

# CITY OF SASKATOON

## 2012 PRELIMINARY OPERATING/CAPITAL BUDGETS

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## ***Investing in What Matters:***

### ***The City of Saskatoon's 2012 Preliminary Business Plan and Budget***

#### **Executive Summary**

Saskatoon has been growing at an unprecedented pace. In fact, in July 2011, Statistics Canada reported that Saskatoon was the fastest growing city region in Canada in 2010, growing at a rate of 2.77 percent. Population estimates suggest that the City of Saskatoon's population now sits at 231,900, an increase of 30,000 people since 2006. Projections indicate that Saskatoon's population will grow at a similar rate over the next four years.

Saskatoon's recent population growth is largely driven by the city's strong economic performance. For several years now, Saskatoon has been a leader in terms of economic growth among major Canadian cities and according various forecasting agencies this trend is expected to continue.

In fact, as the Conference Board of Canada reported in May 2011, Saskatoon's economy will be among leaders in economic growth in Canada. More specifically, the Conference Board stated that "Saskatoon's economy will expand by 4.1 per cent this year, and is expected to remain among the CMA growth leaders through 2013." Since 2003, Saskatoon's economy has grown by an average of 3.6% annually.

Saskatoon's population and economic growth has created several new opportunities for the community and its citizens, such as new commercial, residential and retail investment, more jobs for young people, more arts, culture, and recreational amenities for people to enjoy. However, the growth Saskatoon has been experiencing is not without its challenges, particularly as it relates to the programs and services delivered by the City of Saskatoon.

The number one challenge facing the City of Saskatoon is meeting the demands of growth. The demands for City services and its related costs have been increasing substantially in recent years due to the growth in economic activity, population, and geography.

The cost to deliver civic programs increases as our community grows and we extend services—such as bus routes, recreation programs and police patrols—to new areas. Costs tend to increase more than consumer inflation (as measured by the Consumer Price Index) because large municipal expenditures for items such as gasoline, road repair services and construction material are impacted by fluctuations in market demand and world prices.

The City of Saskatoon has limited sources of revenue to pay for all the services it provides. A significant portion of the City's revenue does not increase at the same rate as expenditures. That means the City must rigorously pursue cost efficiencies and find innovative ways to deliver expanded services.

To achieve this, each year since 2006, the City of Saskatoon has implemented several new and innovative ways to manage projects, deliver services and become a more efficiently run organization. Savings have been realized with respect to capital costs, future costs, and/or operating costs, although they may not always translate into direct operational cost savings.

Proof of these concrete savings can be found in the City of Saskatoon's *2010 Service, Savings, and Sustainability Report*, which was released in September 2011. The report, which compiles the cost savings to taxpayers from the City implementing new ideas and new ways of delivering programs and services, estimates savings in excess of \$1.8 million for 2010 alone.

In addition to these results, in July 2011, the City of Saskatoon also conducted a Civic Services Review. The purpose of this review, which concluded in September 2011, was to conduct a review of some City programs and services and to present new ideas for generating revenue more equitably and efficiently. This open and transparent exercise resulted in cost-reduction and revenue-generating ideas that totaled over \$1.7 million, and will help the City focus more on providing the core services Saskatoon residents have expressed they want and need.

The City of Saskatoon remains committed to exploring and implementing new ways of improving our service, increasing our savings, and growing our city in a sustainable way. The Administration will continue to work towards becoming more goal-oriented, responsive, and adaptive in our approach to respond to the changing needs of our community for years to come.

The City of Saskatoon's efforts in becoming a more efficiently run organization has been recognized by external organizations. In 2009, for example, Maclean's Magazine recognized the City of Saskatoon as the most efficiently run major city in Canada.

To be an efficient organization, the City of Saskatoon needs to manage its affairs in a financially prudent manner. Our financial prudence has been recognized for several years by the prominent Bond Rating agency, Standard & Poor's. On January 28, 2011, Standard & Poor's once again awarded the City of Saskatoon with a "AAA" stable credit rating – the highest rating available - making the City Saskatoon one of only three cities in Canada to receive such a rating from the agency. This means that the City can obtain external financing for key projects at very low rates, because the risk of the City defaulting on its payments is extremely low.

The City's commitment to improving program and service delivery, as well as its commitment to financial prudence and maintaining its AAA Credit Rating is reflected in the 2012 Preliminary Business Plan and Budget. The theme or title of the 2012 Business Plan and Budget, ***Investing in What Matters*** speaks to those programs and services that matter most to the citizens of Saskatoon. Programs such as improved road maintenance, enhanced snow removal, increased public safety, clean drinking water and so on, are just some of the key programs and services that the 2012 Preliminary Business Plan and Budget is investing in.

Over the last three years, the City of Saskatoon's focus has been on improving capital infrastructure. Thanks to unprecedented investments from the federal and provincial government, the City of Saskatoon has prudently and strategically invested in key infrastructure

projects that will improve the economic competitiveness of our city and enhance the quality of life for our residents. From large projects such as Circle Drive South, the Remai Art Gallery of Saskatchewan, to smaller projects such as new fire halls, new buses, a flood protection program and road and bridge repairs, the City of Saskatoon has been able to take advantage of federal and provincial

However, for 2012, the City of Saskatoon's Budget and Business Plan changes focus. Although upgrading and improving infrastructure will always remain a high priority for the City of Saskatoon, it also understands that the City needs to "catch its breath" and focus on those programs and services that affect the day to day lives of Saskatonians and is investing in what matters.

So how does the City know what programs and services matter to its citizens? In addition to the Civic Services Review process, noted above, the City utilizes various tools to gather input from its citizens. From communications provided to the Mayor and City Councillors, to citizen surveys, community engagement initiatives, the internet, and social media, and the news media, the City of Saskatoon highly values the opinions of the citizens of Saskatoon and where possible, it utilizes this feedback to determine where to invest taxpayer dollars.

As a complement to the City's own feedback mechanisms, it also pays attention to surveys conducted by other organizations. One such survey, conducted by Ipsos Reid on behalf of Global Television in early September 2011, revealed that:

- 94% of residents say Saskatoon is a great place to live.
- 91% of residents feel Saskatoon is a great place to play.
- 90% of residents say Saskatoon is a great place to raise a family;
- 89% of residents feel Saskatoon is a great place to invest.
- 79% of residents believe that, overall, Saskatoon is on the right track.

While few residents are concerned about the local economy, there are some areas in which residents feel Saskatoon could improve. According to the survey, the two primary issues of concern are infrastructure (such as the maintenance of roads and bridges) and crime, with 31% of residents saying infrastructure and 18% of residents saying that crime are the most important issues that need improvement. These findings are generally consistent with what the City of Saskatoon has heard through the use of its public engagement tools. The proposed 2012 Business Plan and Budget attempts to address these and other important issues identified in this document.

Once approved by City Council, the business plan and budget will serve to guide the investment activities, projects, and service levels that the City of Saskatoon will implement and achieve over the course of 2012. The budget provides the financial plan to support the business plan, which in turn, aims to reflect the needs of the community based on City Council and citizen input.

## Summary of the 2012 Business Plan:

In 2011, the City of Saskatoon implemented major changes to its planning and budgeting process that established a new business plan and integrated the City's operating and capital budgets. In part, this was done for the following reasons:

- The City of Saskatoon believes that the resources allocated to the various programs, services, and projects should be tied to clear and achievable plans.
- Because the City of Saskatoon's capital investments have a direct impact on the day-to-day operations, the City believes that by integrating the operating and capital budgets, it enables more effective management of the City's financial resources.
- By combining the operating and capital budgets, the full costs of funding the City's business lines are more clearly understood.

In short, this new budget and business planning process set the stage for the development of future year budgets and more importantly, created a framework which would allow the City to be more adaptive and responsive to the changing dynamics in our city, our province and our country. The City of Saskatoon's 2012 Preliminary Budget and Business Plan builds on that new foundation. The proposed business plan and budget form the path that The City of Saskatoon will take over the next year, to provide the services and programs that the citizens of Saskatoon have asked for.

The new approach to business planning and budgeting is intended to:

- Improve transparency and decision-making by providing Council and citizens more information about where City funds are used, linking services costs to service levels and outcomes, and better connecting long-term goals to short-term spending decisions.
- Increase The City's accountability in delivering services to citizens effectively and efficiently, while maintaining its focus on a sustainable future.
- Help The City transform its organization by providing for more regular, ongoing, thorough examination of City services to ensure that services are relevant to citizens' needs and priorities.

The business plan outlines the achievements, key challenges, and major initiatives planned within each business line for the 2012 business planning and budget cycle. These business lines\* are:

- |                                |                                  |
|--------------------------------|----------------------------------|
| • Transportation               | • Community Support              |
| • Policing                     | • Environmental Health           |
| • Fire & Protective Services   | • Corporate Asset Management     |
| • Urban Planning & Development | • Corporate Governance & Finance |
| • Land Development             | • Recreation & Culture           |
| • Utilities                    | • Taxation                       |

\*Does not include Saskatoon Public Library

Because the City of Saskatoon is in the process of developing a new vision, a new mission, and new values, the 2012 Corporate Business Plan is based on the City's existing vision, mission, values, and core strategies. Readers will note, however, that the 2012 Plan does not have performance measures and targets. These measures and targets will be developed for future business plans and will reflect the outcome of the *Saskatoon Speaks* community visioning initiative.

### **Summary of the 2012 Preliminary Budget:**

The City of Saskatoon's 2012 Preliminary Budget proposes combined capital and operating investments of approximately \$685 million, with \$339.8 million going to capital projects, and \$345.3 million going toward paying for the City of Saskatoon's operations. The investments, programs, and services proposed in the City of Saskatoon's 2012 Business Plan and Budget have been developed to support a desirable quality of life in the community based on citizen expectations, balanced with the City's ability to secure both human and financial resources to deliver the programs and services that the people of Saskatoon rely on each and every day.

Like any city, the City of Saskatoon's ongoing funding dilemma is that its revenues do not increase at the same pace as its costs. Property tax revenues lag development. Franchise fees fluctuate with commodity prices, and investment income, while generated from safe, low-yielding investments, is impacted by the global economy. Operating grants from other orders of government are also limited and rarely keep pace with increased costs.

Not all user fees increase at the same rate as costs, depending on subsidy policies and market competition. Fees for utilities and other self supporting services are determined by principles of cost of service and return on equity.

Capital grants have increased significantly, but are still not adequate to cover the infrastructure deficit for providing and maintaining infrastructure. Additional capital assets, while critical to meeting the immediate needs of growth, generate further operating costs which add to future funding requirements.

The limitations on the City's revenue sources have led to a systemic gap between rising costs and lagging revenues. Property taxes, which fund approximately 44% of the operating budget, have increasingly become the major solution to addressing this funding gap.

## **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 2012 Capital Budget not only addresses the city's growth, but also its basic infrastructure needs. This includes replacements for buses, vehicles, and equipment; building maintenance; roadway and bridge maintenance; as well as utility maintenance and replacements.

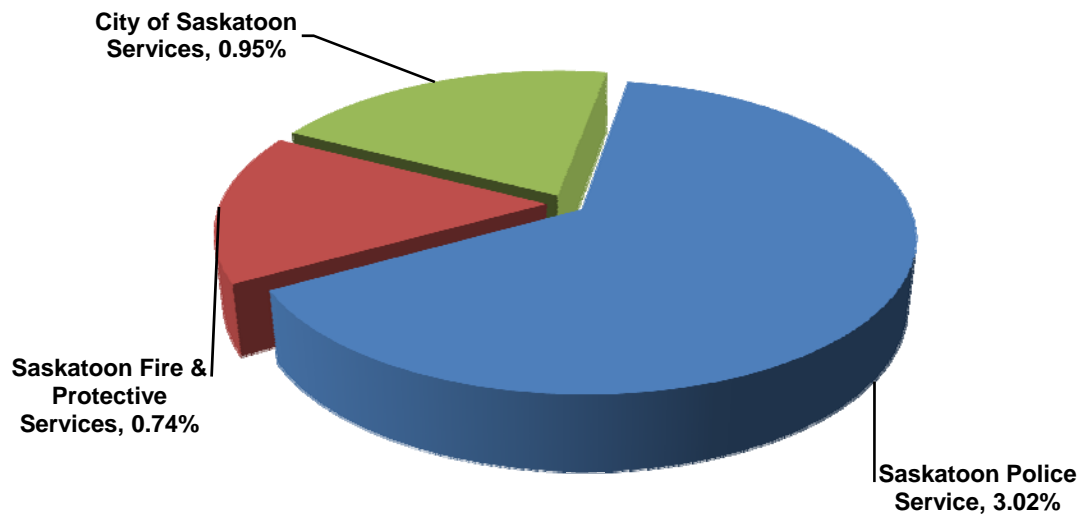
Approximately 30% of the City's total capital budget is going toward transportation related projects. The remaining 70% is shared among the remaining business with the largest portion 37% going to land development projects to help the City prepare for growth in building new neighbourhoods. The Capital Budget is funded through a combination of reserves, borrowing, and government grants.

## **Operating Budget**

To help the City of Saskatoon pay for its operating investments, the 2012 Preliminary Budget is proposing a 4.71% municipal property tax increase. This proposed property tax increase will generate an additional \$6.42 million for the City of Saskatoon. The proposed property tax increase means that a homeowner who owns a single-family detached home with a market value assessment of \$200,000 (based on the preliminary 2012 assessments) will see his or her municipal property taxes increase by approximately \$70 annually, or \$5.83 per month. However, City Council will still have the opportunity to make changes to the proposed property tax increase before the budget is finalized.

The Operating Budget pays the salaries of civic staff including police officers, firefighters, bus drivers, and lifeguards. It also pays the salaries of staff required to provide clean drinking water, clear snow, fix potholes, and maintain the City's public parks. In addition, the budget pays for the costs of heating civic facilities, such as swimming pools and recreation centres, and it helps to pay for the various programs and services that the City of Saskatoon offers to its citizens.

This proposed property tax increase is distributed across the City' major service areas as follows:



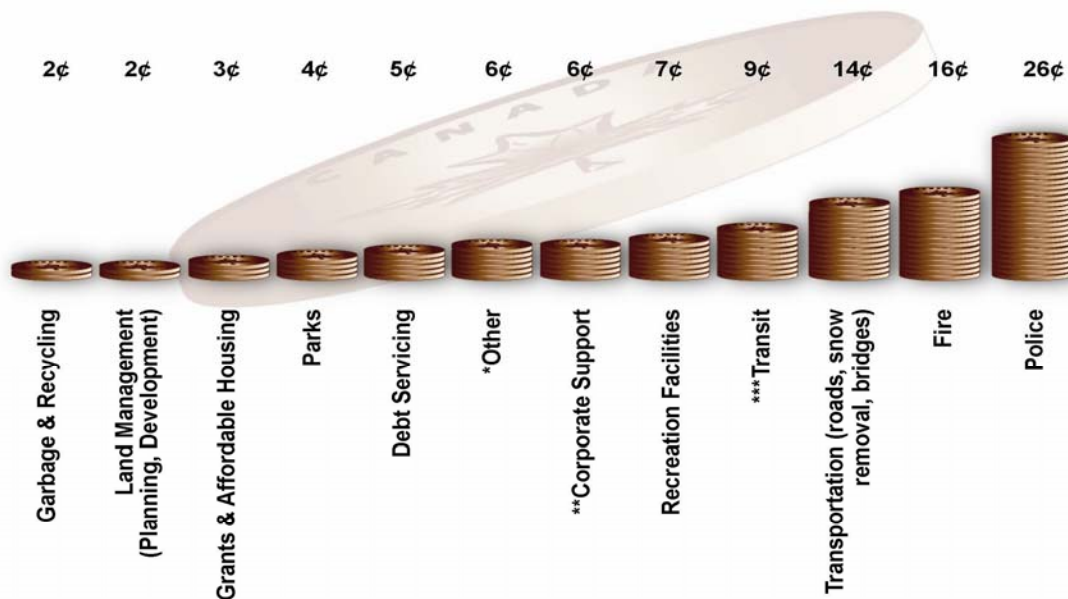
This distribution of the 2012 property tax increase reflects the feedback that the City of Saskatoon has received through its various public engagement initiatives. As noted, many Saskatoon residents believe that more needs to be done in terms of addressing public safety. This investment helps to achieve that.

The chart on the following page shows how every \$1 of municipal property taxes collected by the City of Saskatoon is shared between the various services that the City provides.

## 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 taxes is shared between the civic services shown below.



### Notes:

\*Other includes land development, street lighting, urban forestry, pest management, animal control, cemeteries and facilities.

\*\*Corporate Support includes the offices of the City Manager, City Clerks, City Solicitor, along with Financial services, Revenue services, Assessment, Corporate information services, Human Resources and General administration.

\*\*\*Includes Access Transit.

In preparing the Preliminary 2012 Business plans and Budget many inputs were considered by Administration in allocating the resources to specific programs, services and projects. Major trends and issues were examined to form the framework of the 2012 business plans and budget, resulting in a greater focus on meeting the outcomes identified in the proposed business plan and capital and operating budgets. These trends and issues are identified in the subsequent section of this document.



## AN OVERVIEW OF ISSUES AND TRENDS IMPACTING THE CITY OF SASKATOON

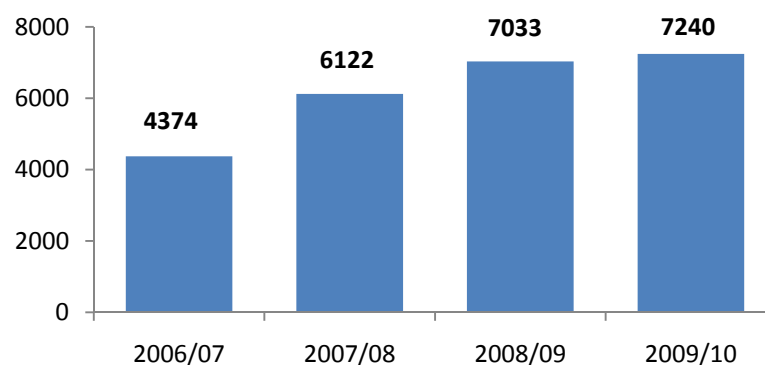
### INTRODUCTION

This section of the document provides an overview of key population, demographic, economic social and environmental issues and trends that the City of Saskatoon considers and utilizes in developing and preparing its 2012 Business Plan and Preliminary Budget. By paying attention to these issues and trends, the City of Saskatoon is able to more efficiently dedicate its resources - human, financial, and technological - to effectively address those issues and trends.

### POPULATION AND DEMOGRAPHIC ISSUES AND TRENDS

Saskatoon's strong economy has resulted in substantial population increases in recent years. According to the most recent population update by Statistics Canada, the Saskatoon Census Metropolitan Area (CMA) was the fastest growing CMA in Canada from July 2009 to July 2010. According to Stats Canada, the population of the Saskatoon CMA—which includes cities and towns such as Martensville, Warman and Delisle—came in above 265,000 people as of July 1, 2010. Since 2007, the Saskatoon CMA has grown by almost 25,000 people.

#### Annual Population Growth Saskatoon CMA



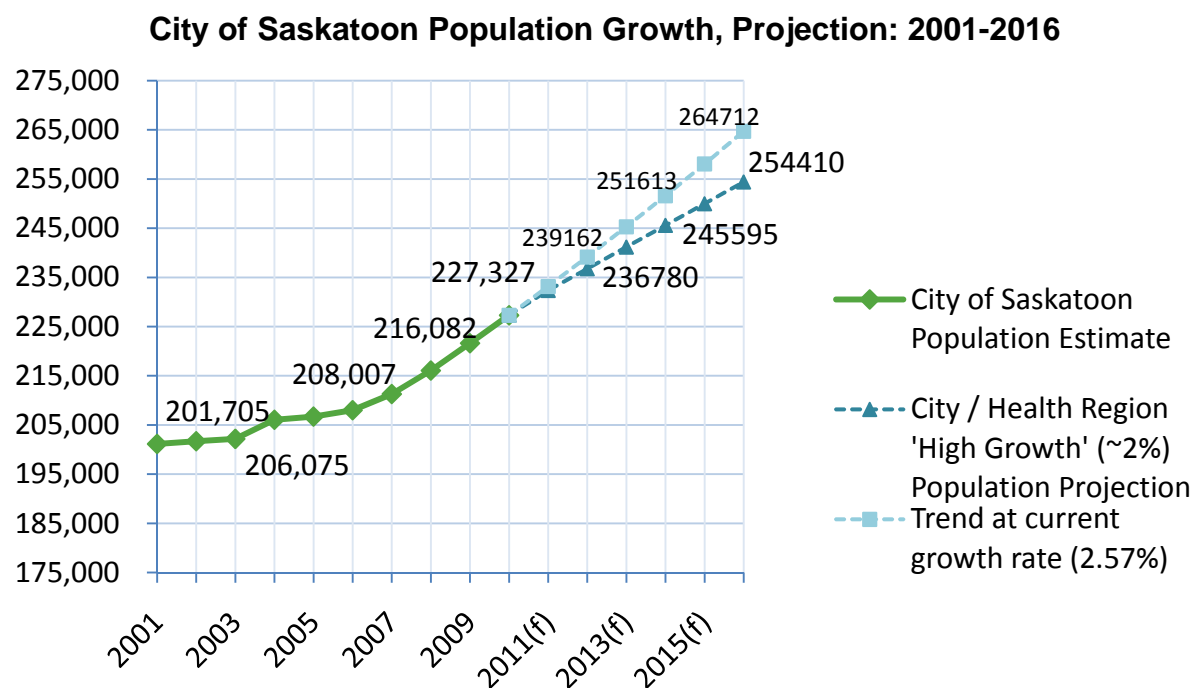
*Source: Statistics Canada, City of Saskatoon Population Estimates*

Subsequent charts will break down the sources of the population to provide a better perspective on the types of people moving to the Saskatoon region.

More locally, the City of Saskatoon's internal projections and estimates indicate that as of July 1, 2010, Saskatoon's population had reached 227,900. Since 2006, it is estimated that the City has added over 25,000 new residents in four short years, averaging over 5000 new residents per year. In other words, Saskatoon's population growth is equivalent to adding the combined population of the cities of Weyburn and Estevan to Saskatoon.

Projections indicate that Saskatoon's population will continue to grow. If Saskatoon were to continue growing at an annual rate of 2.5%, the city's—not the CMA—population would be

nearly 265,000 by 2016. The following graph shows high and medium population growth projections for Saskatoon.

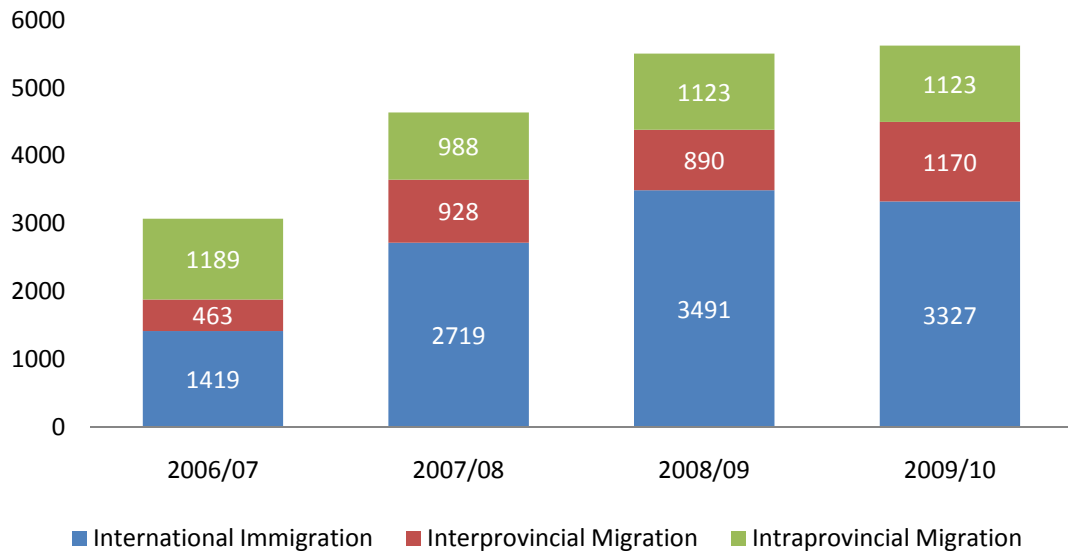


*Source: Statistics Canada, City of Saskatoon Population Estimates*

Saskatoon's strong population growth has been driven primarily by international immigration. As shown in the chart below approximately 46% of all population growth in the Saskatoon CMA has come from international immigration. More international immigration means that policy makers will have to increase

Moreover, the population data reveals significant increases in both net interprovincial (more people moving from other provinces) and intraprovincial (more people moving from Saskatchewan communities) migration. This means more people are moving to—rather than moving from—Saskatoon from other cities and communities across Canada and Saskatchewan. Only four short years ago, the reverse was true.

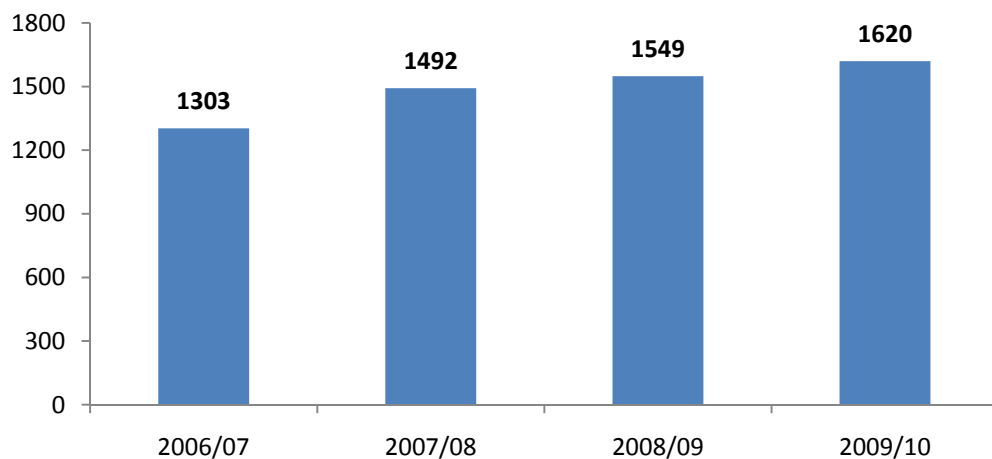
### Net Migration to the Saskatoon CMA (2006-2010)



Source: Statistics Canada, City of Saskatoon Population Estimates

Another important component of population growth is the number of births over deaths, referred to as the “natural increase in population”. As shown below, the Saskatoon CMA is experiencing a “baby boom” of sorts. This positive trajectory indicates that more day care spaces, schools and recreation facilities will be required to accommodate the this growth.

### Natural Increase in the Saskatoon CMA Population (2006-2010)



Source: Statistics Canada, City of Saskatoon Population Estimates

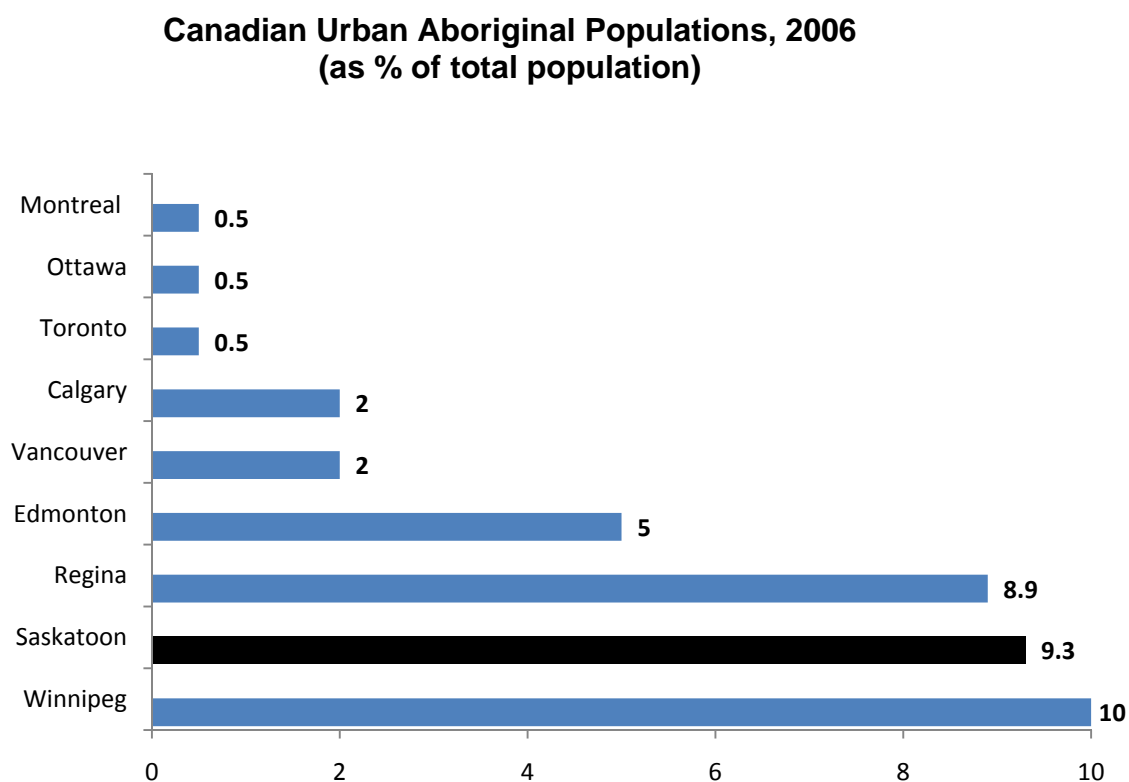
## URBAN ABORIGINAL POPULATION

Stats Canada's most recent population updates revealed that the Saskatoon CMA has the youngest population of all CMAs across Canada (median age = 35.4 years). Calgary (35.8 years) and Edmonton (36.0 years) were next on the list. The key driver behind this statistic is Saskatoon's growing young aboriginal population.

According to the 2006 Census, the number of Aboriginal (First Nation, Métis and Inuit) people in Canada surpassed the one million mark (1,172,790) for the first time. Aboriginal people today account for 3.8 % of the total population, up from 3.3 % in 2001.

The Aboriginal population is growing at a faster rate than the total population, due in part to a birth rate about 1.5 times the national average, and in part to increasing numbers of people identifying themselves as Aboriginal. First Nations people comprise the majority (60%) of the Aboriginal population.

As shown in the chart below, at 9.3 %, Saskatoon has the second highest percentage of Aboriginal residents of all major cities in Canada



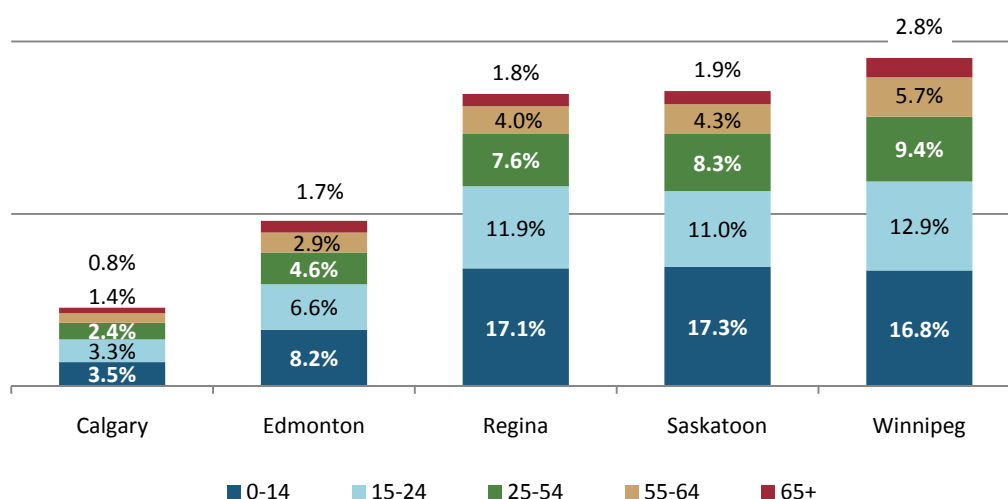
Source: Statistics Canada

According to neighbourhood profiles, Saskatoon's Aboriginal population is still largely concentrated in core neighbourhoods, but it is becoming more dispersed in terms of neighbourhood residence.

In terms of Aboriginal youth in Saskatoon, the Aboriginal population accounts for 17.3 % of all those aged 0-14 and 19.3 % of those aged 15-54, but only 6.2 % of those aged 55 and older. This concentration of Aboriginal youth in Saskatoon is the highest in western Canada.

Although decreases have been evident in the fertility rates of Aboriginal women, the increase in absolute number of Aboriginal children and youth in urban areas is impacting education planning and municipal service delivery.

**Aboriginal Population as % of Age Cohort, by Western City**



Source: Statistics Canada

## ECONOMIC ISSUES AND TRENDS

With a growing population and a thriving business sector, Saskatoon has positioned itself as an attractive and vibrant city that is a primary engine of the Saskatchewan economy. Notwithstanding the global economic uncertainty, Saskatoon's diverse economy, low unemployment, a healthy real estate market, and rising incomes all indicate that Saskatoon will continue to grow and prosper, making it a more attractive and competitive city for investment and talent.

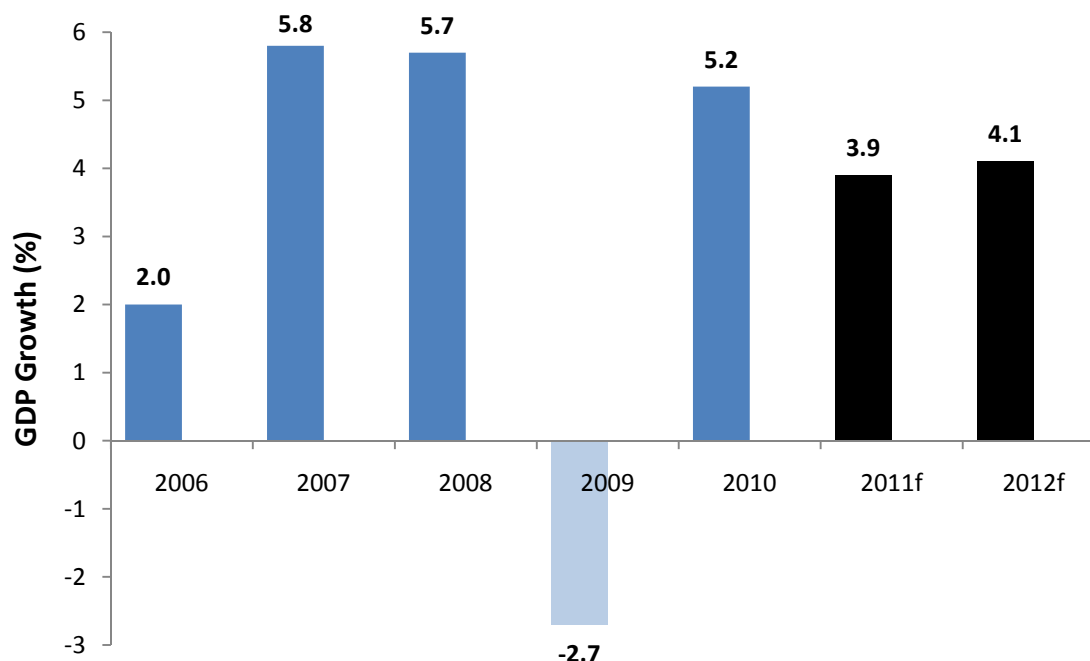
### GROSS DOMESTIC PRODUCT (GDP)

In Canada, and throughout the world, economic output is measured by GDP. GDP is the value of all goods and services produced in a country in a calendar year. The gross domestic product includes only final goods and services, not goods and services used to make another product. Changes in the gross domestic product are an indication of economic output.

According to the Conference Board of Canada, Saskatoon will be among the leaders in terms of economic growth (as measured by real GDP) in Canada in both 2011, 2012 and beyond. Since 2006, Saskatoon's GDP has grown by an average of 3.2 % annually, and this includes one year of negative growth, impacted by the global economic downturn.

### Saskatoon Annual Real GDP Growth

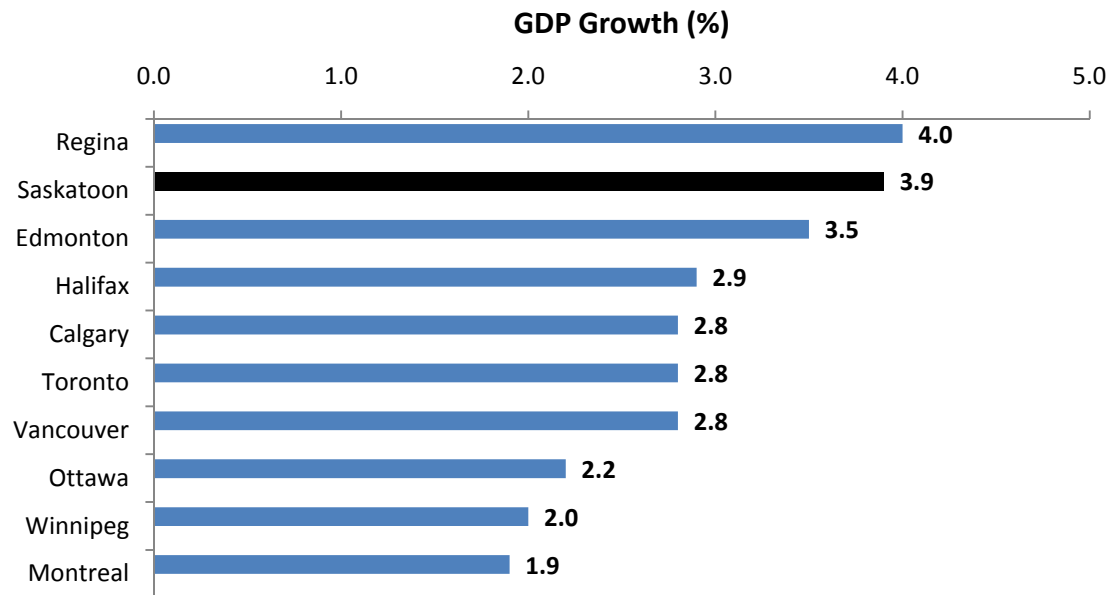
2006-2012



Source: Conference Board of Canada

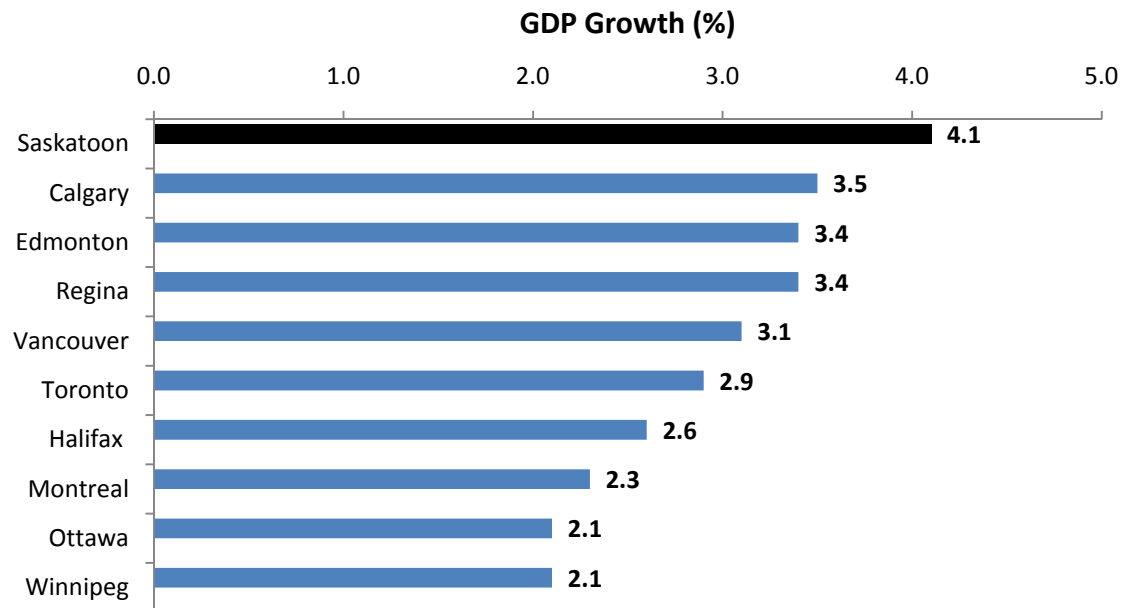
In 2011 Saskatoon is expected to see GDP growth of 3.9%, the second highest growth rate among major Canadian cities, but it will lead the nation in 2012.

### Projected Saskatoon Real GDP Growth vs. Major Canadian Cities, 2011



*Source: Conference Board of Canada*

### Projected Saskatoon Real GDP Growth vs. Major Canadian Cities, 2012



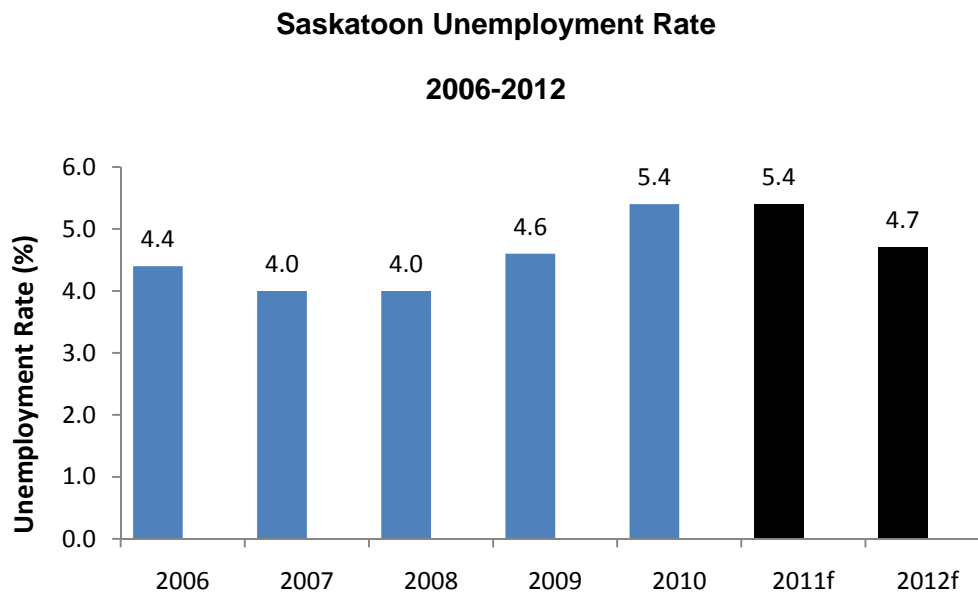
*Source: Conference Board of Canada*

## EMPLOYMENT GROWTH AND UNEMPLOYMENT

Saskatoon's population growth is being driven by the abundance of job opportunities that are available in the city. However, in 2010, employment growth fell into negative territory. In 2011 and 2012, it is projected that Saskatoon will see positive employment growth and a lower unemployment rate.



Source: Conference Board of Canada



Source: Conference Board of Canada



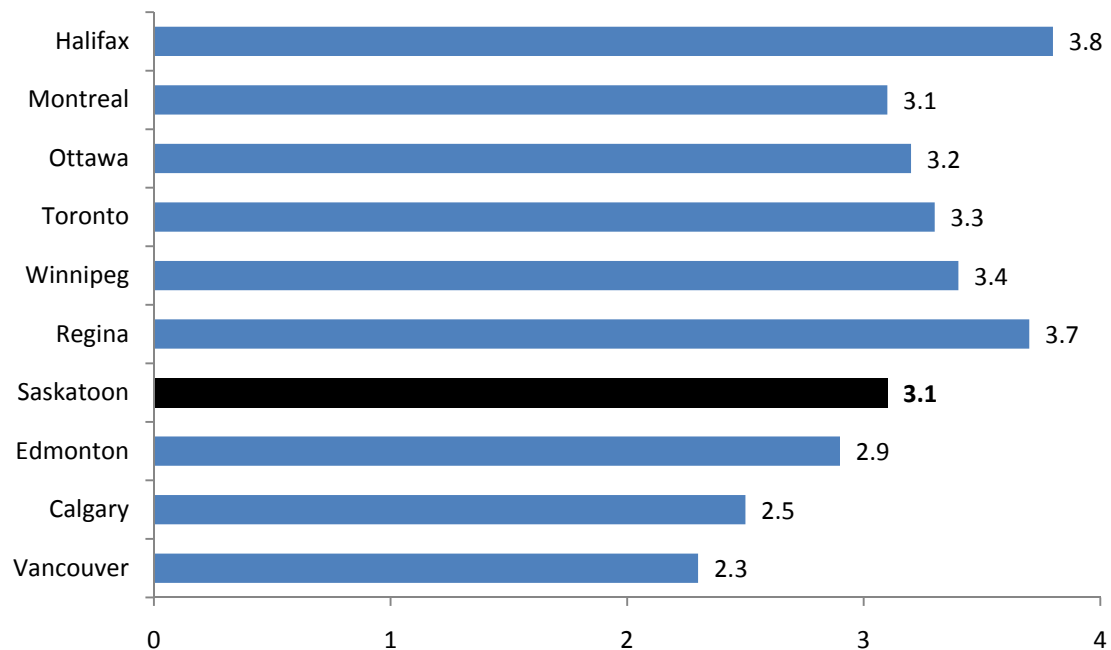
## INFLATION

Municipal governments are under considerable pressure to relate their annual expenditure and taxation levels to the cost of inflation, yet each municipal government's experience with inflation can differ greatly from a national average. The most widely applied measure of inflation in Canada is the Consumer Price Index (CPI).

The CPI measures the price changes for common household purchases, such as food, shelter, clothing, and footwear; household operations and furnishings; items that a municipal government typically does not purchase to provide programs and services to its citizens. However, given the CPI's pervasive use in setting cost-of-living adjustments (COLAs), it can be the appropriate metric when calculating the rate of consumer inflation at the national level.

### Consumer Price Index Change by City

(September 2010 to September 2011)



Source: Statistics Canada

The CPI is a useful proxy for cost inflation in general because it is a well-known statistic and is produced monthly by an independent source (Statistics Canada). However, extending the use of the CPI into discussions on the appropriate level of property tax or fee increases for a municipal government becomes problematic, because:

- a municipal government's actual experience with inflation often differs greatly from the CPI; and,

- the “basket of goods” that is consumed by a municipality as compared to an individual or a household is different. For this reason, the Consumer Price Index is not a good indicator.

Generally, this is because the largest expenditures for governments are typically labour, construction materials, and contractual services - substantially different factors than those found in the CPI.

For the City of Saskatoon, inflation can be described as the increase in the cost of goods and services that are normally purchased by the City to provide vital programs and services to the citizens of Saskatoon. In other words, inflation is a function of the increase (or decrease) in costs to provide such programs and services as:

- Transportation Services: roads, streets, sidewalks, lighting, public transportation
- Utilities: water, wastewater, storm water, solid waste
- Community Support & Recreation Services: parks, recreation, libraries, museums, social services, sport and culture
- Protective Services: fire, police, bylaw enforcement
- Planning & Development: economic, land use, and building standards

As such, municipal governments have their own spending patterns and cost profiles that are different than other economic sectors. A price index that does not reflect the municipal purchasing structure is incapable of truly reflecting the changes in the cost experience, and thus purchasing power, of local governments such as the City of Saskatoon.

To better understand and communicate the true inflationary pressures on municipal budgets, several Canadian municipalities have developed - or are in the process of developing - a more comprehensive and accurate measure of inflation, called a Municipal Price Index (or Municipal Cost Index). Cities such as Calgary, Ottawa, Vaughn, St. Albert, Brampton, Halifax and Waterloo - to name a few - have developed a Municipal Price Index (MPI). In 2010, MPI ranged from 3.1 % to 5.2 % in these cities.

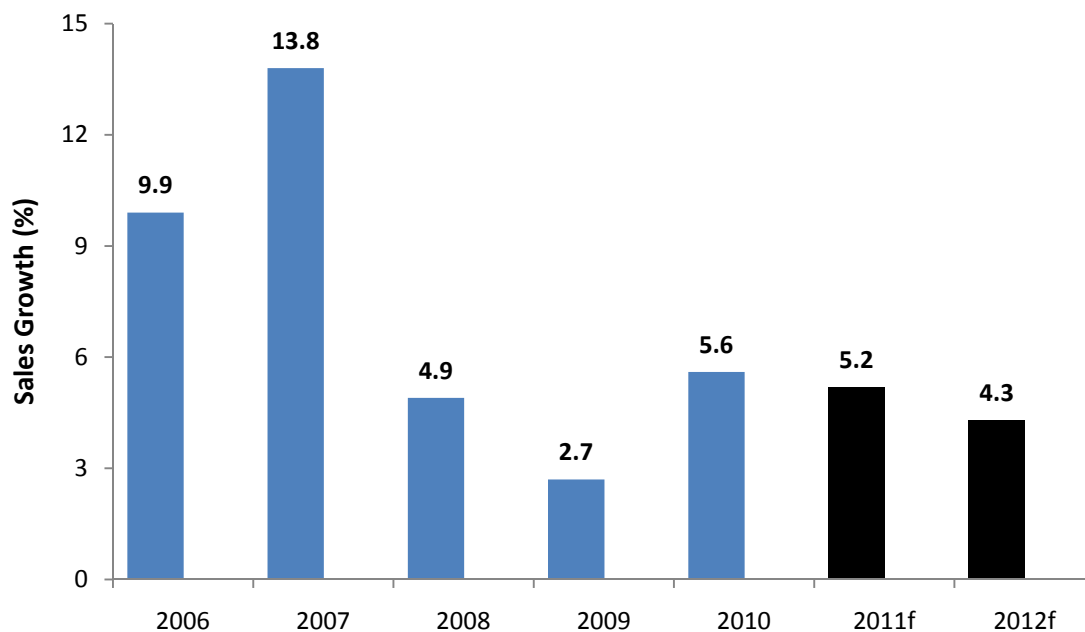
Although the City of Saskatoon has not yet developed an MPI to more accurately measure the true costs of inflation (work is currently being done on it) the economic trends identified in this document would show a similar result for Saskatoon. In fact, for 2011, the City of Saskatoon estimates that it's MPI, or the true cost of inflation, would be between 3.7 and 5.0 %. This number does not factor in population growth, however.

## RETAIL SALES

Saskatoon is expected to see positive retail sales growth. Although the growth in this area has moderated since the economic boom of 2007, the good news is that retail sales growth remains positive. Retail sales information provides a measure of the health and performance of the retail trade sector. As an important industry in the Canadian economy, governments are able to better determine the overall health of the economy and understand the important role that retailers have in the economy.

### Retail Sales Growth in Saskatoon

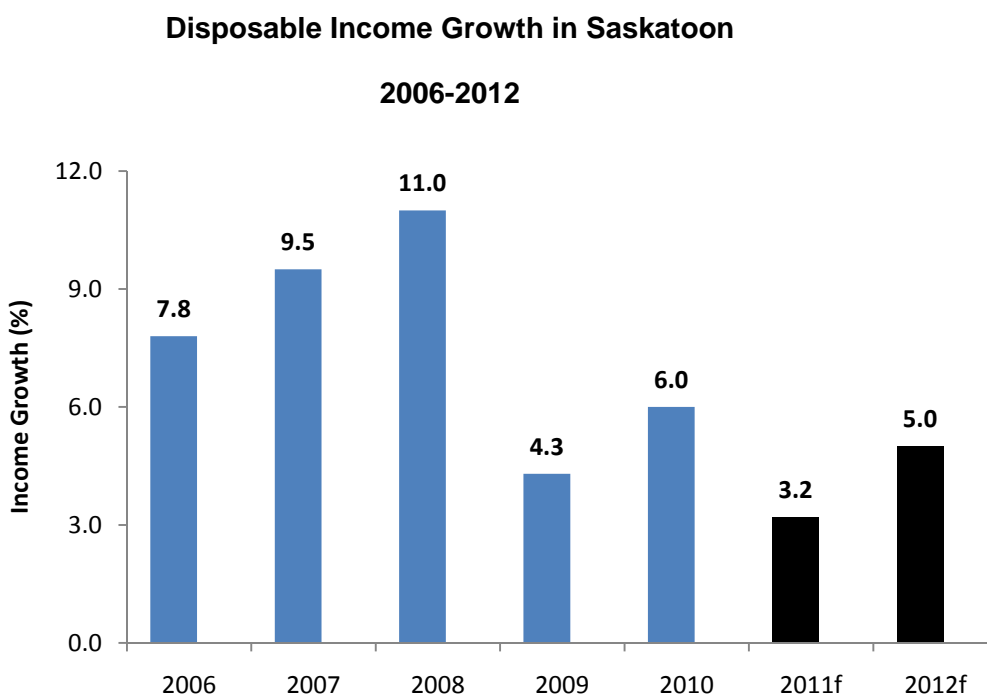
2006-2012



Source: Conference Board of Canada

## DISPOSABLE INCOME

Personal disposable income growth in Saskatoon is also expected to rise over the next two years, although at a much slower pace than witnessed in 2007 and 2008. Personal disposable income is the amount left over after payment of personal direct taxes, including income taxes, contributions to social insurance plans (such as the Canada Pension Plan contributions and Employment Insurance premiums) and other fees. It is a measure of the funds available for personal expenditure on goods and services and personal savings for investments as well as personal transfers to other sectors of the economy.



*Source: Conference Board of Canada*

## HOUSING STARTS

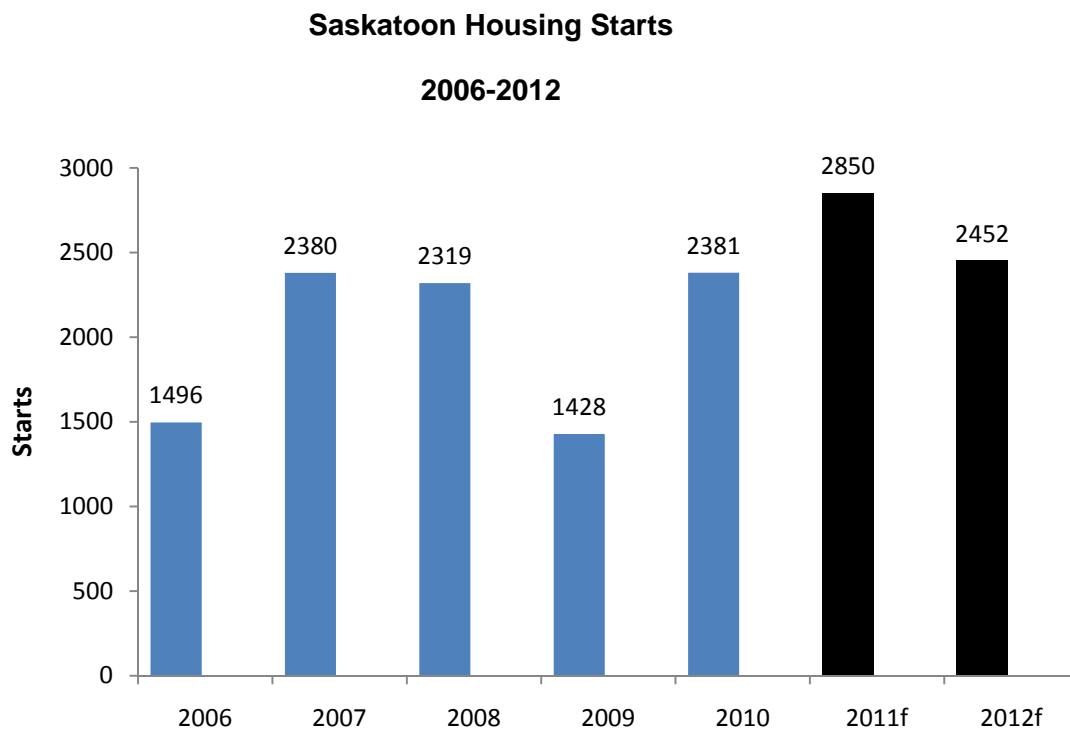
After several years of strong growth, all regions in Canada experienced declines in their housing markets in January 2009, with Western Canada feeling the biggest impact. Manitoba saw the biggest drop at 58%, followed by Saskatchewan at 48%, British Columbia at 29%, and Alberta at 19%. The decline is attributed to fewer dwelling starts in larger urban centres.

After falling in response to the economic downturn, housing starts in Saskatoon have rebounded. Single-detached housing starts in November 2010 totalled 177, the highest level for the month since 1979. The 184 multiple units contributed to the best November for multiple unit starts since 1982.

It is projected that Saskatoon will have close to 3000 housing starts in 2011, followed by a small decrease in 2012. Upward momentum for housing starts indicates that Saskatoon's economy is still surging.

Housing sales have remained strong in Saskatoon since 2006, hovering around 3500 mark each year. It is projected that sales will increase in 2011.

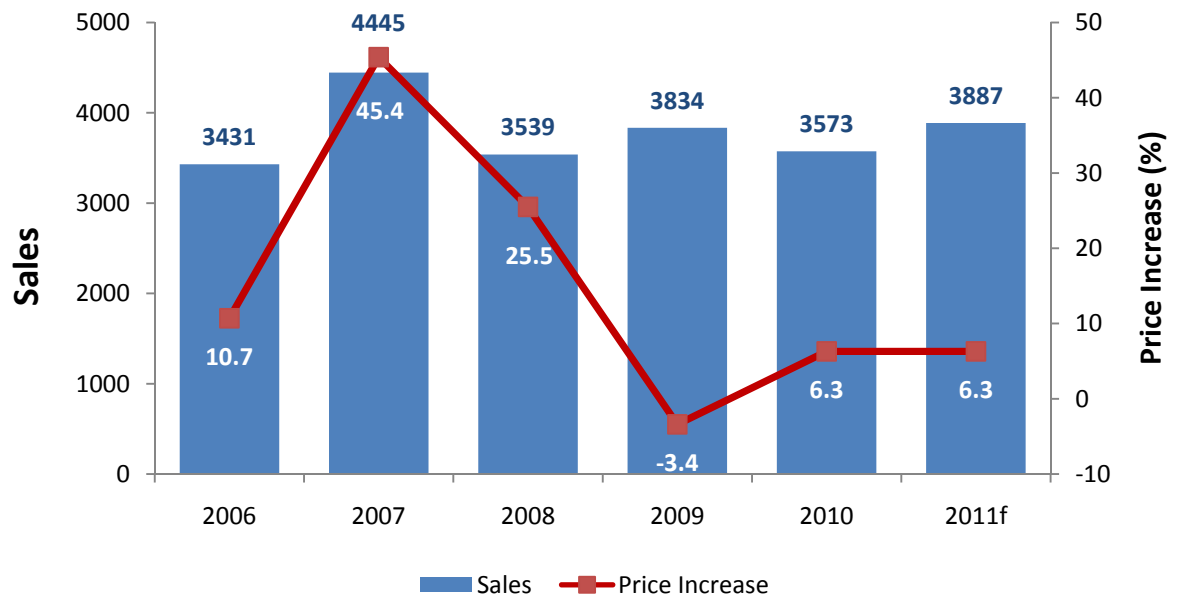
House prices in Saskatoon and area climbed dramatically in 2007 and early 2008. The economic downturn has seen prices decrease as the market moves to a more balanced position regarding sales and listings. However, prices have recovered and Saskatoon's housing market is reaching a balance, benefitting both buyers and sellers. It is estimated that house prices in Saskatoon will continue to increase.



*Source: Conference Board of Canada*

## Saskatoon Housing Sales versus Price Increases

2006-2011



Source: Conference Board of Canada

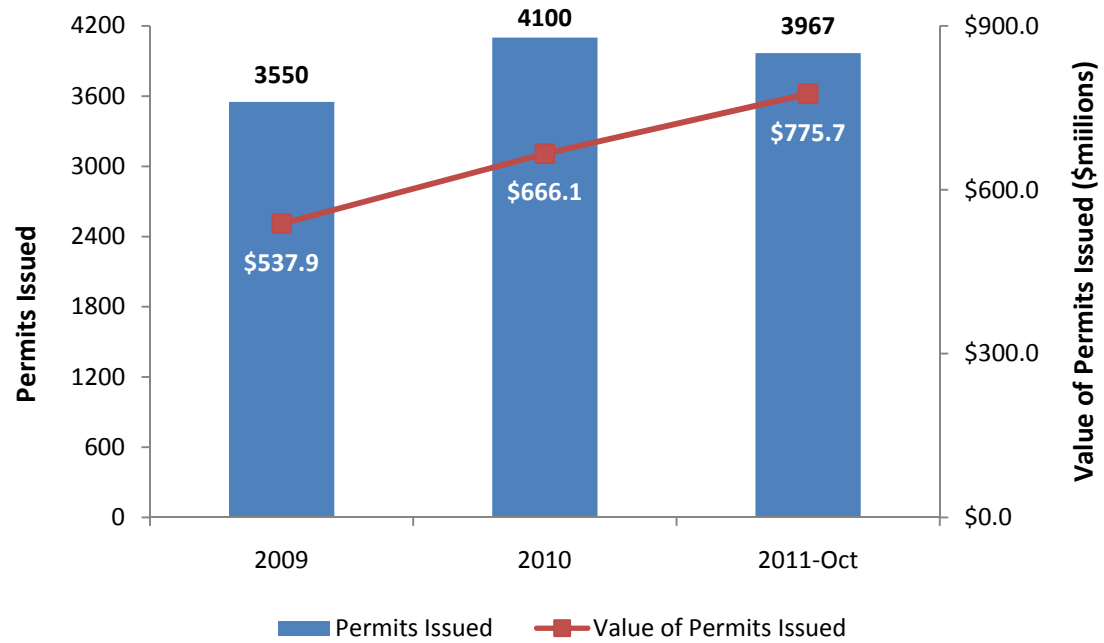
## BUILDING PERMITS

For cities, a good indicator of economic activity is the number of building permits issued each year. In 2009, the City of Saskatoon issued more than 3,300 building permits, keeping pace with those issued in 2007, which was a record year for construction activity in Saskatoon. This result is even more significant, considering that access to credit markets and capital investment was virtually stagnant in the first quarter of 2009.

However, as shown in the chart below of the number of building permits issued by the City of Saskatoon, as of October 2011 is on a record pace. In addition, as of October 2011, the value of permits issued exceeds \$750 million, an all time record.

## Building Permits and Values Issued the City of Saskatoon

2009-2011

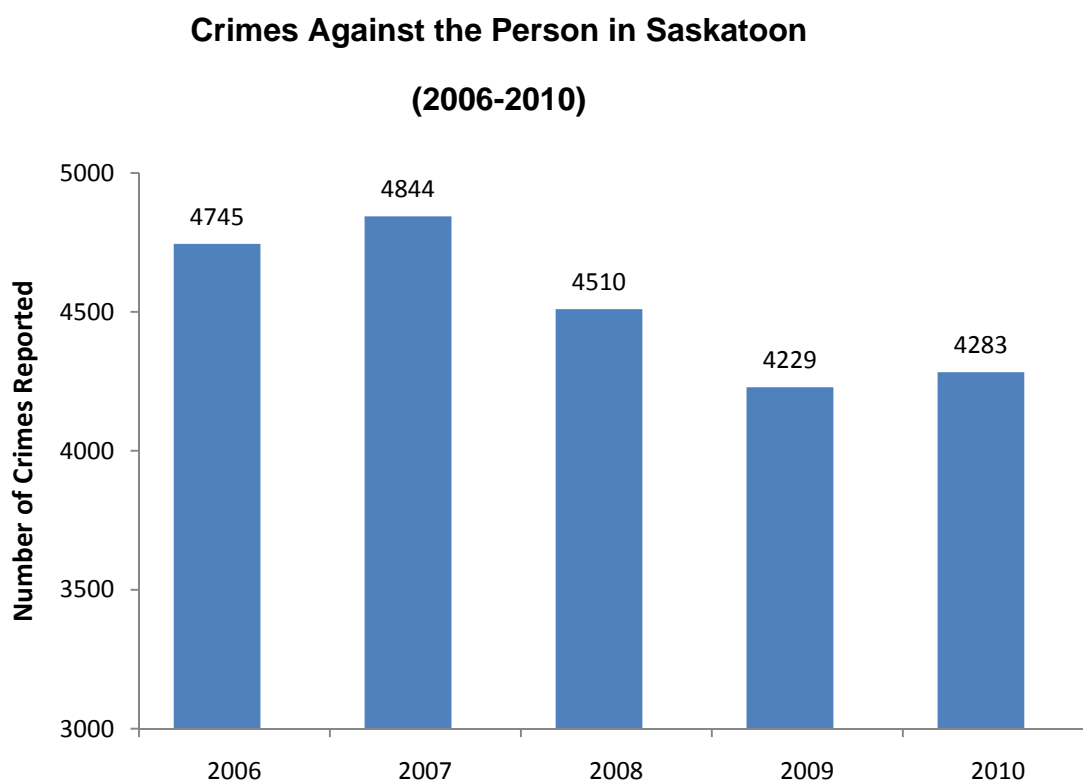


## SOCIAL TRENDS AND ISSUES

While population and various economic growth indicators are important in determining the level of economic activity in Saskatoon, the City of Saskatoon also realizes that these are not the only factors that have an impact on the programs and services that the City provides to its citizens. Because the City has become more involved in providing “people” related services, it needs to pay attention to some key social indicators, such as crime, housing affordability, immigration, Aboriginal population, the aging population, and poverty in determining the level of investment in key programs and services. By investing in programs and services that help to address these issues, the City of Saskatoon will enhance the quality of life of its residents.

### CRIME AND PUBLIC SAFETY

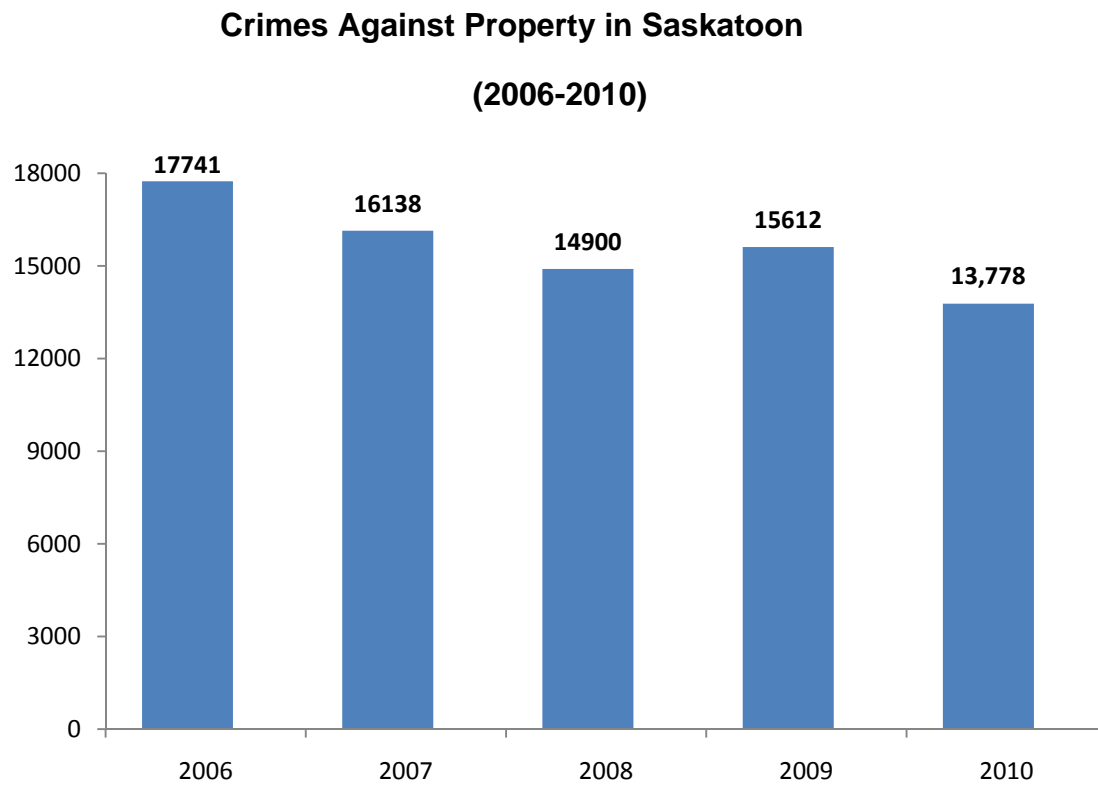
The City of Saskatoon has increased the police budget in recent years to help the Saskatoon Police Service reduce crime in the community. This investment is paying off. In fact, since 2007, crimes against the person have decreased by 11.6 %, despite a bit of an increase in 2010.



*Source: Statistics Canada, Saskatoon Police Service*



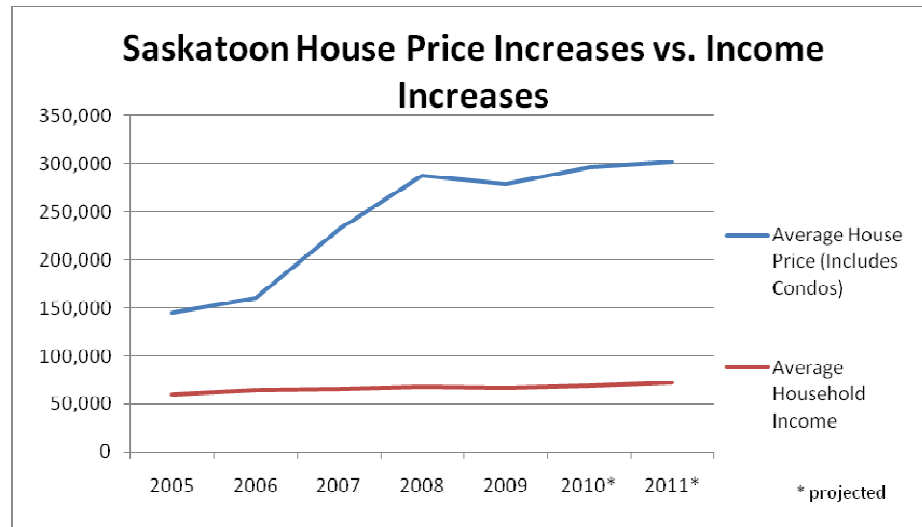
In 2010, property crimes decreased by 11.75% over the previous year. Since 2006, property crimes have been reduced by 22.3%.



*Source: Statistics Canada, Saskatoon Police Service*

## HOUSING AFFORDABILITY

Because of increasing economic activity in Saskatoon, as noted earlier, home prices have also increased. While this has created new wealth for many homeowners in Saskatoon, it has also eroded housing affordability in the city. Since 2005, as shown in the chart below, the median price of a home has grown faster than the median income, resulting in an erosion of housing affordability.

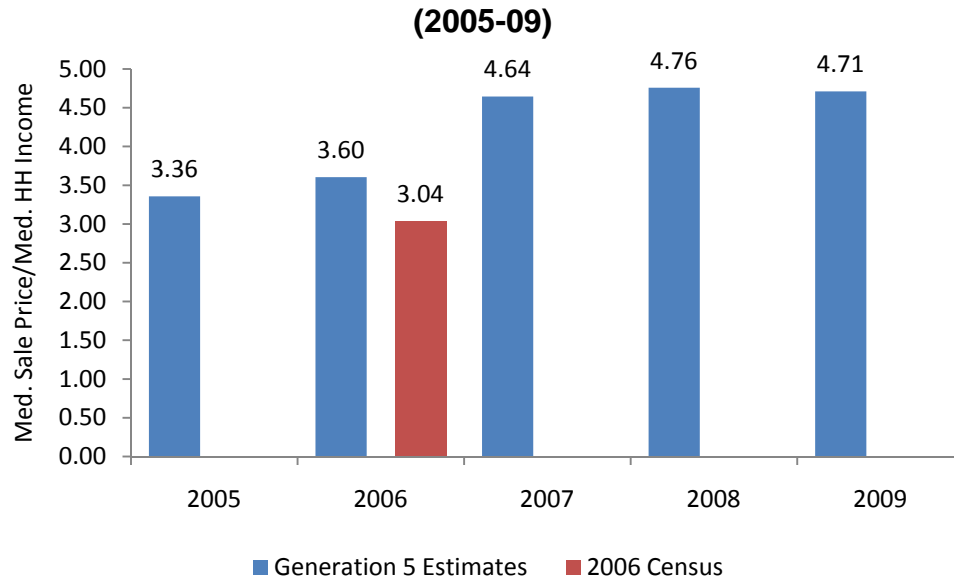


*Source: City of Saskatoon, Conference Board of Canada*

To get a better sense of housing affordability, analysts typically utilize a tool called the Median Multiple Affordability Index. The Median Multiple is widely used for evaluating urban markets, and has been recommended by the World Bank and the United Nations and is used by the Harvard University Joint Center on Housing. It is determined by dividing median house prices by gross annual median income. A rating, or multiple, of 3.0 or less is considered to be affordable.

The chart below shows the Index in the Saskatoon context. Since 2007, housing affordability has eroded in Saskatoon. For 2010, the index is forecasted to be 4.3.

## Saskatoon's Median Multiple Housing Affordability Index



Source: City of Saskatoon, Statistics Canada

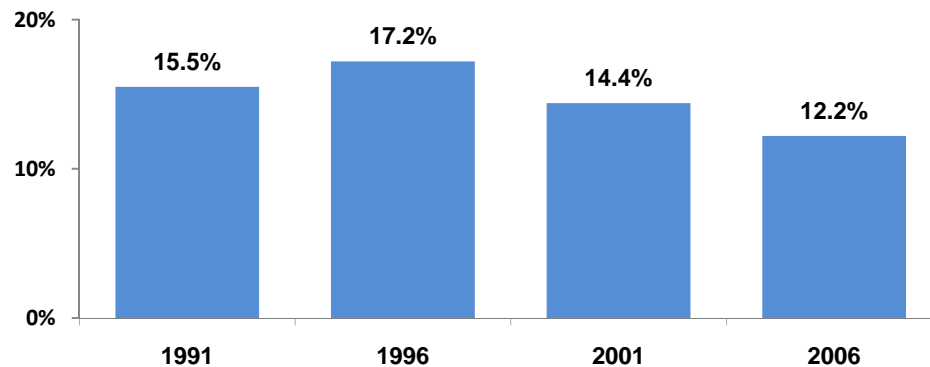
Although housing is not a traditional responsibility of the City of Saskatoon, the City is aware of the impacts that the lack of affordable housing options has on the individuals, families, the economy, and the community. As a result, the City of Saskatoon has adopted an innovative Housing Business Plan to help encourage the building of more affordable housing options in the city. This business plan seeks to define where the City can be most effective in serving the community to meet the pressing need for affordable and entry-level housing. Funding for the Housing Business Plan has been committed at \$2.5 million per year until the end of 2012.

The City is fortunate to be in the land development business, as it allows the City to provide meaningful assistance and can directly influence the community's affordable housing agenda. For example, the City of Saskatoon can designate parcels of land for affordable housing projects, and it can also direct revenue from development activity into projects which ensures all citizens benefit from land development growth in the city.

## LOW INCOME SASKATONIANS

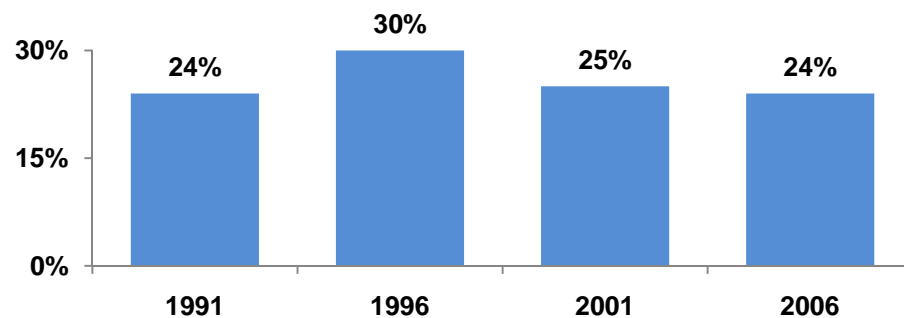
In Saskatoon, the number of low income families dropped between 1991 and 2006. Nonetheless, close to one in five children in Saskatoon lives in poverty.

**Incidence of Low Income Among Saskatoon Families**



*Source: Statistics Canada Census Data*

**Proportion of Children in Low Income Cut-Off Families in Saskatoon**



*Source: Statistics Canada Census Data*

Income distribution and support programs for low income persons are not deemed to be a traditional role or responsibility for municipal governments. However, the City of Saskatoon does provide various programs to help low income individuals and families access key programs and services. For example, the City offers low income transit and recreation passes to ensure that low income residents can have access to these important services.

## ENVIRONMENTAL TRENDS AND ISSUES

The citizens of Saskatoon value a healthy environment, including the parks and open spaces, clean air, and safe drinking water. But as the city continues to grow, there will be corresponding pressures on these resources. For example, the City will have to find ways to address the pressures of:

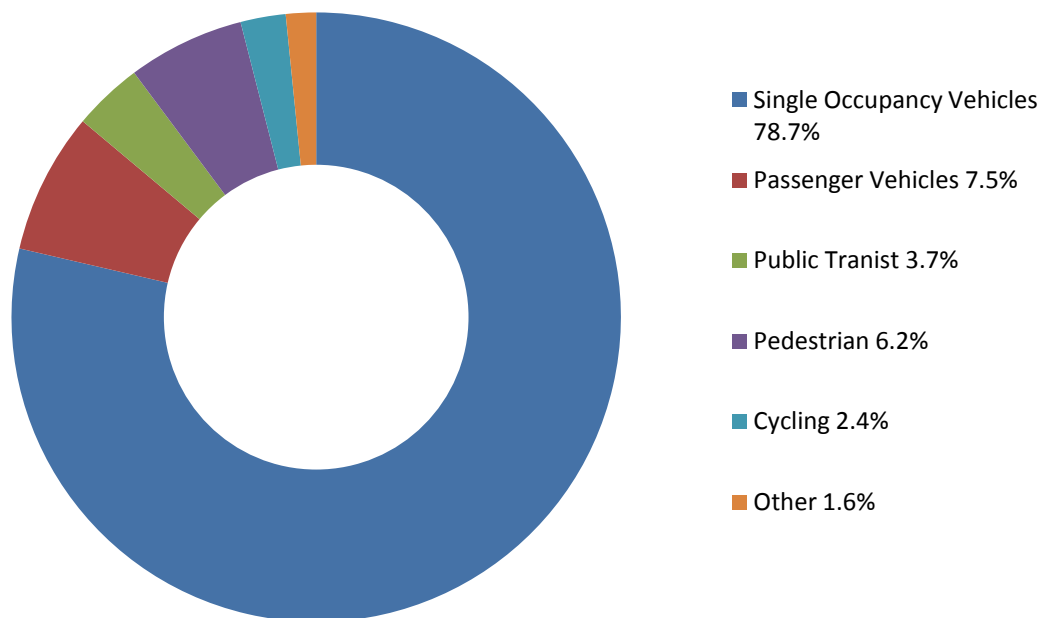
- increasing park usage
- increasing water consumption
- rising greenhouse gas emissions
- more waste generation
- more absorption of available land to accommodate new industrial and residential developments

The community looks to the City to provide cost-effective leadership and action on the environment. As such, the City of Saskatoon has considered various environmental trends and issues in developing its 2011 Business Plan and Budget. These trends and issues are highlighted below.

## MODES OF TRANSPORTATION

Like most Canadian cities, the preferred mode of transportation for Saskatoon commuters is the personal vehicle. The chart below shows that over 78 % of commuters use the automobile as their primary mode of transportation.

**The Transportation Model Split in Saskatoon**



*Source: Statistics Canada Census Data*

This reliance on the automobile obviously creates not only pressures on the environment, but it also creates pressures on the City's transportation costs, both capital and operating.

## **PUBLIC TRANSIT RIDERSHIP**

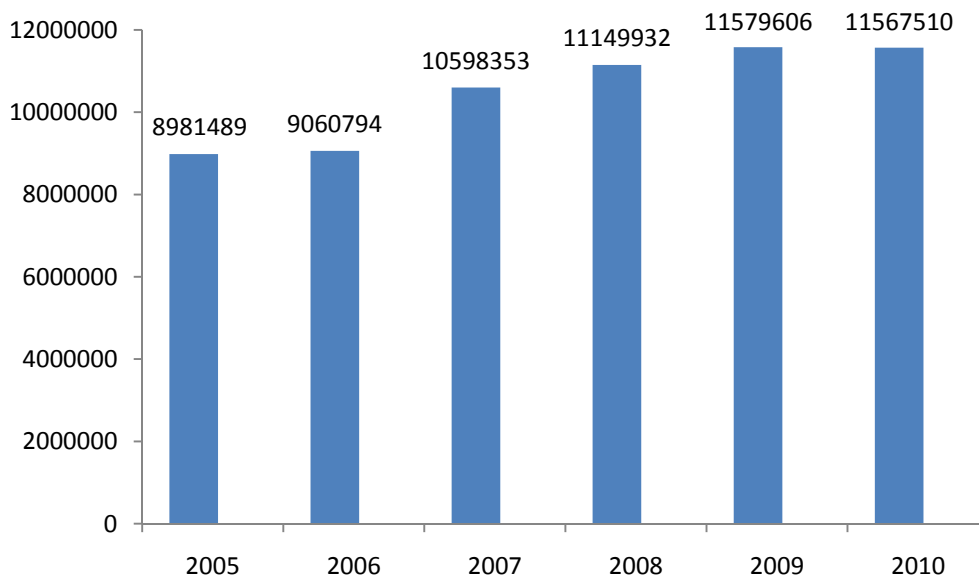
It is well documented that increased usage of public transit has a positive impact on the environment, as it helps to reduce the amount of greenhouse gas emissions produced in a particular community. For example, according to Transport Canada:

Public Transit:

- Offers the potential to reduce greenhouse gas emissions and smog in urban areas by improving services and offering Canadians greater flexibility in their transportation options.
- Investments make public transit more attractive and can induce a shift from auto travel to more fuel-efficient and cost-effective transit.
- Increased use of public transit can lead to a reduction of congestion levels, further improving energy use and air quality.

In order to realize these benefits, the City of Saskatoon will continue working to make transit a more convenient and reliable transportation option in 2012.

**Transit Ridership in Saskatoon  
(2005-2009)**



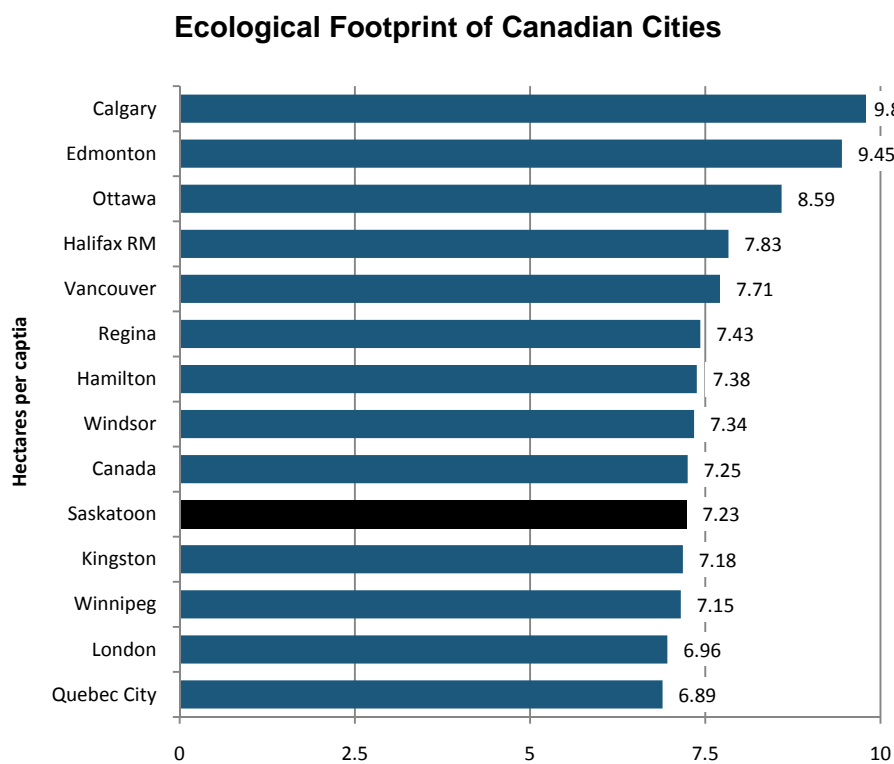
*Source: City of Saskatoon*

## ECOLOGICAL FOOTPRINT

As a city grows, it needs to acquire more land to accommodate new businesses and residents. However, the expanding geographic size of a City increases its ecological footprint. The Federation of Canadian Municipalities (FCM) defines ecological footprint as:

*“a measure of the demands humans place on nature. It shows how much biologically productive land and water we occupy to produce all the resources we consume and to absorb our waste. By measuring the present footprint, and then calculating the footprints for various household lifestyle or government policy options, more efficient ways of meeting human needs can be evaluated and implemented.”*

According to FCM’s 2006 analysis of ecological footprints of major Canadian cities and regions, Calgary and Edmonton had the highest municipal footprints. Saskatoon was on par with the national average. A growing ecological footprint obviously has an impact on environmental sustainability and increases the amount of greenhouse gas emissions produced in a community.

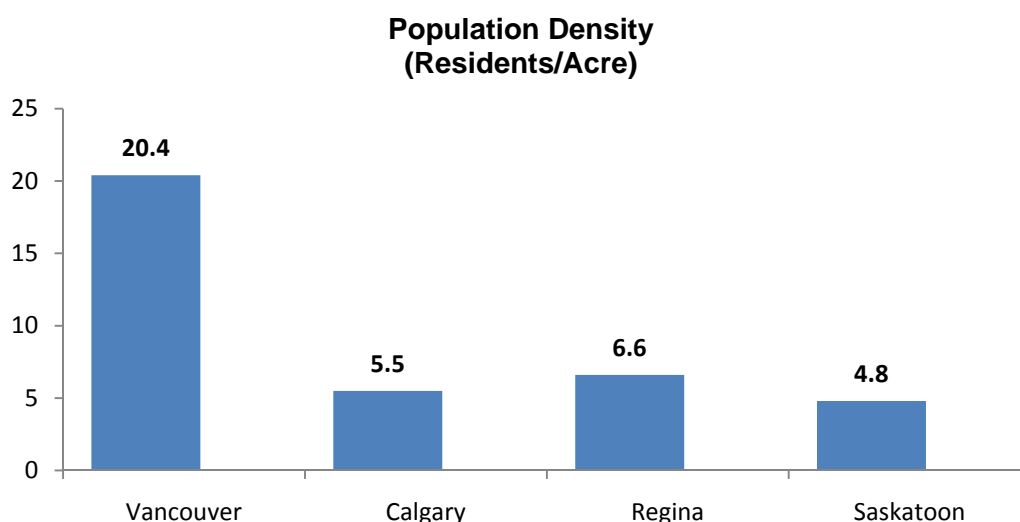


Source: FCM

## POPULATION DENSITY

One important way that cities can reduce their ecological footprints is by achieving greater population density targets. Population density is typically defined as the number of persons per square kilometre in a particular geographic area. Saskatoon has a low population density when compared with other major cities.

Contributing to this low density is the fact that Saskatoon added 40 square kilometres in 2010. This new land is expected to accommodate a population of 450,000. In addition, with the development of higher density targets in new neighbourhoods and new infill development in more established neighbourhoods, this number will undoubtedly improve in future years.



*\*These figures are based on 2010 information*

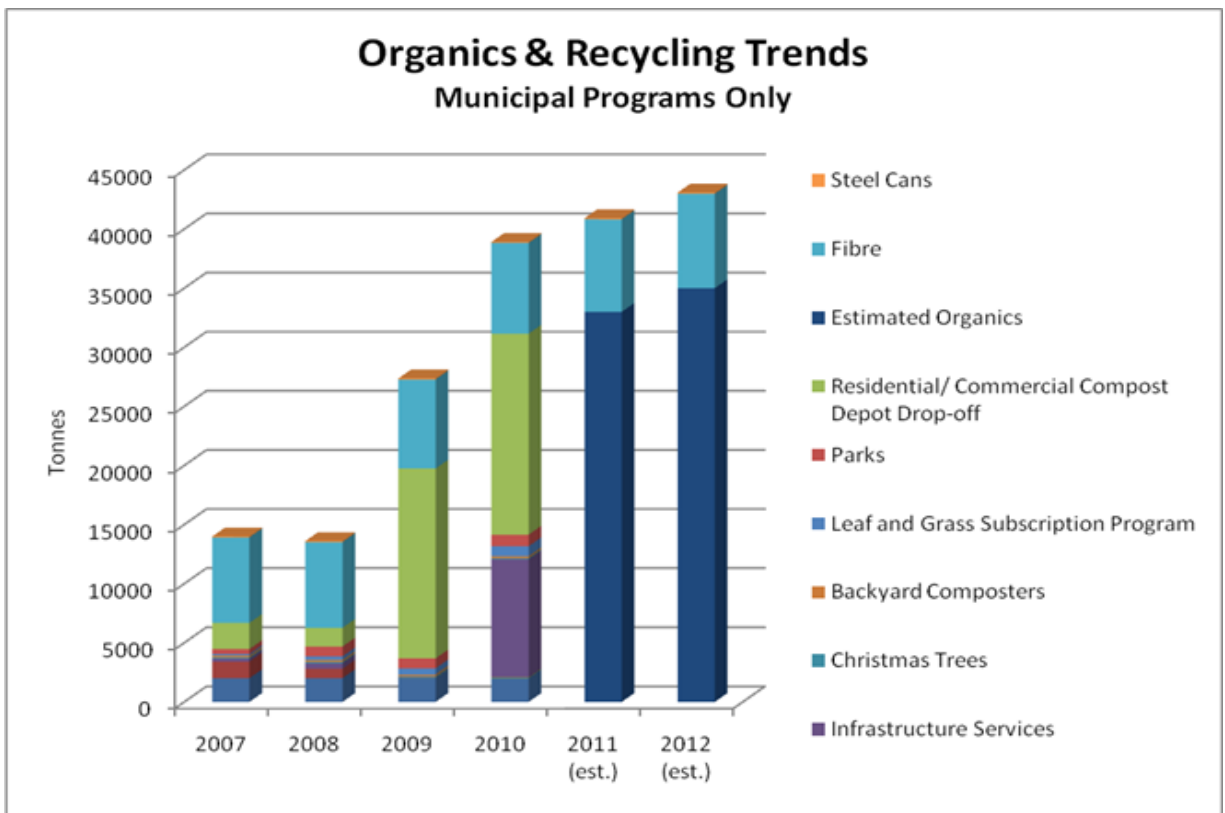
## WASTE DIVERSION

Waste diversion directs garbage away from landfills or incinerators through reuse, recycling, composting, or gas production through anaerobic digestion. Waste diversion is a key component of effective and sustainable waste management. The environmental benefits of waste diversion include:

- Recycling uses less energy than disposal in a landfill and manufacturing with recycled materials is more energy-efficient than with virgin materials.
- The greenhouse gases and toxins generated by landfills and incineration are reduced.
- More land is available for agricultural and other uses.
- Reuse and recycling conserve resources.

Currently, the City of Saskatoon diverts approximately 37,000 tonnes of material from its landfill. This is expected to increase substantially in future years, as the City develops more waste diversion strategies.



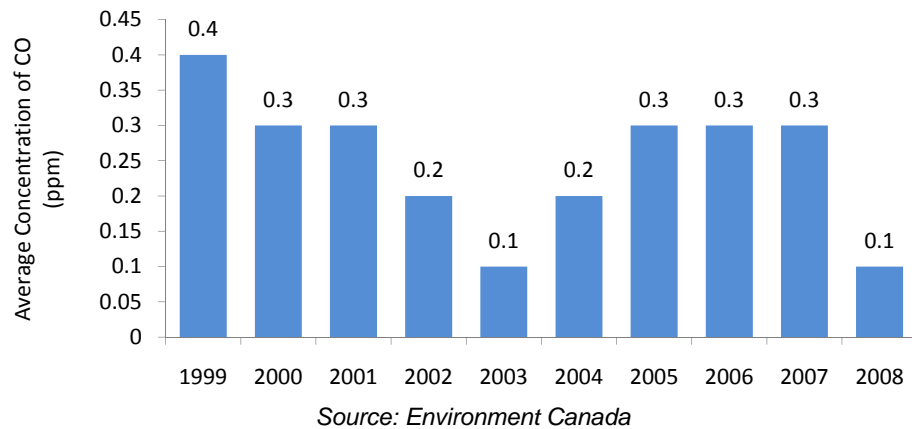


Source: City of Saskatoon

## AIR QUALITY

Air Quality indicators include measures of two key elements of smog: ground-level ozone and fine particulates (PM<sub>2.5</sub>). Ozone is a gas, and when it is 10 to 50 km above the earth's surface, it protects the earth from radiation. Historically, air quality in Saskatoon trends up and down. However, with a greater concentration on reducing greenhouse gas emissions, air quality is expected to improve.

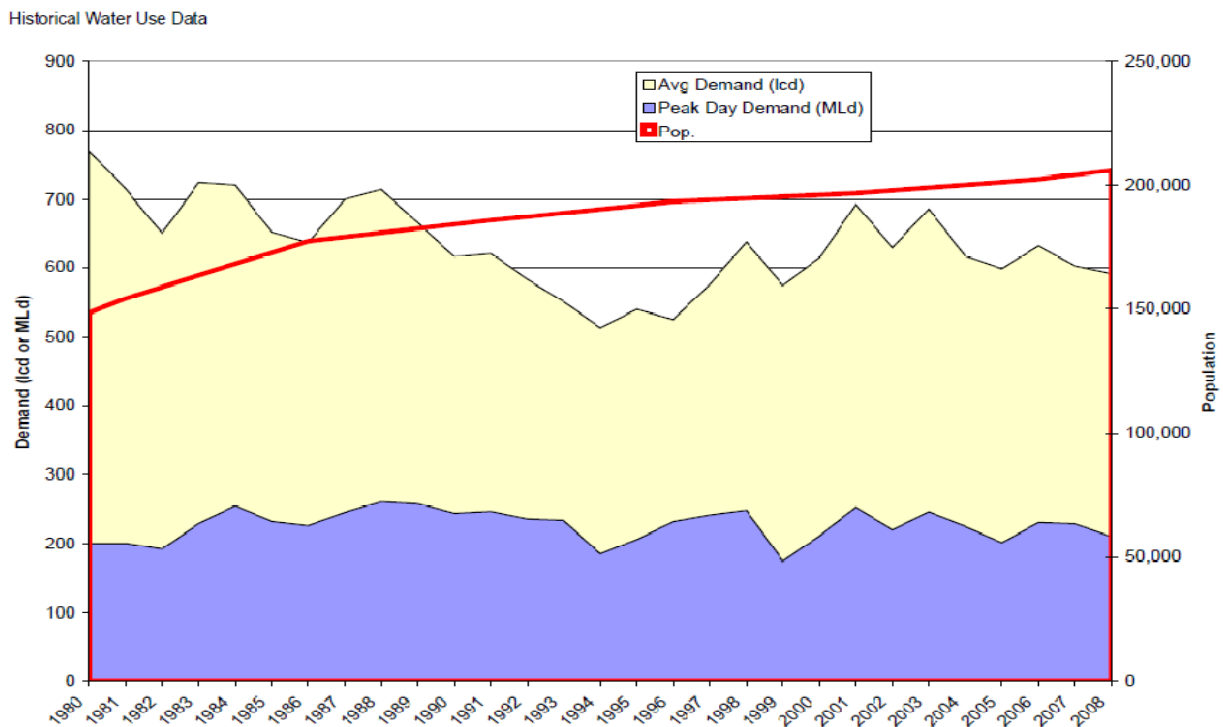
### Historical Air Quality Measures in Saskatoon



## DAILY WATER CONSUMPTION

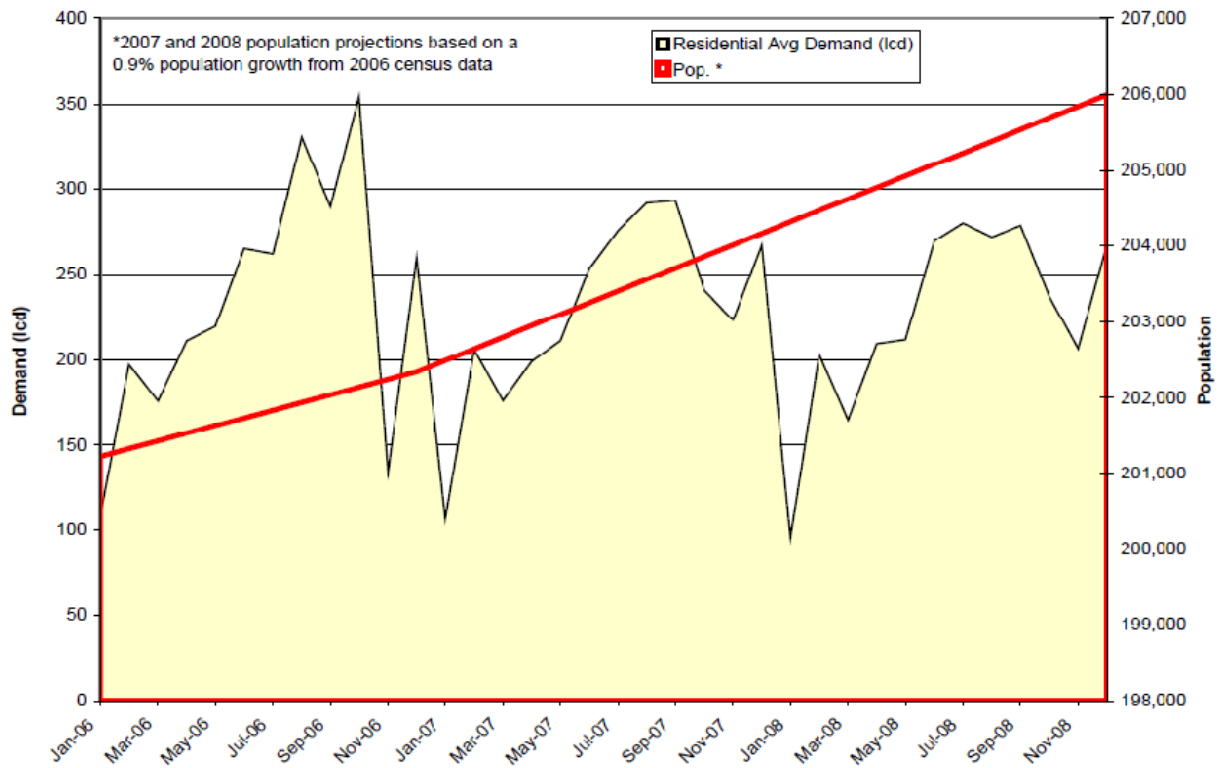
Another key environmental trend is the amount consumed in a community. Domestic water use includes drinking water, as well as all water withdrawn for homes, municipalities, commercial establishments, and public services like hospitals. Although Saskatoon's water consumption has remained relatively steady since 2004, the City has recently implemented a new water pricing policy to encourage conservation.

### Daily Domestic Water Consumption in Saskatoon



Source: City of Saskatoon and SaskWater

Variation in Residential Average Water Demand on a Monthly Basis (2006 to 2008)



The trends and issues identified in this document provide the context for the City of Saskatoon's Business Planning and Budgetary Decisions. The data contained in this document provide an important framework for the City in determining where to allocate its financial, human and technological resources. These trends and issues, combined with citizen engagement and input exercises, provide the City of Saskatoon with a better understanding of the needs of the community and its citizens. The subsequent section of this document addresses the citizen engagement/input elements of the City's 2012 Preliminary Business Plan and Budget.

## **INVESTING IN WHAT MATTERS**

### **UTILIZING THE INPUT BY THE CITIZENS OF SASKATOON**

#### **INTRODUCTION**

In order to ensure that the City of Saskatoon is dedicating its resources to the programs and services that citizens want, the City actively seeks input from the people it serves. The City utilizes various tools to gather this input. From communications provided to the Mayor and City Councillors, to citizen surveys, community engagement initiatives, the internet, and social media, and the news media, the City of Saskatoon highly values the opinions of the citizens of Saskatoon and where possible, it utilizes this feedback to determine where to invest taxpayer dollars.

More specifically, in 2011, the City of Saskatoon took the idea of community engagement to a new level through its comprehensive community visioning initiative called “Saskatoon Speaks, Shape Our Future.” Saskatoon Speaks is a community visioning process where citizens talk about what matters to them, what they like and value about Saskatoon, what they want to improve, and what their aspirations for the city are as it grows over the next 50 – 70 years.

At the heart of the city-wide conversation are the values of Saskatonians and how these values can shape the city of the future. Conversations have taken place across the city, at the Saskatoon Speaks City Summit, through Community Voice Sessions, in the high schools and online using social media tools.

The City of Saskatoon received very valuable feedback from citizens through this initiative and will be utilizing the information it received to adopt a vision that is clear, inclusive, sustainable and supported by the community which will be achieved through the implementation of a long term strategic plan. While that vision and strategic plan are still being worked on, the City of Saskatoon is will be utilizing some of the overall input received through this process as part of its 2012 Business Plan and Budget. The Saskatoon Speaks initiative has been very instrumental in helping the City to “invest in what matters.”

Another tool that the City of Saskatoon uses to obtain important public feedback is a civic services satisfaction survey. The City of Saskatoon conducts an annual Civic Services Satisfaction Study with its citizens. Since the late 1990's, this research has been conducted in the fall. For 2011, research was conducted in May of 2011 so that the City could utilize this information in preparing its 2012 Preliminary Business Plan and Budget, and more specifically, to assist the City in determining how to “invest in what matters.”

Thus, the purpose of this section is to provide an overview of the key findings from the May 2011 Civic Services Satisfaction Survey. This section will provide an overview of how participants in the survey view:

- the quality of life in Saskatoon;
- the satisfaction with how the City delivers key services;
- the importance of key services delivered by the City;
- how well the City delivers these key services; and
- what issues matter most to the citizens of Saskatoon.

## **KEY RESULTS FROM THE 2011 CIVIC SERVICES SATISFACTION SURVEY**

In May 2011, the City of Saskatoon contracted Insightrix Research, Inc. to conduct the civic services study. Insightrix solicited input using two key methods: (1) telephone sampling and (2) online sampling. For the telephone sample, Insightrix conducted 500 interviews with randomly selected households from throughout the city.

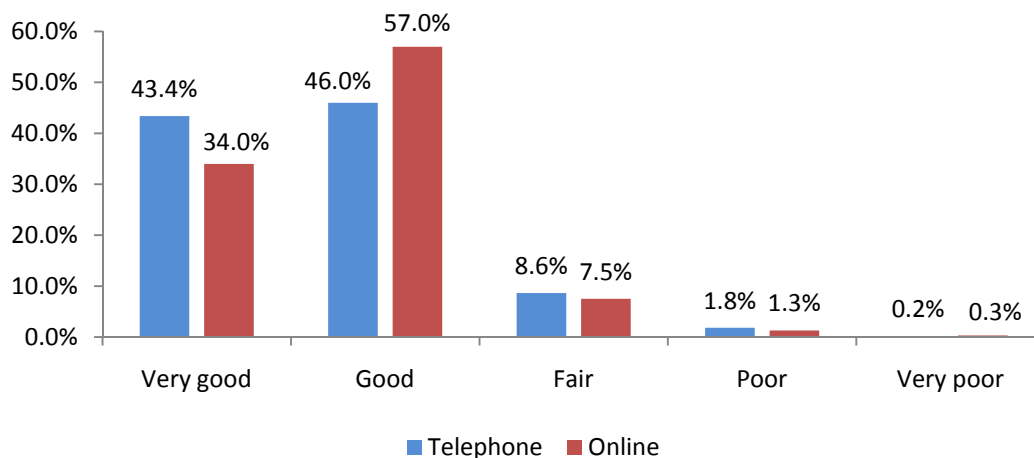
For the online study, given that the age and gender of panel members is known, Insightrix was able to set precise quotas by both demographic factors to ensure a close match to the general population was achieved. Further, given the modest cost savings associated with conducting online research, the sample size was increased from 500 to 800 for the online wave, resulting in an aggregate sample size of 1300 participants.

The primary purpose of this survey was to gauge the opinion of the citizens of Saskatoon on a variety of issues including their perceptions about the quality of life in our city and the various types and levels of service they receive from the City of Saskatoon. The survey results assist Administration and City Council in making key budgetary and public policy decisions about the types and levels of service that the City of Saskatoon provides to its residents. What follows is an overview of the key results from that survey.

## Quality of Life

Saskatoon is often perceived as having a high quality of life. As noted above, the City of Saskatoon was interested in obtaining citizens' perceptions about the quality of life in our city. The survey results reveal that a large majority of citizens have positive views about the quality of life in Saskatoon. In fact, 89.4% of telephone respondents and 91% of online respondents view Saskatoon's quality of life as being good or very good.

### Quality of Life in Saskatoon

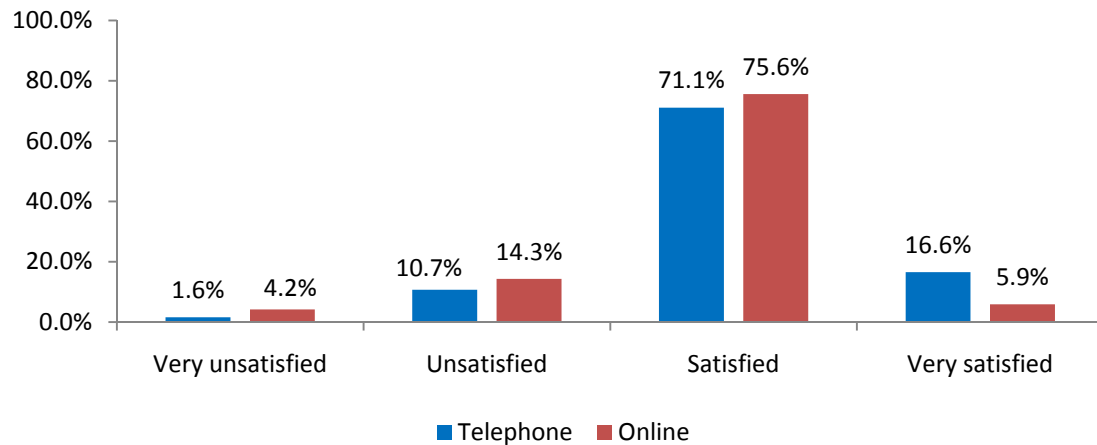


While these results are very encouraging, the City of Saskatoon understands that additional work needs to be done in enhancing the quality of life for all residents.

## Satisfaction of City Services

In addition to obtaining residents' views about the quality of life in Saskatoon, the City of Saskatoon wanted to determine the level of satisfaction residents have regarding the services they receive from the City. The survey results indicate that overall satisfaction with the services provided by the City of Saskatoon is very positive. Specifically, 87.7 % of telephone respondents report that they are satisfied or very satisfied with the level of services they receive from the City. In contrast, 81.5% of online respondents are satisfied or very satisfied with the level of services they receive from the City.

## Overall Satisfaction of City Services



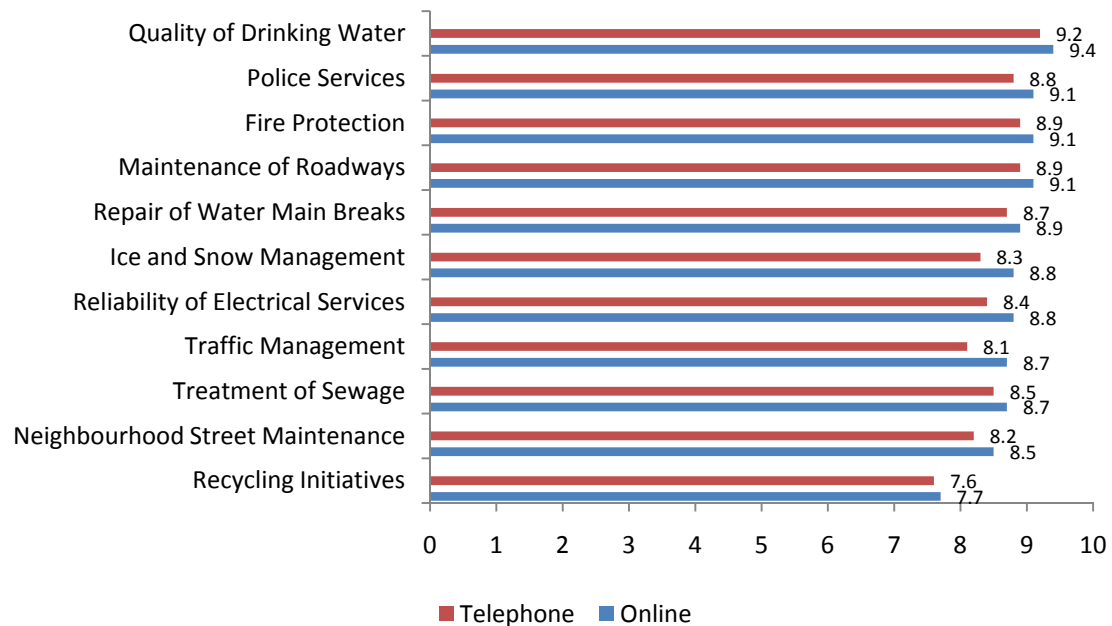
## Importance of Key Services

Although the survey results indicate that an overwhelming majority of respondents are satisfied with the level of service they receive, the City of Saskatoon was interested in obtaining citizens' opinions on what services are important to them. The City believes that this information is helpful in determining where to allocate its resources.

Respondents were asked to rate the importance of the services the City of Saskatoon provides on a 10 point scale, with 1 meaning "not at all important" and 10 meaning "extremely important". Generally, the results indicate that services relating to environmental health, public safety and transportation are the most important to the citizens of Saskatoon. The following graph provides an overview of those services that respondents believe to be most important.



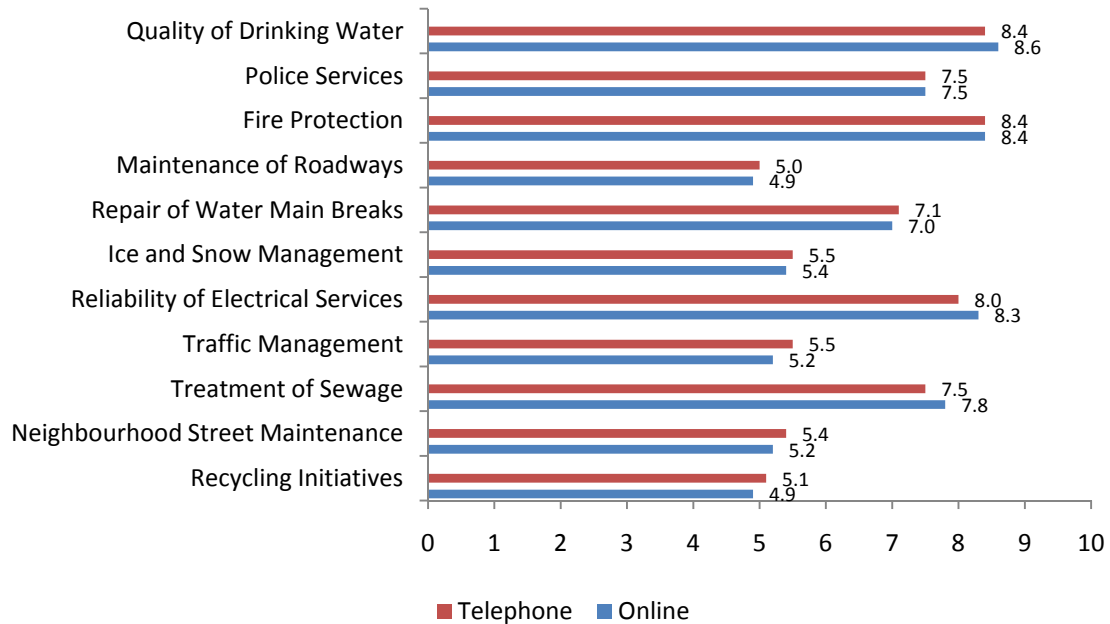
## What are the Most Important Services to the Residents of Saskatoon?



## Assessment of the Delivery of Important Services

As a complement to the above results, the City of Saskatoon was interested in obtaining citizens' perceptions about how well it provides those services that matter most. The results indicate that the City of Saskatoon provides many of the important services very well. For example, respondents believe that the City does a good job in providing quality drinking water, fire protection services, treatment of sewage, and police services. However, according to the survey, residents believe the City needs to do a better job in managing transportation and recycling issues.

## How Well is the City Delivering Important Services?



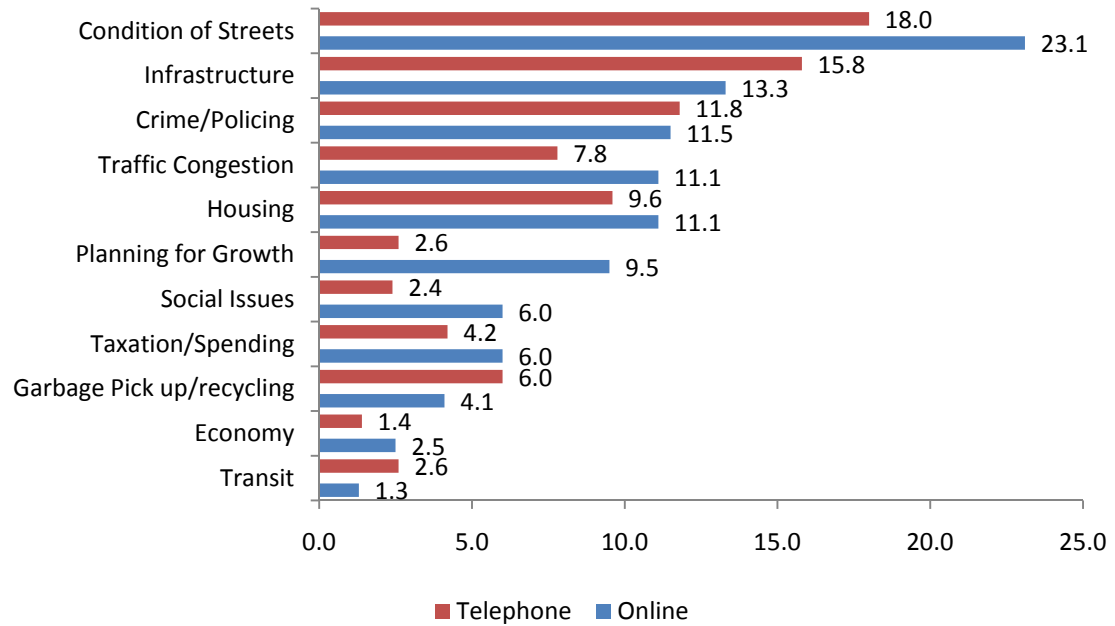
The City of Saskatoon, through the investments made in both the Capital and Operating Budgets, will be dedicating financial and human resources to improve the delivery of the important programs and services identified above.

## Issues of Importance

In order to ensure that the City of Saskatoon is responding to the needs of its citizens, the City was interested in obtaining citizens' views on what are the most important issues facing Saskatoon today. The results reveal that among both telephone and online respondents, the condition of streets was referenced as the single most important issue that should receive the greatest attention (18.0% and 23.1% respectively). Infrastructure was mentioned by over one in ten (15.8% phone, 13.3% online), similar to crime/policing (11.8% phone, 11.5% online).

## What Issues are Important to the Residents of Saskatoon?

(expressed as a %)



Over the course of 2012 and beyond, the City of Saskatoon will be dedicating resources to address many of the important issues identified above. The 2012 Business Plan and Budget include several initiatives that will help to address these important issues.

## **INVESTING IN WHAT MATTERS:**

### **THE CITY OF SASKATOON'S 2012 PRELIMINARY BUSINESS PLAN AND BUDGET**

#### **INTRODUCTION**

In 2011, the City of Saskatoon implemented fundamental changes to its business planning and budgeting processes. The 2011 Business Plan and Budget established a new business plan that set some key goals and achievements that the City hop to accomplish and it integrated the City's operating and capital budgets. Primarily, these changes were made for the following reasons:

- The City of Saskatoon believes that the resources allocated to the various programs, services, and projects should be tied to clear and achievable plans.
- Because the City of Saskatoon's capital investments have a direct impact on the day-to-day operations, the City believes that by integrating the operating and capital budgets, it enables more effective management of the City's financial resources.
- By combining the operating and capital budgets, the full costs of funding the City's business lines are more clearly understood.

In short, this new budget and business planning process set the stage for the development of future year budgets and more importantly, created a framework which would allow the City to be more adaptive and responsive to the changing dynamics in our city, our province and our country. The City of Saskatoon's 2012 Preliminary Budget and Business Plan builds on that new foundation.

#### **Summary of the 2012 Business Plan**

The Business Plan identifies the key challenges that the City of Saskatoon is experiencing as the City prepares for continued growth while investing in the programs and services that matter to the citizens of Saskatoon. The City's primary challenge is to strike the appropriate balance in improving its financial, social and environmental sustainability while integrating municipal leadership, private sector involvement and citizen engagement in addressing the needs of the community.

More specific challenges include:

- addressing the City's infrastructure deficit,
- increasing compliance with environmental standards and regulations;
- inability of property tax to fund a growing city,
- increasing citizen expectations for program and service delivery,
- attainable and affordable housing opportunities for those in need;
- providing more reliable and convenient options for people to move around the city;  
and
- recruiting and retaining a knowledgeable and skilled labour force.

The 2012 Business Plan provides several solutions to addressing some of the challenges noted above. Some important highlights from the 2012 Business Plan include:

### **Policing**

- Construction of new headquarters for Saskatoon Police Services,
- initiatives to address crime by increasing capacity of the Street Crime unit and technology to enable citizens to report minor crimes over the internet

### **Fire and Protective Services**

- Upgrade of safety equipment for fire fighters (self-contained breathing apparatus)
- Planning for city-wide and neighborhood evacuations, and special event emergencies

### **Community Support**

- Implement Corporate Accessibility Plan to address accessibility of civic facilities, programs and services
- Enhance programming for the Urban Aboriginal Leadership Program and enhance the Youth Action Network to increase positive race relations among our young adult community.
- Support community based organizations through capacity building tools and initiatives.

### **Urban Planning & Development**

- Planning for new growth - Submit East Sector, College Quarter and Kensington Neighborhood Plans for review and approval by City Council
- Continue to revitalize and support our existing neighbourhoods by preparing Local Area Plans in Mayfair/Kelsey Woodlawn, Meadowgreen and Montgomery neighbourhoods
- Streetscape downtown and develop Kinsmen Park and Area Master Plan
- Support affordable housing initiatives
- Business friendly – introduce on –line applications for business licenses.

### **Corporate Asset Management**

- Upgrade trunked radio system and implement the use of bio-diesel in the vehicle and equipment reserve
- Replace aging equipment such as street sweepers

### **Corporate Governance and Finance**

- Design a new website to make it function better for all users including the public, civic staff and City Council
- Develop and begin implementation of a comprehensive workforce strategy to respond to aging workforce and competitive job market
- Civic election in 2012 which will introduce a four-year term

**Environmental Health**

- Expand recycling and organic waste programs to divert material from the landfill
- Site remediation to extend the lifespan of the Landfill includes cell closures, capping, landscaping new cell development and roadwork

**Utilities**

- Expand the Avenue H Reservoir
- Expansion and upgrades to the water and wastewater facilities and equipment to replace aging infrastructure and to support the demand on the systems by the city's population growth.

**Recreation and Culture**

- Conduct assessment of future needs of sports and recreation facilities to meet the changing demands, population growth and program trends.
- Develop a new off-leash dog park in Hampton Village
- Design of the Art Gallery of Saskatchewan

**Transportation**

- Transit will begin to improve its service to create an accessible and viable option to the private automobile.
- Enhance cycling facilities
- Continue to work on extension of 25<sup>th</sup> Street and complete the construction of the Circle Drive South Project
- Additional funding for back lanes and roadways, and continue to provide services for snow and ice management.

The 2012 Preliminary Capital and Operating Budgets allocate the resources to help the City of Saskatoon to complete the projects proposed in the Business Plan.

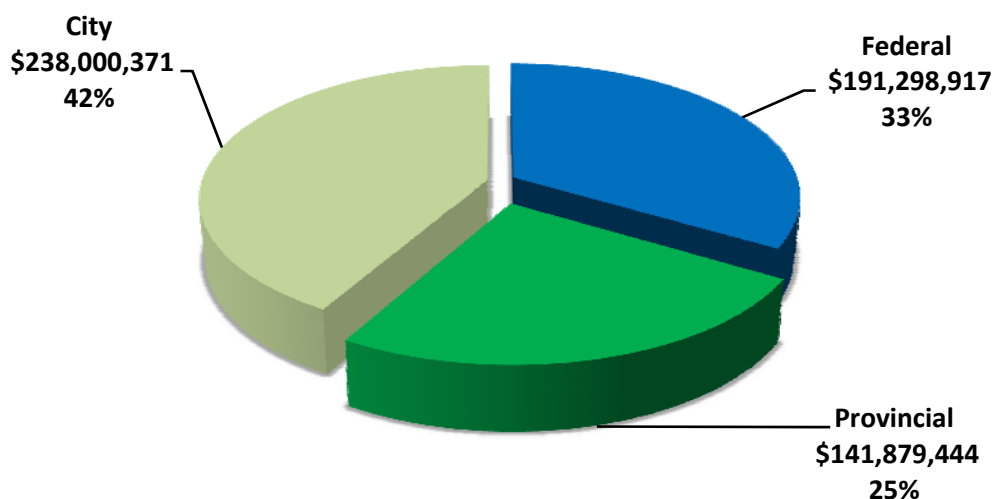
## SUMMARY OF THE 2012 PRELIMINARY CAPITAL AND OPERATING BUDGETS

In the last few budgets—capital budgets in particular—the City of Saskatoon’s primary focus has been on improving and upgrading its infrastructure. This has been done to help the City accommodate and prepare for all the new growth that Saskatoon has experienced, and will be experiencing. This decision was significantly helped by the unprecedented levels of financial support provided by the Government of Canada and the Government of Saskatchewan. Since 2007, the City of Saskatoon has received:

- ✓ \$191.3 million in infrastructure investments from the federal government; and
- ✓ \$141.9 million in infrastructure investments from the provincial government.

This level of support has certainly reduced the financial pressure on the City of Saskatoon to make the necessary infrastructure investments to help make our city more competitive and attractive. The pie chart below shows how the City has benefitted financially from the support of the federal and provincial governments.

**Share of Federal, Provincial, Municipal Infrastructure Projects in Saskatoon**  
**(Since 2007)**



These investments have resulted in improvements to the City’s transportation network, water and wastewater system, and arts, culture and recreation facilities.

However, now that the majority of federal and provincial infrastructure funding programs have expired or are about to expire, the City of Saskatoon is scaling back its investments in new infrastructure projects. While the City of Saskatoon will continue to invest in infrastructure and continue with the projects already underway, the 2012 Budget changes course and attempts to

strike a balance between our infrastructure needs and the day to day programs and services that the City offers, such as snow removal, road maintenance, policing and fire protection. In other words, the 2012 Budget “invests in what matters.”

As noted in Section 3 of this document, the City of Saskatoon utilized various tools and methods to determine what programs and services matter to the citizens of Saskatoon. To further refine this, the City conducted an open and transparent “Service Review” process that resulted in the reaffirmation of what programs and services are important to the people of Saskatoon. This process was conducted during a series of public meetings held between July 12, 2011 and September 7, 2012.

More specifically, the primary goal of the Service Review was to ensure the City is delivering the programs and services its citizens want and need as efficiently and effectively as possible while encouraging continuous service improvement. The Service Review provided an opportunity to review the City’s priorities, realistically assess its ability to fund services, and identify where improvements can be made so that it is better prepared to provide services today and into the future. The Service Review resulted in City Council agreeing on \$1.7 million worth of cost reductions and revenue generating ideas. More program, service and revenue generating options will be addressed by City Council during 2012 budget deliberations.

The City of Saskatoon’s 2012 Preliminary Budget proposes combined capital and operating investments of approximately \$685 million, with \$339.8 million going to capital projects, and \$345.3 million going toward paying for the City of Saskatoon’s operations.<sup>1</sup> For more details on what projects, programs and services the City is investing in, please consult the 2012 Business Plan and Budget Overview by Business Line.

To help the City of Saskatoon pay for its operating investments, the 2012 Preliminary Budget is proposing a 4.71% municipal property tax increase. The proposed property tax increase means that a homeowner who owns a single-family detached home with a market value assessment of \$200,000 (based on the preliminary 2012 assessments) will see his or her municipal property taxes increase by approximately \$70 annually, or \$5.83 per month. However, City Council will still have the opportunity to make changes to the proposed property tax increase before the budget is finalized.

As shown in the pie chart below, approximately 3% of this proposed property tax increase is dedicated to the Saskatoon Police Service in order to improve public safety and reduce crime in the city. The rest of the increase is split between Saskatoon Fire and Protective Services and the remaining services provided by the City of Saskatoon.

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<sup>1</sup> This includes the Land Development Budget.



## Breakdown of the Proposed 2012 Municipal Property Tax Increase

*Proposed Property Tax Increase: 4.71%*

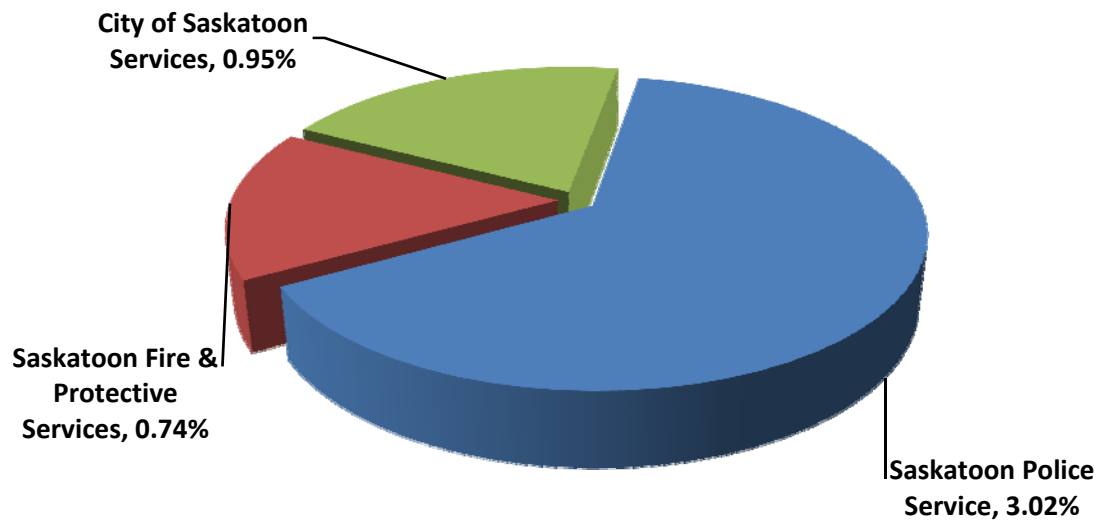


Table 1 illustrates the details of the drivers behind the proposed 2012 property tax for police, fire and the remaining civic services. The table also provides a comparison between 2012 and 2011 property tax increases. The table shows that, excluding capital levies for police and fire, civic services are impacting the proposed mill rate by a negative 0.44%.

**TABLE 1:**

<b>PROPERTY TAX INCREASE DRIVERS 2012 VS 2011</b>		
<b><u>Civic Services</u></b>		
	<b>2012</b>	<b>2011</b>
<b>Same Services:</b>		
<b>Provide same service as in Prv Yr (ie. payroll cost inc, inflation, etc.)</b>	<b>-0.03%</b>	<b>-5.38%</b>
<b>Additional Provisions:</b>	<b>0.48%</b>	<b>4.14%</b>
<b>Service Review Committee Reductions</b>	<b>-0.89%</b>	<b>0.00%</b>
<b>Civic Mill Rate (before Fire &amp; Protective Services &amp; Capital Levies)</b>	<b>-0.44%</b>	<b>-1.24%</b>
<b><u>Fire &amp; Protective Services</u></b>		
<b>Same Services:</b>		
<b>Increase to provide same service as in Prv Yr (ie. payroll cost inc, inflation, etc.)</b>	<b>0.70%</b>	<b>1.27%</b>
<b>Fire Capital Levies</b>	<b>0.04%</b>	<b>-0.01%</b>
<b>Total Fire Mill Rate Increase</b>	<b>0.74%</b>	<b>1.26%</b>
<b>Total Capital Levies</b>	<b>1.39%</b>	<b>1.55%</b>
<b>Total Civic Services mill rate increase</b>	<b>1.69%</b>	<b>1.57%</b>
<b><u>Saskatoon Police Service</u></b>		
<b>Same Services:</b>		
<b>Increase to provide same service as in Prv Yr (ie. payroll cost inc, inflation, etc.)</b>	<b>2.73%</b>	<b>1.37%</b>
<b>Additional Provisions:</b>	<b>0.00%</b>	<b>0.47%</b>
<b>Capital Levies:</b>	<b>0.64%</b>	<b>0.58%</b>
<b>Service Review Committee Reductions</b>	<b>-0.35%</b>	<b>0.00%</b>
<b>Total Police mill rate increase</b>	<b>3.02%</b>	<b>2.42%</b>
<b>Grand Total</b>	<b>4.71%</b>	<b>3.99%</b>

As noted above, the City of Saskatoon is proposing a 2012 Operating Budget with expenditures of approximately \$345.3 million. As required by provincial legislation, the City of Saskatoon must balance its operating revenues with its operating expenditures. Consequently, the City is prohibited from approving a budgetary deficit or surplus in any given year. Although a surplus or a deficit may arise at year-end, the operating budget must be balanced prior to its approval.

## **SUMMARY OF THE 2012 PRELIMINARY 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 2012 Capital Budget not only addresses the city's growth, but also its basic infrastructure needs. This includes replacements for buses, vehicles, and equipment; building maintenance; roadway and bridge maintenance; as well as utility maintenance and replacements.

The City of Saskatoon is committed to building and developing infrastructure that meets the needs of our growing community. Like all growing cities, however, one of the major challenges facing the City of Saskatoon is finding a way to pay for growth. Internal estimates indicate that the City of Saskatoon has a ten-year infrastructure deficit of over \$900 million. To help reduce this deficit and enhance our competitive position relative to other major cities, the City of Saskatoon's proposed 2012 Capital Budget provides a total capital investment of \$339.8 million. Together, the various projects that make up this total investment aim to:

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

The proposed 2012 Capital Budget directs funding to projects that comprise the City of Saskatoon's business lines: The following table shows the capital investment by business lines.

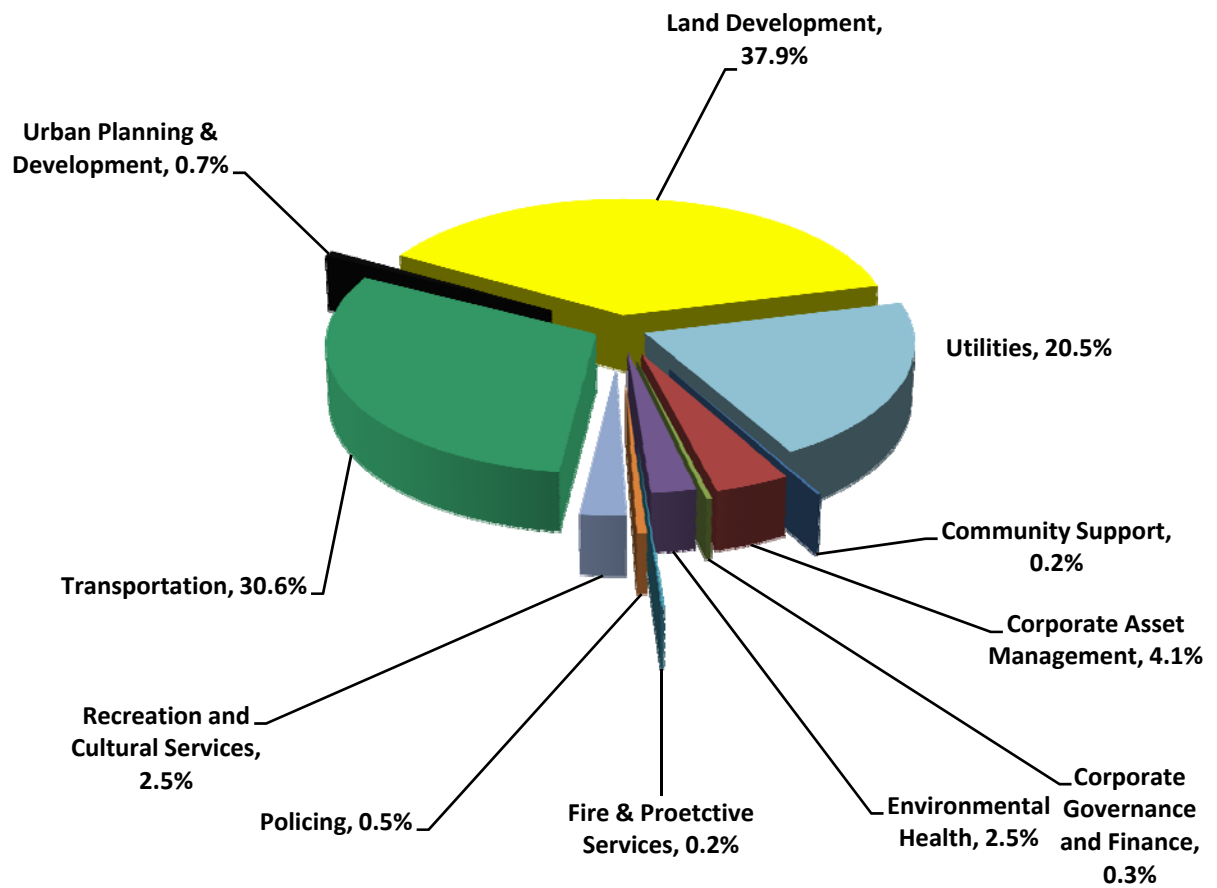
**Table 2:**  
**2012 Capital Budget Summary (by Business Line)**

	(\$ 000)
<b>BUSINESS LINES</b>	
Corporate Asset Management	\$ 13,968
Community Support	633
Corporate Governance and Finance	1,045
Environmental Health	8,459
Fire & Protective Services	531
Policing	1,794
Recreation & Cultural Services	8,396
Transportation	103,856
Urban Planning & Development	2,500
Utilities	69,696
Land Development	128,867
Saskatoon Public Library	100
<b>Total General Capital</b>	<b>\$339,845</b>

The following pie chart shows the percentage of the 2012 capital investment by business line.

## Percentage of Capital Investment by Business Line

**Total Investment: \$339,745**



\*Does not include the Saskatoon Public Library Capital Budget of \$100,000.

## OPERATING BUDGET IMPACT OF CAPITAL INVESTMENTS

One of the main reasons why the City of Saskatoon has integrated its Capital and Operating Budgets is because many capital projects have an impact on the City's operating programs. Capital projects within this budget will impact future City operating programs. The additional operating costs for the 2012 approved projects for the years 2012-2014 are summarized as follows: (Excludes Land Development Projects).

**Table 3:**

### Operating Impact of Capital Investments

<b>Mill Rate Impact (000's)</b>	<b>2012</b>	<b>2013</b>	<b>2014</b>
Corporate Governance & Finance	\$ 35	\$ 15	\$ 0
Fire and Protective Services	24	0	0
Policing	0	218	0
Recreation and Cultural Services	0	3	0
Transportation	151	476	17
Urban Planning & Development	0	18	0
Land Development	6	280	204
<b>Total</b>	<b>\$ 215</b>	<b>\$ 1009</b>	<b>\$ 214</b>

*NOTE: Specific operating impacts are disclosed at the project level throughout the Capital Budget.*

## PAYING FOR THE 2012 CAPITAL BUDGET

The following table summarizes how the 2012 capital budget will be paid for.

**Table 4:**  
**2012 Capital Budget Revenue Summary**

	<b>2012 Budget</b>
<b>SOURCE OF FUNDING</b>	
<b>GENERAL CAPITAL:</b>	(\$ 000)
Government of Canada	\$26,050
Government of Saskatchewan	13,404
Appropriations from Reserves	45,931
Private and External Contributions	5,450
Operating Contribution	590
Borrowing	20,800
Other	28,957
Saskatoon Public Library Reserve	100
<b>Total General Capital</b>	<b>\$141,282</b>
<b>UTILITY CAPITAL:</b>	
Government of Canada	\$ 930
Government of Saskatchewan	930
Appropriations from Reserves	42,962
Private and External Contributions	862
Operating Contribution	2,165
Borrowing - Utilities	21,847
<b>Total Utility Capital</b>	<b>\$ 69,696</b>
<b>LAND DEVELOPMENT:</b>	
Appropriations from Reserves	125,487
Private and External Contributions	3,380
<b>Total Land Development</b>	<b>\$128,867</b>
<b>Total Sources of Funding</b>	<b>\$339,845</b>

## **BORROWING**

The 2012 Capital Budget contains borrowing of \$42.6 million for a number of projects including the South River Crossing, the Police Headquarters and many water and wastewater projects. While borrowing is budgeted for projects as a source of funding, the actual borrowing is based on cash flow requirements. The current total outstanding debt is \$145.5 million. The forecasted borrowing for the next five years is to increase to a peak of \$292 million in 2013 and then decline to \$214 in 2017. This forecast is well within the City's approved debt limit of \$414 million.

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.

The future borrowing for the Art Gallery of Saskatchewan will be repaid through the Recreation and Cultural Funding Strategy, which was approved in 2009 by City Council. This strategy included the conversion of the annual cash contribution of one-third of city assessment growth (previously dedicated to capital as a cash contribution) to debt repayment.

The new Police Facility, which will cost approximately \$122.9 million, will be entirely funded through a combination of cash and borrowing. However, this borrowing can only be funded while a mill rate contribution, which is being phased-in. An incremental \$850,000 per year until 2015 is required to build the base needed to repay the loan over a 30 year period.

## **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 X on page 285 reflects the sufficiency of these reserves.

The Reserve for Capital Expenditures (RCE) has been established by City Council to provide funding for discretionary capital projects. In total, \$3.71 million was made available to fund the discretionary capital projects. The RCE is funded by an annual mill rate contribution.

While the City's reserves are in good financial condition, there are a number of reserves that have been identified as having a shortfall in funding based on the future capital work planned for the next ten years. This is primarily due to the fact that future needs have significantly increased resulting from aging infrastructure as well as city growth and partly due to insufficient reserve contributions to match the future needs. Alternate sources of funding of reserves and/or capital projects are required to meet the demand. Administration is working with City Council to pursue options including seeking unconditional, predictable and sustainable capital funding from senior levels of government.

Due to the number of recent funding programs, such as Building Canada and Infrastructure Stimulus, the City was required to inject its own funds into these projects that would have been undertaken in later years. However, as these programs were aimed at economic stimulus, the



requirement to advance projects resulted in the City not only receiving additional funds from other orders of government but required the advancement of reserve funds in order to meet the program matching requirements. This advancement of reserve funds, as agreed to by City Council, placed some of the City's reserves in a deficit position due to the advanced timing of the projects.

There are other civic reserves in deficit situations that have received City Council's approval as an exception from the normal requirement to remain in a zero or positive balance. One such reserve is the Infrastructure Replacement – Water and Sewer Reserve. The Flood Protection Program has created a temporary deficiency in this reserve. Revenues from the Flood Protection Levy on customers' utility bills over a ten-year period will be used to replenish this reserve. Another reserve that has Council's approval to remain in a deficit balance until 2015 is the Infrastructure Replacement - Parks Reserve to cover the higher construction costs of the WJL Harvey Park Redevelopment. Approval was also granted to allow the Fire Apparatus Replacement Reserve to be in a deficit position until 2012 to allow the purchase of an aerial pumper. The Parks Reserve and Fire Apparatus Replacement Reserve will be replenished through annual contributions.

The Regional Waste Management Facility capital project to upgrade and expand the landfill has a \$5.5 million withdrawal from the Landfill Replacement Reserve placing the reserve in a deficit position. The plan is to replenish the reserve over time through an increase in the tipping fee. City Council has approved this strategy in principle.

The Corporate Capital Reserve was established in 2010 which carved a portion out of the Reserve for Capital Expenditures (RCE) to address specific departmental operational projects such as computer systems, studies and other internal Administrative projects. Due to the cost of projects and timing of contributions to the reserve, this reserve is allowed to go into a deficit situation providing a plan to have it return to a positive position within five years is in place.

## **EXTERNAL SOURCES**

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

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

## **MAJOR PROJECTS UNFUNDED LIST**

At its meeting on September 26, 2011, City Council approved an additional \$3.85 million dividend from the Neighbourhood Land Development Fund resulting from the increased projected surplus for the development of the Willowgrove and Hampton Village neighbourhoods. At the same time, a land valuation contingency of \$379,000 that was held within the Neighbourhood Land Development Fund was also released as was an amount of \$864,000 based on the recalculation of the reserve limit for the Land Operations Reserve. In addition, Council approved the release of \$2.5 million in funding, originally allocated from the Neighbourhood Land Development Fund for the Affordable Housing initiative, due to the approval of the City by the new provincial government's housing program. In total close to \$7.6 million was made available for reallocation at City Council's discretion.

City Council approved an allocation of part of these funds to complete the Pleasant Hill Village project on October 24, 2011. An amount of \$1.737 million was allocated leaving \$5.842 available for other uses.

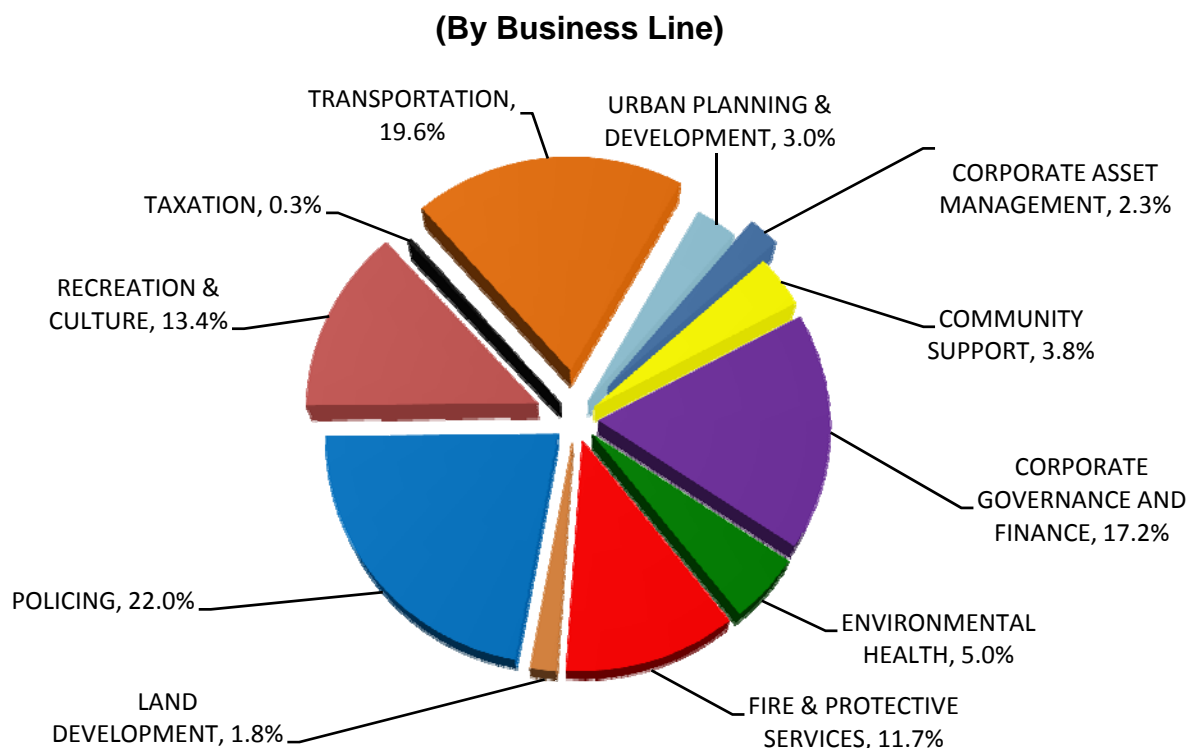
City Council provided a list of priority projects that were ranked and are presented in a schedule (see Schedule XII, Major Projects Unfunded on page 288). In a similar process to the RCE "black line" method of allocating funds to projects, this Major Projects Unfunded schedule is designed to allocate this one-time available funding. City Council also has the option of using the available funds for projects which draw on RCE and are currently unfunded (Schedule XII).

## SUMMARY OF THE 2012 PRELIMINARY OPERATING BUDGET

As noted earlier in this document, the City of Saskatoon is proposing an operating budget of \$345.3 million to help for the day-to-day operations of the City of Saskatoon. As a reminder to readers, the operating budget pays the salaries of civic staff including police officers, firefighters, bus drivers, and lifeguards. It also pays the salaries of staff required to provide clean drinking water, clear snow, fix potholes, and maintain the City's public parks. The operating budget also pays for the costs of heating civic facilities, such as swimming pools and recreation centres, and it helps to pay for the various programs and services that the City of Saskatoon offers to its citizens.

The chart below shows the percentage distribution across business lines of the City's proposed operating expenditures for 2012. Schedule II provides the details of these expenditures. As noted in the chart, the City's largest operating investment are going toward policing (22.0% or 75.9 million) and transportation (19.6% or \$67.6 million) two areas in which the citizens of Saskatoon have said matter most to them.

### Distribution of the City of Saskatoon's Proposed 2012 Operating Expenditures



*Note: The chart does not include expenditures for Saskatoon Light & Power, Saskatoon Transit, and the City of Saskatoon's Water and Wastewater Utility.*

To help pay for the City's operations, the 2012 Preliminary Operating Budget proposes a municipal property tax increase of 4.71%. This proposed property tax increase will generate an additional \$6.42 million for the City of Saskatoon.<sup>2</sup>

It should be noted that the City is limiting any new staffing increases. As detailed in Schedule VIII on page 283, the 2012 Preliminary Operating Budget provides:

- a net reduction of three full time equivalent (FTE) positions for the civic services;
- an offset of eight FTE increases for the Saskatoon Police Service; and
- an overall increase of five FTE for all City of Saskatoon Business Lines (including police fire and other civic services) over what was provided for in the 2011 operating budget.

Table 5, on the subsequent page, shows the key drivers behind the proposed 2012 property tax increase in detail.

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<sup>2</sup> In Saskatoon, one percentage point of the property tax is equivalent to approximately \$1.36 million for 2012.

**Table 5:**  
**PROPERTY TAX INCREASE DRIVERS 2012**  
**Civic Services**

	<b>Expenditures</b>	<b>Revenues</b>	<b>Mill Rate</b>	<b>Percent</b>
<b>Same Services:</b>			<b>Increase</b>	<b>Increase</b>
Increase to provide same service as in 2011 (ie. payroll cost inc, inflation, etc.)	10,483,200	(10,519,500)	(36,300)	-0.03%
<b>Additional Provisions:</b>				
Special Events Reserve	100,000		100,000	
Neighbourhood Land Development ROI Phase-out	250,000		250,000	
Affordable Housing	250,000		250,000	
Implementation of the Municipal Culture Plan (including 1.0 FTE)	70,600		70,600	
Reduce 1 FTE for Cultural Plan (Administrative decision)	(65,600)		(65,600)	
Cultural Grant Capital Reserve (3rd year of a 5 year phase-in)	20,000		20,000	
Cultural Participation Grant Phase-in to \$2.00 per capita	25,000		25,000	
	<b>650,000</b>	<b>0</b>	<b>650,000</b>	<b>0.48%</b>
<b>Service Review Committee Reductions</b>				
Integrated Desktop Communication (VOIP 2012 mill rate portion)	(151,600)		(151,600)	
Discounted Transit Pass		(159,000)	(159,000)	
Affordable Housing	(250,000)		(250,000)	
Eliminate Leasing of Satellite Office Space	(20,200)		(20,200)	
Cancel Victoria Park Skateboard Security Contract	(7,000)		(7,000)	
Reduce Freq of Newspaper Advertising for Public Notice Requirements	(50,000)		(50,000)	
Park Maintenance and Service Reduction	(120,000)		(120,000)	
Permanent Walkway Closure Fees		(12,000)	(12,000)	
Building Permit Cost Recovery increase		(200,000)	(200,000)	
Increase Leisure Centre Admission Fees		(92,000)	(92,000)	
Increase Organics cost recovery		(24,000)	(24,000)	
Mendel Art Gallery reductions	(5,700)	0	(5,700)	
Increase Cost recovery Development Review Section		(120,000)	(120,000)	
Increase Cost recovery to 100% for Sign Permit Section		(14,000)	(14,000)	
Increase Fees on Tax Certificates and Searches and Assessment Search		(18,300)	(18,300)	
Increase Rink Operating Grant to Comm Assoc	6,400		6,400	
Increase Funding of Infrastructure for Community Gardens	5,000		5,000	
Increase Cost recovery on Allotment Gardens		(500)	(500)	
Little Chief Vacated by Police - Facility costs unrecovered	24,000		24,000	
	<b>(569,100)</b>	<b>(639,800)</b>	<b>(1,208,900)</b>	<b>-0.89%</b>
<b>Civic Mill Rate (before Fire &amp; Protective Services &amp; Capital Levies)</b>	<b>10,564,100</b>	<b>(11,159,300)</b>	<b>(595,200)</b>	<b>-0.44%</b>
<b>Fire &amp; Protective Services</b>				

Increase to provide same service as in 2011 (ie. payroll cost inc, inflation, etc.)

### Fire Capital Levies

Policy-driven reserve contributions

### Total Fire Mill Rate Increase Capital Levies

Policy-driven reserve contributions

Culture & Recreation Funding Plan

Civic Facilities Addition/Replacement/Expansion funding plan

Sportsfields Development and Upgrade Reserve

Parks Equipment Acquisition Reserve

Snow Removal Equipment Reserve

Cemetery Perpetual Care

Civic Radio Replacement Reserve

Radio Trunking Infrastructure Reserve

Infrastructure Surface Reserve - Back Lanes

Bridge Repair Reserve (reallocation from existing operating funds)

Infrastructure Surface Reserve\*

Bridge Repair Reserve\*

### Total Capital Levies

### Total Civic Services mill rate increase

\* one time provision to provide a base for operating costs of new buildings

1,155,200	(203,100)	952,100	
<b>1,155,200</b>	<b>(203,100)</b>	<b>952,100</b>	<b>0.70%</b>
47,400		47,400	
<b>47,400</b>	<b>0</b>	<b>47,400</b>	<b>0.03%</b>
<b>1,202,600</b>	<b>(203,100)</b>	<b>999,500</b>	<b>0.73%</b>
356,800	(231,300)	125,500	
500,000	(500,000)	0	
500,000	(150,000)	350,000	
50,000		50,000	
60,000		60,000	
200,000		200,000	
39,000		39,000	
60,000		60,000	
59,000		59,000	
300,000	(300,000)	0	
200,000		200,000	
500,000		500,000	
250,000		250,000	
<b>3,074,800</b>	<b>(1,181,300)</b>	<b>1,893,500</b>	<b>1.39%</b>
<b>14,841,500</b>	<b>(12,543,700)</b>	<b>2,297,800</b>	<b>1.69%</b>

### Saskatoon Police Service

### Same Services:

Increase to provide same service as in 2011 (ie. payroll cost inc, inflation, etc.)

### Capital Levies:

Policy-driven reserve contributions

Police Headquarters funding plan

### Service Review Committee Reductions

Close Little Chief Community Police Station

Reduce the 2012 budget request for 8 officers to 6 officers

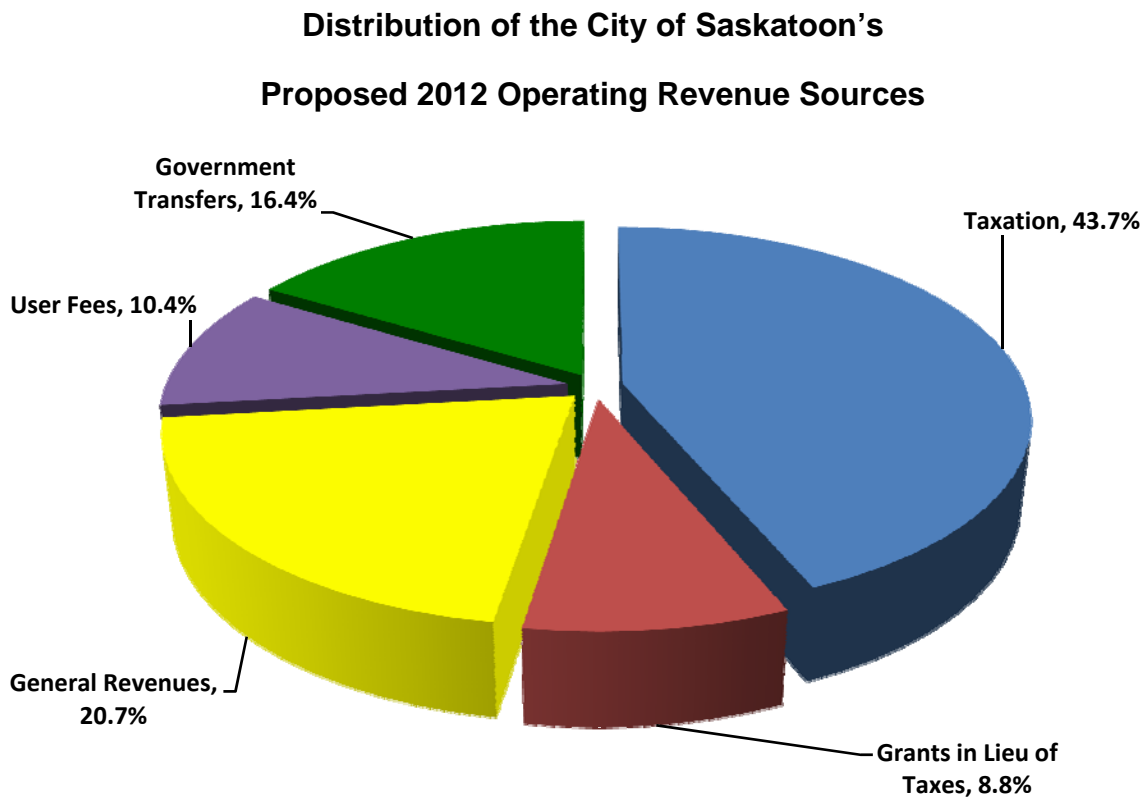
Remove purchase of a marked police vehicle from 2012 budget request

Increase of \$10.00 to the admin fee for False Alarm Program

Expenditures	Revenues	Mill Rate Increase	Percent Increase
4,342,900	(621,100)	3,721,800	
<b>4,342,900</b>	<b>(621,100)</b>	<b>3,721,800</b>	<b>2.73%</b>
24,900		24,900	
850,000		850,000	
<b>874,900</b>	<b>0</b>	<b>874,900</b>	<b>0.64%</b>
(104,000)		(104,000)	
(147,300)		(147,300)	
(32,600)		(32,600)	
	(195,300)	(195,300)	

	(283,900)	(195,300)	(479,200)	-0.35%
<b>Total Police Mill Rate Increase</b>	<b>4,933,900</b>	<b>(816,400)</b>	<b>4,117,500</b>	<b>3.02%</b>
<b>Grand Total</b>	<b>19,775,400</b>	<b>(13,360,100)</b>	<b>6,415,300</b>	<b>4.71%</b>

While the City of Saskatoon tries to keep property tax increases to a minimum, the reality is that it derives its revenues from very few sources. As shown in the chart below, approximately 43% of the City of Saskatoon's 2012 preliminary operating revenues come from property taxation.



This reliance on one particular source of revenue is challenging to the City of Saskatoon's financial sustainability. As noted in a recent study by the Canada West Foundation:

*"The property tax is the only substantial tax available for local governments in Canada, and critics of the tax are right when they claim it alone is insufficient to meet the needs of today's large modern cities. Defenders of the tax are wrong in asserting that the property tax is the only way — or even the best way — to fund all of our varied civic endeavours. What is more, property taxes across the local government sector are not out of control, and the same can be said for property*

*taxes in most large western Canadian cities as well. In fact, property taxes are currently at some of the lowest levels seen in the past 50 years despite claims to the contrary. The property tax may have served our cities well in the past but it is no longer up to the task.” -Source: Canada West Foundation, Problematic Property Tax, November 2008.*

The City's operating revenues are explained in more detail below.

## Property Taxation

Unlike the federal and provincial governments, the City of Saskatoon does not have access to a wide variety of taxes, such as income taxes, sales taxes, payroll taxes, excise (or fuel) taxes, and resource royalties to pay for its operations. The following table shows the taxes that the City of Saskatoon, the Government of Saskatchewan, and the Government of Canada have access to and can levy. The table shows that out of all taxes levied, the City of Saskatoon has access to only one major tax source: the property tax.

### The Taxing Authority of Municipal, Provincial and Federal Governments

Types of Taxes	City of Saskatoon	Government of Saskatchewan	Government of Canada
Personal Income Tax	No	Yes	Yes
Corporate Income Tax	No	Yes	Yes
Sales Tax	No	Yes	Yes
Liquor Tax	No	Yes	No
Resource Royalties	No	Yes	Yes
Payroll Tax	No	No	Yes
Excise Taxes	No	Yes	Yes
Property Tax	Yes	Yes	No

A report released by the Canada West Foundation in October 2010 found that:

- Municipal property taxes in Saskatoon are generally competitive with other cities across western Canada.
- Saskatoon collects a higher percentage of its total property tax than other cities in western Canada from residential properties than non-residential properties.
- Growth in municipal property taxes in Saskatoon has generally been slower when compared to other western Canadian cities.

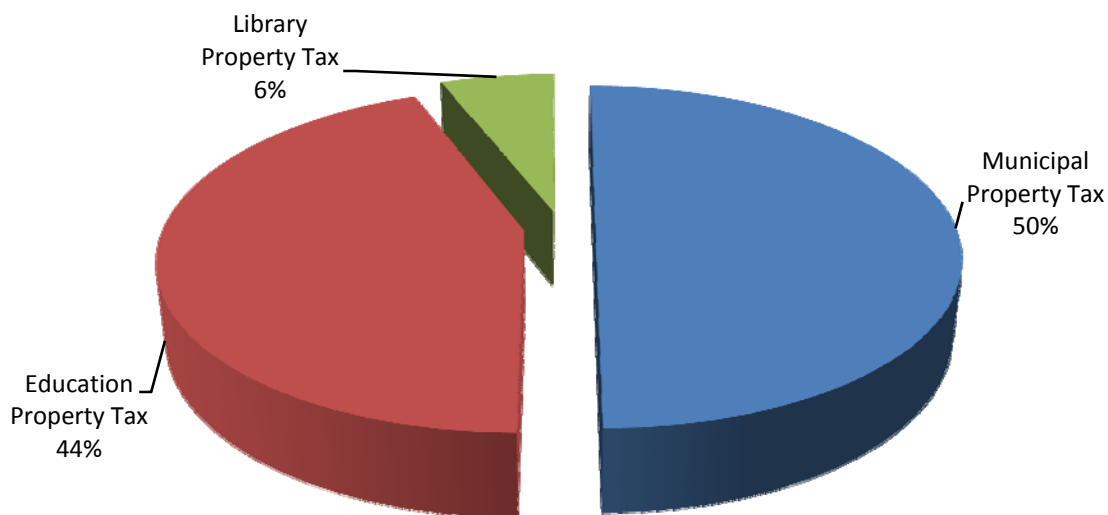


What complicates matters for Saskatoon property taxpayers is the fact that the City of Saskatoon is required by provincial legislation to collect property taxes for not only municipal purposes, but also for libraries, and the provincial government for education purposes. In other words, when homeowners receive their property tax notices they are required to pay a:

- municipal property tax, which goes to the City of Saskatoon;
- a library property tax, which goes to the Saskatoon Library Board; and,
- an education property tax, which goes to the Government of Saskatchewan.

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

### The Distribution of Your Property Tax Dollars



*\*Note the education property tax rate will not be set until the 2012/13 provincial budget is released in March of 2012.*

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

$$\text{Taxable Assessment} \times \text{Mill Rate} \times \text{Mill Rate Factor}$$

It has been argued that this formula could be substantially simplified by expressing the municipal property tax as a percentage of assessed value.

The taxable assessment for an individual property is determined in accordance with provincial legislation. In Saskatchewan, Alberta, and Manitoba, a market value assessment system is in place. In Alberta, legislation requires municipalities to update property assessments every year; in Manitoba, assessments have been updated every four years, but commencing in 2010, assessments will be updated every two years. In Saskatchewan, property assessments are updated every four years. So, according to

existing provincial legislation, Saskatoon's next property assessment cycle will not occur until 2013 (as the last one occurred in 2009). The 2013 assessment cycle will reflect a property's market value as of January 1, 2010.

According to The Canada West Foundation, "reducing the assessment cycle and expressing municipal taxes as a percentage of assessed value will improve upon equity, visibility, transparency, accountability, and understandability".

## **General Revenues**

For the 2012 Preliminary Operating Budget, general revenues make up approximately 20.7% of City of Saskatoon operating revenues. For the purposes of this document, general revenues include the following items:

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

The City of Saskatoon has established five utility funds – Water, Wastewater, Storm Water, Light & Power, and Transit. General revenues from these utilities include a return on the City's investment in the Light & Power utility, and an administrative cross-charge to cover the costs of providing certain corporate support services (e.g. legal, payroll, purchasing, accounts payable, etc.). Franchise fees are also received from SaskPower (10% surcharge and 5% of electricity sales) and SaskEnergy/TransGas (5% of the cost of supply and delivery). In March 2008, City Council adopted a policy to annually transfer a portion of the accumulated return on investment from land development activities to general revenues, with a plan to phase this out over five years.

## **User Fees**

User fees comprise 10.4% of the projected revenues for the 2012 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. A good example would be public transit.

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

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

- golf course green fees and cart rentals
- Zoo admissions

### **Government Transfers**

In order to provide necessary and essential public services and programs to its residents, the City of Saskatoon receives funding from other orders of government. For 2012, 16.4% of the City's 2010 projected operating revenues come from other governments, particularly the Government of Saskatchewan.

In Budget 2009, the Government of Saskatchewan implemented a new provincial/municipal revenue sharing model called the Municipal Operating Grant (MOG). The objective of the MOG 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.

After a series of consultations with municipalities, both the Government of Saskatchewan and the municipal sector agreed that the MOG should be tied to a particular revenue source that grows with the economy. As a result, the province and the municipal sector agreed that the most appropriate source is the Provincial Sales Tax (PST) because it is predictable, sustainable, and reflective of economic growth.

For 2012, the Government of Saskatchewan will be providing the City of Saskatoon with \$41.5 million in MOG funding. The 2011 MOG commitment is based on 2010 PST revenues and represents the equivalent of 100% of one point of the 2010 PST revenue pool.

### **Grants-in-Lieu of Taxes**

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

In the City of Saskatoon, a grant-in-lieu is also paid by the Land Branch and Saskatoon Light & Power. This revenue source comprises about 8.8% of the City of Saskatoon's projected operating revenues for 2012.



**Investing In What Matters  
City of Saskatoon  
Business Lines  
2012 Preliminary Operating & Capital Budgets**



**Operating Budget**

\$17.2 million

**Capital Budget**

\$0.1 million



*A young reader enjoys her well-earned TD Summer Reading Club prizes- SPL photo*

## Overview

The Saskatoon Public Library continues to be one of the most heavily used public libraries in Canada. It serves Canada's fastest growing city where immigrants from all parts of the world make up nearly half of the population growth. And it serves Canada's youngest city in terms of population age. Saskatoon Public Library provides an immense range of innovative and essential materials and services to the entire diverse community; the library's resources are vast and all materials, services and programs are free of charge.

One example of Saskatoon Public Library's service to the community is the Children's Summer Reading Club. This program is sponsored by TD Bank and administered and promoted by staff at Saskatoon Public Library. In 2011 over 6,825 elementary school children kept their reading skills sharp over the summer holidays by participating in this club.

Saskatoon's vibrant library system continues to expand and increase services to residents. The system consists of the central library and 7 branches. The newest branch, the Library on 20<sup>th</sup> Street, was opened in 2009. In 2011, the Alice Turner Branch expansion project will double the size of this facility.

One of the biggest challenges facing the Saskatoon Public Library is the need for a new central library. Present demand for services at Frances Morrison Library has outgrown the existing facility, which is in need of major renovation and repairs. Renovation without expansion will not allow the Saskatoon Public Library to accommodate the present and future needs of the growing community. The Library Board is working closely with City Council to explore a number of exciting opportunities for the Library as part of the larger City Centre Plan.

## 2010 in Review

- Library patrons checked out over 2.6 million items
- 74,267 people attended over 3,265 programs
- Staff answered over 436,691 information questions
- Visits to the library's homepage increased by 33%

## Key Challenges

Upgrade, expand or replace the existing central library with a facility that will adequately meet the needs of Saskatoon residents now and into the future. In 2009, the Saskatoon Public Library established a reserve for contributions to a new central library and City Council adopted a funding plan increase to this reserve of \$175.0 for six years. Contributions to this reserve will eventually become base funding for any debt repayment required.

## Major Initiatives 2009-2013

- 2009: Saskatoon Public Library opened its seventh branch, The Library on 20<sup>th</sup> Street. This popular branch now serves 16,400 residents and 9 schools in the Riversdale, Pleasant Hill, King George, Westmount and Caswell Hill neighbourhoods.
- 2010: All public library systems in the province of Saskatchewan, including Saskatoon Public Library, were linked, completing the Saskatchewan Information and Library Services (SILS) consortium project. Patrons of Saskatoon Public Library now have direct access to the collections of every public library in the province of Saskatchewan.
- 2011: The Alice Turner Branch expansion project will be completed this year, doubling the size of this popular branch.





- 2012: The Saskatoon Public Library Board will continue to work with the City of Saskatoon to create a plan for revitalizing the Central Library.
- 2013: Saskatoon Public Library will invite the citizens of Saskatoon to join in celebrating 100 years of library service in this city.

## Budget Implications 2012

The Saskatoon Public Library's budget is balanced with its own property tax mill rate. A detailed budget will be tabled with the budget committee.

The 2011 Budget has been re-stated to show purchases of library materials as an operating expense.

### *Saskatoon Public Library Operating Summary*

	<b>2010 Actuals</b>	<b>2010 Budget</b>	<b>2011 Budget</b>	<b>2012 Budget</b>
Revenues	(575.2)	(375.3)	(375.3)	(375.3)
Property Levy	(14,497.4)	(14,497.1)	(15,336.2)	(16,109.8)
Supplemental Property Levy	(148.1)	(77.7)	(77.7)	(100.0)
Municipal Services Agreement	(15.7)	(11.5)	(11.5)	(15.0)
Province of Saskatchewan	(582.7)	(610.7)	(622.9)	(640.9)
Staff Compensation	8,992.9	9,642.1	10,078.4	10,371.8
Transfers to Funds/Reserves	1,346.8	1,055.8	2,918.8	1,450.9
Abatements-Fin Asst to Comm Groups	27.8	23.7	23.7	23.7
Abatements-Tax	1.8	4.9	4.9	4.9
Operating Costs	4,452.6	4,849.4	3,401.4	5,393.3
Cost Recovery	(6.3)	(3.6)	(3.6)	(3.6)
Surplus/Deficit to Taxation	1,003.5	0.0	0.0	0.0
Program Total	0.0	0.0	0.0	0.0
<b>Staff Complement</b>				
Full Time Equivalents		132.05	132.79	132.79



## ***Increase in Property Taxes for Saskatoon Public Library***

Increase in Property Levy over 2011	773.6
Less Estimated Growth Factor	-425.0
Net Increase in Property Levy (includes increase to Central Library Reserve of \$175.0 per approved funding plan)	348.6
Percent Increase in Property Levy over 2011	2.27%

## ***Summary of Funded Capital Investments-Saskatoon Public Library***

	2012	2013	2014	2015	2016
	in Thousands of Dollars				
<b>Funded</b>					
P838 Library Equipment Replacement	100	100	100	100	100
	100	100	100	100	100

## **Unfunded**

There are no unfunded capital investments for Saskatoon Public Library.

## ***Financing for Funded Capital Investments***

	2012	2013	2014	2015	2016
Library Equipment Replacement Reserve	100	100	100	100	100
	100	100	100	100	100

## ***Future Operating Impacts of 2012 Capital Projects***

There are no future operating impacts from 2012 capital projects.

# COMMUNITY SUPPORT



City of Saskatoon

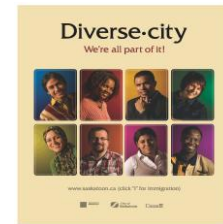
**PRELIMINARY 2012**  
Operating & Capital Budget

## Operating Budget

\$11.2 million

## Capital Budget

\$0.6 million



## Overview

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

Achieving quality of life for residents of Saskatoon requires the combined commitment of individuals, families, community organizations, service providers and City of Saskatoon staff. The Community Support business line provides both human and financial supports for community groups, as well as a broad range of City-led initiatives. These initiatives are aimed at building capacity in sport, recreation, culture, heritage, and social organizations and enhancing neighbourhood-based associations. The Community Support business line also provides subsidized or no cost programs where cost is a barrier for families or individuals. 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 key to the success of this service delivery approach. Further, the human and financial leveraging facilitated through this approach is exponential.

## At A Glance

- Provides supports and community investments to 70 social agencies; 50 sports organizations; 50 community outdoor rinks; 45 community associations; 15 arts, culture, and heritage organizations; and 6 community gardens.
- Provides \$4.69 million in community support grants each year.
- Community Support grants leverage both human and financial resources in the community-based organizations in excess of \$42.8 million in self generated revenue, \$1.15 million in grants to the City,

600,000 visits to cultural facilities, 80,000 Community Association volunteer hours, 60,000 sport, culture and recreation program hours, and 106,000 program participants.

- Supports the stewardship of the natural and heritage resources along the river edges through our connection and supports to MVA, \$678.6.
- Supports expanding our economy through tourism by providing grants to Saskatoon Tourism, \$411.7.
- Supports economic development to ensure Saskatoon is a place to live, work, invest and prosper through our supports to SREDA, \$486.8.
- Coordinates programs designed to enhance racial harmony and engagement of Aboriginal citizens.
- Facilitates Community Engagement process.
- Maintains Woodlawn Cemetery and Nutana Pioneer Cemetery.
- Subsidizes 250 spay or neuter surgeries a year.
- Subsidizes 52,000 Leisure Access visits to leisure facilities a year.

## Major Achievements 2010 - 2011

- Establishment of capital reserve fund for major arts/cultural institutions.
- Completion of the Municipal Culture Plan and presentation to Council.
- Establishment of new community associations in Stonebridge and Hampton Village.
- Formalization of agreements with the ten flagship social agencies receiving multi-year funding.
- Formalization of community garden program.
- Implementation of Leisure Access cards for agencies representing transient, low income individuals.
- Established coordinated review of grants where organizations apply once, and then the three participating granting agencies determine which agency is most suited to fund that request.

## Key Challenges

- Balancing municipal leadership, private sector involvement and community involvement in addressing the needs of the community.
- Collaborative delivery of services depends on partners/arms-length service delivery agents living up to commitments.
- Building cultural and social cohesion with our growing Aboriginal and immigrant populations.
- Volunteer burnout and lack of volunteer pool for community-based organizations.
- Ongoing need to address the shortfall in the Cemetery Perpetual Care Fund as well as the shortfall in the Cemetery Assurance Fund resulting from previous years' pre-need sales.

## Major Initiatives 2012-2014

- Implement Corporate Accessibility Plan, a collaborative, long-range, ongoing effort to address accessibility of civic facilities, programs, services and infrastructure including the installation of audible pedestrian signals and curb ramps.

- Enhance programming for the Urban Aboriginal Leadership Program.
- Develop race relations monitoring tools and public consultations.
- Begin implementation of the Culture Plan with the recommendations as outlined in the Plan for year 1 (2012), year 2 (2013) and year 3 (2014).
- Through our involvement in the Saskatoon Collaborative Funding Partnership, develop and implement capacity building tools and initiatives for community based organizations.
- Complete an assessment of municipal immigration initiatives.
- Complete a review of best practices and develop a cost effective plan for the ongoing delivery of neighbourhood based programs as the city continues to grow.
- Enhance activities for the Youth Action Network to increase positive race relations among our young adult community.

## Budget Implications 2012

### By Service Lines

#### **Community Development**

- Implementation of the Corporate Accessibility Plan will require a major capital investment as well as a collaborative effort with Transportation, Recreation and Culture, Urban Planning and Development and Corporate Governance and Finance business lines.
- Capital investments include funding for the on-going improvement in accessibility to civic facilities, infrastructure, services and programs.

#### *Unfunded Capital Projects:*

- \$3.0 million has been identified as the city-wide deficiency in curb-ramps.

#### **Community Investments and Support**

- Continued phase-in of funding for Culture Grant of \$25.0, to increase the grant to a maximum level of \$2 per capita.
- Third year of five-year phase-in of Culture Grant Capital Reserve of \$20.0 to fund the capital grant program for cultural flagship facilities.
- Increase in cost of accessibility subsidy program due to increased usage. The subsidy addresses cost as a barrier to participation. The increase is offset by revenue increases at leisure facilities.
- Increase the provision of transfer to Special Events Reserve by \$100.0. An additional \$50.0 will be phased-in next year to reach a total annual special event reserve contribution of \$550.0.
- Increase in economic incentives of \$183.2.

# Community Support



**PRELIMINARY 2012**  
Operating & Capital Budget

- Increase in funding supports to SREDA of \$18.9 and Tourism Saskatoon of \$15.8 based on funding formula based on commercial property assessments.

## Cemeteries

- Second year of a three-year phase-in of the transfer of \$39.0 to address the shortfall in the Cemetery Perpetual Care Fund.
- Second year of a three-year phase-in of the transfer of \$30.0 to the Cemetery Assurance Fund to address the calculated shortfall from previous years' preneed sales.
- Woodlawn Cemetery is intended to be operated on a break-even basis but is unable to cover these additional costs at this time.

## *Unfunded Capital Projects:*

- In 2012 a project to upgrade the Woodlawn Cemetery roadways has been identified for \$500.0 with no source of funding.

## *Community Support Operating Summary*

	2010 Actual	2010 Budget	2011 Budget	2012 Budget				
				\$000's			Dollar Change	% Change
				Revenue	Exp/Rec	Net		
<b>Community Development</b>	2,409.7	2,475.9	2,695.7	(176.2)	2,944.6	<b>2,768.4</b>	72.7	2.70%
<b>Community Investments &amp; Support</b>	7,254.0	7,290.0	7,300.5	0.0	7,844.7	<b>7,844.7</b>	544.2	7.45%
<b>Animal Control</b>	392.7	406.6	404.6	(698.2)	1,128.4	<b>430.2</b>	25.6	6.33%
<b>Cemeteries</b>	57.5	27.9	97.0	(1,153.0)	1,317.6	<b>164.6</b>	67.6	69.69%
<b>Total</b>	<b>10,113.9</b>	<b>10,200.4</b>	<b>10,497.8</b>	<b>(2,027.4)</b>	<b>13,235.3</b>	<b>11,207.9</b>	<b>710.1</b>	6.76%

## **Staff Complement**

	<b>2011</b>	<b>2012</b>
Full Time Equivalents	29.78	29.36

# Community Support



**PRELIMINARY 2012**  
Operating & Capital Budget

## *Summary of Funded Capital Investment - Community Support*

	2012	2013	2014	2015	2016
	<i>in Thousands of Dollars</i>				
Community Development	633	20	20	20	20
Community Investments & Support	0	0	0	0	0
Animal Control	0	0	0	0	0
Cemeteries	0	0	0	0	0
<b>Total</b>	<b>633</b>	<b>20</b>	<b>20</b>	<b>20</b>	<b>20</b>

## *Financing for Funded Capital Investments*

	2012	2013	2014	2015	2016
<b><u>Funded</u></b>					
Reserve for Capital Expenditures	563	0	0	0	0
Reserve for Future Expenditures	70	20	20	20	20
<b>Total</b>	<b>633</b>	<b>20</b>	<b>20</b>	<b>20</b>	<b>20</b>
<b><u>Unfunded</u></b>	<b>3,500</b>	<b>2,898</b>	<b>2,793</b>	<b>3,171</b>	<b>2,851</b>

## *Future Operating Impacts of 2012 Capital Projects*

There are no future operating impacts from 2012 Capital Projects.

## ***COMMUNITY DEVELOPMENT***

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

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

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

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



# Community Support



## PRELIMINARY 2012 Operating & Capital Budget

<b>OPERATING BUDGET:</b>	<b>2010 Actuals</b>	<b>2010 Budget</b>	<b>2011 Budget</b>	<b>2012 Budget</b>	<b>Dollar Change</b>	<b>% Change</b>
Province Of Saskatchewan	(79.5)	(95.6)	(95.6)	(95.6)	0.0	0.0%
Government Of Canada	(91.8)	(60.6)	(60.6)	(60.6)	0.0	0.0%
Other Grants	(8.5)	(20.0)	(20.0)	(20.0)	0.0	0.0%
Staff Compensation	1,466.9	1,482.3	1,582.9	1,675.5	92.6	5.9%
Transfer To City Manager's Office				(72.1)	(72.1)	0.0%
Trsfr To Funds/Reserves	36.7	36.7	36.7	36.7	0.0	0.0%
Grants/Subsidies	163.1	163.0	165.1	171.5	6.4	3.9%
Operating Costs	988.2	1,035.5	1,087.2	1,133.0	45.8	4.2%
Cost Recovery	(65.4)	(65.4)	0.0	0.0	0.0	0.0%
<b>Total</b>	<b>2,409.7</b>	<b>2,475.9</b>	<b>2,695.7</b>	<b>2,768.4</b>	<b>72.7</b>	<b>2.7%</b>
FTE's			20.35	20.35		
Transfer To City Manager's Office				(1.00)		
<b>Total FTE's</b>				<b>19.35</b>		

## COMMUNITY DEVELOPMENT SUMMARY OF OPERATING CHANGES

### Policy Decisions:

- Increase in admissions and facility rental rates at leisure facilities of \$40.6 are charged to this program under the reciprocal facility use agreement between the City and schools.

### Civic Services Review Decisions:

- Elimination of the satellite core neighbourhood office results in cost savings of \$20.2.
- Rink Operating Grant increase of \$6.4 is allocated to the 50 community rinks.

### Other Significant Changes:

- Social Development programming is increasing by \$31.6 to formalize the Aboriginal Leadership Coordinator position, as approved by City Council at its meeting held March 30, 2009.

# Community Support



**PRELIMINARY 2012**  
Operating & Capital Budget

## ***CAPITAL INVESTMENTS - COMMUNITY DEVELOPMENT***

	2012	2013	2014	2015	2016	Total Project Cost
<b>Funded:</b>						
^*P1963 Corp. Accessibility Implementation	633	20	20	20	20	ongoing
<b>Total</b>	<b>633</b>	<b>20</b>	<b>20</b>	<b>20</b>	<b>20</b>	
^Denotes that project includes funding from RCE (P1963, \$524 in 2012)						
*Denotes that project has unfunded portion below						
<b>Unfunded:</b>						
P1963 Corp. Accessibility Implementation	3,000	273	293	593	273	ongoing
<b>Total</b>	<b>3,000</b>	<b>273</b>	<b>293</b>	<b>593</b>	<b>273</b>	

## ***COMMUNITY DEVELOPMENT SUMMARY OF CAPITAL INVESTMENTS***

The Accessibility Action Plan identified short and long term goals for improving accessibility to City of Saskatoon services, programs, facilities and infrastructure. This capital project is the on-going and systematic implementation of those recommendations identified within the action plan. The \$3,000 unfunded portion relates to the identified city-wide curb-ramp deficiency.

### ***Future Operating Impacts of 2012 Capital Projects***

There are no future operating impacts from 2012 Capital Projects.

## COMMUNITY INVESTMENTS AND SUPPORT

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

Funding for preventative social programs can minimize inequalities across our neighbourhoods and includes the process of community planning and coordination of services to address the changing social environment of the city. The Youth Sport Subsidy program provides rental subsidies to minor sport organizations; while 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.

<b>OPERATING BUDGET:</b>	<b>2010 Actuals</b>	<b>2010 Budget</b>	<b>2011 Budget</b>	<b>2012 Budget</b>	<b>Dollar Change</b>	<b>% Change</b>
Cultural And Heritage	713.5	748.8	798.4	845.1	46.7	5.8%
Social	1,553.0	1,477.9	1,617.0	1,665.6	48.6	3.0%
Sport	1,296.1	1,295.9	1,396.9	1,531.8	134.9	9.7%
Economic Development	2,123.1	2,195.4	1,862.1	2,064.2	202.1	10.9%
Tourism	398.8	395.9	395.9	411.7	15.8	4.0%
General	1,169.5	1,176.1	1,230.2	1,326.3	96.1	7.8%
<b>Total</b>	<b>7,254.0</b>	<b>7,290.0</b>	<b>7,300.5</b>	<b>7,844.7</b>	<b>544.2</b>	<b>7.5%</b>
FTE's			0.00	0.00		

## **COMMUNITY INVESTMENTS AND SUPPORT SUMMARY OF OPERATING CHANGES**

### ***Policy Decisions:***

- Beginning in 2005, there were a number of properties receiving tax abatements that were deemed to no longer be eligible for tax abatement. The properties that were receiving tax abatements are being phased-out over ten years. 2012 is the eighth year of the ten year phase-out. The phased-out amounts are transferred to the abatements available for community groups that meet the criteria under the City's existing cash grant programs.
- Youth Sport Subsidy program has an increase of \$105.3 due to increased participation levels in addition to an increase of \$29.6 due to higher rental rates.
- Cultural Grant increase of \$25.0 is required to achieve funding level approaching \$2 per capita.
- Tourism grant increase of \$15.8 is based on changes in commercial assessment from year to year.
- SREDA grant increase of \$18.9 reflects the funding formula based on commercial property assessments.
- Economic incentives increase of \$183.2 includes incentives for business and incentives relating to the Downtown Housing Program and Façade Grants, all of which are offset by the property tax levy.

### ***Civic Services Review Decisions:***

- Green Gardening Fund increase of \$5.0 allows for support of community gardens start up and infrastructure costs.

### ***Capital Levies:***

- Culture Grant Capital Reserve increase of \$20.0 required to fund the capital grant program for cultural flagship facilities represents the third year of a five year phase-in.
- Special Events Reserve increase of \$100.0 is a phased-in increase, approved by City Council at its March 22, 2010 meeting, to fund the Profile Saskatoon event category. The phase-in will be completed in 2013 with a \$50.0 increase.

# Community Support



**PRELIMINARY 2012**  
Operating & Capital Budget

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

	2010 Actuals	2010 Budget	2011 Budget	2012 Budget	Changes
<b>Cultural and Heritage</b>					
Tax Abatements	33.2	37.7	42.3	44.0	1.7
Provision of Civic Services	78.5	60.0	60.0	60.0	0.0
Site Services - Shakespeare on the Sask.	4.2	3.5	3.5	3.5	0.0
Wanuskewin Heritage Park	184.0	184.0	184.0	184.0	0.0
Transfer to Heritage Reserve Fund	57.6	57.6	57.6	57.6	0.0
Cultural Participation Grants	336.0	386.0	411.0	436.0	25.0
Cultural Grant Capital Reserve	20.0	20.0	40.0	60.0	20.0
	<b>713.5</b>	<b>748.8</b>	<b>798.4</b>	<b>845.1</b>	<b>46.7</b>
<b>Social</b>					
Tax Abatements	229.8	279.9	282.7	294.0	11.3
Leisure Centre Accessibility Subsidy Program	359.7	234.3	347.9	364.5	16.6
Downtown Youth Centre	120.0	120.0	120.0	120.0	0.0
Saskatoon Crisis Intervention Service	125.2	125.2	125.2	125.2	0.0
Green Gardening Fund	-	-	-	5.0	5.0
Cash Grants	435.4	435.6	446.4	463.8	17.4
Restorative Action Program	60.0	60.0	60.0	60.0	0.0
Kinsmen Telemiracle	-	-	5.0	-	(5.0)
White Buffalo Youth Lodge	122.9	122.9	129.8	133.1	3.3
Detoxification Centre	100.0	100.0	100.0	100.0	0.0
	<b>1,553.0</b>	<b>1,477.9</b>	<b>1,617.0</b>	<b>1,665.6</b>	<b>48.6</b>
<b>Sport</b>					
Youth Sport Subsidies	1,221.8	1,221.6	1,322.6	1,457.5	134.9
Sport Participation Grants	64.5	64.5	64.5	64.5	0.0
Community Grant Program	9.8	9.8	9.8	9.8	0.0
	<b>1,296.1</b>	<b>1,295.9</b>	<b>1,396.9</b>	<b>1,531.8</b>	<b>134.9</b>
<b>Economic Development</b>					
Economic Incentives	1,655.2	1,727.5	1,394.2	1,577.4	183.2
SREDA	467.9	467.9	467.9	486.8	18.9
	<b>2,123.1</b>	<b>2,195.4</b>	<b>1,862.1</b>	<b>2,064.2</b>	<b>202.1</b>
<b>Tourism</b>					
Saskatoon Tourism	390.9	390.9	390.9	406.7	15.8
Saskatoon Sport Tourism	7.9	5.0	5.0	5.0	0.0
	<b>398.8</b>	<b>395.9</b>	<b>395.9</b>	<b>411.7</b>	<b>15.8</b>
<b>General</b>					
Community Initiative - Contingency	4.9	4.8	4.8	4.8	0.0
Transfer to Special Events Reserve	350.0	350.0	400.0	500.0	100.0
Meewasin Valley Authority	678.6	678.6	678.6	678.6	0.0
Cash Grants- Environmental	-	5.0	5.0	5.0	0.0
SPCA- Cruelty Investigations	136.0	137.7	141.8	137.9	(3.9)
	<b>1,169.5</b>	<b>1,176.1</b>	<b>1,230.2</b>	<b>1,326.3</b>	<b>96.1</b>
	<b>7,254.0</b>	<b>7,290.0</b>	<b>7,300.5</b>	<b>7,844.7</b>	<b>544.2</b>

**There are no capital investments for COMMUNITY INVESTMENTS & SUPPORT**



## ANIMAL CONTROL

Provide significantly discounted veterinary services and financial resources to assist low income pet owners who could not otherwise afford to have their pets spayed or neutered.

<b>OPERATING BUDGET:</b>	<b>2010</b>	<b>2010</b>	<b>2011</b>	<b>2012</b>	<b>Dollar</b>	<b>%</b>
	<b>Actuals</b>	<b>Budget</b>	<b>Budget</b>	<b>Budget</b>	<b>Change</b>	<b>Change</b>
Animal Licenses	(626.2)	(625.0)	(673.2)	(673.2)	0.0	0.0%
Animal Pound Fees	(21.0)	(24.0)	(24.0)	(24.0)	0.0	0.0%
Lease Revenue	(1.0)	(1.0)	(1.0)	(1.0)	0.0	0.0%
Staff Compensation	77.3	78.5	81.6	84.2	2.6	3.2%
Trsfr To Funds/Reserves	9.8	(7.1)	30.0	30.0	0.0	0.0%
Operating Costs	204.7	230.3	213.4	212.8	(0.6)	-0.3%
Cost Recovery	(3.9)	(8.6)	(8.6)	(8.6)	0.0	0.0%
Animal Services	400.9	406.5	418.7	431.3	12.6	3.0%
Pound Keeping	352.1	357.0	367.7	378.7	11.0	3.0%
<b>Total</b>	<b>392.7</b>	<b>406.6</b>	<b>404.6</b>	<b>430.2</b>	<b>25.6</b>	<b>6.3%</b>
FTE's			1.00	1.00		

### ANIMAL CONTROL SUMMARY OF OPERATING CHANGES

#### **Other Significant Changes:**

- A decrease to the SPCA Interim Subsidy of (\$3.9) is offset with an increase of \$12.6 to the contract held with SACA and an increase of \$11.0 for the contract held with SPCA.

**There are no capital investments for ANIMAL CONTROL**

## CEMETERIES

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

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

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

<b>OPERATING BUDGET:</b>	<b>2010</b>	<b>2010</b>	<b>2011</b>	<b>2012</b>	<b>Dollar</b>	<b>%</b>
	<b>Actuals</b>	<b>Budget</b>	<b>Budget</b>	<b>Budget</b>	<b>Change</b>	<b>Change</b>
Revenues	(849.0)	(903.4)	(954.1)	(974.0)	(19.9)	2.1%
Perpetual Care Fund Int	(216.8)	(145.9)	(138.6)	(179.0)	(40.4)	29.1%
Staff Compensation	505.7	509.4	526.5	579.6	53.1	10.1%
Trsfr To Funds/Reserves	89.3	86.8	159.0	228.0	69.0	43.4%
Debt Charges	9.0	9.0	16.8	7.8	(9.0)	-53.6%
Burial Of Indigents	49.2	28.0	30.0	40.0	10.0	33.3%
Operating Costs	470.1	444.0	457.4	462.2	4.8	1.0%
Total	57.5	27.9	97.0	164.6	67.6	69.7%
FTE's			8.43	9.01		

### CEMETERIES SUMMARY OF OPERATING CHANGES

#### **Policy Decisions:**

- Mill rate increases of \$39.0 for the transfer to the Cemetery Perpetual Care Fund to address the shortfall in the fund balance and \$30.0 for the transfer to the Cemetery Assurance Fund to address the shortfall from previous years' pre-need sales. 2012 is year two of the three year phase-in.

#### **Other Significant Changes:**

- Anticipated revenue increases of \$60.3 from sales and interest income. This revenue increase is used to cover the cost increases including contractual salary increments and payroll cost, material and supplies, utilities, parks equipment charges, cash management fees and cost of security patrols on weekends.

# Community Support



**PRELIMINARY 2012**  
Operating & Capital Budget

- Staffing cost increases include \$26.4 (0.58 FTE) required for the office area to provide customer services due to actual needs. This increase has no mill rate impact as is offset by a \$9.1 decrease in operating costs and by revenue increases in the service line.

## ***CAPITAL INVESTMENTS - CEMETERIES***

### **Funded:**

There are no funded capital projects in CEMETERIES.

	2012	2013	2014	2015	2016	Total Project Cost
<b>Unfunded:</b>						
P1640 Woodlawn Cemetery Future Use Plan	0	125	0	0	0	125
P1650 New Municipal Cemeteries	0	2,500	2,500	2,578	2,578	17,893
P1657 Woodlawn Cemetery Roadway Upgrade	500	0	0	0	0	500
<b>Total</b>	<b>500</b>	<b>2,625</b>	<b>2,500</b>	<b>2,578</b>	<b>2,578</b>	

## ***CEMETARIES SUMMARY OF CAPITAL INVESTMENTS***

In 2012 a project to upgrade the Woodlawn Cemetery roadways has been identified for \$500.0 with no source of funding.



# URBAN PLANNING & DEVELOPMENT



**City of Saskatoon**

**PRELIMINARY 2012**  
Operating & Capital Budget

**Operating Budget**

\$5.5 million

**Capital Budget**

\$2.5 million



## 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:

- Planning for the future growth of the City with long range land use and infrastructure plans that are effective, efficient and sustainable.
- Planning new and infill development areas to ensure that there are appropriate amounts of land for housing, business and education, and that these lands are situated in a compatible way with good access to transportation and community facilities, with a variety of housing options and price ranges.
- 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.
- Renewing and sustaining existing areas of the City through local area plans, neighbourhood rejuvenation projects, incentives for supportive and affordable housing, and appropriate licensing and civic bylaw enforcement.
- Providing quality public spaces throughout the City through streetscape master plans and urban design projects in key areas such as the downtown, and business improvement districts.
- 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.
- 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.
- Collaborating with our regional partners to build an economically and environmentally sustainable region.

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. This is especially true in our current high-growth environment. Therefore, while we will always pay attention to our citizens' current needs in all our service line activities, we will also look to the future in



# Urban Planning & Development

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**PRELIMINARY 2012**  
Operating & Capital Budget

everything we do to ensure Saskatoon remains economically viable and environmentally, socially and financially sustainable over the long term.

## At A Glance

- Saskatoon is growing, with 235,000 people in the city and over 300,000 in the region. Saskatoon has grown by 5,000 people in the last year alone.
- To facilitate growth, new concept plans are soon to be approved in Kensington, College Quarter and the East Sector.
- In 2011, over 4,500 building permits will be approved, up from 4,100 in 2010. There are now 9,500 licensed businesses in Saskatoon - an increase from about 7,500 in 2006.
- Over 300 property-use complaints are received each year, along with 40 applications to legalize existing basement suites.
- There are eleven neighbourhoods with approved Local Area Plans (LAP), with one LAP now being prepared and three more coming in the near future.
- Beginning in 1990 with 21<sup>st</sup> Street, the Urban Design Program has designed and implemented over 60 blocks of designed streetscapes, creating vibrant, award winning spaces for people and businesses.
- In 2011, over 200 significant development applications were received of all types, with over 20 requiring public consultation meetings.
- Two major planning initiatives are now underway with regional partners, and two more are planned for 2012.

## Major Achievements 2010 - 2011

- Continued with park construction and new housing development in the Pleasant Hill Village project. The construction of new St. Mary School is well underway.
- Secured nearly \$11 million in attainable housing funding from the Province of Saskatchewan.
- Partnered with Sutherland and Broadway Business Improvement Districts to table major new planning studies with City Council.
- Initiated Vacant Lot and Adaptive Re-Use Incentive Program, generating significant interest in potential development sites inside Circle Drive.
- Created new Business Start-Up Guide which provides an enhanced level of service to prospective business operators in Saskatoon.
- Approved major expansion to Preston Crossing Regional Retail Centre, bringing major new attractions to the Saskatoon area.
- Completed major policy review for residential care homes in neighbourhood locations.
- Completed major boundary alteration, in partnership with the Rural Municipality (RM) of Corman Park, providing future growth opportunities in the north and east areas of the city.
- Completed a new Official Community Plan for the Corman Park – Saskatoon Planning District (Planning District), in partnership with the RM of Corman Park.
- Introduced the 25<sup>th</sup> Street and Central Avenue Streetscape projects at public open house meetings.
- Completed 3<sup>rd</sup> Avenue streetscape work from 19<sup>th</sup> Street to 22<sup>nd</sup> Street.
- Completed City Park and Westmount Local Area Plans.



# Urban Planning & Development

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**PRELIMINARY 2012**  
Operating & Capital Budget

- Revised the Blairmore Sector Plan to reflect new neighbourhood boundaries, road networks and servicing strategies, which set the stage for planning the Kensington neighbourhood.
- Completed a Planning for Growth Study in collaboration with Martensville, Warman, Osler and the RM of Corman Park, which will ensure the region remains ready for growth.
- Partnered with the RM of Corman Park to begin the first joint Concept Plan for the south east part of the Planning District.
- Launched the Community View Collaboration with partners including the Saskatoon Health Region, creating a one-stop shop for community information.
- Completed a Commercial and Industrial Development Study, with input from the business community, to plan for commercial and industrial growth in new areas of the city and to revitalize existing developments.

## Key Challenges

- Using a moderate annual growth rate of 1%, Saskatoon will have a population of about 280,000 in 20 years. Using a 2% growth rate scenario, Saskatoon could have a population of over 350,000 in 20 years.
- The integration of sustainable land use and transportation planning will become increasingly important as the city grows.
- Maintaining the vital role of downtown and city centre neighbourhoods will become increasingly important as population grows outward.
- Community sustainability will require taking advantage of strategic infill opportunities in existing areas of the city, and ensuring new neighbourhoods offer housing diversity, choice and affordability.
- One of Saskatoon's great attributes has always been the affordability of both rental and ownership housing. Over the last few years, the affordability of housing has declined significantly. Renewed funding will be required for housing support programs beyond 2013.
- Demand for housing options will be impacted by a growing population of senior citizens and a high percentage of youth in our local and immigrant populations.
- Preliminary data shows that social service organizations and supportive housing units tend to be concentrated in certain areas of the city.
- Regulatory functions must keep pace with new and innovative ways of doing business in our city.
- Building and plumbing permit application volumes and values continue to exceed activity levels from previous years, making it difficult to process applications and meet inspection demands in a timely manner.
- Municipalities and First Nations in the Saskatoon region are also facing challenges related to growth and development. Regional partnerships must evolve, in order to make sure the region remains ready for sustainable growth and that all partners in the region benefit from growth.

## Major Initiatives 2012-2014

- Submit East Sector Plan to City Council for review.
- Begin a North Sector Plan, and begin a Concept Plan for the South West study area in the Confederation Sector.
- Outside City limits, in partnership with the RM of Corman Park, begin a North Concept Plan and a South West Concept Plan for the Planning District.
- Submit College Quarter Concept Plan to City Council for review.
- Submit Kensington Concept Plan to City Council for review.
- Complete Central Avenue Streetscape work from 109<sup>th</sup> to 110<sup>th</sup> Streets.
- Construction of new section of 25<sup>th</sup> Street Streetscape from 1<sup>st</sup> Avenue to Idylwyld Drive.
- Development of Kinsmen Park and Area Master Plan.
- Complete City Centre Plan Phases 3 and 4: The Overall Plan for City Centre and the Civic Plaza Precinct Master Plan.
- Begin new Local Area Plans in Mayfair/Kelsey Woodlawn, Meadowgreen and Montgomery Neighbourhoods.
- Continue to pursue the target of 500 attainable housing units per year.
- Develop a secure funding source for affordable housing programs after 2013.
- Online applications for business licenses to be implemented in 2012.
- Provide a leadership role in the North Downtown Master Plan to create a comprehensive vision for the vacant city-owned land resulting from the extension of 25<sup>th</sup> Street to Idylwyld and the relocation of the City Yards from the city's central business district.
- Complete a Wetland Policy and Implementation Plan, which will conserve ecologically significant wetlands in new growth areas of the city, and assist in managing storm water and prevent flooding.
- Enhance relationships with First Nations that have land development interests in the Saskatoon region, which will include working with partners to develop educational materials and deliver workshops.

## Budget Implications 2012

### By Service Lines

Urban Planning and Development staff is proposed to increase by 2.55 positions in 2012. These new staffing allocations are more than offset by significant increases in fees and cost recovery resulting in a positive net budget impact of \$96.3 or 1.76% reduction from the 2011 budget.



# Urban Planning & Development

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**PRELIMINARY 2012**  
Operating & Capital Budget

## **Affordable Housing**

- In 2011, Affordable Housing funding was moved into the operating budget, in the first year of a six-year phase-in, with the City of Saskatoon considering affordable housing as a core business function. Due to the allocation of significant Provincial housing funds to the City of Saskatoon, the six year phase-in is proposed to be deferred for two years.

## **Building Permits & Standards**

- During the Civic Services Review, the mill rate subsidy for the Plan Review and Inspection Program was reduced by \$200.0.
- Staffing has been increased by 2 FTE's to meet increased need for service and increased volume and complexity of requests, due to Saskatoon's population growth, ensuring that residents have safe and healthy places to live and work. Increased staffing costs are fully recovered through program revenues.

## **Business Licenses & Bylaw Enforcement**

- During the Civic Services Review, it was decided to increase the cost recovery in the review and administration of sign applications to 100%. Revenues have been increased by \$14.0 to reflect this decision.

## **Development Review**

- During the Civic Services Review, it was decided to increase the cost recovery for development permit applications and fees to 80%. Revenues have been increased by \$120.0 to reflect this decision.
- Staffing has been increased by .3 FTE for a senior planner required to respond to increasing development activity, manage complex applications and facilitate succession planning and is funded through increased revenues. Staffing has been decreased by .25 FTE due to the deletion of a temporary planner position, which was funded through a transfer from the Planning Levy.
- Capital investments involve the continuation of a comprehensive review of the Official Community Plan and Zoning Bylaw focusing on future growth, infill development and alternative transportation options.

## **Future Growth**

- Capital investments include: a project for Sector Plans for the Planning District focusing on future land uses, road networks and other services; and Natural Area Screening Studies for sectors located inside City limits.

## **Neighbourhood Planning**

- An endload of \$48.3 (0.5 FTE) for a senior planner, is required to lead the complex Local Area Planning and neighbourhood revitalization work unit, and will allow for succession planning.
- Capital investments involve continuing with the implementation of recommendations contained in the Local Area Plans and Safety Audits.

# Urban Planning & Development

**PRELIMINARY 2012**  
Operating & Capital Budget

## Research & Mapping

- As part of the City's new strategic plan, Research and Mapping has developed a new comprehensive monitoring system to track community progress and success. There may be a future operating budget impact of the monitoring process in future years.

## Urban Design

- Urban Design capital investments include: bollard replacement on 2<sup>nd</sup> Avenue; replacement of bicycle parking on Broadway Avenue; and streetscape improvements to the east and west sides of Central Avenue, between 109<sup>th</sup> and 110<sup>th</sup> Streets.

### *Urban Planning & Development Operating Summary*

	2010 Actual	2010 Budget	2011 Budget	2012 Budget				
				000's			Dollar	%
				Revenue	Expense	Net		
Affordable Housing	108.6	159.6	415.2	0.0	426.7	<b>426.7</b>	11.5	2.77%
Building Permits & Standards	656.6	655.3	668.4	(3,415.0)	3,931.8	<b>516.8</b>	(151.6)	-22.68%
Business Improvement Districts	107.7	107.7	107.7	0.0	107.7	<b>107.7</b>	0.0	0.00%
Business Licenses & Bylaw Enfor	301.3	343.0	366.1	(819.1)	1,212.1	<b>393.0</b>	26.9	7.35%
Development Review	458.3	550.9	638.5	(582.7)	1,046.9	<b>464.2</b>	(174.3)	-27.30%
Future Growth	400.9	396.7	394.2	(0.9)	415.5	<b>414.6</b>	20.4	5.18%
Neighbourhood Planning	367.2	391.6	449.8	0.0	507.6	<b>507.6</b>	57.8	12.85%
Research & Mapping	330.1	355.6	367.9	(15.0)	413.1	<b>398.1</b>	30.2	8.21%
Urban Design	2,130.4	2,149.5	2,139.3	0.0	2,222.1	<b>2,222.1</b>	82.8	3.87%
<b>Total</b>	<b>4,861.1</b>	<b>5,109.9</b>	<b>5,547.1</b>	<b>(4,832.7)</b>	<b>10,283.5</b>	<b>5,450.8</b>	<b>(96.3)</b>	<b>-1.74%</b>

## **Staff Complement**

	<b>2011</b>	<b>2012</b>
Full Time Equivalents	91.55	94.10

# Urban Planning & Development

**PRELIMINARY 2012**  
Operating & Capital Budget

## Summary of Funded Capital Investments - Urban Planning & Development

	2012	2013	2014	2015	2016
<i>in Thousands of Dollars</i>					
Affordable Housing	0	0	0	0	0
Urban Design	0	0	0	0	0
Building Permits and Standards	0	0	90	0	0
Business Improvement Districts	0	0	0	0	0
Business Licenses & Bylaw Enfor	0	0	0	0	0
Development Review	200	0	0	0	0
Future Growth	280	100	100	50	0
Neighbourhood Planning	210	0	0	0	0
Research & Mapping	0	0	0	0	0
Urban Design	1,810	2,718	2,266	1,250	1,250
<b>Total</b>	<b>2,500</b>	<b>2,818</b>	<b>2,456</b>	<b>1,300</b>	<b>1,250</b>

## Financing for Funded Capital Investments

	2012	2013	2014	2015	2016
<b><u>Funded</u></b>					
Other	100	119	108	50	0
Prepaid Reserves/Levies	80	0	0	0	0
Reserve for Capital Expenditures	510	0	0	0	0
Reserves for Future Expenditures	1,600	9	98	0	0
Streetscape Reserve - BID	210	2,690	2,250	1,250	1,250
<b>Total</b>	<b>2,500</b>	<b>2,818</b>	<b>2,456</b>	<b>1,300</b>	<b>1,250</b>
<b><u>Unfunded</u></b>	<b>0</b>	<b>895</b>	<b>445</b>	<b>260</b>	<b>210</b>

## Future Operating Impacts of 2012 Capital Projects

	2012	2013	2014	2015	2016
Urban Design	-	18.0	-	-	-
	<b>-</b>	<b>18.0</b>	<b>-</b>	<b>-</b>	<b>-</b>

## ***AFFORDABLE HOUSING***

The Affordable 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 of affordable and special needs housing. This program is partially funded through the City's Affordable Housing Reserve.

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

<b>OPERATING BUDGET:</b>	<b>2010 Actuals</b>	<b>2010 Budget</b>	<b>2011 Budget</b>	<b>2012 Budget</b>	<b>Dollar Change</b>	<b>% Change</b>
Staff Compensation	162.9	170.0	173.8	195.2	21.40	12.3%
Trsfr To Funds/Reserves	(125.8)	(139.5)	112.5	94.9	(17.60)	-15.6%
Public Housing Subsidy	62.7	124.0	124.0	124.0	0.00	0.0%
Operating Costs	8.8	5.1	4.9	12.6	7.70	157.1%
Total	108.6	159.6	415.2	426.7	11.50	2.8%
FTE's			2.33	2.33		

### ***AFFORDABLE HOUSING SUMMARY OF OPERATING CHANGES***

#### ***Policy Decision:***

- In August 2011, City Council adopted recommendations from Administration to utilize new Provincial Funding programs and defer the remaining five year phase in of \$250.00. Beginning in 2012, the City will receive funding from the province totalling \$10.67 million comprised of \$5 million for the Rental Rebate Program, \$2 million for Affordable Home Ownership and \$3.67 million representing funds already committed by the City for housing projects which commenced after April 1, 2011. The new funding will allow the City to continue its current housing incentive programs for the next two years. After two years, the City will re-evaluate the need to secure permanent funding.

The new funding from the Province will also allow the City to renew the Rental Rebate Program of 1,000 units over the next four years.

**There are no capital investments for AFFORDABLE HOUSING.**



# Urban Planning & Development

**PRELIMINARY 2012**  
Operating & Capital Budget

## ***BUILDING PERMITS & STANDARDS***

The Building Permits and Standards Program provides for the review, issuance and inspection of building, plumbing and demolition permits. This process ensures individuals and groups have safe and healthy places to live and work. The Program also processes requests for Building Information Abstracts, Property Information Disclosures, Encroachment Agreements, and Civic Addresses. The Program contributes to the Plan Review and Inspection Stabilization Reserve (Policy C03-003, Reserve for Public Expenditures). This reserve maintains staff levels should there be a temporary decline in construction activity.

<b>OPERATING BUDGET:</b>	<b>2010 Actuals</b>	<b>2010 Budget</b>	<b>2011 Budget</b>	<b>2012 Budget</b>	<b>Dollar Change</b>	<b>% Change</b>
Revenues	(3,637.8)	(2,620.0)	(3,205.0)	(3,415.0)	(210.0)	6.6%
Staff Compensation	3,066.3	3,164.6	3,465.8	3,849.7	383.9	11.1%
Trsfr To Funds/Reserves	600.6	(447.8)	(260.8)	(672.0)	(411.2)	157.7%
Operating Costs	719.9	650.9	760.8	849.1	88.3	11.6%
Cost Recovery	(92.4)	(92.4)	(92.4)	(95.0)	(2.6)	2.8%
<b>Total</b>	<b>656.6</b>	<b>655.3</b>	<b>668.4</b>	<b>516.8</b>	<b>(151.6)</b>	<b>-22.7%</b>
FTE's			47.50	49.50		

### ***BUILDING PERMITS SUMMARY OF OPERATING CHANGES***

#### ***Civic Services Review Decisions:***

- The mill rate subsidy for the Plan Review and Inspection Program was reduced by \$200.0 for 2012; a \$48.4 mill rate impact was projected prior to this decision.

#### ***Other Significant Changes:***

- Building permit application volumes and values continue to exceed activity levels from the last three years. Staffing levels will be increased by two positions in 2012 to maintain the flow of building permits. Timely and thorough building permit reviews and inspections support economic development and maintain community standards for safety, health, accessibility, fire, and structural protection of buildings.

### ***CAPITAL INVESTMENTS - BUILDING PERMITS & STANDARDS***

	<b>2012</b>	<b>2013</b>	<b>2014</b>	<b>2015</b>	<b>2016</b>	<b>Total Project Cost</b>
<b>Funded:</b>						
P2299 CY-Build Stds-Equipment Repl & Projects	0	0	90	0	0	90
<b>Total</b>	<b>0</b>	<b>0</b>	<b>90</b>	<b>0</b>	<b>0</b>	

***There are no Unfunded projects for Building Permits & Standards service line.***



# Urban Planning & Development

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**PRELIMINARY 2012**  
Operating & Capital Budget

## ***BUILDING PERMITS SUMMARY OF CAPITAL INVESTMENTS***

Capital Project 2299 involves the replacement of computer equipment, technological improvements, special studies, consulting services, and other capital projects as required by the Building Standards Branch, and is funded by the Plan Review and Inspection Service Stabilization Reserve.



# Urban Planning & Development

**PRELIMINARY 2012**  
Operating & Capital Budget

## ***BUSINESS IMPROVEMENT DISTRICTS***

Funding to Business Improvement Districts helps to bolster the administrative and financial capability of these organizations, which in turn assists the City Administration to plan and make improvements in these areas. Coordinated projects related to Local Area Plans, business studies (Broadway 360, Central Avenue Master Plan) and urban design studies are just a few examples of on-going cooperative efforts in the BID areas.

This program provides each of The Partnership, the Riversdale Business Improvement District and the Broadway Business Improvement District with a grant of 1% of parking revenues.

### ***OPERATING BUDGET:***

	<b>2010 Actuals</b>	<b>2010 Budget</b>	<b>2011 Budget</b>	<b>2012 Budget</b>	<b>Dollar Change</b>	<b>% Change</b>
Grants/Subsidies	107.7	107.7	107.7	107.7	0.0	0.0%
Total	107.7	107.7	107.7	107.7	0.0	0.0%
FTE's			0.00	0.00		

### ***BUSINESS IMPROVEMENT DISTRICTS SUMMARY OF OPERATING CHANGES***

- There are no significant operating changes.

**There are no capital investments for the BUSINESS IMPROVEMENT DISTRICT**



# Urban Planning & Development

**PRELIMINARY 2012**  
Operating & Capital Budget

## ***BUSINESS LICENSES & BYLAW ENFORCEMENT***

The Business License Program provides for the orderly use and development of commercial, industrial, and home based businesses in the City, through the provision of a one-stop coordinated service which ensures compliance with accepted community standards, as outlined in the Official Community Plan, Zoning Bylaw, Business License Bylaw, and Building Bylaw. The Program offers start-up assistance for new businesses to connect with other local and senior government agencies. The Program also collects, maintains, analyses and distributes commercial/industrial land use and employment data for use by other civic departments, public agencies, the business community and the general public.

The Bylaw Enforcement team administers the Legalizing Existing Suites Program, reviews all sign applications on private property, and ensures that required parking and landscaping is implemented in all construction projects. In addition, the team receives Zoning Bylaw complaints and inquiries and provides a full range of bylaw enforcement services, coordinated with other branches and agencies such as Infrastructure Services, Fire and Police.

<b>OPERATING BUDGET:</b>	<b>2010 Actuals</b>	<b>2010 Budget</b>	<b>2011 Budget</b>	<b>2012 Budget</b>	<b>Dollar Change</b>	<b>% Change</b>
Revenues	(762.1)	(728.0)	(758.6)	(819.1)	(60.5)	8.0%
Staff Compensation	819.4	835.7	865.2	938.3	73.1	8.4%
Operating Costs	276.2	267.5	259.5	273.8	14.3	5.5%
Cost Recovery	(32.2)	(32.2)	0.0	0.0	0.0	0.0%
Total	301.3	343.0	366.1	393.0	26.9	7.3%
FTE's			12.80	12.80		

### ***BUSINESS LICENSES & BYLAW ENFORCEMENT SUMMARY OF OPERATING CHANGES***

Business License program is 100% cost recovered. The Bylaw Enforcement program is primarily funded from the mill rate.

#### ***Civic Services Review Decision:***

- Increase in sign permit fees of \$14.0 to achieve 100% cost recovery objective; prior to this decision the cost recovery objective was 60%.

#### ***Other Significant Changes:***

- Increase in revenues from licences for new businesses and renewals of \$35.7.
- Increase in revenues from legalizing existing suites occupancy permits of \$10.8.

**There are no capital investments for BUSINESS LICENSES & BYLAW ENFORCEMENT**

## DEVELOPMENT REVIEW

The Development Review program facilitates the orderly use and development of property in Saskatoon in accordance with accepted community standards, as outlined in the City's Official Community Plan, Zoning Bylaw and Subdivision Bylaw, as well as numerous Council and Administrative Policies. The program serves as a resource to individuals, businesses, government agencies and community groups seeking to pursue development proposals, interpretations on bylaws and policies, and information on approval processes and timelines.

The program reviews neighbourhood concept plans and direct control applications, 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.

<b>OPERATING BUDGET:</b>	<b>2010 Actuals</b>	<b>2010 Budget</b>	<b>2011 Budget</b>	<b>2012 Budget</b>	<b>Dollar Change</b>	<b>% Change</b>
Revenues	(447.4)	(355.6)	(355.6)	(582.7)	(227.1)	63.9%
Staff Compensation	666.7	663.1	746.9	795.4	48.5	6.5%
Trsfr To Funds/Reserves	(13.1)	(14.3)	(14.3)	(8.0)	6.3	-44.1%
Operating Costs	281.0	277.7	281.5	279.9	(1.6)	-0.6%
Cost Recovery	(28.9)	(20.0)	(20.0)	(20.4)	(0.4)	2.0%
<b>Total</b>	<b>458.3</b>	<b>550.9</b>	<b>638.5</b>	<b>464.2</b>	<b>(174.3)</b>	<b>-27.3%</b>
FTE's			8.75	8.80		

### DEVELOPMENT REVIEW SUMMARY OF OPERATING CHANGES

#### **Civic Services Review Decisions:**

- Increase in various fee and permit rates of \$120.0 to achieve 80% cost recovery objective.
- The change in the requirement for public notice advertisements in the newspaper from two placements to one allows for a reduction in advertising of \$4.0.

#### **Other Significant Changes:**

- Increase in revenues from various fees and permits are due to increased volumes of \$69.6 and rates of \$37.5.
- Staff increase of \$27.3 (0.3 FTE) for a senior planner is required to respond to increasing development activity, manage complex applications and facilitate succession planning, funded through increased revenues.
- Staff decrease of \$15.8 (0.25 FTE) due to the deletion of a temporary planner position, which was funded through a transfer from the Planning Levy.

# Urban Planning & Development



**PRELIMINARY 2012**  
Operating & Capital Budget

## ***CAPITAL INVESTMENTS - DEVELOPMENT REVIEW***

	2012	2013	2014	2015	2016	Total Project Cost
<b>Funded:</b>						
^*P2167 Development Plan & Zoning Bylaws Review	200	0	0	0	0	1,100
<b>Total</b>	<b>200</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	
^ Denotes funding from RCE						
* Denotes that project has unfunded portion below						
<b>Unfunded:</b>						
P2167 Development Plan & Zoning Bylaws Review	0	200	0	0	0	1,100
<b>Total</b>	<b>0</b>	<b>200</b>	<b>0</b>	<b>0</b>	<b>0</b>	

## ***DEVELOPMENT REVIEW SUMMARY OF CAPITAL INVESTMENTS***

Capital Project 2167 involves a comprehensive review of the City's Official Community Plan and Zoning Bylaw. This review focuses on issues related to future growth, infill development and alternative transportation opportunities.

## ***Future Operating Impact of 2012 Capital Projects***

There is no future operating impact of 2012 Capital Projects.



# Urban Planning & Development

**PRELIMINARY 2012**  
Operating & Capital Budget

## ***FUTURE GROWTH***

The Future Growth Program administers the City's Official Community Plan, which contains the main land use policy framework to guide the sustainable growth and development of the city, with a balanced consideration for economic, environmental, social and cultural objectives.

The Future Growth Program prepares the long range growth plans for the City, prepares Sector Plans, and manages all aspects of regional planning. This involves maintaining effective relationships with other governments in the Region including First Nations and the RM of Corman Park. The Program works with the RM of Corman Park to jointly manage land use policies in the Planning District, as well as City boundary alterations as required. This program also administers the Naming Advisory Committee.

### ***OPERATING BUDGET:***

	<b>2010 Actuals</b>	<b>2010 Budget</b>	<b>2011 Budget</b>	<b>2012 Budget</b>	<b>Dollar Change</b>	<b>% Change</b>
Revenues	(0.1)	(0.9)	(0.9)	(0.9)	0.0	0.0%
Staff Compensation	277.4	293.4	426.8	461.5	34.7	8.1%
Trsfr To Funds/Reserves	(98.0)	(123.2)	(126.0)	(136.2)	(10.2)	8.1%
Operating Costs	221.6	232.4	99.3	95.3	(4.0)	-4.0%
Cost Recovery	0.0	(5.0)	(5.0)	(5.1)	(0.1)	2.0%
Total	400.9	396.7	394.2	414.6	20.4	5.2%
FTE's			5.00	5.00		

### ***FUTURE GROWTH SUMMARY OF OPERATING CHANGES***

#### ***Civic Services Review Decisions:***

- The change in the requirement for public notice advertisements in the newspaper from two placements to one allows for a reduction in advertising of \$1.0.

# Urban Planning & Development



**PRELIMINARY 2012**  
Operating & Capital Budget

## ***CAPITAL INVESTMENTS - FUTURE GROWTH***

	2012	2013	2014	2015	2016	Total Project Cost
<b>Funded:</b>						
P2457 Natural Area Screening Studies	80					80
^*P2460 Sector Plans For Planning District	200	100	100	50	0	800
<b>Total</b>	<b>280</b>	<b>100</b>	<b>100</b>	<b>50</b>	<b>0</b>	
^Denotes that project has funding from RCE (P2460 \$100 in 2012)						
*Denotes that project has unfunded portion below						
<b>Unfunded:</b>						
P2460 Sector Plans For Planning District	0	100	100	50		800
<b>Total</b>	<b>0</b>	<b>100</b>	<b>100</b>	<b>50</b>	<b>0</b>	

## ***FUTURE GROWTH SUMMARY OF CAPITAL INVESTMENTS***

Capital Project 2457 consists of Natural Area Screening Studies for the North Sector Plan study area and for the South West study area located in the Confederation Sector. Both of these sectors are located within City limits.

Capital Project 2460 consists of a series of approximately eight concept plans for the various areas of the Planning District that are expected to undergo the most development pressure in the coming years. Concept plans will guide development decisions by identifying future land uses, major road networks, and other services, similar to the sector plans prepared for future growth areas in the city. These plans reflect the proactive policies contained within the new Official Community Plan for the Planning District. These concept plans are to be funded 50% each by the City and the RM of Corman Park, subject to respective budget approvals.

## ***Future Operating Impact of 2012 Capital Projects***

There is no future operating impact of 2012 Capital Projects.



## NEIGHBOURHOOD PLANNING

The Neighbourhood Planning Program is primarily concerned with the sustainability and renewal of existing areas of the City. Major areas of responsibility include preparing Local Area Plans (LAP), administering LAP Implementation and neighbourhood rejuvenation projects, and Neighbourhood Safety, including Crime Prevention Through Environmental Design (CPTED) Audits. Local Area Planning is a public consultation process designed to create long range improvement plans for existing neighbourhoods. The Neighbourhood Planning Program also administers incentive programs such as Façade Improvement, Downtown Housing Incentives and Vacant Lot Incentives. Neighbourhood Safety ensures that the built environment and the management of that environment, in the City of Saskatoon, reduces the opportunity for crime to occur and increases residents' perceptions of their safety.

<b>OPERATING BUDGET:</b>	<b>2010 Actuals</b>	<b>2010 Budget</b>	<b>2011 Budget</b>	<b>2012 Budget</b>	<b>Dollar Change</b>	<b>% Change</b>
Staff Compensation	329.6	315.8	385.1	451.6	66.5	17.3%
Operating Costs	53.7	75.8	74.7	66.0	(8.7)	-11.6%
Cost Recovery	(16.1)	0.0	(10.0)	(10.0)	0.0	0.0%
<b>Total</b>	<b>367.2</b>	<b>391.6</b>	<b>449.8</b>	<b>507.6</b>	<b>57.8</b>	<b>12.9%</b>
FTE's			4.17	4.67		

### NEIGHBOURHOOD PLANNING SUMMARY OF OPERATING CHANGES

#### **Significant Changes:**

- An endload of \$45.1 (0.5 FTE) for a senior planner, required to lead the growing and complex Local Area Planning and the neighbourhood revitalization work unit, and will allow for succession planning.

# Urban Planning & Development



**PRELIMINARY 2012**  
Operating & Capital Budget

## **CAPITAL INVESTMENTS - NEIGHBOURHOOD PLANNING**

	2012	2013	2014	2015	2016	Total Project Cost
<b>Funded:</b>						
^*P2034 Local Area Plan Implementation	210	0	0	0	0	ongoing
<b>Total</b>	<b>210</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	
^Denotes that project has funding from RCE						
^Denotes that project has unfunded portion below						
<b>Unfunded:</b>						
P2034 Local Area Plan Implementation	0	210	210	210	210	ongoing
P2458 City Centre Plan	0	250	0	0	0	750
<b>Total</b>	<b>0</b>	<b>460</b>	<b>210</b>	<b>210</b>	<b>210</b>	

## **NEIGHBOURHOOD PLANNING SUMMARY OF CAPITAL INVESTMENTS**

Capital project 2034 involves the implementation of recommendations contained in Local Area Plans (LAP) and Safety Audits. LAPs and Safety Audits usually require extra resources to ensure that recommendations are fulfilled within a timely manner. There are currently eleven existing LAPs, with one more (Varsity View) intended to be adopted in 2012. As of August 2011, 249 of 484 LAP recommendations have been completed, which included 83 of 161 safety recommendations.

## **Future Operating Impact of 2012 Capital Projects**

There is no future operating impact of 2012 Capital Projects.

## RESEARCH & MAPPING

The Research and Mapping Program serves as the Corporate Research and Information Resource Centre for planning and quality of life related issues. Information is available for use by customers from within the City Administration and the general public. Key service areas include population projections and demographic analysis, policy monitoring, land use data, quality of life indicators, neighbourhood profiles and Geographic Information System and mapping services.

### OPERATING BUDGET:

	2010	2010	2011	2012	Dollar	%
	Actuals	Budget	Budget	Budget	Change	Change
Revenues	(20.2)	(11.1)	(13.0)	(15.0)	(2.0)	15.4%
Staff Compensation	395.3	405.2	419.1	450.6	31.5	7.5%
Trsfr To Funds/Reserves	2.5	2.5	2.5	2.8	0.3	12.0%
Operating Costs	67.9	74.4	74.7	75.1	0.4	0.5%
Cost Recovery	(115.4)	(115.4)	(115.4)	(115.4)	0.0	0.0%
Total	330.1	355.6	367.9	398.1	30.2	8.2%
FTE's			6.00	6.00		

As part of the City's emerging 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.

This work will be in addition to all existing research and mapping services provided by this program. Additional resources may be required in 2013 or beyond to maintain these monitoring systems at an appropriate level.

### RESEARCH & MAPPING SUMMARY OF OPERATING CHANGES

- There are no significant operating changes.

**There are no capital investments for RESEARCH & MAPPING**



# Urban Planning & Development

**PRELIMINARY 2012**  
Operating & Capital Budget

## URBAN DESIGN

The Urban Design Program, with the aim to improve the public space in the City's urban areas, 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. Founded on a core program based in the Downtown, Broadway and Riversdale Business Improvement Districts (BID), the Urban Design Office is also responsible for urban design initiatives City-wide and the City Entrance Sign program.

### OPERATING BUDGET:

	2010	2010	2011	2012	Dollar	%
	Actuals	Budget	Budget	Budget	Change	Change
Trsfr From Land Management	(750.0)	(750.0)	(750.0)	(750.0)	0.0	0.0%
Trsfr From Streetscape Reserve	(313.1)	(400.9)	(380.4)	(392.0)	(11.6)	3.0%
Staff Compensation	415.7	386.6	406.1	431.9	25.8	6.4%
Trsfr To City-Wide Streetscape	468.4	345.9	302.3	282.0	(20.3)	-6.7%
Trsfr To Funds/Reserves	2,123.6	2,123.6	2,123.6	2,197.5	73.9	3.5%
Grants/Subsidies	31.8	36.0	36.0	36.0	0.0	0.0%
Operating Costs	238.5	408.3	401.7	416.7	15.0	3.7%
Cost Recovery	(84.5)	0.0	0.0	0.0	0.0	0.0%
Total	2,130.4	2,149.5	2,139.3	2,222.1	82.8	3.9%
FTE's			5.00	5.00		

### URBAN DESIGN SUMMARY OF OPERATING CHANGES

#### Policy Decisions:

- The \$2,197.5 transfer to the 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 Business Improvement Districts (BID).
- The Urban Design BID operating budget reflects projects costing less than \$25.0 as well as continuing programs and operational administration costs; the 2012 transfer from the Streetscape Reserve is \$392.0 to fund this program.
- The City-Wide Urban Design Program is funded through a transfer of Land Bank Sale Administration Fees to a maximum of \$750.0. This funding supports the annual operating costs of the City-Wide Urban Design Program and contributes to the City-Wide Streetscape Reserve; the 2012 provision to the City-Wide Streetscape Reserve is \$282.0.

# Urban Planning & Development

**PRELIMINARY 2012**  
Operating & Capital Budget

## **Other significant changes:**

- While the majority of this program is fully funded there is a mill rate increase of \$8.7 for city entrance sign maintenance.

## **CAPITAL INVESTMENTS - URBAN DESIGN**

	2012	2013	2014	2015	2016	Total Project Cost
<b>Funded:</b>						
P2162 Urban Design - BIDS	210	2,718	2,266	1,250	1,250	ongoing
P2166 Urban Design - City Wide	1,600	0	0	0	0	ongoing
<b>Total</b>	<b>1,810</b>	<b>2,718</b>	<b>2,266</b>	<b>1,250</b>	<b>1,250</b>	
<b>Unfunded:</b>						
P1508 City Entrance Signs	0	135	135	0	0	ongoing
<b>Total</b>	<b>0</b>	<b>135</b>	<b>135</b>	<b>0</b>	<b>0</b>	

## **URBAN DESIGN SUMMARY OF CAPITAL INVESTMENTS**

The Streetscape Reserve which is funded through an allocation of parking revenues funds the cost of streetscape projects within established Business Improvement Districts (BIDS). The City-Wide Streetscape Reserve funds streetscape projects outside of established BIDS.

2012 Capital Investments includes \$150.0 for 2<sup>nd</sup> Avenue Bollard replacement; \$60.0 for replacement of bicycle parking on Broadway Avenue; and \$1,600.0 for streetscape work on Central Avenue.

## **Future Operating Impacts of 2012 Capital Projects**

Project:	2012	2013	2014	2015	2016
P2166 Urban Design - City Wide (Central Avenue)	-	18.0	-	-	-
	<b>-</b>	<b>18.0</b>	<b>-</b>	<b>-</b>	<b>-</b>

Future operating impacts include maintenance on new installations such as furniture, pavers, snow clearing, lighting, and trees and shrubs.



# CORPORATE ASSET MANAGEMENT



City of Saskatoon

**PRELIMINARY 2012**

Operating & Capital Budget

## Operating Budget

\$7.7 million

## Capital Budget

\$14.0 million



## Overview

The Corporate Asset Management business line provides building operations and maintenance services for the Corporation's buildings and structures such as leisure facilities, fire halls, transit buildings, civic office buildings, and other facilities belonging to Boards and Agencies. The City employs a comprehensive maintenance strategy to ensure the long-term preservation of its facilities infrastructure. The strategy is a combination of a sound preventive maintenance philosophy, a progressive, planned and orderly-developed approach to maintenance, and prudent financial management practices.

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

## At A Glance

- Number of employees: 204.17 full time equivalents (FTE).
- Building value: \$672.0 million; Contents value: \$239.0 million.
- Total building areas: 2.92 million square feet.
- Total number of play structures maintained: 128.
- Total number of parks: 206 with more than 28,000 pieces of parks furnishings maintained.
- Total number of paddling pools: 32; Spray pools: 14.
- Approximately 8,000 assets maintained via the Comprehensive Maintenance Program.
- There are 875 vehicles in the City's fleet.
- Total fleet book value: \$80.0 million.
- Total diesel and gasoline pumped each year: 3.0 million litres.
- Total number of radios on the system: 1,700.
- Total value of radio system infrastructure: \$5.3 million.
- Total value of radios: \$9.5 million.

## Major Achievements 2010 - 2011

- Implementation of Vehicle & Equipment Services new Fleet Management System June 2010.
- Installation of solar panels at Harry Bailey Aquatic Centre and Lawson Civic Centre completed December 2010.
- The addition of two Toyota Prius hybrid vehicles to the Vehicle & Equipment Services fleet in 2010.
- Completion of the Alice Turner Branch Library addition December 2011.
- Partnered with Meewasin Valley Authority to complete the Kiwanis Memorial Park north washroom facility (opened in December 2010) and the accessible trail (opened in July 2011).

## Key Challenges

- Building designs based on industry best practices.
- Meeting the challenges of vandalism.
- Hire, develop and retain employees in a tight labour market, specifically plumbers, electricians and building operators.
- Work towards environmental targets and commitments.
- Providing a reliable corporate vehicle and equipment fleet – dealing with the replacement backlog.
- Contractor compliance to corporate Health & Safety policies, practices and procedures.
- Meeting changing OH&S, CPTED and LEED standards.

## Major Initiatives 2012-2014

- Upgrade trunked radio system infrastructure.
- Add remote trunked radio system site.
- Implement new enterprise asset management and energy management system.
- Develop facility site infrastructure maintenance reserve.
- Implement the use of bio-diesel in the vehicle and equipment fleet.
- Develop an alternate business model to address fleet replacement.
- Review Civic Buildings Comprehensive Maintenance (CBCM) Reserve model.



## Budget Implications 2012

### By Service Lines

#### **Vehicle and Equipment Services**

- An increase in the contribution to the replacement reserve to phase in the replacement of an aging fleet that will reduce unacceptable maintenance and repair costs, excessive downtime, and/or a loss in productivity.
- Starting in 2012, funding contributions will be made from Infrastructure Services Department Capital Reserve to supplement the Vehicle and Equipment Replacement Reserve which cannot keep up to replacement requirements, particularly within the Public Works Branch.

#### **Civic Facilities**

- Capital investment of \$2,800.0 in the expansion of the core infrastructure for the City's trunked radio system, which provides radio communications for Police, Fire, Utility Services, Infrastructure Services and other civic departments.
- The ongoing major repairs and replacement of civic components are funded from the maintenance reserve totalling \$4,858.0.
- Design costs of \$500.0 are funded by the operating budget to prepare for the relocation of Transit facilities from Caswell Hill and Public Works/City Yards facilities from the Warehouse District to a new Civic Operations Center.
- Impact of previously approved capital construction of variance facilities and parks with play structures of \$109.9.
- Overhead is being charged to Libraries through Facilities cross charges for the first time totalling \$133.3.

#### *Unfunded Capital Projects*

- Projects identified with no source of funding in this service line include a fire code upgrade at TCU Place as well as maintenance required at civic facility sites.

# Corporate Asset Management



**PRELIMINARY 2012**  
Operating & Capital Budget

## **Corporate Asset Management Operating Summary**

	2010 Actual	2010 Budget	2011 Budget	2012 Budget				
				\$000's			Dollar Change	% Change
				Revenue	Exp/Rec	Net		
<b>Vehicle &amp; Equipment Services</b>	221.9	(82.2)	0.0	0.0	(37.0)	<b>(37.0)</b>	(37.0)	0.00%
<b>Civic Facilities</b>	5,096.7	6,348.4	7,213.3	(123.8)	7,815.3	<b>7,691.5</b>	478.2	6.63%
<b>Total</b>	<b>5,318.6</b>	<b>6,266.2</b>	<b>7,213.3</b>	<b>(123.8)</b>	<b>7,778.3</b>	<b>7,654.5</b>	<b>441.2</b>	6.12%

### **Staff Complement**

	2011	2012
Full Time Equivalents	203.66	204.17

## **Summary of Funded Capital Investments - Corporate Asset Management**

	2012	2013	2014	2015	2016
	<i>In Thousands of Dollars</i>				
<b>Vehicle &amp; Equipment Services</b>	5,116	5,337	5,450	5,213	4,978
<b>Civic Facilities</b>	8,852	13,808	7,445	43,040	51,093
<b>Total</b>	<b>13,968</b>	<b>19,145</b>	<b>12,895</b>	<b>48,253</b>	<b>56,071</b>

## **Financing for Funded Capital Investments**

	2012	2013	2014	2015	2016
<b><u>Funded</u></b>					
External Borrowing	2,800	7,500	0	0	0
Federal Government	0	0	0	9,375	11,268
Other Funding	500	0	1,000	28,125	33,802
Replacement Reserves	4,525	4,800	5,150	4,850	4,850
Reserves for Future Expenditures	6,143	6,845	6,745	5,903	6,151
<b>Total</b>	<b>13,968</b>	<b>19,145</b>	<b>12,895</b>	<b>48,253</b>	<b>56,071</b>
<b><u>Unfunded</u></b>	<b>1,660</b>	<b>2,212</b>	<b>732</b>	<b>732</b>	<b>732</b>

## **Future Operating Impacts of 2012 Capital Projects**

There are no future operating impacts from 2012 capital projects.

## VEHICLE & EQUIPMENT SERVICES

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

<b>OPERATING BUDGET:</b>	<b>2010 Actuals</b>	<b>2010 Budget</b>	<b>2011 Budget</b>	<b>2012 Budget</b>	<b>Dollar Change</b>	<b>% Change</b>
Staff Compensation	3,602.8	3,621.5	3,781.1	3,854.8	73.7	1.9%
Transfer To Funds/Reserves	4,045.7	4,083.8	4,400.5	4,552.7	152.2	3.5%
Operating Costs	9,721.5	9,315.6	9,062.5	10,229.6	1,167.1	12.9%
Cost Recovery	(17,148.1)	(17,103.1)	(17,244.1)	(18,674.1)	(1,430.0)	-8.3%
<b>Total</b>	<b>221.9</b>	<b>(82.2)</b>	<b>0.0</b>	<b>(37.0)</b>	<b>(37.0)</b>	<b>0.0%</b>
FTE's			47.70	48.20		

### VEHICLE & EQUIPMENT SERVICES SUMMARY OF OPERATING CHANGES

#### **Policy Decisions:**

- Increase in rental rate by 5% totalling \$608.8 which is fully cost recovered from user departments.

#### **Capital Levies:**

- Increase in contribution to the Civic Vehicles and Equipment Replacement Reserve of \$150.0 is aimed at increasing the replacements of aging vehicles to reduce maintenance costs in the long run.

#### **Other Significant Changes:**

- Increase in equipment maintenance cost of \$241.2 due to aging fleet which is fully cost recovered from user departments.
- Increase in tire purchases by \$50.0 to reflect the actual cost.
- An increase of 0.50 FTE of \$23.1 to move an Operations Assistant III position from temporary to permanent. This position is required for the new M5 Fleet Management System.

# Corporate Asset Management



**PRELIMINARY 2012**  
Operating & Capital Budget

## ***CAPITAL INVESTMENTS - VEHICLE & EQUIPMENT SERVICES***

	2012	2013	2014	2015	2016	Total Project Cost
<b>Funded:</b>						
*P1356 V & E Additional Vehicles & Equipment	428	337	450	213	138	Ongoing
*P1357 V & E Replacement Vehicles & Equipment	4,688	5,000	5,000	5,000	4,840	Ongoing
<b>Total</b>	<b>5,116</b>	<b>5,337</b>	<b>5,450</b>	<b>5,213</b>	<b>4,978</b>	
* Denotes that project also has unfunded portion below.						
<b>Unfunded:</b>						
P1356 V & E Additional Vehicles & Equipment	0	422	422	422	422	Ongoing
P1357 V & E Replacement Vehicles & Equipment	1,000	0	0	0	0	Ongoing
<b>Total</b>	<b>1,000</b>	<b>422</b>	<b>422</b>	<b>422</b>	<b>422</b>	

### ***VEHICLE & EQUIPMENT SERVICES SUMMARY OF CAPITAL INVESTMENTS***

The 2012 Vehicle and Equipment Capital Investments involve the purchase of additional and replacement fleet vehicles and equipment totalling \$5,116.0.

\$4,688.0 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. A provision of \$213.0 is being made from the IS Department Capital Reserve to supplement the Vehicle and Equipment Replacement Reserve which cannot keep up to replacement requirements, particularly within the Public Works Branch.

\$290.0 is required to purchase an additional high speed and sidewalk plow which is funded by the Snow and Ice Management Equipment Acquisition Reserve plus \$76.0 to purchase two additional vans which are funded by the Civic Vehicles and Equipment Asset Disposition/Acquisition Reserve.

### **Future Operating Impacts of 2012 Capital Projects**

There are no future operating impacts from 2012 capital projects.

## CIVIC FACILITIES

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

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

<b>OPERATING BUDGET:</b>	<b>2010 Actuals</b>	<b>2010 Budget</b>	<b>2011 Budget</b>	<b>2012 Budget</b>	<b>Dollar Change</b>	<b>% Change</b>
Revenues	(101.3)	(112.4)	(113.9)	(123.8)	(9.9)	8.7%
Staff Compensation	8,951.1	9,259.2	9,766.5	10,389.3	622.8	6.4%
Transfer To Funds/Reserves	4,680.4	4,656.9	5,083.3	5,201.8	118.5	2.3%
Debt Charges	5.0	5.1	5.1	5.1	0.0	0.0%
Operating Costs	17,297.1	14,853.6	14,790.0	15,810.1	1,020.1	6.9%
Cost Recovery	(25,735.6)	(22,314.0)	(22,317.7)	(23,591.0)	(1,273.3)	5.7%
<b>Total</b>	<b>5,096.7</b>	<b>6,348.4</b>	<b>7,213.3</b>	<b>7,691.5</b>	<b>478.2</b>	<b>6.6%</b>

FTE's 155.96 155.97

### CIVIC FACILITIES SUMMARY OF OPERATING CHANGES

#### Policy Decisions:

- Overhead is being charged to Libraries through Facilities cross charges for the first time totalling \$133.3.

#### Capital Levies:

- Increases relate to Radio Replacement and Expansion Reserve contribution of \$60.0 and Radio Trunking System Reserve contribution of \$58.5 which will be the first year of the two-year phase in. These initiatives were included in the Radio Infrastructure Upgrade Report which was approved by Council in March 2011.

#### Other Significant Changes:

- A projected 4.0% decrease in natural gas of \$31.5, 4.5% increase in electricity of \$33.3 (effective July 1, 2012) and 7.5% increase in water utility expenses of \$46.1 resulting in an increase in cross charges to clients of \$146.8 in the Energy Management program. This cross charge increase is also used to cover the cost increases including adjustment to the Mendel Art Gallery utility cost by \$73.6 based on a 5-year actual analysis.
- An additional \$70.5 reflects the operating impact of capital construction that is cost recovered to clients including projects in Forestry Farm Park and Zoo and Alice Turner Library.

# Corporate Asset Management



**PRELIMINARY 2012**  
Operating & Capital Budget

## ***CAPITAL INVESTMENTS - CIVIC FACILITIES***

	<b>2012</b>	<b>2013</b>	<b>2014</b>	<b>2015</b>	<b>2016</b>	<b>Total Project Cost</b>
<b>Funded:</b>						
P877 City-Wide Radio Trunking System	50	0	350	50	50	2,892
P1135 Civic Bldgs Comp Maint Program	4,858	6,008	6,045	5,465	5,938	Ongoing
P1523 Radio Trunking System Expansion	2,800	0	0	0	0	3,300
P1557 Office Modifications/Furniture	25	0	25	0	35	150
P1584 Civic Operations Center	500	7,500	1,000	37,500	45,070	200,000
*P1949 Accommodation Planning	619	300	0	0	0	3,408
*P2180 Civic Facility Site Maintenance	0	0	25	25	0	Ongoing
<b>Total</b>	<b>8,852</b>	<b>13,808</b>	<b>7,445</b>	<b>43,040</b>	<b>51,093</b>	

\*Denotes that project also has unfunded portion below.

### **Unfunded:**

P1941 Civic Facilities Roof Fall Protection	0	150	150	150	150	1,550
P1949 Accommodation Planning	0	680	0	0	0	3,408
P1968 TCU Place Fire Code Upgrade	500	800	0	0	0	1,300
P2180 Civic Facility Site Maintenance	160	160	160	160	160	Ongoing
<b>Total</b>	<b>660</b>	<b>1,790</b>	<b>310</b>	<b>310</b>	<b>310</b>	

## ***CIVIC FACILITIES SUMMARY OF CAPITAL INVESTMENTS***

The 2012 Civic Facilities Capital Investments include six funded projects totalling \$8,852.0.

Four of these projects totalling \$5,552.0 involve the maintenance of existing assets.

The Radio Trunking System Expansion Project 1523 for \$2,800.0 involves the expansion of the core infrastructure of the City's trunked radio system. The project will be funded by borrowing and is subject to a Public Notice Hearing. The trunking radio system infrastructure is a corporate resource that is shared by all user departments. The system provides radio communications for Police, Fire, Utility Services, Infrastructure Services and other civic departments.

The remaining project totalling \$500.0 is to prepare for the relocation of Transit facilities from Caswell Hill, as well as the Public Works/City Yards facilities, from the Warehouse District to a new Civic Operations Centre. It is funded through a contribution from the operating budget, which is partially offset by increases to the City's Municipal Operating Grant (MOG). MOG continues to increase with population growth and increases to the PST base. The relocation of Transit facilities and Public Works/City Yard facilities is partially due to growth of the City.

Projects identified with no source of funding in this service line include a fire code upgrade at TCU Place as well as maintenance required at civic facility sites.



## **Future Operating Impacts of 2012 Capital Projects**

There are no future operating impacts from 2012 capital projects.





# FIRE & PROTECTIVE SERVICES ● ● ●

City of Saskatoon

**PRELIMINARY 2012**  
Operating & Capital Budget

**Operating Budget**

\$40.1 million

**Capital Budget**

\$0.5 million



## Overview

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

## At A Glance

- SFPS has 332 full-time employees, nine Fire Stations, one Dispatch Centre, Fire Prevention, Community Relations, Maintenance/Mechanical, Training and Administration Divisions.
- The Saskatchewan Rental Housing Supplement Program was introduced in 2005, resulting in an average of 1,040 inspections per annum of single-family rental properties to assist clients of Social Services. In order to qualify for an additional rental income supplement, these properties must be inspected to ensure they meet minimum fire and life safety standards. As of August 31, 2011, this new program, in partnership with the Province, has resulted in an additional 4,651 inspections that would not normally have been carried out prior to the inception of the program.
- As of August 31, 2011, the Fire Prevention and Investigation Division and Fire crews conducted 2,384 fire inspections and 16,333 property maintenance inspections.
- SFPS provides contract services to the Rural Municipalities/Towns of Corman Park, Vanscoy, Delisle, Whitecap Dakota and English River First Nations.
- The Department responds to approximately 2,000 needle concerns a year resulting in an average of 10,000 needles retrieved annually.
- SFPS provides a major support function in the City's Emergency Medical Services system through a long standing, formal Tiered Response Agreement with the Saskatoon Health Region. The agreement formalizes the relationship for emergency medical and rescue responses between SFPS and the Saskatoon Health Region.

## Major Achievements 2010 - 2011

- Opened and staffed Station No. 8 (Lakewood Suburban Centre) in September, 2010.
- Implemented a new radio system.
- Purchased a new aerial to service the east side of the city.
- Purchased a new tanker and bush truck which are needed to service newly annexed land.
- Renewed the Saskatchewan Rental Housing Supplement Agreement to March 31, 2012.
- Participated with Saskatchewan Corrections for core neighbourhood community clean-up.

- Deployed the department's Water Rescue Team for six weeks to assist with flooding conditions in southern Saskatchewan.
- Received the IAFC Award of Excellence for the Saskatchewan Rental Housing Supplement Program.
- Purchased property for two future fire stations (Hampton Village and Stonebridge).

## Key Challenges

- Securing funding (Capital and Operating) for future Fire Stations Nos. 10 and 11, including 16 new staff.
- Expand and enhance current computer-aided dispatch system.
- Completion of Fire's portion of the Corporate Trunk Radio System (new radios purchased in 2011).
- Succession planning for departmental senior management positions.

## Major Initiatives 2012-2014

- Required overall upgrade of self-contained breathing apparatus (SCBA) for fire fighters.
- Development of policy for special event emergency planning.
- Creation of vacant properties/buildings bylaw.
- Development of neighbourhood evacuation planning strategies for both civic and community resource deployment (Montgomery and Silverwood) to be applied across the City.
- Construction of Fire Station #10 in Hampton Village.
- New software programs required for fire inspection, asset management and training tracking.

## Budget Implications 2012

### By Service Lines

#### **Saskatoon Fire & Protective Services (SFPS)**

- Implementation of new corporate trunk radio system within the department and associated maintenance and training costs.
- Increased costs for specialty training.
- Capital investment of \$88.0 for fire inspection and asset management components of the computer-aided dispatch system. Additional capital investment of \$443.0 for scheduled apparatus replacement.

#### **Emergency Measures**

- Costs associated with development of city-wide evacuation plan and awareness training.

# Fire & Protective Services



**PRELIMINARY 2012**  
Operating & Capital Budget

## ***FIRE AND PROTECTIVE SERVICES OPERATING BUDGET SUMMARY***

	2010 Actual	2010 Budget	2011 Budget	2012 Budget				
				000's			Dollar Change	% Change
				Revenue	Exp/Rec	Net		
<b>Fire &amp; Protective Services</b>	35,658.5	35,908.5	38,719.3	(297.3)	40,193.0	<b>39,895.7</b>	1,176.4	3.04%
<b>Emergency Measures</b>	187.9	201.2	201.5	0.0	222.9	<b>222.9</b>	21.4	10.62%
<b>Total</b>	<b>35,846.4</b>	<b>36,109.7</b>	<b>38,920.8</b>	<b>(297.3)</b>	<b>40,415.9</b>	<b>40,118.6</b>	<b>1,197.8</b>	<b>3.08%</b>
<b>Staff Complement</b>								
Full Time Equivalents							<b>2011</b> 332.17	<b>2012</b> 332.17

## ***Summary of Funded Capital Investments - Fire & Protective Services***

	2012	2013	2014	2015	2016
<b>Fire &amp; Protective Services</b>	531	1,439	1,844	4,533	3,371
<b>Emergency Measures</b>	0	0	0	0	0
<b>Total</b>	<b>531</b>	<b>1,439</b>	<b>1,844</b>	<b>4,533</b>	<b>3,371</b>

## ***Financing for Funded Capital Investments***

	2012	2013	2014	2015	2016
<b><u>Funded</u></b>					
External Borrowing	0	0	1,200	3,800	2,500
Replacement Reserves	103	612	525	158	244
Reserves for Future Expenditures	428	827	119	575	627
<b>Total</b>	<b>531</b>	<b>1,439</b>	<b>1,844</b>	<b>4,533</b>	<b>3,371</b>
<b><u>Unfunded</u></b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

## ***Future Operating Impacts of 2012 Capital Projects***

	2012	2013	2014	2015	2016
<b>Fire &amp; Protective Services</b>	23.5	-	-	-	-
	23.5	-	-	-	-

# Fire & Protective Services



**PRELIMINARY 2012**  
Operating & Capital Budget

## ***FIRE & PROTECTIVE SERVICES***

To respond to all emergencies involving fire, pre-hospital emergency medical, entrapment of persons, and unplanned releases of regulated or hazardous materials and substances.

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.

<b>OPERATING BUDGET:</b>	<b>2010 Actuals</b>	<b>2010 Budget</b>	<b>2011 Budget</b>	<b>2012 Budget</b>	<b>Dollar Change</b>	<b>% Change</b>
REVENUES	(223.7)	(191.6)	(196.6)	(201.6)	(5.0)	2.5%
PROVINCE OF SASKATCHEWAN	(95.7)	(95.7)	(95.7)	(95.7)	0.0	0.0%
STAFF COMPENSATION	31,534.7	31,736.9	34,404.7	35,357.7	953.0	2.8%
TRSFRR TO FUNDS/RESERVES	1,214.1	1,214.1	1,196.3	1,243.7	47.4	4.0%
OPERATING COSTS	3,257.5	3,253.8	3,419.6	3,601.6	182.0	5.3%
COST RECOVERY	(28.4)	(9.0)	(9.0)	(10.0)	(1.0)	11.1%
Total	35,658.5	35,908.5	38,719.3	39,895.7	1,176.4	3.0%
FTE's			330.17	330.17		

### ***FIRE & PROTECTIVE SERVICES SUMMARY OF OPERATING CHANGES***

#### ***Capital Levies:***

- Fire Capital Reserve increase of \$25.0 required to fund future equipment needs.
- Fire Apparatus Replacement Reserve increase of \$22.4 required to meet normal replacement schedule.

#### ***Other Significant Changes:***

- Increase of \$69.0 for increased vehicle mechanical workload, replacement parts and insurance deductible increase.
- Increase of \$39.0 for specialty training programs such as live fire training and on-line continuing medical training.
- Increase of \$23.5 for capital impacts for licensing and training as a result of 2012 capital project P2502 Integrated Communication/Admin System.
- Decrease of \$40.0 for fire fighter clothing costs.

# Fire & Protective Services



**PRELIMINARY 2012**  
Operating & Capital Budget

## **CAPITAL INVESTMENTS - FIRE & PROTECTIVE SERVICES**

	2012	2013	2014	2015	2016	Total Project Cost
<b>Funded:</b>						
P582 Fire Appar - Refurb/Repl/Add'l	103	612	525	158	244	Ongoing
P1914 New Station - Northwest Saskatoon	0	0	1,200	3,800	0	5,650
P2373 New Station - South Saskatoon	0	0	0	0	2,500	3,100
P2379 Apparatus Replacement	272	475	119	125	627	Ongoing
P2502 Integrated Communication/Admin System	88	32	0	0	0	120
P2504 Fire - New Equipment	68	320	0	450	0	838
<b>Total</b>	<b>531</b>	<b>1,439</b>	<b>1,844</b>	<b>4,533</b>	<b>3,371</b>	

*There are no Unfunded projects for Fire & Protective Services service line.*

## **FIRE & PROTECTIVE SERVICES SUMMARY OF CAPITAL INVESTMENTS**

All Capital Projects for the replacement of fire apparatus, support vehicles, and equipment that total \$375.0 are funded from existing Reserves.

For Project 2502, \$88.0 is required for 2012 for fire inspection and asset management modules that integrate with the current records management/communications system and \$32.0 is required in 2013 for a training tracking module.

For Project 2504, \$28.0 is required for refurbishment of Engine 14 (Department's historical community relations fire engine) and \$40.0 for storage building at Firehall No. 6.

Construction and staffing of Fire Station No. 10 (Hampton Village) is slated for 2014/2015.

Construction and staffing of Fire Station No. 11 (Stonebridge) is slated for 2016/2017.

There are currently no funding sources specifically for Fire Services at either the Provincial or Federal Government levels. Past funding to Saskatoon by the Provincial Government (Municipal Economic Expansion Program – MEEP) was dedicated by direction of City Council to fund Fire Station No. 8.

## **Future Operating Impacts of 2012 Capital Projects**

<b>Project:</b>	<b>2012</b>	<b>2013</b>	<b>2014</b>	<b>2015</b>	<b>2016</b>
P2502 Integrated Communication/Admin System	23.5	-	-	-	-
	23.5	-	-	-	-

## ***EMERGENCY MEASURES***

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.

<b>OPERATING BUDGET:</b>	<b>2010 Actuals</b>	<b>2010 Budget</b>	<b>2011 Budget</b>	<b>2012 Budget</b>	<b>Dollar Change</b>	<b>% Change</b>
STAFF COMPENSATION	156.6	153.0	156.0	174.9	18.9	12.1%
OPERATING COSTS	31.3	48.2	45.5	48.0	2.5	5.5%
Total	187.9	201.2	201.5	222.9	21.4	10.6%

### ***EMERGENCY MEASURES SUMMARY OF OPERATING CHANGES***

#### ***Other Significant Changes:***

- Increase in operating costs includes development of city-wide evacuation plan and awareness program.

**There are no capital investments for EMERGENCY MEASURES.**

# CORPORATE GOVERNANCE & FINANCE



City of Saskatoon

**PRELIMINARY 2012**  
Operating & Capital Budget

## Operating Budget

(\$52.6) million

## Capital Budget

\$1.0 million



## Overview

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

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

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

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

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

## At A Glance

- There are 11 elected officials consisting of one Mayor and 10 Ward Councillors.
- There are 12 unions and associations within the City's organizational structure.
- Total revenues collected - \$297 million.

# Corporate Governance & Finance



**PRELIMINARY 2012**  
Operating & Capital Budget

- The 2011 assessed value of all property in Saskatoon is \$19.0 billion.

## Major Achievements 2010 - 2011

- Increased in-house training opportunities for our employees, a renewed commitment to make us a learning organization.
- Implemented a dual tax bill in 2010 whereby the municipal and school taxes are shown separately to provide a clear picture of where tax dollars are being spent.
- Introduced blogs, Facebook, YouTube, and Twitter to enhance communication opportunities.
- Excellence Within Us training provided to all permanent employees to make us ready for our new way of conducting business, and provide an excellent and measurable service to our citizens.
- Introduced video streaming of City Council meetings.
- Completed the Saskatoon Speaks Community Visioning Initiative that summarizes community perspectives and describes common values, outlines opportunities and challenges facing Saskatoon and describes the community's long-term vision for the city. It will inform the City's Strategic Plan and other planning initiatives but also is intended to assist others who have a role to play in building a great city.

## Key Challenges

- Aging infrastructure and ability to finance the maintenance and replacement of our existing infrastructure.
- Inability of the property tax to fund a growing city.
- Developing the appropriate taxation or user fee models for service delivery funding.
- Increased citizen expectations of civic services.
- Increased demand for environmental responsibility.
- Meeting the community's housing needs especially in terms of affordable and available housing.
- Aging workforce and a competitive job market creates challenges in recruitment, retention, and knowledge transfer.
- Difficult to have an integrated approach to human resource management without an automated system.
- A diverse workforce (age, cultural backgrounds, etc.) where employees have different needs and expectations.
- Recruitment and retention of a knowledgeable and skilled labour force.
- Rapid, ongoing changes in technology.
- Maintain and improve the health and safety records of employees.



# Corporate Governance & Finance



## **PRELIMINARY 2012** Operating & Capital Budget

- Increased building construction in Saskatoon has created additional demands on the assessment staff. It is anticipated that this will continue, based on Saskatoon's forecasted economic growth.
- A new level of growth in Saskatoon has created extra pressures and demands on the taxi industry.

## Major Initiatives 2012-2014

- Introduce a Competency model to develop leadership competencies. Align the different functions such as employment and performance to this model.
- Develop a comprehensive workforce strategy to respond to aging workforce and competitive job market.
- Integrate health and safety management systems for civic employees.
- Implement Council-recommended revisions to Taxi Bylaw.
- Civic Election in 2012 which will introduce a four year term (currently three year term).
- Property re-assessment will occur in 2013.
- Pursue implementation of video streaming for standing committee meetings.
- Introduce electronic agenda management system which will streamline process, increase staff efficiencies and result in photocopy savings

## Budget Implications 2012

### **By Service Lines**

#### **City Manager**

- The formal process for the community visioning project was completed in early 2011. However, other cities have experienced that the community visioning process prompts more requests from the community to continue to have opportunities for input into long term future planning. There is a need to transition from the Saskatoon Speaks process to ongoing community engagement and to manage the overall process to ensure there is relevance, coordination and meaningful dialogue occurring with citizen input.
- Work continues on the redesign of the City Webpage to make it function better for all users including the public, civic staff and City Council.

#### *Unfunded Capital Projects:*

- The major portion of the capital project to reconstruct the City Webpage is unfunded at this time.

# Corporate Governance & Finance



**PRELIMINARY 2012**  
Operating & Capital Budget

## **City Clerk**

- The continued implementation of the Electronic Records Management system to other departments will help manage the growth of electronic records.
- The introduction of an electronic agenda and meeting management system will streamline the process, increase staff efficiencies and result in photocopying savings.

## **Financial Services**

- Continued enhancement of the Corporate Financial System and Corporate Budget System ensures the Corporation remains current with system requirements.

## **Revenue Services**

- Operational increases due to external costs in order to maintain current service levels.

## **Assessment**

- Preparing for Reassessment in 2013 by enhancements to the computerized mass appraisal system.
- Additional staff required due to the increase of building permits and Saskatoon's forecasted economic growth.

## **Corporate Support**

- Operating impacts from continued automation projects.

## **Fines & Penalties**

- Increased revenues continue due to additional Parking Tickets being issued and the Police Service increased attention to traffic safety.

## **General Services**

- Municipal Operating Grant from the Provincial Government is budgeted higher by \$3.6 million based on the commitment of the government during its last budget.
- The Return on Investment from Saskatoon Light & Power and the grant in lieu of taxes from civic utilities are helping reduce the pressure on property taxes.
- The contribution from the Neighbourhood Land Development Fund is continuing under the phase-out of \$250.0 per year.
- An increase in the Sask Power Franchise Fees is expected based on infill growth and more demand.

## **City Owned Property - Land**

- Increased revenues continue due to additional land leases.

# Corporate Governance & Finance



**PRELIMINARY 2012**  
Operating & Capital Budget

## Corporate Governance and Finance Operating Summary

	2010 Actual	2010 Budget	2011 Budget	2012 Budget				
				\$000's			Dollar Change	% Change
				Revenue	Exp/Rec	Net		
Legislative	1,007.0	1,137.1	1,175.1	0.0	1,230.6	<b>1,230.6</b>	55.5	4.72%
City Manager's Office	880.2	956.6	1,138.0	0.0	1,442.4	<b>1,442.4</b>	304.4	26.75%
City Clerk's Office	1,888.1	1,838.5	1,970.8	(34.0)	2,096.4	<b>2,062.4</b>	91.6	4.65%
City Solicitor's Office	1,512.8	1,661.7	1,737.7	(200.2)	1,985.3	<b>1,785.1</b>	47.4	2.73%
Financial Services	2,986.3	3,035.1	3,225.7	0.0	3,281.8	<b>3,281.8</b>	56.1	1.74%
Revenue Services	1,760.0	1,759.7	1,976.5	(73.0)	2,061.8	<b>1,988.8</b>	12.3	0.62%
Assessment	2,600.6	2,810.3	2,946.9	(3.0)	3,096.7	<b>3,093.7</b>	146.8	4.98%
Corporate Support	12,532.5	13,320.7	14,377.9	(41.0)	14,920.0	<b>14,879.0</b>	501.1	3.49%
Fines & Penalties	(4,822.3)	(4,726.0)	(4,937.0)	(7,827.3)	2,644.3	<b>(5,183.0)</b>	(246.0)	4.98%
General Services	(65,256.8)	(66,242.3)	(74,732.3)	(102,650.6)	26,482.4	<b>(76,168.2)</b>	(1,435.9)	1.92%
City-Owned Property - Land	(911.1)	(839.2)	(789.5)	(1,106.9)	125.9	<b>(981.0)</b>	(191.5)	24.26%
<b>Total</b>	<b>(45,822.7)</b>	<b>(45,287.8)</b>	<b>(51,910.2)</b>	<b>(111,936.0)</b>	<b>59,367.6</b>	<b>(52,568.4)</b>	<b>(658.2)</b>	<b>1.27%</b>

### Staff Complement

	2011	2012
Full Time Equivalents	376.05	376.75

## Summary of Funded Capital Investments - Corporate Governance & Finance

2012      2013      2014      2015      2016  
*In Thousands of Dollars*

Legislative	0	0	0	0	0
City Manager's Office	100	0	0	0	0
City Clerk's Office	120	30	30	30	30
City Solicitor's Office	0	0	0	0	0
Financial Services	0	0	0	0	0
Revenue Services	0	125	360	0	300
Assessment	200	100	250	0	0
Corporate Support	625	680	775	820	800
Fines & Penalties	0	0	0	0	0
General Services	0	0	0	0	0
City-Owned Property - Land	0	0	0	0	0
<b>Total</b>	<b>1,045</b>	<b>935</b>	<b>1,415</b>	<b>850</b>	<b>1,130</b>

# Corporate Governance & Finance



**PRELIMINARY 2012**  
Operating & Capital Budget

## *Financing for Funded Capital Investments*

	2012	2013	2014	2015	2016
<b><u>Funded</u></b>					
External Borrowing	0	0	0	0	0
Other Funding	90	0	0	0	0
Replacement Reserves	625	705	1,029	820	800
Reserve for Capital Expenditures	0	0	0	0	0
Reserves for Future Expenditures	330	230	386	30	330
<b>Total</b>	<b>1,045</b>	<b>935</b>	<b>1,415</b>	<b>850</b>	<b>1,130</b>
<b><u>Unfunded</u></b>	<b>500</b>	<b>50</b>	<b>0</b>	<b>0</b>	<b>0</b>

## *Future Operating Impacts of 2012 Capital Projects*

	2012	2013	2014	2015	2016
City Clerk's Office	-	14.7	-	-	-
Corporate Support	35.0	-	-	-	-
	35.0	14.7	-	-	-

# Corporate Governance & Finance



**PRELIMINARY 2012**  
Operating & Capital Budget

## **LEGISLATIVE**

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

<b>OPERATING BUDGET:</b>	<b>2010 Actuals</b>	<b>2010 Budget</b>	<b>2011 Budget</b>	<b>2012 Budget</b>	<b>Dollar Change</b>	<b>% Change</b>
Staff Compensation	866.3	930.6	967.3	995.9	28.6	3.0%
Operating Costs	140.7	206.5	207.8	234.7	26.9	12.9%
Total	1,007.0	1,137.1	1,175.1	1,230.6	55.5	4.7%
FTE's			4.00	4.00		

### **LEGISLATIVE SUMMARY OF OPERATING CHANGES**

#### **Other Significant Changes:**

- Operating costs include a one-time \$27.3 increase for computer and communications equipment for successful candidates of the 2012 election.

**There are no capital investments in LEGISLATIVE**

# Corporate Governance & Finance



**PRELIMINARY 2012**  
Operating & Capital Budget

## **CITY MANAGER'S OFFICE**

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

<b>OPERATING BUDGET:</b>	<b>2010 Actuals</b>	<b>2010 Budget</b>	<b>2011 Budget</b>	<b>2012 Budget</b>	<b>Dollar Change</b>	<b>% Change</b>
Staff Compensation	762.1	775.4	890.3	1,047.8	157.5	17.7%
Staff Transfer From Other Service Lines				149.6	149.6	100.0%
Transfer To Funds/Reserves	30.0	30.0	30.0	30.0	0.0	0.0%
Operating Costs	206.9	270.0	264.9	264.6	(0.3)	-0.1%
Cost Recovery	(118.8)	(118.8)	(47.2)	(49.6)	(2.4)	5.1%
<b>Total</b>	<b>880.2</b>	<b>956.6</b>	<b>1,138.0</b>	<b>1,442.4</b>	<b>304.4</b>	<b>26.7%</b>
 FTE's			7.30	8.00		
FTE Transfer From Other Service Lines				2.00		
<b>Total FTE's</b>				<b>10.00</b>		

### **CITY MANAGER'S OFFICE SUMMARY OF OPERATING CHANGES**

#### **Other Significant Changes:**

- There is an endload of the Community Engagement Manager for \$58.6 (0.70 FTE) in 2012 to transition the Saskatoon Speaks process to ongoing community engagement. This position will manage the community engagement process to ensure that there is relevance, coordination and meaningful dialogue occurring with citizen input.

# Corporate Governance & Finance



**PRELIMINARY 2012**  
Operating & Capital Budget

## ***CAPITAL INVESTMENTS -CITY MANAGER'S OFFICE***

	2012	2013	2014	2015	2016	Total Project Cost
<b>Funded:</b>						
*P2510 C MGR-City Website Redesign	100	0	0	0	0	700
<b>Total</b>	<b>100</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	
*Denotes that project has unfunded portion below						
<b>Unfunded:</b>						
P2510 C MGR-City Website Redesign	500	0	0	0	0	700
<b>Total</b>	<b>500</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	

### ***CITY MANAGER'S OFFICE SUMMARY OF CAPITAL INVESTMENTS***

In 2011, work began on reviewing the functionality of the City website. The funded portion of Project 2510 for 2012 is to make the webpage compliant with the World Wide Web Consortium ( W3C) standards in order to make the site more accessible to people with disabilities. The major redesign and renovation portion of this project to make it function better for all users including the public, staff and City Council remains unfunded.

### ***Future Operating Impacts of 2012 Capital Projects***

There are no future operating impacts from 2012 capital projects.

# Corporate Governance & Finance



**PRELIMINARY 2012**  
Operating & Capital Budget

## ***CITY CLERK'S OFFICE***

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 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.

<b>OPERATING BUDGET:</b>	<b>2010 Actuals</b>	<b>2010 Budget</b>	<b>2011 Budget</b>	<b>2012 Budget</b>	<b>Dollar Change</b>	<b>% Change</b>
Government Of Canada	(3.8)	(10.3)	(12.0)	(12.0)	0.0	0.0%
Staff Compensation	1,411.6	1,421.0	1,483.8	1,568.6	84.8	5.7%
Trsfr To Funds/Reserves	130.0	130.0	135.0	(85.7)	(220.7)	-163.5%
Operating Costs	261.3	249.1	282.7	740.3	457.6	161.9%
Contribution To Capital	3.5	3.5	3.5	90.0	86.5	2471.4%
Boards/Committees	135.7	85.9	108.5	127.4	18.9	17.4%
Cost Recovery	(50.2)	(40.7)	(30.7)	(366.2)	(335.5)	1092.8%
<b>Total</b>	<b>1,888.1</b>	<b>1,838.5</b>	<b>1,970.8</b>	<b>2,062.4</b>	<b>91.6</b>	<b>4.6%</b>
 FTE's			20.24	20.24		

### ***CITY CLERK'S OFFICE SUMMARY OF OPERATING CHANGES***

#### ***Other Significant Changes:***

- There is an increase in operating costs of \$463.0 due to the 2012 election. There is additional cost recovery from the School Boards of \$240.5 representing 50% of total election costs of \$481.0 and \$90.0 cost recovery for internal resources used during the election. The civic portion of the operating costs is funded by a transfer from the General Voting Reserve which this service line contributes to on a yearly basis. The increase in the transfer from the General Voting Reserve to support the 2012 election costs is \$220.7.
- Contribution to Capital increased by \$90.0 for the 2012 Project P1884 CK-Electronic Agenda and Meeting Management System. The intent of the project is reduce paper usage and allow for easier collaboration on document preparation including links with the records management system.



# Corporate Governance & Finance



**PRELIMINARY 2012**  
Operating & Capital Budget

## ***CAPITAL INVESTMENTS - CITY CLERK'S OFFICE***

	2012	2013	2014	2015	2016	Total Project Cost
<b>Funded:</b>						
P1883 CK-Electronic Records Management	30	30	30	30	30	434
P1884 CK-Electronic Agenda & Meeting MGT System	90	0	0	0	0	90
	<b>120</b>	<b>30</b>	<b>30</b>	<b>30</b>	<b>30</b>	

### **Unfunded:**

There are no unfunded investments in the CITY CLERK'S OFFICE

## ***CITY CLERK'S OFFICE SUMMARY OF CAPITAL INVESTMENTS***

Operational improvements are expected with the implementation of the electronic Records Management system in all civic departments and with the new electronic Agenda and Meeting Management system.

## **Future Operating Impacts of 2012 Capital Projects**

<b>Project:</b>	2012	2013	2014	2015	2016
P1883 CK-Electronic Records Management	-	5.7	-	-	-
P1884 CK-Electronic Agenda & Meeting MGT System	-	9.0	-	-	-
	-	14.7	-	-	-

# Corporate Governance & Finance



**PRELIMINARY 2012**  
Operating & Capital Budget

## ***CITY SOLICITOR'S OFFICE***

This service line provides legal services to the municipal corporation and related bodies.

This service line also attempts to minimize the civic exposure to a variety of risks and administer the corporate risk management program.

<b>OPERATING BUDGET:</b>	<b>2010 Actuals</b>	<b>2010 Budget</b>	<b>2011 Budget</b>	<b>2012 Budget</b>	<b>Dollar Change</b>	<b>% Change</b>
Revenues	(169.2)	(143.0)	(147.7)	(200.2)	(52.5)	35.5%
Staff Compensation	2,048.4	2,110.4	2,221.7	2,259.4	37.7	1.7%
Insurance Premiums	960.3	1,002.7	1,002.7	1,066.7	64.0	6.4%
Trsfr To Funds/Reserve	950.0	950.0	950.0	950.0	0.0	0.0%
Operating Costs	445.5	474.2	478.7	436.9	(41.8)	-8.7%
Cost Recovery	(2,722.2)	(2,732.6)	(2,767.7)	(2,727.7)	40.0	-1.4%
<b>Total</b>	<b>1,512.8</b>	<b>1,661.7</b>	<b>1,737.7</b>	<b>1,785.1</b>	<b>47.4</b>	<b>2.7%</b>
FTE's			22.00	21.00		

### ***CITY SOLICITOR'S OFFICE SUMMARY OF OPERATING CHANGES***

#### ***Other Significant Changes:***

- Legal Services has increased its revenue by 35.5% by increasing its work (particularly for the Land Bank) without increasing staff.
- Through operating cost savings and a reduction of one staff year, Risk Management has covered all of the increased cost of the City's insurance premiums of \$64.0 and reduced its cross-charges to other departments by \$40.0.

**There are no capital investments in the CITY SOLICITOR'S OFFICE**

# Corporate Governance & Finance



**PRELIMINARY 2012**  
Operating & Capital Budget

## **FINANCIAL SERVICES**

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

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

The corporation's investment and borrowing decisions, financial recording, reporting and control; corporate budgeting; employee payroll and benefits; supplier payments, corporate supply management services using competitive procurement practices, control of the corporation's inventoried goods, and the disposal of obsolete/surplus materials and equipment are key services provided.

<b>OPERATING BUDGET:</b>	<b>2010 Actuals</b>	<b>2010 Budget</b>	<b>2011 Budget</b>	<b>2012 Budget</b>	<b>Dollar Change</b>	<b>% Change</b>
Staff Compensation	2,364.0	2,396.0	2,544.0	2,665.1	121.1	4.8%
Transfer To Funds/Reserves	225.0	225.0	275.0	275.0	0.0	0.0%
Operating Costs	498.4	488.0	486.6	472.7	(13.9)	-2.9%
Cost Recovery	(101.1)	(73.9)	(79.9)	(131.0)	(51.1)	64.0%
Total	2,986.3	3,035.1	3,225.7	3,281.8	56.1	1.7%
FTE's			34.35	34.35		

### **FINANCIAL SERVICES OFFICE SUMMARY OF OPERATING CHANGES**

#### **Other Significant Changes:**

- With the elimination of the maintenance expense for the Eprocurement module of the Corporate Financial System, there is an operational savings of \$46.0.
- Due to the capital project to replace the current Corporate Budgeting System, there is an increase of \$22.0 for the new budget system maintenance agreement.

# Corporate Governance & Finance



**PRELIMINARY 2012**  
Operating & Capital Budget

## ***CAPITAL INVESTMENTS - FINANCIAL SERVICES***

	2012	2013	2014	2015	2016	Total Project Cost
<b>Funded:</b>						
There are no funded investments in FINANCIAL SERVICES						
<b>Unfunded:</b>						
P2520 Municipal Cost Index/Economic Factors	0	50	0	0	0	50
<b>Total</b>	<b>0</b>	<b>50</b>	<b>0</b>	<b>0</b>	<b>0</b>	

## **Future Operating Impacts of 2012 Capital Projects**

There are no future operating impacts from 2012 capital projects.

# Corporate Governance & Finance



**PRELIMINARY 2012**  
Operating & Capital Budget

## REVENUE SERVICES

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

<b>OPERATING BUDGET:</b>	<b>2010 Actuals</b>	<b>2010 Budget</b>	<b>2011 Budget</b>	<b>2012 Budget</b>	<b>Dollar Change</b>	<b>% Change</b>
Revenues	0.0	0.0	0.0	(66.0)	(66.0)	0.0%
Misc. Revenues	0.0	0.0	0.0	(7.0)	(7.0)	0.0%
Staff Compensation	4,270.1	4,294.0	4,562.4	4,739.2	176.8	3.9%
Debt Charges	0.0	0.0	0.0	0.0	0.0	0.0%
Operating Costs	2,843.3	2,808.4	2,956.2	2,971.6	15.4	0.5%
Cost Recovery	(5,353.4)	(5,342.7)	(5,542.1)	(5,649.0)	(106.9)	1.9%
<b>Total</b>	<b>1,760.0</b>	<b>1,759.7</b>	<b>1,976.5</b>	<b>1,988.8</b>	<b>12.3</b>	<b>0.6%</b>
FTE's			73.70	73.70		

### REVENUE SERVICES OFFICE SUMMARY OF OPERATING CHANGES

#### Other Significant Changes:

- There is an increase of \$22.2 for Postal services due to mailing of Taxation notices.
- Additionally, there is an increase to the general Office Equipment maintenance agreements of \$18.0.
- These costs are offset by a decrease in the amount of uncollectable accounts for Utilities (\$50.0).

### CAPITAL INVESTMENTS - REVENUE SERVICES

	<b>2012</b>	<b>2013</b>	<b>2014</b>	<b>2015</b>	<b>2016</b>	<b>Total Project Cost</b>
<b>Funded:</b>						
P2085 CS-Treas Remitnce Processor Repl	0	0	60	0	0	314
P2411 CS-Meter Reading Equipment Replacement	0	125	0	0	0	315
P2526 CS-Treas IVR System Replacement	0	0	300	0	0	300
P2531 CS-Portfolio Management Systemen Repl	0	0	0	0	300	300
<b>Total</b>	<b>0</b>	<b>125</b>	<b>360</b>	<b>0</b>	<b>300</b>	

#### Unfunded:

There are no unfunded projects in REVENUE SERVICES

# Corporate Governance & Finance



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**PRELIMINARY 2012**  
Operating & Capital Budget

## **Future Operating Impacts of 2012 Capital Projects**

There are no future operating impacts from 2012 capital projects.

# Corporate Governance & Finance



**PRELIMINARY 2012**  
Operating & Capital Budget

## ASSESSMENT

To provide property assessment through compliance with applicable provincial legislation.

<b>OPERATING BUDGET:</b>	<b>2010 Actuals</b>	<b>2010 Budget</b>	<b>2011 Budget</b>	<b>2012 Budget</b>	<b>Dollar Change</b>	<b>% Change</b>
Revenues	(2.6)	(6.5)	(6.5)	(3.0)	3.5	-53.8%
Staff Compensation	2,269.8	2,393.6	2,516.5	2,670.5	154.0	6.1%
Transfer To Funds/Reserves	5.0	5.0	5.5	5.5	0.0	0.0%
Operating Costs	328.4	418.2	431.4	420.7	(10.7)	-2.5%
<b>Total</b>	<b>2,600.6</b>	<b>2,810.3</b>	<b>2,946.9</b>	<b>3,093.7</b>	<b>146.8</b>	<b>5.0%</b>
FTE's			35.0	36.0		

### ASSESSMENT OFFICE SUMMARY OF OPERATING CHANGES

#### Other Significant Changes:

- Addition of an additional Assessment Appraiser \$63.4 due to the increase of building permits and Saskatoon's forecasted economic growth, which is partially off-set with a reduction in overtime costs of (\$4.3). The remaining \$59.1 has off-setting revenues in the Supplementary Assessment Levy. This position will allow continued assessment growth in future years.

### CAPITAL INVESTMENTS - ASSESSMENT

	<b>2012</b>	<b>2013</b>	<b>2014</b>	<b>2015</b>	<b>2016</b>	<b>Total Project Cost</b>
<b>Funded:</b>						
P2079 Property Reassessment	200	100	0	0	0	930
P2530 Property Tax System Replacement	0	0	250	0	0	250
<b>Total</b>	<b>200</b>	<b>100</b>	<b>250</b>	<b>0</b>	<b>0</b>	

#### Unfunded:

There are no Unfunded projects in Assessment

### ASSESSMENT OFFICE SUMMARY OF CAPITAL INVESTMENTS

2012 Assessment Capital Investment includes upgrades to the computer assisted mass appraisal (CAMA) system to implement commercial property values on a shorter (two year) reassessment cycle for \$200.0.

# Corporate Governance & Finance



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**PRELIMINARY 2012**  
Operating & Capital Budget

## **Future Operating Impacts of 2012 Capital Projects**

There are no future operating impacts from 2012 capital projects.



# Corporate Governance & Finance



**PRELIMINARY 2012**  
Operating & Capital Budget

## ***CORPORATE SUPPORT***

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

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

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

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

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

# Corporate Governance & Finance



<b>OPERATING BUDGET:</b>	<b>PRELIMINARY 2012</b> Operating & Capital Budget					
	<b>2010</b> <b>Actuals</b>	<b>2010</b> <b>Budget</b>	<b>2011</b> <b>Budget</b>	<b>2012</b> <b>Budget</b>	<b>Dollar</b> <b>Change</b>	<b>%</b> <b>Change</b>
Revenues	(72.7)	(31.3)	(31.3)	(41.0)	(9.7)	31.0%
Staff Compensation	13,678.6	13,839.3	14,906.6	15,523.2	616.6	4.1%
Staff Transfer To City Manager's Office				(77.5)	(77.5)	-100.0%
Transfer To Funds/Reserves	1,360.2	1,360.2	1,310.5	1,300.5	(10.0)	-0.8%
Operating Costs	4,802.0	5,284.4	5,631.3	5,917.3	286.0	5.1%
Cost Recovery	(7,235.6)	(7,131.9)	(7,439.2)	(7,743.5)	(304.3)	4.1%
<b>Total</b>	<b>12,532.5</b>	<b>13,320.7</b>	<b>14,377.9</b>	<b>14,879.0</b>	<b>501.1</b>	<b>3.5%</b>

FTE's	179.46	178.46
FTE Transfer To City Manager's Office	(1.00)	
<b>Total FTEs</b>	<b>177.46</b>	

## **CORPORATE SUPPORT SUMMARY OF OPERATING CHANGES**

### **Other Significant Changes:**

- CIS has necessary licensing agreement increases of \$41.0, as well as maintenance agreement increases of \$8.0 due to growth requirements of the corporation.
- Cancellation of the Enterprise Asset Management project has resulted in a 1.00 FTE decrease to the CIS program (reduction of staffing dollars of \$79.8 and increase in cost recovery amount of an equal amount for a net effect of \$0 on the program).
- CIS has multiple impacts in 2012 due to current and prior years capital projects. This includes: \$40.0 in licensing fees, \$65.0 in server maintenance, \$20.0 in wide area network leases and \$20.0 in monitoring maintenance.
- Photocopy operations has an increase of \$15.0 for repairs on office equipment, which is offset with \$41.6 increase in cost recoveries.
- Community Services Admin Branch has an increase of \$30.0 for cross-training in critical systems with a cross-charge to Urban Planning and Development Business Line- Building Permits Service line of \$30.0 for that additional cost.

# Corporate Governance & Finance



## PRELIMINARY 2012 Operating & Capital Budget

### CAPITAL INVESTMENTS - CORPORATE SUPPORT

	2012	2013	2014	2015	2016	Total Project Cost
<b>Funded:</b>						
P1083 Corporate Network Equipment Repl	550	375	600	225	375	3,720
P1780 Corp Network Infrastructure	75	75	75	375	75	975
P1977 Local Area Network & Data Security	0	100	0	120	0	870
P1989 e-Service Enhancement	0	100	100	100	0	470
P2368 Printing Services Equipment	0	30	0	0	350	680
<b>Total</b>	<b>625</b>	<b>680</b>	<b>775</b>	<b>820</b>	<b>800</b>	

### Unfunded:

There are no unfunded projects in Corporate Support

### CORPORATE SUPPORT SUMMARY OF CAPITAL INVESTMENTS

2012 CIS Capital Investments include two asset replacement projects totalling \$625.0 to keep the data centre and network equipment current.

### Future Operating Impacts of 2012 Capital Projects

Project:	2012	2013	2014	2015	2016
P1083 Corporate Network Equipment Repl	35.0	-	-	-	-
	35.0	-	-	-	-

# Corporate Governance & Finance



**PRELIMINARY 2012**  
Operating & Capital Budget

## ***FINES & PENALTIES***

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.

<b>OPERATING BUDGET:</b>	<b>2010 Actuals</b>	<b>2010 Budget</b>	<b>2011 Budget</b>	<b>2012 Budget</b>	<b>Dollar Change</b>	<b>% Change</b>
Traffic Bylaw Violations	(3,360.5)	(3,478.0)	(3,478.0)	(3,700.0)	(222.0)	6.4%
Parking Bylaw Violations	(2,527.7)	(2,300.0)	(2,500.0)	(2,600.0)	(100.0)	4.0%
Other Bylaw Violations	(153.9)	(150.0)	(160.0)	(160.0)	0.0	0.0%
Fire Bylaw Violations	(28.1)	(9.0)	(10.0)	(12.0)	(2.0)	20.0%
Traffic - Automated Enforcement	(1,503.6)	(1,247.0)	(1,247.0)	(1,355.3)	(108.3)	8.7%
Prov Admin/Security Fees	1,247.9	1,211.0	1,211.0	1,289.0	78.0	6.4%
Automated Enforcement Expenditure	822.0	751.4	751.4	778.5	27.1	3.6%
Trsfr To Funds/Reserves	681.6	495.6	495.6	576.8	81.2	16.4%
<b>Total</b>	<b>(4,822.3)</b>	<b>(4,726.0)</b>	<b>(4,937.0)</b>	<b>(5,183.0)</b>	<b>(246.0)</b>	<b>5.0%</b>
FTE's			0.00	0.00		

### ***FINES & PENALTIES SUMMARY OF OPERATING CHANGES***

#### ***Other Significant Changes:***

- Parking Ticket budgeted revenues are being increased by \$100.0 to match actual results over the past two years.
- The Police Service has increased attention to traffic safety, which will result in additional Traffic Violations of \$222.0. Additional fees of \$78.0 associated with the increased violations result in a net increase of \$144.0 to the Fines & Penalties service line.

**There are no capital investments for Fines & Penalties**

# Corporate Governance & Finance



**PRELIMINARY 2012**  
Operating & Capital Budget

## GENERAL SERVICES

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

<b>OPERATING BUDGET:</b>	<b>2010 Actuals</b>	<b>2010 Budget</b>	<b>2011 Budget</b>	<b>2012 Budget</b>	<b>Dollar Change</b>	<b>% Change</b>
General Revenues	(2,403.1)	(2,447.2)	(2,517.3)	(2,453.3)	64.0	-2.5%
Staff Compensation	2,004.4	0.0	0.0	0.0	0.0	-
Return On Investment (Utility/Land)	(22,780.1)	(22,780.1)	(24,657.4)	(24,260.4)	397.0	-1.6%
Fiscal Earnings & Payments	(4,683.2)	(1,911.8)	(6,376.1)	(6,312.7)	63.4	-1.0%
Municipal Operating Grant	(29,233.3)	(29,230.0)	(37,860.2)	(41,497.2)	(3,637.0)	9.6%
Utility Municipal Payments	(17,163.8)	(18,209.5)	(17,307.2)	(17,772.9)	(465.7)	2.7%
Corporate Expenditures	1,374.5	1,281.8	1,275.9	1,297.4	21.5	1.7%
General Provisions & Transfers	1,050.4	2,668.5	2,800.0	3,061.0	261.0	9.3%
Interest Earnings	(8,663.7)	(7,877.9)	(9,080.3)	(9,071.7)	8.6	-0.1%
Debt Charges	15,241.1	12,263.9	18,990.3	20,841.6	1,851.3	9.7%
<b>Total</b>	<b>(65,256.8)</b>	<b>(66,242.3)</b>	<b>(74,732.3)</b>	<b>(76,168.2)</b>	<b>(1,435.9)</b>	<b>1.9%</b>
FTE's			0.00	0.00		

### GENERAL SERVICES SUMMARY OF OPERATING CHANGES

#### Civic Services Review Decision:

- Increase in revenues of \$18.3 as a result of a fee increase for Tax Certificates & searches and Assessment searches.

#### Other Significant Changes:

- The Municipal Operating Grant from the Province of Saskatchewan has been confirmed for 2012 at \$41.497 million which is a \$3.6 million increase over 2011.
- A phase out of \$250.0 per year from the Neighbourhood Land Development Fund dividend is included in the Return on Investment (ROI) decrease of \$397.0. The remaining \$147.0 decrease is in the ROI from Saskatoon Light & Power.
- An anticipated increase in Utility Municipal payments mainly from SaskPower is adding \$465.7 in revenues.
- Debt Charges have been increased to continue building a funding base for future debt payments. These include \$850.0 for the Police Headquarters project approved in 2011 within Saskatoon Police Services, \$500.0 for the Civic Facilities Financing Plan (of which \$150.0 is being funded directly by the Municipal Operating Grant) related to the Civic Operations Center project within the Civic Facilities service line, and \$500.0 for the Recreation and Culture financing plan.

# Corporate Governance & Finance



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**PRELIMINARY 2012**  
Operating & Capital Budget

There are no capital investments for **GENERAL SERVICES**

# Corporate Governance & Finance



**PRELIMINARY 2012**  
Operating & Capital Budget

## ***CITY OWNED PROPERTY - LAND***

This service line involves the effective management of city-owned land that is held for future land development or fully serviced industrial city-owned land leased to businesses on a long term basis under the City's Business Development Incentives. The lease rates established are based on market value and may be of duration of less than one year (short term leases) or 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.

<b>OPERATING BUDGET:</b>	<b>2010 Actuals</b>	<b>2010 Budget</b>	<b>2011 Budget</b>	<b>2012 Budget</b>	<b>Dollar Change</b>	<b>% Change</b>
Revenues	(1,023.6)	(974.3)	(915.9)	(1,106.9)	(191.0)	20.9%
Operating Costs	112.5	135.1	126.4	125.9	(0.5)	-0.4%
Total	(911.1)	(839.2)	(789.5)	(981.0)	(191.5)	24.3%
FTE's			0.00	0.00		

### ***CITY OWNED PROPERTY SUMMARY OF OPERATING CHANGES***

#### ***Other Significant Changes:***

- Revenues have increased due to additional land leases.

**There are no capital investments for CITY OWNED PROPERTY - LAND**





# ENVIRONMENTAL HEALTH



City of Saskatoon

**PRELIMINARY 2012**  
Operating & Capital Budget

## Operating Budget

\$9.8 million

## Capital Budget

\$8.5 million



## Overview

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

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

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

## At A Glance

- Parks Branch maintains over 95,000 trees on boulevards and in parks.
- Landfill received 130,000 tonnes of garbage; approximately 48% is residential garbage.
- Compost depots received 27,000 tonnes of leaves, grass, and branches.
- 7,000 tonnes of paper, cardboard, milk jugs, and tin cans were collected from 78 recycling depots.

- Pest Management monitors and treats 950 km<sup>2</sup> of land in and around Saskatoon for mosquito larvae, monitors approximately 33,000 American elm for Dutch elm disease, manages nuisance wildlife and administers the provincial Noxious Weed Act through Inspection Services.

## Major Achievements 2010 - 2011

- Completed the master plan for the Landfill to extend its active life and increase the level of service provided. The master plan includes implementation of changes to design and operations to extend the life of the landfill by 40 years or more.
- Completed the conversion of the entire City to individual garbage containers to enhance cost effectiveness and efficiency in the system for managing and reducing the waste stream.
- Advanced program development for curbside recycling.
- Operationalized solar heating at Harry Bailey Aquatic Centre and Lawson Civic Centre.
- Completed energy efficiency pilot projects saving \$49,000 annually in energy costs to recreational facilities.
- Coordinated the responsible remediation of four significant contaminated sites to accommodate development.
- Completed the installation of the first phase of landfill gas sequestration to facilitate construction of the Landfill Gas electrical generation project by Saskatoon Light & Power.
- Planted an average of 3,000 trees a year to enhance the urban forest and maintain air quality.
- Had no confirmed human cases of West Nile virus in the City of Saskatoon.

## Key Challenges

- Quantifying greenhouse gas emissions and maintaining momentum for improved energy efficiency.
- Cost effective and efficient systems for reducing, reusing, recycling, and recapturing resources from waste stream.
- Maintaining the urban forest free from pests and disease.
- Maintaining sourcewater quality (South Saskatchewan River) and air quality.
- Cost effective and safe procedures for reusing vacant or underutilized contaminated sites.
- Keeping vector and nuisance mosquito populations at a minimum in light of external environmental conditions such as flooding.

## Major Initiatives 2012-2014

- Prepare and implement the Energy and Greenhouse Gas Reduction Business Plan to establish priorities and a sustainable effort toward emissions reduction.
- Improve the sophistication of waste handling to enhance cost effectiveness and efficiency.
- Implement Landfill Optimization to extend Landfill life, improve environmental performance, and increase the level of service provided; and begin expansion of the landfill through construction of a new cell.
- Construct Recovery Park, a facility to divert residential construction and demolition waste from the landfill for re-use in other construction projects.

- Expand recycling under the Waste and Recycling Plan to enhance diversion of materials suitable for resource capture from the waste stream.
- Expand organic waste programs under the Waste and Recycling Plan to divert organic material from the landfill.
- Continue the tree planting and maintenance program to ensure a healthy urban forest.
- Continue participation in the South Saskatchewan River Watershed Stewards as a leader in watershed protection and improvement.
- Participate in the Saskatoon-Lloydminster Airshed Advisory Committee to guide air protection efforts within the region.
- Establish soil protection and remediation policies, procedures, and opportunities for City-owned properties.

## Budget Implications 2012

### By Service Lines

#### Environmental Programs

Focused on improving environmental outcomes, environmental programs in 2012 will include the following.

- The Corporate Environmental Management System will track and report the overall impact of City operations to the environment. This information is critical to strategic planning for growth as a sustainable City.
- Implementation of the Energy and Greenhouse Gas (GHG) Management Plan will be guided by a business plan prioritizing corporate GHG emissions reductions and the City's role in facilitating community reductions.
- Milestones will be achieved under the Waste and Recycling Plan as recycling, organics, and other integrated waste management initiatives are developed.
- The importance of the South Saskatchewan River as the City's source of drinking water will be communicated.

#### Waste Handling Service

- Collecting waste and operating the Saskatoon Regional Waste Management Centre (Landfill) comprise this service line. Cost pressures include city growth, increasingly stringent environmental regulations and expectations, and inflation to fuel and equipment prices.
- To balance these cost pressures, there are several changes to this program that will be financially beneficial. The tipping fee at the Landfill is increasing. A portion of this tipping fee is allocated to the Landfill Replacement Reserve to allow for the internal financing of the capital investments necessary to optimize the Landfill, improve environmental outcomes, and enhance customer service. More efficient waste collections routing will be possible now that all neighbourhoods are converted to individual containers. It is also anticipated that container replacements will cost less as individual bins are less prone to vandalism and damage.

# Environmental Health



## **PRELIMINARY 2012**

Operating & Capital Budget

- 2012 Waste Handling Service Capital Investments include three projects totalling \$6,559 of which \$6,350.0 is targeted for Waste Management Facility site remediation including cell closures, capping, landscaping, new cell development, and roadwork. Additionally \$109 is targeted for automated garbage container replacements and \$100.0 for a new routing and billing software for the waste collection fleet, which will optimize collection routes and improve efficiency and customer service.

### **Waste Reduction and Resource Recovery**

- Within the City's current organics programs, increased revenues are expected. The rich and valuable compost developed at the two pilot compost depots is ready for sale in 2012. Cost efficiencies are also expected from the recycling depots program as other recycling programs develop.
- 2012 Waste Reduction Capital Investments include two projects totalling \$1,900.0 of which \$400.0 is targeted for continuation of the Compost Depots pilot project while \$1,500 is budgeted for the Construction and Demolition Waste Management Facility.

### **Pest Management**

- Pest Management will continue to provide control of mosquitoes which includes those that vector the West Nile virus. Surveys of diseases such as Dutch elm disease and monitoring for the presence of alien invasive species as well as the development of strategies to reduce the impact of these pest species will continue. The program is also responsible for wildlife management and inspection services (i.e. the enforcement of the provincial Weed Control Act and monitoring and management of invasive weeds).

### **Urban Forestry**

- The Parks Branch will continue to provide leadership in the maintenance and protection of the urban forest. As the City grows, so too does the cost of maintaining Saskatoon's green canopy of trees. New parks in five new neighbourhoods will add to the growing forest of trees already requiring care in existing parks and on City boulevards.

# Environmental Health



**PRELIMINARY 2012**  
Operating & Capital Budget

## *Environmental Health Operating Summary*

	2010 Actual	2010 Budget	2011 Budget	2012 Budget				
				\$000's			Dollar Change	% Change
				Revenue	Exp/Rec	Net		
Environmental Program	651.3	561.3	581.8	0.0	616.3	<b>616.3</b>	34.5	5.9%
Waste Handling Services	5,278.6	4,772.2	4,855.7	(7,065.0)	12,013.2	<b>4,948.2</b>	92.5	1.9%
Waste Reduction & Resource Recovery	578.2	489.5	534.4	(352.1)	759.6	<b>407.5</b>	(126.9)	-23.7%
Pest Management	602.5	489.1	756.2	(5.0)	777.1	<b>772.1</b>	15.9	2.1%
Urban Forestry	2,535.2	2,664.5	2,870.3	(22.5)	3,060.8	<b>3,038.3</b>	168.0	5.9%
<b>Total</b>	<b>9,645.8</b>	<b>8,976.6</b>	<b>9,598.4</b>	<b>(7,444.6)</b>	<b>17,227.0</b>	<b>9,782.4</b>	<b>184.0</b>	<b>1.9%</b>

### Staff Complement

	2011	2012
Full Time Equivalents	99.66	99.41

## *Summary of Funded Capital Investments*

	2012	2013	2014	2015	2016
<i>In Thousands of Dollars</i>					
Environmental Program	0	0	0	0	0
Waste Handling Services	6,559	2,709	209	209	1,609
Waste Reduction & Resource Recovery	1,900	400	200	700	500
Pest Management	0	0	0	0	0
Urban Forestry	0	0	0	0	0
<b>Total</b>	<b>8,459</b>	<b>3,109</b>	<b>409</b>	<b>909</b>	<b>2,109</b>

## *Financing for Funded Capital Investments*

	2012	2013	2014	2015	2016
<b>Funded</b>					
Replacement Reserves	8,459	3,109	409	909	2,109
<b>Total</b>	<b>8,459</b>	<b>3,109</b>	<b>409</b>	<b>909</b>	<b>2,109</b>
<b>Unfunded</b>	<b>100</b>	<b>250</b>	<b>500</b>	<b>0</b>	<b>0</b>

## *Future Operating Impacts of 2012 Capital Projects*

There are no future operating impacts from 2012 capital projects.

## **ENVIRONMENTAL PROGRAM**

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

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

### **OPERATING BUDGET:**

	<b>2010 Actuals</b>	<b>2010 Budget</b>	<b>2011 Budget</b>	<b>2012 Budget</b>	<b>Dollar Change</b>	<b>% Change</b>
Staff Compensation	492.7	390.4	413.8	408.3	(5.5)	-1.3%
Operating Costs	158.6	170.9	168.0	208.0	40.0	23.8%
Total	651.3	561.3	581.8	616.3	34.5	5.9%
FTEs			5.50	5.50		
Transfer To Saskatoon Light & Power				(0.25)		
Total FTEs				5.25		

### **ENVIRONMENTAL PROGRAM SUMMARY OF OPERATING CHANGES**

#### **Significant Changes:**

- Increasing resources available for monitoring and reporting environmental performance in an annual document.

# Environmental Health



**PRELIMINARY 2012**  
Operating & Capital Budget

## ***CAPITAL INVESTMENTS - ENVIRONMENTAL PROGRAM***

	2012	2013	2014	2015	2016	Total Project Cost
<b>Funded:</b>						
There are no funded capital projects	-	-	-	-	-	0
<b>Total</b>	-	-	-	-	-	
<b>Unfunded:</b>						
P2183 Greenhouse Gas Reduction	100	250	500	-	-	1,768
<b>Total</b>	<b>100</b>	<b>250</b>	<b>500</b>	<b>-</b>	<b>-</b>	

## ***ENVIRONMENTAL PROGRAM SUMMARY OF CAPITAL INVESTMENTS***

There are no funded capital projects.

## ***Future Operating Impacts of 2012 Capital Projects***

There are no future impacts from 2012 capital projects.

## WASTE HANDLING SERVICE

To provide efficient, effective, and customer-oriented waste collection services. This program identifies a provision to the Container Replacement Reserve in accordance with the Capital Reserve Bylaw.

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

<b>OPERATING BUDGET:</b>	<b>2010 Actuals</b>	<b>2010 Budget</b>	<b>2011 Budget</b>	<b>2012 Budget</b>	<b>Dollar Change</b>	<b>% Change</b>
Revenues	(4,804.7)	(4,726.7)	(5,870.0)	(7,065.0)	(1,195.0)	20.4%
Staff Compensation	3,613.8	3,329.1	3,644.9	3,759.4	114.5	3.1%
Trsfr To Funds/Reserves	2,934.4	2,934.0	3,230.2	3,868.7	638.5	19.8%
Debt Charges	56.0	0.0	246.7	246.8	0.1	100.0%
Operating Costs	3,504.8	3,247.8	3,615.9	4,146.3	530.4	14.7%
Cost Recovery	(25.7)	(12.0)	(12.0)	(8.0)	4.0	-33.3%
<b>Total</b>	<b>5,278.6</b>	<b>4,772.2</b>	<b>4,855.7</b>	<b>4,948.2</b>	<b>92.5</b>	<b>1.9%</b>
FTEs			55.60	55.60		

### WASTE HANDLING SERVICE SUMMARY OF OPERATING CHANGES

#### Policy Decisions:

- Increase commercial waste collection rates to generate additional revenue estimated at \$50.
- Increase landfill tipping fees to \$85/tonne in 2012.

#### Capital Levies:

- Established new Landfill Replacement Reserve contribution rates through the Landfill Optimization report increasing provision to LRR, \$705; one-time increase to the base rate provision, \$233.5, removal of contribution to the US capital reserve, \$300.0.

#### Significant Changes:

- Increasing resources available for vehicles and equipment to reduce the age profile of the fleet and minimize maintenance down-time.
- The Landfill Optimization approved by City Council on August 17, 2011 has a \$10.5 cost impact to the 2012 operating budget from Leachate Monitoring and Radio Frequency Identification. A \$217.8 annual operating increase in 2013 is expected due to 5.05 FTE increase to meet the Landfill staffing impacts of the project



# Environmental Health



## PRELIMINARY 2012

Operating & Capital Budget

derived from the Landfill Optimization Report. Additional capital funding for this project is budgeted for 2013 and 2016.

### CAPITAL INVESTMENTS - WASTE HANDLING SERVICES

	2012	2013	2014	2015	2016	Total Project Cost
<b>Funded:</b>						
P876 Regional Waste Management Facility	6,350	0	0	0	700	15,682
P1475 Automated Garbage Container Replacement	109	209	209	209	209	4,045
P2051 Landfill Optimization	0	2,500	0	0	700	4,650
P2188 Garbage Collection Routing System	100	0	0	0	0	300
<b>Total</b>	<b>6,559</b>	<b>2,709</b>	<b>209</b>	<b>209</b>	<b>1,609</b>	

#### Unfunded:

There are no unfunded capital investments in Waste Handling Services.

### WASTE HANDLING SERVICE SUMMARY OF CAPITAL INVESTMENTS

2012 Waste Handling Service capital investments include \$6,350 for the continued upgrade and expansion of the Saskatoon Regional Waste Management Facility as various site remediation work is planned for the year. Additional funding is set aside for replacement of existing containers used for automated collection as a result of fires and non warranty damage, \$109.0; and for the design and implementation of a fleet planning, route optimization, and revenue collection system for waste stream management fleet, \$100.0.

### Future Operating Impacts of 2012 Capital Projects

There are no future operating impacts from 2012 capital projects.

## WASTE REDUCTION AND RESOURCE RECOVERY

To provide a focus on reducing, reusing, recycling, and recapturing resources from the waste stream. Initiatives under this program include the pick-up of recyclable paper in accordance with the City's contract with Cosmopolitan Industries, metals/cans collection at recycling depots, composting of yard waste at two pilot drop-off depots, the residential subscription yard waste collection initiative and the implementation of the Saskatoon Waste and Recycling Plan.

Revenues are generated from the yard waste program and from proceeds from the sale of recyclable materials (i.e. paper products marketed by Cosmopolitan Industries, full service recycling bins advertising revenue, sale of metals) are transferred to the Waste Minimization Reserve and used to fund waste reduction and resource recovery operating initiatives and capital projects.

<b>OPERATING BUDGET:</b>	<b>2010 Actuals</b>	<b>2010 Budget</b>	<b>2011 Budget</b>	<b>2012 Budget</b>	<b>Dollar Change</b>	<b>% Change</b>
Revenues	(147.3)	(141.5)	(193.5)	(352.1)	(158.6)	82.0%
Staff Compensation	370.1	288.0	305.4	303.6	(1.8)	-0.6%
Trsfr To Funds/Reserves	53.5	25.5	107.5	90.1	(17.4)	-16.2%
Operating Costs	301.9	317.5	315.0	365.9	50.9	16.2%
<b>Total</b>	<b>578.2</b>	<b>489.5</b>	<b>534.4</b>	<b>407.5</b>	<b>(126.9)</b>	<b>-23.7%</b>
FTEs			4.30	4.30		

### WASTE REDUCTION AND RESOURCE RECOVERY SUMMARY OF OPERATING CHANGES

#### Policy Decisions:

- Expand residential recycling options beyond the current depot program.

#### Civic Services Review Decisions:

- Increase Leaves and Grass Subscription Program rates from \$40 to \$50 per household per year.

#### Capital Levies:

- A decrease in the transfers to the Waste Minimization Reserve \$17.4 due to an increase in operating expenses being funded directly from the reserve.

#### Other Significant Changes:

- Increasing resources available for vehicles and equipment to reduce the age profile of the fleet and minimize maintenance down-time.
- Improve maintenance at recycling depots.

# Environmental Health



**PRELIMINARY 2012**  
Operating & Capital Budget

## ***CAPITAL INVESTMENTS - WASTE REDUCTION & RESOURCE RECOVERY***

	2012	2013	2014	2015	2016	Total Project Cost
<b>Funded:</b>						
P1482 Recycling Depots	0	0	0	0	200	1,299
P2050 Construction & Demolition Waste Mgmt Facility	1,500	0	0	700	300	2,782
P2184 Waste Characterization Study	0	0	50	0	0	100
P2187 Composting Depots	400	400	150	0	0	9,240
<b>Total</b>	<b>1,900</b>	<b>400</b>	<b>200</b>	<b>700</b>	<b>500</b>	

### **Unfunded:**

There are no unfunded projects in Waste Reduction & Resource Recovery.

### ***WASTE REDUCTION & RESOURCE RECOVERY SUMMARY OF CAPITAL INVESTMENTS***

Waste Reduction and Resource Recovery capital investments in 2012 are \$1,500.0 for construction work on a permanent Construction and Demolition waste management facility which is to be developed in conjunction with the new access road to the landfill. This facility will divert construction and demolition waste from the waste stream allowing it to be reused and extending landfill life. In addition, \$400.0 is targeted for continued operation of the pilot compost depots.

### ***Future Operating Impacts of 2012 Capital Projects***

There are no future operating impacts from 2012 capital projects.

## ***PEST MANAGEMENT***

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

<b>OPERATING BUDGET:</b>	<b>2010 Actuals</b>	<b>2010 Budget</b>	<b>2011 Budget</b>	<b>2012 Budget</b>	<b>Dollar Change</b>	<b>% Change</b>
Province Of Saskatchewan	(241.1)	0.0	0.0	(5.0)	(5.0)	0.0%
Staff Compensation	591.2	361.2	576.8	591.4	14.6	2.5%
Operating Costs	252.4	127.9	179.4	185.7	6.3	3.5%
<b>Total</b>	<b>602.5</b>	<b>489.1</b>	<b>756.2</b>	<b>772.1</b>	<b>15.9</b>	<b>2.1%</b>
FTEs			9.92	9.92		

### **PEST MANAGEMENT SUMMARY OF OPERATING CHANGES**

There are no significant operating changes for Pest Management program.

**There are no capital investments for PEST MANAGEMENT.**

## URBAN FORESTRY

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

<b>OPERATING BUDGET:</b>	<b>2010 Actuals</b>	<b>2010 Budget</b>	<b>2011 Budget</b>	<b>2012 Budget</b>	<b>Dollar Change</b>	<b>% Change</b>
Province Of Saskatchewan	(22.5)	(22.5)	(22.5)	(22.5)	0.0	0.0%
Staff Compensation	1,399.3	1,309.9	1,449.7	1,548.8	99.1	6.8%
Transfer To Funds/Reserves	0.0	0.0	25.0	25.0	0.0	100.0%
Operating Costs	1,167.8	1,379.6	1,420.6	1,489.5	68.9	4.9%
Cost Recovery	(9.4)	(2.5)	(2.5)	(2.5)	0.0	0.0%
<b>Total</b>	<b>2,535.2</b>	<b>2,664.5</b>	<b>2,870.3</b>	<b>3,038.3</b>	<b>168.0</b>	<b>5.9%</b>

FTEs		24.34	24.34
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### URBAN FORESTRY SUMMARY OF OPERATING CHANGES

There are no significant operating changes.

There are no capital investments for URBAN FORESTRY.



# UTILITIES



City of Saskatoon

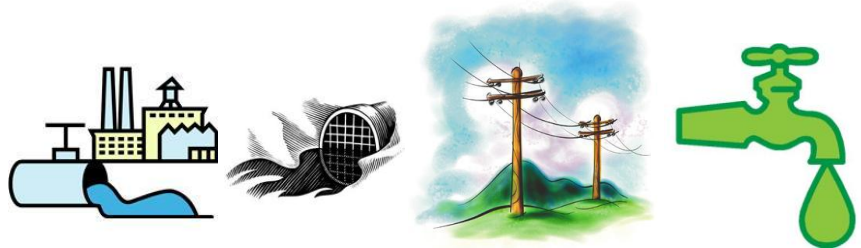
**PRELIMINARY 2012**  
Operating & Capital Budget

**Operating Budget**

\$234.6 million

**Capital Budget**

\$69.7 million



## Overview

Electricity, quality drinking water, treatment of wastewater, and storm water management are basic amenities provided through the Utilities business line. Utilities is not only responsible for keeping the lights on, taps flowing, and toilets flushing, it is also responsible for the long-term, sustainable management of Saskatoon's water and energy resources.

Saskatoon Light & Power provides safe, reliable and cost-effective electricity to its customers in an environmentally responsible way. The Water Treatment Plant and water distribution system deliver treated water to households, businesses, institutions, and users outside the City limits on a cost recovery basis. The Wastewater Treatment Plant treats wastewater that is delivered to the Plant by an extensive network of pump stations and underground pipes, and returns high quality water back to the South Saskatchewan River. The storm water management system is a separate network designed to drain storm water away from streets and buildings.

Fees generated by services within the Utilities business line are an important source of revenue for the City. Saskatoon Light & Power, for example, generated a return on investment of \$23.9 million in 2011. This revenue combined with Grants in Lieu of Taxes (\$17.9 million) is, therefore, available to the City in order to help offset property taxes and fund various municipal projects.

## At A Glance

- SL&P's distribution network includes 519 km of overhead lines and 243 km of underground power cables.
- The Water Treatment Plant treats approximately 43.3 million cubic metres of water per year.
- The Wastewater Treatment Plant treats approximately 33 million cubic metres of wastewater per year.
- The storm water management system includes 680 km of storm sewers, 12 wet ponds, 8 dry ponds, 3 natural ponds, and 2 constructed wetlands.

## Major Achievements 2010 - 2011

- Completed over \$1.3 million of electrical work for the Circle Drive South Project.
- Installed electrical distribution services into the new Evergreen neighbourhood for 399 lots.
- Increased Wastewater Treatment Plant capacity from 240 to 275 million litres per day.

- Installed approximately 2,000 new electrical Smart Meters in 2010 and 2,500 in 2011 for a total of 9,500 Smart Meters that have now been installed since switching to this new technology (approximately 16% of SL&P's meters). These meters can now be read remotely with more accurate and detailed readings.
- Completed construction of various projects including a new ultra-violet disinfection facility and grit chamber at the Wastewater Treatment Plant, various electrical upgrades, and underground infrastructure replacement.
- Replaced the screens and electrical system in the back-up water intake structure at the Water Treatment Plant.
- At a cost of \$44.8 million, a new main raw water intake, independent of the intake at the Queen Elizabeth Power Station, is under construction and will be completed in 2011.
- Flood control strategy – installed “superpipes” which are underground collector tanks, typically in parks, below the surface where excess water from the sanitary sewer fills the tanks rather than spilling into the basements of homes. These collector tanks were installed in the Dundonald neighbourhood.

## Key Challenges

- Significant growth throughout the City, including increased infill development at the City core, has placed new demands on existing infrastructure. Expansion and upgrading of the water, wastewater, and electrical systems will be required to continue to meet this demand.
- Infrastructure upgrade strategies, similar to that developed for the Water Treatment Plant in 2009, will be developed for the City's other Utility assets to ensure that the systems can continue to meet the needs of current and future customers. Finalization of these strategies will be a key input to development of appropriate funding solutions which are required to ensure appropriate re-investment in our infrastructure.
- Through a variety of initiatives, the City is striving to become more self-sufficient from an energy perspective. Examples include the Green Energy Park projects, solar panel construction, and upgrades to the Wastewater Treatment Plant that are expected to enable the plant to significantly reduce energy costs. The City will continue to explore ways to either reduce energy use or to be more energy self-reliant.
- Rate policies and the launch of a conservation education program will help ensure citizens understand how they can reduce costs and lower their environmental imprint.
- Changing weather patterns have led to more extreme weather events. Saskatoon normally experiences 5 rain events larger than 10mm a year. Between April and August 2010, the City experienced 17 events greater than 10mm. Saskatoon also experienced the largest total seasonal rainfall in our history. From April to August, the City had 475mm of rainfall; the average is 234mm for this period. Those patterns can strain existing sewer systems.

## Major Initiatives 2012-2014

- The Avenue H Reservoir Expansion and Enhanced Disinfection High Lift Pumping Station are the major initiatives for the 2012 – 2014 periods in the Water Utility. The projects combined will expand the overall reservoir capacity and reconfigure the distribution system piping while installing an ultraviolet disinfection system and integrated chlorine contact chamber.



- The Wastewater Utility has Energy Recovery, Electrical Redundancy, Odour Abatement, and Operations/Maintenance building upgrades as major initiatives in the 2012 – 2014 period. A long term capital development and expansion plan will be completed in 2012 at the Wastewater Treatment Plant.
- The flood control strategy will be expanded with the installation of additional “superpipes” in Confederation Park, Westview, Early Drive, Erindale, Lakeview, and Dundonald.
- A new \$3 million Turbo expander Power Generation Facility will be located at SaskEnergy’s Natural Gas Regulating Station, west of the Saskatoon Landfill, and will produce electricity for up to 600 homes with zero emissions by recovering pressure energy and heat energy. This facility was initiated in 2011 and is expected to be operational by early 2013.
- An \$11 million gas collection system was also initiated at the Saskatoon Landfill in 2011. This infrastructure has the potential to reduce annual greenhouse gas emissions by over 90,000 tonnes per year and provide electricity for up to 2,600 homes. This facility is expected to be operational by early 2013.
- The third alternative energy project proposed at the Saskatoon Landfill is the construction of a tall wind turbine. Feasibility studies were undertaken in 2011, and if approved by City Council, this project will be designed and constructed in 2012 and 2013. This wind turbine is expected to generate green electricity for up to 600 homes. This project is anticipated to be operational by early 2013.
- Major upgrades, \$36.3 million, to the water reservoir located at Avenue H and 11th Street include expanding the existing reservoir, installing a new high-lift pump station, and a system that will utilize ultra violet disinfection. All three projects will be installed on the existing footprint of land.
- At a cost of \$22.2 million, the reservoir located at 42nd Street West will be expanded, and combined with a new pumping facility to service the industrial and northeast residential areas.
- A study is currently underway to review the condition of the City’s electrical distribution system against industry standards. The study will identify the capital improvements that will be necessary over the next several years. This will also provide a basis for developing long-term rehabilitation strategies in the future. Once the study has been completed, projections will be presented to City Council indicating the impact that this infrastructure investment will have on the Utility’s capital reserves and future return on investment.

## Budget Implications 2012

### By Service Lines

#### Saskatoon Light & Power

- City growth is necessitating a number of projects for Saskatoon Light & Power, and in fact is driving the 2012 capital budget for this Utility. Examples include street light installations for all growth areas in the City, installation of services for the 25th Street extension project, relocations and new installations for the Circle Drive South Bridge Project, extension of the downtown underground network system, and system improvements for new customers or customers who are significantly expanding their operations.

- Saskatoon Light & Power's Capital Investment Plan includes maintaining the current asset and expanding infrastructure to meet new customer needs. This work is required to meet the needs of a growing city, and to maintain an electrical utility with reliability standards that meet or exceed industry standards.
- Major Capital initiatives include a \$3.0 M Turbo expander Power Generation Facility at SaskEnergy's Natural Gas Regulating Station #1, west of the Saskatoon Landfill. This facility, expected to be operational by 2013, will produce electricity with zero emissions for up to 600 homes by recovering pressure energy and heat energy. The \$11.0 M Gas Collection System project at the Saskatoon Landfill has potential to reduce annual greenhouse gas emissions by over 90,000 tonnes per year and provide electricity for up to 2,600 homes. The system is expected to be operational by early 2013. In 2012, Saskatoon Light & Power is also proposing to construct a Tall Wind Turbine at the Saskatoon Landfill. Feasibility studies have been underway over the past year and a report will be submitted to City Council for consideration. If approved, the turbine would generate green electricity for up to 600 homes and would be operational by early 2013.

## **Storm Water Management**

- 2012 Storm Water Management Capital Investments include five funded projects totalling \$4,354.0.
- This entire investment is geared towards the maintenance and replacement of existing assets.

## **Water & Wastewater Utilities**

- The forecast for water consumption in 2012 is estimated for 0% growth based on long-term averages tempered by water conservation improvements. Consumption increases due to City expansion are offset by improvements in water and wastewater conservation practices being employed by residents, companies, and institutions. An average bill increase of 7.5%, which takes effect in January 2012, will be used to fund ongoing system replacements and improvements.
- The 2012 Wastewater Capital Investments in the Wastewater Utility include 12 capital expansion and replacement/rehabilitation projects and one asset replacement project for a total of \$21,621.0. The asset replacement project for the Wastewater Utility, at \$2,154.0 in 2012, is comprised of 7 components with major replacements consisting of Lift Station Pumps, \$832.0; Fermenter Mixer, \$352.0; Control Network Upgrade, \$225.0; Boilers, \$280.0; and Security System, \$250.0.
- The 12 capital expansion and replacement/rehabilitation projects for the Wastewater Utility total \$19,467.0. Major capital investments include Energy Recovery, \$4,630; Wastewater Operating and Maintenance Facility Upgrades, \$4,625.0; Liquid Waste Haulers Receiving Station, \$2,750; Lift Station Upgrades, \$1,205; Rehabilitation of Interceptor, \$1,374; and Wastewater Collection Program, \$1,331.
- The 2012 Water Capital Investments in the Water Utility includes 8 capital expansion and replacement/rehabilitation projects and one asset replacement project for a total of \$26,495.0. The asset replacement project for the Water Utility, at \$950 in 2012, is comprised of 3 components with replacements consisting of Security System, \$250.0; Control Network Upgrade, \$425.0; and operations electrical and mechanical equipment, \$275.0.
- The 8 capital expansion and replacement/rehabilitation projects for the Water Utility total \$25,545.0. Major capital project expenditures for 2012 include Ultraviolet Enhanced Disinfection System, \$10,100;

# Utilities



## PRELIMINARY 2012

Operating & Capital Budget

Reservoir Expansion, \$6,000; Plant Electrical Upgrades, \$2,100; and Infrastructure's Water Distribution Preservation Program, \$5,370.

- 2012 Environmental Program Capital Investment is allocated to the Sewer Use Bylaw and regulatory framework project (P2279). Components of this project are to support mechanisms to implement the new bylaw, communication and educational material for the public and industry and to operationalize processes for the staff operating structure.

### Utilities Operating Summary

	2010 Actual	2010 Budget	2011 Budget	2012 Budget				
				000's			Dollar Change	% Change
				Revenue	Exp/Rec	Net		
Saskatoon Light & Power	0.0	0.0	0.0	(137,469.1)	137,469.1	0.0	0.0	0.00%
Storm Water Management	0.0	0.0	0.0	(3,542.3)	3,542.3	0.0	0.0	0.00%
Wastewater Utility	0.0	0.0	0.0	(42,004.8)	42,004.8	0.0	0.0	0.00%
Water Utility	0.0	0.0	0.0	(51,574.8)	51,574.8	0.0	0.0	0.00%
<b>Total</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>(234,591.0)</b>	<b>234,591.0</b>	<b>0.0</b>	<b>0.0</b>	<b>0.00%</b>

### Staff Complement

	2011	2012
Full Time Equivalents	317.55	317.80

### Summary of Funded Capital Investments Utilities

	2012	2013	2014	2015	2016
<i>In Thousands of Dollars</i>					
Saskatoon Light & Power	17,226	13,925	15,940	14,892	16,796
Storm Water Management	4,354	3,064	1,561	1,743	4,865
Wastewater Utility	21,621	19,628	15,937	6,503	33,038
Water Utility	26,495	10,557	10,413	23,016	14,676
<b>Total</b>	<b>69,696</b>	<b>47,174</b>	<b>43,851</b>	<b>46,154</b>	<b>69,375</b>

### Financing for Funded Capital Investments

	2012	2013	2014	2015	2016
<b><u>Funded</u></b>					
Borrowing	200	0	0	1,000	0
Building Canada Fund (Fed)	930	465	0	0	0
Building Canada Fund (Prov)	930	465	0	0	0
External Borrowing	21,647	10,085	3,140	0	0
Other Funding	3,027	1,688	994	680	9,072
Prepaid Reserves/Levies	4,870	1,976	1,142	1,062	1,062
Replacement Reserves	9,347	8,885	8,878	10,525	8,266
Reserves for Future Expenditures	28,745	23,610	29,697	32,887	50,975
<b>Total</b>	<b>69,696</b>	<b>47,174</b>	<b>43,851</b>	<b>46,154</b>	<b>69,375</b>
<b><u>Unfunded</u></b>	<b>9,555</b>	<b>6,311</b>	<b>5,961</b>	<b>3,794</b>	<b>5,060</b>



***Future Operating Impacts of 2012 Capital Projects***

There are no future operating impacts from 2012 capital projects.

## SASKATOON LIGHT & POWER

The purpose of Saskatoon Light & Power is to provide safe, reliable, and cost effective electricity in an environmentally responsible way to the customers within the City's franchise area. To minimize the number and length of customer outages, Saskatoon Light & Power focuses on system maintenance and emphasis continues to be placed on staff training and safety.

Outside forces affecting Saskatoon Light & Power include future bulk power rate negotiations with Saskatchewan Power, as well as, future increases to retail electricity rates established by Saskatchewan Power and matched by Saskatoon Light & Power.

<b>OPERATING BUDGET:</b>	<b>2010</b>	<b>2010</b>	<b>2011</b>	<b>2012</b>	<b>Dollar</b>	<b>%</b>
	<b>Actuals</b>	<b>Budget</b>	<b>Budget</b>	<b>Budget</b>	<b>Change</b>	<b>Change</b>
Revenues	(1,184.0)	(1,198.3)	(1,317.6)	(1,230.7)	86.9	-6.6%
Metered Revenue	(115,170.3)	(116,119.0)	(119,662.2)	(123,853.1)	(4,190.9)	3.5%
Municipal Surcharge	(11,517.0)	(11,611.9)	(11,966.2)	(12,385.3)	(419.1)	3.5%
Staff Compensation	6,196.4	4,943.0	5,223.7	5,931.1	707.4	13.5%
Grants In Lieu Of Taxes	17,280.1	17,422.5	17,954.1	18,582.9	628.8	3.5%
Transfer To Funds/Reserves	8,633.7	8,725.0	9,835.6	10,972.7	1,137.1	11.6%
Debt Charges	64.6	64.6	11.4	38.4	27.0	236.8%
Utilities	67,097.3	69,348.8	69,121.5	71,091.8	1,970.3	2.9%
Operating Costs	8,308.0	8,330.8	8,629.8	9,182.5	552.8	6.4%
Transfer To Stabilization Reserve	477.8	0.0	0.0	0.0	0.0	0.0%
Cost Recovery	(1,966.7)	(1,685.6)	(1,737.3)	(2,090.7)	(353.4)	20.3%
Surplus/Deficit To Taxation	21,780.1	21,780.1	23,907.2	23,760.4	(146.9)	-0.6%
<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>
FTEs			68.60	68.60		
Fte Trsfr From Enviro Health				0.25		
<b>Total FTEs</b>				<b>68.85</b>		

### SASKATOON LIGHT & POWER SUMMARY OF OPERATING CHANGES

#### Policy Decisions:

- The Return on Investment to the City in 2011 was \$23,907.2. This amount included a base return of \$23,407.2 and a one-time increase of \$500.0. The Return on investment in 2012 will be \$23,760.4 which, therefore, provides an increase of \$353.2 over the base return in 2011.
- The grants-in lieu provided to the City has increased by \$628.8.
- The 2012 operating budget reflects an increase in power revenue of \$2,725.4 as a result of the August 2010 rate increase.
- Bulk power costs in respect to base adjustments of \$1,564.2.

## **Capital Levies:**

- In an effort to support the extensive 2012 Capital program, the Extension Reserve and Replacement Reserve provisions have been increased by \$1,006.5 and \$305.5 accordingly.

## **Other Significant Changes:**

- Cross charges to other departments show an increase of \$355.5.
- Specific major increases were applied to Vehicle & Equipment rentals/fuel of \$255.8.
- An increase in overtime of \$163.6 is required to support an increased workload especially in the areas of customer service requirements which require work after normal business hours. Street lighting and decorative lighting overtime hours are required as a result of off hour scheduling for safety reasons and traffic flow restrictions. Adverse weather resulting in power outages and incurred storm damages also account for this required increase in overtime dollars.
- An increase of \$353.4 in respect to cost recoveries is reflected in the 2012 operating budget.

## **CAPITAL INVESTMENTS - SASKATOON LIGHT & POWER**

	2012	2013	2014	2015	2016	Total Project Cost
<b>Funded:</b>						
P720 Capacitor Installations	25	25	50	0	50	ongoing
P724 Revenue Meter - New and Replacement	1,300	1,600	1,800	2,200	2,200	ongoing
P734 Underground Cable Replacement	400	400	435	500	500	ongoing
P736 Customer Upgrades and Extensions	1,700	1,700	1,700	1,700	1,700	ongoing
P812 Geographic Information System GIS	140	140	140	0	0	ongoing
P825 Street Light Upgrades	60	60	60	60	60	ongoing
P1016 Neighborhood Street Light Upgrades	25	180	180	200	200	1,285
P1018 Monitoring System Upgrade (SCADA)	100	100	100	150	150	750
P1019 Substation Upgrade - W.J. Bunn	0	0	0	0	75	75
P1152 Substation Upgrade - J.R. Cowley	0	300	100	100	50	550
P1174 Street Lights - Land Development	5,881	2,675	1,760	1,685	1,685	ongoing
P1250 Advanced Metering Infrastructure	323	323	105	82	71	1,135
P1257 Substation Security Improvements	50	200	200	200	200	850
P1258 Substation Upgrade - Edmonton Ave	0	400	0	0	0	400
P1259 Substation Tap Changer Oil Treat.	0	150	60	60	60	330
P1260 Network Vault - Midtown Area	750	0	0	0	0	2,500
P1263 Network Vault Upgrades	250	50	50	50	50	840
P1264 Network Transformer Upgrades	360	110	110	0	0	1,170
P1266 Network 15 Kv Line Upgrades	192	32	0	0	0	224
P1268 Network Vaults	300	300	2,500	0	0	3,100
P1269 North Downtown Development	25	525	525	525	525	2,125
P1272 Buildings & Grounds	200	100	175	1,000	1,400	5,875
P1281 Sustain Power Generation Options	200	200	200	200	200	2,800
P1282 Street Lights - Steel Pole Repair	400	500	400	400	400	3,291
P1283 15 Kv Fdr Upgrade - River Crossing	0	0	185	185	0	420
P1284 Distribution - South Circle Dr.	400	100	0	0	0	900



<b>PRELIMINARY 2012</b>						
Operating & Capital Budget						
P1285 Warehouse Management System	100	0	0	0	0	100
P1300 Network - Interconnection Upgrade	40	40	40	40	40	260
P1301 Substation Communication Upgrade	200	200	200	250	250	1,350
P1302 15Kv Network Fdr - 22nd & Pacific	0	0	1,000	1,200	1,000	3,200
P1304 Substation Upgrade - North Central	0	0	0	0	50	50
P1305 Feeder Upgrades/Replacement	490	300	250	250	250	2,768
P1308 15 Kv Conversion - Intermed Substations	450	700	850	500	1,000	3,700
P1310 Utility - Research & Development	80	80	80	80	80	565
P1315 138 Kv - Transmission Line Upgrade	100	0	0	0	0	275
P1316 Transmission Pole/Structure Upgrades	100	175	175	175	175	900
P1317 Upgrade Deadfront Switch Cubical	80	80	80	80	80	765
P1318 Feeder Upgrade - Melville St Main St	0	0	400	400	400	1,200
P1319 15 Kv Conver - Nutana Sub Centre	0	50	250	250	250	800
P1323 Feeder Upgrade - Pleasant Hill Substation	100	0	0	0	0	100
P1324 Upgrade To Lines - 1st Ave Substation	0	200	200	0	0	1,050
P1325 Distribution Extension - 25th St	225	450	0	0	0	2,060
P1326 Substation Monitoring System Upgrade	240	200	200	200	225	1,755
P1327 Substation Interrupters	405	0	0	0	0	405
P1329 Substation Relay Upgrades	0	0	0	0	200	200
P1332 Substation Service Life Extension	150	150	150	150	150	1,275
P1333 Substation Upgrade - Ave C	100	100	100	150	700	2,375
P1334 Substation Upgrade - J.M. Taylor	0	0	0	0	50	2,275
P1335 Substation Upgrade - College	0	0	0	0	100	2,060
P1342 Network - Primary Protection	250	200	200	200	200	2,880
P1344 Upgrade Lines - Main St To Friebel	0	0	0	0	400	400
P1349 Substation Upgrade - 1st Ave	50	0	0	0	0	100
P1350 Substation Building & Ground Reno	25	0	50	0	50	225
P1352 Life Cycle Management	0	200	200	200	200	1,845
P1353 Equipment Upgrade & Replacement	400	370	570	170	670	2,650
P2303 Feeder - 15Kv Feeder #3 Upgrade - Friebel	300	200	50	300	200	1,100
P2304 Feeder - 15 Kv Feeder #9 Upgrade - Ave C	0	0	0	0	500	500
P2305 Landfill Gas Energy	200	0	0	1,000	0	12,375
P2306 Wind Turbine Energy	30	30	30	0	0	5,340
P2311 Turbo Expander Energy	30	30	30	0	0	3,490
<b>Total</b>	<b>17,226</b>	<b>13,925</b>	<b>15,940</b>	<b>14,892</b>	<b>16,796</b>	

## Unfunded:

There are no unfunded projects in Saskatoon Light & Power

## SASKATOON LIGHT & POWER SUMMARY OF CAPITAL INVESTMENTS

The Saskatoon Light & Power's Capital Investment Plan includes maintaining the current asset and expanding infrastructure to meet new customer needs. This work is required to meet the needs of a growing city, and to maintain an electrical utility with reliability standards that meet or exceed industry standards.

Major Capital initiatives include a \$3,000.0 Turbo Expander Power Generation Facility at SaskEnergy's Natural Gas Regulating Station #1, west of the Saskatoon Landfill. This facility, expected to be operational by early 2013, will produce electricity with zero emissions for up to 600 homes by recovering pressure energy and heat energy. The \$11,000.0 Gas Collection System project at the Saskatoon Landfill has potential to reduce annual greenhouse gas emissions by over 90,000 tonnes per year and provide electricity for up to 2,600 homes. The



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**PRELIMINARY 2012**

Operating & Capital Budget

system is expected to be operational by early 2013. Saskatoon Light & Power will also be proposing to construct a Tall Wind Turbine at the Saskatoon Landfill. This turbine would generate green electricity for up to 600 homes.

***Future Operating Impacts of 2012 Capital Projects***

There are no future operating impacts from 2012 capital projects.



## STORM WATER MANAGEMENT

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

### OPERATING BUDGET:

	2010 Actuals	2010 Budget	2011 Budget	2012 Budget	Dollar Change	% Change
Revenues	(3,399.3)	(3,373.4)	(3,420.9)	(3,542.3)	(121.4)	3.5%
Staff Compensation	1,126.6	1,168.2	1,196.9	1,303.3	106.4	8.9%
Transfer To Funds/Reserves	1,455.7	1,500.0	1,500.0	1,455.7	(44.3)	-3.0%
Debt Charges	(27.2)	(27.2)	(7.0)	(25.4)	(18.4)	262.9%
Operating Costs	1,343.0	732.4	731.0	808.7	77.7	10.6%
Surplus/Deficit To Taxation	(498.8)	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>	<b>0.0%</b>

FTEs

17.11      17.11

### STORM WATER MANAGEMENT SUMMARY OF OPERATING CHANGES

There are no significant changes to the Storm Water Management Service Line.

### CAPITAL INVESTMENTS - STORM WATER MANAGEMENT UTILITY

	2012	2013	2014	2015	2016	Total Project Cost
<b>Funded:</b>						
P1493 East Riverbank Stabilization	800	880	50	30	50	3,435
P1556 System Upgrades/Replacements	0	25	0	25	0	75
*P1619 Storm Sewer Trunk	400	400	400	400	685	Ongoing
*P1620 Storm Sewer Collection	139	139	886	1,063	3,905	Ongoing
P1621 Storm Sewer Pond Preservation	225	225	225	225	225	Ongoing
P1678 WW Syst - Wet Weather Inflow	2,790	1,395	0	0	0	Ongoing
<b>Total</b>	<b>4,354</b>	<b>3,064</b>	<b>1,561</b>	<b>1,743</b>	<b>4,865</b>	
<b>*Denotes that project also has unfunded portion below.</b>						
<b>Unfunded:</b>						
P1619 Storm Sewer Trunk	625	285	285	285	285	Ongoing
P1620 Storm Sewer Collection	1,425	1,786	2,286	2,019	2,342	Ongoing
P2262 Preston Ave Storm Trunk Rehab	666	1,000	1,000	0	0	4,633
P2280 Taylor Street Storm Trunk Rehab	900	900	900	0	0	3,583
<b>Total</b>	<b>3,616</b>	<b>3,971</b>	<b>4,471</b>	<b>2,304</b>	<b>2,627</b>	



***STORM WATER MANAGEMENT SUMMARY OF CAPITAL INVESTMENTS***

2012 Storm Water Management Capital Investments include five funded projects totalling \$4,354.0.

This entire investment is geared towards the maintenance and replacement of existing assets.

***Future Operating Impacts of 2012 Capital Projects***

There are no future operating impacts from 2012 capital projects.

## WASTEWATER UTILITY

The purpose of the Wastewater Utility is to provide for the operation and maintenance of the City's wastewater treatment plants, the handling and disposal of solids resulting from the treatment processes, and remote pumping facilities.

<b>OPERATING BUDGET:</b>	<b>2010</b>	<b>2010</b>	<b>2011</b>	<b>2012</b>	<b>Dollar</b>	<b>%</b>
	<b>Actuals</b>	<b>Budget</b>	<b>Budget</b>	<b>Budget</b>	<b>Change</b>	<b>Change</b>
Revenues	(912.4)	(683.3)	(749.0)	(808.0)	(59.0)	7.9%
Metered Revenue	(24,250.4)	(26,297.3)	(29,654.9)	(31,829.1)	(2,174.2)	7.3%
Infrastructure Levy	(4,918.2)	(5,504.8)	(5,778.8)	(6,067.7)	(288.9)	5.0%
Flood Protection Levy	(3,469.8)	(3,300.0)	(3,300.0)	(3,300.0)	0.0	0.0%
Staff Compensation	7,379.2	7,222.6	7,439.9	7,819.2	379.3	5.1%
Grants In Lieu Of Taxes	2,481.2	2,481.2	2,818.0	3,123.6	305.6	10.8%
Transfer To Funds/Reserves	10,665.6	11,554.4	13,703.9	14,435.1	731.2	5.3%
Debt Charges	3,829.9	3,843.3	4,432.1	4,872.9	440.8	9.9%
Utilities	1,652.5	1,838.4	1,939.6	1,974.9	35.3	1.8%
Chemicals	206.3	378.0	385.6	393.3	7.7	2.0%
Operating Costs	7,552.9	8,599.7	8,895.8	9,548.0	652.2	7.3%
Cost Recovery	(216.8)	(132.2)	(132.2)	(162.2)	(30.0)	22.7%
Total	(0.0)	0.0	0.0	0.0	0.0	0.0%
FTEs			99.22	99.22		

### WASTEWATER UTILITY SUMMARY OF OPERATING CHANGES

The estimated consumption in 2012 is expected to remain at 2010/2011 demand levels of 37.7 million cubic meters limiting 2012 growth opportunities for the Water & Wastewater Utility. An overall bill increase of 7.5% is in effect as of January 2012 to cover all operating costs, capital expansion, and inflationary effects and inflationary pressures.

#### Policy Decisions:

The 2012 operating budget reflects the 2012 water rate increase as approved by City Council on December 14, 2009 to maintain operations and fund capital projects related to water quality, City growth, and regulatory matters. The metered revenue increase of \$2,174.2 and the infrastructure levy revenue increase of \$288.9 reflect the January 2012 rate increase. Other revenue increases include commercial surcharges, \$32.5; and liquid waste hauler charges of \$26.5.

#### Capital Levies:

- Reserve transfers increases reflect the direct transfer to Infrastructure reserve, \$288.9; Wastewater Supply Replacement Reserve, \$151.0, and the supplemental provision representing the residual of total revenue less expenses which is transferred to the Water Capital Projects Reserve, \$291.2.
- The requirement to borrow \$11,911.9 for capital projects has increased the 2012 debt charges by \$440.8.

## Other Significant Changes:

- Collection charges from Infrastructure Services increased \$302.0 as negotiated before the design of the 2010 – 2012 rate structure
- Remaining base cost adjustments consist of the Bio-solids Liquid Injection Contract, \$18.6; Management of Municipal Wastewater Effluent Strategy, \$25.0; UV Disinfection bulb replacement, \$100.0; light replacement for Bioreactors, \$49.8; and small pump modifications and replacements, \$50.0.

## CAPITAL INVESTMENTS - WASTEWATER UTILITY

	2012	2013	2014	2015	2016	Total Project Cost
<b>Funded:</b>						
P687 Asset Replacement	2,154	1,615	705	3,347	1,224	18,007
P1225 Sludge Disp Facility Repl	1,205	300	1,108	0	0	4,889
P1234 Odour Abatement System	692	5,777	0	0	0	6,619
P1243 Lift Station Upgrades	1,205	1,727	4,087	286	4,087	16,195
P1244 Sludge Disposal Deep Storage	0	0	0	0	3,962	3,962
P1245 Grit & Screen Facility	900	0	0	0	0	17,702
P1247 Energy Recovery	4,630	0	6,367	0	0	10,997
P1249 Nitrification/Denit Process	0	0	0	0	2,913	2,913
^P1503 Downtown Capacity Improvements	0	0	0	0	17,457	21,150
P1616 Waste Water Collection	1,331	1,905	1,905	1,905	1,905	Ongoing
P1618 Sanitary Sewer Trunks	455	865	865	965	965	Ongoing
P2211 Elec Redundancy/Standby Generation	0	5,789	0	0	0	9,292
P2212 Operations Facility Upgrade	4,625	0	0	0	0	7,753
P2223 PE 6th Pump	0	0	0	0	525	525
P2224 Liquid Waste Haulers Station	2,750	0	0	0	0	2,750
P2225 Heavy Grit Burial Remediation	100	1,000	900	0	0	2,000
P2279 Sewer Use Bylaw Implementation	200	650	0	0	0	1,400
P2285 Rehab of Interceptor North Lenore Dr	1,374	0	0	0	0	3,128
<b>Total</b>	<b>21,621</b>	<b>19,628</b>	<b>15,937</b>	<b>6,503</b>	<b>33,038</b>	
^Denotes that project also has unfunded portion below.						
<b>Unfunded:</b>						
P1503 Downtown Capacity Improvements	0	850	0	0	943	21,150
<b>Total</b>	<b>0</b>	<b>850</b>	<b>0</b>	<b>0</b>	<b>943</b>	

## WASTEWATER UTILITY SUMMARY OF CAPITAL INVESTMENTS

The 2012 Wastewater Capital Investments in the Wastewater Utility includes 12 capital expansion and replacement/rehabilitation projects and one asset replacement project for a total of \$21,621.0. The asset replacement project for the Wastewater Utility, at \$2,154.0 in 2012, is comprised of 7 components with major replacements consisting of Lift Station Pumps, \$832.0; Fermenter Mixer, \$352.0; Control Network Upgrade, \$225.0; Boilers, \$280.0; and Security System, \$250.0. The 12 capital expansion and replacement/rehabilitation projects for the Wastewater Utility total \$19,467.0. Major capital investments include Energy Recovery, \$4,630.0; Wastewater Operating and Maintenance Facility Upgrades, \$4,625.0; Liquid Waste Haulers Receiving Station, \$2,750.0; Lift Station Upgrades, \$1,205.0; Rehabilitation of Interceptor, \$1,374; and Waste Water



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**PRELIMINARY 2012**

Operating & Capital Budget

Collection Program, \$1,331.0. A long-term capital development and expansion study, funded in 2011, will be conducted in 2012 at the Wastewater Treatment Plant to assist with future capital investment planning.

2012 Environmental Program Capital Investment is allocated to the Sewer Use Bylaw and regulatory framework project (P2279). Components of this project are to support mechanisms to implement the new bylaw, communication and educational material for the public and industry and to operationalize processes for the staff operating structure.

***Future Operating Impacts of 2012 Capital Projects***

There are no future operating impacts from 2012 capital projects.

## WATER UTILITY

The purpose of the Water Utility is to provide for the operation and maintenance of the City's water treatment plant and the testing and maintenance of water meters.

<b>OPERATING BUDGET:</b>	<b>2010</b>	<b>2010</b>	<b>2011</b>	<b>2012</b>	<b>Dollar</b>	<b>%</b>
	<b>Actuals</b>	<b>Budget</b>	<b>Budget</b>	<b>Budget</b>	<b>Change</b>	<b>Change</b>
Revenues	(888.2)	(864.5)	(884.6)	(884.6)	0.0	0.0%
Metered Revenue	(36,540.7)	(40,384.7)	(42,511.5)	(46,296.4)	(3,784.9)	8.9%
Infrastructure Levy	(3,561.4)	(3,986.3)	(4,184.6)	(4,393.8)	(209.2)	5.0%
Staff Compensation	8,622.2	9,048.3	9,817.5	10,473.1	655.6	6.7%
Grants In Lieu	3,889.9	3,889.9	4,091.0	3,848.9	(242.1)	-5.9%
Transfer To Funds/Reserves	6,443.1	8,078.4	9,079.7	13,144.9	4,065.2	56.9%
Debt Charges	10,262.7	10,524.8	10,398.0	9,517.6	(880.4)	-19.0%
Utilities	1,902.9	2,032.2	2,228.8	2,259.7	30.9	1.4%
Chemicals	1,869.1	2,650.0	1,912.9	1,645.0	(267.9)	-14.0%
Operating Costs	10,002.0	9,197.2	10,238.1	10,878.4	640.3	6.3%
Transfer To (From) Stabilization Reserve	(1,600.0)	0.0	0.0	0.0	0.0	0.0%
Cost Recovery	(401.6)	(185.3)	(185.3)	(192.8)	(7.5)	4.0%
<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>
FTEs			132.62	132.62		

### WATER UTILITY SUMMARY OF OPERATING CHANGES

#### Policy Decisions:

- The 2012 operating budget reflects the 2012 water rate increase as approved by City Council on December 14, 2009 necessary to maintain operations and fund capital projects related to water quality, City growth, and regulatory matters. The 2012 estimated yearly water consumption is consistent with 2010/2011 demand levels of 37.7 million cubic meters forecasting no growth for the upcoming year. Consumption increase due to City expansion is offset by improvements in water & wastewater conservation technologies limiting 2012 growth opportunities. An overall bill increase of 7.5% is in effect as of January 2012 to cover all operating costs, capital expansion, and inflationary pressures. The Metered Revenue increase of \$3,785.0 and the Infrastructure Levy revenue increase of \$209.2 reflect the January 2012 rate increase.

#### Capital Levies:

- Reserve transfers reflect the direct transfer to Infrastructure reserve, \$209.2 increase; Water Supply Replacement Reserve, a decrease of \$2,500.0; and large increases to the Water Capital Reserve due to the supplemental provision, \$6,356.
- Borrowing requirements for capital projects in 2012 have decreased resulting in debt charges being reduced by \$880.4.

**Other Significant Changes:**

- Distribution charges from Infrastructure Services increased \$358.0 as negotiated before the design of the 2010 to 2012 rate structure.
- Chemicals reflect a significant decrease in market prices of \$267.9.

**CAPITAL INVESTMENTS - WATER UTILITY**

	2012	2013	2014	2015	2016	Total Project Cost
<b>Funded:</b>						
P713 Reservoir - Pumping Capacity	0	0	2,475	0	2,655	15,242
P1054 Asset Replacement	950	1,562	275	1,335	626	20,586
P1205 Chlorination System Upgrade	500	0	0	0	0	500
*P1615 Water Distribution	5,370	5,335	5,335	5,335	6,825	Ongoing
P1617 Primary Water Mains	1,275	1,235	1,225	1,185	685	Ongoing
P1683 Service Request Management System	0	25	0	0	25	150
P2195 Enhanced Disinfection System	10,100	0	0	0	0	10,390
P2198 Reservoir Capacity Expansion	6,000	0	0	0	0	35,925
P2208 QE Raw Waterline	100	300	0	0	0	400
P2214 Water System Assessment	0	0	0	166	0	316
P2215 Clarifier Expansion	0	0	1,103	11,135	0	12,238
P2216 Plant Electrical Upgrade	2,100	2,100	0	0	0	5,825
P2217 Plant Renovations	0	0	0	3,860	3,860	7,720
P2263 Watershed Mgmt and Assessment	100	0	0	0	0	250
<b>Total</b>	<b>26,495</b>	<b>10,557</b>	<b>10,413</b>	<b>23,016</b>	<b>14,676</b>	

\*Denotes that project also has unfunded portion below.

**Unfunded:**

P1615 Water Distribution	5,939	1,490	1,490	1,490	1,490	Ongoing
<b>Total</b>	<b>5,939</b>	<b>1,490</b>	<b>1,490</b>	<b>1,490</b>	<b>1,490</b>	

**WATER UTILITY SUMMARY OF CAPITAL INVESTMENTS**

- The 2012 Water Capital Investments in the Water Utility includes 8 capital expansion and replacement/rehabilitation projects and one asset replacement project for a total of \$26,495.0. The asset replacement project for the Water Utility, at \$950.0 in 2012, is comprised of 3 subproject replacements consisting of \$425.0 for the plant control network/computer upgrade, \$250.0 for a security system upgrade, and \$275.0 for electrical and mechanical replacements. The 8 capital expansion projects for the Water Utility total \$25,545.0. Major capital investments include \$10,100 for the UV Disinfection System and Integrated Chlorine Contact Chamber, an additional \$6,000 for the Reservoir Expansion Project, \$2,100.0 for Plant Electrical Upgrades, and \$5,370.0 for the Water Distribution Preservation Program.

**Future Operating Impacts of 2012 Capital Projects**

There are no future operating impacts from 2012 capital projects.





# RECREATION AND CULTURE



## City of Saskatoon

**PRELIMINARY 2012**  
Operating & Capital Budget

### Operating Budget

\$ 28.2 million

### Capital Budget

\$ 8.4 million



## Overview

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

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

## At A Glance

- City-operated sport, culture, and recreation facilities attract approximately 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.
- At leisure facilities in 2010, there were 15,500 registered program hours; 13,500 people who registered in swimming lessons; 135,000 rounds of golf played; 60,800 hours available for general admission; and 25,000 hours rented to community organizations.
- In 2010, there were 138,000 admissions to the Forestry Farm Park and Zoo, and 14,000 visitor nights at the Gordon Howe Campground.
- The business line supports community associations to provide 15,200 hours of year-round low cost/no cost neighbourhood-based sport, culture, and recreation programs to 10,200 registrants.
- Approximately 2,400 acres of park and open spaces are maintained.

# Recreation and Culture



**PRELIMINARY 2012**  
Operating & Capital Budget

- There are outdoor sports fields for softball, baseball, soccer, slo-pitch, lacrosse, football, speed skating, rugby, and field hockey.
- There are 44 parks that have paddling pools (97,500 annual users) and playground sites (19,500 children registered).
- Provides venues for major sport, culture, and entertainment events, including Mendel Art Gallery, River Landing, Credit Union Centre, and TCU Place.
- Supports various community-based boards and agencies which in turn, provide programs and services in visual art, performing art, and cultural heritage, including Marr Residence and Albert Community Centre.
- Trees planted: On average 1,200 trees are planted annually, which include reforestation projects as well as new park development.
- Park pathways: 114 kms.
- River Landing area is 14.8 hectares; 297,800 users of the riverfront trail; 90% of the public infrastructure is complete; location of three major festivals including WinterShines, the Fireworks Festival, and Wakefest.

## Major Achievements 2010 - 2011

- Installed solar panels at Harry Bailey Aquatic Center and Lawson Civic Centre.
- Added 3,000 permanent seats to Credit Union Centre.
- Completed the Chief Whitecap Park Program and Master Plan.
- Opened Affinity Education Centre and an accessible playground at Saskatoon Forestry Farm Park and Zoo.
- Forestry Farm Park and Zoo received accreditation from the Canadian Association of Zoos and Aquariums.
- Completed the River Garden and Tributary (Phase I) with the installation of the water feature, and completed Phase II waterfront with construction of the retaining walls, lighting, landscaping, and pedestrian connections at Avenues B & C, at River Landing.
- Secured funding for the Art Gallery of Saskatchewan building design and construction at River Landing from the Government of Canada, Province of Saskatchewan, and City of Saskatoon. The Frank and Ellen Remail Foundation presented a gift of \$15 million to the capital campaign and \$15 million to be used for enhanced programming by the Art Gallery of Saskatchewan Inc. City Council, in recognition of the generous gift, named the facility the Remail Art Gallery of Saskatchewan.
- Upgraded Archibald, Lions and Kinsmen Arenas at a capital cost of \$4.9 million. Facility upgrades will potentially extend the life expectancy of each facility another 25 years.
- Upgrading the electrical capacity at the Gordon Howe Campground has increased the availability of high amperage sites required by larger trailer units. The upgrade project will be completed by 2012.
- Major improvements and upgrades to ball fields located at Gordon Howe Park Complex. Upgrades include the installation of automated irrigation systems, storm water management infrastructure, and improvement to the overall drainage of the playing surface.
- Constructed two adult size baseball diamonds in Kate Waygood Park and one adult softball diamond at William A. Reid Park, made possible with funding from the Recreational Infrastructure Canada Program (RIInC). These sportfields have increased the current inventory of diamonds to meet future programming requirement of the sport user groups.
- Conducted a city-wide Leisure Needs survey to collect information on current program participation levels and interest in new participation.
- Introduced Leisure Drop-In Online, allowing Leisure Centre patrons to access current drop-in program information using personalized search criteria (activity type, location, day, time, favourite instructor), from their computer or mobile smartphone.

- Introduced online tee-time booking at the Civic Golf Courses.
- The Municipal Culture Plan was completed and presented to City Council for approval.
- Completed the installation of the Automatic Irrigation Maintenance System (A.I.M.S.).

## Key Challenges

- Keeping activities affordable and accessible to all residents.
- Reacting in a timely fashion to the changes with sport, culture and recreation, participant preferences, demographics, and general trends.
- Aging infrastructure of recreation facilities such as outdoor pools, paddling pools, and recreation units.
- Adapting programs and services to meet the changing needs of customers - such as seniors and persons with disabilities.
- Private sector development at River Landing is lagging.
- There is a growing demand for off-leash dog parks, and users would like them to be at various locations throughout the community.
- The annual contribution to the Holiday Park Golf Course Redevelopment Reserve is insufficient to fund golf course improvements based on timing outlined in the approved master plan.
- As the City grows, parks in new neighbourhoods such as Evergreen, Rosewood and Stonebridge, are located far from the centralized maintenance operation, requiring staff to spend increasing amounts of time traveling from the maintenance facility to the various parks. To improve operating efficiencies, a new service delivery model is needed that includes new satellite maintenance buildings and equipment strategically located closer to the new parks. This will reduce travel time to and from the maintenance facilities to the parks, and will result in more efficient use of staff time and resources.
- Designing and building parks that meet the needs of citizens while minimizing ongoing maintenance requirements.

## Major Initiatives 2012-2014

- \$12.5 million in park upgrades and new development.
- Complete Kinsmen Park and Area Master Plan.
- Conduct Future Sport and Recreation Facility Needs Assessment Study.
- Conduct an inventory review of municipal sports fields.
- Completion of construction and reopening of the new Mayfair outdoor swimming pool.
- Preparation of capital and operating financial plan for the proposed \$9.8 million upgrade to Gordon Howe Bowl. The proposal includes an artificial turf field, new service building, score clock and sound system, and outdoor field lighting.
- Begin implementation of the recommendations outlined in the approved Municipal Culture Plan.
- Implement modifications to the paddling pool program and recreation units.
- Develop a Program Plan for Pierre Radisson Park to accommodate a Children's Safety Village.
- Design and construction of the Remai Art Gallery of Saskatchewan at River Landing.
- Develop an alternative or supplementary funding model to increase contributions to the Holiday Park Golf Course Redevelopment Reserve.
- Construction of a facility at Forestry Farm Park and Zoo to host special events and act as a public weather shelter.
- Development of new off-leash dog parks, based on an approved program plan.

## Budget Implications 2012

### By Service Lines

#### Community Partnerships

- Development and implementation of the Kinsmen Park and Area Master Plan, funded through contributions from PotashCorp, Canpotex and the City.

#### *Unfunded Capital Projects:*

- Chief Whitecap Park – Master Plan project includes completion of detailed design, construction of a parking lot and installation of fencing, signage and some site amenities.
- The Hudson Bay Area District Parks project includes public consultation and program review, along with a survey and site analysis for Pierre Radisson Park.

#### Forestry Farm Park & Zoo

- Kinsmen Children's Zoo building will be upgraded.
- Quarantine Building upgrades will improve ability to disinfect area to meet industry standards.

#### Golf Courses

- Improvements to tee boxes and greens will be undertaken at the Holiday Park Golf Course; these improvements fall under the approved Holiday Park Golf Course Master Redevelopment Plan.

#### Indoor Rinks

#### *Unfunded Capital Project:*

- A.C.T. Arena facility upgrade is the final phase of the Upgrading Indoor Arenas project.

#### Program Research & Design

- Complete the Future Needs Sports and Recreation Assessment and implement the model to determine the type of sport and recreation facilities required with changing demands, population growth and program trends.

#### Outdoor Sportfields

- An increase in the provision to the Park Enhancement Reserve of \$50.0 is required to keep pace with inflationary pressures on sportfield construction costs.

#### *Unfunded Capital Project:*

- The Gordon Howe Bowl-Upgrades project consists of installation of artificial turf, score clock, sound system and lighting and construction of a service building and concession.

#### Parks Maintenance and Design

- A reduction of \$123.6 (3.0 FTE) that equates to 10 seasonal labour positions, to reflect a reduced level of service, as approved during the Civic Services Review.
- Capital investment of \$1,224.0 in parks equipment replacement and park upgrades and drainage .
- Development of a new off-leash dog park in Hampton Village with long range plans for additional off-leash recreation areas throughout the City over a 5-year plan.
- Impact of previously approved capital construction of parks in new areas of \$293.2.

# Recreation and Culture



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**PRELIMINARY 2012**  
Operating & Capital Budget

## *Unfunded Capital Projects:*

- In the Parks Maintenance and Design Service Line there is an unfunded component of \$6,036.0. Of this amount \$4,461.0 is the shortfall of funding required for the rehabilitation or replacement of existing assets, \$100.0 is needed for off leash areas, \$125.0 is required for a Natural Park Area Strategic Management Plan, \$300.00 for city entrance landscaping, \$250.0 to upgrade Diefenbaker Park road and \$800.0 has been identified for a Parks Maintenance Satellite Building.

## Playgrounds & Recreation Areas

### *Unfunded Capital Project:*

- Construction of a destination accessible playground and relocation and upgrade of the satellite skateboard amenity at W. W. Ashley District Park; the desired construction timeline is 2012 to 2013.

## Rec/Competitive Facilities Program – Program Delivery

- Additional admission rate increase resulting in a net revenue increase of \$91.7, was approved during the Civic Services Review, to sustain cost recovery targets.

# Recreation and Culture



**PRELIMINARY 2012**  
Operating & Capital Budget

## *Recreation & Culture Operating Summary*

	2010 Actual	2010 Budget	2011 Budget	2012 Budget				
				000's			Dollar Change	% Change
				Revenue	Exp/Rec	Net		
<b>Spectator Ballfields</b>	138.1	131.7	128.9	0.0	131.2	<b>131.2</b>	2.3	1.78%
<b>Marketing Services</b>	495.5	526.6	556.7	0.0	573.8	<b>573.8</b>	17.1	3.07%
<b>Community Partnerships</b>	184.1	211.9	205.2	0.0	226.9	<b>226.9</b>	21.7	10.58%
<b>Forestry Farm Park &amp; Zoo</b>	1,459.3	1,523.4	1,560.5	(683.8)	2,303.7	<b>1,619.9</b>	59.4	3.81%
<b>Golf Courses</b>	0.0	0.0	0.0	(3,037.7)	3,037.7	<b>0.0</b>	0.0	0.00%
<b>Gordon Howe Campsite</b>	0.0	0.0	0.0	(531.5)	531.5	<b>0.0</b>	0.0	0.00%
<b>Indoor Rinks</b>	164.7	221.8	219.7	(1,958.5)	2,160.0	<b>201.5</b>	(18.2)	-8.28%
<b>Kinsmen Park Rides</b>	85.5	35.3	30.1	(156.3)	197.5	<b>41.2</b>	11.1	36.88%
<b>Outdoor Pools</b>	694.3	682.3	684.0	(368.7)	1,045.0	<b>676.3</b>	(7.7)	-1.13%
<b>Outdoor Sports Fields</b>	267.1	265.4	258.6	(405.5)	735.0	<b>329.5</b>	70.9	27.42%
<b>Parks Maintenance &amp; Design</b>	9,442.2	9,529.4	10,309.4	(113.6)	11,093.2	<b>10,979.6</b>	670.2	6.50%
<b>Playground &amp; Recreation Areas</b>	698.1	703.3	731.4	0.0	767.3	<b>767.3</b>	35.9	4.91%
<b>Program Research &amp; Design</b>	159.5	190.7	182.4	0.0	192.5	<b>192.5</b>	10.1	5.54%
<b>Rec/Competitive Facilities-Program</b>	3,008.4	3,352.2	3,196.1	(5,461.7)	8,750.3	<b>3,288.6</b>	92.5	2.89%
<b>Rec/Competitive Facilities-Rentals</b>	3,804.0	3,548.8	3,828.3	(5,049.0)	9,154.3	<b>4,105.3</b>	277.0	7.24%
<b>Targeted Programming</b>	604.5	635.5	581.1	(10.3)	565.9	<b>555.6</b>	(25.5)	-4.39%
<b>Albert Community Centre</b>	69.0	108.2	112.6	(111.6)	224.8	<b>113.2</b>	0.6	0.53%
<b>Credit Union Centre</b>	455.4	455.4	397.5	0.0	397.5	<b>397.5</b>	0.0	0.00%
<b>Marr Residence</b>	13.7	19.0	19.2	(0.5)	20.1	<b>19.6</b>	0.4	2.08%
<b>Mendel Art Gallery</b>	2,145.7	2,145.7	2,236.9	0.0	2,507.0	<b>2,507.0</b>	270.1	12.07%
<b>River Landing</b>	0.0	0.0	0.0	(290.1)	290.1	<b>0.0</b>	0.0	0.00%
<b>TCU Place</b>	1,910.3	1,432.6	1,454.7	0.0	1,455.2	<b>1,455.2</b>	0.5	0.03%
<b>Total</b>	<b>25,799.4</b>	<b>25,719.2</b>	<b>26,693.3</b>	<b>(18,178.8)</b>	<b>46,360.5</b>	<b>28,181.7</b>	<b>1,488.4</b>	<b>5.58%</b>

### Staff Complement

	2011	2012
Full Time Equivalents	444.50	443.18

# Recreation and Culture



**PRELIMINARY 2012**  
Operating & Capital Budget

## Capital Investment - Recreation & Culture

	2012	2013	2014	2015	2016
	<i>Thousands of Dollars</i>				
Spectator Ballfields	0	0	0	0	0
Marketing Services	0	0	0	0	0
Community Partnerships	5,560	0	0	0	0
Forestry Farm Park & Zoo	95	350	1,425	200	160
Golf Courses	177	332	332	152	167
Gordon Howe Campsite	0	0	0	0	0
Indoor Rinks	0	0	0	0	0
Kinsmen Park Rides	0	0	0	0	0
Outdoor Pools	0	0	0	0	0
Outdoor Sports Fields	19	714	304	0	0
Parks Maintenance & Design	1,289	1,692	1,656	375	566
Playground & Recreation Areas	50	0	0	0	0
Program Research & Design	0	0	0	0	0
Rec/Competitive Facilities-Program	0	0	0	0	0
Rec/Competitive Facilities Rentals	175	115	240	115	115
Targeted Programming	0	0	0	0	0
Albert Community Centre	20	20	20	20	20
Credit Union Centre	213	178	159	283	2,289
Marr Residence	0	0	0	0	0
Mendel Art Gallery	0	0	0	0	0
River Landing	0	0	0	0	0
TCU Place	798	418	315	467	309
<b>Total</b>	<b>8,396</b>	<b>3,819</b>	<b>4,451</b>	<b>1,612</b>	<b>3,626</b>

## Financing for Funded Capital Investments

	2012	2013	2014	2015	2016
<b><u>Funded</u></b>					
Other	5,450	187	1,325	0	0
Replacement Reserve	737	502	627	765	2,642
Reserve for Capital Expenditures	115	0	0	0	0
Reserves for Future Expenditures	2,094	3,130	2,499	847	984
<b>Total</b>	<b>8,396</b>	<b>3,819</b>	<b>4,451</b>	<b>1,612</b>	<b>3,626</b>
<b><u>Unfunded</u></b>	<b>8,424</b>	<b>11,248</b>	<b>13,903</b>	<b>7,447</b>	<b>9,378</b>

# Recreation and Culture



**PRELIMINARY 2012**  
Operating & Capital Budget

## *Future Operating Impacts of 2012 Capital Projects*

	2012	2013	2014	2015	2016
Community Partnerships*	-	-	-	-	-
Forestry Farm Park & Zoo	-	2.6	-	-	-
Golf Courses	-	-	-	-	-
Outdoor Sports Fields	-	-	-	-	-
Parks Maintenance & Design	-	-	-	-	-
Rec/Competitive Facilities Rentals	-	-	-	-	-
Albert Community Centre	-	-	-	-	-
River Landing	-	-	-	-	-
TCU Place	-	-	-	-	-
	-	2.6	-	-	-

\*Community Partnerships Operating Impact: Project 2471 Kinsmen Park and Area – Master Plan operating impact has not been included as it will not be known until the detailed design is completed.



## ***SPECTATOR BALLFIELDS***

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 Sport Complex. These facilities are also used for tournament play at the provincial, national and international levels. The user groups undertake and fund all day-to-day operating costs. The City funds costs relating to the infrastructure.

### ***OPERATING BUDGET:***

	2010	2010	2011	2012	Dollar	%
	Actuals	Budget	Budget	Budget	Change	Change
Operating Costs	138.1	131.7	128.9	131.2	2.3	1.8%
Total	138.1	131.7	128.9	131.2	2.3	1.8%
FTE's			0.00	0.00		

### ***SPECTATOR BALLFIELDS SUMMARY OF OPERATING CHANGES***

- There are no significant operating changes.

**There are no capital investments in SPECTATOR BALLFIELDS.**

## **MARKETING SERVICES**

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

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

### **OPERATING BUDGET:**

	<b>2010 Actuals</b>	<b>2010 Budget</b>	<b>2011 Budget</b>	<b>2012 Budget</b>	<b>Dollar Change</b>	<b>% Change</b>
Staff Compensation	286.1	298.1	329.5	385.0	55.5	16.8%
Operating Costs	250.2	264.0	265.9	259.6	(6.3)	-2.4%
Cost Recovery	(40.8)	(35.5)	(38.7)	(70.8)	(32.1)	82.9%
<b>Total</b>	<b>495.5</b>	<b>526.6</b>	<b>556.7</b>	<b>573.8</b>	<b>17.1</b>	<b>3.1%</b>

FTE's 4.67 5.17

### **MARKETING SERVICES SUMMARY OF OPERATING CHANGES**

#### **Other Significant Changes:**

- Marketing Assistant increase of \$32.2 (0.5 FTE) is required to address the increasing demands for marketing services; this increase is fully funded through an increased fee charged to the Land Bank Program.

**There are no capital investments in MARKETING SERVICES.**

# Recreation and Culture



**PRELIMINARY 2012**  
Operating & Capital Budget

## COMMUNITY PARTNERSHIPS

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.

<b>OPERATING BUDGET:</b>	<b>2010 Actuals</b>	<b>2010 Budget</b>	<b>2011 Budget</b>	<b>2012 Budget</b>	<b>Dollar Change</b>	<b>% Change</b>
Staff Compensation	150.1	168.8	162.1	177.2	15.1	9.3%
Transfer To Funds/Reserves	12.7	12.7	12.7	12.7	0.0	0.0%
Operating Costs	21.2	30.3	30.3	37.0	6.7	22.1%
Contribution To Capital	0.1	0.1	0.1	0.0	(0.1)	-100.0%
<b>Total</b>	<b>184.1</b>	<b>211.9</b>	<b>205.2</b>	<b>226.9</b>	<b>21.7</b>	<b>10.6%</b>
 FTE's			2.30	2.30		

### COMMUNITY PARTNERSHIPS SUMMARY OF OPERATING CHANGES

- There are no significant operating changes.

### CAPITAL INVESTMENTS - COMMUNITY PARTNERSHIPS

	<b>2012</b>	<b>2013</b>	<b>2014</b>	<b>2015</b>	<b>2016</b>	<b>Total Project Cost</b>
<b>Funded:</b>						
P2471 Kinsmen Park & Area - Master Plan	5,560	0	0	0	0	5,730
<b>Total</b>	<b>5,560</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	
 <b>Unfunded:</b>						
P2114 Victoria Park Program Upgrade	0	245	200	200	0	1,290
P2353 Chief Whitecap Park - Master Plan	360	355	435	0	0	1,300
P2469 Permanent Washrooms - Kiwanis Park	0	425	0	0	0	425
P2474 Hudson Bay Area District Parks	45	88	800	900	961	2,794
P2352 Permanent Boat Launch Site	0	0	33	55	0	253
<b>Total</b>	<b>405</b>	<b>1,113</b>	<b>1,468</b>	<b>1,155</b>	<b>961</b>	

## **COMMUNITY PARTNERSHIPS SUMMARY OF CAPITAL INVESTMENTS**

In 2010, City Council approved a Master Plan for Chief Whitecap Park, providing the administration with direction on the future design and use of the Park. \$360.0 is requested in 2012 for completion of the detailed design, construction of the north parking lot, installation of fencing and signage in the parking lot and on the roadway, and installation of site amenities such as garbage cans, benches and dog waste dispensers.

With the announcement from PotashCorp to contribute a minimum of \$5.0 million to enhance Kinsmen Park and Area, a Master Plan was developed that set up a process to renovate this site, in order to create a primary civic activity-node that is place-specific, memorable and enjoyable for all ages. The 2012 budget involves implementation of a portion of the Master Plan. Contributions are provided by the City, PotashCorp and Canpotex. Further construction will be phased in as funds become available.

The Cosmopolitan Couples Club has identified Pierre Radisson District Park as a suitable location for a Children's Safety Village. This proposed park program amenity provides a catalyst in the development of the Hudson Bay Area Park system, in particular Pierre Radisson District Park. The unfunded 2012 budget includes public consultation and park program review along with survey and site analysis for Pierre Radisson Park.

### **Future Operating Impacts of 2012 Capital Projects**

<b>Project:</b>	<b>2012</b>	<b>2013</b>	<b>2014</b>	<b>2015</b>	<b>2016</b>
P2471 Kinsmen Park & Area - Master Plan	-	Unknown*	-	-	-
	-	-	-	-	-

\*The operating impact relating to P2471 Kinsmen Park & Area – Master Plan will not be known until the detailed design is completed.

# Recreation and Culture



**PRELIMINARY 2012**  
Operating & Capital Budget

## FORESTRY FARM PARK & ZOO

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

### OPERATING BUDGET:

	2010	2010	2011	2012	Dollar	%
	Actuals	Budget	Budget	Budget	Change	Change
Revenues	(623.8)	(604.3)	(635.8)	(683.8)	(48.0)	7.5%
Staff Compensation	936.9	934.7	970.8	1,037.9	67.1	6.9%
Trsfr To Funds/Reserves	186.5	182.4	182.4	182.4	0.0	0.0%
Debt Charges	38.5	38.5	38.5	38.5	0.0	0.0%
Operating Costs	921.2	972.1	1,004.6	1,044.9	40.3	4.0%
Total	1,459.3	1,523.4	1,560.5	1,619.9	59.4	3.8%
FTE's			15.20	15.20		

### FORESTRY FARM PARK & ZOO SUMMARY OF OPERATING CHANGES

#### Significant Changes:

- Revenue increases of \$29.7 are due to higher admission and other revenue rates, \$20.3 for increased admissions and a \$2.0 decrease in external lease revenues.

### CAPITAL INVESTMENTS - FORESTRY FARM PARK & ZOO

	2012	2013	2014	2015	2016	Total Project Cost
<b>Funded:</b>						
P2048 FFP & Zoo Master Plan Implementation	95	350	1,425	200	160	Ongoing
<b>Total</b>	<b>95</b>	<b>350</b>	<b>1,425</b>	<b>200</b>	<b>160</b>	

### FORESTRY FARM PARK & ZOO SUMMARY OF CAPITAL INVESTMENTS

Planned for 2012 are the Kinsmen Children's Zoo Building upgrade and the Quarantine Building upgrade which will involve the cementing of three outdoor pens and will improve the ability to disinfect the area.

# Recreation and Culture



**PRELIMINARY 2012**  
Operating & Capital Budget

## Future Operating Impacts of 2012 Capital Projects

Project:	2012	2013	2014	2015	2016
P2048 FFP & Zoo Master Plan Implementation	-	2.6	-	-	-
	-	2.6	-	-	-

# Recreation and Culture



**PRELIMINARY 2012**  
Operating & Capital Budget

## GOLF COURSES

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

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

<b>OPERATING BUDGET:</b>	<b>2010</b>	<b>2010</b>	<b>2011</b>	<b>2012</b>	<b>Dollar</b>	<b>%</b>
	<b>Actuals</b>	<b>Budget</b>	<b>Budget</b>	<b>Budget</b>	<b>Change</b>	<b>Change</b>
Revenues	(2,700.5)	(2,856.2)	(2,956.1)	(3,037.7)	(81.6)	2.8%
Staff Compensation	1,232.1	1,377.1	1,365.6	1,516.1	150.5	11.0%
Trsfr To Funds/Reserves	314.4	210.8	282.5	200.0	(82.5)	-29.2%
Debt Charges	52.0	52.0	52.0	52.0	0.0	0.0%
Operating Costs	1,102.0	1,216.3	1,256.0	1,269.6	13.6	1.1%
Total	0.0	0.0	0.0	0.0	0.0	0.0%
FTE's			25.30	25.30		

### GOLF COURSES SUMMARY OF OPERATING CHANGES

#### Significant Changes:

- Increases in green fee revenues of \$105.9 and season power cart trackage of \$6.2 due to rate increases, and decrease of \$3.8 in lounge revenues.

### CAPITAL INVESTMENTS - GOLF COURSES

	<b>2012</b>	<b>2013</b>	<b>2014</b>	<b>2015</b>	<b>2016</b>	<b>Total Project Cost</b>
<b>Funded:</b>						
P2101 Golf Course Improvements & Equip Repl	177	332	332	152	167	Ongoing
<b>Total</b>	<b>177</b>	<b>332</b>	<b>332</b>	<b>152</b>	<b>167</b>	

#### Unfunded:

There are no unfunded capital investments in GOLF COURSES

# Recreation and Culture



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**PRELIMINARY 2012**  
Operating & Capital Budget

## ***GOLF COURSES SUMMARY OF CAPITAL INVESTMENTS***

\$122.0 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. \$55.0 is required for the replacement to the Holiday Park sewer line.

### ***Future Operating Impacts of 2012 Capital Projects***

There are no future operating impacts from 2012 capital projects



## **GORDON HOWE CAMPSITE**

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 confectionary. This very popular campsite is located near shopping, golf courses, an outdoor swimming pool and parks.

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

<b>OPERATING BUDGET:</b>	<b>2010</b>	<b>2010</b>	<b>2011</b>	<b>2012</b>	<b>Dollar</b>	<b>%</b>
	<b>Actuals</b>	<b>Budget</b>	<b>Budget</b>	<b>Budget</b>	<b>Change</b>	<b>Change</b>
Revenues	(6.0)	(5.5)	(5.5)	(5.5)	0.0	0.0%
Rentals	(529.8)	(411.5)	(464.1)	(526.0)	(61.9)	13.3%
Staff Compensation	96.9	78.0	106.0	123.3	17.3	16.3%
Trsfr To Funds/Reserves	133.4	53.2	54.9	88.6	33.7	61.4%
Debt Charges	98.5	98.2	98.2	98.2	0.0	0.0%
Operating Costs	207.0	187.6	210.5	221.4	10.9	5.2%
Total	0.0	0.0	0.0	0.0	0.0	0.0%
FTE's			2.10	2.10		

### **GORDON HOWE CAMPSITE SUMMARY OF OPERATING CHANGES**

#### **Significant Changes:**

- Increase in revenue volumes of \$36.6 and campsite rental rates of \$25.3.

**There are no capital investments in GORDON HOWE CAMPSITE**

# Recreation and Culture



**PRELIMINARY 2012**  
Operating & Capital Budget

## INDOOR RINKS

Minor hockey and figure 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.

<b>OPERATING BUDGET</b>	<b>2010 Actuals</b>	<b>2010 Budget</b>	<b>2011 Budget</b>	<b>2012 Budget</b>	<b>Dollar Change</b>	<b>% Change</b>
Revenues	(106.5)	(86.0)	(61.4)	(70.4)	(9.0)	14.7%
Rentals	(1,743.2)	(1,680.5)	(1,805.9)	(1,888.1)	(82.2)	4.6%
Staff Compensation	818.9	787.8	827.5	882.0	54.5	6.6%
Trsfr To Funds/Reserves	36.6	36.6	36.6	36.6	0.0	0.0%
Debt Charges	0.0	0.0	0.0	0.0	0.0	0.0%
Operating Costs	1,158.9	1,163.9	1,222.9	1,241.4	18.5	1.5%
<b>Total</b>	<b>164.7</b>	<b>221.8</b>	<b>219.7</b>	<b>201.5</b>	<b>(18.2)</b>	<b>-8.3%</b>

FTE's 14.25 14.25

### INDOOR RINKS SUMMARY OF OPERATING CHANGES

#### Significant Changes:

- Increase in primetime, non-primetime and school rental revenue rates of \$82.0 and admission rates of \$9.0.

#### CAPITAL INVESTMENTS - INDOOR RINKS

	<b>2012</b>	<b>2013</b>	<b>2014</b>	<b>2015</b>	<b>2016</b>	<b>Total Project Cost</b>
<b>Unfunded:</b>						
P2106 Upgrading Indoor Arenas	300	0	0	0	0	330
<b>Total</b>	<b>300</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	

There are no funded capital investments in INDOOR RINKS

### INDOOR RINKS SUMMARY OF CAPITAL INVESTMENTS

Indoor arenas are being upgraded to include co-ed change room facilities, allowing minor sport groups to deliver co-ed sport activities at city operated arenas. \$30.0 was approved in 2011 for the design of co-ed change rooms at ACT Arena with future construction occurring at a cost of \$300.0. Lions, Archibald, and Kinsmen arenas have undergone similar renovations and the response from minor sports groups has been positive. Cosmo Arena upgrades originally scheduled for 2011 has been deferred to 2012.

#### Future Operating Impacts of 2012 Capital Projects

There are no future operating impacts from 2012 capital projects

## **KINSMEN PARK RIDES**

Located in Kinsmen Park, the Kinsman Park Rides provide a fun experience for thousands of children and their families during the summer season. The rides feature an old-fashioned merry-go-round, miniature train and pavilion with washrooms and concession services. In recent years Kinsmen Rides admissions have been declining mainly due to changes in demographics and the decommissioning of a ride leaving only the merry-go-round and miniature train. During the past three seasons admissions have averaged just over 100,000 visits per year. With this decrease in admission revenue the Kinsmen Park will have a \$41.2 mill rate impact.

With the recent announcement from PotashCorp to contribute a minimum of \$5.0 million to enhance Kinsmen Park and Area, a Master Plan is being developed to guide the enhancement of activities on this site. New and rejuvenated rides are planned to be part of this enhancement project.

<b>OPERATING BUDGET:</b>	<b>2010</b>	<b>2010</b>	<b>2011</b>	<b>2012</b>	<b>Dollar</b>	<b>%</b>
	<b>Actuals</b>	<b>Budget</b>	<b>Budget</b>	<b>Budget</b>	<b>Change</b>	<b>Change</b>
Revenues	(102.1)	(130.5)	(128.5)	(140.3)	(11.8)	9.2%
Rentals	(7.4)	(15.3)	(12.0)	(16.0)	(4.0)	33.3%
Staff Compensation	118.7	105.8	95.9	121.6	25.7	26.8%
Debt Charges	29.5	29.5	29.5	29.5	0.0	0.0%
Operating Costs	46.8	45.8	45.2	46.4	1.2	2.7%
<b>Total</b>	<b>85.5</b>	<b>35.3</b>	<b>30.1</b>	<b>41.2</b>	<b>11.1</b>	<b>36.9%</b>
FTE's			1.61	2.04		

### **KINSMEN PARK RIDES SUMMARY OF OPERATING CHANGES**

#### **Significant Changes:**

- An increase of \$18.0 (0.43 FTE) for a ride operator position is an adjustment required to align the budgeted staffing levels with the actual staffing required to maintain the current service level of Kinsmen Park Rides. The adjustment is the result of a previous budget error.

**There are no capital investments in KINSMEN PARK RIDES**

# Recreation and Culture



**PRELIMINARY 2012**  
Operating & Capital Budget

## OUTDOOR POOLS

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 a core neighbourhood suburban area.

### OPERATING BUDGET:

	2010 Actuals	2010 Budget	2011 Budget	2012 Budget	Dollar Change	% Change
Revenues	(320.8)	(324.8)	(308.1)	(368.7)	(60.6)	19.7%
Staff Compensation	389.5	372.0	324.2	403.3	79.1	24.4%
Trsfr To Funds/Reserves	0.0	0.0	120.0	0.0	(120.0)	-100.0%
Operating Costs	628.7	635.1	547.9	641.7	93.8	17.1%
Cost Recovery	(3.1)	0.0	0.0	0.0	0.0	0.0%
Total	694.3	682.3	684.0	676.3	(7.7)	-1.1%

FTE's

7.75      7.75

### OUTDOOR POOLS SUMMARY OF OPERATING CHANGES

#### Civic Services Review Decisions:

- Additional admission rate increase results in a net revenue increase of \$4.7.

#### Other Significant Changes:

- Reversal of Temporary Service level Decrease – Mayfair Pool Reopening  
The Mayfair Pool will reopen in 2012 with the completion of construction of the new facility. Related to this, there is an increase in revenues of \$29.0, staff compensation of \$50.4 and operating cost of \$98.6, reduced by a decrease in the transfer to reserve of \$120.0.

**There are no capital investments in OUTDOOR POOLS.**

## OUTDOOR SPORTFIELDS

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

<b>OPERATING BUDGET:</b>	<b>2010 Actuals</b>	<b>2010 Budget</b>	<b>2011 Budget</b>	<b>2012 Budget</b>	<b>Dollar Change</b>	<b>% Change</b>
Revenues	(236.1)	(238.8)	(291.8)	(375.2)	(83.4)	28.6%
Rentals	(25.8)	(34.9)	(30.2)	(30.3)	(0.1)	0.3%
Staff Compensation	125.6	118.1	122.5	163.7	41.2	33.6%
Trsfr To Funds/Reserves	65.2	65.2	65.2	115.2	50.0	76.7%
Operating Costs	338.2	355.8	392.9	456.1	63.2	16.1%
Total	267.1	265.4	258.6	329.5	70.9	27.4%
FTE's			2.20	2.70		

### OUTDOOR SPORTFIELDS SUMMARY OF OPERATING CHANGES

#### Capital Levies:

- Increase in provision to the Park Enhancement Reserve of \$50.0 to keep pace with inflationary pressures on sportfield construction costs.

#### Other Significant Changes:

- Increase in sportfield rental revenue rates of \$36.3 and rental volumes of \$47.1.
- Increase in parks sportfield maintenance service costs of \$43.9 to reflect the current level of service for sportfields for which a fee is charged.
- Increase in Recreation Technician 8 position for \$24.5 (0.5 FTE) needed to monitor sportfields, along with related operating costs of \$10.4. These cost increases are recovered through increased fees.

# Recreation and Culture



**PRELIMINARY 2012**  
Operating & Capital Budget

## ***CAPITAL INVESTMENTS - OUTDOOR SPORTS FIELDS***

	2012	2013	2014	2015	2016	Total Project Cost
<b>Funded:</b>						
P2102 Sportfield Development & Improvements	19	714	304	0	0	Ongoing
<b>Total</b>	<b>19</b>	<b>714</b>	<b>304</b>	<b>0</b>	<b>0</b>	

\*Denote that project has unfunded portion below

### **Unfunded:**

*P2349 Gordon Howe Bowl Upgrades	1,277	3,258	5,265	0	0	9,925
<b>Total</b>	<b>1,277</b>	<b>3,258</b>	<b>5,265</b>	<b>0</b>	<b>0</b>	

### ***OUTDOOR SPORTSFIELDS SUMMARY OF CAPITAL INVESTMENTS***

City staff works closely with sportfield user groups to develop a short and long-term plan to maintain and redevelop minor and adult sportfields. In 2012, \$19.0 is required to upgrade the softball diamond in Bishop James Mahoney Park to ensure outfield slopes are adjusted to allow for a safe playing surface with proper drainage.

The Gordon Howe Bowl Upgrades project addresses current and future programming needs by installing an artificial turf field and upgrading the service building. Construction is proposed to be implemented in two phases, with design for both phases taking place in 2012. The first phase includes the artificial turf field, score clock and sound system, and outdoor field lighting. The second phase includes a standalone service building including change rooms, public washrooms and concession.

### ***Future Operating Impacts of 2012 Capital Projects***

There are no future operating impacts from 2012 funded capital projects.

## **PARKS MAINTENANCE & DESIGN**

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

<b>OPERATING BUDGET:</b>	<b>2010 Actuals</b>	<b>2010 Budget</b>	<b>2011 Budget</b>	<b>2012 Budget</b>	<b>Dollar Change</b>	<b>% Change</b>
Revenues	(4.5)	(3.6)	(3.6)	(23.6)	(20.0)	555.6%
Province Of Saskatchewan	(100.8)	(90.0)	(90.0)	(90.0)	0.0	0.0%
Staff Compensation	6,140.6	5,874.7	6,343.8	6,578.1	234.3	3.7%
Trsfr To Funds/Reserves	1,181.2	1,181.2	1,215.8	1,359.8	144.0	11.8%
Debt Charges	181.0	0.0	180.9	180.9	0.0	0.0%
Operating Costs	3,976.3	4,565.2	4,687.5	5,083.0	395.5	8.4%
Cost Recovery	(1,931.6)	(1,998.1)	(2,025.0)	(2,108.6)	(83.6)	4.1%
<b>Total</b>	<b>9,442.2</b>	<b>9,529.4</b>	<b>10,309.4</b>	<b>10,979.6</b>	<b>670.2</b>	<b>6.5%</b>
FTE's			116.47	113.47		

### **PARKS MAINTENANCE & DESIGN SUMMARY OF OPERATING CHANGES**

#### **Civic Services Review Decisions:**

- A reduction of \$123.6 (3.0 FTEs) that equates to 10 seasonal labour positions, to reflect a reduced level of service in the Parks Maintenance Program.
- Estimated revenue increase of \$0.5 based on a 10% fee increase for allotment garden rentals.

#### **Capital Projects/Levies:**

- An increase to the Parks Branch Equipment Acquisition Reserve \$116.0 to finance additional parks maintenance equipment and vehicles required for park maintenance due to the addition of new neighbourhoods to the City.

#### **Other Significant Changes:**

- Increase in V&E rental rates and fuel cost of \$100.1.
- Increased water utility costs of \$72.7.
- Increase in cost recovery of \$98.2 reflecting adjustments required to Parks Custom Work and Parks Equipment Maintenance, which are full cost recovered programs.
- Operating costs have been increased by \$177.2 to accommodate the impact of capital projects previously approved. Additional green space to be taken over by the Parks Branch in 2012 is located in the Stonebridge, Willowgrove, Hampton Village, Evergreen and Blairmore neighbourhoods.

# Recreation and Culture



**PRELIMINARY 2012**  
Operating & Capital Budget

## **CAPITAL INVESTMENTS - PARKS MAINTENANCE & DESIGN**

	2012	2013	2014	2015	2016	Total Project Cost
<b>Funded:</b>						
P679 Grounds Maintenance-Equip repl	355	162	331	345	216	Ongoing
P901 Park Upgrading - Neighbourhood	779	1500	1300	0	0	14,186
^P1653 Park Drainage	50	0	0	0	50	Ongoing
^P1656 Parks MVA Construct & Maintenance	65	0	0	0	0	Ongoing
P1876 Tennis Court - Acrylic Surface	0	30	0	30	0	526
P1952 John Avant Park Boardwalk Removal	0	0	25	0	300	325
P2362 Animal Off-Leash Areas	40	0	0	0	0	85
<b>Total</b>	<b>1,289</b>	<b>1,692</b>	<b>1,656</b>	<b>375</b>	<b>566</b>	
^Denotes that project includes funding from RCE in 2012 (P1653 \$50, P1656 \$65)						
*Denotes that project has unfunded portion below						
<b>Unfunded:</b>						
P819 Tennis Court Resurface	0	100	0	100	0	697
P1599 Riverbank Parks Irrigation	23	208	0	0	0	505
P1613 Diefenbaker Park Road	250	0	0	0	0	339
P1627 City Entrances - Landscaping	300	300	350	350	350	2,844
P1641 Natural Park Area Strategic Mgmt Plan	125	0	0	0	0	125
P1647 Park Upgrds - Multi District, District	3,075	3735	3735	3450	6,228	35,317
P1648 Park Irrigation Upgrades	183	614	465	472	269	2,003
P1653 Park Drainage	0	50	50	50	50	Ongoing
P1656 Parks MVA Construct & Maintenance	0	65	65	65	65	Ongoing
P1658 Parks New Satellite Mtnc Bldg	800	0	0	0	0	800
P1935 Spray Pad Repairs and Upgrade	450	0	0	0	0	1,100
P1938 Playstructure Upgrade and Repl	730	905	905	905	905	Ongoing
P1939 Paddling/Spray Pool Replacements	0	800	0	800	0	4,000
P1940 Greenhouse Replacement	0	0	1500	0	0	1,500
P2528 Enhanced OLRA Development Project	100	100	100	100	100	500
<b>Total</b>	<b>6,036</b>	<b>6,877</b>	<b>7,170</b>	<b>6,292</b>	<b>7,967</b>	

### **PARKS MAINTENANCE & DESIGN SUMMARY OF CAPITAL INVESTMENTS**

2012 Parks Maintenance and Design Capital Investments include four funded projects totalling \$1,224.0 which involve the maintenance and replacement of existing assets.

Neighbourhood Park Upgrading focuses on construction of Pleasant Hill Park and the design of Dundonald Park with construction anticipated in 2013 and 2014.

The OLRA (Animal Off-Leash Areas) project (\$40.0) is for the development of a new off-leash park in South-East Ponds Park. The Enhanced OLRA Development project (\$100.0) shown as unfunded in 2012, is for the development of additional off-leash recreation areas throughout the City over a 5-year plan.

In the Parks Maintenance and Design Service Line there is an unfunded component of \$6,036.0. Of this amount \$4,461.0 is the shortfall of funding required for the rehabilitation or replacement of existing assets, \$125.0 is required for a Natural Park Area Strategic Management Plan, \$300.00 for city entrance landscaping, \$250.0 to upgrade Diefenbaker Park road and \$800.0 has been identified for a Parks Maintenance Satellite Building.



# Recreation and Culture



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**PRELIMINARY 2012**  
Operating & Capital Budget

## *Future Operating Impacts of 2012 Capital Projects*

There are no future operating impacts from 2012 capital projects.

# Recreation and Culture



**PRELIMINARY 2012**  
Operating & Capital Budget

## **PLAYGROUNDS & RECREATION AREAS**

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

### **OPERATING BUDGET:**

	2010 Actuals	2010 Budget	2011 Budget	2012 Budget	Dollar Change	% Change
Staff Compensation	630.6	627.1	656.8	696.5	39.7	6.0%
Operating Costs	67.5	76.2	74.6	70.8	(3.8)	-5.1%
<b>Total</b>	<b>698.1</b>	<b>703.3</b>	<b>731.4</b>	<b>767.3</b>	<b>35.9</b>	<b>4.9%</b>
FTE's			16.90	16.90		

### **PLAYGROUNDS & RECREATION AREAS SUMMARY OF OPERATING CHANGES**

- There are no significant operating changes.

### **CAPITAL INVESTMENTS - PLAYGROUND & RECREATION AREAS**

	2012	2013	2014	2015	2016	Total Project Cost
<b>Funded:</b>						
^P2354 Accessible Playgrounds	50	0	0	0	0	950
<b>Total</b>	<b>50</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	

\*Denotes that project has unfunded portion below

### **Unfunded:**

P2354 Accessible Playgrounds	406	0	0	0	450	950
<b>Total</b>	<b>406</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>450</b>	

### **PLAYGROUND & RECREATION AREAS SUMMARY OF CAPITAL INVESTMENTS**

This project involves the design and construction of two destination accessible and inclusive playgrounds. In 2012, \$500.0 is required for a playground in W.W. Ashley District Park and relocation and upgrade of a satellite skateboard amenity, with \$44.0 already committed by the Community Association and the Park Enhance reserve. The 2016 request of \$450.0 is for a play structure in Ashworth Holmes Neighbourhood Park. The completion of these last two destination accessible playground units provides an opportunity, within each quadrant of the city, for children with a disability to play with others. These larger accessible playgrounds will complement the network of smaller neighbourhood playgrounds that meet minimum accessibility standards.

# Recreation and Culture



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**PRELIMINARY 2012**  
Operating & Capital Budget

Current accessible playgrounds exist at these locations:

Everybody's Playground in Erindale (2003)

Morris T. Chernesky in Blairmore (2008)

Forestry Farm Park and Zoo (2010)

## ***Future Operating Impacts of 2012 Capital Projects***

There are no future operating impacts from 2012 capital projects.

# Recreation and Culture



**PRELIMINARY 2012**  
Operating & Capital Budget

## ***PROGRAM RESEARCH & DESIGN***

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:***

	<b>2010 Actuals</b>	<b>2010 Budget</b>	<b>2011 Budget</b>	<b>2012 Budget</b>	<b>Dollar Change</b>	<b>% Change</b>
Staff Compensation	121.8	134.2	130.3	138.9	8.6	6.6%
Operating Costs	37.7	56.5	52.1	53.6	1.5	2.9%
Total	159.5	190.7	182.4	192.5	10.1	5.5%
FTE's			2.00	2.00		

### ***PROGRAM RESEARCH & DESIGN SUMMARY OF OPERATING CHANGES***

- There are no significant operating changes.

**There are no capital investments in PROGRAM RESEARCH & DESIGN.**

## ***REC/COMPETITIVE FACILITIES – PROGRAM DELIVERY***

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

### **OPERATING BUDGET:**

	<b>2010</b>	<b>2010</b>	<b>2011</b>	<b>2012</b>	<b>Dollar</b>	<b>%</b>
	<b>Actuals</b>	<b>Budget</b>	<b>Budget</b>	<b>Budget</b>	<b>Change</b>	<b>Change</b>
Revenues	(5,225.1)	(4,574.3)	(5,139.1)	(5,461.7)	(322.6)	6.3%
Other Grants	(0.5)	0.0	0.0	0.0	0.0	0.0%
Staff Compensation	4,106.8	3,833.3	4,039.5	4,303.3	263.8	6.5%
Trsfr To Funds/Reserve	0.0	0.0	8.3	8.3	0.0	0.0%
Operating Costs	4,137.4	4,093.2	4,287.4	4,438.7	151.3	3.5%
Cost Recovery	(10.2)	0.0	0.0	0.0	0.0	0.0%
<b>Total</b>	<b>3,008.4</b>	<b>3,352.2</b>	<b>3,196.1</b>	<b>3,288.6</b>	<b>92.5</b>	<b>2.9%</b>

FTE's

74.83      74.83

### ***REC/COMPETITIVE FACILITIES – PROGRAM DELIVERY SUMMARY OF OPERATING CHANGES***

#### ***Civic Services Review Decisions:***

- Additional admission rate increases were approved to sustain cost recovery rates, resulting in a net revenue increase of \$91.7.

#### ***Other Significant Changes:***

- Increases in admission revenue rates of \$152.9 and program registration rates of \$67.7.
- Increase in internal rental costs of \$136.5 primarily for rate changes.

**There are no capital investments for REC/COMPETITIVE FACILITIES - PROGRAM DELIVERY**

# Recreation and Culture



**PRELIMINARY 2012**  
Operating & Capital Budget

## ***REC/COMPETITIVE FACILITIES – RENTALS***

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

<b>OPERATING BUDGET:</b>	<b>2010 Actuals</b>	<b>2010 Budget</b>	<b>2011 Budget</b>	<b>2012 Budget</b>	<b>Dollar Change</b>	<b>% Change</b>
Revenues	(173.9)	(214.0)	(214.4)	(182.0)	32.4	-15.1%
Rentals	(4,538.9)	(4,532.7)	(4,691.6)	(4,867.0)	(175.4)	3.7%
Staff Compensation	1,132.4	1,046.9	1,117.3	1,200.7	83.4	7.5%
Trsfr To Funds/Reserves	50.4	49.4	189.9	204.9	15.0	7.9%
Debt Charges	12.2	12.6	35.1	35.1	0.0	0.0%
Operating Costs	7,481.6	7,343.3	7,552.7	7,873.4	320.7	4.2%
Cost Recovery	(159.8)	(156.7)	(160.7)	(159.8)	0.9	-0.6%
<b>Total</b>	<b>3,804.0</b>	<b>3,548.8</b>	<b>3,828.3</b>	<b>4,105.3</b>	<b>277.0</b>	<b>7.2%</b>
FTE's			17.90	17.90		

## ***REC/COMPETITIVE FACILITIES – RENTALS SUMMARY OF OPERATING CHANGES***

### ***Capital Levies:***

- Increase in transfer to Leisure Services Equipment Replacement Reserve of \$15.0 for the increased replacement cost of fitness equipment for Leisure Centres.

### ***Other Significant Changes:***

- Decreases in concession leases of \$22.4 and admissions at the Fitness Circuit and Terry Fox Track at Forest Park of \$10.0.
- Increase in internal rental revenues of \$140.9 and external hourly rental rates of \$38.2 with a \$3.7 decrease in leases and agreements.
- Increase in preventative maintenance and custodial service charges of \$175.3.
- Correction to electrical estimate at Shaw Centre of \$100.0.
- Increase in water and electrical rates of \$45.1 with an \$11.2 decrease in gas rates.

# Recreation and Culture



**PRELIMINARY 2012**  
Operating & Capital Budget

## ***CAPITAL INVESTMENTS - REC/COMPETITIVE FACILITIES - RENTALS***

	2012	2013	2014	2015	2016	Total Project Cost
<b>Funded:</b>						
P706 Leis Serv - Facility Equip Repl	175	115	115	115	115	Ongoing
P2472 Leisure Centre Fac Control Gates	0	0	125	0	0	125
<b>Total</b>	<b>175</b>	<b>115</b>	<b>240</b>	<b>115</b>	<b>115</b>	

There are no unfunded projects in REC/COMPETITIVE FACILITIES - RENTALS

### ***REC/COMPETITIVE FACILITIES-RENTALS SUMMARY OF CAPITAL INVESTMENTS***

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

### ***Future Operating Impacts of 2012 Capital Projects***

There are no future operating impacts from 2012 capital projects.

## TARGETED PROGRAMMING

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.

<b>OPERATING BUDGET:</b>	<b>2010 Actuals</b>	<b>2010 Budget</b>	<b>2011 Budget</b>	<b>2012 Budget</b>	<b>Dollar Change</b>	<b>% Change</b>
Other Grants	(21.2)	(10.3)	(10.3)	(10.3)	0.0	0.0%
Staff Compensation	297.9	324.0	337.7	360.1	22.4	6.6%
Debt Charges	97.1	97.1	37.8	0.0	(37.8)	-100.0%
Operating Costs	180.7	224.7	215.9	205.8	(10.1)	-4.7%
Contribution To Capital	50.0	0.0	0.0	0.0	0.0	0.0%
<b>Total</b>	<b>604.5</b>	<b>635.5</b>	<b>581.1</b>	<b>555.6</b>	<b>(25.5)</b>	<b>-4.4%</b>
FTE's			6.70	6.70		

### TARGETED PROGRAMS SUMMARY OF OPERATING CHANGES

#### **Civic Services Review Decision:**

- Elimination of security contact at Victoria Park Skateboard Park results in cost reduction of \$7.0.

#### **Other Significant Change:**

- Decrease in debt charges of \$37.8 due to the maturity of the Skateboard Satellite Sites loan.

**There are no capital investments for TARGETED PROGRAMS**



# Recreation and Culture



**PRELIMINARY 2012**  
Operating & Capital Budget

## **ALBERT COMMUNITY CENTRE**

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

### **OPERATING BUDGET:**

	<b>2010 Actuals</b>	<b>2010 Budget</b>	<b>2011 Budget</b>	<b>2012 Budget</b>	<b>Dollar Change</b>	<b>% Change</b>
Revenues	(140.1)	(111.6)	(111.6)	(111.6)	0.0	0.0%
Trsfr To Funds/Reserves	20.5	20.5	21.1	21.7	0.6	2.8%
Subsidy Agreement	14.0	18.3	18.3	18.3	0.0	0.0%
Operating Costs	174.6	181.0	184.8	184.8	0.0	0.0%
<b>Total</b>	<b>69.0</b>	<b>108.2</b>	<b>112.6</b>	<b>113.2</b>	<b>0.6</b>	<b>0.5%</b>
FTE's			0.00	0.00		

### **ALBERT COMMUNITY CENTRE SUMMARY OF OPERATING CHANGES**

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

### **CAPITAL INVESTMENTS - ALBERT COMMUNITY CENTRE**

	<b>2012</b>	<b>2013</b>	<b>2014</b>	<b>2015</b>	<b>2016</b>	<b>Total Project Cost</b>
<b>Funded:</b>						
P677 Albert Comm Centre Renos	20	20	20	20	20	Ongoing
<b>Total</b>	<b>20</b>	<b>20</b>	<b>20</b>	<b>20</b>	<b>20</b>	

#### **Unfunded:**

**There are no unfunded projects in ALBERT COMMUNITY CENTRE**

### **ALBERT COMMUNITY CENTRE SUMMARY OF CAPITAL INVESTMENTS**

This project involves identifying and completing the necessary major repair or replacement expenditures in Albert Community Centre as required by the facility's comprehensive maintenance program. Work identified in 2012 is interior repair totalling \$40.0.

### **Future Operating Impacts of 2012 Capital Projects**

There are no future operating impacts from 2012 capital projects.

# Recreation and Culture



**PRELIMINARY 2012**  
Operating & Capital Budget

## **CREDIT UNION CENTRE**

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

### **OPERATING BUDGET:**

	2010 Actuals	2010 Budget	2011 Budget	2012 Budget	Dollar Change	% Change
Building Maintenance Reserve Provision	649.2	649.2	647.5	647.5	0.0	0.0%
CUC Contribution To Reserve	(193.8)	(193.8)	(250.0)	(250.0)	0.0	0.0%
Total	455.4	455.4	397.5	397.5	0.0	0.0%
FTE's			44.02	44.02		

### **CREDIT UNION CENTRE SUMMARY OF OPERATING CHANGES**

- There are no significant operating changes in Credit Union Centre program.

### **CAPITAL INVESTMENTS - CREDIT UNION CENTRE**

	2012	2013	2014	2015	2016	Total Project Cost
<b>Funded:</b>						
P1812 Credit Union Centre - Equipment Replacement	213	178	159	283	2,289	Ongoing
<b>Total</b>	<b>213</b>	<b>178</b>	<b>159</b>	<b>283</b>	<b>2,289</b>	

### **Unfunded:**

There are no unfunded capital investments for CREDIT UNION CENTRE

### **CREDIT UNION CENTRE SUMMARY OF CAPITAL INVESTMENTS**

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

### **Future Operating Impacts of 2012 Capital Projects**

There are no future operating impacts from 2012 capital projects.

## ***MARR RESIDENCE***

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

### **OPERATING BUDGET:**

	<b>2010 Actuals</b>	<b>2010 Budget</b>	<b>2011 Budget</b>	<b>2012 Budget</b>	<b>Dollar Change</b>	<b>% Change</b>
Revenues	(0.1)	(0.5)	(0.5)	(0.5)	0.0	0.0%
Operating Costs	13.8	19.5	19.7	20.1	0.4	2.0%
Total	13.7	19.0	19.2	19.6	0.4	2.1%
FTE's			0.00	0.00		

### **MARR RESIDENCE SUMMARY OF OPERATING CHANGES**

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

**There are no capital investments for the MARR RESIDENCE**

## **MENDEL ART GALLERY**

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

<b>OPERATING BUDGET:</b>	<b>2010 Actuals</b>	<b>2010 Budget</b>	<b>2011 Budget</b>	<b>2012 Budget</b>	<b>Dollar Change</b>	<b>% Change</b>
Building Maintenance Reserve Provision	0.0	0.0	0.0	62.6	62.6	0.0%
Grants/Subsidies	2,145.7	2,145.7	2,236.9	2,444.4	207.5	9.3%
<b>Total</b>	<b>2,145.7</b>	<b>2,145.7</b>	<b>2,236.9</b>	<b>2,507.0</b>	<b>270.1</b>	<b>12.1%</b>
FTE's			24.75	24.75		

### **MENDEL ART GALLERY SUMMARY OF OPERATING CHANGES**

#### **Civic Services Review Decision:**

- Reduction of operating expenses to reduce the City of Saskatoon Subsidy (\$0.6).

#### **Other Significant Changes:**

- Operating costs increase of \$130.0 to cover operating expenses which include staffing contingency and increment increases.
- Facilities maintenance and energy management increases totalling \$85.5.
- The building maintenance reserve provision was part of the grants/subsidies line in 2011 for the same amount.

### **MENDEL ART GALLERY SUMMARY OF CAPITAL INVESTMENTS**

While the Mendel Art Gallery does not have capital submissions included within the corporate budgeting system, there is a \$40.3 annual contribution that the Mendel Art Gallery contributes into their own Capital Equipment Replacement Reserve. The Mendel Art Gallery does have a \$38.0 draw per year, for the next five years, from this reserve to cover any capital equipment replacements necessary.

## RIVER LANDING

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

Significant revenue will not begin to flow for another four years, pending development of the properties identified for private development (i.e. Parcel YY River Landing Village, and Phase II parcels). It is anticipated that the River Centre development currently under construction will start paying property tax when it opens in 2013. The Budget Committee (April 14, 2010) resolved that River Landing Operating Program continue to be balanced through a transfer from the Reserve for Capital Expenditure (RCE) and that the total transfers from RCE to the operating program be accumulated with the expectation that RCE will be repaid from future surpluses in the program.

### OPERATING BUDGET:

	2010 Actuals	2010 Budget	2011 Budget	2012 Budget	Dollar Change	% Change
Revenues	(90.8)	(121.0)	(136.6)	(209.4)	(72.8)	53.3%
Property Levy	(75.1)	(75.4)	(77.4)	(71.5)	5.9	-7.6%
Lease Revenue	(6.6)	(6.8)	(9.0)	(9.2)	(0.2)	2.2%
Staff Compensation	0.0	0.0	0.0	29.5	29.5	0.0%
Trsfr To Funds/Reserves	(704.2)	(929.2)	(1,019.3)	(1,021.1)	(1.8)	0.2%
Abatements-Tax	44.9	45.0	34.3	30.5	(3.8)	-11.1%
Operating Costs	831.8	1,087.4	1,208.0	1,251.2	43.2	3.6%
Total	0.0	0.0	0.0	0.0	0.0	0.0%

FTE's 0.00 0.25

### RIVER LANDING SUMMARY OF OPERATING CHANGES

#### Other Significant Changes:

- Revenues reflect anticipated net gain in parking fees with an increase of \$72.8 (implementation of temporary parking at Parcel A west of the Farmers' Market and Parcel BB, south of Ideas Inc.)
- Increase to staffing requirement of 0.25 FTE in order to properly manage the River Landing program.

**There are no capital investments for RIVER LANDING**

# Recreation and Culture



**PRELIMINARY 2012**  
Operating & Capital Budget

## TCU PLACE

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:

	2010 Actuals	2010 Budget	2011 Budget	2012 Budget	Dollar Change	% Change
Building Maintenance Reserve Provision	753.7	753.7	774.5	774.5	0.0	0.0%
Debt Charges	180.2	178.9	180.2	180.7	0.5	0.3%
Grants/Subsidies	976.4	500.0	500.0	500.0	0.0	0.0%
<b>Total</b>	<b>1,910.3</b>	<b>1,432.6</b>	<b>1,454.7</b>	<b>1,455.2</b>	<b>0.5</b>	<b>0.0%</b>

FTE's 65.55 65.55

### TCU PLACE SUMMARY OF OPERATING CHANGES

- There are no significant operating changes.

### CAPITAL INVESTMENTS - TCU PLACE

	2012	2013	2014	2015	2016	Total Project Costs
<b>Funded:</b>						
P0740 TCU Place - Equipment Replacement	277	216	183	335	277	2,956
P1820 TCU Place - Theatre Restoration	91	105	60	110	10	1,006
P1822 TCU Place - Capital Expansion	380	50	50	0	0	530
P1823 TCU Place - Kitchen Equipment	50	47	22	22	22	255
<b>Total</b>	<b>798</b>	<b>418</b>	<b>315</b>	<b>467</b>	<b>309</b>	

### Unfunded:

There are no unfunded capital investments for TCU PLACE

### TCU PLACE SUMMARY OF CAPITAL INVESTMENTS

2012 TCU Place Capital Investments of \$448.0 are for projects involving the maintenance and replacement of existing assets in the replacement and restoration reserves. An additional major expansion is planned for the coffee shop for \$350.0 thru the Capital Expansion Reserve.

### Future Operating Impacts of 2012 Capital Projects

There are no future operating impacts from 2012 capital projects.

# TRANSPORTATION



**City of Saskatoon**

**PRELIMINARY 2012**  
Operating & Capital Budget

**Operating Budget**

\$59.7 million

**Capital Budget**

\$103.9 million



## Overview

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

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

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

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

## At A Glance

- Bridges and structures:
  - five river crossings;
  - 35 interchanges and overpasses; and,
  - 15 pedestrian overpasses and tunnels.
- 3,440 lane km of paved roadways; 95 lane km of gravel roadways; 1,370 km of sidewalks; 450 km of back lanes.
- Public transit fleet is comprised of 59 conventional, 78 low-floor, three articulating, eight low-floor diesel/electric hybrid, four mid-sized low-floor and 26 Access Transit buses, for a total of 178 buses (138 buses have bicycle racks).
- Transit operates 365 days a year, and has a passenger load of approximately 12.0 million rides per year.

- 724 km of bus routes operate on 276 km of streets.
- Total number of parking meters: 2,400.
- Total number of traffic signals: 255.
- Total number of traffic count stations: 570.
- Total annual vehicle kilometres travelled in Saskatoon: 1.5 billion.
- Number of work requests issued from Public Works Dispatch:
  - 10,578 – Water and Sewer;
  - 5,466 – Roadways; and,
  - 738 - Support Services.
- Alternative modes of transportation in Saskatoon as measured during the 2006 Census:
  - Walking – 6.16%;
  - Cycling – 2.43%;
  - Public Transit – 3.69%; and,
  - Saskatoon has the second highest cycling rate per capita in Canada.
- Total number of street lights: 27,326.
- Total number of Christmas decorations on street lights: 458.

## Major Achievements 2010 - 2011

- Construction of Circle Drive South Project underway.
- Some additional street rehabilitation completed with federal stimulus funding.
- Construction of 25th Street extension underway.
- Rehabilitation of six overpasses along Idylwyld Freeway.
- Some basic maintenance funding received for expressways that link together provincial highways through the Urban Highway Connector Program.
- Transit Bus Eco-pass program has gained further interest in 2011 as ten new businesses signed on to the program (most notably the Saskatoon Health Region and the University of Saskatchewan, staff and faculty) resulting in a projected year end revenue of \$160,000.
- Due to escalating prices for new buses and a 2010 directive from SGI to make structural improvements to older buses Transit accelerated its bus refurbishment program. Between 2010 and 2011 Saskatoon Transit has refurbished 40% of its conventional and low floor bus fleet; 41 buses have received a comprehensive refurbishment by an outside contractor and Transit's internal body shop has completed 17 mini-refurbishments and three comprehensive bus refurbishments.
- Added four mid-size low-floor and three articulating low-floor buses to its bus fleet which improves Transit's capacity to "right-size" its service.
- In the Fall of 2011 citizens and visitors will be able to use Google Maps to plan their trips on Saskatoon Transit.
- Continued, yet limited, funding support from the Saskatoon Health Region to cover partial costs for Access Transit to provide transportation for renal patients.



- Approval of 33<sup>rd</sup> Street Master Plan to enhance pedestrian and cycling facilities.
- Saskatoon Transit is projecting over 12 million trips in 2011 which translate into a 4.34% increase over one year.
- The number of Access Transit revenue trips provided remained consistent between 2009 and 2010.
- Expansion of multi-space parking meter technologies in River Landing.
- Modernization of the traffic counting program, including new technologies and processes.
- Installed LED street lighting in the Evergreen neighbourhood as a large- scale pilot program.

## Key Challenges

- There is a growing gap in the amount of funding that is required on an annual basis to rehabilitate and maintain the existing infrastructure such as roads, sidewalks, back lanes and bridges. A dedicated funding source, such as a phased-in tax levy, is required to build an annual base of \$18.5 million per year for the roadway network alone. Preservation and rehabilitation funding for sidewalks and bridges are in a similar deficit situation with efforts being made to partially fund these asset management programs annually instead of relying on “one time” opportunities or programs.
- Saskatoon, in 2012, will only spend approximately 0.5% (\$8.1 million) of total existing infrastructure asset value (in excess of \$2 billion) on preservation and rehabilitation. Efforts are being made to supplement base funding with short term opportunities in the operating budget. Included in this infrastructure investment is \$26.0 million for replacement of the Traffic Bridge, however, funding for this budget request has not yet been determined.
- Supply of parking in certain areas of the downtown is not able to meet demand.
- Building major transportation infrastructure such as bridges, overpasses and corridor improvements are currently delayed until well after they are required, creating more pressure on existing streets and bridges.
- Growth, site availability and environmental legislative requirements present a challenge to the City’s snow dump sites, and will need to be properly addressed in the next two years. Since the elimination of the river as our snow dump in the early 1990’s a series of ad-hoc solutions have been temporarily employed.
- Ability to meet public expectation for snow and ice management with current funding levels and level of service provided will continue to be challenging. In 2010, Council increased base funding for the snow program by one million dollars in order to fund more capacity for snow removal on priority streets in the first 72 hours of a major snow event as the past practice of “best effort” with the existing staff and equipment was found to be unacceptable.
- Growing demand for expansion of cycling infrastructure with limited resources.
- Converting the dependence on the private vehicle to other methods of travel and ensuring other methods are competitive with the private vehicle.
- The City Yards used for storage and maintenance of City vehicles and equipment will need to be relocated to make way for the redevelopment of the north downtown area.
- Increased demand on Access Transit due to aging population and increased health related trips. In 2010, trip denials increased by 39% compared to 2009.
- Increased expectation for Transit to provide a viable alternate form of transportation and provide technological improvements for effortless and “live” access to bus information.

- The current bus storage facility needs to be relocated from its current location in the Caswell Hill neighbourhood.
- There is an aging bus fleet and a growing gap in the amount of money required to replace or refurbish this bus fleet in order to meet current and growth demands.
- The Transit route changes implemented in 2006, combined with introduction of programs such as the UPass and EcoPass, have resulted in steadily increasing Transit ridership in Saskatoon. However, as Saskatoon evolves, the expectations of Transit will also evolve, and Transit must become a viable and attractive option for commuters. In order to truly become a viable transportation choice for all citizens, a review of the service provided needs to be undertaken with the objective to provide focused service that continues to serve the existing customer base as well as attract new customers. Once the service approach has been finalized, an extensive communication and marketing strategy will help customers and potential customers see how Transit can become their transportation choice of preference.

## Major Initiatives 2012-2014

- Opening of Circle Drive South, South Bridge and related interchanges and overpasses (2012).
- Endeavour to increase funding for basic infrastructure to define acceptable service levels and address the maintenance backlog of roads, lanes, bridges, sidewalks, curbs and overpasses.
- Construction of phase 1 of Highway 7 and Highway 14 interchange (2012).
- Develop a long-range transportation master plan integrating all transportation modes including transit, walking, cycling and driving.
- Continue execution of the replacement of the Traffic Bridge.
- Construction and extension of 25th Street from Idylwyld Drive to 1st Avenue.
- Evaluate the suitability of and formalize the level of service for snow and ice removal on priority travel routes, areas near schools, bus stops, and accessibility of roadways in new neighbourhoods, and budget implications of changes or improvements.
- Implement a Transportation Demand Management Strategy to make more efficient use of transportation resources.
- Implement new technologies for replacement of parking meter infrastructure, which may include the reintroduction of the City Card and pay by phone payment for parking.
- Present a five year capital plan for the expansion of cycling infrastructure (pathways, bike lanes, sharrows) and expand ongoing educational and awareness initiatives.
- Continue to work with the Ministry of Highways and Infrastructure to finalize designs for future Perimeter Highway.
- Develop a Pedestrian Master Plan.
- Pilot signal-priority system at five intersections to improve Transit service between downtown and the University.
- Implement technological innovations to increase Transit ridership such as real-time passenger information through cellular/SMS alerts, smart phone and website applications such as “live transit” and both audio and visual bus stop announcements.

- Continued focus on ECO bus pass partnerships with businesses, volunteer groups and agencies.
- Continue a discounted bus pass program to ensure Transit is an affordable mode of transportation for citizens with low income.
- National attention on successful Transit services during the 2012 Brier and 2012 Canadian Country Music Week and Awards Show.
- Develop a short and long term bus refurbishment and replacement plan.
- Design and construct a bus terminal and route for buses for easier access to and exit from Credit Union Centre during special events.
- Develop a plan to relocate the bus barn and City Yards to a multi-use site to a new Civic Operations Centre as outlined in the Corporate Asset Management business line.
- Review new neighbourhood design standards from a long-term Transit perspective. If changes are desired, the City will then work with developers to update these standards.
- Undertake a Transit Demand Study to understand current travel needs throughout the city.
- Preliminary investigation of Rapid Transit options for the city.

## Budget Implications 2012

### By Service Lines

#### Transit Operations

- The budget was prepared with no increase in fares for 2012.
- Discounted Bus pass revenues will increase through additional contributions from the Provincial Government and customers.
- The City's rapid growth means Transit will begin to right size its service.
- Increased fuel and maintenance costs significantly impacting Transit operations.

Transit Operations Capital Investments in 2012 include the construction of one new Terminal located at University Heights due to City growth and upgrading and repairing the existing terminal at Confederation Park. In 2012, Transit will replace 13 buses (with 1 new conventional, 6 used articulating and 6 used low floor) and refurbish 9 buses for \$1,350.0 in total and add 1 full size bus to its fleet in the latter part of 2012 for \$450.0 with an operating impact of \$70.0 in 2013. Transit will continue with its ridership initiatives in 2012 for \$100.0. Transit will also continue replacing auxiliary equipment, bus engines and seats as required and adding bus shelters. Transit will continue with its customer experience improvements by implementing real time mapping and Info Mobile and Info Web service for easy access to bus and route information for \$135.0.

#### Access Transit

- Service growth will be accommodated through the provision of additional taxi services.
- Increased provincial funding of \$56.0 will minimally assist in offsetting increased operating and capital costs.
- Increased fuel and maintenance costs significantly impacting Access Transit operations.

# Transportation



**PRELIMINARY 2012**  
Operating & Capital Budget

- 2012 Access Transit Capital Investments allows for the purchase of 2 replacement buses.

## **Transportation Services**

- Creation of a Transit/Transportation Planning Engineer position to assist with integrated transportation planning (joint position with Transit).
- Modifications underway to modernize traffic monitoring equipment and process using 2011 capital funding with 2012 operating impacts.
- Implementation of the Bike Plan to enhance cycling facilities throughout the city (\$500.0).
- Modifications to the intersection of Avenue P and 11th Street to ensure adequate turning movements for large commercial vehicles (\$650.0).
- Extension of the 25th Street underground work is underway and the roadway construction will be completed in 2012 (\$2,939.0).
- First phases of Integrated Transportation Plan to be undertaken (\$350.0).
- The largest capital project is the continued construction in 2012 of the Circle Drive South project (\$58,719.0). Construction will be complete by the fall of 2012. Future operating impacts of the Circle Drive South project are \$150.6 in 2012 and \$365.8 in 2013. This includes the onset of operating costs for bridge maintenance, snow and ice management, street cleaning/sweeping, spray patching and turf maintenance.

### *Unfunded Capital Projects*

- There are 19 capital projects (\$8,500.0) not funded or not fully funded in this service line required for both the rehabilitation and replacement of existing infrastructure assets as well as the growth or future expansion of the city. Refer to the Transportation Service Line for a complete listing of these projects.

## **Roads Maintenance**

- The City's physical growth means that future year operating costs will include more road and street maintenance.
- Additional \$300.0 to fund improvements to back lanes through the Infrastructure Surface Reserve.
- One time provision of \$500.0 directed to the Infrastructure Surface Reserve to assist in funding roadway maintenance.
- As the condition of the roadway network continues to deteriorate, service levels and funding for roadway maintenance (pothole repairs, patching and crack filling) will be evaluated and recommendations made to funding levels. Currently maintenance operation demand is outstripping the funded resources available.
- There is an investment being made in the area of road maintenance in the amount of \$8.47 million for the maintenance and replacement of existing road assets.

### *Unfunded Capital Projects*

- In this service line there is an unfunded component of \$9,917.0 required for the rehabilitation and replacement of existing infrastructure assets. Refer to the Road Maintenance Service Line for a complete listing of these projects.

# Transportation



**PRELIMINARY 2012**  
Operating & Capital Budget

## **Snow & Ice Management**

- The City's physical growth means that future year operating costs will include more snow and ice management.
- An additional transfer of \$200.0 to the Snow and Ice Equipment Acquisition Reserve to facilitate the purchase of new snow equipment required for the new Circle Drive South roadways. With extreme budget pressures prevalent, Infrastructure Services has taken a calculated risk to reduce the transfer to the Snow and Ice Management Contingency Reserve and redirect these resources to the operating impact from the construction of the Circle Drive South project.

## **Street Cleaning & Sweeping**

- The City's physical growth means that future year operating costs will include more cleaning/sweeping.

## **Bridges, Subways, Overpasses**

- Salary and operating costs (\$200.0) have been redirected to the Bridge Major Repair Reserve to provide for minor bridge repairs as required in order to provide a more effective way of utilizing these resources. In prior years this program has been forced to remain under budget in an effort to subsidize pothole repair and snow removal.
- A key focus is to maintain the City's current asset base, however, funding has been minimal. Annual, incremental allocations to the bridge repair reserve are required in order to create an adequate fund to rehabilitate these assets as required. The goal is to build the reserve to a \$2.5 million annual provision; with the 2012 investment of \$250.0, the annual provision to the reserve is \$770.9 for rehabilitation and preservation.
- The rehabilitation/replacement of the Traffic Bridge is shown in 2012 for \$26,000.0. This is an initial estimate that will be revised as more information becomes available.
- Phase 1 of the grade separation at Highway 14 and Highway 7 is underway and will be completed in 2012 for \$9,653.0. The 2012 funding of \$907.0 for this project reflects the actual interest earned through investing the contributions for the Circle Drive South project. Future phases of the project will be completed as additional funding becomes available.

## *Unfunded Capital Projects*

- In this service line there is an unfunded component of \$16,428.0 required for both the rehabilitation and replacement of existing infrastructure assets as well as design funding in consideration of a grade separation at Central Avenue and Attridge Drive. Refer to the Road Maintenance Service Line for a complete listing of these projects.

## **Parking**

- Investigation underway to modify current parking infrastructure. Post-budget request for capital funds may be forthcoming in 2012.

# Transportation



**PRELIMINARY 2012**  
Operating & Capital Budget

## *Transportation Operating Summary*

	2010 Actual	2010 Budget	2011 Budget	2012 Budget				
				000's			Dollar Change	% Change
				Revenue	Exp/Rec	Net		
Transit Operations	18,356.1	17,754.0	20,459.8	(13,437.3)	34,922.7	<b>21,485.4</b>	1,025.6	5.01%
Access Transit	2,304.2	2,304.2	2,718.1	(1,103.9)	4,062.7	<b>2,958.8</b>	240.7	8.86%
Transportation Services	5,548.0	5,754.0	5,949.6	(90.8)	6,280.7	<b>6,189.9</b>	240.3	4.04%
Roads Maintenance	12,264.7	12,453.3	13,648.6	(180.4)	14,979.5	<b>14,799.1</b>	1,150.5	8.43%
Snow & Ice Management	7,174.7	6,813.2	7,287.8	(385.0)	7,997.5	<b>7,612.5</b>	324.7	4.46%
Street Cleaning & Sweeping	2,494.2	1,986.6	2,164.8	0.0	2,299.2	<b>2,299.2</b>	134.4	6.21%
Bridges, Subways, Overpasses	904.1	1,028.8	1,181.8	0.0	1,446.0	<b>1,446.0</b>	264.2	22.36%
Street Lighting	5,159.9	5,282.4	5,288.9	(20.0)	5,505.7	<b>5,485.7</b>	196.8	3.72%
Parking	(3,085.3)	(3,065.7)	(3,046.6)	(5,337.7)	2,027.5	<b>(3,310.2)</b>	(263.6)	8.65%
Impound Lot	86.3	(17.7)	(17.4)	(780.0)	758.0	<b>(22.0)</b>	(4.6)	26.44%
Engineering	544.3	637.0	670.8	0.0	715.9	<b>715.9</b>	45.1	6.72%
<b>Total</b>	<b>51,751.2</b>	<b>50,930.1</b>	<b>56,306.2</b>	<b>(21,335.1)</b>	<b>80,995.4</b>	<b>59,660.3</b>	<b>3,354.1</b>	<b>5.96%</b>

### Staff Complement

	2011	2012
Full Time Equivalents	562.16	557.31

## *Summary of Funded Capital Investments - Transportation*

	2012	2013	2014	2015	2016
	<i>In Thousands of Dollars</i>				
Transit Operations	2,767	2,780	3,200	3,050	2,500
Access Transit	220	330	440	440	440
Transportation Services	6,235	7,685	5,005	2,770	3,670
Roads Maintenance	8,473	6,975	8,361	7,770	20,955
Snow & Ice Management	0	25	0	25	25
Street Cleaning & Sweeping	0	0	0	0	0
Bridges, Subways, Overpasses	85,956	1,073	803	2,492	12,210
Street Lighting	0	0	0	0	0
Parking	55	55	55	2,055	55
Impound Lot	0	0	0	0	0
Engineering	150	0	25	40	0
<b>Total</b>	<b>103,856</b>	<b>18,923</b>	<b>17,889</b>	<b>18,642</b>	<b>39,855</b>

# Transportation



**PRELIMINARY 2012**  
Operating & Capital Budget

## *Financing for Funded Capital Investments*

	2012	2013	2014	2015	2016
<b><u>Funded</u></b>					
External Borrowing	18,000	0	0	0	0
Federal Asia-Pacific Corridor	25,615	197	0	0	0
Federal Transit Funding Program	435	0	0	0	0
Other Funding	28,857	500	200	800	0
Prepaid Reserves/Levies	280	3,010	160	760	20
Replacement Reserves	2,240	3,785	4,725	2,695	3,595
Reserve for Capital Expenditures	2,476	0	0	0	0
Reserves for Future Expenditures	12,549	11,264	12,804	14,387	36,240
Saskatchewan Highways & Transportation	13,404	167	0	0	0
<b>Total</b>	<b>103,856</b>	<b>18,923</b>	<b>17,889</b>	<b>18,642</b>	<b>39,855</b>
<b><u>Unfunded</u></b>	<b>41,695</b>	<b>44,455</b>	<b>64,183</b>	<b>50,000</b>	<b>25,209</b>

## *Future Operating Impacts of 2012 Capital Projects*

	2012	2013	2014	2015	2016
Transit Operations	-	70.0	-	-	-
Transportation Services	-	16.0	17.0	17.5	-
Bridges, Subways, Overpasses	150.6	390.1	-	-	-
	150.6	476.1	17.0	17.5	-

## TRANSIT OPERATIONS

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

Transit services includes both a fixed route component that operates 24 bus routes along approximately 276 km of streets and a special needs service (Access Transit), which is a door to door service for citizens who cannot use the fixed route service with safety and dignity. Saskatoon Transit has a fleet size of 178 buses including 59 conventional buses, 93 low-floor buses (which include 3 articulating buses, 8 hybrids and 4 twenty-one passenger shuttle buses) and 26 Access Transit buses.

<b>OPERATING BUDGET:</b>	<b>2010</b>	<b>2010</b>	<b>2011</b>	<b>2012</b>	<b>Dollar</b>	<b>%</b>
	<b>Actuals</b>	<b>Budget</b>	<b>Budget</b>	<b>Budget</b>	<b>Change</b>	<b>Change</b>
Monthly Pass Sales	(3,374.9)	(3,421.1)	(3,425.5)	(3,651.3)	(225.8)	6.6%
Discounted Pass Sale	(637.4)	(558.6)	(637.5)	(909.2)	(271.7)	42.6%
Cash Fares	(1,967.5)	(2,340.5)	(2,468.7)	(1,960.7)	508.0	-20.6%
Ticket Sales	(1,719.1)	(1,955.8)	(2,062.9)	(1,901.2)	161.7	-7.8%
Charters	(821.2)	(818.0)	(893.0)	(904.1)	(11.1)	1.2%
Semester Pass Sales	(158.2)	(154.5)	(158.8)	(163.5)	(4.7)	3.0%
Advertising	(513.0)	(472.3)	(475.9)	(499.7)	(23.8)	5.0%
U Pass	(1,932.2)	(1,927.6)	(1,858.6)	(1,983.3)	(124.7)	6.7%
Eco Pass	(15.2)	0.0	(61.0)	(131.2)	(70.2)	0.0%
Misc. Revenues	(28.5)	(28.9)	(30.2)	(25.9)	4.3	-14.2%
Senior Citizens Passes	(411.9)	(404.8)	(427.0)	(411.0)	16.0	-3.7%
Low Income Pass	(8.9)	0.0	0.0	(23.6)	(23.6)	0.0%
City Contribution	(17,754.0)	(17,754.0)	(20,459.8)	(21,485.5)	(1,025.7)	5.0%
Province Of Saskatchewan	(656.9)	(538.9)	(617.8)	(872.8)	(255.0)	41.3%
Staff Compensation	20,907.2	20,392.3	22,646.8	23,022.3	375.5	1.7%
Grants In Lieu Of Taxes	124.6	183.3	133.4	198.5	65.1	48.8%
Trsfr To Funds/Reserves	1,750.0	1,750.0	2,175.0	2,175.0	0.0	0.0%
Debt Charges	154.6	154.7	105.3	160.5	55.2	52.4%
Transit System Subsidy	18,356.0	17,754.0	20,459.8	21,485.5	1,025.7	5.0%
Operating Costs	7,956.2	8,127.5	8,750.8	9,596.2	845.4	9.7%
Cost Recovery	(291.6)	(232.8)	(234.6)	(229.7)	4.9	-2.1%
Surp/Deficit To Taxation	(602.0)	0.0	0.0	0.0	0.0	0.0%
<b>Total</b>	<b>18,356.1</b>	<b>17,754.0</b>	<b>20,459.8</b>	<b>21,485.4</b>	<b>1,025.6</b>	<b>5.0%</b>
FTE's			347.35	342.10		



## **TRANSIT OPERATIONS SUMMARY OF OPERATING CHANGES**

### ***Policy Decisions:***

- The budget was prepared with no increase in fares for 2012 and as a result after adjusting the base revenues based on actual sales for 2011 the budget shows a decrease of revenue to regular fares of \$228.97 in 2012.
- Operating Costs associated with the capital bus purchases approved in 2011 for \$174.2 (3.0 operator FTE's) and \$35.8 in fuel.

### ***Civic Services Review Decisions:***

- Increase in revenues of \$271.6 as a result of increasing the Discounted Bus Pass Price from \$20.00 to \$25.00.

### ***Other Significant Changes:***

- Revenue increases as follows: \$271.6 - DCR (Department of Community Resources) passes, \$147.5 - Provincial funding, \$145.5 - anticipated ridership increase, \$23.8 - new advertising contracts, \$104.2 - charters revenue provided by a rate increase. These increases are offset by a decrease in charters of \$193.2 due to loss of school charter contract and a decrease in revenue (base adjustment) of \$228.9.
- Fuel cost increase \$413.0 due to rising prices and additional products such as urea additive.
- This budget includes a right sizing initiative to Transit Services which allows for a decrease in operator salaries and related costs of \$342.9, fuel savings of \$136.9 and maintenance expense savings of \$43.9.
- Reduction of 5.25 operator FTE's
- Maintenance supplies and expenses increase \$264.7 for service of larger fleet, newer buses requiring higher cost parts and specialty tools.



## **CAPITAL INVESTMENTS - TRANSIT OPERATIONS**

	2012	2013	2014	2015	2016	Total Project Cost
<b>Funded:</b>						
P0537 Transit - Terminals	400	0	0	0	0	6,800
P0583 Transit-Replace/Refurb Buses	1,350	1,800	1,800	1,800	2,250	Ongoing
P0584 Transit-Additional Buses	450	450	900	900	0	Ongoing
P0671 Transit-Auxiliary Veh/Equip	100	100	100	100	100	Ongoing
P1194 Transit - Engine Overhaul	100	250	250	100	100	Ongoing
P2097 Transit - Bus Seat Replacement	30	30	0	0	0	Ongoing
P2317 Transit - Shelters/Benches	50	50	50	50	50	Ongoing
P2320 DART System Improvement	135	0	0	0	0	1,181
P2322 Transit-Count Room Equipment	52	0	0	0	0	52
P2323 Transit-Ridership Growth Initiatives	100	100	100	100	0	700
<b>Total</b>	<b>2,767</b>	<b>2,780</b>	<b>3,200</b>	<b>3,050</b>	<b>2,500</b>	

### **Unfunded:**

**There are no unfunded capital projects in Transit Operations**

### **Transit Operations Summary of Capital Investments**

Transit Operations Capital Investments for 2012 include the construction of one new Terminal located at University Heights due to City growth and upgrading and repairing the existing Confederation Park Terminal. In 2012, Transit will replace 13 buses (with 1 new conventional, 6 used articulating and 6 used low floor), refurbish 9 conventional buses for \$1,350.0 and add 1 full size bus to its fleet in the latter part of 2012 for \$450.0 with an operating impact in of \$70.0 in 2013. Transit will continue with its ridership initiatives in 2012 for \$100.0. Transit will also continue replacing auxiliary equipment, bus engines and seats as required and adding bus shelters. Transit will continue with its customer experience improvements by implementing real time mapping and Info Mobile and Info Web service for easy access to bus and route information for \$135.0.

### **Future Operating Impacts of 2012 Capital Projects**

<b>Project:</b>	2012	2013	2014	2015	2016
P584 Additional Buses	0.0	70.0	0.0	0.0	0.0
	0.0	70.0	0.0	0.0	0.0

## ACCESS TRANSIT

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

### OPERATING BUDGET:

	2010 Actuals	2010 Budget	2011 Budget	2012 Budget	Dollar Change	% Change
Revenues	(195.9)	(244.3)	(259.0)	(218.8)	40.2	-15.5%
Province Of Saskatchewan	(756.3)	(785.0)	(829.2)	(885.1)	(55.9)	6.7%
Staff Compensation	2,622.5	2,507.7	2,723.0	2,892.4	169.4	6.2%
Trsfr To Funds/Reserves	147.5	147.5	227.5	233.0	5.5	2.4%
Debt Charges	47.4	47.4	47.4	47.4	0.0	0.0%
Operating Costs	683.5	630.9	808.4	889.9	81.5	10.1%
Surp/Deficit To Taxation	(244.5)	0.0	0.0	0.0	0.0	0.0%
Total	2,304.2	2,304.2	2,718.1	2,958.8	240.7	8.9%

FTE's

47.15      47.15

### ACCESS TRANSIT SUMMARY OF OPERATING CHANGES

#### Policy Decisions:

- Provincial funding increase of \$55.9

#### Civic Services Review Decisions:

- Service growth will be accommodated through the provision of additional use of taxi services.

#### Other Significant Changes:

- Fuel and equipment maintenance expense increases \$57.3.

# Transportation



**PRELIMINARY 2012**  
Operating & Capital Budget

## ***CAPITAL INVESTMENTS - ACCESS TRANSIT***

	2012	2013	2014	2015	2016	Total Project Cost
<b>Funded:</b>						
*P2095 Bus Replacements	220	220	330	330	330	3,190
P2100 Additional Buses	0	110	110	110	110	1,100
<b>Total</b>	<b>220</b>	<b>330</b>	<b>440</b>	<b>440</b>	<b>440</b>	
* Denotes that project also has unfunded portion in list below						
<b>Unfunded:</b>						
P2095 Bus Replacements	0	660	0	0	110	3,190
<b>Total</b>	<b>0</b>	<b>660</b>	<b>0</b>	<b>0</b>	<b>110</b>	

### ***Access Transit Summary of Capital Investments***

2012 Access Transit Capital Investments allows for the purchase of 2 replacement buses.

### **Future Operating Impacts of 2012 Capital Projects**

There are no future operating impacts from 2012 capital projects.

## TRANSPORTATION SERVICES

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

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

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

### OPERATING BUDGET:

	2010 Actuals	2010 Budget	2011 Budget	2012 Budget	Dollar Change	% Change
Revenues	0.4	(7.0)	(7.0)	(19.0)	(12.0)	171.4%
Province Of Saskatchewan	(71.8)	(65.0)	(65.0)	(71.8)	(6.8)	10.5%
Staff Compensation	2,777.2	2,524.4	2,690.1	2,900.3	210.2	7.8%
Trsfr To Funds/Reserves	2,363.3	2,363.3	2,405.3	2,427.3	22.0	0.9%
Debt Charges	201.4	201.4	201.4	201.4	0.0	0.0%
Operating Costs	2,450.2	2,196.1	2,234.0	2,685.6	451.6	20.2%
Cost Recovery	(2,172.7)	(1,459.2)	(1,509.2)	(1,933.9)	(424.7)	28.1%
Total	5,548.0	5,754.0	5,949.6	6,189.9	240.3	4.0%

FTE's

	38.31	39.81
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### TRANSPORTATION SERVICES SUMMARY OF OPERATING CHANGES

#### Civic Services Review Decisions:

- Increase in the application fee charged for permanent right-of-way closures is expected to increase revenues by \$12.0.

#### Other Significant Changes:

- An increase of \$41.9 for a Transit Infrastructure Engineer position (0.50 FTE) to be shared with Transit Services.
- An increase of \$40.6 for operating costs required to maintain the 25 new signalized intersections installed throughout 2010 and 2011.

# Transportation



**PRELIMINARY 2012**  
Operating & Capital Budget

- An increase of \$50.4, which is fully cost recovered, for an apprentice traffic signal technician position (1.0 FTE) required for succession planning.
- An increase of \$28.0 to maintain additional permanent traffic counting locations and an increase of \$18.2 to support the new traffic counting technology purchased under capital.

## **CAPITAL INVESTMENTS - TRANSPORTATION SERVICES**

	2012	2013	2014	2015	2016	Total Project Cost
<b>Funded:</b>						
*P0631 Traffic Safety Improvements	55	200	200	200	500	Ongoing
*P1036 Traffic Signals-New Locations	0	130	130	140	140	Ongoing
P1041 Benchmark Rehabilitation	30	30	30	30	40	Ongoing
^*P1137 Bicycle Facilities	500	75	75	75	75	10,360
*P1505 Traffic Signal Upgrade-Infra	350	300	200	300	375	Ongoing
*P1506 Traffic Signing Replace-Infra	150	150	150	150	200	Ongoing
*P1512 Neighborhood Traffic Mgmt	250	300	300	300	300	Ongoing
P1522 Traffic Sound Attenuation	500	500	500	500	500	34,845
P2004 Roadway Design Standards	0	0	0	0	50	200
*P2011 Transportation Model Implementation	350	200	200	150	0	1,919
*P2233 Advanced Traffic Mgt Sys Enhancements	200	0	220	230	230	2,560
^*P2234 Walkway Management	50	0	0	0	0	Ongoing
^*P2235 Major Rdwy/Intersection Improvements	650	0	400	95	300	3,960
*P2241 Truck Enforcement/Education	15	30	0	0	135	1,610
*P2421 Minor Intersection Improvements	100	0	0	0	225	2,350
^*P2425 Underground Encroachments	100	0	0	0	0	300
P2428 Functional Planning Studies	185	300	300	300	300	3,360
*P2435 Airport Drive Arterial Expansion	1,100	0	0	0	0	3,000
*P2436 Corridor Planning Studies	100	300	300	300	300	1,500
^*P2439 Transportation Plan	350	0	0	0	0	3,175
P2440 South Circle Dr Vehicle Counting	100	0	0	0	0	100
P2441 Perimeter Hwy Funct'l Planning Study	750	750	0	0	0	1,500
*P2442 Dalmeny Road/Hwy 684 Replacement	300	3,000	0	0	0	5,350
P2446 Pedest'n Upgd's&Enhanced Ped'n	50	70	0	0	0	120
P2447 33rd St Pedst'n Corridor Master	0	1,350	2,000	0	0	3,350
<b>Total</b>	<b>6,235</b>	<b>7,685</b>	<b>5,005</b>	<b>2,770</b>	<b>3,670</b>	

^ Denotes that project has funding from RCE IN 2012 (this includes \$425 for P1137; \$50 for P2234; \$650 for P2235; \$100 for P2425 and \$350 for P2439)

\* Denotes that project also has unfunded portion in list below

# Transportation



**PRELIMINARY 2012**  
Operating & Capital Budget

## Unfunded:

P0631 Traffic Safety Improvements	195	65	50	50	250	Ongoing
P1036 Traffic Signals-New Locations	135	0	0	0	0	Ongoing
P1137 Bicycle Facilities	0	425	425	425	425	10,360
P1457 CD North: Ave C To Warman Rd Enhanc	3,060	0	0	0	15,000	18,140
P1505 Traffic Signal Upgrade-Infra	0	50	175	75	75	Ongoing
P1506 Traffic Signing Replace-Infra	50	50	50	50	50	Ongoing
P1512 Neighborhood Traffic Mgmt	20	0	0	0	0	Ongoing
P1886 Victoria Ave Retaining Wall	395	0	0	0	0	395
P2010 Traffic Demand Mgmt Strategy	40	40	0	0	0	140
P2011 Transportation Model Implementation	0	200	200	0	0	1,919
P2233 Advanced Traffic Mgt Sys Enhancements	100	220	0	0	0	2,560
P2234 Walkway Management	0	50	50	50	50	Ongoing
P2235 Major Rdwy/Intersection Improvements	550	0	210	355	0	3,960
P2241 Truck Enforcement/Education	105	110	95	130	130	1,610
P2421 Minor Intersection Improvements	150	175	175	200	200	2,350
P2422 College & Central Geometric Modificatn	500	0	0	0	0	500
P2424 Counting Station Install	150	70	0	0	0	520
P2425 Underground Encroachments	0	100	100	0	0	300
P2435 Airport Drive Arterial Expansion	1,900	0	0	0	0	3,000
P2436 Corridor Planning Studies	200	0	0	0	0	1,500
P2438 Ind'l Areas Intersection	200	0	0	0	0	200
P2439 Transportation Plan	0	250	250	250	250	3,175
P2442 Dalmeny Road/Hwy 684 Replacement	50	0	0	0	0	5,350
P2445 Signage - Freeways & Expressways	600	100	50	0	0	750
P2448 Advanced Traveler Information Sys	100	0	0	0	0	100
<b>Total</b>	<b>8,500</b>	<b>1,905</b>	<b>1,830</b>	<b>1,585</b>	<b>16,430</b>	

## TRANSPORTATION SERVICES SUMMARY OF CAPITAL INVESTMENTS

2012 Transportation Services Capital Investments include 21 funded projects totalling \$5,135.0.

14 of these projects totalling \$2,450.0 involve the maintenance and replacement of existing assets.

The remaining seven projects totalling \$2,685.0 represent Transportation projects required for the growth or future expansion of the city. Included is the Perimeter Highway Functional Planning Study cost shared with the Saskatchewan Ministry of Highways and Infrastructure and the rural municipality of Corman Park. Funding shown in 2012 for P2442 – Dalmeny Road/Highway 684 Replacement is for land acquisition funded from the Dedicated Roadway Reserve; the unfunded portion shown in 2012 is for the functional design; construction is estimated to proceed in 2013 funded from the Arterial Road Reserve.

19 of these projects are either not funded or not fully funded in this budget as current funding levels are not adequate to address the requirements in these programs.

# Transportation



**PRELIMINARY 2012**  
Operating & Capital Budget

## Future Operating Impacts of 2012 Capital Projects

Project:	2012	2013	2014	2015	2016
P1137 Bicycle Facilities	-	5.0	5.0	5.0	-
P1522 Traffic Sound Attenuation	-	5.0	5.0	5.0	-
P2445 Signage - Freeways & Expressways	-	6.0	7.0	7.5	-
	-	16.0	17.0	17.5	-



## ROAD MAINTENANCE

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

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

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

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

### OPERATING BUDGET:

	2010 Actuals	2010 Budget	2011 Budget	2012 Budget	Dollar Change	% Change
Revenues	(0.6)	(0.4)	(0.4)	(0.4)	0.0	0.0%
Province Of Saskatchewan	(201.6)	(180.0)	(180.0)	(180.0)	0.0	0.0%
Staff Compensation	2,684.3	3,211.7	3,462.8	3,613.1	150.3	4.3%
Trsfr To Funds/Reserves	6,991.6	6,991.6	7,752.8	8,563.8	811.0	10.5%
Operating Costs	3,328.8	2,845.7	3,046.3	3,259.5	213.2	7.0%
Cost Recovery	(537.8)	(415.3)	(432.9)	(456.9)	(24.0)	5.5%
Total	12,264.7	12,453.3	13,648.6	14,799.1	1,150.5	8.4%
FTE's			49.95	49.95		

### ROAD MAINTENANCE SUMMARY OF OPERATING CHANGES

#### Capital Levies:

- Increase of \$811.0 to the Surface Infrastructure Reserve: \$11.0 based on the formula within the Capital Reserve Bylaw which links the amount to the City's taxable property assessment for the previous year and other supplementary funding approved by City Council; a supplement of \$300.0 dedicated to back lanes; and a short-term provision of \$500.0 as an additional contribution that will help to build a base of funding for future operating impacts.

#### Other Significant Changes:

- An increase of \$40.4 related to City Growth at 1.76%.

# Transportation



**PRELIMINARY 2012**  
Operating & Capital Budget

## **CAPITAL INVESTMENTS - ROADS MAINTENANCE**

	2012	2013	2014	2015	2016	Total Project Cost
<b>Funded:</b>						
*P0832 Center Median Rehabilitation	0	0	500	0	500	Ongoing
*P0835 Collector Road Preservation	250	650	550	650	500	Ongoing
*P0836 Arterial Road Preservation	2,171	1,940	1,940	1,540	6,700	Ongoing
^*P0837 Lane Rehab & Drainage Improv	1,290	1,150	1,450	1,750	2,050	Ongoing
*P0948 Sidewalk/Path Retrofit-Artl Rd	0	0	111	0	0	Ongoing
^*P0959 Upgrade Boundary Roads	250	0	0	0	250	Ongoing
*P1507 Guardrails	60	60	60	60	60	Ongoing
*P1513 Pavement Marking Program-Infra	210	210	210	220	220	Ongoing
*P1531 Local Roads Preservation	2,200	1,500	2,000	2,000	6,400	Ongoing
*P1532 Sidewalk Preservation	340	140	140	150	1,000	Ongoing
P1552 Remote Data Entry	30	0	0	0	0	75
^*P1638 Back Lane Tree Trimming	50	0	0	0	0	Ongoing
*P1890 Expressway Road Preservation	400	300	400	400	800	Ongoing
*P2043 Curb Replacement/Rehabilitation	0	0	0	0	450	Ongoing
P2045 PW's Communication/Tracking App's	0	25	0	0	25	50
*P2249 Street Reconstruction	1,000	1,000	1,000	1,000	2,000	Ongoing
^P2250 Uof S Road Reconstruction	222	0	0	0	0	998
<b>Total</b>	<b>8,473</b>	<b>6,975</b>	<b>8,361</b>	<b>7,770</b>	<b>20,955</b>	

^ Denotes that project has funding from RCE IN 2012 (This includes \$440 in P837; \$150 in P959; \$50 in P1638; and \$111 in P2250)

\* Denotes that project also has unfunded portion in list below

### **Unfunded:**

P832 Center Median Rehabilitation	400	500	0	500	0	Ongoing
P835 Collector Road Preservation	1,500	1,100	950	850	750	Ongoing
P836 Arterial Road Preservation	2,104	1,560	2,060	1,960	1,960	Ongoing
P0837 Lane Rehab & Drainage Improv	0	140	0	0	0	Ongoing
P948 Sidewalk/Path Retrofit - Artl Rd	350	350	239	350	350	Ongoing
P0959 Upgrade Boundary Roads	0	250	250	250	0	Ongoing
P1507 Guardrails	50	50	50	50	60	Ongoing
P1513 Pavement Marking Program-Infra	150	0	0	0	0	Ongoing
P1531 Local Roads Preservation	2,450	1,400	2,500	2,000	1,600	Ongoing
P1532 Sidewalk Preservation	380	400	660	720	770	Ongoing
P1638 Back Lane Tree Trimming	0	50	50	50	50	Ongoing
P1890 Expressway Road Preservation	250	300	500	400	400	Ongoing
P2043 Curb Replacement/Rehabilitation	350	340	375	410	0	Ongoing
P2044 Gravel Street Upgrades	500	500	500	1,500	1,704	19,480
P2249 Street Reconstruction	4,433	725	1,000	1,000	1,000	Ongoing
<b>Total</b>	<b>12,917</b>	<b>7,665</b>	<b>9,134</b>	<b>10,040</b>	<b>8,644</b>	

### **ROAD MAINTENANCE SUMMARY OF CAPITAL INVESTMENTS**

2012 Roads Maintenance Capital Investments include 13 funded projects totalling \$8,473.0.

This entire investment is geared towards the maintenance and replacement of existing assets.

# Transportation



**PRELIMINARY 2012**  
Operating & Capital Budget

Projects funded from the Reserve for Capital Expenditures include Lane Rehabilitation and Drainage Improvements for \$440.0, Back Lane Tree Trimming for \$50.0, Upgrade Boundary Roads for \$150.0 and U of S Road Reconstruction for \$111.0.

In the Road Maintenance Service Line there is an unfunded component of \$9,917.0 as current funding levels are not adequate to address the rehabilitative/replacement requirements in these programs.

## **Future Operating Impacts of 2012 Capital Projects**

There are no future operating impacts from 2012 capital projects.\*

\*refer to Land Development business line for City Growth operating impact that relates to roads maintenance

## SNOW & ICE MANAGEMENT

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:

	2010 Actuals	2010 Budget	2011 Budget	2012 Budget	Dollar Change	% Change
Revenues	0.0	(50.0)	0.0	0.0	0.0	#DIV/0!
Province Of Saskatchewan	(431.2)	(385.0)	(385.0)	(385.0)	0.0	0.0%
Staff Compensation	2,783.1	2,508.2	2,749.7	2,890.6	140.9	5.1%
Trsfr To Funds/Reserves	265.0	813.6	813.6	723.1	(90.5)	-11.1%
Operating Costs	4,563.4	3,928.0	4,111.1	4,385.4	274.3	6.7%
Cost Recovery	(5.6)	(1.6)	(1.6)	(1.6)	0.0	0.0%
<b>Total</b>	<b>7,174.7</b>	<b>6,813.2</b>	<b>7,287.8</b>	<b>7,612.5</b>	<b>324.7</b>	<b>4.5%</b>

FTE's 39.08 39.08

### SNOW & ICE MANAGEMENT SUMMARY OF OPERATING CHANGES

#### Capital Levies

- A provision of \$200.0 to the Public Works Snow and Ice Equipment Acquisition Reserve required for additional snow clearing equipment due to the growth of the city's transportation network. This has been offset by a reduction of \$290.5 to the Snow and Ice Management Reserve.

#### Other Significant Changes

- An increase of \$65.8 related to City Growth at 1.76%.
- An increase of \$61.1 required for the impact of new capital construction (Circle Drive South).

### CAPITAL INVESTMENTS - SNOW & ICE MANAGEMENT

	2012	2013	2014	2015	2016	Total Project Cost
<b>Funded:</b>						
*P2037 Snow Dump Site	0	25	0	25	25	15,785
<b>Total</b>	<b>0</b>	<b>25</b>	<b>0</b>	<b>25</b>	<b>25</b>	
* Denotes that project also has unfunded portion in list below						
<b>Unfunded:</b>						
P2037 Snow Dump Site	3,850	5,550	2,200	3,850	0	15,785
<b>Total</b>	<b>3,850</b>	<b>5,550</b>	<b>2,200</b>	<b>3,850</b>	<b>0</b>	

## ***SNOW & ICE MANAGEMENT SUMMARY OF CAPITAL INVESTMENTS***

Remaining prior years' funding as well as \$25.0 in 2013 funded from the IS Department Capital funding is required for engineering design and analysis of existing snow dump sites in order to validate or mitigate possible environmental issues.

### **Future Operating Impacts of 2012 Capital Projects**

There are no future operating impacts from 2012 capital projects.

## ***STREET CLEANING & SWEEPING***

To provide for the removal of sand, gravel, leaves and debris from paved streets and lanes which will result in safer and more aesthetically pleasing streets for pedestrians and vehicles.

To reduce dust which is generated by wind and traffic on unpaved streets which will result in safer streets for pedestrians and vehicles and a dust-reduced environment.

### ***OPERATING BUDGET:***

	<b>2010 Actuals</b>	<b>2010 Budget</b>	<b>2011 Budget</b>	<b>2012 Budget</b>	<b>Dollar Change</b>	<b>% Change</b>
Staff Compensation	1,328.3	913.8	996.6	1,045.9	49.3	5.0%
Transfer To Funds Reserves	0.0	0.0	25.0	25.0	0.0	0.0%
Operating Costs	1,173.0	1,079.8	1,150.2	1,235.3	85.1	7.4%
Cost Recovery	(7.1)	(7.0)	(7.0)	(7.0)	0.0	0.0%
<b>Total</b>	<b>2,494.2</b>	<b>1,986.6</b>	<b>2,164.8</b>	<b>2,299.2</b>	<b>134.4</b>	<b>6.2%</b>

FTE's

14.53

14.53

### ***STREET CLEANING SUMMARY OF OPERATING CHANGES***

#### ***Other Significant Changes***

- An increase of \$18.0 related to City Growth at 1.76%.

**There are no capital investments for STREET CLEANING & SWEEPING**

## BRIDGES, SUBWAYS, OVERPASSES

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:

	2010 Actuals	2010 Budget	2011 Budget	2012 Budget	Dollar Change	% Change
Staff Compensation	167.8	258.7	274.3	222.0	(52.3)	-19.1%
Trsfr To Funds/Reserves	395.9	395.9	520.9	970.0	449.1	86.2%
Operating Costs	340.4	374.2	386.6	254.0	(132.6)	-34.3%
Total	904.1	1,028.8	1,181.8	1,446.0	264.2	22.4%

FTE's 3.82 2.72

### BRIDGES, SUBWAYS, OVERPASSES SUMMARY OF OPERATING CHANGES

#### Capital Levies

- A decrease in salary and operating costs of \$200.0 (1.10 FTE) to provide for an increase to the Bridge Major Repair Reserve of \$250.0 as an additional contribution that will help to build a base of funding for future operating impacts. The ongoing funding of capital projects is to repair the City's bridges and overpasses.

### CAPITAL INVESTMENTS - BRIDGES, SUBWAYS, OVERPASSES

	2012	2013	2014	2015	2016	Total Project Cost
<b>Funded:</b>						
P0698 Mckercher Drive(College-Kerr Road)	100	0	0	0	0	19,121
P0787 Traffic Bridge Rehab/Replacemt	26,000	0	0	0	0	28,654
P0993 Circle Drive South	58,719	704	0	0	0	295,055
*P1456 Railway Crossing Safety Improvement	30	50	50	50	75	Ongoing
P1528 Spadina Cres Bridge	0	0	0	40	390	430
P1551 Broadway Bridge Repairs	0	0	0	167	5,310	10,325
P2003 Hwy 14/Hwy 7 Grade Separation	907	0	0	0	0	32,560
P2013 Circle dr/Airport Dr Grade Separation	0	0	0	0	400	20,500
P2040 Underwater Pier Inspections	0	94	0	0	0	169
P2236 Stonebridge Diamond Interchange at Hwy 11	0	0	300	1,500	0	16,060
P2238 College Dr/Central Ave Flyover	0	0	0	0	200	10,200
*P2257 Circle Dr Over 33rd St NB/SB	0	0	0	100	1,031	2,099
P2392 Mckercher Dr/Highway 5 Overpass	0	25	253	0	0	1,055
P2396 Idylwyld Fwy/Idylwyld Ramp NB/SB	0	0	0	435	4,400	4,835
P2404 Circle Drive/Idylwyld	0	0	0	0	204	204
P2406 Minor Bridge Repair	200	200	200	200	200	Ongoing
<b>Total</b>	<b>85,956</b>	<b>1,073</b>	<b>803</b>	<b>2,492</b>	<b>12,210</b>	

\* Denotes that project also has unfunded portion in list below

# Transportation



## PRELIMINARY 2012 Operating & Capital Budget

### Unfunded:

P1456 Railway Crossing Safety Improvement	70	75	25	25	25	Ongoing
P1527 University Bridge Rehab	10,000	0	0	0	0	22,226
P1553 Sid Buckwold Bridge Repairs	0	0	394	4,500	0	5,274
P2016 Boychuk Dr/Hwy 16 Grade Separation	0	600	30,000	0	0	30,675
P2017 McOrmond Drive/Highway 5 Grade Separation	0	0	600	30,000	0	30,650
P2019 North River Crossing - Perimeter Hwy	0	1,000	0	0	0	1,200
P2257 Circle Dr Over 33rd St NB/SB	800	0	0	0	0	2,099
P2267 Idylwyld Dr Fwy Over Ruth St	4,830	0	0	0	0	4,902
P2268 Idylwyld Dr Fwy / 1st Ave - NB Ramp	126	1,500	0	0	0	1,626
P2400 Sid Buckwold Bridge - Handrail	102	0	0	0	0	102
P2430 Central Ave & Attridge Dr	500	25,000	0	0	0	25,500
P2433 8th Street & CPR Grade Separation	0	400	20,000	0	0	20,400
<b>Total</b>	<b>16,428</b>	<b>28,575</b>	<b>51,019</b>	<b>34,525</b>	<b>25</b>	

### BRIDGES, SUBWAYS, OVERPASSES SUMMARY OF CAPITAL INVESTMENTS

2012 Bridges, Subways, Overpasses Capital Investments include six funded projects totalling \$85,956.0.

Three of these projects with an investment of \$26,300.0 are geared towards the maintenance and replacement of existing assets including replacement of the Traffic Bridge.

The remaining projects, which expand the existing infrastructure, consist of Circle Drive South for \$58,719.0 as well as the completion of phase 1 of the grade separation at Highway 14 and 7 for \$907.0.

In the Bridges, Subways, Overpasses Service Line there is an unfunded component of \$16,428.0 as current funding levels are not adequate to address the rehabilitative/replacement requirements in these programs.

Future operating impacts of the Circle Drive South project are \$150.6 in 2012 and \$365.8 in 2013. This includes the onset of operating costs for bridge maintenance, snow and ice management, street cleaning/sweeping, spray patching and turf maintenance.

### Future Operating Impacts of 2012 Capital Projects

Project:	2012	2013	2014	2015	2016
P0993 Circle Drive South	150.6	365.8	-	-	-
P2003 Hwy 14/Hwy 7 Grade Separation	-	24.3	-	-	-
	150.6	390.1	-	-	-



## STREET LIGHTING

To provide for the operation of the street lights within the Saskatchewan Power Corporation franchise area that are owned and maintained by SaskPower.

To provide for the operation of the street lights within the Saskatoon Light & Power franchise area. Saskatoon Light & Power also provides street lighting on all major roadways and new subdivisions city-wide.

To provide Christmas Season decorations and lighting on designated streets and bridges and to provide banner installation/removal services for various events within the City.

### OPERATING BUDGET:

	2010 Actuals	2010 Budget	2011 Budget	2012 Budget	Dollar Change	% Change
Province Of Saskatchewan	-57.5	0.0	(19.2)	(20.0)	(0.8)	0.0%
Staff Compensation	141.6	89.2	89.8	111.7	21.9	24.4%
Operating Costs	5,091.8	5,223.2	5,248.3	5,423.7	175.4	3.3%
Cost Recovery	(16.0)	(30.0)	(30.0)	(29.7)	0.3	-1.0%
Total	5,159.9	5,282.4	5,288.9	5,485.7	196.8	3.7%

FTE's			1.20	1.20		
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### STREET LIGHTING SUMMARY OF OPERATING CHANGES

#### Other Significant Changes.

- Utility costs have been budgeted to increase by \$171.8 in 2012

**There are no capital investments for STREET LIGHTING**

## PARKING

To plan, design, coordinate, administer and enforce the City's on and off street parking facilities, as well as various parking initiatives, policies and projects, such as the City Card and residential parking permit programs.

This program identifies grants and contributions to reserves as follows:

- a) The Partnership, the Riversdale Business Improvement District and the Broadway Business Improvement District each receive 1% of parking revenues for a total of 3%;
- b ) The Downtown Housing Reserve (finances the cost of the Downtown Housing Development and Action Program) receives \$30.0; and
- c) The Streetscape Reserve and Parking Capital Reserve are funded through this service line (as authorized through the Capital Reserve Bylaw) and reflect percentages of parking revenues as follows: Streetscape Reserve 44.33% and Parking Capital Reserve 4.12% after deducting a) and b).

### OPERATING BUDGET:

	2010 Actuals	2010 Budget	2011 Budget	2012 Budget	Dollar Change	% Change
Revenues	(5,136.5)	(5,325.2)	(5,325.3)	(5,337.7)	(12.4)	0.2%
Staff Compensation	334.8	279.1	290.9	326.7	35.8	12.3%
Trsfr To Funds/Reserves	202.5	441.1	441.1	291.0	(150.1)	-34.0%
Operating Costs	1,696.7	1,633.8	1,641.2	1,722.6	81.4	5.0%
Cost Recovery	(182.8)	(94.5)	(94.5)	(312.8)	(218.3)	231.0%
Total	(3,085.3)	(3,065.7)	(3,046.6)	(3,310.2)	(263.6)	8.7%
FTE's			4.35	4.35		
FTE TRANSFER FROM IMPOUND LOT				0.40		
TOTAL FTE'S				4.75		

### PARKING SUMMARY OF OPERATING CHANGES

#### Capital Levies

- An increase of \$8.7 transferred to the Parking Capital Reserve as per formula.

#### Other Significant Changes

- A decrease of \$158.8 transferred to River Landing which is offset by a decrease in expected parking meter revenue in River Landing. The parking meter revenue anticipated to be available to transfer to River Landing in 2012 is \$110.0.
- An increase in parking lot rentals and maintenance of \$123.9 offset by an increase to cost recovery of \$218.3.

# Transportation



**PRELIMINARY 2012**  
Operating & Capital Budget

## ***CAPITAL INVESTMENTS - PARKING***

	2012	2013	2014	2015	2016	Total Project Cost
<b>Funded:</b>						
P1518 Parking Meter Purchases	30	30	30	30	30	Ongoing
P1998 Electronic Ticketing	25	25	25	25	25	540
P2243 Parkade-Central Business District	0	0	0	2,000	0	2,000
<b>Total</b>	<b>55</b>	<b>55</b>	<b>55</b>	<b>2,055</b>	<b>55</b>	

### **Unfunded:**

**There are no unfunded capital investments in Parking**

### ***PARKING SUMMARY OF CAPITAL INVESTMENTS***

2012 Parking Capital Investments include two funded projects totalling \$55.0.

This entire investment is geared towards new initiatives and technology within the Parking service line.

### **Future Operating Impacts of 2012 Capital Projects**

There are no future operating impacts from 2012 capital projects.

## IMPOUND LOT

To administer, operate and maintain the impound lot located in the Holiday Park Industrial area in response to the Impounding Bylaw 2007, No. 8640, and violations to the Traffic Bylaw, No. 7200, and to provide impounding services required by Saskatoon Police Services. The fiscal principle for the new impound lot will be to operate on a full cost recovery basis.

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

### OPERATING BUDGET:

	2010 Actuals	2010 Budget	2011 Budget	2012 Budget	Dollar Change	% Change
Revenues	(430.2)	(460.0)	(474.0)	(600.0)	(126.0)	26.6%
Misc. Revenues	(163.3)	(98.0)	(98.0)	(180.0)	(82.0)	83.7%
Staff Compensation	68.7	65.8	79.5	57.8	(21.7)	-27.3%
Debt Charges	52.4	52.4	52.4	52.4	0.0	0.0%
Operating Costs	558.7	422.1	422.7	647.8	225.1	53.3%
Total	86.3	(17.7)	(17.4)	(22.0)	(4.6)	26.4%

FTE's	1.15	1.15
FTE TRANSFER TO PARKING		(0.40)
TOTAL FTE'S		0.75

### IMPOUND LOT SUMMARY OF OPERATING CHANGES

#### Other Significant Changes

- An increase in revenue of \$208.0 from a rate increase of impound fees of \$126.0, as well as a volume increase in vehicle sales and disposals \$82.0, is offset by increased towing and locksmith costs of \$94.8 as well as the cost of the Commissionaire's contract of \$99.9.

# Transportation



**PRELIMINARY 2012**  
Operating & Capital Budget

## ***CAPITAL INVESTMENTS - IMPOUND LOT***

	2012	2013	2014	2015	2016	Total Project Cost
<b>Funded:</b>						
There are no funded capital investments in the Impound Lot						
<b>Unfunded:</b>						
P2251 Impound Lot	-	100	-	-	-	730
<b>Total</b>	-	<b>100</b>	-	-	-	

## **Future Operating Impacts of 2012 Capital Projects**

There are no future operating impacts from 2012 capital projects.

## ENGINEERING

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

To provide drafting and design services for operating and capital projects, prepare and maintain all official City plans, preparation and maintenance of record drawings of all underground services in the City, maintenance of the Department and Corporate GIS, co-ordinate information regarding road and lane use concerning buried facilities and provide contractors or individuals with grade level information for construction on new building sites.

To provide for the maintenance of the survey instruments and equipment for the operating and capital construction programs.

To provide for a custom work program that is cost recovered to outside agencies as well as other civic operating and capital programs.

### **OPERATING BUDGET:**

	2010 Actuals	2010 Budget	2011 Budget	2012 Budget	Dollar Change	% Change
Staff Compensation	3,118.0	1,029.8	1,071.0	1,137.0	66.0	6.2%
Debt Charges	20.9	0.0	0.0	0.0	0.0	0.0%
Operating Costs	3,582.6	544.6	566.8	588.2	21.4	3.8%
Cost Recovery	(6,177.2)	(937.4)	(967.0)	(1,009.3)	(42.3)	4.4%
Total	544.3	637.0	670.8	715.9	45.1	6.7%

FTE's	15.27	15.27
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### **ENGINEERING SUMMARY OF OPERATING CHANGES**

There are no significant changes to report in the Engineering Service Line.

# Transportation



**PRELIMINARY 2012**  
Operating & Capital Budget

## ***CAPITAL INVESTMENTS - ENGINEERING***

	2012	2013	2014	2015	2016	Total Project Cost
<b>Funded:</b>						
^P1502 Lorne Ave (Powerhouse) Lift Stn Repl	150	0	0	0	0	9,350
P2047 Nicholson Yards Expansion	0	0	0	40	0	190
P2420 Survey Equipment Purchases	0	0	25	0	0	25
<b>Total</b>	<b>150</b>	<b>0</b>	<b>25</b>	<b>40</b>	<b>0</b>	

^ Denotes that project has funding from RCE IN 2012 (This includes \$150 in P1502)

### **Unfunded:**

**There are no unfunded capital investments in Engineering**

### ***ENGINEERING SUMMARY OF CAPITAL INVESTMENTS***

2012 Engineering Capital Investments include one funded project totalling \$150.0 which is for the area modification of the Lorne Ave lift station.

### **Future Operating Impacts of 2012 Capital Projects**

There are no future operating impacts from 2012 capital projects.





# POLICING



City of Saskatoon

**PRELIMINARY 2012**

Operating & Capital Budget

## **Operating Budget**

\$68.3 million

## **Capital Budget**

\$1.8 million



## Overview

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

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

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

## At A Glance

- The SPS has 430 police officers, 56 special constables, and 125 civilians for a total of 611 staff members.
- There were over 270,000 calls to the communication centre, and cars were dispatched to 75,994 calls for service.
- Arrests processed through the detention area - 12,695.
- Traffic Offences - 30,278.
- In 2010, over 100 rental property owners and managers (representing over 185 rental properties in the City and about 5,198 rental units - about a quarter of the rental market of properties with 4 or more rental units) attended a one-day seminar on Crime Free Multi-Housing.

## Major Achievements 2010 - 2011

- The crime rate continues to drop. Canadian Centre for Justice Statistics Comparison of violent crimes from 2000 - 2010 indicates: 28% decrease in overall crime, 10% reduction in violent crime, and a 40% reduction in property crime.
- Increased attention to traffic safety with the addition of 8 additional traffic constable positions in 2010 has reduced serious collisions by 7.3%, coupled with a substantial increase in fine revenue.

- As stated in the Saskatoon Civic Services Survey, crime/policing has decreased in concern. In 2003, 43% of respondents rated crime/policing as the number one issue facing Saskatoon. In 2011, only 11.8% view crime/policing as the number one issue.
- SPS adopted a crime analysis capability to assist in deploying officers to areas where crime trends are developing. SPS has increased its analytical capability to provide timely information to officers regarding crime trends, suspects, prediction of when certain crimes can happen, and crime hot spots.
- External consultation sessions have been held with the public regarding their views for policing.
- Insignitrix Satisfaction Survey shows overall satisfaction with police service at 90%. Significant increase regarding trust in police by Aboriginal population increased from 38% in 2005 to 68% in 2009. A new survey will be conducted this fall.
- Internet reporting has reduced dispatch calls for service. To date in 2011 the service has received 2418 reports through the website, thus reducing the need to send a patrol car to the incident.

## Key Challenges

- Crime and social disorder challenges have accompanied Saskatoon's rapid population growth.
- Physical and population growth is straining the City's funding capacity while increasing pressure on human resources.
- Servicing a community with a large marginalized population facing poverty, poor housing, and non-inclusion. These are contributing factors to street and gang activity such as robbery, assault, theft, and vandalism.
- Increased vehicle traffic and road infrastructure congestion which has an impact on the number of traffic violations.
- SPS will require additional growth to meet the demands of an increasing population, coupled with an increase in land size due to annexation on the east side of the City from Corman Park.
- Current demographics of the SPS result in salary increases attributable to (i) less turnover among senior staff, and (ii) more younger staff who will begin to move up the pay scale.
- There is a growing demand to complete inspections for all the rental properties which are currently involved in the Crime Free Multi-Housing Program.

## Major Initiatives 2012-2014

- Construction of new headquarters for Saskatoon Police Service.
- Upgrade radio systems for the Saskatoon Police Service and Saskatoon Fire and Protective Services.
- Increase capacity of Saskatoon Police Service Street Crime Unit.
- Implement a web-based reporting option to enable citizens to report minor crimes over the internet.
- Install in-car cameras in Saskatoon Police Service patrol cars.

- Continue developing a cultural diversity action plan for police to enhance community relations, cultural recruiting, and diversity training.
- Continue to place specific emphasis on traffic safety through enforcement to reduce traffic collisions.

## Budget Implications 2012

### By Service Lines

#### Saskatoon Police Service (SPS)

- Increase in contractual salary and payroll costs and the impact of higher staff compensation costs associated with a low number of retirements and a large number of less experienced staff moving up through negotiated pay level increments.
- Increase in costs due to creation of nine (9) growth positions including 6 Patrol Constables, 1 Crime Free Multi-Housing Project Officer, 1 Media Relations Coordinator and 1 Accounting Coordinator.

*A net total of 8 new positions are incorporated in the budget including the proposed increase of 9 additional positions offset by a decrease of 1 Provincial position related to the ending of the secondment for the Provincial coordinator of the Internet Child Exploitation Unit.*

- 2012 Saskatoon Police Service Capital Investments include fifteen projects totaling \$1,794.0 of which \$1,369.0 is targeted for a number of asset replacement projects including \$685.0 for computer replacements such as servers, printers and laptops and \$450.0 related to radio system replacements and upgrades. In addition planned capital expansion projects for 2012 total \$425.0. The largest identified need is \$300.0 for leasehold improvements necessary for the development of a Computer Disaster Recovery site for computer servers and data storage.

#### *Policing Operating Summary*

	2010 Actual	2010 Budget	2011 Budget	2012 Budget				
				000's			Dollar Change	% Change
				Revenue	Exp/Rec	Net		
<b>Police Service</b>	60,185.1	60,304.9	64,406.3	(7,582.7)	75,926.1	<b>68,343.4</b>	3,937.1	6.11%
<b>Total</b>	<b>60,185.1</b>	<b>60,304.9</b>	<b>64,406.3</b>	<b>(7,582.7)</b>	<b>75,926.1</b>	<b>68,343.4</b>	<b>3,937.1</b>	<b>6.11%</b>

#### **Staff Complement**

	<b>2011</b>	<b>2012</b>
Full Time Equivalents	610.61	618.61



**PRELIMINARY 2012**  
Operating & Capital Budget

**Summary of Funded Capital Investments Policing**

	2012	2013	2014	2015	2016
	<i>In Thousands of Dollars</i>				
<b>Police Service</b>	1,794	2,139	867	877	415
<b>Total</b>	1,794	2,139	867	877	415

**Financing for Funded Capital Investments**

	2012	2013	2014	2015	2016
<b><u>Funded</u></b>					
Reserves for Future Expenditures	1,794	2,139	867	877	415
<b>Total</b>	1,794	2,139	867	877	415
<b><u>Unfunded</u></b>	0	0	0	0	0

**Future Operating Impacts of 2012 Capital Projects**

	2012	2013	2014	2015	2016
<b>Police Service</b>	-	218.0	-	-	-
	-	218.0	-	-	-

## SASKATOON POLICE SERVICE

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

### OPERATING BUDGET:

	2010	2010	2011	2012	Dollar	%
	Actuals	Budget	Budget	Budget	Change	Change
Revenues	(1,042.0)	(837.6)	(933.2)	(1,332.0)	(398.8)	42.7%
Misc. Revenues	(150.6)	0.0	0.0	0.0	0.0	0.0%
Lease Revenue	(5.1)	(5.1)	(5.1)	0.0	5.1	-100.0%
Province Of Saskatchewan	(5,443.5)	(5,460.9)	(5,717.5)	(5,534.6)	182.9	-3.2%
Government Of Canada	(1,311.2)	(475.2)	(761.9)	(716.1)	45.8	-6.0%
Staff Compensation	56,239.4	54,200.5	58,635.3	62,351.2	3,715.9	6.3%
Transfers To Funds/Reserves	1,573.8	1,573.8	1,574.2	1,599.1	24.9	1.6%
Grants/Subsidies	25.0	12.0	57.0	57.0	0.0	0.0%
Operating Costs	10,685.0	11,421.5	11,740.5	12,139.7	399.2	3.4%
Cost Recovery	(385.7)	(124.1)	(183.0)	(220.9)	(37.9)	20.7%
Total	60,185.1	60,304.9	64,406.3	68,343.4	3,937.1	6.1%

FTEs

610.61 618.61

### POLICE SERVICE SUMMARY OF OPERATING CHANGES

#### Civic Services Review Decisions:

- Closure of the Little Chief Community Police Station resulting in a net decrease to the Police Service budget of \$104.0.
- Reduction of a 2012 budget request for 8 patrol officers to 6 patrol officers saving \$147.3.
- Removal of a 2012 budget request for an additional marked patrol vehicle saving \$32.6.
- Increase of ten dollars to the administration fee for the False Alarm Program increasing 2012 budgeted revenue by \$195.3. This is subject to City Council's approval of a bylaw change.

#### Capital Levies:

- Operating Impacts of 2011 Approved Capital - Project 2381, Police Computer Aided Dispatch System replacement annual software support costs of \$70.0 and Project 2341, Police Emergency Tactical Vehicle annual operating cost endload of \$16.1.

- The annual provision to the Police Equipment & Technology Reserve is being increased by \$25.0 to address rising asset replacement demands and is being funded from a reallocation of existing budget dollars.

### ***Other Significant Changes:***

- General Revenues will increase \$187.5 related to a funding grant from the Saskatoon Health Region to support a new Detention Paramedic initiative.
- Provincial Government revenue will decrease \$182.9 largely due to a decrease of \$349.6 in funding and expenses related to the Provincial Internet Child Exploitation Unit. This unit has moved the Provincial coordinator secondment position to another police service along with Province wide operating funds. Offsetting this is a \$147.4 increase in funding for the 911 Program.
- Increase in contractual salary and payroll costs of \$3,198.2 including salary contingency for police personnel and the impact of higher staff compensation costs associated with a low number of retirements and a large number of less experienced staff moving up through negotiated pay level increments.
- Inflation will increase operating costs by \$515.1 including vehicle rental rates and fuel costs of \$318.5 and facility operating costs of \$166.0 (parking and office lease rates, facility cross charges, utility costs).
- A new initiative adding Paramedic services to the Detention Unit will increase operating costs by \$208.6. A large portion of this cost is offset by a Saskatoon Health Region funding grant of \$187.5 leaving \$21.1 as a net incremental cost.
- Provincial and Federal program operating costs are budgeted to decrease \$255.6 mostly related to the Provincial Internet Child Exploitation Unit. This unit has moved the Provincial coordinator secondment position to another police service along with Province wide operating funds.
- 9 Additional Positions Are Proposed:

#### **6 Patrol Constables at a cost of \$442.0 (6 FTE)**

- Patrol Division was reduced by re-deploying 5 positions in April to increase the size and effectiveness of the Gang Unit. The Service is also faced with the City annexation on the east and north sides. All constables will be placed in patrol to augment front line call response.

#### **Upgrading of 4 Constable positions to a Staff Sergeant and 3 Sergeants at a cost of \$70.7 (0 FTE)**

- One Staff Sergeant position was created to manage and bring focus to our Targeted Enforcement Area. Three Sergeant positions were created to provide leadership with the newly formed Gang Unit, Technological Crime Unit and High Risk Offender Unit. No new resources were required to fill these positions.

#### **1 Crime Free Multi-Housing Project Officer at a cost of \$61.9 (1 FTE)**

- In February 2009, a full time CFMH coordinator was hired, based on the recommendations from a City Council Executive Committee report entitled "A Crime Free Multi-Housing Initiative for Saskatoon." The Executive Committee of Council with the support of the Board of Police Commissioners supported the implementation of a fully functional Crime Free Multi-Housing

program requiring a full-time coordinator with resources sufficient to allow for Crime Prevention through Environmental Design (CPTED) audits to occur.

**1 Media Relations Coordinator at a cost of \$83.2 (1 FTE)**

- A new civilian position is needed in Public Affairs, specifically to deal with increased media inquiries and the expansion of social media tools. The City of Saskatoon is growing, and with it so are the demands on the Saskatoon Police Service. At the same time traditional media such as radio, television, and newspapers are expanding into new forms of social media (Twitter, Facebook, Websites). This has increased the number and frequency of inquiries by the media to the Public Affairs Office. The media requires more regular updates in order to keep their websites and publications up to date. The Service enjoys a positive public perception and a healthy relationship with the media; however, it must increase public information and keep up with requests from media in order to maintain that relationship.

**1 Accounting Coordinator at a cost of \$83.0 (1 FTE)**

- The request for the establishment of an Accounting Coordinator addresses the critical need to improve supervision of clerical staff and management of day to day financial activities, provide additional resources for key financial reporting and analytical duties and increase the focus on higher level responsibilities such improved financial controls, policies, procedures, reporting, budget preparation and long term planning.

A net total of 8 new positions are incorporated in the budget including the proposed increase of 9 additional positions offset by a decrease of 1 Provincial position related to the ending of the secondment for the Provincial coordinator of the Internet Child Exploitation Unit.

**PRELIMINARY 2012**  
Operating & Capital Budget

**CAPITAL INVESTMENTS - SASKATOON POLICE SERVICE**

	2012	2013	2014	2015	2016	Total Project Cost
<b>Funded:</b>						
P1389 Notebook Replacement	350	350	0	0	0	700
P2028 Storage Area Network	100	100	500	500	100	1,300
P2029 Network Upgrades	100	0	0	0	135	235
P2065 Enhanced Systems Security	0	50	0	0	0	50
P2067 Desktop Network Computer Replace	0	200	200	0	0	400
P2119 Radio Replacement	450	722	0	0	0	1,172
P2121 Special Teams Protective Equipment	70	0	0	0	0	70
P2122 Remote Mobile Investigator Replacement	0	250	0	0	0	250
P2135 Traffic Section Equip Replacement	44	0	0	0	0	44
P2136 Tire Deflation Equip Replacement	0	0	0	55	0	55
P2138 Video Editing Equip Replacement	70	0	0	0	0	70
P2140 Network Server Replacement	25	135	25	180	60	425
P2142 Network Printer Replacement	25	25	25	25	25	125
P2338 Computer - Security & Logging	0	50	0	0	0	50
P2343 Mobile Operation Centre	0	165	0	0	0	165
P2383 Handheld Services Replacement	25	0	25	0	25	75
P2480 Payroll System Replacement	50	0	0	0	0	50
P2484 Laptop Replacement - Non In-Car	40	0	0	0	40	80
P2486 Interview Software Replacement	0	0	0	25	0	25
P2487 Dictation System Replacement	0	62	62	62	0	186
P2488 VOIP Hardware	25	0	0	0	0	25
P2489 Furniture Replacement	120	30	30	30	30	240
P2490 Computer Disaster Recovery Site	300	0	0	0	0	300
<b>Total</b>	<b>1,794</b>	<b>2,139</b>	<b>867</b>	<b>877</b>	<b>415</b>	<b>6,092</b>

**Unfunded:**

There are no unfunded in Saskatoon Police Service.

**SASKATOON POLICE SERVICE SUMMARY OF CAPITAL INVESTMENT**

2012 Saskatoon Police Service Capital Investments include fifteen projects totaling \$1,794.0 of which \$1,369.0 is targeted for a number of asset replacement projects including \$685.0 for computer replacements such as servers, printers and laptops and \$450.0 related to radio system replacements and upgrades. In addition planned capital expansion projects for 2012 total \$425.0. The largest identified need is \$300.0 for leasehold improvements necessary for the development of a Computer Disaster Recovery site for computer servers and data storage.





**PRELIMINARY 2012**  
Operating & Capital Budget

***Future Operating Impacts of 2012 Capital Projects***

<b>Project:</b>	<b>2012</b>	<b>2013</b>	<b>2014</b>	<b>2015</b>	<b>2016</b>
P2488 VoIP Hardware	-	26.0	-	-	-
P2490 Computer Disaster Recovery Site	-	192.0	-	-	-
	-	218.0	-	-	-



# TAXATION



City of Saskatoon

**PRELIMINARY 2012**  
Operating & Capital Budget

**Operating Budget**  
(\$177.8 million)

**Capital Budget**  
\$0 million



## Overview

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

Grants-in-lieu of taxation are received from Federal and Provincial governments for properties they own but are exempt from taxation. 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, storm water and Transit. 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.

## At A Glance

- Preliminary Assessment Roll for 2011:

Total Assessment for Saskatoon	\$ 19,033,392,300
Total Number of Properties	79,508
Total Taxable Residential Condos	15,024
Total Taxable Residential (less than 4 units)	57,734
- Taxable assessment

Total Taxable Assessment	\$15,085,595,870
Taxable portion	\$ 11,873,398,910 78.7% of total
Exempt portion	\$ 3,212,196,960 21.3% of total

## Major Achievements 2010 - 2011

- Water and Wastewater Grant-in-lieu policy was updated to be based on budget rather than on actual revenues, to provide predictable levels to the general fund.

## Key Challenges

- Increased building permits have resulted in increased supplementary taxation revenue as well as growth. The budget has been increased to an amount that is considered sustainable based on growth projections however staffing appropriately to allow the assessment of additional properties can be a challenge. The addition of a Assessment Appraiser in 2012 (as indicated in the Corporate Governance and Finance Business Line) will allow the ability to capture continued assessment growth.

## Major Initiatives 2012-2014

- Monitor and apply incremental taxation for funding of Circle Drive and Clarence Avenue Grade Separation capital project, the River Landing operating program, and any abatements and incentives.
- Forecast of future Assessment growth for minimizing impact on the property levy.

## Budget Implications 2012

### Property Levy

- Assessment growth was estimated at \$3.8 million.
- The additional property tax levy based on the preliminary operating budget is \$6.415 million or 4.71% over the previous year.

### Supplementary Property Levy

- Increased building activity and assessments are expected to increase supplementary taxation by \$159.3 that is billed for properties that come into the Assessment base part way through the year that are not included in the property levy. \$59.3 of this amount is to offset the additional Assessment Appraiser added in the Assessment Service Line (Corporate Governance and Finance Business Line).

### Grant-in-Lieu of Taxes

- Increased Federal and Provincial grants-in-lieu of \$45.5 are expected on increased assessments.
- Increased civic utility grants-in-lieu of \$1.1 million, which are based on revenues, are expected partly from increased electrical and water rates as well as growth.

### Property Tax Discount

- An increase of \$30.0 in the amount of property tax discounts to be expensed in 2012 to more accurately reflect an expected rate increase.

### Tax Loss Compensation

- An increase of \$67.5 is related to the amortization of compensation for the recent annexation of the east sector.

# Taxation



## PRELIMINARY 2012 Operating & Capital Budget

	2010 Actual	2010 Budget	2011 Budget	2012 Budget				
				000's			Dollar	%
				Revenue	Exp/Rec	Net	Change	Change
Property Levy	(128,196.4)	(128,291.6)	(136,213.1)	(146,428.4)	0.0	<b>(146,428.4)</b>	(10,359.3)	7.61%
Supplementary Property Levy	(1,489.6)	(1,100.0)	(1,100.0)	(1,259.1)	0.0	<b>(1,259.1)</b>	(159.1)	14.46%
Other Levies	(663.1)	(742.4)	(614.3)	(1,314.9)	807.6	<b>(507.3)</b>	107.0	-17.42%
Grants in Lieu of Taxes	(27,880.1)	(28,371.4)	(29,477.1)	(29,865.1)	0.0	<b>(29,865.1)</b>	(388.0)	1.32%
Property Tax Discount	18.6	85.0	40.0	0.0	70.0	<b>70.0</b>	30.0	75.00%
Tax Loss Compensation	91.2	91.3	91.3	0.0	158.8	<b>158.8</b>	67.5	73.93%
<b>Total</b>	<b>(158,119.4)</b>	<b>(158,329.1)</b>	<b>(167,273.2)</b>	<b>(178,867.5)</b>	<b>1,036.4</b>	<b>(177,831.1)</b>	<b>(10,701.9)</b>	<b>6.40%</b>

There are no capital investments for Taxation.



**Investing In What Matters  
City of Saskatoon  
Budget Summaries  
2012 Preliminary Capital Budgets**





**General Revenues  
Schedule I**

	<b>Actual 2010</b>	<b>Estimate 2010</b>	<b>Estimate 2011</b>	<b>Estimate 2012</b>
<b>Taxation:</b>				
Property Levy	\$ 129,761.1	\$ 129,467.0	\$ 137,390.5	\$ 147,759.0
Municipal Services Agreement	139.1	149.1	160.1	173.0
Trailer Occupancy	74.0	78.0	75.0	75.0
Amusement	60.6	56.0	61.9	61.9
<b>Subtotal</b>	<b>130,034.8</b>	<b>129,750.1</b>	<b>137,687.5</b>	<b>148,068.9</b>
<b>Grants In Lieu Of Taxes:</b>				
Senior Governments And Agencies	3,855.1	4,160.0	4,205.5	3,855.5
Own Utilities	23,775.8	23,918.2	24,996.5	25,753.9
Land Bank Program	249.2	293.2	275.1	255.7
<b>Subtotal</b>	<b>27,880.1</b>	<b>28,371.4</b>	<b>29,477.1</b>	<b>29,865.1</b>
<b>General Revenues:</b>				
Administration Recovery	2,000.2	2,000.2	2,040.3	2,081.0
Automated Enforcement Fines	1,503.6	1,247.0	1,247.0	1,355.3
Fines And Penalties	6,070.3	5,937.0	6,148.0	6,472.0
Franchise Fees	17,163.8	18,209.5	17,307.2	17,772.9
Interest Earnings	9,130.9	8,329.6	9,568.9	9,600.7
Land Bank Distribution	1,000.0	1,000.0	750.0	500.0
Licences And Permits	5,349.7	4,172.0	4,865.8	5,285.0
Other (Grants/Soccer Centre Tax Agreement)	93.0	82.3	10.3	10.3
Other Revenue	120.2	265.0	251.0	201.5
Property Rentals	1,125.9	1,087.7	1,030.8	1,231.7
Provincial Government	837.8	826.2	826.2	973.6
R.M. Of Corman Park	75.0	60.0	75.0	70.0
Tax Penalties	1,072.0	980.0	1,005.0	1,005.0
Utilities-Return On Investment	21,780.1	21,780.1	23,907.4	23,760.4
<b>Subtotal</b>	<b>67,322.5</b>	<b>65,976.6</b>	<b>69,032.9</b>	<b>70,319.4</b>
<b>User Fees:</b>				
Albert Community Centre	140.1	111.6	111.6	111.6
Ball Fields	27.7	37.9	30.3	30.3
Cemetery	849.0	903.4	954.1	974.1
Engineering	594.6	609.7	573.7	781.4
Environmental Protection	147.3	141.5	193.5	352.1
Fire	148.7	131.6	121.6	131.6
Forestry Farm Park	623.8	604.3	635.8	683.8
Golf Courses	2,700.4	2,856.2	2,956.1	3,037.7
Kinsmen Park Rides	109.5	145.8	140.5	156.3
Legal Fees	169.2	143.0	147.7	200.2
Marr Residence	0.1	0.5	0.5	0.5

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**General Revenues  
Schedule I (cont'd)**

	<b>Actual 2010</b>	<b>Estimate 2010</b>	<b>Estimate 2011</b>	<b>Estimate 2012</b>
Outdoor Sports Fields	231.4	233.0	288.8	372.2
Parking	5,136.5	5,325.2	5,325.3	5,337.7
Planning	347.6	348.7	352.6	443.0
Police	1,137.1	812.7	896.3	1,492.0
Recreation/Competitive Fac-Rentals	4,712.8	4,746.7	4,906.0	5,049.0
Recreation/Competitive Fac-Progrmng	5,225.6	4,574.3	5,139.1	5,461.7
River Landing	97.4	127.8	145.6	218.6
Skating Rinks	1,852.5	1,769.3	1,870.2	1,961.5
Solid Waste Management	4,804.7	4,726.7	5,870.0	7,065.0
Swimming Pools	320.8	324.8	308.1	368.7
Tax Searches & Enforcement	161.3	175.0	175.0	193.3
Tourist Campsite	535.9	417.0	469.6	531.5
Transportation	195.9	244.3	259.0	218.8
<b>Subtotal</b>	<u>30,269.9</u>	<u>29,511.0</u>	<u>31,871.0</u>	<u>35,172.6</u>
<b>Transfers From Other Governments:</b>	<u>42,317.8</u>	<u>38,187.9</u>	<u>52,690.8</u>	<u>55,762.7</u>
<b>Land Development:</b>	<u>6,998.3</u>	<u>5,183.2</u>	<u>4,649.8</u>	<u>6,063.1</u>
<b>TOTAL REVENUE</b>	<u><u>304,823.4</u></u>	<u><u>296,980.2</u></u>	<u><u>325,409.2</u></u>	<u><u>345,251.8</u></u>

**General Expenditures**  
**Schedule II**

<b>Expenditures (000's)</b>	<b>Actual 2010</b>	<b>Estimate 2010</b>	<b>Estimate 2011</b>	<b>Estimate 2012</b>
<b>Corporate Asset Management:</b>				
Vehicle & Equipment Services	\$ 222.0	\$ (82.2)	\$ 0.0	\$ -37.0
Civic Facilities	5,198.1	6,460.7	7,327.2	7,815.3
<b>Subtotal</b>	<b>5,420.1</b>	<b>6,378.5</b>	<b>7,327.2</b>	<b>7,778.3</b>
<b>Community Support:</b>				
Community Development	2,574.0	2,652.1	2,871.9	2,944.6
Community Investments & Supports	7,341.3	7,362.0	7,300.5	7,844.7
Animal Control	1,040.9	1,056.5	1,102.8	1,128.5
Cemeteries	1,123.2	1,077.3	1,189.7	1,317.6
<b>Subtotal</b>	<b>12,079.4</b>	<b>12,147.9</b>	<b>12,464.9</b>	<b>13,235.4</b>
<b>Corporate Governance And Finance:</b>				
Legislative	1,007.0	1,137.1	1,175.1	1,230.5
City Manager's Office	880.2	956.6	1,138.0	1,442.4
City Clerk's Office	1,840.3	1,920.8	2,030.8	2,096.3
City Solicitor's Office	1,682.0	1,804.8	1,885.4	1,985.3
Financial Services	2,986.3	3,035.1	3,225.7	3,281.7
Revenue Services	1,760.0	1,759.7	1,976.5	2,061.9
Assessment	2,603.3	2,816.8	2,953.4	3,096.7
Corporate Support	12,605.2	13,352.0	14,409.2	14,920.1
Fines & Penalties	2,751.4	2,458.0	2,458.0	2,644.3
General Services	20,216.5	16,646.5	24,342.8	26,482.4
City-Owned Property - Land	112.5	135.1	126.4	125.9
<b>Subtotal</b>	<b>48,444.7</b>	<b>46,022.5</b>	<b>55,721.3</b>	<b>59,367.5</b>
<b>Environmental Health:</b>				
Environmental Program	651.3	561.3	581.8	616.3
Waste Collection & Disposal	10,083.3	9,498.9	10,725.7	12,013.2
Waste Minimization & Recycling	725.5	631.0	727.9	759.6
Pest Management	843.6	489.1	756.2	777.1
Urban Forestry	2,557.7	2,687.0	2,892.8	3,060.8
<b>Subtotal</b>	<b>14,861.4</b>	<b>13,867.3</b>	<b>15,684.4</b>	<b>17,227.0</b>
<b>Fire &amp; Protective Services:</b>				
Emergency Measures	187.9	201.1	201.5	222.8
Fire & Protective Service	35,977.9	36,195.7	39,011.7	40,192.9
<b>Subtotal</b>	<b>36,165.8</b>	<b>36,396.8</b>	<b>39,213.2</b>	<b>40,415.7</b>
<b>Policing:</b>				
Saskatoon Police Service	68,137.5	67,083.6	71,824.1	75,926.1
<b>Subtotal</b>	<b>68,137.5</b>	<b>67,083.6</b>	<b>71,824.1</b>	<b>75,926.1</b>

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**General Expenditures**  
**Schedule II (cont'd)**

<b>Expenditures (000's)</b>	<b>Actual 2010</b>	<b>Estimate 2010</b>	<b>Estimate 2011</b>	<b>Estimate 2012</b>
<b>Recreation &amp; Culture:</b>				
Spectator Ballfields	138.1	131.7	128.9	131.2
Marketing Services	495.5	526.6	556.7	573.8
Community Partnerships	184.1	211.9	205.2	226.9
Forestry Farm Park & Zoo	2,083.1	2,127.7	2,196.3	2,303.7
Golf Courses	2,700.4	2,856.2	2,956.1	3,037.7
Gordon Howe Campsite	535.9	417.0	469.6	531.5
Indoor Rinks	2,014.4	1,988.3	2,087.0	2,160.0
Kinsmen Park Rides	195.0	181.1	170.6	197.5
Outdoor Pools	1,015.1	1,007.1	992.1	1,045.0
Outdoor Sports Fields	529.0	539.1	580.6	735.0
Parks Maintenance & Design	9,547.5	9,623.1	10,403.0	11,093.3
Playground & Recreation Areas	698.2	703.3	731.4	767.3
Program Research & Design	159.5	190.7	182.4	192.5
Rec/Competitive Facilities - Program	8,234.1	7,926.5	8,335.2	8,750.3
Rec/Competitive Facilities - Rentals	8,516.8	8,295.5	8,734.3	9,154.3
Targetted Programming	625.7	645.8	591.4	565.8
Albert Community Centre	209.1	219.8	224.2	224.8
Credit Union Centre	455.4	455.4	397.5	397.5
Marr Residence	13.8	19.5	19.7	20.1
Mendel Art Gallery	2,145.7	2,145.7	2,236.9	2,507.0
River Landing	172.5	203.2	223.0	290.1
TCU Place	1,910.3	1,432.6	1,454.7	1,455.2
<b>Subtotal</b>	<b>42,579.2</b>	<b>41,847.8</b>	<b>43,876.8</b>	<b>46,360.5</b>
<b>Taxation Summary:</b>				
Other Levies	682.5	520.7	687.7	807.6
Property Tax Discount	18.6	85.0	40.0	70.0
Tax Loss Compensation	91.2	91.3	91.3	158.8
<b>Subtotal</b>	<b>792.3</b>	<b>697.0</b>	<b>819.0</b>	<b>1,036.4</b>
<b>Transportation:</b>				
Transit Subsidy	18,356.0	17,754.0	20,459.8	21,485.5
Access Transit	3,256.3	3,333.5	3,806.3	4,062.7
Transportation Services	5,619.4	5,826.0	6,021.6	6,280.7
Road Maintenance	12,467.0	12,633.7	13,829.0	14,979.5
Snow & Ice Management	7,605.9	7,248.2	7,672.8	7,997.5
Street Cleaning/Sweeping	2,494.2	1,986.6	2,164.8	2,299.2
Bridges, Subways, Overpasses	904.1	1,028.8	1,181.8	1,446.0
Street Lighting	5,217.4	5,282.4	5,308.0	5,505.7
Parking	2,051.2	2,259.5	2,278.7	2,027.6
Impound Lot	679.8	540.3	554.6	758.0
Engineering	544.4	637.0	670.8	715.9
<b>Subtotal</b>	<b>59,195.7</b>	<b>58,530.0</b>	<b>63,948.2</b>	<b>67,558.3</b>
(continued on next page)				

**General Expenditures**  
**Schedule II (cont'd)**

<b>Expenditures (000's)</b>	<b>Actual 2010</b>	<b>Estimate 2010</b>	<b>Estimate 2011</b>	<b>Estimate 2012</b>
<b>Urban Planning &amp; Development:</b>				
Affordable Housing	108.6	159.6	415.2	426.7
Building Permits & Standards	4,294.4	3,275.3	3,873.4	3,931.8
Business Improvement Districts	107.7	107.7	107.7	107.7
Business Licenses & Bylaw Enforcement	1,063.4	1,071.0	1,124.7	1,212.1
Development Review	905.7	906.5	994.1	1,047.0
Future Growth	401.1	397.6	395.1	415.5
Neighborhood Planning	367.3	391.6	449.8	507.6
Research & Mapping	350.3	366.7	380.9	413.1
Urban Design	2,130.5	2,149.6	2,139.4	2,222.0
<b>Subtotal</b>	<b>9,729.0</b>	<b>8,825.6</b>	<b>9,880.3</b>	<b>10,283.5</b>
<b>Land Development:</b>	<b>6,998.3</b>	<b>5,183.2</b>	<b>4,649.8</b>	<b>6,063.1</b>
<b>TOTAL EXPENDITURES</b>	<b>304,403.4</b>	<b>296,980.2</b>	<b>325,409.2</b>	<b>345,251.8</b>

**Water Utility  
Schedule III**

<b>(In 000's)</b>	<b>Actual 2010</b>	<b>Estimate 2010</b>	<b>Estimate 2011</b>	<b>Estimate 2012</b>
<b>Revenues:</b>				
Metered Revenue	\$ 36,540.7	\$ 40,384.8	\$ 42,511.4	\$ 46,296.4
Infrastructure Levy	3,561.4	3,986.3	4,184.6	4,393.8
Miscellaneous	116.5	133.0	133.0	133.0
Fire Protection Charge	626.7	602.6	602.6	602.6
Late Payment Penalties	144.9	129.0	149.0	149.0
Total	<u>40,990.3</u>	<u>45,235.7</u>	<u>47,580.6</u>	<u>51,574.8</u>
<b>Expenditures:</b>				
Wtr-General	7,333.7	7,306.3	7,706.8	7,320.2
Wtr-Laboratory	368.6	433.6	450.1	517.7
Wtr-Treatment and Pumping	7,843.1	8,858.2	8,722.6	8,888.4
Wtr-Buildings and Grounds	558.4	796.5	778.1	890.9
Wtr-Meters	1,057.1	1,232.0	1,283.3	1,479.1
Wtr-Watermains	5,421.5	5,371.0	6,081.4	6,512.4
Wtr-Hydrants	862.2	920.7	1,145.8	1,230.5
Wtr-Services	2,440.0	1,714.2	1,934.7	2,072.9
Wtr-Contribution to Capital Reserves	6,443.1	8,078.4	9,079.7	13,144.9
Wtr-Transfer to Stabilization Reserve	(1,600.0)	0.0	0.0	0.0
Wtr-Debt Charges	10,262.7	10,524.8	10,398.0	9,517.6
Total	<u>40,990.3</u>	<u>45,235.6</u>	<u>47,580.6</u>	<u>51,574.8</u>
<b>SURPLUS (DEFICIT)</b>	<b>\$ 0.0</b>	<b>\$ 0.0</b>	<b>\$ 0.0</b>	<b>\$ 0.0</b>

**Wastewater Utility  
Schedule IV**

<b>(In 000's)</b>	<b>Actual 2010</b>	<b>Estimate 2010</b>	<b>Estimate 2011</b>	<b>Estimate 2012</b>
<b>Revenues:</b>				
Metered Revenue	\$ 24,250.5	\$ 26,297.3	\$ 29,654.9	\$ 31,829.1
Infrastructure Levy	4,918.2	5,504.8	5,778.8	6,067.7
Late Payment Penalties	96.6	86.0	98.0	98.0
Miscellaneous Revenue	815.8	597.3	651.0	710.0
Flood Protection Levy	3,469.8	3,300.0	3,300.0	3,300.0
Total	<u>33,550.9</u>	<u>35,785.4</u>	<u>39,482.7</u>	<u>42,004.8</u>
<b>Expenditures:</b>				
General	4,893.6	4,947.4	5,413.8	5,556.1
Laboratory	418.1	514.0	502.4	561.5
Lift Stations	1,096.3	1,037.5	1,113.6	1,116.7
Pollution Control Plant	5,455.8	6,094.7	6,281.5	6,864.1
Sludge Handling & Disposal	1,992.5	2,093.1	1,627.4	1,662.7
Sewer Engineering	250.3	341.3	343.6	379.0
Sewer Inspections	280.0	449.7	452.5	485.6
Sewer Maintenance	2,862.1	2,762.7	2,932.5	3,184.2
Service Connections	1,806.6	2,147.3	2,679.4	2,886.8
Contribution to Capital Reserves	10,665.6	11,554.4	13,703.9	14,435.1
Debt Charges	3,829.9	3,843.3	4,432.1	4,872.9
Total	<u>33,550.9</u>	<u>35,785.4</u>	<u>39,482.7</u>	<u>42,004.8</u>
<b>SURPLUS (DEFICIT)</b>	<b>\$ 0.0</b>	<b>\$ 0.0</b>	<b>\$ 0.0</b>	<b>\$ 0.0</b>

**Saskatoon Light & Power**  
**Schedule V**

<b>(In 000's)</b>	<b>Actual 2010</b>	<b>Estimate 2010</b>	<b>Estimate 2011</b>	<b>Estimate 2012</b>
<b>Revenues:</b>				
Metered Revenue	\$ 115,179.4	\$ 116,119.0	\$ 119,662.2	\$ 123,853.1
Municipal Surcharge	11,517.0	11,611.9	11,966.2	12,385.3
Service Connection Fees	427.3	450.0	450.0	450.0
Miscellaneous	504.2	531.6	620.8	533.9
Tax Collection Commission	1.8	1.8	1.8	1.8
Late Payment Penalties	241.6	215.0	245.0	245.0
Total	<u>127,871.4</u>	<u>128,929.3</u>	<u>132,946.1</u>	<u>137,469.1</u>
<b>Expenditures:</b>				
General	22,022.0	22,037.8	22,706.9	23,668.7
Power Purchased	67,116.4	69,366.8	69,139.5	71,112.2
Buildings and Grounds	576.9	620.3	610.4	672.5
Poles, Lines and Feeders	4,004.0	3,612.2	3,817.7	4,085.1
Substations	896.8	750.8	785.6	889.7
Street Lighting	1,228.6	877.0	956.1	1,026.2
Meters	1,012.0	1,036.0	1,056.5	1,131.0
System Operations'	124.1	124.2	131.5	151.8
Provision for Capital Extension	2,738.6	2,716.8	3,653.9	4,485.4
Provision for Capital Replacement	5,894.1	6,007.3	6,180.7	6,486.2
Transfer to Stabilization Reserve	477.8	0.0	0.0	0.0
Total	<u>106,091.3</u>	<u>107,149.2</u>	<u>109,038.8</u>	<u>113,708.7</u>
<b>SURPLUS (DEFICIT)</b>	<u>\$ 21,780.1</u>	<u>\$ 21,780.1</u>	<u>\$ 23,907.2</u>	<u>\$ 23,760.4</u>



**Transit Utility  
Schedule VI**

<b>(In 000's)</b>	<b>Actual 2010</b>	<b>Estimate 2011</b>	<b>Estimate 2011</b>	<b>Estimate 2012</b>
<b>Revenues:</b>				
Mail Carriers	\$ 10.2	\$ 10.2	\$ 10.5	\$ 10.8
Passes	6,135.1	6,080.5	6,161.2	6,873.4
Cash Fares	1,967.5	2,340.5	2,468.7	1,960.7
Ticket Sales	1,719.1	1,955.8	2,062.9	1,901.2
Charter Revenues	821.2	818.0	893.0	904.1
Senior Citizens Passes	411.9	404.8	427.0	411.0
General Services Operating Allowance	17,754.0	17,754.0	20,459.8	21,485.5
Advertising	513.0	472.3	475.9	499.7
Miscellaneous	10.0	0.0	0.0	3.8
Province of Sask	656.9	538.9	617.8	872.8
<b>Total</b>	<b>29,998.9</b>	<b>30,375.0</b>	<b>33,576.8</b>	<b>34,922.8</b>
<b>Expenditures:</b>				
General	2,455.8	2,520.9	2,730.5	3,171.9
Transportation-Planning	335.6	395.0	417.2	384.6
Transportation-Operating	14,388.8	14,015.6	15,902.8	15,648.2
Transportation-Supervision	1,926.7	1,614.3	1,733.0	1,744.9
Transportation-Customer Services	554.5	596.0	671.5	678.9
Equipment Servicing	7,587.3	7,770.7	8,252.8	9,208.1
Equipment Repair	413.2	528.0	555.7	759.1
Stores	173.8	169.9	183.8	188.4
Buildings	1,015.2	1,014.7	954.4	963.7
Contribution to Capital Reserves	1,750.0	1,750.0	2,175.0	2,175.0
<b>Total</b>	<b>30,600.9</b>	<b>30,375.0</b>	<b>33,576.8</b>	<b>34,922.8</b>
<b>SURPLUS (DEFICIT)</b>	<b>\$ (602.0)</b>	<b>\$ 0.0</b>	<b>\$ 0.0</b>	<b>\$ 0.0</b>

**Storm Utility  
Schedule VII**

<b>(In 000's)</b>	<b>Actual 2010</b>	<b>Estimate 2010</b>	<b>Estimate 2011</b>	<b>Estimate 2012</b>
<b>Revenues:</b>				
Metered Revenue	\$ 3,389.5	\$ 3,364.6	\$ 3,410.8	\$ 3,532.2
Late Payment Penalties	9.9	8.8	10.1	10.1
Total	<u>3,399.3</u>	<u>3,373.4</u>	<u>3,420.9</u>	<u>3,542.3</u>
<b>Expenditures:</b>				
General	279.1	341.9	368.8	316.3
Storm Sewers Eng	199.5	207.1	212.6	234.7
Storm Sewers Mtce	1,563.8	921.9	929.2	1,089.7
Drainage	400.0	402.5	410.3	445.9
Contribution to Capital Reserves	1,455.7	1,500.0	1,500.0	1,455.7
Surplus/Deficit	(498.8)	0.0	0.0	0.0
Total	<u>3,399.3</u>	<u>3,373.4</u>	<u>3,420.9</u>	<u>3,542.3</u>
<b>SURPLUS (DEFICIT)</b>	<u>\$ 0.0</u>	<u>\$ 0.0</u>	<u>\$ 0.0</u>	<u>\$ 0.0</u>

**Schedule VIII**  
**Summary of Staff Years (Full-Time Equivalents)**

	2011 Budget	2012 Budget	Variance
<b>Business Lines:</b>			
Police	610.61	618.61	8.00
Fire	332.17	332.17	0.00
Recreation & Cultural Services	444.50	443.18	(1.32)
Community Support	29.78	29.36	(0.42)
Urban Planning & Development	91.55	94.10	2.55
Corporate Asset Management	203.66	204.17	0.51
Transportation	562.16	557.31	(4.85)
Environmental Health	99.66	99.41	(0.25)
Corporate Governance & Finance	376.05	376.75	0.70
Utilities	317.55	317.80	0.25
<b>Subtotal</b>	<b>3067.69</b>	<b>3072.86</b>	<b>5.17</b>

**2012 Staffing Reconciliation - Incremental FTEs**

	<b>Business Lines</b>		<b>Boards</b>		<b>Utilities</b>	
	<b>Mill Rate</b>	<b>Funded</b>	<b>Mill Rate</b>	<b>Funded</b>	<b>Funded</b>	<b>Total</b>
Previously Approved End Loads	1.20	0.00	0.00	0.00	0.00	1.20
Capital Impact	3.00	0.00	0.00	0.00	0.00	3.00
Base Adjustments	(10.82)	(0.17)	(1.00)	0.25	0.00	(11.74)
Previously Approved Capital	0.00	0.00	0.00	0.00	0.00	0.00
Growth/Service Level Enhancements	(1.85)	5.31	9.00	0.00	0.25	12.71
<b>Total</b>	<b>(8.47)</b>	<b>5.14</b>	<b>8.00</b>	<b>0.25</b>	<b>0.25</b>	<b>5.17</b>

**Operating Impacts of 2012 Capital Projects  
Schedule IX**

<b>Mill Rate Impact (000's)</b>	<b>2012</b>	<b>2013</b>	<b>2014</b>
<b>Community Support</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Corporate Asset Management</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Corporate Governance &amp; Finance</b>	<b>35</b>	<b>14.7</b>	<b>0</b>
<b>Environmental Health</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Fire &amp; Protective Services</b>	<b>23.5</b>	<b>0</b>	<b>0</b>
<b>Policing</b>	<b>0</b>	<b>218</b>	<b>0</b>
<b>Recreation &amp; Culture</b>	<b>0</b>	<b>2.6</b>	<b>0</b>
<b>Taxation</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Transportation</b>	<b>150.6</b>	<b>476.1</b>	<b>17</b>
<b>Urban Planning &amp; Development</b>	<b>0</b>	<b>18</b>	<b>0</b>
<b>Total ( see note below)</b>	<b>\$209.1</b>	<b>\$729.4</b>	<b>\$17.0</b>

	<b>2012</b>	<b>2013</b>	<b>2014</b>
<b>Corporate Governance &amp; Finance:</b>			
P1083 Corporate Network Equipment Repl	35	0	0
P1883 CK-Electronic Records Management	0	5.7	0
P1884 CK-Electronic Agenda & Meeting MGT System	0	9	0
	<b>35</b>	<b>14.7</b>	<b>0</b>

<b>Fire &amp; Protective Services:</b>			
P2502 Integrated Communication/Admin System	23.5	0	0
	<b>23.5</b>	<b>0</b>	<b>0</b>

<b>Policing:</b>			
P2488 VoIP Hardware	0	26	0
P2490 Computer Disaster Recovery Site	0	192	0
	<b>0</b>	<b>218</b>	<b>0</b>

<b>Recreation &amp; Culture:</b>			
P2048 FFP & Zoo Master Plan Implementation	0	2.6	0
	<b>0</b>	<b>2.6</b>	<b>0</b>

<b>Transportation:</b>			
P584 Additional Buses	0	70	0
P1137 Bicycle Facilities	0	5	5
P1522 Traffic Sound Attenuation	0	5	5
P2445 Signage - Freeways & Expressways	0	6	7
P0993 Circle Drive South	150.6	365.8	0
P2003 Hwy 14/Hwy 7 Grade Separation	0	24.3	0
	<b>150.6</b>	<b>476.1</b>	<b>17</b>

<b>Urban Planning and Development:</b>			
P2166 Urban Design - City Wide (Central Avenue)	0	18	0
	<b>0</b>	<b>18</b>	<b>0</b>

NOTE: Land Development impacts are shown in the Land Development Budget. If included, total impacts for 2012 would be \$215; 2013 would be \$1,009 and 2014 would be \$221.

**Schedule X**  
**SUFFICIENCY OF RESERVES**  
**CAPITAL RESERVES SUFFICIENCY FORECAST**  
(In Thousands of Dollars)

**I. GENERAL CAPITAL RESERVES**

	Forecast			Balance			Balance			Balance			Unfunded	Total
	Jan 1/12	Source	Appl	Dec/12	Source	Appl	Dec/13	Source	Appl	Dec/16	Liability	Dec/16		
<b>Civic Departments</b>														
Access Transit Reserve <sup>2</sup>	61	233	(220)	74	303	(330)	47	1,425	(1,320)	152	(770)	(618)		
Affordable Housing Operating <sup>2&amp;3</sup>	2,419	4,189	(5,190)	1,418	3,847	(5,118)	147	6,766	(6,127)	786	0	786		
Animal Services Reserve	63	30	(40)	53	30	0	83	90	0	173	0	173		
Auto Garbage Container Repl	24	209	(209)	24	209	(209)	24	628	(628)	24	0	24		
Bridge Major Repair	(12)	795	(200)	583	745	(319)	1,009	2,235	(3,220)	24	(32,357)	(32,333)		
Building Permit/Inspection Stab <sup>1&amp;11</sup>	1,708	779	(1,451)	1,036	1,000	(1,495)	541	0	0	541		541		
Campsite <sup>1</sup>	87	93	0	180	114	0	294	415	0	709	0	709		
CIS Digital Data Res	60	33	0	93	33	0	126	99	0	225	0	225		
CIS Systems Development	615	74	(100)	589	124	0	713	372	0	1,085	0	1,085		
Civic Bldgs Comp Mtnc	517	4,933	(4,983)	467	5,843	(6,138)	172	18,105	(17,477)	800	0	800		
Civic Vehicles & Equip Repl.	336	4,475	(4,475)	336	4,800	(4,800)	336	14,400	(14,400)	336	0	336		
Civic Veh & Equip Disp/Acq'n	173	77	(78)	172	79	(78)	173	237	(234)	176	(1,688)	(1,512)		
Computer Equipment Repl	243	616	(625)	234	616	(550)	300	1,848	(1,845)	303	0	303		
Corporate Capital Reserves	(632)	1,550	(1,443)	(525)	1,925	(1,517)	(117)	5,750	(3,835)	1,798	0	1,798		
Dedicated Lands	276	3	0	279	3		282	9	0	291	0	291		
Dedicated Roadways	529	15		544	15		559	45	0	604	0	604		
Fire Equipment Repl	543	236	(103)	676	243	(612)	307	774	(927)	154	0	154		
Fire Apparatus	(29)	777	(272)	476	792	(475)	793	2,475	(871)	2,397	0	2,397		
Forestry Farm Auditorium	27	7	0	34	6	0	40	20	0	60	0	60		
Forestry Farm Development	61	30	(53)	38	30	(22)	46	90	(83)	53	0	53		
Forestry Farm Park & Zoo Capital	120	150	(45)	225	150	(350)	25	450	(460)	15	0	15		
Golf Course Capital Reserve <sup>1</sup>	164	131	(177)	118	262	(332)	48	1,029	(651)	426	0	426		
Grounds Maintenance Equip Repl	16	313	(299)	30	313	(162)	181	939	(892)	228	0	228		
Heritage Fund Reserve	182	57	(28)	211	57	(53)	215	173	(113)	275	0	275		
Infra Expansion - Transp <sup>9</sup>	698	1,809	(2,510)	(3)	1,809	(1,806)	0	5,427	(5,263)	164	(135,620)	(135,456)		
Infra Repl - Storm	2,180	1,455	(1,564)	2,071	1,455	(1,644)	1,882	4,365	(6,247)	0	(27,367)	(27,367)		
Infra Repl - Surface	379	8,564	(8,192)	751	9,364	(7,400)	2,715	25,992	(28,706)	1	(49,611)	(49,610)		
Infra Repl - Parks	(1,392)	820	(776)	(1,348)	820	(1,500)	(2,028)	2,460	(1,300)	(868)	(22,582)	(23,450)		
Infra Repl - W & S <sup>10</sup>	(17,729)	10,418	(12,915)	(20,226)	10,418	(11,405)	(21,213)	31,254	(29,750)	(19,709)	(14,923)	(34,632)		
Landfill Replacement <sup>6</sup>	(1,261)	3,659	(8,250)	(5,852)	3,919	(2,900)	(4,833)	12,362	(2,800)	4,729	0	4,729		
Leisure Serv. Equip. Repl <sup>2</sup>	324	250	(175)	399	250	(115)	534	749	(345)	938	0	938		
Park Enhancement Reserve <sup>4</sup>	320	300	(118)	502	299	(576)	225	899	(452)	672	0	672		
Parking Capital Reserve	815	142	(81)	876	142	(55)	963	426	(165)	1,224	(2,000)	(776)		
Photocopy Machines Repl	235	50	0	285	50	(30)	305	150	(350)	105	0	105		
Public Works Bldgs Civic Facilities	30	15	0	45	15	0	60	45	0	105	0	105		
Saskatoon Light & Power Extension	(3,692)	4,485	(6,259)	(5,466)	4,933	(5,870)	(6,403)	19,502	(22,281)	(9,182)	0	(9,182)		
Saskatoon Light & Power Repl	4,067	6,486	(5,038)	5,515	6,836	(5,408)	6,943	22,258	(19,196)	10,005	0	10,005		
Snow & Ice Mgmt	549	549	0	1,098	549	0	1,647	1,647	0	3,294		3,294		
Snow & Ice Mgmt Equip Reserve	440	465	(290)	615	265	(259)	621	795	(447)	969		969		
Streetscape - BID <sup>1</sup>	1,041	2,197	(602)	2,636	1,531	(3,168)	999	4,594	(6,017)	(424)	0	(424)		
Streetscape - City Wide <sup>1</sup>	1,418	282	(1,600)	100	259	0	359	659	0	1,018	0	1,018		
Traffic Noise Attenuation	182	546	(500)	228	546	(500)	274	1,638	(1,500)	412	0	412		
Traffic Safety Reserve	11	500	(520)	(9)	500	(491)	0	1,500	(1,500)	0	(6,054)	(6,054)		
Transit Additional Veh Repl	0	300	(300)	0	450	(450)	0	905	(900)	5	0	5		
Transit Capital Projects	112	830	(776)	166	480	(500)	146	3,050	(2,000)	1,196	0	1,196		
Transit Vehicles Repl	1,184	1,180	(1,230)	1,134	1,524	(1,530)	1,128	5,092	(4,950)	1,270	0	1,270		
Trunked Radio System Infrass Repl	176	327	(50)	453	327	0	780	981	(450)	1,311	0	1,311		
Waste Minimization <sup>1 &amp; 5</sup>	(190)	90	0	(100)	124	0	24	375	0	399	0	399		
Wastewater Coll & Treat Repl	293	3,300	(3,359)	234	1,700	(1,915)	19	6,800	(6,466)	353	0	353		
Wastewater Treatment Capital	122	1,765	(1,799)	88	4,734	(3,200)	1,622	23,343	(19,673)	5,292	0	5,292		
Water Supply Repl	203	800	(950)	53	1,700	(1,687)	66	2,500	(2,361)	205	0	205		
Waterworks Capital Projects Res	145	7,950	(8,091)	4	10,680	(2,400)	8,284	57,520	(28,499)	37,305	0	37,305		
<b>TOTAL</b>	<b>(1,789)</b>	<b>79,339</b>	<b>(85,936)</b>	<b>(8,386)</b>	<b>87,218</b>	<b>(77,369)</b>	<b>1,463</b>	<b>295,662</b>	<b>(244,701)</b>	<b>52,424</b>	<b>(292,972)</b>	<b>(240,548)</b>		

(continued on next page)

Schedule X (cont'd)  
SUFFICIENCY OF RESERVES  
CAPITAL RESERVES SUFFICIENCY FORECAST  
(In Thousands of Dollars)

**I. GENERAL CAPITAL RESERVES**

	Forecast	2012		Balance	2013		Balance	2014-2016		Balance	Unfunded	Total
	Jan 1/12	Source	Appl	Dec/12	Source	Appl	Dec/012	Source	Appl	Dec/16	Liability	Dec/16
<b>Boards and Commissions</b>												
Albert Comm Centre Repair	2	22	(20)	4	22	(20)	6	66	(60)	12	0	12
Credit Union Ctr Equip Repl	606	241	(213)	634	242	(178)	698	735	(2,731)	(1,298)	0	(1,298)
Credit Union Ctr Fac. Enhancement	0	507	(252)	255	588	(800)	43	1,740	(1,397)	386	0	386
Mendel Art Gallery Cap Equip Repl	126	40	(38)	129	40	(38)	131	120	(104)	147	0	147
Police Radio	1,222	348	(450)	1,120	348	(722)	746	1,044	0	1,790	0	1,790
Police Facility Renovations	620	130	(420)	330	130	(30)	430	390	(90)	730	0	730
Police Oper Equip & Tech Adv.	46	1,015	(924)	137	1,015	(1,387)	(235)	3,047	(2,069)	743	0	743
Public Library Capital Expan	7,082	459	0	7,541	470	0	8,011	1,472	0	9,483	0	9,483
Public Library Equip Repl <sup>8</sup>	829	144	(100)	873	145	(100)	918	441	(300)	1,059	0	1,059
Public Library Francis Morrison Mtnce	697	210	(305)	602	210	(175)	637	637	0	1,274	0	1,274
Public Library JS Wood Mtnce	9	31	(36)	4	31	(30)	5	92	(30)	67	0	67
Public Library Mayfair Mtnce	32	9	(10)	31	9	0	40	28	0	68	0	68
Public Library Alice Turner Mtnce	267	84	0	351	85	0	436	258	0	694	0	694
Public Library New Central Library <sup>2</sup>	1,226	716	0	1,942	900	0	2,842	3,303	0	6,145	0	6,145
Public Library Information Technology	269	3	(100)	172	2	(100)	74	1	(50)	25		25
TCU Place Capital Exp	458	154	(380)	232	157	(50)	339	491	(50)	780	0	780
TCU Place Equipment Repl	332	243	(277)	298	248	(216)	330	774	(798)	306	0	306
TCU Place Kitchen Equipment Repl	(506)	100	(50)	(456)	102	(47)	(401)	318	(66)	(149)	0	(149)
TCU Place Theatre Restoration	78	163	(91)	150	166	(105)	211	517	(180)	548	0	548
<b>TOTAL</b>	<b>13,395</b>	<b>4,619</b>	<b>(3,666)</b>	<b>14,349</b>	<b>4,911</b>	<b>(3,998)</b>	<b>15,261</b>	<b>15,474</b>	<b>(7,925)</b>	<b>22,810</b>	<b>0</b>	<b>22,810</b>

<sup>1</sup> Applications include contributions to Operations

<sup>2</sup> Subject to operating budget approval

<sup>3</sup> Applications include commitment to innovative housing incentives

<sup>4</sup> Applications include commitment to community cost-shared projects

<sup>5</sup> Source includes proceeds from recycling programs

<sup>6</sup> Source includes a portion of tipping fees

<sup>7</sup> Source includes debt retirement

<sup>8</sup> Public Library Equipment Replacement Reserve balance for Jan 1, 2012 includes a reduction of \$1,000 for unspent approved capital projects from prior years

<sup>9</sup> Opening balance reflects \$5.884M for P2000 which is to be repaid over 5 years (ending year 2015)

<sup>10</sup> Includes the Flood Protection Program

<sup>11</sup> Bldg Permits fee report will be submitted on future applications and sources

**Schedule XI**  
**RESERVE FOR CAPITAL EXPENDITURES**  
In Thousands of Dollars

RCE FUNDED	2012		2013		Not		2014		Not		2015		Not		2016		Not		Operating Impact		
	Cost	RCE	Cost	Funded	Cost	Funded	Cost	Funded	Cost	Funded	Cost	Funded	Cost	Funded	Cost	Funded	Cost	Funded	'12	'13	'14
2235 IS-MAJOR INTERSECTION IMPROVEMENTS-Ave P & 11th	1,200	650	-	-	610	-	450	-	300	-											
1137 IS-BICYCLE FACILITIES	500	425	500	425	500	425	500	425	500	425	500	425	500	425					5		
0837 IS-LANE REHAB & DRAINAGE IMPROV	1,290	440	1,290	140	1,450	-	1,750	-	2,050	-											
2250 IS- U OF S ROAD RECONSTRUCTION	222	111	-	-	-	-	-	-	-	-											
0959 IS-UPGRADE BOUNDARY ROADS	250	150	250	250	250	250	250	250	250	250											
2167 CY-DEVELOPMENT PLAN & ZONING BYLAWS REVIEW	200	200	200	200	-	-	-	-	-	-											
2460 CY-SECTOR PLANS FOR PLANNING DISTRICT	200	100	200	100	200	100	100	50	-	-											
2034 CY-LOCAL AREA PLAN IMPLEMENTATION	210	210	210	210	210	210	210	210	210	210											
1653 IS-PARK DRAINAGE	50	50	50	50	50	50	50	50	100	50											
1638 IS-BACK LANE TREE TRIMMING	50	50	50	50	50	50	50	50	50	50											
2439 IS-TRANSPORTATION PLAN	350	350	250	250	250	250	250	250	250	250											
2425 IS-UNDERGROUND ENCROACHMENTS	100	100	100	100	100	100	-	-	-	-											
2234 IS-WALKWAY MANAGEMENT	50	50	50	50	50	50	50	50	50	50											
1963 CY-CORP. ACCESSIBILITY IMPLEMENTATION	633	563	293	273	313	293	613	593	293	273											
1656 IS-PARKS MVA CONSTRUCT & MAINTENANCE	65	65	65	65	65	65	65	65	65	65											
1502 ROTARY PARK LIFT STATION	150	150	-	-	-	-	-	-	-	-											
<b>RESERVE FOR CAPITAL EXPENDITURES (\$3,710 available)</b>	<b>5,520</b>	<b>3,664</b>	<b>3,508</b>	<b>2,163</b>	<b>4,098</b>	<b>1,843</b>	<b>4,338</b>	<b>1,993</b>	<b>4,118</b>	<b>1,373</b>	-								5		-

RCE UNFUNDED	2012		2013		Not		2014		Not		2015		Not		2016		Not		Operating Impact		
	Cost	RCE	Cost	Funded	Cost	Funded	Cost	Funded	Cost	Funded	Cost	Funded	Cost	Funded	Cost	Funded	Cost	Funded	'12	'13	'14
2510 C MGR - CITY WEBSITE REDESIGN & RENOVATION	600	500	-	-	-	-	-	-	-	-											
1620 SURFACE DRAINAGE IMPROVEMENTS	230	230	-	-	-	-	-	-	-	-											
1036 NEW TRAFFIC SIGNALS LOCATIONS	135	135	130	-	130	-	140	-	140	-											
2235 51st ST & MILLAR AVE INTERSECTION IMPROVEMENTS	550	550	-	-	-	-	-	-	-	-											
2010 IS-TRAFFIC DEMAND MGMT STRATEGY	40	40	40	40	-	-	-	-	-	-											
2354 CY-ACCESSIBLE PLAYGROUNDS	456	406	-	-	-	-	-	-	450	450									25		
2044 IS-GRAVEL STREETS UPGRADES	500	500	-	-	-	-	-	-	-	-											
West Ind-Weldon Ave N of 16th St (\$200,000 + underground)																					
11th Street West - 100 Block (\$78,000 + underground)																					
2528 CS-ENHANCED OLRA DEVELOPMENT PROJECT	100	100	100	100	100	100	100	100	100	100									6	6	6
2422 CENTRAL AND COLLEGE SAFETY MODIFICATIONS	500	273	-	-	-	-	-	-	-	-											
0948 IS-SIDEWALK/PATH RETROFIT-ARTL RD	350	350	350	-	350	-	350	-	350	-											
1613 DIEFENBAKER PARK ROAD UPGRADE	250	250	-	-	-	-	-	-	-	-											
2180 REC & FACILITIES PARKING LOT IMPROVEMENTS	160	160	160	160	185	160	185	160	160	160											
2106 CY-UPGRADING INDOOR ARENAS	300	300	-	-	-	-	-	-	-	-									10		
1938 IS-PLAYSTRUCTURE UPRGRDE AND REPL	730	730	905	905	905	905	905	905	905	905											
2183 US-GREENHOUSE GAS REDUCTION	100	100	250	250	500	500	-	-	-	-											
1657 WOODLAWN CEMETERY ROADWAY UPGRADE	500	500	-	-	-	-	-	-	-	-											
1599 UPGRADES TO THE RIVER BANK	23	23	208	208	-	-	-	-	-	-											
1658 NEW SATELLITE MAINTENANCE BUILDING	800	800	-	-	-	-	-	-	-	-											
2353 CY-CHIEF WHITECAP PARK - MASTER PLAN	360	360	355	355	435	435	-	-	-	-									8		2
1935 IS-SPRAY PAD REPAIRS AND UPGRADES	450	450	-	-	-	-	-	-	-	-											
2474 CY-HUDSON BAY AREA DISTRICT PARKS	45	45	88	88	800	800	900	900	961	961											
2438 IS-IND'L AREAS INTERSECTION IMPROVEMENTS	200	200	-	-	-	-	-	-	-	-											
2445 IS-SIGNAGE-FREEWAYS & EXPRESSWAYS	600	100	100	100	50	50	-	-	-	-									6		7
1627 IS-CITY ENTRANCES LANDSCAPING	300	300	300	300	350	350	350	350	350	350									10		
1949 C MGR - ACCOMMODATION PLANNING	619	-	980	680	-	-	-	-	-	-											
1503 IS-DOWNTOWN CAPACITY IMPR'S-REDEVELOPMENT	-	-	850	850	-	-	-	-	18,400	943											
2469 CY-PERMANENT WASHROOMS - KIWANIS PARK	-	-	425	425	-	-	-	-	-	-											
2458 CY-CITY CENTRE PLAN	-	-	250	250	-	-	-	-	-	-											
1941 IS-CIVIC FACILITIES ROOF FALL PROTECTION	-	-	150	150	150	150	150	150	150	150											
2114 CY-VICTORIA PARK PROGRAM UPGRADE	-	-	245	245	200	200	200	200	-	-											
0819 IS-TENNIS COURTS RESURFACE	-	-	100	100	-	-	100	100	-	-											
1508 CY-CITY ENTRANCE SIGNS	-	-	135	135	135	135	-	-	-	-											
1640 IS-WOODLAWN CEMETERY FUTURE USE PLAN	-	-	125	125	-	-	-	-	-	-											
1939 IS-PADDLING/SPRAY POOL REPLACEMENTS	-	-	800	800	-	-	800	800	-	-											
2520 CS-MUNICIPAL COST INDEX/ECONOMIC FACTORS	-	-	50	50	-	-	-	-	-	-											
2251 IS - IMPOUND LOT	-	-	100	100	-	-	-	-	-	-											
2352 CY-PERMANENT BOAT LAUNCH SITE	-	-	-	-	33	33	55	55	-	-											
<b>TOTAL REQUESTS FROM RCE</b>	<b>14,418</b>	<b>11,066</b>	<b>10,704</b>	<b>8,579</b>	<b>8,421</b>	<b>5,661</b>	<b>8,573</b>	<b>5,713</b>	<b>26,084</b>	<b>5,392</b>	6								70		47

**Schedule XII**  
**MAJOR PROJECTS UNFUNDED**  
In Thousands of Dollars

MAJOR PROJECTS UNFUNDED	Project	2012 Budget		2013-16 Budget		Exp Yr Required	Operating Impact		
	Funds	Funds		Funds			'12	'13	'14
	Requested	Cost	Required	Cost	Required				
1968 TCU PLACE FIRE CODE UPGRADES	500	500	500	800	800	2012-13			
1357 ROAD MAINTENANCE EQUIPMENT	1,000	1,213	1,000	640	-	2012			
2249 PAVED STREET REHAB	3,000	5,433	3,000	8,725	3,725	2012			
MAJOR PROJECTS UNFUNDED (\$5,842 available)	4,500	7,146	4,500	10,165	4,525		-	-	-

1522 IS-TRAFFIC SOUND ATTENUATION			-						
College Drive (south side) Central Ave to East City Limit	3,000	3,000	3,000	-	-	2012			
Circle Drive South (between Preston & Highway 11	2,200	2,200	2,200	-	-	2012			
22nd Street (Diefenbaker to Monck - north side)	3,000	3,000	3,000	-	-	2012			
Highway 16 between Boychuk and Circle Drive	3,000	3,000	3,000	-	-	2012			
Delaronde backing on to Circle Drive	1,500	1,500	1,500	-	-	2012			
Highway 5 and Willowgrove	2,400	2,400	2,400	-	-	2012			
108th to CPR (Rutherford & Lanyon)	1,500	1,500	1,500	-	-	2012			
1532 IS-SIDEWALK PRESERVATION	1,000	1,720	1,380	3,980	2,550	2012			
1531 IS-LOCAL ROADS PRESERVATION	4,000	8,650	6,450	19,400	7,500	2012			
1551 IS-BROADWAY BRIDGE REPAIRS	5,376	-	-	5,376	5,376	2015-16			
1527 IS-UNIVERSITY BRIDGE REHAB	10,000	10,000	10,000	-	-	2012			
2430 IS-CENTRAL AVE & ATTRIDGE DR INTERCHANGE	25,500	500	500	25,000	25,000	2012-13			
2187 US-COMPOSTING DEPOTS	5,500	5,900	5,500	550	-	2012			
0837 IS-LANE REHAB & DRAINAGE IMPROV	10,000	11,290	10,000	6,540	-	2012			
0836 IS-ARTERIAL ROAD PRESERVATION	2,000	6,275	4,104	19,660	7,540	2012			
1963 CY-CORP. ACCESSIBILITY IMPLEMENTATION	3,000	3,000	3,000	-	-	2012			
2044 IS-GRAVEL STREETS UPGRADES	4,204	4,204	4,204	-	-	2012-16			
SW Ind - Ave U - Schulyer to Dudley (\$410,000)									
SW Ind - Ave U - 11th St to Dudley (\$410,000 + underground)									
34th, 35th, 36th, 37th, 38th & 39th Streets (\$950,000)									
Idylwyld Place (\$50,000 + underground)									
19th Street (Winnipeg Ave to Vancouver Ave \$119,000)									
Alberta Avenue (\$1,080,000 + underground)									
40th Street (\$420,000)									
0583 TRANSIT/ACCESS TRANSIT-REPLACE/REFURB BUSES	17,000	18,350	17,000	7,650	-	2012			
2043 IS-CURB REPLACEMENT/REHABILITATION	1,000	1,350	1,350	1,575	1,125	2012			
1527 IS-UNIVERSITY BRIDGE PIER REHAB	11,992	-	-	-	-	Beyond 2016			
1551 IS-BROADWAY PIER REPAIRS	4,542	-	-	-	-	Beyond 2016			
2016 IS-BOYCHUK DR/HWY 16 GRADE SEPARATION	30,600	-	-	30,600	30,600	2013-14			
2238 IS-COLLEGE DR/CENTRAL AVE FLYOVER	10,200	-	-	200	-	Beyond 2016			
2431 IS-ROSEWOOD FLYOVER	15,300	-	-	-	-	Beyond 2016			
2443 IS-CIRCLE DRIVE/CLANCY DRIVE FLYOVER	20,000	-	-	-	-	Beyond 2016			
2003 IS-HWY 14/HWY 7 GRADE SEPARATION	22,907	907	-	-	-	Beyond 2016			
2025 IS-MARQUIS DR/HWY 16 GRADE SEPARATION	20,450	-	-	-	-	Beyond 2016			
2449 IS-RAIL YARD RELOCATIONS	1,000,000	-	-	-	-	Beyond 2016			
1938 IS-PLAYSTRUCTURE UPGRDE AND REPL	5,900	730	730	3,620	3,620	2012-16			
2013 IS-CIRCLE DR/AIRPORT DR GRADE SEPARATION	20,400	-	-	400	-	Beyond 2016			
2237 IS-UPGD DALMENY GRID/BEAM RD CONNECTION	8,250	-	-	-	-	Beyond 2016			
2433 IS-8TH STREET & CPR GRADE SEPARATION	20,400	-	-	20,400	20,400	2013-14			
1457 IS-CD NORTH: AVE C TO WARMAN RD ENHANC	18,060	3,060	3,060	15,000	15,000	2012 + 2016			
0959 IS-UPGRADE BOUNDARY ROADS	2,000	2,250	2,000	1,000	-	2012			
0832 IS-CENTER MEDIAN REHABILITATION	1,500	1,900	1,900	2,000	1,000	2012			
1648 IS-PARK IRRIGATION UPGRADES	2,003	183	183	1,820	1,820	2012-16	4	14	
2380 FIRE - NEW STATION - NORTH EAST SASKATOON	10,135	-	-	-	-	Beyond 2016			
2017 IS-MCORMOND DRIVE/HWY 5 GRADE SEPARATION	30,600	-	-	30,600	30,600	2014-15			

(continued on next page)



Schedule XII (cont'd)  
**MAJOR PROJECTS UNFUNDED**  
In Thousands of Dollars

MAJOR PROJECTS UNFUNDED	Project	2012 Budget		2013-16 Budget		Exp Yr Required	Operating Impact		
	Funds	Funds		Funds			'12	'13	'14
	Requested	Cost	Required	Cost	Required				
1994 IS-MARQUIS DR/IDYLWYLD DR INTERCHANGE	30,000	-	-	-	-	Beyond 2016			
2022 IS-CIRCLE DR/LAURIER DR GRADE SEPARATION	22,000	-	-	-	-	Beyond 2016			
2236 IS-STNBRDG DIAMON INTRCHNG AT HWY 11	14,000	-	-	1,800	-	Beyond 2016			
2450 IS-HWY 5/HWY 41 INTERCHANGE	38,800	-	-	-	-	Beyond 2016			
2476 CY- NEW RECREATION COMPLEX	40,000	-	-	-	-	Beyond 2016			
2543 IS-LORNE AVE/CN RAIL OVERPASS	30,000	-	-	-	-	Beyond 2016			
2544 IS-45TH STREET IMROVEMENTS	1,950	-	-	-	-	Beyond 2016			
2037 IS-SNOW DUMP SITE	5,000	3,850	3,850	11,675	11,600	2012-13	411		
2437 IS-11TH STREET REALIGNMENT	5,600	-	-	-	-	Beyond 2016			
1940 IS-GREENHOUSE REPLACEMENT	1,500	-	-	1,500	1,500	2014			
2349 CY-GORDON HOWE BOWL UPGRADES	9,800	1,277	1,277	8,523	8,523	2012-14			100
2459 CY-SOUTH CASWELL HILL REDEVELOPMENT	4,300	-	-	-	-	Beyond 2016			
1650 IS-NEW MUNICIPAL CEMETERIES	17,893	-	-	10,156	10,156	2013-16			
2534 C MGR - NORTH DOWNTOWN DISTRICT BLDG HEAT	40,000	-	-	15,000	15,000	2016			
TOTAL MAJOR PROJECTS UNFUNDED	1,625,762	109,142	97,588	254,190	203,435		4	425	100

(continued from previous page)



**Investing In What Matters  
City of Saskatoon  
Listing of Capital Projects  
2012 Preliminary Capital Budgets**



Schedule XIII  
**SASKATOON PUBLIC LIBRARY CAPITAL INVESTMENTS**  
 Funded Portion  
 In Thousands of Dollars

	<b>2012 Budget</b>	<b>2013 Plan</b>	<b>2014 Plan</b>	<b>2015 Plan</b>	<b>2016 Plan</b>	<b>Total Costs</b>
0838 LIBR-EQUIPMENT REPLACEMENT	(100)	(100)	(100)	(100)	(100)	(500)
<b>TOTAL</b>	<b>(100)</b>	<b>(100)</b>	<b>(100)</b>	<b>(100)</b>	<b>(100)</b>	<b>(500)</b>

Schedule XIV  
**COMMUNITY SUPPORT CAPITAL INVESTMENTS**  
 Funded Portion  
 In Thousands of Dollars

	2012 Budget	2013 Plan	2014 Plan	2015 Plan	2016 Plan	Total
1963 CY-CORP. ACCESSIBILITY IMPLEMENTATION	(633)	(20)	(20)	(20)	(20)	(713)
<b>TOTAL</b>	<b>(633)</b>	<b>(20)</b>	<b>(20)</b>	<b>(20)</b>	<b>(20)</b>	<b>(713)</b>

**Schedule XV**  
**URBAN PLANNING & DEVELOPMENT CAPITAL INVESTMENTS**  
**Funded Portion**  
**In Thousands of Dollars**

	<b>2012 Budget</b>	<b>2013 Plan</b>	<b>2014 Plan</b>	<b>2015 Plan</b>	<b>2016 Plan</b>	<b>Total Costs</b>
2034 CY-LAP & NBHD SAFETY IMPLEMENTATION	(210)	-	-	-	-	(210)
2162 CY-URBAN DESIGN - BIDS	(210)	(2,718)	(2,266)	(1,250)	(1,250)	(7,694)
2166 CY-URBAN DESIGN - CITY-WIDE	(1,600)	-	-	-	-	(1,600)
2167 CY-DEVELOPMNT PLAN & ZONING BYLAWS REVIEW	(200)	-	-	-	-	(200)
2299 CY-BLD STDS-EQUIP REPLACEMENT & PROJECTS	-	-	(90)	-	-	(90)
2457 CY-NATURAL AREA SCREENING STUDIES	(80)	-	-	-	-	(80)
2460 CY-CONCEPT PLANS FOR PLANNING DISTRICT	(200)	(100)	(100)	(50)	-	(450)
<b>TOTAL</b>	<b>(2,500)</b>	<b>(2,818)</b>	<b>(2,456)</b>	<b>(1,300)</b>	<b>(1,250)</b>	<b>(10,324)</b>

**Schedule XVI**  
**CORPORATE ASSET MANAGEMENT CAPITAL INVESTMENTS**  
**Funded Portion**  
**In Thousands of Dollars**

	<b>2012 Budget</b>	<b>2013 Plan</b>	<b>2014 Plan</b>	<b>2015 Plan</b>	<b>2016 Plan</b>	<b>Total</b>
0877 IS-CITY-WIDE RADIO TRUNKING SYST	(50)	-	(350)	(50)	(50)	(500)
1135 IS-CIVIC BLDGS COMP MAINT PROGRM	(4,858)	(6,008)	(6,045)	(5,465)	(5,938)	(28,314)
1356 IS-V&E ADD'L VEHICLES & EQUIPT	(428)	(337)	(450)	(213)	(138)	(1,566)
1357 IS-V&E REPL'T VEHICLES & EQUIPT	(4,688)	(5,000)	(5,000)	(5,000)	(4,840)	(24,528)
1523 IS-RADIO TRUNKING SYSTEM EXPANSION	(2,800)	-	-	-	-	(2,800)
1557 IS-OFFICE MOD'NS/FURNITURE REPL/UPGRADES	(25)	-	(25)	-	(35)	(85)
1584 CIVIC OPERATIONS CENTER	(500)	(7,500)	(1,000)	(37,500)	(45,070)	(91,570)
1949 C MGR-ACCOMMODATION PLANNING	(619)	(300)	-	-	-	(919)
2180 IS-CIVIC FACILITY SITE MAINTENANCE	-	-	(25)	(25)	-	(50)
<b>TOTAL</b>	<b>(13,968)</b>	<b>(19,145)</b>	<b>(12,895)</b>	<b>(48,253)</b>	<b>(56,071)</b>	<b>(150,332)</b>



Schedule XVII  
**FIRE & PROTECTIVE SERVICES CAPITAL INVESTMENTS**  
**Funded Portion**  
**In Thousands of Dollars**

	<b>2012 Budget</b>	<b>2013 Plan</b>	<b>2014 Plan</b>	<b>2015 Plan</b>	<b>2016 Plan</b>	<b>Total Costs</b>
0582 FIRE APPAR - REFURB/REPL/ADD'L	(103)	(612)	(525)	(158)	(244)	(1,642)
1914 FIRE - NEW STATION - NORTHWEST SASKATOON	-	-	(1,200)	(3,800)	-	(5,000)
2373 FIRE - NEW STATION - SOUTH SASKATOON	-	-	-	-	(2,500)	(2,500)
2379 FIRE - APPARATUS REPLACEMENT	(272)	(475)	(119)	(125)	(627)	(1,618)
2502 FIRE - INTEGRATED COMMUNICATN/ADMIN SYS	(88)	(32)	-	-	-	(120)
2504 FIRE - NEW EQUIPMENT	(68)	(320)	-	(450)	-	(838)
<b>TOTAL</b>	<b>(531)</b>	<b>(1,439)</b>	<b>(1,844)</b>	<b>(4,533)</b>	<b>(3,371)</b>	<b>(11,718)</b>

**Schedule XVIII**  
**CORPORATE GOVERNANCE & FINANCE CAPITAL INVESTMENTS**  
**Funded Portion**  
**In Thousands of Dollars**

	<b>2012</b>	<b>2013</b>	<b>2014</b>	<b>2015</b>	<b>2016</b>	<b>Total</b>
	<b>Budget</b>	<b>Plan</b>	<b>Plan</b>	<b>Plan</b>	<b>Plan</b>	<b>Costs</b>
1083 CS-CORPORATE NETWORK EQUIPMENT REPL	(550)	(375)	(600)	(225)	(375)	(2,125)
1780 CS-CORP NETWORK INFRASTRUCTURE	(75)	(75)	(75)	(375)	(75)	(675)
1883 CK-ELECTRONIC RECORDS MANAGEMENT	(30)	(30)	(30)	(30)	(30)	(150)
1884 CK-ELECTRONIC AGENDA & MEETING MGT SYSTM	(90)	-	-	-	-	(90)
1977 CS-LOCAL AREA NETWORK & DATA SECURITY	-	(100)	-	(120)	-	(220)
1989 CS- e-SERVICE ENHANCEMENT	-	(100)	(100)	(100)	-	(300)
2079 CS-PROPERTY REASSESSMENT	(200)	(100)	-	-	-	(300)
2085 CS-TREAS REMITNCE PROCESSOR REPL	-	-	(60)	-	-	(60)
2368 CS-PRINTING SERVICES - EQUIPMENT	-	(30)	-	-	(350)	(380)
2411 CS-METER READING EQUIPMENT REPLACEMENT	-	(125)	-	-	-	(125)
2510 C MGR - CITY WEBSITE REDESIGN & RENOVTN	(100)	-	-	-	-	(100)
2526 CS-TREAS IVR SYSTEM REPLACMENT	-	-	(300)	-	-	(300)
2530 CS-PROPERTY TAX SYSTEM REPLACEMENT	-	-	(250)	-	-	(250)
2531 CS-PORTFOLIO MANAGEMENT SYSTEM REPL	-	-	-	-	(300)	(300)
<b>TOTAL</b>	<b>(1,045)</b>	<b>(935)</b>	<b>(1,415)</b>	<b>(850)</b>	<b>(1,130)</b>	<b>(5,375)</b>

Schedule XIX  
**ENVIRONMENTAL HEALTH CAPITAL INVESTMENTS**  
**Funded Portion**  
**In Thousands of Dollars**

	<b>2012 Budget</b>	<b>2013 Plan</b>	<b>2014 Plan</b>	<b>2015 Plan</b>	<b>2016 Plan</b>	<b>Total</b>
0876 US-REGIONAL WASTE MGNT FACILITY	(6,350)	-	-	-	(700)	(7,050)
1475 US-AUTO'D GARBAGE CONTAINER REPL	(109)	(209)	(209)	(209)	(209)	(945)
1482 US - SW-RECYCLING DEPOTS	-	-	-	-	(200)	(200)
2050 US-CONSTRUCTN & DEMOLITION WASTE MGT CTR	(1,500)	-	-	(700)	(300)	(2,500)
2051 US-LANDFILL OPTIMIZATION	-	(2,500)	-	-	(700)	(3,200)
2184 US-WASTE CHARACTERIZATION STUDY	-	-	(50)	-	-	(50)
2187 US-COMPOSTING DEPOTS	(400)	(400)	(150)	-	-	(950)
2188 US- GARBAGE COLL ROUTING SYSTEM	(100)	-	-	-	-	(100)
<b>TOTAL</b>	<b>(8,459)</b>	<b>(3,109)</b>	<b>(409)</b>	<b>(909)</b>	<b>(2,109)</b>	<b>(14,995)</b>

**Schedule XX**  
**UTILITIES CAPITAL INVESTMENTS**  
**Funded Portion**  
**In Thousands of Dollars**

	<b>2012 Budget</b>	<b>2013 Plan</b>	<b>2014 Plan</b>	<b>2015 Plan</b>	<b>2016 Plan</b>	<b>Total Costs</b>
0687 WWT- ASSET REPLACEMENT	(2,154)	(1,615)	(705)	(3,347)	(1,224)	(9,045)
0713 WTP RESERVOIR-PUMPING CAPACITY	-	-	(2,475)	-	(2,655)	(5,130)
0720 SL&P - CAPACITOR INSTALLATIONS	(25)	(25)	(50)	-	(50)	(150)
0724 SL&P - REVENUE METER - NEW & REPLACEMENT	(1,300)	(1,600)	(1,800)	(2,200)	(2,200)	(9,100)
0734 SL&P - UNDERGROUND CABLE REPLACEMENT	(400)	(400)	(435)	(500)	(500)	(2,235)
0736 SL&P - CUSTOMER UPGRADES AND EXTENSIONS	(1,700)	(1,700)	(1,700)	(1,700)	(1,700)	(8,500)
0812 SL&P - GEOGRAPHIC INFORMATION SYSTEM GIS	(140)	(140)	(140)	-	-	(420)
0825 SL&P - STREET LIGHT UPGRADES	(60)	(60)	(60)	(60)	(60)	(300)
1016 SL&P - NEIGHBOURHOOD STREET LIGHT UPGRDS	(25)	(180)	(180)	(200)	(200)	(785)
1018 SL&P - MONITORING SYSTEM UPGRADE (SCADA)	(100)	(100)	(100)	(150)	(150)	(600)
1019 SL&P - SUBSTATION UPGRADE - W. J. BUNN	-	-	-	-	(75)	(75)
1054 WTP-ASSET REPLACEMENT	(950)	(1,562)	(275)	(1,335)	(626)	(4,748)
1152 SL&P - SUBSTATION UPGRADE - J. R. COWLEY	-	(300)	(100)	(100)	(50)	(550)
1174 SL&P - STREET LIGHTS - LAND DEVELOPMENT	(5,881)	(2,675)	(1,760)	(1,685)	(1,685)	(13,686)
1205 WTP-CHLORINATION SYSTEM UPGRD	(500)	-	-	-	-	(500)
1225 WWT- SLUDGE DISP FACILITY REPL	(1,205)	(300)	(1,108)	-	-	(2,613)
1234 WWT- ODOUR ABATEMENT SYSTEM	(692)	(5,777)	-	-	-	(6,469)
1243 WWT- LIFT STATION UPGRADES	(1,205)	(1,727)	(4,087)	(286)	(4,087)	(11,392)
1244 WWT- SLUDGE DISPOSAL DEEP STORAGE CELL	-	-	-	-	(3,962)	(3,962)
1245 WWT- GRIT & SCREEN FACILITY	(900)	-	-	-	-	(900)
1247 WWT- ENERGY RECOVERY	(4,630)	-	(6,367)	-	-	(10,997)
1249 WWT- NITRIFICATION/DENIT PROCESS	-	-	-	-	(2,913)	(2,913)
1250 SL&P - ADVANCED METERING INFRASTRUCTURE	(323)	(323)	(105)	(82)	(71)	(904)
1257 SL&P - SUBSTATION SECURITY IMPROVEMENTS	(50)	(200)	(200)	(200)	(200)	(850)
1258 SL&P - SUBSTATION UPGRADE - EDMONTON AVE	-	(400)	-	-	-	(400)
1259 SL&P - SUBSTATION TAP CHANGER OIL TREAT.	-	(150)	(60)	(60)	(60)	(330)
1260 SL&P - NETWORK VAULT - MIDTOWN AREA	(750)	-	-	-	-	(750)
1263 SL&P - NETWORK VAULT UPGRADES	(250)	(50)	(50)	(50)	(50)	(450)
1264 SL&P - NETWORK TRANSFORMER UPGRADES	(360)	(110)	(110)	-	-	(580)
1266 SL&P - NETWORK - 15 KV LINE UPGRADES	(192)	(32)	-	-	-	(224)
1268 SL&P - NETWORK VAULTS	(300)	(300)	(2,500)	-	-	(3,100)
1269 SL&P - NORTH DOWNTOWN DEVELOPMENT	(25)	(525)	(525)	(525)	(525)	(2,125)
1272 SL&P - BUILDINGS & GROUNDS	(200)	(100)	(175)	(1,000)	(1,400)	(2,875)
1281 SL&P - SUSTAIN POWER GENERATION OPTIONS	(200)	(200)	(200)	(200)	(200)	(1,000)
1282 SL&P - STREET LIGHTS - STEEL POLE REPAIR	(400)	(500)	(400)	(400)	(400)	(2,100)
1283 SL&P - 15KV FDR UPGRADE - RIVER CROSSING	-	-	(185)	(185)	-	(370)
1284 SL&P - DISTRIBUTION - SOUTH CIRCLE DR.	(400)	(100)	-	-	-	(500)
1285 SL&P - WAREHOUSE MANAGEMENT SYSTEM	(100)	-	-	-	-	(100)
1300 SL&P - NETWORK - INTERCONNECTION UPGRADE	(40)	(40)	(40)	(40)	(40)	(200)
1301 SL&P - SUBSTATION COMMUNICATION UPGRADE	(200)	(200)	(200)	(250)	(250)	(1,100)

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**Schedule XX (cont'd)**  
**UTILITIES CAPITAL INVESTMENTS**  
**Funded Portion**  
**In Thousands of Dollars**

	<b>2012 Budget</b>	<b>2013 Plan</b>	<b>2014 Plan</b>	<b>2015 Plan</b>	<b>2016 Plan</b>	<b>Total Costs</b>
1302 SL&P - 15KV NETWORK FDR-22ND & PACIFIC	-	-	(1,000)	(1,200)	(1,000)	(3,200)
1304 SL&P - SUBSTATION UPGRD - NORTH CENTRAL	-	-	-	-	(50)	(50)
1305 SL&P - FEEDER UPGRADES/REPLACEMENT	(490)	(300)	(250)	(250)	(250)	(1,540)
1308 SL&P - 15 KV CONV - INTERMED SUBSTATIONS	(450)	(700)	(850)	(500)	(1,000)	(3,500)
1310 SL&P - UTILITY - RESEARCH & DEVELOPMENT	(80)	(80)	(80)	(80)	(80)	(400)
1315 SL&P - 138 KV TRANSMISSION LINE UPGRADE	(100)	-	-	-	-	(100)
1316 SL&P - TRANSMIS POLE/STRUCTURE UPGRADES	(100)	(175)	(175)	(175)	(175)	(800)
1317 SL&P - UPGRADE DEADFRONT SWITCH CUBICAL	(80)	(80)	(80)	(80)	(80)	(400)
1318 SL&P - FDR UPGRADE - MELVILLE ST MAIN ST	-	-	(400)	(400)	(400)	(1,200)
1319 SL&P - 15 KV CONVER - NUTANA SUB CENTRE	-	(50)	(250)	(250)	(250)	(800)
1323 SL&P - FDR UPGRADE - PLEASANT HILL SUBST	(100)	-	-	-	-	(100)
1324 SL&P - UPGRADE TO LINES - 1ST AVE. SUBST	-	(200)	(200)	-	-	(400)
1325 SL&P - DISTRIBUTION EXTENSION - 25TH ST.	(225)	(450)	-	-	-	(675)
1326 SL&P - SUBSTATION MONITORING SYS UPGRADE	(240)	(200)	(200)	(200)	(225)	(1,065)
1327 SL&P - SUBSTATION INTERRUPTERS	(405)	-	-	-	-	(405)
1329 SL&P - SUBSTATION RELAY UPGRADES	-	-	-	-	(200)	(200)
1332 SL&P - SUBSTATION SERVICE LIFE EXTENSION	(150)	(150)	(150)	(150)	(150)	(750)
1333 SL&P - SUBSTATION UPGRADE - AVE. C	(100)	(100)	(100)	(150)	(700)	(1,150)
1334 SL&P - SUBSTATION UPGRADE - J. M. TAYLOR	-	-	-	-	(50)	(50)
1335 SL&P - SUBSTATION UPGRADE - COLLEGE PARK	-	-	-	-	(100)	(100)
1342 SL&P - NETWORK - PRIMARY PROTECTION	(250)	(200)	(200)	(200)	(200)	(1,050)
1344 SL&P - UPGRD LINES - MAIN ST TO FRIEBEL	-	-	-	-	(400)	(400)
1349 SL&P - SUBSTATION UPGRADE - 1ST AVE.	(50)	-	-	-	-	(50)
1350 SL&P - SUBSTATION BUILDING & GROUND RENO	(25)	-	(50)	-	(50)	(125)
1352 SL&P - LIFE CYCLE MANAGEMENT	-	(200)	(200)	(200)	(200)	(800)
1353 SL&P - EQUIPMENT UPGRADE & REPLACEMENT	(400)	(370)	(570)	(170)	(670)	(2,180)
1493 IS-EAST RIVERBANK STABILIZATION	(800)	(880)	(50)	(30)	(50)	(1,810)
1503 IS-DOWNTOWN CAPACITY IMP'S -REDEVELOPMNT	-	-	-	-	(17,457)	(17,457)
1556 IS-SYSTEM UPGRADES/REPLACEMENTS	-	(25)	-	(25)	-	(50)
1615 IS-WATER DISTRIBUTION	(5,370)	(5,335)	(5,335)	(5,335)	(6,825)	(28,200)
1616 IS-WASTE WATER COLLECTION	(1,331)	(1,905)	(1,905)	(1,905)	(1,905)	(8,951)
1617 IS-PRIMARY WATER MAINS	(1,275)	(1,235)	(1,225)	(1,185)	(685)	(5,605)
1618 IS-SANITARY SEWER TRUNKS	(455)	(865)	(865)	(965)	(965)	(4,115)
1619 IS-STORM SEWER TRUNK	(400)	(400)	(400)	(400)	(685)	(2,285)
1620 IS-STORM SEWER COLLECTION	(139)	(139)	(886)	(1,063)	(3,905)	(6,132)
1621 IS-STORM SEWER POND PRESERVATION	(225)	(225)	(225)	(225)	(225)	(1,125)
1678 IS- WW SYST-WET WEATHER INFLOW REMEDIATN	(2,790)	(1,395)	-	-	-	(4,185)
1683 IS-SERVICE REQUEST MGMT SYSTEM	-	(25)	-	-	(25)	(50)
2195 WTP - ENHANCED DISINFECTION SYSTEM	(10,100)	-	-	-	-	(10,100)
2198 WTP - RESERVOIR CAPACITY EXPANSION	(6,000)	-	-	-	-	(6,000)
2208 WTP - QE RAW WATERLINE	(100)	(300)	-	-	-	(400)

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Schedule XX (cont'd)  
**UTILITIES CAPITAL INVESTMENTS**  
**Funded Portion**  
**In Thousands of Dollars**

	<b>2012 Budget</b>	<b>2013 Plan</b>	<b>2014 Plan</b>	<b>2015 Plan</b>	<b>2016 Plan</b>	<b>Total Costs</b>
2211 WWT- ELEC REDUNDANCY/STANDBY GENERATION	-	(5,789)	-	-	-	(5,789)
2212 WWT - OPERATIONS FACILITY UPGRADE	(4,625)	-	-	-	-	(4,625)
2214 WTP - WATER SYSTEM ASSESSMENT	-	-	-	(166)	-	(166)
2215 WTP- CLARIFIER EXPANSION	-	-	(1,103)	(11,135)	-	(12,238)
2216 WTP- PLANT ELECTRICAL UPGRADE	(2,100)	(2,100)	-	-	-	(4,200)
2217 WTP-PLANT RENOVATIONS	-	-	-	(3,860)	(3,860)	(7,720)
2223 WWT-PE 6TH PUMP	-	-	-	-	(525)	(525)
2224 WWT-LIQUID WASTE HAULERS STATION	(2,750)	-	-	-	-	(2,750)
2225 WWT-HEAVY GRIT BURIAL REMEDIATION	(100)	(1,000)	(900)	-	-	(2,000)
2263 IS-WATERSHED MGMT AND ASSESSMENT PROGRAM	(100)	-	-	-	-	(100)
2279 IS - SEWER USE BYLAW IMPLEMENTATION	(200)	(650)	-	-	-	(850)
2285 IS-REHAB OF INTERCEPTOR NORTH LENORE DR	(1,374)	-	-	-	-	(1,374)
2303 SL&P - 15 KV FEEDER #3 UPGRADE - FRIEBEL	(300)	(200)	(50)	(300)	(200)	(1,050)
2304 SL&P - 15 KV FEEDER #9 UPGRADE - AVE. C	-	-	-	-	(500)	(500)
2305 SL&P - LANDFILL GAS ENERGY	(200)	-	-	(1,000)	-	(1,200)
2306 SL&P - WIND TURBINE ENERGY	(30)	(30)	(30)	-	-	(90)
2311 SL&P - TURBO EXPANDER ENERGY	(30)	(30)	(30)	-	-	(90)
<b>TOTAL</b>	<b>(69,696)</b>	<b>(47,174)</b>	<b>(43,851)</b>	<b>(46,154)</b>	<b>(69,375)</b>	<b>(276,250)</b>

**Schedule XXI**  
**RECREATION & CULTURE CAPITAL INVESTMENTS**  
**Funded Portion**  
**In Thousands of Dollars**

	<b>2012</b>	<b>2013</b>	<b>2014</b>	<b>2015</b>	<b>2016</b>	<b>Total</b>
	<b>Budget</b>	<b>Plan</b>	<b>Plan</b>	<b>Plan</b>	<b>Plan</b>	<b>Costs</b>
0677 IS-ALBERT COMM CENTER RENOS	(20)	(20)	(20)	(20)	(20)	(100)
0679 IS-GROUNDS MTNCE-EQUIPMENT REPL	(355)	(162)	(331)	(345)	(216)	(1,409)
0706 CY-LEIS SERV-FACILITY EQUIP REPL	(175)	(115)	(115)	(115)	(115)	(635)
0740 TCU PLACE-EQUIPMENT REPAIR/REPLACEMENTS	(277)	(216)	(183)	(335)	(277)	(1,288)
0901 IS-PARK UPGRADING-NEIGHBORHOOD	(779)	(1,500)	(1,300)	-	-	(3,579)
1653 IS-PARK DRAINAGE	(50)	-	-	-	(50)	(100)
1656 IS-PARKS MVA CONSTRUCT & MAINTENANCE	(65)	-	-	-	-	(65)
1812 CREDIT UNION CENTRE-EQUIPMENT PURCHASES	(213)	(178)	(159)	(283)	(2,289)	(3,122)
1820 TCU PLACE - THEATRE RESTORATION	(91)	(105)	(60)	(110)	(10)	(376)
1822 TCU PLACE- CAPITAL EXPANSION	(380)	(50)	(50)	-	-	(480)
1823 TCU PLACE- KITCHEN EQUIPMENT REPLACEMENT	(50)	(47)	(22)	(22)	(22)	(163)
1876 IS-TENNIS COURT-ACRYLIC SURFACE	-	(30)	-	(30)	-	(60)
1952 IS-JOHN AVANT PK BOARDWLK REMOVE	-	-	(25)	-	(300)	(325)
2048 CY-FFP & ZOO MASTER PLAN IMPLEMENTATION	(95)	(350)	(1,425)	(200)	(160)	(2,230)
2101 CY-GOLF COURSE IMPROVEMNTS & EQUIP REPL.	(177)	(332)	(332)	(152)	(167)	(1,160)
2102 CY-SPORTFIELD DEVELOPMNT & IMPROVEMENTS	(19)	(714)	(304)	-	-	(1,037)
2354 CY-ACCESSIBLE PLAYGROUNDS	(50)	-	-	-	-	(50)
2362 CS-ANIMAL OFF-LEASH AREAS	(40)	-	-	-	-	(40)
2471 CY-KINSMEN PARK & AREA - MASTER PLAN	(5,560)	-	-	-	-	(5,560)
2472 CY-LEISURE CENTRE FAC CONTROL GATES	-	-	(125)	-	-	(125)
<b>TOTAL</b>	<b>(8,396)</b>	<b>(3,819)</b>	<b>(4,451)</b>	<b>(1,612)</b>	<b>(3,626)</b>	<b>(21,904)</b>

**Schedule XXII**  
**TRANSPORTATION CAPITAL INVESTMENTS**  
**Funded Portion**  
**In Thousands of Dollars**

	<b>2012</b>	<b>2013</b>	<b>2014</b>	<b>2015</b>	<b>2016</b>	<b>Total</b>
	<b>Budget</b>	<b>Plan</b>	<b>Plan</b>	<b>Plan</b>	<b>Plan</b>	<b>Costs</b>
0537 TRANSIT-TERMINALS	(400)	-	-	-	-	(400)
0583 TRANSIT-REPLACE/REFURB BUSES	(1,350)	(1,800)	(1,800)	(1,800)	(2,250)	(9,000)
0584 TRANSIT-ADDITIONAL BUSES	(450)	(450)	(900)	(900)	-	(2,700)
0631 IS-TRAFFIC SAFETY IMPROVEMENTS	(55)	(200)	(200)	(200)	(500)	(1,155)
0671 TRANSIT-AUXILIARY VEH/EQUIP	(100)	(100)	(100)	(100)	(100)	(500)
0698 IS-MCKERCHER DRIVE(COLLEGE-KERR ROAD)	(100)	-	-	-	-	(100)
0787 IS-TRAFFIC BRIDGE REHAB/REPLACMT	(26,000)	-	-	-	-	(26,000)
0832 IS-CENTER MEDIAN REHABILITATION	-	-	(500)	-	(500)	(1,000)
0835 IS-COLLECTOR ROAD PRESERVATION	(250)	(650)	(550)	(650)	(500)	(2,600)
0836 IS-ARTERIAL ROAD PRESERVATION	(2,171)	(1,940)	(1,940)	(1,540)	(6,700)	(14,291)
0837 IS-LANE REHAB & DRAINAGE IMPROV	(1,290)	(1,150)	(1,450)	(1,750)	(2,050)	(7,690)
0948 IS-SIDEWALK/PATH RETROFIT-ARTL RD	-	-	(111)	-	-	(111)
0959 IS-UPGRADE BOUNDARY ROADS	(250)	-	-	-	(250)	(500)
0993 IS-CIRCLE DRIVE SOUTH	(58,719)	(704)	-	-	-	(59,423)
1036 IS-TRAFFIC SIGNALS-NEW LOCATIONS	-	(130)	(130)	(140)	(140)	(540)
1041 IS-BENCHMARK REHABILITATION	(30)	(30)	(30)	(30)	(40)	(160)
1137 IS-BICYCLE FACILITIES	(500)	(75)	(75)	(75)	(75)	(800)
1194 TRANSIT- ENGINE OVERHAUL	(100)	(250)	(250)	(100)	(100)	(800)
1456 IS-RAILWAY CROSSING SAFETY IMPROVEMENT	(30)	(50)	(50)	(50)	(75)	(255)
1502 IS-LORNE AVE (POWERHOUSE) LIFT STN REPL	(150)	-	-	-	-	(150)
1505 IS-TRAFFIC SIGNAL UPGRADE-INFRA	(350)	(300)	(200)	(300)	(375)	(1,525)
1506 IS-TRAFFIC SIGNING REPLACE-INFRA	(150)	(150)	(150)	(150)	(200)	(800)
1507 IS-GUARDRAILS	(60)	(60)	(60)	(60)	(60)	(300)
1512 IS-NEIGHBORHOOD TRAFFIC MGMT	(250)	(300)	(300)	(300)	(300)	(1,450)
1513 IS-PAVEMENT MARKING PROGRAM-INFRA	(210)	(210)	(210)	(220)	(220)	(1,070)
1518 IS-PARKING METER PURCHASES	(30)	(30)	(30)	(30)	(30)	(150)
1522 IS-TRAFFIC SOUND ATTENUATION	(500)	(500)	(500)	(500)	(500)	(2,500)
1528 IS-SPADINA CRES BRIDGE	-	-	-	(40)	(390)	(430)
1531 IS-LOCAL ROADS PRESERVATION	(2,200)	(1,500)	(2,000)	(2,000)	(6,400)	(14,100)
1532 IS-SIDEWALK PRESERVATION	(340)	(140)	(140)	(150)	(1,000)	(1,770)
1551 IS-BROADWAY BRIDGE REPAIRS	-	-	-	(167)	(5,310)	(5,477)
1552 IS-REMOTE DATA ENTRY	(30)	-	-	-	-	(30)
1638 IS-BACK LANE TREE TRIMMING	(50)	-	-	-	-	(50)
1890 IS-EXPRESSWAY ROAD PRESERVATION	(400)	(300)	(400)	(400)	(800)	(2,300)
1998 IS-ELECTRONIC TICKETING	(25)	(25)	(25)	(25)	(25)	(125)
2003 IS-HWY 14/HWY 7 GRADE SEPARATION	(907)	-	-	-	-	(907)
2004 IS-ROADWAY DESIGN STANDARDS	-	-	-	-	(50)	(50)
2011 IS-TRANSPORTATION MODEL IMPLEMENTATION	(350)	(200)	(200)	(150)	-	(900)
2013 IS-CIRCLE DR/AIRPORT DR GRADE SEPARATION	-	-	-	-	(400)	(400)
2037 IS-SNOW DUMP SITE	-	(25)	-	(25)	(25)	(75)

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**Schedule XXII (cont'd)**  
**TRANSPORTATION CAPITAL INVESTMENTS**  
**Funded Portion**  
**In Thousands of Dollars**

	<b>2012 Budget</b>	<b>2013 Plan</b>	<b>2014 Plan</b>	<b>2015 Plan</b>	<b>2016 Plan</b>	<b>Total Costs</b>
2040 IS-UNDERWATER PIER INSPECTIONS	-	(94)	-	-	-	(94)
2043 IS-CURB REPLACEMENT/REHABILITATION	-	-	-	-	(450)	(450)
2045 IS-PW'S COMMUNICATION/TRACKING APP'S	-	(25)	-	-	(25)	(50)
2047 IS-NICHOLSON YARDS EXPANSION	-	-	-	(40)	-	(40)
2095 ACCESS TRANSIT- BUS REPLACEMENTS	(220)	(220)	(330)	(330)	(330)	(1,430)
2097 TRANSIT- BUS SEAT REPLACEMENT	(30)	(30)	-	-	-	(60)
2100 ACCESS TRANSIT - ADDITIONAL BUSES	-	(110)	(110)	(110)	(110)	(440)
2233 IS-ADVANCED TRAFFIC MGT SYS ENHANCEMENTS	(200)	-	(220)	(230)	(230)	(880)
2234 IS-WALKWAY MANAGEMENT	(50)	-	-	-	-	(50)
2235 IS-MAJOR RDWY/INTERSECTION IMPROVEMENTS	(650)	-	(400)	(95)	(300)	(1,445)
2236 IS-STNBRDG DIAMOND INTRCHNG AT HWY 11	-	-	(300)	(1,500)	-	(1,800)
2238 IS-COLLEGE DR/CENTRAL AVE FLYOVER	-	-	-	-	(200)	(200)
2241 IS-TRUCK ENFORCEMENT/EDUCATION	(15)	(30)	-	-	(135)	(180)
2243 IS-PARKADE - CENTRAL BUSINESS DISTRICT	-	-	-	(2,000)	-	(2,000)
2249 IS-STREET RECONSTRUCTION	(1,000)	(1,000)	(1,000)	(1,000)	(2,000)	(6,000)
2250 IS- U OF S ROAD RECONSTRUCTION	(222)	-	-	-	-	(222)
2257 IS - CIRCLE DR OVER 33RD ST NB/SB	-	-	-	(100)	(1,031)	(1,131)
2317 TRANSIT-SHELTERS/BENCHES	(50)	(50)	(50)	(50)	(50)	(250)
2320 TRANSIT-DART SYSTEM IMPROVEMENT/IT	(135)	-	-	-	-	(135)
2322 TRANSIT-COUNT ROOM EQUIPMENT	(52)	-	-	-	-	(52)
2323 TRANSIT-RIDERSHIP GROWTH INITIATIVES	(100)	(100)	(100)	(100)	-	(400)
2392 IS-MCKERCHER DR/HIGHWAY 5 OVERPASS	-	(25)	(253)	-	-	(278)
2396 IS-IDYLWYLD FWY/IDYLWYLD RAMP NB/SB	-	-	-	(435)	(4,400)	(4,835)
2404 IS-CIRCLE DRIVE/IDYLWYLD	-	-	-	-	(204)	(204)
2406 IS-MINOR BRIDGE REPAIRS	(200)	(200)	(200)	(200)	(200)	(1,000)
2420 IS-SURVEY EQUIPMENT PURCHASES	-	-	(25)	-	-	(25)
2421 IS-MINOR INTERSECTION IMPROVEMENTS	(100)	-	-	-	(225)	(325)
2425 IS-UNDERGROUND ENCROACHMENTS	(100)	-	-	-	-	(100)
2428 IS-FUNCTIONAL PLANNING STUDIES	(185)	(300)	(300)	(300)	(300)	(1,385)
2435 IS-AIRPORT DRIVE ARTERIAL EXPANSION	(1,100)	-	-	-	-	(1,100)
2436 IS-CORRIDOR PLANNING STUDIES	(100)	(300)	(300)	(300)	(300)	(1,300)
2439 IS-TRANSPORTATION PLAN	(350)	-	-	-	-	(350)
2440 IS-SOUTH CIRCLE DR VEHICLE COUNTG STAT'N	(100)	-	-	-	-	(100)
2441 IS-PERIMETER HWY FUNCT'L PLANNING STUDY	(750)	(750)	-	-	-	(1,500)
2442 IS-DALMENY ROAD/HWY 684 REPLACEMENT	(300)	(3,000)	-	-	-	(3,300)
2446 IS-PEDEST'N UPGD'S&ENHANCED PED'N SAFETY	(50)	(70)	-	-	-	(120)
2447 IS-33RD ST PEDEST'N CORRIDOR MASTER PLAN	-	(1,350)	(2,000)	-	-	(3,350)
<b>TOTAL</b>	<b>(103,856)</b>	<b>(18,923)</b>	<b>(17,889)</b>	<b>(18,642)</b>	<b>(39,855)</b>	<b>(199,165)</b>

**Schedule XXIII**  
**POLICING CAPITAL INVESTMENTS**  
**Funded Portion**  
**In Thousands of Dollars**

	<b>2012</b>	<b>2013</b>	<b>2014</b>	<b>2015</b>	<b>2016</b>	<b>Total</b>
	<b>Budget</b>	<b>Plan</b>	<b>Plan</b>	<b>Plan</b>	<b>Plan</b>	<b>Costs</b>
1389 POLICE NOTEBOOK REPLACEMENT	(350)	(350)	-	-	-	(700)
2028 POLICE STORAGE AREA NETWORK	(100)	(100)	(500)	(500)	(100)	(1,300)
2029 POLICE NETWORK UPGRADES	(100)	-	-	-	(135)	(235)
2065 POLICE ENHANCED SYSTEMS SECURITY	-	(50)	-	-	-	(50)
2067 POLICE DESKTOP NETWORK COMPUTER REPLACE	-	(200)	(200)	-	-	(400)
2119 POLICE-RADIO REPLACEMENT	(450)	(722)	-	-	-	(1,172)
2121 POLICE-SPECIAL TEAMS PROTECTIVE EQUIP	(70)	-	-	-	-	(70)
2122 POLICE-REMOTE MOBILE INVESTIGATOR REPL	-	(250)	-	-	-	(250)
2135 POLICE-TRAFFIC SECTION EQUIP REPLACEMENT	(44)	-	-	-	-	(44)
2136 POLICE-TIRE DEFLATION EQUIP REPLACEMENT	-	-	-	(55)	-	(55)
2138 POLICE - VIDEO EDITING EQUIP REPLACEMENT	(70)	-	-	-	-	(70)
2140 POLICE - NETWORK SERVER REPLACEMENT	(25)	(135)	(25)	(180)	(60)	(425)
2142 POLICE - NETWORK PRINTER REPLACEMENT	(25)	(25)	(25)	(25)	(25)	(125)
2338 POLICE - COMPUTER - SECURITY & LOGGING	-	(50)	-	-	-	(50)
2343 POLICE - MOBILE OPERATION CENTER	-	(165)	-	-	-	(165)
2383 POLICE - HANDHELD SERVICES REPLACEMENT	(25)	-	(25)	-	(25)	(75)
2480 POLICE - PAYROLL SYSTEM REPLACEMENT	(50)	-	-	-	-	(50)
2484 POLICE - LAPTOP REPLACEMENT - NON IN-CAR	(40)	-	-	-	(40)	(80)
2486 POLICE - INTERVIEW SOFTWARE REPLACEMENT	-	-	-	(25)	-	(25)
2487 POLICE - DICTATION SYSTEM REPLACEMENT	-	(62)	(62)	(62)	-	(186)
2488 POLICE - VOIP HARDWARE	(25)	-	-	-	-	(25)
2489 POLICE - FURNITURE REPLACEMENT	(120)	(30)	(30)	(30)	(30)	(240)
2490 POLICE - COMPUTER DISASTER RECOVERY SITE	(300)	-	-	-	-	(300)
<b>TOTAL</b>	<b>(1,794)</b>	<b>(2,139)</b>	<b>(867)</b>	<b>(877)</b>	<b>(415)</b>	<b>(6,092)</b>

**Investing In What Matters  
City of Saskatoon**

**Index of Service & Business Lines**



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