

2019

Budget

2019 PRELIMINARY DETAILED OPERATING & CAPITAL BUDGET With Capital Project Details

FOR CITY COUNCIL REVIEW
November 26, 27 & 28, 2018



City of Saskatoon

2019 PRELIMINARY CORPORATE BUSINESS PLAN

AND OPERATING AND CAPITAL BUDGETS

FOR CITY COUNCIL REVIEW

NOVEMBER 26, 27, 28, 2018

This document contains the details for the 2019 Preliminary Corporate Business Plan and Operating and Capital Budgets.

This document is accompanied by the following companion document(s):

- Introduction to the 2019 Preliminary Corporate Business Plan and Budget

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Operating Budget
\$8.2 million

Capital Budget
\$2.6 million



STRATEGIC GOAL:



Quality of Life

Service Lines

Remai Modern Art
Gallery

SaskTel Centre

TCU Place

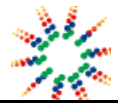
Service Outcomes

Remai Modern Art Gallery

- To curate, interpret, engage with and exhibit dynamic modern and contemporary world art from a Saskatchewan point-of-view.
- To provide leading edge exhibitions and programs in a well-managed, beautiful, modern, well-constructed setting, which celebrates the region's contributions to visual arts, and serves as a hub for arts and culture.
- To manage, maintain and develop a major collection of modern and contemporary art as a resource for our programs, informed by our vision and the diversity of artists and our audiences.

SaskTel Centre

- To provide world-class culture, sport, and live entertainment experiences for the social and cultural enrichment of the region.
- To provide a facility suitable for hosting major touring shows, sport team tenants and local, national and international events.
- To provide exemplary customer service, high quality events, strong fiscal management, and excellence in safety, engaged workforce, positive community partnerships, and environmental stewardship.



TCU Place

- To provide a wealth of opportunities for citizens to participate in and enjoy the benefits of business and culture in Saskatoon.
- To provide cultural activities that promote individual and community well-being and contribute to an improved quality of life.
- To provide a multi-purpose facility suitable for a convention general session, a concert or theatrical performance.
- To provide technical services and catering services for gala banquets, conventions, meetings, graduations and tradeshow.

At A Glance

Remai Modern Art Gallery

- Opened October 21, 2017, with over 360,000 visits and over 9,000 members (in its first 12 months of operation).
- 130,000 square feet of space, including 11 exhibition galleries, a community atrium, restaurant, retail store, two learning studios, a 150-seat theatre, rental spaces including the Riverview Room, rooftop patio, two board rooms, and a gallery lounge.
- 8,000 works of art in the collection, including 406 Picasso linocuts, valued at over \$40 Million.

SaskTel Centre

- 500,000 visits annually.
- 15,195 seats.
- 600 contracted staff.
- 30 years of operation in 2018.

TCU Place

- 900,000 visits per year.
- 120,000 sq. ft. of multi-purpose space.
- 22,400 sq. ft. ballroom.
- 2,074 seats in the Sid Buckwold Theatre.
- 500 events organized by Convention Services.
- 65 booking dates in the Theatre.

City Council Strategic Priority Areas Supported by this Business Line

Downtown Development

- Remai Modern is a vital piece of River Landing, and is contributing significantly to both the economic and cultural development of downtown, and the city as a whole.
- SaskTel Centre is committed to the contributing to the economic diversity and prosperity of Saskatoon, and will continue to ensure that the venue meets the needs of the community.



Reconciliation, Inclusion, and Diversity

- Remai Modern is committed to developing programming and initiatives that welcome and engage local Indigenous communities and foster their active participation in all our programs, as well as supporting diversity amongst our staff, volunteers, artists, stakeholders and audiences.
- SaskTel Centre supports Truth and Reconciliation Commission Calls to Action, is committed to cultivating diversity and inclusion in our organization for all staff, contractors and patrons.
- TCU Place is committed to offering an inclusive workplace that embraces diverse ethnic backgrounds and assists in demonstrating that the Facility is an organization of choice to patrons, staff and contractors.

Recreation, Culture, and Leisure

- Remai Modern's mandate is to provide transformative experiences by connecting art with local and global communities, and as Canada's modern art museum, we are a cultural and artistic hub for the city.
- SaskTel Centre strives to provide world-class culture, sport, and live entertainment experiences for the social and cultural enrichment for Saskatoon.
- TCU Place looks to enhance the quality of life for our stakeholders through a balance of performing arts, conventions and cultural experiences.

Strategic Risks

Remai Modern Art Gallery:

- The operating budget requires 50% of revenues be self-generated, including significant sponsorship and fundraising targets, which will continue to be a challenge.
- A new building with unresolved deficiencies, coupled with a lack of historical data, may lead to unanticipated ongoing operating costs.
- A lack of resources to maintain a high level of service and high quality programs may lead to a reduction in visitation and memberships, and therefore a reduction in earned revenue.

SaskTel Centre:

- An aging facility may require increased maintenance costs and innovative solutions to remain competitive in the touring market.
- Relying on touring shows for nearly 70% of event-related gross margin may make the Centre too dependent on one segment of the business.

TCU Place:

- Established in 1967, TCU Place is an aging facility with a limited useful life and high maintenance costs that continue to increase.
- Inadequate space to provide services for larger events and increased public and private-sector competition with local, national, and international providers has led to a loss of business.
- Attracting quality and diversified theatre programming has become more difficult with artist fee expectation and competition coming from other local venues.

Performance Measures

Measures	Target	2014	2015	2016	2017	2018 Projected	Year Over Year Progress	Long Term Progress
Overall Satisfaction with Civic Services	≥ 90%	83%	81%	86%	87%	88%	Improvement	On-Track



Strategic Outcomes and 2019 Actions

Our workforce is representative of the local population.

Remai Modern Art Gallery

- Develop and implement a comprehensive workforce diversity strategy, appoint a full-time Indigenous Relations Manager, and establish an Indigenous Advisory Council of Elders and other key influencers from Indigenous communities.

SaskTel Centre

- SaskTel Centre commits to implementing diversity and inclusion into future strategic planning, implementing a dedicated budget during the next budget cycle and ensuring accountability of goals set by senior staff. The initiatives include; diversity and inclusion recruitment plan for hiring employees and Board of Directors, training opportunities, and community focus groups.

TCU Place

- Develop initiatives for a representative increasing diversity across our workforce to include strengthening diversity competencies, attracting and recruiting a diverse employee base whilst streamlining the processes to improve accessibility and understanding.

Maintain strong visitation, membership, and fundraising revenue growth after a successful first year of operations, and ensure our staff, visitors, and artists are representative of Saskatoon's cultural diversity.

- Implement a program of exhibitions and live projects that provide a Canadian and Saskatchewan perspective on modern and contemporary global art movements through a mix of regional, national and international programs.
- Provide a dynamic range of learning and engagement programs, from introductory to advanced, that foster visitor understanding of, interaction with and enjoyment of our exhibitions, collections and art programs.
- Build understanding of and support for the brand experience with local community stakeholders, and to attract a diverse audience of local visitors to Remai Modern, including Indigenous and newcomer communities.
- Develop and implement marketing and communication plans to support the achievement of financial targets across all revenue generating budget lines including development, sales and membership.

Upgrade the SaskTel Centre and ensure financial sustainability.

- With the addition of tenants; the Saskatchewan Rush, the Saskatchewan Rattlers Basketball Club (in spring 2019) and the successful expansion of the self-promoted event category, SaskTel Centre is now less reliant on major touring shows for financial sustainability.
- SaskTel Centre is committed to diverse programming for the enrichment of the region and continues to attract a variety of touring shows and national/international events.
- Ongoing implementation of building and system upgrades and replacements as required, including: luxury suite upgrades, concession stand renovations, lighting system improvements, power enhancements, and increased security measures.

Upgrade TCU Place and explore programing and expansion options.

- Implementation of improvements/upgrades to the kitchen, caretaking, sound, lighting, and maintenance equipment to ensure continued service quality and the meeting of customer expectations.
- Work with SaskTel Centre and the City of Saskatoon to develop a new business model for future expansion/enhancement of the facility and the civic cultural agenda.
- Emphasize the delivery of diverse and popular programming to enhance the "quality of life" for a City with a culturally diverse population base.



Operating Summary

	2017 Actual	2017 Budget	2018 Budget	2019 Budget				
				000's			Dollar Change	% Change
				Revenue	Exp/Rec	Net		
Remai Modern	5,079.7	5,079.7	5,474.7	0.0	5,930.5	5,930.5	455.8	8.3%
SaskTel Centre	444.2	594.2	547.7	0.0	560.0	560.0	12.3	2.2%
TCU Place	1,659.9	1,660.4	1,704.7	0.0	1,758.8	1,758.8	54.1	3.2%
Total	7,183.8	7,334.3	7,727.1	0.0	8,249.3	8,249.3	522.2	6.8%

Staff Complement	2018	2019	Difference
Full Time Equivalents	155.31	157.81	2.50

Summary of Budget Changes

Service Line	Revenue Change			Expenditure Change				Net	
	2018 Base	Change	2019 Budget	2018 Base	Base Adj	Growth & Cont Impr	Service Level	2019 Budget	2019 Budget
Remai Modern	0.0	0.0	0.0	5,474.7	0.0	455.8	0.0	5,930.5	5,930.5
SaskTel Centre	0.0	0.0	0.0	547.7	47.3	(35.0)	0.0	560.0	560.0
TCU Place	0.0	0.0	0.0	1,704.7	54.1	0.0	0.0	1,758.8	1,758.8
Total	0.0	0.0	0.0	7,727.1	101.4	420.8	0.0	8,249.3	8,249.3

Summary of Funded Capital Investments

Service Line	2019	2020	2021	2022	2023
Remai Modern	86.0	86.0	0.0	0.0	0.0
SaskTel Centre	1,209.0	123.0	108.0	163.0	373.0
TCU Place	1,269.0	80.0	544.0	448.0	256.0
Total	2,564.0	289.0	652.0	611.0	629.0

Financing for Funded Capital Investments

Funding Source	2019	2020	2021	2022	2023
REMAI MODERN EQUIPMENT REPLACEMENT	86.0	86.0	0.0	0.0	0.0
SASKTEL CENTRE EQUIPMENT REPL	204.0	123.0	108.0	163.0	373.0
SASKTEL FACILITY ENHANCEMENT RESERVE	1,005.0	0.0	0.0	0.0	0.0
TCU PLACE EQUIPMENT RESERVE	1,269.0	80.0	544.0	448.0	256.0
Total	2,564.0	289.0	652.0	611.0	629.0
Unfunded	0.0	0.0	0.0	0.0	0.0



Remai Modern

Overview

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

2017 Budget to Actual Variance Explanation:

In 2017 Remai Modern had no significant variance from budget.

Summary of Operating Changes

Operating Budget:	2017 Actuals	2017 Budget	2018 Budget	2019 Budget	Dollar Change	% Change
Facilities Cost	1,278.4	1,278.4	1,503.4	1,830.5	327.1	21.8%
Subsidies	3,801.3	3,801.3	3,971.9	4,100.0	128.1	3.2%
Capital Contribution	0.0	0.0	0.0	0.0	0.0	0.0%
Total	5,079.7	5,079.7	5,474.7	5,930.5	455.8	8.3%

Staff Complement	2018	2019	Difference
Full Time Equivalents	45.05	47.55	2.50

Summary of Budget Changes

Service Line	Revenue Change			Expenditure Change				Net	
	2018 Base	Change	2019 Budget	2018 Base	Base Adj	Growth & Cont Impr	Service Level	2019 Budget	2019 Budget
Remai Modern	0.0	0.0	0.0	5,474.7	0.0	455.8	0.0	5,930.5	5,930.5

The Remai Modern has a \$455.8 increase to its 2019 budget over 2018 which includes:

Capital Contribution:

- A \$300.0 increase towards the phased-in approach for the required Civic Buildings Comprehensive Maintenance (CBCM) reserve contribution as per the Remai Modern's approved business plan.

Other Significant Item(s):

- A \$15.6 increase in Operating Maintenance and Overhead is required in order to provide appropriate custodial and trades services as well as an increase of \$11.5 in anticipated utility costs.
- A \$128.7 increase in the general subsidy provided to the Remai Modern by the City of Saskatoon which is consistent with the approved Business Plan. This increase in subsidy is required in order to accommodate the programming and expenditures that are not offset by self-generated revenue.
- The FTE increase of 2.5 for 2019 is comprised of the following; 0.5 FTE Human Resources Manager, 1.0 FTE IT & Systems Manager and 1.0 FTE Indigenous Relations Manager.

Summary of Capital Investments

Funded Capital Projects	2019	2020	2021	2022	2023
P1834 REMAI MODERN- EQUIPMENT PURCHASES	86.0	86.0	0.0	0.0	0.0
Total	86.0	86.0	0.0	0.0	0.0



The equipment replacement purchases project is in accordance with the Rimai Modern Reserve Funds Policy.

Future Operating Impact of Current Year's Capital Projects

There are no future operating impacts from 2019 Capital Projects.



SaskTel Centre

Overview

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

2017 Budget to Actual Variance Explanation:

In 2017, SaskTel Centre provided an increased contribution towards the City's fund (CBCM fund) to maintain its buildings. The increase resulted in additional \$150.0 (total contribution \$450.0) for CBCM support.

Summary of Operating Changes

Operating Budget:	2017 Actuals	2017 Budget	2018 Budget	2019 Budget	Dollar Change	% Change
Operating Cost	894.2	894.2	897.7	945.0	47.3	5.3%
Cost Recovery	(450.0)	(300.0)	(350.0)	(385.0)	(35.0)	10.0%
Total	444.2	594.2	547.7	560.0	12.3	2.2%

Staff Complement	2018	2019	Difference
Full Time Equivalents	47.67	47.67	0.00

Summary of Budget Changes

Service Line	Revenue Change			Expenditure Change				Net	
	2018 Base	Change	2019 Budget	2018 Base	Base Adj	Growth & Cont Impr	Service Level	2019 Budget	2019 Budget
SaskTel Centre	0.0	0.0	0.0	547.7	47.3	(35.0)	0.0	560.0	560.0

Capital Contribution:

- The City cost shares contributions to the Civic Buildings Comprehensive Maintenance (CBCM) Reserve with the SaskTel Centre for ongoing maintenance to the facility. The SaskTel Centre's base contribution is 1/3 of the total cost to the CBCM Reserve (a minimum annual contribution of \$300.0). SaskTel Centre will also contribute 5 percentage of any surplus to the CBCM reserve in addition to the minimum. This is an estimated increase of \$35.0 for 2019. The total contribution to the CBCM reserve is \$945.0 representing a \$47.3 inflation increase from the prior year.

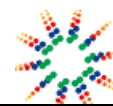
Summary of Capital Investments

Funded Capital Projects	2019	2020	2021	2022	2023
P1812 SASKTEL CENTRE-EQUIPMENT PURCHASES	1,209.0	123.0	108.0	163.0	373.0
Total	1,209.0	123.0	108.0	163.0	373.0

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

Future Operating Impact of Current Year's Capital Projects

There are no future operating impacts from 2019 Capital Projects.



TCU Place

Overview

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

2017 Budget to Actual Variance Explanation:

In 2017 TCU Place had no significant variance from budget.

Summary of Operating Changes

Operating Budget:	2017 Actuals	2017 Budget	2018 Budget	2019 Budget	Dollar Change	% Change
Facilities Cost	980.0	980.0	1,024.3	1,078.4	54.1	5.3%
Subsidies	500.0	500.0	500.0	500.0	0.0	0.0%
Interest	37.3	43.7	43.7	24.1	(19.6)	-44.9%
Principal	142.6	136.7	136.7	156.3	19.6	44.9%
Total	1,659.9	1,660.4	1,704.7	1,758.8	54.1	3.2%

Staff Complement	2018	2019	Difference
Full Time Equivalents	62.59	62.59	0.00

Summary of Budget Changes

Service Line	Revenue Change			Expenditure Change				Net	
	2018 Base	Change	2019 Budget	2018 Base	Base Adj	Growth & Cont Impr	Service Level	2019 Budget	2019 Budget
TCU Place	0.0	0.0	0.0	1,704.7	54.1	0.0	0.0	1,758.8	1,758.8

Capital Contribution:

- The City contributes to the Civic Buildings Comprehensive Maintenance (CBCM) Reserve on behalf of TCU Place for ongoing maintenance of the facility. In 2019, the total contribution is \$1,078.4, an increase of \$54.1 over the prior year.

Other Significant Item(s):

- TCU Place receives a \$500.0 grant from the City of Saskatoon in order to subsidize operating requirements. All other operating expenditures are covered by TCU Place's own internal revenues.
- The debt payment included in this Service Line is the City's contribution to the TCU expansion project which was approved on January 17, 2005 by City Council. The City's portion of the loan is \$1,915.0 and will be fully repaid in 2022 (15 year term).

Summary of Capital Investments

Funded Capital Projects	2019	2020	2021	2022	2023
P0740 TCU PLACE-EQUIPMENT REPAIR/ REPLACEMENTS	1,269.0	80.0	544.0	448.0	256.0
Total	1,269.0	80.0	544.0	448.0	256.0



2019 TCU Place capital investments are in accordance with the TCU Place Reserve Policies and are for projects involving the maintenance and replacement of existing assets in the replacement and restoration reserves.

Future Operating Impacts of Current Year's Capital Projects

There are no future operating impacts from 2019 capital projects.

Operating Budget
\$94.9 million

Capital Budget
\$3.2 million



STRATEGIC GOAL:



Quality of Life

The Saskatoon Police Service (SPS) is committed to provide service based on excellence to ensure a safe and secure environment. We police in partnership with the community, recognizing that public safety is key to a healthy, growing city. Individuals, families, community groups, social agencies, businesses, and visitors all benefit from the many programs and services offered through the Policing business line.

The 2018 Inshtrix Community Satisfaction Survey indicates that 93% of the respondents are satisfied with the SPS.

Service Outcomes

- To provide service to the community in a number of core areas: Emergency Response, Quality Investigations, Traffic, and Community Involvement.
- To reduce crime and victimization by working in partnership with the community to develop collaborative strategies.
- To address social issues and root causes of crime with prevention as a priority.
- To consider long term expectations and a sustainable policing response.

At A Glance

656.53 staff members at SPS:

- 461 police officers;
- 58.5 special constables; and
- 137.03 civilians.

249,513 calls received by the communication centre, including 84,848 911 calls. This resulted in cars being dispatched to 81,885 calls for service.

10,935 arrests processed through the detention area.

34,332 traffic tickets issued.



City Council Strategic Priority Areas Supported by this Business Line

Community Safety and Wellness

- The SPS tends to the safety and wellness of the community not only in a reactive way, supporting members of the community when they urgently need us, but also in a proactive way in an effort to effect positive change in the community.

Reconciliation, Inclusion, and Diversity

- From the efforts of the SPS Cultural Unit, to the utilization of interpreters collectively fluent in at least 15 languages, to engagement with the Chief's Elders Advisory Committee and numerous other activities including the intention to have a workforce reflective of the community in which we live, work and play, the SPS plays a key role in this City Council Strategic Priority area.

Strategic Risks

- Increased vehicle traffic and road infrastructure congestion which has an impact on the number of traffic violations.
- Physical and population growth is straining the City's funding capacity while increasing pressure on human resources.
- Crime and social disorder challenges have accompanied Saskatoon's rapid population growth.
- The community, with a large marginalized population experiencing poverty, poor housing, and non-inclusion, faces contributing factors to street and gang activity such as robbery, assault, theft, and vandalism.
- SPS will require additional growth to meet the demands of an increasing population.
- Current demographics of the SPS result in salary increases attributable to: (i) less turnover among senior staff; and (ii) new staff who will begin to move up the pay scale.

Performance Measures

Measures	Target	2015	2016	2017	2018 Projected	Year Over Year Progress	Long Term Progress
Annual Decrease in Crime Rates	≥-5.0%	-5.60%	5.80%	-2.78%	Not Available	Improvement	Neutral
Annual Decrease in Traffic Collisions	≥-5.0%	3.10%	-7.30%	-3.11%	-12.0% YTD decrease when comparing June 2018 to June 2017	Improvement	On-Track
Representative Workforce	Aboriginal = 14.0%	11.00%	11.10%	9.80%	10.00%	Neutral	Needs Improvement
	Visible Minority = 11.0%	4.30%	4.70%	5.60%	5.60%	Neutral	
	People with Disabilities = 12.4%	4.10%	4.80%	5.10%	5.10%	Neutral	
	Women = 46.0%	33.90%	33.20%	43.10%	43.10%	Neutral	

*Note: the Representative Workforce numbers above include uniform and exempt staff at Saskatoon Police Service.



Decrease Overall Crime Rates by 5% annually over the Previous Five-year Average:

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

% Change 2017 versus 2016:

- Crimes against the Person + 0.35%
- Crimes against Property + 0.52%
- Drug Related Offences excluding Possession + 2.75%
- Drug Related Offences – Possession + 6.02%
- The possession offences of methamphetamine are up 29.18% (included in 6.02% increase noted above) comparing 2017 to 2016. This highly addictive drug can be considered a causal factor in crime overall.

Decrease Traffic Collisions by 5% Annually:

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

% Change 2017 versus 2016:

- Total Collisions: -3.11%
- Total Traffic Tickets: +10.62%

Workforce Representative of the Diversity of Saskatoon's Population:

- Develop a cultural diversity action plan for police to enhance community relations, cultural recruiting, and diversity training. The SPS has created a strategic plan to implement the Calls to Action from the Truth and Reconciliation Commission's Report.

Strategic Outcomes and 2019 Actions

- Continued focus on the reduction of crime with emphasis on the drug trade including fentanyl and methamphetamine and the escalation of both violent and property crime fueled by addiction including stolen autos, break and enters and firearm offences.
- The Operational Review of the SPS, commissioned by the Board of Police Commissioners, was completed in 2017 with the report released in 2018. Recommendations made as a result of the Operational Review will be considered for implementation.

Reduce street crime.

- Emphasis continues to be placed on: robberies, thefts, and mischief.

Continuous improvement.

- The SPS continued its partnership with the City of Saskatoon in the development of a new payroll and scheduling system. The City has announced its intention to implement a new Enterprise Resource Planning program, which, in part, would include an upgraded payroll and scheduling system and the SPS is working closely with the City in this regard.
- In an effort to find cost savings, the SPS began preparations to purchase a plane. Since 2005 the Air Support Unit has proven to be an effective tool in the response to and prevention of crime. A shift from leasing was expected to save almost a million dollars over ten years.
- In an effort to find efficiencies telephone reporting was implemented. The pilot project is aimed at reducing the number of dispatched calls for service where a patrol officer is not required to respond.



Training.

- An emphasis was placed on increased training in regard to response to sexual assaults in partnership with the Saskatoon Sexual Assault and Education Centre.
- The SPS continued in its commitment to train all members in the Road to Mental Readiness. R2MR is a program developed by the Department of National Defence, designed to raise awareness about mental health issues. The SPS strives to provide a work environment where training and supports are in place to assist employees in maintaining positive mental health and assist those who may be experiencing mental health issues.

Reduce overtime related to Special Events.

- Partnership with the Saskatoon Exhibition at Prairieland Park - A four-year agreement with the Saskatoon Exhibition at Prairieland Park to reduce the amount of police overtime required for traffic control at the Exhibition by increasing the amount of paid special duty.

Reduce underlying issues that often lead to Police Involvement.

- Funding has been confirmed for a Strengthening Families Program (SFP) – it is a family skills program designed to increase family strengths and resilience and reduce risk factors for problem behaviours in high-risk children, including behavioural, emotional, academic, and social problems. It builds on protective factors by improving family relationships, parenting skills and the youth's social and life skills. There are versions designed for both the 12-17 age group and for children aged 6-11 years old, and their families. The first facilitated modules began in the fall of 2017. The desired outcomes are to:
 - Reduce youth's behavioural problems (violence, delinquency, aggression, etc.);
 - Decrease the use and temptation to use drugs, alcohol, and tobacco;
 - Enhance children's social and life skills;
 - Improve parenting skills; and
 - Increase family cohesion, communication, and organization.
- The SPS administers the program with funding from the Federal Government of Canada. Key contributing partners include the City of Saskatoon, Child and Family Programs-Ministry of Social Services, Saskatoon Health Region, Saskatoon Public Schools and Greater Saskatoon Catholic Schools.
- The Police and Crisis Team Unit (PACT) is made up of two police officers and two mental health workers who provide response to non-criminal mental health calls for service. The Unit reduces the number of front line police responses that deal with mental health issues, and is also reducing the amount of time officers must wait at hospitals.
- Preparations were made to launch a pilot project jointly with the Saskatchewan Health Authority to increase response efficiencies to mental health calls with a software application called HealthIM. The software helps to more effectively evaluate a person's mental state.
- The SPS is part of the Safe Community Action Alliance created to bring renewed focus to the following: integration of the important work already being done with the most vulnerable members of our community, improved information sharing among agencies involved, and strategic action to move forward in bringing change.
- Operation Runaway was created in 2017 by members of the Saskatoon Police Service, social services, elders and Egadz to provide help and support to young people who repeatedly run away. The pilot program is aimed at finding the root causes for the behaviour in hopes of decreasing the number of repeat runaways.



Operating Summary

	2017 Actual	2017 Budget	2018 Budget	2019 Budget				
				000's			Dollar Change	% Change
				Revenue	Exp/Rec	Net		
Saskatoon Police Service	86,329.7	86,649.0	90,468.4	(10,410.3)	105,356.1	94,945.8	4,477.4	4.95%
Total	86,329.7	86,649.0	90,468.4	(10,410.3)	105,356.1	94,945.8	4,477.4	4.95%

Staff Complement	2018	2019	Difference
Full Time Equivalents	656.53	668.52	12.00

Summary of Budget Changes

Service Line	Revenue Change			Expenditure Change					Net
	2018 Base	Change	2019	2018 Base	Base Adj	Growth & Cont Impr	Service Level	2019	Net
			Budget					Budget	
Saskatoon Police Service	(9,890.2)	(520.1)	(10,410.3)	100,358.6	3,851.1	1,146.4	0.0	105,356.1	94,945.8
Total	(9,890.2)	(520.1)	(10,410.3)	100,358.6	3,851.1	1,146.4	0.0	105,356.1	94,945.8

Summary of Funded Capital Investments

Service Line	2019	2020	2021	2022	2023
Saskatoon Police Service	3,154.0	2,639.0	2,669.0	1,705.0	1,814.0
Total	3,154.0	2,639.0	2,669.0	1,705.0	1,814.0

Financing for Funded Capital Investments

Funding Source	2019	2020	2021	2022	2023
POLICE RADIO RESERVE	949.0	0.0	0.0	133.0	43.0
POLICE FAC RENOVATION RES	50.0	50.0	50.0	50.0	50.0
POLICE CAPITAL RESERVE	372.0	170.0	170.0	170.0	170.0
POLICE OPER EQUIP & TECH RES	1,732.0	2,419.0	2,449.0	1,352.0	1,488.0
PRIVATE CONTRIBUTIONS	51.0	0.0	0.0	0.0	63.0
Total	3,154.0	2,639.0	2,669.0	1,705.0	1,814.0
Unfunded	0.0	0.0	0.0	0.0	0.0

Future Operating Budget Impacts of 2019 Capital Projects

Service Line	2019	2020	2021	2022	2023
P2389 POLICE-FLEET ADDITIONS	132.7	7.0	7.0	7.0	7.0
P2499 POLICE-TECHNOLOGY REPLACEMENT	26.4	0.0	43.0	0.0	0.0
P2610 POLICE-TECHNOLOGY EXPANSION	19.4	31.7	5.5	14.5	14.5
Total	178.5	38.7	55.5	21.5	21.5



Saskatoon Police Service

Overview

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

2017 Budget to Actual Variance Explanation:

In 2017 the Saskatoon Police Service had a \$319.3 favorable variance from budget. This was for the most part a result of reduced energy charges due to the energy efficiency incorporated into the new SPS headquarters.

Summary of Operating Changes

Operating Budget:	2017 Actuals	2017 Budget	2018 Budget	2019 Budget	Dollar Change	% Change
Revenue	(3,052.7)	(1,956.8)	(2,629.0)	(3,009.7)	(380.7)	14.5%
Province of Saskatchewan	(7,545.4)	(7,172.4)	(7,261.2)	(7,400.6)	(139.4)	1.9%
Staff Compensation	79,006.9	77,250.2	81,214.2	84,543.5	3,329.3	4.1%
Operating Cost	16,513.1	16,844.7	17,436.2	18,739.4	1,303.2	7.5%
Cost Recovery	(469.4)	(193.9)	(258.1)	(398.7)	(140.6)	54.5%
Capital Contribution	1,869.2	1,869.2	1,957.2	2,462.8	505.6	25.8%
Transfer to/from Reserves	8.0	8.0	9.1	9.1	0.0	0.0%
Total	86,329.7	86,649.0	90,468.4	94,945.8	4,477.4	4.95%

Staff Complement	2018	2019	Difference
Full Time Equivalents	656.53	668.52	12.00

Summary of Budget Changes

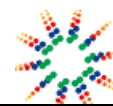
Service Line	Revenue Change			Expenditure Change				Net	
	2018 Base	Change	2019 Budget	2018 Base	Base Adj	Growth & Cont Impr	Service Level	2019 Budget	2019 Budget
Saskatoon Police Service	(9,890.2)	(520.1)	(10,410.3)	100,358.6	3,851.1	1,146.4	0.0	105,356.1	94,945.8

Continuous Improvement:

- In 2018, the decision was made to purchase an airplane, rather than lease. The savings from the purchase helped mitigate the overall cost increase in the 2019 budget.
- Telephone reporting has been implemented as a pilot project. The intent is to save police officers being dispatched to a site where sufficient information can be taken over the telephone.

Service Level Change and Growth:

- Restrained growth in 2018 has left the SPS in a position where more resources are required to maintain service and enhance Patrol Availability Factor. SPS needs to continue exploring alternatives to more efficiently and effectively serve the public, such as telephone reporting, as noted above. Resources are required to keep up with the growth of the City and to enhance policing of root cause issues, such as drugs. As such, in 2019, the budget submission includes an increase in resources that is the minimum required to create positive change that will support the Saskatoon City Council priority of Community Safety and Wellness.



Capital Contribution:

- The annual provision to the overall Capital Reserve has increased \$505.6. Increased funding is required as replacement of existing assets and anticipated expansion of required assets are needed. Examples include the airplane being owned versus leased and other items that had been expensed through operating that are now more properly being purchased through capital.

Other Significant Item(s):

- Contractual salary and payroll costs are budgeted to increase for police and civilian personnel as a result of a large number of less experienced staff moving up through negotiated pay level increments and to account for negotiated salary increases.
- With 2017 having been the final year of phased in capital reserve contributions related to the new Police Headquarters, a further \$82.1 has been added to the budget this year related to inflation. Similarly, cross charges for operations and energy consumption are increasing \$57.5.
- Revenue increases from Criminal Record Checks totaling \$194.2 are anticipated to help offset some expense increases.
- An additional increase in revenue of \$66.6 associated with Special Duty activities has been budgeted. This will be mostly offset by an increased expense in salaries and payroll costs.
- Of the Operating Cost change noted and not already discussed, highlights of the remainder include an increase in cross charges from the City totaling \$120.0 related to commissionaire services and insurance premiums increasing \$53.5. Fuel costs are anticipated to increase \$215.1 and IT license costs are expected to rise a net \$100.4. Additionally, the SPS has taken over the administration of the Restorative Action Program (RAP) from the City and has committed to increasing the funding for the program by \$30.0. The remainder are net changes more minor in nature.

Summary of Capital Investments

Funded Capital Projects	2019	2020	2021	2022	2023
P2119 POLICE-RADIO REPLACEMENT	949.0	0.0	0.0	133.0	106.0
P2389 POLICE-FLEET ADDITIONS	372.0	170.0	170.0	170.0	170.0
P2489 POLICE-FURNITURE REPLACEMENT	50.0	50.0	50.0	50.0	50.0
P2497 POLICE-EQUIPMENT REPLACEMENT	711.0	701.0	335.0	411.0	333.0
P2498 POLICE-EQUIPMENT EXPANSION	157.0	0.0	0.0	0.0	0.0
P2499 POLICE-TECHNOLOGY REPLACEMENT	581.0	1,551.0	1,973.0	825.0	1,045.0
P2610 POLICE-TECHNOLOGY EXPANSION	334.0	167.0	141.0	116.0	110.0
Total	3,154.0	2,639.0	2,669.0	1,705.0	1,814.0

2019 Saskatoon Police Services Capital Investments include eight projects totaling \$3.154 million of which \$2.291 million is targeted to address a number of asset replacement projects including \$581.0 related to technology, \$949.0 for radio replacements and \$761.0 for equipment/furniture replacements.

Planned capital expansion projects for 2019 total \$812.0 including \$106.0 for equipment, \$334.0 for technology and \$372.0 for vehicle needs. The entire value of the projects is funded from Police Capital Reserves.

In addition to projects funded from Police Capital Reserves, we hope to have a trace scanner funded by an outside agency at an approximate cost of \$51.0. If the funds become available from an outside agency, the item will be purchased using these funds.



Future Operating Impact of Current Year's Capital Projects

2019 projects are expected to increase the 2019 Operating Budget by \$178.5. In 2020, capital changes are expected to increase operating costs by \$38.7.

Future Operating Budget Impacts of 2019 Capital Projects

Project	2019	2020	2021	2022	2023
P2389 POLICE-FLEET ADDITIONS	132.7	7.0	7.0	7.0	7.0
P2499 POLICE-TECHNOLOGY REPLACEMENT	26.4	0.0	43.0	0.0	0.0
P2610 POLICE-TECHNOLOGY EXPANSION	19.4	31.7	5.5	14.5	14.5
Total	178.5	38.7	55.5	21.5	21.5

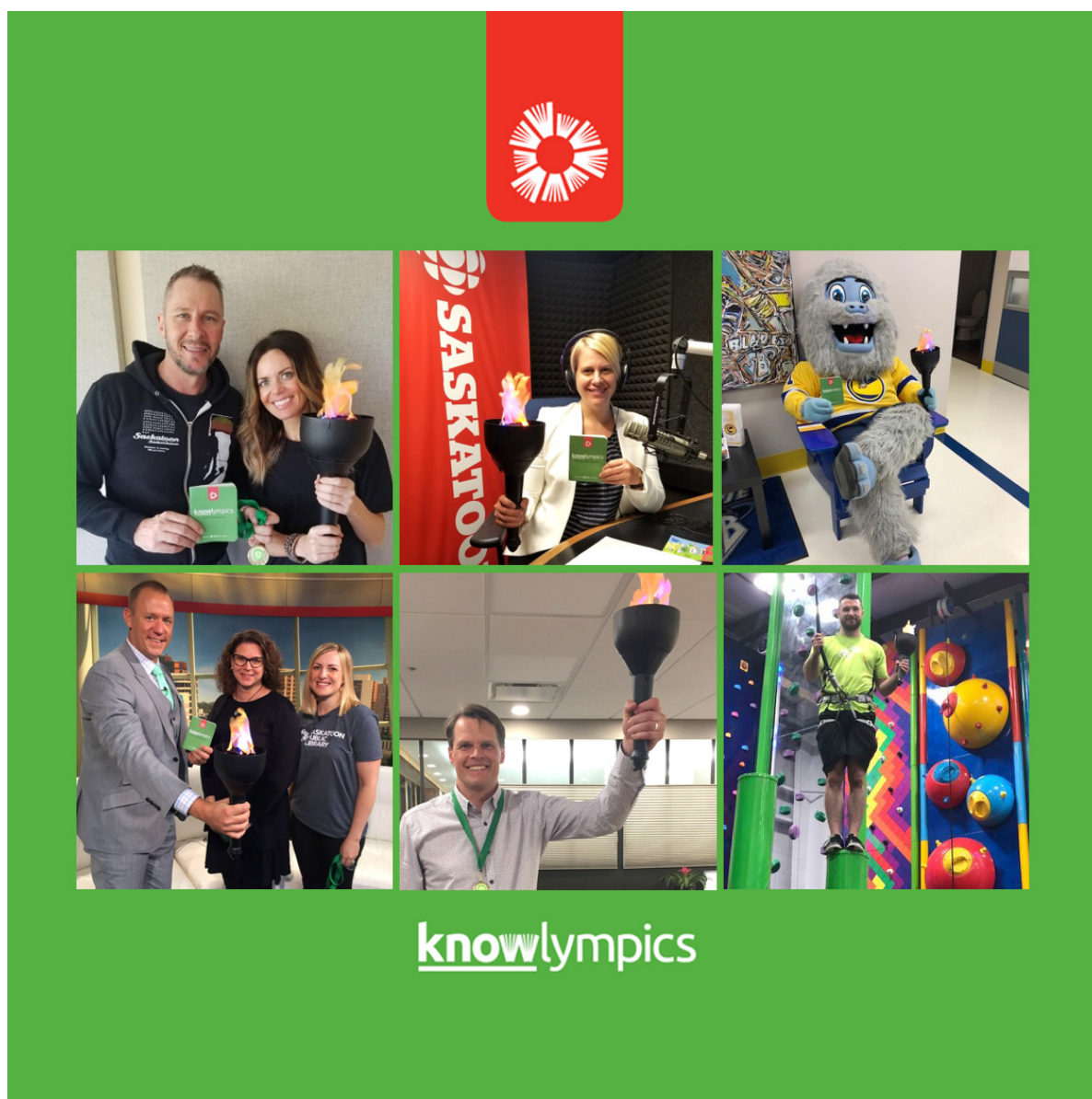


Operating Budget
\$25.8 million

Capital Budget
\$0.7 million



SASKATOON PUBLIC LIBRARY



The Saskatoon community helped us launch KNOWlympics, our all ages summer learning challenge.



Service Outcomes

- To provide a modern, dynamic library that meets the needs of citizens and makes the most effective use of resources.
- To provide enriching social, intellectual, recreational, and educational opportunities for every resident including vulnerable populations, seniors, and children.
- To provide community-wide access to flexible learning options including literacy programs, business skills, employment preparation, and creative development.

At A Glance

- A central library and eight branch locations.
- Dr. Freda Ahenakew & Mayfair branches began operating with extended hours.
- 3.3 million books, DVDs, CDs, magazines, and video games borrowed.
- 1.5 million patron visits.
- 273,177 computer station sessions.
- 510,106 connections to the free WiFi.
- 126,859 members.
- 90,452 program attendees.
- 541 field trips brought 17,176 kids to SPL.
- 13,042 new library cards issued.
- 173,572 eBooks downloaded.
- 21,222 Local History photograph searches.
- Saskatoon accepted our challenge to Read for Reconciliation.
- 657 deliveries to personal care homes and residents through Home Reader Service.
- 60,941 items loaned to drop-in centres, senior residences, youth homes and correctional centres.

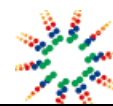
City Council Strategic Priority Areas Supported by this Business Line

Reconciliation, Inclusion, and Diversity

- SPL is committed to being an active participant in Reconciliation Saskatoon, removing barriers to access for library services, facilitating inclusion through our programs and services, and working towards making our workforce diverse and representative of the community.

Recreation, Culture, and Leisure

- SPL's programs and services enhance the quality of life for residents of Saskatoon, support life-long learning, civic engagement and facilitate community connections.



Strategic Risks

- Renovations at branch locations require a significant infusion of funds, and the application of accessibility standards will result in a loss of square footage for branch collections putting more pressure on the Central Library to house a larger collection.
- New neighbourhoods create demand for services while current library sites need to be renewed placing pressure on available funding resources.

Performance Measures

Measures	Target	2014	2015	2016	2017	2018 Projected	Year Over Year Progress	Long Term Progress
Overall Satisfaction with Civic Services	≥ 90%	83%	81%	86%	87%	88%	Improvement	On-Track

Strategic Outcomes and 2019 Actions

Align library services with community needs.

- Develop and implement SPL's Community-Led service model. SPL began operating in the new structure in July 2018.
- Ensure budget and resource allocation align with the SPL's service delivery objectives.

Facilities support operational realities.

- Increase security budget to address issues including poverty, homelessness and increased drug and alcohol abuse that are resulting in increased patron incidents at the library.
- Increase maintenance budget to address the increasing costs associated with managing ageing infrastructure.
- Increase the new central library reserve as per the funding plan between the City of Saskatoon and SPL.

Investment into employees to improve service outcomes.

- Increase in compensation to in-scope employees resulting from the 2018 organizational redesign, which aligned roles with community needs.
- Addition of a .8 FTE to create the Director, Reconciliation position.

Diversity & Inclusion.

- All SPL employees will continue to participate in Aboriginal Awareness training, and we will be participating in anti-racism training as it becomes available.
- Actively working with CUPE 2669 to designate some positions in our new structure for persons of indigenous heritage.
- Participate in a practicum student program with Saskatchewan Indian Institute of Technologies (SIIT) and a practicum program with Gabriel Dumont Institute.
- Advocate to libraries across Saskatchewan and nationally to take an active role in Reconciliation.



Operating Summary

	2019 Budget							
	2017 Actual	2017 Budget	2018 Budget	000's			Dollar Change	% Change
				Revenue	Exp/Rec	Net		
Library Property Levy	(22,768.9)	(22,786.9)	(23,128.7)	(24,905.7)	0.0	(24,905.7)	(1,777.0)	7.7%
Saskatoon Public Library	22,768.9	22,786.9	23,128.7	(938.0)	25,843.7	24,905.7	1,777.0	7.7%
Total	0.0	0.0	0.0	(25,843.7)	25,843.7	0.0	0.0	0.0%

Staff Complement	2018	2019	Difference
Full Time Equivalents	148.80	149.60	0.80

Summary of Budget Changes

Service Line	Revenue Change			Expenditure Change					Net
	2018 Base	Change	2019 Budget	2018 Base	Base Adj	Growth & Cont Impr	Service Level	2019 Budget	2019 Budget
Library Property Levy	(23,128.7)	(1,777.0)	(24,905.7)	0.0	0.0	0.0	0.0	0.0	(24,905.7)
Saskatoon Public Library	(940.7)	2.7	(938.0)	24,069.4	627.4	527.1	619.8	25,843.7	24,905.7
Total	(24,069.4)	(1,774.3)	(25,843.7)	24,069.4	627.4	527.1	619.8	25,843.7	0.0

Summary of Funded Capital Investments

Service Line	2019	2020	2021	2022	2023
Library Property Levy	0.0	0.0	0.0	0.0	0.0
Saskatoon Public Library	700.0	1,200.0	4,200.0	4,100.0	5,100.0
Total	700.0	1,200.0	4,200.0	4,100.0	5,100.0

Financing for Funded Capital Investments

Funding Source	2019	2020	2021	2022	2023
LAND SALES	0.0	0.0	0.0	300.0	300.0
PUBLIC LIB CAP EXP'N FUND	0.0	0.0	0.0	0.0	3,725.0
PUBLIC LIBRARY EQUIP REPL RES	200.0	200.0	200.0	100.0	100.0
PUBLIC LIBRARY NEW CENTRAL LIBRARY RESERVE	500.0	1,000.0	4,000.0	3,700.0	975.0
Total	700.0	1,200.0	4,200.0	4,100.0	5,100.0
Unfunded	0.0	0.0	0.0	0.0	0.0



Library Property Levy

Overview

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

2017 Budget to Actual Variance Explanation:

In 2017 the Library Property Levy had no significant variance from budget.

Summary of Operating Changes

Operating Budget:	2017 Actuals	2017 Budget	2018 Budget	2019 Budget	Dollar Change	% Change
Property Levy	(22,528.8)	(22,526.9)	(22,858.7)	(24,635.7)	(1,777.0)	7.8%
Supplementary Prop Levy	(240.0)	(260.0)	(270.0)	(270.0)	0.0	0.0%
Total	(22,768.8)	(22,786.9)	(23,128.7)	(24,905.7)	(1,777.0)	7.7%

Staff Complement	2018	2019	Difference
Full Time Equivalents	0.00	0.00	0.00

Summary of Budget Changes

Service Line	Revenue Change			Expenditure Change					Net
	2018 Base	Change	2019 Budget	2018 Base	Base Adj	Growth & Cont Impr	Service Level	2019 Budget	2019 Budget
Library Property Levy	(23,128.7)	(1,777.0)	(24,905.7)	0.0	0.0	0.0	0.0	0.0	(24,905.7)

Revenue Change:

- Net property tax revenue increased by \$1,477.3 and is required to balance the 2019 budget. This represents a 6.38% property tax increase.
- In addition, revenue resulting from assessment growth of \$299.7 was estimated for 2019 and is calculated based on actual assessment values being received. The property tax levy plus assessment growth equals the \$1,777.0 total revenue change.

Summary of Capital Investments

There are no capital investments for Library Property Levy.



Saskatoon Public Library

Overview

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

2017 Budget to Actual Variance Explanation:

In 2017 the Saskatoon Public Library had no variance from budget.

Summary of Operating Changes

Operating Budget:	2017 Actuals	2017 Budget	2018 Budget	2019 Budget	Dollar Change	% Change
Revenue	(298.8)	(309.5)	(289.5)	(286.8)	2.7	-0.9%
Province of Saskatchewan	(671.1)	(651.2)	(651.2)	(651.2)	0.0	0.0%
Staff Compensation	11,854.6	13,116.4	12,436.3	13,175.0	738.7	5.9%
Operating Cost	8,606.7	7,249.1	7,836.2	8,341.2	505.0	6.4%
Cost Recovery	0.0	(5.6)	(5.6)	0.0	5.6	-100.0%
Capital Contribution	3,277.5	3,387.7	3,802.5	4,327.5	525.0	13.8%
Total	22,768.9	22,786.9	23,128.7	24,905.7	1,777.0	7.7%

Staff Complement	2018	2019	Difference
Full Time Equivalents	148.80	149.60	0.80

Summary of Budget Changes

Service Line	Revenue Change			Expenditure Change				Net	
	2018 Base	Change	2019 Budget	2018 Base	Base Adj	Growth & Cont Impr	Service Level	2019 Budget	2019 Budget
Saskatoon Public Library	(940.7)	2.7	(938.0)	24,069.4	627.4	527.1	619.8	25,843.7	24,905.7

Continuous Improvements:

SPL began operating within a new organizational structure in July 2018. The structure was designed to provide the following improvements:

- Expand our focus beyond access to information to enable SPL to meet the needs of the community in areas such as technology.
- Make it easier for people who serve the public to do their jobs (removing barriers).
- Use our resources more efficiently, creating more value for taxpayers.

Capital Contribution:

- Increase in capital contributions to the New Central Library reserve of \$525.0 as per the funding plan developed with the City of Saskatoon.



Other Significant Item(s):

- The 0.8 FTE increase is required to support SPL's reconciliation initiatives. The 0.8 FTE will be used to create a full-time position for a Director, Reconciliation. This position will lead SPL's indigenous inclusion initiatives.
- The 2019 budget is aligned with both SPL's operations and strategic plan. The organizational structure and service model are designed for flexibility and efficiency in order to increase SPL's ability to make strategic and deliberate community impacts.
- Additional funds are required for security to support SPL's commitment to a safe environment for patrons and employees.
- Employee compensation increased due to change in organizational structure and associated creation of new roles. Compensation also increased for a three-year contingency as the collective agreement is expired December 2016.

Summary of Capital Investments

Funded Capital Projects	2019	2020	2021	2022	2023
P0838 LIBR-EQUIPMENT REPLACEMENT	200.0	200.0	200.0	100.0	100.0
P1761 LIBR-NEW CENTRAL LIBRARY CONSTRUCTION	500.0	1,000.0	4,000.0	4,000.0	5,000.0
Total	700.0	1,200.0	4,200.0	4,100.0	5,100.0

P0838 - Equipment Replacement includes pooled assets totaling \$200.0 for equipment replacement.

P1761 - New Central Library Construction includes \$500.0 for continued public consultation and planning, and to build a base for a potential new central library.

Future Operating Impact of Current Year's Capital Projects

There is no operating impact for 2018 for Library capital projects.





Operating Budget
\$14.5 million

Capital Budget
\$1.2 million



STRATEGIC GOAL:



Environmental Leadership

Service Lines



Service Outcomes

- To provide Urban Forestry and Urban Biological services, including tree maintenance and planting, prevention of the spread of insect and plant pests, and wildlife management.
- To provide Waste Handling Services, including: collection and landfilling of garbage.
- To provide an Environmental Program focused on environmental education, managing City-owned contaminated sites, participating in regional water and air quality protection efforts, and developing enhanced environmental policies.
- To provide a Waste Reduction and Resource Recovery program, including: developing recycling and composting programs, reducing energy use and the emission of greenhouse gases, and managing household hazardous waste.

At A Glance

Parks:

- 110,000 trees with approximately 60% of the inventory lining city streets and 40% located within civic parks.
- 94,500 hectares of land in and around Saskatoon is monitored seasonally to identify and treat for mosquito larval habitat.
- 10,000 trees pro-actively pruned each year to maintain a seven-year cycle of maintenance for street trees and a thirteen year cycle for park trees.



- 2,000 citizen requests for tree health assessments, pruning and clearing of broken/hanging branches, tree removals, and clarification of tree ownership.
- 800 trees planted as part of park and urban forestry asset management efforts.
- Trees within the City's Urban Forest are inspected annually to identify diseases such as Dutch elm disease.

Garbage: Waste Handling Services

- 2.6 million residential curbside containers collected each year with a 99.9% success rate.
- 100,000 tonnes of garbage received at the Landfill annually; approximately 60% is garbage collected by City crews from residents and from a few businesses (based on commercial contracts).
- 69,700 single-family homes and 23,000 multi-unit residential dwellings receive garbage collection services by a fleet of 29 garbage trucks.

Environment: Environmental Program, Waste Reduction, and Resource Recovery

- 247,100 tonnes of waste are generated in Saskatoon; 66% of this is generated by businesses and institutions, 34% by residents.
- 3,599 kilotons of carbon dioxide equivalents (CO₂e) are released into the atmosphere every year in Saskatoon. Emissions from City operations comprise 3% of total community emissions and rose by 3% between 2014 and 2017.

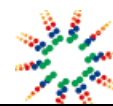
City Council Strategic Priority Areas Supported by this Business Line

Core Services

- Tree maintenance and planting.
- Prevention of spread of insect and plant pests.
- Tree inquiry service.
- Collection and management of solid waste.

Environmental Sustainability

- Waste diversion planning and education.
- Climate change planning, reporting and program development.
- Environmental compliance.
- Biodiversity and natural area planning.
- Protection of the South Saskatchewan River by controlling leachate.
- Reduction of 52,000 tonnes of carbon dioxide equivalent through the Landfill Gas Program.
- Reduction of 48,000 tonnes of carbon dioxide equivalent through Compost Programs.



Performance Measures

Measures	Target	2014	2015	2016	2017	2018 Projected	Year Over Year Progress	Long Term Progress
Waste Diverted From the Landfill	Divert 70% of Saskatoon's waste from landfills by 2023	23%	21%	21.8%	22.8%	N/A	Neutral	Needs Improvement
Reduce the City of Saskatoon's greenhouse gas emissions	≥40% from 2014 levels by 2023 and 80% below 2014 levels by 2050	Baseline	N/A	Pending	Pending	N/A	Neutral	Needs Improvement

Strategic Outcomes and 2019 Actions

Effects of climate change on the civic services are proactively addressed.

- Implement the recommended strategies contained in the Climate Change Mitigation Business Plan.

Solid waste diversion is maximized and landfill operations management and financial sustainability optimized.

- Complete the Waste Diversion Plan.
- Engage businesses and institutions in waste diversion through planning and program development.
- Implement the new tarp deployment system for alternative daily cover at the landfill, extending landfill life and meeting more stringent environmental regulations.

Green infrastructure is identified and managed for the benefit of current and future generations.

- Complete the Natural Capital Asset Valuation framework.
- Develop and adopt Natural Area Standards.
- Identify and map targets for the management and enhancement of natural areas, biodiversity, and other green infrastructure components.



Operating Summary

	2017 Actual	2017 Budget	2018 Budget	2019 Budget				
				000's			Dollar Change	% Change
				Revenue	Exp/Rec	Net		
Environmental Program	490.8	490.4	493.2	0.0	500.4	500.4	7.2	1.5%
Urban Forestry	3,432.8	3,552.7	3,631.7	0.0	3,728.7	3,728.7	97.0	2.7%
Waste Reduction & Resource Recovery	1,077.2	1,007.8	1,053.4	0.0	1,068.5	1,068.5	15.1	1.4%
Waste Handling Service	8,079.7	7,383.4	8,177.1	(5,180.0)	13,298.6	8,118.6	(58.5)	-0.7%
Urban Biological Services	901.2	909.3	989.1	(2.0)	1,040.6	1,038.6	49.5	5.0%
Total	13,981.7	13,343.6	14,344.5	(5,182.0)	19,636.8	14,454.8	110.3	0.8%

Staff Complement	2018	2019	Difference
Full Time Equivalents	108.94	109.97	1.03

Summary of Budget Changes

Service Line	Revenue Change			Expenditure Change				Net	
	2018 Base	Change	2019 Budget	2018 Base	Base Adj	Growth & Cont Impr	Service Level	2019 Budget	2019 Budget
Environmental Program	0.0	0.0	0.0	493.2	7.2	0.0	0.0	500.4	500.4
Urban Forestry	0.0	0.0	0.0	3,631.7	54.3	42.7	0.0	3,728.7	3,728.7
Waste Reduction & Resource Recovery	(4.0)	4.0	0.0	1,057.4	11.1	0.0	0.0	1,068.5	1,068.5
Waste Handling Service	(5,180.0)	0.0	(5,180.0)	13,357.1	7.5	(66.0)	0.0	13,298.6	8,118.6
Urban Biological Services	(2.0)	0.0	(2.0)	991.1	42.9	6.6	0.0	1,040.6	1,038.6
Total	(5,186.0)	4.0	(5,182.0)	19,530.5	123.0	(16.7)	0.0	19,636.8	14,454.8

Summary of Funded Capital Investments

Service Line	2019	2020	2021	2022	2023
Environmental Program	50.0	0.0	0.0	0.0	0.0
Urban Forestry	423.0	0.0	0.0	0.0	0.0
Waste Reduction & Resource Recovery	0.0	0.0	0.0	0.0	0.0
Waste Handling Service	696.0	2,346.0	6,046.0	396.0	1,346.0
Urban Biological Services	0.0	0.0	0.0	0.0	0.0
Total	1,169.0	2,346.0	6,046.0	396.0	1,346.0

Financing for Funded Capital Investments

Funding Source	2019	2020	2021	2022	2023
AUTO GARBAGE CONTAINER REPL RES	346.0	346.0	346.0	346.0	346.0
LANDFILL REPLACEMENT RESERVE	350.0	2,000.0	5,700.0	50.0	1,000.0
CP - CAPITAL RESERVE	50.0	0.0	0.0	0.0	0.0
RESERVE FOR CAPITAL EXPENDITURES	423.0	0.0	0.0	0.0	0.0
Total	1,169.0	2,346.0	6,046.0	396.0	1,346.0
Unfunded	446.0	0.0	0.0	0.0	0.0



Future Operating Budget Impacts of 2019 Capital Projects

Service Line	2019	2020	2021	2022	2023
P2538 CP-NATURAL CAPITAL ASSET VALUATION	0.0	75.0	0.0	0.0	0.0
P2598 CP-CORPORATE ADAPTATION STRATEGY	0.0	232.0	0.0	0.0	0.0
Total	0.0	307.0	0.0	0.0	0.0



Environmental Program

Overview

This service line provides planning, policy development, education, outreach, research, environmental monitoring, and the reporting of environmental outcomes to regulators and citizens. Collaboration with various civic departments and the community-at-large is necessary to protect the environment for the benefit of current and future residents. Environmental protection efforts range from regional in scale to the individual household level and focus on protecting air, water, land and natural resources.

Current resources provide leadership in improving civic environmental outcomes related to solid waste management and energy efficiency. Performance toward environmental goals is tracked and reported annually through the 'Our Environment' report.

2017 Budget to Actual Variance Explanation:

In 2017 the Environmental Program had no significant variance from budget.

Summary of Operating Changes

Operating Budget:	2017 Actuals	2017 Budget	2018 Budget	2019 Budget	Dollar Change	% Change
Staff Compensation	337.9	299.6	413.4	420.4	7.0	1.7%
Operating Cost	152.9	190.8	193.8	193.8	0.0	0.0%
Cost Recovery	0.0	0.0	(114.0)	(113.8)	0.2	-0.2%
Total	490.8	490.4	493.2	500.4	7.2	1.5%

Staff Complement	2018	2019	Difference
Full Time Equivalents	3.90	3.90	0.00

Summary of Budget Changes

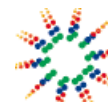
Service Line	Revenue Change			Expenditure Change				Net 2019 Budget
	2018 Base	Change	2019 Budget	2018 Base	Base Adj	Growth & Cont Impr	Service Level	
Environmental Program	0.0	0.0	0.0	493.2	7.2	0.0	0.0	500.4

There are no significant operating changes for the Environmental Program Service Line.

Summary of Capital Investments

Funded Capital Projects	2019	2020	2021	2022	2023
P2598 CP-CORPORATE ADAPTATION STRATEGY	50.0	0.0	0.0	0.0	0.0
Total	50.0	0.0	0.0	0.0	0.0

Unfunded Capital Projects	2019	2020	2021	2022	2023
P2538 CP-NATURAL CAPITAL ASSET VALUATION	196.0	0.0	0.0	0.0	0.0
Total	196.0	0.0	0.0	0.0	0.0



Project 2538 for \$196.0 is to continue the process of creating a Natural Capital Asset inventory and work towards operationalizing a program for environmental planning to advise the City's ongoing development and operations. The 2019 potential funding source for this project is the Reserve for Capital Expenditures (RCE), which is currently unfunded.

Project 2598 for \$50.0 is to continue the work on the Corporate Adaptation Strategy by developing a plan to address responses to climate change events on the City's infrastructure.

Future Operating Impact of Current Year's Capital Project

Natural Capital Asset Valuation (P2538) is estimated to be \$75.0 for on-going operational requirements.

Corporate Adaptation Strategy (P2598) is estimated to be \$232.0 for software and staffing requirements to operationalize the program.

Future Operating Budget Impacts of 2019 Capital Projects

Project	2019	2020	2021	2022	2023
P2538 CP-NATURAL CAPITAL ASSET VALUATION	0.0	75.0	0.0	0.0	0.0
P2598 CP-CORPORATE ADAPTATION STRATEGY	0.0	232.0	0.0	0.0	0.0
Total	0.0	307.0	0.0	0.0	0.0



Urban Forestry

Overview

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

2017 Budget to Actual Variance Explanation:

In 2017 Urban Forestry had a \$120.0 favorable variance from budget, primarily due to a shorter watering season and a favorable water and mulching contract.

Summary of Operating Changes

Operating Budget:	2017 Actuals	2017 Budget	2018 Budget	2019 Budget	Dollar Change	% Change
Staff Compensation	1,860.1	1,813.0	1,836.6	1,947.3	110.7	6.0%
Operating Cost	1,722.5	1,843.4	1,764.6	1,900.9	136.3	7.7%
Cost Recovery	(176.2)	(130.0)	(149.5)	(149.5)	0.0	0.0%
Capital Contribution	26.3	26.3	180.0	30.0	(150.0)	-83.3%
Total	3,432.7	3,552.7	3,631.7	3,728.7	97.0	2.7%

Staff Complement	2018	2019	Difference
Full Time Equivalents	25.52	26.15	0.63

Summary of Budget Changes

Service Line	Revenue Change			Expenditure Change				Net	
	2018 Base	Change	2019 Budget	2018 Base	Base Adj	Growth & Cont Impr	Service Level	2019 Budget	2019 Budget
Urban Forestry	0.0	0.0	0.0	3,631.7	54.3	42.7	0.0	3,728.7	3,728.7

Growth:

- As the City expands and more parks and open space areas are added, additional funding is required to maintain service levels. In 2019, 69 hectares of new green space will be added and the budget has been increased by \$42.7 (0.63 FTE) to the Arborist pooled positions to maintain the growing urban forest.

Not Included:

- Invasive insects and diseases threaten the City's Urban Forest. The potential costs to respond to an attack is significant and the risk and cost increases if the response is delayed. Creation of an Urban Forest Reserve contribution (\$250.0 in 2019) has been included in the Business Plan Options for City Council's consideration in order to pro-actively address insect and disease threats to the City's Urban Forest.

Summary of Capital Investments

Funded Capital Projects	2019	2020	2021	2022	2023
P1669 CY-PSYLLID IMPACTED TREE REMOVAL/ REPLANTING	423.0	0.0	0.0	0.0	0.0
Total	423.0	0.0	0.0	0.0	0.0



Unfunded Capital Projects		2019	2020	2021	2022	2023
P1669	CY-PSYLLID IMPACTED TREE REMOVAL/ REPLANTING	250.0	0.0	0.0	0.0	0.0
Total		250.0	0.0	0.0	0.0	0.0

Approximately 1,000 ash trees were impacted by the psyllid insect and were removed with some being replanted in 2018. As part of the 2019 Business Plan options, City Council has been presented with an option to provide \$423,000 in RCE funding to continue the removal and replanting of infected trees.

In addition, City Council has been presented with an Operating budget option to begin funding an Urban Forestry reserve in order to proactively address risks to the City's urban forest. If approved, the Administration will utilize this funding to accelerate the psyllid response in 2019 through an addition to capital project #1669.

Future Operating Impact of Current Year's Capital Project

There are no future operating impacts from the 2019 Capital Project.



Waste Reduction & Resource Recovery

Overview

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

Current resources provide management services to recycling contracts for curbside and multi-unit dwellings, implementing the energy management program to identify and implement utility-saving projects, monitoring of energy use and greenhouse gas emissions, the Household Hazardous Waste Days program and community recycling depot operations.

2017 Budget to Actual Variance Explanation:

In 2017 Waste Reduction & Resource Recovery had a \$69.4 unfavorable variance from budget. This was primarily due to increased volume of material collected at the Household Hazardous Waste days which diverted the materials from ending up in the landfill.

Summary of Operating Changes

Operating Budget:	2017 Actuals	2017 Budget	2018 Budget	2019 Budget	Dollar Change	% Change
Revenue	(6.2)	(12.4)	(4.0)	0.0	4.0	-100.0%
Staff Compensation	768.7	502.0	627.8	645.5	17.7	2.8%
Operating Cost	420.0	648.5	579.3	579.5	0.2	0.0%
Cost Recovery	(105.3)	(130.3)	(149.7)	(156.5)	(6.8)	4.5%
Total	1,077.2	1,007.8	1,053.4	1,068.5	15.1	1.4%

Staff Complement	2018	2019	Difference
Full Time Equivalents	6.45	6.45	0.00

Summary of Budget Changes

Service Line	Revenue Change			Expenditure Change				2019 Budget	Net 2019 Budget
	2018 Base	Change	2019 Budget	2018 Base	Base Adj	Growth & Cont Impr	Service Level		
Waste Reduction & Resource Recovery	(4.0)	4.0	0.0	1,057.4	11.1	0.0	0.0	1,068.5	1,068.5

There are no significant operating changes for the Waste Reduction & Resource Recovery Service Line.

Summary of Capital Investments

There are no capital investments for Waste Reduction & Resource Recovery.



Waste Handling Service

Overview

Waste Handling includes solid waste collections, the management of City-owned garbage carts, and the operation of the Saskatoon Regional Waste Management Facility (Landfill) to ensure solid waste is managed in a safe and environmentally sound manner. The design and operations of the Landfill are optimized to maximize the available space within the facility. The transfer to the Landfill Replacement Reserve includes a base provision of \$262.9, plus an amount allocated from the tipping fee.

2017 Budget to Actual Variance Explanation:

In 2017 Waste Services had a \$696.3 unfavorable variance from budget. This was for the most part, a result of significantly declining landfill revenues as competing landfills in the area continue to attract major commercial haulers from the City's Landfill. A one-time reduction/deferral to the Landfill Replacement Reserve was made in 2017 for \$1.25 million in order to offset the negative impact of declining revenues.

Summary of Operating Changes

Operating Budget:	2017 Actuals	2017 Budget	2018 Budget	2019 Budget	Dollar Change	% Change
Revenue	(4,576.6)	(5,920.0)	(5,180.0)	(5,180.0)	0.0	0.0%
Staff Compensation	4,913.5	4,820.5	4,748.9	5,034.3	285.4	6.0%
Operating Cost	6,273.7	5,611.4	5,715.2	5,534.7	(180.5)	-3.2%
Debt Charges	478.4	625.2	625.3	507.8	(117.5)	-18.8%
Cost Recovery	(347.9)	(409.2)	(387.8)	(404.7)	(16.9)	4.4%
Capital Contribution	1,337.3	2,654.2	2,654.2	2,625.2	(29.0)	-1.1%
Transfer to/from Reserves	1.3	1.3	1.3	1.3	0.0	0.0%
Total	8,079.7	7,383.4	8,177.1	8,118.6	(58.5)	-0.7%

Staff Complement	2018	2019	Difference
Full Time Equivalents	61.37	61.67	0.30

Summary of Budget Changes

Service Line	Revenue Change			Expenditure Change				Net	
	2018 Base	Change	2019 Budget	2018 Base	Base Adj	Growth & Cont Impr	Service Level	2019 Budget	2019 Budget
Waste Handling Service	(5,180.0)	0.0	(5,180.0)	13,357.1	7.5	(66.0)	0.0	13,298.6	8,118.6

Other Significant Item(s):

- Garbage collection and the landfill program have purchased several new pieces of equipment in recent years; however, operating costs have not been sufficient to cover the internal rental rates of this equipment, as such the 2019 budget includes an increase of \$322.8 to support the maintenance and eventual replacement of this equipment.
- The compost management contract fee of \$428.3 has been eliminated due to additional Multi Materials Stewardship Western funds received for 2019.
- The increase in staffing is due to a transfer of 0.30 FTE for an Operations Superintendent (Safety) position from Transportation business line to align with safety support provided to this service line.



Not Included:

- The Automated Garbage Collection Container Replacement Reserve has a current transfer of \$334.2 that has not received adequate growth funding over the past several years and transfers to capital programming and other initiatives have been deferred in order to address this shortfall. An additional \$152.8 is required in order to meet the growing demand for this service. This issue as well as the ongoing financial sustainability of Waste Handling service is included in the Waste as a Utility report.
- An Environmental Protection Officer and vehicle for a total estimated cost of \$103.4 has not been included in the budget. This position is required due to the increased number of waste containers in the city due to Recycling Programs (66,000 to 136,000). This provision would assist in addressing resident and councillor complaints and to provide education and enforcement of the bylaw.

Summary of Capital Investments

Funded Capital Projects	2019	2020	2021	2022	2023
P1475 US-AUTO'D GARBAGE CONTAINER REPL	346.0	346.0	346.0	346.0	346.0
P2051 US-LANDFILL OPTIMIZATION	350.0	2,000.0	5,700.0	50.0	1,000.0
Total	696.0	2,346.0	6,046.0	396.0	1,346.0

2019 Waste Handling Service capital investments include:

Project 2051 – Landfill Optimization which includes construction work for surface water management as well as improving site conditions, customer service, safety and environmental conditions.

Project 1475 - Automated Garbage Container Replacements provides for new containers as required and the replacement of existing containers.

Future Operating Impacts of Current Year's Capital Projects

There are no future operating impacts from 2019 Capital Projects.



Urban Biological Services

Overview

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

2017 Budget to Actual Variance Explanation:

In 2017 Urban Biological Services had no significant variance from budget.

Summary of Operating Changes

Operating Budget:	2017 Actuals	2017 Budget	2018 Budget	2019 Budget	Dollar Change	% Change
Province of Saskatchewan	(2.0)	(2.0)	(2.0)	(2.0)	0.0	0.0%
Staff Compensation	678.3	654.5	713.4	758.6	45.2	6.3%
Operating Cost	224.9	256.8	277.7	268.5	(9.2)	-3.3%
Capital Contribution	0.0	0.0	0.0	13.5	13.5	0.0%
Total	901.2	909.3	989.1	1,038.6	49.5	5.0%

Staff Complement	2018	2019	Difference
Full Time Equivalents	11.70	11.80	0.10

Summary of Budget Changes

Service Line	Revenue Change			Expenditure Change				Net	
	2018 Base	Change	2019 Budget	2018 Base	Base Adj	Growth & Cont Impr	Service Level	2019 Budget	2019 Budget
Urban Biological Services	(2.0)	0.0	(2.0)	991.1	42.9	6.6	0.0	1,040.6	1,038.6

Growth:

- As the City expands and more parks and open space areas are added, additional funding is required to maintain service levels. In 2019, 69 hectares of new green space will be added and the budget has been increased by \$6.6 (0.1 FTE) to the Pest Management Technician pooled positions to provide urban biological services in the grow areas.

Summary of Capital Investments

There are no capital investments for Urban Biological Services.





Operating Budget
\$362.1 million

Capital Budget
\$69.1 million



STRATEGIC GOAL:

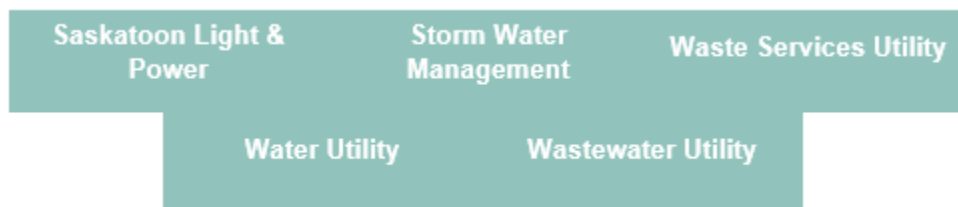


Environmental Leadership



Asset & Financial Sustainability

Service Lines



Service Outcomes

- To provide safe, reliable, and cost effective electricity in an environmentally responsible way.
- To provide quality drinking water, collection and treatment of wastewater, and storm water collection.
- To provide long-term, sustainable management of Saskatoon's water and energy resources.
- To provide residential recycling and food and yard waste collection and processing.
- To provide revenue for the City through fees generated by services.

At A Glance

Electricity: Saskatoon Light & Power

- 60,952 customers.
- 1,171 km of overhead lines in the transmission and distribution network.
- 631 km of underground power cables.



Drinking Water: The Water Treatment Plant and Distribution System

- 45.2 million cubic meters treated per year.
- 74,000 service connections.
- 14,803 valves.
- 7,349 fire hydrants.
- 1,175 km of water mains.

Wastewater: The Wastewater Treatment Plant and Collection System

- 31.6 million cubic meters of waste water treated per year.
- 74,000 service connections.
- 11,703 manholes (sanitary).
- 1,062 km of sanitary mains, 24 sanitary sewer lift stations and 52 km of force mains.

Storm Water: Drainage and Collection System

- 13,501 catch basins.
- Two storm sewer lift stations.
- 3,057 service connections.
- 742 km of storm sewers, 44 km of sub-drainage, and 4 km of force mains.
- 26 wet ponds, eight dry ponds, three natural ponds, and two constructed wetlands.

Recycling: Waste Services

- 69,700 homes provided with curbside, biweekly recycling services.
- 35,500 apartment and condominium units receive services.
- 52,256 vehicles visit compost depots annually and 11,600 tonnes of leaves, grass, branches and other yard waste handled.
- 7,500 subscribers to the Green Cart Program for food and yard waste.

City Council Strategic Priority Areas Supported by this Business Line

Core Services

- Waste management for recyclables and compostable material.
- The electrical distribution system is developed and maintained to provide a reliable service for customers.

Environmental Sustainability

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

Regional Planning

- Regional concept plan development for water and sewer servicing.



Performance Measures

Measures	Target	2014	2015	2016	2017	2018 Projected	Year Over Year Progress	Long Term Progress
Waste Diverted From the Landfill	Divert 70% of Saskatoon's waste from landfills by 2023	22.50%	21%	21.80%	22.8%	N/A	Neutral	Needs Improvement
Reduce the City of Saskatoon's greenhouse gas emissions	≥40% from 2014 levels by 2023 and 80% below 2014 levels by 2050	Baseline	N/A	Pending	Pending	N/A	Neutral	Needs Improvement
Key Civic Infrastructure Status	B Service Level	C	B	B	B	B	Neutral	On-Track

Strategic Outcomes and 2019 Actions

Key civic infrastructure assets are maintained and funded to minimize total life cycle costs.

- Accelerated repair/replacement of cast iron watermain and lead water service lines.
- Development of a Storm Water Asset Management Plan including a funding strategy, condition assessment and a repair/replacement program.
- Upgrade the filter infrastructure at the Water Treatment Plant to ensure continued filtration reliability and automation of controls.
- Complete the design and proceed with construction of the transfer pump and electrical upgrades at the Water Treatment Plant to provide dedicated and efficient pumps to move water to the Avenue H Reservoir facility.
- Reduce the backlog of repairs in the water distribution and storm/wastewater collection systems.
- Complete construction of a liquid waste station in the north industrial area and eliminate the need for waste haulers to travel through residential neighborhoods and school zones.
- Conduct a condition assessment and hydraulic analysis of all 28 sanitary sewer lift stations and force mains to create a capital plan for lift station upgrades.
- Increase investment in storm sewers and ponds with a target of 1.5% of the replacement value.
- Investigate various water uses within the City to ensure water is accounted for.
- Monitor and report annually on Saskatoon Light & Power's ability to meet the funding strategy outlined in the asset management report for the utility.
- Develop a strategic plan outlining the current state of the utility's asset management program and defining current service levels.
- A major renewal project for the Avenue C substation will occur in 2019, replacing infrastructure that is 40 years old.
- The annual street light pole replacement program will be accelerated in 2019 to renew poles showing deterioration.

Reliance on property tax is reduced.

- Implementation of a Return on Investment (including contributions to the Roadway Reserve) equal to 10% of metered revenue by 2021.

The well-being of citizens is a shared responsibility and our community is safe.

- A Flood Control Strategy is created to reduce the risk of flooding in flood prone priority areas.

Effects of climate change on the civic services are proactively addressed.

- Complete vulnerability and risk assessments for inclusion in a Climate Adaptation Strategy.



- The City has partnered with the University of Saskatchewan and Concordia University to review the risks of climate change on rainfall events, and to develop a single Intensity-Duration-Frequency (IDF) curve, incorporating risks of these events.
- Explore options and complete viability assessments for clean energy generation projects including a potential combined heat and power project at St. Paul's Hospital and a utility-scale solar power project.

Solid waste diversion is maximized and landfill operations management and financial sustainability optimized.

- Implement residential city-wide Organics and Pay-As-You-Throw programs.

Green infrastructure is identified and managed for the benefit of current and future generations.

- Align storm water planning and policy to the Green Infrastructure Strategy.
- Redevelopment of the Storm Water Management Policy/Plan – Phase II.

Our plan for growth is sustainable, through a balanced approach to land use, transportation choices and efficient servicing.

- Proposed implementation of Growth Pays for Growth funding strategy for growth related capital projects at the Water Treatment Plant and Wastewater Treatment Plant, and reservoir and fill main expansion.
- Development of the Water and Sewer Long Term Capital Development and Expansion Plan which includes both infill and green field servicing strategies.
- Construction of a reservoir fill main in the northeast sector for the new reservoir required to service the growing northeast and east sectors.
- Optimum Water Services Strategy including ultimate water treatment capacity prior to construction of a new plant.
- Design and build a fourth digester at the Wastewater Treatment Plant with construction scheduled for 2018.
- Capacity modeling and analysis to aid in design of system upgrades needed to support corridor densification along BRT routes.

Regional partnerships provide the best opportunities for sustainable prosperity and quality of life.

- Development of the Water and Sewer Long Term Capital Development and Expansion Plan which includes servicing strategies to population of 500,000 and one million.
- Studies have started to refine the regional Green Network.
- Contribution of water and sewer engineering and planning towards the development of regional concept plans.



Operating Summary

	2017 Actual	2017 Budget	2018 Budget	2019 Budget				
				000's		Net	Dollar Change	% Change
				Revenue	Exp/Rec			
Saskatoon Light & Power	0.0	0.0	0.0	(170,551.0)	170,551.0	0.0	0.0	0.0%
Storm Water Management	0.0	0.0	0.0	(8,121.9)	8,121.9	0.0	0.0	0.0%
Wastewater Utility	0.0	0.0	0.0	(78,920.8)	78,920.8	0.0	0.0	0.0%
Water Utility	0.0	0.0	0.0	(95,897.1)	95,897.1	0.0	0.0	0.0%
Waste Services Utility	0.0	0.0	0.0	(8,566.7)	8,566.7	0.0	0.0	0.0%
Total	0.0	0.0	0.0	(362,057.5)	362,057.5	0.0	0.0	0.0%

Staff Complement	2018	2019	Difference
Full Time Equivalents	361.42	367.92	6.50

Summary of Budget Changes

Service Line	Revenue Change			Expenditure Change				Net	
	2018 Base	Change	2019 Budget	2018 Base	Base Adj	Growth & Cont Impr	Service Level	2019 Budget	2019 Budget
Saskatoon Light & Power	(176,968.0)	6,417.0	(170,551.0)	176,968.0	(6,417.0)	0.0	0.0	170,551.0	0.0
Storm Water Management	(6,372.0)	(1,749.9)	(8,121.9)	6,372.0	1,725.1	24.8	0.0	8,121.9	0.0
Wastewater Utility	(79,029.0)	108.2	(78,920.8)	79,029.0	(339.8)	231.6	0.0	78,920.8	0.0
Water Utility	(82,297.2)	(13,599.9)	(95,897.1)	82,297.2	13,393.6	206.3	0.0	95,897.1	0.0
Waste Services Utility	(7,627.0)	(939.7)	(8,566.7)	7,627.0	896.0	43.7	0.0	8,566.7	0.0
Total	(352,293.2)	(9,764.3)	(362,057.5)	352,293.2	9,257.9	506.4	0.0	362,057.5	0.0

Summary of Funded Capital Investments

Service Line	2019	2020	2021	2022	2023
Saskatoon Light & Power	22,975.0	21,044.0	18,522.0	15,975.0	18,045.0
Storm Water Management	7,603.0	8,567.0	8,738.0	8,913.0	9,091.0
Wastewater Utility	11,011.0	22,212.0	38,175.0	30,413.0	31,471.0
Water Utility	27,481.0	35,017.0	31,871.0	38,820.0	44,341.0
Waste Services Utility	0.0	0.0	0.0	0.0	0.0
Total	69,070.0	86,840.0	97,306.0	94,121.0	102,948.0

Financing for Funded Capital Investments

Funding Source	2019	2020	2021	2022	2023
LANDFILL REPLACEMENT RESERVE	40.0	0.0	0.0	0.0	0.0
OPERATING BUDGET DOWNPAYMENT	0.0	0.0	780.0	1,040.0	260.0
ELECTRICAL DISTRIBUTION EXTENSION RES	8,355.0	7,231.0	6,260.0	4,883.0	5,368.0
INFRA RES - STORM WATER	5,065.0	6,600.0	7,725.0	8,913.0	9,091.0
ELECTRICAL DISTRIBUTION REPLACEMENT RES	12,150.0	10,235.0	9,135.0	8,100.0	9,685.0
INFRA RES-WTR & SAN SWR	28,888.0	28,297.0	27,243.0	26,230.0	26,230.0
BORROWING	0.0	0.0	7,020.0	9,360.0	2,340.0
COST RECOVERY PPD LAND DEVELOPMENT	1,380.0	2,158.0	1,657.0	1,372.0	1,372.0
WATERWORKS CAPITAL PROJECTS RESERVE	7,630.0	12,965.0	9,846.0	18,149.0	23,479.0
WATER SUPPLY REPL RES	815.0	3,136.0	3,109.0	1,755.0	1,946.0
SEWAGE COLL & TRTMNT REPL RES	2,175.0	1,191.0	1,210.0	1,675.0	3,206.0
WASTEWATER TRTMNT CAP RES	1,522.0	13,607.0	21,851.0	11,024.0	18,351.0
SL&P CUSTOMER CONTRIBUTION	1,050.0	1,420.0	1,470.0	1,620.0	1,620.0
Total	69,070.0	86,840.0	97,306.0	94,121.0	102,948.0



Financing for Funded Capital Investments

Funding Source	2019	2020	2021	2022	2023
Unfunded	0.0	0.0	0.0	0.0	0.0

Future Operating Budget Impacts of 2019 Capital Projects

Service Line	2019	2020	2021	2022	2023
P1174 SL&P - STREET LIGHTS - LAND DEVELOPMENT	0.0	84.0	0.0	0.0	0.0
Total	0.0	84.0	0.0	0.0	0.0



Saskatoon Light & Power

Overview

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

Outside forces affecting Saskatoon Light & Power (SL&P) include future bulk power rate negotiations with SaskPower as well as future increases to retail electricity rates established by SaskPower and matched by SL&P. Decreasing sales volumes and projected lower than anticipated rate increases result in lower than expected capital provisions in 2019, impacting required capital spending that was identified in the SL&P Asset Management Plan.

2017 Budget to Actual Variance Explanation:

In 2017 SL&P had a \$1,473.7 favorable variance from budget. Net electricity sales had a negative variance of \$5,187.5 as SL&P continues to realize decreased sales volumes for both residential and commercial customers. Bulk power costs had a positive variance of \$3,523.9 and Grants in Lieu of taxes had a positive variance of \$659.6, both directly related to reduced sales volumes. Savings were realized in operations of \$1,539.1 and administration and general expenses of \$854.6, as well an increase in other revenues of \$84.0. The Saskatoon Light & Power positive variance was transferred to its stabilization reserve.

Summary of Operating Changes

Operating Budget:	2017 Actuals	2017 Budget	2018 Budget	2019 Budget	Dollar Change	% Change
Revenue	(149,182.0)	(153,845.9)	(161,125.8)	(155,289.4)	5,836.4	-3.6%
Prov Utility Municipal Surcharge	(14,685.9)	(15,125.5)	(15,842.2)	(15,261.6)	580.6	-3.7%
Staff Compensation	8,249.6	9,094.4	9,404.0	9,539.8	135.8	1.4%
Operating Cost	143,375.7	148,731.9	153,709.6	147,738.3	(5,971.3)	-3.9%
Debt Charges	16.1	16.1	21.0	(9.9)	(30.9)	-147.1%
Cost Recovery	(2,787.5)	(2,798.4)	(2,834.0)	(2,887.5)	(53.5)	1.9%
Capital Contribution	13,539.1	13,926.2	16,666.0	16,168.9	(497.1)	-3.0%
Transfer to/from Reserves	1.2	1.2	1.4	1.4	0.0	0.0%
Total	(1,473.7)	0.0	0.0	0.0	0.0	0.0%

Staff Complement	2018	2019	Difference
Full Time Equivalents	84.30	84.30	0.00

Summary of Budget Changes

Service Line	Revenue Change			Expenditure Change				Net
	2018 Base	Change	2019 Budget	2018 Base	Base Adj	Growth & Cont Impr	Service Level	2019 Budget
Saskatoon Light & Power	(176,968.0)	6,417.0	(170,551.0)	176,968.0	(6,417.0)	0.0	0.0	170,551.0
								0.0

Revenue Change:

- The 2019 operating budget reflects a 3.63% overall revenue decrease including power revenue decrease of \$5,805.2 and a municipal surcharge revenue decrease of \$580.6. These reflect a projected 5.2% drop in volume sales while also including an estimated 3.0% overall rate increase.
- Revenue generated by the Landfill Gas Facility has decreased by \$21.0 to reflect actual generating output.



Capital Contribution:

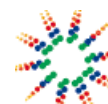
- Provisions to Capital Reserves that support the 2019 capital program are set to decrease by \$473.5. Capital repayments from the Landfill Gas Generation program decrease by \$23.6 in 2019.

Other Significant Item(s):

- The cost of purchasing bulk power for resale decreased by \$4,993.4 due to a 5.2% reduced consumption estimate and partially offset by an estimated 3.0% rate increase. A grant-in-lieu provided to the City based upon sales revenues, has decreased by \$871.0.
- The Utility provides funding for all the operational, maintenance and administrative functions of the Division. An overall reduction of \$55.5 is being realized through decreased maintenance costs, increased costs recovered on billable work and reduced staff training costs. These reductions offset increased costs in salaries, materials and billing costs.
- Included in each of the City's five Utilities are expenditures that form an important source of revenue to the City's tax supported operating budget. Saskatoon Light & Power's (SL&P) 2019 budget includes the following: \$618.9 administrative recovery for services like HR, Finance and IT that are provided to the Utility, \$22,898.5 (Grant-in-Lieu) and \$24,659.7 (Return on Investment). In the 2019 budget, SL&P's total contribution to the City's tax supported operating budget is \$48,177.1.

Summary of Capital Investments

Funded Capital Projects	2019	2020	2021	2022	2023
P0720 SL&P - CAPACITOR INSTALLATIONS	0.0	150.0	0.0	0.0	0.0
P0724 SL&P - REVENUE METER - NEW & REPLACEMENT	350.0	350.0	350.0	350.0	350.0
P0736 SL&P - CUSTOMER UPGRADES AND EXTENSIONS	2,250.0	2,400.0	2,560.0	2,560.0	2,560.0
P0825 SL&P - STREET LIGHT UPGRADES	450.0	465.0	400.0	465.0	400.0
P1016 SL&P - NEIGHBOURHOOD STREET LIGHT UPGRDS	0.0	0.0	300.0	0.0	150.0
P1018 SL&P - MONITORING SYSTEM UPGRADE (SCADA)	200.0	0.0	0.0	0.0	0.0
P1174 SL&P - STREET LIGHTS - LAND DEVELOPMENT	1,465.0	2,289.0	1,758.0	1,500.0	1,500.0
P1252 SL&P - SUBSTATION CONTINGENCY	500.0	0.0	0.0	0.0	0.0
P1255 SL&P - DISTRIBUTION - EQUIPMENT UPGRADE	400.0	250.0	250.0	250.0	250.0
P1256 SL&P - SUBSTATION UPGRADES	4,750.0	6,250.0	4,400.0	2,800.0	4,150.0
P1257 SL&P - SUBSTATION SECURITY IMPROVEMENTS	0.0	120.0	120.0	120.0	100.0
P1272 SL&P - BUILDINGS & GROUNDS	3,000.0	1,600.0	250.0	250.0	250.0
P1281 SL&P - SUSTAIN POWER GENERATION OPTIONS	80.0	200.0	200.0	200.0	200.0
P1282 SL&P - STREET LIGHTS - MITIGATION	2,500.0	350.0	550.0	1,200.0	1,200.0
P1286 SL&P - ELEC SYS PLANNING STUDIES	0.0	0.0	205.0	0.0	0.0
P1295 SL&P - NETWORK - MAJOR ASSETS	300.0	500.0	300.0	0.0	400.0
P1296 SL&P - NETWORK - CIVIL INFRASTRUCTURE	450.0	300.0	300.0	300.0	300.0
P1297 SL&P - NETWORK - PRIMARY LINES	0.0	350.0	200.0	200.0	200.0
P1298 SL&P - NETWORK - SECONDARY LINES	60.0	0.0	0.0	60.0	0.0
P1299 SL&P - NETWORK - PROTECTION & CONTROL	520.0	520.0	520.0	260.0	0.0
P1301 SL&P - SUBSTATION COMMUNICATION UPGRADE	500.0	500.0	135.0	135.0	135.0
P1305 SL&P - FEEDER UPGRADES/REPLACEMENT	2,000.0	2,175.0	2,275.0	2,375.0	2,625.0
P1308 SL&P - 15 KV CONV - INTERMED SUBSTATIONS	1,200.0	1,200.0	1,200.0	1,200.0	1,200.0
P1310 SL&P - UTILITY - RESEARCH & DEVELOPMENT	165.0	165.0	165.0	165.0	165.0
P1315 SL&P - 138 KV TRANSMISSION LINE UPGRADE	0.0	0.0	0.0	300.0	300.0



Funded Capital Projects	2019	2020	2021	2022	2023
P1316 SL&P - TRANSMIS POLE/STRUCTURE UPGRADES	0.0	0.0	0.0	100.0	150.0
P1326 SL&P - SUBSTATION MONITORING SYS UPGRADE	150.0	100.0	150.0	100.0	50.0
P1329 SL&P - SUBSTATION RELAY UPGRADES	250.0	550.0	550.0	550.0	550.0
P1332 SL&P - SUBSTATION SERVICE LIFE EXTENSION	450.0	0.0	300.0	0.0	300.0
P1352 SL&P - LIFE CYCLE MANAGEMENT	0.0	0.0	524.0	0.0	0.0
P1353 SL&P - EQUIPMENT UPGRADE & REPLACEMENT	985.0	260.0	560.0	535.0	560.0
Total	22,975.0	21,044.0	18,522.0	15,975.0	18,045.0

2019 Saskatoon Light & Power Capital investments includes 23 projects totaling \$22,975.0, intended to maintain current assets and for new infrastructure to meet customer needs. This work is required to meet the needs of a growing city, to respond to concerns of an aging infrastructure, and to maintain an electrical utility with reliability standards that meet or exceed industry standards.

Major capital initiatives include \$2,250.0 for customer connections (new and upgrades), \$4,415.0 for street lighting initiatives including new subdivisions (\$1,465.0), replacement and repairs (\$2,500.0) and conversion to LED lighting (\$450.0), \$5,700.0 for substation upgrades, \$3,600.0 for transmission and distribution line and equipment upgrades, \$1,330.0 for upgrades to the downtown secondary network system, \$1,100.0 for communications and control systems, \$3,985.0 for building and equipment upgrades and \$595.0 for smaller infrastructure projects.

Future Operating Impacts of Current Year's Capital Projects

Future operating impacts from the installation of street lighting consists of the cost of electricity estimated at \$84.0 per year.

Future Operating Budget Impacts of 2019 Capital Projects

Project	2019	2020	2021	2022	2023
P1174 SL&P - STREET LIGHTS - LAND DEVELOPMENT	0.0	84.0	0.0	0.0	0.0
Total	0.0	84.0	0.0	0.0	0.0



Storm Water Management

Overview

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

The 2018 operating budget reflects the Storm Water Utility rate structure as approved by City Council in 2011. This rate structure establishes equality in storm water management fees through a user-pay utility. This utility charges property owners based on the amount of runoff they generate.

2017 Budget to Actual Variance Explanation:

In 2017 the Storm Water Utility had a \$292.9 favorable variance. This is mainly due to a staff vacancy (Drainage Inspector) as well as a relatively dry summer with no major storm events. The Storm Water Utility variance was balanced through a stabilization transfer.

Summary of Operating Changes

Operating Budget:	2017 Actuals	2017 Budget	2018 Budget	2019 Budget	Dollar Change	% Change
Revenue	(6,220.4)	(6,220.0)	(6,372.0)	(8,121.9)	(1,749.9)	27.5%
Staff Compensation	1,646.9	1,651.9	1,508.6	1,671.9	163.3	10.8%
Operating Cost	1,900.4	1,878.2	2,159.0	2,220.3	61.3	2.8%
Debt Charges	(23.2)	(23.2)	(23.4)	(23.2)	0.2	-0.9%
Capital Contribution	2,696.3	2,713.1	2,727.8	4,252.9	1,525.1	55.9%
Total	0.0	0.0	0.0	0.0	0.0	0.0%

Staff Complement	2018	2019	Difference
Full Time Equivalents	18.06	19.05	0.99

Summary of Budget Changes

Service Line	Revenue Change			Expenditure Change				Net
	2018 Base	Change	2019 Budget	2018 Base	Base Adj	Growth & Cont Impr	Service Level	2019 Budget
Storm Water Management	(6,372.0)	(1,749.9)	(8,121.9)	6,372.0	1,725.1	24.8	0.0	8,121.9
								0.0

Revenue Change:

- An increase in revenue of \$95.4 is due to growth and a further \$1,654.5 is due to increasing the Equivalent Runoff Unit (ERU) cap from 85 to 100 ERU's.

Growth:

- An increase of \$24.8 for contract services and buildings and grounds maintenance is required to support an increased storm water infrastructure and surface drainage area.

Capital Contribution:

- There has been an increase in the transfer to the Storm Water Management Capital Reserve of \$1,525.1 to balance operational and capital requirements.



Other Significant Item(s):

- A transfer of 0.55 FTE from capital representing 0.40 FTE (\$42.8) for an Infrastructure Analyst and 0.15 FTE (\$19.8) for an Engineering Manager; this transfer is to balance the requirements of operational and capital programming. An increase of 0.40 FTE (\$28.7) is required for a Waste Water Inspection position.
- Inflationary increases required for contracted services, vehicle and equipment costs and insurance management cross charges from Solicitor's are also included.
- Included in each of the City's five Utilities are expenditures that form an important source of revenue to the City's tax supported operating budget. In the 2019 budget, Storm Water Management's total contribution to the City is \$51.8 for an administrative recovery for Finance, HR and other support services provided to the Utility.

Summary of Capital Investments

Funded Capital Projects	2019	2020	2021	2022	2023
P1493 TU-EAST RIVERBANK STABILIZATION	1,081.0	1,103.0	1,125.0	1,148.0	1,170.0
P1619 TU-STORM SEWER TRUNK AND COLLECTION	6,072.0	6,858.0	6,995.0	7,134.0	7,277.0
P1621 TU-STORM SEWER POND PRESERVATION	450.0	606.0	618.0	631.0	644.0
Total	7,603.0	8,567.0	8,738.0	8,913.0	9,091.0

2019 Storm Water Management Capital Investments include three funded projects totaling \$7.6 million to address the condition of the City's storm water assets. This entire investment is geared towards the maintenance and replacement of existing assets along with a continued monitoring, inspection and assessment of the storm water infrastructure.

Investments shown from 2019 to 2021 represent the extension and phase-out of the Flood Protection Program (FPP) which is now directed to the Storm Water Utility for flood risk mitigation projects. This was approved by City Council in August 2017.

Future Operating Impact of Current Year's Capital Projects

There are no future operating impacts from 2019 Capital Projects.



Wastewater Utility

Overview

The purpose of the Wastewater Utility is to provide for the operation and maintenance of the City's wastewater treatment plant including the wastewater collection system and remote pumping facilities, the handling and disposal of solids resulting from the treatment process and to provide related engineering and planning services.

2017 Budget to Actual Variance Explanation:

In 2017 the Wastewater Utility had a \$1,817.1 favorable variance. This was mainly due to operational expenditure savings in flow or volume related expenses. The Wastewater Utility variance was balanced through a stabilization transfer.

Summary of Operating Changes

Operating Budget:	2017 Actuals	2017 Budget	2018 Budget	2019 Budget	Dollar Change	% Change
Revenue	(69,070.7)	(70,171.1)	(79,029.0)	(78,920.8)	108.2	-0.1%
Staff Compensation	9,671.7	9,681.1	9,998.2	10,630.5	632.3	6.3%
Operating Cost	18,857.1	21,635.4	23,352.2	24,116.4	764.2	3.3%
Debt Charges	6,084.3	6,178.9	6,369.7	5,971.0	(398.7)	-6.3%
Cost Recovery	(409.5)	(335.5)	(325.0)	(323.8)	1.2	-0.4%
Capital Contribution	33,048.4	33,009.6	39,632.1	38,524.9	(1,107.2)	-2.8%
Transfer to/from Reserves	1.6	1.6	1.8	1.8	0.0	0.0%
Transfer to/from Stabilization	1,817.1	0.0	0.0	0.0	0.0	0.0%
Total	0.0	0.0	0.0	0.0	0.0	0.0%

Staff Complement	2018	2019	Difference
Full Time Equivalents	110.37	110.86	0.49

Summary of Budget Changes

Service Line	Revenue Change			Expenditure Change				Net	
	2018 Base	Change	2019 Budget	2018 Base	Base Adj	Growth & Cont Impr	Service Level	2019 Budget	2019 Budget
Wastewater Utility	(79,029.0)	108.2	(78,920.8)	79,029.0	(339.8)	231.6	0.0	78,920.8	0.0

Revenue Change:

- The 2019 operating budget reflects the 2019 water rate increase to maintain operations and fund capital projects related to water quality, infrastructure requirements and regulatory matters. An overall bill increase of 9.25% will come into effect as of January 2019 to cover operating costs, capital expansion, inflationary pressures and roadway restoration from utility work. The revenue decrease of \$474.1 reflects the January 2019 rate decrease and a reduction of growth in meters.
- Other major revenue increases include commercial surcharges and direct dumping charges of \$333.6.

Growth:

- An increase of \$34.9 added to maintain administrative support to be able to obtain better deliverables in a cost effective and efficient manner. The remaining costs are attributable to other operating expenditures relating to 2019 growth requirements.



Capital Contribution:

- As per policy, reserve transfer changes include a decrease of \$281.1 to the supplemental provision for the Wastewater Capital Projects Reserve and an increase of \$115.9 in the transfer to the Wastewater Supply Replacement Reserve. There is no increase in contribution to the Infrastructure Replacement Reserve – Water and Wastewater.
- Capital contribution also reflects a \$942.0 decrease which is the beginning of the phase out of the Flood Protection Program.

Other Significant Item(s):

- Increases include \$42.7 for Grants in Lieu of Taxes, \$274.4 for operation of the collection system, as well as \$59.4 for electricity, \$19.8 for billing cross charges, \$68.0 for solicitors cross charges, \$300.0 for digester grit removal, and \$212.0 for operation of the new Marquis Liquid Waste Hauler Facility as well as an additional \$25.0 in direct dumping charges to this facility. In addition, the debt related expenditures for capital projects have decreased by \$398.7 due to decreased borrowing to support the capital plan.
- An increase of \$410.6 for the treatment related salaries, \$211.6 as the result of incremental and inflationary increases and \$199.0 increase in overtime cost to meet operational needs
- Included in the increase for the collection system is a net increase to salaries of \$45.9 which represents \$17.2 for scheduled increments and \$28.7 for Wastewater Inspectors (0.4 FTE) to enable inspection levels to meet audit requirements.
- Included in each of the City's five Utilities are expenditures that form an important source of revenue to the City's tax supported operating budget. The Wastewater Utilities 2018 budget includes the following: \$0.9 million (Admin. Recovery), \$4.8 million (Grant-in-Lieu) and \$3.8 million (Return on Investment). In the 2019 budget, Wastewater's total contribution to the City is \$9.5 million.
- 2019 is the fourth year of a five year phase-in plan to establish an ROI from both the Water and Wastewater Utilities which will consist of 10% of metered revenues for both utilities (includes the Infrastructure Levy) less a \$6 million allocation to Building Better Roads.

Summary of Capital Investments

Funded Capital Projects	2019	2020	2021	2022	2023
P0687 WWT- ASSET REPLACEMENT	2,175.0	1,191.0	1,210.0	1,675.0	3,206.0
P1243 WWT- LIFT STATION UPGRADES	1,022.0	1,560.0	1,622.0	1,687.0	1,738.0
P1616 TU-WASTE WATER COLLECTION	5,260.0	5,360.0	5,260.0	5,260.0	5,260.0
P1618 TU-SANITARY SEWER TRUNKS	1,954.0	1,954.0	1,954.0	1,954.0	1,954.0
P2230 WWT-INFRASTRUCTURE UPGRADES	500.0	2,600.0	2,704.0	2,812.0	2,897.0
P2255 TU-W&S CAPACITY ANALYSIS FOR REDEVELOPMENT AND MASTER PLANNING	100.0	100.0	100.0	100.0	100.0
P2580 WWTP-DIGESTER CLEANING FACILITY	0.0	2,080.0	0.0	0.0	0.0
P2581 WWTP-FACILITY UPGRADE N40/WWTP	0.0	4,160.0	4,326.0	0.0	0.0
P2582 WWTP-PEP FORCEMAIN/INFLUENT CHANNEL INSPECTION	0.0	0.0	0.0	2,250.0	0.0
P2583 WWTP-NEW HEADWORKS	0.0	0.0	0.0	1,299.0	9,279.0
P2584 WWTP-PRIMARY CHANNELS	0.0	0.0	0.0	954.0	7,037.0
P2585 WWTP-BIOREACTOR EXPANSION	0.0	2,600.0	11,943.0	12,422.0	0.0
P2586 WWTP-UV EXPANSION	0.0	607.0	9,056.0	0.0	0.0
Total	11,011.0	22,212.0	38,175.0	30,413.0	31,471.0

The 2019 Wastewater Capital Investments in the Wastewater Utility includes six capital expansion and replacement/ rehabilitation projects for a total of \$11.0 million.



The asset replacement project for the Wastewater Utility, at \$2.2 million in 2019, is comprised of eight components with major replacements consisting of bioreactor pumps and components for \$1.0 million, grit and screen pumps and process components for \$530.0, and fermenter pumps and process components for \$180.0.

The growth and capital expansion projects for the Wastewater Utility total \$1.5 million. Major capital investments include \$1.0 million for lift station upgrades and \$500.0 for expected upgrades.

The 2019 program for the rehabilitation and replacement of the wastewater collection system has been identified at \$7.3 million, funded from the Infrastructure Replacement Reserve – Water and Wastewater.

Future Operating Impact of Current Year's Capital Projects

There are no future operating impacts from 2019 Capital Projects.



Water Utility

Overview

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

2017 Budget to Actual Variance Explanation:

In 2017 the Water Utility had a \$1,218.5 favorable variance. This was mainly due to operational expenditure savings in flow or volume related expenses due to the moderate summer climate. The Water Utility variance was balanced through a stabilization transfer.

Summary of Operating Changes

Operating Budget:	2017 Actuals	2017 Budget	2018 Budget	2019 Budget	Dollar Change	% Change
Revenue	(76,495.8)	(76,969.7)	(82,297.2)	(95,897.1)	(13,599.9)	16.5%
Staff Compensation	13,314.3	12,494.4	12,921.0	13,862.1	941.1	7.3%
Operating Cost	27,987.0	30,050.5	32,069.5	34,068.7	1,999.2	6.2%
Debt Charges	11,923.4	11,992.2	13,278.4	10,956.6	(2,321.8)	-17.5%
Cost Recovery	(688.0)	(316.1)	(352.7)	(352.7)	0.0	0.0%
Capital Contribution	22,739.0	22,747.1	24,379.2	37,360.6	12,981.4	53.2%
Transfer to/from Reserves	1.6	1.6	1.8	1.8	0.0	0.0%
Total	(1,218.5)	0.0	0.0	0.0	0.0	0.0%

Staff Complement	2018	2019	Difference
Full Time Equivalents	143.94	148.96	5.02

Summary of Budget Changes

Service Line	Revenue Change			Expenditure Change				Net	
	2018 Base	Change	2019 Budget	2018 Base	Base Adj	Growth & Cont Impr	Service Level	2019 Budget	2019 Budget
Water Utility	(82,297.2)	(13,599.9)	(95,897.1)	82,297.2	13,393.6	206.3	0.0	95,897.1	0.0

Revenue Change:

- The 2019 operating budget reflects the 2019 water rate increase necessary to maintain operations and fund capital projects related to water quality, infrastructure requirements and regulatory matters. The 2019 estimated yearly water consumption of 36.0 million cubic meters is consistent with the 2015 demand levels forecasting no increase in consumption for the upcoming year. Revenue resulting from volumetric increases is largely offset by conservation measures. An overall bill increase of 9.25% effective January 2019 covers operating costs, capital expansion, inflationary pressures and roadway restoration from utility work. The metered revenue increase of \$13.6 million includes the rate increase offset by a reduction of growth in the number of meters.

Growth:

- An increase of \$100.4 includes staff compensation for the addition of a Project Engineer (1.0 FTE) to share work load and assist with timely completion of maintenance tasks to ensure operational optimization, a safe work environment and regulatory compliance, which will allow for well-developed decision making and forward thinking asset management. The remaining costs are attributed to other operating expenditures relating to 2019 growth requirements.



Capital Contribution:

- As per policy, reserve transfers include a \$34.7 decrease in contribution to the Water Supply Replacement Reserve and a \$13.0 million increase in the supplemental contribution to the Water Capital Reserve; made possible through a review of operational requirements and a decrease in debt related costs.

Other Significant Item(s):

- Increases include: \$704.7 for operation of the distribution system, which includes a reallocation of \$100.0 from the Wastewater Utility Service Line, to reflect actuals; increases of \$30.3 for billing charges, \$140.0 for facility expenditures for temporary relocation of the meter shop, and \$1.2 million for Grants in Lieu of Taxes. In addition, the 2019 debt related charges have decreased by \$2.3 million due to reduced borrowing to support the capital plan.
- An increase of \$174.5 for salaries related to treatment, pumping, lab and meter shop due to incremental and inflationary increases.
- Included in the increase for the distribution system is a net increase to salaries of \$333.7 which represents \$15.6 for scheduled increments, \$205.4 for Water System Operators (2.0 FTE) to ensure we are able to meet audit requirements. It also includes \$59.5 for an Equipment Operator (1.0 FTE) and \$53.2 for a Utility B (1.0 FTE) required to operate newly purchased equipment and reduce reliance on contractors.
- Included in each of the City's five Utilities are expenditures that form an important source of revenue to the City's tax supported operating budget. The Water Utilities 2019 budget includes the following: \$1.2 million (Admin Recovery), \$7.1 million (Grant-in-Lieu), and \$5.3 million (Return on Investment). In the 2019 budget, Water's total contribution to the City is \$13.6 million.
- 2019 is the fourth year of a five year phase-in plan to establish a ROI from both the Water and Wastewater Utilities which will consist of 10% of metered revenues for both utilities (includes the Infrastructure Levy) less a \$6 million allocation to Building Better Roads.

Summary of Capital Investments

Funded Capital Projects	2019	2020	2021	2022	2023
P1054 WTP-ASSET REPLACEMENT	815.0	3,136.0	3,109.0	1,755.0	1,946.0
P1055 WTP-AUTOMATIC METER READING CONV	2,200.0	0.0	0.0	0.0	0.0
P1615 TU-WATER DISTRIBUTION	16,230.0	16,230.0	16,230.0	16,230.0	16,230.0
P1617 TU-PRIMARY WATER MAINS	2,686.0	2,686.0	2,686.0	2,686.0	2,686.0
P2197 WTP - WATER CONSERVATION INITIATIVE	500.0	0.0	0.0	0.0	0.0
P2214 WTP - WATER SYSTEM ASSESSMENT	0.0	173.0	0.0	0.0	0.0
P2216 WTP- PLANT ELECTRICAL UPGRADE	350.0	0.0	0.0	0.0	0.0
P2219 WTP-N.E. SECTOR RESERVOIR	0.0	0.0	0.0	0.0	4,785.0
P2220 WTP-FILTER PLANT UNDERDRAIN UPGRADE	1,000.0	0.0	0.0	0.0	0.0
P2263 WTP-WATERSHED MGMT AND ASSESSMENT PROGRAM	250.0	0.0	0.0	0.0	0.0
P2559 WTP-SAND SEPARATORS	0.0	3,692.0	0.0	0.0	0.0
P2560 WTP-HVAC SYSTEM ADMINISTRATION BUILDING	700.0	0.0	0.0	0.0	0.0
P2561 WTP-INFRASTRUCTURE UPGRADES	0.0	3,120.0	1,082.0	5,624.0	5,793.0
P2562 WTP-CLARIFIER CONSTRUCTION	0.0	0.0	1,193.0	12,525.0	12,901.0
P2563 WTP-LOW LIFT UPGRADE	0.0	3,120.0	4,326.0	0.0	0.0
P2571 WTP-CHLORINE ROOM CAPACITY UPGRADE	2,750.0	2,860.0	0.0	0.0	0.0
P2594 WTP-METER SHOP/RECEIVING BUILDING	0.0	0.0	3,245.0	0.0	0.0
Total	27,481.0	35,017.0	31,871.0	38,820.0	44,341.0



The 2019 Water Capital Investment in the Water Utility includes ten capital expansion and replacement/rehabilitation projects for a total of \$27.3 million.

The asset replacement project, at \$815.0 in 2019, is comprised of five components with major replacements including \$400.0 for Acadia Reservoir structural repairs and \$200.0 for Residual Handling Facility maintenance.

The growth and capital expansion projects for the Water Utility total \$7.6 million. Major capital investments include \$2.7 million for Chlorine Room capacity upgrade, \$1.0 million for Filter Plant underdrain upgrades and \$2.2 million for automatic meter reading conversion.

The 2019 program for the rehabilitation and replacement of the water distribution system has been identified at \$18.9 million, funded from the Infrastructure Replacement Reserve – Water and Wastewater.

Future Operating Impact of Current Year's Capital Projects

The Automated Meter Reading Conversion project is estimated to have future operational costs of \$22.1 million to be offset by projected savings of \$76.1 million over 20 years.



Waste Services Utility

Overview

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

Waste Services includes contracted recycling collections and City-provided composting programs. Loraas Recycle has been contracted to provide bi-weekly curbside service to all residential properties receiving black-cart garbage collections. Cosmopolitan Industries Ltd. has been contracted to serve multi-unit residences having commercial waste bins. Both recycling collections programs offer convenient single-stream recycling (no sorting required). The Green Cart program provides seasonal curbside collection of yard and food waste to residents interested in subscribing. Yard waste may also be delivered to composting depots that provide free access to residents and a deeply-subsidized seasonal permit providing a disposal option to commercial haulers of yard waste.

Waste diversion is anticipated to increase and a culture of recycling created as a result of convenient and affordable collection services, along with a wide-range of regular education and awareness activities. The City, Loraas, Cosmo, and other community partners all work together to promote waste diversion toward the Performance Target of 70% diversion.

2017 Budget to Actual Variance Explanation:

In 2017 the Waste Services Utility had a \$78.2 unfavorable variance. This was mainly due to compost depot costs exceeding compost revenues. This variance was balanced by a transfer from operating.

Summary of Operating Changes

Operating Budget:	2017 Actuals	2017 Budget	2018 Budget	2019 Budget	Dollar Change	% Change
Revenue	(8,392.6)	(7,677.0)	(7,627.0)	(8,566.7)	(939.7)	12.3%
Staff Compensation	598.9	355.3	435.1	465.2	30.1	6.9%
Operating Cost	7,399.8	6,863.2	7,285.2	8,129.4	844.2	11.6%
Debt Charges	(6.2)	(6.2)	(7.8)	(1.9)	5.9	-75.6%
Cost Recovery	(31.5)	(26.0)	(425.3)	(26.0)	399.3	-93.9%
Transfer to/from Reserves	171.6	182.0	0.0	0.0	0.0	0.0%
Transfer to/from Stabilization	260.0	308.7	339.8	0.0	(339.8)	-100.0%
Total	0.0	0.0	0.0	0.0	0.0	0.0%

Staff Complement	2018	2019	Difference
Full Time Equivalents	4.75	4.75	0.00

Summary of Budget Changes

Service Line	Revenue Change			Expenditure Change				2019 Budget	Net 2019 Budget
	2018 Base	Change	2019 Budget	2018 Base	Base Adj	Growth & Cont Impr	Service Level		
Waste Services Utility	(7,627.0)	(939.7)	(8,566.7)	7,627.0	896.0	43.7	0.0	8,566.7	0.0

Revenue Change:

- An increase of \$253.0 in revenue for the Residential Recycling Program is due to growth of the city, an increase of \$132.0 in revenue is due to an uptake in subscriptions for the Leaves and Grass Program and \$20.0 of revenue is identified in conjunction with a pilot program in the Compost Depots program.



- Revenue in the Multi-unit Recycling Program has increased by \$123.7 for rising program participation. An additional \$428.3 of Multi-Material Stewardship Western (MMSW) funding has been allocated to assist with offsetting program costs in 2019.

Other Significant Item(s):

- Operating cost increases of \$257.3 are for residential recycling contractual fees and operating expenses and \$196.7 are for multi-unit recycling contractual fees and operating expenses.
- An increase of \$24.6 has been added as inflation for contracted services in the Compost Depot program.
- An additional truck at a cost of \$127.1 is required due to an uptake in the number of subscriptions in the Leaves and Grass program.

Not Included:

- The Compost Depot Utility is currently not full cost recovery as actuals have been trending behind budget for a number of years, as a result the Landfill mill rate program covers any deficit remaining (\$592.6 in 2019) in this program resulting in reductions to reserve contributions and capital replacements as these dollars are used to offset the compost utility deficit.
- The Green Cart Program subscription rates are not sufficient to cover the costs of running the program; as a result the Landfill mill rate program covers any deficit (\$683.6 in 2019) in this program redirecting funds from reserve contributions and expansion of capital programming in order to support the green cart program.

Summary of Capital Investments

There are no capital investments for Waste Services.





Operating Budget
\$114.5 million

Capital Budget
\$60.7 million

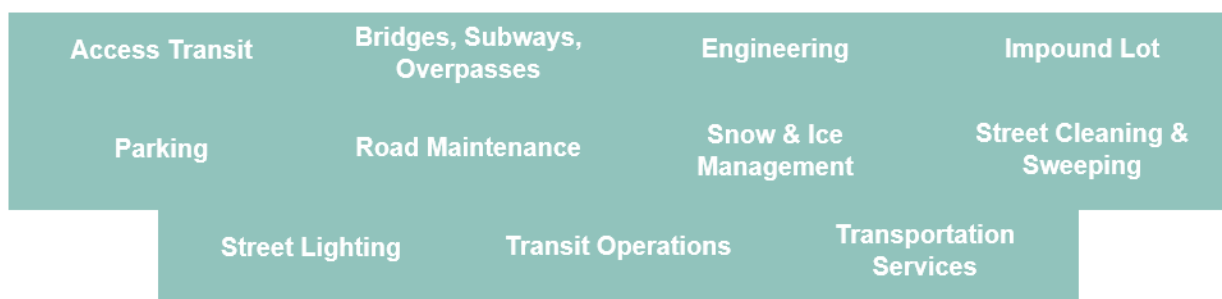


STRATEGIC GOAL:



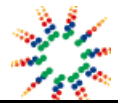
Moving Around

Service Lines



Service Outcomes

- To plan, design, build, maintain, operate, and regulate the City's expanding transportation systems.
- To provide fixed route service on designated bus routes as well as service for people with mobility issues.
- To provide services for maintenance and rehabilitation of all roadway assets including: roads, bridges and overpasses, sidewalks, pathways, cycle tracks, and back lanes.
- To efficiently move people, services, and goods while minimizing the environmental impact and promoting sustainability.
- To provide services related to parking control including supply demand management and parking compliance, traffic noise attenuation, signal operation, street lighting, seasonal lighting, sidewalk and back lane maintenance, street sweeping, and snow and ice management.
- To provide a coordinated approach to the delivery of services through strengthened collaboration between divisions.



At A Glance

Bridges and structures:

- 49 interchanges and overpasses.
- 24 pedestrian overpasses and tunnels.
- Seven river crossings.

Roads and sidewalks:

- 4,137 lane km of paved roadways.
- 1,560 km of sidewalks.
- 461 km of back lanes.
- 116 lane km of gravel roadways including boundary roads.
- 99,100 potholes repaired.
- 106,800 total calls/emails for the 24-hour Customer Service Centre.
- 30,000 total work requests issued from the 24-hour Customer Service Centre.
- 32,769 street lights.
- 2,300 km of walkways each maintained monthly between May and October.

Transportation:

- 2,900 paid parking stalls.
- 1,201 km of cycling facilities.
- 192.1 km of cycling-specific infrastructure.
- 586 traffic count stations.
- 506 seasonal decorations on street lights.
- 385 traffic signals.

Public transit:

- 8.7 million riders used Conventional Transit in 2017 and 3,500 Demand Response registrants used Access Transit 140,000 times.
- 172 public transit buses:
 - 127 conventional 40-foot diesel buses, 6 of which are high-floor variant;
 - 10 articulating 60-foot low-floor diesel buses;
 - 8 30-foot low-floor diesel buses; and
 - 27 lift equipped buses.
- 38 bus routes operate on 276 km of streets providing service to 1,472 bus stops.



Proportion of workers in Saskatoon commuting to work by car, truck or van, by public transit, on foot, or by bicycle, Saskatoon Census Subdivision (2016):

- Walking 4.5%;
- Bicycle 2.2%;
- Public transit 5.1%;
- Car, truck or van (driver and passenger) 86.6%; and
- Other 1.5%

City Council Strategic Priority Areas Supported by this Business Line

Core Services

- Winter snow removal and street sweeping.
- Road, bridges and over pass maintenance and rehabilitation.
- Transit and parking services.

Regional Planning

- Support the Regional Growth Plan by providing subject matter experts.
- Review development applications in joint use planning area.
- Work with province on regional transportation plans.

Transportation

- Transportation planning.
- Construction and design services.
- Traffic engineering.

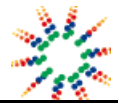
Performance Measures

Measures	Target	2014	2015	2016	2017	2018 Projected	Year Over Year Progress	Long Term Progress
Transit Rides Per Capita	≥62	31.9	32.6	32.1	32	32.7	Neutral	On-Track
Km of Cycling-Specific Infrastructure	10% increase, for a total of 188 km by 2023	171 km	173 km	175 km	179 km	192 km	Improvement	On-Track
Transportation Choices	20% of people using cycling, walking or transit to get to work	12.5% (2011 actual)	12.5% (2011 actual)	11.9% (2016 actual)	11.9% (2016 actual)	11.9% (2016 actual)	Neutral	Neutral
Annual Decrease in Traffic Collisions	≥-5.0%	-3.80%	3.10%	-7.30%	-6.30%	N/A	Improvement	On-Track

Strategic Outcomes and 2019 Actions

Plan for Growth is sustainable, through a balanced approach to land use, transportation choices, and efficient servicing.

- Complete the technical study and report on findings of a Transportation Master Plan using outputs from the Growth Plan and Active Transportation Plan.



Transportation network includes an accessible and efficient transit system and a comprehensive network of active transportation to provide more choice to move around the city.

- Develop city-wide transit strategy to support the Bus Rapid Transit system.
- Develop a Transportation Network Company Regulatory Framework.

Traffic flow throughout the city is safe and optimal.

- Pursue Vision Zero framework to reduce vehicle collisions.

Parking availability is optimized.

- Implement approved service level recommendations identified in the Parking Service Program Review.
- Undertake a review of the Residential Parking Program Bylaw and related administrative policies and update to identify necessary policy and implementation updates to address current issues and provide a more effective program for parking management in residential areas with high parking demand.
- Undertake a review of the Temporary Reserved Parking Program to identify changes to the program, including updated fees, rate classes, and delivery model to provide a more efficient model for delivery and enhanced customer service.



Operating Summary

	2017 Actual	2017 Budget	2018 Budget	2019 Budget				
				000's			Dollar Change	% Change
				Revenue	Exp/Rec	Net		
Transit Operations	27,342.3	25,533.5	26,105.2	(14,757.6)	43,114.6	28,357.0	2,251.8	8.6%
Access Transit	4,042.7	3,724.1	4,269.9	(1,170.3)	5,787.2	4,616.9	347.0	8.1%
Transportation Services	6,772.5	7,123.3	7,060.5	(240.7)	7,575.7	7,335.0	274.5	3.9%
Road Maintenance	42,541.8	43,058.0	43,230.9	(278.6)	44,674.0	44,395.4	1,164.5	2.7%
Snow & Ice Management	12,498.6	12,586.4	12,678.9	(554.7)	13,465.2	12,910.5	231.6	1.8%
Street Cleaning & Sweeping	4,521.2	3,759.2	4,238.6	0.0	4,356.9	4,356.9	118.3	2.8%
Bridges, Subways, Overpasses	6,069.6	6,090.0	6,141.7	0.0	7,110.0	7,110.0	968.3	15.8%
Street Lighting	6,446.4	6,572.0	7,054.1	(30.8)	7,513.7	7,482.9	428.8	6.1%
Parking	(2,655.0)	(3,137.4)	(2,842.4)	(6,734.8)	3,946.8	(2,788.0)	54.4	-1.9%
Impound Lot	54.7	0.0	0.0	(376.2)	376.2	0.0	0.0	0.0%
Engineering	658.1	730.3	762.4	0.0	724.7	724.7	(37.7)	-4.9%
Total	108,292.9	106,039.4	108,699.8	(24,143.7)	138,645.0	114,501.3	5,801.5	5.3%

Staff Complement	2018	2019	Difference
Full Time Equivalents	619.34	631.30	11.96

Summary of Budget Changes

Service Line	Revenue Change			Expenditure Change				Net	
	2018 Base	Change	2019 Budget	2018 Base	Base Adj	Growth & Cont Impr	Service Level	2019 Budget	2019 Budget
Transit Operations	(15,092.1)	334.5	(14,757.6)	41,197.3	1,421.8	495.5	0.0	43,114.6	28,357.0
Access Transit	(1,170.3)	0.0	(1,170.3)	5,440.2	287.4	59.6	0.0	5,787.2	4,616.9
Transportation Services	(240.7)	0.0	(240.7)	7,301.2	180.4	94.1	0.0	7,575.7	7,335.0
Road Maintenance	(278.6)	0.0	(278.6)	43,509.5	338.7	825.8	0.0	44,674.0	44,395.4
Snow & Ice Management	(554.7)	0.0	(554.7)	13,233.6	118.2	113.4	0.0	13,465.2	12,910.5
Street Cleaning & Sweeping	0.0	0.0	0.0	4,238.6	55.7	62.6	0.0	4,356.9	4,356.9
Bridges, Subways, Overpasses	0.0	0.0	0.0	6,141.7	74.8	893.5	0.0	7,110.0	7,110.0
Street Lighting	(30.8)	0.0	(30.8)	7,084.9	287.2	141.6	0.0	7,513.7	7,482.9
Parking	(6,209.6)	(525.2)	(6,734.8)	3,367.2	423.0	156.6	0.0	3,946.8	(2,788.0)
Impound Lot	(367.4)	(8.8)	(376.2)	367.4	8.8	0.0	0.0	376.2	0.0
Engineering	0.0	0.0	0.0	762.4	(43.9)	6.2	0.0	724.7	724.7
Total	(23,944.2)	(199.5)	(24,143.7)	132,644.0	3,152.1	2,848.9	0.0	138,645.0	114,501.3

Summary of Funded Capital Investments

Service Line	2019	2020	2021	2022	2023
Transit Operations	2,915.0	2,000.0	2,181.0	2,114.0	1,712.0
Access Transit	0.0	560.0	580.0	300.0	465.0
Transportation Services	4,455.0	4,340.0	5,296.0	13,443.0	4,370.0
Road Maintenance	34,350.0	36,185.0	35,945.0	35,945.0	36,331.0
Snow & Ice Management	0.0	0.0	0.0	0.0	0.0
Street Cleaning & Sweeping	0.0	0.0	0.0	0.0	0.0
Bridges, Subways, Overpasses	18,839.0	3,369.0	6,339.0	41,796.0	10,691.0
Street Lighting	0.0	0.0	0.0	0.0	0.0
Parking	150.0	125.0	125.0	125.0	60.0
Impound Lot	0.0	0.0	0.0	0.0	0.0
Engineering	0.0	0.0	50.0	0.0	0.0
Total	60,709.0	46,579.0	50,516.0	93,723.0	53,629.0



Financing for Funded Capital Investments

Funding Source	2019	2020	2021	2022	2023
GENERAL PPD SERV-ENGINEERING	0.0	0.0	15.0	0.0	0.0
PAVED ROADWAYS INFRASTRUCTURE RESERVE	31,300.0	32,800.0	32,800.0	32,800.0	33,000.0
ACTIVE TRANSPORTATION RESERVE	500.0	500.0	500.0	500.0	500.0
US - CAPITAL RESERVE	100.0	100.0	100.0	100.0	100.0
TRANSIT CAPITAL PROJECTS RESERVE	1,815.0	900.0	725.0	650.0	880.0
INFRA RES-TRANSPORTATION	3,450.0	3,710.0	3,670.0	3,695.0	3,695.0
INFRA RES-WTR & SAN SWR	0.0	0.0	35.0	0.0	0.0
TRANSP INFRAS EXPANSION	2,065.0	2,100.0	2,100.0	2,150.0	2,100.0
TRANSIT ADDITIONAL VEHICLES RESERVE	0.0	0.0	0.0	682.0	0.0
INTERCHANGE LEVY	0.0	0.0	2,700.0	0.0	8,192.0
TU - CAPITAL RESERVE	270.0	300.0	300.0	300.0	300.0
PARKING RESERVE	150.0	125.0	125.0	125.0	60.0
WATERWORKS CAPITAL PROJECTS RESERVE	0.0	0.0	811.0	8,718.0	0.0
TRANSIT VEHICLE REPLACEMENT RESERVE	1,000.0	1,000.0	1,356.0	682.0	732.0
ACCESS TRANSIT CAPITAL RESERVE	0.0	560.0	580.0	300.0	465.0
TRANSP EQUIP ACQ RESERVE	100.0	140.0	50.0	75.0	50.0
BRIDGE MAJOR REPAIR RESERVE	18,289.0	3,169.0	3,439.0	3,196.0	2,399.0
TRAFFIC SAFETY RESERVE	1,095.0	1,175.0	1,210.0	1,200.0	1,156.0
TRAFFIC NOISE ATTENUATION CAP RESERVE	50.0	0.0	0.0	50.0	0.0
PRIVATE CONTRIBUTIONS	400.0	0.0	0.0	38,500.0	0.0
PUB WORKS BLDG CIVIC FACILITY RES	125.0	0.0	0.0	0.0	0.0
Total	60,709.0	46,579.0	50,516.0	93,723.0	53,629.0
Unfunded	11,578.0	23,201.0	36,274.0	44,446.0	227,198.0

Future Operating Budget Impacts of 2019 Capital Projects

Service Line	2019	2020	2021	2022	2023
P2550 TU-WEST/CENTRAL MULTI-USE CORRIDOR	0.0	2.1	0.0	0.0	0.0
P2589 TR-TECHNOLOGY PLAN	0.0	5.0	0.0	0.0	0.0
Total	0.0	7.1	0.0	0.0	0.0



Transit Operations

Overview

Saskatoon Transit provides a safe, reliable, easy to use public transit system that is accessible and responsive to the needs of customers as it links people and places. Saskatoon Transit uses innovative technologies and a customer service approach to attract people away from the automobile to continue to grow its ridership in an effort to reduce congestion and greenhouse gas emissions.

Saskatoon Transit provides a fixed route service that operates 1,472 bus stops across 38 bus routes and approximately 276 km of streets. The current fleet of 145 buses is comprised of six high-floor conventional buses, eight 30-foot low floor, 121 40-foot low-floor, and ten articulating.

2017 Budget to Actual Variance Explanation:

In 2017 Transit Operations had a \$1.8 million unfavourable variance from budget. This was primarily a result of revenues (monthly pass, senior pass, cash, ticket and eco pass) being below the approved budget. Actual revenues were \$1.0 million less than budgeted targets. There was a shortfall in the budget of \$1.0 million due to higher than expected salaries, computer maintenance agreements, maintenance equipment, solicitor services and health management contract. These deficiencies were partially offset by savings in fuel and various operational expenditure savings.

Summary of Operating Changes

Operating Budget:	2017 Actuals	2017 Budget	2018 Budget	2019 Budget	Dollar Change	% Change
Revenue	(13,266.4)	(14,273.5)	(14,273.5)	(13,939.0)	334.5	-2.3%
Province of Saskatchewan	(815.2)	(818.6)	(818.6)	(818.6)	0.0	0.0%
Staff Compensation	28,899.0	27,845.0	28,479.0	29,700.6	1,221.6	4.3%
Operating Cost	16,923.3	11,032.9	12,222.4	12,759.3	536.9	4.4%
Debt Charges	117.8	119.9	115.8	85.7	(30.1)	-26.0%
Cost Recovery	(286.2)	(426.4)	(413.0)	(355.9)	57.1	-13.8%
Capital Contribution	2,052.9	2,052.9	2,154.9	2,329.5	174.6	8.1%
Transfer to/from Reserves	(6,282.9)	1.3	(1,361.8)	(1,404.6)	(42.8)	3.1%
Total	27,342.3	25,533.5	26,105.2	28,357.0	2,251.8	8.6%

Staff Complement	2018	2019	Difference
Full Time Equivalents	354.40	359.40	5.00

Summary of Budget Changes

Service Line	Revenue Change			Expenditure Change				Net
	2018 Base	Change	2019 Budget	2018 Base	Base Adj	Growth & Cont Impr	Service Level	2019 Budget
Transit Operations	(15,092.1)	334.5	(14,757.6)	41,197.3	1,421.8	495.5	0.0	43,114.6
								28,357.0

Revenue Change:

- The 2019 operating budget includes a \$500.0 decrease in the budget base to better reflect actual sales of several fare types. This decrease is offset by an increase of \$111.6 due to contractual increases in the UPass pricing and an increase of \$53.9 due to increased sales of DCR passes which is funded by the Ministry of Social Services.



Growth:

- The 2019 operating budget includes a \$372.5 growth increase for additional positions. One utility position is required due to increased bus cleaning, tire changes, changeovers and general maintenance. One service supervisor position is needed to staff the control center and monitor the Integrated Transportation System (ITS). Three operator positions are required to maintain the level of service for high frequency routes on 8th Street, 22nd Street and the Attridge Drive/Preston Drive corridor, and increased drive time to the Civic Operations Centre location. The intent for the additional operators will be to assist in reducing overtime.

Capital Contribution:

- The 2019 Transit Operations capital contribution of \$2.3 million is required for replacement and refurbishment of buses, engine overhauls, ridership initiatives and technology improvements. Included in this submission is an increase of \$174.6 for capital contribution mainly to build up funding for the future purchase of additional and replacement buses. These capital contribution increases have been allocated to Transit Additional Vehicle Reserve (\$125.7), Transit Vehicle Replacement Reserve (\$23.6) and Transit Capital Project Reserve (\$25.3).
- The Transit Additional Vehicle Reserve shows an increase of \$123.0 for growth to accommodate future fleet requirements for the new neighborhoods of Kensington, Brighton and Aspen Ridge.

Other Significant Item(s):

- The increase in operational expenditures for Transit Operations includes \$854.2 for salaries due to regular staffing increments and negotiated increases including the Professional Driver Certification Program, \$279.9 for fuel, \$103.3 for maintenance equipment, \$89.5 for tire rental and \$43.3 for various inflationary increases.
- The long term debt associated with the Civic Operations Centre P3 project has been transferred from this service line into the Debt Servicing service line to better categorize these payments.
- Prior year figures for Transit Operations have been restated in order to better reflect the interest and principal payments for the Civic Operations Centre in accordance with the P3 agreement. This restatement will provide more useful and comparable information when reviewing year over year budgets.

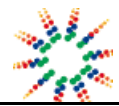
Not Included:

- Operational expenditures required to provide service to the new neighborhoods of Brighton and Aspen Ridge are not included in the 2019 budget therefore service will not be provided. Operational expenditures for expansion of service to Rosewood, Evergreen and Kensington are also not included in the 2019 budget. Total amount that has not been budgeted for is \$228.1.

Summary of Capital Investments

Funded Capital Projects		2019	2020	2021	2022	2023
P0583	TR-REPLACE/REFURB BUSES	1,000.0	1,000.0	1,356.0	682.0	732.0
P0584	TR-ADDITIONAL BUSES	0.0	0.0	0.0	682.0	0.0
P0671	TR-AUXILIARY VEH/EQUIP	100.0	100.0	100.0	100.0	250.0
P1194	TR- ENGINE OVERHAUL	350.0	300.0	300.0	300.0	300.0
P2097	TR- BUS SEAT REPLACEMENT	75.0	0.0	75.0	0.0	80.0
P2317	TR-SHELTERS/BENCHES	100.0	150.0	150.0	150.0	150.0
P2323	TR-RIDERSHIP GROWTH INITIATIVES	1,100.0	100.0	100.0	100.0	100.0
P2589	TR-TECHNOLOGY PLAN	190.0	350.0	100.0	100.0	100.0
Total		2,915.0	2,000.0	2,181.0	2,114.0	1,712.0

Unfunded Capital Projects		2019	2020	2021	2022	2023
P0583	TR-REPLACE/REFURB BUSES	0.0	6,100.0	5,724.0	6,138.0	6,588.0
P2323	TR-RIDERSHIP GROWTH INITIATIVES	2,000.0	0.0	0.0	0.0	0.0
Total		2,000.0	6,100.0	5,724.0	6,138.0	6,588.0



Transit Operations Capital Investments total \$2.9 million in 2019, which represents \$1.0 million for bus refurbishments, \$100.0 for auxiliary equipment, \$350.0 for engine overhauls, \$75.0 for bus seat replacement, \$100.0 for shelters/benches, \$1.1 million for ridership initiatives and \$190.0 for technology replacements and initiatives.

The 2019 Transit Operations capital budget includes an unfunded \$2.0 million for Ridership growth initiatives to update fare related technology.

Future Operating Impact of Current Year's Capital Projects

There will be an increased operating cost in 2020 in the amount of \$5.0 due to additional software maintenance agreements.

Future Operating Budget Impacts of 2019 Capital Projects

Project	2019	2020	2021	2022	2023
P2589 TR-TECHNOLOGY PLAN	0.0	5.0	0.0	0.0	0.0
Total	0.0	5.0	0.0	0.0	0.0



Access Transit

Overview

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

2017 Budget to Actual Variance Explanation:

In 2017 Access Transit had a \$318.6 unfavourable variance from budget. There was a shortfall of \$377.1 in the budget for staff compensation, retro pay and contracted increases. These deficiencies were offset by savings in fuel and various expenditure savings in response to the spending freeze.

Summary of Operating Changes

Operating Budget:	2017 Actuals	2017 Budget	2018 Budget	2019 Budget	Dollar Change	% Change
Revenue	(235.2)	(230.3)	(230.3)	(233.3)	(3.0)	1.3%
Province of Saskatchewan	(939.3)	(975.6)	(940.0)	(937.0)	3.0	-0.3%
Staff Compensation	3,948.7	3,576.7	3,972.9	4,308.8	335.9	8.5%
Operating Cost	1,005.6	1,090.3	1,193.3	1,204.4	11.1	0.9%
Capital Contribution	263.0	263.0	274.0	274.0	0.0	0.0%
Total	4,042.8	3,724.1	4,269.9	4,616.9	347.0	8.1%

Staff Complement	2018	2019	Difference
Full Time Equivalents	50.90	51.90	1.00

Summary of Budget Changes

Service Line	Revenue Change			Expenditure Change				Net	
	2018 Base	Change	2019 Budget	2018 Base	Base Adj	Growth & Cont Impr	Service Level	2019 Budget	2019 Budget
Access Transit	(1,170.3)	0.0	(1,170.3)	5,440.2	287.4	59.6	0.0	5,787.2	4,616.9

Growth:

- An increase of \$59.6 for an operator position in the 2019 budget will enable Access Transit to continue making progress in proactively reducing denial rates by right sizing operations staff for the number of buses and service hours.

Other Significant Item(s):

- An increase of \$271.3 is related to a phased-in increase in Access Transit Operator's salaries to parity with the regular Transit Operators and the Professional Driver Certification Program.

Summary of Capital Investments

Funded Capital Projects	2019	2020	2021	2022	2023
P2095 ACCESS TRANSIT-BUS REPLACEMENTS	0.0	560.0	580.0	300.0	465.0
Total	0.0	560.0	580.0	300.0	465.0



Unfunded Capital Projects	2019	2020	2021	2022	2023
P2095 ACCESS TRANSIT-BUS REPLACEMENTS	0.0	0.0	0.0	300.0	155.0
P2100 ACCESS TRANSIT - ADDITIONAL BUSES	0.0	0.0	145.0	150.0	155.0
Total	0.0	0.0	145.0	450.0	310.0

There are no 2019 capital investments for Access Transit.



Transportation Services

Overview

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

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

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

2017 Budget to Actual Variance Explanation:

In 2017 Transportation Services had a \$350.8 favorable variance from budget. This favourable variance was the result of staffing vacancies and an increase in cost recovery realized from detour coordination activities. Savings were also realized in railway crossing maintenance, consulting fees and staff training.

Summary of Operating Changes

Operating Budget:	2017 Actuals	2017 Budget	2018 Budget	2019 Budget	Dollar Change	% Change
Revenue	(109.9)	(196.9)	(142.9)	(142.9)	0.0	0.0%
Province of Saskatchewan	(97.8)	(97.8)	(97.8)	(97.8)	0.0	0.0%
Staff Compensation	4,670.0	3,945.2	4,015.5	4,493.9	478.4	11.9%
Operating Cost	3,912.9	3,253.9	3,571.7	3,688.7	117.0	3.3%
Cost Recovery	(4,797.9)	(2,976.3)	(3,261.5)	(3,624.6)	(363.1)	11.1%
Capital Contribution	3,195.2	3,195.2	2,975.5	3,017.7	42.2	1.4%
Total	6,772.5	7,123.3	7,060.5	7,335.0	274.5	3.9%

Staff Complement	2018	2019	Difference
Full Time Equivalents	46.01	47.41	1.40

Summary of Budget Changes

Service Line	Revenue Change			Expenditure Change				Net	
	2018 Base	Change	2019 Budget	2018 Base	Base Adj	Growth & Cont Impr	Service Level	2019 Budget	2019 Budget
Transportation Services	(240.7)	0.0	(240.7)	7,301.2	180.4	94.1	0.0	7,575.7	7,335.0

Growth:

- A \$94.1 increase in operational costs required for materials and supplies and consulting costs due to the support required from growth in the traffic network.
- Additional staffing required to reduce overtime resulting from network growth include 0.60 FTE Supervisor VI position and 0.80 FTE Traffic Signing and Painting Labourer position. These costs are expected to be offset by increased cost recovery within the Roadway Signing and Marking program.



Capital Contribution:

- An inflationary increase of \$42.2 to the Transportation Infrastructure Expansion Reserve consistent with the Capital Reserve Bylaw.

Not Included:

- The Active Transportation Reserve currently provides up to \$500.0 annually in capital funding to implement the Active Transportation Plan. It is estimated that \$250.0 million will be required in capital over the next 30 to 40 years to fully implement the plan. This cost estimate does not include additional investments in staff, operations and maintenance, or programming that will be required. As part of the 2019 Business Plan options process, City Council was presented with options for consideration in order to provide the Active Transportation Reserve with additional funding to accelerate this implementation.

Summary of Capital Investments

Funded Capital Projects	2019	2020	2021	2022	2023
P0631 TU-TRANSPORTATION SAFETY IMPROVEMENTS	250.0	200.0	200.0	200.0	200.0
P1036 TU-TRAFFIC CONTROL UPGRADES	350.0	400.0	400.0	400.0	400.0
P1504 TU- NEIGH.TRAFFIC REVIEW PERMANENT INSTALLATIONS	275.0	225.0	560.0	600.0	320.0
P1505 TU-TRAFFIC SIGNAL INFRASTRUCTURE UPGRADES	375.0	375.0	375.0	400.0	400.0
P1506 TU-TRAFFIC SIGNING REPLACE-INFRA	300.0	300.0	350.0	350.0	400.0
P1512 TU-NEIGHBOURHOOD TRAFFIC MANAGEMENT	300.0	100.0	100.0	100.0	100.0
P1522 TU-TRAFFIC NOISE ATTENUATION	120.0	0.0	0.0	50.0	0.0
P1556 TU-SYSTEM UPGRADES/REPLACEMENTS	50.0	100.0	100.0	100.0	100.0
P1564 TU-TRAFFIC COUNTERS EQUIPMENT REPLACEMENT	65.0	0.0	0.0	0.0	0.0
P2011 TU-TRANSPORTATION MODEL IMPLEMENTATION	0.0	150.0	0.0	300.0	0.0
P2020 TU-17TH STREET CORRIDOR EXTENSION	0.0	0.0	811.0	8,718.0	0.0
P2233 TU-ADVANCED TRAFFIC MGT SYSTEM	150.0	150.0	150.0	150.0	0.0
P2234 TU-WALKWAY MANAGEMENT	0.0	50.0	50.0	50.0	50.0
P2235 TU-INTERSECTION IMPROVEMENTS	500.0	100.0	700.0	500.0	900.0
P2265 TU-TRANSPORTATION EQUIPMENT ACQUISITIONS	100.0	140.0	50.0	75.0	50.0
P2428 TU-FUNCTIONAL PLANNING STUDIES	200.0	200.0	50.0	200.0	0.0
P2446 TU-PEDESTRIAN CROSSING IMPROVEMENTS	120.0	200.0	100.0	100.0	150.0
P2448 TU-INTELLIGENT TRANSPORTATION SYSTEM	200.0	200.0	200.0	200.0	0.0
P2468 TU-ACTIVE TRANSPORTATION PLAN IMPLEMENTATION	1,100.0	1,450.0	1,100.0	950.0	1,300.0
Total	4,455.0	4,340.0	5,296.0	13,443.0	4,370.0

Unfunded Capital Projects	2019	2020	2021	2022	2023
P1504 TU- NEIGH.TRAFFIC REVIEW PERMANENT INSTALLATIONS	140.0	335.0	280.0	240.0	0.0
P1506 TU-TRAFFIC SIGNING REPLACE-INFRA	100.0	100.0	100.0	100.0	100.0
P2020 TU-17TH STREET CORRIDOR EXTENSION	0.0	0.0	0.0	582.0	0.0
P2408 TU-VISION ZERO	100.0	170.0	0.0	0.0	0.0
P2425 TU-UNDERGROUND ENCROACHMENTS	100.0	100.0	0.0	0.0	0.0
P2437 TU-11TH STREET REALIGNMENT	0.0	0.0	0.0	0.0	5,600.0
P2442 TU-DALMENY ROAD/HWY 684 REPLACEMENT	500.0	0.0	0.0	0.0	0.0



Unfunded Capital Projects	2019	2020	2021	2022	2023
P2446 TU-PEDESTRIAN CROSSING IMPROVEMENTS	80.0	50.0	50.0	50.0	0.0
P2449 TU-RAIL YARD RELOCATIONS	0.0	0.0	0.0	0.0	1,000.0
P2468 TU-ACTIVE TRANSPORTATION PLAN IMPLEMENTATION	750.0	750.0	750.0	750.0	550.0
P2550 TU-WEST/CENTRAL MULTI-USE CORRIDOR	400.0	400.0	400.0	400.0	400.0
Total	2,170.0	1,905.0	1,580.0	2,122.0	7,650.0

2019 Transportation Services Capital Investments include 16 funded projects totaling \$4.5 million.

Eleven of these projects totaling \$1.8 million involve the capital rehabilitation or replacement of existing assets.

In 2019 there are six projects totaling \$1.9 million that are geared towards improving traffic safety and traffic management.

In 2019 there are eight projects that are either not funded or not fully funded in this budget.

Future Operating Impact of Current Year's Capital Projects

The operating impact identified in project 2550 would be for snow clearing if funded.

Future Operating Budget Impacts of 2019 Capital Projects

Project	2019	2020	2021	2022	2023
P2550 TU-WEST/CENTRAL MULTI-USE CORRIDOR	0.0	2.1	0.0	0.0	0.0
Total	0.0	2.1	0.0	0.0	0.0



Road Maintenance

Overview

This service line includes the maintenance, inspection, preservation and rehabilitation of the existing street, lane and sidewalk systems including ancillary items such as guardrail operations and maintenance.

In addition to the direct costs associated with asset management and maintenance, services provided include public enquiry and dispatch services.

Significant capital budget increases have been made to this service line in recent years, resulting in much larger and more comprehensive contracts. This in turn has helped lead to lower unit-prices for items such as patching and paving. This increased funding has therefore resulted in a large and efficient capital program that will ultimately restore the City's surface infrastructure to expected condition levels.

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

2017 Budget to Actual Variance Explanation:

In 2017 Road Maintenance had a \$516.3 favorable variance from budget. This was a result of savings in the Earth Streets and Paved Streets Maintenance programs as crews were diverted to capital work. A \$50.0 dust palliation study was also completed under capital. Cost recovery due to an increased number of utility cuts was also higher than anticipated.

Summary of Operating Changes

Operating Budget:	2017 Actuals	2017 Budget	2018 Budget	2019 Budget	Dollar Change	% Change
Province of Saskatchewan	(278.6)	(278.6)	(278.6)	(278.6)	0.0	0.0%
Staff Compensation	4,390.4	4,689.9	4,725.5	4,919.2	193.7	4.1%
Operating Cost	4,541.3	4,681.6	4,819.3	4,793.7	(25.6)	-0.5%
Cost Recovery	(606.9)	(530.4)	(530.8)	(534.4)	(3.6)	0.7%
Capital Contribution	34,495.5	34,495.5	34,495.5	35,495.5	1,000.0	2.9%
Total	42,541.7	43,058.0	43,230.9	44,395.4	1,164.5	2.7%

Staff Complement	2018	2019	Difference
Full Time Equivalents	60.71	60.63	(0.08)

Summary of Budget Changes

Service Line	Revenue Change			Expenditure Change				Net	
	2018 Base	Change	2019 Budget	2018 Base	Base Adj	Growth & Cont Impr	Service Level	2019 Budget	2019 Budget
Road Maintenance	(278.6)	0.0	(278.6)	43,509.5	338.7	825.8	0.0	44,674.0	44,395.4

Growth:

- An increase in the roadway and sidewalk inventory adds an additional \$50.8 in maintenance costs.

Capital Contribution:

- In 2019, contributions to the Transportation Infrastructure Reserve were increased by \$80.0 and to the Paved Roadways Infrastructure Reserve by \$920.0, representing \$225.0 for inflation and \$775.0 for growth of the city's roadway (78 km or 1.9%) and sidewalk (61 km or 4.0%) network.



Other Significant Item(s):

- Inflation is recognized in the amount of \$147.6 which includes the effect of rising oil and fuel prices which in turn affect the cost of fuel, the price of asphalt and the cost of the delivery of aggregates.
- A transfer of \$43.9 for external rental of the former Saskatchewan Transportation Company (STC) building has been made from this service line to Facilities Management service line under Corporate Asset Management business line.
- A transfer of 0.08 FTE for an Operations Superintendent (Safety) position to Street Cleaning & Sweeping (0.06 FTE) and Waste Handling Service (0.02 FTE) service lines to align with safety support provided to this service line.

Summary of Capital Investments

Funded Capital Projects		2019	2020	2021	2022	2023
P0837	TU-LANE REHAB & DRAINAGE IMPROV	1,785.0	1,785.0	1,785.0	1,785.0	1,785.0
P0959	TU-UPGRADE BOUNDARY ROADS	260.0	260.0	260.0	260.0	260.0
P1507	TU-GUARDRAILS	0.0	50.0	50.0	50.0	50.0
P1513	TU-PAVEMENT MARKING PROGRAM-INFRA	310.0	310.0	350.0	350.0	300.0
P1892	TU-ACCESS SECURITY-CITY YARDS	75.0	0.0	0.0	0.0	0.0
P2043	TU-CURB REPLACEMENT/REHABILITATION	200.0	200.0	200.0	200.0	200.0
P2269	TU-ACCOMMODATION CONSTRUCTION	0.0	200.0	200.0	200.0	200.0
P2270	TU-PAVED ROADS AND SIDEWALK PRESERVATION	31,300.0	32,800.0	32,800.0	32,800.0	33,000.0
P2271	TU-HIGH SPEED ROADSIDE SAFETY IMPROVEMENTS	220.0	580.0	300.0	300.0	536.0
P2276	TU-CITY YARDS SAFETY IMPROVEMENTS	50.0	0.0	0.0	0.0	0.0
P2596	TU - WWS/RO PLANNING & SCHEDULING	150.0	0.0	0.0	0.0	0.0
Total		34,350.0	36,185.0	35,945.0	35,945.0	36,331.0

Unfunded Capital Projects		2019	2020	2021	2022	2023
P0832	TU-CENTER MEDIAN REHABILITATION	200.0	200.0	200.0	200.0	200.0
P0959	TU-UPGRADE BOUNDARY ROADS	140.0	140.0	140.0	140.0	140.0
P1507	TU-GUARDRAILS	75.0	75.0	75.0	75.0	75.0
P2259	TU-PW SATELLITE YARDS	0.0	6,082.0	50.0	100.0	2,401.0
P2271	TU-HIGH SPEED ROADSIDE SAFETY IMPROVEMENTS	980.0	970.0	960.0	880.0	656.0
Total		1,395.0	7,467.0	1,425.0	1,395.0	3,472.0

2019 Road Maintenance Capital Investments include nine funded projects totaling \$34.4 million to address the condition of the roadways. This investment is mainly funded from the Paved Roadways Infrastructure Reserve in the amount of \$31.3 million and from the Transportation Infrastructure Reserve in the amount of \$2.8 million.

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

In the Road Maintenance service line there are four projects that are not funded or not fully funded from the Transportation Infrastructure Reserve as current funding levels are not adequate to address the rehabilitative/replacement requirements.

Future Operating Impact of Current Year's Capital Projects

There are no future operating impacts from 2019 Capital Projects.



Snow & Ice Management

Overview

This service line provides snow clearing, snow removal, sanding and salting, and snow fencing to ensure the safe, comfortable, and timely movement of vehicular and pedestrian traffic.

2017 Budget to Actual Variance Explanation:

In 2017 Snow and Ice Management had a \$87.7 favorable variance from budget. This was the result of not relying on contracted services as heavily as anticipated due to actual snowfall experienced. In response to the anticipated deficit forecast for 2017, the contribution to the Snow & Ice Management Reserve was not made for 2017 for a cost savings of \$488.5.

Summary of Operating Changes

Operating Budget:	2017 Actuals	2017 Budget	2018 Budget	2019 Budget	Dollar Change	% Change
Province of Saskatchewan	(554.7)	(554.7)	(554.7)	(554.7)	0.0	0.0%
Staff Compensation	5,287.2	4,610.1	4,634.6	4,851.6	217.0	4.7%
Operating Cost	7,504.1	7,779.1	7,847.1	7,861.7	14.6	0.2%
Cost Recovery	(2.9)	(1.6)	(1.6)	(1.6)	0.0	0.0%
Capital Contribution	265.0	265.0	265.0	265.0	0.0	0.0%
Transfer to/from Reserves	0.0	488.5	488.5	488.5	0.0	0.0%
Total	12,498.7	12,586.4	12,678.9	12,910.5	231.6	1.8%

Staff Complement	2018	2019	Difference
Full Time Equivalents	63.15	62.87	(0.28)

Summary of Budget Changes

Service Line	Revenue Change			Expenditure Change				Net	
	2018 Base	Change	2019 Budget	2018 Base	Base Adj	Growth & Cont Impr	Service Level	2019 Budget	2019 Budget
Snow & Ice Management	(554.7)	0.0	(554.7)	13,233.6	118.2	113.4	0.0	13,465.2	12,910.5

Growth:

- An increase in the roadway inventory as well as addition of bridges and overpasses adds an additional \$113.4.

Other Significant Item(s):

- Inflation is recognized in the amount of \$118.2 which includes negotiated salary increases as well as the effect of rising oil and fuel prices which in turn affect the cost of fuel.
- A transfer of 0.28 FTE for an Operations Superintendent (Safety) position out of this service line to Waste Handling Service service line of the Environmental Health business line to align with safety support provided.



Summary of Capital Investments

Unfunded Capital Projects	2019	2020	2021	2022	2023
P2037 TU-SNOW MANAGEMENT FACILITIES	0.0	7,729.0	50.0	150.0	18,650.0
Total	0.0	7,729.0	50.0	150.0	18,650.0

The requirement for snow management facilities in 2020 is for development of the southeast site including access to the City storm collection system as well as a provision to secure land in the southeast, northwest, and northeast quadrants of the City. There is currently no funding source for this project.



Street Cleaning & Sweeping

Overview

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

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

2017 Budget to Actual Variance Explanation:

In 2017 Street Cleaning and Sweeping had a \$762.0 unfavorable variance from budget. This variance was comprised of \$397.0 for fleet services costs and contractor assistance added an additional \$428.8 to deliver the program. In mid-2017 Administration tabled a service level report in order to better define current service levels and mitigate the gap between budget and actuals. In 2018, the budget was adjusted to add an additional \$450.0 in order to maintain the service level.

Summary of Operating Changes

Operating Budget:	2017 Actuals	2017 Budget	2018 Budget	2019 Budget	Dollar Change	% Change
Staff Compensation	1,455.2	1,310.9	1,313.6	1,620.7	307.1	23.4%
Operating Cost	3,099.7	2,428.4	2,905.1	2,716.3	(188.8)	-6.5%
Cost Recovery	(60.6)	(7.0)	(7.0)	(7.0)	0.0	0.0%
Capital Contribution	26.9	26.9	26.9	26.9	0.0	0.0%
Total	4,521.2	3,759.2	4,238.6	4,356.9	118.3	2.8%

Staff Complement	2018	2019	Difference
Full Time Equivalents	17.24	20.05	2.81

Summary of Budget Changes

Service Line	Revenue Change			Expenditure Change				Net	
	2018 Base	Change	2019 Budget	2018 Base	Base Adj	Growth & Cont Impr	Service Level	2019 Budget	2019 Budget
Street Cleaning & Sweeping	0.0	0.0	0.0	4,238.6	55.7	62.6	0.0	4,356.9	4,356.9

Growth:

- An increase in the roadway inventory (78 km or 1.9%) adds an additional \$62.6 in operating costs.

Other Significant Item(s):

- To ensure the optimum mix of resources to deliver the program, transfers from contracted services to salaries in the amount of \$199.4 offsets the costs of 2.75 FTE for Labourer positions.
- A transfer of 0.06 FTE for an Operations Superintendent (Safety) position from Road Maintenance service line to align with safety support provided to this service line.

Summary of Capital Investments

There are no capital investments for Street Cleaning and Sweeping.



Bridges, Subways, Overpasses

Overview

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

2017 Budget to Actual Variance Explanation:

In 2017 Bridges, Subways and Overpasses had no significant variance from budget.

Summary of Operating Changes

Operating Budget:	2017 Actuals	2017 Budget	2018 Budget	2019 Budget	Dollar Change	% Change
Staff Compensation	303.9	339.0	340.9	355.2	14.3	4.2%
Operating Cost	381.7	367.0	2,140.0	6,281.5	4,141.5	193.5%
Capital Contribution	5,384.0	5,384.0	4,619.0	3,273.3	(1,345.7)	-29.1%
Transfer to/from Reserves	0.0	0.0	(958.2)	(2,800.0)	(1,841.8)	192.2%
Total	6,069.6	6,090.0	6,141.7	7,110.0	968.3	15.8%

Staff Complement	2018	2019	Difference
Full Time Equivalents	4.56	4.56	0.00

Summary of Budget Changes

Service Line	Revenue Change			Expenditure Change				Net	
	2018 Base	Change	2019 Budget	2018 Base	Base Adj	Growth & Cont Impr	Service Level	2019 Budget	2019 Budget
Bridges, Subways, Overpasses	0.0	0.0	0.0	6,141.7	74.8	893.5	0.0	7,110.0	7,110.0

Growth:

- As a result of the McOrmond/Highway 5 and Boychuk/Highway 16 interchanges becoming operational in 2019, an increase of \$89.3 in the transfer to the Bridge Major Repair Reserve has been made to allow for future rehabilitation of these interchanges. As well an allocation of \$4.2 has been made for operational maintenance of these structures as well as provide for annual inspection and testing.

Capital Contribution:

- In 2019, \$1.4 million which was temporarily held in the contributions to the Bridge Major Repair Reserve, will be redeployed to base operating budgets required for the Chief Mistawasis Bridge and Traffic Bridge. This reduction in transfers to the Bridge Major Repair Reserve are offset by the increase of \$89.3 transferred to the reserve due to growth. Annual contributions to the Bridge Major Repair Reserve total \$3.3 million.

Other Significant Change(s):

- The Chief Mistawasis Bridge and Traffic Bridge officially opened on October 2nd, 2018. The long term debt associated with the Chief Mistawasis Bridge and Traffic Bridge project has been transferred from this service line into the Debt Servicing service line to better categorize the payments.
- Prior year figures for Bridges, Subways, Overpasses have been restated in order to better reflect the interest and principal payments for the Chief Mistawasis and Traffic Bridge project in accordance with the P3 agreement. This restatement will provide more useful and comparable information when reviewing year over year budgets.

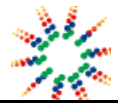


Summary of Capital Investments

Funded Capital Projects		2019	2020	2021	2022	2023
P1456	TU-RAILWAY CROSSING SAFETY IMPROVEMENTS	150.0	200.0	200.0	100.0	100.0
P1526	TU-CIRCLE DR BRIDGE REPAIR	0.0	200.0	2,240.0	0.0	0.0
P1551	TU-BROADWAY BRIDGE REPAIRS	0.0	0.0	0.0	0.0	610.0
P1553	TU-SID BUCKWOLD BRIDGE REPAIRS	13,500.0	0.0	0.0	0.0	0.0
P1561	TU-COLLEGE DRIVE WESTBOUND OVER CPR OVERPASS	0.0	0.0	0.0	100.0	1,500.0
P1562	TU-COLLEGE DRIVE EASTBOUND OVER CPR OVERPASS	0.0	0.0	80.0	1,397.0	0.0
P1994	TU-MARQUIS DR/IDYLWYLD DR INTERCHANGE	0.0	0.0	2,700.0	0.0	0.0
P2003	TU-HWY 14/HWY 7 GRADE SEPARATION	0.0	0.0	0.0	0.0	4,792.0
P2013	TU-CIRCLE DR/AIRPORT DR GRADE SEPARATION	0.0	0.0	0.0	0.0	1,600.0
P2025	TU-MARQUIS DR/HWY 16 GRADE SEPARATION	0.0	0.0	0.0	0.0	1,800.0
P2268	TU-IDYLWYLD DR FWY / 1ST AVE - NB RAMP	1,500.0	1,100.0	0.0	0.0	0.0
P2392	TU-MCKERCHER DR/COLLEGE DR OVERPASS	0.0	0.0	0.0	315.0	0.0
P2393	TU-TAYLOR/CIRCLE DRIVE	0.0	80.0	755.0	0.0	0.0
P2395	TU-CIRCLE DRIVE/14TH ST-NB	0.0	0.0	75.0	1,095.0	0.0
P2396	TU-IDYLWYLD FWY/IDYLWYLD RAMP NB/SB	3,000.0	1,500.0	0.0	0.0	0.0
P2406	TU-MINOR BRIDGE REPAIRS	289.0	289.0	289.0	289.0	289.0
P2433	TU-8TH STREET & CPR GRADE SEPARATION	400.0	0.0	0.0	38,500.0	0.0
Total		18,839.0	3,369.0	6,339.0	41,796.0	10,691.0

Unfunded Capital Projects		2019	2020	2021	2022	2023
P1526	TU-CIRCLE DR BRIDGE REPAIR	0.0	0.0	2,710.0	0.0	0.0
P1527	TU-UNIVERSITY BRIDGE REHAB	0.0	0.0	0.0	0.0	16,000.0
P1551	TU-BROADWAY BRIDGE REPAIRS	0.0	0.0	0.0	0.0	390.0
P1562	TU-COLLEGE DRIVE EASTBOUND OVER CPR OVERPASS	0.0	0.0	0.0	1,383.0	0.0
P1994	TU-MARQUIS DR/IDYLWYLD DR INTERCHANGE	0.0	0.0	22,300.0	30,000.0	0.0
P2003	TU-HWY 14/HWY 7 GRADE SEPARATION	0.0	0.0	0.0	0.0	50,208.0
P2013	TU-CIRCLE DR/AIRPORT DR GRADE SEPARATION	70.0	0.0	0.0	0.0	33,400.0
P2025	TU-MARQUIS DR/HWY 16 GRADE SEPARATION	70.0	0.0	0.0	0.0	8,200.0
P2040	TU-UNDERWATER PIER INSPECTIONS	105.0	0.0	0.0	0.0	0.0
P2237	TU-UPGD DALMENY GRID/BEAM RD CONNECTION	0.0	0.0	0.0	0.0	8,250.0
P2397	TU-CIRCLE DRIVE/8TH ST - NB/SB	0.0	0.0	1,800.0	0.0	0.0
P2401	TU-PEDESTRIAN CROSSING STRUCTURES	249.0	0.0	0.0	108.0	0.0
P2402	TU-HIGHWAY 16 EASTBOUND OVER HIGHWAY 11 OVERPASS	155.0	0.0	0.0	0.0	0.0
P2403	TU-CPR OVER CIRCLE DRIVE EAST OVERPASS	164.0	0.0	0.0	0.0	0.0
P2404	TU-CIRCLE DRIVE/IDYLWYLD	0.0	0.0	540.0	2,700.0	0.0
P2405	TU-IDYLWYLD & CIRCLE DR N INTERCHANGE	0.0	0.0	0.0	0.0	18,000.0
P2434	TU-HWY 11 & HWY 16 CLOVERLEAF	5,200.0	0.0	0.0	0.0	56,080.0
Total		6,013.0	0.0	27,350.0	34,191.0	190,528.0

2019 Bridges, Subways, Overpasses Capital Investments include six funded projects totaling \$18.8 million.



These projects are geared towards the capital rehabilitation or replacement of existing assets. Funding identified in 2019 is mainly geared towards repair and rehabilitation of the Sid Buckwold Bridge, the 1st Avenue northbound ramp, and the north and south-bound Idylwyld ramps for \$18.0 million.

Included in project 1456 is \$150.0 from the Traffic Safety Reserve to provide for the city's share of costs associated with safety upgrades done at level crossings.

In the Bridges, Subways, Overpasses service line there is an unfunded component of \$6.0 million as current funding levels are not adequate to address the rehabilitative/replacement requirements in these programs or the required expansion of the existing infrastructure. As well, projects are prioritized and available reserve funding is optimized to allow for this work in future years.

Future Operating Impact of Current Year's Capital Projects

There are no future operating impacts from 2019 Capital Projects.



Street Lighting

Overview

This service line provides for the operation of the street lights within the Corporate limits.

Saskatoon Light & Power provides street lighting on all major roadways and new subdivisions City-wide, and the existing street light system is maintained by either SaskPower or Saskatoon Light & Power depending on location. The two utilities work collaboratively to maintain their respective systems.

This service line also provides seasonal decorations and lighting on designated streets and bridges and banner installation/removal services for various events within the City.

2017 Budget to Actual Variance Explanation:

In 2017 Street Lighting had a \$125.7 favorable variance from budget largely the result of having less street lights installed than expected.

Summary of Operating Changes

Operating Budget:	2017 Actuals	2017 Budget	2018 Budget	2019 Budget	Dollar Change	% Change
Province of Saskatchewan	(30.8)	(30.8)	(30.8)	(30.8)	0.0	0.0%
Staff Compensation	184.0	148.3	157.0	186.8	29.8	19.0%
Operating Cost	6,354.3	6,492.5	6,970.3	7,386.9	416.6	6.0%
Cost Recovery	(61.2)	(38.0)	(42.4)	(60.0)	(17.6)	41.5%
Total	6,446.3	6,572.0	7,054.1	7,482.9	428.8	6.1%

Staff Complement	2018	2019	Difference
Full Time Equivalents	1.20	1.20	0.00

Summary of Budget Changes

Service Line	Revenue Change			Expenditure Change				Net	
	2018 Base	Change	2019 Budget	2018 Base	Base Adj	Growth & Cont Impr	Service Level	2019 Budget	2019 Budget
Street Lighting	(30.8)	0.0	(30.8)	7,084.9	287.2	141.6	0.0	7,513.7	7,482.9

Growth:

- An increase of \$141.6 is included for utility costs that are required due to an increased number of street lights on the City's expanding roadways. Street lights are increasing by 1,045 in 2019 for a total inventory of 33,814 street lights.

Other Significant Item(s):

- Due to an increase in electricity costs, a \$287.2 increase is included to maintain the current street lighting service level.

Summary of Capital Investments

There are no capital investments for Street Lighting.



Parking

Overview

The Parking program is responsible for the planning, design, coordination, administration, and enforcement of the City's on-and-off street parking facilities, as well as various parking initiatives, policies, and projects, such as the prepaid parking cards and residential parking permit programs.

In addition to contributing to general revenues, the parking program supports the Streetscape Reserve under the Urban Design service line, Parking Capital Reserve, Vacant Lot & Adaptive Reuse Incentive Reserve, and distributes a portion of parking revenues to The Partnership, Riversdale Business Improvement District, and the Broadway Business Improvement District.

2017 Budget to Actual Variance Explanation:

In 2017 Parking had a \$482.3 unfavorable variance from budget. This was a result of a number of factors: repayments to the parking pay station vendor were higher than budgeted based on application of the repayment formula, additional costs required for the retention of walking enforcement, and additional costs were required in contractual payments to the Calgary Parking Authority for services related to enforcement. It should be noted that parking revenues came in \$689.0 above budget primarily due to higher revenues collected at Pay Stations.

Summary of Operating Changes

Operating Budget:	2017 Actuals	2017 Budget	2018 Budget	2019 Budget	Dollar Change	% Change
Revenue	(6,613.1)	(5,938.2)	(6,209.6)	(6,734.8)	(525.2)	8.5%
Staff Compensation	526.9	501.9	606.0	752.3	146.3	24.1%
Operating Cost	2,460.1	2,207.8	2,333.7	2,716.3	382.6	16.4%
Cost Recovery	(430.0)	(395.1)	(455.1)	(362.2)	92.9	-20.4%
Capital Contribution	1,371.0	456.2	852.6	810.4	(42.2)	-4.9%
Transfer to/from Reserves	30.0	30.0	30.0	30.0	0.0	0.0%
Total	(2,655.1)	(3,137.4)	(2,842.4)	(2,788.0)	54.4	-1.9%

Staff Complement	2018	2019	Difference
Full Time Equivalents	6.75	8.75	2.00

Summary of Budget Changes

Service Line	Revenue Change			Expenditure Change				Net
	2018 Base	Change	2019 Budget	2018 Base	Base Adj	Growth & Cont Impr	Service Level	2019 Budget
Parking	(6,209.6)	(525.2)	(6,734.8)	3,367.2	423.0	156.6	0.0	3,946.8
								(2,788.0)

Revenue Change:

- Revenue from Parking Pay Stations, permits, and billboards, are anticipated to increase by \$518.5, based on historical trends. The increased use of the parking app has a positive impact on parking revenues along with the public's acceptance of the Pay Stations due to improved system maintenance and performance. Residential Parking Permit (RPP) revenue is expected to increase by \$4.7 due to an expansion of the permit areas and parking ticket late fee revenue by \$2.0.



Growth:

- An increase of \$75.6 (1.0 FTE) is included for a Customer Support Coordinator. This position will allow a customer service program to be formalized, in order to ensure more timely responses to customers, and establish and track information in a more comprehensive manner to allow for ongoing refinement of program operations and customer service initiatives.
- An increase of \$50.6 (1.0 FTE) is required for a Parking Meter Technician. The Parking program manages and maintains the pay parking system and administers the Temporary Reserve Parking program. This position is required to ensure staff coverage for the program operations and terminal maintenance needs are met. A rigorous maintenance program is required to minimize equipment failure.
- An additional License Plate Recognition system is required to provide expected enforcement service levels in the RPP areas, which have expanded. Operating costs have increased by \$30.4 to provide for costs due to the expansion of the RPP areas in Varsity View, Riversdale and Caswell Hill.

Capital Contribution:

- The parking meter replacement project is vendor financed, to be repaid through incremental parking revenues. The 2019 payment has decreased by \$42.2 based on the repayment formula; the contract will be fully paid in 2019.

Other Significant Item(s):

- Operating costs have increased to align the budget with actual expenditure levels needed to run the parking program. Examples include: \$133.3 increase for commissionaires to ensure adequate enforcement levels are maintained; \$140.0 increase for banking and parking app fees to reflect increasing usage; \$32.6 increase in terminal maintenance to provide for repairs and parts replacements not covered by the extended warranty, and \$20.0 increase for marketing campaigns to provide improved communication and awareness to the public.
- Commissionaires are used to deliver summons and subpoenas on behalf of Saskatoon Police Service. The charge for this service has increased by \$60.0 to reflect the increased costs and move closer to full cost recovery.
- Cost Recovery has been reduced by \$145.6 due to the removal of cross charges related to employee parking; the accounting change is aligned with the goal to streamline processes. This amount is offset by reductions in expenditures in other service lines.

Summary of Capital Investments

Funded Capital Projects	2019	2020	2021	2022	2023
P1518 CY-PAY STATION PURCHASES & IMPLEMENTATION	60.0	60.0	60.0	60.0	60.0
P1671 CY-COMMUNITY ENGAGEMENT PROCESS - UPDATE OF RESIDENTIAL PARKING PERMIT PROGRAM BYLAW	90.0	0.0	0.0	0.0	0.0
P2429 CY-LICENSE PLATE RECOGNITION SYSTEM	0.0	65.0	65.0	65.0	0.0
Total	150.0	125.0	125.0	125.0	60.0

Project 1518 provides for the continued implementation of the flex parking system. In addition to project management, this project includes the purchase maintenance and systems equipment. This project is funded from the Parking Capital Reserve.

Project 1671 provides for the comprehensive review of the Residential Parking Permit Program in order to better address the current needs and pressures. This project includes involving a consultant to complete the public engagement and provide recommendations. This project is funded from the Parking Capital Reserve.

Future Operating Impact of Current Year's Capital Projects

There are no future operating impacts from the 2019 Capital Project.



Impound Lot

Overview

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

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

2017 Budget to Actual Variance Explanation:

In 2017 Impound Lot had a \$54.7 unfavorable variance from budget. This was a result of lower net revenues than budget due to fewer cars being impounded. The reason for the reduction is that short term suspensions and SGI related vehicle seizures are now towed to a private facility.

Summary of Operating Changes

Operating Budget:	2017 Actuals	2017 Budget	2018 Budget	2019 Budget	Dollar Change	% Change
Revenue	(322.9)	(536.8)	(367.4)	(376.2)	(8.8)	2.4%
Staff Compensation	59.5	64.9	67.7	69.4	1.7	2.5%
Operating Cost	571.8	723.3	624.7	631.8	7.1	1.1%
Debt Charges	52.4	52.4	0.0	0.0	0.0	0.0%
Cost Recovery	(306.1)	(303.8)	(325.0)	(325.0)	0.0	0.0%
Total	54.7	0.0	0.0	0.0	0.0	0.0%

Staff Complement	2018	2019	Difference
Full Time Equivalents	0.75	0.75	0.00

Summary of Budget Changes

Service Line	Revenue Change			Expenditure Change				2019 Budget	Net 2019 Budget
	2018 Base	Change	2019 Budget	2018 Base	Base Adj	Growth & Cont Impr	Service Level		
Impound Lot	(367.4)	(8.8)	(376.2)	367.4	8.8	0.0	0.0	376.2	0.0

There are no significant operating changes in Impound Lot.

Summary of Capital Investments

There are no capital investments for the Impound Lot.



Engineering

Overview

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

Drafting and design services are provided for operating and capital projects, as is the preparation and maintenance of infrastructure plan records including underground services. Other services include maintenance of the Department and Corporate GIS, co-ordination of information regarding road and lane use concerning buried facilities, and providing contractors or individuals with grade level information for construction on building sites.

The City's survey instruments and equipment for the operating and capital construction programs are included in this service line.

2017 Budget to Actual Variance Explanation:

In 2017 Engineering had a \$72.2 favorable variance from budget. This was a result of the Construction & Design Division focusing more on capital rehabilitation projects than operations for the 2017 year.

Summary of Operating Changes

Operating Budget:	2017 Actuals	2017 Budget	2018 Budget	2019 Budget	Dollar Change	% Change
Staff Compensation	4,342.6	1,082.4	1,158.8	1,199.3	40.5	3.5%
Operating Cost	9,867.4	650.6	650.3	588.6	(61.7)	-9.5%
Cost Recovery	(13,552.0)	(1,002.7)	(1,046.7)	(1,063.2)	(16.5)	1.6%
Total	658.0	730.3	762.4	724.7	(37.7)	-4.9%

Staff Complement	2018	2019	Difference
Full Time Equivalents	13.67	13.78	0.11

Summary of Budget Changes

Service Line	Revenue Change			Expenditure Change				Net	
	2018 Base	Change	2019 Budget	2018 Base	Base Adj	Growth & Cont Impr	Service Level	2019 Budget	2019 Budget
Engineering	0.0	0.0	0.0	762.4	(43.9)	6.2	0.0	724.7	724.7

Other Significant Change(s):

- A transfer of \$72.4 for external rental of the former Saskatchewan Transportation Company (STC) building has been made from this service line to Facilities Management service line under Corporate Asset Management business line.
- A transfer of 0.11 FTE for various positions from capital to operating budget in order to align with the service being provided.



Summary of Capital Investments

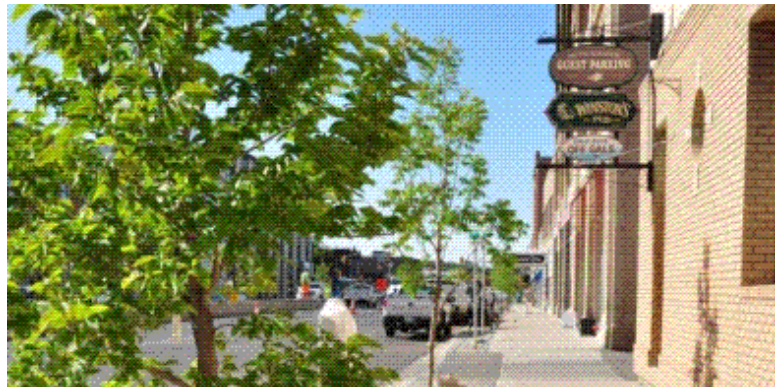
Funded Capital Projects		2019	2020	2021	2022	2023
P1041	TU-BENCHMARK REHABILITATION	0.0	0.0	50.0	0.0	0.0
Total		0.0	0.0	50.0	0.0	0.0

There are no capital investments for Engineering.



Operating Budget
\$6.3 million

Capital Budget
\$16.6 million



STRATEGIC GOALS:



Economic Diversity & Prosperity



Sustainable Growth



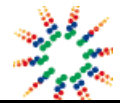
Quality of Life

Service Lines



Service Outcomes

- To provide an increasingly sustainable community and enhanced quality of life consistent with the vision and policies in the Official Community Plan.
- To revitalize and sustain existing areas through local area plans, strategic investments, rejuvenation projects, Crime Prevention Through Environmental Design (CPTED) reviews, and incentives for supportive and attainable housing.



- To provide support for economic development through collaboration with local and regional business organizations, assisting the start-up of new businesses, providing advice and timely review of development and building applications.
- To provide leadership in planning for future growth in line with the City's Plan for Growth which links land use, transportation, and infrastructure in more effective, efficient, and sustainable ways.
- To provide a healthy and fair marketplace and ensure the health and safety of owners and occupants through building and plumbing inspections, licensing of new and established businesses, and permit and development application reviews.
- To provide improved public spaces throughout the City through streetscape master plans and urban design projects in strategic areas, business improvement districts, and growth corridors.
- To provide an adequate supply of attainable housing choices by working with community partners, developers, and builders.
- To provide clear information to City Council, excellent customer service to clients, and meaningful consultation to stakeholders.

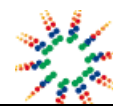
At A Glance

- \$1.66 million in streetscape maintenance completed in 2017.
- 11,289 licensed businesses were operating in Saskatoon by the end of 2017.
- 3,998 building permits were issued in 2017, at a construction value of over \$762.0 million.
- 3500 building permits estimated for 2018, with an estimated construction value of \$722.0 million.
- 1,400 development permits were issued in 2017.
- 641 property-use complaints required attention in 2017.
- 377 Attainable Housing units were created through various programs in the City's Housing Business Plan in 2017.
- 50 Subdivision Applications processed reflecting demand for fully-serviced residential, commercial and industrial building sites in all parts of the City.
- 42% increase in number of licensed businesses operating in the City since 2008.
- 26 CPTED reviews conducted on various parks, neighbourhoods, and major capital projects to ensure safe design of buildings and sites.
- 16 Discretionary Use Applications processed including garden and garage suite applications.
- 14 neighbourhoods have approved Local Area Plans.
- 10 Vacant Lot Incentive Applications approved in 2017 resulting in new development on chronically vacant sites.
- 8 Condominium Applications received.
- 2 Official Community Plan and amendments and 19 Rezoning Requests received.

City Council Strategic Priority Areas Supported by this Business Line

Downtown Development

- Developing plans and studies to address the needs of our core commercial areas, including the Downtown, Broadway and Riversdale Business Improvement Districts (BIDs).
- Collaborating with the Business Improvement Districts to identify funding and maintenance priorities for the Urban Design Program.
- Undertaking Streetscape Master Plans and construction to create special public spaces throughout the BIDs and support these areas with programs like banners and flower pots to enhance the areas.



Economic Development

- Collaborating with local and regional business organizations, assisting the start-up of new businesses, providing advice and timely review of development and building applications.
- Providing Sector Planning services and the review of Neighbourhood Concept Plans to ensure the new development in the City is adequately planned for, and meets broader city-building objectives.
- Engaging with local businesses to address new trends and changing regulations; and ensure regulations create a balanced environment for new businesses.

Environmental Sustainability

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

Reconciliation, Inclusion, and Diversity

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

Regional Planning

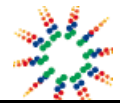
- Working with the P4G partners to establish a Regional Plan.
- Working with the P4G to establish Concept Plans for future growth areas in the region, to guide interim development in advance of urban growth.
- Working to enhance relationships and explore opportunities for partnerships with First Nations that have land development interests in the Saskatoon region.
- Working with the Rural Municipality of Corman Park to administer the joint Corman Park–Saskatoon Planning District.

Performance Measures

Measures	Target	2014	2015	2016	2017	2018 Projected	Year Over Year Progress	Long Term Progress
Residential Infill Development (5 Yr. Avg)	Average of 25% Infill Development Over Last 5 Years	2010-2014 15.9%	2011-2015 15.0%	2012-2016 14.8%	2013-2017 13.7%	2014-2018 17.1%	Decline	Needs Improvement
Number of New Attainable Housing Units	≥500 new units annually across attainable housing continuum	542	560	525	377	250	Decline	On-Track
Vacancy Rates for Rental Housing	Average of 3% Vacancy Rate Over Last 10 Years	2005-2014 2.60%	2006-2015 2.80%	2007-2016 3.51%	2008-2017 4.4%	2009-2018 8.6%	Improvement	On-Track

500 new Attainable Housing units built annually.

- Between 2013 and 2016, the annual target for attainable housing units has been exceeded every year. The 2017 results are were slightly below the target of 500 units. The target for 2017 and 2018 was reduced due to available funding, with a sustainable funding strategy proposed to start in 2019.



Maintain an Average Rental Housing Vacancy Rate of 3%.

- This is a longer term indicator therefore there is no annual target.
- This rise in the City's vacancy rate which began in 2015 and continued in 2016, saw a slight decrease to 9.6% in 2017. The increase is largely due to a cooling off in the economy, the recent completion of several new rental projects, and additional condominiums on the rental market.

Strategic Outcomes and 2019 Actions

Our Plan for Growth is sustainable, through a balanced approach to land use, transportation choices and efficient servicing.

- Conduct the Bus Rapid Transit Detailed Functional Design as part of the Ten-Year Action Plan for the Growth Plan to Half a Million.
- Renew the Official Community Plan to reflect the vision and goals of the Growth Plan to Half a Million, as well as other planning and policy initiatives.
- Undertake a comprehensive renewal of the Zoning Bylaw No. 8770 to ensure appropriate regulations are in place to address industry trends and community expectations.
- Continue to pursue the development of Corridor Plans and Transit Village concept plans aligned with the Plan for Growth.
- Work to enhance relationships and explore opportunities for partnerships with First Nations that have land development interests in Saskatoon and region.
- Work with civic departments and external stakeholders to create the Exhibition Local Area Plan.
- Partner with the University of Saskatchewan to establish a Sector Plan to support the University's development plans.

Regional partnerships provide the best opportunities for sustainable prosperity and quality of life.

- Work with the Saskatoon North Partnership for Growth (P4G) to endorse a Regional Land Use Map, create a P4G Planning District and associated governance and administrative structures, adopt a Regional Plan, adopt a P4G Zoning Bylaw, and prioritize the follow-up studies needed to implement the Regional Plan.
- Work with the Saskatoon North Partnership for Growth (P4G) to prepare the North Concept Plan and to advance the South East Concept Plan.
- Work with the Saskatoon North Partnership for Growth to create strategies for adopting new land use policies, and creating servicing and phasing plans, that would enable different forms of development in the Grasswood Mixed Use Node to serve the needs of a growing population.

Economic growth and development is supported by streamlined business practices and development approvals.

- Continue implementing work plans to address commercial permit turnaround times and improved customer education.
- Improved technical coordination across divisions to minimize conflicting requirements and improve communication within the building and development approval process.
- Continue to implement key findings from the Building and Development Permit Civic Service and Operational Reviews.
- Complete the review of the building permit order process and implement changes to supportive of process improvement.
- Continue work to implement commercial building and development online applications for 2020.

Our economy is strong.

- Review the Vacant Lot and Adaptive Reuse Incentive Program to ensure incentives are targeting priority goals.
- Review the City Centre "one stop shop" service for potential area expansion.



Downtown is active and attractive to all residents and visitors.

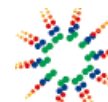
- Update the City Centre Plan to address implementation to date, as well as current trends and issues.
- Work with the Downtown YXE Business Improvement District to implement ideas from the Downtown Where You Belong workshops.
- Ensure the River Landing streetscaping design is completed in a timely fashion to support continued development of Parcel YY.

Green infrastructure is identified and managed for the benefit of current and future generations.

- Assist in the creation of Natural Areas Standards as part of the Green Infrastructure Study.
- Complete the refinement of the Green Network Study Area in the P4G Region.

The well-being of citizens is a shared responsibility and our community is safe.

- Work with community partners to implement Saskatoon's Homelessness Action Plan.
- Work with stakeholders to improve the effectiveness of financial incentives offered through the Ten-Year Housing Business Plan to achieve the target of 500 new units annually across the attainable housing continuum.
- Continue to develop a coordinated approach to neighbourhood safety, property maintenance and bylaw compliance.



Operating Summary

	2017 Actual	2017 Budget	2018 Budget	2019 Budget				
				000's			Dollar Change	% Change
				Revenue	Exp/Rec	Net		
Attainable Housing	286.9	425.1	422.8	0.0	426.3	426.3	3.5	0.8%
Building and Plumbing Permits & Standards	0.0	0.0	0.0	(5,919.8)	5,919.8	0.0	0.0	0.0%
Business Improvement Districts	107.7	107.7	107.7	0.0	107.7	107.7	0.0	0.0%
Business Licenses	0.0	0.0	0.0	(1,267.2)	1,267.2	0.0	0.0	0.0%
Development Review	559.3	437.5	526.1	(652.8)	1,282.8	630.0	103.9	19.7%
Regional Planning	341.9	367.7	445.3	0.0	511.4	511.4	66.1	14.8%
Bylaw Compliance	595.2	637.7	635.1	(79.9)	763.9	684.0	48.9	7.7%
Long Range Planning	180.8	194.7	216.5	(0.9)	226.7	225.8	9.3	4.3%
Neighbourhood Planning	507.8	552.2	740.2	0.0	762.3	762.3	22.1	3.0%
Research & Mapping	405.8	443.9	449.1	(17.3)	478.7	461.4	12.3	2.7%
Urban Design	2,469.7	2,485.5	2,485.5	0.0	2,485.5	2,485.5	0.0	0.0%
Total	5,455.1	5,652.0	6,028.3	(7,937.9)	14,232.3	6,294.4	266.1	4.4%

Staff Complement	2018	2019	Difference
Full Time Equivalents	116.25	117.85	1.60

Summary of Budget Changes

Service Line	Revenue Change			Expenditure Change					Net
	2018 Base	Change	2019 Budget	2018 Base	Base Adj	Growth & Cont Impr	Service Level	2019 Budget	2019 Budget
Attainable Housing	0.0	0.0	0.0	422.8	3.5	0.0	0.0	426.3	426.3
Building and Plumbing Permits & Standards	(5,688.5)	(231.3)	(5,919.8)	5,688.5	231.3	0.0	0.0	5,919.8	0.0
Business Improvement Districts	0.0	0.0	0.0	107.7	0.0	0.0	0.0	107.7	107.7
Business Licenses	(1,215.8)	(51.4)	(1,267.2)	1,215.8	51.4	0.0	0.0	1,267.2	0.0
Development Review	(718.1)	65.3	(652.8)	1,244.2	38.6	0.0	0.0	1,282.8	630.0
Regional Planning	0.0	0.0	0.0	445.3	6.1	60.0	0.0	511.4	511.4
Bylaw Compliance	(129.4)	49.5	(79.9)	764.5	(0.6)	0.0	0.0	763.9	684.0
Long Range Planning	(0.9)	0.0	(0.9)	217.4	9.3	0.0	0.0	226.7	225.8
Neighbourhood Planning	0.0	0.0	0.0	740.2	22.1	0.0	0.0	762.3	762.3
Research & Mapping	(17.3)	0.0	(17.3)	466.4	12.3	0.0	0.0	478.7	461.4
Urban Design	0.0	0.0	0.0	2,485.5	0.0	0.0	0.0	2,485.5	2,485.5
Total	(7,770.0)	(167.9)	(7,937.9)	13,798.3	374.0	60.0	0.0	14,232.3	6,294.4

Summary of Funded Capital Investments

Service Line	2019	2020	2021	2022	2023
Attainable Housing	0.0	0.0	0.0	0.0	0.0
Building and Plumbing Permits & Standards	465.0	530.0	0.0	0.0	0.0
Business Improvement Districts	0.0	0.0	0.0	0.0	0.0
Business Licenses	0.0	0.0	0.0	0.0	0.0
Development Review	250.0	350.0	300.0	0.0	0.0
Regional Planning	107.0	750.0	553.0	899.0	1,082.0
Bylaw Compliance	0.0	0.0	0.0	0.0	0.0
Long Range Planning	14,574.0	28,780.0	19,980.0	8,900.0	1,700.0
Neighbourhood Planning	0.0	0.0	0.0	0.0	0.0
Research & Mapping	0.0	0.0	0.0	0.0	0.0



Summary of Funded Capital Investments

Service Line	2019	2020	2021	2022	2023
Urban Design	1,186.0	1,000.0	1,000.0	2,035.0	0.0
Total	16,582.0	31,410.0	21,833.0	11,834.0	2,782.0

Financing for Funded Capital Investments

Funding Source	2019	2020	2021	2022	2023
EXTERNAL FUNDING	0.0	0.0	0.0	50.0	0.0
BLDG PERMITS/INSPECT STAB RESERVE	465.0	530.0	0.0	0.0	0.0
STREETSCAPE RESERVE-BID	1,100.0	1,000.0	1,000.0	2,035.0	0.0
ICP - TRANSIT (FED)	13,084.0	27,880.0	19,080.0	8,000.0	800.0
RESERVE FOR CAPITAL EXPENDITURES	1,893.0	1,483.0	1,412.0	1,262.0	1,321.0
OTHER	40.0	517.0	341.0	487.0	661.0
Total	16,582.0	31,410.0	21,833.0	11,834.0	2,782.0
Unfunded	19,626.0	41,920.0	29,520.0	12,000.0	12,000.0

Future Operating Budget Impacts of 2019 Capital Projects

Service Line	2019	2020	2021	2022	2023
P2169 CY-BLDG STANDARDS PROGRAM ENHANCEMENTS	0.0	100.0	0.0	0.0	0.0
P2300 CY-COMPREHENSIVE ZONING BYLAW REVIEW	0.0	0.0	53.0	53.0	0.0
P2605 CY-REGIONAL PLAN IMPLEMENTATION	0.0	42.3	95.8	0.0	0.0
Total	0.0	142.3	148.8	53.0	0.0



Attainable Housing

Overview

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

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

The 10-year Housing Business Plan (2013- 2022) evaluates community needs in housing, and a progress report is provided to City Council each year, as well as detailed business plans for the following year. The focus in 2019 will be to work with community partners to implement Saskatoon's Homelessness Action Plan, and to adjust and implement programs to respond to new programs under the National Housing Strategy.

2017 Budget to Actual Variance Explanation:

In 2017 Attainable Housing had a \$138.1 favorable variance from budget. This was a result of the agreement with the Saskatoon Housing Authority for the Public Housing Subsidy which saw higher occupancy and therefore reported a profit in 2017.

Summary of Operating Changes

Operating Budget:	2017 Actuals	2017 Budget	2018 Budget	2019 Budget	Dollar Change	% Change
Staff Compensation	186.6	219.7	217.4	225.1	7.7	3.5%
Operating Cost	(36.8)	99.6	99.6	99.6	0.0	0.0%
Capital Contribution	34.0	34.0	34.0	34.0	0.0	0.0%
Transfer to/from Reserves	103.2	71.8	71.8	67.6	(4.2)	-5.8%
Total	287.0	425.1	422.8	426.3	3.5	0.8%

Staff Complement	2018	2019	Difference
Full Time Equivalents	2.33	2.33	0.00

Summary of Budget Changes

Service Line	Revenue Change			Expenditure Change				Net	
	2018 Base	Change	2019 Budget	2018 Base	Base Adj	Growth & Cont Impr	Service Level	2019 Budget	2019 Budget
Attainable Housing	0.0	0.0	0.0	422.8	3.5	0.0	0.0	426.3	426.3

There are no significant operating changes in Attainable Housing.

Summary of Capital Investments

There are no capital investments for Attainable Housing.



Building and Plumbing Permits & Standards

Overview

The Building and Plumbing Permits & Standards Program provides for the review, issuance, and inspection of building, plumbing, and demolition permits. This process ensures individuals and groups have safe and healthy places to live and work. The Program also processes requests for Property Information Disclosures, Encroachment Agreements, and Civic Addresses. The Program contributes to the Plan Review and Inspection Stabilization Reserve. This reserve is to stabilize the program during periods of less activity.

This program is not subsidized by the mill rate. All expenditures are funded through the generation of fees. Fees in excess of expenses are held in the Plan Review and Inspection Services Stabilization Reserve.

2017 Budget to Actual Variance Explanation:

In 2017 Building and Plumbing Permits & Standards had no overall variance from budget as this program is fully cost recovered. Actual revenues from building and plumbing permits were \$1.1 million or 16% lower than budgeted due to lower permit volumes and associated construction values. The shortfall was partially offset by staff savings of \$508.9 and operating savings of \$111.2, and was balanced by reducing the contribution to the Stabilization reserve by \$478.7.

Summary of Operating Changes

Operating Budget:	2017 Actuals	2017 Budget	2018 Budget	2019 Budget	Dollar Change	% Change
Revenue	(5,650.9)	(6,749.6)	(5,688.5)	(5,919.8)	(231.3)	4.1%
Staff Compensation	4,499.2	5,008.1	4,766.1	5,297.2	531.1	11.1%
Operating Cost	1,243.8	1,354.8	1,387.5	1,627.8	240.3	17.3%
Cost Recovery	(103.9)	(103.8)	(103.8)	(103.8)	0.0	0.0%
Transfer to/from Stabilization	11.8	490.5	(361.3)	(901.4)	(540.1)	149.5%
Total	0.0	0.0	0.0	0.0	0.0	0.0%

Staff Complement	2018	2019	Difference
Full Time Equivalents	57.00	58.00	1.00

Summary of Budget Changes

Service Line	Revenue Change			Expenditure Change				Net	
	2018 Base	Change	2019 Budget	2018 Base	Base Adj	Growth & Cont Impr	Service Level	2019 Budget	2019 Budget
Building and Plumbing Permits & Standards	(5,688.5)	(231.3)	(5,919.8)	5,688.5	231.3	0.0	0.0	5,919.8	0.0

Revenue Change:

- Revenue increases of \$231.3 represents a rate increase applied to residential building permits of \$170.6 and plumbing permits of \$60.7.

Capital Contribution:

- In accordance with the reserve policy, the transfer to the Plan Review and Inspection Services Stabilization Reserve will increase by \$540.1 in 2019, resulting in a \$901.4 draw from the reserve.



Other Significant Item(s):

- An increase \$85.1 (1.0 FTE) for a Building Inspector required to manage the anticipated pressures resulting from legislative and bylaw changes. Examples include adoption of the energy code, enforcement enhancements and overall need to provide industry with increased communication throughout the building permit and inspection process.
- Expenditure increases of \$214.4 relates to an allocation of staff costs for two System Analyst positions that are included under Corporate Support, required to accelerate the automation of the building and plumbing permit systems, in order to meet customer expectations. This expenditure nets with a corresponding decrease in the transfer to the Plan Review and Inspection Services Stabilization Reserve with no impact to the mill rate.

Summary of Capital Investments

Funded Capital Projects	2019	2020	2021	2022	2023
P2169 CY-BLDG STANDARDS PROGRAM ENHANCEMENTS	465.0	530.0	0.0	0.0	0.0
Total	465.0	530.0	0.0	0.0	0.0

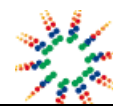
Capital Project 2169 involves systems upgrades and enhancements related to existing programs and the development of new programs, with a focus on increasing online services. This project is funded from the Plan Review and Inspection Services Stabilization Reserve.

Future Operating impact of Current Year's Capital Projects

An operating impact of \$100.0 is anticipated in 2020 for licensing fees and systems upgrades and maintenance.

Future Operating Budget Impacts of 2019 Capital Projects

Project	2019	2020	2021	2022	2023
P2169 CY-BLDG STANDARDS PROGRAM ENHANCEMENTS	0.0	100.0	0.0	0.0	0.0
Total	0.0	100.0	0.0	0.0	0.0



Business Improvement Districts

Overview

Funding provided to Business Improvement Districts helps to bolster the administrative and financial capability of these organizations, which in turn assists the City Administration to plan and make improvements in these areas. The BIDs collaborate with City Administration on a range of projects such as Local Area Plans, City Centre Plan, The Junction, and Broadway 360, to name a few. The BIDs also provide advice to help the City prioritize urban design projects and maintenance priorities as part of the on-going cooperative efforts in the BID areas.

This program provides each of the Downtown Saskatoon Business Improvement District, the Riversdale Business Improvement District, and the Broadway Business Improvement District with a grant based on an allocation of parking revenues.

2017 Budget to Actual Variance Explanation:

In 2017 Business Improvement Districts had no variance from budget.

Summary of Operating Changes

Operating Budget:	2017 Actuals	2017 Budget	2018 Budget	2019 Budget	Dollar Change	% Change
Operating Cost	107.7	107.7	107.7	107.7	0.0	0.0%
Total	107.7	107.7	107.7	107.7	0.0	0.0%

Staff Complement	2018	2019	Difference
Full Time Equivalents	0.00	0.00	0.00

Summary of Budget Changes

Service Line	Revenue Change			Expenditure Change				Net	
	2018 Base	Change	2019 Budget	2018 Base	Base Adj	Growth & Cont Impr	Service Level	2019 Budget	2019 Budget
Business Improvement Districts	0.0	0.0	0.0	107.7	0.0	0.0	0.0	107.7	107.7

There are no operating changes in Business Improvement Districts.

Summary of Capital Investments

There are no capital investments for Business Improvement Districts.



Business Licenses

Overview

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

Also included is the Taxi and Rideshare program which oversees the regulation, licensing and enforcement of taxis. This program will also be responsible for the regulations and enforcement of Transportation Network companies should ridesharing companies enter the market once provincial and municipal regulations are in place.

Both Business Licenses and the Taxi and Rideshare programs are not subsidized by the mill rate. All expenditures are funded through the generation of fees. Fees in excess of expenses are held in Stabilization Reserves.

2017 Budget to Actual Variance Explanation:

In 2017 Business Licenses had no overall variance from budget as this program is fully cost recovered. The favorable variance in expenditures, primarily due to staffing vacancies, was balanced through an increased contribution of \$73.0 to the Stabilization reserve.

Summary of Operating Changes

Operating Budget:	2017 Actuals	2017 Budget	2018 Budget	2019 Budget	Dollar Change	% Change
Revenue	(1,143.1)	(1,141.2)	(1,215.8)	(1,267.2)	(51.4)	4.2%
Staff Compensation	799.9	843.1	921.0	926.0	5.0	0.5%
Operating Cost	247.8	290.5	287.8	319.5	31.7	11.0%
Capital Contribution	14.8	0.0	0.0	0.0	0.0	0.0%
Transfer to/from Stabilization	80.6	7.6	7.0	21.7	14.7	210.0%
Total	0.0	0.0	0.0	0.0	0.0	0.0%

Staff Complement	2018	2019	Difference
Full Time Equivalents	10.60	10.60	0.00

Summary of Budget Changes

Service Line	Revenue Change			Expenditure Change				Net
	2018 Base	Change	2019 Budget	2018 Base	Base Adj	Growth & Cont Impr	Service Level	2019 Budget
Business Licenses	(1,215.8)	(51.4)	(1,267.2)	1,215.8	51.4	0.0	0.0	1,267.2
								0.0

Revenue Change:

- Business License revenue has increased \$60.8 due to an increase in the number of businesses operating in the City. Taxi License revenue has decreased by \$9.4 to reflect historical levels.



Other Significant Item(s):

- Prior year figures for the Business License Service Line have been restated in order to reflect the fact that Taxi Services and associated revenues and expenses have been transferred from the Revenue Services Service Line. This restatement will provide more useful and comparable information when reviewing year over year budgets.
- An operational review of the Community Standards program will be undertaken in 2019 at an estimated cost of \$30.0.

Summary of Capital Investments

There are no capital investments for Business Licenses.



Development Review

Overview

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

The program reviews neighbourhood concept plans and direct control applications, architectural reviews and design standards, subdivision, rezoning, discretionary use and development permit applications, as well as applications for both new and converted condominiums. The program facilitates the community's ability to understand and amend development standards in accordance with appropriate public consultation processes. This program also administers the Naming Advisory Committee.

2017 Budget to Actual Variance Explanation:

In 2017 Development Review had a \$121.8 unfavorable variance from budget. This was a result of lower than budgeted revenues from subdivision and rezoning applications and the issuance of development permits.

Summary of Operating Changes

Operating Budget:	2017 Actuals	2017 Budget	2018 Budget	2019 Budget	Dollar Change	% Change
Revenue	(600.6)	(829.4)	(718.1)	(652.8)	65.3	-9.1%
Staff Compensation	892.3	997.2	1,084.0	1,122.1	38.1	3.5%
Operating Cost	281.3	297.0	300.8	303.6	2.8	0.9%
Cost Recovery	(7.1)	(21.0)	(134.7)	(137.6)	(2.9)	2.2%
Transfer to/from Reserves	(6.6)	(6.3)	(5.9)	(5.3)	0.6	-10.2%
Total	559.3	437.5	526.1	630.0	103.9	19.7%

Staff Complement	2018	2019	Difference
Full Time Equivalents	11.00	11.00	0.00

Summary of Budget Changes

Service Line	Revenue Change			Expenditure Change				2019 Budget	Net 2019 Budget
	2018 Base	Change	2019 Budget	2018 Base	Base Adj	Growth & Cont Impr	Service Level		
Development Review	(718.1)	65.3	(652.8)	1,244.2	38.6	0.0	0.0	1,282.8	630.0

Revenue Change:

- Development Review revenue is anticipated to decrease by \$65.3. This decrease is due to a reduction in subdivision permits, and zoning and discretionary use applications.



Summary of Capital Investments

Funded Capital Projects	2019	2020	2021	2022	2023
P2300 CY-COMPREHENSIVE ZONING BYLAW REVIEW	250.0	350.0	300.0	0.0	0.0
Total	250.0	350.0	300.0	0.0	0.0

Project 2300 - Comprehensive Zoning Bylaw Review is proposed to be completed over three years at total cost of \$900.0. The Bylaw last underwent a comprehensive review between 2007 and 2009. Industry trends and changes in the meantime have left gaps where the zoning does not address the desired uses effectively. Addressing identified issues and initiative will assist in streamlining development applications by ensuring that the regulations are appropriate and in place for the desired types of facilities in the community.

This project has been included as consideration for City Council's 2019 Business Plan prioritization process.

Future Operating Impacts of Current Year's Capital Projects

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

Future Operating Budget Impacts of 2019 Capital Projects

Project	2019	2020	2021	2022	2023
P2300 CY-COMPREHENSIVE ZONING BYLAW REVIEW	0.0	0.0	53.0	53.0	0.0
Total	0.0	0.0	53.0	53.0	0.0



Regional Planning

Overview

The primary role of Regional Planning is to form and maintain working partnerships with other jurisdictions to ensure sustainable growth in the Saskatoon region.

The section maintains a lead role in working with regional partners to create a Regional Plan, providing professional and financial support to the Corman Park-Saskatoon Planning District, undertaking boundary alterations (annexation) to achieve the City's growth objectives; and maintaining effective working relationships with First Nations with Reserves and land development interests in the Saskatoon region.

2017 Budget to Actual Variance Explanation:

In 2017 Regional Planning had no significant variance from budget.

Summary of Operating Changes

Operating Budget:	2017 Actuals	2017 Budget	2018 Budget	2019 Budget	Dollar Change	% Change
Staff Compensation	268.5	289.1	290.7	353.4	62.7	21.6%
Operating Cost	73.4	78.6	154.6	158.0	3.4	2.2%
Total	341.9	367.7	445.3	511.4	66.1	14.8%

Staff Complement	2018	2019	Difference
Full Time Equivalents	2.50	3.10	0.60

Summary of Budget Changes

Service Line	Revenue Change			Expenditure Change				2019 Budget	Net 2019 Budget
	2018 Base	Change	2019 Budget	2018 Base	Base Adj	Growth & Cont Impr	Service Level		
Regional Planning	0.0	0.0	0.0	445.3	6.1	60.0	0.0	511.4	511.4

Growth:

- An increase of \$60.0 (0.6 FTE) is included for a Senior Planner 21 required to ensure the City meets its obligations under the Regional Plan created by the Saskatoon North Partnership for Growth (P4G), such as ensuring the City's bylaws, policies and plans align with the Regional Plan, and responding to policy and development referrals from the region. P4G comprises the City of Saskatoon, the Rural Municipality of Corman Park, the City of Warman, the City of Martensville and the Town of Osler, with advisory representation from the Saskatoon Regional Economic Development Authority.

Summary of Capital Investments

Funded Capital Projects	2019	2020	2021	2022	2023
P2605 CY-REGIONAL PLAN IMPLEMENTATION	107.0	750.0	553.0	899.0	1,082.0
Total	107.0	750.0	553.0	899.0	1,082.0



Project 2605 – Regional Plan Implementation is required to continue implementing the Regional Plan created by the Saskatoon North Partnership for Growth (P4G). The 2019 project will focus on identifying the boundaries of significant ecological areas and viewsheds within the Green Network.

This project is cost shared with the other P4G municipal partners and is subject to their budget approvals. The City's portion of this project has been included in City Council's 2019 Business Plan prioritization process for consideration.

Future Operating Impacts of Current Year's Capital Projects

In 2020 and 2021 the operating impact is \$42.3 and \$95.8 respectively, for additional City staff resources to ensure the City meets its obligations under the Regional Plan.

Future Operating Budget Impacts of 2019 Capital Projects

Project	2019	2020	2021	2022	2023
P2605 CY-REGIONAL PLAN IMPLEMENTATION	0.0	42.3	95.8	0.0	0.0
Total	0.0	42.3	95.8	0.0	0.0



Bylaw Compliance

Overview

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

The Bylaw Compliance service line provides critical bylaw compliance support in the following areas:

- Review and enforce the Zoning Bylaw contraventions;
- Administer the Legalizing Existing Suites Program;
- Review of all sign applications on private property;
- Ensure that required parking and landscaping is implemented, where required in new construction projects;
- Inspection and compliance of the Street Use Bylaw, which regulates the public use of City property including street use, sidewalk clearing, and overgrown vegetation affecting traffic flow;
- Inspection, education and compliance of the Drainage Bylaw, which involves maintenance of the drainage design grades on private properties; and
- Assist Fire with Inspection and enforcement of contraventions under the Property Maintenance & Nuisance Bylaw related to unsightly and overgrown properties.

2017 Budget to Actual Variance Explanation:

In 2017 Bylaw Compliance had no significant variance from budget.

Summary of Operating Changes

Operating Budget:	2017 Actuals	2017 Budget	2018 Budget	2019 Budget	Dollar Change	% Change
Revenue	(72.7)	(129.4)	(129.4)	(79.9)	49.5	-38.3%
Staff Compensation	588.1	651.9	1,071.2	1,092.8	21.6	2.0%
Operating Cost	115.8	148.2	161.9	140.2	(21.7)	-13.4%
Cost Recovery	(36.1)	(33.0)	(468.6)	(469.1)	(0.5)	0.1%
Total	595.1	637.7	635.1	684.0	48.9	7.7%

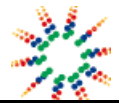
Staff Complement	2018	2019	Difference
Full Time Equivalents	13.00	13.00	0.00

Summary of Budget Changes

Service Line	Revenue Change			Expenditure Change				2019 Budget	Net 2019 Budget
	2018 Base	Change	2019 Budget	2018 Base	Base Adj	Growth & Cont Impr	Service Level		
Bylaw Compliance	(129.4)	49.5	(79.9)	764.5	(0.6)	0.0	0.0	763.9	684.0

Revenue Change:

- Revenues are anticipated to decrease by \$49.5 primarily due to a reduction in Occupancy Permit Fees for Legalizing Existing Suites of \$61.2, based on historical trends, partially offset by an increase of \$10.5 for the new Sewer Use Permit fee, and \$1.2 in sign licenses and fees.



Summary of Capital Investments

There are no Capital Investment for Bylaw Compliance.



Long Range Planning

Overview

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

2017 Budget to Actual Variance Explanation:

In 2017 Long Range Planning had no significant variance from budget.

Summary of Operating Changes

Operating Budget:	2017 Actuals	2017 Budget	2018 Budget	2019 Budget	Dollar Change	% Change
Revenue	0.0	(0.9)	(0.9)	(0.9)	0.0	0.0%
Staff Compensation	374.8	414.3	431.9	452.2	20.3	4.7%
Operating Cost	16.1	23.2	23.2	23.2	0.0	0.0%
Cost Recovery	0.0	(5.3)	(5.3)	(5.3)	0.0	0.0%
Transfer to/from Reserves	(210.1)	(236.6)	(232.4)	(243.4)	(11.0)	4.7%
Total	180.8	194.7	216.5	225.8	9.3	4.3%

Staff Complement	2018	2019	Difference
Full Time Equivalents	4.00	4.00	0.00

Summary of Budget Changes

Service Line	Revenue Change			Expenditure Change				Net	
	2018 Base	Change	2019 Budget	2018 Base	Base Adj	Growth & Cont Impr	Service Level	2019 Budget	2019 Budget
Long Range Planning	(0.9)	0.0	(0.9)	217.4	9.3	0.0	0.0	226.7	225.8

There are no significant operating changes in Long Range Planning.

Summary of Capital Investments

Funded Capital Projects		2019	2020	2021	2022	2023
P2390	CP-GREEN INFRASTRUCTURE STRATEGY	260.0	0.0	0.0	0.0	0.0
P2541	CY-GROWTH PLAN TO HALF A MILLION IMPLEMENTATION	14,314.0	28,780.0	19,980.0	8,900.0	1,700.0
Total		14,574.0	28,780.0	19,980.0	8,900.0	1,700.0

Unfunded Capital Projects		2019	2020	2021	2022	2023
P2541	CY-GROWTH PLAN TO HALF A MILLION IMPLEMENTATION	19,626.0	41,820.0	28,620.0	12,000.0	12,000.0
Total		19,626.0	41,820.0	28,620.0	12,000.0	12,000.0



Project 2390 - Green Infrastructure Strategy project involves the development of an integrated approach to planning and maintaining a sustainable biodiverse city, in which natural areas and other green and open spaces are considered important infrastructure. The project is estimated to cost \$260.0 and has been included in the 2019 RCE Business Plan prioritization process for City Council consideration.

Project 2547 - Growth Plan to Half a Million Implementation project involves implementation and project coordination, including community engagement and communications, for the core initiatives of the Growth Plan to Half a Million. Internal staff costs not eligible for Federal funding of \$1,230.0 and have been included as consideration into City Council's 2019 Business Plan prioritization process for RCE.

Future Operating Impact of Current Year's Capital Project

Operating Impacts are anticipated, but are not yet known. Estimated operating impacts will be determined as part of the functional planning and detailed design process for the Transit/Rapid Transit Plan.



Neighbourhood Planning

Overview

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

2017 Budget to Actual Variance Explanation:

In 2017 Neighbourhood Planning had no significant variance from budget.

Summary of Operating Changes

Operating Budget:	2017 Actuals	2017 Budget	2018 Budget	2019 Budget	Dollar Change	% Change
Staff Compensation	470.3	497.7	632.7	659.5	26.8	4.2%
Operating Cost	475.5	502.5	567.5	572.8	5.3	0.9%
Cost Recovery	0.0	(10.0)	(10.0)	(10.0)	0.0	0.0%
Transfer to/from Reserves	(438.0)	(438.0)	(450.0)	(460.0)	(10.0)	2.2%
Total	507.8	552.2	740.2	762.3	22.1	3.0%

Staff Complement	2018	2019	Difference
Full Time Equivalents	6.82	6.82	0.00

Summary of Budget Changes

Service Line	Revenue Change			Expenditure Change				Net	
	2018 Base	Change	2019 Budget	2018 Base	Base Adj	Growth & Cont Impr	Service Level	2019 Budget	2019 Budget
Neighbourhood Planning	0.0	0.0	0.0	740.2	22.1	0.0	0.0	762.3	762.3

Capital Contribution:

- The transfer from the BID Streetscape Reserve has increased by \$10.0 to reflect an increase in operating budget of the Community Support Program, as outlined in the contract with the Downtown Business Improvement District.

Summary of Capital Investments

There are no capital investments for Neighbourhood Planning.



Research & Mapping

Overview

The Research & Mapping unit, which is part of the Regional Planning section, serves as the Corporate resource center for planning, demographic, and quality of life research. Information is available for use by customers within the City Administration and the general public. Key service areas include population projections and demographic analysis, Corporate Performance Targets, land use data, quality of life indicators, Neighbourhood Profiles, and Geographic Information System and mapping services.

As part of the City's 2013-2023 Strategic Plan, a comprehensive monitoring system has been developed that will track key indicators of community progress and success. Within each of the strategic intents, approximately 100 key indicators will be tracked within 10 overall theme areas. This framework is consistent with indicators developed by the Federation of Canadian Municipalities, but is more responsive to the needs of our local community and region.

2017 Budget to Actual Variance Explanation:

In 2017 Research & Mapping had no significant variance from budget.

Summary of Operating Changes

Operating Budget:	2017 Actuals	2017 Budget	2018 Budget	2019 Budget	Dollar Change	% Change
Revenue	(13.8)	(17.3)	(17.3)	(17.3)	0.0	0.0%
Staff Compensation	487.1	499.8	504.4	516.7	12.3	2.4%
Operating Cost	38.3	65.5	65.5	65.5	0.0	0.0%
Cost Recovery	(110.7)	(109.0)	(109.0)	(109.0)	0.0	0.0%
Transfer to/from Reserves	4.9	4.9	5.5	5.5	0.0	0.0%
Total	405.8	443.9	449.1	461.4	12.3	2.7%

Staff Complement	2018	2019	Difference
Full Time Equivalents	6.00	6.00	0.00

Summary of Budget Changes

Service Line	Revenue Change			Expenditure Change					Net
	2018 Base	Change	2019 Budget	2018 Base	Base Adj	Growth & Cont Impr	Service Level	2019 Budget	2019 Budget
Research & Mapping	(17.3)	0.0	(17.3)	466.4	12.3	0.0	0.0	478.7	461.4

There are no significant operating changes in Research & Mapping.

Summary of Capital Investments

There are no capital investments for Research & Mapping.



Urban Design

Overview

The Urban Design Program is responsible for the preparation of streetscape master plans; designing, constructing, and coordinating urban design projects. The aim is to improve the public space in key urban areas. Founded on a core program based in the Downtown, Broadway, and Riversdale Business Improvement Districts (BID), the Urban Design Program is also responsible for maintaining the City Entrance Sign program. This program will also support Secondary Planning and Corridor Redevelopment initiatives arising from the Growth Plan to Half a Million.

2017 Budget to Actual Variance Explanation:

In 2017 Urban Design had no significant variance from budget.

Summary of Operating Changes

Operating Budget:	2017 Actuals	2017 Budget	2018 Budget	2019 Budget	Dollar Change	% Change
Staff Compensation	267.8	289.2	292.0	291.3	(0.7)	-0.2%
Operating Cost	360.5	468.2	470.1	494.5	24.4	5.2%
Capital Contribution	1,728.6	1,665.2	1,663.4	1,639.7	(23.7)	-1.4%
Transfer to/from Reserves	112.8	62.9	60.0	60.0	0.0	0.0%
Total	2,469.7	2,485.5	2,485.5	2,485.5	0.0	0.0%

Staff Complement	2018	2019	Difference
Full Time Equivalents	3.00	3.00	0.00

Summary of Budget Changes

Service Line	Revenue Change			Expenditure Change				Net	
	2018 Base	Change	2019 Budget	2018 Base	Base Adj	Growth & Cont Impr	Service Level	2019 Budget	2019 Budget
Urban Design	0.0	0.0	0.0	2,485.5	0.0	0.0	0.0	2,485.5	2,485.5

Capital Contribution:

Within the Urban Design service line is \$1,639.7 in capital contributions, which are the net impact of the following three items:

- The \$2,461.0 transfer to the BID Streetscape Reserve is funded through a policy allocation of a specified percentage of parking revenues. The reserve then funds the cost of streetscape projects within established BIDs.
- The Urban Design BID program's operating budget reflects projects costing less than \$50.0 as well as continuing programs and operational administration costs; the 2019 transfer from the Streetscape BID Reserve is \$703.7 to fund this program.
- The Urban Design City-Wide program's operating budget reflects projects costing less than \$50.0 and is funded from the City-Wide Streetscape Reserve. The 2019 transfer from this reserve is \$117.6.



Summary of Capital Investments

Funded Capital Projects		2019	2020	2021	2022	2023
P2162	CY-URBAN DESIGN - BIDS	1,186.0	1,000.0	1,000.0	2,035.0	0.0
Total		1,186.0	1,000.0	1,000.0	2,035.0	0.0

Unfunded Capital Projects		2019	2020	2021	2022	2023
P2166	CY-URBAN DESIGN - CITY-WIDE	0.0	100.0	900.0	0.0	0.0
Total		0.0	100.0	900.0	0.0	0.0

The BID Streetscape Reserve, funded through an allocation of parking revenues, supports the cost of streetscape projects within established Business Improvement Districts (BIDs).

Project 2162 – Urban Design BIDS includes \$1.0 million to begin implementation of the Idylwyld Drive Master Plan and \$100.0 for furniture and other amenities to be installed in conjunction with the Bus Rapid Transit (BRT) project impacting 19th Street, between 2nd and 3rd Avenues. Also included is \$86.0 for the River Landing Streetscape project involving design and streetscape coordination of the streetscape work around River Landing and Parcel YY. This project has been included in the 2019 RCE Business Plan Prioritization Process for City Council consideration.

Future Operating Impacts of Current Year's Capital Projects

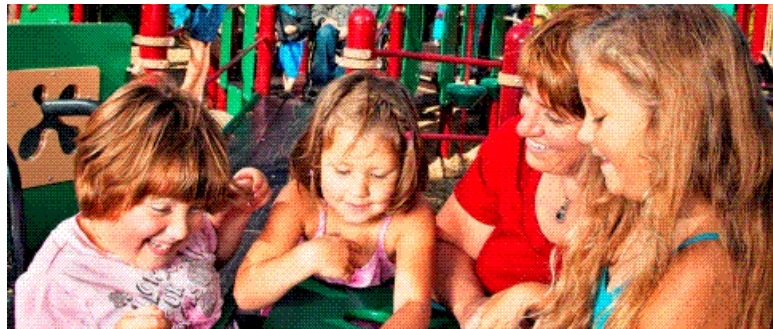
The operating impact for the Idylwyld Drive Master Plan will be determined once specific design elements are identified.





Operating Budget
\$15.9 million

Capital Budget
\$0.2 million



STRATEGIC GOAL:



Quality of Life

Service Lines

Animal Services

Cemeteries

Community
Development

Community
Investments &
Supports

Service Outcomes

- To provide both human and financial supports for community groups, as well as a broad range of City-led initiatives.
- To build capacity in sport, recreation, culture, heritage, and social organizations and enhance neighbourhood-based associations.
- To provide subsidized or no cost programs and services where cost is a barrier for families or individuals.
- To provide support to organizations leading the way in economic development, tourism, and stewardship of the river valley.

At A Glance

Supports the participation in sport, recreation and culture programs:

- 653,200 visits to cultural facilities;
- 87,000 community association program participant visits; and
- 60,800 sport, culture, and recreation program hours.

Supports and community investments provided to:

- 50 social agencies;
- 53 community outdoor rinks, including Meewasin outdoor rink;
- 52 sports organizations;



- 47 community associations;
- 26 community gardens; and
- 18 major arts, cultural, and heritage organizations.

Leverages many millions in self-generated revenue as well as human resources in the community-based organizations, including 125,000 Community Association volunteer hours.

Subsidies:

- 118,113 Leisure Access visits to leisure facilities subsidized per year.
- 40 subsidized interments annually at Woodlawn Cemetery.
- 185 spay or neuter surgeries subsidized per year.

Supports Cemetery services:

- 94 acre Woodlawn Cemetery provides an aesthetically pleasing park-like setting for visitors.
- 500 interments performed annually at Woodlawn Cemetery.

City Council Strategic Priority Areas Supported by this Business Line

Community Safety and Well-being

- Supports to community based groups.
- Social development and grant supports to Social Serving Agencies.
- Supply of attainable housing.
- Cemeteries – and burial of the impoverished.
- Animal Services (Subsidized spay & neuter Program, SPCA and Saskatoon Animal Control Agency).
- Stewardship of the river valley through supports to Meewasin.

Reconciliation, Inclusion, and Diversity

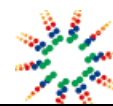
- Truth and Reconciliation Calls to Action initiatives.
- Aboriginal leadership initiatives.
- Anti-racism education and awareness.
- Immigration Action Plan.
- Age-Friendly Saskatoon initiatives.

Recreation, Culture, and Leisure

- Culture Plan renewal, Public Art and grant supports to cultural and heritage organizations.
- Recreation and Parks Facilities Game Plan implementation.
- Supports to community associations for delivery of neighbourhood based sport, culture and recreation programs.
- Off Leash Dog Parks.
- Leisure Access program.
- Grant and in-kind supports for Special Events.

Economic Diversity and Prosperity

- Supports to SREDA and Tourism Saskatoon.



Performance Measures

Measures	Target	2014	2015	2016	2017	2018 Projected	Year Over Year Progress	Long Term Progress
Number of New Attainable Housing Units	≥500 new units annually across attainable housing continuum	542	560	525	377	250	Decline	On - Track
Participation at City Recreation Facilities	≥6,600 visits/1,000 population	6,216	6,634	6,959	6,667*	6,800	Decline *Holiday Park Exec. 9 closed for half of season for capital improvement project.	On - Track

500 new units annually across the attainable housing continuum.

- Between 2013 and 2016, the annual target for attainable housing units has been exceeded every year. The 2017 results were slightly below the target of 500 units. The target for 2017 and 2018 is reduced due to available funding, with a sustainable funding strategy proposed to start in 2019.

Increase visits to City recreation and culture facilities to 6,600 visits/1,000 residents and that the rate of increase in visits keeps pace with the projected growth rate.

- For the past 3 years, 2015, 2016 and 2017, the target of 6,600/1,000 residents was achieved. For 2017, participation rates while still achieving the target, were down from 2017 due to a temporary facility closure. 2018 participation rates are tracking well to achieve the target. For 2019, working to achieve the target will mean an estimated 27,000 overall more visits to civic recreation and culture facilities.

Strategic Outcomes and 2019 Actions

The well-being of citizens is a shared responsibility and our community is safe.

- Support community collaboration, through social development and social planning, on healthy lifestyles, income disparities, crime reduction, access to education, employment and housing.
- Support the Age-Friendly Saskatoon initiative.
- Table a social development strategy that identifies municipal priorities.

Citizens are engaged in a welcoming place and enjoy a range of opportunities.

- Continue to support Truth and Reconciliation initiatives.
- Implement the renewal of the City's Culture Plan.
- Coordinate anti-racism education and awareness initiatives.
- Support the Immigration Action Plan.
- Renew support programs to community and cultural groups.

Recreation and cultural facilities are accessible physically and financially, and meet community needs.

- Implement the Recreation and Parks Facilities Game Plan.
- Support the Winter City Strategy.
- Renew and implement Outdoor Special Events Policy framework for supports to outdoor special events.
- Continue to refine and implement park and recreation facilities asset management plans.
- Design recreation and cultural facilities and programs to meet diverse community needs.



Operating Summary

	2017 Actual	2017 Budget	2018 Budget	2019 Budget				
				000's			Dollar Change	% Change
				Revenue	Exp/Rec	Net		
Animal Services	683.5	672.1	705.3	(692.6)	1,407.0	714.4	9.1	1.3%
Community Development	3,332.6	3,302.4	3,348.3	(330.0)	3,915.7	3,585.7	237.4	7.1%
Community Investments & Supports	11,577.0	10,083.2	11,207.7	0.0	11,623.3	11,623.3	415.6	3.7%
Cemeteries	27.1	47.7	21.6	(1,574.6)	1,584.9	10.3	(11.3)	-52.3%
Total	15,620.2	14,105.4	15,282.9	(2,597.2)	18,530.9	15,933.7	650.8	4.3%

Staff Complement	2018	2019	Difference
Full Time Equivalents	30.61	30.61	0.00

Summary of Budget Changes

	Revenue Change			Expenditure Change					Net
			2019			Growth &	Service	2019	2019
Service Line	2018 Base	Change	Budget	2018 Base	Base Adj	Cont Impr	Level	Budget	Budget
Animal Services	(642.7)	(49.9)	(692.6)	1,348.0	59.0	0.0	0.0	1,407.0	714.4
Community Development	(350.0)	20.0	(330.0)	3,698.3	104.0	113.4	0.0	3,915.7	3,585.7
Community Investments & Supports	0.0	0.0	0.0	11,207.7	343.2	72.4	0.0	11,623.3	11,623.3
Cemeteries	(1,522.2)	(52.4)	(1,574.6)	1,543.8	41.1	0.0	0.0	1,584.9	10.3
Total	(2,514.9)	(82.3)	(2,597.2)	17,797.8	547.3	185.8	0.0	18,530.9	15,933.7

Summary of Funded Capital Investments

Service Line	2019	2020	2021	2022	2023
Animal Services	0.0	0.0	0.0	0.0	0.0
Community Development	75.0	0.0	0.0	0.0	0.0
Community Investments & Supports	0.0	0.0	0.0	0.0	0.0
Cemeteries	80.0	0.0	0.0	0.0	0.0
Total	155.0	0.0	0.0	0.0	0.0

Financing for Funded Capital Investments

Funding Source	2019	2020	2021	2022	2023
CIVIC BLDGS COMPR MTNCE	75.0	0.0	0.0	0.0	0.0
CY CAPITAL RESERVE	80.0	0.0	0.0	0.0	0.0
Total	155.0	0.0	0.0	0.0	0.0
Unfunded	0.0	0.0	0.0	0.0	0.0



Animal Services

Overview

The Animal Services Program is responsible for: collection of pet license revenue; bylaw enforcement through the management of the Saskatoon Society for the Prevention of Cruelty to Animals Inc. (SPCA) and Saskatoon Animal Control Agency (SACA) contracts; program development including the subsidized spay/neuter program, programs to encourage the purchase of licenses and educating the public on animal control bylaws. Animal Services is also responsible for the development and maintenance of the City's off leash dog parks.

2017 Budget to Actual Variance Explanation:

In 2017 Animal Services had no significant variance from budget.

Summary of Operating Changes

Operating Budget:	2017 Actuals	2017 Budget	2018 Budget	2019 Budget	Dollar Change	% Change
Revenue	(639.9)	(629.2)	(642.7)	(692.6)	(49.9)	7.8%
Staff Compensation	76.8	86.4	87.1	89.3	2.2	2.5%
Operating Cost	1,192.8	1,193.5	1,239.5	1,296.8	57.3	4.6%
Cost Recovery	(4.5)	(8.6)	(8.6)	(9.1)	(0.5)	5.8%
Transfer to/from Reserves	58.3	30.0	30.0	30.0	0.0	0.0%
Total	683.5	672.1	705.3	714.4	9.1	1.3%

Staff Complement	2018	2019	Difference
Full Time Equivalents	1.00	1.00	0.00

Summary of Budget Changes

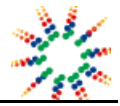
Service Line	Revenue Change			Expenditure Change				Net	
	2018 Base	Change	2019 Budget	2018 Base	Base Adj	Growth & Cont Impr	Service Level	2019 Budget	2019 Budget
Animal Services	(642.7)	(49.9)	(692.6)	1,348.0	59.0	0.0	0.0	1,407.0	714.4

Revenue Change:

- Animal license revenue is budgeted to increase by \$49.9. \$30.2 of the increase is due to planned rate increases for dog and cat licenses, and \$19.7 is due to an expected increase in the number of pet licenses issued.

Other Significant Item(s):

- The SPCA and SACA are under contract with the City of Saskatoon to provide services such as: lost and found, adoptions, animal abuse or neglect, reporting of animals at large, reporting of barking and howling and reporting of dangerous animals among other services. Costs for these services are increasing by \$36.2 (SPCA – 2%; SACA – 5.3%) in 2019 based on previously negotiated agreements.
- The Advisory Committee on Animal Control (ACAC) budget totaling \$21.3 has been transferred from the City Clerk's Office Service Line to the Animal Services Service Line. The ACAC has been disbanded as a formal committee; the continued programming, marketing and consultation previously coordinated through ACAC will now be performed under the Animal Services program.



Summary of Capital Investments

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



Community Development

Overview

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

The City's role in community development is to ensure a safe environment for people to live in, and to facilitate and/or encourage access to a broad range of programs and services which contribute to a quality lifestyle for the purpose of healthier individuals and stronger communities. Included in this, the City provides coordination of programs designed to enhance racial harmony and improve intercultural collaborations. The City also provides support to the Aboriginal community with respect to sport, culture, and recreation initiatives through leadership development, grant funding, and program delivery. Supports to community associations include opportunities for social interaction and meaningful citizen interaction at the neighbourhood level.

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 support system for community development helps enable residents and supports rich social interactions and inclusion of all residents in community life.

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.

2017 Budget to Actual Variance Explanation:

In 2017 Community Development had no significant variance from budget.

Summary of Operating Changes

Operating Budget:	2017 Actuals	2017 Budget	2018 Budget	2019 Budget	Dollar Change	% Change
Revenue	(193.8)	(178.0)	(350.0)	(330.0)	20.0	-5.7%
Province of Saskatchewan	(12.5)	(24.8)	0.0	0.0	0.0	0.0%
Staff Compensation	1,811.3	1,806.2	1,822.2	1,895.0	72.8	4.0%
Operating Cost	1,690.9	1,662.3	1,839.4	1,984.0	144.6	7.9%
Transfer to/from Reserves	36.7	36.7	36.7	36.7	0.0	0.0%
Total	3,332.6	3,302.4	3,348.3	3,585.7	237.4	7.1%

Staff Complement	2018	2019	Difference
Full Time Equivalents	20.35	20.35	0.00

Summary of Budget Changes

Service Line	Revenue Change			Expenditure Change				Net	
	2018 Base	Change	2019 Budget	2018 Base	Base Adj	Growth & Cont Impr	Service Level	2019 Budget	2019 Budget
Community Development	(350.0)	20.0	(330.0)	3,698.3	104.0	113.4	0.0	3,915.7	3,585.7



Growth:

- The City has negotiated a new Master Joint Use Agreement with both School Divisions, containing foundational principles and key terms of access to each party's facilities. Annual operating grants paid to the Community Associations have increased by \$113.4 to help address the new subsidized cost assessed for community association programs hosted in elementary schools as part of this new agreement.

Other Significant Item(s):

- The Master Joint Use Agreement provides for discounted use of the Leisure Centres by the School Divisions; the associated admission and rental costs are captured within this Service Line. Increases in admission volumes and facility rental rates at leisure facilities have resulted in an additional \$48.0 being charged to this Service Line.

Summary of Capital Investments

Funded Capital Projects		2019	2020	2021	2022	2023
P1963	TU-CORP. ACCESSIBILITY IMPLEMENTATION	75.0	0.0	0.0	0.0	0.0
Total		75.0	0.0	0.0	0.0	0.0

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.

Project 1963 includes \$75.0 for Leisure Centre modifications to address deficiencies identified in the barrier free assessment reviews.

Future Operating Impact of Current Year's Capital Projects

There are no future operating impacts from the 2019 Capital Project.



Community Investments & Supports

Overview

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

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

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

2017 Budget to Actual Variance Explanation:

In 2017 Community Investments and Supports had a \$1,493.8 unfavorable variance from budget. This was a result of a number of programs: Economic incentives were overspent due to a large number of incentive programs coming into effect that were not adequately budgeted for, Provision of Civic Services were overspent due to increasing popularity and volumes of festivals, outdoor and community association events, and the Leisure Centre Accessibility Subsidy program was overspent due to increased use of the Leisure Access Program by low income individuals and families. 2019 budgets were adjusted to reflect the new participation figures and to mitigate this variance.

Summary of Operating Changes

Operating Budget:	2017 Actuals	2017 Budget	2018 Budget	2019 Budget	Dollar Change	% Change
Operating Cost	10,459.8	9,137.0	10,222.6	11,595.1	1,372.5	13.4%
Transfer to/from Reserves	1,117.2	946.2	985.1	28.2	(956.9)	-97.1%
Total	11,577.0	10,083.2	11,207.7	11,623.3	415.6	3.7%

Staff Complement	2018	2019	Difference
Full Time Equivalents	0.00	0.00	0.00

Summary of Budget Changes

Service Line	Revenue Change			Expenditure Change				Net	
	2018 Base	Change	2019 Budget	2018 Base	Base Adj	Growth & Cont Impr	Service Level	2019 Budget	2019 Budget
Community Investments & Supports	0.0	0.0	0.0	11,207.7	343.2	72.4	0.0	11,623.3	11,623.3



Growth:

- Saskatoon City Council has established a targeted funding level of \$2.00 per capita for the Cultural Participation Grant which provides funding to 17 flagship arts, culture and heritage organizations. In order to continue working towards achieving this funding level an increase of \$25.0 is required. Also included is an increase of \$35.0 for the Children's Discovery Museum (CDM), the first phase of a two year phase-in of the City's commitment to the CDM, related to a program services agreement for the new facility.
- Saskatoon City Council has established a funding level of \$2.00 per capita for the Social Grant which provides funding to social service groups registered under the Saskatchewan Non-Profit Corporations Act servicing Saskatoon residents, as approved by City Council. In order to maintain this funding level an increase of \$9.9 is required.
- The Green Gardening fund contribution has increased by \$2.5. This fund supports community gardens; in the last 5 years there has been an increase of about 12 gardens.
- The Recreation & Parks Master Plan Facilities Game Plan has identified partnerships capital contributions to the CDM and Merlis Belsher Place (MBP). The total commitment to the CDM is \$2.0 million, with \$500.0 paid in 2018 and \$500.0 per year for the next three years. The total commitment to MBP is \$4.0 million, with \$500.0 paid in 2017, \$500.0 due in 2018 through capital project 1665, and the remaining \$3.0 million to be paid over six years at \$500.0 per year. These amounts are incorporated into the Recreation and Parks Funding Plan.

Other Significant Item(s):

- The City provides many grants through the form of Tax abatements. As a result of formula adjustments based on assessments, there is a decrease in the Cultural and Heritage Grant of \$30.1 and an increase to the Social Grant of \$30.0.
- The City provides admission to Leisure Facilities for low income individuals and families through the Leisure Access Program. The cost of this program increased by \$87.9 in 2019 due to increased usage and rates.
- The budget provided for the burial of a deceased person with limited financial means has increased by \$15.0 based on historical required expenditures.
- The Youth Sport Subsidy program offers subsidies on the rental cost of facilities required to deliver sports programs to youth who are 18 years of age and under. Due to decreased participation levels and partially offset by increased rental rates, the cost of delivering this program has decreased by \$50.0 in 2019.
- The City provides a variety of Economic Incentives including Downtown/Affordable Housing Incentives, the Mortgage Support Program and Vacant Lot Adaptive Reuse Incentive among other smaller programs. The cost of delivering these incentives is increasing by \$135.9 largely as a result of previously approved incentive agreements that will be effective in 2019.
- The City provides an annual grant to the Saskatchewan Regional Economic Development Authority (SREDA) which is set to increase by \$45.7 in 2019. This is the third year of a four year agreement to achieve base funding of \$885.4 in 2020.
- Saskatoon Tourism receives an annual grant which is based on changes in commercial assessment from year to year. Based on 2018 changes, the 2019 grant is increasing by \$3.7.
- The City provides an annual grant to the Meewasin Valley Authority (MVA) which increases by CPI on a yearly basis. The CPI increase is \$17.0. This is offset by the removal of one time funding of \$143.0 that was approved in 2018 through a transfer to the Special Events Reserve.

Not Included:

- The annual budget for civic services, which includes special events (such as Taste of Saskatchewan, Fireworks Festival, special runs, etc.) that require civic services, road closures, on-site garbage cans, street sweeping, etc., is \$190.1 less than historical actual expenditures of approximately \$270.1. A service level review is underway for the overall staff and in-kind supports to special events including an investigation of user-pay fees for some activities previously covered by the Provision of Civic Services budget.



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

	2017 Actuals	2017 Budget	2018 Budget	2019 Budget	Changes
Cultural and Heritage					
Tax Abatements	140.5	149.0	146.0	115.9	(30.1)
Provision of Civic Services	270.1	80.0	80.0	80.0	0.0
Site Services - Shakespeare on the Sask.	-	1.0	1.0	1.0	0.0
Wanuskewin Heritage Park	184.0	184.0	184.0	184.0	0.0
Transfer to Heritage Reserve Fund	47.6	47.6	47.6	47.6	0.0
Transfer to Façade Grant Reserve	10.0	10.0	10.0	10.0	0.0
Cultural Participation Grants	462.5	466.5	491.5	551.5	60.0
Cultural Grant Capital Reserve	120.0	120.0	120.0	120.0	0.0
	1,234.7	1,058.1	1,080.1	1,110.0	29.9
Social					
Tax Abatements	364.5	423.9	379.1	409.1	30.0
Leisure Centre Accessibility Subsidy Program	775.2	636.8	682.5	770.4	87.9
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	5.0	7.5	2.5
Cash Grants	525.8	525.8	532.1	542.0	9.9
Restorative Action Program	75.0	75.0	-	-	0.0
Kinsmen Telemiracle	-	2.5	2.5	2.5	0.0
White Buffalo Youth Lodge	160.5	160.5	170.5	170.5	0.0
Detoxification Centre	100.0	100.0	100.0	100.0	0.0
Burial of the Impoverished	59.3	35.0	50.0	50.0	0.0
	2,310.5	2,209.7	2,166.9	2,297.2	130.3
Sport					
Youth Sport Subsidies	1,826.6	1,826.6	1,809.1	1,859.1	50.0
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
	1,900.9	1,900.9	1,883.4	1,933.4	50.0
Economic Development					
Economic Incentives	3,066.3	1,853.6	2,801.7	2,937.6	135.9
SREDA	748.3	748.3	794.0	839.7	45.7
	3,814.6	2,601.9	3,595.7	3,777.3	181.6
Tourism					
Saskatoon Tourism	525.0	525.0	532.9	536.6	3.7
Saskatoon Sport Tourism	5.0	5.0	5.0	5.0	0.0
	530.0	530.0	537.9	541.6	3.7
Recreation & Parks Master Plan Facilities Game Plan					
Children's Discovery Museum	-	-	-	500.0	500.0
Merlis Belsher Place (U of S Rink)	-	-	-	500.0	500.0
Transfer from Rec & Parks Funding Plan	-	-	-	(1,000.0)	(1000.0)
	-	-	-	-	0.0
General					
Community Initiative - Contingency	4.8	4.8	4.8	4.8	0.0
Transfer to Special Events Reserve	500.0	500.0	357.0	500.0	143.0
Meewasin Valley Authority	1,043.4	1,043.4	1,344.4	1,218.4	(126.0)
Saskatoon Prairieland Park	64.8	71.1	71.1	71.1	0.0
Cash Grants- Environmental	20.0	10.0	10.0	10.0	0.0
SPCA- Cruelty Investigations	153.3	153.3	156.4	159.5	3.1
	1,786.3	1,782.6	1,943.7	1,963.8	20.1
	11,577.0	10,083.2	11,207.7	11,623.3	415.6



Summary of Capital Investments

There are no capital investments for Community Investments & Supports.



Cemeteries

Overview

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

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

The Cemetery Assurance Fund is required to hold funds received through the sale of prepaid cemetery contracts.

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

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

2017 Budget to Actual Variance Explanation:

In 2017 Cemeteries had no significant variance from budget.

Summary of Operating Changes

Operating Budget:	2017 Actuals	2017 Budget	2018 Budget	2019 Budget	Dollar Change	% Change
Revenue	(1,559.8)	(1,450.3)	(1,522.2)	(1,574.6)	(52.4)	3.4%
Staff Compensation	701.1	630.8	647.9	664.5	16.6	2.6%
Operating Cost	621.3	620.9	639.6	659.1	19.5	3.0%
Transfer to/from Reserves	264.5	246.3	256.3	261.3	5.0	2.0%
Total	27.1	47.7	21.6	10.3	(11.3)	-52.3%

Staff Complement	2018	2019	Difference
Full Time Equivalents	9.26	9.26	0.00

Summary of Budget Changes

Service Line	Revenue Change			Expenditure Change				Net	
	2018 Base	Change	2019 Budget	2018 Base	Base Adj	Growth & Cont Impr	Service Level	2019 Budget	2019 Budget
Cemeteries	(1,522.2)	(52.4)	(1,574.6)	1,543.8	41.1	0.0	0.0	1,584.9	10.3

Revenue Change:

- Saskatoon's Cemeteries revenue is increasing by \$52.4. This increase is the result of a 3.5% rate increase which is expected to generate an additional \$45.9, as well as an increase of \$6.5 in earnings from the Perpetual Care Fund.

Capital Contribution:

- In accordance with Cemetery Management and Control Bylaw No. 6453, the transfer to the Perpetual Care Reserve has increased by \$5.0 to reflect the budgeted increase in Perpetual Care fees collected.



Summary of Capital Investments

Funded Capital Projects		2019	2020	2021	2022	2023
P1650	CY-MUNICIPAL CEMETERIES MASTER PLAN	80.0	0.0	0.0	0.0	0.0
Total		80.0	0.0	0.0	0.0	0.0

The Municipal Cemeteries Master Plan will be developed, outlining future needs and management strategies. This project is funded from the Community Services Capital Reserve.

Future Operating Impact of Current Year's Capital Projects

There is no future operating impact from the 2019 Capital Projects.



Operating Budget
\$30.6 million

Capital Budget
\$8.7 million



STRATEGIC GOAL:



Quality of Life

Service Lines

Albert Community Centre	Community Partnerships	Forestry Farm Park & Zoo	Golf Courses	Gordon Howe Campground
Indoor Rinks	PotashCorp Playland	Marketing Services	Marr Residence	Outdoor Pools
Outdoor Sports Fields	Parks Maintenance & Design	Playground & Recreation Areas	Program Research & Design	Leisure Centres – Program
Leisure Centres - Rentals	River Landing	Spectator Ballfields	Targeted Programming	

Service Outcomes

- To provide opportunities for residents to participate in and enjoy the benefits from sport, recreation, culture, and park activities.
- To provide paid admission programs, including: swimming, skating, fitness, recreation, life skills, golfing, the zoo, and children's amusement rides.
- To provide facilities and outdoor open spaces in support of community-based programs, festivals, and special events.
- To provide services and programs that meet community needs and result in increased visits to all facilities.
- To provide recreation and parks facilities, spaces, and programs directly and in partnership with other organizations.



At A Glance

- \$3.5 million dollars of public art maintained.
- 1.53 million visits to City-operated leisure centres.
- 300,000 visits to the riverfront trail at River Landing.
- 227,990 visits to the Forestry Farm Park & Zoo.
- 203,261 ride tickets used at Nutrien Playland at Kinsmen Park.
- 153,300 participants in the summer playground programs.
- 99,467 rounds of golf played.
- 44,200 rental hours booked to community groups at leisure facilities.
- 17,695 visitor nights at the Gordon Howe Campground.
- 17,286 people registered in swimming lessons.
- 14,500 participants in community association and neighbourhood-based programs.
- 2,500 hectares (6,178 acres) of park/open spaces.
- 1,200 trees planted annually in park and reforestation projects.
- 283 outdoor sports fields and six leisure centres.
- 145 km of park pathways.
- 30 paddling pools, 17 spray pads, 11 youth centres, and four travelling program vans.
- 18 major arts, cultural, and heritage organizations supported attracting 653,200 visits.
- 14.8 hectares (36 acres) of pathways, green space, etc. at River Landing.

City Council Strategic Priority Areas Supported by this Business Line

Core Services

- Parks Maintenance and Design.

Recreation, Culture and Leisure

- Leisure Centres, Outdoor pools, Sport fields, Playgrounds and recreation areas, Youth Programming, Skateboard program, Arenas, Golf Courses, Nutrien Playland, Forestry Farm Park and Zoo, Gordie Howe Campground, Aboriginal Leadership Initiatives, Program Research and Design, Marketing Services, Albert Community Centre, Marr Residence, and River Landing.

Performance Measures

Measures	Target	2014	2015	2016	2017	2018 Projected	Year Over Year Progress	Long Term Progress
Participation at City Recreation Facilities	≥6,600/1,000 population	6,216	6,634	6,959	6,667*	6,800	Decline *Holiday Park Exec. 9 closed for half of season for capital improvement project.	On-Track



Strategic Outcomes and 2019 Actions

The well-being of citizens is a shared responsibility and our community is safe.

- Support community collaboration on healthy lifestyles and provision of low cost/no cost programs and amenities.
- Support the Age-Friendly Saskatoon initiative through access for older adults to recreation and culture programs services.
- Provide a wide variety of recreation and culture programs and services supporting healthy lifestyles and overall well being.

Citizens are engaged in a welcoming place and enjoy a range of opportunities.

- Support Truth and Reconciliation initiatives through sport, culture, recreation programs and services.
- Support the Immigration Action Plan in ensuring recreation and culture programs and services are meeting the needs of newcomers.
- Support community partnerships in the design and delivery of recreation and culture programs, services and facilities.

Recreation and cultural facilities are accessible, physically and financially, and meet community needs.

- Implement the Recreation and Parks Master Plan and the Facilities Game Plan.
- Support the Winter City Strategy.
- Renew and implement Outdoor Special Events Policy framework for supports to outdoor special events.
- Continue to refine and implement park and recreation facilities asset management plans.
- Design recreation and cultural facilities and programs to meet diverse community needs.
- Support the Accessibility Action Plan ensuring programs, facilities and services are accessible for people with disabilities.



Operating Summary

	2017 Actual	2017 Budget	2018 Budget	2019 Budget				
				000's			Dollar Change	% Change
				Revenue	Exp/Rec	Net		
Spectator Ballfields	157.2	157.0	163.4	0.0	170.2	170.2	6.8	4.2%
Marketing Services	609.7	622.8	635.5	0.0	666.4	666.4	30.9	4.9%
Community Partnerships	433.3	417.9	421.4	(18.1)	505.1	487.0	65.6	15.6%
Forestry Farm Park & Zoo	1,629.3	1,600.4	1,650.3	(1,218.6)	2,803.2	1,584.6	(65.7)	-4.0%
Golf Courses	0.0	0.0	0.0	(4,025.6)	4,025.6	0.0	0.0	0.0%
Gordon Howe Campground	0.0	0.0	0.0	(624.3)	624.3	0.0	0.0	0.0%
Indoor Rinks	258.7	326.3	224.7	(2,342.2)	2,652.6	310.4	85.7	38.1%
Nutrien Playland	0.0	0.0	0.0	(540.1)	540.1	0.0	0.0	0.0%
Outdoor Pools	744.7	882.4	891.0	(464.0)	1,407.4	943.4	52.4	5.9%
Outdoor Sport Fields	338.2	445.7	514.5	(700.0)	1,250.9	550.9	36.4	7.1%
Parks Maintenance & Design	14,140.6	13,417.7	14,036.2	(149.7)	14,994.0	14,844.3	808.1	5.8%
Playground & Recreation Areas	873.9	887.4	857.4	0.0	927.1	927.1	69.7	8.1%
Program Research & Design	225.9	238.9	238.9	0.0	241.3	241.3	2.4	1.0%
Leisure Centres - Program	4,810.5	4,135.4	4,558.7	(6,605.1)	11,670.4	5,065.3	506.6	11.1%
Leisure Centres - Rentals	4,032.6	4,210.9	4,300.9	(6,915.4)	10,985.3	4,069.9	(231.0)	-5.4%
Targeted Programming	546.8	578.4	587.3	(10.4)	609.9	599.5	12.2	2.1%
Albert Community Centre	9.7	78.6	81.6	(190.8)	264.2	73.4	(8.2)	-10.0%
Marr Residence	35.3	22.0	22.2	(0.5)	22.7	22.2	0.0	0.0%
River Landing	0.0	0.0	0.0	(1,290.3)	1,290.3	0.0	0.0	0.0%
Total	28,846.4	28,021.8	29,184.0	(25,095.1)	55,651.0	30,555.9	1,371.9	4.7%

Staff Complement	2018	2019	Difference
Full Time Equivalents	330.27	334.25	3.98

Summary of Budget Changes

Service Line	Revenue Change			Expenditure Change				Net	
	2018 Base	Change	2019 Budget	2018 Base	Base Adj	Growth & Cont Impr	Service Level	2019 Budget	2019 Budget
Spectator Ballfields	0.0	0.0	0.0	163.4	6.8	0.0	0.0	170.2	170.2
Marketing Services	0.0	0.0	0.0	635.5	30.9	0.0	0.0	666.4	666.4
Community Partnerships	(16.8)	(1.3)	(18.1)	438.2	66.9	0.0	0.0	505.1	487.0
Forestry Farm Park & Zoo	(1,025.7)	(192.9)	(1,218.6)	2,676.0	127.2	0.0	0.0	2,803.2	1,584.6
Golf Courses	(4,045.6)	20.0	(4,025.6)	4,045.6	(20.0)	0.0	0.0	4,025.6	0.0
Gordon Howe Campground	(637.1)	12.8	(624.3)	637.1	(12.8)	0.0	0.0	624.3	0.0
Indoor Rinks	(2,273.4)	(68.8)	(2,342.2)	2,498.1	154.5	0.0	0.0	2,652.6	310.4
Nutrien Playland	(586.4)	46.3	(540.1)	586.4	(46.3)	0.0	0.0	540.1	0.0
Outdoor Pools	(482.3)	18.3	(464.0)	1,373.3	34.1	0.0	0.0	1,407.4	943.4
Outdoor Sport Fields	(645.3)	(54.7)	(700.0)	1,159.8	(11.9)	103.0	0.0	1,250.9	550.9
Parks Maintenance & Design	(146.1)	(3.6)	(149.7)	14,182.3	584.7	227.0	0.0	14,994.0	14,844.3
Playground & Recreation Areas	0.0	0.0	0.0	857.4	29.8	39.9	0.0	927.1	927.1
Program Research & Design	0.0	0.0	0.0	238.9	2.4	0.0	0.0	241.3	241.3
Leisure Centres - Program	(6,644.8)	39.7	(6,605.1)	11,203.5	466.9	0.0	0.0	11,670.4	5,065.3
Leisure Centres - Rentals	(6,537.3)	(378.1)	(6,915.4)	10,838.2	147.1	0.0	0.0	10,985.3	4,069.9
Targeted Programming	(10.4)	0.0	(10.4)	597.7	12.2	0.0	0.0	609.9	599.5
Albert Community Centre	(157.3)	(33.5)	(190.8)	238.9	25.3	0.0	0.0	264.2	73.4
Marr Residence	(0.5)	0.0	(0.5)	22.7	0.0	0.0	0.0	22.7	22.2
River Landing	(1,265.3)	(25.0)	(1,290.3)	1,265.3	25.0	0.0	0.0	1,290.3	0.0
Total	(24,474.3)	(620.8)	(25,095.1)	53,658.3	1,622.8	369.9	0.0	55,651.0	30,555.9



Summary of Funded Capital Investments

Service Line	2019	2020	2021	2022	2023
Spectator Ballfields	0.0	0.0	0.0	0.0	0.0
Marketing Services	0.0	0.0	0.0	0.0	0.0
Community Partnerships	183.0	1,705.0	450.0	330.0	50.0
Forestry Farm Park & Zoo	600.0	810.0	800.0	0.0	250.0
Golf Courses	475.0	275.0	275.0	300.0	300.0
Gordon Howe Campground	0.0	0.0	0.0	0.0	0.0
Indoor Rinks	0.0	0.0	0.0	0.0	0.0
Nutrien Playland	0.0	0.0	0.0	0.0	0.0
Outdoor Pools	0.0	0.0	0.0	324.0	0.0
Outdoor Sport Fields	5,450.0	350.0	1,880.0	110.0	0.0
Parks Maintenance & Design	1,400.0	1,000.0	1,070.0	1,250.0	1,050.0
Playground & Recreation Areas	0.0	0.0	0.0	0.0	0.0
Program Research & Design	0.0	0.0	0.0	0.0	0.0
Leisure Centres - Program	0.0	0.0	0.0	1,000.0	0.0
Leisure Centres - Rentals	230.0	125.0	235.0	125.0	125.0
Targeted Programming	0.0	0.0	0.0	0.0	0.0
Albert Community Centre	100.0	75.0	75.0	75.0	75.0
Marr Residence	0.0	0.0	0.0	0.0	0.0
River Landing	225.0	0.0	0.0	0.0	0.0
Total	8,663.0	4,340.0	4,785.0	3,514.0	1,850.0

Financing for Funded Capital Investments

Funding Source	2019	2020	2021	2022	2023
LEISURE SERVICES EQUIPMENT REPL RES	230.0	125.0	235.0	125.0	125.0
GOLF COURSE CAPITAL RESERVE	475.0	275.0	275.0	300.0	300.0
ALBERT MAJOR REPAIR RES	100.0	75.0	75.0	75.0	75.0
DEDICATED LANDS RESERVE	166.0	450.0	284.0	0.0	0.0
FORESTRY FARM PK & ZOO CAPITAL RESERVE	100.0	60.0	200.0	0.0	250.0
INDUSTRIAL PARK DEVELOPMENT RES	340.0	0.0	0.0	0.0	0.0
ANIMAL SERVICES RESERVE	50.0	30.0	50.0	0.0	50.0
FUNDING PLAN CONTRIBUTION	5,334.0	1,500.0	2,231.0	1,519.0	0.0
CIVIC BLDGS COMPR MTNCE	50.0	0.0	50.0	0.0	50.0
INFRASTRUCTURE RESERVE - PARKS	1,000.0	1,000.0	1,000.0	1,000.0	1,000.0
PARK ENHANCE RES	95.0	350.0	365.0	245.0	0.0
PRIVATE CONTRIBUTIONS	148.0	475.0	0.0	0.0	0.0
PARKS AND RECREATION LEVY (MULTI-DISTRICT)	350.0	0.0	20.0	250.0	0.0
RIVER LANDING CAPITAL RESERVE	225.0	0.0	0.0	0.0	0.0
Total	8,663.0	4,340.0	4,785.0	3,514.0	1,850.0
Unfunded	1,920.0	5,205.0	1,815.0	2,056.0	5,450.0

Future Operating Budget Impacts of 2019 Capital Projects

Service Line	2019	2020	2021	2022	2023
P1658 CY-PARKS NEW SATELLITE MTNC BLDG	0.0	15.2	0.0	0.0	0.0
P2606 CY-INDOOR CHILDREN'S PLAYGROUND AND ACCESSIBILITY UPGRADES TO INDOOR POOLS	0.0	7.9	0.0	0.0	0.0
Total	0.0	23.1	0.0	0.0	0.0



Spectator Ballfields

Overview

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

2017 Budget to Actual Variance Explanation:

In 2017 Spectator Ballfields had no significant variance from budget.

Summary of Operating Changes

Operating Budget:	2017 Actuals	2017 Budget	2018 Budget	2019 Budget	Dollar Change	% Change
Operating Cost	157.2	157.0	163.4	170.2	6.8	4.2%
Total	157.2	157.0	163.4	170.2	6.8	4.2%

Staff Complement	2018	2019	Difference
Full Time Equivalents	0.00	0.00	0.00

Summary of Budget Changes

Service Line	Revenue Change			Expenditure Change				Net	
	2018 Base	Change	2019 Budget	2018 Base	Base Adj	Growth & Cont Impr	Service Level	2019 Budget	2019 Budget
Spectator Ballfields	0.0	0.0	0.0	163.4	6.8	0.0	0.0	170.2	170.2

There are no significant operating changes in Spectator Ballfields.

Summary of Capital Investments

There are no capital investments in Spectator Ballfields.



Marketing Services

Overview

Success of any City of Saskatoon program or service is dependent on public awareness. To achieve this, the Marketing & Communication Section provides marketing expertise and communications support to the Community Services Department Divisions, including Recreation & Community Development, Parks, Planning & Development, Building Standards, and Community Standards, in addition to Saskatoon Land which falls under Asset and Financial Management Department.

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

2017 Budget to Actual Variance Explanation:

In 2017 Marketing Services had no significant variance from budget.

Summary of Operating Changes

Operating Budget:	2017 Actuals	2017 Budget	2018 Budget	2019 Budget	Dollar Change	% Change
Staff Compensation	512.8	501.3	517.7	559.8	42.1	8.1%
Operating Cost	273.3	276.2	276.2	275.9	(0.3)	-0.1%
Cost Recovery	(176.5)	(154.7)	(158.4)	(169.3)	(10.9)	6.9%
Total	609.6	622.8	635.5	666.4	30.9	4.9%

Staff Complement	2018	2019	Difference
Full Time Equivalents	5.75	5.75	0.00

Summary of Budget Changes

Service Line	Revenue Change			Expenditure Change				2019 Budget	Net 2019 Budget
	2018 Base	Change	2019 Budget	2018 Base	Base Adj	Growth & Cont Impr	Service Level		
Marketing Services	0.0	0.0	0.0	635.5	30.9	0.0	0.0	666.4	666.4

There are no significant operating changes in Marketing Services.

Summary of Capital Investments

There are no capital investments in Marketing Services.



Community Partnerships

Overview

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

2017 Budget to Actual Variance Explanation:

In 2017 Community Partnerships had no significant variance from budget.

Summary of Operating Changes

Operating Budget:	2017 Actuals	2017 Budget	2018 Budget	2019 Budget	Dollar Change	% Change
Revenue	(14.7)	(16.8)	(16.8)	(18.1)	(1.3)	7.7%
Staff Compensation	404.5	384.5	391.2	460.9	69.7	17.8%
Operating Cost	30.8	37.5	34.3	31.5	(2.8)	-8.2%
Transfer to/from Reserves	12.7	12.7	12.7	12.7	0.0	0.0%
Total	433.3	417.9	421.4	487.0	65.6	15.6%

Staff Complement	2018	2019	Difference
Full Time Equivalents	3.80	4.55	0.75

Summary of Budget Changes

Service Line	Revenue Change			Expenditure Change				Net	
	2018 Base	Change	2019 Budget	2018 Base	Base Adj	Growth & Cont Impr	Service Level	2019 Budget	2019 Budget
Community Partnerships	(16.8)	(1.3)	(18.1)	438.2	66.9	0.0	0.0	505.1	487.0

Other Significant Items:

- Staff increases of \$33.7 (0.5 FTE) and \$18.4 (0.25 FTE) is the result of the transfer of a Clerk 10 position and a Recreation Technician 13 position from Outdoor Sport Fields, to reflect the area where services are provided.

Summary of Capital Investments

Funded Capital Projects	2019	2020	2021	2022	2023
P2114 CY-VICTORIA PARK - UPGRADES	0.0	450.0	400.0	330.0	0.0
P2353 CY-CHIEF WHITECAP PARK DEVELOPMENT	50.0	505.0	0.0	0.0	0.0
P2469 CY-PERMANENT WASHROOMS - SPECIAL USE PARKS	0.0	750.0	0.0	0.0	0.0
P2471 CY-KINSMEN PARK & AREA - MASTER PLAN	133.0	0.0	0.0	0.0	0.0
P2528 CY-DOG PARK DEVELOPMENT	0.0	0.0	50.0	0.0	50.0
Total	183.0	1,705.0	450.0	330.0	50.0



Unfunded Capital Projects	2019	2020	2021	2022	2023
P2114 CY-VICTORIA PARK - UPGRADES	75.0	0.0	0.0	0.0	0.0
P2352 CY-PERMANENT BOAT LAUNCH SITE	0.0	500.0	0.0	0.0	0.0
P2353 CY-CHIEF WHITECAP PARK DEVELOPMENT	0.0	410.0	340.0	255.0	0.0
P2471 CY-KINSMEN PARK & AREA - MASTER PLAN	0.0	0.0	0.0	0.0	2,885.0
P2474 CY-HUDSON BAY AREA DISTRICT PARKS	0.0	2,270.0	0.0	50.0	90.0
P2600 CY-CITY CENTRE AREA INDOOR RECREATION FACILITY	0.0	0.0	0.0	1,000.0	1,000.0
Total	75.0	3,180.0	340.0	1,305.0	3,975.0

Project 2353 Chief Whitecap Park Development, funded by the Animal Services Reserves, involves continued development of the naturalized area in the uplands.

Project 2471 Kinsmen Park & Area Master Plan involves implementation of some of the priorities and recommendations identified from the parking/transportation study completed in 2018.

Project 2114 Victoria Park – Upgrades projects involves conducting a feasibility study, identifying the potential location, and completing functional design concepts, for a permanent outdoor festival site. The requested funding source for this project is the Reserve for Capital Expenditures (RCE), which is currently unfunded.

Future Operating Impact of Current Year's Capital Projects

There are no future operating impacts from the 2019 capital projects.



Forestry Farm Park & Zoo

Overview

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

2017 Budget to Actual Variance Explanation:

In 2017 the Forestry Farm Park and Zoo had no significant variance from budget.

Summary of Operating Changes

Operating Budget:	2017 Actuals	2017 Budget	2018 Budget	2019 Budget	Dollar Change	% Change
Revenue	(1,088.0)	(960.7)	(1,025.7)	(1,218.6)	(192.9)	18.8%
Staff Compensation	1,207.0	1,150.1	1,213.3	1,244.6	31.3	2.6%
Operating Cost	1,295.5	1,204.0	1,249.3	1,341.9	92.6	7.4%
Capital Contribution	162.0	162.0	162.0	162.0	0.0	0.0%
Transfer to/from Reserves	52.8	45.0	51.4	54.7	3.3	6.4%
Total	1,629.3	1,600.4	1,650.3	1,584.6	(65.7)	-4.0%

Staff Complement	2018	2019	Difference
Full Time Equivalents	15.44	15.44	0.00

Summary of Budget Changes

Service Line	Revenue Change			Expenditure Change				Net	
	2018 Base	Change	2019 Budget	2018 Base	Base Adj	Growth & Cont Impr	Service Level	2019 Budget	2019 Budget
Forestry Farm Park & Zoo	(1,025.7)	(192.9)	(1,218.6)	2,676.0	127.2	0.0	0.0	2,803.2	1,584.6

Revenue Change:

- Forestry Farm Park & Zoo revenue is anticipated to increase by \$192.9 largely due to sales of the new Zoo Season Pass and increased admission volumes.

Capital Contribution:

- In accordance with funding formulas specified in the Reserve for Future Expenditure Policy, the transfer to various reserves related to the Forestry Farm Park & Zoo have increased by \$3.3. The formulas specify the percentage of applicable revenue that is transferred to the reserves.

Other Significant Item(s):

- Increases in utility rates regarding water, wastewater and electricity account for \$19.6 in additional operating costs, and increases in contractual obligations for services provided by the Saskatoon Zoo Society and increased Night Watchman services to comply with CAZA standards, have increased by a total of \$62.0.



Summary of Capital Investments

Funded Capital Projects		2019	2020	2021	2022	2023
P2048	CY-FFP & ZOO MASTER PLAN IMPLEMENTATION	600.0	810.0	800.0	0.0	250.0
Total		600.0	810.0	800.0	0.0	250.0

Project 2048 – Forestry Farm Park & Zoo Master Plan Implementation involves the upgrading and rebuilding of various Zoo Amenities and Exhibits, funded as part of the Recreation and Parks Funding Plan, and improvements to the Aviaries and Pathways, funded by the Forestry Farm Park & Zoo Capital Reserve.

Future Operating Impact of Current Year's Capital Projects

Any operating impacts resulting from the upgrading and rebuilding of Zoo Amenities and Exhibits will be identified at the design stage.



Golf Courses

Overview

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

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

2017 Budget to Actual Variance Explanation:

In 2017 Golf Courses had no variance from total budget as this program is fully cost recovered. In 2017 there was a \$75.7 draw from the stabilization reserve and a \$243.7 reduction in the contribution to capital reserves, required to offset lower revenues due to a wet spring and a delay in reopening the Executive 9 at the Holiday Park Course.

Summary of Operating Changes

Operating Budget:	2017 Actuals	2017 Budget	2018 Budget	2019 Budget	Dollar Change	% Change
Revenue	(3,298.3)	(3,922.1)	(4,045.6)	(4,025.6)	20.0	-0.5%
Staff Compensation	1,458.1	1,586.0	1,617.3	1,663.0	45.7	2.8%
Operating Cost	1,595.7	1,772.2	1,855.6	1,904.0	48.4	2.6%
Capital Contribution	320.2	563.9	572.7	358.6	(214.1)	-37.4%
Transfer to/from Stabilization	(75.7)	0.0	0.0	100.0	100.0	0.0%
Total	0.0	0.0	0.0	0.0	0.0	0.0%

Staff Complement	2018	2019	Difference
Full Time Equivalents	24.80	24.80	0.00

Summary of Budget Changes

Service Line	Revenue Change			Expenditure Change				2019 Budget	Net 2019 Budget
	2018 Base	Change	2019 Budget	2018 Base	Base Adj	Growth & Cont Impr	Service Level		
Golf Courses	(4,045.6)	20.0	(4,025.6)	4,045.6	(20.0)	0.0	0.0	4,025.6	0.0

Revenue Change:

- Golf Course revenue is anticipated to decrease by \$20.0 in 2019. The green fee rate increase is expected to result in an additional \$1,038.6, which is offset by a decrease in volumes of \$1,105.1 (an adjustment based on historical actuals). Other smaller adjustments include increases in golf cart rentals, tracking fees and driving range revenue of \$89.9; Pro Shop sales decrease of \$47.5; and, concession and lease increases of \$3.6.

Capital Contributions:

- Due to the full cost recovery nature of this program, the contribution to the Golf Course Capital Reserve has decreased by \$207.7 in order to offset revenue and expenditure changes along with the increased contribution to the stabilization reserve, bringing the total contribution to \$254.6.
- The contribution to the Holiday Park Golf Course Redevelopment Reserve has decreased by \$6.4 due to a decrease in the budgeted number of rounds played, bringing the total contribution to \$104.0.
- The contribution to the Golf Course Stabilization Reserve has increased by \$100.0, to begin replenishing the reserve.



Other Significant Item(s):

- Increases in water rates and electrical rates account for \$16.2 in additional operating costs, contractual obligations for Pro services contracts agreements increased by \$44.0, and inventory purchases have decreased by \$40.0. The Pro services contract increase is associated with the increase in driving range revenues that is no longer provided by contracted services. The decrease in inventory is tied to the decrease in Pro Shop sales as that service delivery is now provided by the contacted services, not the City.

Summary of Capital Investments

Funded Capital Projects		2019	2020	2021	2022	2023
P2101	CY-GOLF COURSE IMPROVEMNTS & EQUIP REPL.	475.0	275.0	275.0	300.0	300.0
Total		475.0	275.0	275.0	300.0	300.0

Project 2101 – Golf Course Improvements and Equipment Replacement \$300.0 is required for the planned replacement of major golf course equipment; this allows the civic golf courses to be maintained at the standard of play expected by our patrons. \$175.0 is required for the replacement of the main irrigation pumps and renovation of the pump house building at Holiday Park Golf Course. All projects are fully funded from the Golf Course Capital Reserve.

Future Operating Impacts of Current Year's Capital Projects

There are no future operating impacts from 2019 capital projects.



Gordon Howe Campground

Overview

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

The Gordon Howe Campground is operated on a full cost recovery basis, meaning the operation has no impact on the mill rate.

2017 Budget to Actual Variance Explanation:

In 2017 Gordon Howe Campground had no variance from budget.

Summary of Operating Changes

Operating Budget:	2017 Actuals	2017 Budget	2018 Budget	2019 Budget	Dollar Change	% Change
Revenue	(596.4)	(637.9)	(637.1)	(624.3)	12.8	-2.0%
Staff Compensation	182.3	179.1	182.3	187.3	5.0	2.7%
Operating Cost	239.9	271.0	279.9	287.6	7.7	2.8%
Debt Charges	98.2	98.2	98.2	98.2	0.0	0.0%
Transfer to/from Stabilization	76.0	89.6	76.7	51.2	(25.5)	-33.2%
Total	0.0	0.0	0.0	0.0	0.0	0.0%

Staff Complement	2018	2019	Difference
Full Time Equivalents	2.70	2.70	0.00

Summary of Budget Changes

Service Line	Revenue Change			Expenditure Change				Net 2019 Budget
	2018 Base	Change	2019 Budget	2018 Base	Base Adj	Growth & Cont Impr	Service Level	2019 Budget
Gordon Howe Campground	(637.1)	12.8	(624.3)	637.1	(12.8)	0.0	0.0	624.3

Other Significant Item(s):

- Due to the full cost recovery nature of this program, the contribution to the Campsite Reserve has decreased by \$25.5, in order to offset revenue and expenditure changes, bringing the total contribution to \$51.2.

Summary of Capital Investments

There are no capital investments for Gordon Howe Campground.



Indoor Rinks

Overview

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

2017 Budget to Actual Variance Explanation:

In 2017 Indoor Rinks had a \$67.7 favorable variance from budget. This was a result of higher than anticipated external rentals.

Summary of Operating Changes

Operating Budget:	2017 Actuals	2017 Budget	2018 Budget	2019 Budget	Dollar Change	% Change
Revenue	(2,269.6)	(2,121.1)	(2,273.4)	(2,342.2)	(68.8)	3.0%
Staff Compensation	1,003.3	975.4	982.3	1,010.1	27.8	2.8%
Operating Cost	1,462.4	1,409.5	1,453.3	1,580.0	126.7	8.7%
Capital Contribution	62.5	62.5	62.5	62.5	0.0	0.0%
Total	258.6	326.3	224.7	310.4	85.7	38.1%

Staff Complement	2018	2019	Difference
Full Time Equivalents	14.20	14.20	0.00

Summary of Budget Changes

Service Line	Revenue Change			Expenditure Change				Net	
	2018 Base	Change	2019 Budget	2018 Base	Base Adj	Growth & Cont Impr	Service Level	2019 Budget	2019 Budget
Indoor Rinks	(2,273.4)	(68.8)	(2,342.2)	2,498.1	154.5	0.0	0.0	2,652.6	310.4

Revenue Change:

- Indoor Rinks revenue is anticipated to increase by \$68.8 in 2019. Increases in concession, rental and admission rates are expected to increase revenues by \$18.9 and increases in volume of hours booked, including increases in prime-time, non-prime time, summer ice and dry rentals, will increase revenues by \$49.9.

Other Significant Item(s):

- Increases in utility rates regarding water, wastewater and electricity account for \$21.1 in additional operating costs and increased volumes due to increased rentals account for \$24.6 in additional operating costs.
- The removal of ice shaving from the grounds at the indoor rinks has increased operating costs by \$39.0 along with \$8.5 in additional costs for the grading and drainage of parking lots.

Summary of Capital Investments

There are no capital investments for Indoor Rinks.



Nutrien Playland

Overview

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

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

2017 Budget to Actual Variance Explanation:

In 2017 Nutrien Playland had no variance from budget as this program is fully cost recovered. In 2017 there was a \$46.6 reduction in the budgeted contribution to the stabilization reserve, required to offset lower than budgeted revenues due in part to a later opening date.

Summary of Operating Changes

Operating Budget:	2017 Actuals	2017 Budget	2018 Budget	2019 Budget	Dollar Change	% Change
Revenue	(469.0)	(586.4)	(586.4)	(540.1)	46.3	-7.9%
Staff Compensation	194.7	267.4	274.4	254.4	(20.0)	-7.3%
Operating Cost	170.9	169.0	173.5	172.7	(0.8)	-0.5%
Capital Contribution	100.0	100.0	110.0	110.0	0.0	0.0%
Transfer to/from Stabilization	3.4	50.0	28.5	3.0	(25.5)	-89.5%
Total	0.0	0.0	0.0	0.0	0.0	0.0%

Staff Complement	2018	2019	Difference
Full Time Equivalents	4.25	3.83	(0.42)

Summary of Budget Changes

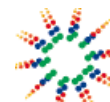
Service Line	Revenue Change			Expenditure Change				Net
	2018 Base	Change	2019 Budget	2018 Base	Base Adj	Growth & Cont Impr	Service Level	2019 Budget
Nutrien Playland	(586.4)	46.3	(540.1)	586.4	(46.3)	0.0	0.0	540.1
								0.0

Revenue Change:

- Revenues have been reduced by \$46.3 to reflect actual trends in volumes of rides and rental hours. A Ride Operator position (0.42 FTE) has been eliminated, resulting in saving of \$23.0, due to efficiencies in scheduling.

Capital Contribution:

- The contribution to the capital reserve remains at \$110.0. The reserve will be used to finance the cost of future major repairs and replacement of equipment at PotashCorp Playland.
- The transfer to the PotashCorp Playland stabilization reserve is based on the anticipated surplus that this program delivers. Based on adjustments to 2018 revenues, expenditures and transfers to other reserves, the transfer to the stabilization reserve is anticipated to decrease by \$25.5, bringing the annual contribution to \$3.0.



Summary of Capital Investments

There are no capital investments in Nutrien Playland.



Outdoor Pools

Overview

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

2017 Budget to Actual Variance Explanation:

In 2017 Outdoor Pools had a \$137.7 favorable variance from budget primarily due to lower utility consumption and additional cost recovery amounts charged out for guards.

Summary of Operating Changes

Operating Budget:	2017 Actuals	2017 Budget	2018 Budget	2019 Budget	Dollar Change	% Change
Revenue	(460.6)	(471.4)	(482.3)	(464.0)	18.3	-3.8%
Staff Compensation	473.2	510.7	510.1	526.0	15.9	3.1%
Operating Cost	732.1	843.1	863.2	881.4	18.2	2.1%
Total	744.7	882.4	891.0	943.4	52.4	5.9%

Staff Complement	2018	2019	Difference
Full Time Equivalents	8.52	8.52	0.00

Summary of Budget Changes

Service Line	Revenue Change			Expenditure Change				Net	
	2018 Base	Change	2019 Budget	2018 Base	Base Adj	Growth & Cont Impr	Service Level	2019 Budget	2019 Budget
Outdoor Pools	(482.3)	18.3	(464.0)	1,373.3	34.1	0.0	0.0	1,407.4	943.4

There are no significant operating changes in Outdoor Pools.

Summary of Capital Investments

Funded Capital Projects		2019	2020	2021	2022	2023
P2607	CY-ACCESSIBILITY AT OUTDOOR POOLS AND PADDLING POOLS	0.0	0.0	0.0	324.0	0.0
Total		0.0	0.0	0.0	324.0	0.0

Unfunded Capital Projects		2019	2020	2021	2022	2023
P2607	CY-ACCESSIBILITY AT OUTDOOR POOLS AND PADDLING POOLS	0.0	0.0	0.0	76.0	0.0
Total		0.0	0.0	0.0	76.0	0.0

There are no 2019 capital investments in Outdoor Pools.



Outdoor Sport Fields

Overview

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

2017 Budget to Actual Variance Explanation:

In 2017 Outdoor Sport Fields had a \$107.5 favorable variance from budget due to higher hourly rental revenue resulting from more school bookings, fewer rainouts and increased volumes for league and tournament play.

Summary of Operating Changes

Operating Budget:	2017 Actuals	2017 Budget	2018 Budget	2019 Budget	Dollar Change	% Change
Revenue	(719.4)	(631.2)	(645.3)	(700.0)	(54.7)	8.5%
Staff Compensation	132.9	141.1	144.2	100.8	(43.4)	-30.1%
Operating Cost	711.8	722.9	802.7	866.5	63.8	7.9%
Cost Recovery	0.0	0.0	0.0	(17.3)	(17.3)	0.0%
Capital Contribution	212.9	212.9	212.9	300.9	88.0	41.3%
Total	338.2	445.7	514.5	550.9	36.4	7.1%

Staff Complement	2018	2019	Difference
Full Time Equivalents	2.10	1.35	(0.75)

Summary of Budget Changes

Service Line	Revenue Change			Expenditure Change				Net	
	2018 Base	Change	2019 Budget	2018 Base	Base Adj	Growth & Cont Impr	Service Level	2019 Budget	2019 Budget
Outdoor Sport Fields	(645.3)	(54.7)	(700.0)	1,159.8	(11.9)	103.0	0.0	1,250.9	550.9

Revenue Change:

- Sport Fields revenues are anticipated to increase by \$54.7, largely as a result of increased hourly rentals of \$25.3, increased school bookings of \$16.3 and a new lease agreement with Saskatoon Baseball Council Inc. amounting to \$12.6 related to taking over the day-to-day operation of the Nutana Kiwanis fields.

Growth:

- The Friends of the Bowl Foundation is a partnership between the City of Saskatoon and a group of dedicated volunteers formed in 2011 in order to address the need for improvements to facilities at the Gordie Howe Sports Complex. With contributions from the City and significant funds raised by the Foundation, extensive upgrades at the Gordon Howe Complex have been completed. The new facilities now require an additional \$88.0 as a transfer to the civic buildings comprehensive maintenance reserve in order to preserve the upgrades to the track, bleachers, and Speed Skating Oval, along with an additional \$15.0 in operating costs for ongoing maintenance and utilities.

Other Significant Item(s):

- Outdoor Sport Fields in which a rental fee is charged (baseball diamonds, soccer pitches, etc.) receive an above basic service level in order to enhance the quality of the field (increased maintenance, watering, shale, etc.) for users. In order to maintain the above basic service levels an increase in maintenance/operating costs of \$30.4 due to inflation are reflected in the 2019 budget.



- Staff decreases of \$34.1 (0.5 FTE) and \$11.6 (0.25 FTE) is the result of the transfer of a Clerk 10 position and a Recreation Technician 8 position to Community Partnerships, to reflect the area where services are provided.

Summary of Capital Investments

Funded Capital Projects		2019	2020	2021	2022	2023
P1578	CY-SILVERWOOD INDUSTRIAL AREA PARK	340.0	0.0	1,880.0	0.0	0.0
P1664	CY-GORDON HOWE COMPLEX UPGRADES	5,000.0	0.0	0.0	0.0	0.0
P2102	CY-SPORTFIELD DEVELOPMENT & IMPROVEMENTS	110.0	350.0	0.0	110.0	0.0
Total		5,450.0	350.0	1,880.0	110.0	0.0

Unfunded Capital Projects		2019	2020	2021	2022	2023
P2102	CY-SPORTFIELD DEVELOPMENT & IMPROVEMENTS	100.0	0.0	0.0	0.0	0.0
Total		100.0	0.0	0.0	0.0	0.0

Project 1578 – Silverwood Industrial Area Park project includes \$340.0 for the redesign and relocation of the allotment gardens to support the development and use of softball fields beginning in 2021. Park infrastructure will be shared and as such, savings associated with the future design and construction costs. This project is funded from the Industrial Parks and Rec Levy, which is contingent on the approval of an exception to City Council Policy No. C03 011, Parks and Recreation Levy, which identifies levies collected from industrial properties may be used for multi-district parks, boulevard trees, and recreation facilities.

Project 1664 - Gordon Howe Complex Upgrades project includes the major redevelopment of amenities located at the Gordon Howe Complex. Construction is anticipated to total \$42.0 million. Friends of the Bowl Foundation will fund \$36.0 million with the City requested to fund \$6.0 million. Approvals for \$37.0 million were obtained in 2018; the 2019 budget request is for the remaining \$5.0 million City contribution. This contribution will be paid out \$1.25 million in 2019 through 2022 as part of the Recreation and Parks Funding Plan.

Project 2102 - Sport Field Development & Improvements includes beginning to convert fields from torpedo sand to shale and the conversion of the Father Basil Markle Tennis court facility to a Pickleball only complex. The Pickleball complex is contingent on the approval of the operating contribution to the Recreation, Sport, Culture & Parks Partnership Reserve, which would then be allocated to partially fund this project.

Future Operating Impacts of Current Year's Capital Projects

There are no future operating impacts from the 2019 projects.



Parks Maintenance & Design

Overview

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

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

2017 Budget to Actual Variance Explanation:

In 2017 Parks Maintenance and Design had a \$722.9 unfavorable variance from budget. This was mostly a result of additional irrigation water required due to lower than normal rainfall.

Summary of Operating Changes

Operating Budget:	2017 Actuals	2017 Budget	2018 Budget	2019 Budget	Dollar Change	% Change
Revenue	(3.5)	(3.6)	0.0	(3.6)	(3.6)	0.0%
Province of Saskatchewan	(146.1)	(146.1)	(146.1)	(146.1)	0.0	0.0%
Staff Compensation	8,027.0	7,407.0	7,716.2	8,330.9	614.7	8.0%
Operating Cost	6,396.8	6,277.7	6,569.0	6,929.2	360.2	5.5%
Debt Charges	181.0	181.0	34.0	0.0	(34.0)	-100.0%
Cost Recovery	(1,406.2)	(1,389.9)	(1,395.9)	(1,476.2)	(80.3)	5.8%
Capital Contribution	1,099.8	1,099.8	1,267.2	1,218.3	(48.9)	-3.9%
Transfer to/from Reserves	(8.2)	(8.2)	(8.2)	(8.2)	0.0	0.0%
Total	14,140.6	13,417.7	14,036.2	14,844.3	808.1	5.8%

Staff Complement	2018	2019	Difference
Full Time Equivalents	124.34	127.75	3.41

Summary of Budget Changes

Service Line	Revenue Change			Expenditure Change				2019 Budget	Net 2019 Budget
	2018 Base	Change	2019 Budget	2018 Base	Base Adj	Growth & Cont Impr	Service Level		
Parks Maintenance & Design	(146.1)	(3.6)	(149.7)	14,182.3	584.7	227.0	0.0	14,994.0	14,844.3

Growth:

- As the City expands and more parks and open green space areas are added, additional funding is required to maintain service levels. In 2019, 69 hectares of new green space will be added and the budget has been increased by \$232.7 which includes the addition of 3.06 FTEs for maintenance staff and water costs. This is required to maintain the growing park areas.

Capital Contribution:

- An increase of \$19.1 to the Parks Infrastructure Reserve, based on the Consumer Price Index, is in compliance with the Capital Reserve Bylaw.



- The \$80.0 capital contribution to the Psyllid Impacted Tree Removal/Replanting project (P1669) in 2018 was one-time funding achieved through a reallocation of operating costs that were not needed in 2018, due to the temporary closure of the Conservatory. In 2019 the operating costs have been reinstated and the capital contribution removed.
- An increase of \$12.0 to the Parks Equipment Acquisition Reserve is required for equipment to haul away the piles of ice shavings from the grounds of the indoor rinks, and it cross charged to that program, recovered through fees.

Other Significant Item(s):

- As a result of increased utility rates, specifically water used for the irrigation of park spaces, operating costs have increased by \$226.2.
- \$27.0 is included for additional costs to remove the accumulation of ice shavings from the grounds at the indoor rinks, and is cross charged to that program, recovered through fees. \$27.5 (0.35 FTE) for a Park Technician 14 position has been added through an equal reduction in contract work, allowing for improved scheduling and standardization of work performed.
- The final repayment of the productivity improvement loan taken out in 2013 for completion of the Automated Irrigation System project (P1630) has resulted in a \$34.0 reduction in debt repayment.

Summary of Capital Investments

Funded Capital Projects		2019	2020	2021	2022	2023
P0901	CY-PARK UPGRADES, ENHANCEMENTS & REPAIRS	1,000.0	1,000.0	1,000.0	1,000.0	1,000.0
P1658	CY-PARKS NEW SATELLITE MTNC BLDG	250.0	0.0	20.0	250.0	0.0
P1670	CY-PARK DEVELOPMENT STANDARDS UPDATE	100.0	0.0	0.0	0.0	0.0
P1876	AF-TENNIS COURT-ACRYLIC SURFACE	50.0	0.0	50.0	0.0	50.0
Total		1,400.0	1,000.0	1,070.0	1,250.0	1,050.0

Unfunded Capital Projects		2019	2020	2021	2022	2023
P1938	AF-PLAY STRUCTURE UPGRDE AND REPL	675.0	675.0	675.0	675.0	675.0
P1939	AF-PADDLING/SPRAY POOL REPLACEMENTS	800.0	0.0	800.0	0.0	800.0
P1940	AF-GREENHOUSE REPLACEMENT	150.0	1,350.0	0.0	0.0	0.0
Total		1,625.0	2,025.0	1,475.0	675.0	1,475.0

2019 Parks Maintenance and Design Capital Investments include four funded projects totaling \$1.4 million.

Project 0901 - Park Upgrades, Enhancements & Repairs is funded from the Infrastructure – Parks Reserve. The projects planned for 2019 include pathway, drainage and irrigation upgrades and repairs.

Project 1658 New Satellite Maintenance Building - in the Brighton neighbourhood is funded from the Parks and Recreation Levy and is a continuation of the initiative to locate maintenance facilities and equipment closer to parks in new neighbourhoods, resulting in reduced travel time and more effective use of staff resources.

Project 1670 Park Development Standards Update - is funded from the Parks and Recreation Levy and will revise the standards, aligning the community with need and best practices.

Project 1876 Tennis Court-Acrylic Surface - is funded from the Civic Building Comprehensive Maintenance Reserve and allows for the reapplication of the acrylic protective coating on courts to prevent deterioration of the asphalt base and reapplication of court lines.

Unfunded projects total \$1.625 million and includes the replacement of wooden play structures, paddling pools that are approaching the end of their useful life, and the design of a new greenhouse. As part of the 2019 Business Plan options



that will be considered by City Council; an allocation to the City's Building Better Parks program has been presented. If approved, this allocation will be utilized to improve the condition of park assets including the replacement of these items.

Future Operating Impact of Current Year's Capital Projects

Parks New Satellite Maintenance Building to be constructed in the Brighton neighbourhood (Project 1658) will require \$15.2 for maintenance in 2020.

Future Operating Budget Impacts of 2019 Capital Projects

Project	2019	2020	2021	2022	2023
P1658 CY-PARKS NEW SATELLITE MTNC BLDG	0.0	15.2	0.0	0.0	0.0
Total	0.0	15.2	0.0	0.0	0.0



Playground & Recreation Areas

Overview

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

2017 Budget to Actual Variance Explanation:

In 2017 Playgrounds & Recreation areas had no significant variance from budget.

Summary of Operating Changes

Operating Budget:	2017 Actuals	2017 Budget	2018 Budget	2019 Budget	Dollar Change	% Change
Staff Compensation	799.5	811.0	784.1	847.8	63.7	8.1%
Operating Cost	74.4	76.4	73.3	79.3	6.0	8.2%
Total	873.9	887.4	857.4	927.1	69.7	8.1%

Staff Complement	2018	2019	Difference
Full Time Equivalents	17.52	18.51	0.99

Summary of Budget Changes

Service Line	Revenue Change			Expenditure Change				Net	
	2018 Base	Change	2019 Budget	2018 Base	Base Adj	Growth & Cont Impr	Service Level	2019 Budget	2019 Budget
Playground & Recreation Areas	0.0	0.0	0.0	857.4	29.8	39.9	0.0	927.1	927.1

Growth:

- Staff increases \$38.1 (0.99 FTEs) for summer Recreation Program Leaders, along with an increase to program supplies of \$1.8, are required to run the playground program operating in the Hampton, Evergreen and Rosewood neighbourhoods.

Summary of Capital Investments

There are no capital investments for Playground & Recreation Areas.



Program Research & Design

Overview

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

2017 Budget to Actual Variance Explanation:

In 2017 Program Research and Design had no significant variance from budget.

Summary of Operating Changes

Operating Budget:	2017 Actuals	2017 Budget	2018 Budget	2019 Budget	Dollar Change	% Change
Staff Compensation	175.2	175.1	175.1	179.4	4.3	2.5%
Operating Cost	50.7	63.8	63.8	61.9	(1.9)	-3.0%
Total	225.9	238.9	238.9	241.3	2.4	1.0%

Staff Complement	2018	2019	Difference
Full Time Equivalents	2.00	2.00	0.00

Summary of Budget Changes

Service Line	Revenue Change			Expenditure Change				Net	
	2018 Base	Change	2019 Budget	2018 Base	Base Adj	Growth & Cont Impr	Service Level	2019 Budget	2019 Budget
Program Research & Design	0.0	0.0	0.0	238.9	2.4	0.0	0.0	241.3	241.3

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

Summary of Capital Investments

There are no capital investments in Program Research & Design.



Leisure Centres - Program

Overview

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

2017 Budget to Actual Variance Explanation:

In 2017 Leisure Centres - Program had a \$675.1 unfavorable variance from budget. This was primarily the result of actual revenues from paid admissions not achieving budgeted revenues in the Leisure Centres and is consistent with historical trends.

Summary of Operating Changes

Operating Budget:	2017 Actuals	2017 Budget	2018 Budget	2019 Budget	Dollar Change	% Change
Revenue	(6,053.6)	(6,618.4)	(6,644.8)	(6,605.1)	39.7	-0.6%
Staff Compensation	5,595.0	5,208.0	5,371.8	5,521.1	149.3	2.8%
Operating Cost	5,260.8	5,537.5	5,823.4	6,141.0	317.6	5.5%
Capital Contribution	8.3	8.3	8.3	8.3	0.0	0.0%
Total	4,810.5	4,135.4	4,558.7	5,065.3	506.6	11.1%

Staff Complement	2018	2019	Difference
Full Time Equivalents	79.69	79.69	0.00

Summary of Budget Changes

Service Line	Revenue Change			Expenditure Change				Net	
	2018 Base	Change	2019 Budget	2018 Base	Base Adj	Growth & Cont Impr	Service Level	2019 Budget	2019 Budget
Leisure Centres - Program	(6,644.8)	39.7	(6,605.1)	11,203.5	466.9	0.0	0.0	11,670.4	5,065.3

Revenue Change:

- Program revenue is anticipated to decrease by \$39.7. This is comprised of an increase in paid admission revenue of \$257.1 due to a planned increase in the LeisureCard rate, offset by a \$413.1 decrease in volumes required to bring the paid admission budget in line with actual program trends. Also included an increase in registration revenue of \$18.0, primarily due to increased rates, increased usage of the Leisure Access program amounting to \$86.0 and school admissions of \$12.3. The offsetting cost of the Leisure Access program appears under the Community Investments & Supports service line.

Other Significant Item(s):

- The internal costs for facility space to run programs is set to increase by \$318.4 due to an increase in rental rates and number of program hours. This cost is offset by revenues in Leisure Centres – Rentals and is an allocation of operating costs related to running revenue-generating programs.



Summary of Capital Investments

Funded Capital Projects		2019	2020	2021	2022	2023
P2606	CY-INDOOR CHILDREN'S PLAYGROUND AND ACCESSIBILITY UPGRADES TO INDOOR POOLS	0.0	0.0	0.0	1,000.0	0.0
Total		0.0	0.0	0.0	1,000.0	0.0

Unfunded Capital Projects		2019	2020	2021	2022	2023
P2606	CY-INDOOR CHILDREN'S PLAYGROUND AND ACCESSIBILITY UPGRADES TO INDOOR POOLS	120.0	0.0	0.0	0.0	0.0
Total		120.0	0.0	0.0	0.0	0.0

Project 2606 provides for an Indoor Children's Playground, the need for which was identified as a priority in the Recreation & Parks Master Plan. The development of the playground is contingent on the approval of the operating contribution to the Recreation, Sport, Culture & Parks Partnership Reserve, which would then be allocated to fund this project.

Future Operating Impacts of Current Year's Capital Projects

\$7.9 will be required in 2020 for cleaning and maintenance of the Playground.

Future Operating Budget Impacts of 2019 Capital Projects

Project	2019	2020	2021	2022	2023
P2606 CY-INDOOR CHILDREN'S PLAYGROUND AND ACCESSIBILITY UPGRADES TO INDOOR POOLS	0.0	7.9	0.0	0.0	0.0
Total	0.0	7.9	0.0	0.0	0.0



Leisure Centres - Rentals

Overview

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

2017 Budget to Actual Variance Explanation:

In 2017 Leisure Centres - Rentals had a \$178.4 favorable variance from budget. This was primarily due to lower electrical and gas consumption at Lakewood Civic Centre and Shaw Centre Leisure Centres due to the installation of combined heat and power units.

Summary of Operating Changes

Operating Budget:	2017 Actuals	2017 Budget	2018 Budget	2019 Budget	Dollar Change	% Change
Revenue	(6,209.3)	(6,356.6)	(6,537.3)	(6,915.4)	(378.1)	5.8%
Staff Compensation	1,471.4	1,441.6	1,430.7	1,468.7	38.0	2.7%
Operating Cost	8,631.9	8,981.3	9,245.1	9,358.4	113.3	1.2%
Debt Charges	108.6	108.5	108.5	108.5	0.0	0.0%
Cost Recovery	(184.3)	(178.1)	(180.3)	(184.5)	(4.2)	2.3%
Capital Contribution	214.2	214.2	234.2	234.2	0.0	0.0%
Total	4,032.5	4,210.9	4,300.9	4,069.9	(231.0)	-5.4%

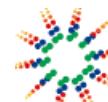
Staff Complement	2018	2019	Difference
Full Time Equivalents	18.14	18.14	0.00

Summary of Budget Changes

Service Line	Revenue Change			Expenditure Change				Net	
	2018 Base	Change	2019 Budget	2018 Base	Base Adj	Growth & Cont Impr	Service Level	2019 Budget	2019 Budget
Leisure Centres - Rentals	(6,537.3)	(378.1)	(6,915.4)	10,838.2	147.1	0.0	0.0	10,985.3	4,069.9

Revenue Change:

- Internal rental revenue is anticipated to increase by \$321.9. \$162.8 of this is due to increased rental rates and the remaining \$159.1 is due to an increase in the number of program hours. This is a charge for space allocated for programs and is offset by an expense reported under Leisure Centres – Programs.
- Revenues from hourly rentals are due to increased rates of \$46.6 partially offset by a decrease in volume of \$6.6. Lease revenue from external renters increased \$13.1 and concession leases \$9.5, due to the changes to existing contracts.
- Other smaller adjustments include a decrease in lockers rental of \$4.7 and Terry Fox Track admission decreased by \$1.7.



Other Significant Item(s):

- Utility rates relating to water, wastewater and electricity have resulted in an increase in operating costs of \$87.9, partially offset by a reduction in budgeted consumption of \$154.1 based on identified sustainable efficiencies. Preventative maintenance and custodial service charges related to rising material and salary costs are increasing by \$164.0 to continue to meet current service levels. The allocation of corporate insurance has increased by \$19.9.

Summary of Capital Investments

Funded Capital Projects	2019	2020	2021	2022	2023
P0706 CY-LEIS SERV-FACILITY EQUIP REPL	230.0	125.0	235.0	125.0	125.0
Total	230.0	125.0	235.0	125.0	125.0

Leisure Centres require specialized program and fitness equipment to be replaced on a planned basis once the equipment reaches the end of its useful life. The type of equipment being replaced under Capital Project 706 is for fitness equipment and other recreational equipment (e.g. treadmills, elliptical climbers). The 2019 capital project also includes the replacement of the ice resurfacing machine at Gordie Howe Kinsmen Arena.

Future Operating Impacts of Current Year's Capital Projects

There are no future operating impacts from 2019 capital projects.



Targeted Programming

Overview

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

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

This program also provides a skateboard program by providing facilities located within four district parks and one special use park. It also includes travelling skateboard leaders in the summer.

2017 Budget to Actual Variance Explanation:

In 2017 Targeted Programming had no significant variance from budget.

Summary of Operating Changes

Operating Budget:	2017 Actuals	2017 Budget	2018 Budget	2019 Budget	Dollar Change	% Change
Revenue	(16.6)	(10.4)	(10.4)	(10.4)	0.0	0.0%
Staff Compensation	392.7	390.3	391.7	402.5	10.8	2.8%
Operating Cost	170.7	198.5	206.0	207.4	1.4	0.7%
Total	546.8	578.4	587.3	599.5	12.2	2.1%

Staff Complement	2018	2019	Difference
Full Time Equivalents	6.52	6.52	0.00

Summary of Budget Changes

Service Line	Revenue Change			Expenditure Change				Net	
	2018 Base	Change	2019 Budget	2018 Base	Base Adj	Growth & Cont Impr	Service Level	2019 Budget	2019 Budget
Targeted Programming	(10.4)	0.0	(10.4)	597.7	12.2	0.0	0.0	609.9	599.5

There are no significant operating changes for Targeted Programming.

Summary of Capital Investments

There are no capital investments in Targeted Programming.



Albert Community Centre

Overview

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

2017 Budget to Actual Variance Explanation:

In 2017 Albert Community Centre had a \$68.9 favorable variance from budget. This was a result of increased community usage resulting in higher than anticipated rental revenues as well as reduced operating costs to maintain the building.

Summary of Operating Changes

Operating Budget:	2017 Actuals	2017 Budget	2018 Budget	2019 Budget	Dollar Change	% Change
Revenue	(190.8)	(157.3)	(157.3)	(190.8)	(33.5)	21.3%
Operating Cost	176.0	211.4	213.9	214.2	0.3	0.1%
Capital Contribution	24.5	24.5	25.0	50.0	25.0	100.0%
Total	9.7	78.6	81.6	73.4	(8.2)	-10.0%

Staff Complement	2018	2019	Difference
Full Time Equivalents	0.00	0.00	0.00

Summary of Budget Changes

Service Line	Revenue Change			Expenditure Change					Net
	2018 Base	Change	2019 Budget	2018 Base	Base Adj	Growth & Cont Impr	Service Level	2019 Budget	2019 Budget
Albert Community Centre	(157.3)	(33.5)	(190.8)	238.9	25.3	0.0	0.0	264.2	73.4

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

Summary of Capital Investments

Funded Capital Projects	2019	2020	2021	2022	2023
P0677 AF-ALBERT COMM CENTRE RENOS	100.0	75.0	75.0	75.0	75.0
Total	100.0	75.0	75.0	75.0	75.0

Project 0677 Albert Community Centre Renos has a \$100.0 contribution in order to improve roofing access improvements as well as building envelope renewal.

Future Operating Impact of Current Year's Capital Projects

There are no future operating impacts from 2019 Capital Projects.



Marr Residence

Overview

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

2017 Budget to Actual Variance Explanation:

In 2017 the Marr Residence had no significant variance from budget.

Summary of Operating Changes

Operating Budget:	2017 Actuals	2017 Budget	2018 Budget	2019 Budget	Dollar Change	% Change
Revenue	0.0	(0.5)	(0.5)	(0.5)	0.0	0.0%
Operating Cost	35.3	22.5	22.7	22.7	0.0	0.0%
Total	35.3	22.0	22.2	22.2	0.0	0.0%

Staff Complement	2018	2019	Difference
Full Time Equivalents	0.00	0.00	0.00

Summary of Budget Changes

Service Line	Revenue Change			Expenditure Change					Net
	2018 Base	Change	2019 Budget	2018 Base	Base Adj	Growth & Cont Impr	Service Level	2019 Budget	2019 Budget
Marr Residence	(0.5)	0.0	(0.5)	22.7	0.0	0.0	0.0	22.7	22.2

There are no significant operating changes for Marr Residence.

Summary of Capital Investments

There are no capital investments for Marr Residence.



River Landing

Overview

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

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

2017 Budget to Actual Variance Explanation:

In 2017 River Landing had no variance from budget as this program is fully cost recovered. In 2017 there was a \$388.3 reduced draw from the Reserve for Capital Expenditures (used to balance River Landing) due to reduced operating expenditure requirements as River Landing continues to develop.

Summary of Operating Changes

Operating Budget:	2017 Actuals	2017 Budget	2018 Budget	2019 Budget	Dollar Change	% Change
Revenue	(688.2)	(1,210.3)	(1,265.3)	(1,290.3)	(25.0)	2.0%
Staff Compensation	120.6	65.9	66.6	68.2	1.6	2.4%
Operating Cost	1,223.5	1,959.3	1,813.7	1,810.6	(3.1)	-0.2%
Debt Charges	188.7	327.8	327.8	327.8	0.0	0.0%
Cost Recovery	(53.6)	0.0	0.0	0.0	0.0	0.0%
Capital Contribution	126.9	73.3	73.3	73.3	0.0	0.0%
Transfer to/from Other Operating	(276.0)	(185.8)	(301.2)	(299.1)	2.1	-0.7%
Transfer to/from Reserves	(641.9)	(1,030.2)	(714.9)	(690.5)	24.4	-3.4%
Total	0.0	0.0	0.0	0.0	0.0	0.0%

Staff Complement	2018	2019	Difference
Full Time Equivalents	0.50	0.50	0.00

Summary of Budget Changes

Service Line	Revenue Change			Expenditure Change				2019 Budget	Net 2019 Budget
	2018 Base	Change	2019 Budget	2018 Base	Base Adj	Growth & Cont Impr	Service Level		
River Landing	(1,265.3)	(25.0)	(1,290.3)	1,265.3	25.0	0.0	0.0	1,290.3	0.0

Revenue Change:

- The River Landing service line has a \$25.0 increase in parking meter revenues due to increased usage of the services provided within River Landing. This revenue increase reduces the Reserve for Capital Expenditure contribution required to support the program in 2019.



Summary of Capital Investments

Funded Capital Projects		2019	2020	2021	2022	2023
P2623	CP-RIVER LANDING SMALL ASSET REPLACEMENTS	225.0	0.0	0.0	0.0	0.0
Total		225.0	0.0	0.0	0.0	0.0

Project 2623 for \$225.0 is scheduled to replace small assets contained within the River Landing area that have exceeded their useful life.

Future Operating Impact of Current Year's Capital Projects

There are no future operating impacts from 2019 Capital Projects.



Operating Budget
\$49.9 million

Capital Budget
\$1.8 million



STRATEGIC GOAL:



Quality of Life

Service Lines

Emergency Measures

Fire Services

Service Outcomes

- To provide emergency planning and 24-hour emergency response services within the City of Saskatoon and surrounding municipalities covered by service agreements in order to protect citizens, reduce the loss of life, and limit property damage.
- To provide public education and fire prevention services, including fire investigations, with the goal of increasing the level of safety and security in the community.
- To provide a major role in the delivery of pre-hospital care to the citizens of Saskatoon.
- To provide protective services outlined in *The Fire Safety Act*, *The Emergency Planning Act*, *The Cities Act*, and *Saskatoon Fire and Protective Services Bylaw 7990*.

At A Glance

- 14,087 emergency and non-emergency calls required crews to respond, not including inspection activity or community engagement events.
- 5,373 inspections and re-inspections by the Fire Prevention division.
- 2,706 complaints received.
- 924 events attended, 25,000 people seen, by Community Relations division.
- 884 total enforcements were followed through by Fire Prevention division.
- 335 staff within the Operations, Administration, Prevention, Community Relations, Staff Development and Safety, Emergency Planning, and Support divisions.



- 230 fire investigations.
- 24 students in Grades 9, 10 and 11 from 5 high schools participated in the F.I.R.E. Cadet Program, an eight-week fire training program.
- 12 front-line engines, 2 rescue trucks, 2 aerials, 3 brush trucks, 2 water tankers, hazmat response unit, decontamination unit, and water rescue fleet are operated out of 9 fire stations.
- 3 graduates from the F.I.R.E Cadet Program were employed with the Saskatoon Fire Department during July and August for property maintenance, fire prevention initiatives, and community relations events.

City Council Strategic Priority Areas Supported by this Business Line

Community Safety and Wellbeing

- Remembering When Program.
- Lift Assists.

Reconciliation, Inclusion, and Diversity

- F.I.R.E Cadet Program.
- Adjust recruitment qualifications to be more attainable to represent the community we serve.
- Set target hiring performance measures.

Core Services

- Fire Station Placement.
- Emergency Response Time and Mapping.

Regional Planning

- Training Facility.
- Fire Service Agreements.

Performance Measures

Measures	Target	2014	2015	2016	2017	2018 Projected	Year Over Year Progress	Long Term Progress
Fire Response Time	≈90% (6.2 mins)	83%	80%	81%	80%	80%	Neutral	Neutral
Representative Workforce	Aboriginal 7%	3.4%	3.9%	4.0%	4.2%	4.4%	Neutral	Neutral
	Visible Minority 4.0%	1.5%	1.8%	1.8%	2.1%	2.1%	Neutral	
	People with Disabilities 1.5%	1.2%	1.2%	0.9%	0.6%	0.9%	Neutral	
	Women 15.0%	8.6%	8.80%	8.1%	9.9%	10.0%	Neutral	
*Note: The Representative Workforce numbers highlighted above include all Saskatoon Fire Department Employees.								



Strategic Outcomes and 2019 Actions

Our workforce is representative of the local population.

- The Saskatoon Fire Department (SFD) is working with internal and external stakeholders to have a workforce that is reflective of our community.

The well-being of citizens is a shared responsibility and our community is safe.

- SFD Community Relations staff and firefighting divisions provide community based programs focused on well-being and safety. These programs are expanding to target youth, seniors, and those with intellectual disabilities.
- A Corporate Committee working on a Strategic Facilities Plan is reviewing the current emergent and non-emergent service to the citizens of Saskatoon. This review encompasses current fire station locations with future growth of fire stations.



Operating Summary

	2017 Actual	2017 Budget	2018 Budget	2019 Budget				
				000's			Dollar	
				Revenue	Exp/Rec	Net	Change	% Change
Fire Services	46,373.8	46,588.0	47,724.2	(973.4)	50,430.9	49,457.5	1,733.3	3.6%
Emergency Measures	345.2	421.0	424.4	(22.5)	441.8	419.3	(5.1)	-1.2%
Total	46,719.0	47,009.0	48,148.6	(995.9)	50,872.7	49,876.8	1,728.2	3.6%

Staff Complement	2018	2019	Difference
Full Time Equivalents	336.00	337.00	1.00

Summary of Budget Changes

	Revenue Change			Expenditure Change					Net
			2019			Growth &	Service	2019	
Service Line	2018 Base	Change	Budget	2018 Base	Base Adj	Cont Impr	Level	Budget	Budget
Fire Services	(963.4)	(10.0)	(973.4)	48,687.6	1,597.3	146.0	0.0	50,430.9	49,457.5
Emergency Measures	0.0	(22.5)	(22.5)	424.4	17.4	0.0	0.0	441.8	419.3
Total	(963.4)	(32.5)	(995.9)	49,112.0	1,614.7	146.0	0.0	50,872.7	49,876.8

Summary of Funded Capital Investments

Service Line	2019	2020	2021	2022	2023
Fire Services	1,790.0	2,970.0	1,310.0	1,315.0	1,110.0
Emergency Measures	0.0	0.0	0.0	0.0	0.0
Total	1,790.0	2,970.0	1,310.0	1,315.0	1,110.0

Financing for Funded Capital Investments

Funding Source	2019	2020	2021	2022	2023
FIRE APPARATUS	855.0	2,330.0	855.0	855.0	670.0
FIRE SMALL EQUIPMENT REPL RESERVE	230.0	365.0	210.0	185.0	215.0
FIRE UNIFORMS RESERVE	255.0	275.0	245.0	275.0	225.0
FIRE - CAPITAL RESERVE	450.0	0.0	0.0	0.0	0.0
Total	1,790.0	2,970.0	1,310.0	1,315.0	1,110.0
Unfunded	0.0	1,400.0	3,600.0	0.0	0.0

Future Operating Budget Impacts of 2019 Capital Projects

Service Line	2019	2020	2021	2022	2023
P2504 FIRE-NEW EQUIPMENT	0.0	14.6	0.0	0.0	0.0
P2508 FIRE-FIRE STATION NO. 5 REPLACEMENT	0.0	0.0	0.0	0.0	0.0
P2597 FIRE- HARDWARE AND TECHNOLOGY UPGRADES	0.0	20.0	0.0	0.0	0.0
Total	0.0	34.6	0.0	0.0	0.0



Fire Services

Overview

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

Extensive fire prevention, education, enforcement, and safety programs, such as fall prevention, lift assists, and needle pickups, provides community-based, customer-focused service protecting the public, supporting economic development, and providing a safe and comfortable environment for the citizens of Saskatoon and surrounding areas.

2017 Budget to Actual Variance Explanation:

In 2017 Fire Services had a \$214.2 favorable variance from budget. This was primarily due to the revision of the hiring process which extended the start date of the 2017 fire recruitment class.

Summary of Operating Changes

Operating Budget:	2017 Actuals	2017 Budget	2018 Budget	2019 Budget	Dollar Change	% Change
	0.0	0.0	0.0	(417.6)	(417.6)	0.0%
Revenue	(758.0)	(963.4)	(963.4)	(555.8)	407.6	-42.3%
Province of Saskatchewan	0.0	(95.7)	0.0	0.0	0.0	0.0%
Staff Compensation	41,967.1	42,384.5	42,956.4	44,464.5	1,508.1	3.5%
Operating Cost	3,815.5	3,911.1	4,072.7	4,197.9	125.2	3.1%
Cost Recovery	(12.3)	(10.0)	(10.0)	0.0	10.0	-100.0%
Capital Contribution	1,353.5	1,353.5	1,659.4	1,759.4	100.0	6.0%
Transfer to/from Reserves	8.0	8.0	9.1	9.1	0.0	0.0%
Total	46,373.8	46,588.0	47,724.2	49,457.5	1,733.3	3.6%

Staff Complement	2018	2019	Difference
Full Time Equivalents	333.00	334.00	1.00

Summary of Budget Changes

Service Line	Revenue Change			Expenditure Change				2019 Budget	Net 2019 Budget
	2018 Base	Change	2019 Budget	2018 Base	Base Adj	Growth & Cont Impr	Service Level		
Fire Services	(963.4)	(10.0)	(973.4)	48,687.6	1,597.3	146.0	0.0	50,430.9	49,457.5

Growth:

- An increase of \$81.0 (1.0 FTE) is included for a Fire Inspector. This position conducts building inspections and is required to meet the mandated inspection schedule, endorsed with approval of recommendations contained in the 2017 Fire Services Service Level Report.
- Fire Station No. 3 was replaced in 2018. \$40.0 in increased contributions is required to the Civic Buildings Building Comprehensive Maintenance Reserve to ensure appropriate levels of maintenance over the life of the building.
- The contribution to the Fire Uniforms Reserve has increased \$25.0, the final year of a two year phase-in, needed to satisfy the National Fire Protection Association recommendation for a second set of turnout gear.



Capital Contribution:

- Due to increasing costs, the contribution to the Fire Apparatus Reserve has increased by \$75.0. This reserve is used to fund the replacement of large fire apparatus. The cost of apparatus has increased by approximately 30%, primarily due to the decrease in the value of the Canadian Dollar in relation to the U. S. Dollar. This is the second year of a five year phase-in.

Summary of Capital Investments

Funded Capital Projects		2019	2020	2021	2022	2023
P0582	FIRE-EQUIPMENT & SMALL VEHICLE REPLACEMENT	230.0	365.0	210.0	185.0	215.0
P1914	FIRE - NEW FIRE STATIONS & REPLACEMENTS	250.0	0.0	0.0	0.0	0.0
P2379	FIRE-MAJOR APPARATUS REPLACEMENT	855.0	2,330.0	855.0	855.0	670.0
P2504	FIRE-NEW EQUIPMENT	100.0	0.0	0.0	0.0	0.0
P2509	FIRE-UNIFORMS	255.0	275.0	245.0	275.0	225.0
P2597	FIRE- HARDWARE AND TECHNOLOGY UPGRADES	100.0	0.0	0.0	0.0	0.0
Total		1,790.0	2,970.0	1,310.0	1,315.0	1,110.0

Unfunded Capital Projects		2019	2020	2021	2022	2023
P2525	FIRE-REGIONAL TRAINING FACILITY	0.0	1,400.0	3,600.0	0.0	0.0
Total		0.0	1,400.0	3,600.0	0.0	0.0

The 2019 Fire Services Capital Investments includes six funded projects.

Three projects totaling \$1,340.0 are funded from existing Reserves and are for the replacement of fire apparatus, support vehicles, equipment and uniforms.

New equipment totaling \$100.0, funded from the Fire Capital Reserves, includes full-face underwater breathing apparatus, surface water suits for all front line pumpers, smoke curtains and pelican lights.

Strategic Facility Planning totaling \$250.0, funded from the Fire Capital Reserve, will produce a comprehensive plan prioritizing fire station replacements, relocations and recommend locations for new Fire Stations, aligned with the growth plan to 500,000.

Hardware and Technology Upgrades of \$100.0 will allow for the upgrading of computers and software.

Future Operating Impacts of Current Year's Capital Projects

Future operating impacts of \$34.6 is required to provide for the methodical upgrading of computer equipment and software, and future replacement of new equipment when it reaches the end of its lifecycle.

Future Operating Budget Impacts of 2019 Capital Projects

Project	2019	2020	2021	2022	2023
P2504 FIRE-NEW EQUIPMENT	0.0	14.6	0.0	0.0	0.0
P2508 FIRE-FIRE STATION NO. 5 REPLACEMENT	0.0	0.0	0.0	0.0	0.0
P2597 FIRE- HARDWARE AND TECHNOLOGY UPGRADES	0.0	20.0	0.0	0.0	0.0
Total	0.0	34.6	0.0	0.0	0.0



Emergency Measures

Overview

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

2017 Budget to Actual Variance Explanation:

In 2017 Emergency Measures had a \$75.8 favorable variance from budget. This was primarily due to a temporary vacancy in the Director of Emergency Planning position.

Summary of Operating Changes

Operating Budget:	2017 Actuals	2017 Budget	2018 Budget	2019 Budget	Dollar Change	% Change
Revenue	0.0	0.0	0.0	(22.5)	(22.5)	0.0%
Staff Compensation	314.6	349.9	353.3	348.2	(5.1)	-1.4%
Operating Cost	68.9	93.6	93.6	93.6	0.0	0.0%
Cost Recovery	(38.3)	(22.5)	(22.5)	0.0	22.5	-100.0%
Total	345.2	421.0	424.4	419.3	(5.1)	-1.2%

Staff Complement	2018	2019	Difference
Full Time Equivalents	3.00	3.00	0.00

Summary of Budget Changes

Service Line	Revenue Change			Expenditure Change					Net
	2018 Base	Change	2019 Budget	2018 Base	Base Adj	Growth & Cont Impr	Service Level	2019 Budget	2019 Budget
Emergency Measures	0.0	(22.5)	(22.5)	424.4	17.4	0.0	0.0	441.8	419.3

There are no significant operating changes in Emergency Measures.

Summary of Capital Investments

There are no capital investments for Emergency Measures.





Operating Budget
\$11.1 million

Capital Budget
\$22.2 million



STRATEGIC GOAL:



Asset & Financial Sustainability

Service Lines

City-Owned
Property - Land

Facilities
Management

Fleet Services

Service Outcomes

- To provide management services for the Corporation's extensive facilities and fleet in support of all civic programs and departments.
- To provide building operations and maintenance services for leisure facilities, fire halls, transit buildings, offices, libraries, Police Headquarters, Remail Modern Art Gallery, and associated services for TCU Place and SaskTel Centre.
- To provide fleet management services for the Corporation's vehicles and equipment, including: purchasing, leasing, maintenance and repair, fuel distribution, and operator training.
- To provide oversight to ensure that all civic facilities and fleet assets are preserved, renewed, and optimized for longevity.
- To provide management and maintenance of the corporate radio communication infrastructure.

At A Glance

- 3.6 million liters of diesel/gasoline provided per year via six separate fueling stations.
- 410,820 square meters of building area managed.
- 149,868 square meters of vehicle parking areas maintained and operated.
- 17,406 Facility Work Requests issued (average 70/working day).
- 9,300 assets maintained via the Comprehensive Maintenance Program.
- 8,530 Fleet Services Work Orders opened/completed.
- 5,727 park furnishings in 252 parks.



- 1,465 radios and related infrastructure valued at \$15.0 million.
- 1,050 active vehicles and equipment with a book value of \$97.3 million.
- 365 buildings valued at \$1.7 billion with contents valued at \$123.9 million.
- 230 play structures valued at \$9.0 million.
- 64 in-car camera's and recorders for Saskatoon Police Service; maintain radar units in all patrol vehicles.
- 55 user groups supported by Fleet Services within the Corporation.
- 31 paddling pools, 22 spray parks, and 8 pools.
- 4 automated licence plate readers currently maintained.

City Council Strategic Priority Areas Supported by this Business Line

Community Safety and Wellbeing

- Provide security in civic facilities.
- Ensure that park amenities are in good repair and safe.

Recreation, Culture, and Leisure

- Ensure that park amenities are in good repair.
- Ensure that Leisure facilities are clean and in good repair.

Core Services

- Maintenance and operations of City owned facilities.

Environmental Sustainability

- To explore opportunities with Energy Performance Contracting to identify and improve the efficient use of energy in civic facilities.
- Partner with Environmental and Corporate Initiatives on metering and measure the consumption of utilities in civic facilities.

Performance Measures

Measures	Target	2014	2015	2016	2017	2018 Projected	Year Over Year Progress	Long Term Progress
Key Civic Infrastructure Status	B Service Level	C	B	B	B	B	Neutral	On-Track
Overall Satisfaction with Civic Services	≥ 90%	83%	81%	86%	87%	88%	Improvement	On-Track
Reduce the City of Saskatoon's greenhouse gas emissions	≥40% from 2014 levels by 2023 and 80% below 2014 levels by 2050	Baseline	N/A	Pending	Pending	N/A	Neutral	Needs Improvement



Strategic Outcomes and 2019 Actions

Key civic infrastructure assets are maintained and funded to minimize total life cycle costs.

- Adopt and maintain Asset Management Plans for key civic infrastructure.
- Establish funding plans to meet the approved Asset Management Plans.

Recreation and cultural facilities are accessible, physically and financially, and meet community needs.

- Implement the Recreation and Parks Facilities Game Plan.
- Continue to refine and implement parks and recreation facilities asset management plan.

The well-being of citizens is a shared responsibility and our community is safe.

- Continue to develop a coordinated approach to neighborhood safety, property maintenance, and bylaw compliance.
- Develop a proactive graffiti management program.

Effects of climate change on the civic services are proactively addressed.

- Adopt a high performance civic building policy.
- Establish an environmental sustainability strategy for civic fleet including asset utilization and fleet efficiency.



Operating Summary

	2017 Actual	2017 Budget	2018 Budget	2019 Budget				
				000's			Dollar Change	% Change
				Revenue	Exp/Rec	Net		
Facilities Management	9,333.9	8,461.6	8,887.8	(72.5)	11,087.2	11,014.7	2,126.9	23.9%
Fleet Services	25.1	0.0	0.0	0.0	0.0	0.0	0.0	0.0%
City-Owned Property - Land	821.0	875.0	1,007.6	(500.5)	586.5	86.0	(921.6)	-91.5%
Total	10,180.0	9,336.6	9,895.4	(573.0)	11,673.7	11,100.7	1,205.3	12.2%

Staff Complement	2018	2019	Difference
Full Time Equivalents	241.91	245.89	3.98

Summary of Budget Changes

Service Line	Revenue Change			Expenditure Change					Net
	2018 Base	Change	2019 Budget	2018 Base	Base Adj	Growth & Cont Impr	Service Level	2019 Budget	2019 Budget
Facilities Management	(72.5)	0.0	(72.5)	8,960.3	1,480.6	646.3	0.0	11,087.2	11,014.7
Fleet Services	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
City-Owned Property - Land	(493.2)	(7.3)	(500.5)	1,500.8	(914.3)	0.0	0.0	586.5	86.0
Total	(565.7)	(7.3)	(573.0)	10,461.1	566.3	646.3	0.0	11,673.7	11,100.7

Summary of Funded Capital Investments

Service Line	2019	2020	2021	2022	2023
Facilities Management	14,730.0	15,686.0	13,205.0	12,485.0	12,595.0
Fleet Services	7,470.0	7,830.0	8,175.0	9,060.0	9,240.0
City-Owned Property - Land	0.0	0.0	0.0	0.0	0.0
Total	22,200.0	23,516.0	21,380.0	21,545.0	21,835.0

Financing for Funded Capital Investments

Funding Source	2019	2020	2021	2022	2023
CIVIC BLDGS COMPR MTNCE	8,411.0	9,000.0	9,420.0	9,700.0	9,700.0
CIVIC RADIO REPL & EXPN RESERVE	360.0	360.0	360.0	360.0	360.0
CORPORATE CAPITAL RESERVE	0.0	250.0	250.0	250.0	250.0
FACILITY SITE REPL RES	350.0	500.0	600.0	600.0	600.0
FUNDING PLAN CONTRIBUTION	5,000.0	5,000.0	2,000.0	1,000.0	1,000.0
GROUPS MAINTENANCE EQUIPMENT RES	400.0	375.0	375.0	375.0	375.0
PARKS GROUNDS MTCE EQUIP ACQ RES	230.0	255.0	255.0	255.0	255.0
SNOW & ICE MGT EQUIP ACQUISITION	0.0	400.0	330.0	0.0	400.0
TRUNKED RADIO SYS INFRAS REPL RES	484.0	476.0	475.0	475.0	585.0
TU - CAPITAL RESERVE	125.0	100.0	100.0	100.0	100.0
VEHICLE EQUIPMENT REPLACE RESERVE	6,840.0	6,800.0	7,215.0	8,430.0	8,210.0
Total	22,200.0	23,516.0	21,380.0	21,545.0	21,835.0
Unfunded	2,600.0	367.0	540.0	36,014.0	934.0



Facilities Management

Overview

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

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

2017 Budget to Actual Variance Explanation:

In 2017 Facilities Management had an \$872.4 unfavorable variance from budget. This was a result of unplanned maintenance on Civic pools, City Hall and Civic arenas due to aging infrastructure. The remodeling of capital programming is underway to address preventative maintenance planning and reduce these unforeseen maintenance requirements.

Summary of Operating Changes

Operating Budget:	2017 Actuals	2017 Budget	2018 Budget	2019 Budget	Dollar Change	% Change
Revenue	(63.3)	(72.3)	(72.5)	(72.5)	0.0	0.0%
Staff Compensation	13,624.5	13,275.7	13,763.1	14,622.7	859.6	6.2%
Operating Cost	18,348.1	20,882.7	20,286.1	21,919.7	1,633.6	8.1%
Debt Charges	71.2	71.2	71.2	71.2	0.0	0.0%
Cost Recovery	(31,449.1)	(34,747.1)	(34,326.4)	(35,559.7)	(1,233.3)	3.6%
Capital Contribution	8,802.6	9,051.4	9,166.3	10,033.3	867.0	9.5%
Total	9,334.0	8,461.6	8,887.8	11,014.7	2,126.9	23.9%

Staff Complement	2018	2019	Difference
Full Time Equivalents	183.71	187.69	3.98

Summary of Budget Changes

Service Line	Revenue Change			Expenditure Change				Net	
	2018 Base	Change	2019 Budget	2018 Base	Base Adj	Growth & Cont Impr	Service Level	2019 Budget	2019 Budget
Facilities Management	(72.5)	0.0	(72.5)	8,960.3	1,480.6	646.3	0.0	11,087.2	11,014.7

Growth:

- Various growth increases have been allocated for maintenance requirements due to capital impacts for additional playgrounds, spray parks and clubhouse for \$181.5, increase in Fire Hall #5 requirement of \$40.7, Children's Development Museum shared space for \$75.0 and newly acquired former Saskatchewan Transportation Company (STC) building for \$349.1 which is partially offset with a reduction in external lease costs in Transportation business line. Included in these growth dollar allocations are 3.98 FTEs increase for various pooled custodial and trades staff in order to maintain the increase in assets that Facilities Management maintains.



Capital Contribution:

- An increased contribution to the Civic Building Comprehensive Maintenance Reserve of \$867.0. This increase is made up of inflationary increases as required by the Capital Reserve Bylaw as well as continued phase-in increases. These contributions include newly acquired buildings such as the Remai Modern, the former STC building on King Street and the Rotary Park gazebo, in order to maintain assets at an acceptable level.

Other Significant Item(s):

- Base budget allocations of \$558.0 for internally owned buildings (Civic Square East) have been transferred from the City-Owned Property – Land service line to Facilities Management to manage and maintain the assets.

Not Included:

- Capital renewal needs have been identified at \$11.1 million for the Facility Site Replacement Reserve with an annual funding of \$790.9 is required. The current funding level of \$350.0 for 2019 creates a shortfall of \$440.9 in this reserve. Facilities Management, together with civic partners, will be developing a comprehensive rehabilitation priority schedule for a Corporate Asset Management Plan report forthcoming. Annual contributions are moving towards reducing the funding gap.

Summary of Capital Investments

Funded Capital Projects	2019	2020	2021	2022	2023
P0877 AF-TRUNKING RADIO INFRASTRUCTURE REPLACEMENT	484.0	476.0	475.0	475.0	585.0
P1135 AF-CIVIC BLDGS COMPREHENSIVE MAINTAINANCE PROGRAM	8,411.0	9,000.0	9,420.0	9,700.0	9,700.0
P1523 AF-TRUNKING RADIO REPLACEMENT	360.0	360.0	360.0	360.0	360.0
P1557 TU-OFFICE MOD'NS/FURNITURE REPL/ UPGRADES	125.0	100.0	100.0	100.0	100.0
P1949 AF-SERVICE SASKATOON - STAFFING ACCOMMODATION	5,000.0	5,250.0	2,250.0	1,250.0	1,250.0
P2180 AF-CIVIC FACILITY SITE MAINTENANCE	350.0	500.0	600.0	600.0	600.0
Total	14,730.0	15,686.0	13,205.0	12,485.0	12,595.0

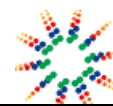
Unfunded Capital Projects	2019	2020	2021	2022	2023
P1135 AF-CIVIC BLDGS COMPREHENSIVE MAINTAINANCE PROGRAM	0.0	367.0	540.0	1,014.0	934.0
P1584 CIVIC OPERATIONS CENTRE	0.0	0.0	0.0	35,000.0	0.0
P2180 AF-CIVIC FACILITY SITE MAINTENANCE	1,500.0	0.0	0.0	0.0	0.0
P2296 AF-LIONS ARENA PARKING REDEVELOPMENT & SEWER UPGRADE	1,100.0	0.0	0.0	0.0	0.0
Total	2,600.0	367.0	540.0	36,014.0	934.0

The 2019 Facilities Management Capital Investments include six funded projects totaling \$14.7 million.

Three of these projects totaling \$8.9 million are geared towards maintaining existing corporate assets. The remainder of this investment expands and maintains the existing radio trunking system and addresses civic accommodation including Service Saskatoon considerations and corporate security.

Future Operating Impact of Current Year's Capital Projects

There are no future operating impacts from 2019 Capital Projects.



Fleet Services

Overview

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

2017 Budget to Actual Variance Explanation:

In 2017 Fleet Services had no significant variance from budget.

Summary of Operating Changes

Operating Budget:	2017 Actuals	2017 Budget	2018 Budget	2019 Budget	Dollar Change	% Change
Staff Compensation	5,020.1	4,933.6	5,001.8	5,127.7	125.9	2.5%
Operating Cost	13,865.0	11,055.6	11,056.3	11,503.1	446.8	4.0%
Cost Recovery	(25,688.4)	(21,706.9)	(23,195.1)	(23,972.4)	(777.3)	3.4%
Capital Contribution	6,828.4	5,717.7	7,137.0	7,341.6	204.6	2.9%
Total	25.1	0.0	0.0	0.0	0.0	0.0%

Staff Complement	2018	2019	Difference
Full Time Equivalents	58.20	58.20	0.00

Summary of Budget Changes

Service Line	Revenue Change			Expenditure Change					Net
	2018 Base	Change	2019 Budget	2018 Base	Base Adj	Growth & Cont Impr	Service Level	2019 Budget	2019 Budget
Fleet Services	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0

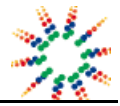
Other Significant Item(s):

- Basic inflationary increases to maintain the existing fleet are required within Fleet Services with an increase to the Vehicles and Equipment Replacement Reserve to support the City's fleet operations. These are offset by an increase in cost recoveries, as these increased costs are charged to operating divisions who utilize Fleet Services.

Summary of Capital Investments

Funded Capital Projects	2019	2020	2021	2022	2023
P0679 AF-GROUNDS MTNCE-EQUIPMENT REPL	400.0	375.0	375.0	375.0	375.0
P1356 AF-V&E ADD'L VEHICLES & EQUIPT	230.0	655.0	585.0	255.0	655.0
P1357 AF-V&E REPL'T VEHICLES & EQUIPT	6,840.0	6,800.0	7,215.0	8,430.0	8,210.0
Total	7,470.0	7,830.0	8,175.0	9,060.0	9,240.0

The 2019 Fleet Services Capital Investments include the purchase of additional and replacement fleet vehicles and equipment totaling \$7.5 million. This funding is required to replace units that are experiencing higher than normal maintenance and repair costs, excessive downtime, a loss in productivity, and/or have reached or passed their scheduled life spans.



Future Operating Impact of Current Year's Capital Projects

There are no future operating impacts from 2019 Capital Projects.



City-Owned Property - Land

Overview

This service line manages the leasing of accommodation space required by various civic departments from external sources. Also included is revenue generated from Civic Square East external tenants who are currently leasing space from the City.

2017 Budget to Actual Variance Explanation:

In 2017 City-Owned Property had a \$53.9 favorable variance from budget. This was a result of lower than anticipated Civic Square East maintenance costs which was partially offset by lower lease revenue due to a tenant exiting their lease space earlier than anticipated.

Summary of Operating Changes

Operating Budget:	2017 Actuals	2017 Budget	2018 Budget	2019 Budget	Dollar Change	% Change
Revenue	(534.2)	(590.3)	(493.2)	(500.5)	(7.3)	1.5%
Operating Cost	862.9	972.9	1,008.4	586.5	(421.9)	-41.8%
Capital Contribution	492.4	492.4	492.4	0.0	(492.4)	-100.0%
Total	821.1	875.0	1,007.6	86.0	(921.6)	-91.5%

Staff Complement	2018	2019	Difference
Full Time Equivalents	0.00	0.00	0.00

Summary of Budget Changes

Service Line	Revenue Change			Expenditure Change				Net	
	2018 Base	Change	2019 Budget	2018 Base	Base Adj	Growth & Cont Impr	Service Level	2019 Budget	2019 Budget
City-Owned Property - Land	(493.2)	(7.3)	(500.5)	1,500.8	(914.3)	0.0	0.0	586.5	86.0

Revenue Change:

- Revenue under City-Owned Property is increasing by \$7.3. This increase is due to market adjustments to leases from external tenants in Civic Square East.

Capital Contribution:

- Capital contributions of \$186.6, (which in prior years was used to self-balance the Corporate Projects service line), has been removed and offset with an equal amount in an operating transfer to capital (a zero impact on property taxes). The remaining \$305.8 in capital contributions has been transferred to the Financial Services service line. These adjustments allow for greater transparency on the programs actual expenditures.

Other Significant Item(s):

- Prior year figures for the City-Owned Property – Land service line have been restated in order to reflect the fact that City-Owned Property and associated revenues and expenses have been transferred to the Saskatoon Land service line. This restatement will provide more useful and comparable information when reviewing year over year budgets and is consistent with Internal Auditors suggestion to move toward segregated financial reporting for Saskatoon Land.
- A budget allocation of \$558.0 for internally owned buildings (Civic Square East) has been transferred from the City-Owned Property – Land service line to the Facilities Management service line, to manage and maintain the civic assets.



Summary of Capital Investments

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



Operating Budget
\$62.8 million

Capital Budget
\$1.8 million



STRATEGIC GOALS:



Asset & Financial Sustainability



Culture of Continuous Improvement

Service Lines

Assessment and Taxation	City Clerk's Office	City Manager's Office	City Solicitor's Office
Corporate Projects	Corporate Support	Debt Servicing	Financial Services
General Services	Legislative	Revenue Services	Service Saskatoon

Service Outcomes

- To provide governance and financial services which support the reliable delivery of programs and services to citizens, businesses, organizations, and other stakeholders.
- To provide essential leadership resulting in the alignment of organizational performance with the City's vision, mission, and strategic plan.
- To provide legislative oversight, ensure legal compliance, and implement strategic corporate programs in support of City Council and the Administration.
- To provide corporate financial leadership including the overall development and deployment of financial plans and strategies.
- To provide risk management services to ensure that significant risks are addressed in a positive, systematic, and productive way.
- To provide support for front-line staff, facilitate community engagement, and keep citizens informed.



At A Glance

- \$52.7 billion of assessed property in Saskatoon.
- \$35.1 billion of taxable property.
- \$477.6 million in the 2017 Civic Operating Budget (excluding utilities).
- \$261.9 million of projects in the 2017 Capital Budget.
- 73,000 parcels of land are managed in our GIS system, 5,000 devices, and 60 locations supported by Information Technology (IT).
- 14,209 submissions through online web forms for information and service requests.
- 3,970 permanent full-time, part-time, and job-share employees throughout the City.
- 3,659 full-time equivalent positions throughout the City.
- 19% of utility accounts are currently on eBill.
- 41 boards, commissions, and committees including four major tribunals and six pension boards.
- 18 Joint Occupational Health and Safety Committees.
- 12 unions and associations within the City's organizational structure.
- 11 elected officials including the Mayor and ten Councillors.

City Council Strategic Priority Areas Supported by this Business Line

Core Services

- Conducting Civic Service Reviews and Internal Process Reviews to ensure services are optimized and service levels defined.
- Leading and aligning the corporation in creating a culture of exceptional customer service in all departments and divisions.

Information Technology

- Leading and supporting business transformation to improve service to citizens and optimize internal operations.
- Utilizing modern technology to empower a new model of citizen service; changing how we deliver services and expand focus on four key pillars – Citizen Input, Staffing, Systems, and Standards.
- Contributing to the City's vision to be the best-managed city by providing IT leadership and reliable services necessary for a high performing organization.
- Leveraging technology to support innovation, with processes focused on continuous improvements in our core business functions ensuring optimal use of resources.

Reconciliation, Inclusion, and Diversity

- Establishing a Memorandum of Understanding with the Saskatchewan Indian Institute of Technologies (SIIT) and Gabriel Dumont Institute to assist with the recruitment efforts and training opportunities for the students to create a better quality of life for them and their families while living in Saskatoon.
- Building relationships with other Tribal Councils and Metis communities across Saskatchewan to include individuals and families as they relocate from rural First Nations and Metis settlements to the urban centre for educational, training and employment opportunities.



Performance Measures

Measures	Target	2014	2015	2016	2017	2018 Projected	Year Over Year Progress	Long Term Progress
Overall Satisfaction with Civic Services	= 90%	83%	81%	86%	87%	88%	Improvement	On-Track
Representative Workforce	Aboriginal 9.3%	8.4%	8.4%	8.5%	8.4%	8.7%	Neutral	Neutral
	Visible Minority 11.0 %	10.5%	10.5%	10.6%	10.5%	10.3%	Neutral	
	People with Disabilities 5.0%	3.7%	3.7%	3.8%	3.7%	3.5%	Neutral	
	Women 39.5%	37.4%	37.4%	38.0%	37.5%	34.7%	Decline	
Lost time injury frequency	Zero	4.5	3.6	2.43	2.28	2.93	Improvement	On-Track
Annual Municipal Property Tax Increase	= MPI	3.14%	3.19%	1.81%	2.89%	3.79%	Decline	Needs Improvement
Long-Term Tax-Supported Debt/Capita	=\$1,750	\$648	\$767	\$966	\$1,111	\$1,150	Decline	Needs Improvement

Strategic Outcomes and 2019 Actions

Our workforce is representative of the local population.

- Development of Aboriginal Pre-Employment Initiatives to enhance the employment opportunities for Aboriginal applicants by assisting in their development of their qualifications.
- Formalize career development and exploration for long-term employment opportunities for potential Aboriginal applicants.

Civic services are aligned with citizen needs and citizens are connected to answers and information they need quickly, simply and seamlessly.

- Support service lines in completion of remaining service level reports by 2020. Collaborate with operational divisions to establish unit costs for activities identified in service level reports.
- Improve and expand the number of online services for transacting business with the City and accessing information.
- Improve the City's business and customer relationships through the implementation of an Enterprise Customer Relationship Management (CRM) System.
- Improve public participation on civic programs and services with the implementation of a Community Engagement Strategy.
- Continue the Modern Workplace initiative, which will deliver enhanced collaboration functionality to city employees that connect directly with citizens.
- In support of Service Saskatoon and the Enterprise Resource Planning system, complete end-to-end process mapping of civic services, and develop the knowledge base for the Customer Relationship Management System.
- Develop and begin implementation of a corporate-wide Quality Management System Framework.

The City's workforce is engaged, healthy and safe.

- Develop a vision and shared values for working together. The values will be actively promoted and sustained with learning opportunities provided for building 'working together' skills.



Reliance on property taxes is reduced.

- Continue to investigate ways to capture additional streams of revenue including grants in order to reduce the need to increase property taxes.

Public funds are utilized in the most efficient and effective manner practicable and aligned with citizen expectations.

- Identify efficiencies within civic programs and services, and build capacity for continuous improvement and innovation across the organization.

Procurement practices are transparent and focused on achieving best value.

- Adopt a new procurement policy and associated templates which will provide greater flexibility in achieving best value.
- Streamline the procurement process for contracting professional services such as Project Managers, Business Analysts, and specific consulting expertise through implementation of a Master Services Agreement process through IT with over 70 vendors.

Globally recognized as a Smart City.

- Participate in the Federal Governments Smarter Cities Infrastructure initiative.
- Build collaborative partnerships with external business partners to foster innovation.
- Complete one civic challenge in partnership with Innovation Saskatchewan and the City of Regina.
- Align key performance indicators (KPI's) with the Municipal Benchmark Network of Canada (MBN Canada).



Operating Summary

	2017 Actual	2017 Budget	2018 Budget	2019 Budget				
				000's			Dollar Change	% Change
				Revenue	Exp/Rec	Net		
Legislative	1,381.3	1,575.0	1,585.9	0.0	1,599.0	1,599.0	13.1	0.8%
City Manager's Office	649.6	681.7	679.0	0.0	696.4	696.4	17.4	2.6%
City Clerk's Office	2,469.2	2,647.2	2,694.0	(4.5)	2,900.3	2,895.8	201.8	7.5%
City Solicitor's Office	1,685.7	1,964.8	2,004.5	(325.0)	2,408.8	2,083.8	79.3	4.0%
Corporate Support	18,670.9	18,941.1	19,822.5	(80.8)	20,409.2	20,328.4	505.9	2.6%
General Services	(3,816.6)	(1,502.9)	(1,310.5)	(9,454.6)	10,359.0	904.4	2,214.9	-169.0%
Assessment & Taxation	3,039.6	3,683.5	3,538.1	(4.5)	3,544.7	3,540.2	2.1	0.1%
Revenue Services	1,670.5	1,807.4	1,803.8	(42.0)	1,954.5	1,912.5	108.7	6.0%
Financial Services	3,679.1	3,476.1	3,585.6	0.0	4,019.5	4,019.5	433.9	12.1%
Debt Servicing	22,273.6	22,160.1	22,160.1	(5,234.8)	28,974.9	23,740.1	1,580.0	7.1%
Service Saskatoon	698.6	715.4	736.7	0.0	847.9	847.9	111.2	15.1%
Corporate Projects	0.0	0.0	0.0	0.0	188.9	188.9	188.9	0.0%
Total	52,401.5	56,149.4	57,299.7	(15,146.2)	77,903.1	62,756.9	5,457.2	9.5%

Staff Complement	2018	2019	Difference
Full Time Equivalents	410.99	415.49	4.50

Summary of Budget Changes

Service Line	Revenue Change			Expenditure Change				Net	
	2018 Base	Change	2019 Budget	2018 Base	Base Adj	Growth & Cont Impr	Service Level	2019 Budget	2019 Budget
Legislative	0.0	0.0	0.0	1,585.9	13.1	0.0	0.0	1,599.0	1,599.0
City Manager's Office	0.0	0.0	0.0	679.0	17.4	0.0	0.0	696.4	696.4
City Clerk's Office	5.0	(9.5)	(4.5)	2,689.0	80.4	130.9	0.0	2,900.3	2,895.8
City Solicitor's Office	(325.0)	0.0	(325.0)	2,329.5	79.3	0.0	0.0	2,408.8	2,083.8
Corporate Support	(70.8)	(10.0)	(80.8)	19,893.3	225.9	290.0	0.0	20,409.2	20,328.4
General Services	(9,454.6)	0.0	(9,454.6)	8,144.1	(385.1)	0.0	2,600.0	10,359.0	904.4
Assessment & Taxation	(4.5)	0.0	(4.5)	3,542.6	2.1	0.0	0.0	3,544.7	3,540.2
Revenue Services	(42.0)	0.0	(42.0)	1,845.8	108.7	0.0	0.0	1,954.5	1,912.5
Financial Services	0.0	0.0	0.0	3,585.6	413.9	20.0	0.0	4,019.5	4,019.5
Debt Servicing	(6,821.5)	1,586.7	(5,234.8)	28,981.6	(656.7)	650.0	0.0	28,974.9	23,740.1
Service Saskatoon	0.0	0.0	0.0	736.7	111.2	0.0	0.0	847.9	847.9
Corporate Projects	0.0	0.0	0.0	0.0	188.9	0.0	0.0	188.9	188.9
Total	(16,713.4)	1,567.2	(15,146.2)	74,013.1	199.1	1,090.9	2,600.0	77,903.1	62,756.9

Summary of Funded Capital Investments

Service Line	2019	2020	2021	2022	2023
Legislative	0.0	0.0	0.0	0.0	0.0
City Manager's Office	0.0	0.0	0.0	0.0	0.0
City Clerk's Office	250.0	839.0	150.0	72.0	345.0
City Solicitor's Office	0.0	0.0	0.0	0.0	0.0
Corporate Support	1,090.0	686.0	550.0	745.0	575.0
General Services	0.0	0.0	0.0	0.0	0.0
Assessment & Taxation	0.0	250.0	100.0	0.0	0.0
Revenue Services	0.0	0.0	0.0	0.0	0.0
Financial Services	0.0	0.0	0.0	0.0	0.0
Debt Servicing	0.0	0.0	0.0	0.0	0.0



Summary of Funded Capital Investments

Service Line	2019	2020	2021	2022	2023
Service Saskatoon	200.0	200.0	200.0	200.0	200.0
Corporate Projects	300.0	0.0	0.0	0.0	0.0
Total	1,840.0	1,975.0	1,000.0	1,017.0	1,120.0

Financing for Funded Capital Investments

Funding Source	2019	2020	2021	2022	2023
AFM - CAPITAL RESERVE	85.0	250.0	100.0	0.0	0.0
C.I.S. DEVELOPMENT RESERVE	630.0	0.0	0.0	0.0	0.0
CK - CAPITAL RESERVE	250.0	200.0	150.0	72.0	345.0
COMPUTER EQUIPMENT REPL RES	150.0	550.0	550.0	575.0	575.0
CORPORATE CAPITAL RESERVE	425.0	200.0	200.0	200.0	200.0
PRINTING AND MAIL EQUIP REPL RESERVE	0.0	136.0	0.0	170.0	0.0
RESERVE FOR CAPITAL EXPENDITURES	300.0	0.0	0.0	0.0	0.0
VOTING RESERVE	0.0	639.0	0.0	0.0	0.0
Total	1,840.0	1,975.0	1,000.0	1,017.0	1,120.0
Unfunded	3,468.0	100.0	0.0	0.0	0.0

Future Operating Budget Impacts of 2019 Capital Projects

Service Line	2019	2020	2021	2022	2023
P1942 AF-CORPORATE SECURITY PLAN	0.0	225.0	0.0	0.0	0.0
P2624 CP-QUALITY MANAGEMENT SYSTEM	0.0	140.0	0.0	0.0	0.0
Total	0.0	365.0	0.0	0.0	0.0



Legislative

Overview

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

2017 Budget to Actual Variance Explanation:

In 2017 Legislative had a \$193.7 favorable variance from budget. This favourable variance was due to less expenditures by the Mayor and City Councilors than originally budgeted for.

Summary of Operating Changes

Operating Budget:	2017 Actuals	2017 Budget	2018 Budget	2019 Budget	Dollar Change	% Change
Staff Compensation	1,080.9	1,069.4	1,081.3	1,114.1	32.8	3.0%
Operating Cost	299.1	495.6	494.6	474.9	(19.7)	-4.0%
Transfer to/from Reserves	1.3	10.0	10.0	10.0	0.0	0.0%
Total	1,381.3	1,575.0	1,585.9	1,599.0	13.1	0.8%

Staff Complement	2018	2019	Difference
Full Time Equivalents	4.00	4.00	0.00

Summary of Budget Changes

Service Line	Revenue Change			Expenditure Change					Net
	2018 Base	Change	2019 Budget	2018 Base	Base Adj	Growth & Cont Impr	Service Level	2019 Budget	2019 Budget
Legislative	0.0	0.0	0.0	1,585.9	13.1	0.0	0.0	1,599.0	1,599.0

There are no significant operating changes for the Legislative service line.

Summary of Capital Investments

There are no capital investments for Legislative.



City Manager's Office

Overview

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

2017 Budget to Actual Variance Explanation:

In 2017 the City Manager's Office had no significant variance from budget.

Summary of Operating Changes

Operating Budget:	2017 Actuals	2017 Budget	2018 Budget	2019 Budget	Dollar Change	% Change
Staff Compensation	661.2	666.3	671.7	689.1	17.4	2.6%
Operating Cost	37.9	64.9	56.8	56.8	0.0	0.0%
Cost Recovery	(59.5)	(59.5)	(59.5)	(59.5)	0.0	0.0%
Capital Contribution	10.0	10.0	10.0	10.0	0.0	0.0%
Total	649.6	681.7	679.0	696.4	17.4	2.6%

Staff Complement	2018	2019	Difference
Full Time Equivalents	4.00	4.00	0.00

Summary of Budget Changes

Service Line	Revenue Change			Expenditure Change				Net	
	2018 Base	Change	2019 Budget	2018 Base	Base Adj	Growth & Cont Impr	Service Level	2019 Budget	2019 Budget
City Manager's Office	0.0	0.0	0.0	679.0	17.4	0.0	0.0	696.4	696.4

There are no significant operating changes for the City Manager's Office.

Summary of Capital Investments

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



City Clerk's Office

Overview

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

2017 Budget to Actual Variance Explanation:

In 2017 the City Clerk's Office had a \$178.0 favorable variance from budget. The majority of the savings are due to staff vacancy savings and leave coverage of newer staff being at a lower level than budgeted, as well as reduced expenditures in Legislative Committees & Boards.

Summary of Operating Changes

Operating Budget:	2017 Actuals	2017 Budget	2018 Budget	2019 Budget	Dollar Change	% Change
Revenue	(34.1)	(20.0)	5.0	(4.5)	(9.5)	-190.0%
Staff Compensation	1,810.2	1,949.7	1,997.0	2,158.3	161.3	8.1%
Operating Cost	400.2	448.3	445.2	495.2	50.0	11.2%
Cost Recovery	(33.4)	(31.9)	(35.7)	(35.7)	0.0	0.0%
Capital Contribution	166.1	166.1	147.5	147.5	0.0	0.0%
Transfer to/from Reserves	160.2	135.0	135.0	135.0	0.0	0.0%
Total	2,469.2	2,647.2	2,694.0	2,895.8	201.8	7.5%

Staff Complement	2018	2019	Difference
Full Time Equivalents	22.24	23.24	1.00

Summary of Budget Changes

Service Line	Revenue Change			Expenditure Change				Net	
	2018 Base	Change	2019 Budget	2018 Base	Base Adj	Growth & Cont Impr	Service Level	2019 Budget	2019 Budget
City Clerk's Office	5.0	(9.5)	(4.5)	2,689.0	80.4	130.9	0.0	2,900.3	2,895.8

Revenue Change:

- Revenues are anticipated to increase by \$9.5 in 2019 due to more appeal fees being collected than refunded.

Growth:

- An increase of \$161.3 for staff compensation is expected as 1.0 FTE increase is required due to the need for a Business and Elections Officer to prepare for the 2020 election.
- Increase in operating costs of \$50.0 are mainly due to an upgrade to the electronics record management system and other operating costs. There is also a \$4.0 increase to the Public Art Advisory Committee to increase public awareness and celebrate the present and future of art in Saskatoon.



Summary of Capital Investments

Funded Capital Projects		2019	2020	2021	2022	2023
P1883	CK-ELECTRONIC RECORDS MANAGEMENT	250.0	200.0	150.0	72.0	95.0
P1884	CK-ELECTRONIC AGENDA & MEETING MGT SYSTEM	0.0	0.0	0.0	0.0	250.0
P1885	CK-COUNCIL CHAMBER EQUIPMENT UPGRADE	0.0	389.0	0.0	0.0	0.0
P1973	CK-LEASING OF AUTOMATED VOTE COUNTING EQUIPMENT	0.0	250.0	0.0	0.0	0.0
Total		250.0	839.0	150.0	72.0	345.0

Documentum Records Manager, the corporate standard electronic records management system (ERMS) for the City of Saskatoon has been in place since 2000. The system is fully utilized in the City Clerk's Office and has been implemented strategically across the corporation. Minor and major upgrades to the ERMS have been undertaken as necessary. During 2018 and 2019, the City Clerk's Office is assessing current and future corporate business requirements relating to electronic records and information management. This includes a review of the City's records retention and classification system, streamlining processes for record capture, and addressing increased volume of electronic records as the City moves to digital records management. A major upgrade will be occurring in 2019. Management of the corporate records is a legislative requirement under The Cities Act.



City Solicitor's Office

Overview

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

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

2017 Budget to Actual Variance Explanation:

In 2017 the City Solicitor's Office had a \$279.1 favourable variance from budget. Insurance premiums came in lower than budget providing savings of \$119.0. The remaining favourable variance was mainly due to hiring and spending freeze implemented corporate-wide.

Summary of Operating Changes

Operating Budget:	2017 Actuals	2017 Budget	2018 Budget	2019 Budget	Dollar Change	% Change
Revenue	(339.5)	(325.0)	(325.0)	(325.0)	0.0	0.0%
Staff Compensation	2,487.5	2,646.6	2,618.5	2,718.2	99.7	3.8%
Operating Cost	1,790.3	1,937.3	1,871.6	2,036.6	165.0	8.8%
Cost Recovery	(2,652.6)	(2,694.1)	(2,160.6)	(2,746.0)	(585.4)	27.1%
Transfer to/from Reserves	400.0	400.0	0.0	400.0	400.0	0.0%
Total	1,685.7	1,964.8	2,004.5	2,083.8	79.3	4.0%

Staff Complement	2018	2019	Difference
Full Time Equivalents	22.00	22.00	0.00

Summary of Budget Changes

Service Line	Revenue Change			Expenditure Change				Net	
	2018 Base	Change	2019 Budget	2018 Base	Base Adj	Growth & Cont Impr	Service Level	2019 Budget	2019 Budget
City Solicitor's Office	(325.0)	0.0	(325.0)	2,329.5	79.3	0.0	0.0	2,408.8	2,083.8

Other Significant Item(s):

- The Insurance Management Program has seen an increase of \$585.4 in cost recovery in 2019. The annual contribution of \$400.0 to the Self Insured Retention Reserve was brought to zero in 2018 and is added back in 2019. The cost for insurance premiums is expected to increase by \$139.5 including \$90.0 in additional costs for PST charges.

Summary of Capital Investments

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



Corporate Support

Overview

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

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

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

The Communication division works as a strategic partner in the organization to plan and direct all corporate and departmental communications, marketing and engagement activities. The division provides the meaningful exchange of information with both internal and external audiences using multiple channels.

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

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

The Materials Management division is responsible for providing procurement and inventory management as well as asset disposals.

The Media Relations division manages and coordinates the City's interaction with the local, provincial, national and international news media and manages the City message social media channels including Facebook, Twitter and YouTube.

The Strategic and Business Planning division strives to ensure that organizational initiatives are aligned with the Strategic Plan. Initiatives such as the Continuous Improvement Strategy and development of a Performance Measurement Program allows this division to support the Corporation to become more adaptive and responsive to the changing needs of the community.

2017 Budget to Actual Variance Explanation:

In 2017 Corporate Support had \$270.3 favourable variance from budget. This was a result of a variety of various staff vacancies in many of the divisions within this service line.



Summary of Operating Changes

Operating Budget:	2017 Actuals	2017 Budget	2018 Budget	2019 Budget	Dollar Change	% Change
Revenue	(98.0)	(70.8)	(70.8)	(80.8)	(10.0)	14.1%
Staff Compensation	21,278.9	21,189.0	22,280.3	23,232.8	952.5	4.3%
Operating Cost	6,530.5	6,939.7	7,592.6	7,655.4	62.8	0.8%
Cost Recovery	(10,627.6)	(10,703.8)	(11,566.6)	(12,071.2)	(504.6)	4.4%
Capital Contribution	1,581.1	1,581.1	1,581.1	1,586.3	5.2	0.3%
Transfer to/from Reserves	5.9	5.9	5.9	5.9	0.0	0.0%
Total	18,670.8	18,941.1	19,822.5	20,328.4	505.9	2.6%

Staff Complement	2018	2019	Difference
Full Time Equivalents	222.65	224.65	2.00

Summary of Budget Changes

Service Line	Revenue Change			Expenditure Change				Net	
	2018 Base	Change	2019 Budget	2018 Base	Base Adj	Growth & Cont Impr	Service Level	2019 Budget	2019 Budget
Corporate Support	(70.8)	(10.0)	(80.8)	19,893.3	225.9	290.0	0.0	20,409.2	20,328.4

Growth:

- An increase of \$195.0 (2.0 FTEs) is included for two System Analyst positions required to accelerate the automation of the building and plumbing permit systems, in order to meet customer expectations. This expenditure nets with a corresponding increase in the cost recovery charged to the Building and Plumbing Permits & Standards service line, with no impact to the mill rate as the Building Standards program is fully funded through the generation of fees.
- An increase of \$95.0 (1.0 FTE) for a Performance Improvement Coordinator position is required by the Parks Division to assist in the design, implementation and monitoring of process and scheduling of staff to ensure expected service levels are achieved in an efficient and effective manner. As inventory and programs continue to grow, there is a need to focus on pro-active planning and innovation in the approach to greenspace maintenance.

Other Significant Item(s):

- Corporate Support includes a transfer of 1.0 FTE to the Service Saskatoon service line to align customer support functions.

Summary of Capital Investments

Funded Capital Projects	2019	2020	2021	2022	2023
P1083 CP-CORPORATE NETWORK EQUIPMENT REPL	0.0	550.0	550.0	575.0	575.0
P1942 AF-CORPORATE SECURITY PLAN	85.0	0.0	0.0	0.0	0.0
P1977 CP-LOCAL AREA NETWORK & DATA SECURITY	150.0	0.0	0.0	0.0	0.0
P2368 AF-PRINTING AND MAIL SERVICES - EQUIPMENT	0.0	136.0	0.0	170.0	0.0
P2516 CP-DEVELOP ENTERPRISE MANAGEMENT STRATEGIES	630.0	0.0	0.0	0.0	0.0
P2624 CP-QUALITY MANAGEMENT SYSTEM	225.0	0.0	0.0	0.0	0.0
Total	1,090.0	686.0	550.0	745.0	575.0



Unfunded Capital Projects	2019	2020	2021	2022	2023
P1974 CP-TRUTH AND RECONCILIATION INITIATIVES	100.0	100.0	0.0	0.0	0.0
Total	100.0	100.0	0.0	0.0	0.0

Project 1942 for \$85.0 is supporting internal initiatives of continuing implementation of the corporate security plan.

Project 1974 for \$100.0 is to address a foundational framework that is required for the growing list of initiatives related to the Truth and Reconciliation Commission of Canada. The 2019 funding source for this project is the Reserve for Capital Expenditures (RCE), which is currently unfunded.

Project 1977 for \$150.0 is to maintain the City's current network environments.

Project 2516 for \$630.0 is to foster innovation by integrating IT strategies, business and technology to increase productivity and service delivery including the development of business continuity roadmap for critical applications, streamline the management of technology assets by improving efficiency and reducing cost of supporting applications.

Project 2624 for \$225.0 is to implement a Quality Management System (QMS) which will provide a standardized framework to manage organization policies, procedures and processes, and promotes continuous improvement.

Future Operating Impacts of Current Year's Capital Projects

As the corporate security plan develops a robust program for the Corporation, it is estimated on-going operational costs required will be \$225.0 for resources required.

With the implementation of a QMS, on-going operational costs required will be \$140.0 for resources required.

Future Operating Budget Impacts of 2019 Capital Projects

Project	2019	2020	2021	2022	2023
P1942 AF-CORPORATE SECURITY PLAN	0.0	225.0	0.0	0.0	0.0
P2624 CP-QUALITY MANAGEMENT SYSTEM	0.0	140.0	0.0	0.0	0.0
Total	0.0	365.0	0.0	0.0	0.0



General Services

Overview

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

2017 Budget to Actual Variance Explanation:

In 2017 General Services had a \$2.3 million favorable variance from budget. This was a result of two items: 1) Due to certain tax enforcement property value increases, the adjustment required to bring the allowance for doubtful accounts to the appropriate level resulting in a surplus of \$587.0; and 2) General Payroll Expenses had a surplus of \$2.0 million. This surplus was due to several factors including lower employment insurance costs, workers compensation costs including a \$200.0 rebate from WCB and lower maternity leave costs than originally anticipated. In addition cost recoveries were higher than originally budgeted (\$51.6 million as opposed to \$49.5 million).

Summary of Operating Changes

Operating Budget:	2017 Actuals	2017 Budget	2018 Budget	2019 Budget	Dollar Change	% Change
Revenue - Admin Recovery	(9,454.6)	(9,454.6)	(9,454.6)	(9,454.6)	0.0	0.0%
Staff Compensation	329.8	2,311.1	4,207.9	3,586.3	(621.6)	-1.2%
Operating Cost	1,531.6	1,864.0	939.0	3,415.4	2,476.4	263.7%
Debt Charges	138.2	138.2	128.8	488.9	360.1	279.6%
Capital Contribution	3,638.4	3,638.4	2,868.4	2,868.4	0.0	0.0%
Total	(3,816.6)	(1,502.9)	(1,310.5)	904.4	2,214.9	-169.0%

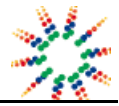
Staff Complement	2018	2019	Difference
Full Time Equivalents	0.00	0.00	0.00

Summary of Budget Changes

Service Line	Revenue Change			Expenditure Change				Net	
	2018 Base	Change	2019 Budget	2018 Base	Base Adj	Growth & Cont Impr	Service Level	2019 Budget	2019 Budget
General Services	(9,454.6)	0.0	(9,454.6)	8,144.1	(385.1)	0.0	2,600.0	10,359.0	904.4

Other Significant Item(s):

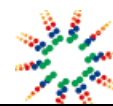
- Net Working Capital Interest (WCI) is collected within the General Services service line as compensation for outstanding earnings on cash balances held by non-mill rate programs (such as utilities). The WCI calculation utilizes the Bank of Canada's overnight rate which increased twice in 2018 and is anticipated to increase again in 2019. As such WCI is anticipated to increase by \$360.1 in 2019.
- General Payroll Expenses increased by \$383.3 in 2019 and is attributed to increases in pension liabilities, group insurance and dental plan provisions, and workers compensation premiums.
- Insurance charges across the Corporation were increased \$30.9 to reflect the 2019 insurance premiums.
- General Services is holding an additional \$2.6 million for the 2019 Business Plan and Budget Options (as recommended to the Governance and Priorities Committee on August 20th, 2018). City Council will be presented with a corresponding report at budget deliberation to recommend specific allocation of funds.
- General Services is also holding \$150.0 as a contingency (as directed by the Governance and Priorities Committee), to be allocated in the event that unforeseen changes to the Business Plan and Budget are required, or to be used as a reduction to the mill-rate. \$350.0 of the original \$500.0 contingency has been



included in the Saskatoon Police Services (SPS) tentative budget as their original budget request was larger than the originally presented indicative rate in May 2018. Though the SPS budget proposal indicates a budgetary need greater than the indicative rate, the appropriate amount will be reviewed and approved by the Board of Police Commissioners in October 2018. Once that deliberation and subsequent approval occurs, there will be more certainty around the total value of the contingency available for consideration by Council.

Summary of Capital Investments

There are no capital investments for General Services.



Assessment & Taxation

Overview

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

2017 Budget to Actual Variance Explanation:

In 2017 Assessment and Taxation had a \$644.0 favourable variance from budget. This was a result of staff vacancies and supporting expenditure reductions from the alignment of Assessment with the Corporate Revenue Division. This favourable variance is not anticipated in the future as budgets have been adjusted as a result of the new organizational structure.

Summary of Operating Changes

Operating Budget:	2017 Actuals	2017 Budget	2018 Budget	2019 Budget	Dollar Change	% Change
Revenue	(19.8)	(4.5)	(4.5)	(4.5)	0.0	0.0%
Staff Compensation	2,720.6	3,197.0	3,052.8	3,054.9	2.1	0.1%
Operating Cost	332.8	485.1	483.1	483.1	0.0	0.0%
Transfer to/from Reserves	5.9	5.9	6.7	6.7	0.0	0.0%
Total	3,039.5	3,683.5	3,538.1	3,540.2	2.1	0.1%

Staff Complement	2018	2019	Difference
Full Time Equivalents	34.00	33.00	(1.00)

Summary of Budget Changes

Service Line	Revenue Change			Expenditure Change				Net	
	2018 Base	Change	2019 Budget	2018 Base	Base Adj	Growth & Cont Impr	Service Level	2019 Budget	2019 Budget
Assessment & Taxation	(4.5)	0.0	(4.5)	3,542.6	2.1	0.0	0.0	3,544.7	3,540.2

Other Significant Item(s):

- Due to a reorganization within the Corporate Revenue Division, 1.00 FTE has been transferred to the Revenue Services service line to align work programs.

Summary of Capital Investments

Funded Capital Projects	2019	2020	2021	2022	2023
P2079 AF-PROPERTY REASSESSMENT	0.0	250.0	100.0	0.0	0.0
Total	0.0	250.0	100.0	0.0	0.0

There are no 2019 capital investments for Assessment & Taxation.



Revenue Services

Overview

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

2017 Budget to Actual Variance Explanation:

In 2017 Revenue Services had a \$136.9 favourable variance from budget. This was a result of staff vacancies and supporting expenditure reductions from the alignment of the Corporate Revenue Division with Assessment. This favourable variance is not anticipated in the future as budgets have been adjusted as a result of the new organizational structure.

Summary of Operating Changes

Operating Budget:	2017 Actuals	2017 Budget	2018 Budget	2019 Budget	Dollar Change	% Change
Revenue	(42.3)	(42.0)	(42.0)	(42.0)	0.0	0.0%
Staff Compensation	4,927.3	5,035.0	5,010.6	5,212.9	202.3	4.0%
Operating Cost	3,208.3	3,313.2	3,448.0	3,497.7	49.7	1.4%
Cost Recovery	(6,422.8)	(6,498.8)	(6,612.8)	(6,756.1)	(143.3)	2.2%
Total	1,670.5	1,807.4	1,803.8	1,912.5	108.7	6.0%

Staff Complement	2018	2019	Difference
Full Time Equivalents	67.50	68.50	1.00

Summary of Budget Changes

Service Line	Revenue Change			Expenditure Change				Net	
	2018 Base	Change	2019 Budget	2018 Base	Base Adj	Growth & Cont Impr	Service Level	2019 Budget	2019 Budget
Revenue Services	(42.0)	0.0	(42.0)	1,845.8	108.7	0.0	0.0	1,954.5	1,912.5

Other Significant Item(s):

- Due to the reorganization within the Corporate Revenue Division, 1.0 FTE has been transferred from the Assessment & Taxation service line to better align work functions.
- Prior year figures for the Revenue Services service line have been restated in order to reflect the fact that Taxi Services and associated revenues and expenses have been transferred to the Business Licenses service line. The civic investment function has also moved from this service line to the Financial Services service line. This restatement will provide more useful and comparable information when reviewing year over year budgets.

Summary of Capital Investments

There are no capital investments for Revenue Services.



Financial Services

Overview

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

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

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

2017 Budget to Actual Variance Explanation:

In 2017 Financial Services had a \$202.9 unfavorable variance from budget which were offset by other savings in the Asset and Financial Management Department. This was a result of special project positions required to deliver new initiatives for financial services.

Summary of Operating Changes

Operating Budget:	2017 Actuals	2017 Budget	2018 Budget	2019 Budget	Dollar Change	% Change
Staff Compensation	3,127.4	2,967.7	3,050.4	3,182.7	132.3	4.3%
Operating Cost	400.8	390.4	417.2	429.2	12.0	2.9%
Cost Recovery	(119.2)	(152.0)	(152.0)	(168.2)	(16.2)	10.7%
Capital Contribution	270.0	270.0	270.0	575.8	305.8	113.3%
Total	3,679.0	3,476.1	3,585.6	4,019.5	433.9	12.1%

Staff Complement	2018	2019	Difference
Full Time Equivalents	29.60	30.10	0.50

Summary of Budget Changes

Service Line	Revenue Change			Expenditure Change				Net	
	2018 Base	Change	2019 Budget	2018 Base	Base Adj	Growth & Cont Impr	Service Level	2019 Budget	2019 Budget
Financial Services	0.0	0.0	0.0	3,585.6	413.9	20.0	0.0	4,019.5	4,019.5

Growth:

- Internal growth for software licensing fees and maintenance obligations have resulted in \$20.0 of additional costs. This is required in order to provide access and continue support of the City's core financial and budgetary systems.

Capital Contribution:

- The contribution to the Corporate Departmental Reserve of \$305.8 has been transferred from the City-Owned Property – Land service line to better align with services provided by Financial Services service line.

Other Significant Item(s):

- 0.50 FTE has been transferred from Facilities Management service line in order to create a permanent full-time Secretary III position to support the growing demand of the Corporation.
- Prior year figures for the Financial Services service line have been restated in order to reflect the fact that the civic investment function has moved from the Revenue Services service line. This restatement will provide more useful and comparable information when reviewing year over year budgets.



Summary of Capital Investments

There are no capital investments for Financial Services.



Debt Servicing

Overview

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

2017 Budget to Actual Variance Explanation:

In 2017 Debt Servicing had a \$113.5 unfavorable variance which was mainly due to the variation in interest and principal swap rates compared to budget estimates.

Summary of Operating Changes

Operating Budget:	2017 Actuals	2017 Budget	2018 Budget	2019 Budget	Dollar Change	% Change
Revenue - Gas Tax	(7,187.5)	(7,194.6)	(6,821.5)	(5,234.8)	1,586.7	-23.3%
Capital Down Payments	6,345.2	6,485.3	6,835.0	9,717.9	2,882.9	42.2%
Transfer to/from Reserves	0.0	0.0	(9,508.3)	(14,354.3)	(4,846.0)	51.0%
Interest	5,739.3	5,596.8	11,002.3	13,801.4	2,799.10	25.4%
Principal	17,376.5	17,272.6	20,652.6	19,809.9	(842.7)	-4.1%
Total	22,273.6	22,160.1	22,160.1	23,740.1	1,580.0	7.1%

Staff Complement	2018	2019	Difference
Full Time Equivalents	0.00	0.00	0.00

Summary of Budget Changes

Service Line	Revenue Change			Expenditure Change				Net	
	2018 Base	Change	2019 Budget	2018 Base	Base Adj	Growth & Cont Impr	Service Level	2019 Budget	2019 Budget
Debt Servicing	(6,821.5)	1,586.7	(5,234.8)	28,981.6	(656.7)	650.0	0.0	28,974.9	23,740.1

Revenue Change:

- A portion of the loan that is covered through Gas Tax Allocation expired in 2019 with the remainder to expire in 2020. This decreased the revenue of \$1.6 million (to \$5.2 million in 2019) from the Gas Tax Allocation that covers this portion of the expired loan.

Growth:

- An increase is required in the Civic Facilities Funding plan for \$270.0, and the Recovery Park Funding Plan for \$380.0 to ensure sufficient funding of the projects within each of the plans.

Other Significant Item(s):

Debt servicing costs are \$23.7 million which consist of the following:

- \$13.8 million in interest payments and \$19.8 million in principal payments.
- \$9.7 million in capital project down payments have also been included in this service line in accordance with the City's Major Transportation and Civic Facilities Funding Plan for future debt payments, capital contributions and operating impacts of major capital projects.



- The long term debt associated with the P3 projects (the Chief Mistawasis Bridge and Traffic Bridge project as well as the Civic Operations Centre project) have been transferred from the Bridges, Subways, Overpasses service line and the Transit Operations service line respectively into this service line to better categorize the payments. These contract debt payments of (\$14.4) million are represented and netted within the transfer to/from reserve account.
- Prior year figures for Debt Servicing have been restated in order to better reflect the interest and principal payments for the Civic Operation Centre, and the Chief Mistawasis Bridge and Traffic Bridge P3 projects. This restatement will provide more useful and comparable information when reviewing year over year budgets.

Summary of Capital Investments

There are no capital investments for Debt Servicing.



Service Saskatoon

Overview

Service Saskatoon is a coordinated approach to delivering services that will help citizens connect to answers and information – quickly, simply and seamlessly.

The model of citizen service is built upon four key pillars: 1) Citizen Input – A Citizen First approach to the design and delivery of services; 2) Staffing – Ensure dedicated customer service staff are trained, equipped and ready to respond; 3) Systems – Citizens will have easy access to information including the ability to request services and track the progress from start to finish; and 4) Standards – Commitment to deliver quality and consistent service to every citizen, every time.

2017 Budget to Actual Variance Explanation:

In 2017 Service Saskatoon had no significant variance from budget.

Summary of Operating Changes

Operating Budget:	2017 Actuals	2017 Budget	2018 Budget	2019 Budget	Dollar Change	% Change
Staff Compensation	480.9	413.3	534.6	645.8	111.2	20.8%
Operating Cost	17.7	102.1	2.1	2.1	0.0	0.0%
Capital Contribution	200.0	200.0	200.0	200.0	0.0	0.0%
Total	698.6	715.4	736.7	847.9	111.2	15.1%

Staff Complement	2018	2019	Difference
Full Time Equivalents	4.00	5.00	1.00

Summary of Budget Changes

Service Line	Revenue Change			Expenditure Change				2019 Budget	Net 2019 Budget
	2018 Base	Change	2019 Budget	2018 Base	Base Adj	Growth & Cont Impr	Service Level		
Service Saskatoon	0.0	0.0	0.0	736.7	111.2	0.0	0.0	847.9	847.9

Other Significant Item(s):

- Service Saskatoon includes a transfer of \$91.3 (1.0 FTE) from Corporate Support service line for a Customer Support Coordinator position to assist the City towards enhancing customer experience initiatives.

Summary of Capital Investments

Funded Capital Projects	2019	2020	2021	2022	2023
P1364 CP-SERVICE SASKATOON-CITIZEN INPUT/ SYSTEMS/STANDARDS/STAFFING	200.0	200.0	200.0	200.0	200.0
Total	200.0	200.0	200.0	200.0	200.0

Project 1364 is for the Customer Relationship Management (CRM) project in order to continue the phased in approach of services to the Service Saskatoon initiative.



Future Operating Impacts of Current Year's Capital Projects

There are no future operating impacts from the 2019 Capital Project.



Corporate Projects

Overview

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

2017 Budget to Actual Variance Explanation:

In 2017 Corporate Projects had no significant variance from budget.

Summary of Operating Changes

Operating Budget:	2017 Actuals	2017 Budget	2018 Budget	2019 Budget	Dollar Change	% Change
Staff Compensation	104.5	145.3	146.8	150.3	3.5	2.4%
Operating Cost	37.7	39.8	39.8	38.6	(1.2)	-3.0%
Transfer to/from Reserves	(142.2)	(185.1)	(186.6)	0.0	186.6	-100.0%
Total	0.0	0.0	0.0	188.9	188.9	0.0%

Staff Complement	2018	2019	Difference
Full Time Equivalents	1.00	1.00	0.00

Summary of Budget Changes

Service Line	Revenue Change			Expenditure Change				Net	
	2018 Base	Change	2019 Budget	2018 Base	Base Adj	Growth & Cont Impr	Service Level	2019 Budget	2019 Budget
Corporate Projects	0.0	0.0	0.0	0.0	188.9	0.0	0.0	188.9	188.9

Other Significant Item(s):

- A reduction in reserve contributions in City-Owned Property – Land (\$186.6) has eliminated the required transfer from reserve to support Corporate Projects resulting in a zero impact on property taxes and provides more transparency of the services being delivered.

Summary of Capital Investments

Funded Capital Projects	2019	2020	2021	2022	2023
P2519 COMMUNITY WINTER CITY STRATEGY DEVELOPMENT	250.0	0.0	0.0	0.0	0.0
P2625 CP-CITY OF SASKATOON & U OF S RESEARCH PARTNERSHIP	50.0	0.0	0.0	0.0	0.0
Total	300.0	0.0	0.0	0.0	0.0

Unfunded Capital Projects	2019	2020	2021	2022	2023
P2540 CIVIC CONSERVATORY REPAIR/REPLACEMENT	3,368.0	0.0	0.0	0.0	0.0
Total	3,368.0	0.0	0.0	0.0	0.0



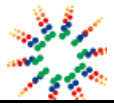
The Winter City strategy development project 2519 for \$250.0 is being requested to continue work in providing opportunities for activities in a winter city and to address winter events, mobility and design among other aspects. The funding source for this project is the Reserve for Capital Expenditures.

The City of Saskatoon and University of Saskatchewan have signed a memorandum of understanding to increase intentional collaboration across a number of areas. Project 2625 for \$50.0 will provide resources for this pilot program to achieve success in research collaboration. The funding source for this project is the Reserve for Capital Expenditures.

While having been built in 1964, the Civic Conservatory project 2540 construction requirements for \$3.4 million would address the need for repairs and replacements where required and will recommend potential expansion possibilities to support the numerous partnerships and programs that currently enjoy the utilization of the Civic Conservatory. This portion of the project is currently unfunded.

Future Operating Impacts of Current Year's Capital Projects

There are no future operating impacts from 2019 capital projects.



Operating Budget

\$(408.7) million

Capital Budget

\$0.0 million



STRATEGIC GOALS:



Asset & Financial Sustainability



Economic Diversity & Prosperity

Service Lines



Overview

The property levy is the amount required from property taxes to balance the operating budget. The operating budget changes on an annual basis due to service level changes, growth impacts and inflation, among other variables. The Preliminary 2019 budget includes expenditure increases of \$20.6 million (4.2%) and an operating revenue increase of \$10.2 million (2.1%), creating a funding gap of \$10.4 million. In order to balance the operating budget and reduce the funding gap to zero, an increase of 4.5% is included in the budget which would be required from property taxes should City Council approve this amount. The 2019 Budget process was as follows:

As presented to the Governance and Priorities Committee (Committee) from July through October, the estimated property tax increase required to maintain current service levels was calculated at 3.16%. Administration originally presented Committee with \$7.78 million in Business Plan options for consideration within the 2019 Business Plan and Budget process that would provide additional resources to expedite the current progress being made on City Council's strategic priorities. Committee members then reviewed and prioritized these business plan options.



As part of the City's Business Planning process Committee approved that a targeted property tax between 4.0% and 4.5% be set which takes into account up to \$2.6 million in business plan priority options. This took into account pressures such as improving services to citizens and achieving priorities that are important to the community (as reflected by City Council's strategic priority areas). As a result of this process, Administration has included \$2.6 million within the 2019 Business Plan and Budget to account for these prioritized items.

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

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

At A Glance

Preliminary Assessment Roll for 2018:

Total Assessment for Saskatoon: \$ 52,758,954,800

Total Number of Properties: 95,346

Total Taxable Residential Condos: 22,801

Total Taxable Residential (less than four units): 64,441

Total Taxable Assessment: \$46,005,866,500

Taxable portion: \$35,069,767,115 (76.2% of total)

Exempt portion: \$10,936,099,385 (23.8% of total)

Performance Measures

Measures	Target	2014	2015	2016	2017	2018 Projected	Year Over Year Progress	Long Term Progress
Overall Satisfaction with Civic Services	≥ 90%	83%	81%	86%	87%	88%	Improvement	On-Track
Annual Municipal Property Tax Increase	≤ MPI	3.14%	3.19%	1.81%	2.89%	3.79%	Decline	Needs Improvement

Strategic Outcomes and 2019 Actions

Reliance on property tax is reduced.

- Continued work on the Growth Plan to Half a Million.
- Ongoing response to the Hemson Report and Growth paying for Growth.
- Continued work on Continuous Improvement Strategy and development of a Quality Management System Framework.

Taxation and General Revenues



City of Saskatoon

Operating & Capital Budget
Preliminary 2019

Taxation and General

Operating Summary

	2017 Actual	2017 Budget	2018 Budget	2019 Budget				
				000's		Net	Dollar Change	% Change
				Revenue	Exp/Rec			
Property Levy	(218,970.8)	(219,239.5)	(230,575.5)	(244,659.8)	665.0	(243,994.8)	(13,419.3)	5.8%
Grants in Lieu of Taxes	(38,743.9)	(38,311.6)	(41,531.5)	(43,449.3)	0.0	(43,449.3)	(1,917.8)	4.6%
Municipal Revenue Sharing Grant	(46,427.8)	(46,430.0)	(43,430.0)	(43,430.0)	0.0	(43,430.0)	0.0	0.0%
General Revenue	(57,963.9)	(58,916.6)	(60,234.3)	(64,649.3)	(2,264.4)	(66,913.7)	(6,679.4)	11.1%
Fines and Penalties	(6,884.6)	(9,338.2)	(9,038.2)	(14,271.7)	5,733.5	(8,538.2)	500.0	-5.5%
Other Levies	(1,396.2)	(1,404.6)	(1,264.3)	(2,646.3)	302.7	(2,343.6)	(1,079.3)	85.4%
Total	(370,387.2)	(373,640.5)	(386,073.8)	(413,106.4)	4,436.8	(408,669.6)	(22,595.8)	5.9%

Staff Complement	2018	2019	Difference
Full Time Equivalents	0.00	0.00	0.00

Summary of Budget Changes

Service Line	Revenue Change			Expenditure Change				Net	
	2018 Base	Change	2019 Budget	2018 Base	Base Adj	Growth & Cont Impr	Service Level	2019 Budget	2019 Budget
Property Levy	(231,240.5)	(13,419.3)	(244,659.8)	665.0	0.0	0.0	0.0	665.0	(243,994.8)
Grants in Lieu of Taxes	(41,531.5)	(1,917.8)	(43,449.3)	0.0	0.0	0.0	0.0	0.0	(43,449.3)
Municipal Revenue Sharing Grant	(43,430.0)	0.0	(43,430.0)	0.0	0.0	0.0	0.0	0.0	(43,430.0)
General Revenue	(58,475.4)	(6,173.9)	(64,649.3)	(1,758.9)	(505.5)	0.0	0.0	(2,264.4)	(66,913.7)
Fines and Penalties	(14,971.7)	700.0	(14,271.7)	5,933.5	(200.0)	0.0	0.0	5,733.5	(8,538.2)
Other Levies	(2,499.1)	(147.2)	(2,646.3)	1,234.8	(932.1)	0.0	0.0	302.7	(2,343.6)
Total	(392,148.2)	(20,958.2)	(413,106.4)	6,074.4	(1,637.6)	0.0	0.0	4,436.8	(408,669.6)

Summary of Funded Capital Investments

Service Line	2019	2020	2021	2022	2023
Property Levy	0.0	0.0	0.0	0.0	0.0
Grants in Lieu of Taxes	0.0	0.0	0.0	0.0	0.0
Municipal Revenue Sharing Grant	0.0	0.0	0.0	0.0	0.0
General Revenue	0.0	0.0	0.0	0.0	0.0
Fines and Penalties	0.0	0.0	0.0	0.0	0.0
Other Levies	0.0	0.0	0.0	0.0	0.0
Total	0.0	0.0	0.0	0.0	0.0

Financing for Funded Capital Investments

Funding Source	2019	2020	2021	2022	2023
N/A	0.0	0.0	0.0	0.0	0.0



Property Levy

Overview

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

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

2017 Budget to Actual Variance Explanation:

In 2017 the Property Tax Levy resulted in a \$268.7 unfavorable variance from budget. This was a result of actual supplement taxes collected being less than the estimated growth values. Supplementary taxes are based on estimates related to permits, construction and construction progress and are subject to significant change from year to year.

Summary of Operating Changes

Operating Budget:	2017 Actuals	2017 Budget	2018 Budget	2019 Budget	Dollar Change	% Change
Property Levy	(217,286.6)	(217,285.5)	(228,540.5)	(241,959.8)	(13,419.3)	5.9%
Supplementary Prop Levy	(2,330.3)	(2,600.0)	(2,700.0)	(2,700.0)	0.0	0.0%
Operating Cost	646.0	646.0	665.0	665.0	0.0	0.0%
Total	(218,970.9)	(219,239.5)	(230,575.5)	(243,994.8)	(13,419.3)	5.8%

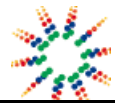
Staff Complement	2018	2019	Difference
Full Time Equivalents	0.00	0.00	0.00

Summary of Budget Changes

Service Line	Revenue Change			Expenditure Change				Net	
	2018 Base	Change	2019 Budget	2018 Base	Base Adj	Growth & Cont Impr	Service Level	2019 Budget	2019 Budget
Property Levy	(231,240.5)	(13,419.3)	(244,659.8)	665.0	0.0	0.0	0.0	665.0	(243,994.8)

Revenue Growth:

- Assessment growth of \$3.0 million is estimated for 2019. This is a \$100.0 decrease from 2018 and is calculated based on actual assessment values being received.
- Supplementary Assessment remains unchanged for 2019 which is a reflection of prior year results for the properties that came into the Assessment base part way through the year that are not included in the property levy.



Property Tax:

- Property Tax Levy changes are a direct result of changes to other areas of the operating budget, including service level changes, growth impacts and inflation. In 2019, expenditures increased by \$20.6 million while operating revenues increased by \$10.2 million (including assessment growth) creating an overall funding gap of \$10.4 million. An increase of \$10.4 million (a 4.5% property tax increase over 2018) is required to balance the budget. This increase is made up of the following:
 - Inflation & Growth (Indicative Budget) Increases: A net increase associated to the indicative budget (representing inflation and growth increases) of \$3.19 million or 1.38% has been added to the 2019 budget.
 - Business Plan Options (Service level) Increases: An increase of \$2.75 million or 1.19% was been included in the 2019 budget for business plan options to be debated by City Council during budget deliberations. \$2.60 million for business plan options, and \$150,000 as a contingency (as previously directed by the Governance and Priorities Committee).
 - Police: A net increase of \$4.5 million or 1.93% is required as a result of staff compensation for general economic increases, capital contribution increases and the addition of 12.0 FTEs.

Summary of Capital Investments

There are no capital investments for Property Levy.



Grants in Lieu of Taxes

Overview

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

In addition, the most significant portion of GIL of taxation comes from civic utilities such as Saskatoon Light & Power, Water, Wastewater and Storm Water. Civic utilities are treated like utility corporations that would pay taxes for using property, both above and below the surface, to conduct its business.

2017 Budget to Actual Variance Explanation:

In 2017 GIL of taxation had a \$432.3 favorable variance from budget. This was primarily a result of higher GIL received from the Saskatoon Land program associated to postponing the scheduled Aspen Ridge Phase-3 lot draw. This resulted in an increased inventory in single family lots. In addition, the GIL received from SL&P was unfavorable by \$660.2 due to lower sales volumes in 2017 presumably due to net weather days being 4.28% below the historical average. This was offset by \$665.2 favorable GIL received from other federal government agencies.

Summary of Operating Changes

Operating Budget:	2017 Actuals	2017 Budget	2018 Budget	2019 Budget	Dollar Change	% Change
Grant-in-Lieu of Taxes - Fed/Prov	(6,195.2)	(5,530.0)	(6,200.0)	(7,350.0)	(1,150.0)	18.5%
Grant-in-Lieu Taxes Civic Utilities/Land	(32,548.8)	(32,781.6)	(35,331.5)	(36,099.3)	(767.8)	2.2%
Total	(38,744.0)	(38,311.6)	(41,531.5)	(43,449.3)	(1,917.8)	4.6%

Staff Complement	2018	2019	Difference
Full Time Equivalents	0.00	0.00	0.00

Summary of Budget Changes

Service Line	Revenue Change			Expenditure Change				Net
	2018 Base	Change	2019 Budget	2018 Base	Base Adj	Growth & Cont Impr	Service Level	2019 Budget
Grants in Lieu of Taxes	(41,531.5)	(1,917.8)	(43,449.3)	0.0	0.0	0.0	0.0	(43,449.3)

Revenue Change:

- The Federal and Provincial GIL of taxation has increased \$1.2 million based on the 2019 calculated mill-rate increase and increase in real property GIL.
- The Civic Utilities and Land GIL has increased by \$1.2 million for the Water Utility, \$42.7 for the Wastewater Utility, a decrease of \$618.6 for Saskatoon Light & Power, and an increase of \$120.0 for Land due to slightly higher land inventory in new areas of the City. These represent a total Civic and Land GIL increase of \$767.8.

Summary of Capital Investments

There are no capital investments for Grants-in-Lieu of Taxes.



Municipal Revenue Sharing Grant

Overview

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

2017 Budget to Actual Variance Explanation:

In 2017 Municipal Revenue Sharing Grant had no significant variance from budget.

Summary of Operating Changes

Operating Budget:	2017 Actuals	2017 Budget	2018 Budget	2019 Budget	Dollar Change	% Change
Municipal Revenue Sharing Grant	(46,427.8)	(46,430.0)	(43,430.0)	(43,430.0)	0.0	0.0%
Total	(46,427.8)	(46,430.0)	(43,430.0)	(43,430.0)	0.0	0.0%

Staff Complement	2018	2019	Difference
Full Time Equivalents	0.00	0.00	0.00

Summary of Budget Changes

Service Line	Revenue Change			Expenditure Change					Net
	2018 Base	Change	2019 Budget	2018 Base	Base Adj	Growth & Cont Impr	Service Level	2019 Budget	2019 Budget
Municipal Revenue Sharing Grant	(43,430.0)	0.0	(43,430.0)	0.0	0.0	0.0	0.0	0.0	(43,430.0)

Revenue Change:

- The Municipal Revenue Sharing Grant from the Province of Saskatchewan has been estimated for 2019 at \$43.4 million which equates to no change from the 2018 budget.

Summary of Capital Investments

There are no capital investments for Municipal Revenue Sharing Grant.



General Revenue

Overview

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

2017 Budget to Actual Variance Explanation:

In 2017 General Revenue had a \$194.8 favorable variance from budget; a result of the following: 1) The SaskEnergy (Gas) municipal payments (Franchise Fees) resulted in a \$568.3 favorable variance due to higher than estimated gas consumption throughout the year; 2) Interest Earnings resulted in a \$699.0 unfavorable variance as interest earned on internal loans was less than interest paid on cash held; and 3) Return on Investment (ROI) resulted in a \$325.0 favorable variance as a one-time ROI from the Water/WasteWater Utility was made to the Civic operating budget (per March 5th, 2018 Standing Policy Committee on Finance). This was completed to assist in mitigating part of the 2017 Operating Budget deficit.

Summary of Operating Changes

Operating Budget:	2017 Actuals	2017 Budget	2018 Budget	2019 Budget	Dollar Change	% Change
Revenue	(31,887.0)	(31,561.9)	(33,061.9)	(34,661.9)	(1,600.0)	4.8%
Prov Utility Franchise Fees	(15,775.5)	(15,214.0)	(14,121.1)	(18,453.9)	(4,332.8)	30.7%
Interest Earnings	(10,156.4)	(10,855.0)	(11,292.4)	(11,533.5)	(241.1)	2.1%
Debt Charges	0.0	0.0	187.5	187.5	0.0	0.0%
Grant-in-Lieu of Taxes - Prov Utility	(42.5)	(35.7)	0.0	0.0	0.0	0.0%
Transfer to/from Other Operating	0.0	(1,147.5)	(1,435.7)	(1,947.2)	(511.5)	35.6%
Transfer to/from Reserves	(102.5)	(102.5)	(510.7)	(504.7)	6.0	-1.2%
Total	(57,963.9)	(58,916.6)	(60,234.3)	(66,913.7)	(6,679.4)	11.1%

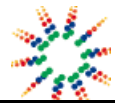
Staff Complement	2018	2019	Difference
Full Time Equivalents	0.00	0.00	0.00

Summary of Budget Changes

Service Line	Revenue Change			Expenditure Change				Net 2019 Budget
	2018 Base	Change	2019 Budget	2018 Base	Base Adj	Growth & Cont Impr	Service Level	
General Revenue	(58,475.4)	(6,173.9)	(64,649.3)	(1,758.9)	(505.5)	0.0	0.0	(2,264.4)
								(66,913.7)

Revenue Change:

- Return on Investment (ROI) has increased by \$1.6 million for the 2019 budget year (\$928.0 from the Water Utility, and \$672.0 from the Wastewater Utility), as approved in a report to City Council during the December 1st, 2015 Budget Deliberations.
- An overall increase of \$4.3 million in Provincial Utility Franchise Fees is attributed to the re-instated municipal grant from SaskEnergy (a result of the 2018/2019 Provincial budget).
- Net Interest Earnings is anticipating an increase of \$235.1. This is a result of anticipated higher bond yields extending through 2020.



Other Significant Item(s):

- Prior year figures for the General Revenue Service Line have been restated by \$1,435.7 in order to reflect an operating contribution transfer from the City Owned Property – Saskatoon Land Service Line. This restatement will provide more useful and comparable information when reviewing year over year budgets, and is consistent with the suggestion of the Internal Auditor to move to segregated financial reporting for Saskatoon Land.

Summary of Capital Investments

There are no capital investments for General Revenues.



Fines and Penalties

Overview

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

2017 Budget to Actual Variance Explanation:

In 2017 Fines and Penalties had a \$2.5 million unfavorable variance from budget. Provincial and City traffic violations received \$870.0 less in revenue. This was a result of increased compliance and a downward trend in Saskatoon Police Service (SPS) traffic violations being issued. Parking Ticket Violations had a \$1.7 million unfavorable variance in 2017. The implementation of the new parking pay stations coupled with the convenience of the new parking app that was released early in 2017 have contributed to increased compliance, resulting in fewer tickets being issued.

Summary of Operating Changes

Operating Budget:	2017 Actuals	2017 Budget	2018 Budget	2019 Budget	Dollar Change	% Change
Traffic Bylaw Violations	(4,286.6)	(5,158.0)	(4,858.0)	(4,858.0)	0.0	0.0%
Parking Bylaw Violations	(3,989.4)	(5,650.0)	(5,650.0)	(5,150.0)	500.0	-8.8%
Other Bylaw Violations	(259.4)	(263.7)	(263.7)	(263.7)	0.0	0.0%
Operating Cost	4,267.0	3,233.5	4,684.5	4,534.5	(150.0)	-3.2%
Capital Contribution	1,456.0	1,000.0	1,249.0	1,199.0	(50.0)	-4.0%
Automated Speed Enforcement	(1,927.1)	0.0	(1,700.0)	(1,800.0)	(100.0)	5.9%
Traffic Automated Enforcement (RLC)	(2,145.1)	(2,500.0)	(2,500.0)	(2,200.0)	300.0	-12.0%
Total	(6,884.6)	(9,338.2)	(9,038.2)	(8,538.2)	500.0	-5.5%

Staff Complement	2018	2019	Difference
Full Time Equivalents	0.00	0.00	0.00

Summary of Budget Changes

Service Line	Revenue Change			Expenditure Change				Net	
	2018 Base	Change	2019 Budget	2018 Base	Base Adj	Growth & Cont Impr	Service Level	2019 Budget	2019 Budget
Fines and Penalties	(14,971.7)	700.0	(14,271.7)	5,933.5	(200.0)	0.0	0.0	5,733.5	(8,538.2)

Revenue Change:

- Parking Ticket Violation revenue was decreased by \$500.0. This is a result of implementing the new parking pay stations coupled with the new parking app (that was released early in 2017) which contributed to increased compliance.
- Provincial and City traffic violation revenue is expected to decrease \$200.0 based on statistical trends brought upon from the Automated Speed Enforcement and Red Light Camera programs. Associated operating costs and transfer to the Traffic Safety Reserve are reduced by the same amount with zero impact on property taxes.

Summary of Capital Investments

There are no capital investments for Fine and Penalties.



Other Levies

Overview

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

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

2017 Budget to Actual Variance Explanation:

In 2017 there was no significant variance from budget.

Summary of Operating Changes

Operating Budget:	2017 Actuals	2017 Budget	2018 Budget	2019 Budget	Dollar Change	% Change
Revenue	(2,736.6)	(2,499.1)	(2,499.1)	(2,646.3)	(147.2)	5.9%
Operating Cost	3.4	3.6	3.6	3.6	0.0	0.0%
Capital Contribution	1,060.9	930.0	930.0	0.0	(930.0)	-100.0%
Transfer to/from Other Operating	276.0	160.9	301.2	299.1	(2.1)	-0.7%
Total	(1,396.3)	(1,404.6)	(1,264.3)	(2,343.6)	(1,079.3)	85.4%

Staff Complement	2018	2019	Difference
Full Time Equivalents	0.00	0.00	0.00

Summary of Budget Changes

Service Line	Revenue Change			Expenditure Change				Net	
	2018 Base	Change	2019 Budget	2018 Base	Base Adj	Growth & Cont Impr	Service Level	2019 Budget	2019 Budget
Other Levies	(2,499.1)	(147.2)	(2,646.3)	1,234.8	(932.1)	0.0	0.0	302.7	(2,343.6)

Revenue Change:

- Changes in revenue are a result of service agreements with the Muskeg Lake Band, and growth in property tax penalties.

Other Significant Item(s):

- A decrease of \$979.3 was a result of a transfer of \$930.0 in retiring base funding for the Clarence Avenue and Circle Drive Interchange now allocated towards the Civic Facilities Funding Plan within the Debt Servicing service line.

Summary of Capital Investments

There are no capital investments in Other Levies.

Taxation and General Revenues



City of Saskatoon
Other Levies

Operating & Capital Budget
Preliminary 2019



Operating Budget
\$6.1 million

Capital Budget
\$71.1 million



STRATEGIC GOAL:



Asset & Financial Sustainability



Sustainable Growth

Responding to the needs of a variety of customers in the housing, commercial, institutional, and industrial sectors, the Land Development business line invests capital dollars in the provision of municipal infrastructure and creates demand for durable products and employment. This adds value to the economy and encourages job growth, positive net migration, and other important multiplier effects.

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

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

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

Service Outcomes

- To ensure an adequate supply of new infrastructure is in place throughout the City to accommodate new development and core civic services.
- To invest capital dollars in the provision of municipal infrastructure and create demand for durable products and employment; adding value to the economy and encouraging job growth, positive net migration, and other important multiplier effects.
- To perform all real estate functions and activities for the Corporation including the acquisition of future development lands and all corporate land requirements, administering of both internal and external leases, coordinating and overseeing the maintenance of lands held for future development, providing valuations, and providing real estate advice to the Corporation as a whole.



- To construct arterial roadways, trunk sewers, primary water mains, storm water facilities, roadway interchanges, lift stations, and suburban park development through the use of the Land Development-Capital program.
- To use development levies collected from pre-paid servicing rates to fund installations of trunk sewers, arterial roads, storm ponds, lift stations, park development, primary water mains and a portion of new roadway interchanges.

At A Glance

\$123.3 million in net proceeds from land development investments in Hampton Village, Willowgrove, Evergreen, and Rosewood have been allocated by City Council to operating budgets and various capital projects since 2007.

\$40.7 million in total sales revenues for 2017:

- 188 residential lots were sold for a total of \$27.6 million.
- 9 industrial parcels totaling 14.92 acres were sold for a total of \$7.1 million.
- Two commercial/mixed use parcels totaling 5.29 acres were sold for a total of \$5.9 million.

80 leases of land and buildings are managed totaling approximately \$3.0 million in annual revenue.

7,000 acres of future development land is managed/maintained.

710 acres of land has been acquired over the past two years for civic projects and future development.

8 internal projects connected to Land Development were initiated in 2017. There were also 8 ongoing internal projects initiated previous to 2017 connected to Land Development; five of which were completed 2017 and three of which were required to be carried over into 2018. In addition, technical services for private development were provided.

New land development in 2017:

- 900m of new water mains.
- 786m of new sanitary sewer mains.
- 750m of new storm sewer mains.
- 6.9 lane kms of new local and collector roads.
- 11.6 lane kms of new arterial roads.

City Council Strategic Priorities Supported by this Business Line

Core Services

- Provide real estate services and expertise on behalf of the corporation.
- Maintenance and leasing of City-owned land development parcels.
- Provision of expertise, advice and guidance on municipal infrastructure.
- Regulatory oversight of infrastructure installations.

Downtown Development

- Sale and disposition surplus City-owned properties.

Economic Development

- Provide an adequate supply of serviced residential, institutional and industrial land.
- Assist with business attraction opportunities.
- Project management of land development and asset preservation infrastructure work.



Transportation

- Design and construction management services.

Performance Measures

Measures	Target	2014	2015	2016	2017	2018 Projected	Year Over Year Progress	Long Term Progress
Residential Infill Development (5 Yr. Avg)	Average of 25% Infill Development Over Last 5 Years	2010-2014 15.9%	2011-2015 15.0%	2012-2016 14.8%	2013-2017 13.7%	2014-2018 17.1%	Decline	Needs Improvement
Supply of Residential Land (Units)	1-2 Year Supply	4,958	5,384	5,150	4,766	3,850	Neutral	On-Track
Supply of Industrial Land (Acres)	2 Year Supply	179	180	197	223	185	Neutral	On-Track

Strategic Outcomes and 2019 Actions

Our Plan for Growth is sustainable, through a balanced approach to land use, transportation choices, and efficient servicing.

- Initiate new concept plan for employment lands in the Riel Sector.
- Continue conceptual planning of new master planned community (UH3) in the University Heights Sector.
- Market and sell surplus City-owned land parcels on 25th Street to facilitate new development opportunities in the downtown.
- Market, sell or repurpose former Saskatoon Transit parcels to realize area revitalization goals identified in the original concept plan.
- New trunk sewer construction in 2019 includes 3300 metres.
- New primary watermain construction in 2019 includes 2900 metres.
- New park development in 2019 includes 50.19 acres.

Reliance on property taxes is reduced.

- Examine lease revenues and other potential interim revenue that could be generated on future development lands.

Our economy is strong.

- Complete 386 residential Single Family lots Aspen Ridge.
- Complete 7.56 acres of multifamily land Aspen Ridge.
- Complete 58.12 acres of industrial servicing in Marquis Industrial.
- Complete 2 acres commercial/mixed use development.

Traffic flow throughout the city is safe and optimal.

- New and/or upgraded Arterial road connections to expressways and bridges.

Economic growth and development is supported by streamlined business practices and development approvals.

- Implement new trial multi lot allocation process for single family home builders.



Operating Summary

	2017 Actual	2017 Budget	2018 Budget	2019 Budget				
				000's			Dollar Change	% Change
				Revenue	Exp/Rec	Net		
Saskatoon Land	(1,517.8)	0.0	0.0	(6,066.2)	6,066.2	0.0	0.0	0.0%
Land Development - Capital	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0%
Total	(1,517.8)	0.0	0.0	(6,066.2)	6,066.2	0.0	0.0	0.0%

Staff Complement	2018	2019	Difference
Full Time Equivalents	18.40	18.40	0.00

Summary of Budget Changes

Service Line	Revenue Change			Expenditure Change				Net	
	2018 Base	Change	2019 Budget	2018 Base	Base Adj	Growth & Cont Impr	Service Level	2019 Budget	2019 Budget
Saskatoon Land	(6,456.9)	390.7	(6,066.2)	6,456.9	(390.7)	0.0	0.0	6,066.2	0.0
Land Development - Capital	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Total	(6,456.9)	390.7	(6,066.2)	6,456.9	(390.7)	0.0	0.0	6,066.2	0.0

Summary of Funded Capital Investments

Service Line	2019	2020	2021	2022	2023
Saskatoon Land	0.0	0.0	0.0	0.0	0.0
Land Development - Capital	71,059.0	77,459.0	141,154.0	83,273.0	99,577.0
Total	71,059.0	77,459.0	141,154.0	83,273.0	99,577.0

Financing for Funded Capital Investments

Funding Source	2019	2020	2021	2022	2023
ARTERIAL ROAD RESERVE	0.0	12,877.0	28,067.0	13,309.0	15,480.0
GENERAL PPD SERV-ENGINEERING	17,369.0	33,479.0	50,479.0	35,744.0	29,853.0
WASTEWATER LIFT STATION RES	0.0	0.0	4,239.0	0.0	2,735.0
GENERAL PPD SERV-ELEC-CITY	1,311.0	1,797.0	130.0	0.0	0.0
BUFFER RESERVE	142.0	186.0	360.0	0.0	0.0
FENCING RESERVE	0.0	0.0	290.0	0.0	0.0
TRUNK SEWER RESERVE	24,663.0	5,246.0	45,827.0	20,747.0	19,096.0
INDUSTRIAL PARK DEVELOPMENT RES	50.0	50.0	50.0	50.0	50.0
GENERAL PREPAID SVCES-ELEC-SPC	328.0	1,402.0	225.0	0.0	0.0
PARKS AND RECREATION LEVY (NBHD)	2,995.0	14,443.0	5,131.0	9,188.0	2,567.0
WATERWORKS CAPITAL PROJECTS RESERVE	3,619.0	0.0	0.0	0.0	20,645.0
PROPERTY REALIZED RES	2,167.0	60.0	0.0	0.0	0.0
GEN PPD SERVICES-GENERAL	113.0	0.0	0.0	0.0	0.0
WARRANTY RESERVE	312.0	197.0	0.0	0.0	0.0
PRIMARY WATERMAIN RES	7,585.0	3,808.0	2,173.0	3,999.0	7,984.0
PARKS AND RECREATION LEVY (DISTRICT)	651.0	1,616.0	4,063.0	116.0	1,047.0
NEIGHBOURHOOD LAND DEVELOPMENT FUND	500.0	0.0	0.0	0.0	0.0
PRR-LAND DEVELOPMENT	6,645.0	2,178.0	0.0	0.0	0.0
PRIVATE CONTRIBUTIONS	2,140.0	0.0	0.0	0.0	0.0
PARKS AND RECREATION LEVY (MULTI-DISTRICT)	469.0	120.0	120.0	120.0	120.0
Total	71,059.0	77,459.0	141,154.0	83,273.0	99,577.0
Unfunded	0.0	0.0	0.0	0.0	0.0



Future Operating Budget Impacts of 2019 Capital Projects

Service Line	2019	2020	2021	2022	2023
P0668 PARK DEV-BOULEVARD DEVELOPMENT	0.0	0.0	0.0	9.9	0.0
P1057 PARK DEV-IND'L AREA BLVD TREE PLANTING	0.0	0.0	0.0	2.8	0.0
P1568 PARK DEV-ROSEWOOD	0.0	0.0	27.3	88.5	0.0
P1570 PARK DEV-KENSINGTON	0.0	0.0	30.1	58.0	14.6
P1663 PARK DEV - N.E. SWALE	0.0	0.0	0.0	0.0	0.0
P1574 PARK DEV-ASPEN RIDGE	0.0	0.0	1.0	41.5	0.0
P1576 PARK DEV-BRIGHTON	0.0	0.0	49.5	266.7	14.6
Total	0.0	0.0	107.9	467.4	29.2



Saskatoon Land

Overview

Saskatoon Land is directed to ensure an adequate supply of serviced residential, institutional and industrial land at competitive market value; provide innovation and leadership in design for new growth; and yield financial returns to the City for re-investment within the community. The Real Estate Section is tasked with obtaining land for future development and for all civic infrastructure requirements; securing and administration of all corporate lease requirements.

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

2017 Budget to Actual Variance Explanation:

In 2017 Saskatoon Land Property for sale with interim Parking Lot use and Parking Lots on City-owned Land generated additional \$320.0 in revenue in excess of budget as parcels were not sold and utilized at higher than expected levels. Savings from maintenance and land holding costs resulted in \$50.0 less expenditures based on previous year's expenditures.

Summary of Operating Changes

Operating Budget:	2017 Actuals	2017 Budget	2018 Budget	2019 Budget	Dollar Change	% Change
Revenue	(4,904.9)	(6,455.1)	(6,456.9)	(6,066.2)	390.7	-6.1%
Staff Compensation	1,447.6	1,789.4	1,814.9	1,854.3	39.4	2.2%
Operating Cost	1,684.1	2,366.6	2,632.9	1,024.4	(1,608.5)	-61.1%
Cost Recovery	(543.7)	(939.7)	(1,197.5)	(127.9)	1,069.6	-89.3%
Capital Contribution	(1,242.2)	50.0	39.3	49.4	10.1	25.7%
Transfer to/from Other Operating	1,517.8	1,147.5	1,435.7	1,947.2	511.5	35.6%
Transfer to/from Reserves	1.2	1.2	1.4	1.4	0.0	0.0%
Transfer to/from Stabilization	2,040.1	2,040.1	1,730.2	1,317.4	(412.8)	-23.9%
Total	0.0	0.0	0.0	0.0	0.0	0.0%

Staff Complement	2018	2019	Difference
Full Time Equivalents	18.40	18.40	0.00

Summary of Budget Changes

Service Line	Revenue Change			Expenditure Change				2019 Budget	Net 2019 Budget
	2018 Base	Change	2019 Budget	2018 Base	Base Adj	Growth & Cont Impr	Service Level		
Saskatoon Land	(6,456.9)	390.7	(6,066.2)	6,456.9	(390.7)	0.0	0.0	6,066.2	0.0

Revenue Change:

- Land revenue estimates are based on sales projections for the 2019 calendar year and reflect the administration fees expected from sales of single family, multi-family, commercial and industrial properties. Land revenues also include lease revenue collected from future development land and leases under the Industrial Land Incentive Program. Revenues are forecasted to decline by \$390.7 in 2019 due to adjustments in expected residential land sale revenues.



Capital Contribution:

- Surplus from land operations budget are allocated to the Land Operations Reserve which is forecasted to decline by \$412.8 as a result of a decrease in sales and the admin fee collected.

Other Significant Item(s):

- Prior year figures for the Saskatoon Land Service Line have been restated by \$1,435.7 in order to reflect an operating contribution transfer to the General Revenue Service Line. In addition, City-Owned Property and any associated revenues and expenses have been transferred from the Corporate Asset Management Business Line, to the Saskatoon Land Business Line. This restatement will provide more useful and comparable information when reviewing year over year budgets, and is consistent with the suggestion of the Internal Auditor to move to segregated financial reporting for Saskatoon Land.

Summary of Capital Investments

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



Land Development - Capital

Overview

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

2017 Budget to Actual Variance Explanation:

In 2017 Land Development - Capital had no significant variance from budget.

Summary of Operating Changes

Operating Budget:	2017 Actuals	2017 Budget	2018 Budget	2019 Budget	Dollar Change	% Change
N/A	0.0	0.0	0.0	0.0	0.0	0.0%

Staff Complement	2018	2019	Difference
Full Time Equivalents	0.00	0.00	0.00

Summary of Budget Changes

Service Line	Revenue Change			Expenditure Change					Net
	2018 Base	Change	2019 Budget	2018 Base	Base Adj	Growth & Cont Impr	Service Level	2019 Budget	2019 Budget
Land Development - Capital	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0

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



Summary of Capital Investments

Funded Capital Projects	2019	2020	2021	2022	2023
P0616 LAND DEV'T-PRIM WTRMN-NORTHEAST SECTOR	3,619.0	2,408.0	0.0	0.0	5,793.0
P0625 LAND DEV'T-TR SWR-NORTHEAST SECTOR	100.0	140.0	13,106.0	1,905.0	0.0
P0626 LAND DEV'T-SUBDIVIS'N WARRANTY	412.0	247.0	0.0	0.0	0.0
P0627 LAND DEV'T-SUBDIVIS'N FENCING	0.0	0.0	290.0	0.0	0.0
P0634 LAND DEV'T-TR SWR-NORTH INDUSTRIAL	100.0	3,611.0	0.0	13,564.0	9,357.0
P0636 LAND DEV'T-TR SWR-MONTGOMERY PLACE WEST	0.0	0.0	0.0	50.0	5,235.0
P0639 LAND DEV'T-SUBDIVIS'N BUFFERS	142.0	186.0	360.0	0.0	0.0
P0655 LAND DEV'T-ARTL RD-MCORMOND(E SECT-PERIMETER RD)	0.0	3,794.0	2,481.0	5,718.0	0.0
P0668 PARK DEV-BOULEVARD DEVELOPMENT	120.0	120.0	120.0	120.0	120.0
P0681 LAND DEV'T-ARTL RD-TAYLOR(MCKER-CP TRACK)	0.0	0.0	3,519.0	0.0	3,207.0
P0748 LAND DEV'T-GEN ADMIN-OLD AREAS	113.0	0.0	0.0	0.0	0.0
P0778 LAND DEV'T-TR SWR-STONEBRIDGE	670.0	0.0	0.0	0.0	0.0
P1057 PARK DEV-IND'L AREA BLVD TREE PLANTING	50.0	50.0	50.0	50.0	50.0
P1391 LAND DEV'T-PARKRIDGE SUB	95.0	105.0	0.0	0.0	0.0
P1403 LAND DEV'T-ROSEWOOD	208.0	482.0	0.0	0.0	0.0
P1407 LAND DEV'T-KENSINGTON	2,368.0	3,431.0	0.0	0.0	0.0
P1408 LAND DEV'T-AIRPORT INDUSTRIAL BUS PARK	0.0	0.0	1,204.0	0.0	0.0
P1410 LAND DEV'T-ELK POINT	437.0	60.0	383.0	0.0	0.0
P1411 LAND DEV'T- ASPEN RIDGE	7,522.0	16,279.0	0.0	0.0	0.0
P1416 LAND DEV'T-TR SWR-HAMPTON VILLAGE	0.0	0.0	25,766.0	728.0	0.0
P1417 LAND DEV'T-TR SWR-BLAIRMORE	0.0	1,495.0	0.0	4,500.0	1,902.0
P1418 LAND DEV'T-TR SWR-HOLMWOOD	24,463.0	0.0	11,194.0	0.0	5,337.0
P1419 LAND DEV'T-BRIGHTON	12,593.0	13,582.0	0.0	0.0	0.0
P1435 LAND DEV'T-PRIMARY WATER MAINS-NORTH INDUSTRIAL	457.0	1,400.0	0.0	3,999.0	4,870.0
P1436 LAND DEV'T-BLAIRMORE PRIMARY WATER MAINS	2,500.0	0.0	2,173.0	0.0	14,852.0
P1437 LAND DEV'T-PRIMARY WATER MAINS-HOLMWOOD SECTOR	4,628.0	0.0	0.0	0.0	3,114.0
P1458 LAND DEV'T-ART RD-CLAYPOOL DR (DALMNY-AIRPRT DR)	0.0	0.0	13,330.0	0.0	0.0
P1460 LAND DEV'T-ARTL RD-NEAULT RDWY (22ND-SEC 2)	0.0	4,504.0	8,737.0	0.0	8,941.0
P1464 LAND DEV'T-ART RD-FEDORUK DRIVE	0.0	4,579.0	0.0	0.0	0.0
P1466 LAND DEV'T-ART RD-WANUSKEWIN RD	0.0	0.0	0.0	3,005.0	0.0
P1468 LAND DEV'T-ART RD-8TH STREET EAST	0.0	0.0	0.0	4,586.0	3,332.0
P1474 LAND DEV'T-ESTIMATED FUTURE DIRECT SERVICING PROJECTS	0.0	0.0	49,247.0	35,744.0	29,853.0
P1568 PARK DEV-ROSEWOOD	1,140.0	3,246.0	0.0	0.0	0.0
P1570 PARK DEV-KENSINGTON	1,060.0	3,637.0	360.0	40.0	361.0
P1574 PARK DEV-ASPEN RIDGE	224.0	1,312.0	1,139.0	3,874.0	651.0
P1575 PARK DEV-ELK POINT	0.0	0.0	3,568.0	5,390.0	2,602.0
P1576 PARK DEV-BRIGHTON	1,671.0	7,864.0	4,127.0	0.0	0.0
P1663 PARK DEV - N.E. SWALE	1,870.0	0.0	0.0	0.0	0.0
P1769 LAND DEV'T-MARQUIS INDUSTRIAL AREA	2,497.0	4,927.0	0.0	0.0	0.0



Funded Capital Projects		2019	2020	2021	2022	2023
P2459	LAND DEV'T-SOUTH CASWELL HILL REDEVELOPMENT	2,000.0	0.0	0.0	0.0	0.0
Total		71,059.0	77,459.0	141,154.0	83,273.0	99,577.0

2019 capital investments for Land Development include the following:

- \$27.8 million for direct servicing costs attributable to Saskatoon Land development areas;
- \$32.2 million for offsite servicing costs of arterial roads, primary water mains, and trunk sewers and lift stations;
- \$4.3 million for a variety of parks in Rosewood, Aspen Ridge and Brighton.

Future Operating Impact of Current Year's Capital Projects

Future operating impacts for the 2019 Park Development projects are planned for the regular Park maintenance, which includes electrical and irrigation costs, as well as components for equipment, shrub and turf maintenance, urban forestry and pest management, upon completion and transfer to the Parks Maintenance and Design Service Line.

Future Operating Budget Impacts of 2019 Capital Projects

Project	2019	2020	2021	2022	2023
P0668 PARK DEV-BOULEVARD DEVELOPMENT	0.0	0.0	0.0	9.9	0.0
P1057 PARK DEV-IND'L AREA BLVD TREE PLANTING	0.0	0.0	0.0	2.8	0.0
P1568 PARK DEV-ROSEWOOD	0.0	0.0	27.3	88.5	0.0
P1570 PARK DEV-KENSINGTON	0.0	0.0	30.1	58.0	14.6
P1663 PARK DEV - N.E. SWALE	0.0	0.0	0.0	0.0	0.0
P1574 PARK DEV-ASPEN RIDGE	0.0	0.0	1.0	41.5	0.0
P1576 PARK DEV-BRIGHTON	0.0	0.0	49.5	266.7	14.6
Total	0.0	0.0	107.9	467.4	29.2



Schedule I General Revenues

(\$000s)	2017 Actual	2017 Budget	2018 Budget	2019 Budget
TAX-SUPPORTED SERVICES				
Taxation				
Property Levy	219,616.8	219,885.5	231,240.5	244,659.8
Municipal Services Agreement	297.6	281.1	281.1	328.3
Trailer Occupancy	103.5	96.9	96.9	96.9
Amusement	68.2	71.1	71.1	71.1
Taxation	220,086.1	220,334.6	231,689.6	245,156.1
Grants In Lieu Of Taxes				
Saskatoon Land	1,027.4	600.0	900.0	1,020.0
Own Utilities	31,521.4	32,181.6	34,431.5	35,079.3
Senior Governments & Agencies	6,195.2	5,530.0	6,200.0	7,350.0
Grants In Lieu Of Taxes	38,743.9	38,311.6	41,531.5	43,449.3
General Revenues				
Administration Recovery	9,454.6	9,454.6	9,454.6	9,454.6
Fines & Penalties	12,607.5	13,571.7	14,971.7	14,271.7
Franchise Fees	15,818.0	15,249.7	14,121.1	18,453.9
Interest Earnings	10,402.0	11,046.7	11,496.0	11,743.6
Licences & Permits	1,418.4	1,500.1	1,501.0	1,491.9
Other (Grants)	37.6	10.4	10.4	10.4
Other Revenue	978.6	529.6	450.0	912.3
Property Rentals	3,088.9	2,611.3	2,844.8	2,874.0
R.M. Of Corman Park	245.8	180.1	180.1	450.0
Tax Penalties	2,267.3	2,050.0	2,050.0	2,150.0
Utilities-Return On Investment	31,334.7	31,009.7	32,509.7	34,109.7
General Revenues	87,653.3	87,213.9	89,589.4	95,922.1
User Fees				
Access Transit	235.2	230.3	230.3	233.3
Albert Community Centre	190.8	157.3	157.3	190.8
Cemeteries	1,314.2	1,258.6	1,318.6	1,364.5
Community Partnerships	14.7	16.8	16.8	18.1
Environmental Protection	6.2	8.4	—	—
Fire	512.2	783.3	783.3	105.8
Forestry Farm Park	1,088.0	960.7	1,025.7	1,218.6
Legal Fees	339.5	325.0	325.0	325.0
Leisure Centres-Program	6,053.6	6,618.4	6,644.8	6,605.1
Leisure Centres-Rentals	6,209.3	6,356.6	6,537.3	6,915.4
Marr Residence	—	0.5	0.5	0.5
Outdoor Sports Fields	714.9	627.1	641.2	695.9



**Schedule I (cont.)
General Revenues**

(\$000s)	2017 Actual	2017 Budget	2018 Budget	2019 Budget
Outdoor Swimming Pools	460.6	471.4	482.3	464.0
Parking	6,613.1	5,938.2	6,209.6	6,734.8
Planning	185.7	405.6	307.8	242.5
Policing	1,643.9	1,466.8	1,788.7	2,042.7
River Landing	688.2	1,210.3	1,265.3	1,290.3
Skating Rinks	2,274.0	2,125.2	2,277.5	2,346.3
Solid Waste Management	4,576.6	5,920.0	5,180.0	5,180.0
Tax Searches & Enforcement	169.1	215.0	215.0	215.0
Transit Operations	13,266.4	14,273.5	14,273.5	13,939.0
User Fees	46,556.2	49,369.0	49,680.5	50,127.6
Transfers From Other Governments	65,166.9	64,459.7	61,538.6	60,192.0
TOTAL TAX-SUPPORTED SERVICES	458,206.5	459,688.8	474,029.6	494,847.1
NON TAX-SUPPORTED SERVICES				
Building and Plumbing Permits & Standards	5,650.9	6,749.6	5,688.5	5,919.8
Business Licenses	1,029.6	1,020.1	1,093.8	1,154.6
Golf Courses	3,298.3	3,922.1	4,045.6	4,025.6
Gordon Howe Campsite	596.4	637.9	637.1	624.3
Impound Lot	322.9	536.8	367.4	376.2
Nutrien Playland	469.0	586.4	586.4	540.1
Saskatoon Land	2,414.5	4,507.4	4,178.8	3,766.2
TOTAL NON TAX-SUPPORTED SERVICES	13,781.7	17,960.3	16,597.6	16,406.8
TOTAL REVENUES	471,988.2	477,649.1	490,627.2	511,253.9



Schedule II General Expenditures

(\$000s)	2017 Actual	2017 Budget	2018 Budget	2019 Budget
TAX-SUPPORTED SERVICES				
Arts, Culture & Events Venues				
Rimai Modern	5,079.7	5,079.7	5,474.7	5,930.5
SaskTel Centre	444.2	594.2	547.7	560.0
TCU Place	1,659.9	1,660.4	1,704.7	1,758.8
Arts, Culture & Events Venues	7,183.8	7,334.3	7,727.1	8,249.3
Community Support				
Animal Services	1,323.4	1,301.3	1,348.0	1,407.0
Community Development	3,539.0	3,505.2	3,698.3	3,915.7
Community Investments & Supports	11,577.0	10,083.2	11,207.7	11,623.3
Cemeteries	1,586.9	1,498.0	1,543.8	1,584.9
Community Support	18,026.2	16,387.7	17,797.8	18,530.9
Corporate Asset Management				
Facilities Management	9,397.2	8,533.9	8,960.3	11,087.2
Fleet Services	25.1	—	—	—
City-Owned Property - Land ⁽²⁾	1,355.3	1,465.3	1,500.8	586.5
Corporate Asset Management	10,777.6	9,999.2	10,461.1	11,673.7
Corporate Governance & Finance				
Legislative	1,381.3	1,575.0	1,585.9	1,599.0
City Manager's Office	649.6	681.7	679.0	696.4
City Clerk's Office	2,503.2	2,667.2	2,689.0	2,900.3
City Solicitor's Office	2,025.2	2,289.8	2,329.5	2,408.8
Corporate Projects	—	—	—	188.9
Corporate Support	18,768.9	19,011.9	19,893.3	20,409.2
Service Saskatoon	698.6	715.4	736.7	847.9
General Services	5,638.0	7,951.7	8,144.1	10,359.0
Assessment & Taxation	3,059.4	3,688.0	3,542.6	3,544.7
Revenue Services ⁽²⁾	1,712.8	1,849.4	1,845.8	1,954.5
Financial Services ⁽²⁾	3,679.1	3,476.1	3,585.6	4,019.5
Subtotal Before Debt Servicing	40,116.2	43,906.2	45,031.5	48,928.2
Debt Servicing				
Debt Servicing	29,461.1	29,354.7	28,981.6	28,974.9
Corporate Governance & Finance	69,577.3	73,260.9	74,013.1	77,903.1
Environmental Health				
Environmental Program	490.8	490.4	493.2	500.4



Schedule II (cont.) General Expenditures

(\$000s)	2017 Actual	2017 Budget	2018 Budget	2019 Budget
Urban Forestry	3,432.8	3,552.7	3,631.7	3,728.7
Waste Reduction & Resource Recovery	1,083.4	1,020.2	1,057.4	1,068.5
Waste Handling Service	12,656.3	13,303.4	13,357.1	13,298.6
Urban Biological Services	903.2	911.3	991.1	1,040.6
Environmental Health	18,566.6	19,278.0	19,530.5	19,636.8
Fire Services				
Fire Services	47,131.7	47,647.1	48,687.6	50,430.9
Emergency Measures	345.2	421.0	424.4	441.8
Fire Services	47,476.9	48,068.1	49,112.0	50,872.7
Policing				
Saskatoon Police Service	96,927.8	95,778.2	99,353.7	105,356.1
Policing	96,927.8	95,778.2	99,353.7	105,356.1
Recreation & Culture				
Spectator Ballfields	157.2	157.0	163.4	170.2
Marketing Services	609.7	622.8	635.5	666.4
Community Partnerships	448.0	434.7	438.2	505.1
Forestry Farm Park & Zoo	2,717.3	2,561.1	2,676.0	2,803.2
Indoor Rinks	2,528.2	2,447.4	2,498.1	2,652.6
Outdoor Pools	1,205.3	1,353.8	1,373.3	1,407.4
Outdoor Sports Fields	1,057.5	1,076.9	1,159.8	1,250.9
Parks Maintenance & Design	14,290.2	13,567.4	14,182.3	14,994.0
Playground & Recreation Areas	873.9	887.4	857.4	927.1
Program Research & Design	225.9	238.9	238.9	241.3
Leisure Centres - Program	10,864.1	10,753.8	11,203.5	11,670.4
Leisure Centres - Rentals	10,241.9	10,567.5	10,838.2	10,985.3
Targeted Programming	563.4	588.8	597.7	609.9
Albert Community Centre	200.5	235.9	238.9	264.2
Marr Residence	35.3	22.5	22.7	22.7
River Landing	688.2	1,210.3	1,265.3	1,290.3
Recreation & Culture	46,706.5	46,726.2	48,389.2	50,461.0
Taxation & General Revenues				
Property Levy ⁽¹⁾	646.0	646.0	665.0	665.0
Fines & Penalties	5,723.0	4,233.5	5,933.5	5,733.5
Other Levies	1,340.4	1,094.5	1,234.8	302.7
General Revenue ⁽²⁾	(102.5)	(1,250.0)	(1,758.9)	(2,264.4)
Taxation & General Revenues	7,606.8	4,724.0	6,074.4	4,436.8



Schedule II (cont.) General Expenditures

(\$000s)	2017 Actual	2017 Budget	2018 Budget	2019 Budget
Transportation				
Transit Operations	41,423.9	40,625.6	41,197.3	43,114.6
Access Transit	5,217.2	4,930.0	5,440.2	5,787.2
Transportation Services	6,980.1	7,418.0	7,301.2	7,575.7
Road Maintenance	42,820.4	43,336.6	43,509.5	44,674.0
Snow & Ice Management	13,053.3	13,141.1	13,233.6	13,465.2
Street Cleaning & Sweeping	4,521.2	3,759.2	4,238.6	4,356.9
Bridges, Subways, Overpasses	6,069.6	6,090.0	6,141.7	7,110.0
Street Lighting	6,477.2	6,602.8	7,084.9	7,513.7
Parking	3,958.1	2,800.8	3,367.2	3,946.8
Engineering	658.1	730.3	762.4	724.7
Transportation	131,179.1	129,434.4	132,276.6	138,268.8
Urban Planning & Development				
Attainable Housing	286.9	425.1	422.8	426.3
Business Improvement Districts	107.7	107.7	107.7	107.7
Development Review	1,159.9	1,266.9	1,244.2	1,282.8
Regional Planning	341.9	367.7	445.3	511.4
Bylaw Compliance	667.9	767.1	764.5	763.9
Long Range Planning	180.8	195.6	217.4	226.7
Neighborhood Planning	507.8	552.2	740.2	762.3
Research & Mapping	419.6	461.2	466.4	478.7
Urban Design	2,469.7	2,485.5	2,485.5	2,485.5
Urban Planning & Development	6,142.1	6,629.0	6,894.0	7,045.3
TOTAL TAX-SUPPORTED SERVICES	460,170.7	457,620.0	471,629.5	492,434.5
NON TAX-SUPPORTED SERVICES				
Building and Plumbing Permits & Standards	5,650.9	6,749.6	5,688.5	5,919.8
Business Licenses ⁽²⁾	1,143.1	1,141.2	1,215.8	1,267.2
Golf Courses	3,298.3	3,922.1	4,045.6	4,025.6
Gordon Howe Campground	596.4	637.9	637.1	624.3
Impound Lot	377.6	536.8	367.4	376.2
Nutrien Playland	469.0	586.4	586.4	540.1
Saskatoon Land	3,387.1	6,455.1	6,456.9	6,066.2
TOTAL NON TAX-SUPPORTED SERVICES	14,922.4	20,029.1	18,997.7	18,819.4
TOTAL EXPENDITURES	475,093.1	477,649.1	490,627.2	511,253.9

(1) The Property Levy service line expenditures is for Tax Loss Compensation for the East Sector and Boundary Alteration Annexation.

(2) The budget for 2017 and 2018 has been restated due to operating transfers amongst various service lines.



Schedule III Water Utility

(\$000s)	2017 Actual	2017 Budget	2018 Budget	2019 Budget
Revenues:				
Metered Revenue	60,412.7	61,183.0	65,945.6	79,541.5
Infrastructure Levy	14,863.7	14,775.0	15,216.5	15,216.5
Miscellaneous	319.1	140.0	260.0	260.0
Fire Protection Charge	715.1	715.1	715.1	715.1
Late Payment Penalties	185.2	156.6	160.0	164.0
Total Revenues	76,495.8	76,969.7	82,297.2	95,897.1
Expenditures:				
General	10,125.2	10,177.6	10,547.9	11,781.3
Laboratory	463.9	663.3	670.8	654.3
Treatment and Pumping	10,689.9	12,437.6	12,810.1	12,888.5
Buildings and Grounds	736.4	910.2	913.6	914.3
Meters	1,599.9	1,819.0	1,805.1	1,990.7
Watermains	9,115.2	8,227.9	8,641.9	9,111.7
Hydrants	1,599.2	1,257.7	1,321.1	1,436.1
Services	2,762.0	3,212.3	3,374.3	3,494.2
Contribution to Capital Reserves	22,739.0	22,748.7	24,381.0	37,362.4
Transfer to Stabilization Reserve	4,741.7	—	—	—
Debt Charges	11,923.4	11,992.2	13,278.4	10,956.6
Return on Investment ⁽¹⁾	—	3,523.2	4,553.0	5,307.0
Total Expenditures	76,495.8	76,969.7	82,297.2	95,897.1
SURPLUS (DEFICIT)	0.0	0.0	0.0	0.0

(1) 2016 was the first year in which the Water Utility Surplus is transferred to General Revenues (Mill-rate) through a Return-on-Investment (ROI).



Schedule IV Wastewater Utility

(\$000s)	2017 Actual	2017 Budget	2018 Budget	2019 Budget
Revenues:				
Metered Revenue	42,881.4	44,514.5	52,522.7	52,996.8
Infrastructure Levy	24,452.3	24,403.5	25,013.3	24,071.3
Hauler Revenue	169.0	170.0	170.0	195.0
Late Payment Penalties	123.4	103.0	108.0	109.1
Miscellaneous Revenue	1,444.5	980.1	1,215.0	1,548.6
Flood Protection Levy	—	—	—	—
Total Revenues	69,070.7	70,171.1	79,029.0	78,920.8
Expenditures:				
General	7,407.9	7,475.9	8,342.0	8,481.5
Heavy Grit Facility	301.4	361.6	394.7	598.9
Laboratory	555.9	649.0	680.3	656.4
Lift Stations	1,584.9	1,737.8	1,953.6	2,008.7
Pollution Control Plant	6,718.5	7,833.6	7,907.6	8,138.4
Sludge Handling & Disposal	1,443.2	1,940.5	2,030.5	2,002.1
Sewer Engineering	430.0	463.3	478.3	493.9
Sewer Inspections	532.9	669.7	691.4	743.4
Sewer Maintenance	4,295.0	4,814.4	5,017.0	5,161.8
Service Connections	1,699.4	2,210.0	2,234.8	2,296.8
Debt Charges	6,084.3	6,178.9	6,369.7	5,971.0
Contribution to Capital Reserves	33,048.4	33,009.6	39,632.1	38,524.9
Transfer to Stabilization Reserve	4,968.9	—	—	—
Return on Investment ⁽¹⁾	—	2,826.8	3,297.0	3,843.0
Total Expenditures	69,070.7	70,171.1	79,029.0	78,920.8
SURPLUS (DEFICIT)	0.0	0.0	0.0	0.0

(1) 2016 was the first year in which the Wastewater Utility Surplus is transferred to General Revenues (Mill-rate) through a Return-on-Investment (ROI).



Schedule V Saskatoon Light and Power

(\$000s)	2017 Actual	2017 Budget	2018 Budget	2019 Budget
Revenues:				
Metered Revenue	146,858.6	151,255.0	158,420.5	152,615.3
Municipal Surcharge	14,685.9	15,125.5	15,842.2	15,261.6
Service Connection Fees	398.3	435.0	425.0	390.0
Miscellaneous	690.9	589.2	680.6	704.4
Tax Collection Commission	1.8	1.8	—	—
Late Payment Penalties	308.6	290.0	300.0	300.0
Landfill Gas Generation Revenue	919.4	1,270.9	1,296.0	1,275.0
Green Power Revenue	4.4	4.0	3.7	4.7
Total Revenues	163,867.9	168,971.4	176,968.0	170,551.0
Expenditures:				
General	27,231.5	28,112.6	29,237.4	28,562.0
Equipment	(104.3)	—	—	—
Custom Work	32.6	—	17.7	50.0
Power Purchased	86,472.6	89,998.4	94,299.6	89,308.0
Buildings and Grounds	542.6	742.1	791.4	741.6
Poles, Lines and Feeders	5,408.6	5,978.7	6,005.5	5,935.4
Substations	1,063.4	1,294.9	1,244.7	1,201.7
Street Lighting	1,464.7	1,796.7	1,739.8	1,747.7
Meters	1,047.5	1,346.6	1,427.8	1,302.1
System Operations	146.3	177.5	172.0	164.9
Landfill Gas Generation	919.4	1,270.9	1,296.0	1,275.0
Provision for Capital Extension	5,815.5	5,815.5	6,250.4	6,428.2
Provision for Capital Replacement	7,694.0	7,777.8	9,826.0	9,174.7
Transfer to Stabilization Reserve	1,473.7	—	—	—
Return on Investment ⁽¹⁾	24,659.7	24,659.7	24,659.7	24,659.7
Total Expenditures	163,867.9	168,971.4	176,968.0	170,551.0
SURPLUS (DEFICIT)	0.0	0.0	0.0	0.0

(1) The Saskatoon Light & Power (SL&P) Utility Surplus is transferred to General Revenues (Mill-rate) through a Return-on-Investment (ROI).



Schedule VI Storm Water Management Utility

(\$000s)	2017 Actual	2017 Budget	2018 Budget	2019 Budget
Revenues:				
Metered Revenue	6,207.8	6,209.0	6,360.0	8,109.9
Late Payment Penalties	12.6	11.0	12.0	12.0
Total Revenues	6,220.4	6,220.0	6,372.0	8,121.9
Expenditures:				
General	233.2	234.4	224.5	243.8
Storm Sewers Engineering	304.6	432.0	451.4	564.5
Storm Sewers Maintenance	1,933.4	1,931.4	2,018.3	2,069.8
Drainage	760.0	909.1	950.0	990.9
Contribution to Capital Reserves	2,696.3	2,713.1	2,727.8	4,252.9
Transfer to Stabilization Reserve	292.9	—	—	—
Total Expenditures	6,220.4	6,220.0	6,372.0	8,121.9
SURPLUS (DEFICIT)	0.0	0.0	0.0	0.0



Schedule VII Waste Services Utility

(\$000s)	2017 Actual	2017 Budget	2018 Budget	2019 Budget
Revenues:				
Residential Recycling Revenue	4,481.8	4,466.5	4,621.8	4,874.8
Compost Revenue	902.8	382.2	25.5	473.8
Multi-Unit Recycling Revenue	2,598.7	2,452.5	2,567.2	2,673.6
Leaves & Grass Revenue	409.3	375.8	412.5	544.5
Total Revenues	8,392.6	7,677.0	7,627.0	8,566.7
Expenditures:				
General	1,059.8	704.6	420.1	979.9
Contractor Services	6,901.3	6,481.7	6,867.1	7,586.8
Contribution to Capital Reserve	171.6	182.0	—	—
Transfer to Stabilization Reserve	260.0	308.7	339.8	—
Total Expenditures	8,392.6	7,677.0	7,627.0	8,566.7
SURPLUS (DEFICIT)	0.0	0.0	0.0	0.0



Schedule VIII Summary of Staff Years in Full-Time Equivalents (FTEs)

(FTEs)	2018	2019	FTE Change
CIVIC, POLICE & CONTROLLED CORPORATIONS			
Civic Operations			
Community Support	30.61	30.61	—
Corporate Asset Management ⁽¹⁾	241.91	245.89	3.98
Corporate Governance & Finance ⁽¹⁾	410.99	415.49	4.50
Environmental Health	108.94	109.97	1.03
Fire	336.0	337.0	1.00
Recreation & Culture	298.52	302.92	4.40
Transportation	618.59	630.55	11.96
Urban Planning & Development	48.65	49.25	0.60
Total Civic Operations	2,094.21	2,121.68	27.47
Police			
Police	656.53	668.52	11.99
Total Police	656.53	668.52	11.99
Controlled Corporations			
Rimai Modern	45.05	47.55	2.50
SaskTel Centre	47.67	47.67	—
TCU Place	62.59	62.59	—
Total Controlled Corporations	155.31	157.81	2.50
TOTAL CIVIC, POLICE & CONTROLLED CORPORATIONS	2,906.05	2,948.01	41.96
NON TAX-SUPPORTED SERVICES			
Building and Plumbing Permits & Standards	57.00	58.00	1.00
Business Licenses ⁽¹⁾	10.60	10.60	0.00
Golf Courses	24.80	24.80	—
Impound Lot	0.75	0.75	—
Nutrien Playland	4.25	3.83	(0.42)
Gordon Howe Campground	2.70	2.70	—
Land Development ⁽¹⁾	18.40	18.40	0.00
Sub-total	118.5	119.08	0.58
Utilities			
Utilities	361.42	361.42	—
New FTEs	—	5.80	5.80
Transferred to Operating	—	—	—



Schedule VIII (cont.)
Summary of Staff Years in Full-Time Equivalents (FTEs)

(FTEs)	2018	2019	FTE Change
Transferred from Capital (Utilities)	—	0.70	0.70
Total Utilities	361.42	367.92	6.50
TOTAL NON TAX-SUPPORTED SERVICES	479.92	487.00	7.08
CAPITAL	299.92	299.92	0.0
New	—	7.87	7.87
Transferred to Operating	—	(0.11)	(0.11)
Transferred to Operating (Utilities)	—	(0.70)	(0.70)
TOTAL CAPITAL	299.92	306.98	7.06
FTE TOTAL	3,685.89	3,741.99	56.10
LIBRARY	148.80	149.60	0.80
FTE TOTAL WITH LIBRARY	3,834.69	3,891.59	56.90

(1) 2018 FTEs have been restated for comparison purposes due to operating transfers between service lines within the current budget year



Schedule IX Future Operating Impacts of 2019 Funded Capital Projects (\$000s)

	2020	2021	2022
Corporate Governance & Finance			
1942 - AF-CORPORATE SECURITY PLAN	225.0	—	—
2624 - CP-QUALITY MANAGEMENT SYSTEM	140.0	—	—
Corporate Governance & Finance	365.0	0.0	0.0
Environmental Health			
2538 - CP-NATURAL CAPITAL ASSET VALUATION	75.0	—	—
2598 - CP-CORPORATE ADAPTATION STRATEGY	232.0	—	—
Environmental Health	307.0	0.0	0.0
Fire Services			
2504 - FIRE-NEW EQUIPMENT	14.6	—	—
2597 - FIRE- HARDWARE AND TECHNOLOGY UPGRADES	20.0	—	—
Fire Services	34.6	0.0	0.0
Land Development			
0668-PARK DEV-BOULEVARD DEVELOPMENT	—	—	9.9
1057-PARK DEV-IND'L AREA BLVD TREE PLANTING	—	—	2.8
1568-PARK DEV-ROSEWOOD	—	27.3	88.5
1570-PARK DEV-KENSINGTON	—	30.1	58.0
1574-PARK DEV-ASPEN RIDGE	—	1.0	41.5
1576-PARK DEV-BRIGHTON	—	49.5	266.7
Land Development	0.0	107.9	467.4
Policing			
2389 - POLICE-FLEET ADDITIONS	7.0	7.0	7.0
2499 - POLICE-TECHNOLOGY REPLACEMENT	—	43.0	—
2610 - POLICE-TECHNOLOGY EXPANSION	31.7	5.5	14.5
Policing	38.7	55.5	21.5
Recreation & Culture			
1658 - CY-PARKS NEW SATELLITE MTNC BLDG	15.2	—	—
Recreation & Culture	15.2	0.0	0.0
Transportation			
2589 - TR-TECHNOLOGY PLAN	5.0	—	—
Transportation	5.0	0.0	0.0
Urban Planning and Development			
2169 - CY-BLDG STANDARDS PROGRAM ENHANCEMENTS	100.0	—	—
2300 - CY-COMPREHENSIVE ZONING BYLAW REVIEW	—	53.0	53.0



Schedule IX (cont.)
Future Operating Impacts of 2019 Funded Capital Projects (\$000s)

	2020	2021	2022
2605 - CY-REGIONAL PLAN IMPLEMENTATION	42.3	95.8	—
Urban Planning and Development	142.3	148.8	53.0
Utilities			
1174-SL&P-STREET LIGHTS-LAND DEVELOPMENT	84.0	—	—
Utilities	84.0	0.0	0.0
TOTAL OPERATING IMPACTS - FUNDED	991.8	312.2	541.9

Future Operating Impacts of 2019 Unfunded Capital Projects (\$000s)

Recreation & Culture			
2606 - CY-INDOOR CHILDREN'S PLAYGROUND AND ACCESSIBILITY UPGRADES TO INDOOR POOLS	7.9	—	—
Recreation & Culture	7.9	0.0	0.0
Transportation			
2550 - TU-WEST/CENTRAL MULTI-USE CORRIDOR	2.1	—	—
Transportation	2.1	0.0	0.0
TOTAL OPERATING IMPACTS - UNFUNDED	10.0	0.0	0.0



Schedule X Summary of Operating Budget Changes [Part 1]

Service Line	Change Type	Explanation	(\$000's)
SERVICE LINE ORDER BASED ON CIVIC SURVEY RESULTS			
Road Maintenance		Base Budget	43,230.9
		Revenue Change	—
	Inflation/Transfers	Expenditure Increase	338.7
	Growth/Cont Impr	Expenditure Increase: \$775.0 Transfer to Roadways and Transportation Infrastructure Reserve; \$50.8 for salary growth requirements.	825.8
	Service Level Adj		—
		Total Expenditure Increase	1,164.5
		2019 Budget	44,395.4
Snow & Ice Management		Base Budget	12,678.9
		Revenue Change	—
	Inflation/Transfers	Expenditure Increase	118.2
	Growth/Cont Impr	Expenditure Increase: \$58.4 for enhanced snow removal due to growth in network, \$55.0 for salary growth requirements.	113.4
	Service Level Adj	Expenditure Increase:	—
		Total Expenditure Increase	231.6
		2019 Budget	12,910.5
Street Cleaning & Sweeping		Base Budget	4,238.6
		Revenue Change	—
	Inflation/Transfers	Expenditure Increase	55.7
	Growth/Cont Impr	Expenditure Increase: 2.75 FTE increase in pooled labourers (significantly offset by reduced contractor costs).	62.6
	Service Level Adj		—
		Total Expenditure Increase	118.3
		2019 Budget	4,356.9
Bridges, Subways, Overpasses		Base Budget	6,141.7
		Revenue Change	—
	Inflation/Transfers	Expenditure Increase	74.8
	Growth/Cont Impr	Expenditure Increase: \$800.0 for 30 year life cycle & maintenance/Rehab payments for P3 contract (Chief Mistawasis & Traffic Bridges); \$93.5 for capital reserve transfers and operating expenditures for the Boychuk & McOrmond Interchanges.	893.5
	Service Level Adj		—
		Total Expenditure Increase	968.3
		2019 Budget	7,110.0
Policing		Base Budget	89,463.5
		Revenue Increase	520.1
	Inflation/Transfers	Expenditure Increase	4,856.0
	Growth/Cont Impr	Expenditure Increase: For 12.0 new FTEs.	1,146.4
	Service Level Adj		—
		Total Expenditure Increase	6,002.4
		2019 Budget	94,945.8



Schedule X (cont.)
Summary of Operating Budget Changes [Part 1]

Service Line	Change Type	Explanation	(\$000's)
Transportation Services		Base Budget	7,060.5
		Revenue Change	—
	Inflation/Transfers	Expenditure Increase	180.4
	Growth/Cont Impr	Expenditure Increase: \$9.4 for roadway signing & marking materials due to growth in network; \$60.0 in materials for traffic signal maintenance, \$24.7 transportation engineering consulting & staff training costs.	94.1
	Service Level Adj		—
		Total Expenditure Increase	274.5
		2019 Budget	7,335.0
Long Range Planning		Base Budget	216.5
		Revenue Change	—
	Inflation/Transfers	Expenditure Increase	9.3
	Growth/Cont Impr		—
	Service Level Adj		—
		Total Expenditure Increase	9.3
		2019 Budget	225.8
Attainable Housing		Base Budget	422.8
		Revenue Change	—
	Inflation/Transfers	Expenditure Increase	3.5
	Growth/Cont Impr		—
	Service Level Adj		—
		Total Expenditure Increase	3.5
		2019 Budget	426.3
Property Levy		Base Budget	(230,575.5)
		Revenue Increase	13,419.3
	Inflation/Transfers		—
	Growth/Cont Impr		—
	Service Level Adj		—
		Total Expenditure Change	—
		2019 Budget	(243,994.8)
Transit Operations		Base Budget	26,105.2
		Revenue Decrease	(334.5)
	Inflation/Transfers	Expenditure Increase	1,421.8
	Growth/Cont Impr	Expenditure Increase: \$123.0 provision to TAVR Reserve, \$217.2 for 3.0 pooled operator FTEs; \$90.2 for 1.0 service supervisor FTE; \$65.1 for 1.0 utility FTE.	495.5
	Service Level Adj		—
		Total Expenditure Increase	1,917.3
		2019 Budget	28,357.0

Schedule X (cont.)
Summary of Operating Budget Changes [Part 2]

Service Line	Change Type	Explanation	(\$000's)
REMAINING SERVICE LINES ARE GROUPED ALPHABETICALLY BY BUSINESS LINE			



Schedule X (cont.)
Summary of Operating Budget Changes [Part 2]

Service Line	Change Type	Explanation	(\$000's)
Arts, Culture & Events Venues			
Remai Modern		Base Budget	5,474.7
		Revenue Change	—
	Inflation/Transfers		—
	Growth/Cont Impr	Expenditure Increase: For Civic buildings & comprehensive maintenance (CBCM) reserve contribution, facilities, and energy management costs.	455.8
	Service Level Adj		—
		Total Expenditure Increase	455.8
		2019 Budget	5,930.5
SaskTel Centre		Base Budget	547.7
		Revenue Change	—
	Inflation/Transfers	Expenditure Increase	47.3
	Growth/Cont Impr	Expenditure Decrease: Increased cost recovery based on anticipated 2019 surplus.	(35.0)
	Service Level Adj		—
		Total Expenditure Increase	12.3
		2019 Budget	560.0
TCU Place		Base Budget	1,704.7
		Revenue Change	—
	Inflation/Transfers	Expenditure Increase	54.1
	Growth/Cont Impr		—
	Service Level Adj		—
		Total Expenditure Increase	54.1
		2019 Budget	1,758.8
Community Support			
Animal Services		Base Budget	705.3
		Revenue Increase	49.9
	Inflation/Transfers	Expenditure Increase	59.0
	Growth/Cont Impr		—
	Service Level Adj		—
		Total Expenditure Increase	59.0
		2019 Budget	714.4
Cemeteries		Base Budget	21.6
		Revenue Increase	52.4
	Inflation/Transfers	Expenditure Increase	41.1
	Growth/Cont Impr		—
	Service Level Adj		—
		Total Expenditure Increase	41.1
		2019 Budget	10.3
Community Development		Base Budget	3,348.3
		Revenue Decrease	(20.0)
	Inflation/Transfers	Expenditure Increase	104.0
	Growth/Cont Impr	Expenditure Increase: Annual operating grant for new joint use school rental agreement with recreation centres.	113.4
	Service Level Adj		—
		Total Expenditure Increase	217.4
		2019 Budget	3,585.7



Schedule X (cont.)
Summary of Operating Budget Changes [Part 2]

Service Line	Change Type	Explanation	(\$000's)
Community Investments & Supports		Base Budget	11,207.7
		Revenue Change	—
	Inflation/Transfers	Expenditure Increase	343.2
	Growth/Cont Impr	Expenditure Increase: \$60.0 increase in cultural operating grants; \$12.4 for social services and community garden financial assistance.	72.4
	Service Level Adj		—
		Total Expenditure Increase	415.6
		2019 Budget	11,623.3
Corporate Asset Management			
City-Owned Property - Land		Base Budget	1,007.6
		Revenue Increase	7.3
	Inflation/Transfers	Expenditure Decrease	(914.3)
	Growth/Cont Impr		—
	Service Level Adj		—
		Total Expenditure Decrease	(914.3)
		2019 Budget	86.0
Facilities Management		Base Budget	8,887.8
		Revenue Change	—
	Inflation/Transfers	Expenditure Increase Expenditure Increase: \$23.0 - (0.35 FTE) for a pooled trade staff, \$49.5 - maintenance operating impacts for Cairns grandstand, rotary park gazebo, and playground equipment; \$184.0 - (1.53 FTE) for pooled trade staff & building operator, plus childrens development museum maintenance operating impact; \$389.8 - (1.0 FTE) building operator for old STC building, and energy management & maintenance provision for acquisition of 88 king street and fire hall #5.	1,480.6
	Growth/Cont Impr		646.3
	Service Level Adj		—
		Total Expenditure Increase	2,126.9
		2019 Budget	11,014.7
Fleet Services		Base Budget	—
		Revenue Change	—
	Inflation/Transfers		—
	Growth/Cont Impr		—
	Service Level Adj		—
		Total Expenditure Change	—
		2019 Budget	—
Corporate Governance & Finance			
Service Saskatoon		Base Budget	736.7
		Revenue Change	—
	Inflation/Transfers	Expenditure Increase	111.2
	Growth/Cont Impr		—
	Service Level Adj		—
		Total Expenditure Increase	111.2
		2019 Budget	847.9



Schedule X (cont.)
Summary of Operating Budget Changes [Part 2]

Service Line	Change Type	Explanation	(\$000's)
Assessment & Taxation		Base Budget	3,538.1
		Revenue Change	—
	Inflation/Transfers	Expenditure Increase	2.1
	Growth/Cont Impr		—
	Service Level Adj		—
		Total Expenditure Increase	2.1
		2019 Budget	3,540.2
City Clerk's Office		Base Budget	2,694.0
		Revenue Increase	9.5
	Inflation/Transfers	Expenditure Increase	80.4
	Growth/Cont Impr	Expenditure Increase: \$113.7 (1.0 FTE) for a business & elections officer, \$17.2 for returning officer.	130.9
	Service Level Adj		—
		Total Expenditure Increase	211.3
		2019 Budget	2,895.8
City Manager's Office		Base Budget	679.0
		Revenue Change	—
	Inflation/Transfers	Expenditure Increase	17.4
	Growth/Cont Impr		—
	Service Level Adj		—
		Total Expenditure Increase	17.4
		2019 Budget	696.4
City Solicitor's Office		Base Budget	2,004.5
		Revenue Change	—
	Inflation/Transfers	Expenditure Increase	79.3
	Growth/Cont Impr		—
	Service Level Adj		—
		Total Expenditure Increase	79.3
		2019 Budget	2,083.8
Corporate Projects		Base Budget	—
		Revenue Change	—
	Inflation/Transfers	Expenditure Increase	188.9
	Growth/Cont Impr		—
	Service Level Adj		—
		Total Expenditure Increase	188.9
		2019 Budget	188.9
Corporate Support		Base Budget	19,822.5
		Revenue Increase	10.0
	Inflation/Transfers	Expenditure Increase	225.9
	Growth/Cont Impr	Expenditure Increase: \$195.0 - 2.0 FTE for system analysts; \$95.0 (1.0 FTE) for a performance improvement coordinator.	290.0
	Service Level Adj		—
		Total Expenditure Increase	515.9
		2019 Budget	20,328.4



Schedule X (cont.)
Summary of Operating Budget Changes [Part 2]

Service Line	Change Type	Explanation	(\$000's)
Debt Servicing		Base Budget	22,160.1
		Revenue Decrease	(1,586.7)
	Inflation/Transfers	Expenditure Decrease	(656.7)
	Growth/Cont Impr	Expenditure Increase: Requirements for civic facilities & recovery park funding plans.	650.0
	Service Level Adj		—
		Total Expenditure Decrease	(6.7)
		2019 Budget	23,740.1
Financial Services		Base Budget	3,585.6
		Revenue Change	—
	Inflation/Transfers	Expenditure Increase	413.9
	Growth/Cont Impr	Expenditure Increase: For financial software maintenance costs.	20.0
	Service Level Adj		—
		Total Expenditure Increase	433.9
		2019 Budget	4,019.5
General Services		Base Budget	(1,310.5)
		Revenue Change	—
	Inflation/Transfers	Expenditure Decrease	(385.1)
	Growth/Cont Impr		—
	Service Level Adj	Expenditure Increase: For 2019 Business Plan & Budget Options.	2,600.0
		Total Expenditure Increase	2,214.9
		2019 Budget	904.4
Legislative		Base Budget	1,585.9
		Revenue Change	—
	Inflation/Transfers	Expenditure Increase	13.1
	Growth/Cont Impr		—
	Service Level Adj		—
		Total Expenditure Increase	13.1
		2019 Budget	1,599.0
Revenue Services		Base Budget	1,803.8
		Revenue Change	—
	Inflation/Transfers	Expenditure Increase	108.7
	Growth/Cont Impr		—
	Service Level Adj		—
		Total Expenditure Increase	108.7
		2019 Budget	1,912.5
Environmental Health			
Environmental Program		Base Budget	493.2
		Revenue Change	—
	Inflation/Transfers	Expenditure Increase	7.2
	Growth/Cont Impr		—
	Service Level Adj		—
		Total Expenditure Increase	7.2
		2019 Budget	500.4



Schedule X (cont.)
Summary of Operating Budget Changes [Part 2]

Service Line	Change Type	Explanation	(\$000's)
Urban Biological Services		Base Budget	989.1
		Revenue Change	—
	Inflation/Transfers	Expenditure Increase	42.9
	Growth/Cont Impr	Expenditure Increase:	6.6
	Service Level Adj		—
		Total Expenditure Increase	49.5
		2019 Budget	1,038.6
Urban Forestry		Base Budget	3,631.7
		Revenue Change	—
	Inflation/Transfers	Expenditure Increase	54.3
	Growth/Cont Impr	Expenditure Increase:	42.7
	Service Level Adj		—
		Total Expenditure Increase	97.0
		2019 Budget	3,728.7
Waste Handling Service		Base Budget	8,177.1
		Revenue Change	—
	Inflation/Transfers	Expenditure Increase	7.5
	Growth/Cont Impr	Expenditure Decrease:	(66.0)
	Service Level Adj		—
		Total Expenditure Decrease	(58.5)
		2019 Budget	8,118.6
Waste Reduction & Resource Recovery		Base Budget	1,053.4
		Revenue Decrease	(4.0)
	Inflation/Transfers	Expenditure Increase	11.1
	Growth/Cont Impr		—
	Service Level Adj		—
		Total Expenditure Increase	11.1
		2019 Budget	1,068.5
Fire Services			
Fire Services		Base Budget	47,724.2
		Revenue Increase	10.0
	Inflation/Transfers	Expenditure Increase	1,597.3
	Growth/Cont Impr	Expenditure Increase: \$73.8 (1.0 FTE) for a fire inspector; \$40.0 for building maintenance; \$7.2 in computer replacements; \$25.0 in uniform reserve transfer.	146.0
	Service Level Adj		—
		Total Expenditure Increase	1,743.3
		2019 Budget	49,457.5
Emergency Measures		Base Budget	424.4
		Revenue Increase	22.5
	Inflation/Transfers	Expenditure Increase	17.4
	Growth/Cont Impr		—
	Service Level Adj		—
		Total Expenditure Increase	17.4
		2019 Budget	419.3



Schedule X (cont.)
Summary of Operating Budget Changes [Part 2]

Service Line	Change Type	Explanation	(\$000's)
Land Development			
Saskatoon Land		Base Budget	—
		Revenue Decrease	(390.7)
	Inflation/Transfers	Expenditure Decrease	(390.7)
	Growth/Cont Impr		—
	Service Level Adj		—
		Total Expenditure Decrease	(390.7)
		2019 Budget	—
Recreation & Culture			
Albert Community Centre		Base Budget	81.6
		Revenue Increase	33.5
	Inflation/Transfers	Expenditure Increase	25.3
	Growth/Cont Impr		—
	Service Level Adj		—
		Total Expenditure Increase	25.3
		2019 Budget	73.4
Community Partnerships		Base Budget	421.4
		Revenue Increase	1.3
	Inflation/Transfers	Expenditure Increase	66.9
	Growth/Cont Impr		—
	Service Level Adj		—
		Total Expenditure Increase	66.9
		2019 Budget	487.0
Forestry Farm Park & Zoo		Base Budget	1,650.3
		Revenue Increase	192.9
	Inflation/Transfers	Expenditure Increase	127.2
	Growth/Cont Impr		—
	Service Level Adj		—
		Total Expenditure Increase	127.2
		2019 Budget	1,584.6
Golf Courses		Base Budget	—
		Revenue Decrease	(20.0)
	Inflation/Transfers	Expenditure Decrease	(20.0)
	Growth/Cont Impr		—
	Service Level Adj		—
		Total Expenditure Decrease	(20.0)
		2019 Budget	—
Gordon Howe Campsite		Base Budget	—
		Revenue Decrease	(12.8)
	Inflation/Transfers	Expenditure Decrease	(12.8)
	Growth/Cont Impr		—
	Service Level Adj		—
		Total Expenditure Decrease	(12.8)
		2019 Budget	—



Schedule X (cont.)
Summary of Operating Budget Changes [Part 2]

Service Line	Change Type	Explanation	(\$000's)
Indoor Rinks		Base Budget	224.7
		Revenue Increase	68.8
	Inflation/Transfers	Expenditure Increase	154.5
	Growth/Cont Impr		—
	Service Level Adj		—
		Total Expenditure Increase	154.5
		2019 Budget	310.4
Marketing Services		Base Budget	635.5
		Revenue Change	—
	Inflation/Transfers	Expenditure Increase	30.9
	Growth/Cont Impr		—
	Service Level Adj		—
		Total Expenditure Increase	30.9
		2019 Budget	666.4
Marr Residence		Base Budget	22.2
		Revenue Change	—
	Inflation/Transfers		—
	Growth/Cont Impr		—
	Service Level Adj		—
		Total Expenditure Change	—
		2019 Budget	22.2
Outdoor Pools		Base Budget	891.0
		Revenue Decrease	(18.3)
	Inflation/Transfers	Expenditure Increase	34.1
	Growth/Cont Impr		—
	Service Level Adj		—
		Total Expenditure Increase	34.1
		2019 Budget	943.4
Outdoor Sports Fields		Base Budget	514.5
		Revenue Increase	54.7
	Inflation/Transfers	Expenditure Decrease	(11.9)
	Growth/Cont Impr	Expenditure Increase: Operating impacts for minor football field bleachers (\$28.0), and speedskating oval (\$75.0).	103.0
	Service Level Adj		—
		Total Expenditure Increase	91.1
		2019 Budget	550.9
Parks Maintenance & Design		Base Budget	14,036.2
		Revenue Increase	3.6
	Inflation/Transfers	Expenditure Increase	584.7
	Growth/Cont Impr	Expenditure Increase: \$77.0 for parks irrigation maintenance; \$91.7 for 1.66 FTE for pooled labourers & parks technicians, \$58.3 for 0.90 FTE pooled labourers.	227.0
	Service Level Adj		—
		Total Expenditure Increase	811.7
		2019 Budget	14,844.3



Schedule X (cont.)
Summary of Operating Budget Changes [Part 2]

Service Line	Change Type	Explanation	(\$000's)
Playground & Recreation Areas		Base Budget	857.4
		Revenue Change	—
	Inflation/Transfers	Expenditure Increase	29.8
	Growth/Cont Impr	Expenditure Increase:	39.9
	Service Level Adj		—
		Total Expenditure Increase	69.7
		2019 Budget	927.1
PotashCorp Playland		Base Budget	—
		Revenue Decrease	(46.3)
	Inflation/Transfers	Expenditure Decrease	(46.3)
	Growth/Cont Impr		—
	Service Level Adj		—
		Total Expenditure Decrease	(46.3)
		2019 Budget	—
Program Research & Design		Base Budget	238.9
		Revenue Change	—
	Inflation/Transfers	Expenditure Increase	2.4
	Growth/Cont Impr		—
	Service Level Adj		—
		Total Expenditure Increase	2.4
		2019 Budget	241.3
Rec-Competitive Facilities - Program		Base Budget	4,558.7
		Revenue Decrease	(39.7)
	Inflation/Transfers	Expenditure Increase	466.9
	Growth/Cont Impr		—
	Service Level Adj		—
		Total Expenditure Increase	466.9
		2019 Budget	5,065.3
Rec-Competitive Facilities - Rentals		Base Budget	4,300.9
		Revenue Increase	378.1
	Inflation/Transfers	Expenditure Increase	147.1
	Growth/Cont Impr		—
	Service Level Adj		—
		Total Expenditure Increase	147.1
		2019 Budget	4,069.9
River Landing		Base Budget	—
		Revenue Increase	25.0
	Inflation/Transfers	Expenditure Increase	25.0
	Growth/Cont Impr		—
	Service Level Adj		—
		Total Expenditure Increase	25.0
		2019 Budget	—
Spectator Ballfields		Base Budget	163.4
		Revenue Change	—
	Inflation/Transfers	Expenditure Increase	6.8
	Growth/Cont Impr		—
	Service Level Adj		—
		Total Expenditure Increase	6.8
		2019 Budget	170.2



Schedule X (cont.)
Summary of Operating Budget Changes [Part 2]

Service Line	Change Type	Explanation	(\$000's)
Targeted Programming		Base Budget	587.3
		Revenue Change	—
	Inflation/Transfers	Expenditure Increase	12.2
	Growth/Cont Impr		—
	Service Level Adj		—
		Total Expenditure Increase	12.2
		2019 Budget	599.5
Taxation & General Revenues			
Fines and Penalties		Base Budget	(9,038.2)
		Revenue Decrease	(700.0)
	Inflation/Transfers	Expenditure Decrease	(200.0)
	Growth/Cont Impr		—
	Service Level Adj		—
		Total Expenditure Decrease	(200.0)
		2019 Budget	(8,538.2)
General Revenue		Base Budget	(60,234.3)
		Revenue Increase	6,173.9
	Inflation/Transfers	Expenditure Decrease	(505.5)
	Growth/Cont Impr		—
	Service Level Adj		—
		Total Expenditure Decrease	(505.5)
		2019 Budget	(66,913.7)
Grants in Lieu of Taxes		Base Budget	(41,531.5)
		Revenue Increase	1,917.8
	Inflation/Transfers		—
	Growth/Cont Impr		—
	Service Level Adj		—
		Total Expenditure Change	—
		2019 Budget	(43,449.3)
Municipal Revenue Sharing Grant		Base Budget	(43,430.0)
		Revenue Change	—
	Inflation/Transfers		—
	Growth/Cont Impr		—
	Service Level Adj		—
		Total Expenditure Change	—
		2019 Budget	(43,430.0)
Other Levies		Base Budget	(1,264.3)
		Revenue Increase	147.2
	Inflation/Transfers	Expenditure Decrease	(932.1)
	Growth/Cont Impr		—
	Service Level Adj		—
		Total Expenditure Decrease	(932.1)
		2019 Budget	(2,343.6)



Schedule X (cont.)
Summary of Operating Budget Changes [Part 2]

Service Line	Change Type	Explanation	(\$000's)
Transportation			
Access Transit		Base Budget	4,269.9
		Revenue Change	—
	Inflation/Transfers	Expenditure Increase	287.4
	Growth/Cont Impr	Expenditure Increase:	59.6
	Service Level Adj		—
		Total Expenditure Increase	347.0
		2019 Budget	4,616.9
Engineering		Base Budget	762.4
		Revenue Change	—
	Inflation/Transfers	Expenditure Decrease	(43.9)
	Growth/Cont Impr	Expenditure Increase:	6.2
	Service Level Adj		—
		Total Expenditure Decrease	(37.7)
		2019 Budget	724.7
Impound Lot		Base Budget	—
		Revenue Increase	8.8
	Inflation/Transfers	Expenditure Increase	8.8
	Growth/Cont Impr		—
	Service Level Adj		—
		Total Expenditure Increase	8.8
		2019 Budget	—
Parking		Base Budget	(2,842.4)
		Revenue Increase	525.2
	Inflation/Transfers	Expenditure Increase	423.0
	Growth/Cont Impr	Expenditure Increase: \$75.6 (1.0 FTE) for a customer support coordinator; \$50.6 (1.0 FTE) for a parking meter technician; \$30.4 for LPR vehicle costs.	156.6
	Service Level Adj		—
		Total Expenditure Increase	579.6
		2019 Budget	(2,788.0)
Street Lighting		Base Budget	7,054.1
		Revenue Change	—
	Inflation/Transfers	Expenditure Increase	287.2
	Growth/Cont Impr	Expenditure Increase: Estimated new street lights.	141.6
	Service Level Adj		—
		Total Expenditure Increase	428.8
		2019 Budget	7,482.9
Urban Planning & Development			
Building and Plumbing Permits & Standards		Base Budget	—
		Revenue Increase	231.3
	Inflation/Transfers	Expenditure Increase	231.3
	Growth/Cont Impr		—
	Service Level Adj		—
		Total Expenditure Increase	231.3
		2019 Budget	—



Schedule X (cont.)
Summary of Operating Budget Changes [Part 2]

Service Line	Change Type	Explanation	(\$000's)
Business Improvement Districts		Base Budget	107.7
		Revenue Change	—
	Inflation/Transfers		—
	Growth/Cont Impr		—
	Service Level Adj		—
		Total Expenditure Change	—
		2019 Budget	107.7
Business Licenses		Base Budget	—
		Revenue Increase	51.4
	Inflation/Transfers	Expenditure Increase	51.4
	Growth/Cont Impr		—
	Service Level Adj		—
		Total Expenditure Increase	51.4
		2019 Budget	—
Bylaw Compliance		Base Budget	635.1
		Revenue Decrease	(49.5)
	Inflation/Transfers	Expenditure Decrease	(0.6)
	Growth/Cont Impr		—
	Service Level Adj		—
		Total Expenditure Decrease	(0.6)
		2019 Budget	684.0
Development Review		Base Budget	526.1
		Revenue Decrease	(65.3)
	Inflation/Transfers	Expenditure Increase	38.6
	Growth/Cont Impr		—
	Service Level Adj		—
		Total Expenditure Increase	38.6
		2019 Budget	630.0
Neighbourhood Planning		Base Budget	740.2
		Revenue Change	—
	Inflation/Transfers	Expenditure Increase	22.1
	Growth/Cont Impr		—
	Service Level Adj		—
		Total Expenditure Increase	22.1
		2019 Budget	762.3
Regional Planning		Base Budget	445.3
		Revenue Change	—
	Inflation/Transfers	Expenditure Increase	6.1
	Growth/Cont Impr	Expenditure Increase:	60.0
	Service Level Adj		—
		Total Expenditure Increase	66.1
		2019 Budget	511.4
Research & Mapping		Base Budget	449.1
		Revenue Change	—
	Inflation/Transfers	Expenditure Increase	12.3
	Growth/Cont Impr		—
	Service Level Adj		—
		Total Expenditure Increase	12.3
		2019 Budget	461.4



Schedule X (cont.)
Summary of Operating Budget Changes [Part 2]

Service Line	Change Type	Explanation	(\$000's)
Urban Design		Base Budget	2,485.5
		Revenue Change	—
	Inflation/Transfers		—
	Growth/Cont Impr		—
	Service Level Adj		—
		Total Expenditure Change	—
		2019 Budget	2,485.5
Utilities			
Water Utility		Base Budget	—
		Revenue Increase	13,599.9
	Inflation/Transfers	Expenditure Increase	13,393.6
	Growth/Cont Impr	Expenditure Increase: \$95.4 for water administrative staffing costs, \$100.4 (1.0 FTE) for a project engineer.	206.3
	Service Level Adj		—
		Total Expenditure Increase	13,599.9
		2019 Budget	—
Wastewater Utility		Base Budget	—
		Revenue Decrease	(108.2)
	Inflation/Transfers	Expenditure Decrease	(339.8)
	Growth/Cont Impr	Expenditure Increase: \$212.0 for 1st year liquid waste hauler facility operating costs; \$19.6 for sewer maintenance and service connection costs.	231.6
	Service Level Adj		—
		Total Expenditure Decrease	(108.2)
		2019 Budget	—
Saskatoon Light & Power		Base Budget	—
		Revenue Decrease	(6,417.0)
	Inflation/Transfers	Expenditure Decrease	(6,417.0)
	Growth/Cont Impr		—
	Service Level Adj		—
		Total Expenditure Decrease	(6,417.0)
		2019 Budget	—
Storm Water Management		Base Budget	—
		Revenue Increase	1,749.9
	Inflation/Transfers	Expenditure Increase	1,725.1
	Growth/Cont Impr	Expenditure Increase:	24.8
	Service Level Adj		—
		Total Expenditure Increase	1,749.9
		2019 Budget	—
Waste Services Utility		Base Budget	—
		Revenue Increase	939.7
	Inflation/Transfers	Expenditure Increase	896.0
	Growth/Cont Impr	Expenditure Increase:	43.7
	Service Level Adj		—
		Total Expenditure Increase	939.7
		2019 Budget	—



Schedule X (cont.)
Summary of Operating Budget Changes [Part 2]

Service Line	Change Type	Explanation	(\$000's)
TOTAL CIVIC SERVICES (Includes Land)		Base Budget	—
		Revenue Increase	20,626.7
	Inflation/Transfers		11,128.4
	Growth/Cont Impr		6,898.3
	Service Level Adj		2,600.0
		Total Expenditure Increase	20,626.7
		2019 Budget	—
TOTAL UTILITIES		Base Budget	—
		Revenue Increase	9,764.3
	Inflation/Transfers		9,257.9
	Growth/Cont Impr		506.4
	Service Level Adj		—
		Total Expenditure Increase	9,764.3
		2019 Budget	—
Saskatoon Public Library			
Library Property Levy		Base Budget	(23,128.7)
		Revenue Increase	1,777.0
	Inflation/Transfers		—
	Growth/Cont Impr		—
	Service Level Adj		—
		Total Expenditure Change	—
		2019 Budget	(24,905.7)
Saskatoon Public Library		Base Budget	23,128.7
		Revenue Decrease	(2.7)
	Inflation/Transfers	Expenditure Increase	627.4
	Growth/Cont Impr		527.1
	Service Level Adj		619.8
		Total Expenditure Increase	1,774.3
		2019 Budget	24,905.7
TOTAL SASKATOON PUBLIC LIBRARY		Base Budget	—
		Revenue Increase	1,774.3
	Inflation/Transfers		627.4
	Growth/Cont Impr		527.1
	Service Level Adj		619.8
		Total Expenditure Increase	1,774.3
		2019 Budget	—



Schedule XI Summary of Pressure Points Not Included

	Not Included (\$000s)
COMMUNITY SUPPORT	
Community Investments and Support	
The annual budget for civic services, which includes special events (such as Taste of Saskatchewan, Fireworks Festival, special runs, etc.) that require civic services, road closures, on-site garbage cans, street sweeping, etc.	190.1
CORPORATE ASSET MANAGEMENT	
Facilities Management	
Capital renewal needs from the Facility Site Replacement Reserve have been identified at \$11.1 million with an annual funding of \$790.9 required. The current funding available is \$350.0. The forthcoming Corporate Asset Management Plan will confirm the funding requirement for the reserve and will provide Council with options to reduce the funding gap.	440.9
ENVIRONMENTAL HEALTH	
Urban Forestry	
Invasive insects and diseases threaten the City's Urban Forest. The potential costs to respond to an attack are significant and the risk and cost increases if the response is delayed. Creation of an Urban Forest Reserve contribution has been included in the Business Plan Option for City Councils consideration in order to proactively address insect and disease threats to the City's Urban Forest.	250.0
Garbage Collection Containers	
The Automated Garbage Collection Container Replacement Reserve has a current transfer of \$334.2 that has not received adequate growth funding over the past several years and transfers to capital programming and other initiatives have been deferred in order to address this shortfall. An additional \$152.8 is required in order to ensure citizens have access to garbage containers and meet the growing demand for this service.	152.8
An Environmental Protection Officer and vehicle for a total estimated cost of \$103.4 has not been included in the budget. This position is required due to the increased number of waste containers in the city due to Recycling Programs (66,000 to 136,000). This provision would assist in addressing resident and councilor complaints and to provide education and enforcement of the bylaw.	103.4
TRANSPORTATION	
Transit Operations	
Operational expenditures required to provide service to the new neighborhoods of Brighton and Aspen Ridge are not included in the 2019 budget therefore service will not be provided. Operational expenditures for expansion of service to Rosewood, Evergreen and Kensington are also not included in the 2019 budget.	228.1
Transportation Services	
The Active Transportation Reserve currently provides up to \$500.0 annually in capital funding to implement the Active Transportation Plan. It is estimated that \$250.0 million will be required in capital over the next 30 to 40 years to fully implement the plan. This cost estimate does not include additional investments in staff, operations and maintenance, or programming that will be required.	250.0
UTILITIES	
Waste Services	
The Compost Depot Utility is currently not full cost recovery as actuals have been trending behind budget for a number of years, impacting reductions in reserve contributions and capital replacements as these dollars are used to offset the compost utility deficit.	592.6



Schedule XI (cont.)
Summary of Pressure Points Not Included

	Not Included (\$000s)
The Green Cart Program subscription rates are not sufficient to cover the costs of running the program. As a result, the Landfill mill rate program covers any deficit in this program by redirecting funds from reserve contributions and expansion of capital programming, in order to support the Green Cart Program.	683.6
TOTAL⁽¹⁾	2,891.5

(1) For further details on the risk and how the Not Included items summarized above are being addressed in the 2019 budget, please see the operating budget summary in each service line.



Schedule XII Capital Reserve Sufficiency

(\$000s)	Forecast Jan 1/19	2019		Balance Dec/19	2020		Balance Dec/20	2021-2023		Balance Dec/23	Unfunded Projects	Total Dec/23
		Source	Appl		Source	Appl		Source	Appl			
Civic Departments:												
Access Transit Capital Reserve ⁽²⁾	121	303	—	424	384	(560)	248	1,152	(1,345)	55	(905)	(850)
Active Transportation Reserve	14	500	(500)	14	500	(500)	14	1,500	(1,500)	14	(5,550)	(5,536)
Animal Services Reserve	47	30	(50)	27	45	(30)	42	135	(100)	77	—	77
Auto Garbage Container Repl	157	346	(346)	157	346	(346)	157	1,038	(1,038)	157	—	157
Bridge Major Repairs	16,165	3,273	(18,289)	1,149	3,273	(3,169)	1,253	9,820	(9,034)	2,039	(26,304)	(24,265)
Building Permit/ Inspection Stab Res	6,957	—	(1,340)	5,617	—	(1,270)	4,347	—	(2,076)	2,271	—	2,271
Campsite ^(1, 6)	183	68	—	251	156	—	407	418	—	825	—	825
Civic Bldgs Comp Mtnce	455	8,922	(9,336)	41	9,276	(9,000)	317	28,623	(28,920)	20	(5,255)	(5,235)
Civic Radio Replace & Expansion	20	360	(360)	20	360	(360)	20	1,080	(1,080)	20	—	20
Civic Vehicles & Equip Repl	4,139	6,950	(6,840)	4,249	7,050	(6,800)	4,499	21,700	(23,855)	2,344	—	2,344
Computer Equipment Repl	1	150	(150)	1	550	(550)	1	1,700	(1,700)	1	—	1
Corporate Capital Reserves	243	2,336	(2,417)	162	2,286	(1,705)	743	6,697	(4,612)	2,828	—	2,828
Dedicated Lands	938	39	(166)	811	39	(450)	400	104	(284)	220	—	220
Dedicated Roadways	720	20	—	740	20	—	760	60	—	820	—	820
Facilities Site Repl	—	350	(350)	—	500	(500)	—	1,800	(1,800)	—	(2,600)	(2,600)
Fire Apparatus	1,046	995	(855)	1,186	1,070	(2,330)	(74)	3,583	(2,380)	1,129	—	1,129
Fire - Small Equipment Repl	667	269	(230)	706	284	(365)	625	851	(610)	866	—	866
Fire Uniforms Reserve	127	246	(255)	118	246	(275)	89	737	(745)	81	—	81
Forestry Farm Auditorium	27	8	—	35	7	—	42	23	—	65	—	65
Forestry Farm Development ⁽¹⁾	49	55	(28)	76	55	(28)	103	164	(83)	184	—	184
Forestry Farm Park & Zoo Capital	38	162	(100)	100	162	(60)	202	486	(450)	238	—	238
Golf Course Capital Reserve ⁽¹⁾	397	254	(475)	176	244	(275)	145	881	(875)	151	—	151
Grounds Maintenance Equip Repl	95	340	(400)	35	340	(375)	—	1,125	(1,125)	—	—	—
Heritage Fund Reserve	83	48	(49)	82	48	(25)	105	142	(89)	158	—	158
Infra Expansion - Transp	(8)	2,077	(2,065)	4	2,117	(2,100)	21	6,351	(6,350)	22	(500)	(478)
Infra Repl - Parks	266	1,025	(1,000)	291	1,006	(1,000)	297	3,093	(3,000)	390	—	390
Infra Repl - Storm	1,864	6,964	(5,065)	3,763	7,942	(6,600)	5,105	27,412	(25,729)	6,788	—	6,788



Schedule XII (cont.)
Capital Reserve Sufficiency

	Forecast	2019		Balance	2020		Balance	2021-2023		Balance	Unfunded	Total
(\$000s)	Jan 1/19	Source	Appl	Dec/19	Source	Appl	Dec/20	Source	Appl	Dec/23	Projects	Dec/23
Infra Repl - W & S ⁽⁵⁾	2,685	29,288	(28,888)	3,085	28,227	(28,297)	3,015	79,703	(79,738)	2,980	—	2,980
IT Digital Data Res	24	55	(75)	4	55	(50)	9	165	(150)	24	—	24
IT Systems Development	(1)	631	(630)	—	124	—	124	373	—	497	—	497
Landfill Replacement ^(4, 8)	1,323	2,574	(1,840)	2,057	2,318	(2,000)	2,375	7,579	(6,750)	3,204	—	3,204
Leisure Serv Equip Repl ⁽²⁾	1,164	463	(226)	1,401	583	(121)	1,863	1,748	(473)	3,138	—	3,138
Park Enhancement Reserve ^(1, 3)	250	300	(144)	406	300	(401)	305	899	(758)	446	—	446
Parking Capital Reserve	352	135	(150)	337	135	(125)	347	404	(405)	346	—	346
Parks Deferred Tree Replacement	90	38	—	128	38	—	166	114	—	280	—	280
Parks (Grounds Maint) Equip Acq Res	2	255	(245)	12	255	(255)	12	765	(765)	12	—	12
Paved Roadways Infra Reserve	83	31,902	(31,655)	330	33,098	(33,155)	273	99,294	(99,310)	257	—	257
Printing and Mail Equipment Repl	226	20	—	246	20	(136)	130	60	(170)	20	—	20
Public Works Bldgs Civic Facilities	114	15	(125)	4	15	—	19	45	—	64	—	64
River Landing Capital Reserve	446	73	(225)	294	73	(10)	357	220	(30)	547	—	547
Saskatoon Light & Power Extension	(1,273)	6,711	(8,355)	(2,917)	6,425	(7,231)	(3,723)	20,645	(16,811)	111	—	111
Saskatoon Light & Power Repl	7,564	9,175	(12,150)	4,589	9,437	(10,235)	3,791	30,534	(26,920)	7,405	—	7,405
Snow & Ice Mgmt Equip Reserve	282	265	—	547	265	(400)	412	795	(730)	477	—	477
Street Clean/Sweep Equip Acq'n Res	211	27	—	238	27	—	265	81	—	346	—	346
Streetscape - BID ⁽¹⁾	2,034	2,461	(2,264)	2,231	2,461	(2,182)	2,510	7,383	(6,622)	3,271	—	3,271
Streetscape - City Wide ⁽¹⁾	157	—	(118)	39	—	—	39	—	—	39	—	39
Traffic Noise Attenuation ⁽⁷⁾	271	312	(328)	255	318	(278)	295	954	(884)	365	—	365
Traffic Safety Reserve	(102)	1,199	(1,095)	2	1,199	(1,175)	26	3,597	(3,566)	57	(1,495)	(1,438)
Transportation Infra Reserve	(132)	3,594	(3,450)	12	3,698	(3,710)	—	11,094	(11,060)	34	(7,021)	(6,987)
Transit Additional Veh Repl	440	231	—	671	231	—	902	692	(682)	912	—	912
Transit Capital Projects	844	1,034	(1,815)	63	1,034	(900)	197	3,104	(2,255)	1,046	(2,000)	(954)
Transit Vehicles Repl	1,032	418	(1,000)	450	964	(1,000)	414	2,892	(2,770)	536	—	536
Transportation Equip Acquisition Res	134	79	(100)	113	79	(140)	52	237	(175)	114	—	114



Schedule XII (cont.) Capital Reserve Sufficiency

(\$000s)	Forecast Jan 1/19	2019		Balance Dec/19	2020		Balance Dec/20	2021-2023		Balance Dec/23	Unfunded Projects	Total Dec/23
		Source	Appl		Source	Appl		Source	Appl			
Trunked Radio System Infras Repl	103	401	(484)	20	476	(476)	20	1,526	(1,535)	11	—	11
Unified Communications Reserve	—	50	—	50	50	—	100	150	—	250	—	250
Wastewater Coll & Treat Repl	1,366	1,907	(2,175)	1,098	2,024	(1,191)	1,931	6,860	(6,091)	2,700	—	2,700
Wastewater Treatment Capital	1,552	12,579	(1,522)	12,609	11,654	(13,607)	10,656	40,613	(51,226)	43	—	43
Water Supply Repl	1,967	1,440	(815)	2,592	1,541	(3,136)	997	6,702	(6,811)	888	—	888
Waterworks Capital Projects Res	1,961	20,704	(11,249)	11,416	28,292	(12,965)	26,743	112,759	(81,648)	57,854	—	57,854
Subtotal	59,980	164,426	(161,789)	62,617	173,722	(161,849)	74,490	562,662	(527,115)	110,037	(51,630)	58,407

Boards and Commissions:

Albert Comm Centre Repair	50	50	(100)	—	75	(75)	—	225	(225)	—	—	—
SaskTel Centre Equip Repl	664	450	(450)	664	450	(450)	664	1,350	(1,350)	664	—	664
SaskTel Centre Fac. Enhancement	4,722	300	(500)	4,522	300	(500)	4,322	900	(1,500)	3,722	—	3,722
Remai Modern Art Gallery Cap Equip Repl	—	109	(109)	—	109	(109)	—	327	(327)	—	—	—
Police Radio	724	264	(949)	39	264	—	303	792	(176)	919	—	919
Police Facility Renovations	103	50	(50)	103	50	(50)	103	150	(150)	103	—	103
Police Oper Equip & Tech Adv.	(8)	1,826	(1,732)	87	1,826	(2,419)	(506)	5,540	(5,289)	(255)	—	(255)
Public Library Capital Expan	14,000	360	—	14,360	370	—	14,730	1,170	(3,725)	12,175	—	12,175
Public Library Equip Repl	2,413	150	(200)	2,363	155	(200)	2,318	495	(600)	2,213	—	2,213
Public Library Francis Morrison Mtnc	2,124	319	—	2,443	319	—	2,762	957	—	3,719	—	3,719
Public Library JS Wood Mtnc	505	55	—	560	55	—	615	165	—	780	—	780
Public Library Mayfair Mtnc	85	14	—	99	14	—	113	42	—	155	—	155
Public Library Alice Turner Mtnc	881	94	—	975	94	—	1,069	282	—	1,351	—	1,351
Public Library New Central Library	13,065	3,405	(500)	15,970	3,930	(1,000)	18,900	9,265	(8,675)	19,490	—	19,490
Public Library Information Technology	1,611	30	(120)	1,521	40	(80)	1,481	180	(240)	1,421	—	1,421
TCU Place Capital Exp	5,100	331	—	5,431	331	—	5,762	993	—	6,755	—	6,755



Schedule XII (cont.)
Capital Reserve Sufficiency

	Forecast	2019		Balance	2020		Balance	2021-2023		Balance	Unfunded	Total
(\$000s)	Jan 1/19	Source	Appl	Dec/19	Source	Appl	Dec/20	Source	Appl	Dec/23	Projects	Dec/23
TCU Place Equipment Repl	4,697	555	(1,269)	3,983	540	(80)	4,443	1,651	(1,249)	4,845	—	4,845
Subtotal	50,736	8,362	(5,979)	53,119	8,922	(4,963)	57,078	24,484	(23,506)	58,057	0	58,057
TOTAL RESERVE SUFFICIENCY	110,716	172,788	(167,768)	115,736	182,644	(166,812)	131,569	587,146	(550,621)	168,094	(51,630)	116,464

- (1) Applications include contributions to operations
- (2) Subject to operating budget approval
- (3) Applications include commitment to community cost-shared projects
- (4) Source includes a portion of tipping fees
- (5) Includes the Flood Protection Program
- (6) Applications include contributions to capital projects
- (7) Applications include the 10-year loan repayment for P1522 starting 2019
- (8) Applications include \$1.45 million loan repayment for P2051



Schedule XIII Funded Capital Investments

(\$000s)	2019 Budget	2020 Plan	2021 Plan	2022 Plan	2023 Plan	Total
Arts, Culture and Events Venues						
0740 TCU PLACE-EQUIPMENT REPAIR/REPLACEMENTS	1,269	80	544	448	256	2,597
1812 SASKTEL CENTRE-EQUIPMENT PURCHASES	1,209	123	108	163	373	1,976
1834 REMAI MODERN-EQUIPMENT PURCHASES	86	86	—	—	—	172
Arts, Culture and Events Venues	2,564	289	652	611	629	4,745
Community Support						
1650 CY-MUNICIPAL CEMETERIES MASTER PLAN	80	—	—	—	—	80
1963 TU-CORP. ACCESSIBILITY IMPLEMENTATION	75	—	—	—	—	75
Community Support	155	0	0	0	0	155
Corporate Asset Management						
0679 AF-GROUNDS MTNCE-EQUIPMENT REPL	400	375	375	375	375	1,900
0877 AF-TRUNKING RADIO INFRASTRUCTURE REPLACEMENT	484	476	475	475	585	2,495
1135 AF-CIVIC BLDGS COMPREHENSIVE MAINTAINANCE PROGRAM	8,411	9,000	9,420	9,700	9,700	46,231
1356 AF-V&E ADD'L VEHICLES & EQUIPT	230	655	585	255	655	2,380
1357 AF-V&E REPL'T VEHICLES & EQUIPT	6,840	6,800	7,215	8,430	8,210	37,495
1523 AF-TRUNKING RADIO REPLACEMENT	360	360	360	360	360	1,800
1557 TU-OFFICE MOD'NS/FURNITURE REPL/UPGRADES	125	100	100	100	100	525
1949 AF-SERVICE SASKATOON - STAFFING ACCOMMODATION	5,000	5,250	2,250	1,250	1,250	15,000
2180 AF-CIVIC FACILITY SITE MAINTENANCE	350	500	600	600	600	2,650
Corporate Asset Management	22,200	23,516	21,380	21,545	21,835	110,476
Corporate Governance & Finance						
1083 CP-CORPORATE NETWORK EQUIPMENT REPL	—	550	550	575	575	2,250
1364 CP-SERVICE SASKATOON-CITIZEN INPUT/SYSTEMS/STANDARDS/STAFFING	200	200	200	200	200	1,000
1883 CK-ELECTRONIC RECORDS MANAGEMENT	250	200	150	72	95	767
1884 CK-ELECTRONIC AGENDA & MEETING MGT SYSTM	—	—	—	—	250	250
1885 CK-COUNCIL CHAMBER EQUIPMENT UPGRADE	—	389	—	—	—	389
1942 AF-CORPORATE SECURITY PLAN	85	—	—	—	—	85
1973 CK-LEASING OF AUTOMATED VOTE COUNTING EQUIPMENT	—	250	—	—	—	250
1977 CP-LOCAL AREA NETWORK & DATA SECURITY	150	—	—	—	—	150
2079 AF-PROPERTY REASSESSMENT	—	250	100	—	—	350
2368 AF-PRINTING AND MAIL SERVICES - EQUIPMENT	—	136	—	170	—	306
2516 CP-DEVELOP ENTERPRISE MANAGEMENT STRATEGIES	630	—	—	—	—	630
2519 COMMUNITY WINTER CITY STRATEGY DEVELOPMENT	250	—	—	—	—	250
2624 CP-QUALITY MANAGEMENT SYSTEM	225	—	—	—	—	225
2625 CP-CITY OF SASKATOON & U OF S RESEARCH PARTNERSHIP	50	—	—	—	—	50
Corporate Governance & Finance	1,840	1,975	1,000	1,017	1,120	6,952
Environmental Health						
1475 US-AUTO'D GARBAGE CONTAINER REPL	346	346	346	346	346	1,730
1669 CY-PSYLLID IMPACTED TREE REMOVAL/REPLANTING	423	—	—	—	—	423
2051 US-LANDFILL OPTIMIZATION	350	2,000	5,700	50	1,000	9,100
2598 CP-CORPORATE ADAPTATION STRATEGY	50	—	—	—	—	50
Environmental Health	1,169	2,346	6,046	396	1,346	11,303



Schedule XIII (cont.) Funded Capital Investments

(\$000s)	2019 Budget	2020 Plan	2021 Plan	2022 Plan	2023 Plan	Total
Fire Services						
0582 FIRE-EQUIPMENT & SMALL VEHICLE REPLACEMENT	230	365	210	185	215	1,205
1914 FIRE-NEW FIRE STATIONS & REPLACEMENTS	250	—	—	—	—	250
2379 FIRE-MAJOR APPARATUS REPLACEMENT	855	2,330	855	855	670	5,565
2504 FIRE-NEW EQUIPMENT	100	—	—	—	—	100
2509 FIRE-UNIFORMS	255	275	245	275	225	1,275
2597 FIRE-HARDWARE AND TECHNOLOGY UPGRADES	100	—	—	—	—	100
Fire Services	1,790	2,970	1,310	1,315	1,110	8,495
Land Development						
0616 LAND DEV'T-PRIM WTRMN-NORTHEAST SECTOR	3,619	2,408	—	—	5,793	11,820
0625 LAND DEV'T-TR SWR-NORTHEAST SECTOR	100	140	13,106	1,905	—	15,251
0626 LAND DEV'T-SUBDIVIS'N WARRANTY	412	247	—	—	—	659
0627 LAND DEV'T-SUBDIVIS'N FENCING	—	—	290	—	—	290
0634 LAND DEV'T-TR SWR-NORTH INDUSTRIAL	100	3,611	—	13,564	9,357	26,632
0636 LAND DEV'T-TR SWR-MONTGOMERY PLACE WEST	—	—	—	50	5,235	5,285
0639 LAND DEV'T-SUBDIVIS'N BUFFERS	142	186	360	—	—	688
0655 LAND DEV'T-ARTL RD-MCORMOND(E SECT-PERIMETER RD)	—	3,794	2,481	5,718	—	11,993
0668 PARK DEV-BOULEVARD DEVELOPMENT	120	120	120	120	120	600
0681 LAND DEV'T-ARTL RD-TAYLOR(MCKER-CP TRACK)	—	—	3,519	—	3,207	6,726
0748 LAND DEV'T-GEN ADMIN-OLD AREAS	113	—	—	—	—	113
0778 LAND DEV'T-TR SWR-STONEBRIDGE	670	—	—	—	—	670
1057 PARK DEV-IND'L AREA BLVD TREE PLANTING	50	50	50	50	50	250
1391 LAND DEV'T-PARKRIDGE SUB	95	105	—	—	—	200
1403 LAND DEV'T-ROSEWOOD	208	482	—	—	—	690
1407 LAND DEV'T-KENSINGTON	2,368	3,431	—	—	—	5,799
1408 LAND DEV'T-AIRPORT INDUSTRIAL BUS PARK	—	—	1,204	—	—	1,204
1410 LAND DEV'T-ELK POINT	437	60	383	—	—	880
1411 LAND DEV'T- ASPEN RIDGE	7,522	16,279	—	—	—	23,801
1416 LAND DEV'T-TR SWR-HAMPTON VILLAGE	—	—	25,766	728	—	26,494
1417 LAND DEV'T-TR SWR-BLAIRMORE	—	1,495	—	4,500	1,902	7,897
1418 LAND DEV'T-TR SWR-HOLMWOOD	24,463	—	11,194	—	5,337	40,994
1419 LAND DEV'T-BRIGHTON	12,593	13,582	—	—	—	26,175
1435 LAND DEV'T-PRIMARY WATER MAINS-NORTH INDUSTRIAL	457	1,400	—	3,999	4,870	10,726
1436 LAND DEV'T-BLAIRMORE PRIMARY WATER MAINS	2,500	—	2,173	—	14,852	19,525
1437 LAND DEV'T-PRIMARY WATER MAINS-HOLMWOOD SECTOR	4,628	—	—	—	3,114	7,742
1458 LAND DEV'T-ART RD-CLAYPOOL DR (DALMNY-AIRPRT DR)	—	—	13,330	—	—	13,330
1460 LAND DEV'T-ARTL RD-NEAULT RDWY (22ND-SEC 2)	—	4,504	8,737	—	8,941	22,182
1464 LAND DEV'T-ART RD-FEDORUK DRIVE	—	4,579	—	—	—	4,579
1466 LAND DEV'T-ART RD-WANUSKEWIN RD	—	—	—	3,005	—	3,005
1468 LAND DEV'T-ART RD-8TH STREET EAST	—	—	—	4,586	3,332	7,918
1474 LAND DEV'T-ESTIMATED FUTURE DIRECT SERVICING PROJECTS	—	—	49,247	35,744	29,853	114,844
1568 PARK DEV-ROSEWOOD	1,140	3,246	—	—	—	4,386
1570 PARK DEV-KENSINGTON	1,060	3,637	360	40	361	5,458
1574 PARK DEV-ASPEN RIDGE	224	1,312	1,139	3,874	651	7,200
1575 PARK DEV-ELK POINT	—	—	3,568	5,390	2,602	11,560
1576 PARK DEV-BRIGHTON	1,671	7,864	4,127	—	—	13,662
1663 PARK DEV - N.E. SWALE	1,870	—	—	—	—	1,870
1769 LAND DEV'T-MARQUIS INDUSTRIAL AREA	2,497	4,927	—	—	—	7,424



Schedule XIII (cont.) Funded Capital Investments

(\$000s)	2019 Budget	2020 Plan	2021 Plan	2022 Plan	2023 Plan	Total
2459 LAND DEV'T-SOUTH CASWELL HILL REDEVELOPMENT	2,000	—	—	—	—	2,000
Land Development	71,059	77,459	141,154	83,273	99,577	472,522
Policing						
2119 POLICE-RADIO REPLACEMENT	949	—	—	133	106	1,188
2389 POLICE-FLEET ADDITIONS	372	170	170	170	170	1,052
2489 POLICE-FURNITURE REPLACEMENT	50	50	50	50	50	250
2497 POLICE-EQUIPMENT REPLACEMENT	711	701	335	411	333	2,491
2498 POLICE-EQUIPMENT EXPANSION	157	—	—	—	—	157
2499 POLICE-TECHNOLOGY REPLACEMENT	581	1,551	1,973	825	1,045	5,975
2610 POLICE-TECHNOLOGY EXPANSION	334	167	141	116	110	868
Policing	3,154	2,639	2,669	1,705	1,814	11,981
Recreation & Culture						
0677 AF-ALBERT COMM CENTRE RENOS	100	75	75	75	75	400
0706 CY-LEIS SERV-FACILITY EQUIP REPL	230	125	235	125	125	840
0901 CY-PARK UPGRADES, ENHANCEMENTS & REPAIRS	1,000	1,000	1,000	1,000	1,000	5,000
1578 CY-SILVERWOOD INDUSTRIAL AREA PARK	340	—	1,880	—	—	2,220
1658 CY-PARKS NEW SATELLITE MTNC BLDG	250	—	20	250	—	520
1664 CY-GORDON HOWE COMPLEX UPGRADES	5,000	—	—	—	—	5,000
1670 CY-PARK DEVELOPMENT STANDARDS UPDATE	100	—	—	—	—	100
1876 AF-TENNIS COURT-ACRYLIC SURFACE	50	—	50	—	50	150
2048 CY-FFP & ZOO MASTER PLAN IMPLEMENTATION	600	810	800	—	250	2,460
2101 CY-GOLF COURSE IMPROVEMENTS & EQUIP REPL.	475	275	275	300	300	1,625
2102 CY-SPORTFIELD DEVELOPMENT & IMPROVEMENTS	110	350	—	110	—	570
2114 CY-VICTORIA PARK - UPGRADES	—	450	400	330	—	1,180
2353 CY-CHIEF WHITECAP PARK DEVELOPMENT	50	505	—	—	—	555
2469 CY-PERMANENT WASHROOMS - SPECIAL USE PARKS	—	750	—	—	—	750
2471 CY-KINSMEN PARK & AREA - MASTER PLAN	133	—	—	—	—	133
2528 CY-DOG PARK DEVELOPMENT	—	—	50	—	50	100
2606 CY-INDOOR CHILDREN'S PLAYGROUND AND ACCESSIBILITY UPGRADES TO INDOOR POOLS	—	—	—	1,000	—	1,000
2607 CY-ACCESSIBILITY AT OUTDOOR POOLS AND PADDLING POOLS	—	—	—	324	—	324
2623 CP-RIVER LANDING SMALL ASSET REPLACEMENTS	225	—	—	—	—	225
Recreation & Culture	8,663	4,340	4,785	3,514	1,850	23,152
Saskatoon Public Library						
0838 LIBR-EQUIPMENT REPLACEMENT	200	200	200	100	100	800
1761 LIBR-NEW CENTRAL LIBRARY CONSTRUCTION	500	1,000	4,000	4,000	5,000	14,500
Saskatoon Public Library	700	1,200	4,200	4,100	5,100	15,300
Transportation						
0583 TR-REPLACE/REFURB BUSES	1,000	1,000	1,356	682	732	4,770
0584 TR-ADDITIONAL BUSES	—	—	—	682	—	682
0631 TU-TRANSPORTATION SAFETY IMPROVEMENTS	250	200	200	200	200	1,050
0671 TR-AUXILIARY VEH/EQUIP	100	100	100	100	250	650
0837 TU-LANE REHAB & DRAINAGE IMPROV	1,785	1,785	1,785	1,785	1,785	8,925
0959 TU-UPGRADE BOUNDARY ROADS	260	260	260	260	260	1,300



**Schedule XIII (cont.)
Funded Capital Investments**

(\$000s)	2019 Budget	2020 Plan	2021 Plan	2022 Plan	2023 Plan	Total
1036 TU-TRAFFIC CONTROL UPGRADES	350	400	400	400	400	1,950
1041 TU-BENCHMARK REHABILITATION	—	—	50	—	—	50
1194 TR- ENGINE OVERHAUL	350	300	300	300	300	1,550
1456 TU-RAILWAY CROSSING SAFETY IMPROVEMENTS	150	200	200	100	100	750
1504 TU- NEIGH. TRAFFIC REVIEW PERMANENT INSTALLATIONS	275	225	560	600	320	1,980
1505 TU-TRAFFIC SIGNAL INFRASTRUCTURE UPGRADES	375	375	375	400	400	1,925
1506 TU-TRAFFIC SIGNING REPLACE-INFRA	300	300	350	350	400	1,700
1507 TU-GUARDRAILS	—	50	50	50	50	200
1512 TU-NEIGHBOURHOOD TRAFFIC MANAGEMENT	300	100	100	100	100	700
1513 TU-PAVEMENT MARKING PROGRAM-INFRA	310	310	350	350	300	1,620
1518 CY-PAY STATION PURCHASES & IMPLEMENTATION	60	60	60	60	60	300
1522 TU-TRAFFIC NOISE ATTENUATION	120	—	—	50	—	170
1526 TU-CIRCLE DR BRIDGE REPAIR	—	200	2,240	—	—	2,440
1551 TU-BROADWAY BRIDGE REPAIRS	—	—	—	—	610	610
1553 TU-SID BUCKWOLD BRIDGE REPAIRS	13,500	—	—	—	—	13,500
1556 TU-SYSTEM UPGRADES/REPLACEMENTS	50	100	100	100	100	450
1561 TU-COLLEGE DRIVE WESTBOUND OVER CPR OVERPASS	—	—	—	100	1,500	1,600
1562 TU-COLLEGE DRIVE EASTBOUND OVER CPR OVERPASS	—	—	80	1,397	—	1,477
1564 TU-TRAFFIC COUNTERS EQUIPMENT REPLACEMENT	65	—	—	—	—	65
1671 CY-COMMUNITY ENGAGEMENT PROCESS - UPDATE OF RESIDENTIAL PARKING PERMIT PROGRAM BYLAW	90	—	—	—	—	90
1892 TU-ACCESS SECURITY-CITY YARDS	75	—	—	—	—	75
1994 TU-MARQUIS DR/IDYLWYLD DR INTERCHANGE	—	—	2,700	—	—	2,700
2003 TU-HWY 14/HWY 7 GRADE SEPARATION	—	—	—	—	4,792	4,792
2011 TU-TRANSPORTATION MODEL IMPLEMENTATION	—	150	—	300	—	450
2013 TU-CIRCLE DR/AIRPORT DR GRADE SEPARATION	—	—	—	—	1,600	1,600
2020 TU-17TH STREET CORRIDOR EXTENSION	—	—	811	8,718	—	9,529
2025 TU-MARQUIS DR/HWY 16 GRADE SEPARATION	—	—	—	—	1,800	1,800
2043 TU-CURB REPLACEMENT/REHABILITATION	200	200	200	200	200	1,000
2095 ACCESS TRANSIT-BUS REPLACEMENTS	—	560	580	300	465	1,905
2097 TR- BUS SEAT REPLACEMENT	75	—	75	—	80	230
2233 TU-ADVANCED TRAFFIC MGT SYSTEM	150	150	150	150	—	600
2234 TU-WALKWAY MANAGEMENT	—	50	50	50	50	200
2235 TU-INTERSECTION IMPROVEMENTS	500	100	700	500	900	2,700
2265 TU-TRANSPORTATION EQUIPMENT ACQUISITIONS	100	140	50	75	50	415
2268 TU-IDYLWYLD DR FWY / 1ST AVE - NB RAMP	1,500	1,100	—	—	—	2,600
2269 TU-ACCOMMODATION CONSTRUCTION	—	200	200	200	200	800
2270 TU-PAVED ROADS AND SIDEWALK PRESERVATION	31,300	32,800	32,800	32,800	33,000	162,700
2271 TU-HIGH SPEED ROADSIDE SAFETY IMPROVEMENTS	220	580	300	300	536	1,936
2276 TU-CITY YARDS SAFETY IMPROVEMENTS	50	—	—	—	—	50
2317 TR-SHELTERS/BENCHES	100	150	150	150	150	700
2323 TR-RIDERSHIP GROWTH INITIATIVES	1,100	100	100	100	100	1,500
2392 TU-MCKERCHER DR/COLLEGE DR OVERPASS	—	—	—	315	—	315
2393 TU-TAYLOR/CIRCLE DRIVE	—	80	755	—	—	835
2395 TU-CIRCLE DRIVE/14TH ST-NB	—	—	75	1,095	—	1,170
2396 TU-IDYLWYLD FWY/IDYLWYLD RAMP NB/SB	3,000	1,500	—	—	—	4,500
2406 TU-MINOR BRIDGE REPAIRS	289	289	289	289	289	1,445
2428 TU-FUNCTIONAL PLANNING STUDIES	200	200	50	200	—	650
2429 CY-LICENSE PLATE RECOGNITION SYSTEM	—	65	65	65	—	195
2433 TU-8TH STREET & CPR GRADE SEPARATION	400	—	—	38,500	—	38,900
2446 TU-PEDESTRIAN CROSSING IMPROVEMENTS	120	200	100	100	150	670



Schedule XIII (cont.) Funded Capital Investments

(\$000s)	2019 Budget	2020 Plan	2021 Plan	2022 Plan	2023 Plan	Total
2448 TU-INTELLIGENT TRANSPORTATION SYSTEM	200	200	200	200	—	800
2468 TU-ACTIVE TRANSPORTATION PLAN IMPLEMENTATION	1,100	1,450	1,100	950	1,300	5,900
2589 TR-TECHNOLOGY PLAN	190	350	100	100	100	840
2596 TU - WWS/RO PLANNING & SCHEDULING	150	—	—	—	—	150
Transportation	60,709	46,579	50,516	93,723	53,629	305,156

Urban Planning and Development

2162 CY-URBAN DESIGN - BIDS	1,186	1,000	1,000	2,035	—	5,221
2169 CY-BLDG STANDARDS PROGRAM ENHANCEMENTS	465	530	—	—	—	995
2300 CY-COMPREHENSIVE ZONING BYLAW REVIEW	250	350	300	—	—	900
2390 CP-GREEN INFRASTRUCTURE STRATEGY	260	—	—	—	—	260
2541 CY-GROWTH PLAN TO HALF A MILLION IMPLEMENTATION	14,314	28,780	19,980	8,900	1,700	73,674
2605 CY-REGIONAL PLAN IMPLEMENTATION	107	750	553	899	1,082	3,391
Urban Planning and Development	16,582	31,410	21,833	11,834	2,782	84,441

Utilities

0687 WWT- ASSET REPLACEMENT	2,175	1,191	1,210	1,675	3,206	9,457
0720 SL&P - CAPACITOR INSTALLATIONS	—	150	—	—	—	150
0724 SL&P - REVENUE METER - NEW & REPLACEMENT	350	350	350	350	350	1,750
0736 SL&P - CUSTOMER UPGRADES AND EXTENSIONS	2,250	2,400	2,560	2,560	2,560	12,330
0825 SL&P - STREET LIGHT UPGRADES	450	465	400	465	400	2,180
1016 SL&P - NEIGHBOURHOOD STREET LIGHT UPGRDS	—	—	300	—	150	450
1018 SL&P - MONITORING SYSTEM UPGRADE (SCADA)	200	—	—	—	—	200
1054 WTP-ASSET REPLACEMENT	815	3,136	3,109	1,755	1,946	10,761
1055 WTP-AUTOMATIC METER READING CONV	2,200	—	—	—	—	2,200
1174 SL&P - STREET LIGHTS - LAND DEVELOPMENT	1,465	2,289	1,758	1,500	1,500	8,512
1243 WWT- LIFT STATION UPGRADES	1,022	1,560	1,622	1,687	1,738	7,629
1252 SL&P - SUBSTATION CONTINGENCY	500	—	—	—	—	500
1255 SL&P - DISTRIBUTION - EQUIPMENT UPGRADE	400	250	250	250	250	1,400
1256 SL&P - SUBSTATION UPGRADES	4,750	6,250	4,400	2,800	4,150	22,350
1257 SL&P - SUBSTATION SECURITY IMPROVEMENTS	—	120	120	120	100	460
1272 SL&P - BUILDINGS & GROUNDS	3,000	1,600	250	250	250	5,350
1281 SL&P - SUSTAIN POWER GENERATION OPTIONS	80	200	200	200	200	880
1282 SL&P - STREET LIGHTS - MITIGATION	2,500	350	550	1,200	1,200	5,800
1286 SL&P - ELEC SYS PLANNING STUDIES	—	—	205	—	—	205
1295 SL&P - NETWORK - MAJOR ASSETS	300	500	300	—	400	1,500
1296 SL&P - NETWORK - CIVIL INFRASTRUCTURE	450	300	300	300	300	1,650
1297 SL&P - NETWORK - PRIMARY LINES	—	350	200	200	200	950
1298 SL&P - NETWORK - SECONDARY LINES	60	—	—	60	—	120
1299 SL&P - NETWORK - PROTECTION & CONTROL	520	520	520	260	—	1,820
1301 SL&P - SUBSTATION COMMUNICATION UPGRADE	500	500	135	135	135	1,405
1305 SL&P - FEEDER UPGRADES/REPLACEMENT	2,000	2,175	2,275	2,375	2,625	11,450
1308 SL&P - 15 KV CONV - INTERMED SUBSTATIONS	1,200	1,200	1,200	1,200	1,200	6,000
1310 SL&P - UTILITY - RESEARCH & DEVELOPMENT	165	165	165	165	165	825
1315 SL&P - 138 KV TRANSMISSION LINE UPGRADE	—	—	—	300	300	600
1316 SL&P - TRANSMIS POLE/STRUCTURE UPGRADES	—	—	—	100	150	250
1326 SL&P - SUBSTATION MONITORING SYS UPGRADE	150	100	150	100	50	550
1329 SL&P - SUBSTATION RELAY UPGRADES	250	550	550	550	550	2,450
1332 SL&P - SUBSTATION SERVICE LIFE EXTENSION	450	—	300	—	300	1,050



**Schedule XIII (cont.)
Funded Capital Investments**

(\$000s)	2019 Budget	2020 Plan	2021 Plan	2022 Plan	2023 Plan	Total
1352 SL&P - LIFE CYCLE MANAGEMENT	—	—	524	—	—	524
1353 SL&P - EQUIPMENT UPGRADE & REPLACEMENT	985	260	560	535	560	2,900
1493 TU-EAST RIVERBANK STABILIZATION	1,081	1,103	1,125	1,148	1,170	5,627
1615 TU-WATER DISTRIBUTION	16,230	16,230	16,230	16,230	16,230	81,150
1616 TU-WASTE WATER COLLECTION	5,260	5,360	5,260	5,260	5,260	26,400
1617 TU-PRIMARY WATER MAINS	2,686	2,686	2,686	2,686	2,686	13,430
1618 TU-SANITARY SEWER TRUNKS	1,954	1,954	1,954	1,954	1,954	9,770
1619 TU-STORM SEWER TRUNK AND COLLECTION	6,072	6,858	6,995	7,134	7,277	34,336
1621 TU-STORM SEWER POND PRESERVATION	450	606	618	631	644	2,949
2197 WTP - WATER CONSERVATION INITIATIVE	500	—	—	—	—	500
2214 WTP - WATER SYSTEM ASSESSMENT	—	173	—	—	—	173
2216 WTP- PLANT ELECTRICAL UPGRADE	350	—	—	—	—	350
2219 WTP-N.E. SECTOR RESERVOIR	—	—	—	—	4,785	4,785
2220 WTP-FILTER PLANT UNDERDRAIN UPGRADE	1,000	—	—	—	—	1,000
2230 WWTP-INFRASTRUCTURE UPGRADES	500	2,600	2,704	2,812	2,897	11,513
2255 TU-W&S CAPACITY ANALYSIS FOR REDEVELOPMENT AND MASTER PLANNING	100	100	100	100	100	500
2263 WTP-WATERSHED MGMT AND ASSESSMENT PROGRAM	250	—	—	—	—	250
2559 WTP-SAND SEPARATORS	—	3,692	—	—	—	3,692
2560 WTP-HVAC SYSTEM ADMINISTRATION BUILDING	700	—	—	—	—	700
2561 WTP-INFRASTRUCTURE UPGRADES	—	3,120	1,082	5,624	5,793	15,619
2562 WTP-CLARIFIER CONSTRUCTION	—	—	1,193	12,525	12,901	26,619
2563 WTP-LOW LIFT UPGRADE	—	3,120	4,326	—	—	7,446
2571 WTP-CHLORINE ROOM CAPACITY UPGRADE	2,750	2,860	—	—	—	5,610
2580 WWTP-DIGESTER CLEANING FACILITY	—	2,080	—	—	—	2,080
2581 WWTP-FACILITY UPGRADE N40/WWTP	—	4,160	4,326	—	—	8,486
2582 WWTP-PEP FORCEMAIN/INFLUENT CHANNEL INSPECTION	—	—	—	2,250	—	2,250
2583 WWTP-NEW HEADWORKS	—	—	—	1,299	9,279	10,578
2584 WWTP-PRIMARY CHANNELS	—	—	—	954	7,037	7,991
2585 WWTP-BIOREACTOR EXPANSION	—	2,600	11,943	12,422	—	26,965
2586 WWTP-UV EXPANSION	—	607	9,056	—	—	9,663
2594 WTP-METER SHOP/RECEIVING BUILDING	—	—	3,245	—	—	3,245
Utilities	69,070	86,840	97,306	94,121	102,948	450,285
TOTAL FUNDED CAPITAL PROJECTS	259,655	281,563	352,851	317,154	293,740	1,504,963



Schedule XIV Unfunded Capital Investments

(\$000s)	2019 Budget	2020 Plan	2021 Plan	2022 Plan	2023 Plan	Total
Corporate Asset Management						
1135 AF-CIVIC BLDGS COMPREHENSIVE MAINTAINANCE PROGRAM	—	367	540	1,014	934	2,855
1584 CIVIC OPERATIONS CENTRE	—	—	—	35,000	—	35,000
2180 AF-CIVIC FACILITY SITE MAINTENANCE	1,500	—	—	—	—	1,500
2296 AF-LIONS ARENA PARKING REDEVELOPMENT & SEWER UPGRADE	1,100	—	—	—	—	1,100
Corporate Asset Management	2,600	367	540	36,014	934	40,455
Corporate Governance & Finance						
1974 CP-TRUTH AND RECONCILIATION INITIATIVES	100	100	—	—	—	200
2540 CIVIC CONSERVATORY REPAIR/REPLACEMENT	3,368	—	—	—	—	3,368
Corporate Governance & Finance	3,468	100	0	0	0	3,568
Environmental Health						
1669 CY-PSYLLID IMPACTED TREE REMOVAL/REPLANTING	250	—	—	—	—	250
2538 CP-NATURAL CAPITAL ASSET VALUATION	196	—	—	—	—	196
Environmental Health	446	0	0	0	0	446
Fire Services						
2525 FIRE-REGIONAL TRAINING FACILITY	—	1,400	3,600	—	—	5,000
Fire Services	0	1,400	3,600	0	0	5,000
Recreation & Culture						
1938 AF-PLAY STRUCTURE UPGRDE AND REPL	675	675	675	675	675	3,375
1939 AF-PADDLING/SPRAY POOL REPLACEMENTS	800	—	800	—	800	2,400
1940 AF-GREENHOUSE REPLACEMENT	150	1,350	—	—	—	1,500
2102 CY-SPORTFIELD DEVELOPMENT & IMPROVEMENTS	100	—	—	—	—	100
2114 CY-VICTORIA PARK-UPGRADES	75	—	—	—	—	75
2352 CY-PERMANENT BOAT LAUNCH SITE	—	500	—	—	—	500
2353 CY-CHIEF WHITECAP PARK DEVELOPMENT	—	410	340	255	—	1,005
2471 CY-KINSMEN PARK & AREA-MASTER PLAN	—	—	—	—	2,885	2,885
2474 CY-HUDSON BAY AREA DISTRICT PARKS	—	2,270	—	50	90	2,410
2600 CY-CITY CENTRE AREA INDOOR RECREATION FACILITY	—	—	—	1,000	1,000	2,000
2606 CY-INDOOR CHILDREN'S PLAYGROUND AND ACCESSIBILITY UPGRADES TO INDOOR POOLS	120	—	—	—	—	120
2607 CY-ACCESSIBILITY AT OUTDOOR POOLS AND PADDLING POOLS	—	—	—	76	—	76
Recreation & Culture	1,920	5,205	1,815	2,056	5,450	16,446
Transportation						
0583 TR-REPLACE/REFURB BUSES	—	6,100	5,724	6,138	6,588	24,550
0832 TU-CENTER MEDIAN REHABILITATION	200	200	200	200	200	1,000



**Schedule XIV (cont.)
Unfunded Capital Investments**

(\$000s)	2019 Budget	2020 Plan	2021 Plan	2022 Plan	2023 Plan	Total
0959 TU-UPGRADE BOUNDARY ROADS	140	140	140	140	140	700
1504 TU-NEIGH. TRAFFIC REVIEW PERMANENT INSTALLATIONS	140	335	280	240	—	995
1506 TU-TRAFFIC SIGNING REPLACE-INFRA	100	100	100	100	100	500
1507 TU-GUARDRAILS	75	75	75	75	75	375
1526 TU-CIRCLE DR BRIDGE REPAIR	—	—	2,710	—	—	2,710
1527 TU-UNIVERSITY BRIDGE REHAB	—	—	—	—	16,000	16,000
1551 TU-BROADWAY BRIDGE REPAIRS	—	—	—	—	390	390
1562 TU-COLLEGE DRIVE EASTBOUND OVER CPR OVERPASS	—	—	—	1,383	—	1,383
1994 TU-MARQUIS DR/IDYLWYLD DR INTERCHANGE	—	—	22,300	30,000	—	52,300
2003 TU-HWY 14/HWY 7 GRADE SEPARATION	—	—	—	—	50,208	50,208
2013 TU-CIRCLE DR/AIRPORT DR GRADE SEPARATION	70	—	—	—	33,400	33,470
2020 TU-17TH STREET CORRIDOR EXTENSION	—	—	—	582	—	582
2025 TU-MARQUIS DR/HWY 16 GRADE SEPARATION	70	—	—	—	8,200	8,270
2037 TU-SNOW MANAGEMENT FACILITIES	—	7,729	50	150	18,650	26,579
2040 TU-UNDERWATER PIER INSPECTIONS	105	—	—	—	—	105
2095 ACCESS TRANSIT-BUS REPLACEMENTS	—	—	—	300	155	455
2100 ACCESS TRANSIT-ADDITIONAL BUSES	—	—	145	150	155	450
2237 TU-UPGD DALMENY GRID/BEAM RD CONNECTION	—	—	—	—	8,250	8,250
2259 TU-PW SATELLITE YARDS	—	6,082	50	100	2,401	8,633
2271 TU-HIGH SPEED ROADSIDE SAFETY IMPROVEMENTS	980	970	960	880	656	4,446
2323 TR-RIDERSHIP GROWTH INITIATIVES	2,000	—	—	—	—	2,000
2397 TU-CIRCLE DRIVE/8TH ST-NB/SB	—	—	1,800	—	—	1,800
2401 TU-PEDESTRIAN CROSSING STRUCTURES	249	—	—	108	—	357
2402 TU-HIGHWAY 16 EASTBOUND OVER HIGHWAY 11 OVERPASS	155	—	—	—	—	155
2403 TU-CPR OVER CIRCLE DRIVE EAST OVERPASS	164	—	—	—	—	164
2404 TU-CIRCLE DRIVE/IDYLWYLD	—	—	540	2,700	—	3,240
2405 TU-IDYLWYLD & CIRCLE DR N INTERCHANGE	—	—	—	—	18,000	18,000
2408 TU-VISION ZERO	100	170	—	—	—	270
2425 TU-UNDERGROUND ENCROACHMENTS	100	100	—	—	—	200
2434 TU-HWY 11 & HWY 16 CLOVERLEAF	5,200	—	—	—	56,080	61,280
2437 TU-11TH STREET REALIGNMENT	—	—	—	—	5,600	5,600
2442 TU-DALMENY ROAD/HWY 684 REPLACEMENT	500	—	—	—	—	500
2446 TU-PEDESTRIAN CROSSING IMPROVEMENTS	80	50	50	50	—	230
2449 TU-RAIL YARD RELOCATIONS	—	—	—	—	1,000	1,000
2468 TU-ACTIVE TRANSPORTATION PLAN IMPLEMENTATION	750	750	750	750	550	3,550
2550 TU-WEST/CENTRAL MULTI-USE CORRIDOR	400	400	400	400	400	2,000
Transportation	11,578	23,201	36,274	44,446	227,198	342,697



Schedule XIV (cont.)
Unfunded Capital Investments

(\$000s)	2019 Budget	2020 Plan	2021 Plan	2022 Plan	2023 Plan	Total
Urban Planning and Development						
2166 CY-URBAN DESIGN-CITY-WIDE	—	100	900	—	—	1,000
2541 CY-GROWTH PLAN TO HALF A MILLION IMPLEMENTATION	19,626	41,820	28,620	12,000	12,000	114,066
Urban Planning and Development	19,626	41,920	29,520	12,000	12,000	115,066
TOTAL UNFUNDED CAPITAL PROJECTS	39,638	72,193	71,749	94,516	245,582	523,678



Schedule XV Reserve for Capital Expenditures

RCE FUNDED (\$000s)	2019	2019	2020	2020	2021	2021	2022	2022	2023	2023	Operating Impact		
	Cost	Budget	Cost	UnFunded	Cost	Unfunded	Cost	Unfunded	Cost	Unfunded	2020	2021	2022
1669 CY-PSYLLID IMPACTED TREE REMOVAL/REPLANTING*	673	423	—	—	—	—	—	—	—	—	0	0	0
2162 CY-URBAN DESIGN - BIDS*	1,186	86	1,000	—	1,000	—	2,035	—	—	—	0	0	0
2300 CY-COMPREHENSIVE ZONING BYLAW REVIEW*	250	250	350	350	300	300	—	—	—	—	0	53	0
2390 CP-GREEN INFRASTRUCTURE STRATEGY*	260	260	—	—	—	—	—	—	—	—	0	0	0
2519 COMMUNITY WINTER CITY STRATEGY DEVELOPMENT*	250	250	—	—	—	—	—	—	—	—	0	0	0
2541 CY-GROWTH PLAN TO HALF A MILLION IMPLEMENTATION*	33,940	1,230	70,600	900	48,600	900	20,900	900	13,700	900	0	0	0
2605 CY-REGIONAL PLAN IMPLEMENTATION*	107	67	750	233	553	212	899	362	1,082	421	42	96	0
2625 CP-CITY OF SASKATOON & U OF S RESEARCH PARTNERSHIP*	50	50	—	—	—	—	—	—	—	—	0	0	0
TOTAL RCE REQUESTS FUNDED (\$2.616 million)	36,716	2,616	72,700	1,483	50,453	1,412	23,834	1,262	14,782	1,321	42	149	0

* Identified as projects supporting the City's Strategic Plans 4 Year Priorities

** Identified as projects supporting the City's Strategic Plans 10 Year Strategies



Schedule XVI Prepaid Land Development Reserve Sufficiency Forecast

	Arterial Road Levy	Trunk Sewer Levy	Primary WtrMn Levy	WWtr Lift STN	Inter- Change	Direct Services ¹	Planning Levy	Parks & Rec. Levy	Industrial Parks	Comm. Center Levy	Total
OPENING 2019 BALANCE (\$000s)	16,208	(26,456)	(4,126)	(8,770)	(8,966)	69,704	32	9,334	1,657	10,271	58,888
Inflows:											
Lot Sales & Other Transfers	9,203	11,715	2,513	1,104	2,094	39,476	248	7,757	46	2,564	76,720
Redevelopment Levy	—	—	—	—	—	3,800	—	—	—	—	3,800
Outflows:											
Transfers to Operating	—	—	—	—	—	—	(235)	—	—	—	(235)
Capital Expenses	—	(24,663)	(7,585)	—	—	(19,039)	—	(16,479)	(390)	—	(68,156)
North Commuter Project	(2,400)	—	—	—	—	—	—	—	—	—	(2,400)
ENDING 2019 BALANCE⁽¹⁾	23,011	(39,404)	(9,199)	(7,666)	(6,873)	93,941	45	612	1,313	12,835	68,616

(1) The Prepaid Land Development Reserve Sufficiency Forecast encompasses the proposed 2019 Development Plan.

(2) Direct Services balance has been temporarily funding \$22,433,000 of redevelopment services with reimbursement established per year from a utility charge. The net balance at Dec 31, 2019 is expected to be \$1,176,000. The net balance consists of the 2018 opening balance of \$4,976,000 with no additions and repayment of \$3,800,000 expected.

City of Saskatoon

2019 PRELIMINARY

CAPITAL PROJECT DETAILS

FOR CITY COUNCIL REVIEW,
NOVEMBER 26, 27, 28, 2018

The projects contained in this section are sorted by project number order. An index is included at the back of this section that cross references the Business Lines in which each of these projects are budgeted within.

0582 FIRE-EQUIPMENT & SMALL VEHICLE REPLACEMENT

Project Status	Open	Year Identified	2010
Project Type	EQUIPMENT REPLACEMENT	Manager	Glenn Ledray
Asset Type	Fire Apparatus	Est. End Date	-

Project Description

This project provides the replacement and refurbishment of cars, trucks, vans and equipment used by the Saskatoon Fire Department.

General Comments

Vehicles and equipment are scheduled to be replaced as they reach the end of their safe serviceable life.

Scheduled to be replaced in 2019:

- rescue tools including additional fire hose and appliances for the purpose of high-rise firefighting;
- water rescue, tech rescue, and apparatus equipment; and
- vehicles scheduled for replacement - training van, dive trailer, and 2 inspector vehicles.

Project Detail	Budget	Plan	Plan	Plan	Plan
Expenditure/Funding (000's)	2019	2020	2021	2022	2023
GROSS COST DETAILS					
Equipment Replacement	135.0	130.0	135.0	135.0	135.0
Vehicle Replacement	95.0	235.0	75.0	50.0	80.0
Total	230.0	365.0	210.0	185.0	215.0
FINANCING DETAILS					
FIRE SMALL EQUIPMENT REPL RESERVE	230.0	365.0	210.0	185.0	215.0
Total	230.0	365.0	210.0	185.0	215.0
Incremental	Budget	Plan	Plan	Plan	Plan
Operating Impacts (000's)	2019	2020	2021	2022	2023
Net Dollar Impact	0.0	0.0	0.0	0.0	0.0
FTEs	0.0	0.0	0.0	0.0	0.0

0583 TR-REPLACE/REFURB BUSES

Project Status	Open	Year Identified	2009
Project Type	EQUIPMENT REPLACEMENT	Manager	Paul Bracken
Asset Type	Transit Buses	Est. End Date	-

Project Description

This project provides for the scheduled replacement and/or refurbishment of existing buses in order to maintain an in-service fleet size of 137 buses. This will be accomplished by purchasing replacement buses and by refurbishing buses when it makes economic sense to do so. The planned procurement method for this project is to be accomplished utilizing external contractors, due to requirement of specialized services.

General Comments

In an effort to achieve its target average fleet age of 9 years, Transit put forward a report called "Building Better Transit: an Asset Management Plan for Transit and Access Transit Fleet" which was adopted by City Council July 2016. With the announcement of the Growing the Middle Class Infrastructure Plan by the Federal Government, City Council approved the Public Transit Infrastructure Fund strategy in principle to purchase up to 40 conventional buses over the period 2016 to 2018. Through 2016 to 2017, an order of 26 transit low-floor buses and eight 30 foot buses at an estimated cost of \$18.5 million was placed, and received in 2017 and 2018.

From 2018 to 2019, Transit is planning to purchase up to 7 regular size low-floor buses worth \$4.1 million.

In 2018 through 2019 the funding from both internal sources and the Public Transit Infrastructure Funding allowed for Transit's Fleet Renewal Strategy to be expedited. Future purchases planned for 2019-2027 that are required to continue with the Asset Management Plan presented in 2016 (10 bus replacements a year) are unfunded.

A conventional (low floor) bus is estimated at \$590,000 and an articulated bus at \$800,000. Refurbishments are estimated at \$100,000 per bus.

Project Detail	Budget	Plan	Plan	Plan	Plan
Expenditure/Funding (000's)	2019	2020	2021	2022	2023
GROSS COST DETAILS					
Bus Refurbishment	1,000.0	1,000.0	720.0	0.0	0.0
Bus Replacement	0.0	6,100.0	5,724.0	6,138.0	6,588.0
Funded Bus Replacement/Refurbs	0.0	0.0	636.0	682.0	732.0
Total	1,000.0	7,100.0	7,080.0	6,820.0	7,320.0
FINANCING DETAILS					
TRANSIT VEHICLE REPLACEMENT RESERVE	1,000.0	1,000.0	1,356.0	682.0	732.0
UNFUNDED TVRR	0.0	6,100.0	5,724.0	6,138.0	6,588.0
Total	1,000.0	7,100.0	7,080.0	6,820.0	7,320.0
Incremental	Budget	Plan	Plan	Plan	Plan
Operating Impacts (000's)	2019	2020	2021	2022	2023
Net Dollar Impact	0.0	0.0	0.0	0.0	0.0
FTEs	0.0	0.0	0.0	0.0	0.0

0584 TR-ADDITIONAL BUSES

Project Status	Open	Year Identified	2010
Project Type	GROWTH AND CAPITAL EXPANSION	Manager	Paul Bracken
Asset Type	Transit Buses	Est. End Date	-

Project Description

This project provides for the expansion of the in-service fleet to provide new service to existing subdivisions, the University of Saskatchewan, high schools, or to provide additional service on routes with capacity problems.

General Comments

The current cost of a new articulated bus is \$800,000 and the cost of a new conventional (low floor) bus is \$590,000.

Project Detail Expenditure/Funding (000's)	Budget 2019	Plan 2020	Plan 2021	Plan 2022	Plan 2023
GROSS COST DETAILS					
Additional Buses Purchases	0.0	0.0	0.0	682.0	0.0
Total	0.0	0.0	0.0	682.0	0.0
FINANCING DETAILS					
TRANSIT ADDITIONAL VEHICLES RESERVE	0.0	0.0	0.0	682.0	0.0
Total	0.0	0.0	0.0	682.0	0.0
Incremental Operating Impacts (000's)	Budget 2019	Plan 2020	Plan 2021	Plan 2022	Plan 2023
Net Dollar Impact	0.0	0.0	0.0	0.0	0.0
FTEs	0.0	0.0	0.0	0.0	0.0

0616 LAND DEV'T-PRIM WTRMN-NORTHEAST SECTOR

Project Status	Open	Year Identified	2009
Project Type	PREPAID LAND DEVELOPMENT	Manager	Daryl Schmidt
Asset Type		Est. End Date	-

Project Description

This project involves the extension of primary water mains to the University Heights and North East Sectors. These primaries will facilitate approximately 1,200 hectares of staged development in the North East Sector in the near future. In the long term these primaries will also facilitate approximately 1,800 hectares of development in the East Sector.

General Comments

Note: Primary water mains required for any given neighbourhood may also be required for subsequent neighbourhood

SECTION *	LENGTH (m)	SIZE (mm)	YEAR(s)	
AB	5,620	750	1982/84	Complete
BB'	910	750	1984/85/86	Complete
AE	1,610	600	1987	Complete
B'C	600	900	2000	Complete
CF	2,000	1,050	2009	(Required for Evergreen)
KH	4,800	1,050	1998/99/2000	Complete
HF	3,200	1,050	2017 & Beyond	(Required for Neighbourhood#2) Fill Main
LF'	3,100	600	2011/2013	(West portion required for Evergreen)
FF'	945	1,050	2012	(East portion of Evergreen)
MM'	600	1,050	2014	(Required for UHII & NE Sector)
M'N'N1	930	900	2015	(Required for UHII & NE Sector)
N'P	170	600	2015	(Required for UHII & NE Sector)
N1N2	360	600	2018	(Required for UHII & NE Sector)
N2N	300	600	2019	(Required for UHII & NE Sector)
PP1	660	600	2020	(Required for UHIII & NE Sector)
LK	670	600	2020	(Required for UHIII & NE Sector)
KP'P1	4,085	600	Beyond 2023	(Required for UHIII & NE Sector)
KR	5,456	1,350	Beyond 2023	
HL	1,150	600	1998/2011	(Required for Evergreen)
CO	1,500	1,050	2013	(Required for East Sector)
AA' Isolate NE sector water system at College Drive to improve control of water pressures east of Preston Avenue			2003	Complete

Drive to improve control of water pressures east of Preston Avenue

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

Note: As neighbourhood concept plans are approved, the route, the length, and diameter of some segments, and therefore the estimated cost will be updated.

Project Detail	Budget	Plan	Plan	Plan	Plan
Expenditure/Funding (000's)	2019	2020	2021	2022	2023
GROSS COST DETAILS					
Fill Mains/Internal PWM's - 42nd St Fill main - RK	0.0	0.0	0.0	0.0	5,793.0
Fill Mains-Cent/NE Res aka Evergreen (now Land Dev project)	3,500.0	0.0	0.0	0.0	0.0
HF - Reservoir Fill Main-Cent/NE Res	119.0	0.0	0.0	0.0	0.0
LK - Central - Fedoruk to Perimeter	0.0	1,213.0	0.0	0.0	0.0
MM',M'N'N1P, N1N2,N1N/PP' McOrmond-Fedoruk North to Perimeter Rd.	0.0	1,195.0	0.0	0.0	0.0
Total	3,619.0	2,408.0	0.0	0.0	5,793.0
FINANCING DETAILS					
PRIMARY WATERMAIN RES	0.0	2,408.0	0.0	0.0	0.0
WATERWORKS CAPITAL PROJECTS RESERVE	3,619.0	0.0	0.0	0.0	5,793.0
Total	3,619.0	2,408.0	0.0	0.0	5,793.0
Incremental	Budget	Plan	Plan	Plan	Plan
Operating Impacts (000's)	2019	2020	2021	2022	2023
Net Dollar Impact	0.0	0.0	0.0	0.0	0.0

Land Development

Preliminary 2019

Incremental Operating Impacts (000's)	Budget 2019	Plan 2020	Plan 2021	Plan 2022	Plan 2023
FTEs	0.0	0.0	0.0	0.0	0.0

0625 LAND DEV'T-TR SWR-NORTHEAST SECTOR

Project Status	Open	Year Identified	2009
Project Type	PREPAID LAND DEVELOPMENT	Manager	Daryl Schmidt
Asset Type		Est. End Date	-

Project Description

This project involves the extension of the storm and sanitary trunk sewers north, south, and east from the Saguenay Drive river crossing to facilitate approximately 1,200 hectares of staged development in the northeast sector in the near future. In the long term, these trunks will also facilitate approximately 1,800 hectares of development in the east Sector.

General Comments

Note: Trunks required for any given neighbourhood may also be required for subsequent neighbourhoods. Changing the order of development will not necessarily delay a given project.

SECTION *	LENGTH (m)	SIZE (mm)	YEAR(s)	
River to A	-	3,050/1,200	1980/84	Complete
AA' Isolate NE sector water system at College	900	3,050/1,200	1984/85	Complete
AB	300	1,800/525	1986	Complete
AC	650	3,050/1,200	2000	Complete
B-Erindale Basin	-	-	1987/88/89	(Required for Evergreen)
C'D	1,450	3,050/1,200	2012	(Required for east Sector)
CE	630	1,800/450	2003/04	Complete - Willow Grove
E-Willowgrove North Basin	3,100	-	2005	Complete - North Willow Grove
EE-Phase I	570	1,650	2005	Complete - North Willow Grove
EE-Phase II	710	1,350	2006	Complete - North Willow Grove
F-Willowgrove South Basin	-	-	2003/08	Complete - South Willow Grove
GH	950	1,800/750	1987	Complete
HI	525	1,500/675	1997	Complete
IJ	350	1,050/600	1997	Complete
JJ	200/820	1,350/600	1998	Complete
ABCD	1,700	1,350/600	2009/12	Complete - Evergreen
Pond #1	-	-	2009	Complete - Evergreen
Pond #1 to River	1,400	1,500	2009	Complete - Evergreen
Lift Station	-	-	2013	(Required for UH2)
Force Main - MI	3,582	450	2013	(Required for UH2)
Stm Tr-S. Willow Grove	-	Open Channel	2008	Complete - South Willow Grove
Pond 2	-	-	2015	(Required for UH2)
MN/MO-O'/MN' - San Trunks	1,690	375/450/525/600	2014 & Beyond	(Required for UH2)
ST, TU, TV Stm Trunk	2,350	1,350/1,800	2013 & Beyond	(Required for UH2)
FGG' - Force Main San	1,600	450	2021	(Required for UH3/UH4)
Temp. LS San	-	-	2021	(Required for UH3)
FGHJK - San	2,640	381/450/525	2021	(Required for UH3)
EF - River Xing San	-	-	2021	(River Crossing reqd. for UH3/UH4/FG)
HIJKL ST	810	1350/1500/1650	2021/22 & Beyond	(Required for UH3)
Pond 3 ST	-	-	2022	(Required for UH3)
FUVWXYZ San	4,425	381/450/525/675/750	Beyond 2023	(Required for UH3/UH4)
PQRXYZ ST	2,450	1050/1200	Beyond 2023	(Required for UH3/UH4)
Pond 4 ST	-	-	Beyond 2023	(Required for UH3 @ North of NE Swale)
Pond 5 ST	-	-	Beyond 2023	(Required for UH3/UH4)
Lift Station (Y) San	-	-	Beyond 2023	(Required for UH3/UH4)
Force Main	1,160	250	Beyond 2023	(Required for UH3/UH4)

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

Land Development

Prior Budget Approvals

Preliminary 2019

\$90,259,000

Project Detail Expenditure/Funding (000's)	Budget 2019	Plan 2020	Plan 2021	Plan 2022	Plan 2023
GROSS COST DETAILS					
EF - Sanitary River Crossing	0.0	0.0	9,370.0	0.0	0.0
San Trunks - UH2 - MN,MM', MOO'	0.0	140.0	0.0	0.0	0.0
Sanitary - FG/GH/HJ/JK	0.0	0.0	3,436.0	0.0	0.0
Stm Trunks - UH2 - TU, TV, TS	100.0	0.0	0.0	0.0	0.0
Stm Trunks/Pond - N of Evergreen - Pond 3/HJ/JI/JK/JL	0.0	0.0	300.0	1,905.0	0.0
Total	100.0	140.0	13,106.0	1,905.0	0.0
FINANCING DETAILS					
TRUNK SEWER RESERVE	100.0	140.0	13,106.0	1,905.0	0.0
Total	100.0	140.0	13,106.0	1,905.0	0.0
Incremental Operating Impacts (000's)	Budget 2019	Plan 2020	Plan 2021	Plan 2022	Plan 2023
Net Dollar Impact	0.0	0.0	0.0	0.0	0.0
FTEs	0.0	0.0	0.0	0.0	0.0

0626 LAND DEV'T-SUBDIVIS'N WARRANTY

Project Status	Open	Year Identified	2009
Project Type	PREPAID LAND DEVELOPMENT	Manager	Daryl Schmidt
Asset Type		Est. End Date	-

Project Description

This project involves warranty work in prepaid subdivisions.

General Comments

In this project, funding is provided for warranty construction after the issuance of the final acceptance certificate. Funding from the Property Realized Reserve is used for reconstruction of sidewalks in City development areas that are damaged during home construction.

Prior Budget Approvals

\$4,509,000

Project Detail	Budget	Plan	Plan	Plan	Plan
Expenditure/Funding (000's)	2019	2020	2021	2022	2023
GROSS COST DETAILS					
Construction	412.0	247.0	0.0	0.0	0.0
Total	412.0	247.0	0.0	0.0	0.0
FINANCING DETAILS					
PRR-LAND DEVELOPMENT	100.0	50.0	0.0	0.0	0.0
WARRANTY RESERVE	312.0	197.0	0.0	0.0	0.0
Total	412.0	247.0	0.0	0.0	0.0
Incremental	Budget	Plan	Plan	Plan	Plan
Operating Impacts (000's)	2019	2020	2021	2022	2023
Net Dollar Impact	0.0	0.0	0.0	0.0	0.0
FTEs	0.0	0.0	0.0	0.0	0.0

0627 LAND DEV'T-SUBDIVIS'N FENCING

Project Status	Open	Year Identified	2009
Project Type	PREPAID LAND DEVELOPMENT	Manager	Daryl Schmidt
Asset Type		Est. End Date	-

Project Description

This project involves the construction of fencing relating to various prepaid subdivisions.

General Comments

Fencing is constructed in various prepaid subdivisions as development of the neighbourhood progresses.

Project Detail Expenditure/Funding (000's)	Budget 2019	Plan 2020	Plan 2021	Plan 2022	Plan 2023
GROSS COST DETAILS					
Fencing - Rosewood	0.0	0.0	92.0	0.0	0.0
Fencing-Aspen Ridge	0.0	0.0	64.0	0.0	0.0
Fencing-Brighton	0.0	0.0	61.0	0.0	0.0
Fencing-Kensington	0.0	0.0	73.0	0.0	0.0
Total	0.0	0.0	290.0	0.0	0.0
FINANCING DETAILS					
FENCING RESERVE	0.0	0.0	290.0	0.0	0.0
Total	0.0	0.0	290.0	0.0	0.0
Incremental Operating Impacts (000's)	Budget 2019	Plan 2020	Plan 2021	Plan 2022	Plan 2023
Net Dollar Impact	0.0	0.0	0.0	0.0	0.0
FTEs	0.0	0.0	0.0	0.0	0.0

0631 TU-TRANSPORTATION SAFETY IMPROVEMENTS

Project Status	Open	Year Identified	2009
Project Type	INFRASTRUCTURE MAINTENANCE	Manager	Nathalie Baudais
Asset Type		Est. End Date	-

Project Description

This project includes various transportation safety improvements throughout the City including intersection and right-of-way improvements, safety messages and the management and implementation of the Road Safety Action Plan.

General Comments

This project supports the City of Saskatoon's long-term 'Moving Around' strategy as traffic safety devices provide safety to motorists, cyclists and pedestrians.

Details on the program proposed for the budget year will be presented in an administrative report prior to, or concurrent with, the Council budget meeting.

Project Detail	Budget	Plan	Plan	Plan	Plan
Expenditure/Funding (000's)	2019	2020	2021	2022	2023
GROSS COST DETAILS					
CONSTRUCTION	250.0	200.0	200.0	200.0	200.0
Total	250.0	200.0	200.0	200.0	200.0
FINANCING DETAILS					
TRAFFIC SAFETY RESERVE	250.0	200.0	200.0	200.0	200.0
Total	250.0	200.0	200.0	200.0	200.0
Incremental	Budget	Plan	Plan	Plan	Plan
Operating Impacts (000's)	2019	2020	2021	2022	2023
Net Dollar Impact	0.0	0.0	0.0	0.0	0.0
FTEs	0.0	0.0	0.0	0.0	0.0

0634 LAND DEV'T-TR SWR-NORTH INDUSTRIAL

Project Status	Open	Year Identified	2009
Project Type	PREPAID LAND DEVELOPMENT	Manager	Daryl Schmidt
Asset Type		Est. End Date	-

Project Description

This project involves the extension of the sanitary trunk sewers from the pollution control plant to service the Marquis Industrial Area. These Trunks are required to serve new and existing industrial areas in the northern part of the City. This project also includes Storm Trunks and Storm Ponds.

General Comments

This strategy will provide trunk services to the area bounded by the perimeter highway, 1/2 mile west of Idylwyld Drive and north of 60th Street.

SECTION *	LENGTH (m)	SIZE (mm)	YEAR(s)	
Wetland Design Industrial	-	-	2006	Engineer Consultant to propose Wetland System
AB	613	1,500/3,050	2006	Complete
BC	400	1,200/2,400	2006	Complete
CD	673	1,200/2,100-2,400	2006	Complete
DD'/D'EFN	1,020	1,050/1,050-1,200	2011/12	Complete
FG	1,000	1,050	2013	Complete
DT Pond #2	-	-	2012	Conversion of Existing Wetland to 12.1ha Wetpond
HN	470	1,350	2013	
EI Stm/San	887	900/1200/1500/1800	2020	Required for area S of 71st Street
IJ Stm	500	1,050	2022	Required for area W of Faithfull
II' San	825	1,050	2022	Required for area N of 71st Street
BC'CD'	900	1,050/2,100	2014	
BI	640	1,050/2,100	2009	
STM Pond #1	-	Dry pond	2009	
D'D'E Stm/San	3,345	375/450/750/1500/1800	2022	North of CNH
I'M/KM San/Stm	2,250	1200/1350	2023	West of Idylwyld & North of 71st
F'GHJJ'I'KK'K'L Stm	3,800	1000/1200/1350/1500	Beyond 2023	West of Arthur Rose
Pond 5	-	-	Beyond 2023	
I'KK'LL' San	2,110	375/525/900	Beyond 2023	West of Arthur Rose
MNOP Stm/San	5,330	375/425/525/900/1050/1350/1500	Beyond 2023	West of Idylwyld
Pond 7 & 8	-	-	Beyond 2023	West of Idylwyld
XYZ Stm	1,200	450/600/1500	Beyond 2023	
Pond 14	-	-	Beyond 2023	
EEF'G Stm/San	1,990	375/600/750/1050/1350/1500	Beyond 2023	
F'F'Z San	800	375/450	Beyond 2023	West of River
Lift Station (F') San	-	-	Beyond 2023	West of River
Force Main - FF' San	1,620	350	Beyond 2023	West of River
ABCL'MM'NOP	20,580	450/525/600/750/900/1050	Beyond 2023	North of Highway 16
QRSTUUVWW' Stm/San		1200/1350/1500/1800/2100		
Pond 9, 10 & 13 Stm	-	-	Beyond 2023	North of Highway 16
STM Pond #4	-	3.38ha Dry P	2013	North of 71st

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

Prior Budget Approvals

\$46,651,000

Project Detail	Budget	Plan	Plan	Plan	Plan
Expenditure/Funding (000's)	2019	2020	2021	2022	2023
GROSS COST DETAILS					
D'E - Sanitary & Storm Trunk - N of CNH	0.0	0.0	0.0	11,289.0	0.0

Land Development

Preliminary 2019

Project Detail	Budget	Plan	Plan	Plan	Plan
Expenditure/Funding (000's)	2019	2020	2021	2022	2023
EI - Faithfull E - Marquis to 71st	100.0	3,611.0	0.0	0.0	0.0
II', IJ - San & Stm (71st & Idylwyld)	0.0	0.0	0.0	2,275.0	0.0
San & Stm - (E&W of Idylwyld) - I'M, KM	0.0	0.0	0.0	0.0	9,357.0
Total	100.0	3,611.0	0.0	13,564.0	9,357.0
FINANCING DETAILS					
TRUNK SEWER RESERVE	100.0	3,611.0	0.0	13,564.0	9,357.0
Total	100.0	3,611.0	0.0	13,564.0	9,357.0
Incremental	Budget	Plan	Plan	Plan	Plan
Operating Impacts (000's)	2019	2020	2021	2022	2023
Net Dollar Impact	0.0	0.0	0.0	0.0	0.0
FTEs	0.0	0.0	0.0	0.0	0.0

0636 LAND DEV'T-TR SWR-MONTGOMERY PLACE WEST

Project Status	Open	Year Identified	2009
Project Type	PREPAID LAND DEVELOPMENT	Manager	Daryl Schmidt
Asset Type		Est. End Date	-

Project Description

This project involves the construction of the storm and sanitary trunk sewer systems to serve new development in Montgomery Place West. The storm sewer component (AB) may be combined with future servicing of the West Sector.

General Comments

SECTION *	LENGTH (m)	SIZE (mm)	YEAR(s)
A- Stormwater Storage Basin	-	-	Beyond 2023
AB	2,200	600	Beyond 2023
DE - Sewage Lift Stn & Forcemain	620	200	Beyond 2023

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

Prior Budget Approvals

\$72,000

Project Detail Expenditure/Funding (000's)	Budget 2019	Plan 2020	Plan 2021	Plan 2022	Plan 2023
GROSS COST DETAILS					
AB - Trunk Storm Sewer	0.0	0.0	0.0	0.0	2,500.0
DE-Sewage Lift Stat'n & Forcemn	0.0	0.0	0.0	0.0	2,735.0
Stm Wtr Storage Basin A	0.0	0.0	0.0	50.0	0.0
Total	0.0	0.0	0.0	50.0	5,235.0
FINANCING DETAILS					
TRUNK SEWER RESERVE	0.0	0.0	0.0	50.0	2,500.0
WASTEWATER LIFT STATION RES	0.0	0.0	0.0	0.0	2,735.0
Total	0.0	0.0	0.0	50.0	5,235.0
Incremental Operating Impacts (000's)	Budget 2019	Plan 2020	Plan 2021	Plan 2022	Plan 2023
Net Dollar Impact	0.0	0.0	0.0	0.0	0.0
FTEs	0.0	0.0	0.0	0.0	0.0

0639 LAND DEV'T-SUBDIVIS'N BUFFERS

Project Status	Open	Year Identified	2009
Project Type	PREPAID LAND DEVELOPMENT	Manager	Daryl Schmidt
Asset Type		Est. End Date	-

Project Description

This project involves the construction of buffer strips adjacent to prepaid subdivisions.

General Comments

Construction of buffer strips may include grading, topsoil, seeding and shelter belts. This project also involves reimbursement for costs incurred by the developer for berm construction.

Prior Budget Approvals

\$5,910,000

Project Detail	Budget	Plan	Plan	Plan	Plan
Expenditure/Funding (000's)	2019	2020	2021	2022	2023
GROSS COST DETAILS					
Buffers - Aspen Ridge	0.0	0.0	173.0	0.0	0.0
Buffers - Brighton	0.0	186.0	187.0	0.0	0.0
Buffers - Kensington	102.0	0.0	0.0	0.0	0.0
Buffers - Rosewood	40.0	0.0	0.0	0.0	0.0
Total	142.0	186.0	360.0	0.0	0.0
FINANCING DETAILS					
BUFFER RESERVE	142.0	186.0	360.0	0.0	0.0
Total	142.0	186.0	360.0	0.0	0.0
Incremental	Budget	Plan	Plan	Plan	Plan
Operating Impacts (000's)	2019	2020	2021	2022	2023
Net Dollar Impact	0.0	0.0	0.0	0.0	0.0
FTEs	0.0	0.0	0.0	0.0	0.0

0655 LAND DEV'T-ARTL RD-MCORMOND(E SECT-PERIMETER RD)

Project Status	Open	Year Identified	2009
Project Type	PREPAID LAND DEVELOPMENT	Manager	Daryl Schmidt
Asset Type		Est. End Date	-

Project Description

This project involves the design and construction of a North-South arterial roadway extending to the future commuter bridge crossing. This roadway is the main North-South arterial that will provide access to the University Heights Suburban area and the Holmwood Sector. In the long term, this roadway will form part of the roadway network feeding the proposed Perimeter Road.

General Comments

The construction in 2003 included a joint project with the Ministry of Highways and Infrastructure to upgrade the intersection of McOrmond Road and Highway 5.

Prior Budget Approvals

\$28,983,000

Project Detail	Budget	Plan	Plan	Plan	Plan
Expenditure/Funding (000's)	2019	2020	2021	2022	2023
GROSS COST DETAILS					
6th Collector to 8th Street	0.0	0.0	2,481.0	2,261.0	0.0
Brighton Common to 6th Collector	0.0	3,794.0	0.0	3,457.0	0.0
Total	0.0	3,794.0	2,481.0	5,718.0	0.0
FINANCING DETAILS					
ARTERIAL ROAD RESERVE	0.0	3,794.0	2,481.0	5,718.0	0.0
Total	0.0	3,794.0	2,481.0	5,718.0	0.0
Incremental	Budget	Plan	Plan	Plan	Plan
Operating Impacts (000's)	2019	2020	2021	2022	2023
Net Dollar Impact	0.0	0.0	0.0	0.0	0.0
FTEs	0.0	0.0	0.0	0.0	0.0

0668 PARK DEV-BOULEVARD DEVELOPMENT

Project Status	Open	Year Identified	2009
Project Type	PREPAID LAND DEVELOPMENT	Manager	Michelle Chartier
Asset Type		Est. End Date	-

Project Description

The Community Tree Planting Program (CTPP) involves planting trees on boulevards adjacent to serviced lots and on separate boulevards where planting set-back requirements are met.

General Comments

The project involves investigating planting requests, identifying appropriate plant sites, site preparation including soil amendments if required, tree planting, and the three year establishment maintenance of trees in new residential neighbourhoods. It also includes supplemental establishment maintenance, as required, on approved tree planting by developers in new neighbourhoods.

Operating Impact

\$9,900 in 2022 (average annual life cycle cost of 175 trees at \$56.40 per tree)

Project Detail	Budget	Plan	Plan	Plan	Plan
Expenditure/Funding (000's)	2019	2020	2021	2022	2023
GROSS COST DETAILS					
Construction	120.0	120.0	120.0	120.0	120.0
Total	120.0	120.0	120.0	120.0	120.0
FINANCING DETAILS					
PARKS AND RECREATION LEVY (MULTI-DISTRICT)	120.0	120.0	120.0	120.0	120.0
Total	120.0	120.0	120.0	120.0	120.0
Incremental	Budget	Plan	Plan	Plan	Plan
Operating Impacts (000's)	2019	2020	2021	2022	2023
Net Dollar Impact	0.0	0.0	0.0	9.9	0.0
FTEs	0.0	0.0	0.0	0.0	0.0

0671 TR-AUXILIARY VEH/EQUIP

Project Status	Open	Year Identified	2009
Project Type	EQUIPMENT REPLACEMENT	Manager	Paul Bracken
Asset Type		Est. End Date	-

Project Description

This project involves the ongoing purchase/upgrade/replacement of non-fleet Transit System vehicles and equipment in accordance with the Capital Reserves Bylaw.

General Comments

Radios for the buses bought under Public Transit Infrastructure Fund will be paid through this project.

Project Detail Expenditure/Funding (000's)	Budget 2019	Plan 2020	Plan 2021	Plan 2022	Plan 2023
GROSS COST DETAILS					
Equipment Purchase	100.0	100.0	100.0	100.0	250.0
Total	100.0	100.0	100.0	100.0	250.0
FINANCING DETAILS					
TRANSIT CAPITAL PROJECTS RESERVE	100.0	100.0	100.0	100.0	250.0
Total	100.0	100.0	100.0	100.0	250.0
Incremental Operating Impacts (000's)	Budget 2019	Plan 2020	Plan 2021	Plan 2022	Plan 2023
Net Dollar Impact	0.0	0.0	0.0	0.0	0.0
FTEs	0.0	0.0	0.0	0.0	0.0

0677 AF-ALBERT COMM CENTRE RENOS

Project Status	Open	Year Identified	2009
Project Type	INFRASTRUCTURE MAINTENANCE	Manager	Craig Senick
Asset Type	Buildings	Est. End Date	-

Project Description

This project involves identifying and completing the necessary major repair or replacement expenditures as required by the Facility's Comprehensive Maintenance Program.

General Comments

Current emergent needs include roofing access improvements and building envelope capital renewal. Planning for portions of this major renewal will require project funding to accrue until sufficient funding is in place.

Project Detail	Budget	Plan	Plan	Plan	Plan
Expenditure/Funding (000's)	2019	2020	2021	2022	2023
GROSS COST DETAILS					
Repairs	100.0	75.0	75.0	75.0	75.0
Total	100.0	75.0	75.0	75.0	75.0
FINANCING DETAILS					
ALBERT MAJOR REPAIR RES	100.0	75.0	75.0	75.0	75.0
Total	100.0	75.0	75.0	75.0	75.0
Incremental	Budget	Plan	Plan	Plan	Plan
Operating Impacts (000's)	2019	2020	2021	2022	2023
Net Dollar Impact	0.0	0.0	0.0	0.0	0.0
FTEs	0.0	0.0	0.0	0.0	0.0

0679 AF-GROUNDS MTNCE-EQUIPMENT REPL

Project Status	Open	Year Identified	2009
Project Type	EQUIPMENT REPLACEMENT	Manager	Jason Kennon
Asset Type	Parks Equipment	Est. End Date	-

Project Description

This project involves the purchase of replacement equipment in accordance with Capital Reserves Bylaw #6774. Replacements are required as the units have reached or passed their scheduled life spans and are experiencing unacceptable maintenance and repair costs, excessive downtime and/or a loss in productivity.

General Comments

The pieces of equipment to be replaced will be disposed of by public auction, by public tender or as trade-ins. The pieces of equipment scheduled for replacement are as follows:

Small equipment (chainsaws, whippers etc) - limited to \$20,000

Trailer (2 axle) \$19,000

Tree Spade (Large) \$40,000

5x Mini-haul Trucks \$83,000

Mower (50") \$15,000

2x Aerator \$29,000

Mower (6') \$35,000

2x Tractor (60HP) \$120,000

3x Groomers \$39,000

The planned procurement method for this project is to be accomplished utilizing internal staff, due to existing staff capacity to perform the work.

Project Detail	Budget	Plan	Plan	Plan	Plan
Expenditure/Funding (000's)	2019	2020	2021	2022	2023
GROSS COST DETAILS					
Equipment Purchase	400.0	375.0	375.0	375.0	375.0
Total	400.0	375.0	375.0	375.0	375.0
FINANCING DETAILS					
GROUND'S MAINTENANCE EQUIPMENT RES	400.0	375.0	375.0	375.0	375.0
Total	400.0	375.0	375.0	375.0	375.0
Incremental	Budget	Plan	Plan	Plan	Plan
Operating Impacts (000's)	2019	2020	2021	2022	2023
Net Dollar Impact	0.0	0.0	0.0	0.0	0.0
FTEs	0.0	0.0	0.0	0.0	0.0

0681 LAND DEV'T-ARTL RD-TAYLOR(MCKER-CP TRACK)

Project Status	Open	Year Identified	2009
Project Type	PREPAID LAND DEVELOPMENT	Manager	Daryl Schmidt
Asset Type		Est. End Date	-

Project Description

This project involves the extension of Taylor Street East of McKercher Drive to the Canadian Pacific Railway (CPR) tracks. This is required to provide access to the Lakeview, Lakeridge, Lakewood, Briarwood and Rosewood subdivisions and is the only East-West arterial roadway South of 8th Street.

General Comments

Additional construction for Rosewood Gate to CPR tracks section is planned for 2021 and beyond.

Prior Budget Approvals

\$5,432,000

Project Detail	Budget	Plan	Plan	Plan	Plan
Expenditure/Funding (000's)	2019	2020	2021	2022	2023
GROSS COST DETAILS					
Rosewood Gate North to Rosewood Drive	0.0	0.0	3,519.0	0.0	3,207.0
Total	0.0	0.0	3,519.0	0.0	3,207.0
FINANCING DETAILS					
ARTERIAL ROAD RESERVE	0.0	0.0	3,519.0	0.0	3,207.0
Total	0.0	0.0	3,519.0	0.0	3,207.0
Incremental	Budget	Plan	Plan	Plan	Plan
Operating Impacts (000's)	2019	2020	2021	2022	2023
Net Dollar Impact	0.0	0.0	0.0	0.0	0.0
FTEs	0.0	0.0	0.0	0.0	0.0

0687 WWT- ASSET REPLACEMENT

Project Status	Open	Year Identified	2009
Project Type	EQUIPMENT REPLACEMENT	Manager	Pam Hamoline
Asset Type		Est. End Date	-

Project Description

This project involves the replacement of deteriorating Wastewater Treatment Plant assets (in accordance with the Capital Reserves Bylaw) that have reached the end of their useful life. The assets are replaced by similar equipment or equipment with a similar function. The planned procurement method for this project is to be accomplished utilizing external contractors, due to existing staff capacity to perform the work.

General Comments

The asset group defined by the project are subject to a review to determine condition and eligibility. The project includes an item labelled Existing System Replacements. This provides funding for assets that experience premature failure and require immediate return to service.

External service providers will be utilized on selected projects within the overall Asset Replacement Program.

Project Detail	Budget	Plan	Plan	Plan	Plan
Expenditure/Funding (000's)	2019	2020	2021	2022	2023
GROSS COST DETAILS					
Bioreactors - Pumps & Processes	1,025.0	0.0	0.0	225.0	348.0
Digester - Pumps	75.0	78.0	757.0	787.0	2,433.0
Fermentor - Pumps & Processes	180.0	62.0	97.0	67.0	70.0
Grit & Screen - Pump and Processes	530.0	562.0	54.0	56.0	58.0
Heating Bldg - Pumps/Piping/Processes	100.0	104.0	0.0	0.0	0.0
Liquid Wastehaulers Station	0.0	0.0	0.0	112.0	0.0
Other - Labs, Server	40.0	0.0	0.0	0.0	0.0
PEP - Pumps	0.0	62.0	65.0	135.0	0.0
Primary Basins - Pumps & Processes 2	125.0	167.0	174.0	181.0	187.0
Sec Clarifiers - Pumps & Processes	0.0	52.0	0.0	0.0	0.0
Thickener - Pumps	0.0	0.0	63.0	112.0	0.0
Utility Building	0.0	0.0	0.0	0.0	110.0
UV - Processes & Electrical	100.0	104.0	0.0	0.0	0.0
Total	2,175.0	1,191.0	1,210.0	1,675.0	3,206.0
FINANCING DETAILS					
SEWAGE COLL & TRTMNT REPL RES	2,175.0	1,191.0	1,210.0	1,675.0	3,206.0
Total	2,175.0	1,191.0	1,210.0	1,675.0	3,206.0
Incremental	Budget	Plan	Plan	Plan	Plan
Operating Impacts (000's)	2019	2020	2021	2022	2023
Net Dollar Impact	0.0	0.0	0.0	0.0	0.0
FTEs	0.0	0.0	0.0	0.0	0.0

0706 CY-LEIS SERV-FACILITY EQUIP REPL

Project Status	Open	Year Identified	2009
Project Type	EQUIPMENT REPLACEMENT	Manager	Bruce Pearson
Asset Type		Est. End Date	-

Project Description

This project involves the replacement of major pieces of equipment for the Recreation and Community Development Division of the Community Services Department, in accordance with the Capital Reserves Bylaw.

General Comments

The 2019 budget includes the replacement of recreation, fitness and aquatic equipment at the indoor leisure facilities, and the replacement of the ice resurfacing machine at Gordie Howe Kinsmen Arena.

Project Detail Expenditure/Funding (000's)	Budget 2019	Plan 2020	Plan 2021	Plan 2022	Plan 2023
GROSS COST DETAILS					
Equipment Purchase	125.0	125.0	125.0	125.0	125.0
Zambonis	105.0	0.0	110.0	0.0	0.0
Total	230.0	125.0	235.0	125.0	125.0
FINANCING DETAILS					
LEISURE SERVICES EQUIPMENT REPL RES	230.0	125.0	235.0	125.0	125.0
Total	230.0	125.0	235.0	125.0	125.0
Incremental Operating Impacts (000's)	Budget 2019	Plan 2020	Plan 2021	Plan 2022	Plan 2023
Net Dollar Impact	0.0	0.0	0.0	0.0	0.0
FTEs	0.0	0.0	0.0	0.0	0.0

0720 SL&P - CAPACITOR INSTALLATIONS

Project Status	Open	Year Identified	2009
Project Type	ELECTRICAL AND STREET LIGHTING	Manager	Mehmoosh Janbakhsh
Asset Type		Est. End Date	-

Project Description

The objective of this project is to provide power factor correction to reduce the peak electrical demand of the electrical distribution system. The installation of capacitors reduces power demands and the associated cost of bulk power purchases. With the completion of the Smart Meter installations, more information on voltage at the customer end-points will be available and allow for a more systematic approach to demand reduction and power delivery efficiencies.

General Comments

Traditionally, capacitor banks are installed on the electric distribution lines to offset power characteristics from transformers, motors, and other loads that result in less efficient power delivery. There are a variety of approaches available depending on the operating requirements, real-time data available, and economic conditions. This project will include a review of these requirements and use the available data to determine a more optimal system operating condition that could result in significant savings to the utility. Typical system improvements result in reduction of line losses from 2% to 5%.

Project Detail	Budget	Plan	Plan	Plan	Plan
Expenditure/Funding (000's)	2019	2020	2021	2022	2023
GROSS COST DETAILS					
Volt/Var Demand Reduction	0.0	150.0	0.0	0.0	0.0
Total	0.0	150.0	0.0	0.0	0.0
FINANCING DETAILS					
ELECTRICAL DISTRIBUTION EXTENSION RES	0.0	150.0	0.0	0.0	0.0
Total	0.0	150.0	0.0	0.0	0.0
Incremental	Budget	Plan	Plan	Plan	Plan
Operating Impacts (000's)	2019	2020	2021	2022	2023
Net Dollar Impact	0.0	0.0	0.0	0.0	0.0
FTEs	0.0	0.0	0.0	0.0	0.0

0724 SL&P - REVENUE METER - NEW & REPLACEMENT

Project Status	Open	Year Identified	2010
Project Type	EQUIPMENT REPLACEMENT	Manager	Moussa Fadlelmawla
Asset Type		Est. End Date	-

Project Description

This project is for the installation of electrical revenue meters. The electronic meters being installed provide greater accuracy and comply with Measurement Canada requirements. They also provide the opportunity for the collection of additional engineering data to enhance the operation of the electric system (part of a Smart Grid implementation).

General Comments

Many of the revenue meters currently in service use older electromechanical technology. The accuracy of an electromechanical meter declines as the mechanical components wear out. As a result, the amount of power registered by the meter is less than is actually used. When meters fail to meet Measurement Canada accuracy standards, replacement is mandatory.

Electronic meters (referred to as 'smart' meters) will replace all the existing electromechanical meters and form the basis of Saskatoon Light & Power's Advanced Metering Infrastructure (AMI) system. The smart meters are able to securely send revenue metering data and other engineering information to a central location for verification, analysis and billing. The engineering data can provide status information which can be used to detect power disturbances, outages and restoration.

Since 2008, virtually all electric meters have been upgraded. Ongoing funding is required to maintain the upgraded population of meters and to meet the demand for new metered electric services.

Project Detail	Budget	Plan	Plan	Plan	Plan
Expenditure/Funding (000's)	2019	2020	2021	2022	2023
GROSS COST DETAILS					
Meters - Growth & maintenance	350.0	350.0	350.0	350.0	350.0
Total	350.0	350.0	350.0	350.0	350.0
FINANCING DETAILS					
ELECTRICAL DISTRIBUTION EXTENSION RES	350.0	350.0	350.0	350.0	350.0
Total	350.0	350.0	350.0	350.0	350.0
Incremental	Budget	Plan	Plan	Plan	Plan
Operating Impacts (000's)	2019	2020	2021	2022	2023
Net Dollar Impact	0.0	0.0	0.0	0.0	0.0
FTEs	0.0	0.0	0.0	0.0	0.0

0736 SL&P - CUSTOMER UPGRADES AND EXTENSIONS

Project Status	Open	Year Identified	2009
Project Type	ELECTRICAL AND STREET LIGHTING	Manager	Ashish Pattanashetty
Asset Type		Est. End Date	-

Project Description

This project is for upgrades and extensions of the electrical distribution system due to customer demand for new electrical service or electrical load growth. The load types include residential, industrial, commercial, and institutional throughout the electrical service area of Saskatoon Light & Power.

The planned procurement method for this project is to be accomplished utilizing internal staff due to expertise of existing staff to perform the work.

General Comments

The budget for this project is developed from a generalized expectation of demand for new services and upgrades to existing services. Project funding includes contributions from the customer and an investment from Saskatoon Light & Power based on anticipated revenue increase.

The electrical facilities normally provided under this project are an electric transformer and cabling from the primary system to the point of service. The work required for a particular service may extend beyond the property being served. However, the scope of work is expected to remain within the immediate locale of that service. The extent of the required construction may be affected by work identified in other active capital projects.

Project Detail Expenditure/Funding (000's)	Budget 2019	Plan 2020	Plan 2021	Plan 2022	Plan 2023
GROSS COST DETAILS					
Customer Connections	2,250.0	2,400.0	2,560.0	2,560.0	2,560.0
Total	2,250.0	2,400.0	2,560.0	2,560.0	2,560.0
FINANCING DETAILS					
ELECTRICAL DISTRIBUTION EXTENSION RES	750.0	800.0	1,000.0	1,000.0	1,000.0
ELECTRICAL DISTRIBUTION REPLACEMENT RES	500.0	500.0	410.0	410.0	410.0
SL&P CUSTOMER CONTRIBUTION	1,000.0	1,100.0	1,150.0	1,150.0	1,150.0
Total	2,250.0	2,400.0	2,560.0	2,560.0	2,560.0
Incremental Operating Impacts (000's)	Budget 2019	Plan 2020	Plan 2021	Plan 2022	Plan 2023
Net Dollar Impact	0.0	0.0	0.0	0.0	0.0
FTEs	0.0	0.0	0.0	0.0	0.0

0740 TCU PLACE-EQUIPMENT REPAIR/REPLACEMENTS

Project Status	Open	Year Identified	2010
Project Type	EQUIPMENT REPLACEMENT	Manager	Bob Korol
Asset Type		Est. End Date	-

Project Description

This project provides for the repair or replacements of TCU Place equipment.

General Comments

Building repairs are not part of this project and are provided for under the Civic Buildings Comprehensive Maintenance Reserve, which is under the jurisdiction of the Facilities Management service line within the Corporate Asset Management business line.

Project Detail Expenditure/Funding (000's)	Budget 2019	Plan 2020	Plan 2021	Plan 2022	Plan 2023
GROSS COST DETAILS					
Caretaking and Maintenance	0.0	16.0	44.0	28.0	29.0
Computer	153.0	55.0	0.0	56.0	84.0
Furnishings and Misc	74.0	9.0	233.0	99.0	0.0
Kitchen	552.0	0.0	100.0	0.0	0.0
Lighting	323.0	0.0	111.0	0.0	40.0
Sound	167.0	0.0	56.0	68.0	0.0
Theatre	0.0	0.0	0.0	197.0	103.0
Total	1,269.0	80.0	544.0	448.0	256.0
FINANCING DETAILS					
TCU PLACE EQUIPMENT RESERVE	1,269.0	80.0	544.0	448.0	256.0
Total	1,269.0	80.0	544.0	448.0	256.0
Incremental Operating Impacts (000's)	Budget 2019	Plan 2020	Plan 2021	Plan 2022	Plan 2023
Net Dollar Impact	0.0	0.0	0.0	0.0	0.0
FTEs	0.0	0.0	0.0	0.0	0.0

0748 LAND DEV'T-GEN ADMIN-OLD AREAS

Project Status	Open	Year Identified	2009
Project Type	PREPAID LAND DEVELOPMENT	Manager	Daryl Schmidt
Asset Type		Est. End Date	-

Project Description

This project involves the general administration related to the completion of work in old prepaid areas.

General Comments

This project includes the preparation of as-built drawings, an update of the aerial photographs of old prepaid areas, an analysis of the operation of existing storm water drainage ponds and final inspections.

Project Detail Expenditure/Funding (000's)	Budget 2019	Plan 2020	Plan 2021	Plan 2022	Plan 2023
GROSS COST DETAILS					
General Admin	113.0	0.0	0.0	0.0	0.0
Total	113.0	0.0	0.0	0.0	0.0
FINANCING DETAILS					
GEN PPD SERVICES-GENERAL	113.0	0.0	0.0	0.0	0.0
Total	113.0	0.0	0.0	0.0	0.0
Incremental Operating Impacts (000's)	Budget 2019	Plan 2020	Plan 2021	Plan 2022	Plan 2023
Net Dollar Impact	0.0	0.0	0.0	0.0	0.0
FTEs	0.0	0.0	0.0	0.0	0.0

0778 LAND DEV'T-TR SWR-STONEBRIDGE

Project Status	Open	Year Identified	2009
Project Type	PREPAID LAND DEVELOPMENT	Manager	Daryl Schmidt
Asset Type		Est. End Date	-

Project Description

This project involves the extension of the trunk sewers to the proposed South Bridge and development of the Stonebridge neighbourhood. It will also improve storm sewer services to the Avalon and Adelaide extensions.

This project is subject to further review of servicing and cost implications as well as approval of an overall neighbourhood concept plan.

General Comments

Other funding is from Developers for retrofit/reconstruction of existing services.

SECTION *	LENGTH (m)	SIZE (mm)	YEAR(s)	
A- Stonebridge Neighbourhood Lift Stn	-	-	2009	Req'd for east- design req'd to size FM
AB- Preston Forcemain-CNR to Arlington	1,800	375	-	Cancelled
BC- Preston Forcemain-Arlington to 8th	2,400	375	-	Cancelled
DE- Preston Twinning-College to 115th	1,600	600	-	Cancelled
F- Jasper Ave Lift Station Upgrade	-	-	2009	Req'd for west
J- Stonebridge east Pond neighbourhood	-	-	2007/09	Req'd for east
GH- Storm Trunk River to Lorne	1,700	Swale	2006/10	
HL- Storm Trunk-Lorne to brand	1,640	1350/1500	2010	
IJ- Storm Forcemain-Preston to Clarence Neighbourhood	2,100	625	2006/08	Req'd for east
IK- Clarence Storm trunk-Circle to Melville Neighbourhood	350	600	2005/07	Req'd for west
AP- Forcemain-Preston to Brand neighbourhood	2,800	350	2007	Req'd for west
FM- Forcemain-Jasper to Taylor Neighbourhood	2,180	450	2009	(No longer required)
N- Lorne Ave Lift Station Upgrade	-	-	-	(To be handled under separate project)
NO- Forceman-Lorne Lift to 20 & Spadina	-	-	-	(To be handled under separate project)
J- Storm sewer lift station	-	-	2009	Funded from TSR (req'd for east nhbrd)
PF- Forcemain - Brand to Jasper	1,040	350	2015	After South River Crossing
PR- Melville-Stonebridge res. to comm. Neighbourhood	280	375	2005	Req'd for west
RI- Melville-Stonebridge comm. to Clarence Neighbourhood	510	1200/1350/375ss	2005/07	Req'd for west
IL- Melville-Clarence to Brand Neighbourhood	680	900st/450ss	2006	Req'd for west
QR- Storm-West Pond to Melville Neighbourhood	400	750	2006	Req'd for west
Q- Stonebridge West Pond	-	-	2005	Req'd for west neighbourhood
SA- Sanitary East of Preston neighborhood	700	375/450	2008	Req'd for east

* A map indicating the location of the trunk sections, stormwater storage basins, and lift stations are available from the Transportation and Utilities Services Department upon request.

In 2018/2019, additional funding has been identified for sanitary sewer remediation construction to mitigate odors along Lorne Avenue between 8th Street and Rotary Park.

Prior Budget Approvals

\$31,094,000

Land Development

Preliminary 2019

Project Detail Expenditure/Funding (000's)	Budget 2019	Plan 2020	Plan 2021	Plan 2022	Plan 2023
GROSS COST DETAILS					
Lorne Avenue Odor Abatement	670.0	0.0	0.0	0.0	0.0
Total	670.0	0.0	0.0	0.0	0.0
FINANCING DETAILS					
PRIVATE CONTRIBUTIONS	670.0	0.0	0.0	0.0	0.0
Total	670.0	0.0	0.0	0.0	0.0
Incremental Operating Impacts (000's)	Budget 2019	Plan 2020	Plan 2021	Plan 2022	Plan 2023
Net Dollar Impact	0.0	0.0	0.0	0.0	0.0
FTEs	0.0	0.0	0.0	0.0	0.0

0825 SL&P - STREET LIGHT UPGRADES

Project Status	Open	Year Identified	2010
Project Type	ELECTRICAL AND STREET LIGHTING	Manager	Gord Stushnoff
Asset Type		Est. End Date	-

Project Description

This project involves the upgrading of street lighting on roadways (not associated with roadway projects).

General Comments

The lighting upgrades are typically in response to public safety issues regarding roadway intersection, railway crossings and mid-block lighting. This includes unanticipated requests by City Council, Saskatoon Police Service or special interest groups for lighting upgrades requiring immediate attention.

Additional budget provisions are for localized conversion of street light fixtures from traditional high pressure sodium (HPS) lights to LED (light emitting diode) technologies.

Project Detail	Budget	Plan	Plan	Plan	Plan
Expenditure/Funding (000's)	2019	2020	2021	2022	2023
GROSS COST DETAILS					
LED Conversion	450.0	400.0	400.0	400.0	400.0
Lighting Upgrade	0.0	65.0	0.0	65.0	0.0
Total	450.0	465.0	400.0	465.0	400.0
FINANCING DETAILS					
ELECTRICAL DISTRIBUTION EXTENSION RES	50.0	115.0	50.0	115.0	50.0
ELECTRICAL DISTRIBUTION REPLACEMENT RES	400.0	350.0	350.0	350.0	350.0
Total	450.0	465.0	400.0	465.0	400.0
Incremental	Budget	Plan	Plan	Plan	Plan
Operating Impacts (000's)	2019	2020	2021	2022	2023
Net Dollar Impact	0.0	0.0	0.0	0.0	0.0
FTEs	0.0	0.0	0.0	0.0	0.0

0832 TU-CENTER MEDIAN REHABILITATION

Project Status	Open	Year Identified	2009
Project Type	INFRASTRUCTURE REPLACEMENT	Manager	Jay Magus
Asset Type		Est. End Date	-

Project Description

This project involves the redevelopment of various centre medians along major arterial streets. The work consists of curb replacements where required, hard surfacing, installation of irrigation systems, tree planting and flower pots.

General Comments

Priorities are established annually in consultation with the various divisions of the Community Services and Transportation and Utilities Departments. Prior years actual costs have been apportioned approximately 75% for curb and utility replacements, and 25% for landscaping.

Project Detail Expenditure/Funding (000's)	Budget 2019	Plan 2020	Plan 2021	Plan 2022	Plan 2023
GROSS COST DETAILS					
Street Medians	200.0	200.0	200.0	200.0	200.0
Total	200.0	200.0	200.0	200.0	200.0
FINANCING DETAILS					
UNFUNDED TRANSPORTATION INFRA RES	200.0	200.0	200.0	200.0	200.0
Total	200.0	200.0	200.0	200.0	200.0
Incremental Operating Impacts (000's)	Budget 2019	Plan 2020	Plan 2021	Plan 2022	Plan 2023
Net Dollar Impact	0.0	0.0	0.0	0.0	0.0
FTEs	0.0	0.0	0.0	0.0	0.0

0837 TU-LANE REHAB & DRAINAGE IMPROV

Project Status	Open	Year Identified	2009
Project Type	INFRASTRUCTURE REPLACEMENT	Manager	Chris Duriez
Asset Type		Est. End Date	-

Project Description

This project involves lane rehabilitation on both paved lanes and gravelled lanes. Rehabilitation is to the original service level of load capacity, ride, drainage and grade elevation.

General Comments

A more selective process has been implemented to rehabilitate gravel lanes which involves a localized reconstruction program.

The planned procurement method for this project is to be accomplished utilizing a combination of internal staff, due to existing staff capacity and expertise to perform the work, and external contractors due to requirement of specialized services.

Project Detail	Budget	Plan	Plan	Plan	Plan
Expenditure/Funding (000's)	2019	2020	2021	2022	2023
GROSS COST DETAILS					
Drainage Improvement	127.0	127.0	127.0	127.0	127.0
Gravelled Lanes	1,000.0	1,000.0	1,000.0	1,000.0	1,000.0
Paved Lanes	658.0	658.0	658.0	658.0	658.0
Total	1,785.0	1,785.0	1,785.0	1,785.0	1,785.0
FINANCING DETAILS					
INFRA RES-TRANSPORTATION	1,785.0	1,785.0	1,785.0	1,785.0	1,785.0
Total	1,785.0	1,785.0	1,785.0	1,785.0	1,785.0
Incremental	Budget	Plan	Plan	Plan	Plan
Operating Impacts (000's)	2019	2020	2021	2022	2023
Net Dollar Impact	0.0	0.0	0.0	0.0	0.0
FTEs	0.0	0.0	0.0	0.0	0.0

0838 LIBR-EQUIPMENT REPLACEMENT

Project Status	Open	Year Identified	2009
Project Type	EQUIPMENT REPLACEMENT	Manager	Laura Warner
Asset Type		Est. End Date	-

Project Description

This project involves the replacement of equipment associated with the Public Library in accordance with Policy 03-019 (Equipment Reserve Fund - Public Library).

Project Detail	Budget	Plan	Plan	Plan	Plan
Expenditure/Funding (000's)	2019	2020	2021	2022	2023
GROSS COST DETAILS					
Equipment Purchase	200.0	200.0	200.0	100.0	100.0
Total	200.0	200.0	200.0	100.0	100.0
FINANCING DETAILS					
PUBLIC LIBRARY EQUIP REPL RES	200.0	200.0	200.0	100.0	100.0
Total	200.0	200.0	200.0	100.0	100.0
Incremental	Budget	Plan	Plan	Plan	Plan
Operating Impacts (000's)	2019	2020	2021	2022	2023
Net Dollar Impact	0.0	0.0	0.0	0.0	0.0
FTEs	0.0	0.0	0.0	0.0	0.0

0877 AF-TRUNKING RADIO INFRASTRUCTURE REPLACEMENT

Project Status	Open	Year Identified	2009
Project Type	SUPPORT SYSTEMS	Manager	Del Ehlert
Asset Type	Communication systems	Est. End Date	-

Project Description

This project involves the upgrade and maintenance of the core infrastructure for the City's trunked radio system. The trunking system infrastructure is a corporate resource that is shared by all user departments. The system provides radio communications for Police, Fire, Transportation and Utilities, and other civic departments.

General Comments

This project includes the purchase of equipment for planned repairs and replacements of existing infrastructure components of the City's trunked radio system, in accordance with Capital Reserves Bylaw #6774.

This project provides funding for the design and subsequent construction of infrastructure components and equipment to meet the needs identified in the design phase. Planned expansion of additional repeater towers throughout the City's growing neighbourhoods.

The planned procurement method for this project is to be accomplished utilizing internal staff, due to existing staff capacity to perform the work.

Project Detail	Budget	Plan	Plan	Plan	Plan
Expenditure/Funding (000's)	2019	2020	2021	2022	2023
GROSS COST DETAILS					
Construction	100.0	0.0	0.0	0.0	0.0
Infrastructure Replacement	384.0	476.0	475.0	475.0	585.0
Total	484.0	476.0	475.0	475.0	585.0
FINANCING DETAILS					
TRUNKED RADIO SYS INFRAS REPL RES	484.0	476.0	475.0	475.0	585.0
Total	484.0	476.0	475.0	475.0	585.0
Incremental	Budget	Plan	Plan	Plan	Plan
Operating Impacts (000's)	2019	2020	2021	2022	2023
Net Dollar Impact	0.0	0.0	0.0	0.0	0.0
FTEs	0.0	0.0	0.0	0.0	0.0

0901 CY-PARK UPGRADES, ENHANCEMENTS & REPAIRS

Project Status	Open	Year Identified	2009
Project Type	INFRASTRUCTURE REPLACEMENT	Manager	Darren Crilly
Asset Type		Est. End Date	-

Project Description

This project involves the upgrade, enhancement and repairs of parks throughout the City. Landscape upgrades and enhancements include additional plantings, irrigation system replacements, and installation of subsurface draining systems, lighting, site furniture and play equipment.

General Comments

Funding identified in 2019 will reduce the current backlog of park renewal and rehabilitation requirements associated with drainage, pathways and irrigation park infrastructure. The following parks will be upgraded in 2019:

- Crocus Park: Drainage, grading, pathways, irrigation (19.02 acres)
- Marriott Park: Grading, drainage, pathway (0.82 acres)
- Albert Rec Unit Park - Replace Irrigation System
- Pathway upgrades to expand current park pathways from 1.8 to the current park standard of 2.4 meters wide

Project Detail	Budget	Plan	Plan	Plan	Plan
Expenditure/Funding (000's)	2019	2020	2021	2022	2023
GROSS COST DETAILS					
Albert Rec Unit Park	50.0	0.0	0.0	0.0	0.0
Crocus Park	850.0	0.0	0.0	0.0	0.0
Marriott Park	50.0	0.0	0.0	0.0	0.0
Pathway Reconstruction	50.0	0.0	0.0	0.0	0.0
Upgrades, Enhancements & Repairs	0.0	1,000.0	1,000.0	1,000.0	1,000.0
Total	1,000.0	1,000.0	1,000.0	1,000.0	1,000.0
FINANCING DETAILS					
INFRASTRUCTURE RESERVE - PARKS	1,000.0	1,000.0	1,000.0	1,000.0	1,000.0
Total	1,000.0	1,000.0	1,000.0	1,000.0	1,000.0
Incremental	Budget	Plan	Plan	Plan	Plan
Operating Impacts (000's)	2019	2020	2021	2022	2023
Net Dollar Impact	0.0	0.0	0.0	0.0	0.0
FTEs	0.0	0.0	0.0	0.0	0.0

0959 TU-UPGRADE BOUNDARY ROADS

Project Status	Open	Year Identified	2009
Project Type	INFRASTRUCTURE REPLACEMENT	Manager	Chris Duriez
Asset Type		Est. End Date	-

Project Description

This project involves the upgrading of interim stage gravel roads throughout the City. Treatments could include seal treatment, recycled asphalt, temporary hard surfacing, ditch grading and culvert installation.

General Comments

Boundary roads are the roads that are between the built up area of the City and the municipal boundary. Most of these roadways are gravel rural grid roads. The size of the boundary roadway network has grown significantly with recent increases in the municipal boundary.

Project Detail Expenditure/Funding (000's)	Budget 2019	Plan 2020	Plan 2021	Plan 2022	Plan 2023
GROSS COST DETAILS					
Construction	400.0	400.0	400.0	400.0	400.0
Total	400.0	400.0	400.0	400.0	400.0
FINANCING DETAILS					
INFRA RES-TRANSPORTATION	260.0	260.0	260.0	260.0	260.0
UNFUNDED TRANSPORTATION INFRA RES	140.0	140.0	140.0	140.0	140.0
Total	400.0	400.0	400.0	400.0	400.0
Incremental Operating Impacts (000's)	Budget 2019	Plan 2020	Plan 2021	Plan 2022	Plan 2023
Net Dollar Impact	0.0	0.0	0.0	0.0	0.0
FTEs	0.0	0.0	0.0	0.0	0.0

1016 SL&P - NEIGHBOURHOOD STREET LIGHT UPGRDS

Project Status	Open	Year Identified	2010
Project Type	ELECTRICAL AND STREET LIGHTING	Manager	Gord Stushnoff
Asset Type		Est. End Date	-

Project Description

This project involves upgrading of street lighting in established neighbourhoods. The purpose is to improve the lighting in older established neighbourhoods to match those of neighbourhoods being developed now.

General Comments

The layout of street lights in established neighbourhoods is essentially a light at the street corners and one light at midblock. This project will improve the lighting level for the entire block. The light now at midblock will be relocated and a new light installed. The two midblock lights will be approximately evenly spaced in the block. There are variations of street layouts such as centre medians, non-grid layouts, and street width variations where the upgraded lighting layout will be more complicated.

Timing for neighbourhoods is dependent upon a variety of factors including other streetscape projects, neighbourhood traffic patterns, and roadways projects. The following areas are proposed for upgrades to the neighbourhood street lighting: Sutherland, Adelaide/Churchill, North Park, Avalon, Nutana Park, C.N. Industrial, North Industrial, Southwest Industrial, Central Industrial, West Industrial, University Heights Industrial, and Airport Business Park.

Periodic reassessment of the project will occur to determine specific neighbourhoods for the budget year.

Project Detail	Budget	Plan	Plan	Plan	Plan
Expenditure/Funding (000's)	2019	2020	2021	2022	2023
GROSS COST DETAILS					
Neighbourhood Lighting Upgrade	0.0	0.0	300.0	0.0	150.0
Total	0.0	0.0	300.0	0.0	150.0
FINANCING DETAILS					
ELECTRICAL DISTRIBUTION EXTENSION RES	0.0	0.0	220.0	0.0	110.0
ELECTRICAL DISTRIBUTION REPLACEMENT RES	0.0	0.0	80.0	0.0	40.0
Total	0.0	0.0	300.0	0.0	150.0
Incremental	Budget	Plan	Plan	Plan	Plan
Operating Impacts (000's)	2019	2020	2021	2022	2023
Net Dollar Impact	0.0	0.0	0.0	0.0	0.0
FTEs	0.0	0.0	0.0	0.0	0.0

1018 SL&P - MONITORING SYSTEM UPGRADE (SCADA)

Project Status	Open	Year Identified	2011
Project Type	ELECTRICAL AND STREET LIGHTING	Manager	Don McPhee
Asset Type		Est. End Date	-

Project Description

This project is for a Smart Grid Control System for Saskatoon Light & Power (SL&P). The Smart Grid Control System is a hardware and software platform used for the remote operation of the power grid. The system is based around a Supervisory Control and Data Acquisition (SCADA) system with various additional modules that augment the system and integrate with other smart grid components. A complete Smart Grid Control System is complex and many components are dependent upon other base systems. The implementation will start with the replacement of the existing SCADA system followed by integration with the GIS and AMI data and systems.

General Comments

A new Smart Grid Control System is needed for SL&P to build a smarter energy infrastructure and an advanced energy delivery system. SL&P's existing SCADA system has diminishing vendor support and is not compatible with long term smart grid strategies such as integration with the City's Advanced Metering Infrastructure (AMI) and Geographic Information System (GIS). A new Smart Grid Control System will have state-of-the-art master station hardware and software and workstation software interfaced with existing field Remote Terminal Units. The new system will leverage existing field devices and integrate with GIS and AMI assets. Long term plans are to continue investing in new technologies and implement system optimization modules that improve the way energy is delivered. These will be coupled with new technologies for data acquisition, control and flexibility. The final phases are to implement outage detection, management, and restoration modules to create a dynamic and more secure power grid and more rapid outage response.

Project Detail	Budget	Plan	Plan	Plan	Plan
Expenditure/Funding (000's)	2019	2020	2021	2022	2023
GROSS COST DETAILS					
Scada System Upgrade	200.0	0.0	0.0	0.0	0.0
Total	200.0	0.0	0.0	0.0	0.0
FINANCING DETAILS					
ELECTRICAL DISTRIBUTION EXTENSION RES	120.0	0.0	0.0	0.0	0.0
ELECTRICAL DISTRIBUTION REPLACEMENT RES	80.0	0.0	0.0	0.0	0.0
Total	200.0	0.0	0.0	0.0	0.0
Incremental	Budget	Plan	Plan	Plan	Plan
Operating Impacts (000's)	2019	2020	2021	2022	2023
Net Dollar Impact	0.0	0.0	0.0	0.0	0.0
FTEs	0.0	0.0	0.0	0.0	0.0

1036 TU-TRAFFIC CONTROL UPGRADES

Project Status	Open	Year Identified	2009
Project Type	GROWTH AND CAPITAL EXPANSION	Manager	Goran Lazic
Asset Type		Est. End Date	-

Project Description

This project upgrades existing traffic controls at one or more locations per year. Upgrades may include installation of new traffic signals or roundabouts or upgrades to existing signals.

General Comments

This project supports the City of Saskatoon's long-term 'Moving Around' strategy by providing improved traffic controls for all road users to safely move through an intersection.

Details on the program proposed for the budget year will be presented in an administrative report prior to, or concurrent with the Council budget meeting.

Project Detail	Budget	Plan	Plan	Plan	Plan
Expenditure/Funding (000's)	2019	2020	2021	2022	2023
GROSS COST DETAILS					
Construction	350.0	400.0	400.0	400.0	400.0
Total	350.0	400.0	400.0	400.0	400.0
FINANCING DETAILS					
TRANSP INFRAS EXPANSION	350.0	400.0	400.0	400.0	400.0
Total	350.0	400.0	400.0	400.0	400.0
Incremental	Budget	Plan	Plan	Plan	Plan
Operating Impacts (000's)	2019	2020	2021	2022	2023
Net Dollar Impact	0.0	0.0	0.0	0.0	0.0
FTEs	0.0	0.0	0.0	0.0	0.0

1041 TU-BENCHMARK REHABILITATION

Project Status	Open	Year Identified	2009
Project Type	INFRASTRUCTURE REPLACEMENT	Manager	Todd Kuntz
Asset Type		Est. End Date	-

Project Description

This project encompasses the construction, replacement and maintenance of a network of benchmark monuments within the City that provide essential horizontal and vertical control for private and public construction purposes.

General Comments

Included under the terms of this project are:

- Establishing and maintaining an electronic benchmark database layer within the Enterprise GIS framework
- Providing auxiliary GPS definitions for the benchmark network
- Replacement of damaged or destroyed monuments
- Regular inspection of monuments for condition assessment
- Vertical control verification
- Development and maintenance of information distribution and tracking formats

Project Detail	Budget	Plan	Plan	Plan	Plan
Expenditure/Funding (000's)	2019	2020	2021	2022	2023
GROSS COST DETAILS					
Construction	0.0	0.0	50.0	0.0	0.0
Total	0.0	0.0	50.0	0.0	0.0
FINANCING DETAILS					
GENERAL PPD SERV-ENGINEERING	0.0	0.0	15.0	0.0	0.0
INFRA RES-WTR & SAN SWR	0.0	0.0	35.0	0.0	0.0
Total	0.0	0.0	50.0	0.0	0.0
Incremental	Budget	Plan	Plan	Plan	Plan
Operating Impacts (000's)	2019	2020	2021	2022	2023
Net Dollar Impact	0.0	0.0	0.0	0.0	0.0
FTEs	0.0	0.0	0.0	0.0	0.0

1054 WTP-ASSET REPLACEMENT

Project Status	Open	Year Identified	2009
Project Type	EQUIPMENT REPLACEMENT	Manager	Pam Hamoline
Asset Type		Est. End Date	-

Project Description

This project involves the replacement of deteriorating Water Treatment Plant assets (in accordance with the Capital Reserves Bylaw) that have reached the end of their useful life. The assets are replaced by similar equipment or equipment with a similar function. The planned procurement method for this project is to be accomplished utilizing external contractors, due to availability of technology in-house and long-term requirements.

General Comments

The asset group defined by the project are subject to a review to determine condition and eligibility. External service providers will be utilized on selected projects within the overall Asset Replacement Project.

Project Detail Expenditure/Funding (000's)	Budget 2019	Plan 2020	Plan 2021	Plan 2022	Plan 2023
GROSS COST DETAILS					
Acadia Reservoir Structural Repair	400.0	0.0	0.0	0.0	0.0
Chemical Feeding System	75.0	0.0	0.0	0.0	0.0
Clarifier Refurbishment	0.0	0.0	0.0	0.0	1,946.0
Electrical/Mechanical Replacements	0.0	624.0	0.0	0.0	0.0
Filter Plant Refurbishment	0.0	572.0	1,092.0	1,755.0	0.0
Low Lift Pumping	0.0	1,940.0	2,017.0	0.0	0.0
Plant HVAC	90.0	0.0	0.0	0.0	0.0
Residual Handling Facility	200.0	0.0	0.0	0.0	0.0
Screen Chamber	50.0	0.0	0.0	0.0	0.0
Total	815.0	3,136.0	3,109.0	1,755.0	1,946.0
FINANCING DETAILS					
WATER SUPPLY REPL RES	815.0	3,136.0	3,109.0	1,755.0	1,946.0
Total	815.0	3,136.0	3,109.0	1,755.0	1,946.0
Incremental Operating Impacts (000's)	Budget 2019	Plan 2020	Plan 2021	Plan 2022	Plan 2023
Net Dollar Impact	0.0	0.0	0.0	0.0	0.0
FTEs	0.0	0.0	0.0	0.0	0.0

1055 WTP-AUTOMATIC METER READING CONV

Project Status	Open	Year Identified	2009
Project Type	SUPPORT SYSTEMS	Manager	Fred Goodman
Asset Type		Est. End Date	-

Project Description

The project involves installation of AMI systems to transmit electricity and water consumption data from the individual meters to the utilities. An AMI system uses smart electricity and water meters that measure and record actual power and water usage at set time intervals throughout the day. The information is then transmitted wirelessly over a secure network to a central database, which allows for remote meter reading.

General Comments

Benefits to our customers include receiving monthly bills based on the actual amount of water used which would eliminate reliance on estimated usage between meter readings, help residents manage their water use and detect unusual consumption patterns which could impact their bill. An AMI system would benefit the City through more precise metering and reduced revenue losses caused by meter failure.

In order to take advantage of the many benefits of the AMI system, Saskatoon Water will accelerate its meter and communication module deployment program to be completed by 2019.

Customers who have already received their new smart meters have their meters read electronically and will receive monthly bills based on actual, not estimated, usage. As the deployment of smart meters continues, the balance of customers will be converted to the AMI system.

The project targets reducing greenhouse gas emissions and labour costs associated with manual meter reading would also be reduced. It is estimated that 35 tonnes of CO₂e tied to vehicle use would be reduced each year, while reductions from decreased water use are estimated at 3,300 tonnes CO₂e the equivalent of removing over 685 vehicles from Saskatoon roads each year.

Operating Impact

Total capital costs are estimated at \$24.3 million and system operation costs are estimated at \$22.1 million. Over a 20-year period, the total projected savings are estimated to be \$76.1 million. The project is expected to pay for itself within 11.43 years with an internal rate of return of 11 per cent.

Project Detail	Budget	Plan	Plan	Plan	Plan
Expenditure/Funding (000's)	2019	2020	2021	2022	2023
GROSS COST DETAILS					
Automatic Meter Reading Conversion	2,200.0	0.0	0.0	0.0	0.0
Total	2,200.0	0.0	0.0	0.0	0.0
FINANCING DETAILS					
WATERWORKS CAPITAL PROJECTS RESERVE	2,200.0	0.0	0.0	0.0	0.0
Total	2,200.0	0.0	0.0	0.0	0.0
Incremental	Budget	Plan	Plan	Plan	Plan
Operating Impacts (000's)	2019	2020	2021	2022	2023
Net Dollar Impact	0.0	0.0	0.0	0.0	0.0
FTEs	0.0	0.0	0.0	0.0	0.0

1057 PARK DEV-IND'L AREA BLVD TREE PLANTING

Project Status	Open	Year Identified	2009
Project Type	PREPAID LAND DEVELOPMENT	Manager	Michelle Chartier
Asset Type		Est. End Date	-

Project Description

The Industrial Tree Planting Program involves planting 60 to 75 mm basket trees on boulevards adjacent to serviced lots in industrial areas where planting set-back requirements are met.

General Comments

The project involves investigating planting requests, identifying appropriate plant sites, tree planting, and three year establishment maintenance of trees in industrial areas.

Operating Impact

\$2,800 in 2022 (average annual life cycle cost of 50 trees at \$56.40 per tree)

Project Detail	Budget	Plan	Plan	Plan	Plan
Expenditure/Funding (000's)	2019	2020	2021	2022	2023
GROSS COST DETAILS					
Construction	50.0	50.0	50.0	50.0	50.0
Total	50.0	50.0	50.0	50.0	50.0
FINANCING DETAILS					
INDUSTRIAL PARK DEVELOPMENT RES	50.0	50.0	50.0	50.0	50.0
Total	50.0	50.0	50.0	50.0	50.0
Incremental	Budget	Plan	Plan	Plan	Plan
Operating Impacts (000's)	2019	2020	2021	2022	2023
Net Dollar Impact	0.0	0.0	0.0	2.8	0.0
FTEs	0.0	0.0	0.0	0.0	0.0

1083 CP-CORPORATE NETWORK EQUIPMENT REPL

Project Status	Open	Year Identified	2010
Project Type	EQUIPMENT REPLACEMENT	Manager	Jazz Pabla
Asset Type	Network	Est. End Date	-

Project Description

This project provides for the replacement/upgrading of corporate servers for the ongoing operation of the corporate local area network, corporate Internet access and the corporate database server environment. With ongoing demand for storage, additional backup capacity is required and the replacement of aging servers that no longer meet the corporation's needs will continue.

General Comments

This project will enable the City to keep the client/server hardware environment operating at an acceptable level of performance and to ensure there are adequate backup facilities.

Project Detail	Budget	Plan	Plan	Plan	Plan
Expenditure/Funding (000's)	2019	2020	2021	2022	2023
GROSS COST DETAILS					
Electronic Equipment Replacement	0.0	550.0	550.0	575.0	575.0
Total	0.0	550.0	550.0	575.0	575.0
FINANCING DETAILS					
COMPUTER EQUIPMENT REPL RES	0.0	550.0	550.0	575.0	575.0
Total	0.0	550.0	550.0	575.0	575.0
Incremental	Budget	Plan	Plan	Plan	Plan
Operating Impacts (000's)	2019	2020	2021	2022	2023
Net Dollar Impact	0.0	0.0	0.0	0.0	0.0
FTEs	0.0	0.0	0.0	0.0	0.0

1135 AF-CIVIC BLDGS COMPREHENSIVE MAINTAINANCE PROGRAM

Project Status	Open	Year Identified	2009
Project Type	INFRASTRUCTURE MAINTENANCE	Manager	Troy LaFreniere
Asset Type	Buildings	Est. End Date	-

Project Description

This project involves planned expenditures from the Civic Buildings Comprehensive Maintenance Reserve for major replacements and repairs in accordance with the comprehensive maintenance program.

General Comments

A comprehensive maintenance program includes a preventative maintenance element and identifies a scheduled refurbishment of the major components of the facilities infrastructure. The preventative maintenance is necessary to ensure facilities are maintained to established standards. The scope of the work involves all major categories of the infrastructure (i.e. electrical, mechanical, carpentry and painting).

The facilities covered under the program are identified below:

Boards - Remail Modern, SaskTel Centre, TCU Place, River Landing, Libraries located in the Leisure Centers and various parks along the river bank.

Offices - City Hall, Civic Square East, John Deere Building and Saskatoon Police Service Building.

Pools - All indoor and outdoor pools except Shaw Centre.

Program Facilities - Vic Rempel Yards, all Fire Halls, Derrick Carrol Building, Transit Buildings, Electronics and Sign Shop, Woodlawn Cemetery, SPCA and satellite facilities.

Recreation Facilities - All Arenas, Saskatoon Field House, Forestry Farm Park & Zoo, Gordie Howe Complex, golf course club houses, as well as recreation units, washrooms and other storage buildings in those parks that do not have pools or any other water feature.

Maintenance Support - Facility management programs.

Shaw Centre & Parks with Aquatic Features - Shaw Centre, as well as recreation units, washrooms and other storage buildings in those parks that have pools or any other water feature.

The planned procurement method for this project is to be accomplished utilizing internal staff, due to existing staff capacity to perform the work.

Project Detail Expenditure/Funding (000's)	Budget 2019	Plan 2020	Plan 2021	Plan 2022	Plan 2023
GROSS COST DETAILS					
Asbestos Assessment and Abatement	75.0	75.0	75.0	75.0	75.0
Maintenance Support	235.0	253.0	255.0	255.0	255.0
Offices	3,249.0	3,507.0	3,663.0	3,780.0	3,850.0
Pools	1,534.0	1,656.0	1,730.0	1,785.0	1,795.0
Program Facilities	571.0	616.0	664.0	664.0	794.0
Recreation Facilities	2,616.0	2,824.0	2,950.0	3,044.0	3,050.0
Shaw Centre and Parks with Aquatic Features	131.0	436.0	623.0	1,111.0	815.0
Total	8,411.0	9,367.0	9,960.0	10,714.0	10,634.0
FINANCING DETAILS					
CIVIC BLDGS COMPR MTNCE	8,411.0	9,000.0	9,420.0	9,700.0	9,700.0
UNFUNDED CIVIC BLDGS COMP MNTCE	0.0	367.0	540.0	1,014.0	934.0
Total	8,411.0	9,367.0	9,960.0	10,714.0	10,634.0
Incremental Operating Impacts (000's)	Budget 2019	Plan 2020	Plan 2021	Plan 2022	Plan 2023
Net Dollar Impact	0.0	0.0	0.0	0.0	0.0
FTEs	0.0	0.0	0.0	0.0	0.0

1174 SL&P - STREET LIGHTS - LAND DEVELOPMENT

Project Status	Open	Year Identified	2009
Project Type	ELECTRICAL AND STREET LIGHTING	Manager	Gord Stushnoff
Asset Type		Est. End Date	-

Project Description

This project reflects the gross costs of installing street lighting in prepaid subdivisions in Saskatoon and identifies Saskatoon Light & Power's capital reserve funding contribution.

The planned procurement method for this project is to be accomplished utilizing internal staff due to expertise of existing staff to perform the work.

General Comments

On an annual basis this project is adjusted to reflect land development plans.

Project Detail	Budget	Plan	Plan	Plan	Plan
Expenditure/Funding (000's)	2019	2020	2021	2022	2023
GROSS COST DETAILS					
Blairmore	0.0	201.0	0.0	0.0	0.0
St Ltg Aspen Ridge	488.0	435.0	472.0	0.0	0.0
St Ltg Hampton Industrial	85.0	0.0	0.0	0.0	0.0
St Ltg Holmwood	802.0	1,238.0	925.0	0.0	0.0
Street Ltg - Neighbourhood Development	0.0	0.0	0.0	1,500.0	1,500.0
Street Ltg - Rosewood	90.0	165.0	165.0	0.0	0.0
Street Ltg - Silverwood Industrial	0.0	250.0	196.0	0.0	0.0
Total	1,465.0	2,289.0	1,758.0	1,500.0	1,500.0
FINANCING DETAILS					
COST RECOVERY PPD LAND DEVELOPMENT	1,380.0	2,158.0	1,657.0	1,372.0	1,372.0
ELECTRICAL DISTRIBUTION EXTENSION RES	85.0	131.0	101.0	128.0	128.0
Total	1,465.0	2,289.0	1,758.0	1,500.0	1,500.0
Incremental	Budget	Plan	Plan	Plan	Plan
Operating Impacts (000's)	2019	2020	2021	2022	2023
Net Dollar Impact	0.0	84.0	0.0	0.0	0.0
FTEs	0.0	0.0	0.0	0.0	0.0

1194 TR- ENGINE OVERHAUL

Project Status	Open	Year Identified	2009
Project Type	INFRASTRUCTURE MAINTENANCE	Manager	Paul Bracken
Asset Type	Transit Repair shop	Est. End Date	-

Project Description

This project involves the ongoing overhaul of transit bus engines.

General Comments

To maintain the existing fleet 15 engine overhauls are required on an annual basis. The life expectancy of an overhauled engine is eight to nine years.

Project Detail Expenditure/Funding (000's)	Budget 2019	Plan 2020	Plan 2021	Plan 2022	Plan 2023
GROSS COST DETAILS					
Engine Overhaul	350.0	300.0	300.0	300.0	300.0
Total	350.0	300.0	300.0	300.0	300.0
FINANCING DETAILS					
TRANSIT CAPITAL PROJECTS RESERVE	250.0	200.0	200.0	200.0	200.0
US - CAPITAL RESERVE	100.0	100.0	100.0	100.0	100.0
Total	350.0	300.0	300.0	300.0	300.0
Incremental Operating Impacts (000's)	Budget 2019	Plan 2020	Plan 2021	Plan 2022	Plan 2023
Net Dollar Impact	0.0	0.0	0.0	0.0	0.0
FTEs	0.0	0.0	0.0	0.0	0.0

1243 WWT- LIFT STATION UPGRADES

Project Status	Open	Year Identified	2009
Project Type	INFRASTRUCTURE REPLACEMENT	Manager	Ross Elliott
Asset Type		Est. End Date	-

Project Description

The lift station upgrades are a continuation of work from past years. There are about 30 lift stations in the City of Saskatoon with many being decades old and in need of upgrades. The project involves some design and then construction based on a priority list of importance and need. As lift stations are a critical part of the wastewater process to prevent sewer backups, the mechanical and electrical systems must be upgraded to ensure they continue working. The control system at the WWTP has been upgraded and now the controls for each lift station must be changed to meet this new standard. The planned procurement method for this project is to be accomplished utilizing external contractors, due to expertise of staff to perform the work.

General Comments

Work for 2019 includes ongoing mechanical replacements, repairs and improvements for various locations in the lift station network as recommended in the 2018 MPE Lift Station Assessment Report.

With appropriate technical expertise, this project could be completed in house. External service providers are currently expected to carry out the upgrades.

Project Detail	Budget	Plan	Plan	Plan	Plan
Expenditure/Funding (000's)	2019	2020	2021	2022	2023
GROSS COST DETAILS					
Lift Station Upgrades	1,022.0	1,560.0	1,622.0	1,687.0	1,738.0
Total	1,022.0	1,560.0	1,622.0	1,687.0	1,738.0
FINANCING DETAILS					
WASTEWATER TRTMNT CAP RES	1,022.0	1,560.0	1,622.0	1,687.0	1,738.0
Total	1,022.0	1,560.0	1,622.0	1,687.0	1,738.0
Incremental	Budget	Plan	Plan	Plan	Plan
Operating Impacts (000's)	2019	2020	2021	2022	2023
Net Dollar Impact	0.0	0.0	0.0	0.0	0.0
FTEs	0.0	0.0	0.0	0.0	0.0

1252 SL&P - SUBSTATION CONTINGENCY

Project Status	Open	Year Identified	2015
Project Type	ELECTRICAL AND STREET LIGHTING	Manager	Brendan Lemke
Asset Type	Electrical Substations	Est. End Date	-

Project Description

This project is to determine contingency requirements and remediation for events that compromise major transmission, distribution, and substation assets in Saskatoon Light & Power's electric system.

General Comments

There are any number of unplanned events and unpredictable equipment failures that are possible on the electric system. Historically, there has been sufficient redundancy and reserve capacity to reconfigure the system after an event and maintain ongoing supply of power. With the continued load growth on the system, this capacity is being diminished.

Contingency plans for all major equipment outage events will be performed to determine 'weak spots' in the system. Based on these results, the best mitigation will be selected. Typical mitigation possibilities include the addition of more feeder interconnection, load shift/balancing, mobile substations, mobile power generation, and power storage.

Project Detail	Budget	Plan	Plan	Plan	Plan
Expenditure/Funding (000's)	2019	2020	2021	2022	2023
GROSS COST DETAILS					
Substation Contingency Mitigation	500.0	0.0	0.0	0.0	0.0
Total	500.0	0.0	0.0	0.0	0.0
FINANCING DETAILS					
ELECTRICAL DISTRIBUTION EXTENSION RES	350.0	0.0	0.0	0.0	0.0
ELECTRICAL DISTRIBUTION REPLACEMENT RES	150.0	0.0	0.0	0.0	0.0
Total	500.0	0.0	0.0	0.0	0.0
Incremental	Budget	Plan	Plan	Plan	Plan
Operating Impacts (000's)	2019	2020	2021	2022	2023
Net Dollar Impact	0.0	0.0	0.0	0.0	0.0
FTEs	0.0	0.0	0.0	0.0	0.0

1255 SL&P - DISTRIBUTION - EQUIPMENT UPGRADE

Project Status	Open	Year Identified	2016
Project Type	ELECTRICAL AND STREET LIGHTING	Manager	Brendan Lemke
Asset Type		Est. End Date	-

Project Description

This project is for the upgrade and installation of various types of electrical distribution equipment on existing underground and overhead systems. Typical equipment includes switches, capacitors, transformers, pedestals, and fault indicators. As existing distribution equipment reaches end of life and when safer equipment is available, equipment will be replaced or upgraded. Work will be coordinated with other distribution projects and priorities established based on safety implications, system performance, and other risk factors.

Installation of equipment on new line construction or voltage upgrades will be part of those specific projects. This project does not include the downtown secondary network system.

General Comments

With development of the SL&P communication networks and control (SCADA) systems there is opportunity to upgrade existing field devices to ones with communication capabilities that allow for remote control, monitoring, and data acquisition. This will improve the efficiency of day-to-day operations and can also reduce the safety hazards associated with equipment operation and speed restoration times in the event of outages.

Project Detail	Budget	Plan	Plan	Plan	Plan
Expenditure/Funding (000's)	2019	2020	2021	2022	2023
GROSS COST DETAILS					
DISTRIBUTION- EQUIPMENT UPGRADE	400.0	250.0	250.0	250.0	250.0
Total	400.0	250.0	250.0	250.0	250.0
FINANCING DETAILS					
ELECTRICAL DISTRIBUTION EXTENSION RES	160.0	200.0	200.0	200.0	200.0
ELECTRICAL DISTRIBUTION REPLACEMENT RES	240.0	50.0	50.0	50.0	50.0
Total	400.0	250.0	250.0	250.0	250.0
Incremental	Budget	Plan	Plan	Plan	Plan
Operating Impacts (000's)	2019	2020	2021	2022	2023
Net Dollar Impact	0.0	0.0	0.0	0.0	0.0
FTEs	0.0	0.0	0.0	0.0	0.0

1256 SL&P - SUBSTATION UPGRADES

Project Status	Open	Year Identified	2018
Project Type	ELECTRICAL AND STREET LIGHTING	Manager	Gavrilo Saric
Asset Type		Est. End Date	-

Project Description

This project is for the upgrade and renovation of electrical substations in the Saskatoon Light & Power franchise area. Upgrades may include new power transformers, electrical switchgear and breakers, high voltage switches, and upgrades to buildings and support infrastructure.

The planned procurement method for this project is to be accomplished utilizing internal staff due to expertise of existing staff to perform the work.

General Comments

Saskatoon Light & Power has 17 major substations with 36 power transformers and high voltage switches and switchgear with more than 200 breakers. These substations are the source for power delivery to all neighbourhoods in the SL&P franchise area.

Upgrades may be required due to load growth and changes in electrical usage through development and redevelopment of residential and commercial areas. Upgrades are also required to maintain optimal asset management and service reliability. Extensive condition monitoring and assessments of the equipment will be performed and the results used to schedule and prioritize upgrades. Upgrades may also be required to maintain or enhance system redundancy and contingency requirements.

The scope of this project focuses on substation power delivery components. Communications and control system upgrades will be funded through Capital Project #1301-Substation Communication Upgrade and Capital Project #1326-Substation Monitoring System Upgrade.

Project Detail	Budget	Plan	Plan	Plan	Plan
Expenditure/Funding (000's)	2019	2020	2021	2022	2023
GROSS COST DETAILS					
Substation Upgrades - Bldg & Structures	900.0	100.0	0.0	100.0	0.0
Substation Upgrades - High Voltage	350.0	400.0	400.0	200.0	650.0
Substation Upgrades - Switchgear	2,000.0	1,750.0	1,500.0	0.0	1,000.0
Substation Upgrades - Transformers	1,500.0	4,000.0	2,500.0	2,500.0	2,500.0
Total	4,750.0	6,250.0	4,400.0	2,800.0	4,150.0
FINANCING DETAILS					
ELECTRICAL DISTRIBUTION EXTENSION RES	1,400.0	1,600.0	1,100.0	550.0	1,100.0
ELECTRICAL DISTRIBUTION REPLACEMENT RES	3,350.0	4,650.0	3,300.0	2,250.0	3,050.0
Total	4,750.0	6,250.0	4,400.0	2,800.0	4,150.0
Incremental	Budget	Plan	Plan	Plan	Plan
Operating Impacts (000's)	2019	2020	2021	2022	2023
Net Dollar Impact	0.0	0.0	0.0	0.0	0.0
FTEs	0.0	0.0	0.0	0.0	0.0

1257 SL&P - SUBSTATION SECURITY IMPROVEMENTS

Project Status	Open	Year Identified	2012
Project Type	ELECTRICAL AND STREET LIGHTING	Manager	Gavrilo Saric
Asset Type		Est. End Date	-

Project Description

This project provides for security improvements at SL&P facilities.

General Comments

Recent copper theft and vandalism incidents have occurred at SL&P substations. To combat this, video monitoring has been put in place at key and vulnerable substation facilities. Improved monitoring capabilities and monitoring at additional locations, as well as card access functions, are required for future security improvements. Other considerations to prevent copper theft include the use of a copper clad steel (which has essentially no salvage value) instead of the normal copper used in substation grounding.

Project Detail	Budget	Plan	Plan	Plan	Plan
Expenditure/Funding (000's)	2019	2020	2021	2022	2023
GROSS COST DETAILS					
S/S - Accessories/Security/CCTV	0.0	120.0	120.0	120.0	100.0
Total	0.0	120.0	120.0	120.0	100.0
FINANCING DETAILS					
ELECTRICAL DISTRIBUTION EXTENSION RES	0.0	70.0	70.0	70.0	50.0
ELECTRICAL DISTRIBUTION REPLACEMENT RES	0.0	50.0	50.0	50.0	50.0
Total	0.0	120.0	120.0	120.0	100.0
Incremental	Budget	Plan	Plan	Plan	Plan
Operating Impacts (000's)	2019	2020	2021	2022	2023
Net Dollar Impact	0.0	0.0	0.0	0.0	0.0
FTEs	0.0	0.0	0.0	0.0	0.0

1272 SL&P - BUILDINGS & GROUNDS

Project Status	Open	Year Identified	2009
Project Type	INFRASTRUCTURE MAINTENANCE	Manager	Brad Fritz
Asset Type		Est. End Date	-

Project Description

This project covers the building and grounds for the Electrical Operations Centre (322 Brand Road) and the Electrical Service Centre (619 Avenue N South). Renovation and expansion is required at the Electrical Operations Centre for infrastructure improvements and to meet operational requirements.

The planned procurement method for this project is to be accomplished utilizing internal staff due to expertise of existing staff to perform the work.

General Comments

Renovations to the Operations Centre including additional infrastructure, office layouts, washrooms, change rooms, workstations, and storage need to change to better match the present business operation and staffing levels. Heating, ventilation, electrical and other systems are in need of renewal or replacement.

The SL&P Training Centre was leased in 2008 and planning is underway to move the storage and training activities at this center to the Operations Centre by the end of 2020.

Project Detail Expenditure/Funding (000's)	Budget 2019	Plan 2020	Plan 2021	Plan 2022	Plan 2023
GROSS COST DETAILS					
Bldgs/Grnds - Operation Centre	3,000.0	1,600.0	250.0	250.0	250.0
Total	3,000.0	1,600.0	250.0	250.0	250.0
FINANCING DETAILS					
ELECTRICAL DISTRIBUTION EXTENSION RES	2,375.0	1,250.0	50.0	50.0	50.0
ELECTRICAL DISTRIBUTION REPLACEMENT RES	625.0	350.0	200.0	200.0	200.0
Total	3,000.0	1,600.0	250.0	250.0	250.0
Incremental Operating Impacts (000's)	Budget 2019	Plan 2020	Plan 2021	Plan 2022	Plan 2023
Net Dollar Impact	0.0	0.0	0.0	0.0	0.0
FTEs	0.0	0.0	0.0	0.0	0.0

1281 SL&P - SUSTAIN POWER GENERATION OPTIONS

Project Status	Open	Year Identified	2009
Project Type	ELECTRICAL AND STREET LIGHTING	Manager	Brendan Lemke
Asset Type		Est. End Date	-

Project Description

This project investigates new power supply options for Saskatoon Light & Power. It will cover the cost of consulting services to prepare cost benefit analyses of various power supply options and green power. It also provides funding to review power generation alternatives in general. This may include coordination with electrical energy consumers to curtail excess consumption or energy returned to the electrical system by a consumer.

Portions of the planned procurement method for this project is to be accomplished utilizing external contractors due to requirement of specialized services.

General Comments

Specific projects are expected to have joint funding from the Saskatoon Light & Power reserves and others. Other sources of funding may consist of green loans, SaskPower grants, and partnerships with other agencies which may include other corporate entities.

Project Detail	Budget	Plan	Plan	Plan	Plan
Expenditure/Funding (000's)	2019	2020	2021	2022	2023
GROSS COST DETAILS					
Investigate New Power Supply	0.0	200.0	200.0	200.0	200.0
LFG Air-Fuel Ratio Controller	80.0	0.0	0.0	0.0	0.0
Total	80.0	200.0	200.0	200.0	200.0
FINANCING DETAILS					
ELECTRICAL DISTRIBUTION EXTENSION RES	40.0	200.0	200.0	200.0	200.0
LANDFILL REPLACEMENT RESERVE	40.0	0.0	0.0	0.0	0.0
Total	80.0	200.0	200.0	200.0	200.0
Incremental	Budget	Plan	Plan	Plan	Plan
Operating Impacts (000's)	2019	2020	2021	2022	2023
Net Dollar Impact	0.0	0.0	0.0	0.0	0.0
FTEs	0.0	0.0	0.0	0.0	0.0

1282 SL&P - STREET LIGHTS - MITIGATION

Project Status	Open	Year Identified	2009
Project Type	ELECTRICAL AND STREET LIGHTING	Manager	Gord Stushnoff
Asset Type		Est. End Date	-

Project Description

This project provides for the inspection and mitigation required for steel street light poles and related street light equipment throughout the city. Poles will be repaired when practical, otherwise they will be replaced. The scope of this project includes repairs and replacement to the concrete base and the steel pole as well as to street light controllers and deteriorated wiring.

The planned procurement method for this project is to be accomplished utilizing internal staff due to expertise of existing staff to perform the work.

General Comments

Deterioration of steel lighting poles and equipment is primarily a result of corrosion. The corrosion of particular concern is at the base of the pole where the mechanical loading is the greatest. Periodic inspections of the street lights will be performed to determine their condition. The objective will be to deal with the most serious corrosion deterioration first. An accelerated inspection of steel street light poles was completed in 2018. Inspection results identified significantly more poles than average nearing end-of-life. This requires an accelerated replacement in the near term.

Motor vehicle incidents are also a significant cause of pole failures. Insurance money will be collected where possible in these cases.

Project Detail	Budget	Plan	Plan	Plan	Plan
Expenditure/Funding (000's)	2019	2020	2021	2022	2023
GROSS COST DETAILS					
St. Lights - Steel Pole - Traffic Cause	0.0	350.0	450.0	450.0	450.0
St. Lights - Steel Pole Mitigation	2,500.0	0.0	100.0	750.0	750.0
Total	2,500.0	350.0	550.0	1,200.0	1,200.0
FINANCING DETAILS					
ELECTRICAL DISTRIBUTION EXTENSION RES	0.0	80.0	80.0	80.0	80.0
ELECTRICAL DISTRIBUTION REPLACEMENT RES	2,500.0	0.0	200.0	850.0	850.0
SL&P CUSTOMER CONTRIBUTION	0.0	270.0	270.0	270.0	270.0
Total	2,500.0	350.0	550.0	1,200.0	1,200.0
Incremental	Budget	Plan	Plan	Plan	Plan
Operating Impacts (000's)	2019	2020	2021	2022	2023
Net Dollar Impact	0.0	0.0	0.0	0.0	0.0
FTEs	0.0	0.0	0.0	0.0	0.0

1286 SL&P - ELEC SYS PLANNING STUDIES

Project Status	Open	Year Identified	2014
Project Type	ELECTRICAL AND STREET LIGHTING	Manager	MD Mohoshin
Asset Type		Est. End Date	-

Project Description

This project will fund studies of the electrical distribution system where the services of consulting firms are required.

The planned procurement method for this project is to be accomplished utilizing external contractors due to requirement of an independent opinion.

General Comments

Saskatoon Light & Power will undertake planning studies on multiple subject matters utilizing the services of consulting firms where applicable. It is expected that consulting firms will bring to SL&P experience gained from performing similar studies for other electrical utilities.

Project Detail	Budget	Plan	Plan	Plan	Plan
Expenditure/Funding (000's)	2019	2020	2021	2022	2023
GROSS COST DETAILS					
Electrical Systems Planning Studies	0.0	0.0	205.0	0.0	0.0
Total	0.0	0.0	205.0	0.0	0.0
FINANCING DETAILS					
ELECTRICAL DISTRIBUTION EXTENSION RES	0.0	0.0	75.0	0.0	0.0
ELECTRICAL DISTRIBUTION REPLACEMENT RES	0.0	0.0	130.0	0.0	0.0
Total	0.0	0.0	205.0	0.0	0.0
Incremental	Budget	Plan	Plan	Plan	Plan
Operating Impacts (000's)	2019	2020	2021	2022	2023
Net Dollar Impact	0.0	0.0	0.0	0.0	0.0
FTEs	0.0	0.0	0.0	0.0	0.0

1295 SL&P - NETWORK - MAJOR ASSETS

Project Status	Open	Year Identified	2015
Project Type	ELECTRICAL AND STREET LIGHTING	Manager	Brendan Lemke
Asset Type		Est. End Date	-

Project Description

This project involves the purchase, installation, maintenance, refurbishment, and upgrade costs associated with all major assets in the electrical network, including network transformers, network protectors, and network moulded-vacuum interrupters (MVIs).

All new major assets attached to a new vault project will be budgeted and purchased through the specific new vault project.

General Comments

Saskatoon Light & Power currently owns and maintains approximately 50 network transformers, network protectors, and network interrupters. Future costs will include:

- Refurbishing or replacing end-of-life electrical assets
- Upgrading electrical assets with new sensor technologies

Project Detail	Budget	Plan	Plan	Plan	Plan
Expenditure/Funding (000's)	2019	2020	2021	2022	2023
GROSS COST DETAILS					
NETWORK - MAJOR ASSETS	300.0	500.0	300.0	0.0	400.0
Total	300.0	500.0	300.0	0.0	400.0
FINANCING DETAILS					
ELECTRICAL DISTRIBUTION EXTENSION RES	50.0	50.0	50.0	0.0	50.0
ELECTRICAL DISTRIBUTION REPLACEMENT RES	250.0	450.0	250.0	0.0	350.0
Total	300.0	500.0	300.0	0.0	400.0
Incremental	Budget	Plan	Plan	Plan	Plan
Operating Impacts (000's)	2019	2020	2021	2022	2023
Net Dollar Impact	0.0	0.0	0.0	0.0	0.0
FTEs	0.0	0.0	0.0	0.0	0.0

1296 SL&P - NETWORK - CIVIL INFRASTRUCTURE

Project Status	Open	Year Identified	2015
Project Type	ELECTRICAL AND STREET LIGHTING	Manager	Brendan Lemke
Asset Type		Est. End Date	-

Project Description

This project involves the installation and maintenance of all network civil structures, including vaults, manholes, and ducts. Structural upgrades and sidewalk/street reconditioning are within the scope of this project.

All civil work attached to a new vault project will be budgeted and purchased through the specific new vault project.

General Comments

Saskatoon Light & Power currently owns and maintains 20 network vaults, 65 manholes, and approximately 300km of duct within the boundaries of the Central Business District. Many of these assets were first installed in 1966, and the network has since expanded to accommodate downtown development.

General deterioration of the network civil structures necessitates repair and upgrades to meet current standards and to ensure public and worker safety. All network civil structures will be inspected to determine the severity of the deterioration and to develop a schedule that prioritizes repairs. It is expected that a minimum of two vaults per year will require upgrading or major maintenance.

Project Detail Expenditure/Funding (000's)	Budget 2019	Plan 2020	Plan 2021	Plan 2022	Plan 2023
GROSS COST DETAILS					
NETWORK - CIVIL INFRASTRUCTURE UPGRADES	450.0	300.0	300.0	300.0	300.0
Total	450.0	300.0	300.0	300.0	300.0
FINANCING DETAILS					
ELECTRICAL DISTRIBUTION EXTENSION RES	100.0	50.0	50.0	50.0	50.0
ELECTRICAL DISTRIBUTION REPLACEMENT RES	350.0	250.0	250.0	250.0	250.0
Total	450.0	300.0	300.0	300.0	300.0
Incremental Operating Impacts (000's)	Budget 2019	Plan 2020	Plan 2021	Plan 2022	Plan 2023
Net Dollar Impact	0.0	0.0	0.0	0.0	0.0
FTEs	0.0	0.0	0.0	0.0	0.0

1297 SL&P - NETWORK - PRIMARY LINES

Project Status	Open	Year Identified	2015
Project Type	ELECTRICAL AND STREET LIGHTING	Manager	Brendan Lemke
Asset Type		Est. End Date	-

Project Description

This project involves the installation, connection, and maintenance of electrical primary feeder cables in the network system. To accommodate load growth, enhance reliability, and to assist with maintenance and scheduling in the network, a fourth feeder will be installed from both substations to each downtown vault. In addition to the additional cables, existing primary cables and cable splices will be remediated upon engineering assessment.

All new primary cables attached to a new vault project will be budgeted and purchased through the specific new vault project.

General Comments

The entire downtown network is powered by three primary (14.4kV) feeder cables from the Avenue C Substation and three primary feeder cables from the North Central Substation. From both substations, these cables are brought to every vault in the Central Business District.

Project Detail Expenditure/Funding (000's)	Budget 2019	Plan 2020	Plan 2021	Plan 2022	Plan 2023
GROSS COST DETAILS					
NETWORK - PRIMARY LINES	0.0	350.0	200.0	200.0	200.0
Total	0.0	350.0	200.0	200.0	200.0
FINANCING DETAILS					
ELECTRICAL DISTRIBUTION EXTENSION RES	0.0	175.0	100.0	100.0	100.0
ELECTRICAL DISTRIBUTION REPLACEMENT RES	0.0	175.0	100.0	100.0	100.0
Total	0.0	350.0	200.0	200.0	200.0
Incremental Operating Impacts (000's)	Budget 2019	Plan 2020	Plan 2021	Plan 2022	Plan 2023
Net Dollar Impact	0.0	0.0	0.0	0.0	0.0
FTEs	0.0	0.0	0.0	0.0	0.0

1298 SL&P - NETWORK - SECONDARY LINES

Project Status	Open	Year Identified	2015
Project Type	ELECTRICAL AND STREET LIGHTING	Manager	Brendan Lemke
Asset Type		Est. End Date	-

Project Description

This project involves the installation, connection, and maintenance of secondary cables in the network distribution system, excluding new customer connections to the network. The scope of this project includes, but is not limited to, the sectionalizing, tying, or installing secondary switches between spot-networks, upgrades to vault and ring main bus cable, and upgrades to network services that require a higher cable capacity.

General Comments

The majority of the downtown core businesses and facilities are serviced by the network distribution system. The network is currently comprised of 20 vaults, with each vault containing 2-3 transformers. A spot network is a group of vaults that are connected by their secondary cables, ensuring reliable power to the customers who are also supplied from the network via secondary cables.

The existing spot-networks of the downtown network distribution system will be sectionalized. Restructuring the network system into a greater number of smaller spot-networks will lower the fault currents, provide a greater level of safety to workers and the public, and increase system reliability. Spot-networks may also be temporarily tied together, or connected by a secondary switch, in order to complete certain work.

All secondary cable work pertaining to new customers will be budgeted in a separate customer project. Existing customers that require an upgrade may be processed through this project.

Project Detail	Budget	Plan	Plan	Plan	Plan
Expenditure/Funding (000's)	2019	2020	2021	2022	2023
GROSS COST DETAILS					
NETWORK - SECONDARY LINES	60.0	0.0	0.0	60.0	0.0
Total	60.0	0.0	0.0	60.0	0.0
FINANCING DETAILS					
ELECTRICAL DISTRIBUTION EXTENSION RES	40.0	0.0	0.0	40.0	0.0
ELECTRICAL DISTRIBUTION REPLACEMENT RES	20.0	0.0	0.0	20.0	0.0
Total	60.0	0.0	0.0	60.0	0.0
Incremental	Budget	Plan	Plan	Plan	Plan
Operating Impacts (000's)	2019	2020	2021	2022	2023
Net Dollar Impact	0.0	0.0	0.0	0.0	0.0
FTEs	0.0	0.0	0.0	0.0	0.0

1299 SL&P - NETWORK - PROTECTION & CONTROL

Project Status	Open	Year Identified	2015
Project Type	ELECTRICAL AND STREET LIGHTING	Manager	Brendan Lemke
Asset Type		Est. End Date	-

Project Description

This project provides for all protective, communicative, or controlling devices for the downtown underground electrical network system. This includes control (RTU) cabinets, protector relays, fuses, cable protectors, modelling software, and all engineering design costs within the network system.

All new protective, communicative, or controlling devices attached to a new vault project will be budgeted and purchased through the specific new vault project.

General Comments

The downtown network distribution system requires multiple levels of protection and coordination to ensure safety and reliability. Controllers and communicative devices will be implemented in each vault in order to remotely (SCADA) monitor customer loads and vault data, and to control large assets by utilizing protective devices such as interrupters and protector relays. Each vault requires a control (RTU) cabinet to allow the operations staff to fully control and monitor the vault equipment.

Project Detail	Budget	Plan	Plan	Plan	Plan
Expenditure/Funding (000's)	2019	2020	2021	2022	2023
GROSS COST DETAILS					
NETWORK- PROTECTION & CONTROL	520.0	520.0	520.0	260.0	0.0
Total	520.0	520.0	520.0	260.0	0.0
FINANCING DETAILS					
ELECTRICAL DISTRIBUTION EXTENSION RES	360.0	360.0	360.0	180.0	0.0
ELECTRICAL DISTRIBUTION REPLACEMENT RES	160.0	160.0	160.0	80.0	0.0
Total	520.0	520.0	520.0	260.0	0.0
Incremental	Budget	Plan	Plan	Plan	Plan
Operating Impacts (000's)	2019	2020	2021	2022	2023
Net Dollar Impact	0.0	0.0	0.0	0.0	0.0
FTEs	0.0	0.0	0.0	0.0	0.0

1301 SL&P - SUBSTATION COMMUNICATION UPGRADE

Project Status	Open	Year Identified	2011
Project Type	GROWTH AND CAPITAL EXPANSION	Manager	Gavrilo Saric
Asset Type		Est. End Date	-

Project Description

This project provides for an upgrade to the communication system between remotely located substations and interrupters and the master control facility located at the Brand Road Operations Center.

General Comments

Existing remote terminal units at substations and at remote switches are aging. Communication difficulties and failures are occurring. The installation of wireless and fiber optic Ethernet equipment will improve communication reliability.

Project Detail Expenditure/Funding (000's)	Budget 2019	Plan 2020	Plan 2021	Plan 2022	Plan 2023
GROSS COST DETAILS					
Elec - S/S - Station RTU Upgrade Comm	500.0	500.0	135.0	135.0	135.0
Total	500.0	500.0	135.0	135.0	135.0
FINANCING DETAILS					
ELECTRICAL DISTRIBUTION EXTENSION RES	200.0	200.0	55.0	55.0	55.0
ELECTRICAL DISTRIBUTION REPLACEMENT RES	300.0	300.0	80.0	80.0	80.0
Total	500.0	500.0	135.0	135.0	135.0
Incremental Operating Impacts (000's)	Budget 2019	Plan 2020	Plan 2021	Plan 2022	Plan 2023
Net Dollar Impact	0.0	0.0	0.0	0.0	0.0
FTEs	0.0	0.0	0.0	0.0	0.0

1305 SL&P - FEEDER UPGRADES/REPLACEMENT

Project Status	Open	Year Identified	2009
Project Type	ELECTRICAL AND STREET LIGHTING	Manager	Mehmoosh Janbakhsh
Asset Type		Est. End Date	-

Project Description

This project includes the upgrading, replacement, and extension of primary and secondary electrical circuits. This project is to enhance/maintain system reliability, and maintain service within the existing distribution area. The primary objective is to repair the critical deficiencies found through inspections of the existing electrical distribution system.

Excluded from the scope of this project are extensions of the distribution system for new electrical services.

General Comments

Distribution system line inspections will identify system assets which need major maintenance or replacement in the budget year. Additionally, work performed by other utilities such as Shaw Cable or SaskTel may provide opportunities to complete upgrades. Consequently, this project scope is general. Typical work includes pole replacements, line upgrades and underground cable replacement.

Project Detail Expenditure/Funding (000's)	Budget 2019	Plan 2020	Plan 2021	Plan 2022	Plan 2023
GROSS COST DETAILS					
Feeder Upgrades Construction	2,000.0	2,100.0	2,200.0	2,300.0	2,550.0
Telecom Upgrades	0.0	75.0	75.0	75.0	75.0
Total	2,000.0	2,175.0	2,275.0	2,375.0	2,625.0
FINANCING DETAILS					
ELECTRICAL DISTRIBUTION EXTENSION RES	350.0	375.0	375.0	375.0	625.0
ELECTRICAL DISTRIBUTION REPLACEMENT RES	1,600.0	1,750.0	1,850.0	1,950.0	1,950.0
SL&P CUSTOMER CONTRIBUTION	50.0	50.0	50.0	50.0	50.0
Total	2,000.0	2,175.0	2,275.0	2,375.0	2,625.0
Incremental Operating Impacts (000's)					
Net Dollar Impact	0.0	0.0	0.0	0.0	0.0
FTEs	0.0	0.0	0.0	0.0	0.0

1308 SL&P - 15 KV CONV - INTERMED SUBSTATIONS

Project Status	Open	Year Identified	2011
Project Type	ELECTRICAL AND STREET LIGHTING	Manager	Mehmooosh Janbakhsh
Asset Type		Est. End Date	-

Project Description

The objective of this project is to progressively convert the existing 4.16kV primary electric distribution to 14.4kV distribution. There are 14, 4.16kV intermediate substation service areas that supply over 30 different neighbourhoods.

This project is related to Project Number 1332 - SL&P - Substation Service Life Extension and does not include work within existing substations.

The planned procurement method for this project is to be accomplished utilizing internal staff due to expertise of existing staff to perform the work.

General Comments

Voltage conversions are a means of providing additional system capacity within the same equipment footprint. As such, the timing of voltage conversions is linked to the load growth in a specific area. Densification projects, infill development and other land use changes may have significant impact on the requirement and schedule for voltage conversions.

Timing of voltage conversions is generally driven by the combination of system load growth and the age/condition of the pole, transformer, and cable assets. Conversions are typically performed in stages and may be triggered by the addition of new large customers/loads on the electric system.

Project Detail Expenditure/Funding (000's)	Budget 2019	Plan 2020	Plan 2021	Plan 2022	Plan 2023
GROSS COST DETAILS					
4.16/14.4 Kv conversion	1,200.0	1,200.0	1,200.0	1,200.0	1,200.0
Total	1,200.0	1,200.0	1,200.0	1,200.0	1,200.0
FINANCING DETAILS					
ELECTRICAL DISTRIBUTION EXTENSION RES	450.0	450.0	450.0	450.0	450.0
ELECTRICAL DISTRIBUTION REPLACEMENT RES	750.0	750.0	750.0	750.0	750.0
Total	1,200.0	1,200.0	1,200.0	1,200.0	1,200.0
Incremental Operating Impacts (000's)	Budget 2019	Plan 2020	Plan 2021	Plan 2022	Plan 2023
Net Dollar Impact	0.0	0.0	0.0	0.0	0.0
FTEs	0.0	0.0	0.0	0.0	0.0

1310 SL&P - UTILITY - RESEARCH & DEVELOPMENT

Project Status	Open	Year Identified	2010
Project Type	ELECTRICAL AND STREET LIGHTING	Manager	Brendan Lemke
Asset Type		Est. End Date	-

Project Description

This project will fund Saskatoon Light & Power's participation in research and development focused on asset management for electric utilities. Activity is primarily directed through the Centre for Energy Advancement Through Technological Innovation (CEATI) International in cooperation with other electric utilities.

The planned procurement method for this project is to be accomplished utilizing external contractors due to requirement of specialized services.

General Comments

Research is directed through the following technical areas: Distribution Line Asset Management (DLAM) and Substations Equipment Asset Management (SEAM). These groups identify and manage research and development projects that include smart grid, grounding and lightning, protection and coordination, and transmission line assets. The participants of the interest groups co-fund these projects.

Saskatoon Light & Power co-funds research and development with other Canadian, American, and international electric utilities. Some of these utilities are: SaskPower, Manitoba Hydro, Hydro One, Fortis, EpCor, Enmax, BC Hydro, Toronto Hydro, Hydro Quebec, Newfoundland Power, American Electric Power, Duke Energy, Consolidated Edison New York, and others.

Project Detail	Budget	Plan	Plan	Plan	Plan
Expenditure/Funding (000's)	2019	2020	2021	2022	2023
GROSS COST DETAILS					
R & D Dist & Trans	90.0	90.0	90.0	90.0	90.0
R & D Station & Apparatus	75.0	75.0	75.0	75.0	75.0
Total	165.0	165.0	165.0	165.0	165.0
FINANCING DETAILS					
ELECTRICAL DISTRIBUTION EXTENSION RES	165.0	165.0	165.0	165.0	165.0
Total	165.0	165.0	165.0	165.0	165.0
Incremental	Budget	Plan	Plan	Plan	Plan
Operating Impacts (000's)	2019	2020	2021	2022	2023
Net Dollar Impact	0.0	0.0	0.0	0.0	0.0
FTEs	0.0	0.0	0.0	0.0	0.0

1315 SL&P - 138 KV TRANSMISSION LINE UPGRADE

Project Status	Open	Year Identified	2009
Project Type	ELECTRICAL AND STREET LIGHTING	Manager	Joe Lee
Asset Type		Est. End Date	-

Project Description

Saskatoon Light & Power is currently supplied by five transmission lines at 138kV. These transmission lines are the conduits for bulk power supply to the nine major substations. This project provides for the expansion of the transmission capacity and operational flexibility required to continue to support load growth and system operation requirements for Saskatoon Light & Power.

Planned project components include the addition of a new transmission line from the North side of the franchise area and a new transmission connection centrally between Avenue C Substation and North Central Substation. There are also long term requirements for upgrades to the existing transmission lines to increase capacity.

General Comments

The objective for Saskatoon Light & Power is to have transmission backup capacity from various sources. In particular, the north supply is needed for risk mitigation since all the other transmission lines originate from a single source at the SaskPower Queen Elizabeth Switching Station.

SaskPower has long range plans for multiple transmission lines around Saskatoon, including an additional switching station near Martensville. This provides Saskatoon Light & Power an opportunity for another 138kV supply point in the northwest sector.

Project Detail	Budget	Plan	Plan	Plan	Plan
Expenditure/Funding (000's)	2019	2020	2021	2022	2023
GROSS COST DETAILS					
138kV Line - University	0.0	0.0	0.0	300.0	300.0
Total	0.0	0.0	0.0	300.0	300.0
FINANCING DETAILS					
ELECTRICAL DISTRIBUTION EXTENSION RES	0.0	0.0	0.0	20.0	20.0
ELECTRICAL DISTRIBUTION REPLACEMENT RES	0.0	0.0	0.0	130.0	130.0
SL&P CUSTOMER CONTRIBUTION	0.0	0.0	0.0	150.0	150.0
Total	0.0	0.0	0.0	300.0	300.0
Incremental	Budget	Plan	Plan	Plan	Plan
Operating Impacts (000's)	2019	2020	2021	2022	2023
Net Dollar Impact	0.0	0.0	0.0	0.0	0.0
FTEs	0.0	0.0	0.0	0.0	0.0

1316 SL&P - TRANSMIS POLE/STRUCTURE UPGRADES

Project Status	Open	Year Identified	2009
Project Type	ELECTRICAL AND STREET LIGHTING	Manager	Brendan Lemke
Asset Type		Est. End Date	-

Project Description

Saskatoon Light & Power operates transmission lines at 138,000 Volts. There are four basic construction types which are wood pole, steel monopole, steel lattice tower, and underground insulated cable. This project is for repair, refurbishing, and replacement of the structural components of these lines. The typical problems are corrosion, metal failure, and insulator deterioration.

General Comments

The failure of a transmission line has significant consequences, impairing the ability to supply bulk power via the transmission system. While rapid deterioration of components is not expected, remedial action is required to ensure continuous reliable operation of the bulk power supply system. A variety of techniques for assessment, maintenance, and remediation of the system components will be employed.

Project Detail Expenditure/Funding (000's)	Budget 2019	Plan 2020	Plan 2021	Plan 2022	Plan 2023
GROSS COST DETAILS					
138 Kv Insulator Mitigation	0.0	0.0	0.0	100.0	0.0
138 Kv Transmission Foundation	0.0	0.0	0.0	0.0	150.0
Total	0.0	0.0	0.0	100.0	150.0
FINANCING DETAILS					
ELECTRICAL DISTRIBUTION EXTENSION RES	0.0	0.0	0.0	20.0	0.0
ELECTRICAL DISTRIBUTION REPLACEMENT RES	0.0	0.0	0.0	80.0	150.0
Total	0.0	0.0	0.0	100.0	150.0
Incremental Operating Impacts (000's)	Budget 2019	Plan 2020	Plan 2021	Plan 2022	Plan 2023
Net Dollar Impact	0.0	0.0	0.0	0.0	0.0
FTEs	0.0	0.0	0.0	0.0	0.0

1326 SL&P - SUBSTATION MONITORING SYS UPGRADE

Project Status	Open	Year Identified	2009
Project Type	ELECTRICAL AND STREET LIGHTING	Manager	Gavrilo Saric
Asset Type		Est. End Date	-

Project Description

This project puts in place a communication network and the supporting communication equipment for the electrical distribution system.

General Comments

A fiber optic communication network is being expanded to permit high speed data transmission from the electrical substation and remote equipment to the central SCADA (System Control And Data Acquisition) system. The SCADA facilities are located at the SL&P Operations Centre. The substations and certain distribution equipment report their status along with other engineering information and have remote control capability.

The scope of this project is for the provision of the fiber optic system inclusive of headend equipment and intermediate equipment.

Project Detail	Budget	Plan	Plan	Plan	Plan
Expenditure/Funding (000's)	2019	2020	2021	2022	2023
GROSS COST DETAILS					
Communication Equipment	50.0	0.0	50.0	0.0	50.0
Communication Network	100.0	100.0	100.0	100.0	0.0
Total	150.0	100.0	150.0	100.0	50.0
FINANCING DETAILS					
ELECTRICAL DISTRIBUTION EXTENSION RES	150.0	100.0	150.0	100.0	50.0
Total	150.0	100.0	150.0	100.0	50.0
Incremental	Budget	Plan	Plan	Plan	Plan
Operating Impacts (000's)	2019	2020	2021	2022	2023
Net Dollar Impact	0.0	0.0	0.0	0.0	0.0
FTEs	0.0	0.0	0.0	0.0	0.0

1329 SL&P - SUBSTATION RELAY UPGRADES

Project Status	Open	Year Identified	2012
Project Type	ELECTRICAL AND STREET LIGHTING	Manager	Gavrilo Saric
Asset Type		Est. End Date	-

Project Description

This project involves upgrades to electrical substation protective relaying equipment. Many substations are using electromechanical relays for detection of system disturbances and operation of the protective equipment. These relays are subject to mechanical wear and degradation over time. Other substations are using microprocessor-based protective relays that have reached end of life.

This project will provide for the replacement of these relays and any associated upgrades to related substation equipment and communication systems. Periodic testing and in-service performance will be used to determine the priority for the upgrades. Work may be accelerated or delayed based on other project work planned for specific substations.

General Comments

The extended capabilities of microprocessor-based relays also allow for implementation of more comprehensive protection schemes resulting in better protection of personnel and equipment. These relays have metering and remote communication capabilities that can be used for additional functions. This project is part of the overall strategy for substation protection, on-line monitoring, and SCADA control.

Project Detail	Budget	Plan	Plan	Plan	Plan
Expenditure/Funding (000's)	2019	2020	2021	2022	2023
GROSS COST DETAILS					
Substation Relay Upgrades	250.0	550.0	550.0	550.0	550.0
Total	250.0	550.0	550.0	550.0	550.0
FINANCING DETAILS					
ELECTRICAL DISTRIBUTION EXTENSION RES	0.0	100.0	100.0	100.0	100.0
ELECTRICAL DISTRIBUTION REPLACEMENT RES	250.0	450.0	450.0	450.0	450.0
Total	250.0	550.0	550.0	550.0	550.0
Incremental	Budget	Plan	Plan	Plan	Plan
Operating Impacts (000's)	2019	2020	2021	2022	2023
Net Dollar Impact	0.0	0.0	0.0	0.0	0.0
FTEs	0.0	0.0	0.0	0.0	0.0

1332 SL&P - SUBSTATION SERVICE LIFE EXTENSION

Project Status	Open	Year Identified	2009
Project Type	ELECTRICAL AND STREET LIGHTING	Manager	Gavrilo Saric
Asset Type		Est. End Date	-

Project Description

This project covers reliably extending the service life of existing bulk power substations and medium voltage substations. The apparatus and equipment installed in an electrical substation is expected to be in service in excess of 40 years. Major system apparatus and equipment can be expected to fail over its service life and particularly as useful/economic life is nearing its end or has been exceeded. It is unreasonable to allow such failures to compromise general system reliability. Equipment failure for similar assets is typically random, so sufficient redundancy and reliable protective equipment must be in place.

General Comments

Planned substation upgrades and replacements are covered by specific projects. Minor failures are covered through funding from operating budgets.

The typical work covered by this project would include but is not limited to the following:

- Repairs to power transformers which may include components such as online tap changers, bushings, seals and gaskets;
- Repairs to switchgear, communication, metering, protective equipment, etc.;
- Repairs to the substation infrastructure which may include the building and yards with the various system structures and components;
- Repairs to the utilities serving the substation which includes electrical, water, sewer, etc.

These repairs may be required at more than one substation in the budget year.

Project Detail Expenditure/Funding (000's)	Budget 2019	Plan 2020	Plan 2021	Plan 2022	Plan 2023
GROSS COST DETAILS					
Bulk Power S/S Mitigation	300.0	0.0	150.0	0.0	150.0
Medium Voltage S/S Mitigation	150.0	0.0	150.0	0.0	150.0
Total	450.0	0.0	300.0	0.0	300.0
FINANCING DETAILS					
ELECTRICAL DISTRIBUTION EXTENSION RES	50.0	0.0	50.0	0.0	50.0
ELECTRICAL DISTRIBUTION REPLACEMENT RES	400.0	0.0	250.0	0.0	250.0
Total	450.0	0.0	300.0	0.0	300.0
Incremental Operating Impacts (000's)	Budget 2019	Plan 2020	Plan 2021	Plan 2022	Plan 2023
Net Dollar Impact	0.0	0.0	0.0	0.0	0.0
FTEs	0.0	0.0	0.0	0.0	0.0

1352 SL&P - LIFE CYCLE MANAGEMENT

Project Status	Open	Year Identified	2009
Project Type	ELECTRICAL AND STREET LIGHTING	Manager	Glen McDonald
Asset Type		Est. End Date	-

Project Description

This project is to put the formal asset management structure in place to ensure equipment is available and in service as needed. This program will include policies, procedures, and criteria to assess the transmission, substation, distribution and lighting systems. The intent of the asset management system is to help ensure assets are used in the most efficient manner, and that the systems provide reliable service at an economical cost. This program will set standards for inspections, maintenance, and replacement of system components.

Some of the major components of the electrical system may require an additional detailed condition assessment and the analysis of the condition/capacity that is needed.

The purchase of software systems and their integration will be coordinated with other corporate information technology initiatives.

General Comments

The electrical and lighting systems consist of many pieces of equipment and subsystems. Specific equipment can, in general, be expected to be in service for well over 30 years. To obtain this performance, maintenance and/or mitigation is required.

This program will provide information for the long range planning of the electric power and lighting systems. It is not expected to identify capital works that would be the result of system expansion or generalized load growth.

Project Detail	Budget	Plan	Plan	Plan	Plan
Expenditure/Funding (000's)	2019	2020	2021	2022	2023
GROSS COST DETAILS					
System Life Cycle Management-Implementation	0.0	0.0	524.0	0.0	0.0
Total	0.0	0.0	524.0	0.0	0.0
FINANCING DETAILS					
ELECTRICAL DISTRIBUTION EXTENSION RES	0.0	0.0	524.0	0.0	0.0
Total	0.0	0.0	524.0	0.0	0.0
Incremental	Budget	Plan	Plan	Plan	Plan
Operating Impacts (000's)	2019	2020	2021	2022	2023
Net Dollar Impact	0.0	0.0	0.0	0.0	0.0
FTEs	0.0	0.0	0.0	0.0	0.0

1353 SL&P - EQUIPMENT UPGRADE & REPLACEMENT

Project Status	Open	Year Identified	2009
Project Type	ELECTRICAL AND STREET LIGHTING	Manager	Don McPhee
Asset Type		Est. End Date	-

Project Description

This project provides for the planned purchase of vehicles and equipment required for electric system construction and maintenance. Saskatoon Light & Power employs the use of various vehicles, trailers and mobile equipment for overhead and underground construction and maintenance. In addition, other equipment is necessary to support operations at the SL&P Operations Centre and the SL&P Service Centre.

The equipment covered by this project would include the following:

- Costly test equipment which may be portable or located at either the Operations Centre or Service Centre;
- Line equipment including trailers, trailers with motorized equipment, or self-propelled equipment;
- Costly motorized equipment such as front end loaders, fork lifts, sweepers, etc.;
- Vehicles - expanding the SL&P fleet (Capital funding for acquisition).

General Comments

This equipment is normally durable in nature. This project covers major refurbishing needed to maximize useful life. This project also covers replacement cost for the equipment directly under the control of SL&P.

Project Detail Expenditure/Funding (000's)	Budget 2019	Plan 2020	Plan 2021	Plan 2022	Plan 2023
GROSS COST DETAILS					
Mobile Equipment	300.0	0.0	300.0	0.0	300.0
Test Equipment	185.0	185.0	185.0	185.0	185.0
Vehicles	500.0	75.0	75.0	350.0	75.0
Total	985.0	260.0	560.0	535.0	560.0
FINANCING DETAILS					
ELECTRICAL DISTRIBUTION EXTENSION RES	760.0	260.0	335.0	485.0	335.0
ELECTRICAL DISTRIBUTION REPLACEMENT RES	225.0	0.0	225.0	50.0	225.0
Total	985.0	260.0	560.0	535.0	560.0
Incremental Operating Impacts (000's)	Budget 2019	Plan 2020	Plan 2021	Plan 2022	Plan 2023
Net Dollar Impact	0.0	0.0	0.0	0.0	0.0
FTEs	0.0	0.0	0.0	0.0	0.0

1356 AF-V&E ADD'L VEHICLES & EQUIPT

Project Status	Open	Year Identified	2009
Project Type	GROWTH AND CAPITAL EXPANSION	Manager	Jason Kennon
Asset Type	V&E vehicles	Est. End Date	-

Project Description

This project provides for the purchase of additional fleet vehicles and equipment in accordance with Capital Reserves Bylaw #6774. These vehicles or pieces of equipment have been requested by various departments as additions to the previous years' permanently assigned complement which are required due to increased demand resulting from the City's growth and/or to provide improved service.

Bylaw #6774 also states that funds may be used to finance the purchase or construction of capital assets required to maintain the fleet.

General Comments

Where applicable, this project is subject to City Council's approval for the rental of the equipment in the appropriate departmental Operating Budget.

The units to be purchased in 2019 are as follows: (Parks Grounds Maintenance Equipment Acquisition Reserve)

Turf Sweeper \$55,000

Leaf Trailer \$16,000

3x Mini haul truck \$40,000

Slope Mower \$60,000

Seeder \$12,000

Aerator \$12,000

Mover 6' \$35,000

The planned procurement method for this project is to be accomplished utilizing internal staff, due to existing staff capacity to perform the work.

Project Detail	Budget	Plan	Plan	Plan	Plan
Expenditure/Funding (000's)	2019	2020	2021	2022	2023
GROSS COST DETAILS					
Parks Equipment Purchase	230.0	255.0	255.0	255.0	255.0
Snow & Ice Equipment Acquisition	0.0	400.0	330.0	0.0	400.0
Total	230.0	655.0	585.0	255.0	655.0
FINANCING DETAILS					
PARKS GROUNDS MTCE EQUIP ACQ RES	230.0	255.0	255.0	255.0	255.0
SNOW & ICE MGT EQUIP ACQUISITION	0.0	400.0	330.0	0.0	400.0
Total	230.0	655.0	585.0	255.0	655.0
Incremental	Budget	Plan	Plan	Plan	Plan
Operating Impacts (000's)	2019	2020	2021	2022	2023
Net Dollar Impact	0.0	0.0	0.0	0.0	0.0
FTEs	0.0	0.0	0.0	0.0	0.0

1357 AF-V&E REPL'T VEHICLES & EQUIPT

Project Status	Open	Year Identified	2009
Project Type	EQUIPMENT REPLACEMENT	Manager	Jason Kennon
Asset Type	V&E vehicles	Est. End Date	-

Project Description

This project involves the purchase of replacement fleet vehicles and equipment in accordance with Capital Reserves Bylaw #6774. Replacements are required as the units are experiencing unacceptable maintenance and repair costs, excessive downtime, and/or a loss in productivity, and have reached or passed their scheduled life spans.

General Comments

The units to be replaced will be disposed of as trades, by public auction, or by public tender. The units scheduled for replacement, within reserve funding available, are as follows:

8 - 1 Ton Truck - \$527,300
 3 - 1/2 Ton Truck - \$145,000
 5 - 1/4 Ton Truck - \$229,500
 2 - 3/4 Ton Truck - \$107,100
 1 - Asphalt Patcher - \$200,000
 1 - Backhoe - \$408,000
 1 - Boiler Truck - \$200,000
 2 - Compressor - \$40,800
 1 - Crawler Loader - \$714,000
 2 - Flusher Truck - \$920,000
 3 - Forklift - \$180,000
 1 - Hydrant Truck - \$200,000
 6 - Mini Van - \$180,000
 9 - Police Sedan - \$495,900
 11 - Police SUV - \$606,500
 1 - Police Van - \$55,200
 1 - Sidewalk Cleaner - \$165,000
 4 - Skid Steer - \$224,400
 2 - SUV - \$71,400
 1 - Sweeper - \$357,000
 3 - Tandem Truck - \$495,600
 4 - Trailer - \$86,200
 5 - Van - \$231,800

The planned procurement method for this project is to be accomplished utilizing internal staff, due to existing staff capacity to perform the work.

Project Detail	Budget	Plan	Plan	Plan	Plan
Expenditure/Funding (000's)	2019	2020	2021	2022	2023
GROSS COST DETAILS					
Equipment Purchase	6,840.0	6,800.0	7,215.0	8,430.0	8,210.0
Total	6,840.0	6,800.0	7,215.0	8,430.0	8,210.0
FINANCING DETAILS					
VEHICLE EQUIPMENT REPLACE RESERVE	6,840.0	6,800.0	7,215.0	8,430.0	8,210.0
Total	6,840.0	6,800.0	7,215.0	8,430.0	8,210.0
Incremental	Budget	Plan	Plan	Plan	Plan
Operating Impacts (000's)	2019	2020	2021	2022	2023
Net Dollar Impact	0.0	0.0	0.0	0.0	0.0
FTEs	0.0	0.0	0.0	0.0	0.0

1364 CP-SERVICE SASKATOON-CITIZEN INPUT/SYSTEMS/STANDARDS/STAFFING

Project Status	Open	Year Identified	2015
Project Type	SUPPORT SYSTEMS	Manager	Pat Hyde
Asset Type		Est. End Date	-

Project Description

Capital Projects 1364 - CP Service Saskatoon-Citizen Input/Systems/Standards/Staffing, 1829 - AF Service Saskatoon-Systems, 1942 - AF Corporate Security Plan, and 1949 - AF Service Saskatoon-Staffing Accommodation are inter-related to each other in regards accommodating the vision of the Service Saskatoon citizen service model.

Service Saskatoon is the overall strategy for the City to provide responsive and reliable services to citizens. One of the planned initiatives under the provision of personalized access is the implementation of a 311/Customer Relationship Management System. 311 is a coordinated approach to responding to citizens' phone calls and inquiries on programs and services. It is an easy-to-remember telephone number that provides citizens with simplified access to non-emergency government services. It eliminates the need for a caller to understand which department provides a service and finding a number for that service. CRM is a software application that is used to track interactions with residents on an ongoing basis and manages data and information effectively. The 311/CRM will be integrated with the digital strategy the City is currently developing.

General Comments

The 2019 continued costs include a variety of processes, technology and support in order to continue the transition of services to the Service Saskatoon 311/CRM model. The model consists of four key pillars:

- 1) Citizen Input - A Citizen First approach to the design and delivery of services;
- 2) Staffing - Ensure dedicated customer service staff are trained, equipped and ready to respond;
- 3) Systems - Citizens will have easy access to information including the ability to request services and track the progress from start to finish;
- 4) Standards - Commitment to deliver quality and consistent service to every citizen, every time.

Project Detail	Budget	Plan	Plan	Plan	Plan
Expenditure/Funding (000's)	2019	2020	2021	2022	2023
GROSS COST DETAILS					
Project Implementation	200.0	200.0	200.0	200.0	200.0
Total	200.0	200.0	200.0	200.0	200.0
FINANCING DETAILS					
CORPORATE CAPITAL RESERVE	200.0	200.0	200.0	200.0	200.0
Total	200.0	200.0	200.0	200.0	200.0
Incremental	Budget	Plan	Plan	Plan	Plan
Operating Impacts (000's)	2019	2020	2021	2022	2023
Net Dollar Impact	0.0	0.0	0.0	0.0	0.0
FTEs	0.0	0.0	0.0	0.0	0.0

1391 LAND DEV'T-PARKRIDGE SUB

Project Status	Open	Year Identified	2009
Project Type	PREPAID LAND DEVELOPMENT	Manager	Daryl Schmidt
Asset Type		Est. End Date	-

Project Description

This project involves the construction of municipal services on City-owned and privately owned land.

General Comments

Funding from the Property Realized Reserve is for required maintenance in the area.

Prior Budget Approvals

\$9,579,000

Project Detail	Budget	Plan	Plan	Plan	Plan
Expenditure/Funding (000's)	2019	2020	2021	2022	2023
GROSS COST DETAILS					
Earthfill and Enhancements	95.0	105.0	0.0	0.0	0.0
Total	95.0	105.0	0.0	0.0	0.0
FINANCING DETAILS					
PRR-LAND DEVELOPMENT	95.0	105.0	0.0	0.0	0.0
Total	95.0	105.0	0.0	0.0	0.0
Incremental	Budget	Plan	Plan	Plan	Plan
Operating Impacts (000's)	2019	2020	2021	2022	2023
Net Dollar Impact	0.0	0.0	0.0	0.0	0.0
FTEs	0.0	0.0	0.0	0.0	0.0

1403 LAND DEV'T-ROSEWOOD

Project Status	Open	Year Identified	2009
Project Type	PREPAID LAND DEVELOPMENT	Manager	Daryl Schmidt
Asset Type		Est. End Date	-

Project Description

This project involves the construction of municipal services on City-owned and privately owned land.

General Comments

Prior years funding from the Property Realized Reserve is for the completion of the neighbourhood concept plan, preliminary engineering design and site grading for rubble disposal as well as utilities not provided for in land development rates and for other neighbourhood enhancements.

Year	City Lots	Private Lots	Multi Family/Commercial
2018	-	201	-
2019	-	161	6.64 ha
2020	-	257	5.69 ha

Prior Budget Approvals

\$27,808,000

Project Detail	Budget	Plan	Plan	Plan	Plan
Expenditure/Funding (000's)	2019	2020	2021	2022	2023
GROSS COST DETAILS					
2010 - C1 - Priv (East of Rosewood Gate N.)	72.0	186.0	0.0	0.0	0.0
2011 - B2 - City (Werschner, Hastings, Rosewood Blvd & Gate)	76.0	0.0	0.0	0.0	0.0
2012 - D1 - Private (Tweed, Phelps)	60.0	162.0	0.0	0.0	0.0
2016 - F1 - Priv(Rosewood Commercial)	0.0	11.0	0.0	0.0	0.0
2017 - E1 Private (SE of Olson Lane East, S of Rosewood Blvd East)	0.0	123.0	0.0	0.0	0.0
Total	208.0	482.0	0.0	0.0	0.0
FINANCING DETAILS					
GENERAL PPD SERV-ELEC-CITY	112.0	393.0	0.0	0.0	0.0
GENERAL PPD SERV-ENGINEERING	84.0	47.0	0.0	0.0	0.0
GENERAL PREPAID SVCES-ELEC-SPC	0.0	42.0	0.0	0.0	0.0
PRR-LAND DEVELOPMENT	12.0	0.0	0.0	0.0	0.0
Total	208.0	482.0	0.0	0.0	0.0
Incremental	Budget	Plan	Plan	Plan	Plan
Operating Impacts (000's)	2019	2020	2021	2022	2023
Net Dollar Impact	0.0	0.0	0.0	0.0	0.0
FTEs	0.0	0.0	0.0	0.0	0.0

1407 LAND DEV'T-KENSINGTON

Project Status	Open	Year Identified	2009
Project Type	PREPAID LAND DEVELOPMENT	Manager	Daryl Schmidt
Asset Type		Est. End Date	-

Project Description

This project is for the construction of all municipal services on City-owned and private land for the development of the Kensington neighbourhood.

General Comments

Property Realized Reserve funding is for enhanced neighbourhood services, walkout basement grading, wet pond landscaping/irrigation and Kensington Village Centre streetscape design.

Year	City Lots	Private Lots
2017	-	88
2018	-	7.0 ha (multi)
2019	-	100 + 7.28 ha
2020	112 + 4.41 ha (multi)	

Prior Budget Approvals

\$62,757,000

Project Detail	Budget	Plan	Plan	Plan	Plan
Expenditure/Funding (000's)	2019	2020	2021	2022	2023
GROSS COST DETAILS					
2012 - C1 City (Kensington Blvd, LaBine, Ells)	203.0	0.0	0.0	0.0	0.0
2013 - C2 - City (McArthur, Nightingale)	75.0	0.0	0.0	0.0	0.0
2014 - A3 - City (Antonini, Kens Blvd, Nightingale)	1,861.0	3,104.0	0.0	0.0	0.0
Earth Fill & Enhanced Features	229.0	327.0	0.0	0.0	0.0
Total	2,368.0	3,431.0	0.0	0.0	0.0
FINANCING DETAILS					
GENERAL PPD SERV-ENGINEERING	1,584.0	3,070.0	0.0	0.0	0.0
GENERAL PREPAID SVCES-ELEC-SPC	146.0	0.0	0.0	0.0	0.0
PRR-LAND DEVELOPMENT	638.0	361.0	0.0	0.0	0.0
Total	2,368.0	3,431.0	0.0	0.0	0.0
Incremental	Budget	Plan	Plan	Plan	Plan
Operating Impacts (000's)	2019	2020	2021	2022	2023
Net Dollar Impact	0.0	0.0	0.0	0.0	0.0
FTEs	0.0	0.0	0.0	0.0	0.0

1408 LAND DEV'T-AIRPORT INDUSTRIAL BUS PARK

Project Status	Open	Year Identified	2009
Project Type	PREPAID LAND DEVELOPMENT	Manager	Daryl Schmidt
Asset Type		Est. End Date	-

Project Description

This project involves the construction of municipal services on private and City owned land in the Airport Industrial Business Park area including the Hampton Business Park.

General Comments

Prior years funding from Property Realized Reserve is for the functional engineering and conceptual design.

Prior Budget Approvals

\$301,000

Project Detail	Budget	Plan	Plan	Plan	Plan
Expenditure/Funding (000's)	2019	2020	2021	2022	2023
GROSS COST DETAILS					
2016 - B1 - City (South of Claypool Dr)	0.0	0.0	1,204.0	0.0	0.0
Total	0.0	0.0	1,204.0	0.0	0.0
FINANCING DETAILS					
GENERAL PPD SERV-ENGINEERING	0.0	0.0	1,204.0	0.0	0.0
Total	0.0	0.0	1,204.0	0.0	0.0
Incremental	Budget	Plan	Plan	Plan	Plan
Operating Impacts (000's)	2019	2020	2021	2022	2023
Net Dollar Impact	0.0	0.0	0.0	0.0	0.0
FTEs	0.0	0.0	0.0	0.0	0.0

1410 LAND DEV'T-ELK POINT

Project Status	Open	Year Identified	2011
Project Type	PREPAID LAND DEVELOPMENT	Manager	Daryl Schmidt
Asset Type		Est. End Date	-

Project Description

This project involves the construction of municipal services on City-owned and privately owned land for the development of the Elk Point neighbourhood.

General Comments

Prior years Property Realized Reserve funding is for the topographical survey of the land in this proposed neighbourhood, the preliminary engineering design, other required engineering and environmental studies, preliminary design work on the neighbourhood concept plan. Current Property Realize Reserve funding is for maintenance of land.

Prior Budget Approvals

\$30,796,000

Project Detail	Budget	Plan	Plan	Plan	Plan
Expenditure/Funding (000's)	2019	2020	2021	2022	2023
GROSS COST DETAILS					
2012 - A1 - City (NE of 33rd St)	377.0	0.0	0.0	0.0	0.0
2015 - B1 - Priv (N of Main Entrance)	0.0	0.0	383.0	0.0	0.0
Earthfill and Enhanced Services	60.0	60.0	0.0	0.0	0.0
Total	437.0	60.0	383.0	0.0	0.0
FINANCING DETAILS					
GENERAL PPD SERV-ELEC-CITY	0.0	0.0	130.0	0.0	0.0
GENERAL PPD SERV-ENGINEERING	377.0	0.0	28.0	0.0	0.0
GENERAL PREPAID SVCES-ELEC-SPC	0.0	0.0	225.0	0.0	0.0
PRR-LAND DEVELOPMENT	60.0	60.0	0.0	0.0	0.0
Total	437.0	60.0	383.0	0.0	0.0
Incremental	Budget	Plan	Plan	Plan	Plan
Operating Impacts (000's)	2019	2020	2021	2022	2023
Net Dollar Impact	0.0	0.0	0.0	0.0	0.0
FTEs	0.0	0.0	0.0	0.0	0.0

1411 LAND DEV'T- ASPEN RIDGE

Project Status	Open	Year Identified	2011
Project Type	PREPAID LAND DEVELOPMENT	Manager	Daryl Schmidt
Asset Type		Est. End Date	-

Project Description

This project is for the development of City-owned and privately owned residential land within the Aspen Ridge neighbourhood.

General Comments

Development in 2017 is for municipal services on City-owned residential land including 10 parcels.

Funding from the Property Realized Reserve is for the cost of relocating telephone lines, a 25kv powerline and moving a 138kv power line.

Year	City Lots	Private Lots	
2016	371	-	West of McOrmond
2017	11	-	Parcels adjacent to McOrmond
2018	261	-	Lots & 6.62 ha (east of McOrmond)
2019	125	92	Lots & 0.87 ha/1.10 ha (east of McOrmond & adjacent to Woolf bend)
2020	180	-	Lots & 12.74 ha (east and west of McOrmond)

Prior Budget Approvals

\$55,811,000

Project Detail	Budget	Plan	Plan	Plan	Plan
Expenditure/Funding (000's)	2019	2020	2021	2022	2023
GROSS COST DETAILS					
2014 - B1 - City	(2,120.0)	1,629.0	0.0	0.0	0.0
2014 - B2 - City	7,649.0	0.0	0.0	0.0	0.0
2015 - D1 - City	820.0	8,361.0	0.0	0.0	0.0
2015 - D2 - City	0.0	5,380.0	0.0	0.0	0.0
2020 - E1 - City	0.0	909.0	0.0	0.0	0.0
Earthfill and Enhanced Services	1,173.0	0.0	0.0	0.0	0.0
Total	7,522.0	16,279.0	0.0	0.0	0.0
FINANCING DETAILS					
GENERAL PPD SERV-ELEC-CITY	827.0	439.0	0.0	0.0	0.0
GENERAL PPD SERV-ENGINEERING	4,798.0	14,636.0	0.0	0.0	0.0
GENERAL PREPAID SVCES-ELEC-SPC	(124.0)	566.0	0.0	0.0	0.0
PRR-LAND DEVELOPMENT	2,021.0	638.0	0.0	0.0	0.0
Total	7,522.0	16,279.0	0.0	0.0	0.0
Incremental	Budget	Plan	Plan	Plan	Plan
Operating Impacts (000's)	2019	2020	2021	2022	2023
Net Dollar Impact	0.0	0.0	0.0	0.0	0.0
FTEs	0.0	0.0	0.0	0.0	0.0

1416 LAND DEV'T-TR SWR-HAMPTON VILLAGE

Project Status	Open	Year Identified	2009
Project Type	PREPAID LAND DEVELOPMENT	Manager	Daryl Schmidt
Asset Type		Est. End Date	-

Project Description

This project involves the extension of the trunk sewers and pond requirements to the proposed Hampton Village neighbourhood.

General Comments

SECTION *	LENGTH (m)	SIZE (mm)	YEAR(s)	
AB Forcemain phase II	-	-	2004/06/07	Req'd for residential phase
C Stormwater Storage	-	-	2002/04	Req'd for residential phase
Basin II D Stormwater Storage	-	-	2005	Req'd for residential phase II
Basin D Lift Station	-	-	2021	Req'd for industrial
E Stormwater Basin	-	-	2012	Req'd for residential phase
E Lift Station II	3,650	350	2004/06	Req'd for residential phase
DE San Trunk	1,500	300/450	2008	Kingsmere lift to Lakewood Lift Station
E Lift Station Stage II	-	-	2004	Req'd for suburban Ctr east
EF Forcemain	4,500	300	2021	Req'd for industrial
F'G Sanitary Trunk	790	675	2015	
F'F	340	675	2022	
H Dundonald Pond	-	-	2004/05	Req'd for residential phase
AB Sanitary Trunk	110	600	2004/07	Req'd for residential phase
CD Storm Trunk	900	1050	2004/05	Req'd for residential phase
EI Storm Trunk	500	525	2012	Req'd for residential phase
Abandon Lift Station	-	-	2005	
F- Stormwater Basin	-	-	2021	Req'd for industrial
FG- Storm Trunk Outlet	1,500	900	2021	St. piping: req'd for industrial

The general PPD-Services-Eng Reserve is used as an interim source of funding and will be reimbursed in future years.

* A map indicating the location of the trunk sections, stormwater storage basins, and lift stations are available from Transportation and Utilities Department upon request.

Special Note

A share of the costs will be covered through the flood protection program in project 1678 in 2015 as detailed below:

D Lift Station - \$275,000

EF- Forcemain - \$105,000

FG- Sanitary Trunk - \$84,000

Prior Budget Approvals

\$11,663,000

Project Detail	Budget	Plan	Plan	Plan	Plan
Expenditure/Funding (000's)	2019	2020	2021	2022	2023
GROSS COST DETAILS					
FG - Stm Trunk - Industrial (Pond to Circle)	0.0	0.0	2,347.0	0.0	0.0
F'G/FF' -Sanitary Trunk (NS) Hampton to Blairmore Lift	0.0	0.0	0.0	728.0	0.0
Force Main EF-Hampton-58th St-Industrial	0.0	0.0	15,820.0	0.0	0.0
Lift Station D - Industrial	0.0	0.0	4,239.0	0.0	0.0
Pond F - Hampton Industrial	0.0	0.0	3,360.0	0.0	0.0
Total	0.0	0.0	25,766.0	728.0	0.0
FINANCING DETAILS					
TRUNK SEWER RESERVE	0.0	0.0	21,527.0	728.0	0.0
WASTEWATER LIFT STATION RES	0.0	0.0	4,239.0	0.0	0.0
Total	0.0	0.0	25,766.0	728.0	0.0

Land Development

Preliminary 2019

Incremental Operating Impacts (000's)	Budget 2019	Plan 2020	Plan 2021	Plan 2022	Plan 2023
Net Dollar Impact	0.0	0.0	0.0	0.0	0.0
FTEs	0.0	0.0	0.0	0.0	0.0

1417 LAND DEV'T-TR SWR-BLAIRMORE

Project Status	Open	Year Identified	2009
Project Type	PREPAID LAND DEVELOPMENT	Manager	Daryl Schmidt
Asset Type		Est. End Date	-

Project Description

This project involves the extension of the trunk sewers to the proposed west sector.

General Comments

Details for servicing some parts of Blairmore have not been finalized. As a result, it is expected that the servicing scheme may be altered.

SECTION *	LENGTH (m)	SIZE (mm)	YEAR(s)
A- Lift Station- Suburban Area	-	-	2005/2007
AC- Forcemain-Lift Station A to trunk CD	575	250	2005
CC'- Forcemain-Temp to Confed Drive	2,540	250	2005
A- Pond	-	-	2005
AA'- Storm-Pond A to McCormack	325	600	2005
AB- Trunk-dalmeny rd/22nd to Dalmeny Lift	50	1,500	2005
H- Lift Station-Blairmore Neighbourhood 1	-	-	2009/2010
HI- Forcemain-Lift Stn to Marquis Trunk	-	-	2010/2011
F- Pond 1 Blairmore Neighbourhood 1	-	-	2011
FG/GH/Hi Sani (EW) Yarrow	1,064	900/1,050/675	-
C'D/DE/EF Sani. (NS) Yarrow to S. of pond 4	1,405	900	2013
AB - Storm Trunk Outlet Pond 1 to Diefenbaker	-	600/675	2011
CD- Trunk Sanitary (NS) N of Pond 3 to 22nd St	1,200	600/675	2013-2016
EF/FG/GH-St. Trunks (EW) Pond 1 to N of Yarrow	1,168	750-1,500	2011-2014
CD-NS-Storm Trunks-Pond 2 to Pond 3&4	457	1,050	2013
AC-EW-St Trunk- Pond 3 to Steeves Ave.	580	750	2013
Pond 2- S of Yarrow	-	-	2014/2015
Pond 3 & 4 Central Kensington	-	-	2013-2015
Blairmore Pond 2 & Piping	-	-	2015
CC' Sani Trunk	-	-	2013-2015
AB- Storm Trunk- Pond 2 to Trail	468	1,350	2022/2023
CE - Storm Pipe	450	900	2023
Pond 3 (2.2 ha)	-	-	2020
AB - Kensington to Blairmore San	850	600	Beyond 2023 Req'd for Blairmore 3
West Swale Stormwater Mgmt Feasibility Study	-	-	2017/2018 Req'd for future BM Nbrhds

The general PPD-Services-Eng Reserve is used as an interim source of funding and will be reimbursed in future years.

* A map indicating the location of the trunk sections, stormwater storage basins, and lift stations are available from Transportation and Utilities Department upon request.

Special Note

A share of the costs were previously covered through the Flood Protection Program in project 1678 as detailed below:

H Lift Station - \$1,026,000

HI- Forcemain - \$2,694,000

A share of the costs will be covered through the Flood Protection Program in project 1678 in the future as detailed below:

C'C- Sanitary Trunk (NS) S of Pond 4 to 22nd - \$321,000

Prior Budget Approvals

\$57,405,000

Land Development

Preliminary 2019

Project Detail Expenditure/Funding (000's)	Budget 2019	Plan 2020	Plan 2021	Plan 2022	Plan 2023
GROSS COST DETAILS					
Elk Point - AB Storm Pond - Pnd 2 to Trail	0.0	0.0	0.0	0.0	1,309.0
Elk Point - Pond 1 & 2	0.0	0.0	0.0	4,500.0	0.0
Elk Pt - CE Storm Pipe and Pond 3	0.0	1,495.0	0.0	0.0	593.0
Total	0.0	1,495.0	0.0	4,500.0	1,902.0
FINANCING DETAILS					
TRUNK SEWER RESERVE	0.0	1,495.0	0.0	4,500.0	1,902.0
Total	0.0	1,495.0	0.0	4,500.0	1,902.0
Incremental Operating Impacts (000's)	Budget 2019	Plan 2020	Plan 2021	Plan 2022	Plan 2023
Net Dollar Impact	0.0	0.0	0.0	0.0	0.0
FTEs	0.0	0.0	0.0	0.0	0.0

1418 LAND DEV'T-TR SWR-HOLMWOOD

Project Status	Open	Year Identified	2012
Project Type	PREPAID LAND DEVELOPMENT	Manager	Daryl Schmidt
Asset Type		Est. End Date	-

Project Description

This project involves the extension of the trunk sewers from the intersection of Highway 5 and McOrmond Drive south, east, and west into the east suburban development area to facilitate approximately 2,717 hectares of staged development including approximately nine future neighbourhoods.

General Comments

SECTION *	LENGTH (m)	SIZE (mm)	YEAR(s)	
BCD Sani- Hwy 5 to end intersection	1,134	1,200	2014	(Req'd for 1st nbhd - Phase 1)
BC Storm- Hwy 5 to 2nd intersection	1,093	1,500/1,200	2014	(Req'd for 1st nbhd - Phase 1)
CD Storm- EW Piping to Pond 1	1,730	1,200/1,800	2013	(Req'd for 1st nbhd - Phase 3)
D- Pond 1	-	-	2014	(Req'd for 1st nbhd - Ph 1 -total size 15ha)
CC'-San-EW of McOrmond Dr	1,386	600/375	2013/14	(Req'd for 1st nbhd - Phase 1)
DE-Sani 2nd intersection to 8th St	1,500	900	2019	(Req'd for 1st nbhd - Phase 2)
CE-Storm 2nd intersection to 8th St	1,500	2,100	2019	(Req'd for 1st nbhd - Phase 2)
JK- West of McOrmond Dr	550	375	2019	(Req'd for 1st nbhd - Phase 2)
EFGHI Storm	2,960	1,050/2,100	Beyond 2023	(Req'd for 3rd neighborhood)
Pond 9 Storm	-	-	Beyond 2023	(Req'd for 3rd neighbourhood)
EFGHI Sanitary	4,000	523/600/750/900	Beyond 2023	(Req'd for 3rd nbhd)
E'E, EI Sanitary	2,040	450	2021/Beyond 2023	(Req'd for 3rd nbhd)
EJKL Storm	1,600	600/1,500	2021/Beyond 2023	(Req'd for 3rd nbhd)
Pond 7/8 Storm	-	-	Beyond 2023	(Req'd for 3rd nbhd)
MNOPQ Storm	2,200	1,050/3,000	2021/Beyond 2023	(Req'd for 2nd nbhd)
Pond 2/3/4 Storm	-	-	2021/23 & Beyond	(Req'd for 2nd nbhd)
RSTUVWXY Storm	3,640	1050/1500/1800/2000/3000	Beyond 2023	(Req'd for 2nd nbhd)
Pond 5/6 Storm	-	-	Beyond 2023	
CMDL Sanitary	1,430	600	2021/23	(Req'd for 2nd neighbourhood)
NOQRPB Sanitary	3,000	375/450/525/600	Beyond 2023	(Req'd for 2nd neighbourhood)

Prior Budget Approvals

\$14,843,000

Project Detail	Budget	Plan	Plan	Plan	Plan
Expenditure/Funding (000's)	2019	2020	2021	2022	2023
GROSS COST DETAILS					
CE - Stm - Brighton Common to 8th Street	16,617.0	0.0	0.0	0.0	0.0
DE - San - Brighton Common to 8th Street	6,593.0	0.0	0.0	0.0	0.0
San - 8th St - West & East of McOrmond - E'E, EI	0.0	0.0	1,456.0	0.0	0.0
San - E of McOrmond - CM, DL	0.0	0.0	3,756.0	0.0	3,896.0
San - W of McOrmond (D1) - JK	1,253.0	0.0	0.0	0.0	0.0
Stm - 8th St - West & South of McOrmond - EJ/JK/KL/Pond 7, 8	0.0	0.0	732.0	0.0	0.0
Stm - Suburban Centre - MN/NO/OP/PQ/Pond 2, 3, 4	0.0	0.0	5,200.0	0.0	1,441.0
Storm - 8th St to CPR Tracks - EF/FG/FH/HI/Pond 9	0.0	0.0	50.0	0.0	0.0
Total	24,463.0	0.0	11,194.0	0.0	5,337.0
FINANCING DETAILS					
TRUNK SEWER RESERVE	24,463.0	0.0	11,194.0	0.0	5,337.0
Total	24,463.0	0.0	11,194.0	0.0	5,337.0
Incremental	Budget	Plan	Plan	Plan	Plan
Operating Impacts (000's)	2019	2020	2021	2022	2023
Net Dollar Impact	0.0	0.0	0.0	0.0	0.0
FTEs	0.0	0.0	0.0	0.0	0.0

1419 LAND DEV'T-BRIGHTON

Project Status	Open	Year Identified	2014
Project Type	PREPAID LAND DEVELOPMENT	Manager	Daryl Schmidt
Asset Type		Est. End Date	-

Project Description

This project is for the City's portion of residential municipal services on privately developed land within the Brighton Neighbourhood. Also included is the municipal servicing of the second phase of Brighton.

General Comments

Prior years funding from the Property Realized Reserve - Fund 50 is for the cost of fill removal from the pond site and clearing of the site.

Year	City Lots	Private Lots
2017	-	243 & 14.93 ha
2018	-	580 & 3.20 ha
2019	-	205 & 4.17 ha
2020	181 + 7.4 ha	351 & 5.22 ha

Prior Budget Approvals

\$12,943,000

Project Detail	Budget	Plan	Plan	Plan	Plan
Expenditure/Funding (000's)	2019	2020	2021	2022	2023
GROSS COST DETAILS					
2014 - A1 - Private	80.0	0.0	0.0	0.0	0.0
2016 - C1 - Private (E of CPR)	771.0	1,320.0	0.0	0.0	0.0
2016 - D1 - City	6,564.0	12,089.0	0.0	0.0	0.0
2019 - D2 - City	1,459.0	0.0	0.0	0.0	0.0
Earthfill and Enhancements	3,719.0	173.0	0.0	0.0	0.0
Total	12,593.0	13,582.0	0.0	0.0	0.0
FINANCING DETAILS					
GENERAL PPD SERV-ELEC-CITY	372.0	965.0	0.0	0.0	0.0
GENERAL PPD SERV-ENGINEERING	8,196.0	10,859.0	0.0	0.0	0.0
GENERAL PREPAID SVCES-ELEC-SPC	306.0	794.0	0.0	0.0	0.0
PRR-LAND DEVELOPMENT	3,719.0	964.0	0.0	0.0	0.0
Total	12,593.0	13,582.0	0.0	0.0	0.0
Incremental	Budget	Plan	Plan	Plan	Plan
Operating Impacts (000's)	2019	2020	2021	2022	2023
Net Dollar Impact	0.0	0.0	0.0	0.0	0.0
FTEs	0.0	0.0	0.0	0.0	0.0

1435 LAND DEV'T-PRIMARY WATER MAINS-NORTH INDUSTRIAL

Project Status	Open	Year Identified	2009
Project Type	PREPAID LAND DEVELOPMENT	Manager	Daryl Schmidt
Asset Type		Est. End Date	-

Project Description

This project involves the extension of primary water mains (WM) to the North Industrial Area and Agriplace. It will allow additional industrial development and will increase system reliability.

General Comments

The current design is for 600mm water main. Preliminary findings of a study currently being completed by Utility Services indicate that upsizing the primary water main to 900mm could enable the City to significantly defer the construction of the future North Industrial reservoir. If it is resolved to upsize this primary water main, a new budget and funding strategy will be developed for this project.

SECTION	LENGTH (m)	SIZE (mm)	YEAR(s)	
AB	3,400	600	2011	Required for Phase 1 Marquis Industrial
BC	855	600	2009	Req'd for Ph 1 Marquis Ind. including repurchase of 750mm Sask WM
C'D	1,000	600	2012	Required for Phase 2 Marquis Ind.
DE	887	600	2020	Required for Phase 2 Marquis Ind.
EF	830	600	2022	Required for completion of Marquis Ind.
FGL	2,690	600	2023	
HI	800	750	2014/16/17	Along Arthur Rose Ave. North of 71st
IJ	1,117	750	2022	Required for Area North of Marquis 11
JK'	3,950	1,050	Beyond 2023	North of Highway 11
LR- Fillmain	8,080	1,050	Beyond 2023	North Industrial Fillmain
K'LMN	8,060	600/1,050	Beyond 2023	West of Idylwyld

Related Project:

Project 713 (Water Reservoir Pumping Capacity) provided for a pump house and installation of additional pumps at the 42nd St. Reservoir to help handle the requirements for this watermain network.

Prior Budget Approvals

\$7,884,000

Project Detail	Budget	Plan	Plan	Plan	Plan
Expenditure/Funding (000's)	2019	2020	2021	2022	2023
GROSS COST DETAILS					
DE - Marquis to 71st	0.0	1,400.0	0.0	0.0	0.0
EF - 71st St - West of Millar to Idylwyld	0.0	0.0	0.0	1,503.0	0.0
FG/GL - Hwy 11 - 71st to Hwy 12	0.0	0.0	0.0	0.0	4,870.0
HI - Arthur Rose - 71st to 81st	457.0	0.0	0.0	0.0	0.0
IJ - 81st - North Quarter	0.0	0.0	0.0	2,496.0	0.0
Total	457.0	1,400.0	0.0	3,999.0	4,870.0
FINANCING DETAILS					
PRIMARY WATERMAIN RES	457.0	1,400.0	0.0	3,999.0	4,870.0
Total	457.0	1,400.0	0.0	3,999.0	4,870.0
Incremental	Budget	Plan	Plan	Plan	Plan
Operating Impacts (000's)	2019	2020	2021	2022	2023
Net Dollar Impact	0.0	0.0	0.0	0.0	0.0
FTEs	0.0	0.0	0.0	0.0	0.0

1436 LAND DEV'T-BLAIRMORE PRIMARY WATER MAINS

Project Status	Open	Year Identified	2009
Project Type	PREPAID LAND DEVELOPMENT	Manager	Daryl Schmidt
Asset Type		Est. End Date	-

Project Description

This project involves the extension of primary water mains to the proposed Hampton Village Neighbourhood and the future West Sector Suburban Development area. Upgrades to fill-mains due to future growth will be required in 2019 and 2020. The unfunded portion of these years will be cost shared between Saskatoon Water and future development levies, which will be identified in a future Administrative report.

General Comments

This project is subject to the approval of the overall neighbourhood concept plan.

SECTION	LENGTH (m)	SIZE (mm)	YEAR(s)	
AB	600	600	2005	Required for Hampton Village
BC	1,800	600	2012	Required for Hampton Village
CD'	1,600	600	2013	Required for Hampton Village
D'E	1,600	600	2014	Required for Kensington
EF	2,400	600	2018/2019	Required for Blairmore
FG	1,620	600	2021	Required for Blairmore
FH	1,650	600	Beyond 2023	Required for Blairmore
GJ	1,606	600	2023	Required for Blairmore
KLF	7,400	1,200	2021/22/Beyond 23	Required for System Upgrade/Future Growth
PK	6,880	1,050/1,350	Beyond 2023	Required for System Upgrade/Future Growth
EONH	7,330	600	Beyond 2023	Required for Future Growth

Additional segments will be added to this project in the future for future Blairmore Sector neighborhoods.

Prior Budget Approvals

\$6,905,000

Project Detail	Budget	Plan	Plan	Plan	Plan
Expenditure/Funding (000's)	2019	2020	2021	2022	2023
GROSS COST DETAILS					
EF - Neault Rd - 33rd to 22nd	2,500.0	0.0	0.0	0.0	0.0
FG- Hwy 7 - 22nd to CNR	0.0	0.0	2,173.0	0.0	0.0
KLI - Fillmain Treatment Plant - 22nd/Circle	0.0	0.0	0.0	0.0	14,852.0
Total	2,500.0	0.0	2,173.0	0.0	14,852.0
FINANCING DETAILS					
PRIMARY WATERMAIN RES	2,500.0	0.0	2,173.0	0.0	0.0
WATERWORKS CAPITAL PROJECTS RESERVE	0.0	0.0	0.0	0.0	14,852.0
Total	2,500.0	0.0	2,173.0	0.0	14,852.0
Incremental	Budget	Plan	Plan	Plan	Plan
Operating Impacts (000's)	2019	2020	2021	2022	2023
Net Dollar Impact	0.0	0.0	0.0	0.0	0.0
FTEs	0.0	0.0	0.0	0.0	0.0

1437 LAND DEV'T-PRIMARY WATER MAINS-HOLMWOOD SECTOR

Project Status	Open	Year Identified	2012
Project Type	PREPAID LAND DEVELOPMENT	Manager	Daryl Schmidt
Asset Type		Est. End Date	-

Project Description

This project is for the construction of primary Watermain within the East Sector. These primaries will facilitate approximately 1,200 hectares of staged development in the East Sector in the near future. In the long term these primaries will also facilitate approximately 1,800 hectares of development in the East Sector.

General Comments

Note: Primary water mains required for any given neighbourhood may also be required for subsequent neighbourhoods.

SECTION	LENGTH (m)	SIZE (mm)	YEAR(s)	
BCD	1,141	1,050	2013	Required for 1st Neighbourhood
DE	1,500	1,050	2019	Required for 2nd Neighbourhood
EF	1,040	1,050	2023	Required for 3rd Neighbourhood
FG	1,000	1,050	Beyond 2023	Required for 3rd Neighbourhood
EH	2,390	600	Beyond 2023	Required for 3rd Neighbourhood
HIJKLMG	15,620	600/1,050	Beyond 2023	Required for 3rd Neighbourhood
POQNM	17,340	1,050/1,350	Beyond 2023	Required for System Upgrade

Prior Budget Approvals

\$3,435,000

Project Detail	Budget	Plan	Plan	Plan	Plan
Expenditure/Funding (000's)	2019	2020	2021	2022	2023
GROSS COST DETAILS					
DE - McOrmond - 2nd Round-About to 8th Street	4,628.0	0.0	0.0	0.0	0.0
EF - McOrmond - 8th St to Sec 20	0.0	0.0	0.0	0.0	3,114.0
Total	4,628.0	0.0	0.0	0.0	3,114.0
FINANCING DETAILS					
PRIMARY WATERMAIN RES	4,628.0	0.0	0.0	0.0	3,114.0
Total	4,628.0	0.0	0.0	0.0	3,114.0
Incremental	Budget	Plan	Plan	Plan	Plan
Operating Impacts (000's)	2019	2020	2021	2022	2023
Net Dollar Impact	0.0	0.0	0.0	0.0	0.0
FTEs	0.0	0.0	0.0	0.0	0.0

1456 TU-RAILWAY CROSSING SAFETY IMPROVEMENTS

Project Status	Open	Year Identified	2009
Project Type	INFRASTRUCTURE MAINTENANCE	Manager	Goran Lazic
Asset Type		Est. End Date	-

Project Description

This project provides funding for the installation of railway crossing improvements undertaken by Canadian National and Canadian Pacific Railways at level crossings within City limits. Under the current funding agreement with Transport Canada and Pacific Railways, each party is responsible for a percentage of the costs associated with safety upgrades done at level crossings (gates and automated warning systems).

General Comments

Crossing improvements are typically mandated by Transport Canada through the issuance of a 'Notice of Order' and as such the City is required to participate in funding a portion of the improvement. This program also includes an annual inspection program for signage, independent safety inspections required for whistle cessation requests and the installation of an uninterruptible power supply at various locations. It should also be noted that changing regulations by Transport Canada have resulted in increased funding requirements as the warrant system for railway gate installations has changed.

The following are the City's requirements under Transport Canada's new grade crossing regulations: a) road authorities and railway companies will be required to share critical information with each other by November 2016 in relation to the railway crossings under the City's jurisdiction; b) road authorities will be required to meet the safety standard at their existing railway crossings by November 2021; c) the Regulations apply to both the private and public crossings; d) grade crossing improvements may be eligible for federal funding and road authorities can apply for a grant before undertaking the work; and, e) under the Railway Safety Act, road authorities can be held liable and/or found guilty of an offense if they fail to meet the new Regulations.

Work planned for 2019 includes remediation of safety deficiencies identified in the 2017 Rail Safety Assessments.

Project Detail	Budget	Plan	Plan	Plan	Plan
Expenditure/Funding (000's)	2019	2020	2021	2022	2023
GROSS COST DETAILS					
CONSTRUCTION	150.0	200.0	200.0	100.0	100.0
Total	150.0	200.0	200.0	100.0	100.0
FINANCING DETAILS					
TRAFFIC SAFETY RESERVE	150.0	200.0	200.0	100.0	100.0
Total	150.0	200.0	200.0	100.0	100.0
Incremental	Budget	Plan	Plan	Plan	Plan
Operating Impacts (000's)	2019	2020	2021	2022	2023
Net Dollar Impact	0.0	0.0	0.0	0.0	0.0
FTEs	0.0	0.0	0.0	0.0	0.0

1458 LAND DEV'T-ART RD-CLAYPOOL DR (DALMNY-AIRPRT DR)

Project Status	Open	Year Identified	2009
Project Type	PREPAID LAND DEVELOPMENT	Manager	Daryl Schmidt
Asset Type		Est. End Date	-

Project Description

This project is for the construction of an arterial roadway between Neault Road and Airport Drive.

General Comments

The construction in 2005 was for the initial two lanes of an ultimate four lane roadway extending along the North perimeter of the neighbourhood between McClocklin Road and Airport Drive. The remaining roadway constructed in the future will be a four lane roadway from Neault Road to McClocklin Road and will be subject to the development of the Blairmore area and the adjacent Industrial Lands.

Note: The 2021 budget is being cash flowed by private development (57%) and the Property Realized Reserve (43%). The funding distribution represents the contribution of the Arterial Roadway Reserve.

Prior Budget Approvals

\$11,254,000

Project Detail Expenditure/Funding (000's)	Budget 2019	Plan 2020	Plan 2021	Plan 2022	Plan 2023
GROSS COST DETAILS					
Hampton Gate North to Hughes Drive	0.0	0.0	6,665.0	0.0	0.0
Hughes Drive to Neault Road	0.0	0.0	6,665.0	0.0	0.0
Total	0.0	0.0	13,330.0	0.0	0.0
FINANCING DETAILS					
ARTERIAL ROAD RESERVE	0.0	0.0	13,330.0	0.0	0.0
Total	0.0	0.0	13,330.0	0.0	0.0
Incremental Operating Impacts (000's)	Budget 2019	Plan 2020	Plan 2021	Plan 2022	Plan 2023
Net Dollar Impact	0.0	0.0	0.0	0.0	0.0
FTEs	0.0	0.0	0.0	0.0	0.0

1460 LAND DEV'T-ARTL RD-NEAULT RDWY (22ND-SEC 2)

Project Status	Open	Year Identified	2012
Project Type	PREPAID LAND DEVELOPMENT	Manager	Daryl Schmidt
Asset Type		Est. End Date	-

Project Description

This project involves the design and construction of the Neault Roadway from 22nd Street to Section 2, Township 37. This roadway will provide access to 22nd Street and the neighbourhoods North of 22nd Street in the Blairmore Sector.

General Comments

Construction of the portion from 33rd Street to Claypool Drive will depend on the build-out of Kensington.

Project Detail Expenditure/Funding (000's)	Budget 2019	Plan 2020	Plan 2021	Plan 2022	Plan 2023
GROSS COST DETAILS					
22nd Street - Kensington Gate W	0.0	0.0	5,308.0	0.0	4,837.0
33rd Street - Claypool Drive	0.0	0.0	3,429.0	0.0	0.0
Kensington Gate W - 33rd Street	0.0	4,504.0	0.0	0.0	4,104.0
Total	0.0	4,504.0	8,737.0	0.0	8,941.0
FINANCING DETAILS					
ARTERIAL ROAD RESERVE	0.0	4,504.0	8,737.0	0.0	8,941.0
Total	0.0	4,504.0	8,737.0	0.0	8,941.0
Incremental Operating Impacts (000's)	Budget 2019	Plan 2020	Plan 2021	Plan 2022	Plan 2023
Net Dollar Impact	0.0	0.0	0.0	0.0	0.0
FTEs	0.0	0.0	0.0	0.0	0.0

1464 LAND DEV'T-ART RD-FEDORUK DRIVE

Project Status	Open	Year Identified	2009
Project Type	PREPAID LAND DEVELOPMENT	Manager	Daryl Schmidt
Asset Type		Est. End Date	-

Project Description

This project is for the design and construction of Fedoruk Drive from Central Avenue to McOrmond Drive.

General Comments

Fedoruk Drive is a main East/West arterial roadway within the University Heights area.

The project included grading to accommodate the relocation of a 138kV power line.

Prior Budget Approvals

\$7,257,000

Project Detail Expenditure/Funding (000's)	Budget 2019	Plan 2020	Plan 2021	Plan 2022	Plan 2023
GROSS COST DETAILS					
Central to Konihowski	0.0	3,270.0	0.0	0.0	0.0
Konihowski/Lowe Rd	0.0	1,309.0	0.0	0.0	0.0
Total	0.0	4,579.0	0.0	0.0	0.0
FINANCING DETAILS					
ARTERIAL ROAD RESERVE	0.0	4,579.0	0.0	0.0	0.0
Total	0.0	4,579.0	0.0	0.0	0.0
Incremental Operating Impacts (000's)	Budget 2019	Plan 2020	Plan 2021	Plan 2022	Plan 2023
Net Dollar Impact	0.0	0.0	0.0	0.0	0.0
FTEs	0.0	0.0	0.0	0.0	0.0

1466 LAND DEV'T-ART RD-WANUSKEWIN RD

Project Status	Open	Year Identified	2009
Project Type	PREPAID LAND DEVELOPMENT	Manager	Daryl Schmidt
Asset Type		Est. End Date	-

Project Description

This project includes the design and construction of Wanuskewin Road from 51st Street to North of SE 1/4 Sec. 27 as well as traffic noise attenuation measures from 51st Street to Adilman Drive and on Lenore Drive from Wanuskewin Road to Russell Road.

General Comments

Construction of the 51st Street roadway and noise attenuation began in 2009.

Prior Budget Approvals

\$3,724,000

Project Detail	Budget	Plan	Plan	Plan	Plan
Expenditure/Funding (000's)	2019	2020	2021	2022	2023
GROSS COST DETAILS					
71st Street to North of SE 1/4 Sec. 27	0.0	0.0	0.0	3,005.0	0.0
Total	0.0	0.0	0.0	3,005.0	0.0
FINANCING DETAILS					
ARTERIAL ROAD RESERVE	0.0	0.0	0.0	3,005.0	0.0
Total	0.0	0.0	0.0	3,005.0	0.0
Incremental	Budget	Plan	Plan	Plan	Plan
Operating Impacts (000's)	2019	2020	2021	2022	2023
Net Dollar Impact	0.0	0.0	0.0	0.0	0.0
FTEs	0.0	0.0	0.0	0.0	0.0

1468 LAND DEV'T-ART RD-8TH STREET EAST

Project Status	Open	Year Identified	2014
Project Type	PREPAID LAND DEVELOPMENT	Manager	Daryl Schmidt
Asset Type		Est. End Date	-

Project Description

This project is for staged construction of the 8th Street East arterial roadway between McOrmond Drive and the planned Canadian Pacific Railway overpass to serve the Brighton neighbourhood.

General Comments

Construction of the initial phase of the arterial roadway serving the Brighton neighbourhood is expected to begin in 2022 after the trunk sewers are installed.

Project Detail Expenditure/Funding (000's)	Budget 2019	Plan 2020	Plan 2021	Plan 2022	Plan 2023
GROSS COST DETAILS					
CPR Overpass to RR #3045	0.0	0.0	0.0	4,586.0	0.0
RR #3045 to McOrmond Drive	0.0	0.0	0.0	0.0	3,332.0
Total	0.0	0.0	0.0	4,586.0	3,332.0
FINANCING DETAILS					
ARTERIAL ROAD RESERVE	0.0	0.0	0.0	4,586.0	3,332.0
Total	0.0	0.0	0.0	4,586.0	3,332.0
Incremental Operating Impacts (000's)	Budget 2019	Plan 2020	Plan 2021	Plan 2022	Plan 2023
Net Dollar Impact	0.0	0.0	0.0	0.0	0.0
FTEs	0.0	0.0	0.0	0.0	0.0

1474 LAND DEV'T-ESTIMATED FUTURE DIRECT SERVICING PROJECTS

Project Status	Open	Year Identified	2014
Project Type	PREPAID LAND DEVELOPMENT	Manager	Daryl Schmidt
Asset Type		Est. End Date	-

Project Description

This project involves the costs for Future Direct Servicing Projects.

General Comments

The costs identified in the plan for 2021 to 2023 are estimated and will be adjusted to actual projects in future budgets.

Project Detail Expenditure/Funding (000's)	Budget 2019	Plan 2020	Plan 2021	Plan 2022	Plan 2023
GROSS COST DETAILS					
Future Direct Servicing	0.0	0.0	49,247.0	35,744.0	29,853.0
Total	0.0	0.0	49,247.0	35,744.0	29,853.0
FINANCING DETAILS					
GENERAL PPD SERV-ENGINEERING	0.0	0.0	49,247.0	35,744.0	29,853.0
Total	0.0	0.0	49,247.0	35,744.0	29,853.0
Incremental Operating Impacts (000's)	Budget 2019	Plan 2020	Plan 2021	Plan 2022	Plan 2023
Net Dollar Impact	0.0	0.0	0.0	0.0	0.0
FTEs	0.0	0.0	0.0	0.0	0.0

1475 US-AUTO'D GARBAGE CONTAINER REPL

Project Status	Open	Year Identified	2009
Project Type	EQUIPMENT REPLACEMENT	Manager	Mark Shaw
Asset Type	Garbage Collection Containers	Est. End Date	-

Project Description

This project involves the provision of new or replacement roll-out garbage carts used for automated waste collection.

General Comments

Each year approximately 5,000 garbage containers require replacement and approximately 1,500 additional containers are required to service new households.

Project Detail	Budget	Plan	Plan	Plan	Plan
Expenditure/Funding (000's)	2019	2020	2021	2022	2023
GROSS COST DETAILS					
Equipment Purchase	346.0	346.0	346.0	346.0	346.0
Total	346.0	346.0	346.0	346.0	346.0
FINANCING DETAILS					
AUTO GARBAGE CONTAINER REPL RES	346.0	346.0	346.0	346.0	346.0
Total	346.0	346.0	346.0	346.0	346.0
Incremental	Budget	Plan	Plan	Plan	Plan
Operating Impacts (000's)	2019	2020	2021	2022	2023
Net Dollar Impact	0.0	0.0	0.0	0.0	0.0
FTEs	0.0	0.0	0.0	0.0	0.0

1493 TU-EAST RIVERBANK STABILIZATION

Project Status	Open	Year Identified	2009
Project Type	INFRASTRUCTURE REPLACEMENT	Manager	Lowell Reinhart
Asset Type		Est. End Date	-

Project Description

The project provides for slope monitoring and instrumentation of the City's east riverbank sites and the rehabilitation of slope failures. Sites include sections of riverbank land or City-owned land and do not include private property.

General Comments

Riverbank monitoring and inspections are conducted annually to support the asset management plan for the City's east riverbank, along the Meewasin conservation area, up to and including some City streets. Remediation projects for preservation and stabilization are implemented as required.

Depending on results of assessments during the second half of 2018, the section of City-owned land along the riverbank between East Lake Avenue and 17th Street may require remediation of sub-drainage to reduce the risk of damage to City-owned infrastructure. A projected annual budget for east riverbank stabilization will ensure that funding is available for unexpected emergency repairs.

The planned procurement method for this project is to be accomplished utilizing internal staff and external contractors, due to existing staff capacity and expertise to perform the work, and requirement of specialized service. External service providers are intended to be used for riverbank site assessments and monitoring.

Project Detail	Budget	Plan	Plan	Plan	Plan
Expenditure/Funding (000's)	2019	2020	2021	2022	2023
GROSS COST DETAILS					
Subdrain Monitoring & Instrumentation System	102.0	104.0	106.0	108.0	110.0
Subdrain Preservation & Slope Stabilization	979.0	999.0	1,019.0	1,040.0	1,060.0
Total	1,081.0	1,103.0	1,125.0	1,148.0	1,170.0
FINANCING DETAILS					
INFRA RES - STORM WATER	1,081.0	1,103.0	1,125.0	1,148.0	1,170.0
Total	1,081.0	1,103.0	1,125.0	1,148.0	1,170.0
Incremental	Budget	Plan	Plan	Plan	Plan
Operating Impacts (000's)	2019	2020	2021	2022	2023
Net Dollar Impact	0.0	0.0	0.0	0.0	0.0
FTEs	0.0	0.0	0.0	0.0	0.0

1504 TU- NEIGH.TRAFFIC REVIEW PERMANENT INSTALLATIONS

Project Status	Open	Year Identified	2015
Project Type	GROWTH AND CAPITAL EXPANSION	Manager	Nathalie Baudais
Asset Type		Est. End Date	-

Project Description

This project permanently constructs the traffic calming devices installed temporarily through the neighbourhood traffic review process.

General Comments

Traffic calming devices such as curb extensions, median islands, pinch-points, etc. will be funded from this project.

Details on the program proposed for the budget year will be presented in an administrative report prior to, or concurrent with Council budget meeting.

Project Detail	Budget	Plan	Plan	Plan	Plan
Expenditure/Funding (000's)	2019	2020	2021	2022	2023
GROSS COST DETAILS					
Construction & Design	415.0	560.0	840.0	840.0	320.0
Total	415.0	560.0	840.0	840.0	320.0
FINANCING DETAILS					
TRAFFIC SAFETY RESERVE	275.0	225.0	560.0	600.0	320.0
UNFUNDED TRAFFIC SAFETY RES	140.0	335.0	280.0	240.0	0.0
Total	415.0	560.0	840.0	840.0	320.0
Incremental	Budget	Plan	Plan	Plan	Plan
Operating Impacts (000's)	2019	2020	2021	2022	2023
Net Dollar Impact	0.0	0.0	0.0	0.0	0.0
FTEs	0.0	0.0	0.0	0.0	0.0

1505 TU-TRAFFIC SIGNAL INFRASTRUCTURE UPGRADES

Project Status	Open	Year Identified	2009
Project Type	INFRASTRUCTURE REPLACEMENT	Manager	Goran Lazic
Asset Type		Est. End Date	-

Project Description

This project involves essential maintenance of the City's traffic signal system and life cycle replacement of major electronic and hardware components.

General Comments

The City currently has 275 signalized intersections, of which many are under centralized computer control. There is a need to continually upgrade the aging infrastructure in order to maintain safe and reliable traffic signal operations.

High priority has been given to replacement of major hardware components, such as traffic controllers, conflict monitors, signal heads, poles and communications cables. This funding is critical for essential intersection repairs and upgrades, including underground conduit/cable replacement, communications network expansion, vehicle detector repairs, incorporation of non-intrusive detection, replacement of older cabinets and electronics as required.

Project Detail	Budget	Plan	Plan	Plan	Plan
Expenditure/Funding (000's)	2019	2020	2021	2022	2023
GROSS COST DETAILS					
Construction	375.0	375.0	375.0	400.0	400.0
Total	375.0	375.0	375.0	400.0	400.0
FINANCING DETAILS					
INFRA RES-TRANSPORTATION	375.0	375.0	375.0	400.0	400.0
Total	375.0	375.0	375.0	400.0	400.0
Incremental	Budget	Plan	Plan	Plan	Plan
Operating Impacts (000's)	2019	2020	2021	2022	2023
Net Dollar Impact	0.0	0.0	0.0	0.0	0.0
FTEs	0.0	0.0	0.0	0.0	0.0

1506 TU-TRAFFIC SIGNING REPLACE-INFRA

Project Status	Open	Year Identified	2009
Project Type	INFRASTRUCTURE REPLACEMENT	Manager	Dylan Ramsay
Asset Type		Est. End Date	-

Project Description

This project involves the upgrade and rehabilitation of the City's traffic signs.

General Comments

This program will develop and implement the following programs on an annual basis:

- 1) Stop and yield sign program: review, inspect and replace stop and yield signs to ensure that all signs meet standards
- 2) Arterial roadway sign program: review, assess, and replace the City's regulatory and warning signs on major arterial roads
- 3) Prepare as-built drawings in a digital format, compatible with the City's GIS system, for all programs
- 4) Street name plate replacement program
- 5) Pedestrian/School signing replacement program
- 6) Guide sign and overhead sign structure replacement program
- 7) Tree trimming program to ensure adequate visibility of control devices at intersections

Project Detail	Budget	Plan	Plan	Plan	Plan
Expenditure/Funding (000's)	2019	2020	2021	2022	2023
GROSS COST DETAILS					
Construction	400.0	400.0	450.0	450.0	500.0
Total	400.0	400.0	450.0	450.0	500.0
FINANCING DETAILS					
INFRA RES-TRANSPORTATION	300.0	300.0	350.0	350.0	400.0
UNFUNDED TRANSPORTATION INFRA RES	100.0	100.0	100.0	100.0	100.0
Total	400.0	400.0	450.0	450.0	500.0
Incremental	Budget	Plan	Plan	Plan	Plan
Operating Impacts (000's)	2019	2020	2021	2022	2023
Net Dollar Impact	0.0	0.0	0.0	0.0	0.0
FTEs	0.0	0.0	0.0	0.0	0.0

1507 TU-GUARDRAILS

Project Status	Open	Year Identified	2009
Project Type	INFRASTRUCTURE REPLACEMENT	Manager	Dylan Ramsay
Asset Type		Est. End Date	-

Project Description

This project involves the installation of new guardrail for public safety, as well as the inspection and replacement of existing guardrail (and crash cushions) that have deteriorated to the point where structural integrity is compromised.

General Comments

The list of locations requiring either guardrail installation or replacement has grown significantly and will require several years of funding to complete. Guardrail will be installed and/or replaced at specific locations in order of priority as determined through the ranking system.

This program is an on-going, annual program.

Project Detail	Budget	Plan	Plan	Plan	Plan
Expenditure/Funding (000's)	2019	2020	2021	2022	2023
GROSS COST DETAILS					
Installation/Replacement	75.0	125.0	125.0	125.0	125.0
Total	75.0	125.0	125.0	125.0	125.0
FINANCING DETAILS					
INFRA RES-TRANSPORTATION	0.0	50.0	50.0	50.0	50.0
UNFUNDED TRANSPORTATION INFRA RES	75.0	75.0	75.0	75.0	75.0
Total	75.0	125.0	125.0	125.0	125.0
Incremental	Budget	Plan	Plan	Plan	Plan
Operating Impacts (000's)	2019	2020	2021	2022	2023
Net Dollar Impact	0.0	0.0	0.0	0.0	0.0
FTEs	0.0	0.0	0.0	0.0	0.0

1512 TU-NEIGHBOURHOOD TRAFFIC MANAGEMENT

Project Status	Open	Year Identified	2009
Project Type	GROWTH AND CAPITAL EXPANSION	Manager	Nathalie Baudais
Asset Type		Est. End Date	-

Project Description

This project addresses shortcutting, speeding and road user safety issues within neighbourhoods and on local and collector streets. The project includes comprehensive neighbourhood-wise traffic reviews. Further details, including information on the Neighbourhood Traffic Reviews, are provided in the Neighbourhood Traffic Management Guidelines and Tools, City of Saskatoon, May 2016.

General Comments

This project supports the City of Saskatoon long-term 'Moving Around' strategy as neighbourhood traffic management provides safety for motorists, cyclists and pedestrians.

This program will include:

- 1) Eight Neighbourhood Traffic Reviews per year
- 2) Conducting traffic studies and holding neighbourhood meetings (early spring and late fall) to determine and develop the traffic management plan
- 3) Maintenance of the existing temporary traffic calming locations
- 4) Temporary implementation of the completed neighbourhood traffic calming plans

Details on the program proposed for the budget year will be presented in an administrative report prior to, or concurrent with the Council budget meeting. It is intended to use external service providers for facilitation of the Neighbourhood Traffic Reviews.

The planned procurement method for this project is to be accomplished utilizing a combination of internal staff and external contractors, due to existing staff capacity and expertise to perform the work, and requirement of specialized services.

Project Detail Expenditure/Funding (000's)	Budget 2019	Plan 2020	Plan 2021	Plan 2022	Plan 2023
GROSS COST DETAILS					
Construction	300.0	100.0	100.0	100.0	100.0
Total	300.0	100.0	100.0	100.0	100.0
FINANCING DETAILS					
TRAFFIC SAFETY RESERVE	300.0	100.0	100.0	100.0	100.0
Total	300.0	100.0	100.0	100.0	100.0
Incremental Operating Impacts (000's)	Budget 2019	Plan 2020	Plan 2021	Plan 2022	Plan 2023
Net Dollar Impact	0.0	0.0	0.0	0.0	0.0
FTEs	0.0	0.0	0.0	0.0	0.0

1513 TU-PAVEMENT MARKING PROGRAM-INFRA

Project Status	Open	Year Identified	2009
Project Type	INFRASTRUCTURE REPLACEMENT	Manager	Dylan Ramsay
Asset Type		Est. End Date	-

Project Description

This project involves the installation and rehabilitation of permanent pavement markings that have been installed on freeway/expressway and arterial roadways over the last 20 years.

General Comments

There is no provision for this work in any operating program and rehabilitation of the markings has only been conducted under the arterial resurfacing program. Many of the permanent markings which have been installed have exceeded their design life and in areas of heavy travel, such as weave areas and intersections, the markings are completely gone.

The program includes the review, assessment and replacement of:

- Permanent markings on freeway/expressway roadways as required
- Permanent markings on arterial roadways as required
- Crosswalk and stop line markings on the above roads
- Guideline, continuity line and chevrons on the above roads

This program is also responsible for the placement of semi-permanent markings on the roadways rehabilitated by arterial resurfacing and micro surfacing.

This program is an on-going, annual program.

Project Detail	Budget	Plan	Plan	Plan	Plan
Expenditure/Funding (000's)	2019	2020	2021	2022	2023
GROSS COST DETAILS					
Construction	310.0	310.0	350.0	350.0	300.0
Total	310.0	310.0	350.0	350.0	300.0
FINANCING DETAILS					
INFRA RES-TRANSPORTATION	310.0	310.0	350.0	350.0	300.0
Total	310.0	310.0	350.0	350.0	300.0
Incremental	Budget	Plan	Plan	Plan	Plan
Operating Impacts (000's)	2019	2020	2021	2022	2023
Net Dollar Impact	0.0	0.0	0.0	0.0	0.0
FTEs	0.0	0.0	0.0	0.0	0.0

1518 CY-PAY STATION PURCHASES & IMPLEMENTATION

Project Status	Open	Year Identified	2009
Project Type	EQUIPMENT REPLACEMENT	Manager	Jo-Anne Richter
Asset Type		Est. End Date	-

Project Description

A new electronic pay station parking system was implemented in 2015 to replace the aging coin meters. This project provides for the continued implementation of to the pay-by-plate parking system.

General Comments

The project now provides the necessary resources to retrofit the parking services program to better adapt to the changing needs of the new system.

The implementation phase includes project management to lead the continued implementation of the new parking system and the purchase of maintenance and systems equipment.

Prior Budget Approvals

\$4,577,000 Contractual agreement with Cale Systems Inc.

Project Detail Expenditure/Funding (000's)	Budget 2019	Plan 2020	Plan 2021	Plan 2022	Plan 2023
GROSS COST DETAILS					
Implementation	60.0	60.0	60.0	60.0	60.0
Total	60.0	60.0	60.0	60.0	60.0
FINANCING DETAILS					
PARKING RESERVE	60.0	60.0	60.0	60.0	60.0
Total	60.0	60.0	60.0	60.0	60.0
Incremental Operating Impacts (000's)	Budget 2019	Plan 2020	Plan 2021	Plan 2022	Plan 2023
Net Dollar Impact	0.0	0.0	0.0	0.0	0.0
FTEs	0.0	0.0	0.0	0.0	0.0

1522 TU-TRAFFIC NOISE ATTENUATION

Project Status	Open	Year Identified	2009
Project Type	GROWTH AND CAPITAL EXPANSION	Manager	Mariniel Flores
Asset Type		Est. End Date	-

Project Description

This project involves the design and construction of traffic noise attenuation devices to reduce the negative impacts of vehicle related noise on abutting residential properties.

General Comments

The traffic noise attenuation project is designed to address those residential areas that are adjacent to high volume roadways. Funding shown in 2019 and future years will provide for the ongoing monitoring of traffic noise levels throughout the City.

Project Detail Expenditure/Funding (000's)	Budget 2019	Plan 2020	Plan 2021	Plan 2022	Plan 2023
GROSS COST DETAILS					
Ongoing Noise Monitoring	50.0	0.0	0.0	50.0	0.0
Sound Wall Tree Removal	70.0	0.0	0.0	0.0	0.0
Total	120.0	0.0	0.0	50.0	0.0
FINANCING DETAILS					
TRAFFIC NOISE ATTENUATION CAP RESERVE	50.0	0.0	0.0	50.0	0.0
TU - CAPITAL RESERVE	70.0	0.0	0.0	0.0	0.0
Total	120.0	0.0	0.0	50.0	0.0
Incremental Operating Impacts (000's)	Budget 2019	Plan 2020	Plan 2021	Plan 2022	Plan 2023
Net Dollar Impact	0.0	0.0	0.0	0.0	0.0
FTEs	0.0	0.0	0.0	0.0	0.0

1523 AF-TRUNKING RADIO REPLACEMENT

Project Status	Open	Year Identified	2011
Project Type	SUPPORT SYSTEMS	Manager	Del Ehlert
Asset Type	Communication systems	Est. End Date	-

Project Description

This project involves the replacement of all analog radio's to digital. This involves the replacement of City owned portable and mobile radios from analog to digital and replacement of radios due to end of life cycle.

General Comments

This project provides funding for the replacement of Corporate radio's.

The planned procurement method for this project is to be accomplished utilizing internal staff, due to existing staff capacity to perform the work.

Project Detail	Budget	Plan	Plan	Plan	Plan
Expenditure/Funding (000's)	2019	2020	2021	2022	2023
GROSS COST DETAILS					
EQUIPMENT PURCHASE	360.0	360.0	360.0	360.0	360.0
Total	360.0	360.0	360.0	360.0	360.0
FINANCING DETAILS					
CIVIC RADIO REPL & EXPN RESERVE	360.0	360.0	360.0	360.0	360.0
Total	360.0	360.0	360.0	360.0	360.0
Incremental	Budget	Plan	Plan	Plan	Plan
Operating Impacts (000's)	2019	2020	2021	2022	2023
Net Dollar Impact	0.0	0.0	0.0	0.0	0.0
FTEs	0.0	0.0	0.0	0.0	0.0

1526 TU-CIRCLE DR BRIDGE REPAIR

Project Status	Open	Year Identified	2009
Project Type	INFRASTRUCTURE REPLACEMENT	Manager	Todd Grabowski
Asset Type		Est. End Date	-

Project Description

This project involves rehabilitation of the Circle Drive North Bridge, both eastbound and westbound.

General Comments

The Circle Drive North Bridge consists of two separate bridge decks (eastbound and westbound) founded on a shared pier system. The eastbound and westbound bridge structures are curved, five span, three lane steel girder bridges. The estimated replacement cost for each structure is approximately \$45.1 million.

Proactive rehabilitation work planned for 2021 includes removal and replacement of the asphalt wearing surface and membranes, spot repairs to the concrete decks, replacement of the expansion joints and spot repairs to concrete surfaces. The design and engineering services for the rehabilitation work is planned in 2020.

If a 'Do Nothing' approach were taken with preservation of the two bridge superstructures, service life prediction modeling indicates that structural failure, necessitating costly emergency repairs, can be expected to occur by the year 2035, requiring complete replacement of the superstructures. The cost estimate for deck replacement is approximately \$18 million for each structure.

The planned procurement method for this project is to be accomplished utilizing external contractors, due to requirement of specialized construction services.

Project Detail Expenditure/Funding (000's)	Budget 2019	Plan 2020	Plan 2021	Plan 2022	Plan 2023
GROSS COST DETAILS					
	0.0	200.0	4,950.0	0.0	0.0
Total	0.0	200.0	4,950.0	0.0	0.0
FINANCING DETAILS					
BRIDGE MAJOR REPAIR RESERVE	0.0	200.0	2,240.0	0.0	0.0
UNFUNDED BRIDGE MAJOR REPAIR RES	0.0	0.0	2,710.0	0.0	0.0
Total	0.0	200.0	4,950.0	0.0	0.0
Incremental Operating Impacts (000's)	Budget 2019	Plan 2020	Plan 2021	Plan 2022	Plan 2023
Net Dollar Impact	0.0	0.0	0.0	0.0	0.0
FTEs	0.0	0.0	0.0	0.0	0.0

1527 TU-UNIVERSITY BRIDGE REHAB

Project Status	Open	Year Identified	2009
Project Type	INFRASTRUCTURE REPLACEMENT	Manager	Todd Grabowski
Asset Type		Est. End Date	-

Project Description

This project involves the rehabilitation of the University Bridge.

General Comments

The University Bridge is a 10 span, four lane concrete arch and girder bridge, originally constructed in 1916. The estimated replacement cost for this structure is approximately \$78.1 million.

Rehabilitation of the bridge piers' arches is planned for the year 2023. This work would include external engineering consulting and construction services for the repair of concrete section loss on piers between spans C and D as well as spans G and H, and rehabilitation of the concrete arches.

The City of Saskatoon is currently completing a study on the arches of the University Bridge which will be able to provide additional information relating to costs on the rehabilitation of the arches that may be required in 2023.

The planned procurement method for this project is to be accomplished utilizing external contractors, due to requirement of specialized construction services.

Prior Budget Approvals

\$2,022,000

Project Detail	Budget	Plan	Plan	Plan	Plan
Expenditure/Funding (000's)	2019	2020	2021	2022	2023
GROSS COST DETAILS					
Rehabilitation	0.0	0.0	0.0	0.0	16,000.0
Total	0.0	0.0	0.0	0.0	16,000.0
FINANCING DETAILS					
UNFUNDED BRIDGE MAJOR REPAIR RES	0.0	0.0	0.0	0.0	16,000.0
Total	0.0	0.0	0.0	0.0	16,000.0
Incremental	Budget	Plan	Plan	Plan	Plan
Operating Impacts (000's)	2019	2020	2021	2022	2023
Net Dollar Impact	0.0	0.0	0.0	0.0	0.0
FTEs	0.0	0.0	0.0	0.0	0.0

1551 TU-BROADWAY BRIDGE REPAIRS

Project Status	Open	Year Identified	2009
Project Type	INFRASTRUCTURE REPLACEMENT	Manager	Todd Grabowski
Asset Type		Est. End Date	-

Project Description

This project includes the rehabilitation of the Broadway Bridge.

General Comments

The Broadway Bridge is a 12 span, four lane concrete arch and girder bridge, originally constructed in 1932. The estimated replacement cost for this structure is approximately \$69.3 million.

Study work planned for 2023 includes engineering services for inspection, testing, and analysis of the bridge arches and piers, complete with an updated long term rehabilitation plan.

Rehabilitation work planned for 2025 and 2026 includes engineering services, spot repairs to the substructure and arches, application of an arc zinc coating to the substructure and arches, removal and replacement of the asphalt wearing surface and membrane, removal and replacement of a portion of the concrete deck, replacement of the expansion joints, spot repairs to concrete surfaces, application of silane sealer to walkways and repairs to the pedestrian railing.

If a 'Do Nothing' approach were taken with preservation of this bridge, service life prediction modeling indicates that structural failure of the deck, necessitating costly emergency repairs, can be expected to occur by the year 2035, with complete replacement of the deck and barriers required by year 2040. The cost estimate for emergency deck repairs and subsequent deck rehabilitation is approximately \$33.5 million. Substructure repairs, estimated at \$16 million, would still be required to prevent structural failure of the bridge.

The planned procurement method for this project is to be accomplished utilizing external contractors, due to requirement of specialized construction services.

Project Detail Expenditure/Funding (000's)	Budget 2019	Plan 2020	Plan 2021	Plan 2022	Plan 2023
GROSS COST DETAILS					
Deck Rehab	0.0	0.0	0.0	0.0	1,000.0
Total	0.0	0.0	0.0	0.0	1,000.0
FINANCING DETAILS					
BRIDGE MAJOR REPAIR RESERVE	0.0	0.0	0.0	0.0	610.0
UNFUNDED BRIDGE MAJOR REPAIR RES	0.0	0.0	0.0	0.0	390.0
Total	0.0	0.0	0.0	0.0	1,000.0
Incremental Operating Impacts (000's)	Budget 2019	Plan 2020	Plan 2021	Plan 2022	Plan 2023
Net Dollar Impact	0.0	0.0	0.0	0.0	0.0
FTEs	0.0	0.0	0.0	0.0	0.0

1553 TU-SID BUCKWOLD BRIDGE REPAIRS

Project Status	Open	Year Identified	2009
Project Type	INFRASTRUCTURE REPLACEMENT	Manager	Todd Grabowski
Asset Type		Est. End Date	-

Project Description

This project includes rehabilitation of the Sid Buckwold Bridge.

General Comments

The Sid Buckwold Bridge is a three span, six lane post-tensioned concrete girder bridge, originally constructed in 1965. The estimated replacement cost for this structure is approximately \$66.1 million.

Rehabilitation work planned for 2019 includes engineering services, removal and replacement of the asphalt wearing surface and membrane, removal and replacement of a portion of the concrete deck, increasing the concrete cover over the rebar on the deck, removal and replacement of the median and interior traffic rails, replacement of the expansion joints, spot repairs to concrete surfaces, application of silane sealer to the walkway and replacement of the pedestrian railing.

This work will be done using external service providers.

If a 'Do Nothing' approach were taken with preservation of this bridge, service life prediction modeling indicates that structural failure of the deck, necessitating costly emergency repairs, can be expected to occur by the year 2027, with complete replacement of the deck and barriers required by the year 2032. The cost estimate for emergency deck repairs and subsequent deck rehabilitation is approximately \$40.8 million.

The planned procurement method for this project is to be accomplished utilizing external contractors, due to requirement of specialized construction services

Project Detail	Budget	Plan	Plan	Plan	Plan
Expenditure/Funding (000's)	2019	2020	2021	2022	2023
GROSS COST DETAILS					
Bridge Deck Resurfacing	13,500.0	0.0	0.0	0.0	0.0
Total	13,500.0	0.0	0.0	0.0	0.0
FINANCING DETAILS					
BRIDGE MAJOR REPAIR RESERVE	13,500.0	0.0	0.0	0.0	0.0
Total	13,500.0	0.0	0.0	0.0	0.0
Incremental	Budget	Plan	Plan	Plan	Plan
Operating Impacts (000's)	2019	2020	2021	2022	2023
Net Dollar Impact	0.0	0.0	0.0	0.0	0.0
FTEs	0.0	0.0	0.0	0.0	0.0

1556 TU-SYSTEM UPGRADES/REPLACEMENTS

Project Status	Open	Year Identified	2012
Project Type	SUPPORT SYSTEMS	Manager	Shelley Korte
Asset Type		Est. End Date	-

Project Description

This project is to fund the investigation, procurement and implementation of system replacements or upgrades required in the Transportation and Utilities Department.

General Comments

There are many internal systems used by Transportation and Utilities which are integral to its operations. These systems eventually need upgrading, or need to be able to realize efficiencies by taking advantage of available advanced technology.

Project Detail	Budget	Plan	Plan	Plan	Plan
Expenditure/Funding (000's)	2019	2020	2021	2022	2023
GROSS COST DETAILS					
Design and Implementation	50.0	100.0	100.0	100.0	100.0
Total	50.0	100.0	100.0	100.0	100.0
FINANCING DETAILS					
TU - CAPITAL RESERVE	50.0	100.0	100.0	100.0	100.0
Total	50.0	100.0	100.0	100.0	100.0
Incremental	Budget	Plan	Plan	Plan	Plan
Operating Impacts (000's)	2019	2020	2021	2022	2023
Net Dollar Impact	0.0	0.0	0.0	0.0	0.0
FTEs	0.0	0.0	0.0	0.0	0.0

1557 TU-OFFICE MOD'NS/FURNITURE REPL/UPGRADES

Project Status	Open	Year Identified	2011
Project Type	EQUIPMENT REPLACEMENT	Manager	Shelley Korte
Asset Type	Building Contents	Est. End Date	-

Project Description

This project is to provide funding to address identified office modifications and required replacements and/or upgrades to systems furniture for open office areas in the Transportation and Utilities Department.

General Comments

Existing systems furniture is dated and no longer manufactured - any required upgrades or modifications are not compatible with the existing furniture. Funding identified for Access Transit is required for office upgrades to the booking and scheduling area at Access Transit.

Project Detail	Budget	Plan	Plan	Plan	Plan
Expenditure/Funding (000's)	2019	2020	2021	2022	2023
GROSS COST DETAILS					
Access Transit	75.0	0.0	0.0	0.0	0.0
Office Furniture System Replacement	50.0	100.0	100.0	100.0	100.0
Total	125.0	100.0	100.0	100.0	100.0
FINANCING DETAILS					
TU - CAPITAL RESERVE	125.0	100.0	100.0	100.0	100.0
Total	125.0	100.0	100.0	100.0	100.0
Incremental	Budget	Plan	Plan	Plan	Plan
Operating Impacts (000's)	2019	2020	2021	2022	2023
Net Dollar Impact	0.0	0.0	0.0	0.0	0.0
FTEs	0.0	0.0	0.0	0.0	0.0

1561 TU-COLLEGE DRIVE WESTBOUND OVER CPR OVERPASS

Project Status	Open	Year Identified	2015
Project Type	INFRASTRUCTURE REPLACEMENT	Manager	Todd Grabowski
Asset Type		Est. End Date	-

Project Description

This project involves preservation activities for the College Drive westbound over CPR overpass.

General Comments

College Drive westbound over CPR overpass was bestowed to the City of Saskatoon in late 2011 by the Saskatchewan Ministry of Highways. The structure is a two lane, three span, steel girder bridge, originally constructed in 1965.

The rehabilitation of the structure is planned for 2023 and includes engineering services, removal of asphalt wearing surface and membrane, removal and replacement of portions of the concrete deck, spot repairs of the concrete surface and installation of a new membrane and wearing surface.

The planned procurement method for this project is to be accomplished utilizing external contractors, due to requirement of specialized construction services.

Project Detail	Budget	Plan	Plan	Plan	Plan
Expenditure/Funding (000's)	2019	2020	2021	2022	2023
GROSS COST DETAILS					
College Drive Westbound Over CPR Overpass	0.0	0.0	0.0	100.0	1,500.0
Total	0.0	0.0	0.0	100.0	1,500.0
FINANCING DETAILS					
BRIDGE MAJOR REPAIR RESERVE	0.0	0.0	0.0	100.0	1,500.0
Total	0.0	0.0	0.0	100.0	1,500.0
Incremental	Budget	Plan	Plan	Plan	Plan
Operating Impacts (000's)	2019	2020	2021	2022	2023
Net Dollar Impact	0.0	0.0	0.0	0.0	0.0
FTEs	0.0	0.0	0.0	0.0	0.0

1562 TU-COLLEGE DRIVE EASTBOUND OVER CPR OVERPASS

Project Status	Open	Year Identified	2015
Project Type	INFRASTRUCTURE REPLACEMENT	Manager	Todd Grabowski
Asset Type		Est. End Date	-

Project Description

This project involves preservation activities for the College Drive eastbound over CPR overpass.

General Comments

The College Drive eastbound over CPR overpass was bestowed by the City of Saskatoon in late 2011 by the Saskatchewan Ministry of Highways. The structure is a two lane, three span, steel girder bridge, originally constructed in 1993.

The rehabilitation of the structure is planned for 2022 and includes engineering services, removal of asphalt wearing surface and membrane, removal and replacement of top portion of the concreted deck, spot repairs to the concrete surface and installation of the new membrane and wearing surface..

The planned procurement method for this project is to be accomplished utilizing external contractors, due to requirement of specialized construction services.

Project Detail	Budget	Plan	Plan	Plan	Plan
Expenditure/Funding (000's)	2019	2020	2021	2022	2023
GROSS COST DETAILS					
College Drive Eastbound Over CPR Overpass	0.0	0.0	80.0	2,780.0	0.0
Total	0.0	0.0	80.0	2,780.0	0.0
FINANCING DETAILS					
BRIDGE MAJOR REPAIR RESERVE	0.0	0.0	80.0	1,397.0	0.0
UNFUNDED BRIDGE MAJOR REPAIR RES	0.0	0.0	0.0	1,383.0	0.0
Total	0.0	0.0	80.0	2,780.0	0.0
Incremental	Budget	Plan	Plan	Plan	Plan
Operating Impacts (000's)	2019	2020	2021	2022	2023
Net Dollar Impact	0.0	0.0	0.0	0.0	0.0
FTEs	0.0	0.0	0.0	0.0	0.0

1564 TU-TRAFFIC COUNTERS EQUIPMENT REPLACEMENT

Project Status	Open	Year Identified	2018
Project Type	EQUIPMENT REPLACEMENT	Manager	David LeBoutiller
Asset Type		Est. End Date	-

Project Description

This project is to replace aging portable traffic counting equipment used for short-term traffic volume, classification and speed studies.

General Comments

This project is to develop an equipment replacement fund to address equipment failures and slow erosion of our ability to complete short-term traffic volume and speed studies.

Project Detail Expenditure/Funding (000's)	Budget 2019	Plan 2020	Plan 2021	Plan 2022	Plan 2023
GROSS COST DETAILS					
Equipment Replacement	65.0	0.0	0.0	0.0	0.0
Total	65.0	0.0	0.0	0.0	0.0
FINANCING DETAILS					
TRANSP INFRAS EXPANSION	65.0	0.0	0.0	0.0	0.0
Total	65.0	0.0	0.0	0.0	0.0
Incremental Operating Impacts (000's)	Budget 2019	Plan 2020	Plan 2021	Plan 2022	Plan 2023
Net Dollar Impact	0.0	0.0	0.0	0.0	0.0
FTEs	0.0	0.0	0.0	0.0	0.0

1568 PARK DEV-ROSEWOOD

Project Status	Open	Year Identified	2010
Project Type	PREPAID LAND DEVELOPMENT	Manager	Bruce Laing
Asset Type		Est. End Date	-

Project Description

This project involves the development of parks in the Rosewood neighbourhood.

The planned procurement method for the construction is to be accomplished utilizing external contractors due to lack of internal capacity.

General Comments

Funding identified in 2019 is for the construction of a 3.9 acre secondary core parks, design of a 4.52 acre park, and the design of two linear parks totaling 8.13 acres.

Operating Impact

\$27,300 for Park Maintenance in 2021 (3.9 acre secondary core park)

\$88,500 for Park Maintenance in 2022 (4.52 acre secondary core park and two linear parks totaling 8.13 acres)

Prior Budget Approval

\$74,000 for the design of the 3.9 acre secondary core park

Project Detail Expenditure/Funding (000's)	Budget 2019	Plan 2020	Plan 2021	Plan 2022	Plan 2023
GROSS COST DETAILS					
Core Parks	969.0	1,006.0	0.0	0.0	0.0
Linear Parks	171.0	1,539.0	0.0	0.0	0.0
Pocket Parks	0.0	431.0	0.0	0.0	0.0
Village Square	0.0	270.0	0.0	0.0	0.0
Total	1,140.0	3,246.0	0.0	0.0	0.0
FINANCING DETAILS					
PARKS AND RECREATION LEVY (NBHD)	1,140.0	3,246.0	0.0	0.0	0.0
Total	1,140.0	3,246.0	0.0	0.0	0.0
Incremental Operating Impacts (000's)	Budget 2019	Plan 2020	Plan 2021	Plan 2022	Plan 2023
Net Dollar Impact	0.0	0.0	27.3	88.5	0.0
FTEs	0.0	0.0	0.0	0.0	0.0

1570 PARK DEV-KENSINGTON

Project Status	Open	Year Identified	2012
Project Type	PREPAID LAND DEVELOPMENT	Manager	Bruce Laing
Asset Type		Est. End Date	-

Project Description

This project involves the development of parks in the Kensington neighbourhood.

General Comments

Funding identified in 2019 is for the design of the water feature and construction of two linear parks totaling 4.3 acres.

The neighbourhood park is named the Lions Century Park and the Saskatoon Lions Club will be contributing approximately \$100,000 to allow for enhanced accessibility.

Operating Impact

\$30,100 for Park Maintenance in 2021 (two linear parks totaling 4.3 acres)

\$58,000 for CBCM, Maintenance and Utilities related to the operation of the water feature beginning in 2022

\$14,600 for Playground programming beginning in approximately 2023

Prior Budget Approval

\$85,000 for the design of two linear parks

\$310,000 for design of the neighbourhood park, planned to be constructed in 2020

Project Detail Expenditure/Funding (000's)	Budget 2019	Plan 2020	Plan 2021	Plan 2022	Plan 2023
GROSS COST DETAILS					
Core Parks	100.0	2,881.0	0.0	0.0	0.0
Linear Parks	877.0	14.0	360.0	0.0	0.0
Pocket Parks	0.0	0.0	0.0	40.0	361.0
Water Feature	83.0	742.0	0.0	0.0	0.0
Total	1,060.0	3,637.0	360.0	40.0	361.0
FINANCING DETAILS					
PARKS AND RECREATION LEVY (NBHD)	960.0	3,637.0	360.0	40.0	361.0
PRIVATE CONTRIBUTIONS	100.0	0.0	0.0	0.0	0.0
Total	1,060.0	3,637.0	360.0	40.0	361.0
Incremental Operating Impacts (000's)					
Net Dollar Impact	0.0	0.0	30.1	58.0	14.6
FTEs	0.0	0.0	0.0	0.0	0.0

1574 PARK DEV-ASPEN RIDGE

Project Status	Open	Year Identified	2015
Project Type	PREPAID LAND DEVELOPMENT	Manager	Bruce Laing
Asset Type		Est. End Date	-

Project Description

This project involves the development of parks in the Aspen Ridge neighbourhood.

General Comments

Funding identified in 2019 will be used for the design and construction of a 0.14 acre linear park, the design of two linear parks totaling 4.26 acres and the design of a 1.23 acre pocket park.

Operating Impact

\$1,000 for Park Maintenance in 2021 (.14 acre linear park)

\$41,500 for Park Maintenance in 2022 (1.23 acre pocket park and two linear parks totaling 4.26 acres)

Project Detail Expenditure/Funding (000's)	Budget 2019	Plan 2020	Plan 2021	Plan 2022	Plan 2023
GROSS COST DETAILS					
Core Parks	0.0	0.0	252.0	3,036.0	0.0
Linear Parks	182.0	897.0	491.0	17.0	151.0
Pocket Park	42.0	380.0	0.0	56.0	500.0
Village Square	0.0	35.0	311.0	0.0	0.0
Water Feature	0.0	0.0	85.0	765.0	0.0
Total	224.0	1,312.0	1,139.0	3,874.0	651.0
FINANCING DETAILS					
PARKS AND RECREATION LEVY (NBHD)	224.0	1,312.0	1,139.0	3,874.0	651.0
Total	224.0	1,312.0	1,139.0	3,874.0	651.0
Incremental Operating Impacts (000's)	Budget 2019	Plan 2020	Plan 2021	Plan 2022	Plan 2023
Net Dollar Impact	0.0	0.0	1.0	41.5	0.0
FTEs	0.0	0.0	0.0	0.0	0.0

1575 PARK DEV-ELK POINT

Project Status	Open	Year Identified	2015
Project Type	PREPAID LAND DEVELOPMENT	Manager	Bruce Laing
Asset Type		Est. End Date	-

Project Description

This project involves the development of parks in the Elk Point neighbourhood.

General Comments

Future timing of park development is based on development plans and is anticipated to begin in 2021.

Prior Budget Approvals

\$103,000 for design of one linear park

\$190,000 for design of two district parks

Project Detail Expenditure/Funding (000's)	Budget 2019	Plan 2020	Plan 2021	Plan 2022	Plan 2023
GROSS COST DETAILS					
Core Parks	0.0	0.0	326.0	2,931.0	0.0
District Park	0.0	0.0	1,882.0	116.0	1,047.0
Linear Parks	0.0	0.0	1,244.0	1,220.0	886.0
Pocket Parks	0.0	0.0	32.0	329.0	347.0
Village Square	0.0	0.0	0.0	36.0	322.0
Water Feature	0.0	0.0	84.0	758.0	0.0
Total	0.0	0.0	3,568.0	5,390.0	2,602.0
FINANCING DETAILS					
PARKS AND RECREATION LEVY (DISTRICT)	0.0	0.0	1,882.0	116.0	1,047.0
PARKS AND RECREATION LEVY (NBHD)	0.0	0.0	1,686.0	5,274.0	1,555.0
Total	0.0	0.0	3,568.0	5,390.0	2,602.0
Incremental Operating Impacts (000's)	Budget 2019	Plan 2020	Plan 2021	Plan 2022	Plan 2023
Net Dollar Impact	0.0	0.0	0.0	0.0	0.0
FTEs	0.0	0.0	0.0	0.0	0.0

1576 PARK DEV-BRIGHTON

Project Status	Open	Year Identified	2015
Project Type	PREPAID LAND DEVELOPMENT	Manager	Bruce Laing
Asset Type		Est. End Date	-

Project Description

This project involves the development of parks in the Brighton neighbourhood.

The planned procurement method for the construction is to be accomplished utilizing external contractors due to lack of internal capacity.

General Comments

Funding identified in 2019 will be used for the design of a 24.78 acre core park and water feature, the design of two linear parks totaling 2.86 acres, and the construction of two parks totaling 7.07 acres.

Special Note

Typically construction of the neighbourhood park is undertaken when the residential component of the neighbourhood has reached the 20% build out level. On March 26, 2018 City Council approved the Developer's request to advance the construction of the neighbourhood park, pending the execution of an agreement outlining the terms of early development.

Operating Impact

\$49,500 for Park Maintenance in 2021 (two parks totaling 7.07 acres)

\$193,300 for Park Maintenance in 2022 (24.78 acre core park and two linear parks totaling 2.82 acres)

\$73,400 for CBCM, Maintenance and Utilities related to the operation of the water feature beginning in 2022

\$14,600 for Playground programming beginning in approximately 2023

Prior Budget Approval

\$111,000 for the design of two parks totaling 7.07 acres to be constructed in 2019

\$153,000 for the design of a 9.71 acre park to be constructed in 2020

Project Detail Expenditure/Funding (000's)	Budget 2019	Plan 2020	Plan 2021	Plan 2022	Plan 2023
GROSS COST DETAILS					
Core Parks	479.0	4,313.0	0.0	0.0	0.0
District Park	1,000.0	1,616.0	2,181.0	0.0	0.0
Linear Parks	68.0	667.0	566.0	0.0	0.0
Pocket Parks	0.0	153.0	1,380.0	0.0	0.0
Water Feature	124.0	1,115.0	0.0	0.0	0.0
Total	1,671.0	7,864.0	4,127.0	0.0	0.0
FINANCING DETAILS					
PARKS AND RECREATION LEVY (DISTRICT)	651.0	1,616.0	2,181.0	0.0	0.0
PARKS AND RECREATION LEVY (MULTI-DISTRICT)	349.0	0.0	0.0	0.0	0.0
PARKS AND RECREATION LEVY (NBHD)	671.0	6,248.0	1,946.0	0.0	0.0
Total	1,671.0	7,864.0	4,127.0	0.0	0.0
Incremental Operating Impacts (000's)					
Net Dollar Impact	0.0	0.0	49.5	266.7	14.6
FTEs	0.0	0.0	0.0	0.0	0.0

1578 CY-SILVERWOOD INDUSTRIAL AREA PARK

Project Status	Open	Year Identified	2015
Project Type	GROWTH AND CAPITAL EXPANSION	Manager	Darren Crilly
Asset Type		Est. End Date	-

Project Description

This project involves the development of two parcels of land located in the Silverwood Industrial area of Saskatoon.

General Comments

The Silverwood Industrial Area Park plan is to develop two parcels of land located on the north and south side of Wanuskewin Road in the Silverwood Industrial area.

The allotment gardens is set for construction in 2019 on the north parcel of land. Funding is required for services and infrastructure such as roadway construction, drainage installations and parking lot infrastructure to be included with the project. Redesign and relocation of the proposed gardens was required to support the development and use of the softball fields beginning in 2021. Park infrastructure will be shared and as such, savings associated with future design and construction costs.

The plan is to develop two softball diamonds (north parcel adjacent to the allotment gardens) in 2021, and develop two multipurpose fields (south parcel adjacent to Fire Hall #7) in 2024.

These projects were approved in principle, by City Council on March 26, 2018 through the Recreation and Parks Facilities Game Plan Proposed Funding Plan, subject to a funding plan being identified and approved.

Special Note

The funding source for the allotment garden would be an exception to City Council Policy No. C03 011, Parks and Recreation Levy, which identifies levies collected from industrial properties may be used for multi-district parks, boulevard trees, and recreation facilities.

Operating Impact

2022 - \$37,200 - Sport Field Maintenance (relating to 2021 Budget)

2025 - \$37,200 - Sport Field Maintenance (relating to 2021 Budget)

Prior Budget Approval

\$378,000 Allotment Gardens

\$22,000 Park design

Project Detail Expenditure/Funding (000's)	Budget 2019	Plan 2020	Plan 2021	Plan 2022	Plan 2023
GROSS COST DETAILS					
Allotment Gardens	340.0	0.0	0.0	0.0	0.0
Silverwood North District Park	0.0	0.0	1,880.0	0.0	0.0
Total	340.0	0.0	1,880.0	0.0	0.0
FINANCING DETAILS					
FUNDING PLAN CONTRIBUTION	0.0	0.0	1,515.0	0.0	0.0
INDUSTRIAL PARK DEVELOPMENT RES	340.0	0.0	0.0	0.0	0.0
PARK ENHANCE RES	0.0	0.0	365.0	0.0	0.0
Total	340.0	0.0	1,880.0	0.0	0.0
Incremental Operating Impacts (000's)	Budget 2019	Plan 2020	Plan 2021	Plan 2022	Plan 2023
Net Dollar Impact	0.0	0.0	0.0	0.0	0.0
FTEs	0.0	0.0	0.0	0.0	0.0

1584 CIVIC OPERATIONS CENTRE

Project Status	Open	Year Identified	2009
Project Type	INFRASTRUCTURE REPLACEMENT	Manager	Nicole Slade
Asset Type	Buildings	Est. End Date	-

Project Description

This project consists of the relocation of Transit, Public Works and City Yards to a new combined location.

This project has two phases of construction:

Phase One included the relocation of Transit from Caswell Hill, allowing for the decommissioning and the redevelopment of the vacated portion of Caswell Hill which has been identified as a Council priority. This Phase will also provide the first permanent Snow Storage Facility. This facility will manage snow melt water and meet environmental regulations. Phase One construction is complete.

Phase Two of this project consists of the planning, design and construction of a new facility for the Water & Waste Stream Division and Roadways & Operations Division (also known as Public Works or City Yards).

General Comments

The John Deere Plow Co. Ltd. built the John Deere building in 1910 and occupied it until 1961, when it was sold to the City of Saskatoon. The four-storey, 16,000-square-foot building currently houses about 470 employees, many of whom are field staff that report in at the beginning and end of shifts. The John Deere building has had minimal maintenance performed since the middle of the last century to keep it habitable; however, major maintenance or lifecycle upgrades have not been completed - these are long overdue.

The primary goals for building a new facility are to support Public Works operations with appropriate, long term, purpose specific facilities and to enlarge the overall space in line with accepted 'best practice' in Canada. Other goals related to the new facility include locating the facility in a strategic location with ready access to a high volume transportation network, streamlining operations and avoiding the need to lease storage space.

In 2017, \$500,000 was approved to: fine tune project space and requirements; evaluate the need/opportunities for satellite yards; evaluate operating budget impact; and develop phasing strategies. All of these will ultimately result in a greater certainty of costs.

Specialized work functions require purpose built facilities that accommodate round-the-clock (24x7) operations. The following are a few examples:

- Designated self-contained area for the Sewer group
- Heated indoor storage to stockpile material for emergency repairs in the winter months
- Heated indoor storage for the fleet
- Multi-purpose indoor training facility for Public Works staff, Fire and sub-contractors
- Adequate office space for daily safety/tailgate meetings which are required by Occupational Health and Safety
- Amenities as available to other City Divisions (such as showers, appropriate washrooms and lunch rooms)

Prior Budget Approvals

\$131,926,000 Prior budget approvals funded an environmental assessment, a feasibility study, relocation studies, a P3 business case and a communication plan as well as Phase One construction of the Transit and Snow Storage Facility.

Project Detail	Budget	Plan	Plan	Plan	Plan
Expenditure/Funding (000's)	2019	2020	2021	2022	2023
GROSS COST DETAILS					
City Yards	0.0	0.0	0.0	35,000.0	0.0
Total	0.0	0.0	0.0	35,000.0	0.0
FINANCING DETAILS					
UNFUNDED MAJOR PROJECTS	0.0	0.0	0.0	35,000.0	0.0
Total	0.0	0.0	0.0	35,000.0	0.0
Incremental	Budget	Plan	Plan	Plan	Plan
Operating Impacts (000's)	2019	2020	2021	2022	2023
Net Dollar Impact	0.0	0.0	0.0	0.0	0.0
FTEs	0.0	0.0	0.0	0.0	0.0

1615 TU-WATER DISTRIBUTION

Project Status	Open	Year Identified	2009
Project Type	INFRASTRUCTURE REPLACEMENT	Manager	Steve Wood
Asset Type		Est. End Date	-

Project Description

This project is an annual program to undertake major rehabilitation and replacement of water mains and appurtenances in the water distribution system.

General Comments

The network management component of this project involves the evaluation and planning to manage overall condition and capacity of the water distribution system.

The preservation program involves the project level design, construction administration and construction/contract activities to deliver the annual major rehabilitation and replacement programs and capacity improvement programs. Future years' preservation budgets reflect the cost to replace mains and service connections that are anticipated to reach the economic life in the respective year subject to a maximum 12 breaks.

The capacity program is directed at ensuring adequate pressure and volumes. Capacity improvements are typically driven by the need to meet minimum fire flow standards for fire suppression and to ensure adequate water pressure during flushing and water quality programming.

The capital operations component of the capital budget reflects capital investment directed at supporting operating programs.

The general support capital expenditure provides support to all programs including the continued development of GIS.

The lead connection program involves the construction administration and construction/contract activities for the replacement of lead connection on an emergency basis as well as in conjunction with roadway preservation and homeowner requests.

The planned procurement method for capital operations, general support and network management components is to be accomplished utilizing internal staff, due to frequency for the need of the required expertise, availability of technology in-house and long-term requirements, and expertise of existing staff to perform the work. The planned procurement method for capacity programs, lead connections and preservation program components is to be accomplished utilizing external contractors, due to existing staff capacity to perform the work and expected timeline of delivery.

Project Detail Expenditure/Funding (000's)	Budget 2019	Plan 2020	Plan 2021	Plan 2022	Plan 2023
GROSS COST DETAILS					
Capacity Programs	5,815.0	5,815.0	5,815.0	5,815.0	5,815.0
Capital Operations	203.0	203.0	203.0	203.0	203.0
Flow Monitoring	22.0	22.0	22.0	22.0	22.0
General Support	38.0	38.0	38.0	38.0	38.0
Lead Connections	808.0	808.0	808.0	808.0	808.0
Longterm Lead	2,899.0	2,899.0	2,899.0	2,899.0	2,899.0
Modelling and Monitoring Support	50.0	50.0	50.0	50.0	50.0
Network Management	162.0	162.0	162.0	162.0	162.0
Preservation Program	6,233.0	6,233.0	6,233.0	6,233.0	6,233.0
Total	16,230.0	16,230.0	16,230.0	16,230.0	16,230.0
FINANCING DETAILS					
INFRA RES-WTR & SAN SWR	16,230.0	16,230.0	16,230.0	16,230.0	16,230.0
Total	16,230.0	16,230.0	16,230.0	16,230.0	16,230.0
Incremental Operating Impacts (000's)	Budget 2019	Plan 2020	Plan 2021	Plan 2022	Plan 2023
Net Dollar Impact	0.0	0.0	0.0	0.0	0.0
FTEs	0.0	0.0	0.0	0.0	0.0

1616 TU-WASTE WATER COLLECTION

Project Status	Open	Year Identified	2009
Project Type	INFRASTRUCTURE REPLACEMENT	Manager	Steve Wood
Asset Type		Est. End Date	-

Project Description

This project is an annual program to undertake major rehabilitation and replacement of waste water sewer mains and appurtenances in the waste water collection system.

General Comments

The network management component of this project involves the evaluation and planning to manage the overall condition and capacity of the waste water collection system.

The preservation and capacity programs involve the project level design, construction administration, and construction/contract activities to deliver the annual major rehabilitation and replacement programs and capacity improvement programs. The preservation program is directed at replacement and rehabilitation of sewer mains and service connections that are structurally unsound and pose a high risk of failure leading to sewer backup. The capacity improvement program is directed at mains that are undersized due to development intensification and wet weather inflow.

The capital operations component of the capital budget reflects capital investment directed at supporting operating programs.

The general support capital expenditure provides support to all programs including the continued development of GIS.

The connection replacement program involves the construction administration and construction/contract activities for the replacement of sewer connections.

The planned procurement method for capital operations, general support and network management components is to be accomplished utilizing internal staff, due to frequency for the need of the required expertise, availability of technology in-house and long-term requirements, and expertise of existing staff to perform the work. The planned procurement method for connection replacements and preservation program components is to be accomplished utilizing external contractors, due to existing staff capacity to perform the work, and expected timeline of delivery.

Project Detail	Budget	Plan	Plan	Plan	Plan
Expenditure/Funding (000's)	2019	2020	2021	2022	2023
GROSS COST DETAILS					
Capital Operations	187.0	187.0	187.0	187.0	187.0
Connection Replacements	1,262.0	1,262.0	1,262.0	1,262.0	1,262.0
Flow Monitoring	43.0	43.0	43.0	43.0	43.0
General Support	38.0	38.0	38.0	38.0	38.0
Modelling and Monitoring Support	50.0	50.0	50.0	50.0	50.0
Network Management	296.0	296.0	296.0	296.0	296.0
Preservation Program	3,384.0	3,484.0	3,384.0	3,384.0	3,384.0
Total	5,260.0	5,360.0	5,260.0	5,260.0	5,260.0
FINANCING DETAILS					
INFRA RES-WTR & SAN SWR	5,260.0	5,360.0	5,260.0	5,260.0	5,260.0
Total	5,260.0	5,360.0	5,260.0	5,260.0	5,260.0
Incremental	Budget	Plan	Plan	Plan	Plan
Operating Impacts (000's)	2019	2020	2021	2022	2023
Net Dollar Impact	0.0	0.0	0.0	0.0	0.0
FTEs	0.0	0.0	0.0	0.0	0.0

1617 TU-PRIMARY WATER MAINS

Project Status	Open	Year Identified	2009
Project Type	INFRASTRUCTURE REPLACEMENT	Manager	Steve Wood
Asset Type		Est. End Date	-

Project Description

This project is an annual program to undertake major rehabilitation and replacement of the pipelines and appurtenances in the large diameter transmission system.

General Comments

The program will continue to focus on corrosion protection on the primary water mains to control corrosion failures, a common cause of leaks on these large diameter mains. A second component of the program includes the replacement and retrofitting of control valves/chambers to provide for the shutdown and isolation of the primary water main for maintenance and operations. A third component of this program is the major rehabilitation or replacement of primary water main sections.

The network management component of this project involves the evaluation, inspection and planning to manage the capacity in relation to demand, and the overall condition of the primary water main system. The work on this network will focus on demand/capacity modeling, cathodic protection and condition assessment.

The preservation and capacity programs involve the project level design, construction administration, and construction/contract activities to deliver the annual major rehabilitation and replacement programs and capacity improvement programs.

The capital operations component of the capital budget reflects capital investment directed at supporting operating programs.

The general support capital expenditure provides support to all programs including the continued development of GIS.

The planned procurement method for network management, preservation and capacity programs components is to be accomplished utilizing external contractors, due to requirement of specialized services, existing staff capacity to perform the work, and expected timeline of delivery. The planned procurement method for general support component is to be accomplished utilizing internal staff, due to availability of technology in-house and long-term requirements.

Project Detail	Budget	Plan	Plan	Plan	Plan
Expenditure/Funding (000's)	2019	2020	2021	2022	2023
GROSS COST DETAILS					
Capacity Programs	248.0	248.0	248.0	248.0	248.0
Flow Monitoring	22.0	22.0	22.0	22.0	22.0
General Support	32.0	32.0	32.0	32.0	32.0
Network Management	108.0	108.0	108.0	108.0	108.0
Operating Programs	26.0	26.0	26.0	26.0	26.0
Preservation Program	2,250.0	2,250.0	2,250.0	2,250.0	2,250.0
Total	2,686.0	2,686.0	2,686.0	2,686.0	2,686.0
FINANCING DETAILS					
INFRA RES-WTR & SAN SWR	2,686.0	2,686.0	2,686.0	2,686.0	2,686.0
Total	2,686.0	2,686.0	2,686.0	2,686.0	2,686.0
Incremental	Budget	Plan	Plan	Plan	Plan
Operating Impacts (000's)	2019	2020	2021	2022	2023
Net Dollar Impact	0.0	0.0	0.0	0.0	0.0
FTEs	0.0	0.0	0.0	0.0	0.0

1618 TU-SANITARY SEWER TRUNKS

Project Status	Open	Year Identified	2009
Project Type	INFRASTRUCTURE REPLACEMENT	Manager	Steve Wood
Asset Type		Est. End Date	-

Project Description

This project is an annual program to undertake major rehabilitation and replacement of waste water trunk sewers and appurtenances in the large diameter waste water collection system.

General Comments

The network management component of this project involves the evaluation and planning to manage the overall condition and capacity of the waste water trunk sewer system. The planning work will focus on demand/capacity modeling and the inspection of critical trunk sewers.

The preservation program involve the project level design, construction administration, and construction/contract activities to deliver the annual major rehabilitation and replacement programs and capacity improvement programs. Trunk sewers are critical sewers that cannot readily be taken out of service and in the event of a failure have a major environmental impact. The preservation program is directed at preventing failures through early rehabilitation or replacement.

The capacity improvement program is directed at mains that are undersized due to development intensification and where loading exceeds capacity. Other capacity funding is allocated to programming to reduce wet weather inflow, which leads to local sanitary sewer overflows to the river.

The capital operations component of the capital budget reflects capital investment directed at supporting operating programs.

The general support capital expenditure provides support to all programs including the continued development of GIS.

The planned procurement method for capital operations, general support and network management is to be accomplished utilizing internal staff, due to expertise of existing staff to perform the work, frequency for the need of the required expertise, availability of technology in-house and long-term requirements. The planned procurement method for preservation and capacity programs is to be accomplished utilizing external contractors, due to existing staff capacity to perform the work and expected timeline of delivery.

Project Detail Expenditure/Funding (000's)	Budget 2019	Plan 2020	Plan 2021	Plan 2022	Plan 2023
GROSS COST DETAILS					
Capacity Programs	172.0	172.0	172.0	172.0	172.0
Capital Operations	68.0	68.0	68.0	68.0	68.0
Flow Monitoring	43.0	43.0	43.0	43.0	43.0
General Support	32.0	32.0	32.0	32.0	32.0
Network Management	248.0	248.0	248.0	248.0	248.0
Preservation Program	1,391.0	1,391.0	1,391.0	1,391.0	1,391.0
Total	1,954.0	1,954.0	1,954.0	1,954.0	1,954.0
FINANCING DETAILS					
INFRA RES-WTR & SAN SWR	1,954.0	1,954.0	1,954.0	1,954.0	1,954.0
Total	1,954.0	1,954.0	1,954.0	1,954.0	1,954.0
Incremental Operating Impacts (000's)	Budget 2019	Plan 2020	Plan 2021	Plan 2022	Plan 2023
Net Dollar Impact	0.0	0.0	0.0	0.0	0.0
FTEs	0.0	0.0	0.0	0.0	0.0

1619 TU-STORM SEWER TRUNK AND COLLECTION

Project Status	Open	Year Identified	2009
Project Type	INFRASTRUCTURE REPLACEMENT	Manager	Lowell Reinhart
Asset Type		Est. End Date	-

Project Description

The project is an annual program to support major rehabilitation, upgrading, and replacement of small and large diameter collector and trunk storm sewer mains and connections. The City's storm water assets include over 700 km of storm water pipes. Storm sewer asset management seeks to provide lowest life cycle costs.

General Comments

The project includes Network Management which involves the management, evaluation and planning required to support the Preservation and Capacity Improvement components. The Preservation Program includes inspection and assessment of the storm water infrastructure and lining of priority storm pipes to extend their life. Capacity Improvement includes design and construction to enhance drainage in areas that experience flooding.

In August 2017, City Council approved an extension and phase-out of the temporary Flood Protection Program (FPP) which had funded infrastructure to reduce risk of sanitary sewer flooding. From 2019 to 2021, the FPP funding will be directed to the Storm Water Utility for high priority flood risk mitigation projects and appears as funding from the Infrastructure Reserve - Water and Wastewater.

The planned procurement method for this project is to be accomplished utilizing a combination of internal staff and external contractors, due to existing staff capacity and expertise to perform the work, and requirement of specialized services. External contractors are intended to be used to upgrade IDF curves and help develop climate change adaptation strategies.

Project Detail	Budget	Plan	Plan	Plan	Plan
Expenditure/Funding (000's)	2019	2020	2021	2022	2023
GROSS COST DETAILS					
Capacity Program	4,449.0	4,726.0	4,821.0	4,917.0	5,016.0
Capital Operations	51.0	52.0	53.0	54.0	55.0
Network Management	400.0	408.0	416.0	424.0	432.0
Preservation Program	1,172.0	1,672.0	1,705.0	1,739.0	1,774.0
Total	6,072.0	6,858.0	6,995.0	7,134.0	7,277.0
FINANCING DETAILS					
INFRA RES - STORM WATER	3,414.0	4,891.0	5,982.0	7,134.0	7,277.0
INFRA RES-WTR & SAN SWR	2,658.0	1,967.0	1,013.0	0.0	0.0
Total	6,072.0	6,858.0	6,995.0	7,134.0	7,277.0
Incremental	Budget	Plan	Plan	Plan	Plan
Operating Impacts (000's)	2019	2020	2021	2022	2023
Net Dollar Impact	0.0	0.0	0.0	0.0	0.0
FTEs	0.0	0.0	0.0	0.0	0.0

1621 TU-STORM SEWER POND PRESERVATION

Project Status	Open	Year Identified	2009
Project Type	INFRASTRUCTURE REPLACEMENT	Manager	Lowell Reinhart
Asset Type		Est. End Date	-

Project Description

This project is an annual program to undertake rehabilitation of storm water retention ponds. The storm water system includes 28 storm retention ponds - 20 are wet and 8 are dry. Annual storm pond asset management will protect property from flooding and ensure water quality.

General Comments

The Network Management component involves evaluation and planning to support the Preservation and Capacity Improvement components. The Preservation Components involve project design, administration and construction to preserve the storm ponds on a priority basis. This includes potential sediment removal to extend pond lifespan.

The planned procurement method for this project is to be accomplished utilizing a combination of internal staff and external contractors, due to existing staff capacity and expertise to perform the work. External contractors are intended to be used for surveying and assessing the sediment levels in wet ponds throughout the City where water quality and storage volume are being affected by sediment build up over time.

Project Detail Expenditure/Funding (000's)	Budget 2019	Plan 2020	Plan 2021	Plan 2022	Plan 2023
GROSS COST DETAILS					
Capital Operations	82.0	83.0	85.0	87.0	88.0
Network Management	22.0	23.0	23.0	24.0	24.0
Preservation Program	346.0	500.0	510.0	520.0	532.0
Total	450.0	606.0	618.0	631.0	644.0
FINANCING DETAILS					
INFRA RES - STORM WATER	450.0	606.0	618.0	631.0	644.0
Total	450.0	606.0	618.0	631.0	644.0
Incremental Operating Impacts (000's)	Budget 2019	Plan 2020	Plan 2021	Plan 2022	Plan 2023
Net Dollar Impact	0.0	0.0	0.0	0.0	0.0
FTEs	0.0	0.0	0.0	0.0	0.0

1650 CY-MUNICIPAL CEMETERIES MASTER PLAN

Project Status	Open	Year Identified	2009
Project Type	GROWTH AND CAPITAL EXPANSION	Manager	Gerald Rees
Asset Type	Cemeteries - Land Improvement	Est. End Date	-

Project Description

This project provides funding for the development of a Saskatoon Municipal Cemetery Master Plan.

The planned procurement method for this project is to be accomplished utilizing external contractors, due to requirement of specialized services.

General Comments

The 2005 Woodlawn Cemetery Value for Money Audit confirmed that the City of Saskatoon should remain in the cemetery business in order to meet the objectives of ensuring protection of public health and access to cemetery products and services at reasonable and relatively stable market prices. Based on current burial trends and regulations allowing four interments per single casket plot, Woodlawn will have capacity for approximately 25 years.

The Master Plan will provide high level guidance with regards to an accurate count of the number of years of available gravesites remaining in Woodlawn Cemetery and provide a report that would outline the future needs including, but not limited to: interment demand; land purchase and capital cost estimates; location options; and management strategies.

Operating Impact

The future operating impact will be identified in the Master Plan.

Project Detail	Budget	Plan	Plan	Plan	Plan
Expenditure/Funding (000's)	2019	2020	2021	2022	2023
GROSS COST DETAILS					
Feasibility Study	80.0	0.0	0.0	0.0	0.0
Total	80.0	0.0	0.0	0.0	0.0
FINANCING DETAILS					
CY CAPITAL RESERVE	80.0	0.0	0.0	0.0	0.0
Total	80.0	0.0	0.0	0.0	0.0
Incremental	Budget	Plan	Plan	Plan	Plan
Operating Impacts (000's)	2019	2020	2021	2022	2023
Net Dollar Impact	0.0	0.0	0.0	0.0	0.0
FTEs	0.0	0.0	0.0	0.0	0.0

1658 CY-PARKS NEW SATELLITE MTNC BLDG

Project Status	Open	Year Identified	2012
Project Type	GROWTH AND CAPITAL EXPANSION	Manager	Darren Crilly
Asset Type		Est. End Date	-

Project Description

This project allows for the implementation of service review findings that indicate an expansion of Parks maintenance buildings is necessary as the area of parks and open space continues to grow.

General Comments

To improve operating efficiencies of the Parks Maintenance program, a service delivery model has been implemented that includes new satellite maintenance buildings and equipment strategically located geographically closer to parks in new neighbourhoods. This reduces travel time to and from maintenance facilities to the parks, and results in more effective use of staff resources and improves the safety of workers that travel on city roadways.

In 2019 the construction of the Brighton satellite maintenance building is planned. The Elk Point facility is expected to be designed in 2021.

Special Note

The Elk Point maintenance building is subject to the approval of the 2018 Parks & Recreation Levy.

Operating Impacts

Each building has an operating impact of \$15,200 (\$3,000 for CBCM contributions, \$2,200 for utilities and \$10,000 for seasonal portable washroom, septic, and fuel storage services).

Prior Budget Approvals

\$20,000 for design of the building to be located in Brighton

\$1,620,000 for six satellite maintenance building located at Kinsmen, Hyde, Peter Zakreski and Lakewood Parks, and in the Hampton Village and Evergreen neighbourhoods.

Project Detail Expenditure/Funding (000's)	Budget 2019	Plan 2020	Plan 2021	Plan 2022	Plan 2023
GROSS COST DETAILS					
Brighton	250.0	0.0	0.0	0.0	0.0
Elk Point	0.0	0.0	20.0	250.0	0.0
Total	250.0	0.0	20.0	250.0	0.0
FINANCING DETAILS					
PARKS AND RECREATION LEVY (MULTI-DISTRICT)	250.0	0.0	20.0	250.0	0.0
Total	250.0	0.0	20.0	250.0	0.0
Incremental Operating Impacts (000's)	Budget 2019	Plan 2020	Plan 2021	Plan 2022	Plan 2023
Net Dollar Impact	0.0	15.2	0.0	0.0	0.0
FTEs	0.0	0.0	0.0	0.0	0.0

1663 PARK DEV - N.E. SWALE

Project Status	Open	Year Identified	2017
Project Type	PREPAID LAND DEVELOPMENT	Manager	Tyson McShane
Asset Type		Est. End Date	-

Project Description

This project involves all aspects of implementation of Phases One and Two of the Meewasin Northeast Swale Master Plan (Master Plan). Specifically, it includes detailed design, tendering and project management of Phase One and Two, and subsequent construction. Phase One includes protective fencing, trail construction, interpretive opportunities and other amenities. Phase Two includes additional trail development and seating/interpretive node construction. Additionally, this project involves grassland restoration in and around City wet and dry ponds that were previously developed in the Northeast Swale (Swale) and that were developed under a Meewasin Valley Authority (Meewasin) condition that native grassland be re-established.

General Comments

In October 2015, City Council approved in principle the Master Plan. The Master Plan includes a significant number of proposed amenities: trails, boardwalks, parking areas, facilities (benches, picnic areas, waste receptacles, etc.), signage, access control, lighting, and the Greenway (trail and transition area adjacent to urban development).

Funds are to be provided to Meewasin for project management and implementation. The City will monitor progress and review detailed designs administratively to ensure compliance with all City policies and plans and the approved Master Plan.

This capital project excludes funding for the Greenway. This is addressed, in part, through the development of the Aspen Ridge neighbourhood (southern Swale boundary) and the remainder (northern Swale boundary) will be addressed through a future capital project.

For 2018, the funding source was an allocation from the Neighbourhood Land Development Fund. This enabled Meewasin to continue with important design work, take steps to secure the Swale from illegitimate access, begin the multi-year process to restore impacted grasslands in and around the wet and dry ponds and begin construction of the internal trail network and some of the seating and interpretive nodes. The funding source for 2019 is a combination of allocation from the Neighbourhood Land Development Fund and Meewasin, with potential sources including fundraising and/or grants. The Meewasin-funded portion is subject to fundraising efforts and portions may be available earlier or later than identified. Due to recent changes to Meewasin funding agreements, fundraising may take longer than expected due to their limited resources for fundraising and grant writing.

Phases Three through Five are dependent on the pace of development of neighbourhoods in the University Heights Suburban Development Area beyond Aspen Ridge and will be brought forward in future years.

The planned procurement method for this project is to be accomplished utilizing external contractors, due to the existing partnership with the Meewasin Valley Authority as the project management and implementation lead for this work.

Prior Budget Approval

\$1,000,000 allocation from the Neighbourhood Land Development Fund (\$500,000 in each of 2017 and 2018)

Project Detail	Budget	Plan	Plan	Plan	Plan
Expenditure/Funding (000's)	2019	2020	2021	2022	2023
GROSS COST DETAILS					
N.E. Swale	1,870.0	0.0	0.0	0.0	0.0
Total	1,870.0	0.0	0.0	0.0	0.0
FINANCING DETAILS					
NEIGHBOURHOOD LAND DEVELOPMENT FUND	500.0	0.0	0.0	0.0	0.0
PRIVATE CONTRIBUTIONS	1,370.0	0.0	0.0	0.0	0.0
Total	1,870.0	0.0	0.0	0.0	0.0
Incremental	Budget	Plan	Plan	Plan	Plan
Operating Impacts (000's)	2019	2020	2021	2022	2023
Net Dollar Impact	0.0	0.0	0.0	0.0	0.0
FTEs	0.0	0.0	0.0	0.0	0.0

1664 CY-GORDON HOWE COMPLEX UPGRADES

Project Status	Open	Year Identified	2016
Project Type	INFRASTRUCTURE MAINTENANCE	Manager	Mike Libke
Asset Type	Parks and Open Spaces	Est. End Date	-

Project Description

This project encompasses a number of initiatives planned as upgrades and/or enhancements to various amenities at the Gordie Howe Sports Complex to support programming and events. The sports complex includes the Saskatoon Minor Football Field, Bob Van Impe Softball Field, Joe Gallagher Softball Field, Clarence Downey Speedskating Oval, Gordie Howe Kinsmen Arena, Glenn Reeve Softball Diamonds, Geoff Hughes Baseball Fields, Cairns Baseball Stadium, and Leakos Baseball Field.

General Comments

The vision is to create a world-class sports complex that will benefit Saskatoon athletes for generations to come. Thousands of athletes use the facilities each year for practices and local competitions as well as national and world events. The Friends of the Bowl Foundation (FOTBF) is focused on upgrading the facilities to meet the growing demand for sports facilities in Saskatoon and to attract more national and international events.

City Council approved the Friends of the Bowl to manage the design and construction of the Master Plan capital upgrades. The planned procurement method for this project is to be accomplished and managed by the Friends of the Bowl, and following best value procurement as outlined in the construction agreement between the City and Friends of the Bowl.

The \$5.0 million contribution from the City of Saskatoon will be paid out \$1.25 million in 2019 through 2022 as part of the Recreation and Parks Funding Plan.

Prior Budget Approval

\$37,000,000

This included the following

- a new 400 meter synthetic track for track and field;
- upgrades to the speed skating oval;
- a new building to replace the existing clubhouse at Cairns Field that will serve track and field, baseball, speed skating and cross country skiing;
- asphalt parking lots in all areas;
- new bleacher seating for track and field, speed skating, and replacement bleachers at Cairns Field;
- new lights and score board for track and field, speed skating, and cross-country skiing;
- a tree planting/removal and relocation project;
- a multisport ticket booth to service the track and field, speed skating and baseball;
- a new outdoor multi-purpose turf field with seating for approximately 300;
- a new Indoor Sports Training Centre for off season training for baseball, softball, field hockey, and track and field.

Project Detail	Budget	Plan	Plan	Plan	Plan
Expenditure/Funding (000's)	2019	2020	2021	2022	2023
GROSS COST DETAILS					
Gordie Howe Sports Complex Master Plan	5,000.0	0.0	0.0	0.0	0.0
Total	5,000.0	0.0	0.0	0.0	0.0
FINANCING DETAILS					
DEDICATED LANDS RESERVE	166.0	0.0	0.0	0.0	0.0
FUNDING PLAN CONTRIBUTION	4,834.0	0.0	0.0	0.0	0.0
Total	5,000.0	0.0	0.0	0.0	0.0
Incremental	Budget	Plan	Plan	Plan	Plan
Operating Impacts (000's)	2019	2020	2021	2022	2023
Net Dollar Impact	0.0	0.0	0.0	0.0	0.0
FTEs	0.0	0.0	0.0	0.0	0.0

1669 CY-PSYLLID IMPACTED TREE REMOVAL/REPLANTING

Project Status	Open	Year Identified	2018
Project Type	ENVIRONMENTAL PROTECTION	Manager	Darren Crilly
Asset Type	Parks and Open Spaces	Est. End Date	-

Project Description

This project involves the removal of Ash trees impacted by the Cottony Ash Psyllid insect, along with the replanting of another tree species.

General Comments

In the spring of 2017 a city-wide canopy assessment was undertaken to determine the extent of tree decline related to the Psyllid insect. This assessment identified approximately 1,000 trees that warranted removal and replacement.

The 2018 funding allowed for the removal of 1,000 Ash trees negatively impacted by psyllids, and the replanting of 385 of these trees with another tree species.

2019 funding in the amount of \$423,000 will allow for the replacement of approximately 515 trees. It has been determined that about 10% of the existing trees will not be replaced as the planting sites do not meet current setbacks. The replacement trees will provide increased tree diversity and a more resilient urban forest.

Further assessments of the remaining 6,000 City-owned susceptible trees is being undertaken. It is expected that this number of trees requiring removal will grow as the psyllid population increases. The full cost of the next phases of tree removal and replanting along with the funding have not yet been identified and will be subject of a future report.

Special Note

The establishment of a new Urban Forestry Sustainability Reserve is proposed for 2019, with an initial funding contribution of \$250,000. If approved, the 2019 funding will be allocated to this project to continue with the removal and replanting of newly identified infected trees.

Prior Budget Approval

\$757,000

Project Detail	Budget	Plan	Plan	Plan	Plan
Expenditure/Funding (000's)	2019	2020	2021	2022	2023
GROSS COST DETAILS					
Tree Removal/Replanting	673.0	0.0	0.0	0.0	0.0
Total	673.0	0.0	0.0	0.0	0.0
FINANCING DETAILS					
RESERVE FOR CAPITAL EXPENDITURES	423.0	0.0	0.0	0.0	0.0
UNFUNDED URBAN FORESTRY & PEST MGMT CAP RES	250.0	0.0	0.0	0.0	0.0
Total	673.0	0.0	0.0	0.0	0.0
Incremental	Budget	Plan	Plan	Plan	Plan
Operating Impacts (000's)	2019	2020	2021	2022	2023
Net Dollar Impact	0.0	0.0	0.0	0.0	0.0
FTEs	0.0	0.0	0.0	0.0	0.0

1670 CY-PARK DEVELOPMENT STANDARDS UPDATE

Project Status	Open	Year Identified	2019
Project Type	GROWTH AND CAPITAL EXPANSION	Manager	Darren Crilly
Asset Type	Parks and Open Spaces	Est. End Date	-

Project Description

The Recreation and Parks Masterplan identified that new and upgraded recreation and park infrastructure will be required to meet community needs. Park Development Guidelines, Landscape Design and Development Standards all work together to guide the development of the city's park space, with the cost of new parks funded by the Parks and Recreation Levy. The Community Centre Levy is also a consideration as it relates to community program space and support amenities in adjacent parks. A comprehensive review of these documents and the levies is required to ensure that the mix of recreational opportunity and green park infrastructure continues to meet the needs of an increasingly diverse community.

The planned procurement method for this project is to be accomplished utilizing internal staff, due to expertise of existing staff to perform the work.

General Comments

The review involves updating the design and development standards and guidelines to reflect community needs and best practices. The Parks and Recreation and Community Centre levy policy will then be reviewed. Once appropriate alignment of the levies and corresponding guidelines and standards is achieved, they will be presented as a total package, for consideration by City Council in late 2019.

Project Detail	Budget	Plan	Plan	Plan	Plan
Expenditure/Funding (000's)	2019	2020	2021	2022	2023
GROSS COST DETAILS					
Parks Review	100.0	0.0	0.0	0.0	0.0
Total	100.0	0.0	0.0	0.0	0.0
FINANCING DETAILS					
PARKS AND RECREATION LEVY (MULTI-DISTRICT)	100.0	0.0	0.0	0.0	0.0
Total	100.0	0.0	0.0	0.0	0.0
Incremental	Budget	Plan	Plan	Plan	Plan
Operating Impacts (000's)	2019	2020	2021	2022	2023
Net Dollar Impact	0.0	0.0	0.0	0.0	0.0
FTEs	0.0	0.0	0.0	0.0	0.0

1671 CY-COMMUNITY ENGAGEMENT PROCESS - UPDATE OF RESIDENTIAL PARKING PERMIT PROGRAM BYLAW

Project Status	Open	Year Identified	2019
Project Type	STUDY/PLANNING	Manager	Jo-Anne Richter
Asset Type	Studies - Non capitalized expenditure	Est. End Date	-

Project Description

Residents in some Saskatoon neighbourhoods experience significant on-street parking congestion, usually generated by a nearby hospital, university, or business district. The Residential Parking Program Bylaw, 1999 (RPP Bylaw) was established to designate certain streets as residential parking zones which limit non-resident parking to a short period of time (typically 1 to 3 hours).

As the City grows and existing neighbourhoods redevelop, the demand for on-street parking increases. The RPP program was established prior to the current period of rapid growth and strategic change in the City, and updates to this Bylaw are necessary to address new pressures and needs, including:

- The RPP zone creation and modification process
- Permit types, fees and eligibility criteria
- Administrative and operational processes

General Comments

A comprehensive review of the RPP Bylaw is required to identify revisions that will better address current needs and pressures. An engagement initiative that includes people in the community who have first-hand knowledge of the program (residents, stakeholders and community based associations such as the Community Associations and BIDS) is a key component in identifying appropriate and necessary program changes.

The intent of this capital project is to engage a consultant to complete the engagement and provide recommendations on RPP program updates based on the input gathered. A consultant can also provide a neutral third party perspective that will enhance the consultation process.

The consultation program will include:

- constraints and opportunities of the existing program, and recommended program improvements to address the issues identified;
- assessment of the RPP program as it affects non-resident stakeholders, residents in multi-unit dwellings, and residents in blocks adjacent to a RPP zone, and identification of potential solutions to these impacts, while maintaining the purpose and intent of the RPP program;
- options for a proactive and accelerated RPP zone establishment/modification process;
- appropriate permit types and fees to improve access and to reinforce the program's purpose;
- identify opportunities for use of online tools to streamline communication and operational processes;
- assess opportunities to accommodate additional vehicles in the RPP zones, through potential initiatives such as provision of a commuter pass allowing day long parking in underutilized streets, or selective designation of on-street pay parking zones.

A variety of engagement formats, including focus groups, stakeholder meetings, online public survey and general public information meetings, will be held to facilitate discussions and gather information.

A final report will be required, and will address the above noted items, as well as any other considerations identified through the consultation process in identifying Bylaw amendments recommended to effectively deliver the RPP program to the desired standard. In addition, the consultant will be asked to recommend the resource requirements (program staff, enforcement staff, material and equipment) and outline appropriate cost recovery considerations and revised fee schedules as appropriate.

The work to be undertaken by a consultant is estimated to take approximately one year to complete. Existing Parking Services staff will provide project management support.

Operating Impact

The need for sufficient operational funding to meet customer expectations in the implementation of new RPP zones, and the ongoing management and enforcement of existing RPP areas will be identified through the RPP review process. Use of technology may offset administrative and enforcement staff requirements as the RPP program expands into new areas.

Project Detail	Budget	Plan	Plan	Plan	Plan
Expenditure/Funding (000's)	2019	2020	2021	2022	2023
GROSS COST DETAILS					
Community Engagement Process	90.0	0.0	0.0	0.0	0.0
Total	90.0	0.0	0.0	0.0	0.0
FINANCING DETAILS					
PARKING RESERVE	90.0	0.0	0.0	0.0	0.0
Total	90.0	0.0	0.0	0.0	0.0

Transportation

Preliminary 2019

Incremental Operating Impacts (000's)	Budget 2019	Plan 2020	Plan 2021	Plan 2022	Plan 2023
Net Dollar Impact	0.0	0.0	0.0	0.0	0.0
FTEs	0.0	0.0	0.0	0.0	0.0

1761 LIBR-NEW CENTRAL LIBRARY CONSTRUCTION

Project Status	Open	Year Identified	2013
Project Type	INFRASTRUCTURE REPLACEMENT	Manager	Carol Cooley
Asset Type		Est. End Date	-

Project Description

This project involves the development of a new Central Library in Saskatoon's city core.

General Comments

The New Central Library will replace the aging Frances Morrison Public Library building and provide state of the art library services to Saskatoon's growing and diverse population. In the 2015 budget, it was approved that \$6.0 million would be spent on the land purchase for the New Central Library. The land purchase is no longer expected to occur in 2015 and has been pushed forward to future budget years. The 2015 approved funding of \$6.0 million from the Public Library Capital Expansion Fund and New Central Library reserve was returned to source per Board approval.

New Central Library Construction includes \$500.0 for continued public consultation and planning, and to build a base for a potential new central library.

Project Detail	Budget	Plan	Plan	Plan	Plan
Expenditure/Funding (000's)	2019	2020	2021	2022	2023
GROSS COST DETAILS					
New Central Library Construction	500.0	1,000.0	4,000.0	4,000.0	5,000.0
Total	500.0	1,000.0	4,000.0	4,000.0	5,000.0
FINANCING DETAILS					
LAND SALES	0.0	0.0	0.0	300.0	300.0
PUBLIC LIB CAP EXP'N FUND	0.0	0.0	0.0	0.0	3,725.0
PUBLIC LIBRARY NEW CENTRAL LIBRARY RESERVE	500.0	1,000.0	4,000.0	3,700.0	975.0
Total	500.0	1,000.0	4,000.0	4,000.0	5,000.0
Incremental	Budget	Plan	Plan	Plan	Plan
Operating Impacts (000's)	2019	2020	2021	2022	2023
Net Dollar Impact	0.0	0.0	0.0	0.0	0.0
FTEs	0.0	0.0	0.0	0.0	0.0

1769 LAND DEV'T-MARQUIS INDUSTRIAL AREA

Project Status	Open	Year Identified	2009
Project Type	PREPAID LAND DEVELOPMENT	Manager	Daryl Schmidt
Asset Type		Est. End Date	-

Project Description

This project involves the construction of municipal services on privately owned land in the Marquis Industrial Area.

General Comments

This project includes the construction of municipal services North of 71st Street and East of the Canadian National Railway right of way for approximately 140 acres of industrial land. Part of the funding is from the Property Realized Reserve for moving unsuitable material, hauling of suitable material and grading.

Prior Budget Approvals

\$87,282,000

Project Detail	Budget	Plan	Plan	Plan	Plan
Expenditure/Funding (000's)	2019	2020	2021	2022	2023
GROSS COST DETAILS					
2006 - A1 - City (71st & Millar)	60.0	0.0	0.0	0.0	0.0
2011 - C6 - City (68th, 70th and Burron, Aronec)	0.0	60.0	0.0	0.0	0.0
2013 - C11 - City (North of 71st, East of CNR)	2,437.0	2,430.0	0.0	0.0	0.0
2015 - C12 - City (N of Marquis Dr)	0.0	2,437.0	0.0	0.0	0.0
Total	2,497.0	4,927.0	0.0	0.0	0.0
FINANCING DETAILS					
GENERAL PPD SERV-ENGINEERING	2,330.0	4,867.0	0.0	0.0	0.0
PROPERTY REALIZED RES	167.0	60.0	0.0	0.0	0.0
Total	2,497.0	4,927.0	0.0	0.0	0.0
Incremental	Budget	Plan	Plan	Plan	Plan
Operating Impacts (000's)	2019	2020	2021	2022	2023
Net Dollar Impact	0.0	0.0	0.0	0.0	0.0
FTEs	0.0	0.0	0.0	0.0	0.0

1812 SASKTEL CENTRE-EQUIPMENT PURCHASES

Project Status	Open	Year Identified	2009
Project Type	EQUIPMENT REPLACEMENT	Manager	Trevor James
Asset Type		Est. End Date	-

Project Description

This project reflects equipment replacement purchases at SaskTel Centre in accordance with SaskTel Centre Reserve Fund Policy 01-0006.

General Comments

Funding for equipment purchases is from Capital Equipment Reserve and Capital Enhancement Reserve.

Project Detail	Budget	Plan	Plan	Plan	Plan
Expenditure/Funding (000's)	2019	2020	2021	2022	2023
GROSS COST DETAILS					
Air Curtains	153.0	0.0	0.0	0.0	0.0
Box Office System	0.0	10.0	0.0	10.0	0.0
Computers	137.0	0.0	10.0	0.0	10.0
Concession - Heaters & Poppers	0.0	0.0	0.0	20.0	0.0
Concession Equipment	51.0	20.0	0.0	0.0	0.0
Custodial Equipment	10.0	0.0	0.0	0.0	0.0
Electrical Equipment	67.0	0.0	0.0	0.0	50.0
Forklift (15 ton)	21.0	0.0	0.0	0.0	0.0
Forklift- 5 Ton	0.0	40.0	0.0	0.0	0.0
Ice Decking System	0.0	8.0	8.0	8.0	8.0
Ice Resurfer	27.0	0.0	0.0	100.0	0.0
LED Ribbon	0.0	0.0	0.0	0.0	250.0
Office Furniture & Equipment	80.0	0.0	0.0	0.0	10.0
Outdoor Signage	10.0	0.0	0.0	0.0	0.0
POS System	260.0	5.0	5.0	5.0	5.0
Radios	0.0	10.0	10.0	10.0	10.0
Sound System	0.0	0.0	50.0	0.0	0.0
Staging	298.0	10.0	0.0	0.0	10.0
Tables & Draping System	10.0	10.0	0.0	0.0	10.0
Vehicles	0.0	0.0	15.0	0.0	0.0
Video Equipment	85.0	10.0	10.0	10.0	10.0
Total	1,209.0	123.0	108.0	163.0	373.0
FINANCING DETAILS					
SASKTEL CENTRE EQUIPMENT REPL	204.0	123.0	108.0	163.0	373.0
SASKTEL FACILITY ENHANCEMENT RESERVE	1,005.0	0.0	0.0	0.0	0.0
Total	1,209.0	123.0	108.0	163.0	373.0
Incremental	Budget	Plan	Plan	Plan	Plan
Operating Impacts (000's)	2019	2020	2021	2022	2023
Net Dollar Impact	0.0	0.0	0.0	0.0	0.0
FTEs	0.0	0.0	0.0	0.0	0.0

1834 REMAI MODERN- EQUIPMENT PURCHASES

Project Status	Open	Year Identified	2015
Project Type	EQUIPMENT REPLACEMENT	Manager	Dean Summach
Asset Type		Est. End Date	-

Project Description

This project reflects equipment replacement purchases at Remai Modern in accordance with Reserve Fund Policy C03-016.

General Comments

The funding is for equipment such as a point of sale system, electronic equipment and system upgrades.

Project Detail Expenditure/Funding (000's)	Budget 2019	Plan 2020	Plan 2021	Plan 2022	Plan 2023
GROSS COST DETAILS					
Equipment Replacement	86.0	86.0	0.0	0.0	0.0
Total	86.0	86.0	0.0	0.0	0.0
FINANCING DETAILS					
REMAI MODERN EQUIPMENT REPLACEMENT	86.0	86.0	0.0	0.0	0.0
Total	86.0	86.0	0.0	0.0	0.0
Incremental Operating Impacts (000's)	Budget 2019	Plan 2020	Plan 2021	Plan 2022	Plan 2023
Net Dollar Impact	0.0	0.0	0.0	0.0	0.0
FTEs	0.0	0.0	0.0	0.0	0.0

1876 AF-TENNIS COURT-ACRYLIC SURFACE

Project Status	Open	Year Identified	2009
Project Type	INFRASTRUCTURE MAINTENANCE	Manager	Gord Hundebby
Asset Type		Est. End Date	-

Project Description

This cyclical renewal project provides for the reapplication of the acrylic protective coating to existing tennis courts to prevent deterioration of the asphalt base and reapplication of the court lines.

General Comments

Current and future funding identified is for the repair of tennis courts based on condition assessments at the time.

Project Detail Expenditure/Funding (000's)	Budget 2019	Plan 2020	Plan 2021	Plan 2022	Plan 2023
GROSS COST DETAILS					
Surface Coating	50.0	0.0	50.0	0.0	50.0
Total	50.0	0.0	50.0	0.0	50.0
FINANCING DETAILS					
CIVIC BLDGS COMPR MTNCE	50.0	0.0	50.0	0.0	50.0
Total	50.0	0.0	50.0	0.0	50.0
Incremental Operating Impacts (000's)	Budget 2019	Plan 2020	Plan 2021	Plan 2022	Plan 2023
Net Dollar Impact	0.0	0.0	0.0	0.0	0.0
FTEs	0.0	0.0	0.0	0.0	0.0

1883 CK-ELECTRONIC RECORDS MANAGEMENT

Project Status	Open	Year Identified	2009
Project Type	SUPPORT SYSTEMS	Manager	Diane Kanak
Asset Type	Software	Est. End Date	-

Project Description

To continue the implementation of the electronic records management system throughout the corporation.

General Comments

Documentum Records Manager, the corporate standard electronic records management system (ERMS) for the City of Saskatoon has been in place since 2000. The system is fully utilized in the City Clerk's Office and has been implemented strategically across the corporation. Minor and major upgrades to the ERMS have been undertaken as necessary. During 2018 and 2019, the City Clerk's Office is assessing current and future corporate business requirements relating to electronic records and information management. This includes a review of the City's records retention and classification system, streamlining processes for record capture, and addressing increased volume of electronic records as the City moves to digital records management. A major upgrade will be occurring in 2019. One FTE will be in place as project staff for the upgrade and implementation of updated retention schedules and new classification system. Management of the corporate records is a legislative requirement under The Cities Act.

Prior Budget Approval

\$645,000

Project Detail	Budget	Plan	Plan	Plan	Plan
Expenditure/Funding (000's)	2019	2020	2021	2022	2023
GROSS COST DETAILS					
Equipment Purchase	250.0	200.0	150.0	72.0	95.0
Total	250.0	200.0	150.0	72.0	95.0
FINANCING DETAILS					
CK - CAPITAL RESERVE	250.0	200.0	150.0	72.0	95.0
Total	250.0	200.0	150.0	72.0	95.0
Incremental	Budget	Plan	Plan	Plan	Plan
Operating Impacts (000's)	2019	2020	2021	2022	2023
Net Dollar Impact	0.0	0.0	0.0	0.0	0.0
FTEs	0.0	0.0	0.0	0.0	0.0

1884 CK-ELECTRONIC AGENDA & MEETING MGT SYSTM

Project Status	Open	Year Identified	2012
Project Type	SUPPORT SYSTEMS	Manager	Diane Kanak
Asset Type	Software	Est. End Date	-

Project Description

To implement an Electronic Agenda and Meeting Management System.

General Comments

The City Clerk's Office will continue with the implementation of the electronic agenda and meeting management system, to streamline processes and improve access to information from City Council and Standing Policy Committee meetings. In 2019, the five-year agreement will be extended and the online option pursued.

Project Detail Expenditure/Funding (000's)	Budget 2019	Plan 2020	Plan 2021	Plan 2022	Plan 2023
GROSS COST DETAILS					
EQUIPMENT PURCHASES	0.0	0.0	0.0	0.0	250.0
Total	0.0	0.0	0.0	0.0	250.0
FINANCING DETAILS					
CK - CAPITAL RESERVE	0.0	0.0	0.0	0.0	250.0
Total	0.0	0.0	0.0	0.0	250.0
Incremental Operating Impacts (000's)	Budget 2019	Plan 2020	Plan 2021	Plan 2022	Plan 2023
Net Dollar Impact	0.0	0.0	0.0	0.0	0.0
FTEs	0.0	0.0	0.0	0.0	0.0

1885 CK-COUNCIL CHAMBER EQUIPMENT UPGRADE

Project Status	Open	Year Identified	2016
Project Type	SUPPORT SYSTEMS	Manager	Diane Kanak
Asset Type	Building Contents	Est. End Date	-

Project Description

The Implementation, and Installation of audio and visual Technology requirements to provide improved meeting processes.

General Comments

With changes to technology, it is necessary to undertake an upgrade of current equipment and changes necessary to modernize the systems in the Council Chamber.

This includes the audio/visual systems, network connections, and computer equipment to meet current business requirements of managing and providing access to meetings.

Consultation with Information Technology, Corporate Accommodation, and Communications is required to ensure all project aspects are considered.

Project Detail	Budget	Plan	Plan	Plan	Plan
Expenditure/Funding (000's)	2019	2020	2021	2022	2023
GROSS COST DETAILS					
Chamber AV Upgrades	0.0	389.0	0.0	0.0	0.0
Total	0.0	389.0	0.0	0.0	0.0
FINANCING DETAILS					
VOTING RESERVE	0.0	389.0	0.0	0.0	0.0
Total	0.0	389.0	0.0	0.0	0.0
Incremental	Budget	Plan	Plan	Plan	Plan
Operating Impacts (000's)	2019	2020	2021	2022	2023
Net Dollar Impact	0.0	0.0	0.0	0.0	0.0
FTEs	0.0	0.0	0.0	0.0	0.0

1892 TU-ACCESS SECURITY-CITY YARDS

Project Status	Open	Year Identified	2009
Project Type	INFRASTRUCTURE MAINTENANCE	Manager	Cathy Davidson
Asset Type		Est. End Date	-

Project Description

This project involves the purchase and installation of a security system for the downtown City Yards and the 8th Street Nicholson Yards. The system includes electronic gates, ID cards for employees, card readers and computer software.

General Comments

The basic security package, including ID cards, card readers, and computer software has been purchased and is in place. Electronic gates and cameras have also been installed at Nicolson Yards. Controlled access to the Sign & Paint Shop and Radio Shop has also been implemented. Man gates installed at two corners of 25th Street and one gate for Ontario access.

The last portion of this project is to upgrade the electronic gate located at the City Yards, King Street entrance.

Prior Budget Approvals

\$155,000

Project Detail Expenditure/Funding (000's)	Budget 2019	Plan 2020	Plan 2021	Plan 2022	Plan 2023
GROSS COST DETAILS					
Construction	75.0	0.0	0.0	0.0	0.0
Total	75.0	0.0	0.0	0.0	0.0
FINANCING DETAILS					
PUB WORKS BLDG CIVIC FACILITY RES	75.0	0.0	0.0	0.0	0.0
Total	75.0	0.0	0.0	0.0	0.0
Incremental Operating Impacts (000's)	Budget 2019	Plan 2020	Plan 2021	Plan 2022	Plan 2023
Net Dollar Impact	0.0	0.0	0.0	0.0	0.0
FTEs	0.0	0.0	0.0	0.0	0.0

1914 FIRE - NEW FIRE STATIONS & REPLACEMENTS

Project Status	Open	Year Identified	2010
Project Type	GROWTH AND CAPITAL EXPANSION	Manager	Morgan Hackl
Asset Type	Fire Stations	Est. End Date	-

Project Description

On October 6, 2003, City Council adopted Standard National Fire Protection Association (NFPA) 1710 which establishes benchmark travel times of 4 minutes for the 'first-in' unit or single unit response and 8 minutes for all apparatus dispatched to a full first alarm assignment. This standard specifies safe and effective emergency response standards for all services provided by the Saskatoon Fire Department (SFD) in the City of Saskatoon. To achieve that standard, the placement of the fire station is key to the effective and efficient delivery of emergency services to residents and ensure the occupational safety and health of firefighters.

The project will recommend the priority order for new fire stations, which will be determined by city growth, along with the relocation of existing Fire Stations as they reach the end of their life cycle. Locations for the fire stations will be determined through the study of response data in conjunction with the use of Geographical Information Systems Mapping (GIS). GIS mapping uses posted road speeds to determine travel times to incidents and is plotted on heat maps. Such information allows for data-driven decision making to occur and support both realignment, relocation, and future fire stations to be added.

The planned procurement method for this project will primarily be accomplished utilizing internal staff, due to the expertise of existing staff to perform the work. Consideration will be given to contract out portions of the plan if other specialized knowledge or expertise is required.

General Comments

Strategic Facility Planning:

The Strategic Facility Plan is being analyzed and developed by a committee consisting of members from Major Projects, Finance, Strategic and Business Planning, Long Range Planning, and SFD Management. Plan reporting will take place in late 2018, continuing in 2019, and will prioritize replacement for existing stations, and future stations, to best support the SFD response model as the City grows to 500,000 people.

Some of the priorities that are being considered include:

- Replacement of Station 1 and Headquarters (built in 1964)
- Replacement of Station 4 (built in 1961)
- Relocation of Maintenance/Mechanical (downtown location not ideal)
- New Station - East Saskatoon
- New Station - Northwest Saskatoon
- New Station - Northeast Saskatoon

Future Operating Impacts for new stations:

The annual cost for 20 additional fully-equipped Firefighters and one Inspector is approximately \$2,400,000. The impact to the operating costs for the apparatus and building maintenance is \$200,000 per year on a continual basis. The reserve replacement contributions for equipment and uniforms is estimated at \$70,000.

Prior Budget Approval

\$650,000 in 2010 for land acquisition for the Northwest Station.

Project Detail	Budget	Plan	Plan	Plan	Plan
Expenditure/Funding (000's)	2019	2020	2021	2022	2023
GROSS COST DETAILS					
STRATEGIC FACILITY PLANNING	250.0	0.0	0.0	0.0	0.0
Total	250.0	0.0	0.0	0.0	0.0
FINANCING DETAILS					
FIRE - CAPITAL RESERVE	250.0	0.0	0.0	0.0	0.0
Total	250.0	0.0	0.0	0.0	0.0
Incremental	Budget	Plan	Plan	Plan	Plan
Operating Impacts (000's)	2019	2020	2021	2022	2023
Net Dollar Impact	0.0	0.0	0.0	0.0	0.0
FTEs	0.0	0.0	0.0	0.0	0.0

1938 AF-PLAY STRUCTURE UPGRDE AND REPL

Project Status	Open	Year Identified	2009
Project Type	INFRASTRUCTURE MAINTENANCE	Manager	Gord Hundebly
Asset Type	Parks Equipment	Est. End Date	-

Project Description

This project involves the repair and modification of the City's play structures located throughout the City's playgrounds to address safety concerns, and the phased rebuilding or replacement of old wooden structures that cannot be repaired. This project also involves the incorporation of accessible components such as gradual ramps, transfer stations, and play features, as well as some accessible resilient surfaces in and around the new or rebuilt play structures.

General Comments

The budgeted amount for general repairs represents funds to repair and modify various play structures as recommended by the consultant who was retained to assess the condition of all the play structures throughout the City. The replace/rebuild component will be allocated on a priority basis to the replacement and rebuilding of specific structures that are heavily utilized but can no longer be repaired. City Council was presented with a report called "Building Better Parks: An Asset Management Plan for Parks" in November 2017 with options to address the funding gap for the City's play structures.

Play structures in Cannon Smith, Dr. J Valens, Wilson, Albert Milne, and the Forestry Farm Zoo are examples of priority areas that are scheduled for replacement in 2019.

Project Detail	Budget	Plan	Plan	Plan	Plan
Expenditure/Funding (000's)	2019	2020	2021	2022	2023
GROSS COST DETAILS					
Replace/Rebuild Playstructures	675.0	675.0	675.0	675.0	675.0
Total	675.0	675.0	675.0	675.0	675.0
FINANCING DETAILS					
UNFUNDED MAJOR PROJECTS	675.0	675.0	675.0	675.0	675.0
Total	675.0	675.0	675.0	675.0	675.0
Incremental	Budget	Plan	Plan	Plan	Plan
Operating Impacts (000's)	2019	2020	2021	2022	2023
Net Dollar Impact	0.0	0.0	0.0	0.0	0.0
FTEs	0.0	0.0	0.0	0.0	0.0

1939 AF-PADDLING/SPRAY POOL REPLACEMENTS

Project Status	Open	Year Identified	2012
Project Type	INFRASTRUCTURE REPLACEMENT	Manager	Dan Swerhone
Asset Type		Est. End Date	-

Project Description

This project consists of the replacement of older paddling pools and spray pools.

General Comments

The City operates paddling pools and spray pools with associated recreation buildings. This project continues with the phased replacement of the older facilities when it is no longer feasible and economic to continue to maintain and operate the existing facilities. Paddling and spray pools are planned for upgrades/repairs based on priority needs and prior condition assessment audits.

Project Detail Expenditure/Funding (000's)	Budget 2019	Plan 2020	Plan 2021	Plan 2022	Plan 2023
GROSS COST DETAILS					
Construction	800.0	0.0	800.0	0.0	800.0
Total	800.0	0.0	800.0	0.0	800.0
FINANCING DETAILS					
UNFUNDED CIVIC BLDGS COMP MNTCE	800.0	0.0	800.0	0.0	800.0
Total	800.0	0.0	800.0	0.0	800.0
Incremental Operating Impacts (000's)	Budget 2019	Plan 2020	Plan 2021	Plan 2022	Plan 2023
Net Dollar Impact	0.0	0.0	0.0	0.0	0.0
FTEs	0.0	0.0	0.0	0.0	0.0

1940 AF-GREENHOUSE REPLACEMENT

Project Status	Open	Year Identified	2012
Project Type	INFRASTRUCTURE MAINTENANCE	Manager	Troy LaFreniere
Asset Type		Est. End Date	-

Project Description

This project involves the replacement of the existing greenhouse facility at 1101 Avenue P North. Prior facility assessments indicated replacement of this greenhouse will be required within the next 5 years. Consulting services from industry experts will be necessary to ensure efficient greenhouse design and function is achieved. Funding identified in 2019 will support greenhouse replacement by providing project evaluation, greenhouse design with associated cost options as well as the development of a business case to support future operations.

General Comments

The greenhouse operations provide plant propagation and plant maintenance services that are necessary to support the display of live plant material at the Civic Conservatory, City Hall, Leisure Centres, over 900 BID /center median flower pots, and over 800 m2 of park and open space flower beds. The current level of plant display services would not be maintained without a dedicated greenhouse facility providing necessary plant propagation and plant maintenance services. The risks associated with not designing and constructing a replacement greenhouse facility would include the potential of facility closure, due to poor structural condition forcing the discontinuation or suspension of live plant display services.

Project Detail	Budget	Plan	Plan	Plan	Plan
Expenditure/Funding (000's)	2019	2020	2021	2022	2023
GROSS COST DETAILS					
Construction	150.0	1,350.0	0.0	0.0	0.0
Total	150.0	1,350.0	0.0	0.0	0.0
FINANCING DETAILS					
UNFUNDED MAJOR PROJECTS	150.0	1,350.0	0.0	0.0	0.0
Total	150.0	1,350.0	0.0	0.0	0.0
Incremental	Budget	Plan	Plan	Plan	Plan
Operating Impacts (000's)	2019	2020	2021	2022	2023
Net Dollar Impact	0.0	0.0	0.0	0.0	0.0
FTEs	0.0	0.0	0.0	0.0	0.0

1942 AF-CORPORATE SECURITY PLAN

Project Status	Open	Year Identified	2017
Project Type	SUPPORT SYSTEMS	Manager	Nicole Garman
Asset Type		Est. End Date	-

Project Description

Capital Projects 1364 - CP Service Saskatoon-Citizen Input/Systems/Standards/Staffing, 1829 - AF Service Saskatoon-Systems, 1942 - AF Corporate Security Plan, and 1949 - AF Service Saskatoon-Staffing Accommodation are inter-related to each other in regards to accommodating the vision of the Service Saskatoon citizen service model.

The City depends on its people and assets to deliver vital services to the citizens of Saskatoon every day. The City has an obligation to protect employees and the visiting public, preserve the availability of assets and assure the continued delivery of services in an effective, safe and sustainable manner.

An appropriate balance of human, physical and operational controls and practices will help ensure achievement of the following objectives:

- Create a safe and secure work environment for employees and elected officials;
- Create a safe and secure environment for the visiting public, contractors and other service providers; and
- Safeguard the capital assets of the corporation.

General Comments

The primary focus of the 2019 funding requirements will be to continue implementation of the Corporate Security Strategy within City Hall and Civic Square East, expand implementation of physical security measures in other civic facilities, and launch supporting policies, guidelines and training programs that ensure achievement of the Plan's objectives corporate-wide.

Operating Impact

For 2020 and beyond, operational requirements are required to sustain newly implemented corporate security strategies and measures in the amount of \$225,000. Additional operating impacts will be determined as the Corporate Security Strategy continues to develop over the next two years.

Prior Budget Approvals

Prior years approved budgets of \$300,000 have been allocated to begin implementation of physical security measures within the corporation and establishing supporting policies, guidelines and training programs.

Project Detail	Budget	Plan	Plan	Plan	Plan
Expenditure/Funding (000's)	2019	2020	2021	2022	2023
GROSS COST DETAILS					
Corporate Security Plan	85.0	0.0	0.0	0.0	0.0
Total	85.0	0.0	0.0	0.0	0.0
FINANCING DETAILS					
AFM - CAPITAL RESERVE	85.0	0.0	0.0	0.0	0.0
Total	85.0	0.0	0.0	0.0	0.0
Incremental	Budget	Plan	Plan	Plan	Plan
Operating Impacts (000's)	2019	2020	2021	2022	2023
Net Dollar Impact	0.0	225.0	0.0	0.0	0.0
FTEs	0.0	0.0	0.0	0.0	0.0

1949 AF-SERVICE SASKATOON - STAFFING ACCOMMODATION

Project Status	Open	Year Identified	2009
Project Type	GROWTH AND CAPITAL EXPANSION	Manager	Jeanna South
Asset Type	Buildings	Est. End Date	-

Project Description

Capital Projects 1364 - CP Service Saskatoon - Citizen Input/Systems/Standards/Staffing, 1829 - AF Service Saskatoon-Systems, 1942 - AF Corporate Security Plan, and 1949 - AF Service Saskatoon Staffing Accommodation are inter-related to each other in regards to accommodating the vision of the Service Saskatoon citizen service model.

The purpose of the project is to ensure suitable and sufficient space is available for on-going operations of the City of Saskatoon. Included in this is the ongoing evaluation of current and future space requirements, analysis of existing facilities, functional planning and space design considering the four pillars of Service Saskatoon as a basis. Space improvements in various City facilities will occur alongside the identified space requirements.

General Comments

Continued efforts will include space improvements at City Hall and 88 King Street. Renovations to these spaces will free up areas on the ground floor city hall and the John Deere Building. Work is also planned on long-term planning for future office space needs.

These projects in aggregate are anticipated to exceed \$1,000,000.

The planned procurement method for this project is to be accomplished utilizing a combination of internal staff and external contractors. Due to the expertise and capacity of existing staff, we are able to utilize internal staff to perform some of the work. We also plan to utilize external contractors, due to the requirement of specialized services, such as mechanical and electrical engineering design and the requirement of an independent opinion for cost estimating.

Project Detail	Budget	Plan	Plan	Plan	Plan
Expenditure/Funding (000's)	2019	2020	2021	2022	2023
GROSS COST DETAILS					
Civic Accommodation	5,000.0	5,250.0	2,250.0	1,250.0	1,250.0
Total	5,000.0	5,250.0	2,250.0	1,250.0	1,250.0
FINANCING DETAILS					
CORPORATE CAPITAL RESERVE	0.0	250.0	250.0	250.0	250.0
FUNDING PLAN CONTRIBUTION	5,000.0	5,000.0	2,000.0	1,000.0	1,000.0
Total	5,000.0	5,250.0	2,250.0	1,250.0	1,250.0
Incremental	Budget	Plan	Plan	Plan	Plan
Operating Impacts (000's)	2019	2020	2021	2022	2023
Net Dollar Impact	0.0	0.0	0.0	0.0	0.0
FTEs	0.0	0.0	0.0	0.0	0.0

1963 TU-CORP. ACCESSIBILITY IMPLEMENTATION

Project Status	Open	Year Identified	2009
Project Type	SUPPORT SYSTEMS	Manager	Angela Gardiner
Asset Type	Buildings	Est. End Date	-

Project Description

This project addresses the identified priorities of the Accessibility Service Level Guidelines approved in principle by City Council on September 2, 2008 and supported by the recommendations presented in the Accessibility Implementation Action Plan.

General Comments

The City of Saskatoon has been addressing access issues for persons in need of accessibility services on an on-going basis. Numerous initiatives have been undertaken involving City of Saskatoon Civic Departments, including the input of persons with disabilities and community advocate groups, for the purpose of improving access for persons with disabilities.

In 2008, an Accessibility Implementation Plan was adopted by City Council. Within this Plan there were eight recommendations for implementation, with priority given to formalizing the facility design standards, infrastructure, snow removal and transit. In 2016, a review of the Implementation Plan was conducted to assess progress in addressing the recommendations over the past eight years and to determine priorities for the next five to ten years.

Details on the program proposed for the budget year will be presented in an administrative report prior to, or concurrent with Council budget meeting.

The installation of Audible Pedestrian Signals (APS) at key intersections is required to improve mobility for the visually impaired. A list of desired locations has been developed in conjunction with input from the National Foundation of the Blind: Advocates for Equality, the CNIB and the general public. It is the intent of this project to cover the cost of retrofitting five signalized intersections with APS devices every year. To date, this annual quota has been met and approximately 90 intersections are now equipped with APS in accordance with national implementation and design guidelines. Funding will be requested on a bi-annual basis (\$50,000 per year).

Project Detail	Budget	Plan	Plan	Plan	Plan
Expenditure/Funding (000's)	2019	2020	2021	2022	2023
GROSS COST DETAILS					
Assessments, Repairs & Modifications	75.0	0.0	0.0	0.0	0.0
Total	75.0	0.0	0.0	0.0	0.0
FINANCING DETAILS					
CIVIC BLDGS COMPR MTNCE	75.0	0.0	0.0	0.0	0.0
Total	75.0	0.0	0.0	0.0	0.0
Incremental	Budget	Plan	Plan	Plan	Plan
Operating Impacts (000's)	2019	2020	2021	2022	2023
Net Dollar Impact	0.0	0.0	0.0	0.0	0.0
FTEs	0.0	0.0	0.0	0.0	0.0

1973 CK-LEASING OF AUTOMATED VOTE COUNTING EQUIPMENT

Project Status	Open	Year Identified	2019
Project Type	SUPPORT SYSTEMS	Manager	Diane Kanak
Asset Type		Est. End Date	-

Project Description

This project involves the replacement of the automated vote counting equipment.

General Comments

The current operating system of the existing vote tabulating machines are no longer supported and the machines have become redundant. Therefore machines will need to be leased for future elections.

Project Detail Expenditure/Funding (000's)	Budget 2019	Plan 2020	Plan 2021	Plan 2022	Plan 2023
GROSS COST DETAILS					
Voting Machine Lease	0.0	250.0	0.0	0.0	0.0
Total	0.0	250.0	0.0	0.0	0.0
FINANCING DETAILS					
VOTING RESERVE	0.0	250.0	0.0	0.0	0.0
Total	0.0	250.0	0.0	0.0	0.0
Incremental Operating Impacts (000's)	Budget 2019	Plan 2020	Plan 2021	Plan 2022	Plan 2023
Net Dollar Impact	0.0	0.0	0.0	0.0	0.0
FTEs	0.0	0.0	0.0	0.0	0.0

1974 CP-TRUTH AND RECONCILIATION INITIATIVES

Project Status	Open	Year Identified	2019
Project Type	STUDY/PLANNING	Manager	Gilles Dorval
Asset Type		Est. End Date	-

Project Description

In 2015, City Council made a commitment to respond to the Truth and Reconciliation Commission of Canada's (TRC) Calls to Action. The past number of years have realized substantial efforts dedicated to responding to the Calls to Action working to promote reconciliation in our community and our province. The growing list of initiatives related to TRC continues to grow and a capital program to address a foundational framework is required.

General Comments

In order to effectively achieve the commitment to the Calls to Action, temporary resourcing is required for 2019 and 2020 to address the community projects, policy and procedure reviews and ongoing support to the various initiatives the City is undertaking. These initiatives include such as the Strategic Plan and Business Plans, P4G Regional Plan, Green Infrastructure Strategy, Public Art/Placemaker Program, Recovery Park, Hydro-electric project, Community Partnerships and the Office of the Treaty Commissioner educational programs.

Project Detail	Budget	Plan	Plan	Plan	Plan
Expenditure/Funding (000's)	2019	2020	2021	2022	2023
GROSS COST DETAILS					
Truth and Reconciliation	100.0	100.0	0.0	0.0	0.0
Total	100.0	100.0	0.0	0.0	0.0
FINANCING DETAILS					
UNFUNDED RCE	100.0	100.0	0.0	0.0	0.0
Total	100.0	100.0	0.0	0.0	0.0
Incremental	Budget	Plan	Plan	Plan	Plan
Operating Impacts (000's)	2019	2020	2021	2022	2023
Net Dollar Impact	0.0	0.0	0.0	0.0	0.0
FTEs	0.0	0.0	0.0	0.0	0.0

1977 CP-LOCAL AREA NETWORK & DATA SECURITY

Project Status	Open	Year Identified	2009
Project Type	SUPPORT SYSTEMS	Manager	Jazz Pabla
Asset Type	Network	Est. End Date	-

Project Description

This project provides for the improved physical and electronic security of Information Technology to ensure that there is no unauthorized access to City servers, network infrastructure, applications and data.

General Comments

The need to improve the security of the computing environment and protect the City applications\data from unauthorized access is based on the City's ever increasing reliance. Upgrades are required to protect against new threat types, increased operations on the Internet, as well as internal threats (either accidental, or malicious).

Project Detail	Budget	Plan	Plan	Plan	Plan
Expenditure/Funding (000's)	2019	2020	2021	2022	2023
GROSS COST DETAILS					
Local Area Network & Data Security	150.0	0.0	0.0	0.0	0.0
Total	150.0	0.0	0.0	0.0	0.0
FINANCING DETAILS					
COMPUTER EQUIPMENT REPL RES	150.0	0.0	0.0	0.0	0.0
Total	150.0	0.0	0.0	0.0	0.0
Incremental	Budget	Plan	Plan	Plan	Plan
Operating Impacts (000's)	2019	2020	2021	2022	2023
Net Dollar Impact	0.0	0.0	0.0	0.0	0.0
FTEs	0.0	0.0	0.0	0.0	0.0

1994 TU-MARQUIS DR/IDYLYWYLD DR INTERCHANGE

Project Status	Open	Year Identified	2009
Project Type	GROWTH AND CAPITAL EXPANSION	Manager	David LeBoutillier
Asset Type		Est. End Date	-

Project Description

This project involves the construction of an interchange at the intersection of Marquis Drive and Idylwyld Drive. The project to date has been a partnership between the City and Saskatchewan Ministry of Highways and Infrastructure (MHI).

General Comments

In 2001, a partnership with MHI was entered into to share the costs of completing the final interchange design. This design project was completed in 2002. Construction of the interchange and associated roadways is projected to take place in 2021. Discussions have taken place with MHI with respect to the funding of the future interchange.

Special Note

Provincial funding is subject to government approval upon agreement reached between both the Provincial Government and the City.

Prior Budget Approvals

\$313,000

Project Detail Expenditure/Funding (000's)	Budget 2019	Plan 2020	Plan 2021	Plan 2022	Plan 2023
GROSS COST DETAILS					
Construction	0.0	0.0	25,000.0	30,000.0	0.0
Total	0.0	0.0	25,000.0	30,000.0	0.0
FINANCING DETAILS					
INTERCHANGE LEVY	0.0	0.0	2,700.0	0.0	0.0
UNFUNDED MAJOR PROJECTS	0.0	0.0	22,300.0	30,000.0	0.0
Total	0.0	0.0	25,000.0	30,000.0	0.0
Incremental Operating Impacts (000's)	Budget 2019	Plan 2020	Plan 2021	Plan 2022	Plan 2023
Net Dollar Impact	0.0	0.0	0.0	0.0	0.0
FTEs	0.0	0.0	0.0	0.0	0.0

2003 TU-HWY 14/HWY 7 GRADE SEPARATION

Project Status	Open	Year Identified	2009
Project Type	GROWTH AND CAPITAL EXPANSION	Manager	David LeBoutillier
Asset Type		Est. End Date	-

Project Description

This project involves the design and construction of the grade separation at Highway 14 and the re-alignment of Highway 7.

General Comments

Construction of an at-grade diamond intersection was completed in 2012. The next phase of the project will be the completion of the north ramps at an expected cost of \$5 million. The construction of the grade separation is projected to proceed in 2023 at an expected total cost of \$55 million.

This project would qualify for the Urban Highway Connector Program. Another source of funding will be the Interchange Reserve (approximately \$5 million).

Prior Budget Approvals

\$10,560,000

Project Detail Expenditure/Funding (000's)	Budget 2019	Plan 2020	Plan 2021	Plan 2022	Plan 2023
GROSS COST DETAILS					
Hwy 14/Hwy 7 Grade Separation	0.0	0.0	0.0	0.0	55,000.0
Total	0.0	0.0	0.0	0.0	55,000.0
FINANCING DETAILS					
INTERCHANGE LEVY	0.0	0.0	0.0	0.0	4,792.0
UNFUNDED MAJOR PROJECTS	0.0	0.0	0.0	0.0	50,208.0
Total	0.0	0.0	0.0	0.0	55,000.0
Incremental Operating Impacts (000's)	Budget 2019	Plan 2020	Plan 2021	Plan 2022	Plan 2023
Net Dollar Impact	0.0	0.0	0.0	0.0	0.0
FTEs	0.0	0.0	0.0	0.0	0.0

2011 TU-TRANSPORTATION MODEL IMPLEMENTATION

Project Status	Open	Year Identified	2009
Project Type	SUPPORT SYSTEMS	Manager	David LeBoutillier
Asset Type		Est. End Date	-

Project Description

This project is for the ongoing development of the Transportation Model to support the Growing Forward Shaping Saskatoon, and other transportation planning and development initiatives.

General Comments

This project consists of the following phases:

- The first phase was for the purchase of a new transportation modelling software package, staff training and the development of a new City Transportation Model.
- The second phase involved the completion of a household travel survey (or, Origin-Destination study) in the fall of 2013. The information from the survey has been used to support the ongoing development of a detailed, multi-modal transportation model which supports the Growth Plan and other transportation planning and development initiatives.
- The next phase of the model design, which started in 2016 and continues in the future years is the ongoing model maintenance and development to align with the growth and employment plans. In 2020, an investment of \$150,000 is shown as a model update to reflect the growth of the region and network changes since the last revision; the cost will be shared with the Ministry of Highways and Infrastructure (MHI). In 2022 an investment of \$300,000 is shown as the development and expansion of the model to fully incorporate the development of a regional transportation plan.

Prior Budget Approvals

\$1,011,000

Prior budget has been used for software purchase and model development.

Project Detail	Budget	Plan	Plan	Plan	Plan
Expenditure/Funding (000's)	2019	2020	2021	2022	2023
GROSS COST DETAILS					
Model Maintenance and Development	0.0	150.0	0.0	300.0	0.0
Total	0.0	150.0	0.0	300.0	0.0
FINANCING DETAILS					
TRANSP INFRAS EXPANSION	0.0	150.0	0.0	300.0	0.0
Total	0.0	150.0	0.0	300.0	0.0
Incremental	Budget	Plan	Plan	Plan	Plan
Operating Impacts (000's)	2019	2020	2021	2022	2023
Net Dollar Impact	0.0	0.0	0.0	0.0	0.0
FTEs	0.0	0.0	0.0	0.0	0.0

2013 TU-CIRCLE DR/AIRPORT DR GRADE SEPARATION

Project Status	Open	Year Identified	2010
Project Type	GROWTH AND CAPITAL EXPANSION	Manager	David LeBoutillier
Asset Type		Est. End Date	-

Project Description

This project involves the construction of a grade separation at Circle Drive and Airport Drive.

General Comments

This intersection carries 43,800 vehicles daily and is among the highest volume intersections in the City. The construction of the grade separation is planned in 2023 at an estimated cost of \$35 million.

Subject to funding availability in 2019 a verification study to confirm the functional plan of the interchange including public consultation will be carried out. If funded, external service providers will be used to carry out the study, due to requirement of specialized services.

Prior Budget Approvals

\$100,000 - functional design and pre engineering

Project Detail Expenditure/Funding (000's)	Budget 2019	Plan 2020	Plan 2021	Plan 2022	Plan 2023
GROSS COST DETAILS					
Construction	70.0	0.0	0.0	0.0	35,000.0
Total	70.0	0.0	0.0	0.0	35,000.0
FINANCING DETAILS					
INTERCHANGE LEVY	0.0	0.0	0.0	0.0	1,600.0
UNFUNDED MAJOR PROJECTS	70.0	0.0	0.0	0.0	33,400.0
Total	70.0	0.0	0.0	0.0	35,000.0
Incremental Operating Impacts (000's)	Budget 2019	Plan 2020	Plan 2021	Plan 2022	Plan 2023
Net Dollar Impact	0.0	0.0	0.0	0.0	0.0
FTEs	0.0	0.0	0.0	0.0	0.0

2020 TU-17TH STREET CORRIDOR EXTENSION

Project Status	Open	Year Identified	2009
Project Type	REJUVENATION	Manager	Jay Magus
Asset Type		Est. End Date	-

Project Description

This project involves the extension of 17th Street from Avenue P to 11th Street West.

General Comments

This project includes the extension of 17th Street from its present terminus at Avenue P to 11th Street West. It also includes the closure of the intersection at Avenue H and 11th Street West.

Prior Budget Approvals

\$116,000

Project Detail	Budget	Plan	Plan	Plan	Plan
Expenditure/Funding (000's)	2019	2020	2021	2022	2023
GROSS COST DETAILS					
17th Street Corridor Reconstruction/Extension	0.0	0.0	811.0	9,300.0	0.0
Total	0.0	0.0	811.0	9,300.0	0.0
FINANCING DETAILS					
UNFUNDED MAJOR PROJECTS	0.0	0.0	0.0	582.0	0.0
WATERWORKS CAPITAL PROJECTS RESERVE	0.0	0.0	811.0	8,718.0	0.0
Total	0.0	0.0	811.0	9,300.0	0.0
Incremental	Budget	Plan	Plan	Plan	Plan
Operating Impacts (000's)	2019	2020	2021	2022	2023
Net Dollar Impact	0.0	0.0	0.0	0.0	0.0
FTEs	0.0	0.0	0.0	0.0	0.0

2025 TU-MARQUIS DR/HWY 16 GRADE SEPARATION

Project Status	Open	Year Identified	2012
Project Type	GROWTH AND CAPITAL EXPANSION	Manager	David LeBoutillier
Asset Type		Est. End Date	-

Project Description

This project involves the design and construction of the grade separation at Marquis Drive and Highway 16 North.

General Comments

A functional plan has been completed. Discussions with Ministry of Highways and Infrastructure (MHI) are ongoing regarding the timing and financing of design and construction.

Project Detail Expenditure/Funding (000's)	Budget 2019	Plan 2020	Plan 2021	Plan 2022	Plan 2023
GROSS COST DETAILS					
Marquis Dr/Hwy 16 Grade Separation	70.0	0.0	0.0	0.0	10,000.0
Total	70.0	0.0	0.0	0.0	10,000.0
FINANCING DETAILS					
INTERCHANGE LEVY	0.0	0.0	0.0	0.0	1,800.0
UNFUNDED MAJOR PROJECTS	70.0	0.0	0.0	0.0	8,200.0
Total	70.0	0.0	0.0	0.0	10,000.0
Incremental Operating Impacts (000's)	Budget 2019	Plan 2020	Plan 2021	Plan 2022	Plan 2023
Net Dollar Impact	0.0	0.0	0.0	0.0	0.0
FTEs	0.0	0.0	0.0	0.0	0.0

2037 TU-SNOW MANAGEMENT FACILITIES

Project Status	Open	Year Identified	2009
Project Type	INFRASTRUCTURE REPLACEMENT	Manager	Eric Quail
Asset Type		Est. End Date	-

Project Description

Capital Projects 2037 - TU Snow Management Facilities and 2259 - TU PW Satellite Yards are inter-related to each other in regards accommodating the future sites for snow management facilities and Public Works satellite yard. This project will involve the design, environmental monitoring and construction of three permanent snow management facilities. A fourth facility was constructed as part of the Civic Operations Centre project.

General Comments

A need for three permanent sites for snow management facilities are required for 2020/2021 snow season and to stop the existing inefficient operation of snow storage areas and disruption to the community due to the ongoing relocation of sites each season. Once land is secured, funding opportunities for the development of facilities are possible.

The first phase is site evaluation, land purchase, and snow storage area set up for operation as currently practiced until 2023 when the proposed plan for development begins (phase 1 starts with securing the Southeast site, followed by the Northwest, and then the Northeast). The 2020 plan is for preliminary set up on the Southeast Development site including access to the city's storm collection system as well as to secure land for the Southeast, Northwest and Northeast quadrants of the city in advance of city development.

The planned procurement method for this project is to be accomplished utilizing external contractors, due to requirements of specialized services.

Operating Impacts

If funded, the future operating impacts would be:

2023 - \$44,300

2024 - \$44,300

2025 - \$44,300

Proposed Rehabilitation Reserve Transfers:

2023 - \$15,000

2024 - \$15,000

2025 - \$15,000

Prior Budget Approvals

\$1,110,000

Project Detail Expenditure/Funding (000's)	Budget 2019	Plan 2020	Plan 2021	Plan 2022	Plan 2023
GROSS COST DETAILS					
NorthEast Facility Development	0.0	902.0	0.0	0.0	50.0
Northwest Facility Development	0.0	902.0	0.0	50.0	100.0
SouthEast Facility Development	0.0	5,925.0	50.0	100.0	18,500.0
Total	0.0	7,729.0	50.0	150.0	18,650.0
FINANCING DETAILS					
UNFUNDED MAJOR PROJECTS	0.0	7,729.0	50.0	150.0	18,650.0
Total	0.0	7,729.0	50.0	150.0	18,650.0
Incremental Operating Impacts (000's)	Budget 2019	Plan 2020	Plan 2021	Plan 2022	Plan 2023
Net Dollar Impact	0.0	0.0	0.0	0.0	0.0
FTEs	0.0	0.0	0.0	0.0	0.0

2040 TU-UNDERWATER PIER INSPECTIONS

Project Status	Open	Year Identified	2009
Project Type	INFRASTRUCTURE REPLACEMENT	Manager	Todd Grabowski
Asset Type		Est. End Date	-

Project Description

Regular inspection of all river piers is required to ensure the capacity of river bridges as well as monitor scour around the piers.

General Comments

Inspection of river piers should be inspected every five years as per recommendations by National Bridge Inspection Standards. This inspection is provided by specialized external consultants and service providers.

Project Detail Expenditure/Funding (000's)	Budget 2019	Plan 2020	Plan 2021	Plan 2022	Plan 2023
GROSS COST DETAILS					
Inspections - Consultants	105.0	0.0	0.0	0.0	0.0
Total	105.0	0.0	0.0	0.0	0.0
FINANCING DETAILS					
UNFUNDED BRIDGE MAJOR REPAIR RES	105.0	0.0	0.0	0.0	0.0
Total	105.0	0.0	0.0	0.0	0.0
Incremental Operating Impacts (000's)	Budget 2019	Plan 2020	Plan 2021	Plan 2022	Plan 2023
Net Dollar Impact	0.0	0.0	0.0	0.0	0.0
FTEs	0.0	0.0	0.0	0.0	0.0

2043 TU-CURB REPLACEMENT/REHABILITATION

Project Status	Open	Year Identified	2009
Project Type	INFRASTRUCTURE REPLACEMENT	Manager	Chris Duriez
Asset Type		Est. End Date	-

Project Description

This project provides for the replacement of long sections of curbing. This work will be done in conjunction with other surface and boulevard rehabilitation or in conjunction with other stand alone locations where future rehabilitation of adjacent structures will not impact the curbing alignment and grade.

General Comments

Estimated costs for the removal and replacement of curbs is \$250 per lineal metre.

Project Detail Expenditure/Funding (000's)	Budget 2019	Plan 2020	Plan 2021	Plan 2022	Plan 2023
GROSS COST DETAILS					
Curb Replacement/Rehabilitation	200.0	200.0	200.0	200.0	200.0
Total	200.0	200.0	200.0	200.0	200.0
FINANCING DETAILS					
INFRA RES-TRANSPORTATION	200.0	200.0	200.0	200.0	200.0
Total	200.0	200.0	200.0	200.0	200.0
Incremental Operating Impacts (000's)	Budget 2019	Plan 2020	Plan 2021	Plan 2022	Plan 2023
Net Dollar Impact	0.0	0.0	0.0	0.0	0.0
FTEs	0.0	0.0	0.0	0.0	0.0

2048 CY-FFP & ZOO MASTER PLAN IMPLEMENTATION

Project Status	Open	Year Identified	2006
Project Type	REJUVENATION	Manager	Tim Sinclair-Smith
Asset Type	Buildings(Parks & Open Spaces)	Est. End Date	-

Project Description

This project involves the refresh and implementation of the Forestry Farm Park & Zoo Master Plan.

General Comments

Aviaries - Six of the bird aviaries in the zoo have aged to the stage where the mesh has deteriorated and replacement is now necessary. Using new mesh technology we can replace the mesh to modernize the exhibits and improve the bird's welfare.

Pathway Improvements (Zoo) - Several of the large public walkway areas throughout the zoo grounds have deteriorated to a stage where immediate replacement is necessary to ensure public safety, accessibility and an improved guest experience.

2019 - Based on industry standards identified through an exhibit auditing process, exhibits such as the Grizzly Bear were assessed to be in need of upgrading to maintain a high standard. It was determined that new habitats would need to be constructed to ensure welfare standards are met and the animal's housing would exceed future requirements.

2020 - After a review of facilities and exhibits at the Zoo, several buildings and exhibits were highlighted as in need of upgrade or replacement. In 2017, an assessment of the Buckeye Cafe determined the building had surpassed its life-cycle state as it relates to meeting the needs for the public as a cafe facility. This building previously served as the entrance, retail and cafe facility prior to the new entrance building opening.

2021 - Based on industry standards identified through an exhibit auditing processes, the Wolves and Cougar habitats were assessed to be in need of upgrading to maintain a high standard. It was determined that new habitats would need to be constructed to ensure welfare standards are met and the animal's housing would exceed future requirements.

Special Note

The Zoo Amenities and Exhibits is funded as part of the Recreation and Parks Funding Plan.

Operating Impact

2020 - Operating costs to be determined based on completion of the design phase

Project Detail	Budget	Plan	Plan	Plan	Plan
Expenditure/Funding (000's)	2019	2020	2021	2022	2023
GROSS COST DETAILS					
Aviaries	50.0	0.0	0.0	0.0	0.0
Pathway Improvements - Zoo	50.0	0.0	50.0	0.0	0.0
Phase II Parking Lot	0.0	0.0	150.0	0.0	0.0
Safety & Infrastructure Improvements	0.0	0.0	0.0	0.0	250.0
Walking Pathway for Park & Picnic Sites	0.0	60.0	0.0	0.0	0.0
Zoo Amenities and Exhibits	500.0	750.0	600.0	0.0	0.0
Total	600.0	810.0	800.0	0.0	250.0
FINANCING DETAILS					
FORESTRY FARM PK & ZOO CAPITAL RESERVE	100.0	60.0	200.0	0.0	250.0
FUNDING PLAN CONTRIBUTION	500.0	750.0	600.0	0.0	0.0
Total	600.0	810.0	800.0	0.0	250.0
Incremental	Budget	Plan	Plan	Plan	Plan
Operating Impacts (000's)	2019	2020	2021	2022	2023
Net Dollar Impact	0.0	0.0	0.0	0.0	0.0
FTEs	0.0	0.0	0.0	0.0	0.0

2051 US-LANDFILL OPTIMIZATION

Project Status	Open	Year Identified	2011
Project Type	ENVIRONMENTAL PROTECTION	Manager	Scott Theede
Asset Type	Landfill	Est. End Date	-

Project Description

This project includes items identified in the Integrated Landfill Management Plan of 2011 that will be required to increase the available airspace and maximize the overall life of the Landfill. The planned procurement method for this project is to be accomplished utilizing external contractors, due to construction of facilities outside the capabilities of City design staff, and construction equipment. Some sub-components will may be completed with internal engineering resources, with external construction contractors.

General Comments

Capital requirements for Landfill optimization include filling inefficiently filled areas of the Landfill to recapture airspace for use. A variety of safety and environmental improvements are also required including improving surface water management and improving site conditions and customer service.

This work will be done using external service providers.

Project Detail	Budget	Plan	Plan	Plan	Plan
Expenditure/Funding (000's)	2019	2020	2021	2022	2023
GROSS COST DETAILS					
Final Cover (Stage E)	0.0	0.0	0.0	0.0	500.0
Landfill Demolition/New Liner D+E	0.0	2,000.0	5,500.0	0.0	0.0
Landfill Gas Collection System Expansion	0.0	0.0	0.0	0.0	400.0
Landfill Optimization	350.0	0.0	0.0	0.0	0.0
Landfill Surface Water Management Improvements	0.0	0.0	200.0	50.0	100.0
Total	350.0	2,000.0	5,700.0	50.0	1,000.0
FINANCING DETAILS					
LANDFILL REPLACEMENT RESERVE	350.0	2,000.0	5,700.0	50.0	1,000.0
Total	350.0	2,000.0	5,700.0	50.0	1,000.0
Incremental	Budget	Plan	Plan	Plan	Plan
Operating Impacts (000's)	2019	2020	2021	2022	2023
Net Dollar Impact	0.0	0.0	0.0	0.0	0.0
FTEs	0.0	0.0	0.0	0.0	0.0

2079 AF-PROPERTY REASSESSMENT

Project Status	Open	Year Identified	2009
Project Type	SUPPORT SYSTEMS	Manager	Michael Voth
Asset Type	Studies - Non capitalized expenditure	Est. End Date	-

Project Description

This project is to provide for the implementation and defence of a reassessment that is required to be completed every four years in the Province of Saskatchewan. Reassessments have been completed every four years since 1997.

General Comments

In 2009, a new valuation approach was introduced in the property assessment process. Income producing properties were valued utilizing income (rental) approaches to value where appropriate.

This capital project provides funding to contract specialists to assist in the determination of (and some assistance in the defence of) assessment values for high-value, complex properties. As well, a reassessment requires that all properties receive an assessment notice which requires increased associated paper and postage costs. As in past reassessments the generation and mailing of preview letters is also included.

Project Detail	Budget	Plan	Plan	Plan	Plan
Expenditure/Funding (000's)	2019	2020	2021	2022	2023
GROSS COST DETAILS					
Property Reassessment	0.0	250.0	100.0	0.0	0.0
Total	0.0	250.0	100.0	0.0	0.0
FINANCING DETAILS					
AFM - CAPITAL RESERVE	0.0	250.0	100.0	0.0	0.0
Total	0.0	250.0	100.0	0.0	0.0
Incremental	Budget	Plan	Plan	Plan	Plan
Operating Impacts (000's)	2019	2020	2021	2022	2023
Net Dollar Impact	0.0	0.0	0.0	0.0	0.0
FTEs	0.0	0.0	0.0	0.0	0.0

2095 ACCESS TRANSIT-BUS REPLACEMENTS

Project Status	Open	Year Identified	2009
Project Type	EQUIPMENT REPLACEMENT	Manager	Tracey Loewen
Asset Type	Transit Buses	Est. End Date	-

Project Description

This project provides for the ongoing scheduled replacement of existing lift-equipped buses used in the Access Transit System.

General Comments

With the expansion of the fleet over the last few years, Transit has been able to increase the useful life (mechanical and structural integrity) of the fleet from a five-year to a seven-year life cycle. An accessible bus is \$140,000 which includes a radio and a mobile data terminal (MDT).

City Council adopted the report called 'Building Better Transit: an Asset Management Plan for Transit and Access Transit Fleet' in July 2016. With the announcement of the Growing the Middle Class Infrastructure Plan by the Federal Government, City Council approved the Public Transit Infrastructure Fund strategy in principle to purchase up to 12 access buses over the period 2016 to 2018. In 2018, an order of 10 Access Transit coach buses at an estimated cost of \$1.4 million was placed and expected for delivery in 2019.

Project Detail	Budget	Plan	Plan	Plan	Plan
Expenditure/Funding (000's)	2019	2020	2021	2022	2023
GROSS COST DETAILS					
Access Transit Bus Replacement	0.0	560.0	580.0	600.0	620.0
Total	0.0	560.0	580.0	600.0	620.0
FINANCING DETAILS					
ACCESS TRANSIT CAPITAL RESERVE	0.0	560.0	580.0	300.0	465.0
UNFUNDED ACCESS TRANSIT CAP RES	0.0	0.0	0.0	300.0	155.0
Total	0.0	560.0	580.0	600.0	620.0
Incremental	Budget	Plan	Plan	Plan	Plan
Operating Impacts (000's)	2019	2020	2021	2022	2023
Net Dollar Impact	0.0	0.0	0.0	0.0	0.0
FTEs	0.0	0.0	0.0	0.0	0.0

2097 TR- BUS SEAT REPLACEMENT

Project Status	Open	Year Identified	2009
Project Type	EQUIPMENT REPLACEMENT	Manager	Paul Bracken
Asset Type		Est. End Date	-

Project Description

This project provides for the ongoing replacement of bus operator seats with high quality seats.

General Comments

The new seats are ergonomically friendly, aid in the prevention of back problems, and result in reduced worker compensation claims. The old seats are very costly to maintain and some of the repair parts are hard to obtain due to obsolescence. This plan is to replace 10-12 bus seats per year.

Prior Budget Approvals

\$440,000

Project Detail	Budget	Plan	Plan	Plan	Plan
Expenditure/Funding (000's)	2019	2020	2021	2022	2023
GROSS COST DETAILS					
Equipment Purchases	75.0	0.0	75.0	0.0	80.0
Total	75.0	0.0	75.0	0.0	80.0
FINANCING DETAILS					
TRANSIT CAPITAL PROJECTS RESERVE	75.0	0.0	75.0	0.0	80.0
Total	75.0	0.0	75.0	0.0	80.0
Incremental	Budget	Plan	Plan	Plan	Plan
Operating Impacts (000's)	2019	2020	2021	2022	2023
Net Dollar Impact	0.0	0.0	0.0	0.0	0.0
FTEs	0.0	0.0	0.0	0.0	0.0

2100 ACCESS TRANSIT - ADDITIONAL BUSES

Project Status	Open	Year Identified	2009
Project Type	GROWTH AND CAPITAL EXPANSION	Manager	Bob Howe
Asset Type	Transit Buses	Est. End Date	-

Project Description

This project provides for the purchase of additional lift-equipped buses used in Saskatoon's Access Transit System.

General Comments

Access Transit will utilize the additional buses to provide additional service hours as its client base grows and to extend the life of the overall fleet. Currently each bus in the fleet travels between 35,000 to 50,000 km per year.

Project Detail Expenditure/Funding (000's)	Budget 2019	Plan 2020	Plan 2021	Plan 2022	Plan 2023
GROSS COST DETAILS					
Bus Purchase	0.0	0.0	145.0	150.0	155.0
Total	0.0	0.0	145.0	150.0	155.0
FINANCING DETAILS					
UNFUNDED ACCESS TRANSIT CAP RES	0.0	0.0	145.0	150.0	155.0
Total	0.0	0.0	145.0	150.0	155.0
Incremental Operating Impacts (000's)	Budget 2019	Plan 2020	Plan 2021	Plan 2022	Plan 2023
Net Dollar Impact	0.0	0.0	0.0	0.0	0.0
FTEs	0.0	0.0	0.0	0.0	0.0

2101 CY-GOLF COURSE IMPROVEMNTS & EQUIP REPL.

Project Status	Open	Year Identified	2009
Project Type	EQUIPMENT REPLACEMENT	Manager	Andrew Roberts
Asset Type	Golf Courses	Est. End Date	-

Project Description

During 1998, City Council approved the Golf Course Program value-for-money audit recommendation that management develop a long-term capital plan with sufficient cash flow to fund and finance capital replacement expenditures for the three municipal golf courses (Holiday Park, Silverwood and Wildwood golf courses). In response to the audit recommendations, in March 2002 City Council approved the Golf Course Capital Reserve (Bylaw No. 6774). The purpose of the reserve is to finance long-term capital plans that included replacement of equipment and vehicles, and expansion and redevelopment of course facilities and services.

General Comments

Capital projects for 2019 are:

Equipment Replacement:

Holiday Park Golf Course:

\$85,000 - Diesel Self-Propelled Fairway Mower

Silverwood Golf Course:

\$175,000 - Diesel Self-Propelled Greens-mower (Quantity 3)

Wildwood Golf Course:

\$40,000 - Heavy Duty 4WD Utility vehicle

Holiday Park Golf Course Irrigation/Satellite Controllers-

\$175,000 - Replace main irrigation pumps and renovate pump house building

Operating Impact

There are no future operating impacts from the 2019 project.

Project Detail	Budget	Plan	Plan	Plan	Plan
Expenditure/Funding (000's)	2019	2020	2021	2022	2023
GROSS COST DETAILS					
Golf Course Equipment Replacement	300.0	275.0	275.0	300.0	300.0
HPGC Irrigation Control/Satellite Replacement	175.0	0.0	0.0	0.0	0.0
Total	475.0	275.0	275.0	300.0	300.0
FINANCING DETAILS					
GOLF COURSE CAPITAL RESERVE	475.0	275.0	275.0	300.0	300.0
Total	475.0	275.0	275.0	300.0	300.0
Incremental	Budget	Plan	Plan	Plan	Plan
Operating Impacts (000's)	2019	2020	2021	2022	2023
Net Dollar Impact	0.0	0.0	0.0	0.0	0.0
FTEs	0.0	0.0	0.0	0.0	0.0

2102 CY-SPORTFIELD DEVELOPMENT & IMPROVEMENTS

Project Status	Open	Year Identified	2009
Project Type	INFRASTRUCTURE MAINTENANCE	Manager	Brad Babyak
Asset Type	Parks and Open Spaces	Est. End Date	-

Project Description

This project involves the development and upgrading of sport fields and amenities in Multi-District, District, and Special Use Parks to ensure the quality of playing fields for the safety and enjoyment of all participants.

General Comments

The Multi-District and District Parks accommodate the recreational requirements of the sport user groups, including minor and adult sport leagues, City-wide programs, and national/international competitions.

As part of the long-term development plan focusing on the continual redevelopment of the City's sport fields, Administration is working in conjunction with the sport field user groups and residents to identify both immediate and long-term facility program and amenity priorities and requirements.

Father Basil Markle Court Conversion (2019)

This project involves the conversion of the Father Basil Markle Tennis court facility to a Pickleball only complex. Pickleball is considered one of the fastest growing sports in Canada and the United States. Through discussions with the primary stakeholder group, Pickleball Saskatoon, this project will develop a stand-alone outdoor facility for their sport that meets court design specifications.

This project was approved in principle, by City Council on March 26, 2018 through the Recreation and Parks Facilities Game Plan Proposed Funding Plan, and is contingent on approval of the 2019 operating contribution to the Recreation, Sports, Culture and Parks Partnership Reserve.

Shale Conversion Project (2019, 2022)

The plan is to convert 13 fields from torpedo sand to shale based on user group requests for shale (2019-six fields; 2022-seven fields). The total value for all 13 fields is \$205K.

Bishop James Mahoney Park (2020):

The 2018 plan included survey and design of the field upgrade (\$30K). The 2020 plan involves improvements to the Bishop James Mahoney District Park. Diamond #1 will be upgraded to ensure outfield slopes are adjusted to improve drainage and turf quality; and would include an irrigation upgrade for that diamond.

Prior Budget Approvals

\$30,000 - Survey and Design

Project Detail	Budget	Plan	Plan	Plan	Plan
Expenditure/Funding (000's)	2019	2020	2021	2022	2023
GROSS COST DETAILS					
Bishop James Mahoney Park	0.0	350.0	0.0	0.0	0.0
Father Basil Markle Park	115.0	0.0	0.0	0.0	0.0
Shale Program	95.0	0.0	0.0	110.0	0.0
Total	210.0	350.0	0.0	110.0	0.0
FINANCING DETAILS					
PARK ENHANCE RES	95.0	350.0	0.0	110.0	0.0
PRIVATE CONTRIBUTIONS	15.0	0.0	0.0	0.0	0.0
UNFUNDED REC & PARK PARTNERSHIP RES	100.0	0.0	0.0	0.0	0.0
Total	210.0	350.0	0.0	110.0	0.0
Incremental	Budget	Plan	Plan	Plan	Plan
Operating Impacts (000's)	2019	2020	2021	2022	2023
Net Dollar Impact	0.0	0.0	0.0	0.0	0.0
FTEs	0.0	0.0	0.0	0.0	0.0

2114 CY-VICTORIA PARK - UPGRADES

Project Status	Open	Year Identified	2009
Project Type	REJUVENATION	Manager	Brad Babyak
Asset Type	Parks and Open Spaces	Est. End Date	-

Project Description

This project involves Victoria Park upgrades as outlined in the Victoria Park Program Plan, adopted by City Council in June 2004. This upgrade is planned to be an extension of the River Landing Phase II development, which will connect Victoria Park to River Landing. Public and stakeholder consultation occurred in 2009 on the program plan for the City Gardener's Site and to confirm the program plan requirements originally approved in the 2004 Victoria Park Program Plan. Through the Recreation and Parks Master Plan, festivals and parks were both ranked highly in residents' opinions. Of the residents surveyed, 79% felt the need for more festival space was a high priority. The development of Victoria Park will address this need and provide residents with adequate parking for festivals, recreational activities, and better linkage for pedestrian traffic.

General Comments

Note: The 2019 plan includes a feasibility study, complete functional design concepts and identify the potential location for a Permanent Outdoor Festival Site.

The planned procurement method for this project is to be accomplished utilizing external contractors, due to the capacity and expertise of existing staff to perform the work and to complete the feasibility study including functional design concepts.

The 2020 plan includes the development of an expanded parking lot which will address existing and future parking needs (such as overflow parking during large special events and festivals).

The 2021 plan includes pathway linkages to improve pedestrian circulation within the park. This pathway system will give pedestrians access along Spadina Crescent and better connectivity to the existing site amenities.

The 2022 plan involves the addition of site furniture and pathway lighting. This project was approved in principle, by City Council on March 26, 2018 through the Recreation and Parks Master Plan Facilities Game Plan Proposed Funding Plan, subject to budget approval.

Operating Impact

2021 to 2023 - Operating costs to be determined during design phase.

Prior Budget Approval

\$513,000 Design and construction of the City Gardener's Site (1.13 acres) and approximately 5 acres of Victoria Park, including the festival site.

Project Detail	Budget	Plan	Plan	Plan	Plan
Expenditure/Funding (000's)	2019	2020	2021	2022	2023
GROSS COST DETAILS					
Construction - Park	0.0	450.0	400.0	330.0	0.0
Permanent Outdoor Festival Site - Study & Design	75.0	0.0	0.0	0.0	0.0
Total	75.0	450.0	400.0	330.0	0.0
FINANCING DETAILS					
DEDICATED LANDS RESERVE	0.0	450.0	284.0	0.0	0.0
FUNDING PLAN CONTRIBUTION	0.0	0.0	116.0	195.0	0.0
PARK ENHANCE RES	0.0	0.0	0.0	135.0	0.0
UNFUNDED RCE	75.0	0.0	0.0	0.0	0.0
Total	75.0	450.0	400.0	330.0	0.0
Incremental	Budget	Plan	Plan	Plan	Plan
Operating Impacts (000's)	2019	2020	2021	2022	2023
Net Dollar Impact	0.0	0.0	0.0	0.0	0.0
FTEs	0.0	0.0	0.0	0.0	0.0

2119 POLICE-RADIO REPLACEMENT

Project Status	Open	Year Identified	2010
Project Type	EQUIPMENT REPLACEMENT	Manager	Earl Warwick
Asset Type	Communication systems	Est. End Date	-

Project Description

This project provides for the replacement and/or addition of police radio equipment.

General Comments

Radio communication is critical to police operations. The current fleet of police portable and in-car mobile radios have an anticipated useful life of approximately 9 years. This project addresses the eventual replacement of these essential communication assets. The 2019 capital budget is for the replacement of portable radios, in-car mobile radios, communication infrastructure and new technology that maintain communication.

Operating Impact

No increase anticipated for 2019.

Project Detail	Budget	Plan	Plan	Plan	Plan
Expenditure/Funding (000's)	2019	2020	2021	2022	2023
GROSS COST DETAILS					
Equipment Purchases	949.0	0.0	0.0	133.0	106.0
Total	949.0	0.0	0.0	133.0	106.0
FINANCING DETAILS					
POLICE RADIO RESERVE	949.0	0.0	0.0	133.0	43.0
PRIVATE CONTRIBUTIONS	0.0	0.0	0.0	0.0	63.0
Total	949.0	0.0	0.0	133.0	106.0
Incremental	Budget	Plan	Plan	Plan	Plan
Operating Impacts (000's)	2019	2020	2021	2022	2023
Net Dollar Impact	0.0	0.0	0.0	0.0	0.0
FTEs	0.0	0.0	0.0	0.0	0.0

2162 CY-URBAN DESIGN - BIDS

Project Status	Open	Year Identified	2009
Project Type	REJUVENATION	Manager	Paul Whitenect
Asset Type		Est. End Date	-

Project Description

This project includes the design and construction of comprehensive streetscape projects within the Downtown, Broadway, and Riversdale Business Improvement Districts. The priority of projects over the next number of years will be determined by the need to coordinate streetscape projects with underground utility replacement programs, the River Landing development, partnering opportunities, and with opportunities to promote multi-modal transportation by improving pedestrian conditions, transit and cycling conditions and facilities, and creating on-street parking facilities to increase parking revenues.

General Comments

Idylwyld Drive Streetscape Master Plan:

The City Centre Plan, the North Downtown Master Plan and the Growing Forward! Plan all indicate that an improved streetscape along the length of Idylwyld Drive is needed. The project involves the design and construction of a comprehensive streetscape project for Idylwyld Drive from the Senator Sid Buckwold Bridge to Circle Drive. This capital budget will only account for construction from the Senator Sid Buckwold Bridge to 25th Street.

This project involves a traffic study, an environmental site assessment, and the design of a streetscape improvement plan, as well as phased construction which may utilize an incremental approach to capitalize on the time-sensitivity of interventions. The redevelopment of Idylwyld Drive as an enhanced multi-modal corridor will contribute to pedestrian, cyclist, and transit use. Some funding for the Urban Design reserve will be dedicated to a gateway project at 20th Street and Idylwyld Drive, and a capital budget submission to begin implementation of the Idylwyld Master Plan is expected for the 2019 construction season.

The planned procurement method for this project is to be accomplished utilizing external contractors, due to specialized expertise.

3rd Avenue - 19th Street Intersection & Adjoining Roadways:

This project at the 19th Street intersection will include furniture and other amenities to be installed in conjunction with the Bus Rapid Transit (BRT) Project impacting 19th Street, between 2nd and 3rd Avenues.

River Landing Streetscape:

This project involves the design and streetscape coordination with developments under way on Parcel YY in River Landing. In 2019, the design and streetscape coordination will occur for the area, and will coordinate with road work on both 3rd Avenue and 19th Streets.

3rd Avenue - North Phase:

This project involved streetscaping 3rd Avenue between 22nd and 25th Streets. The work is expected to occur in 2022 once the BRT routes have been identified. The design will accommodate the future use of the street and will complete the 3rd Avenue streetscape project.

Operating Impacts

Idylwyld Drive Streetscape Master Plan operating impacts to be determined based on the design phase.

Prior Budget Approvals

\$ 1,500,000 Idylwyld Drive Master Plan and design

Project Detail Expenditure/Funding (000's)	Budget 2019	Plan 2020	Plan 2021	Plan 2022	Plan 2023
GROSS COST DETAILS					
3rd Avenue: 19th Street Intersection	100.0	0.0	0.0	0.0	0.0
3rd Avenue: North Phase	0.0	0.0	0.0	2,035.0	0.0
Idylwyld Drive: Bridge to Circle Drive	1,000.0	1,000.0	1,000.0	0.0	0.0
River Landing Streetscaping	86.0	0.0	0.0	0.0	0.0
Total	1,186.0	1,000.0	1,000.0	2,035.0	0.0
FINANCING DETAILS					
RESERVE FOR CAPITAL EXPENDITURES	86.0	0.0	0.0	0.0	0.0
STREETSCAPE RESERVE-BID	1,100.0	1,000.0	1,000.0	2,035.0	0.0
Total	1,186.0	1,000.0	1,000.0	2,035.0	0.0
Incremental Operating Impacts (000's)	Budget 2019	Plan 2020	Plan 2021	Plan 2022	Plan 2023
Net Dollar Impact	0.0	0.0	0.0	0.0	0.0
FTEs	0.0	0.0	0.0	0.0	0.0

2166 CY-URBAN DESIGN - CITY-WIDE

Project Status	Open	Year Identified	2009
Project Type	GROWTH AND CAPITAL EXPANSION	Manager	Paul Whitenect
Asset Type		Est. End Date	-

Project Description

This project includes the design and construction of comprehensive streetscape projects outside the Downtown, Broadway and Riversdale Business Improvement Districts. Projects are defined in terms of pedestrian amenity improvements, safety, and support for multi-modal travel through the City.

General Comments

Approved by City Council in 2009, the Central Avenue Master Plan called for streetscape improvements from 107th Street to 115th Street, including the commercial and industrial properties along Gray Avenue. Phases 1 and 2 of the Central Avenue streetscaping have been completed. The remaining work will be split into two additional phases, the first of which is planned for 2020. This work will involve the South portions from 107th Street to 109th Street and include a gateway feature to the Sutherland BID area. A revised scope for the South portion will be developed in 2019, with design planned to be completed in 2020 and construction in 2021, subject to funding.

The fourth and final phase will address the pedestrian crossing of the railway to improve pedestrian safety, complete the North portion of Central Avenue to 115th Street. Completion of the fourth phase will depend on funding availability and negotiation with the railway company.

Operating Impact

Operating impacts will be determined once specific design elements are identified and will include maintenance, snow removal, irrigation/maintenance of plant material, and street lighting.

Prior Budget Approval

\$2,650,000 Central Avenue detailed streetscape design and construction

Project Detail Expenditure/Funding (000's)	Budget 2019	Plan 2020	Plan 2021	Plan 2022	Plan 2023
GROSS COST DETAILS					
Central Avenue	0.0	100.0	900.0	0.0	0.0
Total	0.0	100.0	900.0	0.0	0.0
FINANCING DETAILS					
UNFUNDED MAJOR PROJECTS	0.0	100.0	900.0	0.0	0.0
Total	0.0	100.0	900.0	0.0	0.0
Incremental Operating Impacts (000's)	Budget 2019	Plan 2020	Plan 2021	Plan 2022	Plan 2023
Net Dollar Impact	0.0	0.0	0.0	0.0	0.0
FTEs	0.0	0.0	0.0	0.0	0.0

2169 CY-BLDG STANDARDS PROGRAM ENHANCEMENTS

Project Status	Open	Year Identified	2010
Project Type	SUPPORT SYSTEMS	Manager	Kara Fagnou
Asset Type		Est. End Date	-

Project Description

This project supports the delivery of Building Standards programs and services.

General Comments

Related work will include enhancements, upgrades or changes needed to maintain or expand existing programs; fee and operational reviews; and customer satisfaction surveys. The project will also include marketing and costs associated with creating and delivering Building Standards programs and services, including educational awareness campaigns.

For 2019 and 2020, funds will be used to support Building Standards expansion to online service, and for the rebranding of current marketing material to present consistent and strategic communication to the customer.

Operating Impact

2020 - \$100,000 for licensing fees and systems upgrades and maintenance

Project Detail Expenditure/Funding (000's)	Budget 2019	Plan 2020	Plan 2021	Plan 2022	Plan 2023
GROSS COST DETAILS					
Building Standards Program and Service Delivery	465.0	530.0	0.0	0.0	0.0
Total	465.0	530.0	0.0	0.0	0.0
FINANCING DETAILS					
BLDG PERMITS/INSPECT STAB RESERVE	465.0	530.0	0.0	0.0	0.0
Total	465.0	530.0	0.0	0.0	0.0
Incremental Operating Impacts (000's)	Budget 2019	Plan 2020	Plan 2021	Plan 2022	Plan 2023
Net Dollar Impact	0.0	100.0	0.0	0.0	0.0
FTEs	0.0	0.0	0.0	0.0	0.0

2180 AF-CIVIC FACILITY SITE MAINTENANCE

Project Status	Open	Year Identified	2009
Project Type	INFRASTRUCTURE MAINTENANCE	Manager	Troy LaFreniere
Asset Type	Parking Lots	Est. End Date	-

Project Description

This project provides for a three phased approach to bring the parking lot, private roadway and underground service requirements at the civic leisure centres up to standard and maintaining them at that standard.

Phase 1 - Conditional Assessment - Assess the condition of the parking lots, private roadways and underground services to determine the scope of the work required to bring these areas up to standard. Priorities will be established based on condition of the infrastructure and its impact to and by the customers.

Phase 2 - Undertake the work to bring the parking lots and paved areas to standard.

Phase 3 - Creation of a Civic Facility Site Replacement Reserve.

General Comments

Currently, the process for capital construction of new facilities does not include a future budget to maintain, repair or replace infrastructure components such as water/sewer lines, storm lines, manholes, signs, curbs, sidewalks, fencing, lot lighting, roads and paving, at the end of their life cycle. Repairs or replacements are done when a component has completely failed.

An \$11 million deficit has been identified in the maintenance, repair and/or replacement of infrastructure site components which are at or near the end of their life cycle and will soon need to be addressed. With prior budget approved funding, a condition assessment has been carried out to determine the scope of the work required and to establish priorities.

The planned procurement method for this project is to be accomplished utilizing internal staff, due to existing staff capacity to perform the work.

Project Detail	Budget	Plan	Plan	Plan	Plan
Expenditure/Funding (000's)	2019	2020	2021	2022	2023
GROSS COST DETAILS					
Design & Constr'n - Civic Leisure Centres	350.0	400.0	450.0	450.0	450.0
Other Civic Property	1,500.0	100.0	150.0	150.0	150.0
Total	1,850.0	500.0	600.0	600.0	600.0
FINANCING DETAILS					
FACILITY SITE REPL RES	350.0	500.0	600.0	600.0	600.0
UNFUNDED FACILITY SITE REPL RES	1,500.0	0.0	0.0	0.0	0.0
Total	1,850.0	500.0	600.0	600.0	600.0
Incremental	Budget	Plan	Plan	Plan	Plan
Operating Impacts (000's)	2019	2020	2021	2022	2023
Net Dollar Impact	0.0	0.0	0.0	0.0	0.0
FTEs	0.0	0.0	0.0	0.0	0.0

2197 WTP - WATER CONSERVATION INITIATIVE

Project Status	Open	Year Identified	2009
Project Type	ENVIRONMENTAL PROTECTION	Manager	Amber Weckworth
Asset Type		Est. End Date	-

Project Description

The water conservation program addresses the continued mandate for water conservation first identified in the Water Conservation Implementation Plan in the Long Term Capital Development and Expansion Plan.

General Comments

Included in the program are "Leading by example" initiatives by City divisions as well as programs targeted at reducing Industrial, Commercial, and Institutional (ICI) sector water use, outdoor residential water use, and indoor residential water use.

The planned procurement method for this project is to be accomplished utilizing internal staff, due to existing staff capacity to perform the work.

Project Detail	Budget	Plan	Plan	Plan	Plan
Expenditure/Funding (000's)	2019	2020	2021	2022	2023
GROSS COST DETAILS					
Water Conservation Study	500.0	0.0	0.0	0.0	0.0
Total	500.0	0.0	0.0	0.0	0.0
FINANCING DETAILS					
WATERWORKS CAPITAL PROJECTS RESERVE	500.0	0.0	0.0	0.0	0.0
Total	500.0	0.0	0.0	0.0	0.0
Incremental	Budget	Plan	Plan	Plan	Plan
Operating Impacts (000's)	2019	2020	2021	2022	2023
Net Dollar Impact	0.0	0.0	0.0	0.0	0.0
FTEs	0.0	0.0	0.0	0.0	0.0

2214 WTP - WATER SYSTEM ASSESSMENT

Project Status	Open	Year Identified	2010
Project Type	GROWTH AND CAPITAL EXPANSION	Manager	Reid Corbett
Asset Type		Est. End Date	-

Project Description

This project consists of an independent assessment by a consulting engineer to determine waterworks performance, condition, capacity and maintenance. The planned procurement method for this project is to be accomplished utilizing external contractors due to regulated or legislated requirements of the work.

General Comments

The assessment is required by Provincial legislation dealing with the protection of water and water quality. The Act requires an independent engineering assessment of all permitted waterworks be conducted once every five years. Previous assessments were completed in 2010 and 2015. The 2020 assessment will meet the five year mandate.

Project Detail Expenditure/Funding (000's)	Budget 2019	Plan 2020	Plan 2021	Plan 2022	Plan 2023
GROSS COST DETAILS					
Water System Assessment	0.0	173.0	0.0	0.0	0.0
Total	0.0	173.0	0.0	0.0	0.0
FINANCING DETAILS					
WATERWORKS CAPITAL PROJECTS RESERVE	0.0	173.0	0.0	0.0	0.0
Total	0.0	173.0	0.0	0.0	0.0
Incremental Operating Impacts (000's)	Budget 2019	Plan 2020	Plan 2021	Plan 2022	Plan 2023
Net Dollar Impact	0.0	0.0	0.0	0.0	0.0
FTEs	0.0	0.0	0.0	0.0	0.0

2216 WTP- PLANT ELECTRICAL UPGRADE

Project Status	Open	Year Identified	2011
Project Type	INFRASTRUCTURE REPLACEMENT	Manager	Warren Hawkins
Asset Type		Est. End Date	-

Project Description

This project involves the assessment, design, and construction of electrical upgrades at the Water Treatment Plant.

General Comments

These upgrades will replace critical older equipment with safer modern equipment. Single points of failure currently existing in the electrical distribution system that could affect the ability to produce safe clean drinking water will be upgraded to a system with more diversity. This will increase the plant resiliency to failures.

The work will be combined with the Transfer Pumping Project, with construction being completed over a 3 year period. (2019-2022)

Project Detail	Budget	Plan	Plan	Plan	Plan
Expenditure/Funding (000's)	2019	2020	2021	2022	2023
GROSS COST DETAILS					
Water Treatment Plant Electrical Upgrade	350.0	0.0	0.0	0.0	0.0
Total	350.0	0.0	0.0	0.0	0.0
FINANCING DETAILS					
WATERWORKS CAPITAL PROJECTS RESERVE	350.0	0.0	0.0	0.0	0.0
Total	350.0	0.0	0.0	0.0	0.0
Incremental	Budget	Plan	Plan	Plan	Plan
Operating Impacts (000's)	2019	2020	2021	2022	2023
Net Dollar Impact	0.0	0.0	0.0	0.0	0.0
FTEs	0.0	0.0	0.0	0.0	0.0

2219 WTP-N.E. SECTOR RESERVOIR

Project Status	Open	Year Identified	2013
Project Type	GROWTH AND CAPITAL EXPANSION	Manager	Reid Corbett
Asset Type	Water Treatment Plant	Est. End Date	-

Project Description

This project consists of the construction of a reservoir and pumping facility in the NE sector to meet the demands from growth in the sector. The planned procurement method for this project is to be accomplished utilizing external contractors due to transfer of risk.

General Comments

The project was initially scheduled for 2015 however upgrades to the 42nd Street reservoir and pumping facility allowed for a delay until 2023. The reservoir is planned to have a 40 million litre capacity and the pumping station an output of 1600 litres per second. With appropriate technical expertise, the majority of this project could be completed in house. External service providers will be required at a minimum on structural and building mechanical design.

Project Detail	Budget	Plan	Plan	Plan	Plan
Expenditure/Funding (000's)	2019	2020	2021	2022	2023
GROSS COST DETAILS					
N.E. Sector Reservoir	0.0	0.0	0.0	0.0	4,785.0
Total	0.0	0.0	0.0	0.0	4,785.0
FINANCING DETAILS					
WATERWORKS CAPITAL PROJECTS RESERVE	0.0	0.0	0.0	0.0	4,785.0
Total	0.0	0.0	0.0	0.0	4,785.0
Incremental	Budget	Plan	Plan	Plan	Plan
Operating Impacts (000's)	2019	2020	2021	2022	2023
Net Dollar Impact	0.0	0.0	0.0	0.0	0.0
FTEs	0.0	0.0	0.0	0.0	0.0

2220 WTP-FILTER PLANT UNDERDRAIN UPGRADE

Project Status	Open	Year Identified	2013
Project Type	INFRASTRUCTURE REPLACEMENT	Manager	Reid Corbett
Asset Type	Water Treatment Plant	Est. End Date	-

Project Description

This project involves upgrading the mechanical components of the 1957 (6 filters), the 1964 (9 filters) and 1928 (6 filters) filter banks at the WTP. The planned procurement method for this project is to be accomplished utilizing external contractors, due to expertise of existing staff to perform the work and availability of technology in-house and long-term requirements.

General Comments

The work includes replacing the underdrains, process piping upgrades, valves and actuators, and automating their operation. Similar work was successfully completed on the 1911 (6 filters) in 2011/2012.

Project Detail	Budget	Plan	Plan	Plan	Plan
Expenditure/Funding (000's)	2019	2020	2021	2022	2023
GROSS COST DETAILS					
Filter Plant Underdrain Upgrade	1,000.0	0.0	0.0	0.0	0.0
Total	1,000.0	0.0	0.0	0.0	0.0
FINANCING DETAILS					
WATERWORKS CAPITAL PROJECTS RESERVE	1,000.0	0.0	0.0	0.0	0.0
Total	1,000.0	0.0	0.0	0.0	0.0
Incremental	Budget	Plan	Plan	Plan	Plan
Operating Impacts (000's)	2019	2020	2021	2022	2023
Net Dollar Impact	0.0	0.0	0.0	0.0	0.0
FTEs	0.0	0.0	0.0	0.0	0.0

2230 WWT-INFRASTRUCTURE UPGRADES

Project Status	Open	Year Identified	2013
Project Type	EQUIPMENT REPLACEMENT	Manager	Reid Corbett
Asset Type	Wastewater Treatment Plant	Est. End Date	-

Project Description

This project involves upgrades of equipment and infrastructure at the main plant, biosolids storage area and pumping stations that do not warrant a separate capital project. The planned procurement method for this project is to be accomplished utilizing external contractors, due to the capacity of existing staff to perform the work.

General Comments

Wastewater treatment facilities have a severe service rating due to the corrosive nature of sewage. Failures of equipment and infrastructure are not predictable and random failures will occur. This project funds upgrades that are immediately required.

Project Detail	Budget	Plan	Plan	Plan	Plan
Expenditure/Funding (000's)	2019	2020	2021	2022	2023
GROSS COST DETAILS					
Expected Upgrades	500.0	2,600.0	2,704.0	2,812.0	2,897.0
Total	500.0	2,600.0	2,704.0	2,812.0	2,897.0
FINANCING DETAILS					
WASTEWATER TRTMNT CAP RES	500.0	2,600.0	2,704.0	2,812.0	2,897.0
Total	500.0	2,600.0	2,704.0	2,812.0	2,897.0
Incremental	Budget	Plan	Plan	Plan	Plan
Operating Impacts (000's)	2019	2020	2021	2022	2023
Net Dollar Impact	0.0	0.0	0.0	0.0	0.0
FTEs	0.0	0.0	0.0	0.0	0.0

2233 TU-ADVANCED TRAFFIC MGT SYSTEM

Project Status	Open	Year Identified	2009
Project Type	SUPPORT SYSTEMS	Manager	Goran Lazic
Asset Type		Est. End Date	-

Project Description

This project provides capital funding toward the expansion of the City's Advanced Traffic Management System (ATMS), enabling upgrades of communication lines and required replacement of signal cabinets and controllers.

General Comments

The incorporation of ITS into the transportation network allows existing City streets to meet increasing capacity demands without the requirement for major additional construction. ITS is an integral component of network growth that improves motorist safety while helping to alleviate increased commute times, congestion and transport-related emissions.

The 2019 budget request is for further expansion of the centralized signal management system by adding additional ATMS software modules.

The planned procurement method for this project is to be accomplished utilizing internal staff, due to existing staff capacity and expertise to perform the work, requirement of specialized services, and availability of technology in-house and long-term requirements.

Project Detail	Budget	Plan	Plan	Plan	Plan
Expenditure/Funding (000's)	2019	2020	2021	2022	2023
GROSS COST DETAILS					
Construction	150.0	150.0	150.0	150.0	0.0
Total	150.0	150.0	150.0	150.0	0.0
FINANCING DETAILS					
TRANSP INFRAS EXPANSION	150.0	150.0	150.0	150.0	0.0
Total	150.0	150.0	150.0	150.0	0.0
Incremental	Budget	Plan	Plan	Plan	Plan
Operating Impacts (000's)	2019	2020	2021	2022	2023
Net Dollar Impact	0.0	0.0	0.0	0.0	0.0
FTEs	0.0	0.0	0.0	0.0	0.0

2234 TU-WALKWAY MANAGEMENT

Project Status	Open	Year Identified	2009
Project Type	INFRASTRUCTURE MAINTENANCE	Manager	Nathalie Baudais
Asset Type		Est. End Date	-

Project Description

This project involves walkways and includes completing assessments and improving infrastructure.

General Comments

This project supports the City of Saskatoon strategic goal "Quality of Life" as it will help to deal with the reduction and prevention of crime in the neighbourhood.

The management of walkways typically consists of CPTED reviews, crack repairs, drainage issues, lighting installation, replacement of broken or missing bollards, and other upgrades.

Details on the program proposed for the budget year will be presented in an administrative report prior to, or concurrent with the Council budget meeting.

Prior Budget Approvals

\$721,000

Project Detail Expenditure/Funding (000's)	Budget 2019	Plan 2020	Plan 2021	Plan 2022	Plan 2023
GROSS COST DETAILS					
Walkway Management	0.0	50.0	50.0	50.0	50.0
Total	0.0	50.0	50.0	50.0	50.0
FINANCING DETAILS					
TRAFFIC SAFETY RESERVE	0.0	50.0	50.0	50.0	50.0
Total	0.0	50.0	50.0	50.0	50.0
Incremental Operating Impacts (000's)	Budget 2019	Plan 2020	Plan 2021	Plan 2022	Plan 2023
Net Dollar Impact	0.0	0.0	0.0	0.0	0.0
FTEs	0.0	0.0	0.0	0.0	0.0

2235 TU-INTERSECTION IMPROVEMENTS

Project Status	Open	Year Identified	2009
Project Type	INFRASTRUCTURE MAINTENANCE	Manager	Goran Lazic
Asset Type		Est. End Date	-

Project Description

This project involves the implementation of major geometric and operational modifications at localized intersections to ensure the safe and efficient movement of vehicles.

General Comments

This project addresses intersections in need of immediate operational and capacity improvements due to potentially significant safety hazards and/or unacceptable levels of service. It covers the costs of design, land acquisition (if required) and construction of major intersection improvements.

Major intersection improvements are intended to improve the level of safety for all road users, as well as to improve traffic operations and reduce delays. The list of potential projects is evaluated annually and prioritized based on collision rates, vehicular delays, and coordination with other projects. Minor intersection improvements typically include simple geometric modifications to improve the operations of an intersection. Examples include the addition of a right turning bay to improve traffic operations at an intersection, or physical adjustment of a median to allow turning vehicles an improved turning radius through the intersection (which can reduce the potential for collisions).

Details on the projects proposed for the budget year will be presented in an administrative report prior to, or concurrent with, the Council budget meeting.

Prior Budget Approvals

\$3,003,000

Project Detail Expenditure/Funding (000's)	Budget 2019	Plan 2020	Plan 2021	Plan 2022	Plan 2023
GROSS COST DETAILS					
General Provision	500.0	100.0	700.0	500.0	900.0
Total	500.0	100.0	700.0	500.0	900.0
FINANCING DETAILS					
TRANSP INFRAS EXPANSION	500.0	100.0	700.0	500.0	900.0
Total	500.0	100.0	700.0	500.0	900.0
Incremental Operating Impacts (000's)	Budget 2019	Plan 2020	Plan 2021	Plan 2022	Plan 2023
Net Dollar Impact	0.0	0.0	0.0	0.0	0.0
FTEs	0.0	0.0	0.0	0.0	0.0

2237 TU-UPGD DALMENY GRID/BEAM RD CONNECTION

Project Status	Open	Year Identified	2009
Project Type	GROWTH AND CAPITAL EXPANSION	Manager	David LeBoutillier
Asset Type		Est. End Date	-

Project Description

This project involves upgrading the existing roadway from a two lane paved roadway to a four lane paved roadway.

General Comments

Upon completion of the Highway 7 and Highway 14 interchange, this connection will become a desirable route for City traffic between the Blairmore Suburban Centre and the Marquis Industrial area.

The initial upgrade will be from Highway 14 to Claypool Drive, completed under land development. This project completes the roadway from Claypool Drive to Highway 16 which is now under provincial jurisdiction.

Prior Budget Approvals

\$46,000

Project Detail Expenditure/Funding (000's)	Budget 2019	Plan 2020	Plan 2021	Plan 2022	Plan 2023
GROSS COST DETAILS					
Upgd Dalmeny Grid/Beam Rd Connection	0.0	0.0	0.0	0.0	8,250.0
Total	0.0	0.0	0.0	0.0	8,250.0
FINANCING DETAILS					
UNFUNDED MAJOR PROJECTS	0.0	0.0	0.0	0.0	8,250.0
Total	0.0	0.0	0.0	0.0	8,250.0
Incremental Operating Impacts (000's)	Budget 2019	Plan 2020	Plan 2021	Plan 2022	Plan 2023
Net Dollar Impact	0.0	0.0	0.0	0.0	0.0
FTEs	0.0	0.0	0.0	0.0	0.0

2255 TU-W&S CAPACITY ANALYSIS FOR REDEVELOPMENT AND MASTER PLANNING

Project Status	Open	Year Identified	2015
Project Type	GROWTH AND CAPITAL EXPANSION	Manager	AJ McCannell
Asset Type		Est. End Date	-

Project Description

This project identifies the need for water and sewer capacity analysis and master planning for infill/redevelopment and future development areas. This will ensure that a consistent level of service for water distribution and sewer collection in residential, commercial and other areas of the city is maintained and possibly improved.

General Comments

System capacity analysis and maintenance is a key factor in sustainable management of water and sewer utilities. The city's growth must be supported by various elements including efficient and cost-effective water and sewer utilities. Maximizing the use of existing system capacities and identifying areas where new infrastructure is necessary will ensure the best value for the citizens of Saskatoon.

This project would be ongoing to address continual infill/redevelopment and rezoning applications. The master planning component will be complete by mid of 2017 and thereafter periodic updates will be required. The intent is to assess the needs under this project on a yearly basis. The estimated yearly funding is \$100,000 with the main source of funding coming from redevelopment levy to W&S Infrastructure Reserve.

Project Detail	Budget	Plan	Plan	Plan	Plan
Expenditure/Funding (000's)	2019	2020	2021	2022	2023
GROSS COST DETAILS					
Design	100.0	100.0	100.0	100.0	100.0
Total	100.0	100.0	100.0	100.0	100.0
FINANCING DETAILS					
INFRA RES-WTR & SAN SWR	100.0	100.0	100.0	100.0	100.0
Total	100.0	100.0	100.0	100.0	100.0
Incremental	Budget	Plan	Plan	Plan	Plan
Operating Impacts (000's)	2019	2020	2021	2022	2023
Net Dollar Impact	0.0	0.0	0.0	0.0	0.0
FTEs	0.0	0.0	0.0	0.0	0.0

2259 TU-PW SATELLITE YARDS

Project Status	Open	Year Identified	2013
Project Type	GROWTH AND CAPITAL EXPANSION	Manager	Eric Quail
Asset Type	Buildings	Est. End Date	-

Project Description

Capital Projects 2259 - TU PW Satellite Yards and 2037 - TU Snow Management Facilities are inter-related to each other in regards accommodating the future sites for Public Works satellite yard and snow management facilities. Land for three permanent Public Works satellite yard sites is required immediately to facilitate current emergency water & sewer operations and roadway maintenance activities. Once land is secured, funding opportunities for the development of the sites are possible.

General Comments

Funding in 2017 was to develop a strategy for locating operational facilities, including satellite yards and offices, based on the future growth impacts of the Growth Plan to Half a Million.

The satellite yards are required for:

- Sweepings stockpile, sand recycling
- Fill material handling, stockpiling recycling
- Satellite yard with parking, vehicle storage, and buildings
- Scale, wash bay
- Hydro-vac tailings disposal
- Container handling for garbage and recycling (except at the Southwest site)

Funding required for the Northwest and Northeast sites is to secure the land in advance of city development.

Funding shown for the Southeast site is required once the site is approved for development and the land purchase agreement is completed. Relocation from Nicholson Yards is imminent and a properly designed, constructed, and managed site is the goal for the proposed Public Works satellite yard in the southeast.

Funding for the Southwest site is required to relocate the current site, which is the future Recovery Park site, to the permanent location on the Civic Operations Centre Phase 2 land.

The planned procurement method for this project is to be accomplished utilizing internal staff, due to existing staff capacity to perform the work (land purchase).

Project Detail	Budget	Plan	Plan	Plan	Plan
Expenditure/Funding (000's)	2019	2020	2021	2022	2023
GROSS COST DETAILS					
Northeast PW Yards Development	0.0	1,416.0	0.0	0.0	50.0
Northwest PW Yards Development	0.0	1,416.0	50.0	100.0	2,351.0
Southeast PW Yards Development	0.0	2,950.0	0.0	0.0	0.0
Southwest PW Yards Development	0.0	300.0	0.0	0.0	0.0
Total	0.0	6,082.0	50.0	100.0	2,401.0
FINANCING DETAILS					
UNFUNDED MAJOR PROJECTS	0.0	6,082.0	50.0	100.0	2,401.0
Total	0.0	6,082.0	50.0	100.0	2,401.0
Incremental	Budget	Plan	Plan	Plan	Plan
Operating Impacts (000's)	2019	2020	2021	2022	2023
Net Dollar Impact	0.0	0.0	0.0	0.0	0.0
FTEs	0.0	0.0	0.0	0.0	0.0

2263 WTP-WATERSHED MGMT AND ASSESSMENT PROGRAM

Project Status	Open	Year Identified	2009
Project Type	SUPPORT SYSTEMS	Manager	Twyla Yobb
Asset Type		Est. End Date	-

Project Description

This project involves the creation of a watershed management program for the South Saskatchewan River within the City of Saskatoon.

General Comments

The City has been working with the South Saskatchewan River Stewards Inc. (SSRWSI) to support initiatives under the South Saskatchewan River Watershed Source Water Protection Plan. Future work to be supported by this project includes: storm water strategy, raw water pilot project, development of contractor guidelines, watershed planning and water security initiatives and research and education/awareness on aquatic invasive species. The planned procurement method for this project is potentially a combination of internal staff and external consultants due to the potential expertise required.

Project Detail	Budget	Plan	Plan	Plan	Plan
Expenditure/Funding (000's)	2019	2020	2021	2022	2023
GROSS COST DETAILS					
Watershed Protection	250.0	0.0	0.0	0.0	0.0
Total	250.0	0.0	0.0	0.0	0.0
FINANCING DETAILS					
INFRA RES - STORM WATER	120.0	0.0	0.0	0.0	0.0
WATERWORKS CAPITAL PROJECTS RESERVE	130.0	0.0	0.0	0.0	0.0
Total	250.0	0.0	0.0	0.0	0.0
Incremental	Budget	Plan	Plan	Plan	Plan
Operating Impacts (000's)	2019	2020	2021	2022	2023
Net Dollar Impact	0.0	0.0	0.0	0.0	0.0
FTEs	0.0	0.0	0.0	0.0	0.0

2265 TU-TRANSPORTATION EQUIPMENT ACQUISITIONS

Project Status	Open	Year Identified	2015
Project Type	EQUIPMENT REPLACEMENT	Manager	Dylan Ramsay
Asset Type		Est. End Date	-

Project Description

This project provides for the purchase of additional equipment required by the Sign Shop for detours, sign maintenance and crosswalk painting programs.

General Comments

This project is to ensure adequate equipment is in place to cope with the increase in volume for detours, sign maintenance and crosswalk painting programs due to city expansion. Additional equipment will increase productivity and improve customer service levels to both internal and external customers.

Project Detail Expenditure/Funding (000's)	Budget 2019	Plan 2020	Plan 2021	Plan 2022	Plan 2023
GROSS COST DETAILS					
Sign Shop Equipment Purchase	100.0	140.0	50.0	75.0	50.0
Total	100.0	140.0	50.0	75.0	50.0
FINANCING DETAILS					
TRANSP EQUIP ACQ RESERVE	100.0	140.0	50.0	75.0	50.0
Total	100.0	140.0	50.0	75.0	50.0
Incremental Operating Impacts (000's)	Budget 2019	Plan 2020	Plan 2021	Plan 2022	Plan 2023
Net Dollar Impact	0.0	0.0	0.0	0.0	0.0
FTEs	0.0	0.0	0.0	0.0	0.0

2268 TU-IDYLWYLD DR FWY / 1ST AVE - NB RAMP

Project Status	Open	Year Identified	2012
Project Type	INFRASTRUCTURE REPLACEMENT	Manager	Todd Grabowski
Asset Type		Est. End Date	-

Project Description

This project is for rehabilitation of the Idylwyld Drive and 19th Street to 1st Avenue northbound overpass.

General Comments

The Idylwyld Drive over 19th Street to 1st Avenue northbound overpass is a two lane, nine span, concrete girder bridge, originally constructed in 1965. The estimated replacement cost for this structure is approximately \$14.2 million.

Rehabilitation of the structure is planned for 2019 & 2020 in conjunction with the Senator Sid Buckwold Bridge rehabilitation and includes engineering services, removal and replacement of the asphalt wearing surface and membrane, removal and spot repairs to portions of the deck, replacement of the expansion joints, spot repairs to concrete surfaces, sealing of cracks in girders by epoxy injection and application of galvanic protection to the abutments.

The planned procurement method for this project is to be accomplished utilizing external contractors, due to requirement of specialized construction services.

Project Detail	Budget	Plan	Plan	Plan	Plan
Expenditure/Funding (000's)	2019	2020	2021	2022	2023
GROSS COST DETAILS					
Repairs to Overpass	1,500.0	1,100.0	0.0	0.0	0.0
Total	1,500.0	1,100.0	0.0	0.0	0.0
FINANCING DETAILS					
BRIDGE MAJOR REPAIR RESERVE	1,500.0	1,100.0	0.0	0.0	0.0
Total	1,500.0	1,100.0	0.0	0.0	0.0
Incremental	Budget	Plan	Plan	Plan	Plan
Operating Impacts (000's)	2019	2020	2021	2022	2023
Net Dollar Impact	0.0	0.0	0.0	0.0	0.0
FTEs	0.0	0.0	0.0	0.0	0.0

2269 TU-ACCOMMODATION CONSTRUCTION

Project Status	Open	Year Identified	2013
Project Type	SUPPORT SYSTEMS	Manager	Shelley Korte
Asset Type		Est. End Date	-

Project Description

This project provides funding to address accommodation deficiencies within the Transportation and Utilities Department.

General Comments

Annual funding is reviewed annually to determine if there is a need for accommodation construction.

Project Detail Expenditure/Funding (000's)	Budget 2019	Plan 2020	Plan 2021	Plan 2022	Plan 2023
GROSS COST DETAILS					
General	0.0	200.0	200.0	200.0	200.0
Total	0.0	200.0	200.0	200.0	200.0
FINANCING DETAILS					
TU - CAPITAL RESERVE	0.0	200.0	200.0	200.0	200.0
Total	0.0	200.0	200.0	200.0	200.0
Incremental Operating Impacts (000's)	Budget 2019	Plan 2020	Plan 2021	Plan 2022	Plan 2023
Net Dollar Impact	0.0	0.0	0.0	0.0	0.0
FTEs	0.0	0.0	0.0	0.0	0.0

2270 TU-PAVED ROADS AND SIDEWALK PRESERVATION

Project Status	Open	Year Identified	2017
Project Type	INFRASTRUCTURE REPLACEMENT	Manager	Chris Duriez
Asset Type		Est. End Date	-

Project Description

This project funds annual preservation, restoration and rehabilitation programs for local, arterial and collector roads as well as high volume, limited access expressways. It also funds the preservation, restoration and rehabilitation of both neighbourhood and primary network sidewalks. The objective of this program is to minimize the life cycle cost of preserving the local, collector and arterial roads, as well as expressways, subject to minimum acceptable levels of service. These programs have been in place since 1988 (Collector Roads), 1981 (Arterial Roads), 1996 (Local Roads) and 1999 (Expressways). The sidewalk components in this project are required to restore sidewalks to a 'safe' condition. Sidewalk preservation is divided between neighbourhood assets and primary assets. As a neighbourhood asset, the sidewalks primarily serve the residents of that neighbourhood. Sidewalks classified as a primary asset serve a broader range of people.

General Comments

Local roads are considered part of the Neighbourhood Roadway Network, primarily serving residents of the neighbourhood and represent 51% of the City's roads. The primary program focus is on preservation of the roads within each neighbourhood.

Collector roads collect traffic from residential roads within each neighbourhood and are considered part of the Primary Roadway Network, representing 18% of the City's roads.

Arterial roads are high volume roads that connect neighbourhoods and are also considered part of the Primary Road Network, representing 18% of the City's roads. Over the past several years, traffic volumes, loads and the number of axles (which accelerates deterioration) have been increasing. This, along with increasing treatment costs and age, will necessitate increases in funding to sustain this infrastructure. The structural condition of these roads is being monitored along with the surface condition.

Expressways represent approximately 12% of the City's roads by surface area. The structural condition of these roads is being monitored along with surface condition.

The plan for sidewalk preservation is to make sidewalks safer by replacing, in whole or in part, panels of sidewalks having trip hazards or missing sections. Locations will be prioritized based on sidewalk use and planned neighbourhood renewal locations. Locations where parking meters exist will be given higher priority along with sidewalks near schools, hospitals and care homes. The estimated repair cost for sidewalks in 2018 is \$600 per lineal metre.

The proposed preservation programs are based on the most recent surface rating data and selective structural condition assessment and are updated as new information becomes available.

The planned procurement method for this project is to be accomplished utilizing internal staff and external contractors due to existing staff capacity and expertise to perform the work, and requirements of specialized services.

Project Detail	Budget	Plan	Plan	Plan	Plan
Expenditure/Funding (000's)	2019	2020	2021	2022	2023
GROSS COST DETAILS					
Arterial Road Preservation	5,200.0	5,400.0	5,400.0	5,400.0	5,400.0
Collector Road Preservation	5,500.0	5,600.0	5,600.0	5,600.0	5,600.0
Expressway Road Preservation	3,500.0	3,700.0	3,700.0	3,700.0	3,700.0
Local Road Preservation	10,700.0	10,700.0	10,700.0	10,700.0	10,700.0
Neighbourhood Network Sidewalk Preservation	3,900.0	4,200.0	4,200.0	4,200.0	4,200.0
Primary Network Sidewalk Preservation	2,500.0	3,200.0	3,200.0	3,200.0	3,400.0
Total	31,300.0	32,800.0	32,800.0	32,800.0	33,000.0
FINANCING DETAILS					
PAVED ROADWAYS INFRASTRUCTURE RESERVE	31,300.0	32,800.0	32,800.0	32,800.0	33,000.0
Total	31,300.0	32,800.0	32,800.0	32,800.0	33,000.0
Incremental	Budget	Plan	Plan	Plan	Plan
Operating Impacts (000's)	2019	2020	2021	2022	2023
Net Dollar Impact	0.0	0.0	0.0	0.0	0.0
FTEs	0.0	0.0	0.0	0.0	0.0

2271 TU-HIGH SPEED ROADSIDE SAFETY IMPROVEMENTS

Project Status	Open	Year Identified	2017
Project Type	INFRASTRUCTURE REPLACEMENT	Manager	David LeBoutillier
Asset Type		Est. End Date	-

Project Description

This project is the delivery of the recommended plan from the 'In-Service Review' of the roadside safety systems completed in 2016. The capital budget reflects the prioritization of projects recommended by the consultant to address the potential severity of collision, the likelihood of collision (based on traffic volumes and vehicle composition) and the overall level of risk. The cost effectiveness of the modification is also considered in the recommended plan.

General Comments

An in-service safety review of existing roadside safety systems was completed by the Administration in 2016. The review examined all existing safety systems infrastructure associated with the city's high-speed roadways and associated structures (crash cushions, roadside barriers, median barriers, poles, piers and guide-high safety signs, as well as guardrails on low-speed roads which may be associated with bridge piers and embankments) to ensure current safety standards are met. In-service road safety reviews are detailed engineering studies of existing infrastructure and facilities which focus on mitigating measures to reduce collision frequency and/or severity for all road users. These types of studies are based on reviews of collision history, traffic volumes, and on-site observation and roadway geometry and traffic operations.

The capital plan is broken into three phases:

1. The first phase is to address the high risk deficiencies which include providing adequate barriers around piers and footings, providing correct end treatments and replacement of deficient guardrails.
2. The second (5-year) phase is to address the medium risk deficiencies which include providing correct end treatments and replacement of deficient guardrails and improving transitions between adjacent safety systems.
3. The third (2-year) phase is to address the low risk deficiencies which include correcting installation deficiencies of existing safety systems and removing fixed objects in the crash reduction zone.

Details on the program proposed for the budget year will be presented in an administrative report prior to, or concurrent with Council budget meeting.

The planned procurement method for this project is to be accomplished utilizing external contractors, due to requirement of specialized services.

Project Detail Expenditure/Funding (000's)	Budget 2019	Plan 2020	Plan 2021	Plan 2022	Plan 2023
GROSS COST DETAILS					
Installation/Replacement	1,200.0	1,550.0	1,260.0	1,180.0	1,192.0
Total	1,200.0	1,550.0	1,260.0	1,180.0	1,192.0
FINANCING DETAILS					
INFRA RES-TRANSPORTATION	220.0	430.0	300.0	300.0	300.0
TRAFFIC SAFETY RESERVE	0.0	150.0	0.0	0.0	236.0
UNFUNDED TRANSPORTATION INFRA RES	980.0	970.0	960.0	880.0	656.0
Total	1,200.0	1,550.0	1,260.0	1,180.0	1,192.0
Incremental Operating Impacts (000's)	Budget 2019	Plan 2020	Plan 2021	Plan 2022	Plan 2023
Net Dollar Impact	0.0	0.0	0.0	0.0	0.0
FTEs	0.0	0.0	0.0	0.0	0.0

2276 TU-CITY YARDS SAFETY IMPROVEMENTS

Project Status	Open	Year Identified	2018
Project Type	INFRASTRUCTURE MAINTENANCE	Manager	Cathy Davidson
Asset Type		Est. End Date	-

Project Description

This project provides funding required for the implementation of a number of traffic focused initiatives to improve safety for staff and contractors accessing City Yards.

General Comments

Funding identified in 2019 and on a forward basis is intended for:

- Development of water fill/dump station to alleviate traffic congestion and ensure compliance with Water Security Agency and Ministry of Environment (MOE) regulations.
- Implementation of a traffic flow needs assessment and traffic control plan to eliminate congestion points and incidents.
- Development of designated staff parking area to eliminate private vehicle/pedestrian and heavy equipment interaction.
- Removal and re-installation of new oil tanks to eliminate traffic congestion and meet MOE regulations.
- Development of magnesium chloride (chemical additive that mixes with sand for winter ice control) transfer station to eliminate traffic congestion.

Project Detail Expenditure/Funding (000's)	Budget 2019	Plan 2020	Plan 2021	Plan 2022	Plan 2023
GROSS COST DETAILS					
Construction	50.0	0.0	0.0	0.0	0.0
Total	50.0	0.0	0.0	0.0	0.0
FINANCING DETAILS					
PUB WORKS BLDG CIVIC FACILITY RES	50.0	0.0	0.0	0.0	0.0
Total	50.0	0.0	0.0	0.0	0.0
Incremental Operating Impacts (000's)	Budget 2019	Plan 2020	Plan 2021	Plan 2022	Plan 2023
Net Dollar Impact	0.0	0.0	0.0	0.0	0.0
FTEs	0.0	0.0	0.0	0.0	0.0

2296 AF-LIONS ARENA PARKING REDEVELOPMENT & SEWER UPGRADE

Project Status	Open	Year Identified	2017
Project Type	INFRASTRUCTURE MAINTENANCE	Manager	Troy LaFreniere
Asset Type	Ice Arena's	Est. End Date	-

Project Description

This project will provide for redevelopment of the parking facilities that support programming and events at the Lions Arena. The project also includes the replacement of the storm sewer line from Lions Arena to the existing main line located within park space south-east of the arena, resulting in an upgrading of storm water capacity.

General Comments

Parking facility upgrades and storm sewer line upgrades are required to provide adequate parking for patrons and prevent further deterioration and increasing costs to repair and maintain the existing parking lot and storm sewer line. The project will result in an organized and structured asphalt concrete parking lot layout, doubling the number of parking stalls and allowing for maximization of space. Defining parking stalls with the use of retaining walls, line painting and concrete walk and curbs will work towards general organization of the site. Creating a defined area complete with a concrete pad and heavy duty asphalt will assist in more efficient trash and recycling collection for the site. A heavy duty Zamboni route will be included to allow for efficient and appropriate snow piling, preventing premature surface degradation and inefficient use of space.

The planned procurement method for this project is to be accomplished utilizing internal staff, due to existing staff capacity to perform the work.

Project Detail	Budget	Plan	Plan	Plan	Plan
Expenditure/Funding (000's)	2019	2020	2021	2022	2023
GROSS COST DETAILS					
Parking Lot & Sewer Upgrade	1,100.0	0.0	0.0	0.0	0.0
Total	1,100.0	0.0	0.0	0.0	0.0
FINANCING DETAILS					
UNFUNDED FACILITY SITE REPL RES	1,100.0	0.0	0.0	0.0	0.0
Total	1,100.0	0.0	0.0	0.0	0.0
Incremental	Budget	Plan	Plan	Plan	Plan
Operating Impacts (000's)	2019	2020	2021	2022	2023
Net Dollar Impact	0.0	0.0	0.0	0.0	0.0
FTEs	0.0	0.0	0.0	0.0	0.0

2300 CY-COMPREHENSIVE ZONING BYLAW REVIEW

Project Status	Open	Year Identified	2019
Project Type	STUDY/PLANNING	Manager	Darryl Dawson
Asset Type	Studies - Non capitalized expenditure	Est. End Date	-

Project Description

The Zoning Bylaw No. 8770 last underwent a comprehensive review between 2007 and 2009. Industry trends and changes in the meantime have left gaps where the zoning does not address the desired uses effectively. A wide range of amendments have been identified that align with a number of strategic themes including business friendly and economic development initiatives, environmental initiatives, and addressing current trends in planning. In addition, a variety of amendments are required to align with the many recent City initiatives, including the Growth Plan to Half a Million, the Culture Plan, the Saskatoon North Partnership for Growth Regional Plan, and the renewed Official Community Plan (to be completed in 2019).

Addressing these identified issues and initiatives will assist in streamlining development applications by ensuring that the regulations are appropriate and in place for the desired types of facilities in the community.

General Comments

This project will undertake a comprehensive review of the Zoning Bylaw to ensure that the current and desired trends in commercial, residential and community developments are incorporated in the planning regulations for the City of Saskatoon. This will include amendments that fall within the following themes:

- Review of Commercial and Mixed-Use Zoning Districts; including review of regulations for all commercial zoning districts from Neighbourhood level commercial to the City Centre as well as the Direct Control Districts for regional retail areas;
- Regulations to accommodate new forms of development
- Environmental Initiatives, including green roofs, Dark Sky compliance lighting, solar access;
- Review of parking requirements throughout all zoning districts;
- A review of residential infill regulations;
- A wide range of clarifying amendments to respond to issues that have been identified by the development industry, design professionals and Civic Administration;
- A range of minor amendments to address housekeeping items; and,
- Revisions required to implement recommendations from the new Official Community Plan and other Civic plans and studies.

This project will include not only the analysis of the regulations, but will also incorporate the following components:

- Architectural analysis to ensure that regulations are development/business friendly. This will include design analysis of key development regulations, such as the Open Volume requirements in the Downtown Commercial (B6) District.
- Best practice research and the development of new standards for public notification, including advertising, signage and other communications.
- An exploration and analysis of new user-friendly digital formats for zoning bylaws will be undertaken with a recommendation being made for a final product selection. This will allow for the creation of a fully indexed, searchable and user-friendly resource.
- Development of a Development Information Portal, which is intended to be a resource for the development industry to access required site information, such as utility locations, detailed property information, nearby development applications, upcoming construction, etc. This Portal has been requested by industry members through the Infill Roundtable. It is expected that this Portal can be largely developed by in-house staff and will be aligned with the City's efforts to make Open Data a reality.

The project scope also includes community and stakeholder engagement, communications and promotions, and legal review by the City Solicitors Office. These are key elements of ensuring that the review of the Zoning Bylaw responds both to community interests, as well as to legislated requirements.

The planned procurement method for this project is to be accomplished utilizing internal staff, due to the available knowledge and expertise of internal staff, as well as the on-going nature of the work. In addition, some small external contracts may be used when particular items require other expertise.

Operating Impact

Upon completion of this project, an operating FTE is required to enhance the ability of the Division to keep the Zoning Bylaw up to date and responsive to industry requirements. This is expected to require a position starting part way through 2021 (0.5 FTE) for \$53,000, leading to a full time position in 2022 for an additional (0.5 FTE) for \$53,000.

Project Detail	Budget	Plan	Plan	Plan	Plan
Expenditure/Funding (000's)	2019	2020	2021	2022	2023
GROSS COST DETAILS					
Zoning Bylaw Review	250.0	350.0	300.0	0.0	0.0
Total	250.0	350.0	300.0	0.0	0.0

Urban Planning and Development

Preliminary 2019

Project Detail Expenditure/Funding (000's)	Budget 2019	Plan 2020	Plan 2021	Plan 2022	Plan 2023
FINANCING DETAILS					
RESERVE FOR CAPITAL EXPENDITURES	250.0	350.0	300.0	0.0	0.0
Total	250.0	350.0	300.0	0.0	0.0
Incremental Operating Impacts (000's)	Budget 2019	Plan 2020	Plan 2021	Plan 2022	Plan 2023
Net Dollar Impact	0.0	0.0	53.0	53.0	0.0
FTEs	0.0	0.0	0.0	0.0	0.0

2317 TR-SHELTERS/BENCHES

Project Status	Open	Year Identified	2009
Project Type	INFRASTRUCTURE MAINTENANCE	Manager	James McDonald
Asset Type	Bus Shelters	Est. End Date	-

Project Description

This project involves the ongoing installation of bus stop shelters and bench replacements. Additionally, the capital available in the reserve will be used towards transit infrastructure improvements.

General Comments

The aim of this project is to improve customer experience and transit accessibility by installing shelters, benches and upgrading stops such as installing concrete landing pads, establishing missing links (connectors) between sidewalk and shelters. There are transit stops that are designated by just a pole in the ground with no sidewalk infrastructure. A Bus Stop Audit is planned for 2019 to inventory more than 1450 active stops in Saskatoon to prioritize these locations for upgrades. There will be request for additional funding covered under Federal 'Infrastructure Canada' program.

Prior Budget Approvals

\$1,301,000

Project Detail	Budget	Plan	Plan	Plan	Plan
Expenditure/Funding (000's)	2019	2020	2021	2022	2023
GROSS COST DETAILS					
Transit Shelter & Bench Repl Plan	100.0	150.0	150.0	150.0	150.0
Total	100.0	150.0	150.0	150.0	150.0
FINANCING DETAILS					
TRANSIT CAPITAL PROJECTS RESERVE	100.0	150.0	150.0	150.0	150.0
Total	100.0	150.0	150.0	150.0	150.0
Incremental	Budget	Plan	Plan	Plan	Plan
Operating Impacts (000's)	2019	2020	2021	2022	2023
Net Dollar Impact	0.0	0.0	0.0	0.0	0.0
FTEs	0.0	0.0	0.0	0.0	0.0

2323 TR-RIDERSHIP GROWTH INITIATIVES

Project Status	Open	Year Identified	2009
Project Type	GROWTH AND CAPITAL EXPANSION	Manager	James McDonald
Asset Type	Studies - Non capitalized expenditure	Est. End Date	-

Project Description

This project involves an initiative dedicated to growing Transit ridership and revenue. The planned procurement method for this project is to be accomplished utilizing a combination of internal staff and external contractors, due to expertise of existing staff to do the work and requirement of specialized services.

General Comments

Capital funding is required to set up numerous untapped markets for transit ridership that exist and have not yet been fully developed as well as to retain the current ridership. The project will focus on the implementation of programs and initiatives to get more people riding the bus, with the ultimate goal of increasing revenue. The following are among the potential strategies and initiatives that will be used/explored:

- Transit target audiences: high school, post-secondary, senior and corporate
- Partnering with environmental and social groups to promote Transit usage as a green alternative
- Transit presence at local special events (parades, pink shirt day etc.)
- Website and social media as a communication tool
- Marketing and advertising - to create brand awareness with a focus on app and technology education
- Internal communication to management and operators to ensure staff are involved and aware of the new programs and initiatives allowing for an opportunity to become ambassadors
- Fare and mobile ticketing review
- Transit focused market research to better understand the local transportation trends
- Investigation into new technologies
- Relationship management with internal (City of Saskatoon) and external stakeholder groups
- Travel training
- Integration of Access Transit with Conventional Transit

The planned procurement method for this project is to be accomplished utilizing a combination of internal staff and external contractors, due to expertise of existing staff to do the work and requirement of specialized services.

Project Detail	Budget	Plan	Plan	Plan	Plan
Expenditure/Funding (000's)	2019	2020	2021	2022	2023
GROSS COST DETAILS					
Advertising	100.0	100.0	100.0	100.0	100.0
Technology	3,000.0	0.0	0.0	0.0	0.0
Total	3,100.0	100.0	100.0	100.0	100.0
FINANCING DETAILS					
TRANSIT CAPITAL PROJECTS RESERVE	1,100.0	100.0	100.0	100.0	100.0
UNFUNDED TCPR	2,000.0	0.0	0.0	0.0	0.0
Total	3,100.0	100.0	100.0	100.0	100.0
Incremental	Budget	Plan	Plan	Plan	Plan
Operating Impacts (000's)	2019	2020	2021	2022	2023
Net Dollar Impact	0.0	0.0	0.0	0.0	0.0
FTEs	0.0	0.0	0.0	0.0	0.0

2352 CY-PERMANENT BOAT LAUNCH SITE

Project Status	Open	Year Identified	2009
Project Type	INFRASTRUCTURE REPLACEMENT	Manager	Brad Babyak
Asset Type	Buildings	Est. End Date	-

Project Description

This project involves the design and construction of the Permanent Boat Launch facility.

General Comments

The current boat launch adjacent to Kiwanis Memorial Park was set up in 2004 as a temporary location. Meewasin is completing a River Access Study including a review of possible locations and identifying potential land-use conflicts.

Using previously approved funding, public consultation began in 2016. Pending approval from City Council on a permanent boat launch site, detailed design and construction will begin in 2020.

This project was approved in principle, by City Council on March 26, 2018 through the Recreation and Parks Facilities Game Plan Proposed Funding Plan, subject to budget approval.

Operating Impact

2021 - \$3,500 Annual maintenance of site and minor repairs of boat launch relating to 2020 Budget Plan

Prior Budget Approval

\$165,000

Project Detail Expenditure/Funding (000's)	Budget 2019	Plan 2020	Plan 2021	Plan 2022	Plan 2023
GROSS COST DETAILS					
Design and Construction	0.0	500.0	0.0	0.0	0.0
Total	0.0	500.0	0.0	0.0	0.0
FINANCING DETAILS					
UNFUNDED REC & PARK PARTNERSHIP RES	0.0	500.0	0.0	0.0	0.0
Total	0.0	500.0	0.0	0.0	0.0
Incremental Operating Impacts (000's)	Budget 2019	Plan 2020	Plan 2021	Plan 2022	Plan 2023
Net Dollar Impact	0.0	0.0	0.0	0.0	0.0
FTEs	0.0	0.0	0.0	0.0	0.0

2353 CY-CHIEF WHITECAP PARK DEVELOPMENT

Project Status	Open	Year Identified	2009
Project Type	REJUVENATION	Manager	Brad Babyak
Asset Type	Parks and Open Spaces	Est. End Date	-

Project Description

This project involves the implementation of the program plans as outlined in the Chief Whitecap Master Plan, as approved by City Council in June 2010.

General Comments

The Master Plan Development for this park was a joint project partnered between the City of Saskatoon and the Whitecap Dakota First Nation. The Master Plan was developed through consultation with major stakeholders: Rural Municipality of Corman Park, Meewasin, residents neighbouring the park, and the current park users. The City of Saskatoon partnered with Meewasin to complete the detail design for Chief Whitecap Park. The 2013-2023 Strategic Plan identifies Quality of Life as an important factor in building our communities. Chief Whitecap Park is an important historical venue that provides citizens with access to facilities and programs while enjoying the natural beauty that Chief Whitecap Park holds. Partnering with Meewasin has provided an opportunity to revitalize the natural landscape of Chief Whitecap Park, while planning for the development of primary and secondary trails through the park. The primary trail through Chief Whitecap Park will expand the Trans Canada Trail network through the City of Saskatoon which promotes active living.

The 2019 plan includes year two of the naturalization of the uplands process.

The 2020 plan includes year three of the naturalization of the uplands process, the development of the Meewasin/Trans-Canada Trail pathway, secondary park pathways and south parking lot. Partnerships with Meewasin/Trans Canada Trail to fund the primary trail are in development. Meewasin is seeking grant funding through the Trans Canada Trail Program, estimated at \$475,000 to complete the primary trail in Chief Whitecap Park.

The 2021 plan includes year four of the naturalization of the uplands process and the development of park amenities (lookouts, signage, benches and waste receptacles), as well as secondary dog park pathways.

The 2022 plan includes year five of the naturalization of the uplands process and the construction of the road extension and central parking lot.

Operating Impacts

2021 - \$10,000 - Roadways pathway clearing (pending approval of 2020 construction budget)

2022-2023 - Operating costs to be determined based on park construction approvals

Prior Budget Approvals

\$ 71,000 Development of Master Plan (cost shared with partner)

\$140,000 Detailed Design

\$ 60,000 Gravel Parking Lot

\$140,000 Development of an 80 acre off-leash dog park with fencing and installation of site amenities

Project Detail	Budget	Plan	Plan	Plan	Plan
Expenditure/Funding (000's)	2019	2020	2021	2022	2023
GROSS COST DETAILS					
Construction	50.0	915.0	340.0	255.0	0.0
Total	50.0	915.0	340.0	255.0	0.0
FINANCING DETAILS					
ANIMAL SERVICES RESERVE	50.0	30.0	0.0	0.0	0.0
PRIVATE CONTRIBUTIONS	0.0	475.0	0.0	0.0	0.0
UNFUNDED RCE	0.0	410.0	340.0	255.0	0.0
Total	50.0	915.0	340.0	255.0	0.0
Incremental	Budget	Plan	Plan	Plan	Plan
Operating Impacts (000's)	2019	2020	2021	2022	2023
Net Dollar Impact	0.0	0.0	0.0	0.0	0.0
FTEs	0.0	0.0	0.0	0.0	0.0

2368 AF-PRINTING AND MAIL SERVICES - EQUIPMENT

Project Status	Open	Year Identified	2010
Project Type	EQUIPMENT REPLACEMENT	Manager	Jazz Pabla
Asset Type	Miscellaneous Equipment	Est. End Date	-

Project Description

The project provides for the replacement of Printing and Mail Services equipment.

General Comments

The demand for higher quality print is increasing along with the need for redundant printing services. New equipment in printing services could provide backup printing capabilities for the Data Centre (utility bills, etc.). The future plan is to replace this equipment once it is no longer current technology as maintenance costs will be rising, the failure rate will be increasing, parts will become difficult to find and the printing needs of our customers will be different.

Project Detail	Budget	Plan	Plan	Plan	Plan
Expenditure/Funding (000's)	2019	2020	2021	2022	2023
GROSS COST DETAILS					
Additional Equipment	0.0	136.0	0.0	0.0	0.0
High Volume Digital Multi-Functional Device	0.0	0.0	0.0	170.0	0.0
Total	0.0	136.0	0.0	170.0	0.0
FINANCING DETAILS					
PRINTING AND MAIL EQUIP REPL RESERVE	0.0	136.0	0.0	170.0	0.0
Total	0.0	136.0	0.0	170.0	0.0
Incremental	Budget	Plan	Plan	Plan	Plan
Operating Impacts (000's)	2019	2020	2021	2022	2023
Net Dollar Impact	0.0	0.0	0.0	0.0	0.0
FTEs	0.0	0.0	0.0	0.0	0.0

2379 FIRE-MAJOR APPARATUS REPLACEMENT

Project Status	Open	Year Identified	2010
Project Type	EQUIPMENT REPLACEMENT	Manager	Glenn Ledray
Asset Type	Fire Apparatus	Est. End Date	-

Project Description

This project provides for the replacement and refurbishment of major firefighting apparatus used by the Saskatoon Fire Department.

General Comments

Major Fire Apparatus are scheduled to be replaced as they reach the end of their safe serviceable life and begin experiencing recurring mechanical problems, making them very inefficient for day to day operations. Included are fire engines, aerial ladder vehicles, dangerous good trucks, brush and tanker trucks, mobile pump trailer and the emergency measures mobile command post.

The plan includes the replacement of a fire engine in each of the next five years along with an aerial ladder truck in 2020.

Project Detail	Budget	Plan	Plan	Plan	Plan
Expenditure/Funding (000's)	2019	2020	2021	2022	2023
GROSS COST DETAILS					
Aerial Ladder Truck Replacement	0.0	1,475.0	0.0	0.0	0.0
Fire Engine Replacement	855.0	855.0	855.0	855.0	670.0
Total	855.0	2,330.0	855.0	855.0	670.0
FINANCING DETAILS					
FIRE APPARATUS	855.0	2,330.0	855.0	855.0	670.0
Total	855.0	2,330.0	855.0	855.0	670.0
Incremental	Budget	Plan	Plan	Plan	Plan
Operating Impacts (000's)	2019	2020	2021	2022	2023
Net Dollar Impact	0.0	0.0	0.0	0.0	0.0
FTEs	0.0	0.0	0.0	0.0	0.0

2389 POLICE-FLEET ADDITIONS

Project Status	Open	Year Identified	2009
Project Type	GROWTH AND CAPITAL EXPANSION	Manager	Earl Warwick
Asset Type	PoliceVehicles	Est. End Date	-

Project Description

This project provides for the expansion of the Police Service vehicle fleet including vehicle and related equipment costs.

General Comments

Project is planned to increase the regular fleet. Project funding allows for the fleet to expand by 2 to 4 vehicles (fully equipment marked units and / or unmarked units) depending on operational demands.

The 2019 plan includes the addition of 2 unmarked and 3 marked units, in conjunction with FTE increase requests.

Operating Impact

Anticipated increases are \$132,700 in 2019, \$7,000 in 2020 and \$7,000 in 2021.

Project Detail	Budget	Plan	Plan	Plan	Plan
Expenditure/Funding (000's)	2019	2020	2021	2022	2023
GROSS COST DETAILS					
Fleet Additions	372.0	170.0	170.0	170.0	170.0
Total	372.0	170.0	170.0	170.0	170.0
FINANCING DETAILS					
POLICE CAPITAL RESERVE	372.0	170.0	170.0	170.0	170.0
Total	372.0	170.0	170.0	170.0	170.0
Incremental	Budget	Plan	Plan	Plan	Plan
Operating Impacts (000's)	2019	2020	2021	2022	2023
Net Dollar Impact	132.7	7.0	7.0	7.0	7.0
FTEs	0.0	0.0	0.0	0.0	0.0

2390 CP-GREEN INFRASTRUCTURE STRATEGY

Project Status	Open	Year Identified	2009
Project Type	ENVIRONMENTAL PROTECTION	Manager	Twyla Yobb
Asset Type		Est. End Date	-

Project Description

The purpose of the Green Infrastructure Strategy is to develop an integrated approach to planning and maintaining sustainable and biodiverse city, one in which natural areas and other green and open spaces are considered important infrastructure. In order to achieve this, the Strategy will address five themes: Governance; Land Allocation; Green Network; Storm Water Servicing; and Heritage and Culture.

General Comments

Phase 1 includes:

- Long-term corporate vision, goals, objectives and definitions for Natural Areas and Stormwater Management
- Best practices and policy review
- Baseline inventory and mapping of existing "ecological network" (natural areas and open spaces) and stormwater management infrastructure (engineered and natural)
- Community and stakeholder engagement
- Recommended high-level policy directions
- Natural Area Development and Management Guidelines, including guidelines for natural areas adjacent to development lands

Phase 2 includes:

- Further developing our understanding of the current situation via engagement with targeted internal stakeholders.
- Researching practices in other municipalities.
- Identifying options for addressing key findings identified in Phase 1 and other issues that may arise from engagement activities.
- Development of policy and projects to move toward alignment with the key principles.
- Development of a business cases and implementation plans for change.
- Public engagement to educate on green infrastructure and discover how it connects with daily life.

The planned procurement method for this project is potentially a combination of internal staff and external consultants due to the potential expertise required.

Prior Budget Approval

\$405,000 - An initial inventory and policy study was completed in 2009 and a Wetland Development Workshop was held in 2012. The policy framework was completed in 2013 and a refined wetland inventory (that included evaluation of wetland significance) was completed in 2015. The remainder of previously-approved budget is being used for the Green Infrastructure Workshop with community organizations, completion of the Phase 1 Green Infrastructure Strategy Baseline Inventory, Guiding Principles and Key findings with work underway for the Natural Areas Standards and Green Infrastructure Strategy Phase 2 in 2018.

Project Detail	Budget	Plan	Plan	Plan	Plan
Expenditure/Funding (000's)	2019	2020	2021	2022	2023
GROSS COST DETAILS					
Policy Development and engagement	260.0	0.0	0.0	0.0	0.0
Total	260.0	0.0	0.0	0.0	0.0
FINANCING DETAILS					
RESERVE FOR CAPITAL EXPENDITURES	260.0	0.0	0.0	0.0	0.0
Total	260.0	0.0	0.0	0.0	0.0
Incremental	Budget	Plan	Plan	Plan	Plan
Operating Impacts (000's)	2019	2020	2021	2022	2023
Net Dollar Impact	0.0	0.0	0.0	0.0	0.0
FTEs	0.0	0.0	0.0	0.0	0.0

2392 TU-MCKERCHER DR/COLLEGE DR OVERPASS

Project Status	Open	Year Identified	2012
Project Type	GROWTH AND CAPITAL EXPANSION	Manager	Todd Grabowski
Asset Type		Est. End Date	-

Project Description

This project includes the rehabilitation of the McKercher Drive over College Drive overpass.

General Comments

The McKercher Drive over College Drive overpass is a five lane, two span, concrete girder bridge, originally constructed in 1979. The estimated replacement cost for this structure is approximately \$7.8 million.

The substructure work includes application of silane sealer to substructure components exposed to splash, application of silane sealer to the walkway, application of spray arc zinc to the south abutment and repairs to the girder soffit near the south abutment including installation of zinc anodes to protect the patch. The rehabilitation work has now been deferred to 2022 or beyond.

Proactive rehabilitation of the superstructure is planned for 2022 and includes engineering services, removal and replacement of the asphalt wearing surface and membrane and spot repairs to concrete surfaces.

If a 'Do Nothing' approach were taken with preservation of the superstructure, service life prediction modeling indicates that structural failure, necessitating costly emergency repairs, can be expected to occur by the year 2038, with complete replacement of the superstructure required by the year 2043. The cost estimate for emergency deck repairs and replacement is approximately \$7.27 million.

The planned procurement method for this project is to be accomplished utilizing external contractors, due to requirement of specialized construction services.

Project Detail	Budget	Plan	Plan	Plan	Plan
Expenditure/Funding (000's)	2019	2020	2021	2022	2023
GROSS COST DETAILS					
Superstructure Rehabilitation	0.0	0.0	0.0	315.0	0.0
Total	0.0	0.0	0.0	315.0	0.0
FINANCING DETAILS					
BRIDGE MAJOR REPAIR RESERVE	0.0	0.0	0.0	315.0	0.0
Total	0.0	0.0	0.0	315.0	0.0
Incremental	Budget	Plan	Plan	Plan	Plan
Operating Impacts (000's)	2019	2020	2021	2022	2023
Net Dollar Impact	0.0	0.0	0.0	0.0	0.0
FTEs	0.0	0.0	0.0	0.0	0.0

2393 TU-TAYLOR/CIRCLE DRIVE

Project Status	Open	Year Identified	2011
Project Type	INFRASTRUCTURE REPLACEMENT	Manager	Todd Grabowski
Asset Type		Est. End Date	-

Project Description

This project involves rehabilitation of the Taylor Street over Circle Drive overpass.

General Comments

The Taylor Street over Circle Drive overpass is a six lane, two span, continuous cast-in-place concrete girder bridge, originally constructed in 1996. The estimated replacement cost for this structure is approximately \$9.7 million.

Proactive rehabilitation of the substructure is planned for 2021 and includes engineering services by specialized external consultants, removal and replacement of the asphalt wearing surface and membrane, spot repairs to concrete deck, spot repairs and sealer applied to barriers and replacement of the expansion joints.

If a 'Do Nothing' approach were taken with preservation of the superstructure, service life prediction modeling indicates that structural failure, necessitating costly emergency repairs, can be expected to occur by the year 2053, with complete replacement of the superstructure required by the year 2053. The cost estimate for emergency deck repairs and replacement is approximately \$7.48 million.

The planned procurement method for this project is to be accomplished utilizing external contractors, due to requirement of specialized construction services.

Project Detail Expenditure/Funding (000's)	Budget 2019	Plan 2020	Plan 2021	Plan 2022	Plan 2023
GROSS COST DETAILS					
Rehabilitation	0.0	80.0	755.0	0.0	0.0
Total	0.0	80.0	755.0	0.0	0.0
FINANCING DETAILS					
BRIDGE MAJOR REPAIR RESERVE	0.0	80.0	755.0	0.0	0.0
Total	0.0	80.0	755.0	0.0	0.0
Incremental Operating Impacts (000's)	Budget 2019	Plan 2020	Plan 2021	Plan 2022	Plan 2023
Net Dollar Impact	0.0	0.0	0.0	0.0	0.0
FTEs	0.0	0.0	0.0	0.0	0.0

2395 TU-CIRCLE DRIVE/14TH ST-NB

Project Status	Open	Year Identified	2012
Project Type	GROWTH AND CAPITAL EXPANSION	Manager	Todd Grabowski
Asset Type		Est. End Date	-

Project Description

This project is for the rehabilitation of the Circle Drive northbound over 14th Street overpass.

General Comments

The Circle Drive northbound over 14th Street overpass is a two lane, three span, concrete girder bridge, originally constructed in 1989. The estimated replacement cost for this structure is approximately \$5 million.

Rehabilitation of the structure is planned for 2022 and includes engineering services, removal and replacement of the asphalt wearing surface and membrane, removal and replacement of the upper 100 mm of the concrete deck, replacement of the expansion joints with semi-integral abutments and spot repairs to concrete surfaces.

If a 'Do Nothing' approach were taken with preservation of the superstructure, service life prediction modeling indicates that structural failure, necessitating costly emergency repairs, can be expected to occur by the year 2024, with complete replacement of the superstructure required by the year 2029. The cost estimate for emergency deck repairs and replacement is approximately \$3.9 million.

The planned procurement method for this project is to be accomplished utilizing external contractors, due to requirement of specialized construction services.

Project Detail Expenditure/Funding (000's)	Budget 2019	Plan 2020	Plan 2021	Plan 2022	Plan 2023
GROSS COST DETAILS					
Repairs	0.0	0.0	75.0	1,095.0	0.0
Total	0.0	0.0	75.0	1,095.0	0.0
FINANCING DETAILS					
BRIDGE MAJOR REPAIR RESERVE	0.0	0.0	75.0	1,095.0	0.0
Total	0.0	0.0	75.0	1,095.0	0.0
Incremental Operating Impacts (000's)	Budget 2019	Plan 2020	Plan 2021	Plan 2022	Plan 2023
Net Dollar Impact	0.0	0.0	0.0	0.0	0.0
FTEs	0.0	0.0	0.0	0.0	0.0

2396 TU-IDYLWYLD FWY/IDYLWYLD RAMP NB/SB

Project Status	Open	Year Identified	2012
Project Type	INFRASTRUCTURE REPLACEMENT	Manager	Todd Grabowski
Asset Type		Est. End Date	-

Project Description

This project involves the rehabilitation of the Idylwyld Drive northbound/southbound over 19th Street overpass.

General Comments

The Idylwyld Drive northbound/southbound over 19th Street overpass is a four lane, nine span, concrete girder bridge, originally constructed in 1965. The estimated replacement cost for this structure is approximately \$28.9 million.

Rehabilitation work planned for 2019 and 2020 in conjunction with the Senator Sid Buckwold Bridge Rehabilitation includes engineering services, removal of the asphalt wearing surface and membrane, removal and replacement of the top portion of the concrete deck, installation of new wearing surface and spot repairs to concrete surfaces.

If a 'Do Nothing' approach were taken with preservation of the superstructure, service life prediction modeling indicates that structural failure, necessitating costly emergency repairs, can be expected to occur by the year 2035, requiring complete replacement of the superstructure. The cost estimate for deck replacement is approximately \$30 million.

The planned procurement method for this project is to be accomplished utilizing external contractors, due to requirement of specialized construction services.

Project Detail Expenditure/Funding (000's)	Budget 2019	Plan 2020	Plan 2021	Plan 2022	Plan 2023
GROSS COST DETAILS					
Repair	3,000.0	1,500.0	0.0	0.0	0.0
Total	3,000.0	1,500.0	0.0	0.0	0.0
FINANCING DETAILS					
BRIDGE MAJOR REPAIR RESERVE	3,000.0	1,500.0	0.0	0.0	0.0
Total	3,000.0	1,500.0	0.0	0.0	0.0
Incremental Operating Impacts (000's)	Budget 2019	Plan 2020	Plan 2021	Plan 2022	Plan 2023
Net Dollar Impact	0.0	0.0	0.0	0.0	0.0
FTEs	0.0	0.0	0.0	0.0	0.0

2397 TU-CIRCLE DRIVE/8TH ST - NB/SB

Project Status	Open	Year Identified	2012
Project Type	INFRASTRUCTURE REPLACEMENT	Manager	Todd Grabowski
Asset Type		Est. End Date	-

Project Description

This project involves rehabilitation of the Circle Drive over 8th Street overpass structure.

General Comments

The Circle Drive northbound and southbound over 8th Street overpasses are two lane, two span, steel girder bridges, originally constructed in 1999. The estimated replacement cost for each structure is approximately \$5.4 million.

Rehabilitation of the northbound structure is planned for 2021 and includes engineering services, removal and replacement of the asphalt wearing surface and membrane, removal and replacement of the upper 100 mm of the concrete deck and spot repairs to concrete surfaces. Rehabilitation of the southbound structure is planned for 2026 and includes engineering services, removal and replacement of the asphalt wearing surface and membrane, removal and replacement of the upper 100 mm of the concrete deck and spot repairs to concrete surfaces.

If a 'Do Nothing' approach were taken with preservation of the superstructure of these overpasses, service life prediction modeling indicates that structural failure can be expected to occur by the year 2037, requiring complete replacement of the superstructures. The cost estimate for deck replacement is approximately \$3.1 million for each structure.

The planned procurement method for this project is to be accomplished utilizing external contractors, due to requirement of specialized construction services.

Project Detail Expenditure/Funding (000's)	Budget 2019	Plan 2020	Plan 2021	Plan 2022	Plan 2023
GROSS COST DETAILS					
Rehabilitation of NB structure	0.0	0.0	1,800.0	0.0	0.0
Total	0.0	0.0	1,800.0	0.0	0.0
FINANCING DETAILS					
UNFUNDED BRIDGE MAJOR REPAIR RES	0.0	0.0	1,800.0	0.0	0.0
Total	0.0	0.0	1,800.0	0.0	0.0
Incremental Operating Impacts (000's)	Budget 2019	Plan 2020	Plan 2021	Plan 2022	Plan 2023
Net Dollar Impact	0.0	0.0	0.0	0.0	0.0
FTEs	0.0	0.0	0.0	0.0	0.0

2401 TU-PEDESTRIAN CROSSING STRUCTURES

Project Status	Open	Year Identified	2013
Project Type	INFRASTRUCTURE MAINTENANCE	Manager	Todd Grabowski
Asset Type	Overpasses	Est. End Date	-

Project Description

This project involves rehabilitation of various pedestrian crossing structures.

General Comments

The Northridge Drive to 45th Street over Idylwyld Drive overpass is a two span, concrete deck pedestrian overpass with access stairs on either side, originally constructed in 1969. The estimated replacement cost for this structure is approximately \$934,000. Unfunded rehabilitation work planned for 2019 includes engineering services, repairs to approach walkways, replacement of expansion joint glands, spot repairs to concrete surfaces, grouting the bearings and replacement of the east pedestrian rail. This work will proceed when funding can be allocated in concert with the priorities of the asset inventory.

The Central Avenue to Carleton Drive over College Drive overpass is a two span, concrete deck pedestrian overpass with access stairs on either side, originally constructed in 1969. The estimated replacement cost for this structure is approximately \$934,000. Unfunded rehabilitation work planned for 2019 includes engineering services by specialized external service providers, replacement of expansion joint glands and level nosings, spot repairs to concrete surfaces, grouting the bearings and sanding and repainting the pedestrian railing. This work will proceed when funding can be allocated in concert with the priorities of the asset inventory.

The Hilliard Street over Idylwyld Drive overpass is a two span, cast-in-place concrete deck pedestrian overpass with spiral access ramps on either side, originally constructed in 1966. The estimated replacement cost for this structure is approximately \$3.85 million. Unfunded rehabilitation work planned for 2019 includes engineering services, shimming the approaches, repairs to the pedestrian cage, replacing the expansion joint glands, spot repairs to concrete surfaces and filling the scour hole under the east abutment wall. This work will proceed when funding can be allocated with the priorities of the asset inventory.

The pedestrian walkway across CPR River Bridge is a 300 m long, 1.1 m wide timber pedestrian crossing attached to the CPR River Bridge, originally constructed in 1936. The estimated replacement cost for this structure, including the main west staircase (steel) and secondary west staircase (timber), is approximately \$2 million. Rehabilitation work planned for 2022 includes wood stair replacement, sanding and repainting the staircase for corrosion protection (where required).

The planned procurement method for this project is to be accomplished utilizing external contractors, due to requirement of specialized construction services

Prior Budget Approvals

\$113,000

Prior budget approval was for the rehabilitation of the 11th Street under Idylwyld underpass.

Project Detail	Budget	Plan	Plan	Plan	Plan
Expenditure/Funding (000's)	2019	2020	2021	2022	2023
GROSS COST DETAILS					
Central Ave to Carleton Drive over College Drive	76.0	0.0	0.0	0.0	0.0
Hilliard St. over Idylwyld Drive	108.0	0.0	0.0	0.0	0.0
Northridge Dr to 45th St. over Idylwyld Drive	65.0	0.0	0.0	0.0	0.0
Pedestrian Walkway Across CPR River Bridge	0.0	0.0	0.0	108.0	0.0
Total	249.0	0.0	0.0	108.0	0.0
FINANCING DETAILS					
UNFUNDED BRIDGE MAJOR REPAIR RES	249.0	0.0	0.0	108.0	0.0
Total	249.0	0.0	0.0	108.0	0.0
Incremental	Budget	Plan	Plan	Plan	Plan
Operating Impacts (000's)	2019	2020	2021	2022	2023
Net Dollar Impact	0.0	0.0	0.0	0.0	0.0
FTEs	0.0	0.0	0.0	0.0	0.0

2402 TU-HIGHWAY 16 EASTBOUND OVER HIGHWAY 11 OVERPASS

Project Status	Open	Year Identified	2013
Project Type	INFRASTRUCTURE MAINTENANCE	Manager	Todd Grabowski
Asset Type	Overpasses	Est. End Date	-

Project Description

This project involves preservation activities for the Highway 16 eastbound and westbound over Highway 11 overpasses.

General Comments

The Highway 16 over Highway 11 overpasses were bestowed to the City of Saskatoon in 2011 from the Ministry of Highways and Infrastructure. The two overpasses are three lane, five span, concrete girder bridges, originally constructed in 1967. The estimated replacement cost for these structures is approximately \$15.4 million.

The design and construction of the over height sensor and warning beacon on Highway 11 northbound is scheduled for 2019 but is unfunded. This work will proceed when funding can be allocated in concert with the priorities of the bridges inventory, or funding from outside sources becomes available.

Northbound and southbound deck rehabilitation is planned for 2025 which includes engineering services, removal and replacement of the asphalt wearing surface and membrane, removal of replacement of the upper 112 mm of concrete deck, median, barrier, pedestrian rail and spot concrete repairs.

If a 'Do Nothing' approach were taken with preservation of the superstructure, service life prediction/modeling indicates that the structural failure can be expected to occur by the year 2035, requiring complete replacement of the superstructure.

Prior Budget Approvals

\$2,007,000

Prior budget approval was for repairing the joints, abutments and girder ends of the overpass as well as to provide for the installation of an over-height sensor and warning beacon on Highway 11 northbound.

Project Detail Expenditure/Funding (000's)	Budget 2019	Plan 2020	Plan 2021	Plan 2022	Plan 2023
GROSS COST DETAILS					
Overheight Warning System	155.0	0.0	0.0	0.0	0.0
Total	155.0	0.0	0.0	0.0	0.0
FINANCING DETAILS					
UNFUNDED BRIDGE MAJOR REPAIR RES	155.0	0.0	0.0	0.0	0.0
Total	155.0	0.0	0.0	0.0	0.0
Incremental Operating Impacts (000's)	Budget 2019	Plan 2020	Plan 2021	Plan 2022	Plan 2023
Net Dollar Impact	0.0	0.0	0.0	0.0	0.0
FTEs	0.0	0.0	0.0	0.0	0.0

2403 TU-CPR OVER CIRCLE DRIVE EAST OVERPASS

Project Status	Open	Year Identified	2013
Project Type	GROWTH AND CAPITAL EXPANSION	Manager	Todd Grabowski
Asset Type	Overpasses	Est. End Date	-

Project Description

This project involves rehabilitation of the CPR over Circle Drive East overpass.

General Comments

Located between 108th Street and Attridge Drive, the CPR over Circle Drive East overpass is a five span, single track, post-tensioned continuous concrete span railway bridge, originally constructed in 1980. The City is wholly responsible for all preservation costs related to this structure. The estimated replacement cost for this structure is approximately \$7.7 million.

Unfunded rehabilitation work planned for 2019 includes engineering services, spot repairs to concrete surfaces and application of silane sealer to the walkway.

Project Detail	Budget	Plan	Plan	Plan	Plan
Expenditure/Funding (000's)	2019	2020	2021	2022	2023
GROSS COST DETAILS					
Substructure Repairs	164.0	0.0	0.0	0.0	0.0
Total	164.0	0.0	0.0	0.0	0.0
FINANCING DETAILS					
UNFUNDED BRIDGE MAJOR REPAIR RES	164.0	0.0	0.0	0.0	0.0
Total	164.0	0.0	0.0	0.0	0.0
Incremental	Budget	Plan	Plan	Plan	Plan
Operating Impacts (000's)	2019	2020	2021	2022	2023
Net Dollar Impact	0.0	0.0	0.0	0.0	0.0
FTEs	0.0	0.0	0.0	0.0	0.0

2404 TU-CIRCLE DRIVE/IDYLLWYLD

Project Status	Open	Year Identified	2012
Project Type	INFRASTRUCTURE REPLACEMENT	Manager	Todd Grabowski
Asset Type		Est. End Date	-

Project Description

This project is for rehabilitation of the Circle Drive North over Idyllwyld Drive overpass.

General Comments

The Circle Drive North over Idyllwyld Drive overpass is an eight lane, four span, concrete girder bridge, originally constructed in 1967 to a six lane width and widened to eight lanes in 2001. The estimated replacement cost for this structure is approximately \$13.4 million.

Proactive rehabilitation of the structure is planned for 2021 and 2022 and includes engineering services by specialized external consultants, removal and replacement of the asphalt wearing surface, installation of a new membrane and spot repairs to concrete surfaces.

If a 'Do Nothing' approach were taken with preservation of the superstructure, service life prediction modeling indicates that structural failure, necessitating costly emergency repairs, can be expected to occur by the year 2039, with complete replacement of the superstructure required by the year 2044. The cost estimate for emergency deck repairs and replacement is approximately \$14.4 million.

The planned procurement method for this project is to be accomplished utilizing external contractors, due to requirement of specialized construction services.

Project Detail Expenditure/Funding (000's)	Budget 2019	Plan 2020	Plan 2021	Plan 2022	Plan 2023
GROSS COST DETAILS					
Repairs	0.0	0.0	540.0	2,700.0	0.0
Total	0.0	0.0	540.0	2,700.0	0.0
FINANCING DETAILS					
UNFUNDED BRIDGE MAJOR REPAIR RES	0.0	0.0	540.0	2,700.0	0.0
Total	0.0	0.0	540.0	2,700.0	0.0
Incremental Operating Impacts (000's)	Budget 2019	Plan 2020	Plan 2021	Plan 2022	Plan 2023
Net Dollar Impact	0.0	0.0	0.0	0.0	0.0
FTEs	0.0	0.0	0.0	0.0	0.0

2405 TU-IDYLYLD & CIRCLE DR N INTERCHANGE

Project Status	Open	Year Identified	2010
Project Type	GROWTH AND CAPITAL EXPANSION	Manager	David LeBoutillier
Asset Type		Est. End Date	-

Project Description

This project addresses the anticipated need for significant adjustments at the interchange of Idylwyld Drive and Circle Drive that are required due to the completion of the Circle Drive South project.

General Comments

The interchange of Idylwyld Drive and Circle Drive is a very important transportation connection for Saskatoon and northern Saskatchewan as well as the gateway for much economic activity north and west of Saskatoon. All northbound highway traffic as well as a very large amount of internal network travel must pass through this interchange. Currently, trucks heading to northern Saskatchewan or Alberta using Highways 11, 12 or 16 use Idylwyld Drive North through the core area of the city. With the completion of Circle Drive South, the traffic impacts will be monitored and recommendations will be brought forward.

Prior Budget Approvals

\$500,000

Project Detail	Budget	Plan	Plan	Plan	Plan
Expenditure/Funding (000's)	2019	2020	2021	2022	2023
GROSS COST DETAILS					
Corridor Improvements	0.0	0.0	0.0	0.0	18,000.0
Total	0.0	0.0	0.0	0.0	18,000.0
FINANCING DETAILS					
UNFUNDED MAJOR PROJECTS	0.0	0.0	0.0	0.0	18,000.0
Total	0.0	0.0	0.0	0.0	18,000.0
Incremental	Budget	Plan	Plan	Plan	Plan
Operating Impacts (000's)	2019	2020	2021	2022	2023
Net Dollar Impact	0.0	0.0	0.0	0.0	0.0
FTEs	0.0	0.0	0.0	0.0	0.0

2406 TU-MINOR BRIDGE REPAIRS

Project Status	Open	Year Identified	2012
Project Type	INFRASTRUCTURE MAINTENANCE	Manager	Todd Grabowski
Asset Type		Est. End Date	-

Project Description

This project is required to provide funding for minor repairs and structural studies as required on the City's bridges and structures.

General Comments

There are currently 75 bridges, overpasses and pedestrian crossings that the City is responsible for. The list of projects and locations will be prioritized on an annual basis as needed.

The planned procurement method for this project is to be accomplished utilizing external contractors, due to requirement of specialized construction services.

Project Detail	Budget	Plan	Plan	Plan	Plan
Expenditure/Funding (000's)	2019	2020	2021	2022	2023
GROSS COST DETAILS					
Construction	289.0	289.0	289.0	289.0	289.0
Total	289.0	289.0	289.0	289.0	289.0
FINANCING DETAILS					
BRIDGE MAJOR REPAIR RESERVE	289.0	289.0	289.0	289.0	289.0
Total	289.0	289.0	289.0	289.0	289.0
Incremental	Budget	Plan	Plan	Plan	Plan
Operating Impacts (000's)	2019	2020	2021	2022	2023
Net Dollar Impact	0.0	0.0	0.0	0.0	0.0
FTEs	0.0	0.0	0.0	0.0	0.0

2408 TU-VISION ZERO

Project Status	Open	Year Identified	2019
Project Type	STUDY/PLANNING	Manager	Nathalie Baudais
Asset Type		Est. End Date	-

Project Description

Vision Zero is a road safety approach with the goal of zero traffic related fatalities or severe injuries. Canada adopted Vision Zero as a federal strategy in January 2016. Vision Zero is a collaborative, multi-disciplinary approach and reflects multiple community partners and stakeholders.

General Comments

This report supports the Strategic Goal of Moving Around as it improves the safety of all road users (pedestrians, cyclists, and drivers), and helps provide a great place to live, work, and raise a family.

In 2019 the following will be completed: prepare a Vision Zero Implementation Plan; and confirm and consolidate the mandate and members of the Vision Zero Advisory Committee.

Project Detail	Budget	Plan	Plan	Plan	Plan
Expenditure/Funding (000's)	2019	2020	2021	2022	2023
GROSS COST DETAILS					
Design	100.0	170.0	0.0	0.0	0.0
Total	100.0	170.0	0.0	0.0	0.0
FINANCING DETAILS					
UNFUNDED TRAFFIC SAFETY RES	100.0	170.0	0.0	0.0	0.0
Total	100.0	170.0	0.0	0.0	0.0
Incremental	Budget	Plan	Plan	Plan	Plan
Operating Impacts (000's)	2019	2020	2021	2022	2023
Net Dollar Impact	0.0	0.0	0.0	0.0	0.0
FTEs	0.0	0.0	0.0	0.0	0.0

2425 TU-UNDERGROUND ENCROACHMENTS

Project Status	Open	Year Identified	2012
Project Type	INFRASTRUCTURE MAINTENANCE	Manager	Rob Frank
Asset Type		Est. End Date	-

Project Description

This project is required to fund the city's portion of costs related to dealing with existing underground encroachments in the city's right-of-way.

General Comments

Underground encroachments from lots into public Right of Way were constructed in the early 20th Century by agreement between developers and City Council. They consist of open areas under the sidewalk that are attached to the basement of the adjacent building. The ceiling of the encroachment is, in most cases, the sidewalk above. These were typically allowed for freight elevators or coal chutes and to provide for larger basements or storage areas than if the building was confined to the lot size.

These funds are to allow for the City to contribute a portion of funding to the property owner's costs for when they either repair or rebuild the encroachment they are responsible for.

Project Detail	Budget	Plan	Plan	Plan	Plan
Expenditure/Funding (000's)	2019	2020	2021	2022	2023
GROSS COST DETAILS					
Underground Encroachments Repairs	100.0	100.0	0.0	0.0	0.0
Total	100.0	100.0	0.0	0.0	0.0
FINANCING DETAILS					
UNFUNDED PAVED ROADWAYS INFR RES	100.0	100.0	0.0	0.0	0.0
Total	100.0	100.0	0.0	0.0	0.0
Incremental	Budget	Plan	Plan	Plan	Plan
Operating Impacts (000's)	2019	2020	2021	2022	2023
Net Dollar Impact	0.0	0.0	0.0	0.0	0.0
FTEs	0.0	0.0	0.0	0.0	0.0

2428 TU-FUNCTIONAL PLANNING STUDIES

Project Status	Open	Year Identified	2010
Project Type	GROWTH AND CAPITAL EXPANSION	Manager	David Leboutillier
Asset Type		Est. End Date	-

Project Description

This project is for the ongoing identification of future transportation needs and the preparation of functional planning studies.

General Comments

Various new arterial roads throughout the City require functional planning studies to determine the vertical and horizontal alignments, right-of-way requirements, and preliminary cost estimates.

Details on the program proposed for the budget year will be presented in an administrative report prior to, or concurrent with Council budget meeting.

The planned procurement method for this project is to be accomplished utilizing external contractors in the design of the functional planning studies, due to existing staff capacity and expertise to perform the work, requirement of specialized services, objectivity of an opinion, and availability of technology in-house and long-term requirements.

Prior Budget Approvals

\$760,000

Project Detail Expenditure/Funding (000's)	Budget 2019	Plan 2020	Plan 2021	Plan 2022	Plan 2023
GROSS COST DETAILS					
Functional Planning Studies	200.0	200.0	50.0	200.0	0.0
Total	200.0	200.0	50.0	200.0	0.0
FINANCING DETAILS					
TRANSP INFRAS EXPANSION	200.0	200.0	50.0	200.0	0.0
Total	200.0	200.0	50.0	200.0	0.0
Incremental Operating Impacts (000's)	Budget 2019	Plan 2020	Plan 2021	Plan 2022	Plan 2023
Net Dollar Impact	0.0	0.0	0.0	0.0	0.0
FTEs	0.0	0.0	0.0	0.0	0.0

2429 CY-LICENSE PLATE RECOGNITION SYSTEM

Project Status	Open	Year Identified	2009
Project Type	SUPPORT SYSTEMS	Manager	Jo-Anne Richter
Asset Type	Software	Est. End Date	-

Project Description

This project involves the purchase of License Plate Recognition (LPR) equipment to support the enforcement operation of the parking program.

General Comments

The LPR equipment contains cameras that are capable of scanning and recognizing the license plates of parked vehicles. This license plate data is used to conduct parking enforcement in areas with posted time limits, locate stolen automobiles, identify vehicles with parking offences, verify paid parking on the flex parking system, and collect data for use in parking stall occupancy/turnover studies.

The plan involves the addition of three LPR systems at the rate of one per year beginning in 2020.

Project Detail	Budget	Plan	Plan	Plan	Plan
Expenditure/Funding (000's)	2019	2020	2021	2022	2023
GROSS COST DETAILS					
System Purchase	0.0	65.0	65.0	65.0	0.0
Total	0.0	65.0	65.0	65.0	0.0
FINANCING DETAILS					
PARKING RESERVE	0.0	65.0	65.0	65.0	0.0
Total	0.0	65.0	65.0	65.0	0.0
Incremental	Budget	Plan	Plan	Plan	Plan
Operating Impacts (000's)	2019	2020	2021	2022	2023
Net Dollar Impact	0.0	0.0	0.0	0.0	0.0
FTEs	0.0	0.0	0.0	0.0	0.0

2433 TU-8TH STREET & CPR GRADE SEPARATION

Project Status	Open	Year Identified	2012
Project Type	GROWTH AND CAPITAL EXPANSION	Manager	David LeBoutillier
Asset Type		Est. End Date	-

Project Description

This project involves functional planning studies, in conjunction with Canadian Pacific Railway, for the design of a grade separation at 8th Street East to improve safety at the existing grade level interchange in order to facilitate the development of the Holmwood Sector.

General Comments

A fully protected rail crossing will be the interim step prior to overpass construction.

Discussions are ongoing to confirm external funding from the developer.

Project Detail	Budget	Plan	Plan	Plan	Plan
Expenditure/Funding (000's)	2019	2020	2021	2022	2023
GROSS COST DETAILS					
8th St & CPR Grade Separation	400.0	0.0	0.0	38,500.0	0.0
Total	400.0	0.0	0.0	38,500.0	0.0
FINANCING DETAILS					
PRIVATE CONTRIBUTIONS	400.0	0.0	0.0	38,500.0	0.0
Total	400.0	0.0	0.0	38,500.0	0.0
Incremental	Budget	Plan	Plan	Plan	Plan
Operating Impacts (000's)	2019	2020	2021	2022	2023
Net Dollar Impact	0.0	0.0	0.0	0.0	0.0
FTEs	0.0	0.0	0.0	0.0	0.0

2434 TU-HWY 11 & HWY 16 CLOVERLEAF

Project Status	Open	Year Identified	2012
Project Type	GROWTH AND CAPITAL EXPANSION	Manager	David LeBoutillier
Asset Type		Est. End Date	-

Project Description

This project involves a functional planning study for improvements to the existing interchange and/or replacement structures to improve safety and function of the interchange.

General Comments

The functional planning study began in 2016 and was completed in 2017. The study recommended short and long-term improvements and replacement of the interchange in the future as noted in the future investments of within this project.

The planned procurement method for this project is to be accomplished utilizing external contractors, due to requirement of specialized services.

Project Detail Expenditure/Funding (000's)	Budget 2019	Plan 2020	Plan 2021	Plan 2022	Plan 2023
GROSS COST DETAILS					
HWY 11 & HWY 16 Cloverleaf Functional Study	5,200.0	0.0	0.0	0.0	56,080.0
Total	5,200.0	0.0	0.0	0.0	56,080.0
FINANCING DETAILS					
UNFUNDED MAJOR PROJECTS	5,200.0	0.0	0.0	0.0	56,080.0
Total	5,200.0	0.0	0.0	0.0	56,080.0
Incremental Operating Impacts (000's)	Budget 2019	Plan 2020	Plan 2021	Plan 2022	Plan 2023
Net Dollar Impact	0.0	0.0	0.0	0.0	0.0
FTEs	0.0	0.0	0.0	0.0	0.0

2437 TU-11TH STREET REALIGNMENT

Project Status	Open	Year Identified	2012
Project Type	GROWTH AND CAPITAL EXPANSION	Manager	David LeBoutillier
Asset Type		Est. End Date	-

Project Description

This project involves the realignment of 11th Street from Crescent Boulevard to Highway 7 and includes the construction of sound attenuation adjacent to the Montgomery Place neighbourhood.

General Comments

11th Street between Fairlight Drive and Highway 7 is classified as a boundary road which was once a secondary highway annexed by the City. The condition of this roadway is poor as it is failing structurally in numerous locations. The future alignment of this roadway is not known at this time as the Southwest Sector Plan is currently being developed.

Project Detail Expenditure/Funding (000's)	Budget 2019	Plan 2020	Plan 2021	Plan 2022	Plan 2023
GROSS COST DETAILS					
Construction	0.0	0.0	0.0	0.0	5,600.0
Total	0.0	0.0	0.0	0.0	5,600.0
FINANCING DETAILS					
UNFUNDED MAJOR PROJECTS	0.0	0.0	0.0	0.0	5,600.0
Total	0.0	0.0	0.0	0.0	5,600.0
Incremental Operating Impacts (000's)	Budget 2019	Plan 2020	Plan 2021	Plan 2022	Plan 2023
Net Dollar Impact	0.0	0.0	0.0	0.0	0.0
FTEs	0.0	0.0	0.0	0.0	0.0

2442 TU-DALMENY ROAD/HWY 684 REPLACEMENT

Project Status	Open	Year Identified	2012
Project Type	INFRASTRUCTURE REPLACEMENT	Manager	David LeBoutillier
Asset Type		Est. End Date	-

Project Description

This project involves the planning, property acquisition, construction and complete rehabilitation of Dalmeny Road (inside City limits)/Highway 684 (outside City limits). The reconstruction of Highway 684 north of the City limits will be coordinated with Saskatchewan Ministry of Highways and Infrastructure.

General Comments

Two lanes for north and south bound traffic will be constructed immediately west of the existing Dalmeny Road (inside City limits), as well as intersections at 33rd Street and Claypool Drive. Traffic will then be redirected from the existing road to the new road. The existing road will be completely restored in the future and a median will be constructed at that time.

Prior Budget Approvals

\$300,000

Project Detail	Budget	Plan	Plan	Plan	Plan
Expenditure/Funding (000's)	2019	2020	2021	2022	2023
GROSS COST DETAILS					
Property Acquisition	500.0	0.0	0.0	0.0	0.0
Total	500.0	0.0	0.0	0.0	0.0
FINANCING DETAILS					
UNFUNDED TRANSPORTATION INFR EXPANSION	500.0	0.0	0.0	0.0	0.0
Total	500.0	0.0	0.0	0.0	0.0
Incremental	Budget	Plan	Plan	Plan	Plan
Operating Impacts (000's)	2019	2020	2021	2022	2023
Net Dollar Impact	0.0	0.0	0.0	0.0	0.0
FTEs	0.0	0.0	0.0	0.0	0.0

2446 TU-PEDESTRIAN CROSSING IMPROVEMENTS

Project Status	Open	Year Identified	2012
Project Type	INFRASTRUCTURE REPLACEMENT	Manager	Nathalie Baudais
Asset Type		Est. End Date	-

Project Description

This project involves upgrading existing pedestrian devices or installation of new pedestrian crossing devices. Recommendations for devices are from neighbourhood reviews, corridor reviews, or a concern from the public. All devices will meet the current warrant system used by the Transportation Division.

General Comments

This project supports the City of Saskatoon's long-term strategies of 'Moving Around' and 'Quality of Life'. Pedestrian crossing improvement projects are typically identified through neighbourhood traffic reviews, corridor studies, and resident inquiries. Improvement projects are prioritized based on Council Policy CO7-018: Traffic Control at Pedestrian Crossings.

Details on the program proposed for the budget year will be presented in an administrative report prior to, or concurrent with, the Council budget meeting.

Project Detail	Budget	Plan	Plan	Plan	Plan
Expenditure/Funding (000's)	2019	2020	2021	2022	2023
GROSS COST DETAILS					
Construction	200.0	250.0	150.0	150.0	150.0
Total	200.0	250.0	150.0	150.0	150.0
FINANCING DETAILS					
TRAFFIC SAFETY RESERVE	120.0	200.0	100.0	100.0	150.0
UNFUNDED TRAFFIC SAFETY RES	80.0	50.0	50.0	50.0	0.0
Total	200.0	250.0	150.0	150.0	150.0
Incremental	Budget	Plan	Plan	Plan	Plan
Operating Impacts (000's)	2019	2020	2021	2022	2023
Net Dollar Impact	0.0	0.0	0.0	0.0	0.0
FTEs	0.0	0.0	0.0	0.0	0.0

2448 TU-INTELLIGENT TRANSPORTATION SYSTEM

Project Status	Open	Year Identified	2012
Project Type	GROWTH AND CAPITAL EXPANSION	Manager	Goran Lazic
Asset Type		Est. End Date	-

Project Description

This project provides capital funding for the development of Intelligent Transportation Systems (ITS).

General Comments

ITS can include (but is not limited to) traffic monitoring cameras, variable message boards, traffic priority, incident management systems, Weigh-In-Motion (WIM) devices, Road-side Weather Information Systems (RWIS), and Advanced Traveler Information Systems (ATIS). ITS also includes the Advanced Traffic Management Systems.

In 2017 the ITS Needs Assessment was completed. The future investments are related to the implementation of the recommendations from the plan.

The planned procurement method for this project is to be accomplished utilizing internal staff, due to existing staff capacity and expertise to perform the work.

Project Detail	Budget	Plan	Plan	Plan	Plan
Expenditure/Funding (000's)	2019	2020	2021	2022	2023
GROSS COST DETAILS					
Feasibility Study	200.0	200.0	200.0	200.0	0.0
Total	200.0	200.0	200.0	200.0	0.0
FINANCING DETAILS					
TRANSP INFRAS EXPANSION	200.0	200.0	200.0	200.0	0.0
Total	200.0	200.0	200.0	200.0	0.0
Incremental	Budget	Plan	Plan	Plan	Plan
Operating Impacts (000's)	2019	2020	2021	2022	2023
Net Dollar Impact	0.0	0.0	0.0	0.0	0.0
FTEs	0.0	0.0	0.0	0.0	0.0

2449 TU-RAIL YARD RELOCATIONS

Project Status	Open	Year Identified	2012
Project Type	INFRASTRUCTURE REPLACEMENT	Manager	Don Cook
Asset Type		Est. End Date	-

Project Description

This project is to fund the relocation of both Canadian National and Canadian Pacific railway yards to outside city limits.

General Comments

Discussions with both railways are required prior to funding any portion of the relocation.

Project Detail Expenditure/Funding (000's)	Budget 2019	Plan 2020	Plan 2021	Plan 2022	Plan 2023
GROSS COST DETAILS					
Construction	0.0	0.0	0.0	0.0	1,000.0
Total	0.0	0.0	0.0	0.0	1,000.0
FINANCING DETAILS					
UNFUNDED MAJOR PROJECTS	0.0	0.0	0.0	0.0	1,000.0
Total	0.0	0.0	0.0	0.0	1,000.0
Incremental Operating Impacts (000's)	Budget 2019	Plan 2020	Plan 2021	Plan 2022	Plan 2023
Net Dollar Impact	0.0	0.0	0.0	0.0	0.0
FTEs	0.0	0.0	0.0	0.0	0.0

2459 LAND DEV'T-SOUTH CASWELL HILL REDEVELOPMENT

Project Status	Open	Year Identified	2012
Project Type	REJUVENATION	Manager	Rob Tomiyama
Asset Type		Est. End Date	-

Project Description

This project involves the transformation of South Caswell Hill from a former industrial area containing Saskatoon Transit offices and bus barns, to a mixed-use community. The area transition will require capital investment to prepare the land and buildings for new uses. The project involves the development of a revised Concept Plan in cooperation with community residents and stakeholders, and preparation of the land and buildings for sale. The original Concept Plan for the redevelopment was adopted by Council on April 12, 2010, and serves as the general guideline for future development.

General Comments

The area known as South Caswell Hill is projected to undergo significant redevelopment after the Saskatoon Transit operations and other former industrial uses relocate in early 2017 to the Civic Operations Centre. In order to facilitate development and to eliminate much of the risk associated with these sites, a number of investigations and clean up actions are required, including a Detailed Phase 2 Environmental Site Assessment, a risk assessment and remediation evaluation, a structural assessment of the buildings, and any necessary remediation work. \$1.5 million will be allocated to site remediation studies and cleanup to occur in 2018 and 2019. An additional \$2 million will be required in 2019 to assist with infrastructure upgrades, and the development of a park or open space in the area.

Project Detail Expenditure/Funding (000's)	Budget 2019	Plan 2020	Plan 2021	Plan 2022	Plan 2023
GROSS COST DETAILS					
Construction	2,000.0	0.0	0.0	0.0	0.0
Total	2,000.0	0.0	0.0	0.0	0.0
FINANCING DETAILS					
PROPERTY REALIZED RES	2,000.0	0.0	0.0	0.0	0.0
Total	2,000.0	0.0	0.0	0.0	0.0
Incremental Operating Impacts (000's)	Budget 2019	Plan 2020	Plan 2021	Plan 2022	Plan 2023
Net Dollar Impact	0.0	0.0	0.0	0.0	0.0
FTEs	0.0	0.0	0.0	0.0	0.0

2468 TU-ACTIVE TRANSPORTATION PLAN IMPLEMENTATION

Project Status	Open	Year Identified	2017
Project Type	STUDY/PLANNING	Manager	Don Cook
Asset Type		Est. End Date	-

Project Description

This project involves the implementation of the Active Transportation Plan.

General Comments

The Active Transportation Plan was adopted in 2016 and identified 80 action items. A five-year action plan has been prepared that outlines the immediate priorities for implementation.

Details on the program proposed for the budget year will be presented in an administrative report prior to, or concurrent with, Council budget meeting.

Active Transportation infrastructure for 2019 and forward has been identified through separate components of the project including:

02 Audible Pedestrian Signal Program (Formerly CP1963.03)

03 Curb Ramp Program (Formerly CP1963.04)

04 New Sidewalk Program (Formerly CP0948)

05 Cycling Network (Formerly CP1137)

The planned procurement method for this project is to be accomplished utilizing a combination of internal staff and external contractors, due to existing staff capacity and expertise to perform the work, requirement of specialized services, and availability of technology in-house and long-term requirements.

Project Detail Expenditure/Funding (000's)	Budget 2019	Plan 2020	Plan 2021	Plan 2022	Plan 2023
GROSS COST DETAILS					
AT Plan Implementation	1,450.0	1,750.0	1,350.0	1,350.0	1,350.0
Audible Pedestrian Signal Program	0.0	50.0	0.0	50.0	0.0
Curb Ramp Program	200.0	200.0	200.0	100.0	100.0
Cycling Network	100.0	100.0	150.0	100.0	200.0
New Sidewalk Program	100.0	100.0	150.0	100.0	200.0
Total	1,850.0	2,200.0	1,850.0	1,700.0	1,850.0
FINANCING DETAILS					
ACTIVE TRANSPORTATION RESERVE	500.0	500.0	500.0	500.0	500.0
TRAFFIC SAFETY RESERVE	0.0	50.0	0.0	50.0	0.0
TRANSP INFRAS EXPANSION	600.0	900.0	600.0	400.0	800.0
UNFUNDED ACTIVE TRANSPORTATION RESERVE	750.0	750.0	750.0	750.0	550.0
Total	1,850.0	2,200.0	1,850.0	1,700.0	1,850.0
Incremental Operating Impacts (000's)	Budget 2019	Plan 2020	Plan 2021	Plan 2022	Plan 2023
Net Dollar Impact	0.0	0.0	0.0	0.0	0.0
FTEs	0.0	0.0	0.0	0.0	0.0

2469 CY-PERMANENT WASHROOMS - SPECIAL USE PARKS

Project Status	Open	Year Identified	2011
Project Type	INFRASTRUCTURE MAINTENANCE	Manager	Brad Babyak
Asset Type	Buildings	Est. End Date	-

Project Description

This project involves the construction of a permanent year-round washroom in a Special Use park.

General Comments

There is a program need to provide washrooms in the Special Use parks to support year-round activities at the riverbank parks and along the Meewasin Valley Authority (MVA) trail system.

The popularity of riverbank parks used by citizens and visitors continues to grow. This facility is needed by park patrons as well as the public attending the numerous festivals and special events that take place in the Special Use parks year round. The location for a new washroom will be strategically located along the MVA trail system in an area that will support or enhance existing and future programming opportunities that take place at riverbank parks.

The 2020 plan includes the completion of a detailed design and construction of a permanent year-round washroom facility.

This project was approved in principle, by City Council on March 26, 2018 through the Recreation and Parks Facilities Game Plan Proposed Funding Plan, subject to a funding plan being identified and approved.

Operating Impact

2021 - Operating costs to be determined during design phase as specific features of the facility are determined.

Project Detail	Budget	Plan	Plan	Plan	Plan
Expenditure/Funding (000's)	2019	2020	2021	2022	2023
GROSS COST DETAILS					
Special Use Park	0.0	750.0	0.0	0.0	0.0
Total	0.0	750.0	0.0	0.0	0.0
FINANCING DETAILS					
FUNDING PLAN CONTRIBUTION	0.0	750.0	0.0	0.0	0.0
Total	0.0	750.0	0.0	0.0	0.0
Incremental	Budget	Plan	Plan	Plan	Plan
Operating Impacts (000's)	2019	2020	2021	2022	2023
Net Dollar Impact	0.0	0.0	0.0	0.0	0.0
FTEs	0.0	0.0	0.0	0.0	0.0

2471 CY-KINSMEN PARK & AREA - MASTER PLAN

Project Status	Open	Year Identified	2011
Project Type	GROWTH AND CAPITAL EXPANSION	Manager	Brad Babyak
Asset Type	Buildings(Parks & Open Spaces)	Est. End Date	-

Project Description

This project involves the development and implementation of the Kinsmen Park & Area Master Plan.

General Comments

The Master Plan set up a process to renovate this site in order to create a primary civic activity-node that is place-specific, memorable and enjoyable for all ages. There is a focus on children's programming and play and it will be an activity generator for people of all ages. The functional program for Kinsmen Park & Area will consider users City-wide, while continuing to support local communities and the growing downtown population.

The Master Plan integrates activities on both sides of Spadina Crescent, including Kinsmen Park, the existing Mendel building and grounds, and the Shakespeare on the Saskatchewan site. The fully connected site will address issues around safety, ease of access for all, and traffic movement.

The 2019 plan includes implementation of some of the priorities and recommendations identified from the parking/transportation study completed in 2018.

Concession Building Expansion

The 2023 plan proposes that the existing concession building be renovated, winterized, and expanded to support year-round activity and programming in the park. Potential programming could include a warm-up area for winter park users, concession service, multi-purpose programming space (meeting room, event office, special events), and public washrooms.

Special Note

The 2019 funding source is the interest earned on the Kinsmen Park Sponsorship Trust from Nutrien.

Prior Budget Approval

\$815,000 for Site Improvements and Kinsmen Festival Site Construction

Project Detail	Budget	Plan	Plan	Plan	Plan
Expenditure/Funding (000's)	2019	2020	2021	2022	2023
GROSS COST DETAILS					
Concession Building	0.0	0.0	0.0	0.0	2,885.0
Site Improvements	133.0	0.0	0.0	0.0	0.0
Total	133.0	0.0	0.0	0.0	2,885.0
FINANCING DETAILS					
PRIVATE CONTRIBUTIONS	133.0	0.0	0.0	0.0	0.0
UNFUNDED MAJOR PROJECTS	0.0	0.0	0.0	0.0	2,885.0
Total	133.0	0.0	0.0	0.0	2,885.0
Incremental	Budget	Plan	Plan	Plan	Plan
Operating Impacts (000's)	2019	2020	2021	2022	2023
Net Dollar Impact	0.0	0.0	0.0	0.0	0.0
FTEs	0.0	0.0	0.0	0.0	0.0

2474 CY-HUDSON BAY AREA DISTRICT PARKS

Project Status	Open	Year Identified	2012
Project Type	REJUVENATION	Manager	Brad Babyak
Asset Type	Parks and Open Spaces	Est. End Date	-

Project Description

This project involves a program plan review, survey, and site analysis, design and construction for the Hudson Bay Area Parks (Pierre Radisson, Henry Kelsey North, and Scott).

General Comments

A Master Plan prepared in 1989 provided a framework for the public consultation and park program review planned for 2016. Survey and site analysis will provide an understanding of water levels and what needs to be done to improve the landscaping and access through the park for pedestrians.

The Westmount Local Area Plan committee recognized "that while Westmount values its abundant green spaces and opportunities for active, community living, the neighborhood's parks are not being utilized to their full potential". This capital project will assist in creating the vision that the Westmount Local Area Plan committee has identified as important in components such as improved landscaping, walkways, benches, and lighting but still maintaining wide open spaces for users.

City Council developed and adopted the 10 year Strategic Plan. Quality of Life; specifically developing complete communities by connecting pathways through a number of neighbourhoods to promote active living; and the ability to enjoy the natural beauty and benefit of parks. Through a well-connected pathway network, Moving Around is improved by providing an alternate active transportation route through the Hudson Bay and Area Parks.

The future proposed phasing consists of:

2020 - Construction of Pierre Radisson Park Phase 2

2022 - Survey and site analysis for Henry Kelsey Park North

2023 - Detailed design & public consultation for Henry Kelsey Park North

2025 - Construction of Henry Kelsey Park North

2027 - Survey & site analysis for Scott Park

2028 - Detailed design & public consultation for Scott Park

2030 - Construction of Scott Park

Operating Impact

Operating costs to be determined during design phase currently underway

Prior Budget Approval

\$50,000 Public consultations & park program review, survey & site analysis for Pierre Radisson Park

\$70,000 Development of a 2.99 acre off-leash dog park at Pierre Radisson Park

\$590,000 Detailed design for Pierre Radisson Park and construction of a regulation adult cricket field

Project Detail	Budget	Plan	Plan	Plan	Plan
Expenditure/Funding (000's)	2019	2020	2021	2022	2023
GROSS COST DETAILS					
Henry Kelsey Park	0.0	0.0	0.0	50.0	90.0
Pierre Radisson Park	0.0	2,270.0	0.0	0.0	0.0
Total	0.0	2,270.0	0.0	50.0	90.0
FINANCING DETAILS					
UNFUNDED MAJOR PROJECTS	0.0	2,270.0	0.0	50.0	90.0
Total	0.0	2,270.0	0.0	50.0	90.0
Incremental	Budget	Plan	Plan	Plan	Plan
Operating Impacts (000's)	2019	2020	2021	2022	2023
Net Dollar Impact	0.0	0.0	0.0	0.0	0.0
FTEs	0.0	0.0	0.0	0.0	0.0

2489 POLICE-FURNITURE REPLACEMENT

Project Status	Open	Year Identified	2012
Project Type	INFRASTRUCTURE REPLACEMENT	Manager	Earl Warwick
Asset Type	Building Contents	Est. End Date	-

Project Description

This project provides for the replacement of furniture that has reached life expectancy.

General Comments

This project will enable the Police Service to replace existing furniture based on condition assessments and industry standards and for life expectancy.

2019 funding is requested to replace furniture that is due for replacement according to the replacement schedule including items such as desks, filing cabinets and chairs.

Operating Impact

No increase anticipated for 2019.

Project Detail	Budget	Plan	Plan	Plan	Plan
Expenditure/Funding (000's)	2019	2020	2021	2022	2023
GROSS COST DETAILS					
Furniture Replacement	50.0	50.0	50.0	50.0	50.0
Total	50.0	50.0	50.0	50.0	50.0
FINANCING DETAILS					
POLICE FAC RENOVATION RES	50.0	50.0	50.0	50.0	50.0
Total	50.0	50.0	50.0	50.0	50.0
Incremental	Budget	Plan	Plan	Plan	Plan
Operating Impacts (000's)	2019	2020	2021	2022	2023
Net Dollar Impact	0.0	0.0	0.0	0.0	0.0
FTEs	0.0	0.0	0.0	0.0	0.0

2497 POLICE-EQUIPMENT REPLACEMENT

Project Status	Open	Year Identified	2014
Project Type	EQUIPMENT REPLACEMENT	Manager	Earl Warwick
Asset Type	Police Equipment	Est. End Date	-

Project Description

This project allows for the replacement of specialized equipment used by Police operations.

General Comments

This project provides for the replacement of specialized equipment used by Saskatoon Police Service operations including Patrol, Criminal Investigations, the Traffic Section and 'Special Teams' - the Explosives Disposal Unit (EDU), the Tactical Support Unit (TSU), K-9 and the Public Safety Unit (PSU).

The 2019 project is for funding to replace TSU, PSU, EDU, and K-9 equipment. The plan also includes the replacing the aging CEW, speed detection equipment, roadside screening devices, aging pistols, expired body armour, investigation equipment and installing equipment into new fleet replacement units.

Project Detail	Budget	Plan	Plan	Plan	Plan
Expenditure/Funding (000's)	2019	2020	2021	2022	2023
GROSS COST DETAILS					
Equipment Purchase	711.0	701.0	335.0	411.0	333.0
Total	711.0	701.0	335.0	411.0	333.0
FINANCING DETAILS					
POLICE OPER EQUIP & TECH RES	711.0	701.0	335.0	411.0	333.0
Total	711.0	701.0	335.0	411.0	333.0
Incremental	Budget	Plan	Plan	Plan	Plan
Operating Impacts (000's)	2019	2020	2021	2022	2023
Net Dollar Impact	0.0	0.0	0.0	0.0	0.0
FTEs	0.0	0.0	0.0	0.0	0.0

2498 POLICE-EQUIPMENT EXPANSION

Project Status	Open	Year Identified	2014
Project Type	EQUIPMENT REPLACEMENT	Manager	Earl Warwick
Asset Type	Police Equipment	Est. End Date	-

Project Description

This project allows for the purchase of additional specialized equipment used by Police operations.

General Comments

This project provides for the purchase of additional specialized equipment used by Saskatoon Police Service operations including Patrol, Criminal Investigations, Traffic Section and 'Special Teams' - the Explosives Disposal Unit (EDU), the Tactical Support Unit (TSU), and the Public Safety Unit (PSU).

The 2019 project calls for funding to support the purchase of K-9 equipment and communication workstation.

Operating Impact

No increase anticipated for 2019. Future operating impacts are under review.

Project Detail	Budget	Plan	Plan	Plan	Plan
Expenditure/Funding (000's)	2019	2020	2021	2022	2023
GROSS COST DETAILS					
Equipment Purchase	157.0	0.0	0.0	0.0	0.0
Total	157.0	0.0	0.0	0.0	0.0
FINANCING DETAILS					
POLICE OPER EQUIP & TECH RES	106.0	0.0	0.0	0.0	0.0
PRIVATE CONTRIBUTIONS	51.0	0.0	0.0	0.0	0.0
Total	157.0	0.0	0.0	0.0	0.0
Incremental	Budget	Plan	Plan	Plan	Plan
Operating Impacts (000's)	2019	2020	2021	2022	2023
Net Dollar Impact	0.0	0.0	0.0	0.0	0.0
FTEs	0.0	0.0	0.0	0.0	0.0

2499 POLICE-TECHNOLOGY REPLACEMENT

Project Status	Open	Year Identified	2014
Project Type	EQUIPMENT REPLACEMENT	Manager	Earl Warwick
Asset Type		Est. End Date	-

Project Description

This project provides for the replacement/upgrading of computer hardware and software including network servers, infrastructure, storage and security as well as desktop and in-car computers/technology.

General Comments

The 2019 project includes funding to support several multi-year projects that will replace/upgrade , network infrastructure, virtual desktops, in car cameras/notebooks and provide Project Administrators.

Future year projects include replacement of desk top computers, network infrastructure with various police operations software.

Operating Impact

Anticipated increases are \$26,400 in 2019 and \$43,000 in 2021.

Project Detail Expenditure/Funding (000's)	Budget 2019	Plan 2020	Plan 2021	Plan 2022	Plan 2023
GROSS COST DETAILS					
Equipment Purchase	533.0	1,398.0	982.0	825.0	1,045.0
In Car Camera Replacement	48.0	0.0	853.0	0.0	0.0
Network Upgrades	0.0	153.0	0.0	0.0	0.0
Virtual Desktop Replacement	0.0	0.0	138.0	0.0	0.0
Total	581.0	1,551.0	1,973.0	825.0	1,045.0
FINANCING DETAILS					
POLICE OPER EQUIP & TECH RES	581.0	1,551.0	1,973.0	825.0	1,045.0
Total	581.0	1,551.0	1,973.0	825.0	1,045.0
Incremental Operating Impacts (000's)	Budget 2019	Plan 2020	Plan 2021	Plan 2022	Plan 2023
Net Dollar Impact	26.4	0.0	43.0	0.0	0.0
FTEs	0.0	0.0	0.0	0.0	0.0

2504 FIRE-NEW EQUIPMENT

Project Status	Open	Year Identified	2012
Project Type	GROWTH AND CAPITAL EXPANSION	Manager	Glenn Ledray
Asset Type	Fire Apparatus	Est. End Date	-

Project Description

This project provides the addition of major firefighting apparatus and equipment, including vehicles and water rescue apparatus.

General Comments

New equipment to be added include:

- Full-face underwater breathing apparatus, which allows for safer training practices of certified dive instructors.
- Surface water suits will be provided for all front-line engines to achieve a more rapid response for a surface water rescue by trained personnel throughout the city.
- Smoke curtains will be purchased to hang from doorways in order to stop air exchange and decrease the chance of a back draft occurring during a structure fire. This will increase firefighter safety and allow for redeployment of firefighter staff at an incident typically utilized for door control.
- Pelican lights will be added to front line apparatus for emergency incident scene safety. These portable lights are LED battery operated which do not require generators to power and allow for reduction in trip hazards which therefore increase scene safety.

Operating Impact

Provision to replace the new equipment:

\$7,100 - Dive Equipment (7 years)

\$2,500 - Smoke Curtains (10 years)

\$5,000 - Pelican Lights (5 years)

Project Detail Expenditure/Funding (000's)	Budget 2019	Plan 2020	Plan 2021	Plan 2022	Plan 2023
GROSS COST DETAILS					
Fire New Equipment	100.0	0.0	0.0	0.0	0.0
Total	100.0	0.0	0.0	0.0	0.0
FINANCING DETAILS					
FIRE - CAPITAL RESERVE	100.0	0.0	0.0	0.0	0.0
Total	100.0	0.0	0.0	0.0	0.0
Incremental Operating Impacts (000's)	Budget 2019	Plan 2020	Plan 2021	Plan 2022	Plan 2023
Net Dollar Impact	0.0	14.6	0.0	0.0	0.0
FTEs	0.0	0.0	0.0	0.0	0.0

2509 FIRE-UNIFORMS

Project Status	Open	Year Identified	2018
Project Type	REJUVENATION	Manager	Glenn Ledray
Asset Type	Miscellaneous Equipment	Est. End Date	-

Project Description

This project provides for the purchase of uniforms and protective clothing required by the members of the Saskatoon Fire Department (SFD).

General Comments

Members of the SFD are provided with a dress uniform and work clothing, as outlined in their collective agreement, and a set of protective turnout gear. The National Fire Protection Association (NFPA) mandates a second set of protective turnout gear be available.

Project Detail	Budget	Plan	Plan	Plan	Plan
Expenditure/Funding (000's)	2019	2020	2021	2022	2023
GROSS COST DETAILS					
Dress Uniforms	0.0	50.0	0.0	50.0	0.0
Station Wear	80.0	50.0	70.0	50.0	50.0
Turnout Gear	175.0	175.0	175.0	175.0	175.0
Total	255.0	275.0	245.0	275.0	225.0
FINANCING DETAILS					
FIRE UNIFORMS RESERVE	255.0	275.0	245.0	275.0	225.0
Total	255.0	275.0	245.0	275.0	225.0
Incremental	Budget	Plan	Plan	Plan	Plan
Operating Impacts (000's)	2019	2020	2021	2022	2023
Net Dollar Impact	0.0	0.0	0.0	0.0	0.0
FTEs	0.0	0.0	0.0	0.0	0.0

2516 CP-DEVELOP ENTERPRISE MANAGEMENT STRATEGIES

Project Status	Open	Year Identified	2017
Project Type	SUPPORT SYSTEMS	Manager	Paul Ottmann
Asset Type		Est. End Date	-

Project Description

This project calls for a number of initiatives to partner with businesses to leverage technology and emerging trends to foster innovation by integrating strategy, business and technology to increase productivity and service delivery. This will allow the City to deliver on enterprise level applications and work towards achieving the City's goal of Service Saskatoon. The development and delivery of key programs will continue to build on the solid foundation laid in 2016.

General Comments

To achieve the vision and strategy set by the Corporation, the following specific areas continue to be developed and enhanced as they are implemented across the organization:

Disaster Recovery and Business Continuity:

- Develop business continuity roadmap for critical applications that are vital for the operation of the City.

Enterprise Asset Management Strategy:

- Streamline the management of City's technology assets thereby improving efficiency and reducing the cost of supporting the applications.

Enterprise Architecture Strategy:

- Develop a long term roadmap and strategy to address a low cost, cloud enabled strategy for our data centres encompassing our application and infrastructure (servers and network) layers.

Enterprise Data Management Strategy:

- Access to right information for decision making for the Corporation to leverage large volumes of data and transform it into actionable information that will help manage and plan a growing city.

IT Service Governance/ITIL Implementation:

- A long-term IT Service Governance strategy will be developed with key processes as a foundational piece of business required to manage usage and mitigate risk. This includes using ITIL (Information Technology Infrastructure Library), which provides a set of best practices for the IT Service Governance that focuses on aligning IT services with the needs of the business.

Project Detail	Budget	Plan	Plan	Plan	Plan
Expenditure/Funding (000's)	2019	2020	2021	2022	2023
GROSS COST DETAILS					
Capacity and Innovation	630.0	0.0	0.0	0.0	0.0
Total	630.0	0.0	0.0	0.0	0.0
FINANCING DETAILS					
C.I.S. DEVELOPMENT RESERVE	630.0	0.0	0.0	0.0	0.0
Total	630.0	0.0	0.0	0.0	0.0
Incremental	Budget	Plan	Plan	Plan	Plan
Operating Impacts (000's)	2019	2020	2021	2022	2023
Net Dollar Impact	0.0	0.0	0.0	0.0	0.0
FTEs	0.0	0.0	0.0	0.0	0.0

2519 COMMUNITY WINTER CITY STRATEGY DEVELOPMENT

Project Status	Open	Year Identified	2017
Project Type	STUDY/PLANNING	Manager	Christine Gutmann
Asset Type		Est. End Date	-

Project Description

This project includes engagement and awareness measures and small-scale initiatives towards creating a Winter City Strategy for Saskatoon. The Strategy will respond to the four-year Strategic Plan priority to provide opportunities for activities in a winter city and will address winter events, mobility and design among other aspects.

General Comments

The project represents a multi-year strategy-formation process. It includes community engagement to co-design the strategy as well as awareness campaigns to motivate involvement in planning and current winter opportunities. Funding of specific small-scale community initiatives is also provided to build momentum for the strategy. Investments in communications, coordination and new infrastructure are driven by the community through engagement.

Prior funding allocations have gone to support design review and draft guidelines, complete a civic policy review and draft amendments, support internal civic service and process reviews, and participate in the Winter Cities Institute. Communications and outreach to promote existing assets and new community initiatives have also been key in the development of a Winter City. Investments in new assets including temporary warming huts at strategic locations and pop-up/mobile infrastructure support festivals and events.

The proposed funding for 2019 consists of continuing the work on the lighting project as well as development of further pilot projects and communication initiatives.

Project Detail	Budget	Plan	Plan	Plan	Plan
Expenditure/Funding (000's)	2019	2020	2021	2022	2023
GROSS COST DETAILS					
Winter City	250.0	0.0	0.0	0.0	0.0
Total	250.0	0.0	0.0	0.0	0.0
FINANCING DETAILS					
RESERVE FOR CAPITAL EXPENDITURES	250.0	0.0	0.0	0.0	0.0
Total	250.0	0.0	0.0	0.0	0.0
Incremental	Budget	Plan	Plan	Plan	Plan
Operating Impacts (000's)	2019	2020	2021	2022	2023
Net Dollar Impact	0.0	0.0	0.0	0.0	0.0
FTEs	0.0	0.0	0.0	0.0	0.0

2525 FIRE-REGIONAL TRAINING FACILITY

Project Status	Open	Year Identified	2018
Project Type	GROWTH AND CAPITAL EXPANSION	Manager	Morgan Hackl
Asset Type	Fire Buildings	Est. End Date	-

Project Description

This project provides for the development of a Regional Training Facility (RTF). Currently the Saskatoon Fire Department (SFD) does not have a dedicated training facility. It is anticipated that this facility be located north of Saskatoon.

General Comments

The RTF supports the City's Regional Plan. The SFD is working with fire departments north of the city to identify the appropriate location. Through this collaboration, training infrastructure will be shared between departments. Discussions have occurred between SFD and Emergency Managements and Fire Safety (EMFS), the Provincial Fire Commissioner Office, to collaborate for storage of cache equipment needed for emergency response. This equipment would be available to SFD and regional partners for use. The end goal is for a Regional Centre of Excellence that will facilitate training for departments across the northern portion of Saskatchewan. To support corporate initiatives SFD Administration is a part of a Center of Excellence Committee that is investigating opportunities for a City of Saskatoon training facility.

The estimated cost of the first phase of the project is \$5.0 million. The project may be expanded if regional partnership, private sector, and City of Saskatoon corporate partnership contributions are secured.

Operating Impact

There will be no increase in operating costs.

Project Detail	Budget	Plan	Plan	Plan	Plan
Expenditure/Funding (000's)	2019	2020	2021	2022	2023
GROSS COST DETAILS					
Regional Training Facility	0.0	1,400.0	3,600.0	0.0	0.0
Total	0.0	1,400.0	3,600.0	0.0	0.0
FINANCING DETAILS					
UNFUNDED REALLOCATION	0.0	1,400.0	3,600.0	0.0	0.0
Total	0.0	1,400.0	3,600.0	0.0	0.0
Incremental	Budget	Plan	Plan	Plan	Plan
Operating Impacts (000's)	2019	2020	2021	2022	2023
Net Dollar Impact	0.0	0.0	0.0	0.0	0.0
FTEs	0.0	0.0	0.0	0.0	0.0

2528 CY-DOG PARK DEVELOPMENT

Project Status	Open	Year Identified	2011
Project Type	SUPPORT SYSTEMS	Manager	Brad Babyak
Asset Type	Parks and Open Spaces	Est. End Date	-

Project Description

This project involves the development of dog parks, which are naturalized spaces where dogs are legally permitted to be off-leash. This allows both the owner/handler and companion animal to enjoy exercise together while socializing with others doing likewise. Future sites will be dependent on availability of suitable City-owned land or park space (neighbourhood, suburban and City-wide) and subject to public consultation. Development of new dog parks will be consistent with the dog park program plan review completed in 2012.

General Comments

The popularity of off-leash dog parks is growing and there is increasing demand for this recreational activity. The need for additional off-leash dog parks was evident during the public consultation portion of the Chief Whitecap Park Master Plan project and substantiated by a 2011 public survey.

A new public survey planned for 2018 to provide feedback on potential improvements and/or changes that could be implemented within the dog park program.

The 2021 plans include upgrades to existing dog parks.

The 2023 plans include upgrades to existing dog parks.

The 2024 plans include the development of a new infill neighbourhood dog park on the east/west side of the river; and will be developed through prospective community group requests.

The 2026 plans involve the development of a new infill neighbourhood dog park (opposite side of the river from 2023); and will be developed through prospective community group requests.

The 2027 plans include upgrades to existing dog parks.

Operating Impacts

2022 - operating costs to be determined during design phase.

Project Detail	Budget	Plan	Plan	Plan	Plan
Expenditure/Funding (000's)	2019	2020	2021	2022	2023
GROSS COST DETAILS					
Dog Park Development & Upgrades	0.0	0.0	50.0	0.0	50.0
Total	0.0	0.0	50.0	0.0	50.0
FINANCING DETAILS					
ANIMAL SERVICES RESERVE	0.0	0.0	50.0	0.0	50.0
Total	0.0	0.0	50.0	0.0	50.0
Incremental	Budget	Plan	Plan	Plan	Plan
Operating Impacts (000's)	2019	2020	2021	2022	2023
Net Dollar Impact	0.0	0.0	0.0	0.0	0.0
FTEs	0.0	0.0	0.0	0.0	0.0

2538 CP-NATURAL CAPITAL ASSET VALUATION

Project Status	Open	Year Identified	2017
Project Type	ENVIRONMENTAL PROTECTION	Manager	Nasha Spence
Asset Type		Est. End Date	-

Project Description

The Natural Capital Asset (NCA) valuation is a process of creating an inventory of the natural capital residing within the City and systematically applying a financial value to it similar to the process currently applied to built infrastructure. NCA valuation will enable City departments to identify the effect of operations and capital projects on natural assets, how to mediate risk to these assets, and how to incorporate natural assets as an alternative to built infrastructure.

General Comments

The City has committed to the Covenant of Mayors for Climate and Energy to respond to climate change through mitigation activities and adaptation planning. The Natural Capital Asset valuation process identifies the value (in financial terms) of carbon sequestration and climate change adaptation processes.

Environmental planning has become a standard that most municipalities engage. The Asset Management Plan, the Risk Management Plan, Mitigation Business Plan, and the Green Infrastructure Strategy have identified the need to financially value natural infrastructure in the community to advise the City's ongoing development and operations.

Funding is also required to determine the adequacy of current civic software for reporting the NCA results.

Operating Impacts

Supporting annual operating requirements for NCA valuations is estimated to be \$75,000 (2020).

Special Note

The City was successful in obtaining a grant from the Federation of Canadian Municipalities (FCM) for funding in place in 2017 to partially fund this project.

Project Detail Expenditure/Funding (000's)	Budget 2019	Plan 2020	Plan 2021	Plan 2022	Plan 2023
GROSS COST DETAILS					
Natural Capital Asset Valuation	196.0	0.0	0.0	0.0	0.0
Total	196.0	0.0	0.0	0.0	0.0
FINANCING DETAILS					
UNFUNDED RCE	196.0	0.0	0.0	0.0	0.0
Total	196.0	0.0	0.0	0.0	0.0
Incremental Operating Impacts (000's)	Budget 2019	Plan 2020	Plan 2021	Plan 2022	Plan 2023
Net Dollar Impact	0.0	75.0	0.0	0.0	0.0
FTEs	0.0	0.0	0.0	0.0	0.0

2540 CIVIC CONSERVATORY REPAIR/REPLACEMENT

Project Status	Open	Year Identified	2017
Project Type	INFRASTRUCTURE REPLACEMENT	Manager	Jim Charlebois
Asset Type	Buildings	Est. End Date	-

Project Description

The Civic Conservatory building attached to the future Children's Discovery Museum is past its life expectancy and requires complete rehabilitation with potential expansion opportunities.

General Comments

Originally built in 1964, the Civic Conservatory attracts approximately more than 80,000 visitors annually. Recent condition assessments indicate that while the existing concrete columns and beam structures are adequate, the remainder of the building envelope, roof design, health and safety measures and accessibility are all in need of replacement.

The conservatory has the opportunity to expand its existing footprint in order to support partnerships with the Children's Discovery Museum, the City's Healthy Yards and Winter City programs, Open Door Society programs, the Kinsmen Park and Area Master Plan and countless other stakeholder groups and tours that currently use the conservatory.

The proposed funding for initial design development would engage stakeholders and the public in creating an integrated program for the expanded space, with the understanding that construction is contingent on senior government funding.

Project Detail	Budget	Plan	Plan	Plan	Plan
Expenditure/Funding (000's)	2019	2020	2021	2022	2023
GROSS COST DETAILS					
Civic Conservatory Repair/Replacement	3,368.0	0.0	0.0	0.0	0.0
Total	3,368.0	0.0	0.0	0.0	0.0
FINANCING DETAILS					
UNFUNDED MAJOR PROJECTS	3,368.0	0.0	0.0	0.0	0.0
Total	3,368.0	0.0	0.0	0.0	0.0
Incremental	Budget	Plan	Plan	Plan	Plan
Operating Impacts (000's)	2019	2020	2021	2022	2023
Net Dollar Impact	0.0	0.0	0.0	0.0	0.0
FTEs	0.0	0.0	0.0	0.0	0.0

2541 CY-GROWTH PLAN TO HALF A MILLION IMPLEMENTATION

Project Status	Open	Year Identified	2014
Project Type	GROWTH AND CAPITAL EXPANSION	Manager	Chris Schulz
Asset Type		Est. End Date	-

Project Description

This project involves implementation and project coordination, including community engagement and communications, for the core initiatives of the Growth Plan to Half a Million.

General Comments

The Growth Plan to Half a Million was approved in principle by City Council in April 2016.

The Growth Plan to Half a Million Implementation project consists of the following components:

Secondary Plan Process and Corridor Redevelopment:

This component supports the Growth Plan and Transit Plan implementation by addressing the land use and public realm amenities adjacent to the system, and provides for appropriate transitions into existing neighbourhoods. In conjunction with detailed design of the Bus Rapid Transit network, a Transit Corridor land use, built form and zoning analysis and strategy, as well as the secondary transportation planning and servicing strategy will provide inputs for discussion through the secondary plans that will then be staged along the corridor segments identified in the Growth Plan. The Secondary Planning process will involve review of existing conditions, community engagement, and the recommendation of preferred options, to be followed by capital construction projects the Transit Plan Implementation component, beginning in 2019 with senior government funding support. In addition, more focused secondary planning for Transit Village Concept Plans, will be conducted at important station locations along the Bus Rapid Transit network.

The transit corridor planning work also includes a Brownfield Renewal Strategy that includes environmental assessments of key corridor locations in order to fully understand the extents of contamination and to develop relevant management plans to facilitate future transit development. Funds allocated for this purpose are being used to leverage support from the Federation of Canadian Municipalities (FCM) Green Municipal Fund. The FCM funds received will be used to take the information learned from the corridor study and expand the Brownfield Renewal Strategy to apply citywide.

Transit Plan Implementation:

This component includes the development of functional plans and detailed design of all rapid transit infrastructure, including roadway infrastructure, stations, and passenger amenities/support systems as well as the supporting plans, including the transit reconfiguration plan, park and ride strategy and economic analysis. It also includes design and construction of necessary supportive infrastructure, including streetscape and water, sewer and storm sewer infrastructure condition/capacity upgrades necessary to support corridor growth. Construction of the system components and roadway cross-section enhancements is anticipated to begin in 2019 subject to necessary approvals and senior government funding support through the Investing in Canada Plan: Public Transit Stream (formerly PTIF).

This component also involves the development of a detailed operational plan for specific schedule, fleet, and operational impacts, such as staffing resources, required to implement services and the transit structure outlined in the Long Term Transit Plan initiative of the Growth Plan to Half a Million. PTIF funding will continue to support the installation and rehabilitation of transit shelters, and the purchase and outfitting of the fleet with equipment to support long term operational and data requirements, such as automatic passenger counters, transit signal priority, etc.

Project Coordination:

This component involves the continuation of the Growth Plan Manager position to lead the development of the implementation strategy and coordinate the delivery as well as the Communications and Engagement positions to assist implementation of all project components.

Policy and Plan Development:

The Growth Plan to Half a Million includes policies and strategies that are not reflected in the existing Official Community Plan Bylaw. A renewal of the Official Community Plan will be required to update the bylaw.

Implementation of the Financing Growth Study component requires review of the funding model for growth and policy development to create an approach that supports the Growth Plan to Half a Million.

A Transportation Plan will be produced that provides an overview of the policies, plans, strategies, and initiatives that guide investments which allow people to move around the City. This plan will include a framework for a network of major roadways to a city population of half a million. Long term modelling of city and regional traffic demand patterns will also be added and maintained over time.

Internal staffing and communications related to this initiative are included in this project.

Core Bridge Strategy:

This component involves the preparation of a preliminary conceptual design for the bridge, addressing components such as size, connections, and design. Future funds will be requested for the development and execution of an engagement and decision strategy

for the bridge. Options for design would be prepared and the impacts of the bridge would need to be defined and reviewed through a community engagement process. The development of a functional plan and a funding plan for implementation would be later phases of the project. Future funding requests for this component will be based on transit requirements and river crossing demand.

Investing in Canada Plan: Public Transit Stream (formerly PTIF) Funding:

In 2016, the Federal Government allocated \$29.0 million to Saskatchewan under Phase 1 of the PTIF. The City of Saskatoon received approximately \$18.65 million for Phase 1 of the PTIF. Federal funding will provide up to 50% for eligible projects, and the City is required to fund the remaining 50%. As approved at the April 18, 2016, Governance and Priorities Committee meeting, the City's matching contribution required for the PTIF funds from the federal government is from reallocated funding by using Building Canada Funds for water and wastewater projects and reallocating an equal dividend from the utilities to fund public transit. Total capital investment of \$37.3 million is included in 2016/2017 budget funded by PTIF and matching civic funding.

The scope of work for projects eligible for federal funding from PTIF was approved by City Council on June 27, 2016 and included the following:

- Immediate work to address shelter improvements, add new shelters and improve network accessibility and active transportation linkages to transit;
- New equipment, such as Automatic Passenger Counters, transit signal priority equipment, and other equipment will align with the development of a comprehensive intelligent transportation system strategy in order to better monitor and assess service effectiveness, and enhance the reliability and efficiency of transit operations;
- Preparation of a Bus Rapid Transit (BRT) Indicative Detailed Design for the complete system of rapid transit corridors in 2016, 2017 and 2018 including new facilities to support Transit customers, such as BRT stations and Park and Ride facilities will also be designed, and locations and phasing will be identified;
- To complement the BRT Indicative Detailed Design, a Transit corridor zoning analysis and strategy will be undertaken, as well as a water and wastewater servicing and implementation strategy for the entirety of the BRT corridors.

The project budget for years 2019-2028 includes assumptions about Investing in Canada Plan: Public Transit Stream based on the funding formula identified in the 2017-2018 Federal Budget. The Federal infrastructure program (formerly PTIF) has been renamed for the next round of funding. The total funding anticipated for the City of Saskatoon, based on the formula, is approximately \$405 million over 10 years, with participation from the Federal government and potentially the Provincial government. City's share of costs for this component is expected to range between 27% and 60% of the total, depending on whether or not the Province participates.

The planned procurement method for this project is to be accomplished in part utilizing internal staff, due to the available capacity of existing staff to perform the work, including the required expertise for the Corridor Planning program, Project Management, and oversight of Communications and Engagement.

Other components of the work have a planned procurement method utilizing external contractors, due to the requirement for specialized services for a limited period of time during project design and development. In addition, regulated requirements associated with federal funding require public procurement of services.

Operating Impact

For 2020 and beyond, operating impacts are anticipated, but are not yet known. Estimated operating impacts will be determined as part of the functional planning and detailed design process for the Transit/Rapid Transit plan.

Prior Budget Approvals

\$ 13,800,000 - Implementation Planning and Design (includes \$90,000 grant from the Federation of Canadian Municipalities Green Municipal Fund, assuming all anticipated costs are eligible)

Project Detail Expenditure/Funding (000's)	Budget 2019	Plan 2020	Plan 2021	Plan 2022	Plan 2023
GROSS COST DETAILS					
Policy & Plan Development	330.0	0.0	0.0	0.0	0.0
Project Coordination	300.0	300.0	300.0	300.0	300.0
Secondary Plan Process & Corridor Redevelopment	600.0	600.0	600.0	600.0	600.0
Transit Plan Implementation	32,710.0	69,700.0	47,700.0	20,000.0	20,000.0
Total	33,940.0	70,600.0	48,600.0	20,900.0	20,900.0
FINANCING DETAILS					
ICP - TRANSIT (FED)	13,084.0	27,880.0	19,080.0	8,000.0	800.0
RESERVE FOR CAPITAL EXPENDITURES	1,230.0	900.0	900.0	900.0	900.0
UNFUNDED MAJOR PROJECTS	19,626.0	41,820.0	28,620.0	12,000.0	12,000.0
Total	33,940.0	70,600.0	48,600.0	20,900.0	13,700.0
Incremental Operating Impacts (000's)					
Net Dollar Impact	0.0	0.0	0.0	0.0	0.0
FTEs	0.0	0.0	0.0	0.0	0.0

2550 TU-WEST/CENTRAL MULTI-USE CORRIDOR

Project Status	Open	Year Identified	2014
Project Type	GROWTH AND CAPITAL EXPANSION	Manager	Jay Magus
Asset Type		Est. End Date	-

Project Description

This project involves the design and construction of a multi-use pathway to extend from Idylwyld Drive to Avenue W, to be located adjacent to the railway corridor. Future phases could include linkages to extend east to Central Avenue. A phased approach will be necessary to address any land acquisition challenges as the project proceeds.

General Comments

The idea for a multi-use bicycle and pedestrian pathway within the CPR ROW came out of the 2002 Pleasant Hill Local Area Plan. The plan indicates that the development of a multi-use pathway facility within the ROW will link parks in the core of Saskatoon, connect the west side neighbourhoods to downtown and recognize the use of the ROW as an existing informal pathway through the four neighbourhoods of Pleasant Hill, Riversdale, West Industrial and Caswell Hill.

The 2001 Pleasant Hill LAP has recommended that the Traffic Section prepare a report for City Council outlining the feasibility of formally allocating a portion of the CPR ROW for the purposes of a pedestrian and cycling linkage from downtown into the west portion of Saskatoon, and that consideration be given to the cost, maintenance, liability and safety aspects of establishing the linkage. The Traffic Engineering Section prepared a feasibility study that was adopted by City Council at the end of 2007. The recommendation for a formal pedestrian and cyclist linkage within the CPR ROW was also supported by the LAP Committees and included in the Local Area Plans for Riversdale and West Industrial.

Construction of the 25th Street Extension introduced changes in railway operations within the City, which resulted in changes to existing railway infrastructure. It also opened up discussions with CP around the issue of existing trespassing on the CPR ROW between Idylwyld Drive and Avenue W. A safety pathway will address the issue of trespass and pedestrian safety. The initial phase has been constructed between Idylwyld Drive and Avenue D. Phase II has been identified in 2017 for \$400,000 to construct between Avenue D and Avenue H. The safety pathway will be extended to Avenue W by Phase III. Future phases could extend to Central Avenue as significant segments of a trail system already exist.

Phase I: Complete

Phase II: Avenue D to Avenue H (planning in progress)

Phase III: Avenue P to Avenue W (2019)

Phase IV: Avenue L to Avenue P (2020)

Phase V: Avenue H to Avenue L (2021)

All design and construction are delayed pending the recommendations from the rail relocation project (CP 1456).

Operating Impact

The future operating impact would be \$2,100 for snow clearing, if funded.

Project Detail	Budget	Plan	Plan	Plan	Plan
Expenditure/Funding (000's)	2019	2020	2021	2022	2023
GROSS COST DETAILS					
Construction	400.0	400.0	400.0	400.0	400.0
Total	400.0	400.0	400.0	400.0	400.0
FINANCING DETAILS					
UNFUNDED ACTIVE TRANSPORTATION RESERVE	400.0	400.0	400.0	400.0	400.0
Total	400.0	400.0	400.0	400.0	400.0
Incremental	Budget	Plan	Plan	Plan	Plan
Operating Impacts (000's)	2019	2020	2021	2022	2023
Net Dollar Impact	0.0	2.1	0.0	0.0	0.0
FTEs	0.0	0.0	0.0	0.0	0.0

2559 WTP-SAND SEPARATORS

Project Status	Open	Year Identified	2013
Project Type	EQUIPMENT REPLACEMENT	Manager	Pam Hamoline
Asset Type	Water Treatment Plant	Est. End Date	-

Project Description

This project involves replacing the existing sand separators at the WTP.

General Comments

The existing sand separators no longer effectively remove sand from the raw water supply. Sand separators are a mechanical device subject to abrasion from sand/silt in the raw water supply. The work involves replacing the mechanical components and reusing the existing process piping in the sand separator building. This project will require external service providers.

Project Detail	Budget	Plan	Plan	Plan	Plan
Expenditure/Funding (000's)	2019	2020	2021	2022	2023
GROSS COST DETAILS					
Sand Separators	0.0	3,692.0	0.0	0.0	0.0
Total	0.0	3,692.0	0.0	0.0	0.0
FINANCING DETAILS					
WATERWORKS CAPITAL PROJECTS RESERVE	0.0	3,692.0	0.0	0.0	0.0
Total	0.0	3,692.0	0.0	0.0	0.0
Incremental	Budget	Plan	Plan	Plan	Plan
Operating Impacts (000's)	2019	2020	2021	2022	2023
Net Dollar Impact	0.0	0.0	0.0	0.0	0.0
FTEs	0.0	0.0	0.0	0.0	0.0

2560 WTP-HVAC SYSTEM ADMINISTRATION BUILDING

Project Status	Open	Year Identified	2013
Project Type	INFRASTRUCTURE MAINTENANCE	Manager	Syed Naqvi
Asset Type	Water Treatment Plant	Est. End Date	-

Project Description

This project involves the assessment of WTP's Heating, Ventilation and Air Conditioning (HVAC). This is a system upgrading of existing HVAC systems. Air Handling Units, Make-up Air Units and Electrical component are particularly vulnerable to high temperature environments.

General Comments

The existing HVAC system at Admin. Office is not providing acceptable comfort condition for the occupants. The last upgrades were completed in 2007.

The engineering services will be procured in 2018 with construction scheduled for 2018/2019. This upgrade of HVAC system will improve the heating system in Admin. Building in winter season and will increase ventilation and cooling during the summer.

Project Detail	Budget	Plan	Plan	Plan	Plan
Expenditure/Funding (000's)	2019	2020	2021	2022	2023
GROSS COST DETAILS					
HVAC Syst Admin Build	700.0	0.0	0.0	0.0	0.0
Total	700.0	0.0	0.0	0.0	0.0
FINANCING DETAILS					
WATERWORKS CAPITAL PROJECTS RESERVE	700.0	0.0	0.0	0.0	0.0
Total	700.0	0.0	0.0	0.0	0.0
Incremental	Budget	Plan	Plan	Plan	Plan
Operating Impacts (000's)	2019	2020	2021	2022	2023
Net Dollar Impact	0.0	0.0	0.0	0.0	0.0
FTEs	0.0	0.0	0.0	0.0	0.0

2561 WTP-INFRASTRUCTURE UPGRADES

Project Status	Open	Year Identified	2013
Project Type	EQUIPMENT REPLACEMENT	Manager	Pam Hamoline
Asset Type	Water Treatment Plant	Est. End Date	-

Project Description

This project involves upgrades of equipment and infrastructure at the main plant and satellite reservoirs that do not warrant a separate capital project.

General Comments

Sections of the WTP are 100 years old with the remainder of the main plant at least 50 years old. Failures of old equipment and infrastructure are not predictable. This project funds upgrades that are immediately required.

Project Detail	Budget	Plan	Plan	Plan	Plan
Expenditure/Funding (000's)	2019	2020	2021	2022	2023
GROSS COST DETAILS					
Upgrades	0.0	3,120.0	1,082.0	5,624.0	5,793.0
Total	0.0	3,120.0	1,082.0	5,624.0	5,793.0
FINANCING DETAILS					
WATERWORKS CAPITAL PROJECTS RESERVE	0.0	3,120.0	1,082.0	5,624.0	5,793.0
Total	0.0	3,120.0	1,082.0	5,624.0	5,793.0
Incremental	Budget	Plan	Plan	Plan	Plan
Operating Impacts (000's)	2019	2020	2021	2022	2023
Net Dollar Impact	0.0	0.0	0.0	0.0	0.0
FTEs	0.0	0.0	0.0	0.0	0.0

2562 WTP-CLARIFIER CONSTRUCTION

Project Status	Open	Year Identified	2013
Project Type	GROWTH AND CAPITAL EXPANSION	Manager	Pam Hamoline
Asset Type	Water Treatment Plant	Est. End Date	-

Project Description

This project involves the construction of additional clarifiers within the existing Water Treatment Plant footprint.

General Comments

The 2009 Long Term Capital Development and Expansion Plan (LTCDEP) recommended additional clarifier capacity and this project is scheduled for 2021. The work involves decommissioning the existing west basin and building new clarifiers in its place. This represents the lowest cost alternative and allows the City to upgrade clarification without disturbing Victoria Park.

This project will require external service providers.

Project Detail	Budget	Plan	Plan	Plan	Plan
Expenditure/Funding (000's)	2019	2020	2021	2022	2023
GROSS COST DETAILS					
Clarifier Construction	0.0	0.0	1,193.0	12,525.0	12,901.0
Total	0.0	0.0	1,193.0	12,525.0	12,901.0
FINANCING DETAILS					
WATERWORKS CAPITAL PROJECTS RESERVE	0.0	0.0	1,193.0	12,525.0	12,901.0
Total	0.0	0.0	1,193.0	12,525.0	12,901.0
Incremental	Budget	Plan	Plan	Plan	Plan
Operating Impacts (000's)	2019	2020	2021	2022	2023
Net Dollar Impact	0.0	0.0	0.0	0.0	0.0
FTEs	0.0	0.0	0.0	0.0	0.0

2563 WTP-LOW LIFT UPGRADE

Project Status	Open	Year Identified	2013
Project Type	INFRASTRUCTURE REPLACEMENT	Manager	Pam Hamoline
Asset Type	Wastewater Treatment Plant	Est. End Date	-

Project Description

This project involves the upgrade of the low lift pumping station which is the secondary (backup) raw water intake and is located on the plant grounds.

General Comments

The work consists of replacing the numerous small pumps with two or three right sized units, upgrading the process piping, and modernizing the electrical service and control network.

With appropriate technical expertise, the majority of this project could be completed in house. External service providers will be required at a minimum on structural and building mechanical design.

Project Detail	Budget	Plan	Plan	Plan	Plan
Expenditure/Funding (000's)	2019	2020	2021	2022	2023
GROSS COST DETAILS					
Low Lift Upgrade	0.0	3,120.0	4,326.0	0.0	0.0
Total	0.0	3,120.0	4,326.0	0.0	0.0
FINANCING DETAILS					
WATERWORKS CAPITAL PROJECTS RESERVE	0.0	3,120.0	4,326.0	0.0	0.0
Total	0.0	3,120.0	4,326.0	0.0	0.0
Incremental	Budget	Plan	Plan	Plan	Plan
Operating Impacts (000's)	2019	2020	2021	2022	2023
Net Dollar Impact	0.0	0.0	0.0	0.0	0.0
FTEs	0.0	0.0	0.0	0.0	0.0

2571 WTP-CHLORINE ROOM CAPACITY UPGRADE

Project Status	Open	Year Identified	2014
Project Type	GROWTH AND CAPITAL EXPANSION	Manager	Pam Hamoline
Asset Type		Est. End Date	-

Project Description

This project involves the design and construction of an upgraded chlorine handling facility at the Avenue H Water Treatment Plant to provide disinfection treatment for the new chlorine contact chamber being constructed as part of the Avenue H reservoir expansion project. The planned procurement method for this project is to be accomplished utilizing external contractors, due to requirement of specialized services.

General Comments

The 2009 Long Term Capital Development and Expansion Plan (LTCDEP) identified a disinfection capacity upgrade was needed to meet the 300 MLD Phase 2 peak design flow. This capacity was included in the reservoir expansion project and results in the existing west basin footprint being scheduled for clarifier expansion. The new chlorine room will meet the capacity requirements of Phase 2 peak design flow, provide modern handling equipment, and updated spill mitigation systems.

External service providers will be used for this project.

Project Detail	Budget	Plan	Plan	Plan	Plan
Expenditure/Funding (000's)	2019	2020	2021	2022	2023
GROSS COST DETAILS					
Chlorine Room Capacity Upgrade	2,750.0	2,860.0	0.0	0.0	0.0
Total	2,750.0	2,860.0	0.0	0.0	0.0
FINANCING DETAILS					
WATERWORKS CAPITAL PROJECTS RESERVE	2,750.0	2,860.0	0.0	0.0	0.0
Total	2,750.0	2,860.0	0.0	0.0	0.0
Incremental	Budget	Plan	Plan	Plan	Plan
Operating Impacts (000's)	2019	2020	2021	2022	2023
Net Dollar Impact	0.0	0.0	0.0	0.0	0.0
FTEs	0.0	0.0	0.0	0.0	0.0

2580 WWTP-DIGESTER CLEANING FACILITY

Project Status	Open	Year Identified	2014
Project Type	GROWTH AND CAPITAL EXPANSION	Manager	Pam Hamoline
Asset Type		Est. End Date	-

Project Description

This project involves the design and construction of the infrastructure to convey, treat and store material removed from digesters during maintenance cleaning.

General Comments

Digester cleaning previously resulted in the removed material being deposited in pits on the plant grounds. The cleaning facility will include concrete tanks where dewatering can take place in a controlled manner with the effluent being treated.

Project Detail Expenditure/Funding (000's)	Budget 2019	Plan 2020	Plan 2021	Plan 2022	Plan 2023
GROSS COST DETAILS					
Digester Cleaning Facility	0.0	2,080.0	0.0	0.0	0.0
Total	0.0	2,080.0	0.0	0.0	0.0
FINANCING DETAILS					
WASTEWATER TRTMNT CAP RES	0.0	2,080.0	0.0	0.0	0.0
Total	0.0	2,080.0	0.0	0.0	0.0
Incremental Operating Impacts (000's)	Budget 2019	Plan 2020	Plan 2021	Plan 2022	Plan 2023
Net Dollar Impact	0.0	0.0	0.0	0.0	0.0
FTEs	0.0	0.0	0.0	0.0	0.0

2581 WWTP-FACILITY UPGRADE N40/WWTP

Project Status	Open	Year Identified	2014
Project Type	GROWTH AND CAPITAL EXPANSION	Manager	Pam Hamoline
Asset Type		Est. End Date	-

Project Description

This project involves the design and construction of an additional large cell at the remote sludge handling facility (N40) and the infrastructure to connect the cell to the existing system. The planned procurement method for this project is to be accomplished utilizing external contractors, due to availability of technology in-house and long-term requirements.

General Comments

Average sludge loading will exceed the recommended rate. When this occurs solids carryover returns to the Wastewater Treatment Plant and impacts plant efficiency. The project will provide capacity to year 2032.

This project will utilize external service providers.

Project Detail	Budget	Plan	Plan	Plan	Plan
Expenditure/Funding (000's)	2019	2020	2021	2022	2023
GROSS COST DETAILS					
Design & Construction	0.0	4,160.0	4,326.0	0.0	0.0
Total	0.0	4,160.0	4,326.0	0.0	0.0
FINANCING DETAILS					
WASTEWATER TRTMNT CAP RES	0.0	4,160.0	4,326.0	0.0	0.0
Total	0.0	4,160.0	4,326.0	0.0	0.0
Incremental	Budget	Plan	Plan	Plan	Plan
Operating Impacts (000's)	2019	2020	2021	2022	2023
Net Dollar Impact	0.0	0.0	0.0	0.0	0.0
FTEs	0.0	0.0	0.0	0.0	0.0

2582 WWTP-PEP FORCEMAIN/INFLUENT CHANNEL INSPECTION

Project Status	Open	Year Identified	2013
Project Type	INFRASTRUCTURE MAINTENANCE	Manager	Pam Hamoline
Asset Type		Est. End Date	-

Project Description

This project involves bypassing the existing primary influent channels and forcemain and conducting a condition assessment of the dewatered infrastructure.

General Comments

The primary influent channels and forcemain are critical infrastructure at the Wastewater Treatment Plant. To properly assess their condition it is necessary to bypass the total flow from the primary clarifiers to the bioreactors. This allows a visual inspection of the current condition.

Project Detail Expenditure/Funding (000's)	Budget 2019	Plan 2020	Plan 2021	Plan 2022	Plan 2023
GROSS COST DETAILS					
Pep Forcemain/Influent Channel Inspection	0.0	0.0	0.0	2,250.0	0.0
Total	0.0	0.0	0.0	2,250.0	0.0
FINANCING DETAILS					
WASTEWATER TRTMNT CAP RES	0.0	0.0	0.0	2,250.0	0.0
Total	0.0	0.0	0.0	2,250.0	0.0
Incremental Operating Impacts (000's)	Budget 2019	Plan 2020	Plan 2021	Plan 2022	Plan 2023
Net Dollar Impact	0.0	0.0	0.0	0.0	0.0
FTEs	0.0	0.0	0.0	0.0	0.0

2583 WWTP-NEW HEADWORKS

Project Status	Open	Year Identified	2014
Project Type	INFRASTRUCTURE REPLACEMENT	Manager	Pam Hamoline
Asset Type		Est. End Date	-

Project Description

This project involves the design and construction of an addition to the influent junction chamber, the provision of two additional screens and four additional grit tanks.

General Comments

Design peak flow capacity (300 MLD) of the existing headworks is projected to be exceeded by population growth. Upsizing will double the headworks peak flow capacity to 600 MLD which is beyond the 30 year planning period.

This project will utilize external service providers.

Special Note

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

Project Detail Expenditure/Funding (000's)	Budget 2019	Plan 2020	Plan 2021	Plan 2022	Plan 2023
GROSS COST DETAILS					
WWTP-NEW HEADWORKS	0.0	0.0	0.0	1,299.0	9,279.0
Total	0.0	0.0	0.0	1,299.0	9,279.0
FINANCING DETAILS					
BORROWING	0.0	0.0	0.0	0.0	2,340.0
OPERATING BUDGET DOWNPAYMENT	0.0	0.0	0.0	0.0	260.0
WASTEWATER TRTMNT CAP RES	0.0	0.0	0.0	1,299.0	6,679.0
Total	0.0	0.0	0.0	1,299.0	9,279.0
Incremental Operating Impacts (000's)	Budget 2019	Plan 2020	Plan 2021	Plan 2022	Plan 2023
Net Dollar Impact	0.0	0.0	0.0	0.0	0.0
FTEs	0.0	0.0	0.0	0.0	0.0

2584 WWTP-PRIMARY CHANNELS

Project Status	Open	Year Identified	2014
Project Type	GROWTH AND CAPITAL EXPANSION	Manager	Pam Hamoline
Asset Type		Est. End Date	-

Project Description

This project involves the design and construction of additional channels to convey primary effluent from new headworks to new primary settling basins

General Comments

The project is one component of the plan to double the peak capacity of the plant to meet projected flows from population growth. This project will utilize external service providers.

Project Detail	Budget	Plan	Plan	Plan	Plan
Expenditure/Funding (000's)	2019	2020	2021	2022	2023
GROSS COST DETAILS					
Primary Channels	0.0	0.0	0.0	954.0	7,037.0
Total	0.0	0.0	0.0	954.0	7,037.0
FINANCING DETAILS					
WASTEWATER TRTMNT CAP RES	0.0	0.0	0.0	954.0	7,037.0
Total	0.0	0.0	0.0	954.0	7,037.0
Incremental	Budget	Plan	Plan	Plan	Plan
Operating Impacts (000's)	2019	2020	2021	2022	2023
Net Dollar Impact	0.0	0.0	0.0	0.0	0.0
FTEs	0.0	0.0	0.0	0.0	0.0

2585 WWTP-BIOREACTOR EXPANSION

Project Status	Open	Year Identified	2014
Project Type	INFRASTRUCTURE REPLACEMENT	Manager	Pam Hamoline
Asset Type		Est. End Date	-

Project Description

This project involves design and construction of a third bioreactor including access tunnels as part of the general plant expansion. The planned procurement method for this project is to be accomplished utilizing external contractors, due to the cost of expected scope of work.

General Comments

Maximum loading rates will exceed existing bioreactor capacity by the year 2022. The third bioreactor will meet treatment requirements for Total Suspended Solids (TSS), Biological Oxygen Demand (BOD), Total Phosphorus (TP) and nitrogen until 2041.

This project will utilize external service providers.

Special Note

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

Project Detail Expenditure/Funding (000's)	Budget 2019	Plan 2020	Plan 2021	Plan 2022	Plan 2023
GROSS COST DETAILS					
Bioreactor Expansion	0.0	2,600.0	11,943.0	12,422.0	0.0
Total	0.0	2,600.0	11,943.0	12,422.0	0.0
FINANCING DETAILS					
BORROWING	0.0	0.0	7,020.0	9,360.0	0.0
OPERATING BUDGET DOWNPAYMENT	0.0	0.0	780.0	1,040.0	0.0
WASTEWATER TRTMNT CAP RES	0.0	2,600.0	4,143.0	2,022.0	0.0
Total	0.0	2,600.0	11,943.0	12,422.0	0.0
Incremental Operating Impacts (000's)	Budget 2019	Plan 2020	Plan 2021	Plan 2022	Plan 2023
Net Dollar Impact	0.0	0.0	0.0	0.0	0.0
FTEs	0.0	0.0	0.0	0.0	0.0

2586 WWTP-UV EXPANSION

Project Status	Open	Year Identified	2013
Project Type	GROWTH AND CAPITAL EXPANSION	Manager	Pam Hamoline
Asset Type		Est. End Date	-

Project Description

This project involves the expansion of the Wastewater Treatment Plant ultraviolet (UV) disinfection system to provide capacity to the projected 514 MLD peak flows in 2042.

General Comments

Projected peak flow will exceed the 300 MLD UV facility capacity based on population growth. Flows exceeding the capacity would be bypassed to the river without the required disinfection treatment.

This project will utilize external service providers.

Project Detail	Budget	Plan	Plan	Plan	Plan
Expenditure/Funding (000's)	2019	2020	2021	2022	2023
GROSS COST DETAILS					
UV Expansion	0.0	607.0	9,056.0	0.0	0.0
Total	0.0	607.0	9,056.0	0.0	0.0
FINANCING DETAILS					
WASTEWATER TRTMNT CAP RES	0.0	607.0	9,056.0	0.0	0.0
Total	0.0	607.0	9,056.0	0.0	0.0
Incremental	Budget	Plan	Plan	Plan	Plan
Operating Impacts (000's)	2019	2020	2021	2022	2023
Net Dollar Impact	0.0	0.0	0.0	0.0	0.0
FTEs	0.0	0.0	0.0	0.0	0.0

2589 TR-TECHNOLOGY PLAN

Project Status	Open	Year Identified	2016
Project Type	SUPPORT SYSTEMS	Manager	James McDonald
Asset Type		Est. End Date	-

Project Description

This project will ensure Transit has adequate funding to replace current technology and modernize existing infrastructure.

General Comments

This project will fund technology purchases for conventional transit. These purchases include items such as computer, AVM equipment, point of sale terminals for bus passes, and other technology or equipment as Administration identifies. It will also be used to maintain our current software infrastructure with Trapeze and BEA through regular system health checks, upgrades and any additional modules that would benefit the organization.

Operating Impact

2020 - \$5,000 for software annual maintenance agreements on new modules.

Project Detail	Budget	Plan	Plan	Plan	Plan
Expenditure/Funding (000's)	2019	2020	2021	2022	2023
GROSS COST DETAILS					
Equipment Purchases	190.0	350.0	100.0	100.0	100.0
Total	190.0	350.0	100.0	100.0	100.0
FINANCING DETAILS					
TRANSIT CAPITAL PROJECTS RESERVE	190.0	350.0	100.0	100.0	100.0
Total	190.0	350.0	100.0	100.0	100.0
Incremental	Budget	Plan	Plan	Plan	Plan
Operating Impacts (000's)	2019	2020	2021	2022	2023
Net Dollar Impact	0.0	5.0	0.0	0.0	0.0
FTEs	0.0	0.0	0.0	0.0	0.0

2594 WTP-METER SHOP/RECEIVING BUILDING

Project Status	Open	Year Identified	2019
Project Type		Manager	Reid Corbett
Asset Type		Est. End Date	-

Project Description

This project includes decommissioning of the existing meter shop, design and construction of a new meter shop and receiving facility. The planned procurement method for this project is to be accomplished utilizing external contractors, due to the capacity of existing staff to perform the work on a capital project of this size.

General Comments

The existing meter shop needs to be decommissioned and replaced with a new facility in relation to the changes being made through the WTP Facility Access Upgrade

Project Detail	Budget	Plan	Plan	Plan	Plan
Expenditure/Funding (000's)	2019	2020	2021	2022	2023
GROSS COST DETAILS					
Meter shop/receiving building	0.0	0.0	3,245.0	0.0	0.0
Total	0.0	0.0	3,245.0	0.0	0.0
FINANCING DETAILS					
WATERWORKS CAPITAL PROJECTS RESERVE	0.0	0.0	3,245.0	0.0	0.0
Total	0.0	0.0	3,245.0	0.0	0.0
Incremental	Budget	Plan	Plan	Plan	Plan
Operating Impacts (000's)	2019	2020	2021	2022	2023
Net Dollar Impact	0.0	0.0	0.0	0.0	0.0
FTEs	0.0	0.0	0.0	0.0	0.0

2596 TU - WWS/RO PLANNING & SCHEDULING

Project Status	Open	Year Identified	2019
Project Type	SUPPORT SYSTEMS	Manager	Russ Munro
Asset Type	Studies - Non capitalized expenditure	Est. End Date	-

Project Description

This project is required as an initial setup investment intended to create an operations planning and scheduling function to prioritize and coordinate both Water & Waste Stream and Roadways & Operations work activities.

General Comments

This project will create a work coordination group for Water and Sewer, Roadways, and Waste Management activities. Planning, scheduling and dispatching of work will be done by this group, allowing improved efficiency between operating groups, shortening roadway disruptions and allowing more work to be completed by existing resources. This project will also reduce conflicts such as sweeping activities on collection days resulting in better quality of life for citizens.

Project Detail	Budget	Plan	Plan	Plan	Plan
Expenditure/Funding (000's)	2019	2020	2021	2022	2023
GROSS COST DETAILS					
Operations Planning & Scheduling	150.0	0.0	0.0	0.0	0.0
Total	150.0	0.0	0.0	0.0	0.0
FINANCING DETAILS					
TU - CAPITAL RESERVE	150.0	0.0	0.0	0.0	0.0
Total	150.0	0.0	0.0	0.0	0.0
Incremental	Budget	Plan	Plan	Plan	Plan
Operating Impacts (000's)	2019	2020	2021	2022	2023
Net Dollar Impact	0.0	0.0	0.0	0.0	0.0
FTEs	0.0	0.0	0.0	0.0	0.0

2597 FIRE- HARDWARE AND TECHNOLOGY UPGRADES

Project Status	Open	Year Identified	2019
Project Type	EQUIPMENT REPLACEMENT	Manager	Wayne Rodger
Asset Type		Est. End Date	December 2020

Project Description

This project involves hardware upgrades and technology enhancements required by the Saskatoon Fire Department (SFD).

General Comments

An assessment of the fleet of computers identified that a majority of the 140 computers used by SFD are in need of upgrading in order to meet the specifications to operate Windows 10. The priority computers will be upgraded first, with the remainder to be upgraded on a phased-in basis. A regular greening cycle will be implemented so the fleet is upgraded on a rotational basis.

Operating Impact

\$20,000 is required to operationalize the four year upgrade cycle

Project Detail	Budget	Plan	Plan	Plan	Plan
Expenditure/Funding (000's)	2019	2020	2021	2022	2023
GROSS COST DETAILS					
Technology Upgrades	100.0	0.0	0.0	0.0	0.0
Total	100.0	0.0	0.0	0.0	0.0
FINANCING DETAILS					
FIRE - CAPITAL RESERVE	100.0	0.0	0.0	0.0	0.0
Total	100.0	0.0	0.0	0.0	0.0
Incremental	Budget	Plan	Plan	Plan	Plan
Operating Impacts (000's)	2019	2020	2021	2022	2023
Net Dollar Impact	0.0	20.0	0.0	0.0	0.0
FTEs	0.0	0.0	0.0	0.0	0.0

2598 CP-CORPORATE ADAPTATION STRATEGY

Project Status	Open	Year Identified	2018
Project Type	ENVIRONMENTAL PROTECTION	Manager	Nasha Spence
Asset Type		Est. End Date	-

Project Description

The Corporate Adaptation Strategy is a response to risks brought about by climate change. The strategy will complete a risk assessment on the City's infrastructure, and develop a plan to alleviate those risks.

Corporate Adaptation Strategy is a process of inventorying climate events that we are at risk of realizing and evaluating the impacts of climate change events on our infrastructure. Prioritizing and addressing these risks determines what kind of response is needed.

General Comments

The City has committed to the Covenant of Mayors for Climate and Energy to respond to climate change through mitigation activities and adaptation planning.

Environmental planning has become a standard that most municipalities engage. The Asset Management Plan, the Risk Management Plan, Mitigation Business Plan, and the Green Infrastructure Strategy have identified the need to financially value natural infrastructure in the community to advise the City's ongoing development and operations. The planned procurement method for this project is potentially a combination of internal staff and external consultants due to the potential expertise required.

Operating Impacts

\$110,000 in Software Costs

\$120,000 Future FTE impacts

\$2,000 Overhead Costs

Special Note

The City was successful in obtaining a grant from the Federation of Canadian Municipalities (FCM) for funding in place in 2018 to partially fund this project.

Project Detail	Budget	Plan	Plan	Plan	Plan
Expenditure/Funding (000's)	2019	2020	2021	2022	2023
GROSS COST DETAILS					
Corporate Adaptation Strategy	50.0	0.0	0.0	0.0	0.0
Total	50.0	0.0	0.0	0.0	0.0
FINANCING DETAILS					
CP - CAPITAL RESERVE	50.0	0.0	0.0	0.0	0.0
Total	50.0	0.0	0.0	0.0	0.0
Incremental	Budget	Plan	Plan	Plan	Plan
Operating Impacts (000's)	2019	2020	2021	2022	2023
Net Dollar Impact	0.0	232.0	0.0	0.0	0.0
FTEs	0.0	0.0	0.0	0.0	0.0

2600 CY-CITY CENTRE AREA INDOOR RECREATION FACILITY

Project Status	Open	Year Identified	2014
Project Type	GROWTH AND CAPITAL EXPANSION	Manager	Lynne Lacroix
Asset Type		Est. End Date	-

Project Description

This project will undertake the design and construction of new and/or upgraded recreation facilities in the City centre area, with a plan to explore partnership opportunities for the construction and operations of the facility.

General Comments

The City of Saskatoon Strategic Plan (2013-2023) has a strategic goal of Quality of Life, which indicates our neighbourhoods are complete communities that offer a range of housing options, employment opportunities, arts, culture, and recreation facilities. Citizens should have access to facilities and programs that promote active living and bring people together. New and/or upgraded recreation facilities in the city centre area will provide opportunities for residents to have access to, and participate in, leisure activities that better meet the needs of citizens living in a core neighbourhood.

Partnership discussions, business case development, and community engagement were undertaken in 2015. In 2016 the Partners collectively decided to pursue new partnership opportunities moving forward. Partnership opportunities will be explored, and if a partnership is formed a confirmation of commitments will be formalized through a memorandum of agreement. Then, pending necessary approvals and formal agreement, the design of a new recreation facility in or around White Buffalo Youth Lodge could occur in 2022, with construction commencing as early as 2023, with the new facility possibly opening in 2025.

Operating Impacts

The operating impacts for 2025 would be:

\$235,000 Contribution to Reserve

\$490,000 Facility Maintenance

\$255,000 Utilities

Staffing, other operating costs and revenues to be determined

Prior Budget Approval

\$150,000 Business Plan Development cost shared by the City of Saskatoon, Saskatoon Tribal Council, and YMCA

Project Detail	Budget	Plan	Plan	Plan	Plan
Expenditure/Funding (000's)	2019	2020	2021	2022	2023
GROSS COST DETAILS					
City Centre Leisure Facility - Design	0.0	0.0	0.0	1,000.0	1,000.0
Total	0.0	0.0	0.0	1,000.0	1,000.0
FINANCING DETAILS					
UNFUNDED MAJOR PROJECTS	0.0	0.0	0.0	1,000.0	1,000.0
Total	0.0	0.0	0.0	1,000.0	1,000.0
Incremental	Budget	Plan	Plan	Plan	Plan
Operating Impacts (000's)	2019	2020	2021	2022	2023
Net Dollar Impact	0.0	0.0	0.0	0.0	0.0
FTEs	0.0	0.0	0.0	0.0	0.0

2605 CY-REGIONAL PLAN IMPLEMENTATION

Project Status	Open	Year Identified	2018
Project Type	STUDY/PLANNING	Manager	Laura Hartney
Asset Type	Studies - Non capitalized expenditure	Est. End Date	-

Project Description

This project provides the resources to implement the Saskatoon North Partnership for Growth (P4G) Regional Plan, which is a land use plan that will enable the P4G region to grow to a population of 1 million. P4G comprises the City of Saskatoon, the Rural Municipality (RM) of Corman Park, the City of Warman, the City of Martensville and the Town of Osler. In 2017, the Councils of the P4G partner municipalities endorsed the P4G Regional Plan, and the P4G Regional Servicing Strategy and the P4G Regional Governance and Implementation Strategy that complement it.

General Comments

The P4G Regional Governance and Implementation Strategy identifies the projects needed to implement the P4G Regional Plan. These projects will be completed by the P4G partner municipalities over a number of years, subject to Capital Budget approvals. The projects that require capital funding are listed below:

- Green Network Refinement Study, to refine the boundaries of significant drainage areas, ecological areas, and viewsheds
- Concept Plans for the identified future growth areas of the City, to enable interim development that aligns with future urban development
- Regional Potable Water Servicing Plan
- Regional Wastewater Servicing Plan
- Regional Commercial and Industrial Market Study
- Regional Travel Demand Model Update
- Regional Transportation Plan
- Regional Wetlands Inventory and Policy
- Regional Natural and Heritage Resource Inventory
- Regional Natural Areas Strategy

Many of these projects will be conducted in phases. The project proposed for 2019 is the Green Network Refinement - Pilot Project Area - Stage 1. Building on the 2018 Green Network Pilot Project that identified important drainage areas north of Saskatoon, the 2019 work will focus on identifying the boundaries of significant ecological areas and viewsheds. The deliverable will be a refined Green Network boundary in the Pilot Project area.

For the Green Network Refinement - Pilot Project Area - Stage 1 project proposed for 2019, the planned procurement method is to be accomplished utilizing internal staff, due to the capacity of existing staff to perform the work and the expertise of existing staff to perform the work.

For projects that are proposed as part of the 2020-2028 Capital Plan, the planned procurement methods are expected to vary depending on the project. Some projects are planned to be accomplished utilizing internal staff, due to the capacity of existing staff to perform the work, the expertise of existing staff to perform the work, and the availability of technology in-house and long-term requirements. Other projects are planned to be accomplished utilizing external contractors, due to the requirement of specialized services and the requirement of an independent opinion.

Special Note

These projects will be co-funded by the P4G municipal partners, subject to budget approvals. The specific funding arrangements depend on the nature of the project and the benefiting municipalities. In general, the City contributes one-third of the project funds.

Operating Impact

In 2020 and 2021, the operating impact will increase by \$42,300 and \$95,800 respectively for additional City staff resources to ensure the City meets its obligations under the P4G Regional Plan. This work would include ensuring the City's bylaws, policies and plans align with the P4G Regional Plan, and responding to policy and development referrals from the region.

Prior Budget Approvals

\$785,000 - P4G Zoning Bylaw and Concept Plans

\$1,239,900 (Includes \$836,152 from the P4G municipal partners) - under Capital Project 2460 - Regional Planning

Project Detail	Budget	Plan	Plan	Plan	Plan
Expenditure/Funding (000's)	2019	2020	2021	2022	2023
GROSS COST DETAILS					
Concept Plan - East	0.0	0.0	0.0	374.0	0.0
Concept Plan - North East Phase 1	0.0	0.0	350.0	0.0	0.0

Urban Planning and Development

Preliminary 2019

Project Detail	Budget	Plan	Plan	Plan	Plan
Expenditure/Funding (000's)	2019	2020	2021	2022	2023
Concept Plan - North East Phase 2 & North Central	0.0	0.0	0.0	0.0	357.0
Green Network Refinement Study	107.0	0.0	203.0	375.0	375.0
Regional Potable Water Servicing Plan, Regional Wastewater Servicing Plan, Regional Commercial & Industrial Market Study	0.0	750.0	0.0	0.0	0.0
Regional Transportation Plan	0.0	0.0	0.0	0.0	350.0
Regional Travel Demand Model Update	0.0	0.0	0.0	150.0	0.0
Total	107.0	750.0	553.0	899.0	1,082.0
FINANCING DETAILS					
EXTERNAL FUNDING	0.0	0.0	0.0	50.0	0.0
OTHER	40.0	517.0	341.0	487.0	661.0
RESERVE FOR CAPITAL EXPENDITURES	67.0	233.0	212.0	362.0	421.0
Total	107.0	750.0	553.0	899.0	1,082.0
Incremental	Budget	Plan	Plan	Plan	Plan
Operating Impacts (000's)	2019	2020	2021	2022	2023
Net Dollar Impact	0.0	42.3	95.8	0.0	0.0
FTEs	0.0	0.0	0.0	0.0	0.0

2606 CY-INDOOR CHILDREN'S PLAYGROUND AND ACCESSIBILITY UPGRADES TO INDOOR POOLS

Project Status	Open	Year Identified	2019
Project Type	INFRASTRUCTURE MAINTENANCE	Manager	Bruce Pearson
Asset Type	Buildings-Sport & Fitness Fac	Est. End Date	-

Project Description

This project involves the development of an indoor children's playground area and accessibility upgrades within the indoor pool facilities. These amenities and upgrades were identified as priorities in the Recreation and Parks Master Plan.

General Comments

The 2019 budget includes the design and development of an indoor children's playground space to meet the need for active and creative play. The type of indoor playground needs to be identified as whether it will be a structure or movable equipment. Facility modifications will occur as part of this project.

Accessibility Upgrades - Indoor Pool facilities

Accessibility assessments have been completed for the Harry Bailey Aquatic Centre, Lawson Civic Centre, Lakewood Civic Centre and the Shaw Centre in 2012. Accessibility issues identified in these assessments and current issues which have been noted by facility users will be reviewed. In addition to accessibility for people with mobility issues, consideration will also need to be given to accessibility issues for people with invisible disabilities.

Special Note

This project is funded as part of the Recreation and Parks Funding Plan and is contingent on approval of the 2019 operating contribution to the Recreation, Sports, Culture and Parks Partnership Reserve.

Operating Impact

2020 - \$7,900 Cleaning and Preventative Maintenance relating to 2019 Budget Plan

2023 - \$10,400 Cleaning and Preventative Maintenance relating to 2022 Budget Plan

Project Detail Expenditure/Funding (000's)	Budget 2019	Plan 2020	Plan 2021	Plan 2022	Plan 2023
GROSS COST DETAILS					
Accessibility Upgrades to Indoor Pools	0.0	0.0	0.0	1,000.0	0.0
Children's Indoor Playground	120.0	0.0	0.0	0.0	0.0
Total	120.0	0.0	0.0	1,000.0	0.0
FINANCING DETAILS					
FUNDING PLAN CONTRIBUTION	0.0	0.0	0.0	1,000.0	0.0
UNFUNDED REC & PARK PARTNERSHIP RES	120.0	0.0	0.0	0.0	0.0
Total	120.0	0.0	0.0	1,000.0	0.0
Incremental Operating Impacts (000's)	Budget 2019	Plan 2020	Plan 2021	Plan 2022	Plan 2023
Net Dollar Impact	0.0	7.9	0.0	0.0	0.0
FTEs	0.0	0.0	0.0	0.0	0.0

2607 CY-ACCESSIBILITY AT OUTDOOR POOLS AND PADDLING POOLS

Project Status	Open	Year Identified	2019
Project Type	INFRASTRUCTURE MAINTENANCE	Manager	Nancy Johnson
Asset Type	Buildings-Sport & Fitness Fac	Est. End Date	-

Project Description

This project involves the audit, consultation, planning, and necessary upgrades or construction to move towards achieving physical inclusivity at the City of Saskatoon's Outdoor Pools (George Ward, Lathey, Mayfair, and Riversdale) and paddling pools as outlined in the Recreation and Parks Master Plan.

General Comments

The 2022 budget includes an audit, public consultation and program plan, detail design recommendations, project management and any necessary fixtures or equipment purchases.

Special Note

This project is funded as part of the Recreation and Parks Funding Plan.

Operating Impact

2023 - \$4,200 Cleaning and Preventative Maintenance relating to 2022 Budget Plan

Project Detail	Budget	Plan	Plan	Plan	Plan
Expenditure/Funding (000's)	2019	2020	2021	2022	2023
GROSS COST DETAILS					
Accessibility Outdoor Pools and Paddling Pools	0.0	0.0	0.0	400.0	0.0
Total	0.0	0.0	0.0	400.0	0.0
FINANCING DETAILS					
FUNDING PLAN CONTRIBUTION	0.0	0.0	0.0	324.0	0.0
UNFUNDED REC & PARK PARTNERSHIP RES	0.0	0.0	0.0	76.0	0.0
Total	0.0	0.0	0.0	400.0	0.0
Incremental	Budget	Plan	Plan	Plan	Plan
Operating Impacts (000's)	2019	2020	2021	2022	2023
Net Dollar Impact	0.0	0.0	0.0	0.0	0.0
FTEs	0.0	0.0	0.0	0.0	0.0

2610 POLICE-TECHNOLOGY EXPANSION

Project Status	Open	Year Identified	2014
Project Type	EQUIPMENT REPLACEMENT	Manager	Earl Warwick
Asset Type		Est. End Date	-

Project Description

This project allows for the purchase of additional technological equipment including computers, and associated hardware and software as well as other equipment that utilizes computer technology.

General Comments

The 2019 project calls for funding to support an expansion to network infrastructure, document management software and investigation software.

Future year projects include continued expansion to network infrastructure.

Operating Impact

Anticipated increases are \$19,400 in 2019, \$31,700 in 2020 and \$5,500 in 2021.

Project Detail Expenditure/Funding (000's)	Budget 2019	Plan 2020	Plan 2021	Plan 2022	Plan 2023
GROSS COST DETAILS					
Equipment Purchase	229.0	57.0	0.0	0.0	0.0
Server Expansion	27.0	32.0	27.0	27.0	27.0
Storage Area Network	78.0	78.0	114.0	89.0	83.0
Total	334.0	167.0	141.0	116.0	110.0
FINANCING DETAILS					
POLICE OPER EQUIP & TECH RES	334.0	167.0	141.0	116.0	110.0
Total	334.0	167.0	141.0	116.0	110.0
Incremental Operating Impacts (000's)	Budget 2019	Plan 2020	Plan 2021	Plan 2022	Plan 2023
Net Dollar Impact	19.4	31.7	5.5	14.5	14.5
FTEs	0.0	0.0	0.0	0.0	0.0

2623 CP-RIVER LANDING SMALL ASSET REPLACEMENTS

Project Status	Pending	Year Identified	2019
Project Type	INFRASTRUCTURE MAINTENANCE	Manager	Christine Gutmann
Asset Type	Miscellaneous Equipment	Est. End Date	-

Project Description

This project is intended for the replacement of durable (more than 30 years life) and non-durable (less than 30 years life) small assets within the River Landing boundaries.

General Comments

As the small assets contained within the River Landing boundaries are exposed to the varying climates of the season in the City of Saskatoon, assets need to be replaced in a timely manner to ensure the standard of River Landing is maintained. Many community events, citizens of Saskatoon, local businesses and visitors alike are drawn to River Landing due to its unique beauty and amenities, and this project will ensure the space remains a vibrant and desirable destination. This project involves improved development to ensure optimal asset management and service reliability. This includes consideration of asset condition and eligibility for replacement based on best practices such as durability, energy reduction and CPTED (crime prevention through environmental design).

Project Detail	Budget	Plan	Plan	Plan	Plan
Expenditure/Funding (000's)	2019	2020	2021	2022	2023
GROSS COST DETAILS					
Small Asset Replacement	225.0	0.0	0.0	0.0	0.0
Total	225.0	0.0	0.0	0.0	0.0
FINANCING DETAILS					
RIVER LANDING CAPITAL RESERVE	225.0	0.0	0.0	0.0	0.0
Total	225.0	0.0	0.0	0.0	0.0
Incremental	Budget	Plan	Plan	Plan	Plan
Operating Impacts (000's)	2019	2020	2021	2022	2023
Net Dollar Impact	0.0	0.0	0.0	0.0	0.0
FTEs	0.0	0.0	0.0	0.0	0.0

2624 CP-QUALITY MANAGEMENT SYSTEM

Project Status	Pending	Year Identified	2019
Project Type	SUPPORT SYSTEMS	Manager	Kim Matheson
Asset Type	Software	Est. End Date	-

Project Description

A Quality Management System (QMS) provides a standardized framework to manage organizational policies, procedures and processes, and promotes continuous improvement. By implementing a QMS at the City of Saskatoon, it will uphold the City's mission to provide excellence in local governance and public service delivery for civic administration.

General Comments

The purpose of a QMS in municipal government is to yield effective, consistent and reliable results for the citizens that the government serves. Transparency and accountability are vital to citizens in order to gain their trust and confidence. A robust and effective QMS will have the following features:

- Citizen requirements are understood by all staff with communication across all levels of staff and functional unites in the organization.
- Business activities and objectives are consistently documented in a central repository ensuring that requirements are achievable and accessible to everyone in the organization to ensure success.
- Data is gathered and analysed routinely to aid in day-to-day decision making and strategic planning in order to understand root causes for performance trends.
- Audit and risk assessment functions are addressed through routine monitoring across the organization to ensure issues are consistently analysed and corrected which minimizes disruption to the organization in the case of unexpected or unplanned events.

QMS is the business management side of a strategic transformation which provides the clarity for blueprinting an Enterprise Resource Planning (ERP) system. ERP is the technology side of the transformation and a QMS will complement and aid in ensuring an effective implementation of the ERP solution.

Operating Impacts

Operational requirements for an on-going program in 2020 will consist of \$140,000.

Project Detail	Budget	Plan	Plan	Plan	Plan
Expenditure/Funding (000's)	2019	2020	2021	2022	2023
GROSS COST DETAILS					
Quality Management System	225.0	0.0	0.0	0.0	0.0
Total	225.0	0.0	0.0	0.0	0.0
FINANCING DETAILS					
CORPORATE CAPITAL RESERVE	225.0	0.0	0.0	0.0	0.0
Total	225.0	0.0	0.0	0.0	0.0
Incremental	Budget	Plan	Plan	Plan	Plan
Operating Impacts (000's)	2019	2020	2021	2022	2023
Net Dollar Impact	0.0	140.0	0.0	0.0	0.0
FTEs	0.0	0.0	0.0	0.0	0.0

2625 CP-CITY OF SASKATOON & U OF S RESEARCH PARTNERSHIP

Project Status	Pending	Year Identified	2019
Project Type	STUDY/PLANNING	Manager	Angela Gardiner
Asset Type		Est. End Date	-

Project Description

The City of Saskatoon and University of Saskatchewan (U of S) have signed a Memorandum of Understanding to increase intentional collaboration across a number of areas.

General Comments

Achieving success around research collaboration (e.g. increasing the number, breadth and impact of research-focused partnerships) requires a new approach in facilitating and supporting research that engages both City staff and U of S researchers (at any level ñ from undergraduate to faculty). This project will provide seed funding as a pilot program for collaborative research projects in one of the following strategic themes: Adapting to Climate Change (e.g. infrastructure); Welcoming Communities (e.g. newcomers and refugees); and Urban Planning and Transportation.

Project Detail	Budget	Plan	Plan	Plan	Plan
Expenditure/Funding (000's)	2019	2020	2021	2022	2023
GROSS COST DETAILS					
Design	50.0	0.0	0.0	0.0	0.0
Total	50.0	0.0	0.0	0.0	0.0
FINANCING DETAILS					
RESERVE FOR CAPITAL EXPENDITURES	50.0	0.0	0.0	0.0	0.0
Total	50.0	0.0	0.0	0.0	0.0
Incremental	Budget	Plan	Plan	Plan	Plan
Operating Impacts (000's)	2019	2020	2021	2022	2023
Net Dollar Impact	0.0	0.0	0.0	0.0	0.0
FTEs	0.0	0.0	0.0	0.0	0.0

Project Number	Project Title	Business Line	Page Number
1812	SASKTEL CENTRE-EQUIPMENT PURCHASES	Arts, Culture and Events Venues	425
0740	TCU PLACE-EQUIPMENT REPAIR/REPLACEMENTS	Arts, Culture and Events Venues	310
1834	REMAI MODERN- EQUIPMENT PURCHASES	Arts, Culture and Events Venues	426
1650	CY-MUNICIPAL CEMETERIES MASTER PLAN	Community Support	415
1963	TU-CORP. ACCESSIBILITY IMPLEMENTATION	Community Support	438
0679	AF-GROUNDS MTNCE-EQUIPMENT REPL	Corporate Asset Management	303
0877	AF-TRUNKING RADIO INFRASTRUCTURE REPLACEMENT	Corporate Asset Management	318
1135	AF-CIVIC BLDGS COMPREHENSIVE MAINTAINANCE PROGRAM	Corporate Asset Management	329
1356	AF-V&E ADD'L VEHICLES & EQUIPT	Corporate Asset Management	357
1357	AF-V&E REPL'T VEHICLES & EQUIPT	Corporate Asset Management	358
1584	CIVIC OPERATIONS CENTRE	Corporate Asset Management	408
1949	AF-SERVICE SASKATOON - STAFFING ACCOMMODATION	Corporate Asset Management	437
2180	AF-CIVIC FACILITY SITE MAINTENANCE	Corporate Asset Management	464
1523	AF-TRUNKING RADIO REPLACEMENT	Corporate Asset Management	392
1557	TU-OFFICE MOD'NS/FURNITURE REPL/UPGRADES	Corporate Asset Management	398
2296	AF-LIONS ARENA PARKING REDEVELOPMENT & SEWER UPGRADE	Corporate Asset Management	484
1883	CK-ELECTRONIC RECORDS MANAGEMENT	Corporate Governance and Finance	428
1977	CP-LOCAL AREA NETWORK & DATA SECURITY	Corporate Governance and Finance	441
2079	AF-PROPERTY REASSESSMENT	Corporate Governance and Finance	453
1083	CP-CORPORATE NETWORK EQUIPMENT REPL	Corporate Governance and Finance	328
2368	AF-PRINTING AND MAIL SERVICES - EQUIPMENT	Corporate Governance and Finance	491
1884	CK-ELECTRONIC AGENDA & MEETING MGT SYSTM	Corporate Governance and Finance	429
2516	CP-DEVELOP ENTERPRISE MANAGEMENT STRATEGIES	Corporate Governance and Finance	528
2519	COMMUNITY WINTER CITY STRATEGY DEVELOPMENT	Corporate Governance and Finance	529
2540	CIVIC CONSERVATORY REPAIR/REPLACEMENT	Corporate Governance and Finance	533
1942	AF-CORPORATE SECURITY PLAN	Corporate Governance and Finance	436
1973	CK-LEASING OF AUTOMATED VOTE COUNTING EQUIPMENT	Corporate Governance and Finance	439
1974	CP-TRUTH AND RECONCILIATION INITIATIVES	Corporate Governance and Finance	440
1364	CP-SERVICE SASKATOON-CITIZEN INPUT/SYSTEMS/STANDARDS/STAFFING	Corporate Governance and Finance	359
1885	CK-COUNCIL CHAMBER EQUIPMENT UPGRADE	Corporate Governance and Finance	430
2624	CP-QUALITY MANAGEMENT SYSTEM	Corporate Governance and Finance	562
2625	CP-CITY OF SASKATOON & U OF S RESEARCH PARTNERSHIP	Corporate Governance and Finance	563
1475	US-AUTO'D GARBAGE CONTAINER REPL	Environmental Health	382
2051	US-LANDFILL OPTIMIZATION	Environmental Health	452
2538	CP-NATURAL CAPITAL ASSET VALUATION	Environmental Health	532
1669	CY-PSYLLID IMPACTED TREE REMOVAL/REPLANTING	Environmental Health	419
2598	CP-CORPORATE ADAPTATION STRATEGY	Environmental Health	554
0582	FIRE-EQUIPMENT & SMALL VEHICLE REPLACEMENT	Fire Services	285
1914	FIRE - NEW FIRE STATIONS & REPLACEMENTS	Fire Services	432
2379	FIRE-MAJOR APPARATUS REPLACEMENT	Fire Services	492
2504	FIRE-NEW EQUIPMENT	Fire Services	526
2525	FIRE-REGIONAL TRAINING FACILITY	Fire Services	530
2509	FIRE-UNIFORMS	Fire Services	527
2597	FIRE- HARDWARE AND TECHNOLOGY UPGRADES	Fire Services	553
0616	LAND DEV'T-PRIM WTRMN-NORTHEAST SECTOR	Land Development	288
0625	LAND DEV'T-TR SWR-NORTHEAST SECTOR	Land Development	290
0626	LAND DEV'T-SUBDIVIS'N WARRANTY	Land Development	292
0627	LAND DEV'T-SUBDIVIS'N FENCING	Land Development	293
0634	LAND DEV'T-TR SWR-NORTH INDUSTRIAL	Land Development	295
0636	LAND DEV'T-TR SWR-MONTGOMERY PLACE WEST	Land Development	297
0639	LAND DEV'T-SUBDIVIS'N BUFFERS	Land Development	298
0655	LAND DEV'T-ARTL RD-MCORMOND(E SECT-PERIMETER RD)	Land Development	299
0668	PARK DEV-BOULEVARD DEVELOPMENT	Land Development	300
0681	LAND DEV'T-ARTL RD-TAYLOR(MCKER-CP TRACK)	Land Development	304
0748	LAND DEV'T-GEN ADMIN-OLD AREAS	Land Development	311
0778	LAND DEV'T-TR SWR-STONEBRIDGE	Land Development	312
1057	PARK DEV-IND'L AREA BLVD TREE PLANTING	Land Development	327
1391	LAND DEV'T-PARKRIDGE SUB	Land Development	360

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1407	LAND DEV'T-KENSINGTON	Land Development	362
1408	LAND DEV'T-AIRPORT INDUSTRIAL BUS PARK	Land Development	363
1416	LAND DEV'T-TR SWR-HAMPTON VILLAGE	Land Development	366
1417	LAND DEV'T-TR SWR-BLAIRMORE	Land Development	368
1435	LAND DEV'T-PRIMARY WATER MAINS-NORTH INDUSTRIAL	Land Development	372
1436	LAND DEV'T-BLAIRMORE PRIMARY WATER MAINS	Land Development	373
1458	LAND DEV'T-ART RD-CLAYPOOL DR (DALMNY-AIRPRT DR)	Land Development	376
1464	LAND DEV'T-ART RD-FEDORUK DRIVE	Land Development	378
1466	LAND DEV'T-ART RD-WANUSKEWIN RD	Land Development	379
1769	LAND DEV'T-MARQUIS INDUSTRIAL AREA	Land Development	424
1568	PARK DEV-ROSEWOOD	Land Development	402
1410	LAND DEV'T-ELK POINT	Land Development	364
1411	LAND DEV'T- ASPEN RIDGE	Land Development	365
1418	LAND DEV'T-TR SWR-HOLMWOOD	Land Development	370
1437	LAND DEV'T-PRIMARY WATER MAINS-HOLMWOOD SECTOR	Land Development	374
1460	LAND DEV'T-ARTL RD-NEAULT RDWY (22ND-SEC 2)	Land Development	377
1570	PARK DEV-KENSINGTON	Land Development	403
2459	LAND DEV'T-SOUTH CASWELL HILL REDEVELOPMENT	Land Development	517
1468	LAND DEV'T-ART RD-8TH STREET EAST	Land Development	380
1474	LAND DEV'T-ESTIMATED FUTURE DIRECT SERVICING PROJECTS	Land Development	381
1419	LAND DEV'T-BRIGHTON	Land Development	371
1663	PARK DEV - N.E. SWALE	Land Development	417
1574	PARK DEV-ASPEN RIDGE	Land Development	404
1575	PARK DEV-ELK POINT	Land Development	405
1576	PARK DEV-BRIGHTON	Land Development	406
2389	POLICE-FLEET ADDITIONS	Policing	493
2119	POLICE-RADIO REPLACEMENT	Policing	460
2489	POLICE-FURNITURE REPLACEMENT	Policing	522
2497	POLICE-EQUIPMENT REPLACEMENT	Policing	523
2498	POLICE-EQUIPMENT EXPANSION	Policing	524
2499	POLICE-TECHNOLOGY REPLACEMENT	Policing	525
2610	POLICE-TECHNOLOGY EXPANSION	Policing	560
0677	AF-ALBERT COMM CENTRE RENOS	Recreation and Culture	302
0706	CY-LEIS SERV-FACILITY EQUIP REPL	Recreation and Culture	306
0901	CY-PARK UPGRADES, ENHANCEMENTS & REPAIRS	Recreation and Culture	319
1876	AF-TENNIS COURT-ACRYLIC SURFACE	Recreation and Culture	427
1938	AF-PLAY STRUCTURE UPGRDE AND REPL	Recreation and Culture	433
2048	CY-FFP & ZOO MASTER PLAN IMPLEMENTATION	Recreation and Culture	451
2101	CY-GOLF COURSE IMPROVEMNTS & EQUIP REPL.	Recreation and Culture	457
2102	CY-SPORTFIELD DEVELOPMENT & IMPROVEMENTS	Recreation and Culture	458
2114	CY-VICTORIA PARK - UPGRADES	Recreation and Culture	459
2352	CY-PERMANENT BOAT LAUNCH SITE	Recreation and Culture	489
2353	CY-CHIEF WHITECAP PARK DEVELOPMENT	Recreation and Culture	490
2469	CY-PERMANENT WASHROOMS - SPECIAL USE PARKS	Recreation and Culture	519
2471	CY-KINSMEN PARK & AREA - MASTER PLAN	Recreation and Culture	520
2528	CY-DOG PARK DEVELOPMENT	Recreation and Culture	531
1658	CY-PARKS NEW SATELLITE MTNC BLDG	Recreation and Culture	416
1939	AF-PADDLING/SPRAY POOL REPLACEMENTS	Recreation and Culture	434
1940	AF-GREENHOUSE REPLACEMENT	Recreation and Culture	435
2474	CY-HUDSON BAY AREA DISTRICT PARKS	Recreation and Culture	521
1664	CY-GORDON HOWE COMPLEX UPGRADES	Recreation and Culture	418
1670	CY-PARK DEVELOPMENT STANDARDS UPDATE	Recreation and Culture	420
1578	CY-SILVERWOOD INDUSTRIAL AREA PARK	Recreation and Culture	407
2600	CY-CITY CENTRE AREA INDOOR RECREATION FACILITY	Recreation and Culture	555
2606	CY-INDOOR CHILDREN'S PLAYGROUND AND ACCESSIBILITY UPGRADES TO INDOOR POOLS	Recreation and Culture	558
2607	CY-ACCESSIBILITY AT OUTDOOR POOLS AND PADDLING POOLS	Recreation and Culture	559

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2623	CP-RIVER LANDING SMALL ASSET REPLACEMENTS	Recreation and Culture	561
0838	LIBR-EQUIPMENT REPLACEMENT	Saskatoon Public Library	317
1761	LIBR-NEW CENTRAL LIBRARY CONSTRUCTION	Saskatoon Public Library	423
0583	TR-REPLACE/REFURB BUSES	Transportation	286
0631	TU-TRANSPORTATION SAFETY IMPROVEMENTS	Transportation	294
0671	TR-AUXILIARY VEH/EQUIP	Transportation	301
0832	TU-CENTER MEDIAN REHABILITATION	Transportation	315
0837	TU-LANE REHAB & DRAINAGE IMPROV	Transportation	316
0959	TU-UPGRADE BOUNDARY ROADS	Transportation	320
1036	TU-TRAFFIC CONTROL UPGRADES	Transportation	323
1041	TU-BENCHMARK REHABILITATION	Transportation	324
1194	TR- ENGINE OVERHAUL	Transportation	331
1456	TU-RAILWAY CROSSING SAFETY IMPROVEMENTS	Transportation	375
1505	TU-TRAFFIC SIGNAL INFRASTRUCTURE UPGRADES	Transportation	385
1506	TU-TRAFFIC SIGNING REPLACE-INFRA	Transportation	386
1507	TU-GUARDRAILS	Transportation	387
1512	TU-NEIGHBOURHOOD TRAFFIC MANAGEMENT	Transportation	388
1513	TU-PAVEMENT MARKING PROGRAM-INFRA	Transportation	389
1518	CY-PAY STATION PURCHASES & IMPLEMENTATION	Transportation	390
1522	TU-TRAFFIC NOISE ATTENUATION	Transportation	391
1526	TU-CIRCLE DR BRIDGE REPAIR	Transportation	393
1527	TU-UNIVERSITY BRIDGE REHAB	Transportation	394
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1553	TU-SID BUCKWOLD BRIDGE REPAIRS	Transportation	396
1892	TU-ACCESS SECURITY-CITY YARDS	Transportation	431
1994	TU-MARQUIS DR/IDYLWYLD DR INTERCHANGE	Transportation	442
2003	TU-HWY 14/HWY 7 GRADE SEPARATION	Transportation	443
2011	TU-TRANSPORTATION MODEL IMPLEMENTATION	Transportation	444
2020	TU-17TH STREET CORRIDOR EXTENSION	Transportation	446
2037	TU-SNOW MANAGEMENT FACILITIES	Transportation	448
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