	(0.9)	0.0	(0.9)	292.0	5.0	0.0	0.0	297.0
								296.1

#### Significant Change:

- A temporary Senior Planner 21 (\$83.0, 1.0 FTE) and a Planner 16 (\$20.7, 0.25 FTE) have been transferred to Capital. These positions were previously funded by the Planning Levy reserve; consequently these transfers do not result in a mill rate change.

Funded Capital Projects	2016	2017	2018	2019	2020
P2551 CY-ACTIVE TRANSPORTATION PLAN	75.0	0.0	0.0	0.0	0.0
<b>Total</b>	<b>75.0</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>

### Summary of Capital Investments

The Active Transportation Plan Capital Project is requesting \$75.0 to develop and coordinate prioritized implementation plans for the projects identified in the Active Transportation Plan. This project is funded from the Active Transportation Reserve.

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

There are no future operating impacts from the 2016 capital projects.



## Neighbourhood Planning

### Overview

The Neighbourhood Planning service line is focused on sustainability and renewal of existing neighbourhoods. To achieve sustainability objectives, established areas of Saskatoon must be enhanced and the population must increase, providing a better balance between development in greenfield and infill areas. Local Area Plans, Neighbourhood Safety (CPTED), Attainable Housing, Incentive programs, and Urban Design Services are offered to enhance the City's established neighbourhoods. The development of Secondary Plans to support the Bus Rapid Transit and Corridor redevelopment arising from the new Growth Plan to Half a Million will commence in 2017.

Operating Budget:	2014 Actuals	2014 Budget	2015 Budget	2016 Budget	Dollar Change	% Change
Staff Compensation	473.8	461.3	484.1	494.5	10.4	2.1%
Operating Cost	413.2	458.5	488.0	514.5	26.5	5.4%
Cost Recovery	(15.1)	(10.0)	(10.0)	(10.0)	0.0	0.0%
Capital Contribution	0.0	0.0	0.0	(450.0)	(450.0)	0.0%
Transfer to/from Reserves	(360.3)	(385.0)	(423.5)	0.0	423.5	-100.0%
<b>Total</b>	<b>511.6</b>	<b>524.8</b>	<b>538.6</b>	<b>549.0</b>	<b>10.4</b>	<b>1.9%</b>

Staff Complement	2015	2016	Difference
Full Time Equivalents	4.82	4.82	0.00

### Summary of Operating Changes

#### Summary of Budget Changes

Service Line	Revenue Change			Expenditure Change					Net
	2015 Base	Change	2016 Budget	2015 Base	Base Adj	Growth & Cont Impr	Service Level	2016 Budget	2016 Budget
Neighbourhood Planning	0.0	0.0	0.0	538.6	10.4	0.0	0.0	549.0	549.0

There are no significant operating changes in Neighbourhood Planning.

Funded Capital Projects	2016	2017	2018	2019	2020
P2034 CY-LAP & NBHD SAFETY IMPLEMENTATION	210.0	0.0	0.0	0.0	0.0
<b>Total</b>	<b>210.0</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>

Unfunded Capital Projects	2016	2017	2018	2019	2020
P2034 CY-LAP & NBHD SAFETY IMPLEMENTATION	0.0	210.0	210.0	210.0	210.0
<b>Total</b>	<b>0.0</b>	<b>210.0</b>	<b>210.0</b>	<b>210.0</b>	<b>210.0</b>

### 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 fourteen existing LAPs to be followed by Meadowgreen and Montgomery Place to be completed in 2016.

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

There are no future operating impacts from 2016 Capital Projects.



## Research & Mapping

### Overview

The Research & Mapping unit, which is part of the Regional Planning section, serves as the Corporate resource center for planning, demographic, and quality of life research. Information is available for use by customers within the City Administration and the general public. Key service areas include population projections and demographic analysis, Corporate Performance Targets, land use data, quality of life indicators, Neighbourhood Profiles, and Geographic Information System and mapping services.

As part of the City's 2013-2023 Strategic Plan, a comprehensive monitoring system has been developed that will track key indicators of community progress and success. Within each of the strategic intents, approximately 100 key indicators will be tracked within 10 overall theme areas. This framework is consistent with indicators developed by the Federation of Canadian Municipalities, but is more responsive to the needs of our local community and region.

Operating Budget:	2014 Actuals	2014 Budget	2015 Budget	2016 Budget	Dollar Change	% Change
Revenue	(15.3)	(15.0)	(17.3)	(17.3)	0.0	0.0%
Staff Compensation	453.7	466.5	478.0	498.1	20.1	4.2%
Operating Cost	55.8	74.8	72.9	65.5	(7.4)	-10.2%
Cost Recovery	(120.2)	(115.4)	(115.4)	(109.0)	6.4	-5.5%
Transfer to/from Reserves	3.9	3.9	3.9	4.9	1.0	25.6%
<b>Total</b>	<b>377.9</b>	<b>414.8</b>	<b>422.1</b>	<b>442.2</b>	<b>20.1</b>	<b>4.8%</b>

Staff Complement	2015	2016	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 2016 Budget
	2015 Base	Change	2016 Budget	2015 Base	Base Adj	Growth & Cont Impr	Service Level	2016 Budget	
Research & Mapping	(17.3)	0.0	(17.3)	439.4	20.1	0.0	0.0	459.5	442.2

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. This program will also support Secondary Planning and Corridor Redevelopment initiatives arising from the new Growth Plan to Half a Million starting in 2017.

Operating Budget:	2014 Actuals	2014 Budget	2015 Budget	2016 Budget	Dollar Change	% Change
Staff Compensation	447.5	475.6	493.5	507.4	13.9	2.8%
Operating Cost	305.9	495.6	541.4	481.6	(59.8)	-11.0%
Capital Contribution	2,093.2	1,879.3	1,843.6	1,936.5	92.9	5.0%
Transfer to/from Other Operating	(750.0)	(750.0)	(750.0)	(500.0)	250.0	-33.3%
Transfer to/from Reserves	502.6	385.0	357.0	60.0	(297.0)	-83.2%
<b>Total</b>	<b>2,599.2</b>	<b>2,485.5</b>	<b>2,485.5</b>	<b>2,485.5</b>	<b>0.0</b>	<b>0.0%</b>

Staff Complement	2015	2016	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
	2015 Base	Change	2016 Budget	2015 Base	Base Adj	Growth & Cont Impr	Service Level	2016 Budget
Urban Design	0.0	0.0	0.0	2,485.5	0.0	0.0	0.0	2,485.5

#### Policy Decisions:

- The \$2.461 million transfer to the BID Streetscape Reserve is funded through a policy allocation of a specified percentage of parking revenues. The reserve then funds the cost of streetscape projects within established BIDs.
- The Urban Design BID program's operating budget reflects projects costing less than \$50.0 as well as continuing programs and operational administration costs; the 2016 transfer from the Streetscape BID Reserve is \$536.1 to fund this program.
- The City-Wide Urban Design Program is funded through a transfer of Saskatoon Land's Sale Administration Fees of \$500.0 (2015 transfer was \$750.0). This funding supports the annual operating costs of the City-Wide Urban Design Program and contributes to the City-Wide Streetscape Reserve; the 2016 provision to the City-Wide Streetscape Reserve is \$11.6 (2015 transfer was \$189.0). 2016 is the final year that Saskatoon Land's Sales Administration Fees will be used to fund this program.
- Operating costs have been reduced by \$30.0 in each of the City-Wide and Urban Design BID operating budgets, offset by a \$60.0 transfer to the newly established Façade Conservation and Enhancement Grant Reserve. Any unallocated funds will be returned to the programs at the end of the year.

#### Other Significant Changes:

- A Design Assistant position was transferred from the City-Wide Urban Design program (-1.0 FTE) to the Urban Design BID program (1.0 FTE) within the Urban Design service line to accurately reflect the time spent on the program areas.



- It is anticipated that beginning in 2017, staff from the City-Wide Urban design program will be utilized in Capital Project 2541 Growth Plan to Half a Million Implementation to design enhanced streetscaping adjacent to new Transit Stations.

Funded Capital Projects	2016	2017	2018	2019	2020
P2162 CY-URBAN DESIGN - BIDS	1,700.0	3,100.0	1,600.0	1,600.0	2,035.0
<b>Total</b>	<b>1,700.0</b>	<b>3,100.0</b>	<b>1,600.0</b>	<b>1,600.0</b>	<b>2,035.0</b>

Unfunded Capital Projects	2016	2017	2018	2019	2020
P1508 CY-CITY ENTRANCE SIGNS	0.0	0.0	150.0	0.0	150.0
P2166 CY-URBAN DESIGN - CITY-WIDE	0.0	0.0	4,000.0	0.0	0.0
<b>Total</b>	<b>0.0</b>	<b>0.0</b>	<b>4,150.0</b>	<b>0.0</b>	<b>150.0</b>

## 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).

In 2016, project 2162 includes the design of a comprehensive streetscape project for Idylwyld Drive from the Senator Sid Buckwold Bridge to Circle Drive and the first year of a two year plan to replace aging amenities (benches, garbage cans, poster boards and tree grates) on 21st Street, 2nd Avenue, 20th Street West and potentially other locations within the BID boundaries.

The Central Avenue Master Plan, approved by City Council in 2009, called for streetscape improvements from 107th Street to 115th Street. The interim funding strategy for 2015 and 2016 has the effect of reducing the sufficiency of the reserve. In order to complete the Central Avenue Master Plan, the Administration will include a capital budget request for the 2018 budget. This final phase will address the pedestrian crossing of the railway in order to improve pedestrian safety. Completion of the final phase will depend on funding availability and negotiation with the railway company.

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

There are no future operating impacts from 2016 Capital Projects.





**Operating Budget**  
\$303.4 million

**Capital Budget**  
\$80.0 million



## STRATEGIC GOAL:



Asset & Financial Sustainability



Environmental Leadership

## Overview

Electricity, quality drinking water, collection and treatment of wastewater, storm water collection, and residential recycling are basic amenities provided through the Utilities business line. Utilities are not only responsible for keeping the lights on, taps flowing, and toilets flushing, they are 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 Saskatoon households, businesses, institutions, and also to users outside the City limits on a fee-for-service 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 recycling and yard waste collection programs.

Fees generated by services within the Utilities business line are an important source of revenue for the City. In the 2016 budget, contributions of \$56.2 million are made available to the City in order to help offset property taxes and fund various municipal projects.

## At A Glance

- Saskatoon Light & Power's distribution network includes 1,171 km of overhead lines and 615 km of underground power cables.
- The Water Treatment Plant treats approximately 42 million cubic meters of water per year. The water distribution system is comprised of 1,132 km's of water mains, 13,657 valves, 7,063 hydrants and 71,096 service connections.





- The Wastewater Treatment Plant treats approximately 33 million cubic meters of wastewater per year. The wastewater collection system is comprised of 1,013 km's of sanitary mains, 11,298 manholes, 44 km's of force mains and 69,635 service connections.
- The storm water management system includes 698 km's of storm sewers, 8,710 manholes, 12,819 catch basins, 20 wet ponds, eight dry ponds, three natural ponds, and two constructed wetlands.
- Curbside recycling services are provided bi-weekly to 67,000 homes and multi-unit recycling services are provided to 33,000 apartment and condominium units.
- Compost depots receive approximately 20,000 tonnes of leaves, grass, and branches annually, including yard waste collected from approximately 6,000 subscribers to the Green Cart Program.
- The Leaves and Grass (green cart) Subscription Program provides biweekly curbside collection of yard-waste to households interested in this seasonal program.
- As the City continues to strive to become more self-sufficient from an energy perspective, opportunities to expand the Green Energy Park continue to be explored.

## Key Challenges and Risks

### Infrastructure and Operations:

- Continued growth throughout the City, including increased infill development within the downtown core, has placed new demands on existing water, wastewater, and electrical infrastructure for expansion and upgrades.
- Developing infrastructure upgrade and capital expansion strategies, for the wastewater collection, water distribution, and storm water systems to ensure they can continue to meet the needs of current and future customers.

### Financial:

- Current funding levels for infrastructure replacement and upgrades to the electrical distribution system are not keeping pace with the amount that will be required to maintain the infrastructure to industry standards (as identified in the capital planning study completed in 2012).
- The Waste Services Utility has a number of new and changing programs that generate increased costs, preventing contributions to the reserve and requiring some mill-rate support.
- Compost Depots remain free of charge, which in the context of the Utility affects the financial viability of the composting program component of Waste Services.
- Extended Producer Responsibility (Stewardship) programs are not as well developed in Saskatchewan as they are in other jurisdictions (i.e. the Multi-Material Recycling Program). This creates a significant impact on the ability to implement new waste services and budget for the Multi Unit Residential Recycling (MURR) program.

### Environmental:

- As alternative energy sources start to become more prevalent into the future, the City needs to become more self-sufficient from an energy perspective.
- Saskatoon experienced the wettest decade in the City's recorded 115 year history. The average annual rainfall in Saskatoon is 262mm and in the past ten years all but three years have exceeded this. Climate change has resulted in a higher frequency of major storm events relative to those experienced in the last 100 years and an increase in the groundwater table relative to the last 100 years on record. These factors can strain and challenge the City's infrastructure.

### Stakeholders:

- Recyclable materials continue to be sent to the Landfill, filling up this finite asset.



## Major Initiatives 2016-2018

Implement the Following 4-Year Priorities:

- Develop an appropriate funding strategy to address the infrastructure renewal issues identified in the Capital Development Planning Study (completed in 2012) which reviewed the condition of the City's electrical distribution system against industry standards, and the Bulk Power System Planning Study (completed in 2014). These studies reviewed the transmission system's ability to meet growth requirements in the future and identified critical renewal projects involving transmission power lines and major substations.
- Preliminary design work will continue in 2016 to identify routing options for adding a new electrical supply point from the north to provide a second source of power from SaskPower to serve Saskatoon Light & Power at a cost of \$0.8 million.

Implement the Following 10-Year Strategies:

- Saskatoon Light & Power will continue to explore options for new green energy generation projects. Potential future projects may include a hydropower project at the Saskatoon Weir. Comprehensive assessments of projects will be completed to determine project viability. A solar power demonstration project at the Saskatoon Landfill has been approved and will become operational in 2016.

Other Ongoing Initiatives:

- The Wastewater Utility is proceeding with the odour abatement capital project. Construction is scheduled to be complete in 2016. It is estimated that this work will reduce approximately 76% of all odor emissions during normal operation.
- Upgrades to the filter infrastructure at the Water Treatment Plant at a cost of \$8.3 million will ensure continued filtration reliability of the plant and automation of controls.
- Transfer pumping and electrical upgrades at the Water Treatment Plant will provide dedicated efficient pumps to transfer water to the Avenue H Reservoir facility.
- Due to growth, the Wastewater Treatment Plant will require an additional fourth digester at a total cost of \$19.0 million. Design of the fourth digester will begin in 2017 and construction is scheduled for 2018.
- Design and construction of a liquid waste haulers station in the North Industrial area at a cost of \$6.25 million will replace the existing station at the Wastewater Treatment Plant. This will eliminate the need for waste haulers to travel through residential neighborhoods and school zones.
- Design and construction of a reservoir fill main in the northeast sector at a cost of \$18.9 million is required prior to the construction of a new reservoir that will service the growing northeast and east sectors.
- Conservation education programs will continue in an effort to help ensure citizens understand how they can reduce costs and reduce their environmental footprint. The City will lead by example by improving efficiency at civic properties and communicating benefits once achieved.

## Continuous Improvement

- Continue the implementation of an asset management system for Saskatoon Light & Power with anticipated completion in 2017. The system will assist the Utility in making decisions to optimize maintenance and renewal strategies.
- Implementation of an Advanced Metering Infrastructure (AMI) system will continue in 2016 and will provide the communication network for data to be sent digitally from smart meters to the City. AMI will reduce lost revenues and decrease operating costs for the utilities while improving customer service by providing actual meter reads each month. Installation of smart electricity meters will continue in 2016 and will be completed by 2017. Installation of communication modules on water meters will be completed by 2019.
- Saskatoon Water continues to develop and expand its computerized maintenance management system to better maintain assets, prolong life, and increase resiliency. The asset management system has also significantly improved staff productivity and workplace satisfaction at the treatment plants as the work is now more proactive rather than reactive.



- An upgrade to existing lift stations at an investment of \$9.0 million is integral to the wastewater collection system to improve efficiency and reliability.
- Process optimization at the Bio-Solids Handling Facility has resulted in improvements to the semi-annual wet injection program resulting in significant savings due to reduced consultant's fees and employee overtime. Odor emissions have been reduced and complaints from citizens have ceased.

## Performance Measures

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

- Increase the Waste Diversion Rate through encouraging residents to "Place Waste in the Right Place" and expanding organics diversion through increased subscriptions to the Green Cart Program.

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

- Implement a solar power demonstration project and continue to explore hydro generation options through partnerships with other agencies to reduce the City's greenhouse gas emissions.
- Install LED street lighting in new neighbourhood developments.
- Complete water audits to identify sources of unmetered water utilizing Advanced Metering Infrastructure (AMI) and sources of large water losses (e.g. water huts) to reduce water usage.
- Conduct energy audits at the water and wastewater treatment plants.

### **Maintain Key Civic Infrastructure at Annual "B" Service Level:**

- Develop level of service strategies for electrical, water and sewer services. Develop and maintain sustainable long-term capital funding strategies that support utility system growth and renewal requirements.

### **Supply of Residential and Industrial Land:**

- Develop a Comprehensive Water and Sewer Plan with phasing for the most likely growth path for the Saskatoon Region including the surrounding cities and partners.

### **Annual Municipal Tax Increase Equal to or Less Than Municipal Price Index:**

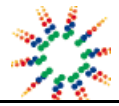
- Utilities are expected to contribute \$56.2 million in revenues to the 2016 budget to help fund the Civic services general fund. This contribution is made up of Return-on-Investment (ROI), and Grants-in-Lieu (GIL) from Saskatoon Light & Power, and Saskatoon Water and Wastewater. Included in this is \$3.0 million for the first year phase-in of a 10% ROI from the Water and Wastewater Utilities.

### **Zero Lost Time Injuries:**

- Work with the City's partners in recycling to achieve zero lost time injuries and increased citizen satisfaction. Initiatives will include safety audits and follow-up on monthly contractors reporting on safety.

## Budget Implications

- City growth is necessitating a number of projects for Saskatoon Light & Power, and is driving the 2016 capital budget. This work is required to meet the needs of a growing city. A total of \$5.9 million is being expended from the Electrical Distribution Extension Reserve for these projects.
- Saskatoon Light & Power's capital investment program also includes funding for infrastructure renewal. A total of \$7.3 million is being expended from the Electrical Distribution Replacement Reserve to maintain current assets.
- Storm Water Management's 2016 capital investment program includes funding for five projects totaling \$5.4 million.
- The water consumption forecast for 2016 is planned for a 0% growth increase 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 2016, will allow ongoing system replacements and improvements.



- Water revenues are allocated to operating and capital projects for treatment plants, water distribution and sewer collection systems, and to roadway rehabilitation due to utility presence. A return on investment to the City has also been recognized in the amount of \$3.0 million.
- The City's composting program includes the operation of depots for the drop-off of yard waste. This operation is not financially self-sufficient and relies on \$353.0 from the landfill for a fee directly related to its waste diversion efforts to save valuable airspace.



## Operating Summary

	2014 Actual	2014 Budget	2015 Budget	2016 Budget				
				000's			Dollar Change	% Change
				Revenue	Exp/Rec	Net		
Saskatoon Light & Power	0.0	0.0	0.0	(156,865.2)	156,865.2	0.0	0.0	0.0%
Storm Water Management	0.0	0.0	0.0	(6,010.6)	6,010.6	0.0	0.0	0.0%
Wastewater Utility	0.0	0.0	0.0	(62,840.1)	62,840.1	0.0	0.0	0.0%
Water Utility	0.0	0.0	0.0	(70,657.6)	70,657.6	0.0	0.0	0.0%
Waste Services Utility	0.0	0.0	0.0	(6,989.1)	6,989.1	0.0	0.0	0.0%
<b>Total</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>(303,362.6)</b>	<b>303,362.6</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0%</b>

Staff Complement	2015	2016	Difference
Full Time Equivalents	337.41	338.37	0.96

## Summary of Budget Changes

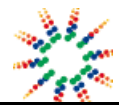
Service Line	Revenue Change			Expenditure Change					Net
	2015 Base	Change	2016 Budget	2015 Base	Base Adj	Growth & Cont Impr	Service Level	2016 Budget	2016 Budget
Saskatoon Light & Power	(154,698.2)	(2,167.0)	(156,865.2)	154,698.2	2,118.2	48.8	0.0	156,865.2	0.0
Storm Water Management	(6,194.3)	183.7	(6,010.6)	6,194.3	(185.4)	1.7	0.0	6,010.6	0.0
Wastewater Utility	(57,466.3)	(5,373.8)	(62,840.1)	57,466.3	4,944.0	429.8	0.0	62,840.1	0.0
Water Utility	(63,746.2)	(6,911.4)	(70,657.6)	63,746.2	6,715.9	250.5	(55.0)	70,657.6	0.0
Waste Services Utility	(7,208.3)	219.2	(6,989.1)	7,208.3	(373.0)	153.8	0.0	6,989.1	0.0
<b>Total</b>	<b>(289,313.3)</b>	<b>(14,049.3)</b>	<b>(303,362.6)</b>	<b>289,313.3</b>	<b>13,219.7</b>	<b>884.6</b>	<b>(55.0)</b>	<b>303,362.6</b>	<b>0.0</b>

## Summary of Funded Capital Investments

Service Line	2016	2017	2018	2019	2020
Saskatoon Light & Power	17,008.0	15,107.0	15,320.0	14,370.0	16,505.0
Storm Water Management	5,414.0	2,520.0	2,625.0	2,634.0	2,742.0
Wastewater Utility	27,187.0	24,246.0	27,192.0	16,119.0	14,990.0
Water Utility	30,410.0	35,367.0	20,190.0	58,038.0	49,715.0
Waste Services Utility	0.0	0.0	0.0	0.0	0.0
<b>Total</b>	<b>80,019.0</b>	<b>77,240.0</b>	<b>65,327.0</b>	<b>91,161.0</b>	<b>83,952.0</b>

## Financing for Funded Capital Investments

Funding Source	2016	2017	2018	2019	2020
BORROWING	6,840.0	17,910.0	16,470.0	21,960.0	8,550.0
COST RECOVERY PPD LAND DEVELOPMENT	2,704.0	1,372.0	1,372.0	1,372.0	1,372.0
ELECTRICAL DISTRIBUTION EXTENSION RES	5,894.0	5,455.0	5,828.0	5,538.0	6,313.0
ELECTRICAL DISTRIBUTION REPLACEMENT RES	7,260.0	7,175.0	7,015.0	6,135.0	7,440.0
INFRA RES - STORM WATER	5,414.0	2,520.0	2,625.0	2,634.0	2,742.0
INFRA RES-WTR & SAN SWR	16,042.0	15,942.0	15,942.0	15,942.0	15,942.0
OPERATING BUDGET DOWNPAYMENT	760.0	1,990.0	1,830.0	2,340.0	950.0
PROPERTY REALIZED RES	1,600.0	0.0	0.0	0.0	0.0
SEWAGE COLL & TRTMNT REPL RES	4,476.0	2,752.0	2,391.0	2,990.0	3,469.0
SL&P CUSTOMER CONTRIBUTION	1,150.0	1,105.0	1,105.0	1,325.0	1,380.0
WASTEWATER TRTMNT CAP RES	15,054.0	8,387.0	8,694.0	6,422.0	4,814.0
WATER SUPPLY REPL RES	1,195.0	3,271.0	1,517.0	715.0	3,630.0
WATERWORKS CAPITAL PROJECTS RESERVE	11,630.0	9,361.0	538.0	23,788.0	27,350.0
<b>Total</b>	<b>80,019.0</b>	<b>77,240.0</b>	<b>65,327.0</b>	<b>91,161.0</b>	<b>83,952.0</b>



## Financing for Funded Capital Investments

Funding Source	2016	2017	2018	2019	2020
Unfunded	0.0	0.0	0.0	0.0	0.0



## 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 SaskPower as well as future increases to retail electricity rates established by SaskPower and matched by Saskatoon Light & Power.

Operating Budget:	2014 Actuals	2014 Budget	2015 Budget	2016 Budget	Dollar Change	% Change
Revenue	(136,710.7)	(137,111.8)	(140,855.5)	(142,845.0)	(1,989.5)	1.4%
Prov Utility Municipal Surcharge	(13,464.3)	(13,394.1)	(13,842.7)	(14,020.2)	(177.5)	1.3%
Staff Compensation	8,137.0	6,992.9	7,223.1	7,343.8	120.7	1.7%
Operating Cost	130,231.4	132,609.9	135,738.4	138,041.3	2,302.9	1.7%
Debt Charges	63.9	63.9	99.3	55.3	(44.0)	-44.3%
Cost Recovery	(2,674.1)	(2,361.2)	(2,119.4)	(2,226.1)	(106.7)	5.0%
Capital Contribution	13,483.4	13,199.3	13,755.6	13,649.7	(105.9)	-0.8%
Transfer to/from Reserves	1.1	1.1	1.2	1.2	0.0	0.0%
<b>Total</b>	<b>(932.3)</b>	<b>(0.0)</b>	<b>(0.0)</b>	<b>(0.0)</b>	<b>(0.0)</b>	<b>0.0%</b>

Staff Complement	2015	2016	Difference
Full Time Equivalents	69.20	69.20	0.00

### Summary of Operating Changes

#### Summary of Budget Changes

Service Line	Revenue Change			Expenditure Change					Net 2016 Budget
	2015 Base	Change	2016 Budget	2015 Base	Base Adj	Growth & Cont Impr	Service Level	2016 Budget	
Saskatoon Light & Power	(154,698.2)	(2,167.0)	(156,865.2)	154,698.2	2,118.2	48.8	0.0	156,865.2	0.0

#### Revenue Changes:

- The 2016 operating budget reflects a 1.28% overall increase in power revenue of \$1.8 million, combined with a municipal surcharge revenue increase of \$177.5. These have been adjusted for SaskPower's overall rate increase of 2.0% (effective September 1, 2015). The City has historically matched rate increases set by SaskPower.
- The landfill gas revenue has increased by \$232.0 due to the generation and sale of additional produced power.
- Meter testing revenue has been decreased slightly by \$30.1.

#### Growth:

- To meet increasing operating program demands, vehicles and equipment fleet charges have increased \$48.8.

#### Capital Contributions:

- Provisions to Capital Reserves that support the 2016 capital program have been decreased by \$393.7. Capital repayments from the Landfill Gas Generation program increased \$287.8 in 2016.

#### Other Significant Changes:

- The cost of purchasing bulk power increased by \$1.8 million.





- Staff compensation costs increased by \$120.7. Special services increased by \$73.6, while customer billing/collections increased by \$63.6. Building and equipment maintenance increased by \$79.5, while fixed asset purchases decreased by \$31.5. Cost Recovery programs increased by \$106.5 in 2016.
- The grant-in-lieu provided to the City has increased by \$266.2 due to increases in power revenues from an associated 2.0% overall SaskPower rate increase.
- Included in each of the City's five Utilities are expenditures that form an important source of revenue to the City. Saskatoon Light & Power's (SL&P) 2016 budget includes the following: \$431.1 (Admin. Recovery), \$21.0 million (Grant-in-Lieu), and \$23.1 million (Return on Investment). In the 2016 budget, SL&P's total Utility contribution to the City is \$44.5 million.

Funded Capital Projects	2016	2017	2018	2019	2020
P0720 SL&P - CAPACITOR INSTALLATIONS	0.0	0.0	150.0	0.0	0.0
P0724 SL&P - REVENUE METER - NEW & REPLACEMENT	1,700.0	1,650.0	250.0	250.0	250.0
P0736 SL&P - CUSTOMER UPGRADES AND EXTENSIONS	2,750.0	2,400.0	2,400.0	2,400.0	2,600.0
P0812 SL&P - GEOGRAPHIC INFORMATION SYSTEM GIS	100.0	0.0	0.0	0.0	0.0
P0825 SL&P - STREET LIGHT UPGRADES	60.0	160.0	160.0	265.0	265.0
P1016 SL&P - NEIGHBOURHOOD STREET LIGHT UPGRDS	200.0	0.0	200.0	0.0	200.0
P1018 SL&P - MONITORING SYSTEM UPGRADE (SCADA)	210.0	150.0	150.0	150.0	750.0
P1019 SL&P - SUBSTATION UPGRADE - W. J. BUNN	0.0	0.0	50.0	500.0	500.0
P1174 SL&P - STREET LIGHTS - LAND DEVELOPMENT	2,958.0	1,500.0	1,500.0	1,500.0	1,500.0
P1250 SL&P - ADVANCED METERING INFRASTRUCTURE	350.0	0.0	0.0	0.0	0.0
P1251 SL&P - SUBSTATION - 138 kV SWITCHING	350.0	350.0	50.0	50.0	50.0
P1253 SL&P - SUBSTATION UPGRADE - NORTH CENTRAL	0.0	0.0	0.0	0.0	300.0
P1255 SL&P - DISTRIBUTION - EQUIPMENT UPGRADE	250.0	200.0	300.0	200.0	100.0
P1257 SL&P - SUBSTATION SECURITY IMPROVEMENTS	120.0	120.0	120.0	120.0	120.0
P1259 SL&P - SUBSTATION TAP CHANGER OIL TREAT.	75.0	75.0	0.0	0.0	0.0
P1268 SL&P - NETWORK VAULTS	50.0	0.0	0.0	0.0	0.0
P1269 SL&P - NORTH DOWNTOWN DEVELOPMENT	0.0	0.0	0.0	720.0	720.0
P1272 SL&P - BUILDINGS & GROUNDS	450.0	250.0	375.0	250.0	250.0
P1281 SL&P - SUSTAIN POWER GENERATION OPTIONS	200.0	200.0	200.0	200.0	200.0
P1282 SL&P - STREET LIGHTS - MITIGATION	900.0	870.0	870.0	770.0	780.0
P1283 SL&P - 15KV FDR UPGRADE - RIVER CROSSING	100.0	100.0	0.0	0.0	0.0
P1286 SL&P - ELEC SYS PLANNING STUDIES	0.0	0.0	205.0	0.0	205.0
P1295 SL&P - NETWORK - MAJOR ASSETS	400.0	0.0	400.0	0.0	400.0
P1296 SL&P - NETWORK - CIVIL INFRASTRUCTURE	300.0	300.0	300.0	300.0	300.0
P1297 SL&P - NETWORK - PRIMARY LINES	600.0	200.0	600.0	200.0	0.0
P1298 SL&P - NETWORK - SECONDARY LINES	0.0	60.0	60.0	60.0	0.0
P1299 SL&P - NETWORK - PROTECTION & CONTROL	260.0	260.0	260.0	260.0	260.0
P1301 SL&P - SUBSTATION COMMUNICATION UPGRADE	300.0	250.0	250.0	250.0	250.0
P1303 SL&P - AVE C FEEDER #2 - TRAFFIC BRIDGE	0.0	150.0	0.0	0.0	0.0
P1305 SL&P - FEEDER UPGRADES/REPLACEMENT	2,025.0	1,875.0	1,875.0	1,875.0	1,875.0
P1308 SL&P - 15 KV CONV - INTERMED SUBSTATIONS	1,150.0	500.0	800.0	950.0	1,000.0
P1310 SL&P - UTILITY - RESEARCH & DEVELOPMENT	50.0	140.0	140.0	145.0	145.0
P1315 SL&P - 138 KV TRANSMISSION LINE UPGRADE	0.0	1,750.0	1,750.0	1,750.0	1,750.0
P1316 SL&P - TRANSMIS POLE/STRUCTURE UPGRADES	100.0	100.0	120.0	120.0	0.0
P1326 SL&P - SUBSTATION MONITORING SYS UPGRADE	200.0	250.0	200.0	250.0	200.0
P1329 SL&P - SUBSTATION RELAY UPGRADES	0.0	350.0	500.0	250.0	500.0
P1332 SL&P - SUBSTATION SERVICE LIFE EXTENSION	415.0	400.0	300.0	300.0	300.0
P1350 SL&P - SUBSTATION BUILDING & GROUND RENO	0.0	150.0	150.0	100.0	100.0
P1352 SL&P - LIFE CYCLE MANAGEMENT	150.0	100.0	0.0	0.0	0.0





Funded Capital Projects	2016	2017	2018	2019	2020
P1353 SL&P - EQUIPMENT UPGRADE & REPLACEMENT	235.0	247.0	635.0	185.0	635.0
<b>Total</b>	<b>17,008.0</b>	<b>15,107.0</b>	<b>15,320.0</b>	<b>14,370.0</b>	<b>16,505.0</b>

## Summary of Capital Investments

Saskatoon Light & Power's Capital Investment Plan includes maintaining current assets and expanding infrastructure to meet new customer needs. This work is required to meet the needs of a growing city, and to maintain an electrical utility with reliability standards that meet or exceed industry standards.

Major capital initiatives for 2016 include \$2.8 million for customer connections (new and upgrade), \$3.4 million for street lighting initiatives including new subdivisions, \$1.0 million for substation upgrades, \$3.5 million for distribution line and equipment upgrades, \$1.7 million for smart meters and AMI, \$1.6 million for upgrades to the downtown secondary network system, \$0.6 million for repair of street lights damaged by vehicles, \$0.7 million for building, vehicle, and equipment upgrades, and \$0.5 million for communications and control systems.

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

There are no future operating impacts from 2016 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.

The 2016 operating budget reflects the Storm Water Utility rate structure as approved by City Council in 2011. This rate structure establishes equality in storm water management fees through a user-pay utility. This utility charges property owners based on the amount of runoff they generate. 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 2016 the ERU cap is set at 70 ERUs.

Operating Budget:	2014 Actuals	2014 Budget	2015 Budget	2016 Budget	Dollar Change	% Change
Revenue	(5,378.3)	(6,066.2)	(6,194.3)	(6,010.6)	183.7	-3.0%
Staff Compensation	1,359.2	1,506.6	1,579.3	1,622.8	43.5	2.8%
Operating Cost	1,001.0	1,541.5	1,693.8	1,721.3	27.5	1.6%
Debt Charges	(9.9)	(9.9)	(35.3)	(24.8)	10.5	-29.7%
Capital Contribution	3,028.0	3,028.0	2,956.5	2,691.3	(265.2)	-9.0%
<b>Total</b>	<b>(0.0)</b>	<b>(0.0)</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0%</b>

Staff Complement	2015	2016	Difference
Full Time Equivalents	19.51	19.51	0.00

### Summary of Operating Changes

#### Summary of Budget Changes

Service Line	Revenue Change			Expenditure Change				Net
	2015 Base	Change	2016 Budget	2015 Base	Base Adj	Growth & Cont Impr	Service Level	2016 Budget
Storm Water Management	(6,194.3)	183.7	(6,010.6)	6,194.3	(185.4)	1.7	0.0	6,010.6
								0.0

#### Revenue Change:

- A decrease in revenue of \$183.7 is due to a budget correction from the ERU phase in. 2016 is the fifth year of the seven year phase in of the Storm Water Utility rate structure.

#### Growth:

- An increase of \$1.7 is the result of storm sewer maintenance staff training increases due to a change in workload.

#### Capital Contributions:

- There has been a decrease in the transfer to the Storm Water Management Capital Reserve of \$265.2 as a result of operational and capital requirements to balance the Utility.

#### Other Significant Changes:

- There is an increase of \$74.7 for the fall sweep program.
- Included in each of the City's five Utilities are expenditures that form an important source of revenue to the City. In the 2016 budget, Storm Water Management's total Utility contribution to the City is \$51.8 (Admin. Recovery).



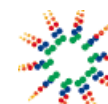
Funded Capital Projects		2016	2017	2018	2019	2020
P1493	TU-EAST RIVERBANK STABILIZATION	3,200.0	250.0	300.0	250.0	300.0
P1619	TU-STORM SEWER TRUNK	879.0	901.0	923.0	947.0	970.0
P1620	TU-STORM SEWER COLLECTION	835.0	856.0	877.0	899.0	921.0
P1621	TU-STORM SEWER POND PRESERVATION	350.0	359.0	367.0	377.0	386.0
P1677	TU-STORM WATER MGMT UTILITY BILLING	150.0	154.0	158.0	161.0	165.0
<b>Total</b>		<b>5,414.0</b>	<b>2,520.0</b>	<b>2,625.0</b>	<b>2,634.0</b>	<b>2,742.0</b>

## Summary of Capital Investments

2016 Storm Water Management Capital Investments include five funded projects totaling \$5.4 million. This entire investment is geared towards the maintenance and replacement of existing assets.

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

There are no future operating impacts from 2016 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 including the wastewater collection system and remote pumping facilities, the handling and disposal of solids resulting from the treatment processes and to provide related engineering and planning services.

Operating Budget:	2014 Actuals	2014 Budget	2015 Budget	2016 Budget	Dollar Change	% Change
Revenue	(51,409.1)	(50,990.0)	(57,466.3)	(62,840.1)	(5,373.8)	9.4%
Staff Compensation	8,756.1	8,863.0	9,225.8	9,486.0	260.2	2.8%
Operating Cost	15,126.2	17,202.3	18,268.5	20,400.1	2,131.6	11.7%
Debt Charges	6,194.6	6,338.2	4,244.7	5,096.1	851.4	20.1%
Cost Recovery	(1,104.1)	(976.8)	(1,105.7)	(1,117.6)	(11.9)	1.1%
Capital Contribution	19,934.5	19,561.7	26,831.4	28,973.9	2,142.5	8.0%
Transfer to/from Reserves	1.6	1.6	1.6	1.6	0.0	0.0%
<b>Total</b>	<b>(2,500.2)</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0%</b>

Staff Complement	2015	2016	Difference
Full Time Equivalents	108.08	109.08	1.00

### Summary of Operating Changes

#### Summary of Budget Changes

Service Line	Revenue Change			Expenditure Change				Net
	2015 Base	Change	2016 Budget	2015 Base	Base Adj	Growth & Cont Impr	Service Level	2016 Budget
Wastewater Utility	(57,466.3)	(5,373.8)	(62,840.1)	57,466.3	4,944.0	429.8	0.0	62,840.1
								0.0

#### Revenue Changes:

- The 2016 operating budget reflects the 2016 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 2016 to cover operating costs, capital expansion, and inflationary pressures. The revenue increase of \$2.4 million reflects the January 2016 rate increase.
- Other revenue increases include commercial surcharges and direct dumping charges of \$136.6.
- The 2016 budget also includes increases for various Utility levies as follows: \$822.4 (Infrastructure Levy), \$580.0 (Redevelopment Levy), \$1.2 million (Roadways Levy), and \$224.2 (Flood Protection Levy). These are offset in expenditures through transfers to reserve.

#### Growth:

- Consumption increases due to City expansion are offset by improvements in water and wastewater conservation technologies limiting 2016 revenue growth opportunities.
- An increase of \$202.7 for new lift station cleaning, \$71.8 for one new store supervisor position, \$123.8 for sewer maintenance & service connection contract services, \$8.5 for sewer maintenance staff training (due to workload changes), \$13.0 for sewer and maintenance supplies, and \$10.0 in fixed asset purchases for service connections.

#### Capital Contributions:

- Reserve transfer changes reflect an increase of \$822.4 to the Infrastructure Replacement Reserve – Water and Wastewater; an increase of \$1.2 million in the contribution to the Roadways Reserve required to rehabilitate roadways due to the presence of water and sewer services; a decrease of \$879.6 to the provision



for the Wastewater Capital Projects Reserve due to a decrease in the supplemental provision; and an increase of \$235.5 in the transfer to the Wastewater Supply Replacement Reserve. Additionally, the Flood Protection Program Levy increased by \$224.2 and the Redevelopment Levy increased by \$580.0.

## Other Significant Changes:

- Increases include \$408.9 for the operation of the collection system, \$278.2 for the Heavy Grit Facility (formerly supported by the tax base), \$2.1 million for capital contributions, \$221.0 for Grants in Lieu of Taxes, and \$212.4 for staff compensation, billing and City services, overhead and other operational expenditures. In addition, the debt charges for capital projects have increased by \$851.4. Public notice will be given prior to undertaking additional borrowing.
- Included in each of the City's five Utilities are expenditures that form an important source of revenue to the City. The Wastewater Utilities 2016 budget includes the following: \$4.4 million (Admin. Recovery), \$3.9 million (Grant-in-Lieu), and \$1.3 million (Return on Investment). In the 2016 budget, Wastewater's total Utility contribution to the City is \$9.5 million.
- 2016 is the first year of a five year phase-in plan to establish an ROI from both the Water and Wastewater Utilities based on 10 percent of metered and fixed revenue.

Funded Capital Projects	2016	2017	2018	2019	2020
P0687 WWT- ASSET REPLACEMENT	4,476.0	2,752.0	2,391.0	2,990.0	3,469.0
P1243 WWT- LIFT STATION UPGRADES	4,087.0	3,248.0	873.0	1,189.0	1,805.0
P1501 TU-UPGRD FLETCHER RD SANITARY LIFT STATN	3,300.0	0.0	0.0	0.0	0.0
P1616 TU-WASTE WATER COLLECTION	4,815.0	4,815.0	4,815.0	4,815.0	4,815.0
P1618 TU-SANITARY SEWER TRUNKS	1,792.0	1,792.0	1,792.0	1,792.0	1,792.0
P2053 WWT-SCREEN REPLACEMENT	2,517.0	0.0	0.0	0.0	0.0
P2224 WWT-LIQUID WASTE HAULERS STATION	3,500.0	0.0	0.0	0.0	0.0
P2229 WWT-PRIMARY 25kVa Loop	2,500.0	0.0	0.0	0.0	0.0
P2230 WWT-EXPECTED UPGRADES	0.0	530.0	562.0	2,907.0	3,009.0
P2255 TU-W&S CAPACITY ANALYSIS FOR REDEVELOPMENT AND MASTER PLANNING	200.0	100.0	100.0	100.0	100.0
P2567 WWTP-RELINING CELL	0.0	2,120.0	3,933.0	0.0	0.0
P2577 WWTP-PEP 6TH PUMP	0.0	409.0	0.0	0.0	0.0
P2578 WWTP-DOWNSTREAM USER STUDY	0.0	0.0	337.0	0.0	0.0
P2579 WWTP-DIGESTER TANK 4	0.0	8,480.0	12,389.0	0.0	0.0
P2580 WWTP-DIGESTER CLEANING FACILITY	0.0	0.0	0.0	2,326.0	0.0
<b>Total</b>	<b>27,187.0</b>	<b>24,246.0</b>	<b>27,192.0</b>	<b>16,119.0</b>	<b>14,990.0</b>

## Summary of Capital Investments

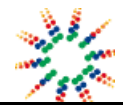
The 2016 Wastewater Capital Investments in the Wastewater Utility includes nine capital expansion and replacement/rehabilitation projects for a total of \$27.2 million.

The asset replacement project for the Wastewater Utility, at \$4.5 million in 2016, is comprised of thirteen components with major replacements consisting of Master Control Centre for \$1.7 million, building heating systems for \$1.1 million and existing system replacements for \$0.9 million.

The five growth and capital expansion projects for the Wastewater Utility total \$15.9 million. Major capital investments include \$4.1 million for lift station upgrades, \$3.5 million for liquid waste haulers station, \$2.5 million for treatment plant screen replacements, \$2.5 million for continuous power supply to treatment areas on the south side of the plant, and \$3.3 million for the Fletcher Road Lift Station upgrade.

The 2016 program for the rehabilitation and replacement of the wastewater collection system has been identified at \$6.8 million, funded from the Infrastructure Replacement Reserve – Water and Wastewater.

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



There are no future operating impacts from 2016 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, including the water distribution system, the testing and maintenance of water meters, and related engineering and planning services.

Operating Budget:	2014 Actuals	2014 Budget	2015 Budget	2016 Budget	Dollar Change	% Change
Revenue	(58,258.8)	(58,911.7)	(63,746.2)	(70,657.6)	(6,911.4)	10.8%
Staff Compensation	11,591.1	11,203.6	11,587.4	11,910.2	322.8	2.8%
Operating Cost	21,897.3	22,500.9	24,192.7	27,842.2	3,649.5	15.1%
Debt Charges	11,840.9	11,629.1	9,261.4	11,090.5	1,829.1	19.7%
Cost Recovery	(1,168.7)	(926.1)	(937.7)	(987.4)	(49.7)	5.3%
Capital Contribution	14,430.9	14,502.6	19,640.8	20,800.5	1,159.7	5.9%
Transfer to/from Reserves	1.6	1.6	1.6	1.6	0.0	0.0%
<b>Total</b>	<b>334.3</b>	<b>0.0</b>	<b>0.0</b>	<b>(0.0)</b>	<b>(0.0)</b>	<b>0.0%</b>

Staff Complement	2015	2016	Difference
Full Time Equivalents	137.12	137.08	(0.04)

### Summary of Operating Changes

#### Summary of Budget Changes

Service Line	Revenue Change			Expenditure Change				Net
	2015 Base	Change	2016 Budget	2015 Base	Base Adj	Growth & Cont Impr	Service Level	2016 Budget
Water Utility	(63,746.2)	(6,911.4)	(70,657.6)	63,746.2	6,715.9	250.5	(55.0)	70,657.6
								0.0

#### Revenue Changes:

- The 2016 operating budget reflects the 2016 water rate increase necessary to maintain operations and fund capital projects related to water quality, City growth, and regulatory matters. The 2016 estimated yearly water consumption of 36.0 million cubic meters is consistent with the 2015 demand levels forecasting no growth for the upcoming year. An overall bill increase of 9.5% effective January 2016 covers operating costs, capital expansion, inflationary pressures, and roadway restoration from utility work. Revenue increases reflect the January 2016 rate increase and include a metered revenue increase of \$5.0 million.
- The 2016 budget also includes increases for various Utility levies as follows: \$595.6 (Infrastructure Levy), \$420.0 (Redevelopment Levy), and \$840.0 (Roadways Levy). These are offset in expenditures through transfers to reserve.

#### Service Level Changes:

- A service level decrease of \$55.0 represents a reduced requirement for equipment consulting services for transfer pumping.

#### Growth:

- Consumption increases due to City expansion is offset by improvements in water and wastewater conservation technologies limiting 2016 revenue growth opportunities.
- An increase of \$20.5 for treatment pumping chemicals (increased demand), \$6.6 for utilities (monitoring at Acadia & 42<sup>nd</sup>), \$81.5 for contract services (water-main maintenance, hydrants), \$96.9 for Fleet rental costs (includes fuel), \$30.0 for Equipment costs (aggregate, roadway/landscaping charges), and \$15.0 for water services supplies (increased demand).



## Capital Contributions:

- Reserve transfers include a \$271.2 decrease to the Water Supply Replacement Reserve, a \$595.6 increase to the Infrastructure Replacement Reserve – Water and Wastewater and a \$424.7 decrease to the Water Capital Reserve due to a decrease in the supplemental provision. Additionally, there is an increase of \$840.0 to the Roadways Reserve as a contribution to rehabilitate roadway utility cut repairs. The Redevelopment Levy also increased by \$420.0.

## Other Significant Changes:

- Increases include: \$579.1 for operation of the distribution system, \$1.2 million for capital contributions, \$469.0 for chemicals required for treatment, \$340.5 for O&M, \$190.8 for staff compensation, and \$453.1 for Grants in Lieu of Taxes. In addition, the 2016 debt charges have increased by \$1,829.5. Public notice will be given prior to undertaking additional borrowing.
- The reduction of 0.04 FTE is the result of a realignment of positions required for the operations of the Water Utility service line as well as the Public Works division.
- Included in each of the City's five Utilities are expenditures that form an important source of revenue to the City. The Water Utilities 2016 budget includes the following: \$3.9 million (Admin. Recovery), \$5.3 million (Grant-in-Lieu), and \$1.7 million (Return on Investment). In the 2016 budget, Water's total Utility contribution to the City is \$11.0 million.
- 2016 is the first year of a five year phase-in plan to establish an ROI from both the Water and Wastewater Utilities based on 10 percent of metered and fixed revenue.

Funded Capital Projects	2016	2017	2018	2019	2020
P1054 WTP-ASSET REPLACEMENT	1,195.0	3,271.0	1,517.0	715.0	3,630.0
P1055 WTP-AUTOMATIC METER READING CONV	2,600.0	2,756.0	2,921.0	3,024.0	0.0
P1210 WTP - FILTER PLANT UPGRADE/EXPANSION	0.0	0.0	899.0	8,373.0	0.0
P1615 TU-WATER DISTRIBUTION	7,335.0	7,335.0	7,335.0	7,335.0	7,335.0
P1617 TU-PRIMARY WATER MAINS	1,900.0	1,900.0	1,900.0	1,900.0	1,900.0
P2197 WTP - WATER CONSERVATION INITIATIVE	75.0	0.0	0.0	0.0	0.0
P2214 WTP - WATER SYSTEM ASSESSMENT	0.0	0.0	0.0	0.0	200.0
P2219 WTP-N.E. SECTOR RESERVOIR	0.0	0.0	2,809.0	26,515.0	27,322.0
P2220 WTP-FILTER PLANT UNDERDRAIN UPGRADE	0.0	2,827.0	1,124.0	1,163.0	0.0
P2555 WTP-PCS & ICT RISK ELIMINATION	1,500.0	0.0	0.0	0.0	0.0
P2559 WTP-SAND SEPARATORS	0.0	4,240.0	0.0	0.0	0.0
P2560 WTP-HVAC SYSTEM ADMINISTRATION BUILDING	1,000.0	0.0	0.0	0.0	0.0
P2561 WTP-EXPECTED UPGRADES	500.0	1,590.0	1,685.0	5,815.0	6,018.0
P2563 WTP-LOW LIFT UPGRADE	1,000.0	4,240.0	0.0	0.0	0.0
P2564 WTP-DRAIN LINE	1,500.0	0.0	0.0	0.0	0.0
P2565 WTP-TRANSFER PUMPING & ELECTRICAL UPGRADES	11,305.0	7,208.0	0.0	0.0	0.0
P2571 WTP-CHLORINE ROOM CAPACITY UPGRADE	0.0	0.0	0.0	3,198.0	3,310.0
P2573 WTP-ROOF REPAIR	500.0	0.0	0.0	0.0	0.0
<b>Total</b>	<b>30,410.0</b>	<b>35,367.0</b>	<b>20,190.0</b>	<b>58,038.0</b>	<b>49,715.0</b>

## Summary of Capital Investments

The 2016 Water Capital Investments in the Water Utility include 12 capital expansion and replacement/rehabilitation projects for a total of \$30.4 million.

The asset replacement project, at \$1.2 million in 2016, is comprised of two components: \$120.0 for clarifier refurbishment and \$1.1 million for Plant HVAC refurbishment.

The eight growth and capital expansion projects for the Water Utility total \$19.9 million. Major capital investments include \$11.3 million for Transfer Pumping and Electrical Upgrade, \$2.6 million for Automatic Meter Reading



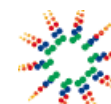


Conversion, \$1.5 million for the Water Treatment Plant Drain Line, \$1.0 million for Low Lift upgrades, \$1.0 million for the HVAC system in the administration building, and \$1.5 million for control system assessment plan implementation.

The 2016 program for the rehabilitation and replacement of the water distribution system has been identified at \$9.2 million, funded from the Infrastructure Replacement Reserve – Water and Wastewater.

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

The Automated Meter Reading Conversion project is estimated to have future operational costs of \$22.1 million to be offset by projected savings of \$76.1 million over 20 years.



## Waste Services Utility

### Overview

To provide cost-effective, convenient, affordable, and efficient waste minimization programs that divert material from the Saskatoon Regional Waste Management Facility (Landfill).

Waste Services includes contracted recycling collections and City-provided composting programs. Loraas Recycle has been contracted to provide bi-weekly curbside service to all residential properties receiving black-cart garbage collections. Cosmopolitan Industries Ltd. has been contracted to serve multi-unit residences having commercial waste bins. Both recycling collections programs offer convenient single-stream recycling (no sorting required). The Green Cart program provides seasonal curbside collection of yard waste to residents interested in subscribing. Yard waste is delivered to composting depots that provide free access to residents and a deeply-subsidized seasonal permit providing a disposal option to commercial haulers of yard waste.

Operating Budget:	2014 Actuals	2014 Budget	2015 Budget	2016 Budget	Dollar Change	% Change
Revenue	(4,654.2)	(4,922.2)	(7,208.3)	(6,989.1)	219.2	-3.0%
Staff Compensation	278.2	198.2	272.0	308.5	36.5	13.4%
Operating Cost	4,597.2	4,469.9	6,630.3	6,374.6	(255.7)	-3.9%
Cost Recovery	0.0	0.0	(26.0)	(26.0)	0.0	0.0%
Transfer to/from Reserves	(130.6)	90.5	182.0	182.0	0.0	0.0%
Transfer to/from Stabilization	(90.6)	163.6	150.0	150.0	0.0	0.0%
<b>Total</b>	<b>(0.0)</b>	<b>(0.0)</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0%</b>

Staff Complement	2015	2016	Difference
Full Time Equivalents	3.50	3.50	0.00

### Summary of Operating Changes

#### Summary of Budget Changes

Service Line	Revenue Change			Expenditure Change				Net
	2015 Base	Change	2016 Budget	2015 Base	Base Adj	Growth & Cont Impr	Service Level	2016 Budget
Waste Services Utility	(7,208.3)	219.2	(6,989.1)	7,208.3	(373.0)	153.8	0.0	6,989.1
								0.0

#### Revenue Changes:

- An increase of \$122.4 in revenue for the Residential Recycling Program is due to growth of the city and an increase \$82.5 in revenue is due to an uptake in subscriptions for the Leaves and Grass Program.
- Revenue in the Multi-unit Recycling Program has decreased by \$324.1 due to modifications in provincial funding as well as an adjustment to the definition of multi-unit residences. The variable portion of the operating costs have been adjusted down to balance these revenue reductions.
- Revenue in the compost program has been reduced by \$100.0 based on an adjustment to actuals from prior years. Operating costs have also been adjusted accordingly.

#### Growth:

- Operating cost increases of \$133.4 are for residential recycling contractual fees, and \$20.4 are related to collection calendars for the Leaves and Grass program.

#### Other Significant Changes:

- Included in each of the City's five Utilities are expenditures that form an important source of revenue to the City. In the 2016 budget, Waste Services total Utility contribution to the City is \$53.5 (Admin. Recovery).



## Summary of Capital Investments

There are no capital investments for Waste Services.



## Schedule I General Revenues

(\$000's)	2014 Actual	2014 Budget	2015 Budget	2016 Budget
<b>TAX-SUPPORTED SERVICES</b>				
<b>Taxation</b>				
Property Levy	177,944.9	177,833.7 <sup>(1)</sup>	192,744.2	206,624.7
Municipal Services Agreement	204.1	195.2	216.3	231.1
Trailer Occupancy	95.1	87.8	85.0	90.0
Amusement	74.4	71.0	71.0	72.0
<b>Taxation</b>	<b>178,318.5</b>	<b>178,187.7</b>	<b>193,116.5</b>	<b>207,017.8</b>
<b>Grants In Lieu Of Taxes</b>				
Saskatoon Land	277.8	237.3	295.6	370.0
Own Utilities	28,077.4	28,149.2	29,248.8	30,189.2
Senior Governments & Agencies	4,779.0	4,450.0	4,980.0	5,180.0
<b>Grants In Lieu Of Taxes</b>	<b>33,134.1</b>	<b>32,836.5</b>	<b>34,524.4</b>	<b>35,739.2</b>
<b>General Revenues</b>				
Administration Recovery	4,524.1 <sup>(2)</sup>	4,074.1 <sup>(2)</sup>	7,394.2 <sup>(2)</sup>	9,454.6
Fines & Penalties	12,475.6	10,515.5	12,086.2	12,501.7
Franchise Fees	21,549.3	18,962.9	19,877.9	21,895.4
Interest Earnings	10,341.5	9,335.3	11,109.2	11,208.8
Licences & Permits	1,310.0	1,403.8	1,368.9	1,453.2
Other (Grants)	107.7	10.4	10.4	10.4
Other Revenue	466.7	206.8	228.6	526.6
Property Rentals	2,917.1	2,393.1	2,641.1	2,604.9
R.M. Of Corman Park	75.0	75.0	75.0	130.2
Tax Penalties	1,618.7	1,250.0	1,500.0	1,600.0
Utilities-Return On Investment	23,409.7	23,409.7	23,059.7	26,059.7
<b>General Revenues</b>	<b>78,795.5</b>	<b>71,636.6</b>	<b>79,351.2</b>	<b>87,445.5</b>
<b>User Fees</b>				
Access Transit	230.8	245.3	245.3	245.3
Albert Community Centre	179.4	113.3	157.3	157.3
Ball Fields	—	30.3	—	—
Cemeteries	1,123.4	1,150.0	1,145.7	1,227.3
Community Partnerships	—	—	15.0	16.8
Environmental Protection	29.8	—	8.2	8.2
Fire	242.5	143.1	656.2	462.2
Forestry Farm Park	896.2	769.2	836.0	900.9
Legal Fees	228.9	222.3	231.8	278.0
Marr Residence	—	0.5	0.5	0.5
Outdoor Sports Fields	415.3	504.1	535.1	573.1
Outdoor Swimming Pools	417.9	419.3	440.3	447.3



**Schedule I (cont.)  
General Revenues**

(\$000's)	2014 Actual	2014 Budget	2015 Budget	2016 Budget
Parking	5,735.4	5,603.3	6,907.3	5,907.3
Planning	233.2	323.4	347.0	410.9
Policing	1,662.4	1,144.3	1,233.8	1,319.3
Recreation/Competitive Fac-Programng	6,006.0	6,401.6	6,272.3	6,586.2
Recreation/Competitive Fac-Rentals	5,783.1	5,747.3	5,854.1	6,187.7
River Landing	356.5	143.1	115.5	180.7
Skating Rinks	2,031.5	2,031.9	2,060.2	2,014.5
Solid Waste Management	6,179.5	7,843.7	6,348.2	6,540.0
Tax Searches & Enforcement	219.2	203.0	203.0	215.0
Transit Operations	11,857.8	14,638.5	14,637.0	13,823.3
<b>User Fees</b>	<b>43,828.8</b>	<b>47,677.5</b>	<b>48,249.8</b>	<b>47,501.8</b>
<b>Transfers From Other Governments</b>	<b>63,909.8</b>	<b>63,914.2</b>	<b>66,095.4</b>	<b>67,377.9</b>
<b>TOTAL TAX-SUPPORTED SERVICES</b>	<b>397,986.7</b>	<b>394,252.5</b>	<b>421,337.3</b>	<b>445,082.2</b>
<b>NON TAX-SUPPORTED SERVICES</b>				
Building and Plumbing Permits & Standards	6,109.1	6,545.4	6,590.4	6,647.9
Business Licenses	781.0	812.7	994.2	1,004.9
Golf Courses	3,524.8	3,780.0	3,935.9	3,896.6
Gordon Howe Campsite	590.5	552.6	585.2	627.6
Impound Lot	758.4	802.3	825.0	530.3
Saskatoon Land	7,024.2	6,988.1	8,436.3	6,382.8
PotashCorp Playland	—	—	348.2	577.4
<b>TOTAL NON TAX-SUPPORTED SERVICES</b>	<b>18,788.0</b>	<b>19,481.1</b>	<b>21,715.2</b>	<b>19,667.5</b>
<b>TOTAL REVENUES</b>	<b>416,774.7</b>	<b>413,733.6</b>	<b>443,052.5</b>	<b>464,749.7</b>

- (1) River Landing Property Levy was reclassified from General Revenues (Property Levy) to General Expenditures (River Landing) in the 2015 budget and forward. The reclassification has been adjusted for in the 2014 budget figures.
- (2) Building Better Roads, approved in 2013, included a \$6.0 million contribution from the Utilities to be phased in over 3 years (\$2.0 million each year for 2014-2016). In previous years, this was recorded as a transfer from Utilities directly to the capital infrastructure reserve. In 2016, an accounting change was made to flow the \$6.0 million transfer through the operating budget. The revenues have been increased by \$2.0 million for 2014 actuals and 2014 budget and \$4.0 million in the 2015 budget with corresponding increases to the Road Maintenance service line in Schedule II General Expenditures.



## Schedule II General Expenditures

(\$000's)	2014 Actual	2014 Budget	2015 Budget	2016 Budget
<b>TAX-SUPPORTED SERVICES</b>				
<b>Arts, Culture &amp; Events Venues</b>				
Mendel Art Gallery- Remai Modern Art Gallery	3,069.5	3,069.5	3,661.1	5,026.1
SaskTel Centre	498.6	498.6	558.8	558.8
TCU Place	1,490.3	1,490.4	1,621.6	1,621.6
<b>Arts, Culture &amp; Events Venues</b>	<b>5,058.4</b>	<b>5,058.5</b>	<b>5,841.5</b>	<b>7,206.5</b>
<b>Community Support</b>				
Animal Services	1,114.6	1,212.0	1,239.4	1,277.9
Community Development	3,160.8	3,168.0	3,376.1	3,518.0
Community Investments & Supports	9,036.3	8,775.6	9,495.7	9,583.4
Cemeteries	1,465.6	1,458.3	1,516.1	1,568.5
<b>Community Support</b>	<b>14,777.4</b>	<b>14,613.9</b>	<b>15,627.3</b>	<b>15,947.8</b>
<b>Corporate Asset Management</b>				
Facilities Management	7,157.9	7,644.7	7,961.5	8,580.6
Fleet Services	(21.1)	—	—	—
City-Owned Property- Land	2,257.9	2,517.8	2,107.7	2,159.3
<b>Corporate Asset Management</b>	<b>9,394.8</b>	<b>10,162.5</b>	<b>10,069.2</b>	<b>10,739.9</b>
<b>Corporate Governance &amp; Finance</b>				
Legislative	1,299.5	1,506.6	1,541.7	1,562.1
City Manager's Office	653.8	647.1	656.4	675.4
City Clerk's Office	2,117.6	2,201.0	2,276.4	2,370.4
City Solicitor's Office	2,096.7	2,115.4	2,152.7	2,230.6
Corporate Support	16,282.5	17,865.0	18,276.4	18,913.0
General Services	3,845.4	3,153.8	3,801.1	6,212.4
Assessment & Taxation	3,279.7	3,551.2	3,561.0	3,672.1
Revenue Services	1,826.2	1,864.7	1,920.3	2,029.0
Financial Services	2,955.4	2,664.0	2,891.7	3,097.6
<b>Subtotal Before Debt Servicing</b>	<b>34,356.9</b>	<b>35,568.8</b>	<b>37,077.7</b>	<b>40,762.6</b>
<b>Debt Servicing</b>				
Debt Servicing	25,683.5	25,702.6	26,886.6	27,736.3
<b>Corporate Governance &amp; Finance</b>	<b>60,040.4</b>	<b>61,271.4</b>	<b>63,964.3</b>	<b>68,498.9</b>
<b>Environmental Health</b>				
Environmental Program	541.8	501.1	474.2	480.4
Urban Forestry	3,260.9	3,365.5	3,504.8	3,565.8
Waste Reduction & Resource Recovery	951.5	799.9	823.7	890.0



## Schedule II (cont.) General Expenditures

(\$000's)	2014 Actual	2014 Budget	2015 Budget	2016 Budget
Waste Handling Service	13,418.5	13,513.8	13,669.2	13,354.4
Pest Management	774.1	825.4	868.2	921.8
<b>Environmental Health</b>	<b>18,946.9</b>	<b>19,005.7</b>	<b>19,340.1</b>	<b>19,212.4</b>
<b>Fire Services</b>				
Fire Services	43,538.6	42,139.1	45,403.0	46,885.2
Emergency Measures	405.9	362.1	408.8	419.7
<b>Fire Services</b>	<b>43,944.5</b>	<b>42,501.2</b>	<b>45,811.8</b>	<b>47,304.9</b>
<b>Policing</b>				
Saskatoon Police Service	85,036.6	84,729.0	89,589.9	94,155.8
<b>Policing</b>	<b>85,036.6</b>	<b>84,729.0</b>	<b>89,589.9</b>	<b>94,155.8</b>
<b>Recreation &amp; Culture</b>				
Spectator Ballfields	125.8	136.4	151.4	153.0
Marketing Services	570.1	586.3	599.2	609.4
Community Partnerships	311.8	249.6	356.8	369.0
Forestry Farm Park & Zoo	2,395.3	2,352.2	2,435.5	2,517.4
Indoor Rinks	2,240.3	2,314.0	2,333.3	2,373.8
Kinsmen Park Rides	46.7	40.6	—	—
Outdoor Pools	1,116.4	1,151.3	1,247.0	1,293.3
Outdoor Sports Fields	815.6	863.1	885.7	960.0
Parks Maintenance & Design	12,481.3	12,479.2	12,785.9	13,165.6
Playground & Recreation Areas	819.4	858.6	879.1	904.9
Program Research & Design	217.3	203.9	213.5	217.4
Rec/Competitive Facilities - Program	9,975.4	9,868.7	9,949.1	10,482.5
Rec/Competitive Facilities - Rentals	9,736.2	9,784.6	10,053.2	10,235.7
Targetted Programming	570.3	588.6	589.3	592.9
Albert Community Centre	232.9	238.7	226.9	228.4
Marr Residence	20.5	21.3	21.8	22.1
River Landing	356.5	143.1 <sup>(1)</sup>	115.5	180.7
<b>Recreation &amp; Culture</b>	<b>42,031.9</b>	<b>41,880.2</b>	<b>42,843.2</b>	<b>44,306.1</b>
<b>Taxation &amp; General Revenues</b>				
Property Levy <sup>(3)</sup>	81.2	81.2	442.5	646.0
General Revenue	25.3	25.3	—	—
Fines & Penalties	4,595.5	3,300.9	3,833.5	4,233.5
Other Levies	1,083.7	1,034.8	1,033.3	1,049.5
<b>Taxation &amp; General Revenues</b>	<b>5,785.8</b>	<b>4,442.2</b>	<b>5,309.3</b>	<b>5,929.0</b>
<b>Transportation</b>				
Transit Operations	37,294.0	38,489.7	40,104.7	40,827.3



## Schedule II (cont.) General Expenditures

(\$000's)	2014 Actual	2014 Budget	2015 Budget	2016 Budget
Access Transit	4,614.2	4,479.2	4,653.7	4,691.2
Transportation Services	7,574.8	7,108.3	7,757.2	8,400.9
Road Maintenance	26,792.7 <sup>(2)</sup>	27,615.2 <sup>(2)</sup>	33,560.1 <sup>(2)</sup>	39,396.2
Snow & Ice Management	13,085.2	10,735.6	11,618.0	13,283.5
Street Cleaning & Sweeping	4,114.0	3,119.5	3,320.0	3,799.4
Bridges, Subways, Overpasses	4,083.4	4,162.8	5,163.3	5,323.2
Street Lighting	5,862.9	5,649.5	5,994.0	5,911.3
Parking	2,267.9	2,224.7	3,682.7	2,738.4
Engineering	610.7	741.0	745.5	764.1
<b>Transportation</b>	<b>106,299.9</b>	<b>104,325.5</b>	<b>116,599.2</b>	<b>125,135.5</b>
<b>Urban Planning &amp; Development</b>				
Attainable Housing	358.1	422.0	424.3	424.9
Business Improvement Districts	107.7	107.7	107.7	107.7
Development Review	1,112.1	1,162.9	1,194.9	1,268.4
Regional Planning	334.7	349.5	358.5	366.9
Bylaw Compliance	512.9	502.2	500.6	686.5
Long Range Planning	264.1	278.0	292.0	297.0
Neighborhood Planning	511.6	524.8	538.6	549.0
Research & Mapping	393.1	429.8	439.4	459.5
Urban Design	2,560.0	2,485.5	2,485.5	2,485.5
<b>Urban Planning &amp; Development</b>	<b>6,154.3</b>	<b>6,262.4</b>	<b>6,341.5</b>	<b>6,645.4</b>
<b>TOTAL TAX-SUPPORTED SERVICES</b>	<b>397,470.8</b>	<b>394,252.5</b>	<b>421,337.3</b>	<b>445,082.2</b>
<b>NON TAX-SUPPORTED SERVICES</b>				
Building and Plumbing Permits & Standards	6,109.1	6,545.4	6,590.4	6,647.9
Business Licenses	783.1	812.7	994.2	1,004.9
Golf Courses	3,524.8	3,780.0	3,935.9	3,896.6
Gordon Howe Campsite	590.5	552.6	585.2	627.6
Impound Lot	719.4	802.3	825.0	530.3
Saskatoon Land	7,024.2	6,988.1	8,436.3	6,382.8
PotashCorp Playland	—	—	348.2	577.4
<b>TOTAL NON TAX-SUPPORTED SERVICES</b>	<b>18,751.1</b>	<b>19,481.1</b>	<b>21,715.2</b>	<b>19,667.5</b>
<b>TOTAL EXPENDITURES</b>	<b>416,221.9</b>	<b>413,733.6</b>	<b>443,052.5</b>	<b>464,749.7</b>

- (1) River Landing Property Levy was reclassified from General Revenues (Property Levy) to General Expenditures (River Landing) in the 2015 budget and forward. The reclassification has been adjusted for in the 2014 budget figures.
- (2) Building Better Roads, approved in 2013, included a \$6.0 million contribution from the Utilities to be phased in over 3 years (\$2.0 million each year for 2014-2016). In previous years, this was recorded as a transfer from Utilities directly to the capital infrastructure reserve. In 2016, an accounting change was made to flow the \$6.0 million transfer through the operating budget. The expenditures have been increased by \$2.0 million for 2014 actuals and 2014 budget and \$4.0 million in the 2015 budget with corresponding increases to Administration Recover line in Schedule I General Revenues.
- (3) The Property Levy service line expenditures is for Tax Loss Compensation for the East Sector and Boundary Alteration Annexation.





## Schedule III Water Utility

(\$000's)	2014 Actual	2014 Budget	2015 Budget	2016 Budget
<b>Revenues:</b>				
Metered Revenue	50,034.8	50,773.4	53,752.0	58,786.4
Infrastructure Levy	7,106.3	7,169.0	9,006.9	10,862.5
Miscellaneous	297.0	135.8	137.2	138.6
Fire Protection Charge	681.5	681.5	696.6	715.1
Late Payment Penalties	139.3	152.0	153.5	155.0
<b>Total Revenues</b>	<b>58,258.8</b>	<b>58,911.7</b>	<b>63,746.2</b>	<b>70,657.6</b>
<b>Expenditures:</b>				
General	9,254.8	8,922.0	10,053.3	10,542.5
Laboratory	(98.7)	—	—	—
Treatment and Pumping	9,098.6	10,565.9	11,061.1	12,019.2
Buildings and Grounds	798.8	954.4	914.9	935.8
Meters	1,453.5	1,514.0	1,533.2	1,668.5
Watermains	8,559.4	7,200.8	7,535.1	7,929.1
Hydrants	584.7	1,309.5	1,335.2	1,365.3
Services	2,666.7	2,311.8	2,409.6	2,564.6
Contribution to Capital Reserves	14,432.5	14,504.2	19,642.4	20,802.1
Transfer to Stabilization Reserve	(332.4)	—	—	—
Debt Charges	11,840.9	11,629.1	9,261.4	11,090.5
<b>Total Expenditures</b>	<b>58,258.8</b>	<b>58,911.7</b>	<b>63,746.2</b>	<b>68,917.6</b>
<b>SURPLUS (DEFICIT)<sup>(1)</sup></b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>1,740.0</b>

(1) 2016 is the first year in which the Water Utility Surplus is transferred to General Revenues (Mill-rate) through a Return-on-Investment (ROI).



## Schedule IV Wastewater Utility

(\$000's)	2014 Actual	2014 Budget	2015 Budget	2016 Budget
<b>Revenues:</b>				
Metered Revenue	36,113.7	36,716.1	40,461.0	42,910.6
Infrastructure Levy	9,813.4	9,900.0	12,438.1	18,921.7
Late Payment Penalties	92.9	100.0	101.0	102.0
Miscellaneous Revenue	1,620.3	973.9	769.2	905.8
Flood Protection Levy	3,768.8	3,300.0	3,697.0	—
<b>Total Revenues</b>	<b>51,409.1</b>	<b>50,990.0</b>	<b>57,466.3</b>	<b>62,840.1</b>
<b>Expenditures:</b>				
General	6,485.5	6,755.5	7,330.5	7,837.6
Laboratory	(18.9)	—	—	—
Lift Stations	1,762.5	1,289.3	1,395.6	1,741.9
Pollution Control Plant	7,056.7	7,445.0	7,694.9	7,594.6
Sludge Handling & Disposal	1,590.5	1,956.1	2,001.6	1,959.5
Sewer Engineering	304.2	416.5	434.1	451.3
Sewer Inspections	314.8	609.4	635.2	643.8
Sewer Maintenance	3,581.6	4,238.0	4,417.3	4,724.0
Service Connections	1,702.8	2,380.3	2,481.0	2,557.4
Debt Charges	6,194.6	6,338.2	4,244.7	5,096.1
Contribution to Capital Reserves	19,934.5	19,561.7	26,831.4	28,973.9
Transfer to Stabilization Reserve	2,500.2	—	—	—
<b>Total Expenditures</b>	<b>51,409.1</b>	<b>50,990.0</b>	<b>57,466.3</b>	<b>61,580.1</b>
<b>SURPLUS (DEFICIT)<sup>(1)</sup></b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>1,260.0</b>

(1) 2016 is the first year in which the Wastewater Utility Surplus is transferred to General Revenues (Mill-rate) through a Return-on-Investment (ROI).



## Schedule V Saskatoon Light and Power

(\$000's)	2014 Actual	2014 Budget	2015 Budget	2016 Budget
<b>Revenues:</b>				
Metered Revenue	134,643.2	135,239.6	138,457.2	140,201.5
Municipal Surcharge	13,464.3	13,394.1	13,842.7	14,020.2
Service Connection Fees	439.2	450.0	435.0	435.0
Miscellaneous	539.9	559.0	594.0	593.4
Tax Collection Commission	1.8	1.8	1.8	1.8
Late Payment Penalties	232.2	245.0	260.0	275.0
Landfill Gas Generation Revenue	848.0	616.4	1,100.0	1,332.0
Green Power Revenue	6.4	—	7.5	6.3
<b>Total Revenues</b>	<b>150,175.0</b>	<b>150,505.9</b>	<b>154,698.2</b>	<b>156,865.2</b>
<b>Expenditures:</b>				
General	25,143.1	25,428.5	26,109.5	26,439.9
Equipment	(213.6)	—	—	—
Custom Work	156.4	—	—	—
Power Purchased	77,360.4	78,811.8	81,555.8	83,335.6
Buildings and Grounds	756.3	772.4	792.4	807.1
Poles, Lines and Feeders	4,722.4	4,733.7	4,942.2	5,055.8
Substations	985.1	931.8	995.7	1,022.9
Street Lighting	1,552.8	1,136.4	1,283.5	1,323.6
Meters	1,139.8	1,288.3	1,343.8	1,367.0
System Operations	199.4	194.2	181.8	181.5
Landfill Gas Generation	848.0	616.4	1,100.0	1,332.0
Provision for Capital Extension	5,995.7	5,995.7	6,278.8	5,935.1
Provision for Capital Replacement	7,187.0	7,187.0	7,055.0	7,005.0
Transfer to Stabilization Reserve	—	—	—	—
<b>Total Expenditures</b>	<b>125,833.0</b>	<b>127,096.2</b>	<b>131,638.5</b>	<b>133,805.5</b>
<b>SURPLUS (DEFICIT)<sup>(1)</sup></b>	<b>24,342.0</b>	<b>23,409.7</b>	<b>23,059.7</b>	<b>23,059.7</b>

(1) The Saskatoon Light & Power (SL&P) Utility Surplus is transferred to General Revenues (Mill-rate) through a Return-on-Investment (ROI).



## Schedule VI Storm Utility

(\$000's)	2014 Actual	2014 Budget	2015 Budget	2016 Budget
<b>Revenues:</b>				
Metered Revenue	5,368.8	6,056.1	6,184.2	6,000.0
Late Payment Penalties	9.5	10.1	10.1	10.6
<b>Total Revenues</b>	<b>5,378.3</b>	<b>6,066.2</b>	<b>6,194.3</b>	<b>6,010.6</b>
<b>Expenditures:</b>				
General	229.2	233.6	211.4	166.2
Storm Sewers Engineering	269.4	291.5	407.0	416.8
Storm Sewers Maintenance	1,314.3	1,756.4	1,830.7	1,857.7
Drainage	813.5	756.7	788.7	878.6
Contribution to Capital Reserves	3,028.0	3,028.0	2,956.5	2,691.3
Transfer to Stabilization Reserve	(276.1)	—	—	—
<b>Total Expenditures</b>	<b>5,378.3</b>	<b>6,066.2</b>	<b>6,194.3</b>	<b>6,010.6</b>
<b>SURPLUS (DEFICIT)</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>



## Schedule VII Waste Services Utility

(\$000's)	2014 Actual	2014 Budget	2015 Budget	2016 Budget
<b>Revenues:</b>				
Residential Recycling Revenue	3,868.0	3,979.5	4,120.8	4,243.2
Compost Revenue	—	—	479.2	379.2
Multi-Unit Recycling Revenue	77.7	—	2,333.3	2,009.2
Leaves & Grass Revenue	708.5	942.7	275.0	357.5
<b>Total Revenues</b>	<b>4,654.2</b>	<b>4,922.2</b>	<b>7,208.3</b>	<b>6,989.1</b>
<b>Expenditures:</b>				
General	581.7	676.9	783.6	679.9
Contractor Services	4,293.7	3,991.2	6,092.7	5,977.2
Contribution to Capital Reserve	(130.6)	90.5	182.0	182.0
Transfer to Stabilization Reserve	(90.6)	163.6	150.0	150.0
<b>Total Expenditures</b>	<b>4,654.2</b>	<b>4,922.2</b>	<b>7,208.3</b>	<b>6,989.1</b>
<b>SURPLUS (DEFICIT)</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>



## Schedule VIII Summary of Staff Years in Full-Time Equivalents (FTEs)

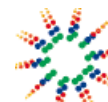
(FTEs)	2015	2016	FTE Change
<b>TAX-SUPPORTED SERVICES</b>			
<b>Civic Operations</b>			
Community Support	30.6	30.6	—
Corporate Asset Management	229.7 <sup>(1)</sup>	229.7	—
Corporate Governance & Finance	400.7	400.7	—
Environmental Health	106.3	107.3	1.0
Fire	334.0	334.0	—
Recreation & Culture	291.9 <sup>(1)</sup>	293.2	1.3
Transportation	603.3	603.1	(0.2)
Urban Planning & Development	42.7	42.6	(0.1)
<b>Civic Operations</b>	<b>2,039.2</b>	<b>2,041.2</b>	<b>2.0</b>
<b>Boards</b>			
Police	640.1	644.8	4.7 <sup>(2)</sup>
Mendel Art Gallery-Remai Modern Art Gallery	28.7	31.1	2.4 <sup>(3)</sup>
SaskTel Centre	47.7	47.7	—
TCU Place	65.6	65.4	(0.2)
<b>Boards</b>	<b>782.1</b>	<b>789.0</b>	<b>6.9</b>
<b>TOTAL TAX-SUPPORTED SERVICES</b>	<b>2,821.3</b>	<b>2,830.2</b>	<b>8.9</b>
<b>NON TAX-SUPPORTED SERVICES</b>			
Building and Plumbing Permits & Standards	57.0	57.0	—
Business Licenses	9.3	9.1	(0.2)
Golf Courses	24.8	24.8	—
Impound Lot	0.8	0.8	—
Potash Corp Playland	3.8	4.3	0.5
Gordon Howe Campsite	2.6	2.7	0.1
Land Development	18.5	18.5	—
Utilities	337.4	338.4	1.0
<b>TOTAL NON TAX-SUPPORTED SERVICES</b>	<b>454.2</b>	<b>455.6</b>	<b>1.4</b>
<b>CAPITAL</b>	<b>313.7</b>	<b>315.8</b>	<b>2.1</b>
<b>FTE TOTAL<sup>(4)</sup></b>	<b>3,589.2</b>	<b>3,601.6</b>	<b>12.4</b>

- (1) The 2015 FTEs for Corporate Asset Management increased by 4.0 FTEs and Recreation and Culture decreased by 4.0 FTEs compared to the 2015 Approved Budget. The 4.0 FTEs were erroneously included in the Recreation and Culture business line and should have been included under the Corporate Asset Management business line.
- (2) The 4.7 FTEs increase includes an addition of 5.7 FTEs which is prorated for the 2016 budget year with an FTE increase impact to the 2017 budget of 2.3 FTEs. 4 Constables will be hired in January and 4 in August.
- (3) The addition of 2.4 FTEs is prorated for the 2016 budget year with an FTE increase impact to the 2017 budget of 5.2 FTEs. The 2.4 equivalent FTEs will be hired throughout 2016 to accommodate the Remai Modern Art Gallery's expected opening date of March 2017.
- (4) This schedule does not include Saskatoon Public Library.



## Schedule IX Future Operating Impacts of 2016 Funded Capital Projects

	2017	2018	2019
<b>Corporate Governance &amp; Finance</b>			
1083 - CP-CORPORATE NETWORK EQUIPMENT REPL	15.0	—	—
1780 - CP-CORP NETWORK INFRASTRUCTURE	10.0	—	—
<b>Corporate Governance &amp; Finance</b>	<b>25.0</b>	<b>0.0</b>	<b>0.0</b>
<b>Fire Services</b>			
2373 - FR-REPLACEMENT OF STATIONS - NO. 3 AND NO. 5	—	—	100.0
<b>Fire Services</b>	<b>0.0</b>	<b>0.0</b>	<b>100.0</b>
<b>Land Development</b>			
0607 - PARK DEV-STONEBRIDGE NBRHD	—	17.8	—
0668 - PARK DEV-BOULEVARD DEVELOPMENT	—	—	9.4
1057 - PARK DEV-IND'L AREA BLVD TREE PLANTING	—	4.0	—
1363 - PARK DEV-MONTGOMERY PLACE	—	20.0	—
1568 - PARK DEV-ROSEWOOD	54.9	141.0	14.0
1569 - PARK DEV-EVERGREEN	54.9	134.4	—
1570 - PARK DEV-KENSINGTON	—	32.7	109.8
1571 - PARK DEV-PARKRIDGE EXTENSION	—	31.2	—
1574 - PARK DEV-ASPEN RIDGE	—	21.2	18.2
1576 - PARK DEV-BRIGHTON	—	180.2	—
<b>Land Development</b>	<b>109.8</b>	<b>582.5</b>	<b>151.4</b>
<b>Policing</b>			
2499 - POLICE-TECHNOLOGY REPLACEMENT	48.0	—	—
2611 - POLICE-OUTDOOR FIREARMS RANGE REPLACEMENT	52.0	—	—
<b>Policing</b>	<b>100.0</b>	<b>0.0</b>	<b>0.0</b>
<b>Recreation &amp; Culture</b>			
1595 - CY-NEIGHBOURHOOD PARKS ENHANCEMENTS	8.4	—	—
1658 - CY-PARKS NEW SATELLITE MTNC BLDG	11.4	9.0	—
1664 - CY-GORDON HOWE COMPLEX PARKING UPGRADE	10.0	—	—
2354 - CY-ACCESSIBLE PLAYGROUNDS	22.0	—	—
2528 - CY-DOG PARK DEVELOPMENT	9.0	—	—
<b>Recreation &amp; Culture</b>	<b>60.8</b>	<b>9.0</b>	<b>0.0</b>
<b>Transportation</b>			
1522 - TU-TRAFFIC NOISE ATTENUATION	116.3	116.2	—
2265 - TU-TRANSPORTATION EQUIPMENT ACQUISITIONS	37.9	—	—
2318 - TR-MAINTENANCE MANAGEMENT SYSTEM	25.0	—	—
<b>Transportation</b>	<b>179.2</b>	<b>116.2</b>	<b>0.0</b>



**Schedule IX (cont.)**  
**Future Operating Impacts of 2016 Funded Capital Projects**

	2017	2018	2019
<b>Urban Planning and Development</b>			
2460 - CY-REGIONAL PLANNING	150.0	—	—
<b>Urban Planning and Development</b>	<b>150.0</b>	<b>0.0</b>	<b>0.0</b>
<b>TOTAL OPERATING IMPACTS</b>	<b>624.8</b>	<b>707.7</b>	<b>251.4</b>





## Schedule X Summary of Operating Budget Changes *[Part 1]*

Service Line	Change Type	Explanation	(\$000's)
<b>SERVICE LINE ORDER BASED ON CIVIC SURVEY RESULTS</b>			
<b>Road Maintenance</b>		Base Budget	29,292.0
		Revenue Increase	13.3
	Inflation	Expenditure Increase	4,149.2
	Internal Transfers		—
	Growth/Cont Impr		—
	Service Level Adj	Expenditure Increase: 1.95% Dedicated Road Levy (0.09% back lanes & boundary roads, 0.65% primary network & 1.21% neighbourhood network) & final phase-in of utility contribution to roadways.	5,686.9
		Total Expenditure Increase	9,836.1
		<b>2016 Budget</b>	<b>39,114.8</b>
<b>Snow &amp; Ice Management</b>		Base Budget	11,084.8
		Revenue Increase	26.3
	Inflation	Expenditure Increase	188.3
	Internal Transfers	Expenditure Decrease: 0.01 FTE staffing transfer to Bylaw Compliance (Bylaw Inspector).	(7.7)
	Growth/Cont Impr		—
	Service Level Adj	Expenditure Increase: Expanded anti-icing & sidewalk clearing programs. Additional 0.55% of a mill was added by City Council to expand snow removal program.	1,484.9
		Total Expenditure Increase	1,665.5
		<b>2016 Budget</b>	<b>12,724.0</b>
<b>Street Cleaning &amp; Sweeping</b>		Base Budget	3,320.0
		Revenue Change	—
	Inflation	Expenditure Increase	479.4
	Internal Transfers		—
	Growth/Cont Impr		—
	Service Level Adj		—
		Total Expenditure Increase	479.4
		<b>2016 Budget</b>	<b>3,799.4</b>
<b>Bridges, Subways, Overpasses</b>		Base Budget	5,163.3
		Revenue Change	—
	Inflation	Expenditure Increase	9.9
	Internal Transfers		—
	Growth/Cont Impr	Expenditure Increase: Increase to Bridge Major Repairs Reserve (committed capital phase-in).	150.0
	Service Level Adj		—
		Total Expenditure Increase	159.9
		<b>2016 Budget</b>	<b>5,323.2</b>



**Schedule X (cont.)**  
**Summary of Operating Budget Changes [Part 1]**

Service Line	Change Type	Explanation	(\$000's)
Policing		Base Budget	80,066.2
		Revenue Increase	308.2
	Inflation	Expenditure Increase	3,488.6
	Internal Transfers		—
	Growth/Cont Impr	Expenditure Increase: 8 new constables, police building CBCM reserve phase-in, operating impacts for e-ticket computer support & payroll system software, and video camera maintenance. Cost saving reductions were identified for the use of vehicles and office equipment.	839.3
	Service Level Adj	Expenditure Increase: Centre of Responsibility program and staffing costs, one Automated Speed Enforcement staff, partially offset by the decrease of two government seconded staff.	238.0
		Total Expenditure Increase	4,565.9
		<b>2016 Budget</b>	<b>84,323.9</b>
Transportation Services		Base Budget	7,643.3
		Revenue Increase	184.6
	Inflation	Expenditure Increase	200.8
	Internal Transfers	Expenditure Decrease: 0.90 FTE staffing transfer to Bylaw Compliance (Bylaw Inspector).	(103.5)
	Growth/Cont Impr		—
	Service Level Adj	Expenditure Increase: Increase contribution to Traffic Noise Attenuation Reserve (0.20% of property tax), and Active Transportation Reserve (0.10% of property tax).	546.4
		Total Expenditure Increase	643.7
		<b>2016 Budget</b>	<b>8,102.4</b>
Fire Services		Base Budget	44,576.1
		Revenue Decrease	(138.8)
	Inflation	Expenditure Increase	1,482.2
	Internal Transfers		—
	Growth/Cont Impr		—
	Service Level Adj		—
		Total Expenditure Increase	1,482.2
		<b>2016 Budget</b>	<b>46,197.1</b>
Water Utility		Base Budget	—
		Revenue Increase	6,911.4
	Inflation	Expenditure Increase	5,872.3
	Internal Transfers	Expenditure Increase: Utilities contribution to Road Maintenance (fully offset in revenue).	843.6
	Growth/Cont Impr	Expenditure Increase: Watermain maintenance & Hydrant contractual services, fleet costs, equipment maintenance and material increases, chemicals.	250.5
	Service Level Adj	Expenditure Decrease: Equipment consulting services for pumping storage (reduced requirement).	(55.0)
		Total Expenditure Increase	6,911.4
		<b>2016 Budget</b>	<b>—</b>



**Schedule X (cont.)**  
**Summary of Operating Budget Changes [Part 1]**

Service Line	Change Type	Explanation	(\$000's)
Wastewater Utility		Base Budget	—
		Revenue Increase	5,373.8
	Inflation	Expenditure Increase	3,949.9
	Internal Transfers	Expenditure Increase: Utilities contribution to Road Maintenance (fully offset in revenue).	994.1
	Growth/Cont Impr	Expenditure Increase: New lift station cleaning, 1.0 FTE (stores supervisor), sewer maintenance, inspections & service connection contractual services, supplies & asset purchases.	429.8
	Service Level Adj		—
		Total Expenditure Increase	5,373.8
		<b>2016 Budget</b>	<b>—</b>
Transit Operations		Base Budget	24,612.6
		Revenue Decrease	(900.0)
	Inflation	Expenditure Increase	598.9
	Internal Transfers		—
	Growth/Cont Impr		—
	Service Level Adj	Expenditure Increase: Operating costs for increased service to Evergreen neighbourhood (includes 1.0 FTE).	123.7
		Total Expenditure Increase	722.6
		<b>2016 Budget</b>	<b>26,235.2</b>
Long Range Planning		Base Budget	291.1
		Revenue Change	—
	Inflation	Expenditure Increase	5.0
	Internal Transfers		—
	Growth/Cont Impr		—
	Service Level Adj		—
		Total Expenditure Increase	5.0
		<b>2016 Budget</b>	<b>296.1</b>

**Schedule X (cont.)**  
**Summary of Operating Budget Changes [Part 2]**

Service Line	Change Type	Explanation	(\$000's)
REMAINING SERVICE LINES ARE GROUPED ALPHABETICALLY BY BUSINESS LINE			
Arts, Culture & Events Venues			
Mendel Art Gallery-Remai Modern Art Gallery		Base Budget	3,661.1
		Revenue Change	—
	Inflation		—
	Internal Transfers		—
	Growth/Cont Impr	Expenditure Increase: To accommodate the requirements to operate the new gallery once fully operational.	1,365.0
	Service Level Adj		—
		Total Expenditure Increase	1,365.0
		<b>2016 Budget</b>	<b>5,026.1</b>



**Schedule X (cont.)**  
**Summary of Operating Budget Changes [Part 2]**

Service Line	Change Type	Explanation	(\$000's)
SaskTel Centre		Base Budget	558.8
		Revenue Change	—
	Inflation		—
	Internal Transfers		—
	Growth/Cont Impr		—
	Service Level Adj		—
		Total Expenditure Change	—
		<b>2016 Budget</b>	<b>558.8</b>
TCU Place		Base Budget	1,621.6
		Revenue Change	—
	Inflation		—
	Internal Transfers		—
	Growth/Cont Impr		—
	Service Level Adj		—
		Total Expenditure Change	—
		<b>2016 Budget</b>	<b>1,621.6</b>
<b>Community Support</b>			
Animal Services		Base Budget	596.4
		Revenue Decrease	(3.7)
	Inflation	Expenditure Increase	30.5
	Internal Transfers		—
	Growth/Cont Impr	Expenditure Increase: Operating cost of the Dog Park	8.0
	Service Level Adj	Development capital project.	—
		Total Expenditure Increase	38.5
		<b>2016 Budget</b>	<b>638.6</b>
Cemeteries		Base Budget	176.7
		Revenue Increase	88.0
	Inflation	Expenditure Increase	24.7
	Internal Transfers		—
	Growth/Cont Impr		—
	Service Level Adj	Expenditure Increase: Purchase of two new Columbaria.	27.7
		Total Expenditure Increase	52.4
		<b>2016 Budget</b>	<b>141.1</b>
Community Development		Base Budget	3,179.3
		Revenue Increase	6.0
	Inflation	Expenditure Increase	139.5
	Internal Transfers		—
	Growth/Cont Impr	Expenditure Increase: Annual grant funding for the new Rosewood & Evergreen Association.	2.4
	Service Level Adj		—
		Total Expenditure Increase	141.9
		<b>2016 Budget</b>	<b>3,315.2</b>



**Schedule X (cont.)**  
**Summary of Operating Budget Changes [Part 2]**

Service Line	Change Type	Explanation	(\$000's)
Community Investments & Supports		Base Budget	9,495.7
		Revenue Change	—
	Inflation	Expenditure Increase	25.5
	Internal Transfers		—
	Growth/Cont Impr	Expenditure Increase: Cultural and social grant increase.	42.2
	Service Level Adj	Expenditure Increase: First year (of five) phase-in of the Public Art policy annual contribution.	20.0
		Total Expenditure Increase	87.7
		<b>2016 Budget</b>	<b>9,583.4</b>
<b>Corporate Asset Management</b>			
City-Owned Property - Land		Base Budget	(428.3)
		Revenue Decrease	(9.2)
	Inflation	Expenditure Increase	51.6
	Internal Transfers		—
	Growth/Cont Impr		—
	Service Level Adj		—
		Total Expenditure Increase	51.6
		<b>2016 Budget</b>	<b>(367.5)</b>
Facilities Management		Base Budget	7,872.4
		Revenue Decrease	(12.0)
	Inflation	Expenditure Increase	397.9
	Internal Transfers		—
	Growth/Cont Impr	Expenditure Increase: Operating impacts from Pleasant Hill spray pool upgrade for utilities, maintenance & reserve contribution.	27.2
	Service Level Adj	Expenditure Increase: Increased contribution to Facility Site Replacement Reserve. Addition for security contract to extend paddling pools operating hours.	194.0
		Total Expenditure Increase	619.1
		<b>2016 Budget</b>	<b>8,503.5</b>
Fleet Services		Base Budget	—
		Revenue Change	—
	Inflation		—
	Internal Transfers		—
	Growth/Cont Impr		—
	Service Level Adj		—
		Total Expenditure Change	—
		<b>2016 Budget</b>	<b>—</b>
<b>Corporate Governance &amp; Finance</b>			
Assessment & Taxation		Base Budget	3,556.5
		Revenue Increase	20.0
	Inflation	Expenditure Increase	91.1
	Internal Transfers	Expenditure Increase: Reclassification of cost recovery to revenue.	20.0
	Growth/Cont Impr		—
	Service Level Adj		—
		Total Expenditure Increase	111.1
		<b>2016 Budget</b>	<b>3,647.6</b>



**Schedule X (cont.)**  
**Summary of Operating Budget Changes [Part 2]**

Service Line	Change Type	Explanation	(\$000's)
City Clerk's Office		Base Budget	2,286.4
		Revenue Increase	16.0
	Inflation	Expenditure Increase	67.7
	Internal Transfers		—
	Growth/Cont Impr	Expenditure Increase: Operating impacts of capital projects.	26.3
	Service Level Adj		—
		Total Expenditure Increase	94.0
		<b>2016 Budget</b>	<b>2,364.4</b>
City Manager's Office		Base Budget	656.4
		Revenue Change	—
	Inflation	Expenditure Increase	19.0
	Internal Transfers		—
	Growth/Cont Impr		—
	Service Level Adj		—
		Total Expenditure Increase	19.0
		<b>2016 Budget</b>	<b>675.4</b>
City Solicitor's Office		Base Budget	1,920.9
		Revenue Increase	46.2
	Inflation	Expenditure Increase	77.9
	Internal Transfers		—
	Growth/Cont Impr		—
	Service Level Adj		—
		Total Expenditure Increase	77.9
		<b>2016 Budget</b>	<b>1,952.6</b>
Corporate Support		Base Budget	18,225.4
		Revenue Increase	19.8
	Inflation	Expenditure Increase	496.6
	Internal Transfers	Expenditure Decrease: Transfer of office expense & cell phone costs to Bylaw Compliance.	(1.0)
	Growth/Cont Impr	Expenditure Increase: Operating impacts of capital projects.	76.0
	Service Level Adj	Expenditure Increase: Addition for Aboriginal Relations program to implement the relevant Truth and Reconciliation Calls to Action.	65.0
		Total Expenditure Increase	636.6
		<b>2016 Budget</b>	<b>18,842.2</b>
Debt Servicing		Base Budget	19,703.5
		Revenue Decrease	(6.6)
	Inflation	Expenditure Decrease	(14.5)
	Internal Transfers	Expenditure Decrease: Reclassification of a debt charge to a capital contribution (future fire hall phase-in), & transfer additional funds to General Payroll.	(735.8)
	Growth/Cont Impr	Expenditure Increase: Capital investments associated to the Civic Facilities funding plan phase-ins.	1,600.0
	Service Level Adj		—
		Total Expenditure Increase	849.7
		<b>2016 Budget</b>	<b>20,559.8</b>



**Schedule X (cont.)**  
**Summary of Operating Budget Changes [Part 2]**

Service Line	Change Type	Explanation	(\$000's)
Financial Services		Base Budget	2,891.7
		Revenue Change	—
	Inflation	Expenditure Increase	205.9
	Internal Transfers		—
	Growth/Cont Impr		—
	Service Level Adj		—
		Total Expenditure Increase	205.9
		<b>2016 Budget</b>	<b>3,097.6</b>
General Services		Base Budget	406.9
		Revenue Increase	6,060.4
	Inflation	Expenditure Increase	1,190.5
	Internal Transfers	Expenditure Increase: Reclassification of a debt charge to a capital contribution (future fire hall phase-in) & additional funds to RCE for completion of the Transit Dart System (P2320). Partially decreased by one-time funding to Mendel.	1,020.8
	Growth/Cont Impr	Expenditure Increase: Increased contribution for the Future Fire Hall growth plan.	200.0
	Service Level Adj		—
		Total Expenditure Increase	2,411.3
		<b>2016 Budget</b>	<b>(3,242.2)</b>
Legislative		Base Budget	1,541.7
		Revenue Change	—
	Inflation	Expenditure Increase	20.4
	Internal Transfers		—
	Growth/Cont Impr		—
	Service Level Adj		—
		Total Expenditure Increase	20.4
		<b>2016 Budget</b>	<b>1,562.1</b>
Revenue Services		Base Budget	1,843.9
		Revenue Increase	27.2
	Inflation	Expenditure Increase	93.7
	Internal Transfers	Expenditure Increase: Reclassification of cost recovery to revenue.	15.0
	Growth/Cont Impr		—
	Service Level Adj		—
		Total Expenditure Increase	108.7
		<b>2016 Budget</b>	<b>1,925.4</b>
<b>Environmental Health</b>			
Environmental Program		Base Budget	474.2
		Revenue Change	—
	Inflation	Expenditure Increase	6.2
	Internal Transfers		—
	Growth/Cont Impr		—
	Service Level Adj		—
		Total Expenditure Increase	6.2
		<b>2016 Budget</b>	<b>480.4</b>



**Schedule X (cont.)**  
**Summary of Operating Budget Changes [Part 2]**

Service Line	Change Type	Explanation	(\$000's)
Pest Management		Base Budget	863.2
		Revenue Change	—
	Inflation	Expenditure Increase	53.6
	Internal Transfers		—
	Growth/Cont Impr		—
	Service Level Adj		—
		Total Expenditure Increase	53.6
		<b>2016 Budget</b>	<b>916.8</b>
Urban Forestry		Base Budget	3,504.8
		Revenue Change	—
	Inflation	Expenditure Increase	61.0
	Internal Transfers		—
	Growth/Cont Impr		—
	Service Level Adj		—
		Total Expenditure Increase	61.0
		<b>2016 Budget</b>	<b>3,565.8</b>
Waste Handling Service		Base Budget	7,321.0
		Revenue Increase	191.8
	Inflation	Expenditure Decrease	(320.6)
	Internal Transfers	Expenditure Decrease: WCB reduction.	(3.9)
	Growth/Cont Impr	Expenditure Decrease: Increased metal recovery at the landfill, providing a cost savings/reduction.	(2.3)
	Service Level Adj	Expenditure Increase: To expand the promotion of neighbours assisting neighbours with bins program.	12.0
		Total Expenditure Decrease	(314.8)
		<b>2016 Budget</b>	<b>6,814.4</b>
Waste Reduction & Resource Recovery		Base Budget	815.5
		Revenue Change	—
	Inflation	Expenditure Increase	78.3
	Internal Transfers		—
	Growth/Cont Impr		—
	Service Level Adj	Expenditure Decrease: No longer provide a separate program for milk jug & tin bin collection (at the recycling depots).	(12.0)
		Total Expenditure Increase	66.3
		<b>2016 Budget</b>	<b>881.8</b>
<b>Fire Services</b>			
Emergency Measures		Base Budget	408.8
		Revenue Change	—
	Inflation	Expenditure Increase	10.9
	Internal Transfers		—
	Growth/Cont Impr		—
	Service Level Adj		—
		Total Expenditure Increase	10.9
		<b>2016 Budget</b>	<b>419.7</b>





**Schedule X (cont.)**  
**Summary of Operating Budget Changes [Part 2]**

Service Line	Change Type	Explanation	(\$000's)
<b>Recreation &amp; Culture</b>			
<b>Albert Community Centre</b>		Base Budget	69.6
		Revenue Change	—
	Inflation	Expenditure Increase	1.5
	Internal Transfers		—
	Growth/Cont Impr		—
	Service Level Adj		—
		Total Expenditure Increase	1.5
		<b>2016 Budget</b>	<b>71.1</b>
<b>Community Partnerships</b>		Base Budget	341.8
		Revenue Increase	1.8
	Inflation	Expenditure Increase	10.4
	Internal Transfers		—
	Growth/Cont Impr		—
	Service Level Adj	Expenditure Increase: Advertising to businesses for the delivery of recreation programs & services in parks (100% revenue recovered).	1.8
		Total Expenditure Increase	12.2
		<b>2016 Budget</b>	<b>352.2</b>
<b>Forestry Farm Park &amp; Zoo</b>		Base Budget	1,599.5
		Revenue Increase	64.9
	Inflation	Expenditure Increase	84.1
	Internal Transfers	Expenditure Decrease: WCB reduction.	(2.2)
	Growth/Cont Impr		—
	Service Level Adj		—
		Total Expenditure Increase	81.9
		<b>2016 Budget</b>	<b>1,616.5</b>
<b>Golf Courses</b>		Base Budget	—
		Revenue Decrease	(39.3)
	Inflation	Expenditure Decrease	(39.3)
	Internal Transfers		—
	Growth/Cont Impr		—
	Service Level Adj		—
		Total Expenditure Decrease	(39.3)
		<b>2016 Budget</b>	<b>—</b>
<b>Gordon Howe Campsite</b>		Base Budget	—
		Revenue Increase	42.4
	Inflation	Expenditure Increase	42.4
	Internal Transfers		—
	Growth/Cont Impr		—
	Service Level Adj		—
		Total Expenditure Increase	42.4
		<b>2016 Budget</b>	<b>—</b>



**Schedule X (cont.)**  
**Summary of Operating Budget Changes [Part 2]**

Service Line	Change Type	Explanation	(\$000's)
Indoor Rinks		Base Budget	276.7
		Revenue Decrease	(46.2)
	Inflation	Expenditure Increase	39.2
	Internal Transfers	Expenditure Increase: WCB decrease offset by advertising increase.	1.3
	Growth/Cont Impr		—
	Service Level Adj		—
		Total Expenditure Increase	40.5
		<b>2016 Budget</b>	<b>363.4</b>
Marketing Services		Base Budget	599.2
		Revenue Change	—
	Inflation	Expenditure Increase	10.2
	Internal Transfers		—
	Growth/Cont Impr		—
	Service Level Adj		—
		Total Expenditure Increase	10.2
		<b>2016 Budget</b>	<b>609.4</b>
Marr Residence		Base Budget	21.3
		Revenue Change	—
	Inflation	Expenditure Increase	0.3
	Internal Transfers		—
	Growth/Cont Impr		—
	Service Level Adj		—
		Total Expenditure Increase	0.3
		<b>2016 Budget</b>	<b>21.6</b>
Outdoor Pools		Base Budget	806.7
		Revenue Increase	7.0
	Inflation	Expenditure Increase	46.3
	Internal Transfers		—
	Growth/Cont Impr		—
	Service Level Adj		—
		Total Expenditure Increase	46.3
		<b>2016 Budget</b>	<b>846.0</b>
Outdoor Sports Fields		Base Budget	347.0
		Revenue Increase	38.5
	Inflation	Expenditure Increase	39.4
	Internal Transfers	Expenditure Increase: Staffing increases, partially offset by the Speedskating facility's operating reductions.	0.9
	Growth/Cont Impr	Expenditure Increase: Operating impacts of Gordon Howe upgrades & sportfield improvements.	34.0
	Service Level Adj		—
		Total Expenditure Increase	74.3
		<b>2016 Budget</b>	<b>382.8</b>



**Schedule X (cont.)**  
**Summary of Operating Budget Changes [Part 2]**

Service Line	Change Type	Explanation	(\$000's)
Parks Maintenance & Design		Base Budget	12,633.4
		Revenue Increase	3.5
	Inflation	Expenditure Increase	349.7
	Internal Transfers		—
	Growth/Cont Impr		—
	Service Level Adj	Expenditure Increase: Park pathway & shelter belt maintenance (to better meet public expectations).	30.0
		Total Expenditure Increase	379.7
		<b>2016 Budget</b>	<b>13,009.6</b>
Playground & Recreation Areas		Base Budget	879.1
		Revenue Change	—
	Inflation	Expenditure Increase	13.6
	Internal Transfers		—
	Growth/Cont Impr		—
	Service Level Adj	Expenditure Increase: New recreation program leader for Willowgrove spray pad (includes 0.3 FTE).	12.2
		Total Expenditure Increase	25.8
		<b>2016 Budget</b>	<b>904.9</b>
PotashCorp Playland		Base Budget	—
		Revenue Increase	229.2
	Inflation	Expenditure Decrease	(14.2)
	Internal Transfers		—
	Growth/Cont Impr		—
	Service Level Adj	Expenditure Increase: Operational costs associated to the new facility (staffing, advertising, maintenance, contractual services, etc.).	243.4
		Total Expenditure Increase	229.2
		<b>2016 Budget</b>	<b>—</b>
Program Research & Design		Base Budget	213.5
		Revenue Change	—
	Inflation	Expenditure Increase	3.9
	Internal Transfers		—
	Growth/Cont Impr		—
	Service Level Adj		—
		Total Expenditure Increase	3.9
		<b>2016 Budget</b>	<b>217.4</b>
Rec-Competitive Facilities - Program		Base Budget	3,676.8
		Revenue Increase	313.9
	Inflation	Expenditure Increase	531.5
	Internal Transfers	Expenditure Increase: Transfer from Rec-Competitive Facilities - Rentals.	1.9
	Growth/Cont Impr		—
	Service Level Adj		—
		Total Expenditure Increase	533.4
		<b>2016 Budget</b>	<b>3,896.3</b>



**Schedule X (cont.)**  
**Summary of Operating Budget Changes [Part 2]**

Service Line	Change Type	Explanation	(\$000's)
Rec-Competitive Facilities - Rentals		Base Budget	4,199.1
		Revenue Increase	333.6
	Inflation	Expenditure Increase	184.4
	Internal Transfers	Expenditure Decrease: Transfer to Rec-Competitive Facilities - Program.	(1.9)
	Growth/Cont Impr		—
	Service Level Adj		—
		Total Expenditure Increase	182.5
		<b>2016 Budget</b>	<b>4,048.0</b>
River Landing		Base Budget	—
		Revenue Increase	65.2
	Inflation	Expenditure Increase	65.2
	Internal Transfers		—
	Growth/Cont Impr		—
	Service Level Adj		—
		Total Expenditure Increase	65.2
		<b>2016 Budget</b>	<b>—</b>
Spectator Ballfields		Base Budget	151.4
		Revenue Change	—
	Inflation	Expenditure Increase	1.6
	Internal Transfers		—
	Growth/Cont Impr		—
	Service Level Adj		—
		Total Expenditure Increase	1.6
		<b>2016 Budget</b>	<b>153.0</b>
Targeted Programming		Base Budget	578.9
		Revenue Change	—
	Inflation	Expenditure Increase	3.6
	Internal Transfers		—
	Growth/Cont Impr		—
	Service Level Adj		—
		Total Expenditure Increase	3.6
		<b>2016 Budget</b>	<b>582.5</b>
<b>Taxation &amp; General Revenues</b>			
Fines and Penalties		Base Budget	(8,252.7)
		Revenue Increase	415.5
	Inflation	Expenditure Increase	400.0
	Internal Transfers		—
	Growth/Cont Impr		—
	Service Level Adj		—
		Total Expenditure Increase	400.0
		<b>2016 Budget</b>	<b>(8,268.2)</b>
General Revenue		Base Budget	(54,333.1)
		Revenue Increase	5,171.7
	Inflation		—
	Internal Transfers		—
	Growth/Cont Impr		—
	Service Level Adj		—
		Total Expenditure Change	—
		<b>2016 Budget</b>	<b>(59,504.8)</b>



**Schedule X (cont.)**  
**Summary of Operating Budget Changes [Part 2]**

Service Line	Change Type	Explanation	(\$000's)
Grants in Lieu of Taxes		Base Budget	(34,524.4)
		Revenue Increase	1,214.8
	Inflation		—
	Internal Transfers		—
	Growth/Cont Impr		—
	Service Level Adj		—
		Total Expenditure Change	—
		<b>2016 Budget</b>	<b>(35,739.2)</b>
Municipal Revenue Sharing Grant		Base Budget	(47,439.3)
		Revenue Increase	1,094.0
	Inflation		—
	Internal Transfers		—
	Growth/Cont Impr		—
	Service Level Adj		—
		Total Expenditure Change	—
		<b>2016 Budget</b>	<b>(48,533.3)</b>
Other Levies		Base Budget	(839.0)
		Revenue Increase	120.8
	Inflation	Expenditure Increase	16.2
	Internal Transfers		—
	Growth/Cont Impr		—
	Service Level Adj		—
		Total Expenditure Increase	16.2
		<b>2016 Budget</b>	<b>(943.6)</b>
Property Levy		Base Budget	(192,301.7)
		Revenue Increase	13,880.5
	Inflation		—
	Internal Transfers		—
	Growth/Cont Impr	Expenditure Increase: Tax loss compensation for municipal boundary annexation.	203.5
	Service Level Adj		—
		Total Expenditure Increase	203.5
		<b>2016 Budget</b>	<b>(205,978.7)</b>
<b>Transportation</b>			
Access Transit		Base Budget	3,412.8
		Revenue Change	—
	Inflation	Expenditure Increase	37.5
	Internal Transfers		—
	Growth/Cont Impr		—
	Service Level Adj		—
		Total Expenditure Increase	37.5
		<b>2016 Budget</b>	<b>3,450.3</b>
Engineering		Base Budget	745.5
		Revenue Change	—
	Inflation	Expenditure Increase	18.6
	Internal Transfers		—
	Growth/Cont Impr		—
	Service Level Adj		—
		Total Expenditure Increase	18.6
		<b>2016 Budget</b>	<b>764.1</b>



**Schedule X (cont.)**  
**Summary of Operating Budget Changes [Part 2]**

Service Line	Change Type	Explanation	(\$000's)
Impound Lot		Base Budget	—
		Revenue Decrease	(294.7)
	Inflation	Expenditure Increase	5.1
	Internal Transfers	Expenditure Decrease: Reclassification of revenues to cost recovery.	(299.8)
	Growth/Cont Impr		—
	Service Level Adj		—
		Total Expenditure Decrease	(294.7)
		<b>2016 Budget</b>	<b>—</b>
Parking		Base Budget	(3,224.6)
		Revenue Decrease	(1,000.0)
	Inflation	Expenditure Decrease	(834.3)
	Internal Transfers	Expenditure Decrease: A reduction in revenue for River Landing parking correlates to this decrease in the transfer to reserve.	(110.0)
	Growth/Cont Impr		—
	Service Level Adj		—
		Total Expenditure Decrease	(944.3)
		<b>2016 Budget</b>	<b>(3,168.9)</b>
Street Lighting		Base Budget	5,964.4
		Revenue Increase	1.5
	Inflation	Expenditure Decrease	(109.7)
	Internal Transfers		—
	Growth/Cont Impr	Expenditure Increase: Electrical costs of street lights for new development areas.	27.0
	Service Level Adj		—
		Total Expenditure Decrease	(82.7)
		<b>2016 Budget</b>	<b>5,880.2</b>
<b>Urban Planning &amp; Development</b>			
Attainable Housing		Base Budget	424.3
		Revenue Change	—
	Inflation	Expenditure Increase	0.6
	Internal Transfers		—
	Growth/Cont Impr		—
	Service Level Adj		—
		Total Expenditure Increase	0.6
		<b>2016 Budget</b>	<b>424.9</b>
Building and Plumbing Permits & Standards		Base Budget	—
		Revenue Increase	57.5
	Inflation	Expenditure Increase	57.5
	Internal Transfers		—
	Growth/Cont Impr		—
	Service Level Adj		—
		Total Expenditure Increase	57.5
		<b>2016 Budget</b>	<b>—</b>



**Schedule X (cont.)**  
**Summary of Operating Budget Changes [Part 2]**

Service Line	Change Type	Explanation	(\$000's)
Business Improvement Districts		Base Budget	107.7
		Revenue Change	—
	Inflation		—
	Internal Transfers		—
	Growth/Cont Impr		—
	Service Level Adj		—
		Total Expenditure Change	—
		<b>2016 Budget</b>	<b>107.7</b>
Business Licenses		Base Budget	—
		Revenue Increase	10.7
	Inflation	Expenditure Increase	45.7
	Internal Transfers	Expenditure Decrease: Transfer staffing costs to recreation facilities.	(35.0)
	Growth/Cont Impr		—
	Service Level Adj		—
		Total Expenditure Increase	10.7
		<b>2016 Budget</b>	<b>—</b>
Bylaw Compliance		Base Budget	394.3
		Revenue Increase	23.4
	Inflation	Expenditure Increase	22.1
	Internal Transfers	Expenditure Increase: 1.0 FTE staffing transfer from Transportation Services and Snow & Ice Mgmt (bylaw inspector).	118.8
	Growth/Cont Impr		—
	Service Level Adj		45.0
		Total Expenditure Increase	185.9
		<b>2016 Budget</b>	<b>556.8</b>
Development Review		Base Budget	463.2
		Revenue Increase	103.0
	Inflation	Expenditure Increase	38.5
	Internal Transfers	Expenditure Increase: 0.20 FTE staffing transfer from Business Licenses (manager of Planning & Development).	35.0
	Growth/Cont Impr		—
	Service Level Adj		—
		Total Expenditure Increase	73.5
		<b>2016 Budget</b>	<b>433.7</b>
Neighbourhood Planning		Base Budget	538.6
		Revenue Change	—
	Inflation	Expenditure Increase	10.4
	Internal Transfers		—
	Growth/Cont Impr		—
	Service Level Adj		—
		Total Expenditure Increase	10.4
		<b>2016 Budget</b>	<b>549.0</b>



**Schedule X (cont.)**  
**Summary of Operating Budget Changes [Part 2]**

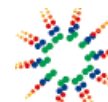
Service Line	Change Type	Explanation	(\$000's)
Regional Planning		Base Budget	358.5
		Revenue Change	—
	Inflation	Expenditure Increase	8.0
	Internal Transfers	Expenditure Increase: Increase in office expense.	0.4
	Growth/Cont Impr		—
	Service Level Adj		—
		Total Expenditure Increase	8.4
		<b>2016 Budget</b>	<b>366.9</b>
Research & Mapping		Base Budget	422.1
		Revenue Change	—
	Inflation	Expenditure Increase	20.1
	Internal Transfers		—
	Growth/Cont Impr		—
	Service Level Adj		—
		Total Expenditure Increase	20.1
		<b>2016 Budget</b>	<b>442.2</b>
Urban Design		Base Budget	2,485.5
		Revenue Change	—
	Inflation		—
	Internal Transfers		—
	Growth/Cont Impr		—
	Service Level Adj		—
		Total Expenditure Change	—
		<b>2016 Budget</b>	<b>2,485.5</b>
<b>Utilities</b>			
Saskatoon Light & Power		Base Budget	—
		Revenue Increase	2,167.0
	Inflation	Expenditure Increase	2,118.2
	Internal Transfers		—
	Growth/Cont Impr	Expenditure Increase: Fleet costs due to new development areas.	48.8
	Service Level Adj		—
		Total Expenditure Increase	2,167.0
		<b>2016 Budget</b>	<b>—</b>
Storm Water Management		Base Budget	—
		Revenue Decrease	(183.7)
	Inflation	Expenditure Decrease	(185.4)
	Internal Transfers		—
	Growth/Cont Impr	Expenditure Increase: Storm sewer maintenance staff training.	1.7
	Service Level Adj		—
		Total Expenditure Decrease	(183.7)
		<b>2016 Budget</b>	<b>—</b>





**Schedule X (cont.)**  
**Summary of Operating Budget Changes [Part 2]**

Service Line	Change Type	Explanation	(\$000's)
Waste Services Utility		Base Budget	—
		Revenue Decrease	(219.2)
	Inflation	Expenditure Decrease	(373.0)
	Internal Transfers		—
	Growth/Cont Impr	Expenditure Increase: Residential recycling contractual fee increases & the Leaves & Grass program costs of collection calendars.	153.8
	Service Level Adj		—
		Total Expenditure Decrease	(219.2)
		<b>2016 Budget</b>	<b>—</b>
TOTAL CIVIC SERVICES		Base Budget	—
		Revenue Increase	27,750.7
	Inflation		14,519.8
	Internal Transfers		(86.7)
	Growth/Cont Impr		4,598.6
	Service Level Adj		8,719.0
		Total Expenditure Increase	27,750.7
		<b>2016 Budget</b>	<b>—</b>
TOTAL UTILITIES		Base Budget	—
		Revenue Increase	14,049.3
	Inflation		11,382.0
	Internal Transfers		1,837.7
	Growth/Cont Impr		884.6
	Service Level Adj		(55.0)
		Total Expenditure Increase	14,049.3
		<b>2016 Budget</b>	<b>—</b>
<b>Saskatoon Public Library</b>			
Library Property Levy		Base Budget	(19,273.2)
		Revenue Increase	1,667.7
	Inflation		—
	Internal Transfers		—
	Growth/Cont Impr		—
	Service Level Adj		—
		Total Expenditure Change	—
		<b>2016 Budget</b>	<b>(20,940.9)</b>
Saskatoon Public Library		Base Budget	19,273.2
		Revenue Decrease	(1.8)
	Inflation	Expenditure Increase	592.1
	Internal Transfers		—
	Growth/Cont Impr	Expenditure Increase: 8.0 new FTE's, lease & maintenance costs for the new Stonebridge branch. 7.0 additional FTE's due to city growth. Increased costs for research, surveys, consultants & computer upgrades.	718.0
	Service Level Adj	Expenditure Increase: Staff training, updated copier services & increased program offerings.	355.8
		Total Expenditure Increase	1,665.9
		<b>2016 Budget</b>	<b>20,940.9</b>



**Schedule X** *(cont.)*  
**Summary of Operating Budget Changes** *[Part 2]*

Service Line	Change Type	Explanation	(\$000's)
TOTAL SASKATOON PUBLIC LIBRARY		Base Budget	—
		Revenue Increase	1,665.9
	Inflation		592.1
	Internal Transfers		—
	Growth/Cont Impr		718.0
	Service Level Adj		355.8
		Total Expenditure Increase	1,665.9
		<b>2016 Budget</b>	—



## Schedule XI Summary of Pressure Points Not Included

	Not Included
<b>SERVICE LINE ORDER BASED ON CIVIC SURVEY RESULTS</b>	
<b>Road Maintenance</b>	
40% of three additional Engineering Technologist positions required to assist with the management and administration of the contract work related to Building Better Roads initiative.	91.4
Training Department Superintendent \$100.0; \$50.0 mill rate impact if this position is required to oversee the expanding Public Works equipment operator training program.	50.0
Costs associated with operating equipment, cleanup of illegally dumped rubble and maintenance of an expanded roadway infrastructure and boundary roads.	445.8
<b>Snow &amp; Ice Management</b>	
40% of three additional Engineering Technologist positions required to assist with the management and administration of the contract work related to Building Better Roads initiative.	91.4
Costs associated with the staff training, vehicles and equipment rentals, maintenance and operation of expanded roadways.	665.0
<b>Street Cleaning &amp; Sweeping</b>	
20% of three additional Engineering Technologist positions required to assist with the management and administration of the contract work related to Building Better Roads initiative.	45.7
Costs associated with equipment repairs and rental, sign management and towing, maintenance and operation of expanded roadways.	499.0
<b>Transportation Services</b>	
Costs associated with the new transportation model, a shortfall in the provision for staff training at the Sign Shop, and increased costs for Myovision traffic counting services.	28.1
\$45.2 required to maintain and operate traffic signals and signage plus the phase in of \$88.5 for LED signal change outs.	133.7
<b>Transit Operations</b>	
Four additional positions required to increase customer satisfaction, comfort and cleanliness of buses. These positions include an Integrated Transportation System (ITS) Technologist, two Labourers and a Supervisor position.	277.6
Inflationary increases for various costs including licenses, insurance and software contracts.	481.0
<b>REMAINING SERVICE LINES ARE GROUPED ALPHABETICALLY BY BUSINESS LINE</b>	
<b>COMMUNITY SUPPORT</b>	
<b>Cemeteries</b>	
The budget provided for the burial of a deceased person with limited financial means of \$35.0 is approximately \$18.0 less than the 2014 actual expenditures.	18.0
<b>Community Investments and Support</b>	
The annual budget for civic services, which includes special events (such as Taste of Saskatchewan, Fireworks Festival, special runs, etc.) that require civic services, road closures, onsite garbage cans, street sweeping, etc.	111.0
In August 2014, City Council approved a recommendation for civic administration to negotiate a \$70.0 programming partnership with the Children's Discovery Museum. This program services agreement is to be in place by 2018. Not included is the first year phase-in of this annual program grant.	20.0
The process for receiving and approving requests for the Stand Alone Grants Program was approved in 2015 for implementation in 2016. The grant recipients have requested an increase in funding. A modest increase of 3% would amount to a total increase of \$15.2.	15.2



## Schedule XI (cont.) Summary of Pressure Points Not Included

Not Included

### CORPORATE ASSET MANAGEMENT

#### Facilities Management

Capital renewal funding in the Civic Buildings Comprehensive Maintenance Reserve, combined with cumulative funding deficit.	620.0
Capital renewal needs from the Facility Site Replacement Reserve have been identified at \$11.1 million with an annual funding of \$790.9 required. The current funding available is \$200.0.	590.9

### CORPORATE GOVERNANCE & FINANCE

#### City Clerk's Office

1.0 FTE for an Access and Privacy Assistant. This position would 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.	80.0
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#### Corporate Support

A Customer Advocate & Liaison position (within Transportation & Utilities Business Administration Division) would help manage customer inquiries and complaints to City Council. The total cost of this position is \$107.1 with \$42.8 being supported by the mill rate.	42.8
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### ENVIRONMENTAL HEALTH

#### Urban Forestry

Although \$25.0 in funding has been identified for Dutch elm disease (DED) under Pest Management, this is just the first phase to prevent the loss of trees to DED and to increase public awareness. Not included is \$170.0 for elm tree maintenance and public awareness.	170.0
Additional contract tree maintenance in the order of \$80.0 is required to maintain the desired pruning cycle service level of 1 in 7 years for new tree inventory added in 2015 and 2016.	80.0

#### Waste Reduction & Resource Recovery

Although \$50.0 has been added to the HHW program in 2016, based on current success and participation levels, an additional \$50.0 in funding will be required in 2017 (as identified in the March 23rd, 2015 report to City Council).	50.0
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### RECREATION AND CULTURE

#### Parks Maintenance & Design

New parks and open space growth area in 2016 is approximately 29 hectares, including 10 hectares of irrigated space, which has a higher maintenance cost than areas without irrigation. Not included in the budget are the costs to maintain these new parks for staffing, water, supplies, maintenance and equipment.	270.0
In dry years, the irrigation budget is not sufficient to maintain the existing park inventory in a reasonable state, which requires one inch of irrigation water per week even in years of normal rainfall.	206.0

#### Rec-Competitive Facilities-Rentals

A Facility Equipment Reserve is required to purchase new fitness equipment that is worn out. This will maintain an appropriate lifecycle replacement program and meet customer expectations.	27.4
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### TRANSPORTATION

#### Access Transit

Three additional buses, with operators, for an operating impact of \$392.4 plus a one-time capital allocation of \$375.0. This would increase the service capacity and allow for a decrease in service denials from the current level of 8.0%. Canadian Urban Transit Association notes the acceptable range to be around 2.0%.	767.4
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**Schedule XI (cont.)**  
**Summary of Pressure Points Not Included**

	Not Included
<b>URBAN PLANNING &amp; DEVELOPMENT</b>	
<b>Bylaw Compliance</b>	
A Bylaw Inspector (1.0 FTE; \$81.6) is needed in order to meet the prescribed mandate of the Community Standards division and meet reasonable citizen expectations. It is anticipated that \$36.6 would be cost recovered through new fees and charges, resulting in a net mill rate increase of \$45.0.	45.0
<b>TOTAL<sup>(1)</sup></b>	<b>5,922.4</b>

(1) For further details on the risk and how the Not Included items summarized above are being addressed in the 2016 budget, please see the operating budget summary in each service line.



## Schedule XII Capital Reserve Sufficiency

	Forecast	2016		Balance	2017		Balance	2018-2020		Balance	Unfunded	Total
(\$000's)	Jan 1/16	Source	Appl	Dec/16	Source	Appl	Dec/17	Source	Appl	Dec/20	Projects	Dec/20
<b>Civic Departments:</b>												
Access Transit Reserve <sup>(2)</sup>	36	418	(425)	29	253	(250)	32	758	(750)	40	—	40
Active Transportation Reserve	39	500	(525)	14	500	(500)	14	1,500	(1,500)	14	(3,050)	(3,036)
Animal Services Reserve	68	30	(30)	68	30	—	98	90	(120)	68	—	68
Auto Garbage Container Repl	19	346	(244)	121	358	(256)	223	1,153	(847)	529	—	529
Bridge Major Repairs	1,547	4,684	(6,231)	—	6,359	(789)	5,570	11,627	(16,680)	517	(8,409)	(7,892)
Campsites <sup>(1, 9)</sup>	478	104	(250)	332	118	—	450	436	—	886	—	886
Civic Bldgs Comp Mtnc	832	7,441	(7,741)	532	7,799	(8,330)	1	24,581	(23,433)	1,149	(625)	524
Civic Radio Replace & Expansion	20	300	(320)	—	360	(350)	10	1,090	(1,100)	—	—	—
Civic Veh & Equip Disp/Acq'n	—	—	—	—	—	—	—	—	—	—	—	—
Civic Vehicles & Equip Repl	350	5,281	(5,281)	350	6,797	(7,128)	19	20,400	(17,292)	3,127	—	3,127
Computer Equipment Repl	378	657	(800)	235	673	(750)	158	2,122	(2,225)	55	—	55
Corporate Capital Reserves	654	2,390	(2,455)	589	2,440	(2,450)	580	7,376	(5,358)	2,598	—	2,598
Dedicated Lands	2,395	47	(825)	1,617	39	(450)	1,206	106	—	1,312	—	1,312
Dedicated Roadways	887	15	—	902	15	—	917	45	—	962	—	962
Facilities Site Repl	—	200	(200)	—	350	(350)	—	1,700	(1,700)	—	—	—
Fire Apparatus	900	844	(575)	1,169	870	(651)	1,388	2,769	(4,206)	(49)	—	(49)
Fire - Small Equipment Repl	118	260	(258)	120	268	(228)	160	853	(969)	44	—	44
Forestry Farm Auditorium	35	6	—	41	7	—	48	19	—	67	—	67
Forestry Farm Development <sup>(1)</sup>	101	48	(61)	88	48	(78)	59	143	(83)	119	—	119
Forestry Farm Park & Zoo Capital	10	162	(150)	22	162	(150)	34	486	(270)	250	—	250
Golf Course Capital Reserve <sup>(1)</sup>	842	452	(830)	464	460	(250)	674	472	(500)	646	—	646
Grounds Maintenance Equip Repl	187	347	(320)	214	357	(432)	139	1,138	(1,035)	242	—	242
Heritage Fund Reserve	141	48	(67)	122	48	(54)	116	143	(53)	206	—	206
Infra Expansion - Transp <sup>(7)</sup>	1,532	1,971	(2,770)	733	1,971	(1,300)	1,404	5,913	(4,280)	3,037	(4,935)	(1,898)
Infra Repl - Parks	(1,344)	941	—	(403)	953	—	550	2,931	—	3,481	(1,570)	1,911
Infra Repl - Storm	3,611	2,692	(5,414)	889	2,692	(2,520)	1,061	8,076	(8,001)	1,136	—	1,136
Infra Repl - W & S <sup>(8)</sup>	(11,264)	19,978	(16,076)	(7,362)	20,057	(15,942)	(3,247)	52,251	(47,894)	1,110	—	1,110
IT Digital Data Res	10	42	—	52	43	(70)	25	137	(75)	87	—	87
IT Systems Development	691	124	(550)	265	124	—	389	373	—	762	—	762
Landfill Replacement <sup>(5)</sup>	(2,294)	2,813	(1,250)	(731)	3,038	(1,410)	897	9,520	(15,650)	(5,233)	—	(5,233)
Leisure Serv Equip Repl <sup>(2)</sup>	893	363	(115)	1,141	364	(115)	1,390	1,091	(345)	2,136	—	2,136
Park Enhancement Reserve <sup>(1, 4)</sup>	133	299	(102)	330	299	(379)	250	899	(1,033)	116	—	116
Parking Capital Reserve	814	135	(595)	354	135	(100)	389	405	(310)	484	—	484
Parks (Grounds Maint) Equip Acq Res	211	163	(211)	163	163	(100)	226	490	(500)	216	—	216
Paved Roadways Infra Reserve	38	29,010	(29,010)	38	29,010	(29,010)	38	87,030	(87,030)	38	(200)	(162)
Printing and Mail Equipment Repl	166	20	—	186	20	—	206	60	(136)	130	—	130
Public Works Bldgs Civic Facilities	76	15	—	91	15	—	106	45	—	151	—	151
Riverland Capital Reserve	226	73	(10)	289	73	(10)	352	220	(30)	542	—	542
Saskatoon Light & Power Extension	(4,943)	5,940	(5,894)	(4,897)	5,961	(5,455)	(4,391)	17,762	(17,679)	(4,308)	—	(4,308)
Saskatoon Light & Power Repl	6,986	7,005	(7,260)	6,731	6,473	(7,175)	6,029	19,027	(20,590)	4,466	—	4,466
Snow & Ice Mgmt Equip Reserve	2	265	—	267	265	—	532	795	—	1,327	—	1,327
Street Clean/Sweep Equip Acq'n Res	131	27	—	158	27	—	185	81	—	266	—	266
Streetscape - BID <sup>(1)</sup>	3,027	2,461	(2,686)	2,802	2,461	(4,102)	1,161	7,383	(8,343)	201	—	201
Streetscape - City Wide <sup>(1)</sup>	524	12	—	536	—	—	536	—	—	536	—	536



## Schedule XII (cont.) Capital Reserve Sufficiency

(\$000's)	Forecast Jan 1/16	2016		Balance Dec/16	2017		Balance Dec/17	2018-2020		Balance Dec/20	Unfunded Projects	Total Dec/20
		Source	Appl		Source	Appl		Source	Appl			
Traffic Noise Attenuation	2,002	1,849	(3,446)	405	1,849	(1,900)	354	5,547	(5,700)	201	—	201
Traffic Safety Reserve	227	1,100	(1,120)	207	1,100	(995)	312	3,300	(3,005)	607	(3,540)	(2,933)
Trans Infra Reserve	(13)	3,535	(3,522)	—	3,514	(3,514)	—	10,542	(10,542)	—	(5,128)	(5,128)
Transit Additional Veh Repl	134	100	—	234	100	—	334	300	(490)	144	(490)	(346)
Transit Capital Projects <sup>(6)</sup>	107	957	(940)	124	857	(850)	131	2,571	(2,250)	452	—	452
Transit Vehicles Repl	272	895	(850)	317	996	(1,040)	273	2,987	(3,120)	140	—	140
Transportation Equip Acquisition Res	217	59	(150)	126	59	(75)	110	177	(175)	112	—	112
Trunked Radio System Infr Res	304	401	(380)	325	441	(435)	331	1,529	(1,759)	101	—	101
Unified Communications Reserve	150	50	(25)	175	50	(25)	200	150	(75)	275	—	275
Waste Minimization <sup>(1)</sup>	—	—	—	—	—	—	—	—	—	—	—	—
Wastewater Coll & Treat Repl	1,583	3,210	(4,476)	317	3,176	(2,752)	741	9,655	(8,848)	1,548	—	1,548
Wastewater Treatment Capital	8,658	6,842	(15,054)	446	8,013	(8,387)	72	29,844	(19,930)	9,986	—	9,986
Water Supply Repl	2,274	1,953	(1,195)	3,032	1,838	(3,270)	1,600	5,154	(5,862)	892	—	892
Waterworks Capital Projects Res	3,846	8,010	(11,630)	226	13,058	(13,226)	58	69,005	(52,614)	16,449	—	16,449
<b>Subtotal</b>	<b>29,024</b>	<b>127,891</b>	<b>(142,319)</b>	<b>14,595</b>	<b>137,506</b>	<b>(127,602)</b>	<b>24,499</b>	<b>434,257</b>	<b>(404,387)</b>	<b>54,369</b>	<b>(27,947)</b>	<b>26,422</b>
<b>Boards and Commissions:</b>												
Albert Comm Centre Repair	7	22	(20)	9	—	—	9	90	(90)	9	—	9
SaskTel Centre Equip Repl	358	230	(263)	325	230	(198)	357	690	(379)	668	—	668
SaskTel Centre Fac. Enhancement	1,393	530	(500)	1,423	530	(500)	1,453	1,590	(1,500)	1,543	—	1,543
Remai Modern Art Gallery Cap Equip Repl	11	71	(73)	8	71	(53)	25	212	(213)	23	—	23
Police Radio	542	273	(325)	490	273	(325)	438	819	(975)	282	—	282
Police Facility Renovations	530	150	(200)	480	150	(150)	480	450	(200)	730	—	730
Police Oper Equip & Tech Adv.	171	1,188	(1,221)	138	1,188	(1,928)	(602)	3,564	(3,570)	(608)	—	(608)
Public Library Capital Expan	13,192	537	—	13,729	545	—	14,274	1,651	(2,150)	13,775	—	13,775
Public Library Equip Repl	1,871	160	(201)	1,830	160	(200)	1,790	478	(600)	1,668	—	1,668
Public Library Francis Morrison Mtnce	1,146	330	(261)	1,215	331	(261)	1,284	997	(784)	1,497	—	1,497
Public Library JS Wood Mtnce	139	56	(30)	166	77	(30)	214	233	(88)	358	—	358
Public Library Mayfair Mtnce	31	15	(12)	34	20	(12)	43	62	(35)	70	—	70
Public Library Alice Turner Mtnce	539	99	(77)	561	99	(77)	584	300	(231)	653	—	653
Public Library New Central Library	6,075	1,852	—	7,928	2,376	—	10,304	10,439	(4,350)	16,393	—	16,393
Public Library Information Technology	249	3	(66)	186	4	(66)	125	4	—	128	—	128
TCU Place Capital Exp	2,375	231	—	2,606	231	—	2,837	693	—	3,530	—	3,530
TCU Place Equipment Repl	3,659	534	(459)	3,734	536	(291)	3,979	1,625	(1,438)	4,166	—	4,166
<b>Subtotal</b>	<b>32,289</b>	<b>6,281</b>	<b>(3,707)</b>	<b>34,862</b>	<b>6,820</b>	<b>(4,090)</b>	<b>37,592</b>	<b>23,895</b>	<b>(16,603)</b>	<b>44,884</b>	<b>0</b>	<b>44,884</b>
<b>TOTAL RESERVE SUFFICIENCY</b>	<b>61,313</b>	<b>134,172</b>	<b>(146,027)</b>	<b>49,458</b>	<b>144,326</b>	<b>(131,693)</b>	<b>62,091</b>	<b>458,152</b>	<b>(420,990)</b>	<b>99,253</b>	<b>(27,947)</b>	<b>71,306</b>

(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 a portion of tipping fees

(6) Source includes debt retirement

(7) Opening balance reflects \$5.884M for P2000 which is to be repaid over 5 years (ending year 2015)

(8) Includes the Flood Protection Program

(9) Applications include contributions to capital projects



## Schedule XIII Prepaid Land Development Reserve Sufficiency Forecast

	Arterial Road Levy	Trunk Sewer Levy	Primary WtrMn Levy	WWtr Lift STN	Inter- Change	Direct Services <sup>1</sup>	NLDF Transfer	Planning Levy	Parks & Rec. Levy	Industrial Parks	Comm. Center Levy	Total
Opening 2016 Balance	26,671	(57,036)	(4,698)	(9,735)	(21,045)	33,686	28,294	381	20,720	1,602	11,126	29,966
<b>Inflows:</b>												
Lot Sales & Other Transfers	8,446	10,450	2,402	834	2,093	46,750	—	242	5,710	37	2,569	79,533
Redevelopment Levy	—	—	—	—	—	2,700	—	—	—	—	—	2,700
<b>Outflows:</b>												
Transfers to Operating	—	—	—	—	—	—	—	(241)	—	—	—	(241)
Capital Expenses	(6,138)	(2,976)	(1,841)	(50)	—	(17,330)	—	(74)	(13,917)	(75)	(9,365)	(51,766)
<b>ENDING 2016 BALANCE<sup>(1)</sup></b>	<b>28,979</b>	<b>(49,562)</b>	<b>(4,137)</b>	<b>(8,951)</b>	<b>(18,952)</b>	<b>65,806</b>	<b>28,294</b>	<b>308</b>	<b>12,513</b>	<b>1,564</b>	<b>4,330</b>	<b>60,192</b>

(1) The Prepaid Land Development Reserve Sufficiency Forecast encompasses the 2016 Development Plan to be submitted to City Council.

(2) Direct Services balance is temporarily funding \$17,715,000 of redevelopment services with reimbursement established per year from a utility charge. The net balance in 2016 is expected to be \$15,015,000. The net balance consists of the 2016 opening balance of \$17,715,000 with additions of \$0 and expected repayment of \$2,700,000.

(3) An allocation from the net proceeds from the Evergreen Residential Neighbourhood Development of \$28,000,000 has been used to partially offset the deficit.





## Schedule XIV Funded Capital Investments

(\$000's)	2016 Budget	2017 Plan	2018 Plan	2019 Plan	2020 Plan	Total
<b>Arts, Culture and Events Venues</b>						
0740 TCU PLACE-EQUIPMENT REPAIR/REPLACEMENTS	460	291	59	1,299	80	2,189
1812 SASKTEL CENTRE-EQUIPMENT PURCHASES	263	198	73	183	123	840
1834 REMAI ART GALLERY- EQUIPMENT PURCHASES	73	53	41	86	86	339
<b>Arts, Culture and Events Venues</b>	<b>796</b>	<b>542</b>	<b>173</b>	<b>1,568</b>	<b>289</b>	<b>3,368</b>
<b>Community Support</b>						
1657 CY-WOODLAWN CEMETERY ROADWAY UPGRADE	150	—	—	—	—	150
1963 TU-CORP. ACCESSIBILITY IMPLEMENTATION	100	—	50	—	50	200
<b>Community Support</b>	<b>250</b>	<b>0</b>	<b>50</b>	<b>0</b>	<b>50</b>	<b>350</b>
<b>Corporate Asset Management</b>						
0877 AF-CITY-WIDE RADIO TRUNKING SYST	380	435	439	900	420	2,574
1135 AF-CIVIC BLDGS COMPREHENSIVE MAINTAINANCE PROGRAM	7,741	8,590	7,536	7,976	7,871	39,714
1356 AF-V&E ADD'L VEHICLES & EQUIPT	211	100	300	100	100	811
1357 AF-V&E REPL'T VEHICLES & EQUIPT	5,281	7,128	5,692	5,700	5,900	29,701
1523 AF-RADIO TRUNKING SYSTEM EXPANSION	320	350	350	350	400	1,770
1557 TU-OFFICE MOD'NS/FURNITURE REPL/UPGRADES	50	50	50	50	50	250
1584 CIVIC OPERATIONS CENTRE	—	—	8,000	20,500	22,500	51,000
1949 AF-CIVIC ACCOMMODATION	550	550	3,050	3,050	3,050	10,250
2180 AF-CIVIC FACILITY SITE MAINTENANCE	200	350	500	600	600	2,250
<b>Corporate Asset Management</b>	<b>14,733</b>	<b>17,553</b>	<b>25,917</b>	<b>39,226</b>	<b>40,891</b>	<b>138,320</b>
<b>Corporate Governance &amp; Finance</b>						
1083 CP-CORPORATE NETWORK EQUIPMENT REPL	375	525	575	600	600	2,675
1364 CP-SERVICE SASKATOON-311/CUSTOMER RELATIONSHIP MANAGEMENT	950	100	100	100	100	1,350
1580 CY-BOOKING & REGISTRATION SYSTEM REPLACEMENT	150	—	—	—	—	150
1581 CY-POSSE UPGRADE	150	—	—	—	—	150
1780 CP-CORP NETWORK INFRASTRUCTURE	125	125	125	125	125	625
1883 CK-ELECTRONIC RECORDS MANAGEMENT	—	155	84	85	84	408
1884 CK-ELECTRONIC AGENDA & MEETING MGT SYSTM	—	50	—	90	—	140
1885 CK-COUNCIL CHAMBER EQUIPMENT UPGRADE	125	—	—	—	—	125
1977 CP-LOCAL AREA NETWORK & DATA SECURITY	—	100	75	—	—	175
2079 AF-PROPERTY REASSESSMENT	250	100	—	100	250	700
2368 AF-PRINTING AND MAIL SERVICES - EQUIPMENT	—	—	—	—	136	136
2531 AF-PORTFOLIO MANAGEMENT SYSTEM REPLACEMENT	—	—	300	—	—	300
<b>Corporate Governance &amp; Finance</b>	<b>2,125</b>	<b>1,155</b>	<b>1,259</b>	<b>1,100</b>	<b>1,295</b>	<b>6,934</b>
<b>Environmental Health</b>						
1475 US-AUTO'D GARBAGE CONTAINER REPL	346	358	371	384	398	1,857



**Schedule XIV (cont.)  
Funded Capital Investments**

(\$000's)	2016 Budget	2017 Plan	2018 Plan	2019 Plan	2020 Plan	Total
1662 CY-ELM TREE INVENTORY	50	50	—	—	—	100
2050 US-CONSTRUCTN & DEMOLITION WASTE MGT CTR	—	1,000	2,500	1,500	—	5,000
2051 US-LANDFILL OPTIMIZATION	1,000	—	700	3,000	6,500	11,200
2184 US-WASTE CHARACTERIZATION STUDY	250	—	—	—	—	250
2186 US-WASTE MANAGEMENT STRATEGIC PLAN	—	410	—	—	—	410
<b>Environmental Health</b>	<b>1,646</b>	<b>1,818</b>	<b>3,571</b>	<b>4,884</b>	<b>6,898</b>	<b>18,817</b>
<b>Fire Services</b>						
0582 FR-APPAR-REFURB/REPL/ADD'L	260	268	276	284	293	1,381
1914 FR-NEW STATION - NORTHWEST SASKATOON	—	—	—	—	800	800
2373 FR-REPLACEMENT OF STATIONS - No. 3 AND No. 5	1,200	5,385	2,000	4,500	—	13,085
2379 FR-APPARATUS REPLACEMENT	575	651	894	1,935	1,378	5,433
2380 FR- FIRE STATION No. 11 - HOLMWOOD	—	—	871	—	—	871
2504 FR-NEW EQUIPMENT	320	390	—	—	—	710
<b>Fire Services</b>	<b>2,355</b>	<b>6,694</b>	<b>4,041</b>	<b>6,719</b>	<b>2,471</b>	<b>22,280</b>
<b>Land Development</b>						
0607 PARK DEV-STONEBRIDGE NBRHD	423	373	—	—	—	796
0616 LAND DEV'T-PRIM WTRMN-NORTHEAST SECTOR	1,511	956	5,308	59,831	4,020	71,626
0619 LAND DEV'T-ARTL RD-CENTRAL(ROSSMO-PERIMETER RD)	—	—	4,392	—	—	4,392
0625 LAND DEV'T-TR SWR-NORTHEAST SECTOR	2,976	—	6,783	—	4,797	14,556
0626 LAND DEV'T-SUBDIVIS'N WARRANTY	716	—	—	—	—	716
0627 LAND DEV'T-SUBDIVIS'N FENCING	—	97	175	—	—	272
0634 LAND DEV'T-TR SWR-NORTH INDUSTRIAL	—	3,761	6,589	2,275	—	12,625
0636 LAND DEV'T-TR SWR-MONTGOMERY PLACE WEST	—	—	—	50	—	50
0639 LAND DEV'T-SUBDIVIS'N BUFFERS	72	322	671	—	—	1,065
0655 LAND DEV'T-ARTL RD-MCORMOND(E SECT-PERIMETER RD)	1,426	10,238	—	3,794	2,481	17,939
0668 PARK DEV-BOULEVARD DEVELOPMENT	150	150	150	150	150	750
0681 LAND DEV'T-ARTL RD-TAYLOR(MCKER-CP TRACK)	—	—	3,519	—	3,207	6,726
0686 LAND DEV'T-PRIM WTRMN-SOUTHEAST SECTOR	—	2,923	—	—	—	2,923
0704 LAND DEV'T-TR SWR-SOUTHEAST SECTOR	50	—	—	—	—	50
0748 LAND DEV'T-GEN ADMIN-OLD AREAS	147	—	—	—	—	147
1057 PARK DEV-IND'L AREA BLVD TREE PLANTING	75	50	50	50	50	275
1363 PARK DEV-MONTGOMERY PLACE	283	—	—	—	—	283
1391 LAND DEV'T-PARKRIDGE SUB	227	—	—	—	—	227
1396 LAND DEV'T-WILLOWGROVE SUB	102	—	—	—	—	102
1401 LAND DEV'T-STONEBRIDGE	447	—	—	—	—	447
1403 LAND DEV'T-ROSEWOOD	1,182	1,212	—	—	—	2,394
1404 LAND DEV'T-BLAIRMORE SUBURBAN CTRE	50	—	—	—	—	50
1405 LAND DEV'T-EVERGREEN	109	—	—	—	—	109



**Schedule XIV (cont.)  
Funded Capital Investments**

(\$000's)	2016 Budget	2017 Plan	2018 Plan	2019 Plan	2020 Plan	Total
1407 LAND DEV'T-KENSINGTON	2,982	424	—	—	—	3,406
1408 LAND DEV'T-AIRPORT INDUSTRIAL BUS PARK	—	1,276	76	—	—	1,352
1410 LAND DEV'T-ELK POINT	—	383	—	—	—	383
1411 LAND DEV'T- ASPEN RIDGE	19,740	19,667	—	—	—	39,407
1413 LAND DEV'T- BLAIRMORE #3	—	7,447	—	—	—	7,447
1416 LAND DEV'T-TR SWR-HAMPTON VILLAGE	—	9,758	2,347	—	—	12,105
1417 LAND DEV'T-TR SWR-BLAIRMORE	—	1,577	—	5,509	—	7,086
1418 LAND DEV'T-TR SWR - HOLMWOOD	—	—	22,008	17,489	—	39,497
1419 LAND DEV'T - BRIGHTON	495	1,301	—	—	—	1,796
1435 LAND DEV'T -PRIMARY WATER MAINS -NORTH INDUSTRIAL	—	1,400	2,208	1,503	—	5,111
1436 LAND DEV'T-BLAIRMORE PRIMARY WATER MAINS	—	4,294	2,173	2,988	—	9,455
1437 LAND DEV'T-PRIMARY WATER MAINS - HOLMWOOD SECTOR	330	—	4,628	3,209	—	8,167
1458 LAND DEV'T-ART RD-CLAYPOOL DR (DALMNY-AIRPRT DR)	—	13,330	—	—	12,148	25,478
1460 LAND DEV'T-ARTL RD-NEAULT RDWY (22ND-SEC 2)	—	3,429	4,504	5,308	7,229	20,470
1464 LAND DEV'T-ART RD-FEDORUK DRIVE	4,712	—	—	4,579	—	9,291
1466 LAND DEV'T-ART RD - WANUSKEWIN RD	—	—	3,298	—	3,005	6,303
1467 LAND DEV'T-ART RD - 33RD ST (HUGHES-NEAULT RD)	—	4,552	—	—	—	4,552
1468 LAND DEV'T-ART RD - 8TH STREET EAST	—	—	—	4,586	3,332	7,918
1474 LAND DEV'T-ESTIMATED FUTURE DIRECT SERVICING PROJECTS	—	—	69,615	69,615	69,615	208,845
1568 PARK DEV-ROSEWOOD	4,197	930	3,275	799	—	9,201
1569 PARK DEV-EVERGREEN	3,207	—	—	—	—	3,207
1570 PARK DEV-KENSINGTON	1,159	3,099	53	1,286	—	5,597
1571 PARK DEV-PARKRIDGE EXTENSION	669	—	—	—	—	669
1574 PARK DEV-ASPEN RIDGE	608	662	1,590	5,233	1,254	9,347
1575 PARK DEV-ELK POINT	—	—	—	3,375	4,495	7,870
1576 PARK DEV-BRIGHTON	2,776	1,295	6,786	3,756	1,934	16,547
1769 LAND DEV'T-MARQUIS INDUSTRIAL AREA	713	12,900	—	—	—	13,613
<b>Land Development</b>	<b>51,534</b>	<b>107,806</b>	<b>150,198</b>	<b>195,385</b>	<b>117,717</b>	<b>622,640</b>

**Policing**

2119 POLICE-RADIO REPLACEMENT	325	325	325	325	325	1,625
2389 POLICE-FLEET ADDITIONS	250	470	170	170	170	1,230
2489 POLICE-FURNITURE REPLACEMENT	50	50	50	50	50	250
2497 POLICE-EQUIPMENT REPLACEMENT	55	349	58	74	418	954
2498 POLICE-EQUIPMENT EXPANSION	300	390	—	50	—	740
2499 POLICE-TECHNOLOGY REPLACEMENT	706	664	869	399	1,307	3,945
2610 POLICE-TECHNOLOGY EXPANSION	160	525	110	135	150	1,080
2611 POLICE-OUTDOOR FIREARMS RANGE REPLACEMENT	100	—	—	—	—	100
2614 POLICE-OPERATIONAL REVIEW	200	—	—	—	—	200



## Schedule XIV (cont.) Funded Capital Investments

(\$000's)	2016 Budget	2017 Plan	2018 Plan	2019 Plan	2020 Plan	Total
2615 POLICE - PROPERTY CONTROL EQUIPMENT MANAGEMENT SYSTEM	50	100	50	—	—	200
<b>Policing</b>	<b>2,196</b>	<b>2,873</b>	<b>1,632</b>	<b>1,203</b>	<b>2,420</b>	<b>10,324</b>
<b>Recreation &amp; Culture</b>						
0677 AF-ALBERT COMM CENTRE RENOS	50	—	—	60	—	110
0679 AF-GROUNDS MTNCE-EQUIPMENT REPL	320	432	410	265	360	1,787
0706 CY-LEIS SERV-FACILITY EQUIP REPL	115	115	115	115	115	575
1595 CY-NEIGHBOURHOOD PARKS ENHANCEMENTS	152	—	—	—	—	152
1637 CY-GORDON HOWE CAMPGROUND EAST WASHROOM	250	—	—	—	—	250
1648 CY-PARK IRRIGATION UPGRADES	575	—	—	—	—	575
1653 CY-PARK DRAINAGE	150	—	—	—	—	150
1658 CY-PARKS NEW SATELLITE MTNC BLDG	445	270	90	810	—	1,615
1664 CY-GORDON HOWE COMPLEX PARKING UPGRADE	100	—	—	—	—	100
1665 CY-ICE ARENA PARTNERSHIP	1,000	—	—	—	—	1,000
1876 AF-TENNIS COURT-ACRYLIC SURFACE	—	50	—	50	—	100
1938 AF-PLAY STRUCTURE UPGRDE AND REPL	100	900	—	—	—	1,000
1939 AF-PADDLING/SPRAY POOL REPLACEMENTS	600	—	—	—	—	600
2048 CY-FFP & ZOO MASTER PLAN IMPLEMENTATION	200	200	150	120	—	670
2101 CY-GOLF COURSE IMPROVEMNTS & EQUIP REPL.	830	250	500	200	210	1,990
2102 CY-SPORTFIELD DEVELOPMENT & IMPROVEMENTS	—	330	335	275	275	1,215
2353 CY-CHIEF WHITECAP PARK DEVELOPMENT	140	—	—	—	—	140
2354 CY-ACCESSIBLE PLAYGROUNDS	400	—	—	—	—	400
2471 CY-KINSMEN PARK & AREA - MASTER PLAN	415	—	—	—	—	415
2474 CY-HUDSON BAY AREA DISTRICT PARKS	50	—	—	—	—	50
2528 CY-DOG PARK DEVELOPMENT	150	—	60	—	60	270
<b>Recreation &amp; Culture</b>	<b>6,042</b>	<b>2,547</b>	<b>1,660</b>	<b>1,895</b>	<b>1,020</b>	<b>13,164</b>
<b>Saskatoon Public Library</b>						
0838 LIBR-EQUIPMENT REPLACEMENT	201	200	200	200	200	1,001
1761 LIBR-NEW CENTRAL LIBRARY CONSTRUCTION	—	—	—	6,000	500	6,500
<b>Saskatoon Public Library</b>	<b>201</b>	<b>200</b>	<b>200</b>	<b>6,200</b>	<b>700</b>	<b>7,501</b>
<b>Transportation</b>						
0583 TR-REPLACE/REFURB BUSES	850	6,290	6,340	6,340	4,540	24,360
0584 TR-ADDITIONAL BUSES	—	—	—	490	—	490
0631 TU-TRAFFIC SAFETY IMPROVEMENTS	100	100	100	100	100	500
0671 TR-AUXILIARY VEH/EQUIP	100	100	100	100	100	500
0832 CY-CENTER MEDIAN REHABILITATION	—	224	224	224	224	896
0835 TU-COLLECTOR ROAD PRESERVATION	4,700	4,700	4,700	4,700	4,700	23,500
0836 TU-ARTERIAL ROAD PRESERVATION	6,100	6,100	6,100	6,100	6,100	30,500
0837 TU-LANE REHAB & DRAINAGE IMPROV	1,647	1,800	1,800	1,800	1,800	8,847



**Schedule XIV (cont.)  
Funded Capital Investments**

(\$000's)	2016 Budget	2017 Plan	2018 Plan	2019 Plan	2020 Plan	Total
0948 TU-SIDEWALK/PATH RETROFIT-ARTL RD	150	150	150	150	150	750
0959 TU-UPGRADE BOUNDARY ROADS	280	260	260	260	260	1,320
1036 TU-TRAFFIC CONTROL UPGRADES	100	300	300	300	300	1,300
1041 TU-BENCHMARK REHABILITATION	50	—	50	—	50	150
1137 TU-BICYCLE FACILITIES	375	425	375	425	425	2,025
1194 TR- ENGINE OVERHAUL	300	350	350	350	350	1,700
1456 TU-RAILWAY CROSSING SAFETY IMPROVEMENT	50	75	50	75	50	300
1504 TU-TRAFFIC PLAN IMPLEMENTATION	310	260	200	250	200	1,220
1505 TU-TRAFFIC SIGNAL UPGRADE-INFRA	390	375	375	375	375	1,890
1506 TU-TRAFFIC SIGNING REPLACE-INFRA	390	375	375	375	375	1,890
1507 TU-GUARDRAILS	110	100	100	100	100	510
1512 TU-NEIGHBOURHOOD TRAFFIC REVIEW	350	250	250	250	250	1,350
1513 TU-PAVEMENT MARKING PROGRAM-INFRA	200	180	180	180	180	920
1518 CY-PAY STATION PURCHASES & IMPLEMENTATION	495	100	60	60	60	775
1522 TU-TRAFFIC NOISE ATTENUATION	15,455	—	—	—	—	15,455
1526 TU-CIRCLE DR BRIDGE REPAIR	—	—	200	2,470	—	2,670
1531 TU-LOCAL ROADS PRESERVATION	10,600	11,700	11,700	11,700	11,700	57,400
1532 TU-SIDEWALK PRESERVATION	3,910	2,810	2,810	2,810	2,810	15,150
1553 TU-SID BUCKWOLD BRIDGE REPAIRS	500	300	6,955	—	—	7,755
1556 TU-SYSTEM UPGRADES/REPLACEMENTS	100	100	100	100	100	500
1561 TU-COLLEGE DRIVE WESTBOUND OVER CPR OVERPASS	—	—	—	100	1,714	1,814
1890 TU-EXPRESSWAY ROAD PRESERVATION	4,636	3,700	3,700	3,700	3,700	19,436
2011 TU-TRANSPORTATION MODEL IMPLEMENTATION	50	100	—	—	—	150
2043 TU-CURB REPLACEMENT/REHABILITATION	505	200	200	200	200	1,305
2044 TU-GRAVEL STREETS UPGRADES	1,000	1,000	1,000	1,000	—	4,000
2095 ACCESS TRANSIT-BUS REPLACEMENTS	375	250	250	250	250	1,375
2233 TU-ADVANCED TRAFFIC MGT SYS ENHANCEMENTS	100	100	100	100	230	630
2234 TU-WALKWAY MANAGEMENT	110	90	90	90	90	470
2235 TU-INTERSECTION IMPROVEMENTS	1,750	500	350	400	300	3,300
2241 TU-TRUCK ENFORCEMENT/EDUCATION	50	—	50	—	50	150
2257 TU-CIRCLE DR OVER 33RD ST NB/SB	—	200	1,924	—	—	2,124
2265 TU-TRANSPORTATION EQUIPMENT ACQUISITIONS	150	75	50	75	50	400
2267 TU-IDYLWYLD DR FWY OVER RUTH ST	5,500	—	—	—	—	5,500
2269 TU-ACCOMMODATION CONSTRUCTION	50	50	50	50	50	250
2273 TU-108TH ST OVER CIRCLE DRIVE	—	—	—	100	1,200	1,300
2317 TR-SHELTERS/BENCHES	200	200	100	100	100	700
2318 TR-MAINTENANCE MANAGEMENT SYSTEM	250	—	—	—	—	250
2322 TR-COUNT ROOM EQUIPMENT	50	—	—	—	—	50
2323 TR-RIDERSHIP GROWTH INITIATIVES	150	200	200	200	200	950
2393 TU-TAYLOR/CIRCLE DRIVE	—	—	—	900	—	900
2395 TU-CIRCLE DRIVE/14TH ST-NB	—	—	—	—	150	150
2398 TU-ATTRIDGE DR/CIRCLE DR OVERPASS	—	—	—	—	100	100



**Schedule XIV (cont.)  
Funded Capital Investments**

(\$000's)	2016 Budget	2017 Plan	2018 Plan	2019 Plan	2020 Plan	Total
2404 TU-CIRCLE DRIVE/IDYLYWYLD	231	—	—	—	—	231
2406 TU-MINOR BRIDGE REPAIRS	—	289	289	289	289	1,156
2421 TU-MINOR INTERSECTION IMPROVEMENTS	—	100	50	50	50	250
2428 TU-FUNCTIONAL PLANNING STUDIES	50	—	—	—	—	50
2429 CY-LICENSE PLATE RECOGNITION SYSTEM	—	—	—	65	65	130
2433 TU-8TH STREET & CPR GRADE SEPARATION	—	—	—	20,000	—	20,000
2434 TU-HWY 11 & HWY 16 CLOVERLEAF	200	—	—	—	—	200
2436 TU-CORRIDOR PLANNING STUDIES	75	75	75	—	—	225
2445 TU-SIGNAGE - FREEWAYS & EXPRESSWAYS	100	—	—	—	—	100
2446 TU-PEDEST'N UPGD'S&ENHANCED PED'N SAFETY	100	120	170	170	170	730
2447 TU-33RD ST PEDEST'N CORRIDOR MASTER PLAN	—	—	300	900	—	1,200
2448 TU-ADVANCED TRAVELER INFORMATION SYS	120	—	—	—	—	120
2541 CY-GROWTH PLAN TO HALF A MILLION IMPLEMENTATION	600	—	—	—	—	600
2546 CY-ONLINE RESIDENTIAL PARKING PERMIT RENEWAL SOFTWARE	100	—	—	—	—	100
2548 TU-INTERSECTION UPGRADES FOR MAJOR DISABILITY RAMP REPAIRS	150	150	150	150	100	700
2550 TU-WEST/CENTRAL MULTI-USE CORRIDOR	—	—	50	—	—	50
2588 ACCESS TRANSIT- BUS ADD ON	50	—	—	—	—	50
2589 TR-TECHNOLOGY PLAN	190	—	—	—	—	190
<b>Transportation</b>	<b>64,504</b>	<b>44,823</b>	<b>53,352</b>	<b>68,973</b>	<b>44,357</b>	<b>276,009</b>
<b>Urban Planning and Development</b>						
2034 CY-LAP & NBHD SAFETY IMPLEMENTATION	210	—	—	—	—	210
2162 CY-URBAN DESIGN - BIDS	1,700	3,100	1,600	1,600	2,035	10,035
2460 CY-REGIONAL PLANNING	371	—	—	—	—	371
2551 CY-ACTIVE TRANSPORTATION PLAN	75	—	—	—	—	75
<b>Urban Planning and Development</b>	<b>2,356</b>	<b>3,100</b>	<b>1,600</b>	<b>1,600</b>	<b>2,035</b>	<b>10,691</b>
<b>Utilities</b>						
0687 WWT- ASSET REPLACEMENT	4,476	2,752	2,391	2,990	3,469	16,078
0720 SL&P - CAPACITOR INSTALLATIONS	—	—	150	—	—	150
0724 SL&P - REVENUE METER - NEW & REPLACEMENT	1,700	1,650	250	250	250	4,100
0736 SL&P - CUSTOMER UPGRADES AND EXTENSIONS	2,750	2,400	2,400	2,400	2,600	12,550
0812 SL&P - GEOGRAPHIC INFORMATION SYSTEM GIS	100	—	—	—	—	100
0825 SL&P - STREET LIGHT UPGRADES	60	160	160	265	265	910
1016 SL&P - NEIGHBOURHOOD STREET LIGHT UPGRDS	200	—	200	—	200	600
1018 SL&P - MONITORING SYSTEM UPGRADE (SCADA)	210	150	150	150	750	1,410
1019 SL&P - SUBSTATION UPGRADE - W. J. BUNN	—	—	50	500	500	1,050
1054 WTP-ASSET REPLACEMENT	1,195	3,271	1,517	715	3,630	10,328
1055 WTP-AUTOMATIC METER READING CONV	2,600	2,756	2,921	3,024	—	11,301
1174 SL&P - STREET LIGHTS - LAND DEVELOPMENT	2,958	1,500	1,500	1,500	1,500	8,958



**Schedule XIV (cont.)  
Funded Capital Investments**

(\$000's)	2016 Budget	2017 Plan	2018 Plan	2019 Plan	2020 Plan	Total
1210 WTP - FILTER PLANT UPGRADE/EXPANSION	—	—	899	8,373	—	9,272
1243 WWT- LIFT STATION UPGRADES	4,087	3,248	873	1,189	1,805	11,202
1250 SL&P - ADVANCED METERING INFRASTRUCTURE	350	—	—	—	—	350
1251 SL&P - SUBSTATION - 138 kV SWITCHING	350	350	50	50	50	850
1253 SL&P - SUBSTATION UPGRADE - NORTH CENTRAL	—	—	—	—	300	300
1255 SL&P - DISTRIBUTION - EQUIPMENT UPGRADE	250	200	300	200	100	1,050
1257 SL&P - SUBSTATION SECURITY IMPROVEMENTS	120	120	120	120	120	600
1259 SL&P - SUBSTATION TAP CHANGER OIL TREAT.	75	75	—	—	—	150
1268 SL&P - NETWORK VAULTS	50	—	—	—	—	50
1269 SL&P - NORTH DOWNTOWN DEVELOPMENT	—	—	—	720	720	1,440
1272 SL&P - BUILDINGS & GROUNDS	450	250	375	250	250	1,575
1281 SL&P - SUSTAIN POWER GENERATION OPTIONS	200	200	200	200	200	1,000
1282 SL&P - STREET LIGHTS - MITIGATION	900	870	870	770	780	4,190
1283 SL&P - 15KV FDR UPGRADE - RIVER CROSSING	100	100	—	—	—	200
1286 SL&P - ELEC SYS PLANNING STUDIES	—	—	205	—	205	410
1295 SL&P - NETWORK - MAJOR ASSETS	400	—	400	—	400	1,200
1296 SL&P - NETWORK - CIVIL INFRASTRUCTURE	300	300	300	300	300	1,500
1297 SL&P - NETWORK - PRIMARY LINES	600	200	600	200	—	1,600
1298 SL&P - NETWORK - SECONDARY LINES	—	60	60	60	—	180
1299 SL&P - NETWORK - PROTECTION & CONTROL	260	260	260	260	260	1,300
1301 SL&P - SUBSTATION COMMUNICATION UPGRADE	300	250	250	250	250	1,300
1303 SL&P - AVE C FEEDER #2 - TRAFFIC BRIDGE	—	150	—	—	—	150
1305 SL&P - FEEDER UPGRADES/REPLACEMENT	2,025	1,875	1,875	1,875	1,875	9,525
1308 SL&P - 15 KV CONV - INTERMED SUBSTATIONS	1,150	500	800	950	1,000	4,400
1310 SL&P - UTILITY - RESEARCH & DEVELOPMENT	50	140	140	145	145	620
1315 SL&P - 138 KV TRANSMISSION LINE UPGRADE	—	1,750	1,750	1,750	1,750	7,000
1316 SL&P - TRANSMIS POLE/STRUCTURE UPGRADES	100	100	120	120	—	440
1326 SL&P - SUBSTATION MONITORING SYS UPGRADE	200	250	200	250	200	1,100
1329 SL&P - SUBSTATION RELAY UPGRADES	—	350	500	250	500	1,600
1332 SL&P - SUBSTATION SERVICE LIFE EXTENSION	415	400	300	300	300	1,715
1350 SL&P - SUBSTATION BUILDING & GROUND RENO	—	150	150	100	100	500
1352 SL&P - LIFE CYCLE MANAGEMENT	150	100	—	—	—	250
1353 SL&P - EQUIPMENT UPGRADE & REPLACEMENT	235	247	635	185	635	1,937
1493 TU-EAST RIVERBANK STABILIZATION	3,200	250	300	250	300	4,300
1501 TU-UPGRD FLETCHER RD SANITARY LIFT STATN	3,300	—	—	—	—	3,300
1615 TU-WATER DISTRIBUTION	7,335	7,335	7,335	7,335	7,335	36,675
1616 TU-WASTE WATER COLLECTION	4,815	4,815	4,815	4,815	4,815	24,075
1617 TU-PRIMARY WATER MAINS	1,900	1,900	1,900	1,900	1,900	9,500
1618 TU-SANITARY SEWER TRUNKS	1,792	1,792	1,792	1,792	1,792	8,960
1619 TU-STORM SEWER TRUNK	879	901	923	947	970	4,620
1620 TU-STORM SEWER COLLECTION	835	856	877	899	921	4,388
1621 TU-STORM SEWER POND PRESERVATION	350	359	367	377	386	1,839





**Schedule XIV (cont.)  
Funded Capital Investments**

(\$000's)	2016 Budget	2017 Plan	2018 Plan	2019 Plan	2020 Plan	Total
1677 TU-STORM WATER MGMT UTILITY BILLING	150	154	158	161	165	788
2053 WWT-SCREEN REPLACEMENT	2,517	—	—	—	—	2,517
2197 WTP - WATER CONSERVATION INITIATIVE	75	—	—	—	—	75
2214 WTP - WATER SYSTEM ASSESSMENT	—	—	—	—	200	200
2219 WTP-N.E. SECTOR RESERVOIR	—	—	2,809	26,515	27,322	56,646
2220 WTP-FILTER PLANT UNDERDRAIN UPGRADE	—	2,827	1,124	1,163	—	5,114
2224 WWT-LIQUID WASTE HAULERS STATION	3,500	—	—	—	—	3,500
2229 WWT-PRIMARY 25kVa Loop	2,500	—	—	—	—	2,500
2230 WWT-EXPECTED UPGRADES	—	530	562	2,907	3,009	7,008
2255 TU-W&S CAPACITY ANALYSIS FOR REDEVELOPMENT AND MASTER PLANNING	200	100	100	100	100	600
2555 WTP-PCS & ICT RISK ELIMINATION	1,500	—	—	—	—	1,500
2559 WTP-SAND SEPARATORS	—	4,240	—	—	—	4,240
2560 WTP-HVAC SYSTEM ADMINISTRATION BUILDING	1,000	—	—	—	—	1,000
2561 WTP-EXPECTED UPGRADES	500	1,590	1,685	5,815	6,018	15,608
2563 WTP-LOW LIFT UPGRADE	1,000	4,240	—	—	—	5,240
2564 WTP-DRAIN LINE	1,500	—	—	—	—	1,500
2565 WTP-TRANSFER PUMPING & ELECTRICAL UPGRADES	11,305	7,208	—	—	—	18,513
2567 WWTP-RELINING CELL	—	2,120	3,933	—	—	6,053
2571 WTP-CHLORINE ROOM CAPACITY UPGRADE	—	—	—	3,198	3,310	6,508
2573 WTP-ROOF REPAIR	500	—	—	—	—	500
2577 WWTP-PEP 6TH PUMP	—	409	—	—	—	409
2578 WWTP-DOWNSTREAM USER STUDY	—	—	337	—	—	337
2579 WWTP-DIGESTER TANK 4	—	8,480	12,389	—	—	20,869
2580 WWTP-DIGESTER CLEANING FACILITY	—	—	—	2,326	—	2,326
<b>Utilities</b>	<b>80,019</b>	<b>77,240</b>	<b>65,327</b>	<b>91,161</b>	<b>83,952</b>	<b>397,699</b>
<b>TOTAL FUNDED CAPITAL PROJECTS</b>	<b>228,757</b>	<b>266,351</b>	<b>308,980</b>	<b>419,914</b>	<b>304,095</b>	<b>1,528,097</b>



