

Advancing Our Community Vision:

To be Canada's most vibrant, inclusive, attractive, sustainable community, where people live in harmony and thrive in opportunity

Investing in Your Priorities





2019 General Operating Budget
2019-2023 General Capital Plan
2019 Utility Operating Budget
2019-2023 Utility Capital Plan

City of Regina | REGINA Infinite Horizons

Letter from the City Manager

November 16, 2018

To: His Worship the Mayor and City Councillors

Re: General and Utility Fund 2019 Operating and 2019-2023 Capital Budgets

On behalf of Administration, I am pleased to recommend the 2019 General and Utility Fund Operating and 2019-2023 Capital Budgets for your consideration and adoption as per Section 128 of *The Cities Act.*

The 2019 Budget supports long-term plans to advance *Design Regina: The Official Community Plan* and the City's vision of a vibrant, inclusive, attractive and sustainable community. Budget goals included:

- Limit service level reductions
- Manage efficiently and effectively
- No overall increase to FTEs
- Leverage third party funding
- Affordability for Regina residents

The proposed 2019 General and Utility Fund Operating and 2019-2023 Capital Budgets build for the future in a financially responsible manner. The Budgets are designed to meet the community's priorities: infrastructure, public safety and wise use of tax dollars. The five-year Capital Plans for the General and Utility Fund continue to lay a foundation for the future by investing almost $1 billion to renew and rebuild aging infrastructure.

The City is mindful that, in a challenging fiscal environment, long-term planning and efficient use of resources are fundamental to achieving the outcomes necessary for growth. We continue to identify savings that reduce expenses. The 2019 Budget includes an expenditure reduction of $2 million; this is in addition to over $9 million dollars in savings achieved in the last two years. These reductions partially offset the increase in yearly expenses, such as rising fuel costs.

Summaries:

The 2019 General Operating Budget is based on projected revenues and expenses of $461 million, an increase of $18 million from 2018. Highlights include:

- $127 million capital infrastructure investment to build and renew roads, bridges and buildings
- $49 million for roads to maintain a safe, reliable traffic network
- $83 million for police services and $49 million for fire and protective services to keep our community safe
- $42 million in community services to support residents' quality of life and well-being through sport, culture and recreation

Investing in infrastructure renewal to extend the life of the City's assets remains a priority. The 2019 General Capital Budget totals $127 million funded through current contributions to capital, reserves, third party funding primarily from cost-shared federal government infrastructure programs, and other revenue, including developer and service agreement fees. The 2019 General Fund Budget once again increases the annual current contribution to capital from $45 million in 2018 to almost $49 million in 2019.

Major General Fund capital projects include:

- $17.5 million for the Street Infrastructure Renewal Program plus an additional $1.5 million in enhancements to Victoria Avenue between Albert Street and Broad Street
- $12 million for the Residential Road Renewal Program which is funded through a dedicated 1 per cent mill rate for five years from 2014 to 2019
- $4.4 million for Bridge Infrastructure Renewal
- $1.5 million for the design of a new outdoor Destination Aquatic Facility.

The major source of revenue for the City is property taxes. The proposed 4.7 mill rate increase means the homeowner with a home assessed at $350,000 will pay an additional $7.77 per month.

The 2019 Utility Fund Operating Budget is based on projected revenues and expenses of $139 million, an overall increase of $6.2 million from 2018. The 2019 Utility Capital Budget continues its infrastructure renewal plan with an investment of $58.5 million; an increase of $2.2 million from 2018. Major Utility Fund capital projects include:

- $16.2 million in water infrastructure renewal
- $9.2 million in wastewater infrastructure renewal
- $2.9 million in drainage infrastructure renewal

The proposed Utility rate increase of 3 per cent per year, effective January 1, for the next three years provides predictability for customers and stability for the City to achieve long-term investment in infrastructure. This is intended to ensure the continued delivery of safe, reliable water, wastewater and drainage services. For the typical household, this means a monthly increase of $4.14 in 2019.

The proposed 2019 General and Utility Fund Operating Budgets and the proposed 2019-2023 General and Utility Fund Capital Budgets reflect the spending priorities of our residents. The proposed budgets were developed taking into account current economic conditions, infrastructure renewal needs, and the need to deliver reliable services in our community.

Sincerely,



Chris Holden
City Manager

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Influencing Factors

The City of Regina utilizes a planning framework that integrates long-term thinking and vision with achievable, planned change and the ongoing delivery of services to residents. The community priorities in *Design Regina: The Official Community Plan Bylaw 2013-48* (OCP) and the City's four-year Strategic Plan provide direction when developing the annual budget. In addition, more immediate-term issues, including current economic conditions, provide added context into budget development. See also Appendix C – Financial Structure, Policy, and Process.

Community Profile

Regina is Saskatchewan's capital city. It has a population of 230,500 and serves a larger metropolitan area of 253,000. The community has been affected by over a decade of strong growth in its resource-based economy. Since 2006, the city's population increased by approximately 20%. The OCP projects the population will grow to 300,000 in the next 20 years.

While Regina is the provincial capital and has a large public service sector, it also depends on a resource-based economy featuring the oil and gas, potash and agricultural sectors. Regina is the home base for companies such as the Co-op Refinery Complex, the world's first cooperatively-owned refinery; EVRAZ, a vertically-integrated steel, mining and vanadium business; and Viterra, a leading grain and oilseeds marketer and handler.

Regina also serves as head office for several provincial Crown corporations, including SaskEnergy, SaskPower, SaskTel and SGI CANADA.

In recent years, Regina has continued to diversify into sectors such as banking and finance, computer and information technology, manufacturing and telecommunications. These factors led to one of Canada's strongest economies from 2005 to 2015, reflected in strong growth in gross domestic product (GDP), low unemployment and rising personal income levels.

The intense pace of Regina's growth has leveled off. 2015 and 2016 saw virtually no growth in GDP, however, 2017 saw a return to growth. The Conference Board of Canada projects moderate growth in manufacturing, construction, and the services sector will offset weakness in primary and utilities sector, supporting real GDP growth of 2.2% in Regina in 2019.

Unfortunately, the flat growth of the past two years has reduced government revenues. Tax and resource royalty revenues for the provincial government have declined and this has had an impact on provincial revenue sharing with municipalities in Saskatchewan.

Priorities and Issues

For 2019, the key focus of the organization is to improve our ability to deliver reliable, sustainable services at an affordable cost that is acceptable to residents now and into the future. This strategic effort will require a shift in focus from year-to-year budgeting toward long-term financial planning, recognizing that significant resources are required for asset renewal, some of which last 50 to 100 years. This shift will require that we engage with Council and residents so that they understand these long-term obligations as part of the full cost of the services they receive.

Asset Renewal and Financial Viability

One of the Community Priorities of the OCP is to ensure Regina's long-term financial viability. Historical patterns of deferring the renewal of assets and infrastructure created a backlog of necessary infrastructure renewal. This includes the renewal of residential streets, recreation facilities and other buildings in which the City conducts its business.

The City is continuing to work to develop asset management plans for all asset categories and has done a good job in recent years of increasing its investment and commitment to infrastructure renewal. But, as the financial constraint of the recent economic downturn becomes a reality, the City must avoid returning to the previous choices and burdening future generations with the cost of renewing assets that are being used today.

In 2018, Standard & Poor's, a credit rating agency, upgraded the City's credit rating to AA+ (Positive) which demonstrates our commitment to maintaining financial discipline and continued management of debt even in difficult times.

Understanding How and What We Deliver

The City delivers many public services and looks for opportunities to improve on these services to ensure they are reliable, sustainable, and delivered in a consistent and cost-effective manner. As the City moves forward, additional tools and systems need to be explored to realize these goals. The City's plan for the coming years is to analyze each service, document levels of service and costs, ensure that standard operating procedures are consistent with those levels of service and are effectively delivered by employees, and to identify where service costs should be recovered directly from users to limit the pressure on property tax revenues.

Tied to the documentation and costing of services is a desire to engage residents in dialogue about how to make our services more sustainable and build trust in the City's ability to do so. Residents need to be assured that our levels of service and standard operating procedures represent the most effective and efficient choices currently available to ensure they feel value for their property taxes and the fees and charges they pay. The City continues to participate in a national benchmarking system on service efficiency and effectiveness and is planning on introducing several other ongoing performance improvement activities to assure the public of its financial stewardship. These activities include customer service monitoring, monitoring of the implementation of levels of service and employee performance enhancement.

The City will utilize and upgrade existing Master Plans, or create a number of new plans to further align services and policies to advance the OCP. Delivery of the OCP will move Regina toward a more vibrant, inclusive, attractive community. However, in order to effectively deliver on the long-term wants and needs of the community, choices need to be made today.

Citizen Engagement

The City has always made citizen engagement a priority and works with stakeholders, community organizations and partners to develop and implement policy initiatives and seeks input on service and policy changes. The City will continue to engage residents and seek input on major policy changes.

On the other hand, the City has not always successfully assisted residents to understand the broader role of the City, what services it delivers, what they cost and how they are paid for. Recently, the City has adopted a more consistent approach to public engagement, and as Administration works to advance major issues such as asset management and long-term financial viability, it will be essential to engage residents in a broader discussion of service priorities and affordability. The City must focus its efforts on ensuring these discussions assist residents to understand that there are cost implications with increasing levels of service, and conversely, there are service implications to lowering cost.

Employee Engagement and Empowerment

The delivery of reliable sustainable services to Regina residents is dependent on people. More than half of the City of Regina's budget is spent on employee salaries – people who drive buses, pick up garbage, suppress fires, pave roads, clear snow and teach swimming lessons, among other varied roles. The City is dependent on the skills and commitment of its employees to meet residents' expectations. It needs to provide a safe, rewarding workplace to ensure that residents receive the services they expect.

The City is working to create a culture without silos where employees are working together as a unified team to deliver reliable services to the community. The Strategic Plan will see employees' performance enhanced – that they are committed to customer service, familiar with and capable of delivering on standard operating procedures and levels of service, and capable and empowered to identify issues and propose solutions that serve Regina residents. The City will continue to improve approaches to ensuring employees are well-trained, professional, engaged and committed to the residents of Regina and the community as a whole.

Risks

There are a number of risks that, if realized, could affect the City's ability to sustain levels of service. While the following issues have been discussed in the context of strategic drivers, it is also worthwhile to note them as risks with potentially significant impacts:

Asset condition - The effort to maintain low user fees and property taxes in the past has created a backlog of needed asset renewal. This gap has the potential to create risks to the quality or consistency of our services. Furthermore, changes in climate, asset usage and population may require that current assets be replaced with something different. For example, hockey participation is declining, while soccer participation is growing. These shifts need to inform service choices which impact asset management planning.

By early 2019, the City will have developed asset management plans for several key asset classes. In addition, many services are developing master plans with a view to service requirements in the future. To date, the City has completed a Culture Plan, a Facilities Master Plan and a Transportation Master Plan. Recreation, Water and Wastewater Master Plans are in development. Within the next few years, Solid Waste, Fire, Open Space and Transit Master Plans will be added. These plans will help the City understand where the asset risks are and where the priority investments need to be.

Succession Planning - Almost one-quarter of the City's workforce is eligible to retire in the next eight years. Not only will the City need to recruit replacement workers, but it will also lose significant experience and service knowledge. The planned work to document levels of service and standard operating procedures will help mitigate this issue.

Slower Economic Growth - The City secures resources to deliver services to residents in a variety of ways. As with all municipalities of this size, the main sources of revenue are property taxes and user fees for various municipal services and government grants. While property taxes are structured so that they are at a reduced risk of decline through periods of low economic growth, other sources of revenue are not. Activities such as utilization of the City's recreation facilities are discretionary family expenditures and participation levels are impacted by changes in personal income. As has recently been experienced, grants from other levels of government are also at a higher risk of decline. In addition, other levels of government, in dealing with the challenges of a changing economy, may transfer some areas of service delivery and asset management to the municipal level. This results in difficult decisions for the City that are often required to be made more quickly than desired. The City has defined plans to manage and build for the future. Major changes in revenue and responsibility with little advance notice can impose a high level of risk on the City's ability to follow through on the delivery of its plans.

In periods of slower economic growth, other levels of government may also choose to increase funds available for new infrastructure to stimulate the economy. While the City is investing heavily in much needed infrastructure renewal, resulting in the decline of reserve balances, it is moderately positioned to take advantage of some of these opportunities to leverage additional funding for needed infrastructure renewal should they arise.

Strategic Goals & Strategies

The City of Regina launched a new Strategic Plan, *Making Choices Today to Secure Tomorrow: Advancing the Official Community Plan* in 2018. The key focus of the Plan is to improve our ability to deliver reliable, sustainable services at an affordable cost that is acceptable to residents. The Plan includes five targeted outcomes:

- Residents trust us by being informed and engaged. The City wants residents to better understand the trade-offs necessary to determine services and levels of service, and trust the City to deliver those services in a responsible way.
- The City advances policy and service changes consistent with *Design Regina: The Official Community Plan* (OCP). Developed through extensive community engagement, the OCP is as much a City document as it is the community's document. Since the OCP describes the future state, the City needs to ensure choices made move forward to achieve the OCP.
- The City balances community need with affordability across all services. Given the wide range of services the City provides, it is important to diligently balance what the community needs and wants with affordability.
- Residents value services and believe they receive value for what they pay. Since Administration exists to serve the community, Administration wants city services to meet expectations while building the community's trust that property tax rates are fair.
- Employees are engaged and empowered. As deliverers of programs and services to the community every day, City employees should all feel a sense of pride in their work to make Regina a vibrant, inclusive, attractive, sustainable community.

The City will work toward these outcomes through the execution of 12 objectives. Seven of these objectives are focused on our employees and process, and include enhancing employee performance, embedding the One City – One Team principle, empowering employees, improving process, improving decision making, improving integrated planning and improving communication. Two objectives are intended to improve our use of resources and increase the understanding of service costs and revenues relative to levels of service. Our final three objectives, are public-focused and are intended

to increase the understanding among residents of the cost of services, improve financial sustainability and deliver reliable service.

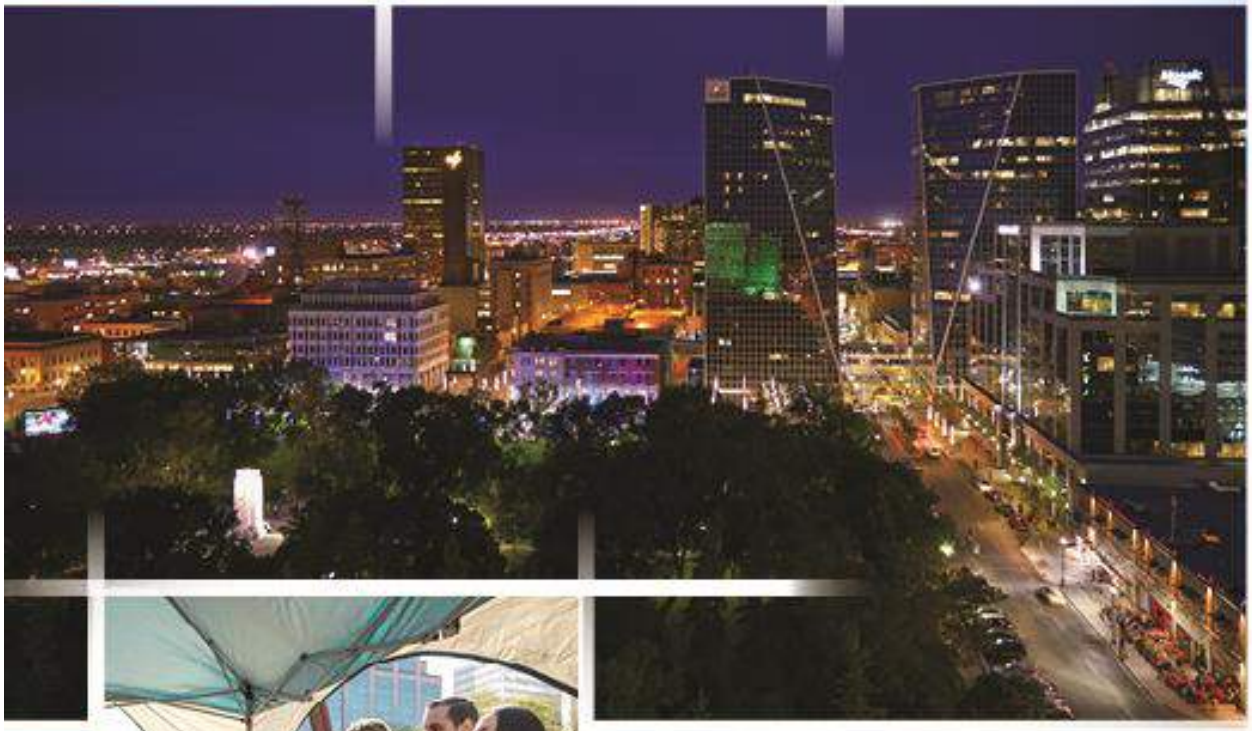
Short-term Organization-wide Influencing Factors

In anticipation of the 2019 Budget, the City of Regina undertook an environmental scan of the conditions that provided the context for financial decision-making. These included:

- Saskatchewan and Regina's economy is slowly recovering after no growth in 2015 and 2016; however, the impact of the economic downturn is still being felt in provincial and municipal budgeting.
- According to the Conference Board of Canada the average GDP growth for 2019 is expected to be 2.2% and 2% in 2020, considerably lower than the 5.9% growth the City experienced in 2013.
- Regina's consumer price index is forecast to be 2%, which is slightly higher than previous years which will continue to impact operating budgets.
- The average year-to-date unemployment rate continues to inch up to 5.9% in August 2018, up from 5.3% in August 2017. The unemployment rate is forecast to be slightly higher than recent years at approximately 5.1% which is signalling a more flexible labour market.
- Housing starts and building permit data are showing declines. In July 2018, total year-to-date housing starts are down by 369 units or 31.8%. 2016 and 2017 building permits were below the five-year average however were above the 10 year average. In 2018, building permits are down 33% over the same period in 2017. This has the potential to impact natural tax growth if the trend continues.
- In 2018, the Government of Canada announced a $180 billion investment in infrastructure over a 12-year period. It will be important for the City to consider priority projects and ensure funding is available to leverage this third party funding if it becomes available.
- The Revenue Sharing Grant will remain unchanged for 2019.
- The following mill rate increases for 2019 have been allocated through previous Council decisions:
    - 1% to the Residential Road Renewal Program
    - 0.45% to Mosaic Stadium

The 2019 Budget continues to recognize the need to balance service commitments with expectations of affordable taxation. A historic priority for the City of Regina has been to maintain affordable tax rates. Throughout this budget the City has tried to minimize level of service impacts and proactively seek to improve or maintain services in priority areas while reducing costs.







2019 General Operating Budget

General Fund Overview

The General Fund budget must be balanced as defined in *The Cities Act*. For 2019, The General Fund Budget is based on $461 million in both revenue and expense. The Budget developed for 2019 was guided by the following direction:

- Limit service level reductions
- Demonstrate managing efficiently and effectively
- No overall increase to FTEs
- Leverage third party funding
- Affordability for Regina residents

The 2019 Budget includes restatement of some account categories due to the implementation of a new chart of accounts structure in 2018. This has meant a change to where some expenses are reported. Prior years have been adjusted to align to the change.

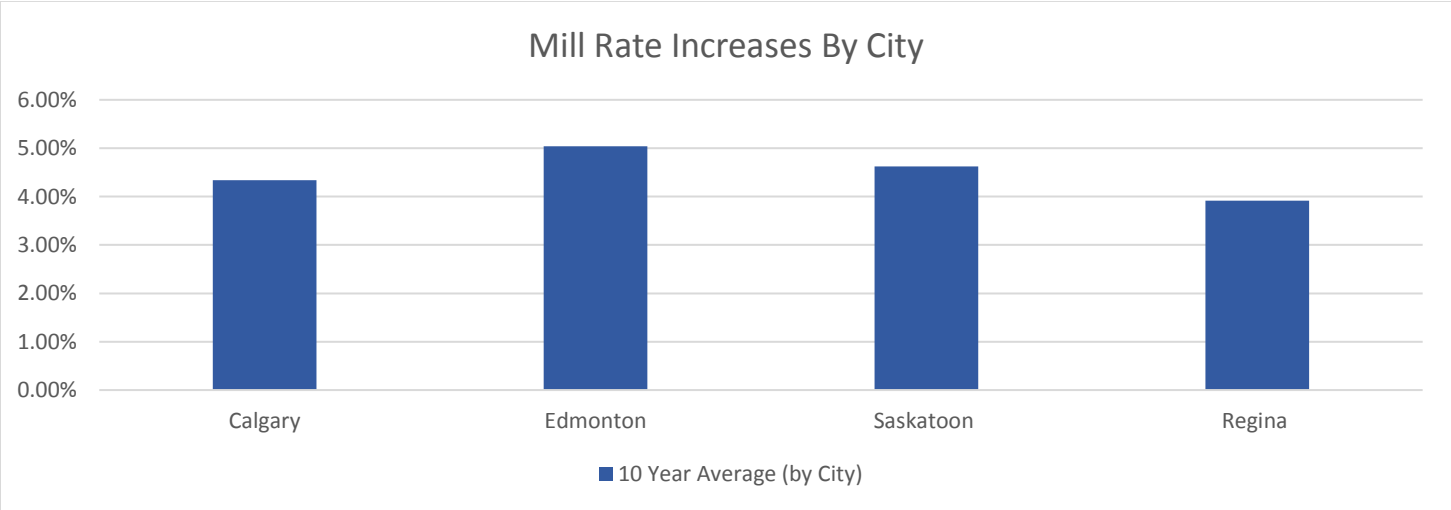
2019 Mill Rate Review

Regina is one of the most affordable cities in Canada. Efforts will continue to balance this goal with the increasing costs to provide current levels of service. The 2019 Budget proposes a 4.70% mill rate increase, based on revenues of $461 million, operating expenses of $382 million, $49 million contribution to capital, $16 million transfer to reserves and debt repayment of $14 million.

The chart below illustrates the impact of the proposed 4.70% mill rate increase on the homeowner with an assessed property value of $350,000 (Regina's current average home value). The cost increase from the 2018 property tax rate is $7.77/month. The table also shows that the mill rate impact is $2.22/month more per $100,000 of assessed value.

Cost Impact of Proposed Mill Rate Increase	Impact per $100,000 of Assessed Value	Average Assessment Value $350,000
Monthly Cost of a 3.70% mill rate increase	1.75	6.12
Monthly Cost of a 1% for Residential Roads Program (Local Streets)	0.47	1.65
Total Monthly Increase	2.22	7.77
Total Annual Property Tax Increase (municipal portion)	26.64	93.24

Regina is affordable with a long history of reasonable tax rates and tax increases. It has no business tax. The impact of Regina's prioritization of affordability can be seen when examining our city counterparts in Western Canada, which have comparable mill rates.



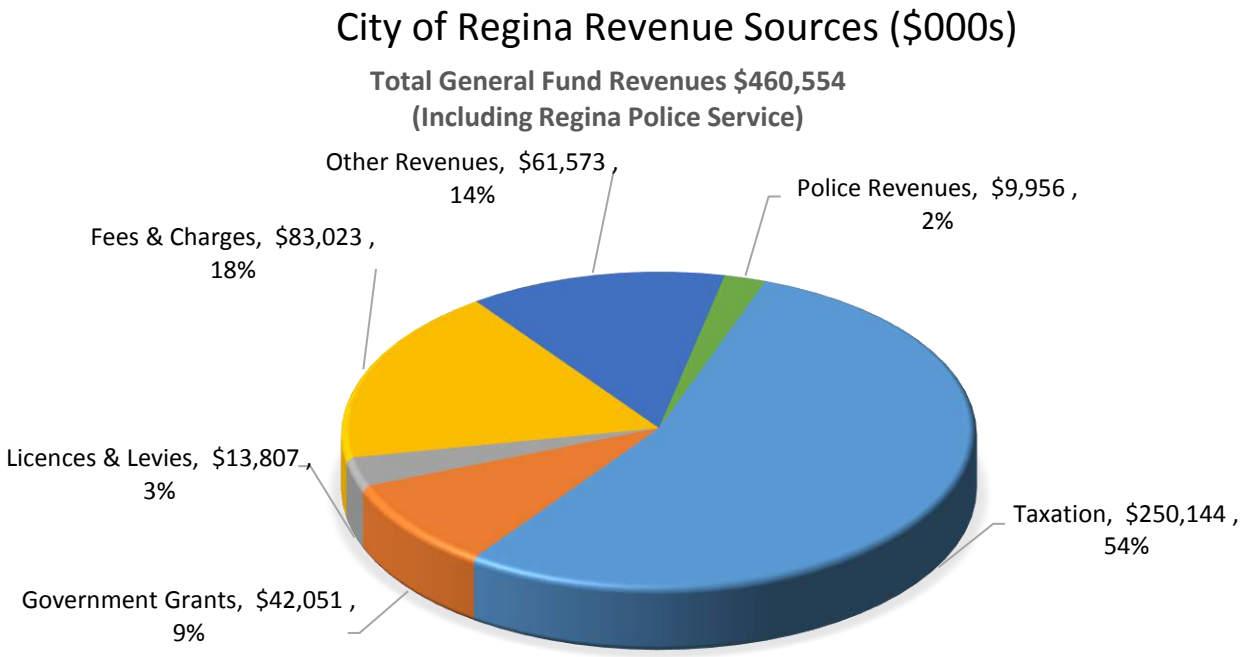
Breakdown of 2019 Mill Rate Increase

The recommended 2019 Budget allows the City to continue delivering reliable services to residents with a proposed 4.70% mill rate increase.

Item	Mill Rate increase (%)	Total (%)
Residential Road Improvement Program	1.00	
Mosaic Stadium	0.45	
Total Council Commitments	**1.45**	**1.45**
Regina Police Service	1.90	
City of Regina	1.35	
Total City	**3.25**	**3.25**
Total Recommended Mill Rate Increase		**4.70**

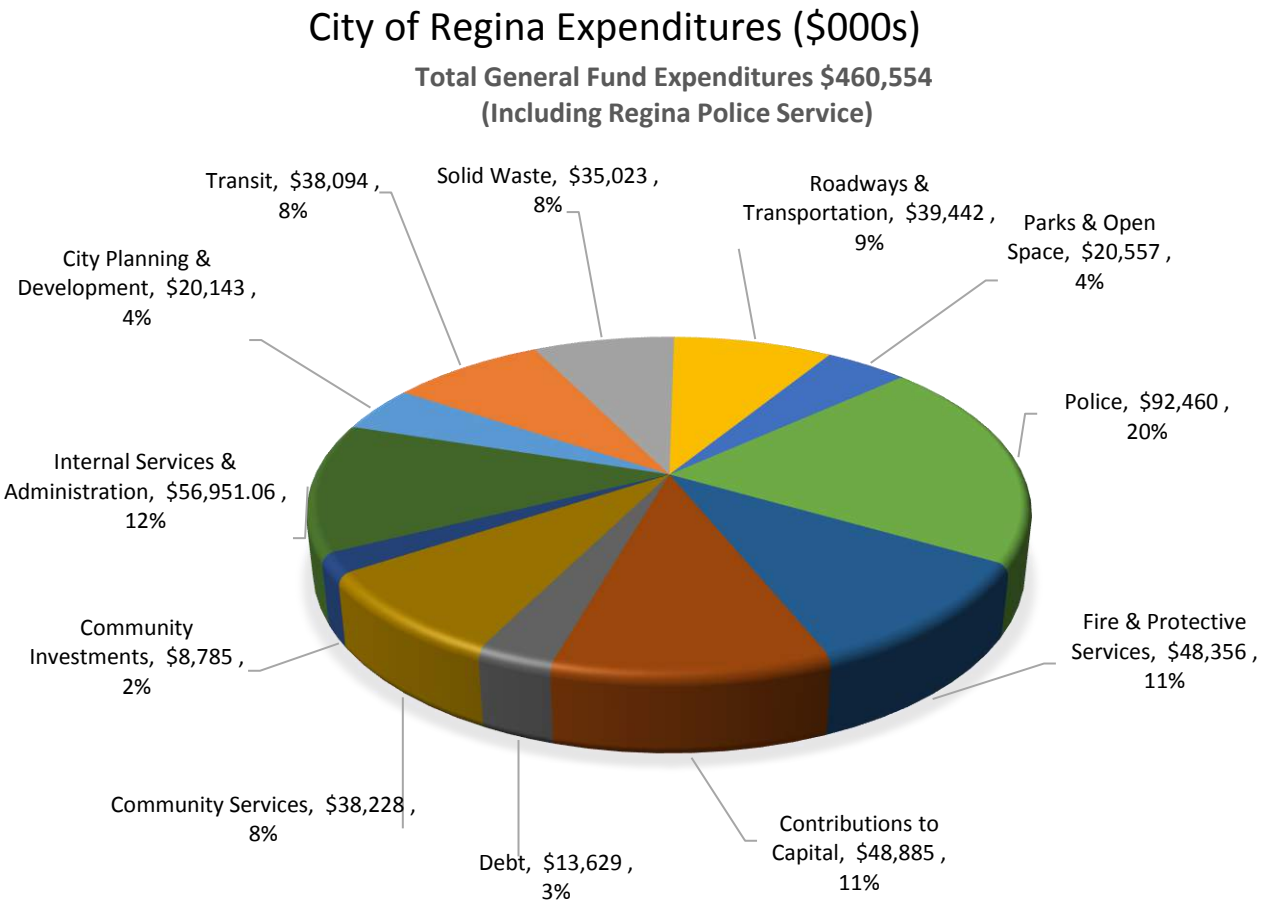
Revenue

Property taxation is the major source of revenue for the City, accounting for 54% of total revenue in 2019. Other major sources of revenue are fees and charges, licences and levies, which users pay for specific services. The OCP defines a user pay, benefits model. This has resulted in significant work to ensure full cost-recovery for various City services.



Expenses

The chart following provides a broad overview of the 2019 Budget operating expenses. The City is cutting costs while striving to maintain services to residents. Strategic choices were made after careful consideration. Safe, inclusive neighbourhoods are one of the pillars of our Official Community Plan. The proposed 2019 Budget significantly increases funding for the Regina Police Service and Regina Fire & Protective Services by $4.7 million to a total of $140.8 million, as well as current contribution to capital will increase by $3.6 million to $48.9 million, $2.4 million of which was allocated to the Residential Roads Renewal Program.



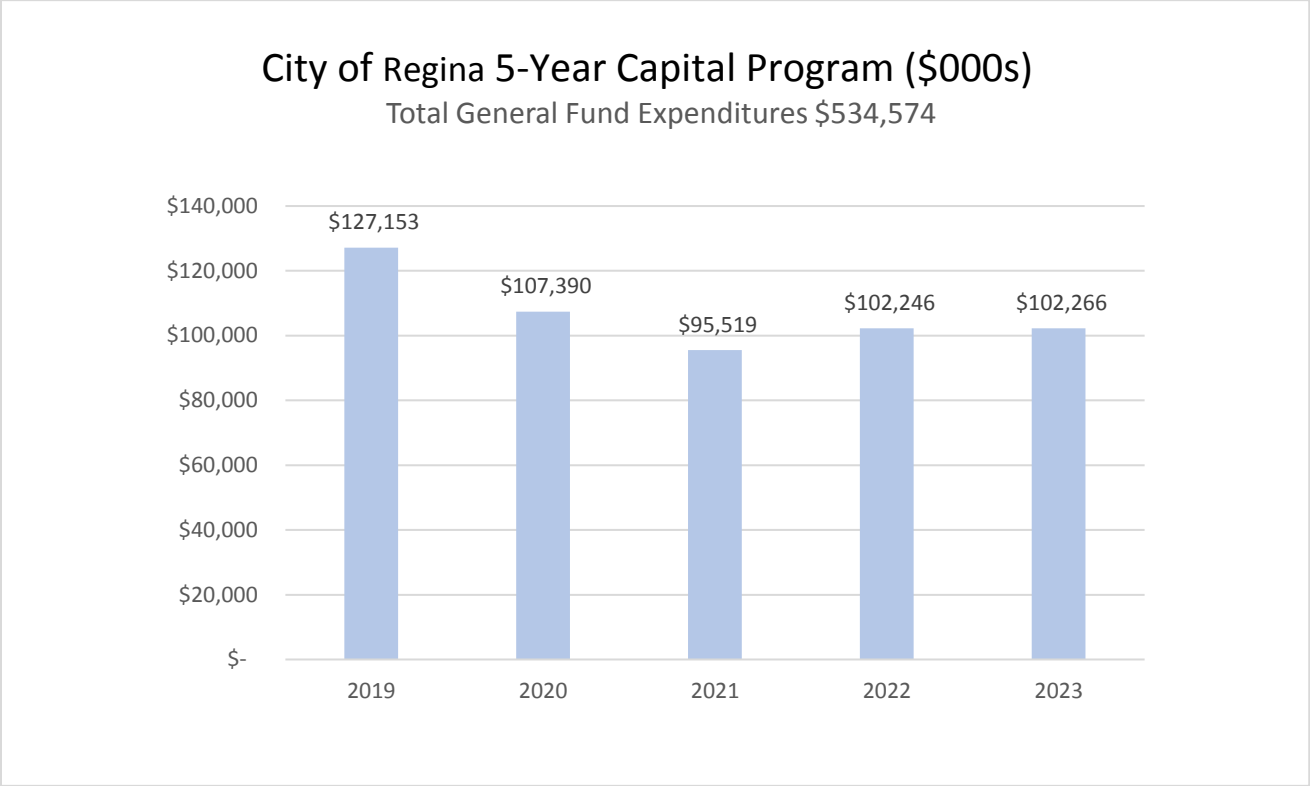
Internal Services and Administration includes Human Resources, Information Technology Services, Finance, Fleet, Facilities, Communications, Service Regina, Mayor and Council.

Capital

Investing in infrastructure is one of the City's key priorities. By annually increasing its contributions to capital and utilizing reserve funding, the City has been able to increase its overall capital investment while external funding has remained relatively level.

Over the five-year Capital Plan (2019-2023), the City plans to invest just over $535 million in infrastructure renewal, maintenance and new construction. It is important to note that funding for infrastructure comes from several sources, including current contributions to capital, city reserves, development fees and federal/provincial funding.

Through the 2019 Budget, the City is investing approximately $127 million in general capital in 2019. Even with this planned level of investment, the City faces a significant infrastructure gap due to the lack of investment in capital historically. The City has taken measures to close that gap over the past several years and continues to make it a funding priority.



Financial Summaries

General Fund Revenues

Revenue for the General Fund comes primarily from property taxation, fees and government grants. More detail on each of the revenue categories below is provided in the Revenue section.

Revenue ($000s)	2016 Actuals	2017 Actuals	2018 Budget	2018 Forecast (Sept)	**2019 Budget**	Budget Change	
						Dollar Change	Per Cent Change
General Fund							
Taxation	206,340.2	223,634.1	234,768.4	235,045.4	**250,143.6**	15,375.1	6.5
Government Grants	45,161.8	46,010.7	41,134.3	41,921.7	**42,051.3**	917.0	2.2
Licenses & Levies	13,908.4	14,612.9	13,708.3	13,654.8	**13,807.2**	98.9	0.7
Fees & Charges	75,288.4	80,863.0	82,201.1	79,456.6	**83,023.4**	822.3	1.0
Other	78,230.2	64,797.6	61,192.5	55,949.0	**61,572.9**	380.4	0.6
Civic Operational Total (General Fund)	418,928.9	429,918.4	433,004.6	426,027.6	**450,598.3**	17,593.7	4.1
Police Total	9,788.1	9,676.1	9,880.6	9,880.6	**9,955.8**	75.2	0.8
Total General Operating Revenues	428,717.1	439,594.5	442,885.2	435,908.2	**460,554.1**	17,668.9	4.0

General Fund Expenditures

Expenditures for the City are broken down in the chart below by account category. Salaries make up more than 54 percent of the total expenditures at the City. Other major expenditure categories include internal expenses, which constitute cost allocated from the Costing Fund to the direct services provided by the General Operating Fund.

							Budget Change	
Expenditures ($000s)	2016 Actuals	2017 Actuals	2018 Budget		2018 Forecast (Sept)		**2019 Budget**	Dollar Change	Per Cent Change
General Fund									
Salaries & Benefits	157,078.1	157,226.1	166,563.9		158,137.4		**171,085.3**	4,521.4	2.7
Office & Administration	8,355.9	8,336.1	7,371.5		9,511.9		**7,961.1**	589.6	8.0
Training & Travel	1,771.5	1,141.2	2,259.4		1,758.7		**2,145.9**	(113.5)	(5.0)
Professional Services	25,442.3	25,350.9	28,299.5		27,533.3		**30,506.5**	2,207.0	7.8
Goods & Materials	6,302.8	5,911.8	6,153.1		6,093.0		**6,336.1**	183.0	3.0
Other Expenses	15,852.8	15,606.1	16,144.5		15,912.8		**16,868.4**	723.9	4.5
Intramunicipal	40,537.1	40,599.4	40,859.8		40,365.0		**43,367.7**	2,507.8	6.1
Civic Operational Total (General Fund)	255,340.6	254,171.6	267,651.8		259,312.0		**278,271.0**	10,619.3	4.0
Community Investments	10,670.7	10,109.6	11,699.6		11,304.6		**11,326.5**	(373.1)	(3.2)
Allocation to Capital	39,814.2	41,968.0	45,300.0		45,300.0		**48,885.4**	3,585.4	7.9
Debt Servicing	13,687.7	13,612.6	13,629.4		13,629.4		**13,629.4**	-	-
Transfers to Reserve Expenses	30,904.0	34,396.5	16,735.5		16,018.2		**15,981.7**	(753.8)	(4.5)
Civic Other Expenditures (General Fund)	95,076.6	100,086.8	87,364.5		86,252.2		**89,823.0**	2,458.5	2.8
Total Civic Operating Expenditures	350,417.2	354,258.4	355,016.2		345,564.2		**368,094.0**	13,077.8	3.7
Police Expenditures	81,469.8	85,336.1	87,845.1		87,869.0		**92,460.1**	4,591.1	5.2
Total General Operating Expenditures	431,887.0	439,594.5	442,861.3		433,433.2		**460,554.1**	17,668.9	4.0

Costing Fund

The Costing Fund Budget operates as a clearing account and is similar to the General Fund Budget, netting out at $0. It is a mechanism for internal service providers such as Fleet to allocate the cost of their services to the services they are supporting. For example, the system allows the cost of vehicles used for the construction and maintenance of roads to be factored in as a cost of the Roadways Service. The Costing Fund is accounted for as part of the overall expenditures in both the General Fund and the Utility Fund and is considered in the establishment of property taxes and Utility rates.

Costing Fund Revenue

Costing Fund revenue represents internal charges from support areas (such as Financial & Corporate Services) in the City to front line services (such as Roadways). Revenue that does not go toward supporting General Fund services but is allocated to reserves, such as land sales, is also included.

Revenue ($000s)	2016 Actuals	2017 Actuals	2018 Budget		2018 Forecast (Sept)		**2019 Budget**		Budget Change	
									Dollar Change	Per Cent Change
Costing Fund										
Fees & Charges	77,555.7	86,591.1	59,513.6		71,778.9		**60,886.6**		1,373.0	2.3
Other	478.9	106.4	161.0		417.0		**161.0**		-	-
Total Costing Operating Revenues	78,034.6	86,697.5	59,674.6		72,195.9		**61,047.6**		1,373.0	2.3

Costing Fund Expenditures

Expenditures in the Costing Fund represent cost for support services such as Finance, Information Technology and Human Resources. These costs are allocated to the General Fund as intra-municipal expenses. This Fund also includes costs related to services not funded by General Fund revenue, such as Land Development. These costs are funded from the Land Development Reserve.

Expenditures ($000s)	2016 Actuals	2017 Actuals	2018 Budget	2018 Forecast (Sept)	**2019 Budget**	Budget Change	
						Dollar Change	Per Cent Change
Costing Fund							
Salaries & Benefits	23,062.8	24,132.4	14,729.2	15,914.7	**14,699.7**	(29.5)	(0.2)
Office & Administration	435.7	432.2	359.0	496.6	**327.9**	(31.1)	(8.7)
Training & Travel	91.6	46.9	141.2	79.3	**136.2**	(5.0)	(3.5)
Professional Services	5,882.6	5,532.4	5,411.3	5,762.9	**5,260.5**	(150.8)	(2.8)
Goods & Materials	21,892.3	21,790.5	24,811.1	23,658.6	**26,552.3**	1,741.2	7.0
Other Expenses	(2,026.4)	2,295.9	(4,827.6)	455.1	**1,087.1**	5,914.7	(122.5)
Intramunicipal	14,866.9	15,683.3	3,800.9	1,904.7	**(2,213.4)**	(6,014.3)	(158.2)
Civic Operational Total (Costing Fund)	64,205.5	69,913.5	44,425.0	48,272.0	**45,850.2**	1,425.2	3.2
Transfers to Reserve Expenses	13,829.1	16,783.9	15,249.5	21,382.8	**15,197.3**	(52.2)	(0.3)
Civic Other Expenditures (Costing Fund)	13,829.1	16,783.9	15,249.5	21,382.8	**15,197.3**	(52.2)	(0.3)
Total Costing Expenditures (Costing Fund)	78,034.6	86,697.4	59,674.6	69,654.8	**61,047.6**	1,373.0	2.3

Staff Complement (FTEs)

Salaries are a major component of the overall cost of operating the City. A breakdown of the number of Full-Time Equivalent (FTE) positions in each department is provided below. The City has worked to reduce the number of FTEs as part of its effort to find cost-saving to offset the reduction in provincial funding. From 2018 to 2019, FTEs have been increased by 1.4 positions, as indicated below.

Division	**2017**			**2018**			**2019**			**# Change from 2018**	**% Change from 2018**
	Permanent	Casual	Total	Permanent	Casual	Total	**Permanent**	**Casual**	**Total**	Total	Total
General Operating											
Mayor's Office, City Council	15.0	-	15.0	15.0	-	15.0	**15.0**	**-**	**15.0**	-	-
City Manager's Office	41.0	-	41.0	44.0	-	44.0	**43.5**	**-**	**43.5**	(0.5)	(1.1)
Corporate Services	249.5	22.5	271.9	269.1	20.1	289.2	**266.1**	**19.5**	**285.5**	(3.7)	(1.3)
Organization and People	105.3	1.5	106.8	105.0	1.3	106.3	**105.0**	**1.3**	**106.3**	-	-
City Services	715.2	190.6	905.8	704.2	220.1	924.3	**705.3**	**220.0**	**925.4**	1.1	0.1
Transportation & Utilities	229.5	70.0	299.5	230.0	68.2	298.2	**231.0**	**68.2**	**299.2**	1.0	0.3
City Planning & Development	185.8	4.1	189.9	164.8	0.6	165.4	**165.8**	**0.6**	**166.4**	1.0	0.6
Civic Total	1,541.3	288.7	1,829.8	1,532.0	310.3	1,842.3	**1,531.6**	**309.5**	**1,841.2**	(1.1)	(0.1)
Regina Police Service	573.0	14.0	587.0	586.0	13.0	599.0	**590.0**	**10.0**	**600.0**	1.0	0.2
Subtotal	2,114.3	302.7	2,416.8	2,118.0	323.3	2,441.3	**2,121.6**	**319.5**	**2,441.2**	(0.1)	(0.0)
Utility Operating										-	-
Corporate Services	31.0	1.5	32.5	29.0	1.8	30.8	**29.0**	**1.8**	**30.8**	-	-
Organization and People	1.0	-	1.0	1.0	-	1.0	**1.0**	**-**	**1.0**	-	-
Transportation & Utilities	153.2	24.1	177.3	154.6	25.2	179.8	**155.6**	**25.2**	**180.8**	1.0	0.6
City Planning & Development	-	-	-	4.0	-	4.0	**4.0**	**-**	**4.0**	-	-
Total Utility Operating	185.2	25.6	210.8	188.6	27.0	215.6	**189.6**	**26.9**	**216.6**	1.0	0.5
Costing Fund										-	-
Corporate Services	143.4	2.1	145.5	145.6	2.1	147.7	**146.6**	**1.6**	**148.2**	0.5	0.3
City Services	-	9.8	9.8	-	1.0	1.0	**-**	**1.0**	**1.0**	-	-
Transportation & Utilities	9.7	2.8	12.4	9.8	3.0	12.8	**9.8**	**3.0**	**12.8**	-	-
Costing Fund Total	153.0	14.7	167.7	155.4	6.1	161.5	**156.4**	**5.6**	**162.0**	0.5	0.3
General Capital										-	-
Corporate Services	12.0	-	12.0	7.0	-	7.0	**7.0**	**-**	**7.0**	-	-
City Services	0.7	-	0.7	-	-	-	**-**	**-**	**-**	-	-
Transportation & Utilities	16.7	0.7	17.4	16.7	1.8	18.5	**17.7**	**1.8**	**19.5**	1.0	5.4
General Capital Total	29.4	0.7	30.0	23.7	1.8	25.5	**24.7**	**1.8**	**26.5**	1.0	3.9
Utility Capital										-	-
Transportation & Utilities	17.7	4.0	21.7	18.4	5.3	23.7	**17.4**	**5.3**	**22.7**	(1.0)	(4.2)
Utility Capital Total	17.7	4.0	21.7	18.4	5.3	23.7	**17.4**	**5.3**	**22.7**	(1.0)	(4.2)
City Total	2,499.5	347.6	2,847.0	2,504.1	363.5	2,867.6	**2,509.7**	**359.2**	**2,869.0**	1.4	0.0

*2018 FTEs have been restated to align with a reconciliation done in 2018. Although the FTE numbers changed, the overall cost of staffing did not.













Revenue

About half of General Fund revenue comes from property taxes, but the City also charges user fees, secures grants from other levels of government and collects revenues from a variety of smaller sources. The majority of City services are financed by the General Fund (both capital and operating).

The limited revenue sources available to the City continues to be a challenge. The ability to access other forms of taxation is limited by legislation and has resulted in the City generating a larger portion of its overall revenue from property taxes. The natural growth in property tax revenue is expected to be less than the increased cost of maintaining services. This creates challenges as the City attempts to balance the increasing costs of providing services with keeping property taxes affordable.

Since 2016, the City of Regina has received significantly reduced payments from SaskEnergy and SaskPower for grants-in-lieu and gas and electrical distribution revenue. The overall reduction amounts to a decrease in revenue of over $10 million annually. The City is projected to receive $33.5 million from grants-in-lieu and gas and electrical distribution revenue in 2019.

Property tax has increased by $2.8 million as a result of assessment growth in 2019.

As shown on pages 15 and 17, fees and charges make up 19%, the second largest component of revenue for the City. Overall, revenue from fees and charges for the General Fund are increasing by a net of $0.8 million, from $84.7 million in 2018 to $85.4 million in 2019.

By Division

						Budget Change	
Division ($000s)	2016 Actuals	2017 Actuals	2018 Budget	2018 Forecast (Sept)	**2019 Budget**	Dollar Change	Per Cent Change
General Fund							
Mayor's Office, City Council	4,501.6	807.9	332.4	991.6	**332.4**	-	-
City Planning & Development	221,941.9	236,244.5	247,237.9	246,336.1	**262,726.2**	15,488.3	6.3
City Services	32,040.5	51,963.3	51,509.4	51,865.7	**54,232.6**	2,723.1	5.3
Financial & Corporate Services	133,511.5	114,391.3	104,798.5	100,586.9	**103,695.2**	(1,103.3)	(1.1)
Organization and People	39.7	92.6	187.0	453.0	**502.2**	315.2	168.5
Transportation & Utilities	26,184.0	26,048.6	28,634.2	25,489.3	**28,804.7**	170.5	0.6
Police	9,788.1	9,676.1	9,880.6	9,880.6	**9,955.8**	75.2	0.8
Community Investments	709.8	370.2	305.1	305.1	**305.1**	-	-
Total General Operating Revenue	428,717.1	439,594.5	442,885.2	435,908.2	**460,554.1**	17,668.9	4.0
Utility Fund							
City Planning & Development	2,368.1	829.3	1,249.8	472.0	**667.4**	(582.4)	(46.6)
Corporate Services	126,921.8	135,716.4	130,273.2	138,013.6	**136,375.6**	6,102.4	4.7
Transportation & Utilities	363.8	1,156.9	1,297.0	1,702.0	**2,005.9**	708.9	54.7
Total Utility Operating Revenue	129,653.7	137,702.6	132,820.0	140,187.6	**139,048.9**	6,228.9	4.7
Costing Fund							
City Services	4,446.7	4,095.7	1,092.7	1,092.7	**558.0**	(534.7)	(48.9)
Corporate Services	47,405.6	53,680.8	49,213.3	59,513.2	**51,270.2**	2,056.9	4.2
Transportation & Utilities	26,182.3	28,920.9	9,368.5	11,590.0	**9,219.4**	(149.2)	(1.6)
Total Costing Operating Revenue	78,034.6	86,697.5	59,674.6	72,195.9	**61,047.6**	1,373.0	2.3

Property Tax Revenue

Revenue Source ($000s)	2016 Actuals	2017 Actuals	2018 Budget	2018 Forecast (Sept)	**2019 Budget**	Budget Change Dollar Change	Budget Change Per Cent Change
General Fund							
Property Taxes - Current Tax Levy	189,989.4	205,703.4	219,475.4	218,278.0	**234,069.0**	14,593.5	6.6
Payments & Grants in Lieu of Tax	12,631.8	13,505.1	13,378.0	14,833.4	**14,140.6**	762.6	5.7
Total Property Tax	202,621.2	219,208.5	232,853.4	233,111.4	**248,209.6**	15,356.1	6.6
Recovery from Other Taxing Authorities	2,508.9	2,741.6	355.0	374.0	**374.0**	19.0	5.4
Tax Cancellations	(0.2)	-	(40.0)	(40.0)	**(40.0)**	-	-
Supplementary Taxes - Property	1,210.4	1,684.0	1,600.0	1,600.0	**1,600.0**	-	-
Tax Revenue Total (General Fund)	206,340.2	223,634.1	234,768.4	235,045.4	**250,143.6**	15,375.1	6.5

Total property tax revenue in 2019 is $248 million; an increase of $15.4 million from 2018. This amount consists of an $11.2 million increase as a result of the proposed mill rate increase and a $2.8 million increase in tax revenue from projected 2019 growth. The remainder tax revenue of $1.4 million is due to an adjustment to the tax growth projected in 2018.

The key assumptions or factors which impact the 2019 Budget are:

A 3.25% increase in the municipal mill rate for 2019, plus the following additional dedicated amounts, resulting in a total increase of 4.70%:

- 1% dedicated to the Residential Roads Renewal Program
- 0.45% dedicated to Mosaic Stadium

The mill rate for 2018 was 7.77159 compared to 8.13685 for 2019. With no mill rate increase, property tax revenues would increase by $2.8 million. Funding sources worth $12.6 million through fee adjustments, service reductions or some combination of the two would need to be found to balance the budget.

The 2019 preliminary tax assessment roll is forthcoming. The assessment roll will be open for 30 days following the assessment notice mailing and then reviewed for potential risk due to corrections and assessment appeals using preliminary information obtained from appeals filed for 2019. Based upon the review of appeals received, there may be a risk of reduction in the assessment roll. If a deficit for the 2019 fiscal year is caused by the reduction in tax revenues due to assessment appeals, then that deficit must be eliminated by a transfer from the General Fund Reserve to the General Operations Fund.

Mill rates and mill rate factors serve different purposes. The mill rate, applied to the taxable assessment, including the assessment of grant in lieu of properties, determines the total tax generated. Mill rate factors, meanwhile, determine the distribution of taxes between groups of properties. The following table is the history of mill rates, including those for the library, over the last five years. The last reassessment was in 2017. Upon each reassessment, the mill rate is recalculated such that there is no change in the total taxes levied. The annual per cent change 2017 in the following table is based on the mill rate for that year compared to the restated mill rate for the prior year.

Mill Rate History					
	Municipal			Library	
Year	Mill Rate	Per Cent Change		Mill Rate	Per Cent Change
2014	8.93670	5.88%		0.9126	2.90%
2015	9.28560	3.90%		0.9372	2.70%
2016	9.64770	3.90%		0.9594	2.70%
2017	7.44834	6.49%		0.7199	2.90%
2018	7.77159	4.34%		0.7199	0%
2019	8.13685	4.70%		0.73285	1.80%

Mill Rate Factors					
Property Class/Subclass	2015	2016	2017	2018	2019
Residential (including condominiums)	0.87880	0.87880	0.91152	0.91152	0.91152
Multiple Family Residential	0.87880	0.87880	0.91152	0.91152	0.91152
Commercial and Industrial	1.32901	1.32901	1.21040	1.21040	1.21040
Exterior Hotels	n/a	n/a	n/a	1.21040	1.21040
Golf Courses	0.86359	0.86359	0.78654	0.78654	0.78654
Resource Property	1.32901	1.32901	n/a	n/a	n/a
Agriculture	1.32901	1.32901	1.21040	1.21040	1.21040

Education Property Tax Collection

The City collects Education Property Taxes on behalf of the Government of Saskatchewan as per section 274 of *The Cities Act*. Starting in 2018, the City is no longer compensated for this service, resulting in a loss of approximately $2 million annually. Province-wide education levy mill rates are set by property class. The following table shows the 2018 education mill rates as set by the Government of Saskatchewan. The 2019 provincial mill rates are not known at this time. They will be announced with the 2019-20 Provincial Budget this spring.

Property Class	2018
Residential (including condominiums)	4.120
Multiple Family Residential	4.120
Agriculture	1.430
Resource Properties	9.680
Commercial and Industrial (All)	6.270

Tax Exemptions

There are two types of exemptions that may exist on a property in the City of Regina; statutory exemptions and permissive exemptions.

Statutory exemptions are provided under section 262 of *The Cities Act* for properties such as schools, public hospitals, buildings set apart for public worship, and provincially and municipally owned public buildings and land. Properties may also receive an exemption from property taxes under special legislation. Council does not have any authority over these

statutory exemptions. In 2018, the total assessment value of statutory exemptions in the City was $6.9 billion. This represents $63.2 million in municipal property tax revenue that the City cannot collect on.

Permissive exemptions are authorized by subsections 262(3) and (4) of *The Cities Act*. They are a tool available to Council to support organizations that own or lease property, provide a public benefit and further Council's vision for the benefit of Regina residents. Permissive exemptions currently granted by Council fall into five categories. The table below identifies and describes the Permissive Property Tax Exemptions, the 2018 assessment value and the forgone municipal tax for each category (the latest available data).

2018 Permissive Property Tax Exemptions

Category ($000s)	Description	Exempt Assessed Value	Foregone Municipal Tax
Heritage Properties	For properties that qualify under the Heritage Incentive Policy.	$14,600	$129
Housing Properties	For properties that qualify under the Housing Incentives Policy.	$488,834	$3,463
Downtown Residential Properties	For properties that qualify under the Downtown Residential Tax Incentives Policy.	$1,222	$8
Boundary Alteration Properties	For properties that qualify under the boundary alteration tax mitigation principles and tools approved by Council in 2013.	$25,765	$228
Non-profit and Charitable Organizations	For non-profit and charitable organizations, usually associated with a charitable, cultural or philanthropic cause.	$127,958	$1,203
Total		$658,379	$5,031

Government Grants

Revenue Source ($000s)	2016 Actuals	2017 Actuals	2018 Budget	2018 Forecast (Sept)	**2019 Budget**	Budget Change Dollar Change	Budget Change Per Cent Change
General Fund							
Revenue Sharing Grant	42,170.5	40,535.2	37,907.4	37,875.6	**37,907.4**	-	-
Paratransit Grant	1,125.7	1,137.3	1,100.0	1,142.2	**1,100.0**	-	-
Transit Grant	626.7	674.2	635.0	685.0	**635.0**	-	-
Crime Prevention Initiative	0.5	-	-	1.7	**-**	-	-
Crime Prevention Week	3.8	-	-	3.2	**-**	-	-
Federal Operating Grants - Program Specified	142.5	15.0	-	505.5	**-**	-	-
Gas Tax Revenue	-	2.3	-	-	**-**	-	-
Immigration Trends	-	-	-	2.3	**-**	-	-
Other Provincial Operating Grants - General	-	1,612.5	-	-	**-**	-	-
Urban Highway Connector Program	-	936.0	439.5	439.5	**439.5**	-	-
Provincial Operating Grants - Program Specified	773.0	795.3	747.3	795.3	**1,664.3**	917.0	122.7
Sask Lotteries Community Grant Program	305.1	305.1	305.1	305.1	**305.1**	-	-
Sask Housing - Laneway & Garden Suites Project	10.0	-	-	-	**-**	-	-
West Nile Mosquito Control	4.0	(2.0)	-	-	**-**	-	-
Government Grants & Transfers Total (General Fund)	45,161.8	46,010.7	41,134.3	41,921.7	**42,051.3**	917.0	2.2

Note: Null values for 2019 Budget are due to accounting and categorization changes over the period.

Revenue Sharing Grant

The Saskatchewan Government provides an annual grant to municipalities that is a portion of the revenues generated by the Provincial Sales Tax (PST). The program grants funds to municipalities across the province according to a formula. In 2019, the City anticipates a Revenue Sharing Grant of $37.9 million; no change from 2018.

Paratransit Grant

The provincial Paratransit Operating Grant is projected to be $1.1 million in 2019; no change from 2018. Paratransit receives operating and capital grants from the Government of Saskatchewan's Municipal Transit Assistance for People with Disabilities program. The grant is performance-based with the level of funding linked to the number of trips.

The provincial government's contribution has dropped from the initial target of 50% to as low as 20% (2017 and 2018) of the net operating cost of the program. The City is supportive of the performance-based system for providing the operating grant. The concern is that the level of provincial funding, as a portion of the net cost of the program, is declining and not keeping pace with escalating costs. The Provincial Disability Strategy, released in June 2015, recommends the capacity of municipal paratransit systems be increased allowing more people to use them.

Transit Grant

For 2019, the Transit Grant is projected to be $635,000; no change from 2018. The Transit Grant Program is an agreement between the City of Regina and the Government of Saskatchewan to provide monthly bus passes at reduced rates for eligible clients and their families. Eligibility is determined based on inclusion in one of the following programs:

- Saskatchewan Assistance Program
- Saskatchewan Assured Income for Disability
- Transitional Employment Allowance
- Provincial Training Allowance
- Saskatchewan Employment Supplement

Funding from the provincial government covers approximately one quarter of the program's cost. Payments are received quarterly.

Urban Highway Connector Program

The City of Regina and the Government of Saskatchewan signed an agreement on April 1, 2011 to participate in the Urban Highway Connector Program. It was designed to provide a consistent framework for handling what are known as urban connectors - public highways that connect two provincial highways and are located in an urban municipality. The program provides funding for operational activities and municipal capital infrastructure projects located on or along these urban connectors based on level of provincial interest.

In the initial stages of the program, maintenance needs were discussed with the Ministry to determine the funding levels. The total operating and maintenance grant for 2019 is $439,500. This is the same level as 2018 to reflect the actual quantity of assets being maintained by the City.

Provincial Operating Grants – Program Specified

The City of Regina signed a funding agreement with Multi-Material Stewardship Western, a non-profit organization which came into effect on January 1, 2016. The funding agreement establishes a number of criteria the recycling program needs to meet in order to qualify for funding. One such criteria is the goal to reduce the contamination level of City recycling to below 5%.

The projected funding for 2019 is $1.6 million; an increase of $917,000 over 2018.

Saskatchewan Lotteries Community Grant Program

The Saskatchewan Lotteries Community Grant Program assists in the development of sport, culture and recreation programs by providing funds to non-profit community organizations that are operated by volunteers. The City administers the grant on behalf of Saskatchewan Lotteries.

The projected funding level for 2019 is to the same as 2018 at $305,100.

Licences/Levies/Fines

By Account Category

Revenue Source ($000s)	2016 Actuals	2017 Actuals	2018 Budget	2018 Forecast (Sept)	**2019 Budget**	Budget Change Dollar Change	Budget Change Per Cent Change
General Fund							
Amusement Tax	715.5	761.6	675.0	650.0	**675.0**	-	-
Animal Fine Revenues	67.3	49.3	81.9	36.0	**81.9**	-	-
Animal Licensing	360.7	357.3	385.0	385.0	**421.0**	36.0	9.4
Business Licenses	751.0	755.2	750.0	750.0	**772.9**	22.9	3.1
Bylaw Enforcement Service Fees	-	21.9	-	20.7	**-**	-	-
Fire Bylaw Violation Fines	13.8	3.2	15.0	1.8	**15.0**	-	-
Gravel & Paved Alleys Levy	5,037.6	5,414.2	5,121.2	5,225.3	**5,121.2**	-	-
Impound Fees	18.3	15.8	20.0	15.0	**20.0**	-	-
NSF Service Charge	20.0	22.1	17.6	16.0	**17.6**	-	-
Parking Tickets	2,301.8	3,788.3	3,197.6	3,100.0	**3,197.6**	-	-
Taxi Revenues	126.0	149.5	100.0	110.0	**140.0**	40.0	40.0
Traffic Violation Fines	4,454.0	3,226.1	3,300.0	3,300.0	**3,300.0**	-	-
Urban Reserve Service Agreement Fees	42.6	48.4	45.0	45.0	**45.0**	-	-
License, Levies & Fines Total (General Fund)	13,908.4	14,612.9	13,708.3	13,654.8	**13,807.2**	98.9	0.7

Note: Null values for 2019 Budget are due to accounting and categorization changes over the period.

Amusement Tax

The 2019 Budget projects revenue of $675,000 from the amusement tax; no change from 2018. The authority for the amusement tax is Section 279 of *The Cities Act, 2003-102*. *The Amusement Tax Bylaw* establishes the amusement tax rate and defines the nature of entertainment that is subject to the tax. The amusement tax is applicable to the sale of movie tickets, and equal to 10%, with one-tenth of the amount collected going to the theatre as an administrative fee or commission for collecting the tax.

Animal Fine Revenues

The 2019 Budget projects revenue of $81,900 from animal control and animal fines; no change from the 2018 Budget. *The Regina Animal Bylaw, 2009* governs the fines associated with animal control services, which are contracted by the City of Regina through the Regina Humane Society.

Animal Licensing

The 2019 Budget projects revenue of $421,000 from animal licensing; an increase of $36,000 from the 2018 Budget. *The Regina Animal Bylaw, 2000* governs the licensing of animals within the City.

Business Licences

The 2019 Budget projects revenue of $772,900 from business licences; an increase of $22,900 from the 2018 Budget. Approximately 3,270 licences are issued annually; 95% to residents and 5% to non-residents. There are two categories of business licences - Resident Business Licence fee of $225 and Non-Resident Business Licence fee of $450.

Fire Bylaw Violations Fines

The 2019 Budget projects revenue of $15,000 from fire bylaw violations; no change from the 2018 Budget. These are fines issued for non-compliance with the regulations as set out in *The Regina Fire Bylaw, 2005-18*.

Gravel & Paved Alley Special Tax

The 2019 Budget projects revenue of $5.1 million from the tax levy; no change from the 2018 Budget. Funding for maintenance and reconstruction of alleys is derived from a Gravel and Paved Alley Special Tax levied pursuant to Section 275 of *The Cities Act.* It is levied against all properties that abut an alley and is billed in conjunction with property taxes.

If the special tax levy is not fully expended in the designated year, the unspent portion is recognized as deferred revenue and placed into reserve which will be expended for the intended purpose in subsequent years. Deferred revenue from prior periods will be expended in 2019.

The rate for 2019 is consistent with the direction adopted by City Council to ensure the alley inventory is maintained at an acceptable and sustainable condition. The standard is the provision of a 30-year reconstruction cycle in paved alleys and a 10-year systematic gravel refreshment cycle in gravel alleys.

Impound Fees

The 2019 Budget projects revenue of $20,000 from impound fees; no change from the 2018 Budget. *The Regina Animal Bylaw, 2009* governs the control of animals within the City of Regina.

NSF Service Charge

The 2019 Budget projects revenue of $17,600 from NSF (non-sufficient funds) service charges; no change from the 2018 Budget. Returned payments are subject to a NSF fee as outlined in *The Regina Administration Bylaw No. 2003-69.*

Parking Ticket Fines

The 2019 Budget projects revenue of $3.2 million from parking tickets fines; no change from the 2018 Budget. Fines and regulations for parking tickets are established in *The Regina Traffic Bylaw, No. 9900*.

Taxi Licences

The 2019 Budget projects revenue of $140,000 from taxi licences; an increase of $40,000 from the 2018 Budget. Taxicab owners pay an annual licence fee of $375 for regular, temporary, seasonal and accessible taxi operations. These fees are governed by *The Taxi Bylaw, 1994*. All fees collected are used to administer and run the licensing program.

Traffic Violation Fines

The 2019 Budget projects revenue of $3.3 million from court fines; no change from the 2018 Budget. Court fines are received either through the municipal court or through traffic violations that result in payment through the provincial court system. The Regina Police Service issues tickets for infractions of *The Traffic Safety Act* and *The Traffic Bylaw, No. 9900*.

While the Province administers and enforces the collection of tickets, it deducts the following charges from the fine revenue remitted to the City:

- A court security fee of $320,000 per year
- An administration fee of 25% of the value of the tickets collected, plus the costs for credit and debit cards and collection agency fees

Urban Reserve Service Agreement Fees

The 2019 Budget projects revenue of $45,000 from urban reserve service agreement fees; no change from the 2018 Budget. The City of Regina collects fees as outlined in the Municipal Services and Compatibility Agreement signed by the City of Regina and First Nations.

Fees & Charges

By Account Category

Revenue Source ($000s)	2016 Actuals	2017 Actuals	2018 Budget	2018 Forecast (Sept)	**2019 Budget**	Budget Change Dollar Change	Budget Change Per Cent Change
General Fund							
Administration Fee Revenues	9,660.6	5,843.0	7,071.7	7,112.0	**8,983.8**	1,912.1	27.0
Building Fees	4,987.1	4,779.0	5,254.9	3,259.3	**4,604.1**	(650.8)	(12.4)
Cemetery Revenues	1,126.8	1,385.2	1,206.3	1,485.8	**1,245.7**	39.3	3.3
Community Services Program and Operating Revenues	8,518.3	8,312.8	8,112.9	7,794.5	**8,443.6**	330.7	4.1
Development Revenue	562.8	475.8	645.5	464.8	**653.9**	8.4	1.3
Facilities Revenues	1,610.6	5,423.4	7,958.3	5,048.2	**6,625.9**	(1,332.4)	(16.7)
Fire Suppression Fee Revenues	697.3	808.3	515.4	844.7	**665.4**	150.0	29.1
Golf Fee Revenues	2,794.2	3,635.7	3,012.7	6,289.8	**2,800.7**	(212.0)	(7.0)
Landfill Revenues	17,471.0	17,003.8	18,974.6	16,700.0	**17,474.6**	(1,500.0)	(7.9)
Parking Fee Revenues	2,410.1	2,453.0	2,448.3	2,326.4	**2,548.3**	100.0	4.1
Pavement & Concrete Cut Charges	189.6	311.8	65.0	116.8	**290.0**	225.0	346.2
Recycling Revenues	6,057.3	6,527.4	6,996.7	6,520.6	**7,075.2**	78.5	1.1
Towing, Auction & Salvage Revenues	455.1	483.8	578.0	471.6	**578.0**	-	-
Transit & Paratransit Fee Revenues	9,871.6	10,998.5	10,871.5	10,972.3	**11,285.3**	413.8	3.8
Transfer Revenues	8,876.0	12,421.5	8,489.2	10,049.7	**9,748.8**	1,259.6	14.8
Fees & Charges Total (General Fund)	75,288.4	80,863.0	82,201.1	79,456.6	**83,023.4**	822.3	1.0
Costing Fund							
Administration Fee Revenues	501.7	990.6	136.7	203.4	**136.7**	-	-
Facilities Revenues	2,433.2	2,417.3	2,374.5	2,187.5	**2,510.5**	136.0	5.7
Landfill Revenues	0.1	-	-	-	**-**	-	-
Pavement & Concrete Cut Charges	639.7	858.4	733.2	247.6	**733.2**	-	-
Property Rental/Sales Revenues	708.5	5,557.7	3,595.8	8,207.0	**3,595.8**	-	-
Internal Charge Revenues	73,272.6	76,767.2	52,673.4	60,933.4	**53,910.4**	1,237.0	2.3
Fees & Charges Total (Costing Fund)	77,555.7	86,591.1	59,513.6	71,778.9	**60,886.6**	1,373.0	2.3
Fees & Charges Total (All Funds)	152,844.1	167,454.0	141,714.7	151,235.6	**143,909.9**	2,195.3	1.5

Administration Fees

The City collects revenue for various miscellaneous items such as allocated landfill charges, various inspections, late payment interest, sale of promotional items, donations and non-sufficient funds charges.

The 2019 Budget projects revenue of $8.9 million; an increase of $1.9 million over 2018. The increase is primarily due to a reclassification of revenue received for the operations of Mosaic Stadium. The adjustment appears as a decrease to Facilities Revenue to reflect a change in the categorization of how the revenue collected is recorded.

Building Permit Fees

The 2019 Budget projects revenue of $4.6 million from building permits; a decrease of $650,800 from the 2018 Budget. The decrease in revenues can be attributed to the slowdown in construction activity. Building fees are established based on the principle of 100% cost recovery for all fee-for-service activities. Future growth will pay for itself with full cost-recovery and reduce the amount of taxes required to fund the building permit services provided by the City.

Cemetery Fees

The 2019 Budget projects revenue of $1.2 million; an increase of $39,300 over 2018. An annual general fee increase of 3% has been included in 2019 to compensate for rising operating expenses, restoration of existing infrastructure and to provide capital funding to develop new internment options. The approved fees will align Regina closer to the average fees charged by other municipally-operated cemeteries in Saskatchewan and other western provinces.

The City operates two cemeteries - Regina Cemetery and Riverside Memorial Park Cemetery. Both are funded through a self-sustaining Cemetery Reserve.

Community Services Program and Operating Revenue

The 2019 Budget projects revenue of $8.4 million; an increase of $330,700 over 2018. Fees and charges are at cost-recovery levels that establish an acceptable balance between user fees and taxpayer subsidy. A higher level of tax subsidy is deemed to be appropriate where the community at large benefits from an individual's use of a program or service, such as recreation activities for children and youth that focus on water safety, than when the primary beneficiary is an individual, such as activities where adults develop specialized skills. This is a benefits-based approach to establishing cost recovery levels.

To reflect this, cost recovery levels for City services that are less specialized and targeted mostly for children and youth, such as outdoor pools, athletic fields and neighbourhood centres, have been set between 15 to 25%, with the community sharing between 75 to 85% of the cost. Cost recovery levels for services that are more specialized, such as fitness and aquatic facilities, and the Neil Balkwill Civic Arts Centre, have been set between 40 to 50%, with the community subsidizing between 50 to 60% of the cost. Where other service providers exist in Regina, such as for fitness and aquatics services, rates reflect the market value for those services. This ensures that the City's provision of services at subsidized rates does not discourage other entrepreneurs from providing similar services in the marketplace.

The City also offers an Affordable Fun Program, which provides further subsidies for residents who have financial barriers to participation. Through it, individuals who meet established criteria are able to purchase leisure passes and register in programs at a subsidized rate.

Development Revenue

Development fee revenue is projected to be $654,000; an increase of $8,400 from 2018. Development fees are established based on the principle of 100% cost recovery for all fee-for-service activities. Future growth will pay for itself with full cost-recovery and reduce the amount of taxes required to fund the development planning services provided by the City.

Facilities Revenue

This is revenue collected from City-owned facilities for property rentals, employee paid parking and any other operating agreements that the City has with its partners. The 2019 Budget projects $6.6 million; a decrease of $1.3 million. The decrease is primarily due to a reclassification of revenue from Facilities Revenue to Administration Fees related to revenue received from Mosaic Stadium.

Fire Suppression Fees

The 2019 Budget projects revenue of $665,400 from fire suppression service; an increase of $150,000 from 2018. The increased revenue is attributed to SGI revising their fees paid to fire departments responding to motor vehicle accidents.

The majority of fire suppression service fees come from service agreements with the Rural Municipality of Sherwood, the Rural Municipality of Lumsden, and other entities such as the Sakimay First Nation and the Global Transportation Hub. The fees have two components - retainer fees and service call fees. The service call fees are charged per incident and are billed to the rural municipality.

Golf Fees

The 2019 Budget projects revenue of $2.8 million; a decrease of $212,000 over 2018. The decrease in revenues is a result of golf play declining by 7% since 2015.

A revised three-year golf course fee schedule was approved for 2017-2019 to compensate for rising operating costs and to ensure capital funding is available to maintain and replace golf infrastructure and assets.

Western Golf Management (WGM) is under contract with the City of Regina to operate the Tor Hill and Murray golf courses through to 2021 and the Joanne Goulet and Lakeview Par 3 golf courses through to 2019. In both agreements, the City receives an annual base fee from WGM, along with a percentage of green fees collected. The percentage of green fees varies by course.

Operation of City of Regina golf courses is funded through the Golf Course Reserve, which is self-sustaining.

Landfill Revenue

The 2019 Budget projection for landfill fees is $17.5 million; a decrease of $1.5 million from 2018 due to anticipated decreased volumes delivered to the landfill. This amount is based on landfill tipping fees that are approved by City Council and levied primarily based on weight. A flat fee of $10 per load is applied to loads weighing less than 200 kilograms. Loads above 200 kilograms are charged $85 per tonne.

In addition to the fees collected from private waste haulers, City operations such as residential solid waste collection also pay landfill tipping fees through an internal allocation. This is done at the same rate as other users to ensure that landfill revenues reflect the full cost of providing the landfill service. This revenue is reflected as part of the administration fee revenues.

Parking Fees

The 2019 Budget projects revenue of $2.5 million in parking fees; an increase of $100,000 from 2018. The majority of projected revenue is related to public parking meter revenue but also includes residential parking permits, taxi stand permits and fees paid by City employees for parking spots. The rate for public parking meters is $2 per hour, which is consistent with meter rates in other Canadian cities and off-street parking costs in the downtown.

Pavement and Concrete Cut Charges

The 2019 Budget projects revenue of $290,000 in pavement and concrete cut revenues; an increase of $225,000 from 2018. The increase is attributed to interdepartmental charges for services provided to departments in the City such as parks, solid waste and water works.

Recycling Revenue

The 2019 Budget projects revenue of $7.1 million from recycling fees; an increase of $78,500 from 2018. This increase in revenue can be attributed to population growth in the City. The recycling fee rate has remained the same since 2013 at $91.25 per year per household. The fee is charged to residents on their Utility bill. Recycling services are provided through a third-party. The City receives a 25% share of revenues earned from the sale of the recyclable materials. The City also receives funding from Multi-Material Stewardship Western to offset a portion of the costs associated for providing a recycling program within the City.

Towing, Auction and Salvage Revenue

The 2019 Budget projects revenue of $578,000; no change from 2018.This revenue is derived from the towing auction/salvage activities of the City.

Transit & Paratransit Fees

The 2019 Budget projects revenue of $11.3 million from transit fees and charges; an increase of $413,800 from 2018. Transit revenue includes U-Pass, cash fares, ticket and pass sales for both transit and paratransit services. Revenues have increased due to increased ridership. Effective February 15, 2019,

Fare type	Current (2018)	Effective February 15, 2019
Adult 31-day pass	$92	$89
Youth 31-day pass	$66	$64
20 Rides adult pass	$58	$55
20 Rides youth pass	$49	$46
Senior annual pass	$300	$270

Further information on the access fee, the GST rebate and Utility administration charge can be found in Appendix C – Financial Structure, Policy and Process.

Transfer Revenue

This is revenue that is transferred to operations from the various reserves. The 2019 Budget projects revenue of $9.7 million; an increase of $1.3 million. The planned increase is primarily due to increased transfer from the Regina Revitalization Initiative Stadium Reserve to smooth stadium operating requirements. The increased transfer from the reserve is not expected to negatively impact the long-term sustainability of the reserve.

Administration Fee Revenue

The projected revenue for 2019 is $136,700; no change from 2018. Internal parties (City departments) are charged for the use of granular materials produced by the City. Part of these fees include an administration fee for the management of granular materials.

Facilities Revenue

These are revenues that are collected from City-owned facilities for property rentals. The 2019 Budget projects $2.5 million; an increase of $136,000 from 2018. The increase is attributed to interdepartmental charges for increased facility maintenance costs provided to departments in the City.

Pavement and Concrete Cut Charges

The 2019 Budget projects revenue of $733,200; no change from 2018. These are interdepartmental charges for services provided to other departments in the City such as Parks, Solid Waste, and Water Works.

Property Rental/Sales Revenue

The 2019 Budget projects revenue of $3.6 million; no change from 2018. The 2019 Budget includes revenue derived from the sale of land and lots from the Land & Real Estate Management department.

Internal Charge Revenue

The 2019 Budget projects revenue of $53.9 million; an increase of $1.3 million from 2018. These are interdepartmental charges applied to other City departments for services provided to the City. This consists of fleet, asphalt, landscape and equipment services.

Other Revenues

By Account Category

Revenue Source ($000s)	2016 Actuals	2017 Actuals	2018 Budget	2018 Forecast (Sept)	**2019 Budget**	Budget Change Dollar Change	Budget Change Per Cent Change
General Fund							
Administration Fee Revenue	229.9	214.6	301.5	351.1	**303.5**	2.0	0.7
Investment Income	17,529.7	6,600.2	8,778.7	2,482.7	**8,435.4**	(343.3)	(3.9)
Tax Penalty Revenues	1,772.2	2,017.8	1,900.0	1,900.0	**2,265.0**	365.0	19.2
Electrical Distribution Revenue	37,540.2	33,442.0	31,009.7	28,802.4	**31,009.7**	-	-
Gas Distribution Revenue	6,138.2	5,975.1	2,478.1	5,663.4	**2,478.1**	-	-
Water Works Revenues	15,020.0	16,547.9	16,724.5	16,749.4	**17,081.2**	356.7	2.1
Other Revenue Total (General Fund)	78,230.2	64,797.6	61,192.5	55,949.0	**61,572.9**	380.4	0.6
Costing Fund							
Administration Fee Revenue	476.2	102.5	156.0	404.0	**156.0**	-	-
Investment Income	2.7	3.9	5.0	13.0	**5.0**	-	-
Other Revenue Total (Costing Fund)	478.9	106.4	161.0	417.0	**161.0**	-	-
Other Revenue Total (All Funds)	78,709.1	64,904.0	61,353.5	56,366.1	**61,733.9**	380.4	0.6

General Fund

Administration Fee Revenue

These are primarily administration fees charged for insurance claims. The 2019 Budget projects revenue of $303,500; an increase of $2,000 from 2018.

Investment Income (Interest)

The projected revenue for 2019 is $8.4 million; a decrease of $343,300 from 2018. This is a combination of earnings on daily bank balances, short-term investments in money market funds and revenue from funds held in a long-term bond fund. Investments are made in accordance with the City's Investment Policy and executed by Northern Trust. Depletion of reserves in prior years have yielded less funds to invest and therefore less investment income.

Tax Penalty Revenue

The projected revenue for 2019 is $2.3 million; an increase of $365,000 from 2018. A late payment penalty of 1.25% per month is applied to accounts with outstanding balances after the tax deadline (June 30th). Penalties do not apply to owners who participate in the Tax Installment Payment Plan Service (TIPPS) program. After December 31st, unpaid property taxes will be declared in arrears and will be subject to penalties of 1.5% per month. The increase in revenue is due to an increase in the penalty rates to 1.5% and 1.75% respectively.

Electrical Distribution Revenue (SaskPower)

The projected revenue for 2019 is $31.0 million; no change from 2018. The Electrical Distribution Revenue represents the franchise fees (municipal payments) from SaskPower (10% surcharge on electricity sales and a 5% electrical franchise fee).

Gas Distribution Revenue (SaskEnergy)

The projected revenue for 2019 is $2.5 million; no change from 2018. The Gas Distribution Revenue represents the franchise fees (municipal payments) from SaskEnergy (5% surcharge on gas sales).

Water Works Revenue

The 2019 Budget projects revenue of $17.1 million from Water Works; an increase of $356,700 from 2018. Water Works Revenue include an access fee paid to the General Fund, a proportionate share of the Goods and Services Tax (GST) rebate and a Utility administration charge – an approximate measure of corporate administration costs attributable to the Utility.

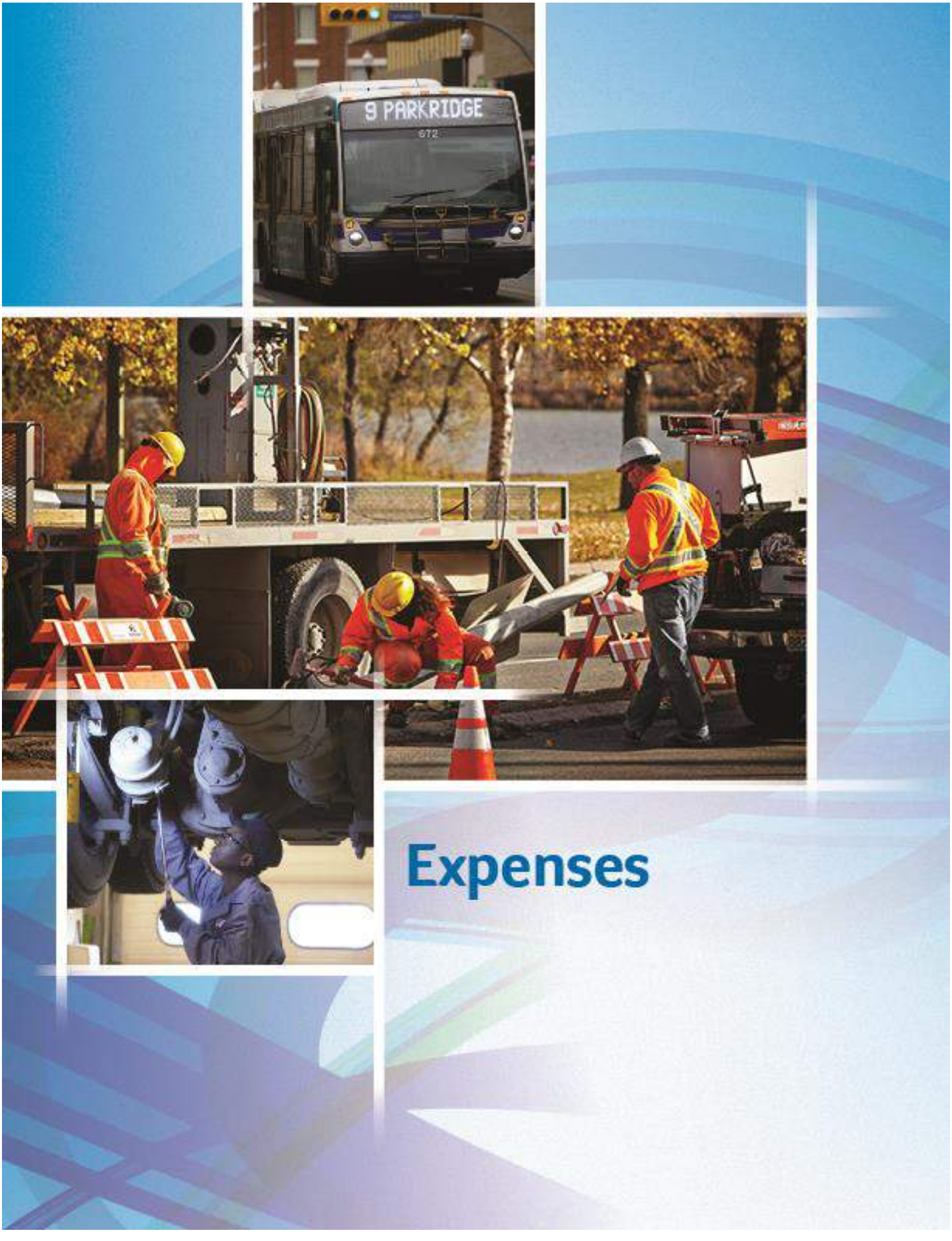
Costing Fund

Administration Fee Revenues

These are primarily administration fees charged for insurance claims. The 2019 Budget projects revenue of $156,000; no change from 2018.

Investment Income (Interest)

The projected revenue for 2019 is $5,000; no change from 2018. This is a combination of earnings on daily bank balances, short-term investments in money market funds and revenue from funds held in a long-term bonds. Investments are made in accordance with the City's Investment Policy and executed by Northern Trust.



Expenses

The General Fund Operating Budget increase is primarily the result of increases in service delivery costs due to inflation, population growth and uncontrollable costs. These increases have been offset by reductions and savings in all areas of the organization as a result of operational changes to reduce costs. Total General Operating Expenses are increasing by 4.0%.

The proposed increase to the General Fund Operating Budget is $17.7 million. Savings were found through innovations, cost reductions across the organization and identifying ways to absorb cost increases without passing them on to property taxpayers.

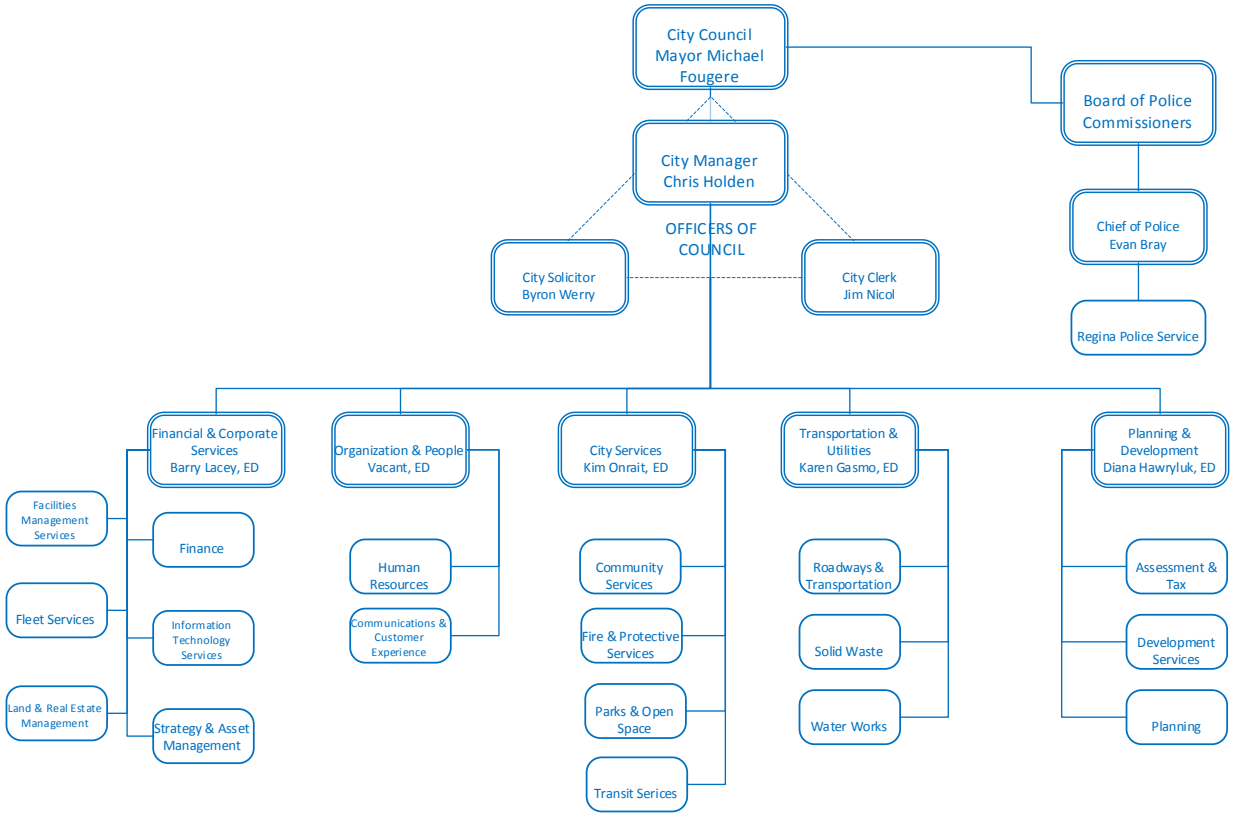
							Budget Change	
Division ($000s)	2016 Actuals	2017 Actuals	2018 Budget	2018 Forecast (Sept)	**2019 Budget**		Dollar Change	Per Cent Change
General Fund								
Mayor's Office, City Council	1,118.9	1,095.1	1,189.2	1,078.3	**1,278.3**		89.1	7.5
Office of the City Manager	15,391.1	7,872.6	7,826.0	6,831.0	**7,854.1**		28.1	0.4
City Planning & Development	18,956.5	19,541.2	20,168.8	18,321.3	**20,143.4**		(25.5)	(0.1)
City Services	113,280.6	135,338.8	137,889.5	136,860.2	**145,703.7**		7,814.1	5.7
Corporate Services	109,707.1	99,082.6	91,746.8	92,941.9	**97,397.5**		5,650.8	6.2
Organization and People	11,192.8	10,539.6	12,215.6	11,758.7	**12,353.2**		137.6	1.1
Transportation & Utilities	71,675.4	71,566.6	74,788.2	68,580.7	**74,579.3**		(208.9)	(0.3)
Police	81,469.8	85,336.1	87,869.0	87,869.0	**92,460.1**		4,591.1	5.2
Community Investments	9,094.7	9,222.0	9,192.1	9,192.1	**8,784.6**		(407.5)	(4.4)
Total General Operating Expenditures	431,887.0	439,594.5	442,885.2	433,433.2	**460,554.1**		17,668.9	4.0
Utility Fund								
City Planning & Development	2,217.9	2,418.6	3,032.3	1,841.2	**1,988.0**		(1,044.3)	(34.4)
City Services	94.5	34.0	-	-	**-**		-	-
Corporate Services	84,997.9	99,158.5	90,312.3	95,172.1	**94,481.1**		4,168.9	4.6
Organization and People	1,267.6	1,380.2	1,439.8	1,374.0	**1,283.7**		(156.1)	(10.8)
Transportation & Utilities	41,075.9	34,711.3	38,035.7	37,538.5	**41,296.0**		3,260.3	8.6
Total Utility Operating Expenditures	129,653.7	137,702.6	132,820.0	135,925.8	**139,048.9**		6,228.9	4.7
Costing Fund								
City Services	4,446.7	4,095.7	937.9	937.9	**558.0**		(379.9)	(40.5)
Corporate Services	47,490.4	53,756.3	49,211.5	55,966.7	**51,270.2**		2,058.7	4.2
Transportation & Utilities	26,097.5	28,845.4	9,525.1	12,750.2	**9,219.4**		(305.8)	(3.2)
Total Costing Operating Expenditures	78,034.6	86,697.4	59,674.6	69,654.8	**61,047.6**		1,373.0	2.3
Total Operating Expenditures(All funds)	509,921.6	526,291.9	502,559.8	503,088.0	**660,650.6**		19,041.9	3.8

*Facilities Costs that were represented in the 2018 Budget Book in the various Divisions have been consolidated and are now being presented in the Corporate Services Division.

Organizational Chart

The City delivers its services in a variety of ways, led by approximately 2,500 permanent employees, as well as casual and part-time workers who account for the equivalent of another 357 full-time positions. Many services are also delivered in partnership with community organizations, such as sport, culture and recreation programs, and by private businesses, such as Paratransit and the Wastewater Treatment Plant.

The City's organization structure is designed to support corporate planning and coordinated service delivery across all service areas. Accountability for results is clear.



Mayor's Office and City Council

City Council is responsible for the governance of the City of Regina, subject to provincial legislation. Councillors are elected every four years in a municipal election, the last one having taken place October 24, 2016. The Mayor is elected at large.

The City of Regina uses a ward system for electing Councillors, and one Councillor is elected for each of the 10 wards to comprise the City.

City Council establishes policies and budgets for the programs and services delivered by the City of Regina. Mayor's Office and City Council includes the budgets for:

- Office of the Mayor
- City Council, including Councillors' remuneration, the Councillors' travel and communication allowance, support services and other costs related to City Council
- Committees established by City Council
- Memberships in various organizations including the Saskatchewan Urban Municipalities Association and the Federation of Canadian Municipalities

									Budget Change	
Expenditures ($000s)	2016 Actuals	2017 Actuals	2018 Budget		2018 Forecast (Sept)		**2019 Budget**		Dollar Change	Per Cent Change
General Fund										
Office of the Mayor	1,118.9	1,095.1	1,189.2		1,078.3		1,278.3		89.1	7.5
Total General Operating Expenditures	1,118.9	1,095.1	1,189.2		1,078.3		**1,278.3**		89.1	7.5

Fund - FTEs	**2017**			**2018**			**2019**			**# Change from 2018**	**% Change from 2018**
	Permanent	Casual	Total	Permanent	Casual	Total	**Permanent**	**Casual**	**Total**		
General Operating	15.0	-	15.0	15.0	-	15.0	**15.0**	**-**	**15.0**	-	-
Total	15.0	-	15.0	15.0	-	15.0	**15.0**	**-**	**15.0**	-	-

Community Investments

Overview

Community investments are used to fund and partner with community non-profit organizations to deliver programs, projects and services that align with the City of Regina's priorities, have a clear community impact and respond to community needs.

Funds are allocated through the following committees:

- The City Services Division, through delegated authority from the Community and Protective Services Committee, provides financial support to organizations that deliver services that align with community investment priorities in the area of sport, culture, recreation and social development.
- The Executive Committee provides financial support for events that celebrate, preserve and enhance Regina's identity, new or unique one-time events that contribute to building community pride and encouraging community interaction and spirit, and re-occurring events that have an established history of City of Regina service support.
- The Executive Committee provides funding to the Regina Exhibition Association Limited, Economic Development Regina and Wascana Park through the Provincial Capital Commission.

2018 Achievements

- In 2018, the Community Investment Grants Program supported the core operating and programming of 24 cultural, sport and recreation and social development organizations, and allocated approximately 211 separate grants, ranging in amount from $500 to $305,000 for first time and recurring events, core operating programs and services in the community.
- In 2018, 80% of applications received grant funding and 72% of all funds requested were approved.

Looking Forward

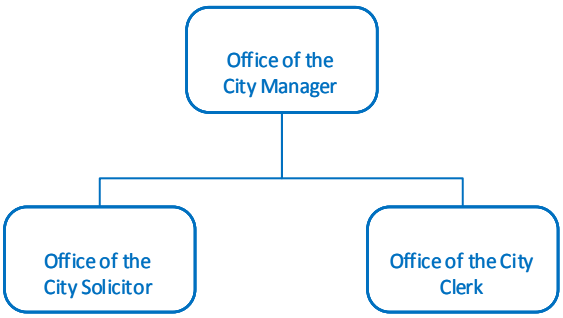
- Preserve and conserve Regina's intangible cultural heritage; e.g., languages, traditions, stories
- Improve awareness and access to arts and cultural activity and resources; e.g., artistic practices, cultural spaces, cultural industries
- Animate the City's public spaces
- Reflect the cultural aspirations of newcomers, First Nations, Métis and Inuit people
- Strengthen the cultural community through meaningful partnerships between organizations
- Create collaborative strategies to address hunger and food security as well as access to housing
- Strengthen development of safe neighbourhoods through community activities and resources
- Represent First Nations, Métis, Inuit people, new Canadians, residents with disabilities and citizens who are marginalized to build a welcoming and socially inclusive community
- Increase accessibility to sport and recreation activities and resources, including sporting events and celebrations
- Address the recreation aspirations of our diverse community
- Promote active and healthy lifestyles among children and youth
- Encourage multi-season use of open space
- Support efforts by organizations that deliver programs, services and space that align with Truth & Reconciliation Calls to Action
- Continue to work with the provincial government to determine roles and responsibilities and a mutually agreed-upon cost-sharing formula for the maintenance and upkeep of Wascana Park

Expenditures ($000s)	2016 Actuals	2017 Actuals	2018 Budget	2018 Forecast (Sept)	**2019 Budget**	Budget Change Dollar Change	Budget Change Per Cent Change
General Fund							
Special Events Minor Program	16.5	24.0	50.0	50.0	**50.0**	-	-
Economic (Executive Committee)	220.1	296.6	205.0	205.0	**205.0**	-	-
Community & Protective Services Committee	3,790.6	3,725.8	4,054.6	4,054.6	**3,754.6**	(300.0)	(7.4)
Other Economic & Promotional Initiatives	195.0	-	10.0	10.0	**10.0**	-	-
Regina Exhibition Association Limited (Executive Committee)	400.0	400.0	400.0	400.0	**200.0**	(200.0)	(50.0)
Economic Development Regina	1,719.5	1,819.5	1,719.5	1,719.5	**1,812.0**	92.5	5.4
Henry Baker Scholarship	34.0	44.0	34.0	34.0	**34.0**	-	-
Provincial Capital Commission	2,719.0	2,912.0	2,719.0	2,719.0	**2,719.0**	-	-
Total General Operating Expenditures	9,094.7	9,222.0	9,192.1	9,192.1	**8,784.6**	(407.5)	(4.4)
Total General Operating Expenditures (with Transfers)	9,094.7	9,222.0	9,192.1	9,192.1	**8,784.6**	(407.5)	(4.4)

Office of the City Manager

Overview

The City Manager, City Clerk and City Solicitor comprise the Officers of Council. The Officers of Council provide strategic governance advice and support to elected officials and the corporation to facilitate effective, informed and transparent decision-making.



2018 Achievements

The Office of the City Manager supports the City's ability to deliver on projects led by other areas through legal, policy, governance or protocol support. The City Solicitor is also the lead on the corporate Contracting and Procurement Project. Focused efforts have been made to increase the effectiveness and efficiency within the City Manager's office. A Committee Structure Review was completed to ensure that processes are in place to engage with residents and to assist Council in making efficient and effective decisions. The implementation of software applications was undertaken to improve the delivery of services, ensure consistency across the organization and gain efficiencies. An agenda management solution was rolled out to replace an existing program that manages the Council and Committee meeting agenda preparation process. This allows the City to continue meeting current levels of service and improve efficiencies. Work continues on implementation of law office management software to provide electronic file management, which will result in efficiencies and improvements to the operation and delivery of legal services. The Office of the City Solicitor led the appointment of an Integrity Commissioner to provide advice and education, and to investigate, adjudicate and report on violations of *The Code of Ethics Bylaw, 2017*. The Office of the City Manager led a review that assessed the

organization’s leadership structure with the goal to foster a collaborative customer-focused organization that can deliver on the goals laid out in the OCP.

Work continues with Reconciliation Regina to ensure the City’s continued leadership role in responding to the Calls for Truth and Reconciliation within the municipality’s jurisdiction in order to create a healthy, vibrant and inclusive community. Reconciliation Regina was incorporated in 2018 and is a partnership with over 70 community champions, including local organizations, community leaders, educators, Elders/Knowledge Keepers, newcomers, cultural and arts groups, governments, youth, businesses, faith groups and individuals. Some key accomplishments include adopting a Vision, Mission, Values and Goals Statement, hosting several Community Champion meetings and creating and implementing a Steering Committee (Organizing Circle), and two Subcommittees: Governance and Communications and holding a Healing Circle

Challenges and Opportunities

Demands for service have increased with the growth of the City. As a result, new and innovative service partnerships and contractual relationships have been established. This has included service partnerships and contractual relationships such as establishing governance of municipal corporations including Regina Exhibition Association Limited, Economic Development Regina Inc., Buffalo Pound Water Treatment Corporation, and the Regina Civic Employees’ Superannuation and Benefit Plan, There has also been a request for higher levels of support for Councillors as the number of constituents they represent has grown and technology has changed. This required a review of processes and best practices to find efficiencies in order to respond - with existing resources - to an increased volume of requests and increase the timeliness of responses.

Growth, changes to the economy, changing community demographics and the City’s current financial situation increases the complexity of the issues that require decisions at both the organizational and Council level. The Officers of Council continue to strengthen Council-Administration interactions so that Council is provided the information needed for informed decisions and Administration is equipped to carry out Council’s direction. A broad corporate perspective must be considered and applied in decision-making across the organization to balance progress toward the OCP and deliver sustainable services in the current financial reality.

Looking Forward

The Office of the City Manager will continue to lead the organization to achieve the OCP and ensure a customer-focused approach to reliable service-delivery based on continuous improvement to drive satisfaction and efficiencies. The Office of the City Clerk will complete a business continuity plan for the organization’s records management process to ensure service would be maintained at acceptable levels in a time of crisis. Preparation for the School Board and Civic elections will begin to ensure the City is well-positioned to support the electoral process.

Office of the City Manager

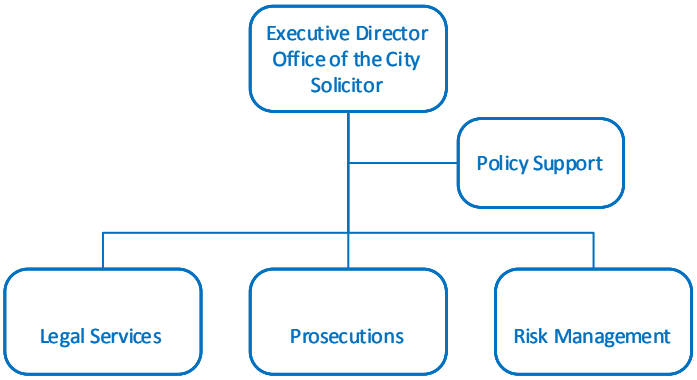
The City Manager leads the Executive Leadership Team and sets direction for the organization.

Expenditures ($000s)	2016 Actuals	2017 Actuals	2018 Budget	2018 Forecast (Sept)	**2019 Budget**	Budget Change: Dollar Change	Budget Change: Per Cent Change
General Fund							
Office of the City Manager	8,964.5	2,094.6	1,263.4	927.0	**1,116.3**	(147.1)	(11.6)
Office of the City Solicitor	3,439.2	3,428.9	3,880.4	3,300.8	**3,970.2**	89.8	2.3
Office of the City Clerk	2,987.4	2,243.0	2,682.2	2,603.1	**2,767.6**	85.4	3.2
Total General Operating Expenditures	15,391.1	7,766.5	7,826.0	6,831.0	**7,854.1**	28.1	0.4
Total Operating Expenditures (All funds)	15,391.1	7,766.5	7,826.0	6,831.0	**7,854.1**	28.1	0.4
General Fund Transfers							
Office of the City Clerk	-	106.1	-	-	**-**	-	-
Total General Fund Transfers	-	106.1	-	-	**-**	-	-
Total General Operating Expenditures (with Transfers)	15,391.1	7,872.6	7,826.0	6,831.0	**7,854.1**	28.1	0.4

Fund - FTEs	**2017**			**2018**			**2019**			**# Change from 2018**	**% Change from 2018**
	Permanent	Casual	Total	Permanent	Casual	Total	**Permanent**	**Casual**	**Total**		-
General Operating	41.0	-	41.0	44.0	-	44.0	**43.5**	**-**	**43.5**	(0.5)	(1.1)
Total	41.0	-	41.0	44.0	-	44.0	**43.5**	**-**	**43.5**	(0.5)	(1.1)

Office of the City Solicitor

The City Solicitor oversees the Office of the City Solicitor, which provides legal, prosecutions, risk management and policy support services.

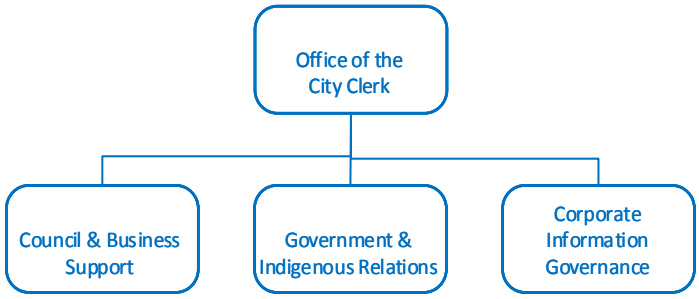


Expenditures ($000s)	2016 Actuals	2017 Actuals	2018 Budget		2018 Forecast (Sept)		**2019 Budget**		Budget Change	
									Dollar Change	Per Cent Change
General Fund										
Policy Support	-	134.0	137.7		67.9		**135.6**		(2.1)	(1.5)
Legal Services	3,036.4	2,893.1	3,297.7		2,914.4		**3,434.1**		136.4	4.1
Prosecutions	244.7	234.9	165.3		111.5		**158.6**		(6.7)	(4.0)
Risk Management	158.1	166.9	279.7		207.1		**241.9**		(37.8)	(13.5)
Total General Operating Expenditures	3,439.2	3,428.9	3,880.4		3,300.8		**3,970.2**		89.8	2.3

Fund - FTEs	**2017**			**2018**			**2019**			**# Change from 2018**	**% Change from 2018**
	Permanent	Casual	Total	Permanent	Casual	Total	**Permanent**	**Casual**	**Total**		
General Operating	18.0	-	18.0	19.0	-	19.0	**18.5**	**-**	**18.5**	(0.5)	(2.6)
Total	18.0	-	18.0	19.0	-	19.0	**18.5**	**-**	**18.5**	(0.5)	(2.6)

Office of the City Clerk

The City Clerk is responsible for the Office of the City Clerk, which directs the administrative functions of City Council and Committees, administers *The Local Authority Freedom of Information and Protection of Privacy Act* and provides a central point of contact for ongoing relationships with external stakeholders, including provincial and federal governments, partnerships, associations, Indigenous communities and other local governing bodies.



Expenditures ($000s)	2016 Actuals	2017 Actuals	2018 Budget	2018 Forecast (Sept)	**2019 Budget**	Budget Change: Dollar Change	Budget Change: Per Cent Change
General Fund							
Office of City Clerk	1,810.0	1,083.4	1,560.5	1,457.2	**1,617.7**	57.2	3.7
Committee Support	82.9	140.6	112.0	84.9	**141.7**	29.7	26.5
Corporate Information Governance	933.9	881.6	879.7	925.8	**878.2**	(1.5)	(0.2)
Corporate Memberships	160.6	137.4	130.0	135.3	**130.0**	-	-
Total General Operating Expenditures	2,987.4	2,243.0	2,682.2	2,603.1	**2,767.6**	85.4	3.2

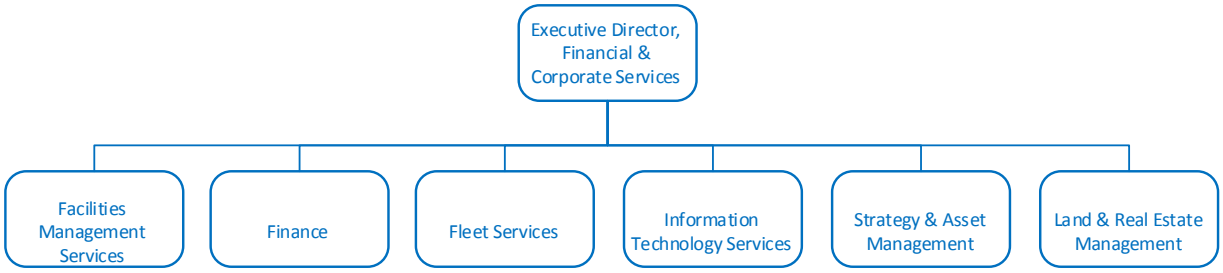
*Facilities Costs that were represented here in the 2018 Budget Book are now being presented in the Facilities Department of Financial & Corporate Services.

Fund - FTEs	**2017**			**2018**			**2019**			**# Change from 2018**	**% Change from 2018**
	Permanent	Casual	Total	Permanent	Casual	Total	**Permanent**	**Casual**	**Total**		
General Operating	18.0	-	18.0	22.0	-	22.0	**22.0**	**-**	**22.0**	-	-
Total	18.0	-	18.0	22.0	-	22.0	**22.0**	**-**	**22.0**	-	-

Financial & Corporate Services Division

Overview

Financial and Corporate Services provides essential support to enable the organization to effectively deliver services to residents and respond to changing needs and emerging opportunities. This division includes: Facilities Management Services, Finance, Fleet Services, Information Technology Services (ITS), Strategy & Asset Management, and Land & Real Estate Management.



2018 Achievements

Detailed designs on the three major projects for facility infrastructure renewal - Transit Fleet Maintenance Facility, Waste Management Centre and Parks and Facilities Yard Development - were completed in 2018. The Transit Fleet Maintenance Facility project was approved for funding under the New Building Canada Fund, resulting in an approximate one-third funding split between federal, provincial and municipal governments. Parks and Facilities Yard Development will replace existing facilities that have met or exceeded their life expectancy and are at risk of failure. The Waste Management Centre will be a new office and shop facility located next to the Landfill, consolidating the City's Solid Waste Department and services at one location. The Public and Facilities Yard Development will provide operational efficiencies to meet current and future program needs and will add flexibility to consolidate vehicle and equipment storage on one site. The new facilities will also improve safety for employees.

Renovations to the main floor of City Hall were completed in 2018, which addressed replacement of critical building infrastructure and improved the delivery of customer service and building security.

Fleet Services refined service level agreements with other City departments to ensure reliable services to residents in areas that depend on the civic, transit and fire fleet for service delivery. This benefits the citizens of Regina by ensuring that the work being done throughout Regina is being serviced by efficient pieces of equipment. Fleet Services has also implemented new asset management software in 2018 which will help ensure that the City's equipment stays in good working order.

Finance, in collaboration with ITS, completed the implementation of Hyperion which provides a new technology platform that will allow for more efficient planning, budgeting and forecasting. In addition, Finance has completed a large portion of the Contracting and Procurement Project which includes new software and better alignment to new trade agreements and evolving industry practices.

Land & Real Estate Management continues to work toward completion of a neighbourhood and concept plan for the Regina Railyard Renewal Project which will enhance the vibrancy of the City. Development of South East Lands (The Towns) neighbourhood also continues.

Strategy & Asset Management led the creation of the 2018-2021 Corporate Strategic Plan entitled "Making Choices Today to Secure Tomorrow," which describes Administration's four-year progression towards achieving what is laid out in the OCP.

Challenges and Opportunities

As is common with other Canadian municipalities, the City owns, leases and manages a large and diverse facilities portfolio in support of the delivery of public programs and services, as well as housing civic administration. Many of these facilities are at capacity or reaching the end of their useful life. Meanwhile, residents' needs have increased the demands for flexible spaces that can effectively adapt to support more modern service requirements. Many public facilities were built between the 1950s and 1970s. Some, like Maple Leaf and Wascana Pools are around 70 years old. While the City has done an excellent job of extending the life of these particular assets beyond the norm, they have reached the end of

their life cycle. This provides an opportunity to build new, modern amenities designed to better meet the needs of the community today.

Much like other municipalities, capital funding levels are not keeping pace with capital investment requirements, resulting in facility conditions that continue to decline. As a result, prioritizing of capital investments is critical, requiring careful decisions regarding the renewal and replacement of our aging facilities.

Price increases on external goods and services over which the City has very limited control also present challenges. The exchange rate, utility rates and rising fuel costs heavily impact Fleet Services and Facilities. The Division will also be watching several regulatory issues, including changes to trade agreements and the implementation of a carbon tax, as these may impact the cost of delivering services. Fleet Services is also facing a shortage in skilled labour, specifically in the Transit, Civic Fleet maintenance, Agriculture and turf care areas, as tradespeople are choosing to work in the private sector due to higher wages.

Looking Forward

Looking forward to 2019, the Division will support the organization by continuing to work toward increasing the investment and commitment to infrastructure renewal through a focused and planned approach to asset management. A major priority will be working with the community on the design of a new outdoor Destination Aquatic Facility for the rebuild of Wascana Pool, which will reach the end of its life cycle in 2020. Construction of the modern water park is planned to begin in the same year. Facilities will continue to deliver on projects that support improved service delivery, including the Regina Police Services Facility Renewal, Transit Fleet Maintenance Facility, Waste Management Centre and the Parks and Facilities Yard Development. Land & Real Estate will continue to further the Railyard Renewal Project and development of the Towns neighbourhood. Fleet services is concluding the delivery of buses from the Public Transit Infrastructure Fund to enhance both the Transit and Paratransit Fleet, with the final 4 buses scheduled for delivery in 2019.

The Division will continue to look for opportunities to leverage funding support from other levels of government, where available. As well, additional revenue opportunities will be explored by ensuring that leases are maximized on available City land and land sales opportunities are investigated.

The Division will also continue to research ways to increase the efficiency and effectiveness of operations through process improvements and new technology. This includes expanding preventative maintenance programs for our fleet and facilities assets to extend useful life. Further implementation of a Phone Consolidation Policy will ensure the most effective use of telecom technology. All services will be reporting into Municipal Benchmarking Network (MBN) Canada, which allows the City to assess its performance relative to other municipalities as well as our own year over year.

							Budget Change	
Expenditures ($000s)	2016 Actuals	2017 Actuals	2018 Budget	2018 Forecast (Sept)	**2019 Budget**		Dollar Change	Per Cent Change
General Fund								
Executive Director, Financial & Corporate Services	754.6	566.8	488.4	655.5	**495.6**		7.2	1.5
Facilities	17,813.5	17,474.8	17,284.9	17,516.5	**17,458.9**		174.0	1.0
Finance	64,056.8	53,947.7	56,367.1	47,229.5	**62,294.0**		5,926.9	10.5
Fleet Services	1,245.3	1,236.7	1,267.4	1,297.1	**1,298.9**		31.6	2.5
Information Technology Services	11,042.4	10,758.3	14,014.5	13,530.0	**13,520.4**		(494.1)	(3.5)
Strategy & Asset Management	1,385.1	1,153.7	1,395.8	897.4	**1,230.9**		(164.9)	(11.8)
Total General Operating Expenditures	96,297.6	85,137.9	90,818.0	81,126.1	**96,298.8**		5,480.8	6.0
Utility Fund								
Facilities	568.4	589.3	648.8	648.8	**676.0**		27.2	4.2
Finance	83,861.8	98,024.1	88,888.2	93,690.2	**91,983.3**		3,095.1	3.5

Expenditures ($000s)	2016 Actuals	2017 Actuals	2018 Budget	2018 Forecast (Sept)	**2019 Budget**	Budget Change: Dollar Change	Budget Change: Per Cent Change
Information Technology Services	449.8	432.3	657.1	638.3	**1,570.3**	913.3	139.0
Strategy & Asset Management	117.8	112.8	118.2	194.8	**251.6**	133.4	112.8
Total Utility Operating Expenditures	84,997.9	99,158.5	90,312.3	95,172.1	**94,481.1**	4,168.9	4.6
Costing Fund							
Facilities	8,058.3	7,777.5	6,985.2	6,847.3	**7,025.7**	40.5	0.6
Fleet Services	36,432.7	38,517.1	36,885.4	37,879.3	**38,759.0**	1,873.6	5.1
Information Technology Services	792.9	798.4	745.4	824.7	**707.7**	(37.7)	(5.1)
Land & Real Estate Management	2,206.4	6,663.3	4,595.6	10,415.5	**4,777.8**	182.3	4.0
Total Costing Operating Expenditures	47,490.4	53,756.3	49,211.5	55,966.7	**51,270.2**	2,058.7	4.2
Total Operating Expenditures (All funds)	228,785.9	238,052.7	230,341.8	232,264.9	**242,050.2**	11,708.3	5.1
General Fund Transfers							
Facilities Management	739.0	775.9	729.3	529.3	**529.3**	(200.0)	(27.4)
Finance	12,590.5	9,309.3	119.4	11,206.5	**569.4**	450.0	376.8
Information Technology Services	80.0	80.0	80.0	80.0	**-**	(80.0)	(100.0)
Land & Real Estate Mgmt	-	3,779.5	-	-	**-**	-	-
Total General Fund Transfers	13,409.5	13,944.7	928.7	11,815.8	**1,098.7**	170.0	18.3
Total General Operating Expenditures (with Transfers)	242,195.4	251,997.4	231,270.6	244,080.8	**243,148.9**	11,878.3	5.1

*All Facilities Costs that were represented in the 2018 Budget Book have been consolidated and are now being presented in the Facilities Department of Corporate Services.

Fund - FTEs	**2017**			**2018**			**2019**			**# Change from 2018**	**% Change from 2018**
	Permanent	Casual	Total	Permanent	Casual	Total	**Permanent**	**Casual**	**Total**		
General Operating	249.5	22.5	271.9	269.1	20.1	289.2	**266.1**	**19.5**	**285.5**	(3.7)	(1.3)
Utility Operating	31.0	1.5	32.5	29.0	1.8	30.8	**29.0**	**1.8**	**30.8**	-	-
Costing Fund - FTEs	143.4	2.1	145.5	145.6	2.1	147.7	**146.6**	**1.6**	**148.2**	0.5	0.3
General Capital	12.0	-	12.0	7.0	-	7.0	**7.0**	**-**	**7.0**	-	-
Total	435.8	26.1	461.8	450.7	23.9	474.6	**448.7**	**22.8**	**471.4**	(3.2)	(0.7)

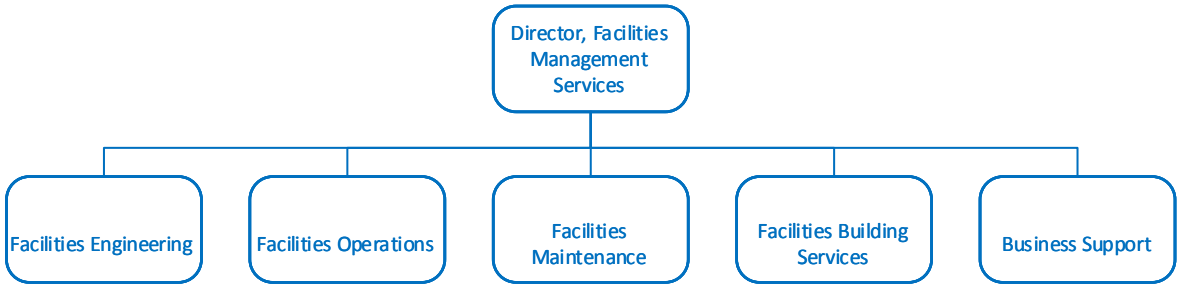
Financial & Corporate Services Administration

Expenditures ($000s)	2016 Actuals	2017 Actuals	2018 Budget		2018 Forecast (Sept)		**2019 Budget**		Budget Change	
									Dollar Change	Per Cent Change
General Fund										
Executive Director, Financial & Corporate Services	754.6	566.8	488.4		655.6		**495.6**		7.2	1.5
Total General Operating Expenditures	754.6	566.8	488.4		655.6		**495.6**		7.2	1.5

Fund - FTEs	**2017**			**2018**			**2019**			**# Change from 2018**	**% Change from 2018**
	Permanent	Casual	Total	Permanent	Casual	Total	**Permanent**	**Casual**	**Total**		
General Operating	2.0	-	2.0	2.0	-	2.0	**2.0**	**-**	**2.0**	-	-
Total	2.0	-	2.0	2.0	-	2.0	**2.0**	**-**	**2.0**	-	-

Facilities Management Services

The Facilities Management Services department provides capital program management, facility maintenance, facility operations, facility safety and security and property management services for City-occupied facilities.



Expenditures ($000s)	2016 Actuals	2017 Actuals	2018 Budget		2018 Forecast (Sept)		**2019 Budget**		Budget Change	
									Dollar Change	Per Cent Change
General Fund										
Director, Facilities	630.1	643.7	706.7		483.1		**501.9**		(204.8)	(29.0)
Facilities Engineering	527.2	566.0	645.6		527.1		**652.8**		7.3	1.1
Facilities Operations	6,967.4	6,609.4	6,901.0		6,796.2		**7,188.2**		287.2	4.2
Facilities Maintenance	4,026.1	4,063.4	3,807.1		4,303.3		**3,918.4**		111.3	2.9
Facilities Building Services	1,867.4	1,807.9	1,627.3		1,740.6		**1,652.0**		24.7	1.5
Facilities Utilities	3,795.2	3,784.4	3,597.2		3,666.3		**3,545.6**		(51.6)	(1.4)
Total General Operating Expenditures	17,813.5	17,474.8	17,284.9		17,516.5		**17,458.9**		174.0	1.0
Costing Fund										
Facilities Operations	174.4	172.7	163.1		163.1		**152.5**		(10.6)	(6.5)

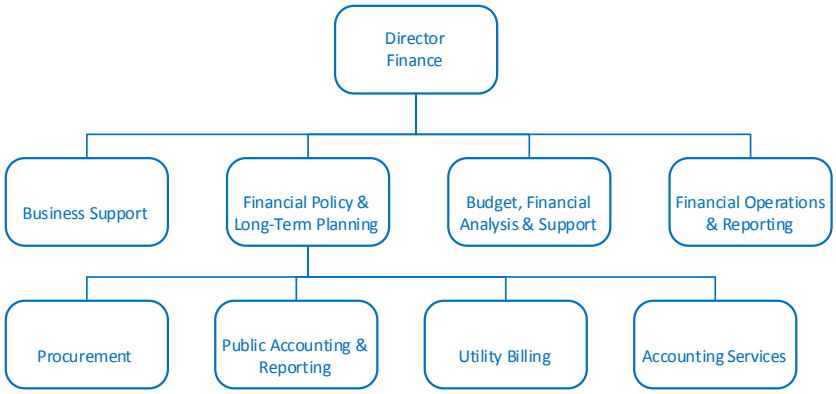
Expenditures ($000s)	2016 Actuals	2017 Actuals	2018 Budget	2018 Forecast (Sept)	**2019 Budget**	Budget Change	
						Dollar Change	Per Cent Change
Facilities Maintenance	6,456.5	6,139.3	5,223.7	5,221.9	**5,316.0**	92.3	1.8
Facilities Building Services	1,104.6	1,160.0	1,190.3	1,119.2	**1,140.3**	(50.0)	(4.2)
Facilities Utilities	322.8	305.5	408.1	343.1	**416.8**	8.7	2.1
Total Costing Operating Expenditures	8,058.3	7,777.5	6,985.2	6,847.3	**7,025.7**	40.5	0.6
Utility Fund							
Facilities Operations	109.7	117.0	135.6	135.6	**157.0**	21.4	15.8
Facilities Maintenance	54.6	65.1	33.8	33.8	**33.8**	-	-
Facilities Building Services	311.8	311.4	400.0	400.0	**400.0**	-	-
Facilities Utilities	92.3	95.9	79.4	79.4	**85.1**	5.7	7.2
Total Utility Operating Expenditures	568.4	589.3	648.8	648.8	**676.0**	27.2	4.2
Total Operating Expenditures (All funds)	26,440.3	25,841.6	24,918.8	25,012.6	**25,160.6**	241.7	1.0

*Facilities Costs that were represented in the various departments for the 2018 Budget Book have been consolidated here.

Fund - FTEs	**2017**			**2018**			**2019**			**# Change from 2018**	**% Change from 2018**
	Permanent	Casual	Total	Permanent	Casual	Total	**Permanent**	**Casual**	**Total**		
General Operating	92.0	21.1	113.1	95.0	14.9	109.9	**91.0**	**14.3**	**105.3**	(4.6)	(4.2)
Costing Fund - FTEs	33.6	1.1	34.7	33.4	1.1	34.5	**33.4**	**1.1**	**34.5**	-	-
General Capital	2.0	-	2.0	6.0	-	6.0	**6.0**	**-**	**6.0**	-	-
Total	127.6	22.2	149.8	134.4	16.0	150.4	**130.4**	**15.4**	**145.8**	(4.6)	(3.1)

Finance

Accounts payable, accounts receivable, utility billing, procurement, investment management, budget development, financial reporting and internal financial control and policy development services are provided by the Finance department.

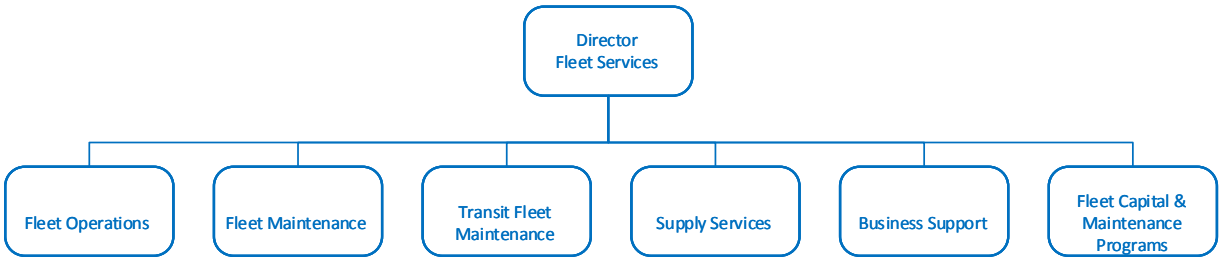


Expenditures ($000s)	2016 Actuals	2017 Actuals	2018 Budget	2018 Forecast (Sept)	**2019 Budget**	Budget Change Dollar Change	Budget Change Per Cent Change
General Fund							
Director, Finance	1,538.2	579.9	1,321.9	924.0	**1,355.9**	33.9	2.6
Utility Billing	241.9	(0.5)	2.2	2.3	**-**	(2.2)	(100.0)
Accounting Services	-	-	-	41.0	**585.4**	585.4	100.0
Sundry Accounts Receivable	98.1	123.9	135.3	121.3	**131.5**	(3.8)	(2.8)
Accounts Payable	479.9	419.0	480.3	454.3	**435.8**	(44.4)	(9.3)
Procurement	1,664.0	1,287.5	1,239.3	1,069.3	**1,356.7**	117.5	9.5
Public Accounting & Reporting	3,001.8	1,894.5	1,840.2	1,818.8	**802.5**	(1,037.7)	(56.4)
Budget, Financial Analysis & Support	1,416.5	1,887.6	1,843.8	1,549.6	**1,862.2**	18.4	1.0
Financial Policy & Long-term Planning	367.4	365.7	412.6	369.1	**377.9**	(34.6)	(8.4)
Corporate Transactions	55,249.0	47,390.0	49,091.8	40,879.9	**55,386.2**	6,294.4	12.8
Total General Operating Expenditures	64,056.8	53,947.6	56,367.2	47,229.5	**62,294.1**	5,926.9	10.5
Utility Fund							
Utility Billing	3,101.2	16,724.2	15,745.7	20,547.7	**19,513.2**	3,767.5	23.9
Budget, Financial Analysis & Support	105.7	108.3	112.8	112.8	**163.2**	50.4	44.7
Access Fee	9,194.8	9,855.7	9,860.2	9,860.2	**10,386.2**	526.0	5.3
Utility Administration Fee	5,822.9	6,693.9	6,468.9	6,468.9	**6,641.0**	172.1	2.7
Debt Costs	1,402.3	6,278.9	7,478.6	7,478.6	**14,059.9**	6,581.3	88.0
Transfers to Reserve	64,235.0	58,363.0	49,222.0	49,222.0	**41,219.7**	(8,002.3)	(16.3)
Total Utility Operating Expenditures	83,861.8	98,024.1	88,888.2	93,690.2	**91,983.3**	3,095.1	3.5
Total Operating Expenditures (All funds)	147,918.6	151,971.7	145,255.4	140,919.7	**154,277.3**	9,022.0	6.2

Fund - FTEs	2017			2018			2019			# Change from 2018	% Change from 2018
	Permanent	Casual	Total	Permanent	Casual	Total	**Permanent**	**Casual**	**Total**		
General Operating	66.5	1.4	67.9	69.5	1.4	70.9	**73.5**	**1.4**	**74.9**	3.9	5.6
Utility Operating	27.5	1.5	29.0	25.5	1.8	27.3	**25.5**	**1.8**	**27.3**	(0.1)	(0.2)
General Capital	9.0	-	9.0	-	-	-	**1.0**	**-**	**1.0**	1.0	-
Total	103.0	2.9	105.9	95.0	3.2	98.2	**100.0**	**3.1**	**103.1**	4.9	5.0

Fleet Services

Fleet maintenance and repair, fleet training and safety, fleet vehicle and equipment supply, parts and material supply services, and salvage services are provided for all City departments by Fleet Services.

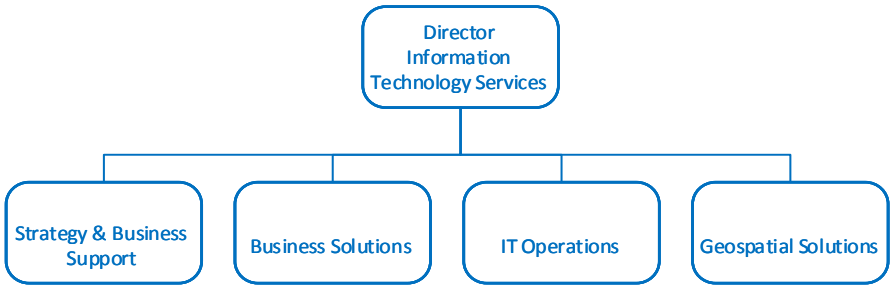


Expenditures ($000s)	2016 Actuals	2017 Actuals	2018 Budget	2018 Forecast (Sept)	**2019 Budget**	Budget Change	
						Dollar Change	Per Cent Change
General Fund							
Fleet Operations	770.8	744.1	772.4	778.1	**766.0**	(6.4)	(0.8)
Supply Services	474.5	492.5	495.0	519.0	**533.0**	38.0	7.7
Total General Operating Expenditures	1,245.3	1,236.7	1,267.4	1,297.1	**1,298.9**	31.6	2.5
Costing Fund							
Director, Fleet	8,719.9	9,143.1	8,650.7	8,638.7	**8,606.9**	(43.7)	(0.5)
Fleet Operations	1,462.8	1,580.6	1,681.2	1,585.2	**1,692.1**	10.9	0.7
Fleet Maintenance - Civic & Fire	8,463.1	8,563.9	9,079.8	8,627.7	**9,069.0**	19.2	(0.1)
Fleet Maintenance - Transit	10,958.3	11,152.4	10,028.1	10,028.1	**10,196.1**	168.0	1.7
Supply Services	6,531.7	7,791.7	7,157.9	8,690.0	**8,823.6**	1,665.7	23.3
Fleet Capital & Asset Management - Civic	296.9	285.3	287.8	309.6	**371.3**	83.5	29.0
Total Costing Operating Expenditures	36,432.7	38,517.1	36,885.4	37,879.3	**38,759.0**	1,903.6	5.1
Total Operating Expenditures (All funds)	37,678.0	39,753.8	38,152.7	39,176.4	**40,058.0**	1,935.2	5.0

Fund - FTEs	2017			2018			2019			# Change from 2018	% Change from 2018
	Permanent	Casual	Total	Permanent	Casual	Total	**Permanent**	**Casual**	**Total**		
General Operating	7.8	-	7.8	7.8	-	7.8	**7.8**	**-**	**7.8**	-	-
Costing Fund - FTEs	100.8	1.0	101.8	101.3	1.0	102.3	**102.3**	**0.5**	**102.8**	0.5	0.4
General Capital	1.0	-	1.0	1.0	-	1.0				(1.0)	(100.0)
Total	109.6	1.0	110.6	110.1	1.0	111.1	**110.0**	**0.5**	**110.5**	(0.5)	(0.5)

Information Technology Services

Information Technology Services (ITS) provides information and technology infrastructure (network, devices and data), technology services (email, mail, design and printing), account and file management services, business system and software support and data management. The department also provides the organization with geospatial services including mapping, drawing services, surveying and related data collection.



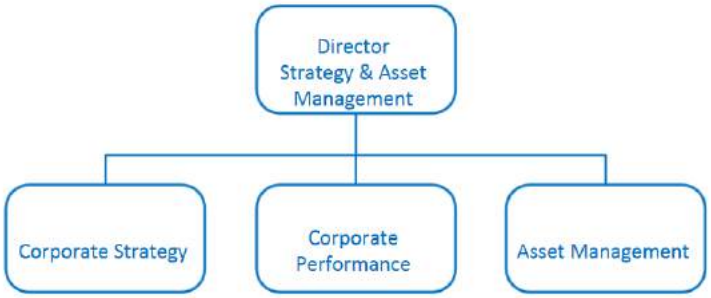
Expenditures ($000s)	2016 Actuals	2017 Actuals	2018 Budget	2018 Forecast (Sept)	**2019 Budget**	Budget Change	
						Dollar Change	Per Cent Change
General Fund							
Director, Information Technology Services	218.2	349.1	218.5	185.2	**198.9**	(19.6)	(9.0)
Business Support	1,113.4	1,064.9	1,271.2	998.5	**1,191.1**	(80.1)	(6.3)
Business Solutions	3,118.6	3,138.8	2,942.3	2,769.3	**2,761.4**	(180.9)	(6.1)
IT Operations (Infrastructure Management)	3,392.2	3,126.9	3,307.5	3,076.1	**3,292.2**	(15.4)	(0.5)
Geospatial Solutions	-	(0.0)	1,624.1	1,593.8	**1,392.4**	(231.7)	(14.3)
System Licensing, Maintenance & Processing	3,200.0	3,078.6	4,650.9	4,907.1	**4,684.5**	33.6	0.7
Total General Operating Expenditures	11,042.4	10,758.3	14,014.5	13,530.0	**13,520.4**	(494.1)	(3.5)
Costing Fund							
IT Operations (Infrastructure Management)	190.3	172.5	167.5	163.5	**172.5**	5.0	3.0
Printing and Graphics	601.5	622.7	577.9	660.7	**535.2**	(42.7)	(7.4)
Work for Private Parties - Commercial	1.1	3.1	-	0.5	**-**	-	-
Total Costing Operating Expenditures	792.9	798.4	745.4	824.7	**707.7**	(37.7)	(5.1)

Expenditures ($000s)	2016 Actuals	2017 Actuals	2018 Budget		2018 Forecast (Sept)		**2019 Budget**		Budget Change	
									Dollar Change	Per Cent Change
Utility Fund										
Business Solutions	449.8	432.3	657.1		638.3		**653.9**		(3.2)	(0.5)
Geospatial Solutions	-	-	-		-		**916.4**		916.4	-
Total Utility Operating Expenditures	449.8	432.3	657.1		638.3		**1,570.3**		913.3	139.0
Total Operating Expenditures (All funds)	12,285.1	11,988.9	15,416.9		14,993.0		**15,798.4**		381.5	2.5

Fund - FTEs	**2017**			**2018**			**2019**			**# Change from 2018**	**% Change from 2018**
	Permanent	Casual	Total	Permanent	Casual	Total	**Permanent**	**Casual**	**Total**		
General Operating	68.1	-	68.1	83.8	3.8	87.6	**81.8**	**3.8**	**85.6**	(2.0)	(2.2)
Utility Operating	3.5	-	3.5	3.5	-	3.5	**3.5**	**-**	**3.5**	-	-
Costing Fund - FTEs	2.7	-	2.7	2.7	-	2.7	**2.7**	**-**	**2.7**	-	-
Total	74.3	-	74.3	90.0	3.8	93.8	**88.0**	**3.8**	**91.8**	(2.0)	(2.1)

Strategy & Asset Management

The Strategy & Asset Management department guides policy and practices related to corporate planning, performance measurement and asset management.

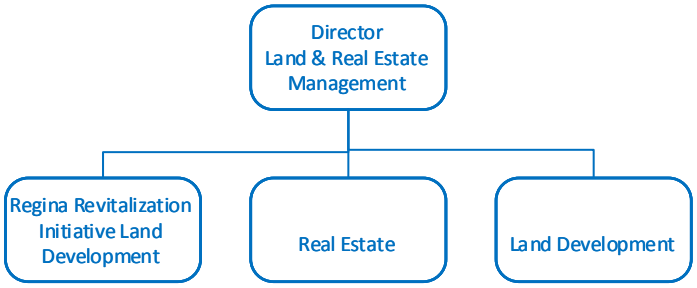


Expenditures ($000s)	2016 Actuals	2017 Actuals	2018 Budget	2018 Forecast (Sept)	**2019 Budget**	Budget Change	
						Dollar Change	Per Cent Change
General Fund							
Director, Strategy & Asset Management	-	-	183.9	183.9	**319.4**	135.4	73.6
Corporate Strategy	295.3	225.1	316.0	259.5	**303.5**	(12.6)	(4.0)
Corporate Performance	846.9	792.9	736.1	374.5	**443.1**	(293.0)	(39.8)
Asset Management	243.0	135.7	159.8	79.4	**165.0**	5.3	3.3
Total General Operating Expenditures	1,385.1	1,153.7	1,395.8	897.4	**1,230.9**	(164.9)	(11.8)
Utility Fund							
Asset Management	79.1	62.7	78.7	39.1	**81.3**	2.6	3.3
Corporate Performance	1.8	21.9	-	123.3	**132.3**	132.3	100.0
Corporate Strategy	36.9	28.1	39.5	32.4	**37.9**	(1.6)	(4.0)
Total Utility Operating Expenditures	117.8	112.8	118.2	194.8	**251.6**	133.4	112.8
Total Operating Expenditures (All funds)	1,502.9	1,266.5	1,514.0	1,092.2	**1,482.5**	(31.5)	(2.1)

Fund - FTEs	**2017**			**2018**			**2019**			**# Change from 2018**	**% Change from 2018**
	Permanent	Casual	Total	Permanent	Casual	Total	**Permanent**	**Casual**	**Total**		
General Operating	13.0	-	13.0	11.0	-	11.0	**10.0**	**-**	**10.0**	(1.0)	(9.1)
Total	13.0	-	13.0	11.0	-	11.0	**10.0**	**-**	**10.0**	(1.0)	(9.1)

Land & Real Estate Management

The Land & Real Estate Management department provides land development and real estate oversight for City-owned lands. The department also delivers real estate services including property management, sales and acquisition of City's land holdings.



Expenditures ($000s)	2016 Actuals	2017 Actuals	2018 Budget	2018 Forecast (Sept)	**2019 Budget**	Budget Change	
						Dollar Change	Per Cent Change
Costing Fund							
Director, Land & Real Estate Management	-	-	498.8	475.4	**531.5**	32.6	6.5
Regina Revitalization Initiative	-	-	215.8	153.7	**213.8**	(2.0)	(0.9)
Real Estate	530.4	559.3	378.5	336.9	**384.3**	5.8	1.5
Land Development	-	-	197.1	14.3	**194.9**	(2.2)	(1.1)
Drainage on City Owned Property	129.9	72.8	70.0	20.0	**39.2**	(30.8)	(44.0)
Lease Management	217.8	270.5	302.5	317.7	**302.5**	-	-
Saleable Land	1,328.2	5,760.8	2,830.8	9,081.5	**3,009.7**	178.9	6.3
Tax Title Properties Maintenance	-	-	102.0	16.0	**102.0**	-	-
Total Costing Operating Expenditures	2,206.4	6,663.3	4,595.6	10,415.5	**4,777.8**	182.3	4.0
Total Operating Expenditures (All Funds)	2,206.4	6,663.3	4,595.6	10,415.5	**4,777.8**	182.3	4.0

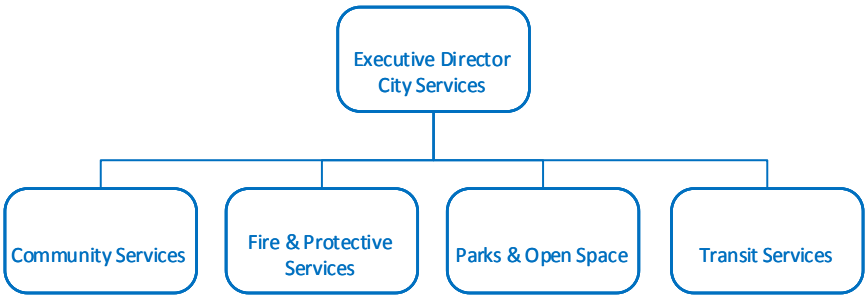
*Facilities Costs that were represented here in the 2018 Budget Book are now being presented in the Facilities Department of Corporate Services.

Fund - FTEs	**2017**			**2018**			**2019**			**# Change from 2018**	**% Change from 2018**
	Permanent	Casual	Total	Permanent	Casual	Total	**Permanent**	**Casual**	**Total**		
Costing Fund - FTEs	6.3	-	6.3	8.3	-	8.3	**8.3**	**-**	**8.3**	(0.1)	(0.6)
Total	6.3	-	6.3	8.3	-	8.3	**8.3**	**-**	**8.3**	(0.1)	(0.6)

City Services Division

Overview

The City Services Division enhances the quality of life in Regina through the delivery of reliable services and by working together with community partners to support vibrant, safe and accessible communities. The Division's four departments - Community Services, Fire & Protective Services, Parks & Open Space and Transit Services - support community well-being, public safety, quality public spaces and a healthy natural environment.



2018 Achievements

The Division is continuing to evolve its services to respond to a growing and changing community.

The draft Recreation Facilities Master Plan was developed after extensive public and stakeholder consultation and will be presented in 2019 Q1. The plan will guide the City's role in the delivery of recreation services, including programs and facilities, over the next 20 years. The plan is expected to be released in early 2019.

A new online registration system, providing a more modern registration and facility booking process for customers, was introduced this year. The Cultural Plan drove decisions on the restoration of Regina's Glockenspiel and the Department's participation in Reconciliation Regina, and special projects that included development of policies for street painting and tax exemptions, and a review of the Civic Naming Policy. The City hosted four major events in 2018: Rogers Hometown Hockey Festival; Mastercard Memorial Cup; Tim Horton's Brier; and LPGA Canadian Pacific Women's Open.

After extensive research and consultation of almost 300 stakeholders, Fire & Protective Services proposed many regulatory changes to the Fire Bylaw to improve the safety of City residents and first responders. The *Fire Bylaw No. 2005-18* was updated to respond to safety concerns for residents and ensure compliance with the Province's *Fire Safety Act* and *The National Fire Code 2015*. An Emergency Management Plan for the organization was refreshed and implemented to ensure the City is well-prepared to respond to large-scale emergencies. Members of the emergency operation team received extensive training and orientation on their functions and roles within an activated emergency operations centre.

Scoping for a Parks Master Plan to assist in the planning, maintenance and future use of open spaces was completed. Parks & Open Space updated irrigation infrastructure to address assets at the end of their life cycle.

Transit responded to growth demands by leveraging federal funding to add the Arcola Express Route. Transit also provided Charter service to large events happening at Mosaic Stadium. Each event comprised 350 service hours moving between 6,500 to 7,000 customers each way to each event. A route review was also completed to ensure Transit route usage is maximized and the City is appropriately served.

Challenges and Opportunities

While the Division is undertaking work to respond to growth and changing demographics, there will be challenges to balance the diverse needs of residents with the realities of budget restrictions and service capacities. The condition of many of our current recreation facilities, most built 30 to 50 years ago to accommodate resident needs at the time, pose a significant challenge. Some, like Maple Leaf and Wascana Pools, were built around 70 years ago and are at the end of their useful life. Significant capital investment in recreation is required as a result of our aging facilities. This challenge also provides an opportunity to accommodate residents' modern recreational needs. Infrastructure that supports the management of parks and open spaces is also aging or at the end of its lifecycle and requires significant capital

investment to ensure levels of service are maintained. Growth and demographic shifts within neighbourhoods also increase the need to expand service delivery within the Division, such as providing new or expanded Transit routes, service delivery to parks, recreational areas and emergency services. New development and changes in housing forms also increase to provide greater regulatory and bylaw enforcement. The Government of Canada has committed funding over the next 10 years to support transit, recreation and cultural activities, which the City will leverage to offset the costs of renewing infrastructure.

Transit completed a review of their pass type costs, which will result in reduced costs for some pass prices in 2019 to encourage ridership and create more incentives for loyal customers. Over 50 fire employees are eligible for retirement within Fire & Protective Services. With a large number of casual employees, Parks & Open Space and Community Services experience challenges in retaining staff. A number of leaders are eligible, or will be eligible shortly, to retire leading to a loss of knowledge. Given the number of staff eligible for retirement and prominence of casual positions within the Division, knowledge transfer and succession planning will be key to maintaining effective program delivery.

Looking Forward

In 2019, the Division will continue to balance community need and affordability. The renewal and revitalization of our recreation facilities is a strategic priority, given their age and condition. The Recreation Master Plan, anticipated in Q1 2019, will guide the City in assessing future capital investments in recreation facilities. A major priority in 2019 will be soliciting community input on a new outdoor Destination Aquatic Facility for the rebuild of Wascana Pool in 2020. In the interim, additional summer recreation programs will be provided in neighbourhoods impacted by the fact that Maple Leaf Pool has reached the end of its life cycle and will not reopen. The City will also implement a licensing program to support ridesharing, further modernization of the paid on-street parking program and increased transit service in high demand areas. Early in the new year, the Community and Protective Services Committee will review a proposed Civic Art Policy that aligns the City's maintenance of art, and its interaction with artists, with the Cultural Plan and international standards.

A priority is the development and implementation of additional Master Plans to ensure long-term sustainability and delivery of services that meet the needs of the broader community. Fire & Protective Services and Parks & Open Space Master Plans will both be started in 2019 with completion dates into 2020, which will assist in long term planning. A Transit Master Plan is slated to be scoped in 2020. Our long-range plans are community-focused, developed with extensive public and stakeholder input and will inform decisions that address the long-term issues and challenges each department faces.

As well, the Division will continue to build partnerships and look for opportunities to access third-party funding to offset the costs of program delivery and infrastructure renewal with a goal of providing quality-based programs and services that meet the needs of the broader community.

								Budget Change	
Expenditures ($000s)	2016 Actuals	2017 Actuals	2018 Budget		2018 Forecast (Sept)		**2019 Budget**	Dollar Change	Per Cent Change
General Fund									
Executive Director, City Services	890.8	319.8	504.8		454.3		**468.5**	(36.3)	(7.2)
Community Services	16,009.3	33,718.7	32,754.3		32,482.1		**34,228.5**	1,474.2	4.5
Fire & Protective Services	41,793.6	44,539.2	48,210.3		45,600.2		**48,356.5**	146.1	0.3
Major Projects	52.1	51.3	(10.8)		-		**-**	10.8	(100.0)
Parks & Open Space	18,752.6	19,205.3	19,516.8		19,893.6		**20,478.0**	961.2	4.9
Transit Services	35,399.8	36,849.3	35,169.2		36,718.7		**38,073.9**	2,904.7	8.3
Total General Operating Expenditures	112,898.1	134,683.8	136,144.7		135,149.0		**141,605.3**	5,460.7	4.0
Costing Fund									
Community Services	504.6	608.3	-		-		**-**	-	-
Parks & Open Space - General	3,942.1	3,487.4	937.9		937.9		**558.0**	(379.9)	(40.5)
Total Costing Operating Expenditures	4,446.7	4,095.7	937.9		937.9		**558.0**	(379.9)	(40.5)
Utility Fund									

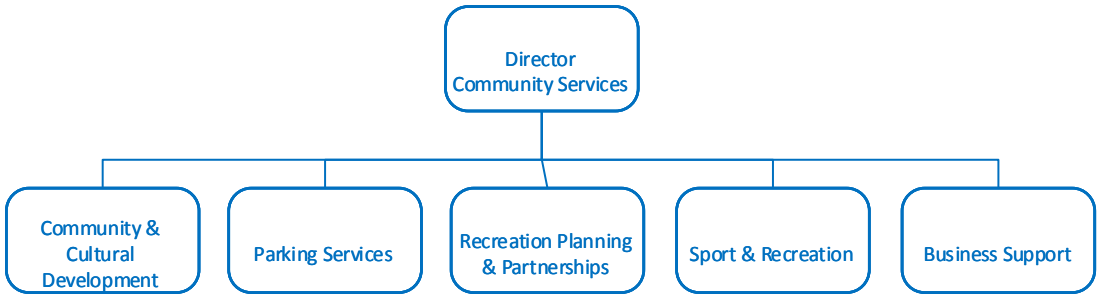
Expenditures ($000s)	2016 Actuals	2017 Actuals	2018 Budget	2018 Forecast (Sept)	**2019 Budget**	Budget Change: Dollar Change	Budget Change: Per Cent Change
Executive Director, City Services	64.3	4.3	-	-	**-**	-	-
Major Projects	30.1	29.7	-	-	**-**	-	-
Total Utility Operating Expenditures	94.5	34.0	-	-	-	-	-
Total Operating Expenditures (All funds)	117,439.3	138,813.5	137,082.6	136,086.9	**142,163.3**	5,080.8	3.7
General Fund Transfers							
Transit Services	-	19.8	19.8	19.8	**19.8**	-	-
Community Services	150.0	150.0	1,500.0	1,500.0	**4,000.0**	2,500.0	166.7
Parks & Open Space	232.5	485.2	225.1	191.4	**78.5**	(146.5)	(65.1)
Total General Fund Transfers	382.5	655.0	1,744.9	1,711.2	**4,098.3**	2,353.5	134.9
Total General Operating Expenditures (with Transfers)	117,821.8	139,468.5	138,827.4	137,798.1	**146,261.6**	7,434.2	5.4

*All Facilities Costs that were represented in the 2018 Budget Book have been consolidated and are now being presented in the Facilities Department of Financial & Corporate Services.

Fund - FTEs	**2017**			**2018**			**2019**			**# Change from 2018**	**% Change from 2018**
	Permanent	Casual	Total	Permanent	Casual	Total	**Permanent**	**Casual**	**Total**		-
General Operating	715.2	190.6	905.8	704.2	220.1	924.3	**705.3**	**220.0**	**925.4**	1.1	0.1
Costing Fund - FTEs	-	9.8	9.8	-	1.0	1.0	**-**	**1.0**	**1.0**	-	-
General Capital	0.7	-	0.7	-	-	-	**-**	**-**	**-**	-	-
Total	715.8	200.4	916.2	704.2	221.2	925.3	**705.3**	**221.1**	**926.4**	1.1	0.1

Community Services

Community Services provides residents and visitors with opportunities to experience recreation, sports and culture in City-owned and operated facilities. The department uses a community development approach and community investment grants to build capacity within the non-profit sector that delivers activities that contribute to residents' quality of life. The department also provides licensing and parking services.



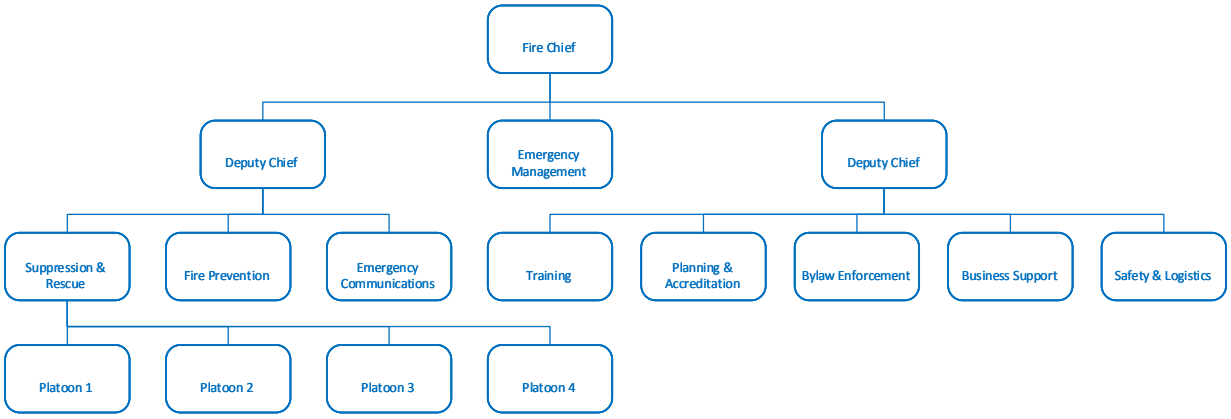
Expenditures ($000s)	2016 Actuals	2017 Actuals	2018 Budget		2018 Forecast (Sept)		**2019 Budget**		Budget Change	
									Dollar Change	Per Cent Change
General Fund										
Director, Community Services	545.9	498.6	413.3		412.9		**417.6**		4.3	1.0
Community Services - Community & Cultural Development	2,289.2	2,082.6	2,228.0		2,040.2		**2,352.0**		123.9	5.6
Parking Services	2,306.5	2,538.2	2,792.4		2,504.2		**2,745.6**		(46.8)	(1.7)
Recreation Planning & Partnerships	693.1	548.7	807.7		686.9		**825.1**		17.4	2.2
Community Services - Sport & Recreation	7,811.1	26,693.2	24,559.0		24,960.4		**25,843.2**		1,284.2	5.2
Business Support	2,363.5	1,031.3	771.4		674.5		**780.5**		9.1	1.2
Licensing Services	-	-	443.6		464.2		**511.0**		67.4	15.2
mâmawêyatitân Centre	-	326.3	738.8		738.8		**753.5**		14.7	2.0
Total General Operating Expenditures	16,009.3	33,718.7	32,754.3		32,482.1		**34,228.5**		1,474.2	4.5
Costing Fund										
Community Services	504.6	608.3	-		-		**-**		-	-
Total Costing Operating Expenditures	504.6	608.3	-		-		**-**		-	-
Total Operating Expenditures (All funds)	16,513.9	34,327.0	32,754.3		32,482.1		**34,228.5**		1,474.2	4.5

*Facilities Costs that were represented here in the 2018 Budget Book are now being presented in the Facilities Department of Financial & Corporate Services.

Fund - FTEs	**2017**			**2018**			**2019**			**# Change from 2018**	**% Change from 2018**
	Permanent	Casual	Total	Permanent	Casual	Total	**Permanent**	**Casual**	**Total**		
General Operating	79.5	69.3	148.8	81.5	67.6	149.1	**82.5**	**67.6**	**150.1**	1.0	0.7
Total	79.5	69.3	148.8	81.5	67.6	149.1	**82.5**	**67.6**	**150.1**	1.0	0.7

Fire & Protective Services

Fire & Protective Services provides fire suppression, emergency medical, hazardous material mitigation, emergency rescue, fire safety education, emergency planning, business continuity, fire prevention services and bylaw enforcement.



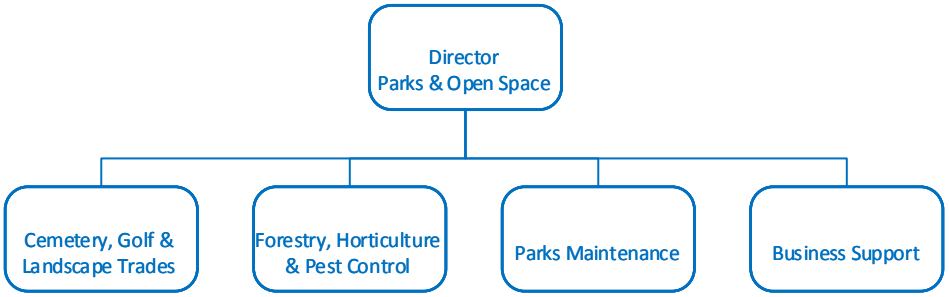
Expenditures ($000s)	2016 Actuals	2017 Actuals	2018 Budget	2018 Forecast (Sept)	**2019 Budget**	Budget Change Dollar Change	Budget Change Per Cent Change
General Fund							
Fire Chief	1,214.7	1,465.7	1,460.3	1,197.8	**1,365.0**	(95.3)	(6.5)
Emergency Management & Planning	240.9	275.0	303.7	248.2	**295.1**	(8.5)	(2.8)
Suppression and Rescue	33,130.6	33,579.8	36,019.0	34,210.8	**36,144.1**	125.2	0.3
Prevention	1,389.4	1,463.6	1,484.9	1,384.8	**1,535.0**	50.1	3.4
Emergency Communications	762.4	752.4	713.0	674.6	**712.6**	(0.4)	(0.1)
Training	1,045.0	990.5	1,031.8	1,111.6	**1,022.1**	(9.7)	(0.9)
Planning & Accreditation	312.2	340.9	311.4	308.9	**419.4**	108.0	34.7
Bylaw Enforcement	1,759.1	1,691.6	1,919.6	1,538.4	**1,852.9**	(66.8)	(3.5)
Safety & Logistics	2,497.6	2,430.0	2,679.1	2,583.2	**2,631.9**	(47.2)	(1.8)
Animal Impounding/Licensing	(761.9)	1,363.0	2,101.5	2,162.4	**2,192.2**	90.7	4.3
Equipment & Programs	203.6	186.7	186.2	179.5	**186.2**	-	-
Total General Operating Expenditures	41,793.6	44,539.2	48,210.3	45,600.2	**48,356.5**	146.1	0.3

*Facilities Costs that were represented here in the 2018 Budget Book are now being presented in the Facilities Department of Corporate Services.

Fund - FTEs	**2017**			**2018**			**2019**			**# Change from 2018**	**% Change from 2018**
	Permanent	Casual	Total	Permanent	Casual	Total	**Permanent**	**Casual**	**Total**		
General Operating	329.0	-	329.0	323.0	-	323.0	**322.0**	**-**	**322.0**	(1.0)	(0.3)
Total	329.0	-	329.0	323.0	-	323.0	**322.0**	**-**	**322.0**	(1.0)	(0.3)

Parks & Open Space

Parks & Open Space provides golf, cemetery and parks and open space management services.



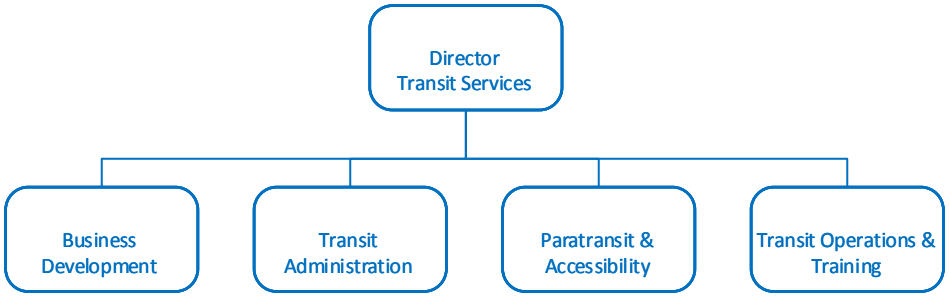
Expenditures ($000s)	2016 Actuals	2017 Actuals	2018 Budget	2018 Forecast (Sept)	**2019 Budget**	Budget Change: Dollar Change	Budget Change: Per Cent Change
General Fund							
Parks & Open Space - General	14,999.5	15,505.7	15,685.2	16,463.6	**16,796.5**	1,111.4	7.1
Parks & Open Space - Cemetery	1,274.8	1,358.7	1,343.6	1,359.6	**1,335.2**	(8.4)	(0.6)
Parks & Open Space - Golf Course	2,478.3	2,340.9	2,488.1	2,070.4	**2,346.3**	(141.8)	(5.7)
Total General Operating Expenditures	18,752.6	19,205.3	19,516.8	19,893.6	**20,478.0**	961.2	4.9
Costing Fund							
Parks & Open Space - General	3,942.1	3,487.4	937.9	937.9	**558.0**	(379.9)	(40.5)
Total Costing Operating Expenditures	3,942.1	3,487.4	937.9	937.9	**558.0**	(379.9)	(40.5)
Total Operating Expenditures (All funds)	22,694.7	22,692.7	20,454.7	20,831.5	**21,036.0**	581.3	2.8

*Facilities Costs that were represented here in the 2018 Budget Book are now being presented in the Facilities Department of Corporate Services.

Fund - FTEs	**2017**			**2018**			**2019**			**# Change from 2018**	**% Change from 2018**
	Permanent	Casual	Total	Permanent	Casual	Total	**Permanent**	**Casual**	**Total**		
General Operating	76.2	115.6	191.8	79.7	146.3	226.0	**79.7**	**146.3**	**226.0**	-	-
Costing Fund - FTEs	-	9.8	9.8	-	1.0	1.0	**-**	**1.0**	**1.0**	-	-
Total	76.2	125.4	201.6	79.7	147.3	227.0	**79.7**	**147.3**	**227.0**	-	-

Transit

Transit is responsible for the delivery of conventional transit and paratransit services.



Expenditures ($000s)	2016 Actuals	2017 Actuals	2018 Budget		2018 Forecast (Sept)		**2019 Budget**		Budget Change	
									Dollar Change	Per Cent Change
General Fund										
Director, Transit	1,032.6	1,061.7	952.3		923.1		**982.6**		30.4	3.2
Business Development	473.1	436.4	483.2		450.5		**453.8**		(29.4)	(6.1)
Paratransit & Accessibility	5,402.2	5,653.4	5,439.9		5,594.7		**5,989.7**		549.8	10.1
Transit Information Centre	309.2	300.0	361.7		342.5		**306.6**		(55.1)	(15.2)
Transit Operations	27,122.0	28,195.7	26,771.2		28,287.3		**29,199.5**		2,428.3	9.1
Transit Training and Supervision	1,060.8	1,202.1	1,161.0		1,120.6		**1,141.8**		(19.2)	(1.7)
Total General Operating Expenditures	35,399.8	36,849.3	35,169.2		36,718.7		**38,073.9**		2,904.7	8.3

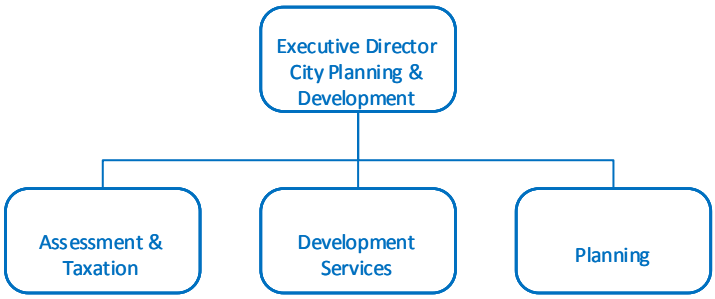
*Facilities Costs that were represented here in the 2018 Budget Book are now being presented in the Facilities Department of Corporate Services.

Fund - FTEs	**2017**			**2018**			**2019**			**# Change from 2018**	**% Change from 2018**
	Permanent	Casual	Total	Permanent	Casual	Total	**Permanent**	**Casual**	**Total**		
General Operating	219.8	5.7	225.5	217.0	6.2	223.2	**218.1**	**6.2**	**224.3**	1.1	0.5
Total	219.8	5.7	225.5	217.0	6.2	223.2	**218.1**	**6.2**	**224.3**	1.1	0.5

City Planning & Development Division

Overview

The City Planning & Development Division creates the framework for how the City will grow and develop over the long term. Working together with partners, stakeholders and the community, the Division creates plans and policies that provide sustainable revenue, infrastructure and neighborhoods for residents now and into the future. The Division is made up of three departments: Assessment & Taxation, Development Services and Planning.



2018 Achievements

The Division continued to advance many large projects that will improve customer service and further Regina's vision.

Achievements over the past year focus on ensuring residents and customers have access to the information they need to develop and the tools available to encourage growing, vibrant neighbourhoods. Work has progressed on updating the *Zoning Bylaw* to strengthen its alignment with the OCP and facilitate long-term growth of the City. Work on a comprehensive review of the Development Standards Manual continued to incorporate best practices and ensure alignment with the OCP. The Planning and Building Software Project, which will result in updated technology and processes for issuing and tracking development and building permits, was advanced and is scheduled for implementation in Q2 of 2019.

Work began on many new initiatives. The Underutilized Land Study was initiated to understand barriers to development and explore options to support the renewal and revitalization of neighbourhoods. A review of the OCP has begun to evaluate progress on the goals and policies outlined in the document. The results of the analysis and any recommended updates will come forward in 2019. The Ring Road Rail Feasibility Study was initiated to explore options to improve safety and the flow of traffic on the Ring Road Railway crossing.

Many important projects were completed to support sustainable development now and into the future. An Infill Servicing Agreement Fees & Intensification Levy was developed to increase the certainty related to infill to ensure that growth is paying for growth, which is a principle described in the OCP. A Fee and Operational Review is in progress to ensure that full cost recovery for building and planning fee-for-service activities is being achieved. Initiatives, such as the move of permitting to the main floor of City Hall and the introduction of a more informative tax notice, assist in achieving our goals of improved customer service.

Challenges and Opportunities

As the Division is responsible for most of the Land Use and Taxation Policy, policy and regulation changes introduced by other levels of government often require adjustments to the City's policies and regulatory framework. For example, recent changes to cannabis laws required changes to *The Zoning Bylaw,* and changes to *The National Energy Cod*e required a review of *The Building Bylaw*. The amendments to *The Building Bylaw* are intended to clarify and create a better understanding of the building permit requirements and improved enforcement abilities under legislation. A plumbing bylaw is also being developed which will provide clear direction for fees, plan review, inspection and enforcement of plumbing works in line with Provincial legislation. As development activity returns to pre-boom levels, the Division will need to adjust its services accordingly. This slower pace of growth offers an opportunity to devote time to assess how development occurred within the past five years and make adjustments to policies and processes to ensure they are as efficient as possible and provide the framework to support the future vision for Regina as outlined in the OCP.

An aging workforce and competitive environment for talented, qualified employees will impact the Division's ability to attract and retain employees in hard to fill positions. Over the next few years, many senior staff will be eligible to retire. A number of positions in the Division require specialized education and training, making it challenging to fill vacancies. The Division is exploring many options from succession planning, increased process documentation, changing how we do business and increased recruitment efforts to mitigate the risk.

Technology advancements create new and better opportunities to serve residents and the development industry. In response, the Division has already adopted an online portal within the taxation and assessment service, which includes the option for paperless notices, for increased customer convenience. The Division will continue to take advantage of new technology to meet customer expectations. Leveraging technology is part of a larger move toward a more customer-centric approach. Levels of service expectations within the residential and commercial building permit process are now being met after significant process improvements and efficiencies were found within the Division's inspection processes to minimize the number of visits that need to be made by the City. The Division is working closely with the development industry to address issues as they come up.

Looking Forward

City Planning & Development will continue to focus on increasing efficiencies and improving customer service through streamlined processes and operations. *The Zoning Bylaw* will be brought forward for Council's consideration in 2019, setting the standards for building a vibrant, inclusive and attractive Regina that embodies the community vision outlined in the OCP. A new, online development and building permit application process will be introduced to increase efficiencies and provide an improved customer experience. Assessment & Taxation will continue to improve service delivery and efficiencies by expanding the web portal to include additional assessment self-service options for property owners and third-party agents. The review of the Development Standards Manual will be completed and provide up to date standards that reflect the OCP and best practices. Updates to the OCP, based on an evaluation of the progress to date, will be completed. A report summarizing the Ring Road Feasibility Study, along with recommendations, will be brought forward to Council in 2019.

In addition to continuing work, new work will be initiated and completed in 2019. Much of this will build on work already completed. The Infill Servicing Agreement Fees and Intensification Levy that was developed in 2018 will be implemented in 2019. Work will also be done to implement recommendations from the Fee & Operational Review to ensure full cost-recovery in accordance with the OCP. Implementation and installation of bike lanes, in accordance with the Transportation Master Plan, will begin in 2019 to further promote active forms of transportation, which builds a healthier community.

The Division will set the stage for neighbourhood revitalization and renewal through the completion of an Underutilized Land Strategy to encourage the development of underused areas and the City's first neighbourhood plan for an existing neighbourhood. Neighbourhood plans describe the policy intentions of an area to ensure complementary design that aligns to the OCP. A Saskatchewan Drive corridor plan will also be initiated. This plan will be the first of its kind in Regina. Once complete, it will guide development along Saskatchewan Drive and inform the City's infrastructure upgrade options.

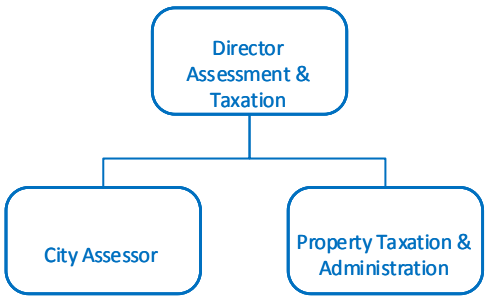
							Budget Change	
Expenditures ($000s)	2016 Actuals	2017 Actuals	2018 Budget	2018 Forecast (Sept)	**2019 Budget**		Dollar Change	Per Cent Change
General Fund								
Executive Director, Planning & Development	480.8	327.9	334.4	337.8	**343.7**		9.3	2.8
Assessment & Tax	4,985.6	4,732.0	5,041.7	4,760.1	**5,017.6**		(24.1)	(0.5)
Development Services	8,182.2	8,344.7	8,655.6	8,270.5	**8,635.4**		(20.3)	(0.2)
Planning	4,818.5	3,936.9	6,137.1	4,952.9	**6,146.7**		9.6	0.2
Total General Operating Expenditures	18,467.0	17,341.5	20,168.8	18,321.3	**20,143.4**		(25.5)	(0.1)
Utility Fund								
Development Services	1,494.0	1,680.8	2,125.6	1,007.7	**1,096.1**		(1,029.5)	(48.4)
Planning	723.9	737.9	906.8	833.4	**891.9**		(14.8)	(1.6)
Total Utility Operating Expenditures	2,217.9	2,418.6	3,032.3	1,841.2	**1,988.0**		(1,044.3)	(34.4)

Expenditures ($000s)	2016 Actuals	2017 Actuals	2018 Budget		2018 Forecast (Sept)		**2019 Budget**		Budget Change Dollar Change	Budget Change Per Cent Change
Total Operating Expenditures (All funds)	20,684.9	19,760.2	23,201.1		20,162.4		**22,131.4**		(1,069.7)	(4.6)
General Fund Transfers										
Development Services	489.5	311.4	-		-		**-**		-	-
Planning	-	1,888.3	-		-		**-**		-	-
Total General Fund Transfers	489.5	2,199.7	-		-		**-**		-	-
Total General Operating Expenditures (with Transfers)	39,641.3	39,301.3	43,370.0		38,483.7		**42,274.8**		(1,095.2)	(2.5)

Fund - FTEs	**2017**			**2018**			**2019**			**# Change from 2018**	**% Change from 2018**
	Permanent	Casual	Total	Permanent	Casual	Total	**Permanent**	**Casual**	**Total**		-
General Operating	185.8	4.1	189.9	164.8	0.6	165.4	**165.8**	**0.6**	**166.4**	1.0	0.6
Utility Operating	-	-	-	4.0	-	4.0	**4.0**	**-**	**4.0**	-	-
Total	185.8	4.1	189.9	168.8	0.6	169.4	**169.8**	**0.6**	**170.4**	1.0	0.6

Assessment and Taxation

Assessment & Taxation provides reliable assessment and tax administration to generate operating revenue for the City. This includes property valuation, reassessment, tax billing and tax enforcement.

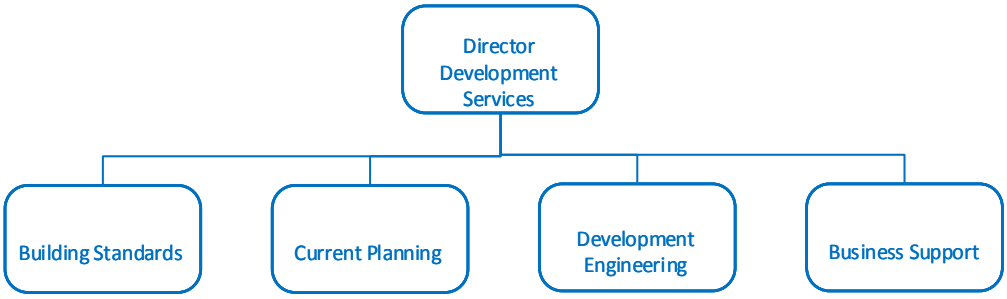


Expenditures ($000s)	2016 Actuals	2017 Actuals	2018 Budget		2018 Forecast (Sept)		**2019 Budget**		Budget Change Dollar Change	Budget Change Per Cent Change
General Fund										
Property Assessment (City Assessor)	2,550.5	2,592.6	2,624.2		2,462.8		**2,577.9**		(46.3)	(1.8)
Property Taxation & Administration	2,411.3	2,116.4	2,417.5		2,297.3		**2,408.9**		(8.6)	(0.4)
Real Estate - City Owned Properties	23.8	23.0	-		-		**30.8**		30.8	-
Total General Operating Expenditures	4,985.6	4,732.0	5,041.7		4,760.1		**5,017.6**		(24.1)	(0.5)

Fund - FTEs	2017			2018			2019			# Change from 2018	% Change from 2018
	Permanent	Casual	Total	Permanent	Casual	Total	**Permanent**	**Casual**	**Total**		
General Operating	47.8	-	47.8	46.8	-	46.8	**46.8**	**-**	**46.8**	-	-
Total	47.8	-	47.8	46.8	-	46.8	**46.8**	**-**	**46.8**	-	-

Development Services

Development Services provides development approval, building approval and new development construction services to ensure compliance with bylaws and regulations in the development of the built environment.



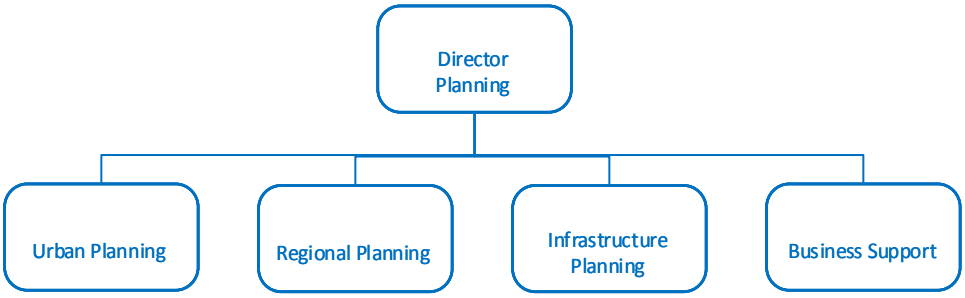
Expenditures ($000s)	2016 Actuals	2017 Actuals	2018 Budget	2018 Forecast (Sept)	**2019 Budget**	Budget Change: Dollar Change	Budget Change: Per Cent Change
General Fund							
Director, Development Services	75.4	80.7	66.6	65.1	**69.7**	3.1	4.6
Current Planning	122.5	93.2	53.1	57.0	**325.2**	272.1	512.4
Development Engineering	631.6	668.8	763.5	644.2	**706.0**	(57.5)	(7.5)
Business Support	111.8	131.1	123.7	144.8	**124.0**	0.3	0.2
Development	256.8	244.1	144.2	150.9	**-**	(144.2)	(100.0)
Engineering Services Administration	97.7	103.2	104.9	104.1	**114.3**	9.4	9.0
Geospatial Services	770.0	842.6	-	-	**-**	-	-
Heritage Program	132.6	170.2	133.3	72.2	**132.2**	(1.1)	(0.8)
Infrastructure Services	462.0	482.7	457.8	832.4	**461.7**	3.9	0.9
Planning & Sustainability Fee Supported Operations	5,014.0	4,948.8	6,090.0	5,487.8	**6,123.4**	33.5	0.5
Service Agreement-Development Engineering	365.1	423.8	574.4	616.2	**578.8**	4.4	0.8
Zoning	142.7	155.6	144.1	95.8	**-**	(144.1)	(100.0)
Total General Operating Expenditures	8,182.2	8,344.7	8,655.6	8,270.5	**8,635.4**	(20.3)	(0.2)
Utility Fund							
Director, Development Services	75.4	80.7	88.8	86.8	**92.9**	4.1	4.6
Development Engineering	372.4	445.9	509.0	429.5	**470.7**	(38.3)	(7.5)
Business Support	63.2	77.9	67.7	89.1	**68.6**	0.8	1.2

Expenditures ($000s)	2016 Actuals	2017 Actuals	2018 Budget	2018 Forecast (Sept)	**2019 Budget**	Budget Change	
						Dollar Change	Per Cent Change
Engineering Services Administration	65.2	68.8	69.9	69.4	**76.2**	6.3	9.0
Geospatial Services	513.4	612.5	628.4	-	**-**	(628.4)	(100.0)
Infrastructure Services	308.0	321.8	305.2	332.9	**307.8**	2.6	0.9
New Water/Sewer Connections	-	-	310.0	-	**-**	(310.0)	(100.0)
Replace Water & Wastewater Connections	96.5	73.2	146.5	-	**80.0**	(66.5)	(45.4)
Total Utility Operating Expenditures	1,494.0	1,680.8	2,125.6	1,007.7	**1,096.1**	(1,029.5)	(48.4)
Total Operating Expenditures (All funds)	9,676.2	10,025.4	10,781.2	9,278.2	**9,731.4**	(1,049.7)	(9.7)

Fund - FTEs	**2017**			**2018**			**2019**			**# Change from 2018**	**% Change from 2018**
	Permanent	Casual	Total	Permanent	Casual	Total	**Permanent**	**Casual**	**Total**		
General Operating	96.0	4.1	100.1	84.0	0.6	84.6	**85.0**	**0.6**	**85.6**	1.0	1.2
Total	96.0	4.1	100.1	84.0	0.6	84.6	**85.0**	**0.6**	**85.6**	1.0	1.2

Planning

Planning provides infrastructure planning, land use planning and growth management. This includes defining and documenting policy and standards for new growth areas, reviewing and preparing neighbourhood plans and developing long-range plans for the provision of City services, including collaborating with regional partners, if required.



Expenditures ($000s)	2016 Actuals	2017 Actuals	2018 Budget	2018 Forecast (Sept)	**2019 Budget**	Budget Change	
						Dollar Change	Per Cent Change
General Fund							
Director, Planning	157.0	210.8	277.9	214.7	**281.3**	3.3	1.2
Urban Planning	3,277.4	2,193.7	4,013.7	3,175.4	**3,937.2**	(76.6)	(1.9)
Regional Planning	487.9	497.2	535.0	477.3	**526.7**	(8.3)	(1.5)
Infrastructure Planning	254.8	233.8	365.8	262.6	**360.5**	(5.3)	(1.4)
Business Support	95.5	124.1	254.2	138.8	**249.5**	(4.7)	(1.8)
Planning & Sustainability Fee Supported Operations	261.0	381.2	358.5	275.5	**367.4**	8.9	2.5
Roadways - Development Engineering & Landscape Design	284.9	296.2	332.0	408.6	**424.2**	92.2	27.8
Total General Operating Expenditures	4,818.5	3,936.9	6,137.1	4,952.9	**6,146.7**	9.6	0.2
Utility Fund							
Infrastructure Planning	218.9	254.8	311.3	309.8	**306.8**	(4.5)	(1.4)
Water, Wastewater & Drainage Infrastructure	505.0	483.1	595.5	523.6	**585.2**	(10.3)	(1.7)
Total Utility Operating Expenditures	723.9	737.9	906.8	833.4	**891.9**	(14.8)	(1.6)
Total Operating Expenditures (All funds)	5,542.4	4,674.8	7,043.9	5,786.3	**7,038.7**	(5.2)	(0.1)

Fund - FTEs	**2017**			**2018**			**2019**			**# Change from 2018**	**% Change from 2018**
	Permanent	Casual	Total	Permanent	Casual	Total	**Permanent**	**Casual**	**Total**		
General Operating	40.0	-	40.0	32.0	-	32.0	**32.0**	**-**	**32.0**	-	-
Utility Operating	-	-	-	4.0	-	4.0	**4.0**	**-**	**4.0**	-	-
Total	40.0	-	40.0	36.0	-	36.0	**36.0**	**-**	**36.0**	-	-

Organization and People Division

Overview

Organization & People delivers communications, customer service and human resources support to the organization to ensure the City is able to effectively deliver services to the community. The Division consists of the Communications & Customer Experience and Human Resources departments.



2018 Achievements

Work continues to ensure a safe, supportive environment that respects and values people. Initiatives focus on developing a strong and diverse workforce to deliver better customer service and address challenges. This is accomplished through various plans, such as the Diversity and Inclusion Plan and Mental Health Strategy, and programs, such as Work Ready. The Work Ready program was rolled out in 2018 and is intended to reduce the number of workplace injuries. A People Strategy is in development. A review of the employee benefit programs and recruitment technology was initiated to support the outcomes of the People Strategy.

Communications & Customer Experience helps to ensure residents remain informed, especially during times of interruption or change, and engaged through various strategies and initiatives. For example, public engagement support was provided for the 2019 Budget development, *Fire Bylaw*, biweekly garbage collection and snow routes. Service Regina completed a formal Business Continuity Plan to ensure that time-critical business functions can continue in a time of crisis. Work continued on the redesign of Regina.ca, which will launch in 2019. This is one of the leading sources of information for residents who will have a significantly improved user experience, particularly for those accessing Regina.ca on mobile devices.

Challenges and Opportunities

Regina is growing and its population is changing. Cost-effectively providing information on programs and services continues to be a major focus. New technology offers an opportunity to reach more residents in different ways in order to share information. In collaboration with ITS, Communications & Customer Experience monitors and adopts new ways of reaching residents. For example, the launch of the redesigned Regina.ca will greatly assist in meeting this challenge. The Division has created a Diversity and Inclusion Plan and keeps an up-to-date Interpreter List consisting of employees who collectively speak 23 different languages to ensure the organization is inclusive and responsive to resident and employee needs.

Since 2015, the City has seen an improvement in its safety record, however, it continues to be something that is monitored closely and remains a focus for organization. This Division leads the Safety Program. The City will be in negotiations for all collective agreements until the end of 2018. Human Resources is the lead on managing this process.

Looking Forward

We will continue to focus on employee safety and creating a positive workplace culture that enables reliable service delivery. A focus on workplace safety and reduction of workplace injuries will continue with the Corporate Mental Health Strategy and the Work Ready program, with five more departments entering the program to focus on identifying high risk processes and tasks that cause workplace injuries. A People Strategy will be rolled out, providing a framework for employees and leaders in creating positive culture change. The People Strategy was created by employees from across the organization in support of City employees delivering on the organizations priorities.

The review of employee benefit programs will continue into 2019. A project to replace the existing recruitment software will be launched.

Providing easily accessible opportunities for residents to provide input on major policy initiatives will continue to be a priority, as will creating more consistency for public engagement activities across the organization to ensure that the City

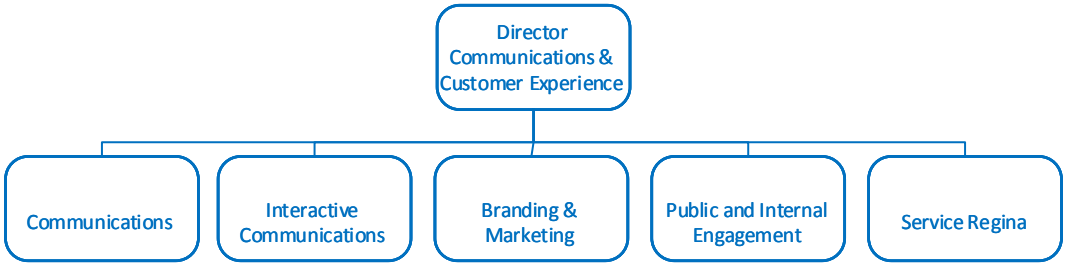
consistently offers opportunities for resident and stakeholder input as part of its decision-making. 2019 will see the launch of a newly redesigned Regina.ca that will improve user experience, particularly on mobile devices.

Expenditures ($000s)	2016 Actuals	2017 Actuals	2018 Budget	2018 Forecast (Sept)	**2019 Budget**	Budget Change: Dollar Change	Budget Change: Per Cent Change
General Fund							
Executive Director, Organization & People	-	-	778.9	778.9	**456.9**	(322.0)	(41.3)
Communications & Customer Experience	4,063.9	3,853.8	4,380.4	4,097.6	**4,314.0**	(66.4)	(1.5)
Human Resources	7,128.9	6,631.3	7,056.3	6,882.1	**7,582.3**	526.0	7.5
Total General Operating Expenditures	11,192.8	10,485.1	12,215.6	11,758.7	**12,353.2**	137.6	1.1
Utility Fund							
Communications & Customer Experience	1,154.2	1,274.6	1,279.0	1,213.3	**1,283.7**	4.7	0.4
Human Resources	113.4	105.6	160.7	160.7	**-**	(160.7)	(100.0)
Total Utility Operating Expenditures	1,267.6	1,380.2	1,439.8	1,374.0	**1,283.7**	(156.1)	(10.8)
Total Operating Expenditures (All Funds)	12,460.5	11,865.3	13,655.4	13,132.7	**13,636.9**	(18.5)	(0.1)
General Fund Transfers							
Communications & Customer Experience	-	54.5	-	-	**-**	-	-
Total General Fund Transfers	-	54.5	-	-	**-**	-	-
Total General Operating Expenditures (with Transfers)	12,460.5	11,919.8	13,655.4	13,132.7	**13,636.9**	(18.5)	(0.1)

Fund - FTEs	**2017**			**2018**			**2019**			**# Change from 2018**	**% Change from 2018**
	Permanent	Casual	Total	Permanent	Casual	Total	**Permanent**	**Casual**	**Total**		-
General Operating	105.3	1.5	106.8	105.0	1.3	106.3	**105.0**	**1.3**	**106.3**	-	-
Utility Operating	1.0	-	1.0	1.0	-	1.0	**1.0**	**-**	**1.0**	-	-
Total	106.3	1.5	107.8	106.0	1.3	107.3	**106.0**	**1.3**	**107.3**	-	-

Communications & Customer Experience

The Communications & Customer Experience Department keeps residents informed about City programs and services and provides the opportunity for residents to share their voice on important considerations and decisions. Through Service Regina, residents also have a direct customer service link through telephone, online and City Hall in-person contact.

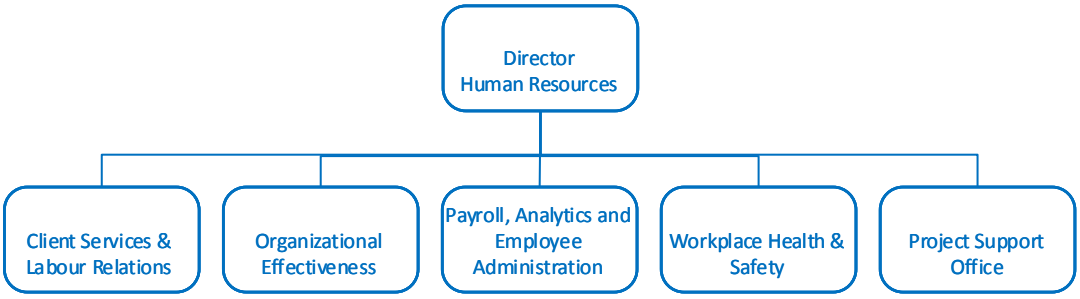


Expenditures ($000s)	2016 Actuals	2017 Actuals	2018 Budget	2018 Forecast (Sept)	**2019 Budget**	Budget Change Dollar Change	Budget Change Per Cent Change
General Fund							
Director, Communications & Customer Experience	1,634.7	1,544.4	1,728.1	1,581.5	**1,727.3**	(0.8)	(0.0)
Communications	208.6	207.8	257.4	163.5	**205.4**	(52.0)	(20.2)
Interactive Communications	56.5	42.2	62.1	62.1	**127.1**	65.0	104.7
Branding & Marketing	595.1	595.8	695.8	755.6	**600.8**	(95.0)	(13.7)
Internal & External Engagement	-	2.5	19.0	19.0	**19.0**	-	-
Service Regina	1,569.0	1,461.0	1,618.0	1,515.9	**1,634.4**	16.4	1.0
Total General Operating Expenditures	4,063.9	3,853.8	4,380.4	4,097.6	**4,314.0**	(66.4)	(1.5)
Utility Fund							
Communications	25.4	108.8	100.0	100.0	**100.0**	-	-
Interactive Communications	82.3	88.3	94.5	94.5	**94.1**	(0.4)	(0.5)
Branding & Marketing	0.4	-	-	-	**-**	-	-
Service Regina	1,046.1	1,077.6	1,084.5	1,018.8	**1,089.6**	5.1	0.5
Total Utility Operating Expenditures	1,154.2	1,274.6	1,279.0	1,213.3	**1,283.7**	4.7	0.4
Total Operating Expenditures (All funds)	5,218.2	5,128.4	5,659.4	5,311.0	**5,597.7**	(61.7)	(1.1)

Fund - FTEs	**2017**			**2018**			**2019**			**# Change from 2018**	**% Change from 2018**
	Permanent	Casual	Total	Permanent	Casual	Total	**Permanent**	**Casual**	**Total**		
General Operating	47.0	1.5	48.5	47.0	1.3	48.3	**47.0**	**1.3**	**48.3**	-	-
Utility Operating	1.0	-	1.0	1.0	-	1.0	**1.0**	**-**	**1.0**	-	-
Total	48.0	1.5	49.5	48.0	1.3	49.3	**48.0**	**1.3**	**49.3**	-	-

Human Resources

Human Resources provides services, tools, and information to enable leaders in creating an environment where employees are engaged, take initiative, and strive for excellence in delivering programs and services to the community. This includes activities related to employee attraction, retention, safety, training, leadership development, management support, payroll and employee benefits.



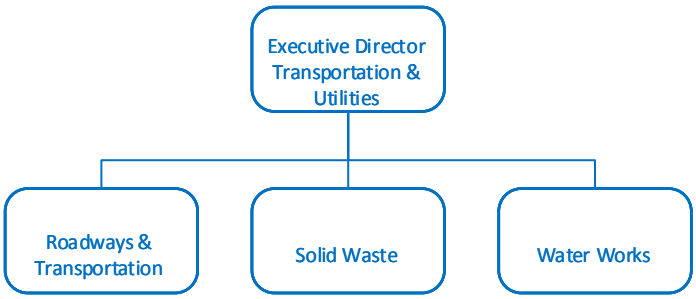
Expenditures ($000s)	2016 Actuals	2017 Actuals	2018 Budget	2018 Forecast (Sept)	**2019 Budget**	Budget Change	
						Dollar Change	Per Cent Change
General Fund							
Director, Human Resources	697.3	491.0	-	-	**536.5**	536.5	-
Client Services & Labour Relations	1,333.5	1,257.1	1,745.0	1,745.0	**1,739.7**	(5.3)	(0.3)
Organizational Effectiveness	1,425.2	1,270.1	1,487.8	1,387.3	**1,634.7**	146.9	9.9
Payroll, Analytics and Employee Administration	1,409.7	1,305.3	1,700.7	1,432.8	**1,662.6**	(38.0)	(2.2)
Workplace Health & Safety	1,470.0	1,582.4	1,864.9	2,059.9	**1,750.2**	(114.7)	(6.2)
Project Support Office	195.9	182.4	277.6	276.8	**-**	(277.6)	(100.0)
Transition, Compensation & Benefits	597.4	543.0	(19.6)	(19.6)	**258.7**	278.3	107.0
Total General Operating Expenditures	7,128.9	6,631.3	7,056.3	6,882.1	**7,582.3**	526.0	7.5
Utility Fund							
Project Support Office	113.4	105.6	160.7	160.7	**-**	(160.7)	(100.0)
Total Utility Operating Expenditures	113.4	105.6	160.7	160.7	**-**	(160.7)	(100.0)
Total Operating Expenditures (All funds)	7,242.3	6,736.9	7,217.0	7,042.9	**7,582.3**	365.3	5.1

Fund - FTEs	**2017**			**2018**			**2019**			**# Change from 2018**	**% Change from 2018**
	Permanent	Casual	Total	Permanent	Casual	Total	**Permanent**	**Casual**	**Total**		
General Operating	55.3	-	55.3	58.0	-	58.0	**58.0**	**-**	**58.0**	-	-
Total	55.3	-	55.3	58.0	-	58.0	**58.0**	**-**	**58.0**	-	-

Transportation & Utilities Division

Overview

Transportation & Utilities delivers foundational public services that residents use and rely on every day. The Division is responsible for providing predictable, reliable and sustainable transportation, water, wastewater, drainage and waste management services to Regina. Transportation & Utilities comprises three departments: Roadways & Transportation, Solid Waste and Water Works.



2018 Achievements

The Transportation & Utilities Division had great successes exploring and implementing new initiatives to reduce costs and better serve residents. A Snow Routes Pilot Project resulted in a more effective and efficient snow storm response. Crews were able to complete plowing 20% faster, produce more consistent snow ridges and impact road widths and travel lanes less when compared to traditional routes. The use of liquid salt was implemented to reduce the amount of sand used by 20%, resulting in cost savings overall. New sidewalk repair products, intended to reduce concrete maintenance costs, were tested in high traffic areas such as the downtown. A Bi-weekly Solid Waste Collection pilot project resulted in over $240,000 of ongoing savings. Finally, the Division implemented new construction coordination and integration processes to better facilitate the City's construction projects with the goal to minimize disruption and delays to the public and implement work process improvements for maintenance activities.

Roadways & Transportation completed the fifth year of the Residential Road Renewal Program delivering 56 projects and covering 17.1 km of residential roadways. Additionally, 8 km (13 projects) were completed on the major road network. The department also replaced four bridges, two pedestrian bridges and realigned Eastgate Drive.

Solid Waste received Council approval to move forward on a number of waste initiatives including: a permanent move to bi-weekly garbage collection in the winter months (November to March), providing residents with an option for additional garbage collection service, a permanent leaf and yard depot site starting in 2019, and the development of a curbside organic service pilot program.

The Water Works Department completed a number of projects targeted at reducing the risk of wastewater overflows and sewer backups, such as completion of the Arcola Avenue detention pond project, the 5th Avenue North Relief Sewer project and the construction of a new forcemain to allow more wastewater to be pumped to the Wastewater Treatment Plant. A large watermain relining program was undertaken to renew approximately 6.5 km of watermains while minimizing the disturbance to surface infrastructure.

Challenges and Opportunities

The nature of the work within this Division has inherent challenges as it is subject to a number of unknowns. Extreme weather (rain or snow events, drought, etc.) can place a strain on services and often requires shifting resources to ensure levels of service are maintained. The risk of uncovering unexpected issues on construction projects can result in delays, increased costs and the reallocation of resources. In a time of fiscal restraint, it can be challenging to respond to these issues and continue to maintain existing levels of service. However, the Division is well-positioned to manage within these financial challenges. Many of the programs and service delivered by Transportation & Utilities have funding sources through fees, charges and rates charged to the customer. A number of long-term plans exist to ensure a thoughtful and sustainable approach to service delivery by providing the necessary information to understand the current and future implications of decisions and direction on where investments should be made.

Innovative funding solutions and the ability to potentially access third-party funding offer opportunities to improve service sustainability and support community priorities over the next number of years. For example, the 1% dedicated mill rate for residential roads ensures the advancement of levels of service on a very specific sub category of the roadways asset. The

Landfill Gas to Energy project improves our environmental stewardship while providing a non-traditional source of revenue for the City. Over the next number of years, the Division will seek to maximize existing third-party funding or leverage new funding such as gas tax funding, the Low Carbon Economy Challenge, Federation of Canadian Municipalities funding and the Investing in Canada Infrastructure Program funding. There has already been an increase in the Multi-Material Stewardship Western funding, which provides approximately 30% of the service cost for the curbside and Big Blue Bin recycling services.

Policy and/or regulatory changes from outside agencies can impact service delivery. The provincial government is currently consulting the public on a Solid Waste Management Strategy that could impact the City's landfill and recycling. Also, the recycling funding model will be challenged as the recycling industry reacts to a changing environment, especially changes to China's import legislation known as Chinese National Sword, which limits the recycling material China will accept. As the regulating body, any changes by the Water Security Agency have the potential to impact water, wastewater and drainage services. Employees keep abreast of potential regulatory or policy changes to ensure the City is able to respond by building and maintaining strong relationship with industry stakeholders and regulators.

Looking Forward

The Division will continue to build on successes and look for innovative approaches to reduce cost, extend the life of City assets and enhance customer service. This includes expanding snow routes to further enhance the delivery of winter road maintenance activities, beginning work to replace the City's water meter system to increase the efficiency of the water service, introducing a permanent leaf and yard depot and trialing a new residential organics program to increase the rate of waste diversion and extend the life of the landfill. The implementation of new products and construction techniques will be undertaken to provide longer asset life and improved service.

The Division will look to advance the creation of key policy documents. The Winter Road Maintenance Policy will be reviewed and updated to ensure it balances affordability with resident needs. The development and implementation of Wastewater and Solid Waste Master Plans will inform long-term direction and guide the sustainable delivery of services. The Division will continue to engage with the public and Council on important policy decisions.

							Budget Change	
Expenditures ($000s)	2016 Actuals	2017 Actuals	2018 Budget	2018 Forecast (Sept)	**2019 Budget**		Dollar Change	Per Cent Change
General Fund								
Executive Director, Transportation & Utilities	112.7	108.6	111.7	111.7	**114.3**		2.6	2.3
Roadways & Transportation Services	35,052.0	36,188.2	38,764.0	36,521.3	**39,441.8**		677.8	1.7
Solid Waste	19,917.0	17,875.7	21,850.6	20,269.5	**24,238.6**		2,388.0	10.9
Total General Operating Expenditures	55,081.7	54,172.6	60,726.3	56,902.6	**63,794.7**		3,068.4	5.1
Utility Fund								
Executive Director, Transportation & Utilities	109.4	105.4	108.4	108.4	**110.9**		2.5	2.3
Solid Waste Management	869.9	631.1	1,196.0	1,070.2	**1,229.8**		33.8	2.8
Water Works - Stormwater	1,795.2	1,636.0	2,482.8	4,298.4	**4,920.0**		2,437.2	98.2
Water Works - Wastewater	14,508.4	14,312.0	15,164.1	14,775.8	**18,766.8**		3,602.7	23.8
Water Works - Water	23,793.0	18,026.8	19,084.4	17,285.6	**16,268.6**		(2,815.8)	(14.8)
Total Utility Operating Expenditures	41,075.9	34,711.3	38,035.7	37,538.5	**41,296.0**		3,260.3	8.6
Costing Fund								
Roadways & Transportation	21,535.5	23,757.8	9,395.9	12,621.0	**9,219.4**		(176.6)	(1.9)
Solid Waste	85.8	338.6	11.8	11.8	**-**		(11.8)	(100.0)

Expenditures ($000s)	2016 Actuals	2017 Actuals	2018 Budget	2018 Forecast (Sept)	**2019 Budget**	Budget Change: Dollar Change	Budget Change: Per Cent Change
Water Works - Stormwater	-	4.8	-	-	**-**	-	-
Water Works - Wastewater	3,539.9	3,527.5	111.5	111.5	**-**	(111.5)	(100.0)
Water Works - Water	936.3	1,216.7	5.9	5.9	**-**	(5.9)	(100.0)
Total Costing Operating Expenditures	26,097.5	28,845.4	9,525.1	12,750.2	**9,219.4**	(305.8)	(3.2)
Total Operating Expenditures (All funds)	122,255.1	117,729.2	108,287.1	107,191.2	**114,310.1**	6,022.9	10.4
General Fund Transfers							
Roadways & Transportation Services	2,934.4	2,298.5	-	650.0	**-**	-	-
Solid Waste	13,659.3	15,095.5	14,061.9	11,028.1	**10,784.6**	(3,277.3)	(23.3)
Total General Fund Transfers	16,593.7	17,394.0	14,061.9	11,678.1	**10,784.6**	(3,277.3)	(23.3)
Total General Operating Expenditures (with Transfers)	138,848.8	135,123.2	122,349.0	118,869.3	**125,094.7**	2,745.7	2.2

*Facilities Costs that were represented in the 2018 Budget Book are now being presented in the Facilities Department of Corporate Services.

Fund - FTEs	**2017**			**2018**			**2019**			**# Change from 2018**	**% Change from 2018**
	Permanent	Casual	Total	Permanent	Casual	Total	**Permanent**	**Casual**	**Total**		-
General Operating	229.5	70.0	299.5	230.0	68.2	298.2	**231.0**	**68.2**	**299.2**	1.0	0.3
Utility Operating	153.2	24.1	177.3	154.6	25.2	179.8	**155.6**	**25.2**	**180.8**	1.0	0.6
Costing Fund - FTEs	9.7	2.8	12.4	9.8	3.0	12.8	**9.8**	**3.0**	**12.8**	-	-
General Capital	16.7	0.7	17.4	16.7	1.8	18.5	**17.7**	**1.8**	**19.5**	1.0	5.4
Utility Capital	17.7	4.0	21.7	18.4	5.3	23.7	**17.4**	**5.3**	**22.7**	(1.0)	(4.2)
Total	426.8	101.5	528.3	429.5	103.5	533.0	**431.5**	**103.5**	**535.0**	2.0	0.4

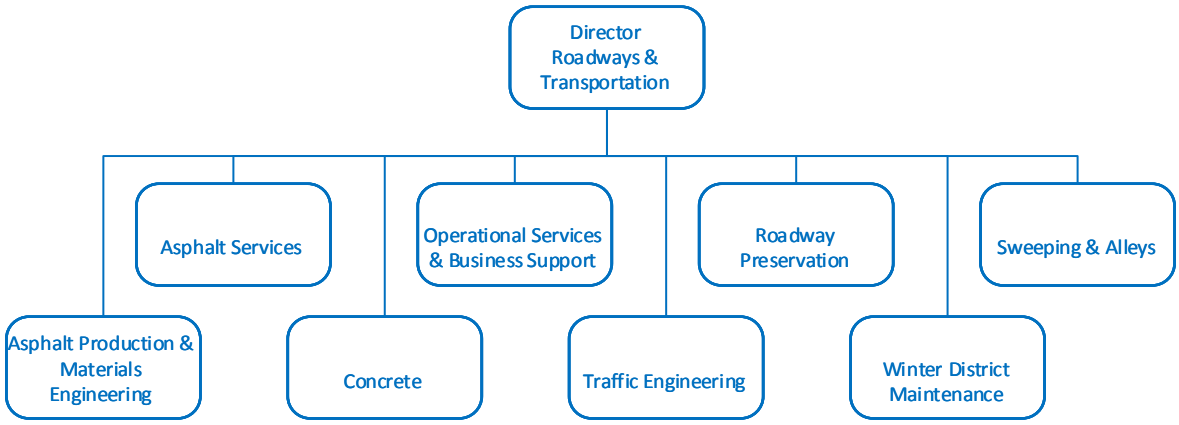
Transportation & Utilities Administration

Expenditures ($000s)	2016 Actuals	2017 Actuals	2018 Budget	2018 Forecast (Sept)	**2019 Budget**	Budget Change Dollar Change	Budget Change Per Cent Change
General Fund							
Executive Director, Transportation & Utilities	112.7	108.6	111.7	111.7	**114.3**	2.6	2.3
Total General Operating Expenditures	112.7	108.6	111.7	111.7	**114.3**	2.6	2.3
Utility Fund							
Executive Director, Transportation & Utilities	109.4	105.4	108.4	108.4	**110.9**	2.5	2.3
Total Utility Operating Expenditures	109.4	105.4	108.4	108.4	**110.9**	2.5	2.3
Total Operating Expenditures (All funds)	222.1	214.0	220.2	220.2	**225.2**	5.1	2.3

Fund - FTEs	**2017**			**2018**			**2019**			**# Change from 2018**	**% Change from 2018**
	Permanent	Casual	Total	Permanent	Casual	Total	**Permanent**	**Casual**	**Total**		
General Operating	2.0	-	2.0	2.0	-	2.0	**2.0**	**-**	**2.0**	-	-
Total	2.0	-	2.0	2.0	-	2.0	**2.0**	**-**	**2.0**	-	-

Roadways & Transportation

Roadways & Transportation is responsible for the planning, designing, constructing and asset maintenance of existing roadways, bridges, sidewalks and other transportation infrastructure. The Department also provides seasonal road maintenance and traffic safety management services.



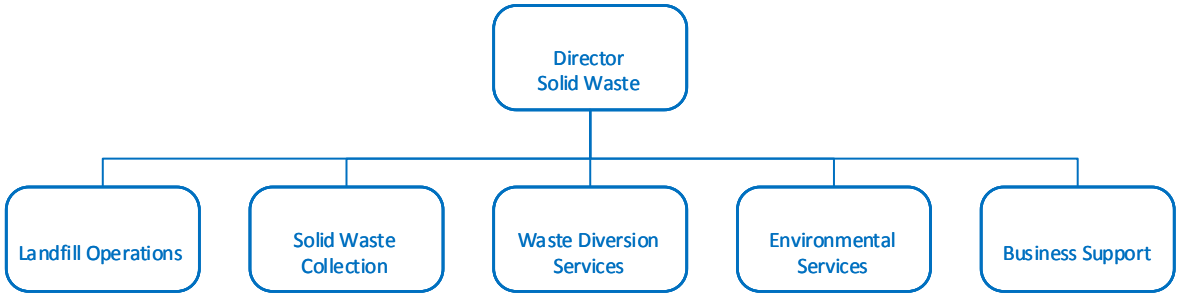
Expenditures ($000s)	2016 Actuals	2017 Actuals	2018 Budget		2018 Forecast (Sept)		**2019 Budget**		Budget Change	
									Dollar Change	Per Cent Change
General Fund										
Director, Roadways & Transportation	1,841.3	1,901.4	1,623.5		1,583.8		**1,658.9**		35.5	2.2
Asphalt Production & Materials Engineering	318.8	293.6	381.4		351.0		**385.6**		4.2	1.1
Asphalt Services	4,011.0	4,640.0	5,149.2		5,315.9		**5,255.3**		106.1	2.1
Concrete Services	4,187.6	3,544.8	4,095.5		3,497.2		**3,686.9**		(408.5)	(10.0)
Traffic Services	9,589.1	9,679.5	9,762.5		9,775.6		**10,021.7**		259.1	2.7
Roadways Preservation	1,574.3	1,532.4	1,653.4		1,653.4		**1,645.1**		(8.3)	(0.5)
Sweeping & Alley Services	7,396.0	7,660.7	7,607.3		6,453.8		**7,644.0**		36.6	0.5
Winter District Maintenance	6,133.8	6,935.8	8,491.3		7,890.6		**9,144.4**		653.1	7.7
Total General Operating Expenditures	35,052.0	36,188.2	38,764.0		36,521.3		**39,441.8**		677.8	1.7
Costing Fund										
Director, Roadways & Transportation	2,181.4	2,399.1	-		-		**-**		-	-
Asphalt Production & Materials Engineering	7,015.4	7,774.0	8,107.0		6,835.6		**7,887.3**		(219.7)	(2.7)
Asphalt Services	3,062.5	3,233.5	774.0		4,226.4		**792.7**		18.8	2.4
Concrete Services	2,538.4	2,622.1	454.9		1,499.0		**539.3**		84.4	18.6
Traffic Services	2,500.1	3,107.4	-		-		**-**		-	-
Sweeping & Alley Services	2,299.7	2,298.9	-		-		**-**		-	-
Winter District Maintenance	1,938.0	2,322.7	60.0		60.0		**-**		(60.0)	(100.0)
Total Costing Operating Expenditures	21,535.5	23,757.8	9,395.9		12,621.0		**9,219.4**		(176.6)	(1.9)
Total Operating Expenditures (All funds)	56,587.4	59,946.0	48,159.9		49,142.3		**48,661.1**		501.2	1.0

*Facilities Costs that were represented here in the 2018 Budget Book are now being presented in the Facilities Department of Financial & Corporate Services.

Fund - FTEs	**2017**			**2018**			**2019**			**# Change from 2018**	**% Change from 2018**
	Permanent	Casual	Total	Permanent	Casual	Total	**Permanent**	**Casual**	**Total**		
General Operating	159.2	43.4	202.6	160.0	38.9	198.9	**159.0**	**38.9**	**197.9**	(1.0)	(0.5)
Costing Fund - FTEs	9.7	2.8	12.4	9.8	3.0	12.8	**9.8**	**3.0**	**12.8**	-	-
General Capital	16.7	0.7	17.4	16.7	1.8	18.5	**17.7**	**1.8**	**19.5**	1.0	5.6
Total	185.6	46.9	232.4	186.5	43.7	230.2	**186.5**	**43.7**	**230.2**	0.0	0.0

Solid Waste

The Solid Waste Department provides waste collection and disposal services, including services that divert waste from the landfill. The department is also responsible for ensuring environmental regulatory compliance across the organizations' services.



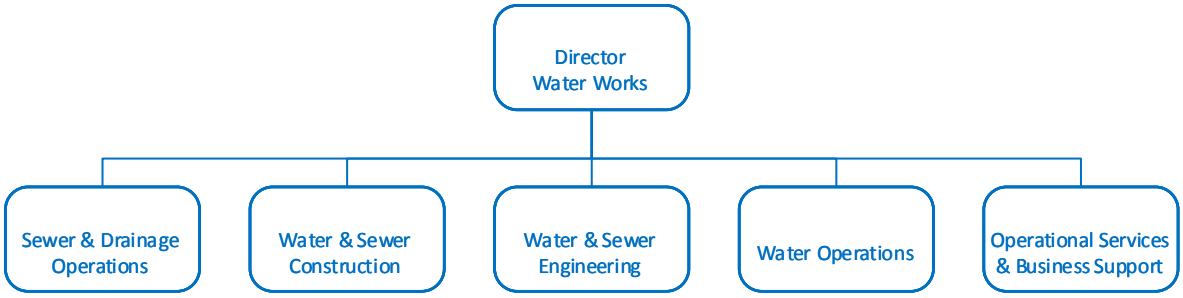
Expenditures ($000s)	2016 Actuals	2017 Actuals	2018 Budget		2018 Forecast (Sept)		**2019 Budget**		Budget Change	
									Dollar Change	Per Cent Change
General Fund										
Director, Solid Waste	259.7	270.2	276.5		274.3		**274.4**		(2.1)	(0.8)
Business Support	349.8	143.7	592.3		212.9		**472.1**		(120.2)	(20.3)
Waste Disposal - Landfill Operations	4,655.0	3,598.1	4,231.6		3,947.1		**5,255.5**		1,023.9	24.2
Waste Disposal - Solid Waste Collection	8,181.5	8,590.8	8,949.5		8,879.6		**8,822.6**		(126.9)	(1.4)
Waste Diversion	5,261.7	3,954.6	6,041.7		5,106.3		**7,468.6**		1,426.9	23.6
Environmental Services	1,208.9	1,318.6	1,759.1		1,849.3		**1,945.5**		186.4	10.6
Total General Operating Expenditures	19,916.6	17,876.0	21,850.6		20,269.5		**24,238.6**		2,387.9	10.9
Costing										
Waste Disposal - Landfill Operations	116.5	252.4	-		-		**-**		-	-
Waste Disposal - Solid Waste Collection	(31.5)	42.6	-		-		**-**		-	-
Waste Diversion	0.8	43.6	11.8		11.8		**-**		(11.8)	(100.0)
Total Costing Operating Expenditures	85.8	338.6	11.8		11.8		**-**		(11.8)	(100.0)
Utility Fund										
Environmental Services	869.9	631.1	1,196.0		1,070.2		**1,229.8**		33.8	2.8
Total Utility Operating Expenditures	869.9	631.1	1,196.0		1,070.2		**1,229.8**		33.8	2.8
Total Operating Expenditures (All funds)	20,872.3	18,845.6	23,058.5		21,351.4		**25,468.4**		2,409.9	10.5

*Facilities Costs that were represented here in the 2018 Budget Book are now being presented in the Facilities Department of Financial & Corporate Services.

Fund - FTEs	2017			2018			2019			# Change from 2018	% Change from 2018
	Permanent	Casual	Total	Permanent	Casual	Total	**Permanent**	**Casual**	**Total**		
General Operating	68.3	26.6	94.9	68.0	29.3	97.3	**70.0**	**29.3**	**99.3**	2.0	2.1
Total	68.3	26.6	94.9	68.0	29.3	97.3	**70.0**	**29.3**	**99.3**	2.0	2.1

Water Works

The Water Works Department is responsible for the planning, designing, constructing, operating and maintenance of the Stormwater Collection & Flood Control, Wastewater Collection & Treatment and Water Supply & Distribution services for the Regina area.



Expenditures ($000s)	2016 Actuals	2017 Actuals	2018 Budget	2018 Forecast (Sept)	**2019 Budget**	Budget Change: Dollar Change	Budget Change: Per Cent Change
Utility Fund							
Water Works - Stormwater	1,795.2	1,636.0	2,482.8	4,298.4	**4,920.0**	2,437.2	98.2
Water Works - Wastewater	14,508.4	14,312.0	15,164.1	14,775.8	**18,766.8**	3,602.7	23.8
Water Works - Water	23,793.0	18,026.8	19,084.4	17,285.6	**16,268.6**	(2,815.8)	(14.8)
Total Utility Operating Expenditures	40,096.6	33,974.8	36,731.2	36,359.8	**39,955.3**	3,224.1	8.8
Costing Fund							
Water Works - Stormwater	-	4.8	-	-	**-**	-	-
Water Works - Wastewater	3,539.9	3,527.5	111.5	111.5	**-**	(111.5)	(100.0)
Water Works - Water	936.3	1,216.7	5.9	5.9	**-**	(5.9)	(100.0)
Total Costing Operating Expenditures	4,476.2	4,749.1	117.4	117.4	**-**	(117.4)	(100.0)
Total Operating Expenditures (All Funds)	44,572.8	38,723.8	36,848.6	36,477.2	**39,955.3**	3,106.7	8.4

Fund - FTEs	2017			2018			2019			# Change from 2018	% Change from 2018
	Permanent	Casual	Total	Permanent	Casual	Total	**Permanent**	**Casual**	**Total**		
Utility Operating	153.2	24.1	177.3	154.6	25.2	179.8	**155.6**	**25.2**	**180.8**	1.0	0.6
Utility Capital	17.7	4.0	21.7	18.4	5.3	23.7	**17.4**	**5.3**	**22.7**	(1.0)	(4.3)
Total	170.9	28.1	199.0	173.0	30.5	203.5	**173.0**	**30.5**	**203.5**	(0.0)	(0.0)

Regina Police Service

The Regina Police Service (RPS) takes a lead role in providing public safety in the City of Regina. Recognition of this role is embodied in the Service's vision statement of 'Working together to keep Regina safe'.

The Regina Police Service has four core functions which provide the framework for organizational objectives and provision of services to the community as follows:

1. Emergency and non-emergency response
2. Quality investigations
3. Traffic safety
4. Crime prevention and community building

Expenditures ($000s)	2016 Actuals	2017 Actuals	2018 Budget	2018 Forecast (Sept)	**2019 Budget**	Budget Change	
						Dollar Change	Per Cent Change
General Fund							
Police Expenditures	81,469.8	85,336.1	87,869.0	87,869.0	**92,460.1**	3,836.4	4.4

Fund - FTEs	**2017**			**2018**			**2019**			**# Change from 2018**	**% Change from 2018**
	Permanent	Casual	Total	Permanent	Casual	Total	**Permanent**	**Casual**	**Total**		
General Operating	573.0	14.0	587.0	586.0	13.0	599.0	**590.0**	**10.0**	**600.0**	1.0	0.2
Total	573.0	14.0	587.0	586.0	13.0	599.0	**590.0**	**10.0**	**600.0**	1.0	0.2

2018 Achievements

The Strategic Plan 2015-2018 is based on four strategic themes - service, communication, our people and improvements. Below are highlights from 2018 under each of these strategic themes.

Services

All front-line officers in the Community Services Division received training regarding proper response and quality investigations regarding intimate partner violence.

The RPS participated in a provincial Gun Amnesty Program from March 29 to April 27, 2018. During this time, RPS seized 101 unwanted firearms, ammunition and other weapons. In total, the Province of Saskatchewan had 369 firearms turned in.

The RPS worked with the Ministry of Social Services to address the high number of repeat missing persons in Regina.

Technology has been purchased to expand e-ticketing to all patrol vehicles. Installation and training will occur by the end of 2018.

A review of the Drug Recognition Expert (DRE) Program is occurring and training opportunities are being sought in anticipation of legalization of cannabis.

Communication

The RPS, in partnership with the University of Regina, conducted its third bi-annual Community Perceptions Survey in the fall. Survey topics include perceptions of policing, crime and feelings of safety within Regina. This survey is an important

tool for measuring police performance. Results from the survey were made publicly available. As in past years, the results were overwhelmingly positive.

The RPS internal website Connect launched on April 3, 2018. The development and implementation of the new website has enhanced communication on policies, procedures and events at the Service.

Facilitation for the Police Information Portal (PIP) will be completed by December 2018. This will allow RPS to share Records Management System (RMS) information with other police agencies.

The RPS became subject to LA FOIP legislation on January 1, 2018. All sworn and civilian employees received training as part of Block Training from January to April 2018.

The RPS has hosted multiple luncheons for family members of missing and murdered Indigenous women and girls. These luncheons provide family members with an opportunity to have open and candid interactions with each other and with senior police managers in a welcoming and respectful environment.

Our People

An Attendance Support Policy designed to support employees in achieving regular attendance was completed in May 2018.

A Benefit Review was completed and benefits will be discussed in the upcoming collective bargaining process. In Quarter 2 of 2018, a Memorandum of Agreement was signed with the Regina Police Association and the Senior Officers Association to address the Long-Term Disability funding shortfall.

A Civilian Performance Management System will be rolled out this fall, allowing time for training and system familiarization. Formal implementation in January 2019.

Civilian employees participated in the Professional Standards ethics and integrity training in 2018.

Truth and Reconciliation Training was delivered to all sworn and civilian employees. The RPS has also created a Truth and Reconciliation Committee to generate ideas and initiatives for how the Regina Police Service can respond to the Calls for Action.

Improvements

Automation of the Equipment Office with self-serve stations for front-line members retrieving radios, car keys, weapons and first-aid equipment.

Upgrades to various information technology systems such as Niche, Asset Management and Quality Assurance Call Handling.

Establishment of the Off-Site Server Room at the SaskTel Data Centre is fully operational in 2018.







Reserves & Debt

Reserves

The City maintains 19 reserves across two primary funds: General Fund and Utility Fund. Reserves are intended to smooth the effect of spending decisions on property taxation. They can also respond to unexpected/emergency spending requirements and minimize use of debt to finance capital projects.

In many cases, reserves are a key component of long-range financial planning for a particular asset category – two examples include:

- Solid Waste Reserve - a mechanism to set aside resources to allow for the renewal, capping and closure of the landfill as well as the ongoing assets required to operate the solid waste service
- Cemetery Reserve - a mechanism to set aside fees for perpetual care so that they are available for that purpose in the future

Allocating either fee-based revenues or tax-based revenues to reserves allows for the cost of renewal to be spread across all users over the full life of the asset. This is consistent with a financial principle in our Official Community Plan, which identifies the "benefits model" as the basis for costing services. In this model, the users of a service should pay for the service (either through user fees or taxes). Financing tools like reserves can reduce the risk of transferring the cost of an asset to a future generation that hasn't been able to fully utilize the asset.

The amount of funding currently held in reserves is relatively low in comparison to the values of our assets. Reserves are projected to increase from $68.4 million in 2019 to $81.3 million by 2023. The increase over the five-year period is primarily in the Solid Waste reserve for the future cap and closure of the landfill.

Reserve Balances



General Fund Reserve Balances
($000s)

Minimum Allowable	Maximum Allowable	Reserve Name	2018 Projected Ending Balance	**Additions 2019**	**Reductions 2019**	**2019 Projected Ending Balance**	2020 Projected Ending Balance	2021 Projected Ending Balance	2022 Projected Ending Balance	2023 Projected Ending Balance
Operating Reserves										
22,000	44,000	General Fund Reserve	8,241	**281**	**(4,196)**	**4,326**	4,326	4,326	4,326	4,326
200	1,300	Asphalt Reserve	1,501	**200**	**(150)**	**1,551**	1,351	551	751	801
500	30,000	Asset Revitalization Reserve	2,099	**-**	**(7,000)**	**(4,901)**	(4,901)	(4,901)	(4,901)	(4,901)
100	800	Cemetery Reserve	346	**100**	**(160)**	**286**	286	226	216	206
200	3,500	Employer-Provided Parking Reserve	2,353	**630**	**(343)**	**2,640**	2,927	3,189	3,451	3,713
1,700	14,300	Fleet Replacement Reserve	21,794	**12,362**	**(11,526)**	**22,631**	25,610	25,105	24,584	23,210
250	2,000	Golf Course Reserve	2	**350**	**(120)**	**232**	82	282	482	782
-	350	Community Investments Grants Reserve	284	**-**	**-**	**284**	334	284	284	334
2,000	12,000	Land Development Reserve	(11,474)	**17,200**	**(9,500)**	**(3,774)**	(7,274)	(10,774)	(16,274)	(21,774)
28,000	48,500	Solid Waste Reserve	38,719	**14,061**	**(17,460)**	**35,320**	40,898	55,057	69,503	84,241
-	800	Elections and Property Reassessment Reserve	803	**161**	**-**	**964**	724	885	1,045	1,206
1,700	13,000	Planning & Sustainability Reserve	1,529	**-**	**(1,598)**	**(69)**	(369)	(669)	(969)	(1,269)
400	4,000	Regina Police Service General Reserve	403	**-**	**-**	**403**	403	403	403	403
100	6,000	Regina Police Service Radio Equip Reserve	179	**-**	**-**	**179**	179	179	179	179
N/A	N/A	Regina Revitalization Initiative Stadium Reserve	3,662	**15,419**	**(20,503)**	**(1,422)**	(5,034)	(7,587)	(8,831)	(10,076)
N/A	N/A	Social Development Reserve	9,628	**-**	**-**	**9,628**	4,628	2,128	(372)	(2,872)
100	1,000	Technology Reserve	832	**40**	**-**	**872**	912	952	992	1,032
1,000	2,000	Winter Road Maintenance Reserve	2,000	**-**	**(225)**	**1,775**	1,775	1,775	1,775	1,775
Total General Fund Reserves			82,903	**60,804**	**(72,781)**	**70,926**	66,859	71,412	76,645	81,318
Deferred Revenue & SAF's										
N/A	N/A	Alley Maintenance - Gravel	788	**1,780**	**(1,800)**	**768**	748	728	709	689
N/A	N/A	Alley Maintenance - Paved	2,019	**3,341**	**(3,425)**	**1,935**	1,851	1,767	1,683	1,599

Minimum	Maximum	Reserve	2018	**Additions**	**Reductions**	**2019**	2020	2021	2022	2023
Allowable	Allowable	Name	Projected Ending Balance	**2019**	**2019**	**Projected Ending Balance**	Projected Ending Balance	Projected Ending Balance	Projected Ending Balance	Projected Ending Balance
N/A	N/A	Dedicated Lands Charges	5,574	**55**	**(300)**	**5,329**	5,084	4,834	4,884	4,934
N/A	N/A	Service Agreement Fees - Parks	12,494	**1,972**	**(137)**	**14,328**	16,157	18,010	19,836	21,889
N/A	N/A	Service Agreement Fees - Roadways	49,447	**18,654**	**(5,042)**	**63,059**	84,179	103,006	115,626	131,118
Total Deferred Revenue & SAF's			70,322	**25,802**	**(10,704)**	**85,419**	108,019	128,345	142,738	160,229
Total City Reserves & Deferred Revenues			153,225	**86,605**	**(83,485)**	**156,345**	174,878	199,757	219,382	241,547

Debt

The City of Regina's debt limit is currently $450 million. The limit is set by the Saskatchewan Municipal Board and the City cannot borrow above this limit. The debt that counts against this limit includes debt for the General Fund, the Utility Fund, and debt borrowed by the City's related entities.

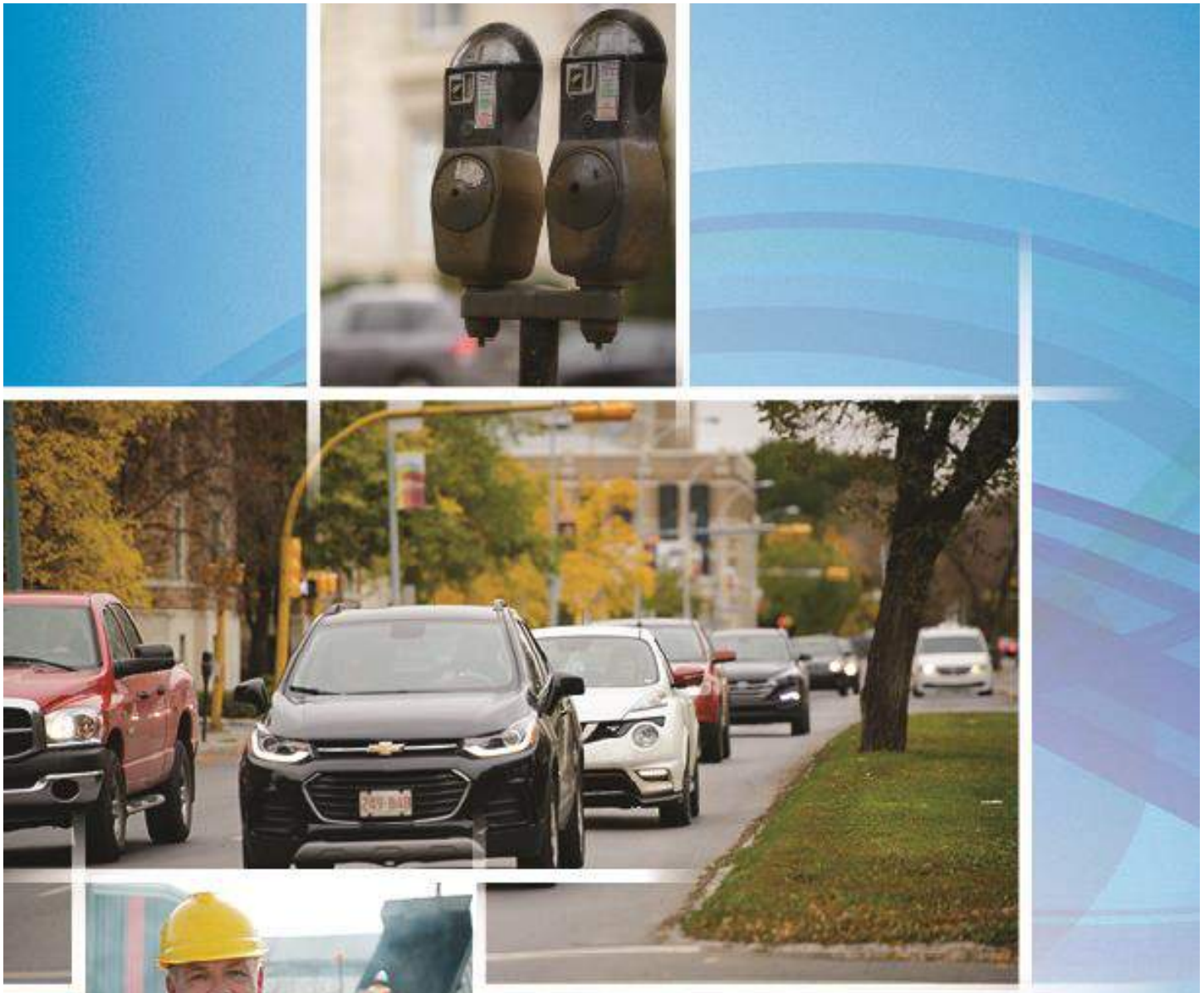
The General Fund Operating Budget includes the repayment of debt issued to fund capital projects, in accordance with Section 129(1) of *The Cities Act.*

The City is using more of its own sources of financing to cover infrastructure costs. On average, most cities maintain a limit double that of its outstanding debt. By keeping debt levels relatively low, the City has been able to minimize the interest expenses to the city.

The five-year Capital Plan will require the City to take on some additional debt beginning in 2020, pending approval by Council. The charts below identifies the projected debt schedule through to 2023.

Debt	**2019**	**New Issue**	**2019**		**Servicing Cost**		
($000s)	**Opening Balance**		**Closing Balance**		**Principal**	**Interest**	**Total Payments**
General Capital	12,504	12,800	12,273		13,031	569	13,600
Railway Revitalization Initiative - Mosaic Stadium	183,108	0	179,023		4,085	7,368	11,453
2019 General Operating Fund Total	$195,612	$12,800	$191,296		$17,116	$7,937	$25,053

Debt	**2019**	**New Issue**	**2023**		**Servicing Cost**		
($000s)	**Opening Balance**		**Closing Balance**		**Principal**	**Interest**	**Total Payments**
General Capital	12,504	27,800	20,642		19,662	4,367	24,029
Railway Revitalization Initiative - Mosaic Stadium	183,108	0	160,945		22,163	35,100	57,263
2019 – 2023 General Operating Fund Total	$195,612	$27,800	$181,587		$41,825	$39,467	$81,292





Capital

Asset management planning is a critical element of the City's long-term strategic approach to financial and service sustainability.

The 2019 General and Utility Capital Plan addresses the City's most critical capital needs to support the strategic plans and the renewal of aging infrastructure.

The majority of Regina's capital needs continue to be related to the renewal of infrastructure such as roads, bridges, water mains, storage reservoirs and pumping stations. This is reflected in the 2019 recommended investment plan, which allocates 56% of all capital resources to renewal.

Each year, the City invests some of its General Operating Budget to support general capital investments. Over the last eight years, there has been emphasis on increasing this investment to support the maintenance and renewal of our infrastructure and start to address long-standing deferred expenditures in asset management. In 2019, current contributions to capital funded from taxation revenue will be approximately $49 million.

The General Fund Capital Plan totals $127 million in 2019. Highlights from the 2019 General Fund Capital Plan include:

- $17.5 million for the Street Infrastructure Renewal Program plus an additional $1.5 million in enhancements to Victoria Avenue between Albert and Broad Streets
- $12.0 million for the Residential Roads Renewal Program which is funded through a dedicated 1% mill rate for five years from 2014 to 2019
- $4.3 million for Bridge Infrastructure Renewal
- $1.5 million for the design of a new outdoor Destination Aquatic Facility with an additional $15 million in 2020 and 2021 for construction
- $8.4 million to support the Facilities Asset Management Program which is designed to extend the life of city-owned facilities and lower cost in the future
- $17.4 million for two multi-year projects which continue in 2019, namely the Parks and Facilities Yard Development and the Waste Management Centre
- $12.4 million for continued construction on the Transit Fleet Maintenance Facility which is cost shared with the federal and provincial governments with each level paying about 1/3 share
- $1.5 million to continue work on the Regina Revitalization Initiative (RRI) Railyard Renewal Project with the intention of securing funding from other levels of government to support the initiative
- $7 million for the multi-year investment in the Regina Police Service Headquarter Complex

Project detail is outlined in Appendix A – Detailed General Fund Capital Plan

Past Committed Projects

The 2019 General and Utility Capital Plan includes a number of multi-year projects started prior to 2019 for which approval has already been granted. This allows the City to commit the total cost of a project from tendering through to completion of the work while allowing flexibility in cash management.

Project Listing ($000s)

Fund	Division	Department	Project/Program Name	Budget Year Pre-Approval was made	Funding Source	2019	2020	2021	2022	2023	5-Year Total
General	City Planning & Development	Development Services	Comprehensive Zoning Bylaw Review	2018	Reserve (Planning & Sustainability Reserve)	**400**	-	-	-	-	400
			Wascana Parkway and Highway No1 Intersection Capacity Upgrades	2016	Servicing Agreement Fees (Roads)	**550**	-	-	-	-	550
		Planning	Saskatchewan Drive Corridor Plan	2017	Servicing Agreement Fees (Roads)	**107**	43	-	-	-	150
					Current Contributions	**250**	100	-	-	-	350
	Corporate Services	Facilities	Parks and Facilities Yard Development	2016	Current Contributions	**1,600**	5,200	-	-	-	6,800
					General Fund Reserve	**3,800**	-	-	-	-	3,800
			Transit Fleet Maintenance Facility	2015	Current Contributions	**4,012**	1,900	-	-	-	5,912
					Government Funded	**8,363**	-	-	-	-	8,363
			Regina Police Service New Headquarters Development	2017	Asset Revitalization Reserve	**7,000**	-	-	-	-	7,000
			Waste Management Centre	2013	Solid Waste Reserve	**11,600**	8,300	-	-	-	19,900
		Land & Real Estate	South East Lands Development Project	2013	Land Development Reserve	**8,000**	8,000	8,000	10,000	10,000	44,000
Total General Fund						**45,682**	23,543	8,000	10,000	10,000	97,225
Utility	Transportation & Utilities	Water Works	Water Control System Upgrades	2017	General Utility Reserve	**64**	-	-	-	-	64
			Chlorine Booster Stations	2018	General Utility Reserve	**2,000**	2,000	-	-	-	4,000
			Flow Meter Chambers for Transmission Piping	2018	General Utility Reserve	**1,500**	1,500	-	-	-	3,000
			Lift Station Radio Upgrades	2017	General Utility Reserve	**9**	-	-	-	-	9
			Wastewater Control System Upgrades	2017	General Utility Reserve	**16**	-	-	-	-	16
			Area 13 - Avonhurst Relief Trunk	2018	General Utility Reserve	**3,000**	-	-	-	-	3,000
			Trunk Relief Initiative	2015	General Utility Reserve	**1,400**	1,400	-	-	-	2,800

Fund	Division	Department	Project/Program Name	Budget Year Pre-Approval was made	Funding Source	2019	2020	2021	2022	2023	5-Year Total
					Servicing Agreement Fees (Utilities)	**600**	600	-	-	-	1,200
Total Utility Fund						**8,589**	5,500	-	-	-	14,089
Total Capital (All funds)						**54,271**	29,043	8,000	10,000	10,000	111,314

Future Committed Projects

The 2019 General and Utility Capital Plan also includes future committed projects, which are multi-year projects and will be starting in 2019. They require additional funding in future years which need to be pre-approved by Council. This allows the City to commit the total cost of the project from tendering through to the completion of the work while allowing flexibility in the cash management.

Project Listing ($000s)

Fund	Division	Department	Project/Program Name	Funding Source	2019	2020	2021	2022	2023	5-Year Total
General	City Planning & Development	Development Services	Ring Road Widening - Albert Street North to McDonald Street	Servicing Agreement Fees (Roads)	**800**	-	-	8,100	-	8,900
	Corporate Services	Land & Real Estate	Regina Revitalization Initiative (RRI) Railyard Renewal Project	Land Development Reserve	**1,500**	3,000	3,000	3,000	3,000	13,500
	Transportation & Utilities	Roadways	Tandem Truck Upgrades complete with slide in sanders	Current Contributions	**190**	-	95	190	-	475
			Victoria Avenue Enhancement Project	Current Contributions	**1,500**	1,500	-	-	-	3,000
		Solid Waste	Landfill Gas Collection System Expansion	Other	**1,250**	750	-	-	-	2,000
Total General Capital					**5,240**	5,250	3,095	11,290	3,000	27,875
Utility	Transportation & Utilities	Water Works Services	Area 1 & 17 - Phase 3	General Utility Reserve	**1,000**	8,500	-	-	-	9,500
			Citywide Drainage Master Plan Update	General Utility Reserve	**200**	600	-	-	-	800
			Drainage Control System Upgrades	General Utility Reserve	**48**	32	-	-	-	80
			Fleming Road Pumping Station Screens	General Utility Reserve	**250**	200	3,000	-	-	3,450
Total Utility Capital					**1,498**	9,332	3,000	-	-	13,830
Total Capital (All Funds)					**6,738**	14,582	6,095	11,290	3,000	41,705







2019
Utility Budget

The Water and Sewer Utility provides water, wastewater and drainage services primarily to customers in Regina. As required by legislation, it operates on a full cost-recovery, user-pay basis through utility rates. This model is based on users paying for the service rather than having the costs borne exclusively by property owners. Users are billed monthly and charges are based on a fixed daily base rate plus a rate per volume of consumption (usage), which provides an incentive to conserve valuable resources.

The Utility is responsible for diverse infrastructure including water mains, storage reservoirs, pumping stations, building service connections, a wastewater treatment plant, wastewater and storm drainage sewers as well as drainage channels and creeks. The City of Regina is also a joint owner of the Buffalo Pound Water Treatment Plant with the City of Moose Jaw.

Services

The services provided by the Utility are grouped into four service areas:

- Water Supply and Distribution – The water system provides water for residential, institutional, commercial and industrial customers, as well as for fire protection. The system serves a population of over 220,000 including some customers outside city limits.
- Wastewater Collection and Treatment – The wastewater system collects wastewater from all residential, institutional, commercial and industrial customers in the City and treats wastewater in accordance with the provincial and federal governments' environmental regulations and industry standards.
- Storm Water Collection and Flood Protection – The drainage system controls water runoff from rainfall and melting snow in and around the City. The system serves approximately 72,000 residential, institutional, commercial and industrial properties.
- Customer Service – Customer service has two elements:
    - Utility Billing – producing and collecting on utility billings in an efficient, accurate and timely manner
    - Communications – being responsive to customer inquiries and needs

2018 Achievements

The Water Master Plan was approved in 2018. This is a 25-year plan that will maintain our level of service, reduce risk and vulnerabilities, and accommodate growth.

A new force main (pressurized pipeline) from the McCarthy Boulevard Pumping Station to the Wastewater Treatment Plant (WWTP) was commissioned in 2018 to allow the City to pump more wastewater during major rainfall events and reduce the risk of wastewater overflows and sewer backups.

The completion of the Arcola Avenue detention pond project resulted in improved drainage service. This project reduces the risk of surface and basement flooding for neighborhoods near Arcola Avenue, between Winnipeg and McAra Streets, by providing extra drainage system capacity and storage.

Other major projects completed include the installation of large drainage pipes to increase drainage system capacity along 5th Avenue North and a large water main relining project, which included approximately 6.5 km of renewed water mains, has been completed. The relining process is a method of rehabilitating underground pipes.

Challenges and Opportunities

The Utility uses a model to assess the benefits of proposed capital investments and prioritize projects across the Utility networks for the next 25 years. This includes anticipated large investments in Buffalo Pound Water Treatment Plant as well as water, wastewater and storm drainage infrastructure. The capital investment plan forms the basis of longer term Utility rate and financial models.

The Department has increased cross-training, which allows the deployment of resources where required including responses to failures, which improves service delivery.

Through development of the Master Plans and integration with the utility model, the Utility is advancing a sustainable long-term plan.

Looking Forward

Completion of the Wastewater Master Plan. The Plan will guide the operation, maintenance, rehabilitation and development of the wastewater system in support of the policies and goals outlined in the OCP. It will also set out an implementation plan to achieve service goals over a 25-year timeframe.

Continued inspection and rehabilitation of our underground water, wastewater and drainage pipes.

Advancing wastewater system improvements to meet the regulatory expectations of the Saskatchewan Water Security Agency related to sewage bypasses including continuing design of the next phase of the Trunk Relief Initiative.

Begin design of the Eastern Pressure Solution to allow growth to continue as per our Official Community Plan (OCP).

The City will begin conducting initial work to explore replacement of water meters and the meter reading system.

2019 Utility Rate Review

The Utility is proposing an annual rate increase of 3% each year for 2019, 2020 and 2021. The 3% increase in 2019 is based on revenues of $139.0 million, expenditures of $83.8 million, $41.1 million transfer to the reserve and debt repayments of $14.1 million. If approved, each year the new rates will be implemented January 1. This marks a return to the City's prior practice of establishing utility rates every three years, as during the past two budget cycles, only annual rates have been set. This practice of setting rates for three years provides more certainty to the Utilities long-term funding model and allows customers to plan for future costs.

Utility rates are set based on a long-range financial model which covers the cost of operating the Utility and the cost of ongoing asset management and renewal. The model accounts for revenues from Utility rates as well as service agreement fees for new development. The model also builds in some assumed debt. This serves to moderate the need for dramatic rate increases in any given year.

Rate Impact – Average Residential

The chart below illustrates the impact of a 3% rate increase each year, over the next three years, on a homeowner who uses 275 cubic meters of water per year. In 2019, the cost increase from 2018 rates is about $4.14 per month or $49.68 annually for a typical household.

Rate Impact – Average Residential		Approved	Proposed Rate Schedule			Annual Typical Household Increase		
		2018 ($)	**2019 ($)**	**2020 ($)**	**2021 ($)**	**2019 ($)**	**2020 ($)**	**2021 ($)**
Water								
Annual Basic Charge		$295.65	$302.95	$310.25	$321.20	$7.30	$7.30	$10.95
Annual Volume Charge		$528.00	$544.50	$561.00	$577.50	$16.50	$16.50	$16.50
Total Annual Water		**$823.65**	**$847.45**	**$871.25**	**$898.70**	**$23.80**	**$23.80**	**$27.45**
Wastewater								
Annual Basic Charge		$226.30	$233.60	$240.90	$248.20	$7.30	$7.30	$7.30
Annual Volume Charge		$385.61	$396.88	$408.16	$419.43	$11.27	$11.28	$11.27
Total Annual Wastewater		**$611.91**	**$630.48**	**$649.06**	**$667.63**	**$18.57**	**$18.58**	**$18.57**
Annual Drainage Infrastructure Levy		$193.45	$200.75	$208.05	$215.35	$7.30	$7.30	$7.30
Total Annual Utility Charges		**$1,629.01**	**$1,678.68**	**$1,728.36**	**$1,781.68**	**$49.67**	**$49.68**	**$53.32**

Rate Comparison – Sample Residential Customer

The following chart compares Regina's 2018 rates with those of other cities for a residential customer who uses 275 cubic meters of water per year. The chart uses rates for 2018 as some other cities have yet to determine their 2019 rates.

Sample Residential Customer – 2018 Rates					
	Regina	Calgary	Edmonton	Saskatoon	Winnipeg
Water					
Annual Basic Charge	$295.65	$186.52	$78.72	$121.67	$200.75
Annual Volume Charge	$528.00	$457.93	$579.96	$359.71	$500.50
Total Annual Water	**$823.65**	**$644.45**	**$658.68**	**$481.38**	**$701.25**
Wastewater					
Annual Basic Charge	$226.30	$312.56	$169.36	$121.67	$0.00
Annual Volume Charge	$385.61	$367.59	$509.49	$247.48	$770.00
Total Annual Wastewater	**$611.91**	**$680.15**	**$678.85**	**$369.15**	**$770.00**
Annual Drainage Infrastructure Levy	$193.45	$183.11	$247.28	$408.42[1]	$0.00
Total Annual Utility Charges	**$1,629.01**	**$1,507.70**	**$1,584.81**	**$1,258.95**	**$1,471.25**

A comparison of Water and Wastewater Utility rates across Western Canada (2018 rates are the most recent rates published by all municipalities)
Note [1:] Saskatoon's levy is for all infrastructure and not drainage alone.

Rate Impact – Average Commercial Customer

The chart illustrates the impact of the 2019 rates on a commercial customer with a meter with a diameter of 40 millimeters that uses 3,000 cubic meters of water per year on a property between 3,000 to 5,000 square meters in size. This water consumption would be typical for a strip mall with a restaurant and hair salon as tenants, and a parking lot with minimal landscaping.

Rate Impact - Average Commercial		Approved	Proposed Rate Schedule			Annual Average Commercial Customer Increase		
		2018 ($)	**2019 ($)**	**2020 ($)**	**2021 ($)**	**2019 ($)**	**2020 ($)**	**2021 ($)**
Water								
Annual Basic Charge		$532.90	$543.85	$558.45	$576.70	$10.95	$14.60	$18.25
Annual Volume Charge		$5,760.00	$5,940.00	$6,120.00	$6,300.00	$180.00	$180.00	$180.00
Total Annual Water		**$6,292.90**	**$6,483.85**	**$6,678.45**	**$6,876.70**	**$190.95**	**$194.60**	**$198.25**
Wastewater								
Annual Basic Charge		$408.80	$419.75	$434.35	$445.30	$10.95	$14.60	$10.95
Annual Volume Charge		$5,027.40	$5,174.40	$5,321.40	$5,468.40	$147.00	$147.00	$147.00
Total Annual Wastewater		**$5,436.20**	**$5,594.15**	**$5,755.75**	**$5,913.70**	**$157.95**	**$161.60**	**$157.95**
Annual Drainage Infrastructure Levy		$773.80	$803.00	$832.20	$861.40	$29.20	$29.20	$29.20
Total Annual Utility Charges - Commercial		**$12,502.90**	**$12,881.00**	**$13,266.40**	**$13,651.80**	**$378.10**	**$385.40**	**$385.40**

Financial Summaries

Revenue ($000s)	2016 Actuals	2017 Actuals	2018 Budget	2018 Forecast (Sept)	**2019 Budget**	Budget Change Dollar Change	Budget Change Per Cent Change
Utility Fund							
Water	62,601.7	68,462.5	65,349.8	69,536.8	**68,335.3**	2,985.5	4.6
Wastewater	48,251.3	51,653.8	48,999.8	52,956.6	**51,850.9**	2,851.1	5.8
Drainage	15,421.9	15,994.4	16,480.6	16,503.2	**17,224.9**	744.3	4.5
Administrative Fees and Other Charges	3,378.8	1,591.9	1,989.8	1,191.0	**1,637.8**	(352.0)	(17.7)
Utility Total (Utility Fund)	129,653.7	137,702.6	132,820.0	140,187.6	**139,048.9**	6,228.9	4.7

Expenditures ($000s)	2016 Actuals	2017 Actuals	2018 Budget	2018 Forecast (Sept)	**2019 Budget**	Budget Change Dollar Change	Budget Change Per Cent Change
Utility Fund							
Water Purchase	9,366.3	13,321.9	12,224.0	16,924.0	**15,994.5**	3,770.5	30.8
Water	13,141.9	17,067.4	17,691.1	18,438.1	**16,694.7**	(996.4)	(5.6)
Wastewater	8,920.5	9,004.8	9,575.3	8,600.1	**9,041.0**	(534.3)	(5.6)
Wastewater Treatment	7,990.5	7,656.1	8,842.0	8,307.5	**12,605.8**	3,763.8	42.6
Drainage	2,895.1	2,665.1	3,655.2	2,855.4	**3,601.9**	(53.3)	(1.5)
Customer Services	12,507.2	13,489.7	14,271.6	14,239.9	**15,445.2**	1,173.6	8.2
Utility Operations Total	54,821.7	63,205.0	66,259.2	69,365.1	**73,383.1**	7,123.9	10.8
Access Fee	9,194.8	9,855.7	9,860.2	9,860.2	**10,386.2**	526.0	5.3
Debt Payment	1,402.3	6,278.9	7,478.6	7,478.6	**14,059.9**	6,581.3	88.0
Transfer to Reserve	64,235.0	58,363.0	49,222.0	49,222.0	**41,219.7**	(8,002.3)	(16.3)
Utility Other Expenditures	74,832.0	74,497.6	66,560.8	66,560.8	**65,665.8**	(895.0)	(1.3)
Utility Operational Total (Utility Fund)	129,653.7	137,702.6	132,820.0	135,925.9	**139,048.9**	6,228.9	4.7

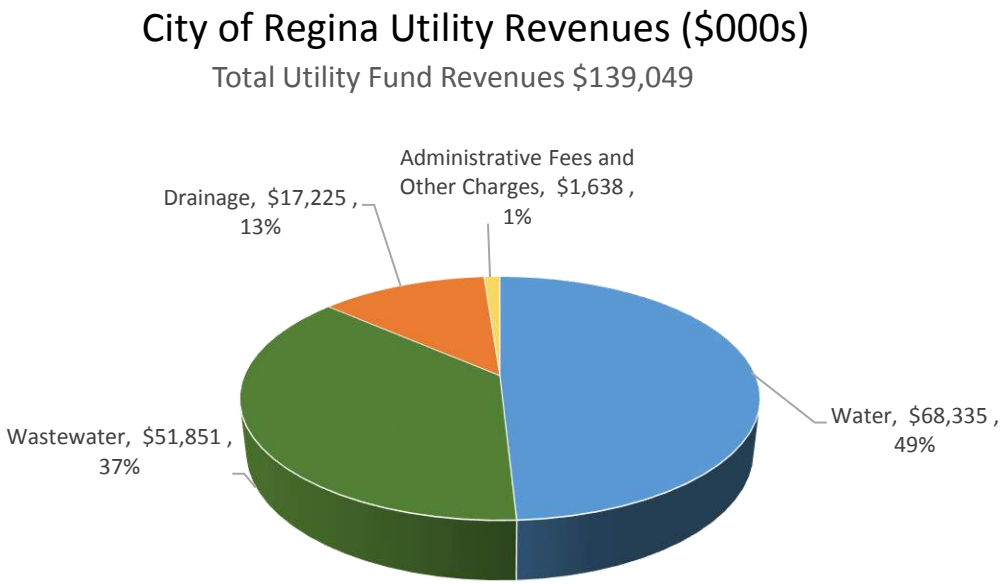
Division	2017			2018			2019			# Change from 2018	% Change from 2018
	Permanent	Casual	Total	Permanent	Casual	Total	**Permanent**	**Casual**	**Total**		
Utility Operating											
Corporate Services	31.0	1.5	32.5	29.0	1.8	30.8	**29.0**	**1.8**	**30.8**	-	-
Organization and People	1.0	-	1.0	1.0	-	1.0	**1.0**	**-**	**1.0**	-	-
Transportation & Utilities	153.2	24.1	177.3	152.6	24.8	177.5	**155.6**	**25.2**	**180.8**	3.3	1.9
City Planning & Development	-	-	-	4.0	-	4.0	**4.0**	**-**	**4.0**	-	-
Total Utility Operating	185.2	25.6	210.8	186.6	26.6	213.2	**189.6**	**26.9**	**216.6**	3.3	1.6
Utility Capital											
Transportation & Utilities	17.7	4.0	21.7	18.4	5.3	23.7	**17.4**	**5.3**	**22.7**	(1.0)	(4.2)
Utility Capital Total	17.7	4.0	21.7	18.4	5.3	23.7	**17.4**	**5.3**	**22.7**	(1.0)	(4.2)
Total Utility (Operating & Capital)	202.9	29.6	232.5	205.0	31.9	236.9	**207.0**	**32.3**	**239.3**	2.3	1.0

Revenue

Projected revenue for 2019 is $139.0 million; an increase of $6.2 million over 2018 Budget. Overall, revenue is increasing by 4.7%. This increase is due to the proposed 3% utility rate increase as well as population and usage growth expected for 2019.

Revenue ($000s)	2016 Actuals	2017 Actuals	2018 Budget		2018 Forecast (Sept)		**2019 Budget**		Budget Change	
									Dollar Change	Per Cent Change
Utility Fund										
Water	62,601.7	68,462.5	65,349.8		69,536.8		**68,335.3**		2,985.5	4.6
Wastewater	48,251.3	51,653.8	48,999.8		52,956.6		**51,850.9**		2,851.1	5.8
Drainage	15,421.9	15,994.4	16,480.6		16,503.2		**17,224.9**		744.3	4.5
Administrative Fees and Other Charges	3,378.8	1,591.9	1,989.8		1,191.0		**1,637.8**		(352.0)	(17.7)
Utility Total (Utility Fund)	129,653.7	137,702.6	132,820.0		140,187.6		**139,048.9**		6,228.9	4.7

The following chart indicates 2019 Utility Fund revenue by source.



Water

Water fees are collected for the purposes of purchasing water and distributing water to our customers. The rate structure for water includes a base fee that varies according to the size of the water meter and a fee for the amount each customer consumes. For 2019, the revenue collected is projected to be $68.3 million; an increase of $3.0 million over 2018. This increase is due to the proposed 3% utility rate increase, as well as population and usage growth expected for 2019.

Wastewater

Wastewater fees are collected for the purposes of removing and treating the wastewater collected from our customers. The rate structure for wastewater includes a base fee that varies according to the size of the water meter as well as a fee for the amount that each customer discharges into the wastewater system. In 2019, the revenue collected is projected to be $51.9 million; an increase of $2.9 million over 2018. This increase is due to the proposed 3% utility rate increase, as well as population and usage growth expected for 2019.

Drainage

Drainage fees are collected for the purposes of managing and maintaining the drainage system which collects water from rainfall and melting snow in and around the City. The rate structure is based on the size of the property, with larger properties paying a higher levy (fee). In 2019, the revenue collected is projected to be $17.2 million; an increase of $744,300 over 2018. The increase is due to the proposed 3% utility rate increase, as well as population growth expected in 2019.

Administrative Fees and Other Charges

Administrative Fees and other charges include utility service charges such as turn-off and turn-on fees and any late payment interest revenue that the City collects from our customers. This also includes revenues that the City charges to its internal customers such as community facilities, parks and City Hall, and any fees collected for new development. In 2019, the revenue collected is projected to be $1.6 million; a decrease of $452,000 over 2018. This is due to an expected reduction in development application fee revenue.

Expenses

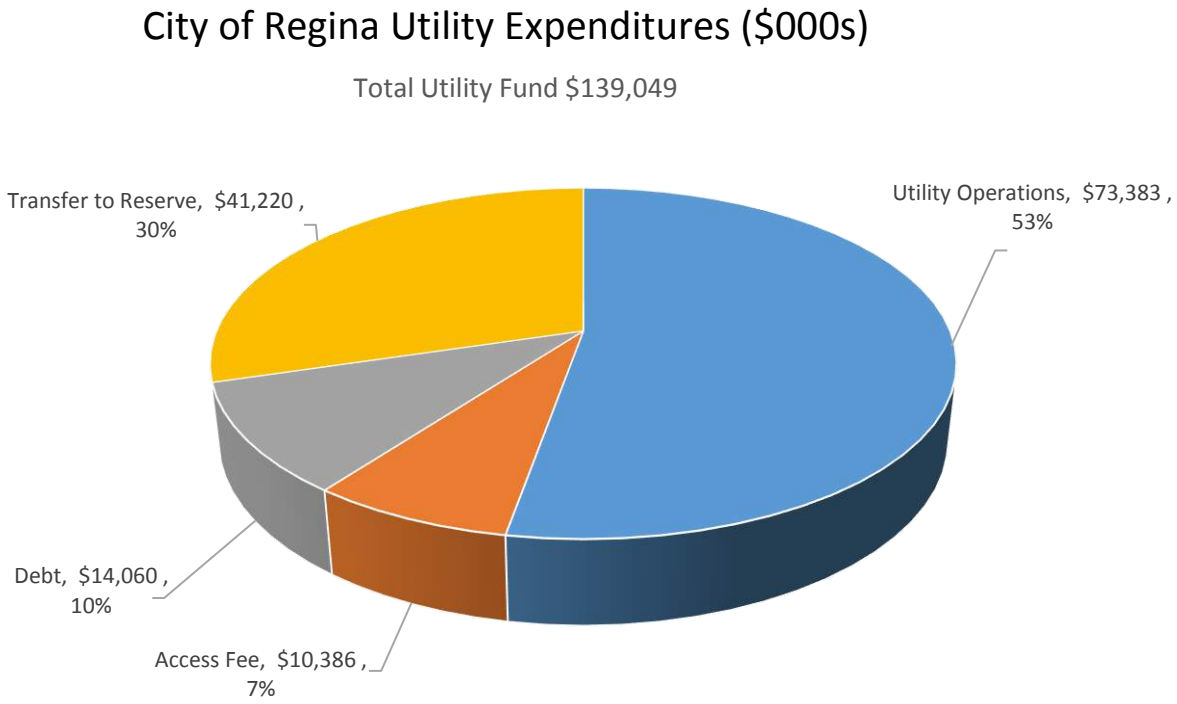
The Utility Fund operating budget totals $139.0 million; an increase of $6.2 million or 4.7% over the base operating budget of 2018. The substantial increases in water purchase, wastewater treatment, administrative fees and debt categories were anticipated in the development of the Utility Financial Model. Further details are provided by category below with the following highlights:

- The Waste Water Treatment Plant increase is largely due to Capital maintenance planned for 2019 as outlined in the City's contract for wastewater treatment.
- Water purchase increase reflects an increase for 2019 that includes rate and volume impacts for 2019.
- The increase in Debt is due to a large loan payment due in 2019.

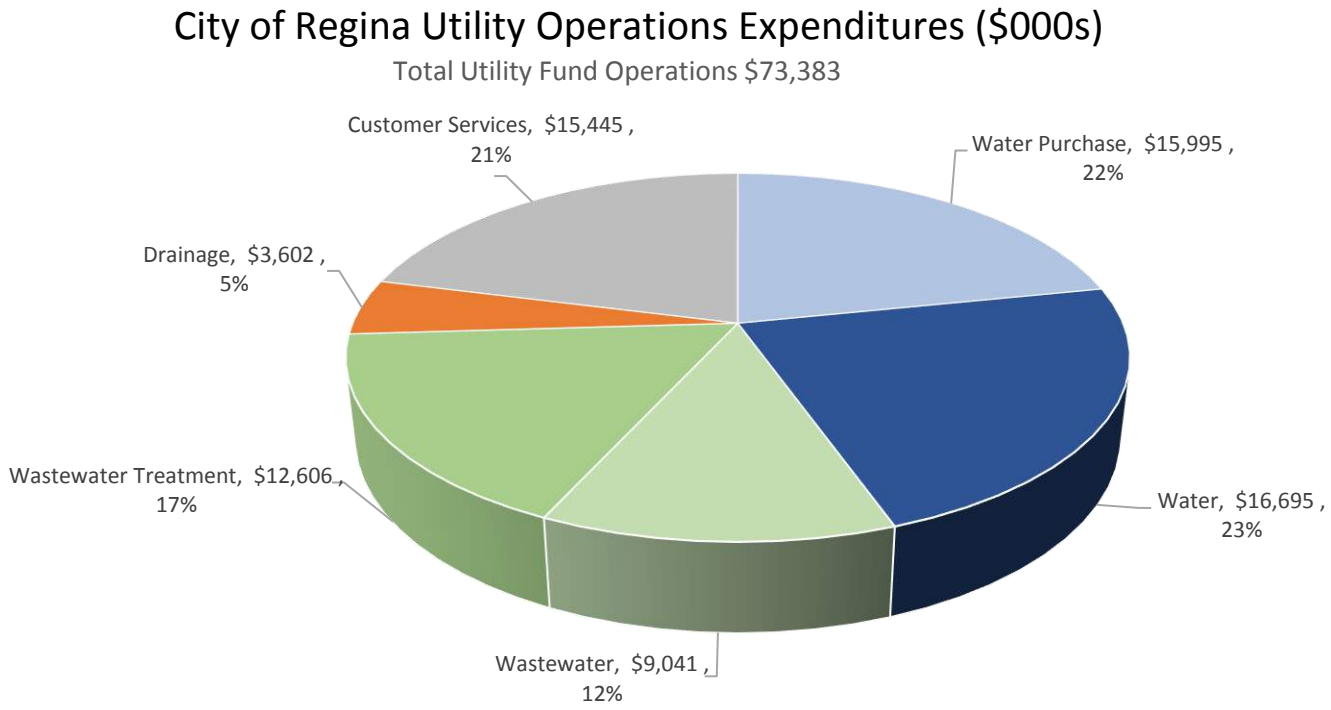
The following tables shows expenses by source.

								Budget Change	
Expenditures ($000s)	2016 Actuals	2017 Actuals	2018 Budget		2018 Forecast (Sept)		**2019 Budget**	Dollar Change	Per Cent Change
Utility Fund									
Water Purchase	9,366.3	13,321.9	12,224.0		16,924.0		**15,994.5**	3,770.5	30.8
Water	13,141.9	17,067.4	17,691.1		18,438.1		**16,694.7**	(996.4)	(5.6)
Wastewater	8,920.5	9,004.8	9,575.3		8,600.1		**9,041.0**	(534.3)	(5.6)
Wastewater Treatment	7,990.5	7,656.1	8,842.0		8,307.5		**12,605.8**	3,763.8	42.6
Drainage	2,895.1	2,665.1	3,655.2		2,855.4		**3,601.9**	(53.3)	(1.5)
Customer Services	12,507.2	13,489.7	14,271.6		14,239.9		**15,445.2**	1,173.6	8.2
Utility Operations Total	54,821.7	63,205.0	66,259.2		69,365.1		**73,383.1**	7,123.9	10.8
Access Fee	9,194.8	9,855.7	9,860.2		9,860.2		**10,386.2**	526.0	5.3
Debt Payment	1,402.3	6,278.9	7,478.6		7,478.6		**14,059.9**	6,581.3	88.0
Transfer to Reserve	64,235.0	58,363.0	49,222.0		49,222.0		**41,219.7**	(8,002.3)	(16.3)
Utility Other Expenditures	74,832.0	74,497.6	66,560.8		66,560.8		**65,665.8**	(895.0)	(1.3)
Utility Operational Total (Utility Fund)	129,653.7	137,702.6	132,820.0		135,925.9		**139,048.9**	6,228.9	4.7

The following charts indicate 2019 Utility Fund expenses by source.



The following chart further illustrates the expenditures in Utility Operations, which represents 49% of the total Utility Budget as shown previously.



Water Purchase

Water purchase expenses are the costs for the City to purchase its water supply from the Buffalo Pound Water Treatment Plant. For 2019, the expected cost is $16.0 million; an increase of $3.8 million over 2018 of which $3.0 million is for 2018 rates and $800,000 is for the 2019 rates. The 2018 increase was excluded from the budget in error and is much higher than the 2019 increase because it reflects a change to how capital is funded under the new governance model with Buffalo Pound Water Treatment Corporation. The 2018 increase was accounted for in last year's rate.

Water

Water expenses are the costs associated with providing water services to the City's external customers. For 2019, the expected cost is $16.7 million; a decrease of $948,300 over 2018. This decrease is due to adjustments to programs based on a review of historical trends and current operational needs.

Wastewater

Wastewater expenses are the costs associated with providing wastewater removal services to its external customers. For 2019, the expected cost is $9.1 million; a decrease of $499,600 over 2018. This decrease is due to adjustments to programs based on a review of historical trends and current operational needs.

Wastewater Treatment

Wastewater treatment expenses are the costs associated with treating the City's wastewater. For 2019, the expected cost is $12.6 million; an increase of $3.8 million over 2018. This increase is made up of two components as outlined in the contract with EPCOR for wastewater treatment: annual inflation ($600,000) and planned annual capital maintenance costs ($3.2 million for 2019).

Drainage

Drainage expenses are the costs associated with managing and maintaining the drainage system which collects water from rainfall and melting snow in and around the City. For 2019, the expected cost is $3.6 million; a slight decrease of $41,000 over 2018. This decrease is due to adjustments to programs based on a review of historical trends and current operational needs.

Customer Services

Customer Services are the costs associated with providing services such as billing, meter-reading, and other administrative functions. They also include internal costs that the general city services provide to the utility. These would include internal costs such as human resources, budgeting, purchasing, information technology, customer support and communications. For 2019, the expected cost is $10.4 million; an increase of $526,000 over 2018. This is primarily due to an increase in costs that are allocated to the utility to the extent that the utility benefits from those services.

Access Fee

The access fee is a transfer to the City's General Operating Fund. Any organization or utility operating in a municipality would be required to pay either property taxes or an access fee for the rights to use or access civic assets. The access fee is based on 7.5% of the previous year's budgeted revenues for billed water consumption, wastewater charges and drainage infrastructure levy and a proportionate share of the Goods and Services Tax (GST) rebate.

Debt Payment

Debt payment expenses consist of the debt principal and interest payments for capital projects for which we utilized debt. For 2019, the expected cost is $14.1 million; an increase of $6.6 million over 2018. This increase is due to a large loan payment due in 2019 that was part of the original debt agreement.

Transfer to Reserve

Transfer to Reserve expenses consist of payments the City makes into its reserves to fund current and future planned utility capital costs such as replacements of water and wastewater main lines. For 2019, the expected transfer is $41.2 million; a decrease of $8.0 million over 2018. This decrease is largely a result of a large, final debt payment in 2019.

Reserves

The City maintains two funding sources related to utility operations. Reserves provide a capital planning mechanism to ensure the sustainability of services and assets. Reserves are intended to smooth the impact of fluctuations in expenditures or revenues. They also serve as a resource for unexpected/emergency spending requirements and minimize the use of debt to finance capital projects.

The Utility Reserve is based on a long range financial model for water, wastewater and drainage service and allows for full cost recovery, including the long-term cost of maintaining assets, such as replacement of underground pipes to distribute water, through its 25 year capital program. At the recommended rate increase, the General Utility Reserve is projected to remain at a positive balance, although it would drop below the recommended level of $25 million for several years, starting in 2023 due to larger capital investments. While there is some risk associated with these lower projected balances, the model is reviewed each year, allowing an opportunity to adjust if required.

Allocating fee-based revenues to reserves allows for the cost of infrastructure renewal to be spread across all users over the full life of the asset. This is consistent with the financial principle in the OCP, which identifies the “benefits mode” as the basis for costing services. In the Utility model, the users of the service pay for the service through user fees. Financing tools like reserves can reduce the risk of transferring the cost of an asset to a future generation that did not benefit from the asset.

Utility Fund Reserve and Service Agreement Fees Balances

Year Summary of Reserves, Deferred Revenue and Service Agreement Fees (SAFs) Continuity Schedule ($000s)

Minimum Allowable	Maximum Allowable	Reserve Name	2018 Projected Ending Balance	2019 Additions	2019 Reductions	2019 Projected Ending Balance	2020 Projected Ending Balance	2021 Projected Ending Balance	2022 Projected Ending Balance	2023 Projected Ending Balance
25,000	90,000	General Utility Reserve	104,002	42,706	(51,657)	95,051	80,063	64,290	39,719	10,355
N/A	N/A	Service Agreement Fees - Utilities	(29,434)	12,929	(7,007)	(23,512)	(16,562)	(8,984)	(28,838)	(53,539)
Total Utility Reserves & SAFs			74,568	55,635	(58,664)	71,539	63,501	55,306	10,881	(43,184)

Debt

The City uses the Utility Reserve to cover infrastructure costs.

The operating budget covers the repayment of debt issued to fund capital Utility projects. In accordance with Section 129(1) of *The Cities Act*, this means that principal and interest payments on debt must be included as an expenditure in the Utility Operating Budget.

The table below shows the debt forecast over the next five years related to the Utility:

Five-Year Debt Forecast		
	2019	2020-2023
Opening Balance	83,030,763	73,849,285
New Issue	-	-

Five-Year Debt Forecast		
	2019	2020-2023
Payments	14,059,946	24,072,074
Closing Balance	73,849,285	67,585,759
Principal	9,181,478	6,263,526
Interest	4,878,468	17,808,548
Payments	14,059,946	24,072,074

NOTE: Debt repayments related to Buffalo Pound Water Treatment Plant Electrical Upgrade Project loan of $33.3 million are not included in the table above. The Buffalo Pound Water Treatment Corporation is a separate legal entity and, therefore, is not a part of the City's Utility Fund budget. However, the $33.3 million in debt borrowing does count as a debt against the City's debt limit.

Capital

The Utility uses an asset management approach to investment planning that begins with the development of business cases to describe service needs and propose solutions. The submissions are reviewed and evaluated consistently to identify the benefits of investment and to prioritize projects and programs that support water, wastewater and drainage service goals, aligned with corporate objectives. Scenarios are also developed to finance the plan with varying rates, debt issuance and reserve balances using the 25-year Utility financial model. Together, the prioritized plan and financing scenarios form the recommended investment plan and budget to City Council.

The Utility Fund capital plan for 2019 will invest approximately $58.5 million. The long-range capital plan includes funding for:

- Meeting the regulatory expectations of the Saskatchewan Water Security Agency regarding sewage bypasses
- Addressing the renewal of linear infrastructure (underground water, wastewater and drainage pipes)
- Continuing to invest in drainage system improvements to reduce surface flooding
- Begin investing in the planning and renewal of water meters throughout Regina

In 2019, the Utility will continue its renewal plan with significant capital investments including:

- $16.2 million in water infrastructure renewal
- $9.2 million in wastewater infrastructure renewal
- $2.9 million in drainage infrastructure renewal

In addition, the Utility will continue assessing the condition of the Buffalo Pound Water Supply pipelines and will continue investing in design and construction of drainage projects throughout the City ($8 million in 2019). The City is also planning for the renewal of Water Meters in Regina with the initial stages including planning and design ($1.3 million in 2019). The remaining capital plan ($20.9 million) is made up of several smaller water, wastewater and drainage projects.

Project detail is outlined in Appendix B – Detailed Utility Fund Capital Plan







Appendices

Appendix A – Detailed General Fund Capital Plan

($000s)

Division	Department	Project/Program Name	Funding Source	2019	2020	2021	2022	2023	5 Year Total	Description
City Planning & Development	Development Services	13th Avenue Corridor Improvements - Albert Street to Pasqua Street	Servicing Agreement Fees (Roads)	**-**	-	100	-	-	100	This project is the study, design and implementation of vehicle capacity improvements throughout the corridor. The improvements are a result of increased demands from traffic due to overall growth in Regina.
		Chuka Boulevard Primerose Green Drive to Arens Road Street Lighting	Servicing Agreement Fees (Roads)	**225**	-	-	-	-	225	Chuka Boulevard is a new road being constructed in east Regina. These costs are associated with the City's share of the street lighting along this corridor.
		Comprehensive Zoning Bylaw Review	Reserve (Planning & Sustainability Reserve)	**400**	-	-	-	-	400	The Zoning Bylaw establishes land use zones within the city to protect the character and maintain the stability of neighbourhoods, and promote the orderly and beneficial development of the City.
		Lewvan Drive and Dewdney Avenue Intersection Improvements	Servicing Agreement Fees (Roads)	**-**	-	-	-	3,180	3,180	The project will increase traffic intersection capacity and evaluate pedestrian safety improvements. This intersection provides access to the Pasqua Hospital, nearby amenities in EVRAZ Place and is a primary travel route to Regina's northwest.
		Ring Road Widening - Albert Street North to McDonald Street	Servicing Agreement Fees (Roads)	**800**	-	-	8,100	-	8,900	This project includes the design and construction of traffic capacity upgrades along Ring Road. The capacity improvements will provide a long-term solution to manage increases in traffic associated with development.
		Ring Road Widening - Ross Ave to Dewdney Ave	Servicing Agreement Fees (Roads)	**-**	-	400	-	2,500	2,900	This project is to increase capacity for traffic on Ring Road between Ross Avenue and the Dewdney Avenue interchange ramps. This project will provide a permanent solution to meet long term traffic growth associated with development in northeast Regina.
		Roadways Completion Program	Servicing Agreement Fees (Roads)	**50**	25	25	25	-	125	This is an ongoing program to provide signs, permanent pavement markings, pedestrian crossings and similar low cost transportation related infrastructure along roadways and bikeways that were constructed within the last five years.
		Rochdale Boulevard and Vanstone Street Intersection Improvements	Servicing Agreement Fees (Roads)	**435**	-	-	-	-	435	The improvements will include the installation of traffic signals, which will allow for continued improvements to vehicle capacity and pedestrian safety in northwest Regina.
		Wascana Parkway and Highway No1 Intersection Capacity Upgrades	Servicing Agreement Fees (Roads)	**550**	-	-	-	-	550	This project includes design and construction of intersection capacity upgrades at Wascana Parkway and Ring Road interchange. The capacity improvements will provide a permanent solution to meet long term traffic growth associated with southeast Regina.

Division	Department	Project/Program Name	Funding Source	2019	2020	2021	2022	2023	5 Year Total	Description
	Planning	Arcola Avenue Corridor Study	Servicing Agreement Fees (Roads)	**-**	-	300	-	-	300	This project will focus on future improvements at the Arcola Avenue and Ring Road bridge. Potential improvements may include bridge widening, alternative lane configurations or modifications to the ramps.
		Neighourhood and Corridor Planning Program	Current Contributions	**-**	-	100	100	100	300	Funds from this capital program ensures playing fields, surfaces and facilities are maintained in accordance with current operating and safety standards resulting in participants and spectators having access to quality facilities.
		On Street Bike Lanes and Multi-Use Pathways Program	Servicing Agreement Fees (Roads)	**75**	75	75	75	75	375	Funding for this program includes the design and construction of on-street bikeways and multi-use pathways in existing areas throughout Regina. This will be an ongoing program aimed at meeting the sustainable transportation goals identified in the Official Community Plan and the Transportation Master Plan (TMP).
			Current Contributions	**175**	175	175	175	175	875	
		Saskatchewan Drive Corridor Plan	Servicing Agreement Fees (Roads)	**107**	43	-	-	-	150	This program will fund a Corridor and Functional Study for Saskatchewan Drive to help assess the existing gaps and opportunities for upgrades to existing infrastructure, and provide the framework for future growth and development.
			Current Contributions	**250**	100	-	-	-	350	
		Transportation Master Plan Update	Servicing Agreement Fees (Roads)	**-**	-	-	-	100	100	This funding will be used for the next review and update of the Transportation Master Plan, which is it be completed on a 5-year basis.
		Wascana Parkway to Prince of Wales Extension	Servicing Agreement Fees (Roads)	**2,300**	-	-	-	-	2,300	This project is in preparation for the future extension; therefore, will not have an immediate impact on service levels. The future extension is intended to provide additional roadway capacity to manage growth and maintain service levels at an acceptable level, while recognizing there will be increases in commute times and distances travelled.
Total City Planning & Development				**5,367**	418	1,175	8,475	6,130	21,565	
City Services	Community Services	Athletic Fields Sport Facilities Restoration, Repair and Upgrades	Current Contributions	**100**	100	100	100	100	500	Funds from this capital program ensures playing fields, surfaces and facilities are maintained in accordance with current operating and safety standards resulting in participants and spectators having access to quality facilities.
		CPTED Improvements (Recreation Facilities)	Current Contributions	**13**	13	13	13	13	63	The Crime Prevention Through Environmental Design (CPTED) program is a collaborative approach involving the community, Regina Police Services and Administration to addressing safety issues and citizen concerns in public recreation spaces.
		Detailed Design for Paid Parking Infrastructure	Deferred Revenue	**50**	-	-	-	-	50	Funds are used for the design work to give detailed information for placement, phasing, and future funding consideration for paid parking infrastructure in the City.

Division	Department	Project/Program Name	Funding Source	2019	2020	2021	2022	2023	5 Year Total	Description
		Lawson Aquatic Centre Scoreboard	Current Contributions	**-**	-	-	-	185	185	These funds will be used for the replacement of the timing and scoring display board at Lawson Aquatic Centre. The current display unit is no longer compatible with modern timing and scoring hardware and software.
		Licensing & Enforcement Software	Current Contributions	**720**	-	-	-	-	720	These funds are used for the implementation of an enterprise licensing and enforcement system to support efficiencies and effectiveness of administering various bylaws, including The Regina Animal Bylaw, The Licensing Bylaw, Regina Fire Bylaw and The Community Standards Bylaw.
		Neighbourhood Park Planning and Development	Planning & Sustainability Reserve	**-**	300	300	300	300	1,200	Once a new policy is approved to guide development and redevelopment of parks space these fund will be used to implement the recommendations.
		Parking Enforcement Software Replacement	Current Contributions	**-**	-	-	140	60	200	These funds will cover the replacement of the City's parking enforcement software, which is at the end of its useful life. Replacement will reduce the City's risk of software failure and provide opportunities to leverage new parking technologies.
		Parking Meter Replacement Program	Current Contributions	**15**	15	15	15	15	75	Funds from this program are used to replace aging meters and associated equipment (e.g. meter poles).
		Parking Meters Near General Hospital	Current Contributions	**60**	-	-	-	-	60	These funds will provide for the purchase and installation of parking meters in the vicinity of the General Hospital.
		Parking Ticket Equipment Replacement Program	Current Contributions	**30**	35	-	65	-	130	Funds are used for the regular replacement of equipment the City of Regina uses daily to issue parking tickets.
		Playground Replacement and Restoration Program	Servicing Agreement Fees (Parks)	**-**	-	-	150	-	150	Funds from this program are used to replace two playgrounds per year that are either in poor condition or have little play value, as well as to repair synthetic surfacing at playground sites.
			Current Contributions	**220**	220	220	350	220	1,230	
		Recreation Equipment and Furnishings	Current Contributions	**150**	150	150	150	150	750	Funds from this capital program budget are used for the replacement, revitalization and sustainability of recreation equipment and furnishings at the City's arts, culture, recreation and sport facilities.
		Victoria Park Lighting Replacement	Other	**163**	-	-	-	-	163	Funding from this program will be used to replace the lighting in Victoria Park with lighting that is more efficient, brighter and appropriate to support programming in the park.
			Current Contributions	**163**	-	-	-	-	163	
		Zone Level Off-Leash Dog Parks	Current Contributions	**-**	-	112	-	-	112	Funds will be used to add fencing and parking to a developer built dog park.

Division	Department	Project/Program Name	Funding Source	2019	2020	2021	2022	2023	5 Year Total	Description
			Servicing Agreement Fees (Parks)	-	-	48	-	-	48	
	Fire & Protective Services	Fire Capital Equipment Restoration Replacement	Current Contributions	-	40	40	40	40	160	Funds from this program are for regular equipment replacement.
		Future Radio System Enhancement Upgrade	Current Contributions	-	-	-	400	-	400	Funds from this program will be used to upgrade the City's radio communications system with the addition of one antenna site in the southeast, which will replace the end of life backup radio site and ensure radio coverage is maintained as the City expands.
		Wellness Partnership Program	Current Contributions	-	10	-	10	-	20	The Wellness Partnership Program with the Regina Professional Fire Fighters Association promotes the wellbeing of employees through cost sharing fitness equipment acquisition and maintenance.
	Parks and Open Space	Backstop Restoration	Current Contributions	**13**	13	13	13	13	63	This program provides funding for the restoration or decommissioning of ball diamond backstops which is determined by the users and spectators.
		Cemeteries General Allocation	Cemetery Reserve	**100**	100	100	100	100	500	The Cemeteries General Allocation is used to sustain the cemeteries' assets to ensure the cemetery program continues to effectively operate its two locations: Regina Cemetery and Riverside Memorial Park Cemetery.
		City Square Plaza Restoration	Current Contributions	**15**	15	15	15	15	75	This funding is used to restore or replace deteriorated, vandalized or damaged elements or amenities such as paving stone and furniture within the City Square Plaza. It is also used to correct deficiencies in the landscape planning.
		Golf Courses General Allocation	Golf Course Reserve	**100**	100	100	100	-	400	Funding is used to sustain the golf courses' assets to ensure that the golf course program continues to operate effectively at its four locations: TorHIll, Murray, Joanne Goulet and Lakeview Par 3. The capital work typically funded through the General Allocation includes mitigation of water erosion, course restoration and improvements, tree removal and replacement and irrigation systems restoration.
		Irrigation System Restoration	Current Contributions	**400**	400	400	125	125	1,450	Funds from this program are used to restore and replace deteriorated irrigation system components (valves, sprinklers, water lines, software and hardware) to ensure effective operation in the City's parks and open space.
		Multi-use Pathway Asphalt Recapping	Current Contributions	**98**	98	98	98	98	488	This program's funds are used for general recapping (the application of tack oil and hot mix asphalt) of Regina's multi-use asphalt pathways to keep them in safe and usable condition. Regina has 37 km of multi-use pathway throughout the City.
		Pacer Baseball Park Tree Planting	Current Contributions	-	100	120	40	-	260	This funding is for the proposed addition of 400 trees (200 in each of the next two years) to enhance the tree canopy of Pacer Baseball Park, which was redeveloped at a new site due to the Regina Bypass.

Division	Department	Project/Program Name	Funding Source	2019	2020	2021	2022	2023	5 Year Total	Description
		Parks and Open Space Restoration	Current Contributions	**150**	150	150	150	150	750	Capital funding is used to restore or replace deteriorated open space amenities to a safe and useable condition.
		Parks Maintenance - Fleet Equipment Requirements	Current Contributions	**135**	135	135	135	135	675	Funds from this program are used to maintain equipment for the day to day operations in parks, athletic fields and other open space areas. The Parks Maintenance Branch currently maintains 2,470 hectares of open space which is equivalent to the surface area of 5,600 football fields.
		Plant Material Establishment Funding	Current Contributions	**7**	7	7	7	7	36	This funding provides for watering and maintenance of newly planted trees and shrubs within the parks and open space of new developments for a three-year period to ensure establishment and survival of the new plant material. Any plantings that fail to survive this three-year period are replaced.
			Servicing Agreement Fees (Parks)	**137**	137	137	137	137	685	
		Tree Replacement Along Arterials, Buffers and Parks	Current Contributions	**63**	63	63	63	63	313	Funds from this program are used to replace tree vacancies along arterial roads, buffer areas, and parks. Newly planted trees are maintained and watered during the establishment period.
	Transit	Transit Accessibility Improvements	Government Funded	**503**	503	503	503	503	2,515	These funds will be used to increase accessibility to Transit stops by providing braille and raised lettering at stops, bus shelter upgrades, high visibility bus stop poles, and levelling concrete around the bus stops.
			Current Contributions	**-**	247	247	247	-	741	
Total City Services				**3,402**	2,949	3,084	3,464	2,427	15,327	
Corporate Services	Facilities	Aquatic Facility	Current Contributions	**1,500**	-	-	-	-	1,500	Funds for this project will be used to design and construct a new Outdoor Destination Aquatic Facility.
			Debt		12,000	3,000	-	-	15,000	
		500 Arcola – Decommissioning	Current Contributions	**-**	-	100	-	-	100	Funding for this project covers the decommissioning of the Solid Waste container shop located at 500 Arcola, which has exceeded its useful life and will no longer be required to support City operations in 2021 following the completion of the new Waste Management Centre.
		Cemeteries Facilities Asset Management	Cemetery Reserve	**-**	10	10	10	10	40	These program funds are for the maintenance of cemetery buildings and infrastructure throughout the City.
		City Hall Fire Suppression and Ceiling Tile Upgrades	Current Contributions	**-**	725	725	-	-	1,450	This funding is applied to upgrades of the sprinkler system at City Hall.

Division	Department	Project/Program Name	Funding Source	2019	2020	2021	2022	2023	5 Year Total	Description
		Coordinator of Furniture, Fixtures and Equipment	Current Contributions	**94**	-	-	-	-	94	The Building Services branch of Facilities Management Services requires a term Furniture, Fixtures and Equipment Coordinator position in order to support the large priority projects underway.
		Corporate Office Space for New Employees	Current Contributions	**38**	75	75	75	75	338	Funding from this program covers set-up of new office space for City employees.
		Corporate Office Space Upgrades	Current Contributions	**-**	-	-	-	4,200	4,200	This program provides funding for the renovation of one floor of City Hall or other corporate office space equivalent in size to one floor of City Hall as per the contemporary office space guidelines.
		Employee Provided Parking Improvements (Non-City Hall)	Employer Parking Reserve	**75**	125	150	150	150	650	This funding supports maintenance of existing employee parking lots at other City locations (non-City Hall) including paving overlays, lighting, electrified receptacle infrastructure and fencing.
		Facilities Asset Management	Current Contributions	**8,123**	9,474	15,700	15,700	15,700	64,697	These funds are used to repair and maintain existing facility assets so that programs and services can continue to be delivered.
			General Fund Reserve	**281**	-	-	-	-	281	
		Facilities Security Infrastructure Program	Current Contributions	**25**	25	25	25	25	125	Funds from this program support security additions and upgrades at existing facilities to provide protection to corporate physical assets, City staff, public and information resources.
		GM Building - Divestment	Current Contributions	**-**	-	500	-	-	500	Funding for this project covers the decommissioning and sale preparation of the GM building at 1212 Winnipeg Street, which has exceeded its useful life and will no longer be required to support City Operations in 2021 after the construction of 3 key facilities.
		Golf Course Facilities Asset Management	Golf Course Reserve	**20**	400	50	50	50	570	This funding is allocated to golf course facilities to maintain the integrity of the facility systems so that the City programs and operations can continue to operate effectively.
		Leibel Field Turf Replacement	Current Contributions	**-**	-	-	400	-	400	Funds from the program are used for the removal and replacement of turf at Leibel Field.
		Outdoor Rink Board Improvements	Current Contributions	**265**	-	350	84	350	1,049	This program funding supports the renewal of one outdoor boarded rink site per year. There are 22 sites throughout the City, each constructed between 20 and 30 years ago.

Division	Department	Project/Program Name	Funding Source	2019	2020	2021	2022	2023	5 Year Total	Description
		Parks and Facilities Yard Development	Current Contributions	**1,600**	5,200	-	-	-	6,800	This project will see the development of a co-located facility in the Parks Yard supporting the various operations programs within Parks/Open Space and Facilities Department, providing an opportunity to consolidate operations from two yards into one.
			General Fund Reserve	**3,800**	-	-	-	-	3,800	
		Parks Maintenance Sub-depots	Current Contributions	**-**	-	140	700	700	1,540	Funds for this project are for the development of a Parks sub-depot building in the expanding North and South areas of the city, bringing equipment and labour closer to the work areas to ensure consistent service delivery across the city.
		Recreation Facility Program and Accessibility Improvements	Current Contributions	**100**	100	100	200	200	700	This program is intended to fund smaller facility improvement projects that will permit recreation program changes and accessibility improvements, improving the customer experience at the major recreation facilities.
		Regina Police Service New Headquarters Development	Asset Revitalization Reserve	**7,000**					7,000	In February, 2018 the City took possession of a building to be part of a new and complete Regina Police Service Headquarters Complex. The new facility will have a connection to the community with opportunities to co-locate city administration, community programming or sport and recreation facilities. Full funding for all years for this project was approved on November 27, 2017 (City Council Reference #CR17-120).
		Roadways Equipment Storage - Repurpose Building D	Current Contributions	**-**	-	750	-	-	750	Funding for this project is applied to the repurposing of the Transit Garage portion of Building D in the Public Works yard so that it can be utilized for Roadways equipment storage, addressing the significant space pressures in the operations yard.
		Tennis Court Redevelopment	Current Contributions	**100**	100	100	100	100	500	This is a multi-year program that started in 2014 and typically upgrades 2 tennis court sites per year.
		Transit Fleet Maintenance Facility	Current Contributions	**4,012**	1,900	-	-	-	5,912	Funds for this project will be used for the construction of a new Transit Fleet Maintenance Facility co-located with the current Transit Operations Centre on Winnipeg Street.
			Government Funded	**8,363**	-	-	-	-	8,363	
		Transit Shelter Improvements	Current Contributions	**-**	50	50	50	50	200	These funds are used annually to improve and maintain transit shelters, and sometimes add or relocate shelters depending on modifications to the City's transit routes. Every year Transit modifies the routes throughout the City and adds new services due to growth or service changes.
		Waste Management Centre	Solid Waste Reserve	**11,600**	8,300	-	-	-	19,900	Funds for this project will be used for the design and construction of a new facility adjacent to the landfill. The new facility will centralize Solid Waste's operations and associated programs at the Landfill in a facility that will meet current and future program needs.

Division	Department	Project/Program Name	Funding Source	2019	2020	2021	2022	2023	5 Year Total	Description
		Workspace Improvement Program	Current Contributions	**100**	200	-	-	-	300	This program funds City workspace improvements to enhance workflow, collaboration, and team dynamics.
	Fleet	Civic Fleet Replacement	Fleet Replacement Reserve	**8,382**	8,384	8,173	8,760	8,327	42,026	Funds from this program are used for the replacement of civic fleet assets that have completed or exceeded their economic service life.
		Fire Fleet Replacement	Fleet Replacement Reserve	**1,285**	275	1,100	475	1,230	4,365	Funds from this program are used for the replacement of frontline Fire apparatus and support vehicle assets that have reached or exceeded their planned economic life. In 2019, the replacement of 1 Pumper Apparatus is planned.
		Small Tools Replacement	Fleet Replacement Reserve	**84**	84	84	84	84	420	Funds from this program are used for the scheduled replacement of small tools.
		Transit Fleet Replacement	Fleet Replacement Reserve	**1,775**	640	3,510	3,565	4,095	13,585	Funds from this program are used for the replacement of Transit Fleet assets that have reached or exceeded their planned economic life.
			Government Funded	**1,260**	110	110	110	110	1,700	
	Information Technology	Corporate Telematics Program	Current Contributions	**130**	200	200	200	-	730	Telematics will be used to implement a system that provides real time geographical location and work information using GPS units and electronic triggers on City of Regina equipment to acquire information necessary to improve business performance.
		ITS Sustainable Infrastructure	Current Contributions	**150**	250	250	250	250	1,150	These funds are used to replace aging and end-of-life Information Technology and Infrastructure components to reduce risk and ensure service availability. This includes technology hardware, software, IT security, data storage, networking equipment and geospatial technology.
		ITS Technology Growth	Current Contributions	**100**	200	200	200	200	900	This program provides the ongoing funding for the City to expand its IT infrastructure services to accommodate the needs of new employees, new services and new City network locations as well as the growing needs of existing users and services.
	Land & Real Estate	Regina Revitalization Initiative (RRI) Railyard Renewal Project	Land Development Reserve	**1,500**	3,000	3,000	3,000	3,000	13,500	Funding for the Railyard Renewal Project will be used to redevelop a former CP Rail intermodal yard, a 17.5 acre brownfield site, into a new sustainable mixed-use neighbourhood.
		South East Lands Development Project	Land Development Reserve	**8,000**	8,000	8,000	10,000	10,000	44,000	Funds for this project are for Phase one of the South East Land development (The Towns), which consists of approximately 50 acres of primarily residential land. Market conditions will dictate the pace of completion. Phase 2 of the Towns will commence thereafter.
Total Corporate Services				**69,761**	59,827	46,452	44,188	48,906	269,134	

Division	Department	Project/Program Name	Funding Source	2019	2020	2021	2022	2023	5 Year Total	Description
Total Police	Various			**4,054**	6,681	3,550	4,501	3,349	22,134	This represents funding for Capital Programs and Projects for the Regina Police Services.
Transportation & Utilities	Roadways & Transportation	Bridge Infrastructure Renewal	Gas Tax	**2,088**	-	-	-	-	2,088	This program funds all activities related to maintaining the City's bridge infrastructure such as bridge maintenance, engineering studies, bridge inspections, bridge designs, bridge construction projects, project management, and administration.
			Current Contributions	**2,310**	2,310	2,310	2,310	2,310	11,550	
		New Enhanced Traffic Controls	Current Contributions	**100**	100	100	100	100	500	These funds are used for the design and installation of new traffic controls and enhancements to existing controls. Locations are determined annually based on analysis of warrants, studies and growth projections.
			Servicing Agreement Fees (Roads)	**500**	500	500	500	500	2,500	
		Pedestrian Connectivity	Current Contributions	**-**	-	500	500	370	1,370	These program funds are used to install sidewalks and pedestrian connections along transit locations, focusing on important points that connect our sidewalk network to develop complete neighbourhoods.
		Saskatchewan Drive and 11th Avenue	Current Contributions	**-**	-	1,000	2,500	2,500	6,000	Roadways and Transportation street enhancements including upgraded sidewalks, curbs, street furniture, Saskatchewan Drive from Winnipeg to Elphinstone and from 11th Avenue from Broad to Albert Street
		Residential Roads Improvement Program	Current Contributions	**12,042**	12,042	12,042	12,042	12,042	60,210	The Residential Road Renewal Program aims to improve the condition of the City's residential roads.
		Senior Engineer	Current Contributions	**-**	-	-	-	-	-	This position will increase efficiency of the Residential Road Renewal Program delivery ensuring capacity for increasing scope and budget of the program and any unforeseen emergency projects.
		Street Infrastructure Renewal	Current Contributions	**8,520**	6,000	10,000	10,000	10,000	44,520	The Street Infrastructure Renewal program is in place to improve the condition of existing city roadway assets. It is primarily focused on improving major roads.
			Gas Tax	**9,000**	12,000	12,000	12,000	12,000	57,000	
		Tandem Truck Upgrades complete with slide in sanders	Current Contributions	**190**	-	95	190	-	475	Funding is used to upgrade truck fleet, based on the Fleet Replacement Program, to increase capacity, increase efficiencies, and incorporate best practice technology.
		Traffic Infrastructure Renewal	Current Contributions	**800**	1,000	1,000	1,000	1,000	4,800	Traffic infrastructure renewal program ensures traffic assets, such as traffic signals, pedestrian crossings, expressway lighting, signs, LEDs and accessible pedestrian signals are renewed in an appropriate timeframe to ensure ongoing levels of service.
		Traffic Signal Pre-emption	Current Contributions	**259**	448	241	-	-	947	Funds from this program are to be used for a GPS-based traffic signal pre-emption system that will improve emergency response times and safety for first responders.
		Upgrade of Major Components of the Asphalt Plant	Asphalt Plant Reserve	**150**	400	1,000	-	150	1,700	Funding from this program is used for upgrading major components of the Asphalt Plant, as determined by the Asphalt Plant Asset Management Plan.

Division	Department	Project/Program Name	Funding Source	2019	2020	2021	2022	2023	5 Year Total	Description
		Victoria Avenue Enhancement Project	Current Contributions	**1,500**	1,500	-	-	-	3,000	The Victoria Avenue Enhancement project will address infrastructure and aesthetic improvements to meet the Official Community Plan and other plans to enhance the viability, vitality and growth of our city.
	Solid Waste	Garbage Roll-out Cart Replacement	Solid Waste Reserve	**210**	215	220	226	232	1,103	This represents annual funding to purchase garbage carts for new City services and to replace damaged carts.
		Landfill - Annual Infrastructure Renewal	Solid Waste Reserve	**200**	250	250	250	250	1,200	This is an ongoing program to ensure landfill infrastructure which includes roadways, fencing and drainage are maintained to ensure uninterrupted service, safety and regulatory compliance.
		Landfill Gas Collection System Expansion	Other	**1,250**	750	-	-	-	2,000	Funds from this program will be used for expansion of the existing Landfill Gas Collection System, which will increase coverage of the system and mitigate greenhouse gas emissions.
		Large Dozer for Landfill Operations	Solid Waste Reserve	**1,200**	-	-	-	-	1,200	This funding will provide for the purchase of an additional large dozer to operate in three new waste tipping areas. These three areas, each with different waste composition, have been established to extend the useful life the Landfill.
		Residential Organics Service	Solid Waste Reserve	**3,500**	-	-	-	-	3,500	Funds from this program will support an organic waste service to meet current waste disposal needs and promote increased waste diversion while protecting the quality of life of future generations.
		Solid Waste Master Plan	Solid Waste Reserve	**300**	-	-	-	-	300	These funds are for a waste management plan that updates and expands upon recommendations in Waste Plan Regina, and is required to provide direction for long term, environmentally sustainable waste management alternatives to meet the goals of the Official Community Plan (OCP).
		Upgrade Medium Dozer to Large Dozer at the Landfill	Solid Waste Reserve	**450**	-	-	-	-	450	This funding supports the upgrade of an existing medium-sized dozer to a larger dozer to meet operating requirements at the Landfill.
Total Transportation & Utilities				**44,569**	37,515	41,258	41,618	41,454	206,413	
Total City				**127,153**	107,390	95,519	102,246	102,266	534,574	

General Fund Capital by Funding Source
($000s)

Funding Name	2019	2020	2021	2022	2023	Total
Asphalt Plant Reserve	**150**	400	1,000	-	150	1,700
Asset Revitalization Reserve	**7,000**	-	-	-	-	7,000
Cemetery Reserve	**100**	110	110	110	110	540
Current Contributions	**48,886**	50,664	52,274	53,576	55,183	260,583
Debt	**-**	12,000	3,000	-	-	15,000
Deferred Revenue	**50**	-	-	-	-	50
Employer Parking Reserve	**75**	125	150	150	150	650
Federal/Provincial	**10,126**	613	613	613	613	12,578
Fleet Replacement Reserve	**11,526**	9,383	12,867	12,884	13,736	60,396
Gas Tax (GT)	**11,088**	12,000	12,000	12,000	12,000	59,088
General Fund Reserve	**4,080**	-	-	-	-	4,080
Golf Course Reserve	**120**	500	150	150	50	970
Land Development Reserve	**9,500**	11,000	11,000	13,000	13,000	57,500
Other External	**1,413**	750	-	-	-	2,163
Planning & Sustainability Reserve	**400**	300	300	300	300	1,600
Service Agreement Fees (Parks)	**137**	212	260	362	212	1,183
Service Agreement Fees (Roads)	**5,042**	568	1,325	8,625	6,280	21,840
Solid Waste Reserve	**17,460**	8,765	470	476	482	27,653
Total	**127,153**	107,390	95,519	102,246	102,266	534,574

Appendix B – Detailed Utility Fund Capital Plan
($000s)

Service	Project/Program Name	Funding Source	2019	2020	2021	2022	2023	5-Year Total	Description
Drainage	Albert Street Storm Lift Station Replacement	Reserve	**-**	-	1,000	5,750	-	6,750	The Albert Street Lift Station requires replacement to restore and improve the level of service and function within the system and accommodate growth.
	Area 1 & 17 - Phase 2	Reserve	**4,000**	-	-	-	-	4,000	This project will upgrade the drainage system in Area 1 and 17 to reduce surface flooding and improve level of service in this area. The project is part of a multi-year improvement plan in the area.
	Area 1 & 17 - Phase 3	Reserve	**1,000**	8,500	-	-	-	9,500	This project will upgrade the drainage system in Area 1 and 17 to reduce surface flooding and improve level of service in this area. The project is part of a multi-year improvement plan in the area.
	Area 1 & 17 - Phase 4	Reserve	**-**	1,000	8,500	-	-	9,500	This project will upgrade the drainage system in Area 1 and 17 to reduce surface flooding and improve level of service in this area. The project is part of a multi-year improvement plan in the area.
	Area 1 & 17 - Phase 5	Reserve	**-**	-	500	4,000	-	4,500	This project will upgrade the drainage system in Area 1 and 17 to reduce surface flooding and improve level of service in this area. The project is part of a multi-year improvement plan in the area.
	Area 1 & 17 - Phase 6	Reserve	**-**	-	-	500	4,000	4,500	This project will upgrade the drainage system in Area 1 and 17 to reduce surface flooding and improve level of service in this area. The project is part of a multi-year improvement plan in the area.
	Area 1 & 17 - Phase 7	Reserve	**-**	-	-	-	500	500	This project will upgrade the drainage system in Area 1 and 17 to reduce surface flooding and improve level of service in this area. The project is part of a multi-year improvement plan in the area.
	Area 13 - Avonhurst Relief Trunk	Reserve	**3,000**	-	-	-	-	3,000	This project will upgrade the drainage system in Area 13 to reduce surface flooding and improve level of service in this area. The project is part of a multi-year improvement plan in the area.
	Area 13 - Imperial Park	Reserve	**-**	-	1,000	5,000	5,000	11,000	This project will upgrade the drainage system in Area 13 to reduce surface flooding and improve level of service in this area. The project is part of a multi-year improvement plan in the area.
	Area 2A - Richardson Park	Reserve	**-**	-	-	-	500	500	This project will upgrade the drainage system in Area 2A to reduce surface flooding and improve level of service in this area. The project is part of a multi-year improvement plan in the area.
	Citywide Drainage Master Plan Update	Reserve	**200**	600	-	-	-	800	This project will update the 2009 drainage master plan study to guide future renewal and upgrade plans to the drainage system to improve level of service.
	Drainage Control System Upgrades	Reserve	**48**	32	-	-	-	80	This project provides for the renewal and upgrade of drainage control systems to maintain operational reliability of drainage lift stations within the system.
	Drainage Infrastructure Renewal	Reserve	**2,980**	2,780	2,780	2,780	2,780	14,100	The drainage system requires ongoing rehabilitation to ensure system reliability. This includes inspections, assessments, cleaning, replacement and rehabilitation on pipes, service connections, and manholes.

Service	Project/Program Name	Funding Source	2019	2020	2021	2022	2023	5-Year Total	Description
	Drainage Lift Station Renewal	Reserve	**200**	200	200	200	200	1,000	Drainage pumping stations are aging and require upgrading to restore or improve level of service and to reduce emergency repair costs. This program will include assessment, pre-design, design, rehabilitation, and/or upgrades of existing pumping stations.
	Drainage Lift Station Replacement	Reserve	**-**	-	-	690	-	690	The City's drainage pumping stations are aging and require replacement to restore or improve the level of service and function within the system.
	Drainage Source Control - Vehicle Purchase	Reserve	**90**	-	-	-	-	90	A new vehicle is required to enhance the inspection of our storm system. The disposal of prohibited substances into catch basins and storm sewers has a negative impact the environment as well as reduce capacity and increase the risk of flooding.
	Dykes, Drainage Channels and Lake Improvements	Reserve	**400**	400	400	400	400	2,000	This program rehabilitates and improves the level of service of facilities such as dykes, channels, streams, lakes and ponds. Periodic assessments, repairs, modifications and improvements are required to ensure their integrity and capacity.
	Environmental Compliance Storm Retention Ponds	Reserve	**50**	50	-	-	-	100	During hot dry summers, City retention ponds can develop blue-green algal blooms that are unsightly and potentially dangerous to children and pets. Planting along the perimeter of the ponds will help to reduce the algae and access to the ponds.
Total Drainage			**11,968**	**13,562**	**14,380**	**19,320**	**13,380**	**72,610**	
Wastewater	Fleming Road Pumping Station Screens	Reserve	**250**	200	3,000	-	-	3,450	The City's agreement with EPCOR requires all sewage pumped to the Wastewater Treatment Plan be screened. Installation of mechanical screens to the Fleming Road Pumping Station is required to comply with this agreement.
	Creeks Wastewater Pump Station Expansion	Servicing Agreement Fees	**5,000**	-	-	-	-	5,000	This is a continuation of expansion activity at the Creeks Lift Station in southwest Regina. The project will increase the waste water systems capacity and allow for further growth in the Greens, Creeks and Towns Neighbourhoods.
	Lift Station Radio Upgrades	Reserve	**9**	-	-	-	-	9	This project provides for the upgrade of communications systems within the pumping stations to improve operational management and response to issues in the stations and improve system resiliency.
	McCarthy Boulevard Pumping Station Wastewater Monitoring Instrumentation	Reserve	**175**	-	-	-	-	175	Wastewater sampling programs provide valuable information but involve a lag period. Real time monitoring of the wastewater would allow the City to identify potentially harmful effluent before it reaches the waste water treatment plant.
	Trunk Relief Initiative	Reserve	**1,400**	1,400	-	-	-	2,800	Wastewater capacity improvements are required at the McCarthy Boulevard Pumping Station to meet regulatory commitments to reduce bypasses to Wascana Creek during heavy precipitation events and improve the levels of service.
		Servicing Agreement Fees	**600**	600	-	-	-	1,200	
	Wastewater Capacity Upgrades	Reserve	**1,190**	-	1,190	-	10,920	13,300	This project will develop wastewater system solutions to meet regulatory commitments to improve wastewater capacity and minimize bypasses to Wascana Creek during heavy precipitation events.

Service	Project/Program Name	Funding Source	2019	2020	2021	2022	2023	5-Year Total	Description
		Servicing Agreement Fees	**510**	-	510	-	4,680	5,700	
	Wastewater Control System Upgrades	Reserve	**16**	-	-	-	-	16	This project provides for the renewal and upgrade of wastewater control systems to maintain operational reliability of wastewater pump stations within the system.
	Wastewater Infrastructure Renewal	Reserve	**9,280**	9,680	9,680	9,680	7,850	46,170	Underground wastewater infrastructure requires work to ensure reliability and safety of wastewater system. Includes studies, inspection, assessment, replacement, rehabilitation, upgrading of pipes, service connections, and manholes.
	Wastewater Lift Station Renewal	Reserve	**300**	300	300	300	300	1,500	The City's wastewater pumping stations are aging and require upgrading to restore or improve the level of service and to reduce emergency repair costs. This program will include assessment, pre-design, rehabilitation, and/or upgrades of pumping stations.
	Wastewater Lift Station Replacement	Reserve	**-**	-	-	230	-	230	The City's wastewater pumping stations are aging and require replacement to restore or improve the level of service and function within the system. This work will be further defined once the Wastewater Master Plan is completed in 2018.
	Wastewater Sewer Flow Monitoring	Reserve	**120**	120	120	120	120	600	This funding provides for the continued collection of flow data from permanent monitoring locations to better understand the wastewater system and help inform wastewater capital projects and infrastructure renewal programs.
Total Wastewater			**18,850**	**12,300**	**14,800**	**10,330**	**23,870**	**80,150**	
Water	Additional Ground Water Capacity	Reserve	**-**	-	200	500	4,800	5,500	In the event of a water supply disruption from Buffalo Pound Water Treatment Plant the City relies on ground water wells an emergency water source. To align with growth, and reduce supply shortage vulnerabilities, additional wells will be drilled.
	Buffalo Pound WTP Pump Upgrades	Servicing Agreement Fees	**-**	-	-	-	500	500	Regina receives treated water from the Buffalo Pound WTP. Pump upgrades at the Buffalo Pound WTP are required to align with long term growth plans for Regina.
	Capacity Increase for North East Pumping Station	Reserve	**-**	-	-	-	4,000	4,000	Capacity increases at the North East Pumping Station are required to align with long term growth plans and to provide supply redundancy for water. This involves installing additional pumps at this pumping station.
	Chlorine Booster Stations	Reserve	**2,000**	2,000	-	-	-	4,000	This project provides the required disinfection to ensure the safety of water for consumption during emergency well water usage from the groundwater wells.
	Corporate ITS Infrastructure – Utility Portion	Reserve	**325**	325	325	325	325	1,625	Capital transfer from Water Utility program to help fund the service and technology demands of the utility on the Information Technology Services department.
	Eastern Pressure Solution	Servicing Agreement Fees	**-**	-	-	28,500	32,400	60,900	In order to maintain an acceptable level of service as the City continues to grow and additional demands are placed on the Citywide water distribution network, an Eastern Pressure Solution is required.
	Fire and Security Vulnerability Upgrade - Monitoring	Reserve	**400**	400	400	-	-	1,200	This work is intended to upgrade safety and security measures at key water assets to improve the integrity of the system.

Service	Project/Program Name	Funding Source	2019	2020	2021	2022	2023	5-Year Total	Description
	Flow Meter Chambers for Transmission Piping	Reserve	**1,500**	1,500	-	-	-	3,000	This project will improve monitoring of the water supply and help operations better understand the flow within the supply system.
	Future Equipment Purchase	Reserve	**-**	250	250	250	250	1,000	This program is intended as a placeholder for planning purposes based on average expected new or specialized equipment purchases over a five year history
	Hydrant Nozzle Replacement	Reserve	**120**	120	120	120	120	600	The objective of this project is to upgrade the pumper nozzle for fire hydrants to a new standard nozzle. The new nozzle will allow the Fire Department to more efficiently and effectively connect to a hydrant.
	Large Diameter Assessment and Rehabilitation	Reserve	**2,800**	2,800	2,800	2,800	2,800	14,000	Through age related deterioration large diameter water pipes are at risk to failure. A relining and replacement program, in conjunction with roadways renewal work, will rehabilitate/replace sections of cast iron pipe over the next several years.
	Lead Services Connection Management Program - Corrosion Control	Reserve	**125**	405	305	-	-	835	Lead service connections contribute to lead in drinking water. Our lead levels are at a place where Health Canada recommends further action. Corrosion control is a Health Canada recommended action to mitigate total lead in drinking water.
	Leak Detection Program	Reserve	**100**	100	100	100	100	500	This funding provides for the development and implementation of a pilot program to detect leaks in the water system and help inform the water infrastructure renewal programs.
	Reservoir Assessment and Rehabilitation	Reserve	**250**	2,500	250	2,500	250	5,750	This program inspects, repairs and rehabilitates the water reservoirs in the city. As the reservoirs age, these program activities are necessary to ensure the reliability of the water quality and supply to the City and reduce emergency repairs.
	Reservoir Radio Upgrade	Reserve	**15**	-	-	-	-	15	This project provides for the renewal and upgrade of radios to prevent unplanned down time due to equipment failure and maintain operational reliability of the storage reservoirs.
	Serviceability Study for 500K Lands	Servicing Agreement Fees	**-**	-	-	-	500	500	A phasing plan has been developed for the 300K lands, but has not yet considered the lands in the 500K. For the future phasing to be assessed, serviceability and impacts on the existing system on all the aspects of utility Services will need to be defined for 500K lands so that decisions can be made on a sound financial and practical basis.
	Supply Line Assessment and Rehabilitation	Reserve	**500**	5,500	5,500	5,950	5,950	23,400	As the Buffalo Pound supply pipes and other major supply mains age, inspection, rehabilitation, and improvements are necessary to ensure the reliability of the water quality and supply to the city.
	Trench Settlement Remediation	Reserve	**300**	300	300	300	300	1,500	Cracking and settling of sidewalks, curbs, gutter and pavement occur as a result of backfill settlement at water main work locations. This program corrects settlement at these locations. The Utility Reserve funds this program.
	Utility Billing Equipment Replacement Program	Reserve	**40**	20	20	40	20	140	This program replaces the handheld and vehicle mounted radio-read devices and other field equipment used for the utility billing operation and is funded by the Utility Reserve.
	Utility Billing System Upgrade and Maintenance	Reserve	**150**	240	100	240	100	830	This funding ensures the Utility Billing system is maintained in a supported condition and allows for ongoing maintenance, functionality improvements, system architecture updates.

Service	Project/Program Name	Funding Source	2019	2020	2021	2022	2023	5-Year Total	Description
	Variable Frequency Drive Installation for Buffalo Pound WTP Pumps	Reserve	**-**	200	1,300	-	-	1,500	Currently Buffalo Pound Water Treatment Plant is investing in standby generator sets (gensets) to continuously run the treatment plant in case of a power failure. A Variable Frequency Drive will minimize the size of the genset invested in.
	Water Control System Upgrades	Reserve	**64**	-	-	-	-	64	This project provides for the renewal and upgrade of water control systems to maintain operational reliability of water pump stations within the system.
	Water Infrastructure Renewal	Reserve	**16,235**	16,235	16,235	16,235	16,235	81,175	Underground water infrastructure requires work to ensure reliability and safety of water system. Includes studies, inspection, assessment, replacement, rehabilitation, upgrading of water mains, fire hydrants, service connections, water valves.
	Water Meter Installations	Reserve	**500**	500	500	500	500	2,500	The City's expanding community requires the installation of water meters in new homes. This program includes the purchase and installation of new water meters for new construction. Funding is provided from the Utility Reserve.
	Water Meters and AMR Replacement	Reserve	**1,300**	10,100	10,100	10,100	10,100	41,700	The City's water meters and Automated Meter Reading (AMR) system require upgrading to restore system reliability and reduce downtime and costs. This project includes development, design, installation and construction over multiple years.
	Water Pumping Stations Upgrades and Equipment Replacement	Reserve	**1,000**	200	250	1,625	1,625	4,700	To ensure that the pump stations throughout the City are maintained in good operating condition. Work required includes lifecycle upgrades to replace obsolete equipment as well as upgrades to improve energy efficiency and to ensure reliable service.
Total Water			**27,724**	**43,695**	**39,055**	**70,085**	**80,875**	**261,434**	
Total All Services			**58,542**	**69,557**	**68,235**	**99,735**	**118,125**	**414,194**	

Utility Capital – Funding Sources ($000s)

Funding Name	**2019**	2020	2021	2022	2023	**Grand Total**
Service Agreement Fees (Utility)	6,110	600	510	28,500	38,080	73,800
Utility Reserve	52,432	68,957	67,725	71,235	80,045	340,394
Total	58,542	69,557	68,235	99,735	118,125	414,194

Appendix C – Financial Structure, Policy and Process

Fund Structure

The City of Regina uses fund accounting to separate the general operations of the City of Regina from areas where the cost of providing a service is fully recovered from revenues associated with the service. To achieve this, the City operates using three primary funds:

- General Fund: The General Fund is the fund used to track those services that are supported, in full or in part, by property tax revenues. The vast majority of services provided by the City of Regina are supported by the General Fund. The General Fund has both operating and capital components
- Utility Fund: The Utility Fund is the fund used to track those revenues and costs associated with the delivery of water, wastewater and drainage services, which operate on a full cost recovery basis, including the cost of renewing the infrastructure required to deliver the service. The Utility Fund has both Operating and Capital components
- Costing Fund: Within the City of Regina, various divisions and departments provide services to other divisions and departments. The Costing Fund is used to track the costs associated with the delivery of internal services to other departments of the City and allocate them appropriately. For example, the cost of vehicles and equipment for a service is planned and budgeted by the Fleet department, but allocated to the department using the equipment. As a budgeting practice, the stand-alone costs of providing these services are tracked through costing funds. Budgets for costing funds are presented in association with the department providing the costed service. Once approved, these costs are then allocated to the budget of the department using the service. These costs are exclusively operating costs

Department/Fund Relationship

The funds and the divisions that they support are defined in below.

Division/Department	City Manager	City Planning & Development	City Services	Corporate Services	Mayor	Organization & People	Police	Transportation & Utilities
General Fund	*	*	*	*	*	*	*	*
Utility Fund		*	*	*		*		*
Costing Fund			*	*				*

As a public institution, the City of Regina has an obligation to develop its annual budget within the boundaries established in policy and with attention to best practices in public finance. The City develops and presents its budget in accordance with standards established by the Public Sector Accounting Board (PSAB) and the Government Finance Officers Association (GFOA). The budget process is guided by a number of internal policies and practices, and by the City's planning framework, which set the boundaries within which any budget must be developed. These include:

- Basis of Budgeting
- Financial Policies
- Budget Process

Regina's Planning Framework

The City of Regina has established a planning framework that integrates long-term thinking and vision with achievable, planned change and the ongoing delivery of services to residents. The framework applies to all services, regardless of whether the activity is part of the General Fund or the Utility Fund.

As depicted below, the driver for all planning and service delivery activity is the City Vision, Community Priorities and the OCP. These are addressed over time through the following:

- More refined long-term planning, primarily for specific services, which often takes the form of master plans. These plans identify a long-term view for developing specific services to achieve the policies and objectives outlined in the OCP. They often include long-term financial implications
- The Strategic Plan, which is a specific four-year chunk of work the City decides to undertake to advance our capacity to deliver the OCP. This may include the developing specific long-term plans and policies, improving systems and tools, and so on
- The delivery of services to residents through the implementation of policies and defined levels of service
- The delivery of business plans, which are the annual plans for the work that needs to get done (including the budget for that work). These will include any work driven by the Strategic Plan and service delivery plans
- Implementation is simply about getting the planned work done

The entire planning and delivery process is overlaid with financial planning and an analysis of the financial implications of various planning and implementation choices. The process also includes ongoing performance monitoring and reporting at all stages. This information is used to adapt and refine plans or to ensure appropriate resourcing so that expectations are met.

City of Regina's Planning Framework



Basis of Budgeting

Basis of Presentation

The City of Regina is a diversified municipal government institution which provides a wide range of services to its citizens, including police, fire and public transit, and water. For management reporting purposes, the City's operations and activities are organized and reported by funds. Funds are created for the purpose of recording specific activities to meet certain objectives in accordance with special regulations, restrictions or limitations. As previously noted the City maintains three funds (General, Utility and Costing Funds).

Basis of Accounting

Basis of accounting refers to the time at which revenues and expenditures or expenses are recognized in the accounts and reported. The City of Regina uses the accrual basis of accounting and recognizes revenues as they are earned and measurable; expenses are recognized as they are incurred and measurable as a result of receipt of goods or services and the creation of a legal obligation to pay.

Property tax revenues are considered measurable and available when collected and recognized as revenue at that time. Licences, permits, fines, and miscellaneous revenues are recorded as revenues when received in cash because they are generally not measurable until actually received. Government grants and transfers are recorded as revenue when the transfer occurs and/or all eligibility criteria have been met and a reasonable estimate of the amount can be made.

Capital assets are accounted for at the total cost including acquisitions, construction, and development costs. In 2015, the City of Regina began budgeting for multi-year capital projects over the time required to complete the projects. Prior to 2015, the full cost was budgeted for in the first year of the project, resulting in a capital carry forward to support the future

year costs. The new method recognizes the multi-year commitment associated with the project and increases the assurance among bidders that the City will fund the entire project.

Financial Policies

Financial Policies Framework

In anticipation of the development of the City's long-range financial plan, a financial policy framework has been established. The framework sets out principles and benchmarks to help guide administration in making recommendations to Council on decisions related to financial planning and oversight at the City of Regina.

Key Principles

The goal of the Financial Policies Framework is to place the City's finances on a sound and sustainable footing so that financial, service and infrastructure standards can be met without resorting to unplanned or excessive increases in rates, fees and service charges or disruptive cuts in services. In addition, the financial policies are a means to develop the teams, tools and processes to help ensure the sustainable delivery of reliable services over the long term as identified in the Strategic Plan.

The purpose of the financial policies is to support the following overall financial objectives.

Growth and Development

Growth includes capital projects and operating costs related to the expansion within the City. *The Planning and Development Act* permits the City to fund the growth portion of new infrastructure required to support new development from revenues collected by applying development charges. Development Charges consist of provincially legislated Service Agreement Fees and Development Levies that can be collected at the time of development. Development Charges can also include off site levies and any other growth related charges which may relate to development. This new infrastructure must be maintained by the City, resulting in the need for an increased operating budget. While new residents bring in more taxation, the increased revenue may not always cover the increased operating cost.

Strategic Initiatives and Enhancements

The Strategic Planning Framework is designed to appropriately phase in the implementation of the OCP. Strategic initiatives include capital projects and short term operational projects that are undertaken in response to the strategic plan. From time to time long-term operational projects are included within the strategic plan, but these would be considered only from the perspective of capacity and resource management implications.

Debt

Debt includes long-term debt and capital lease obligations. All debt issued must meet the requirements of *The Cities Act*, the municipal debt limit established by the Saskatchewan Municipal Board, and The Regina Administration Bylaw No. 2003-69. As stipulated in *The Cities Act*, long-term debt obtained for the purpose of financing capital assets should be used for that purpose, and if not used immediately should be made available when needed for the asset obtained for. If a borrowing was subject to a public vote (i.e. referendum), it must be used only for the purpose indicated. The City issues debt that is repaid from a variety of sources including water rates, wastewater rates, drainage rates, development charges, provincial/federal gas tax, property taxation and local improvements. Debt repayment must be planned and made through the operating budget. The City's debt limit may be increased by application to and approval by the Saskatchewan Municipal Board.

Investments

Municipalities are faced with restrictions on the type and duration of investments it may make of any funds not immediately required to meet current operating or capital needs. These funds may include reserve funds, proceeds from debentures, or other monies not immediately required for the ongoing operations of the City. Earnings may be credited to each fund in proportion to the amount invested from it, where this is feasible and authorized.

Operating Surplus/Deficit

Saskatchewan municipalities cannot budget an operating deficit. Any operating surplus in a given year is allocated to the General Fund Reserve in accordance with the City's Administration Bylaw 2003-69. Operating deficits, if not funded from

other sources within the year, must be funded within the next year's budget. Staff will report to Council on the status of spending against budget and provide forecasts at least mid-year, identifying any actions that may be required to eliminate a potential deficit.

Budgeting

Council is required to approve a balanced budget. Assumptions made in the development of the annual budget and their associated risks are disclosed in the budget documents. Council also approves a capital budget that identifies the cost and nature of projects that will be undertaken during the year, how they will be funded, and a forecast of the cost of projects with related funding for the next four years. Capital and operating spending against budget is reported to Council mid-year with adjustments identified throughout the year.

Revenues – User Fees and Service Charges

Municipal services that benefit defined users shall be funded by collecting fees and service charges that are at or approaching full cost recovery.

Revenues – Taxation

The City has several taxation revenue sources, some of which include amusement tax and property tax. Property taxes are calculated utilizing assessment of property values provided by the City of Regina on a four year basis, multiplied by a provincial percentage to arrive at a taxable value. The taxable value is then multiplied by a percentage of the mill rate times the mill factor and any adjustments added.

Revenues – Non-recurring revenues

From time to time, Federal and Provincial governments may provide funding to municipalities that is for a specified purpose (such as an infrastructure project) or that is available only for a specified period (usually one year). Similarly, a municipality may receive a financial gain when it sells an asset or enjoy a windfall as a result of some unique transactions or events. The nature of these non-recurring revenues can vary significantly, but overall a municipality has little control over the amount, timing or conditions associated with receiving them. Careful attention needs to be paid to ensure ongoing government operations do not rely on these types of revenues for support of ongoing expenditures, or shortfalls will inevitably occur that put upward pressure on future property taxes and/or user fees.

Program and Services Review

All programs and services are subject to periodic internal and external review, driven by the OCP. The corporate strategy breaks down the OCP into manageable five year strategic plans. Day-to-day service delivery encompasses things that need to be done now and will need guiding reference from the OCP on a more regular basis. The City Manager will report to Council on performance against the OCP and other established guidelines on a consistent basis.

Reserve Fund Management

Reserve funds are a critical component of the City's long-range financial planning. They are used to provide tax rate and user rate stability by smoothing the effect of variable or unanticipated expenditures or revenues, to provide funding for one-time or short-term requirements, to provide for future replacement or acquisition of capital assets and to provide the flexibility to manage debt within the City's Debt Management Policy.

A reserve is established by Council for a specific purpose. A reserve does not need to relate to any particular asset and there is not always a requirement for the reserves to earn interest. Reserves are created either through a planned contribution established in the budget process or through the transfer of unspent funds at the end of a year. Any transfer of unspent funds at year end must be authorized by Council or existing Bylaw. If approved by Council, investment income generated by reserve funds must be accumulated in the fund and accounted for as part of it.

Capital Project Financial Control Policy

A capital plan is prepared annually and includes a capital budget for the current year, approved by Council, and a four year capital forecast. The capital budget includes capital projects and programs approved for expenditure with related funding sources. The Capital Budget may include capital projects and programs or project phases that extend over multiple years. The capital forecast represents the projection of expenditures and financing sources that are not included in the capital budget but are planned over the next four years. Financial variance reports will report spending plan variances to the Executive Leadership Team.

Financial Condition

The Public Sector Accounting Board (PSAB) issued a Statement of Recommended Practice for governments that supports discussions about a government's financial condition. This financial condition is reflected in the overall economic and financial environment and the City's ability to meet service commitments to the public and financial obligations to creditors, employees and others. It takes into account sustainability, flexibility and vulnerability.

1. Sustainability is the degree to which a government can maintain existing programs and meet existing creditor requirements without increasing the relative debt or tax burden on the economy.

2. Flexibility is the degree to which the City can increase its financial resources to respond to rising commitments, by either expanding its revenues or increasing its debt burden.

3. Vulnerability is the degree to which a government is dependent on, and therefore vulnerable to, sources of funding which are outside of its control. The risk of relying on external funding sources is that the City does not directly control or influence either the amount or timing of such revenues.

Credit Rating

A credit rating is a forward-looking opinion provided by an arm's-length organization, such as Standard & Poor's, about a borrower's overall creditworthiness. It focuses on the borrower's capacity and willingness to meet its financial commitments as they come due. The credit rating also influences the interest rate to be paid when it borrows money. Standard & Poor's undertakes a detailed analysis of the borrower's financial condition using a robust set of criteria, and updates it annually. The City of Regina's Standard & Poor's credit rating is **AA+ (Positive)**.

Standard & Poor's Credit Ratings Definitions	
AAA	A borrower rated 'AAA' has extremely strong capacity to meet its financial commitments. 'AAA' is the highest issuer credit rating assigned by Standard & Poor's.
AA	A borrower rated 'AA' has very strong capacity to meet its financial commitments. It differs from the highest-rated borrowers only to a small degree.
The ratings from 'AA' to 'CCC' may be modified by the addition of a plus (+) or minus (-) sign to show relative standing within the major rating categories.	

Regina has received the AA credit rating since its first one was issued in 1989. According to Standard & Poor's, this consistently strong rating is reflective of the City's ongoing commitment to strong, reliable and prudent financial management practices which will aid in the continued success of maintaining a financially sound future for the citizens of Regina. A rating of AA+ with a positive outlook means that S&P Global believes the City has a very strong budgetary performance, bolstered by steady growth, to allow for internal financing of capital expenditures. The rating is reflective of the City's balanced approach between managing key strengths while reducing risk to a conservative level.

Despite the City's increase in projected borrowing, its credit rating has not been negatively affected and has actually improved from AA+ (Stable) to AA+ (Positive). This bodes well for the City's long-term financial future as the higher the credit rating, the lower its borrowing costs will be, leaving more funds available to pay for services.

Given this expected increase in borrowing, it is fundamentally important that the City continue its strategy of conservative financial management. It must monitor debt levels regularly to maintain a sound financial position and strong credit rating. Effective debt management and a well-developed debt policy will help maintain the City's positive financial reputation, facilitate borrowing and ensure competitive rates for the City.

Regina's current financial condition is positive. The City is heading in the right direction, but there is risk due to deteriorating assets, and insufficient funds currently available to renew or replace them. While it has instituted whole-life costing for some assets, most notably Regina's new stadium and the Wastewater Treatment Plant, there is still work to be done to identify lifecycle costs, document service level expectations, assess asset condition levels and create financing plans for all programs and services. Regina is working to address these issues – with a strong credit rating and plans for building an asset management strategy, it is well positioned to build and fund plans that sustain services for the long term.

Budget Process

As prescribed under *The Cities Act, Section 128*, Council adopts an operating and a capital budget for each fiscal year. Currently, the operating budget for the City is prepared on an annual basis and the capital budget follows a multi-year approach by developing and approving a five-year capital plan.

The budget process at the City of Regina begins with strategic and business planning and ends with a Council-approved plan for the upcoming year.

Call for Budget

Each year, the Executive Leadership Team issues the call for budgets. Departments receive direction to guide the development of annual budgets. This often involves submitting business cases which outline short-term and long-term costs, benefits and implications of investing or not investing in a particular service, initiative, or piece of equipment or infrastructure. Once departmental budgets are prepared, senior administration reviews and recommends a proposed budget for Council's consideration.

Service Partners

The City's Service Partners include the Regina Police Service, Regina Exhibition Association Limited (REAL), the Provincial Capital Commission to fund Wascana Centre Park and Economic Development Regina Inc. (EDR). The funding requests form part of the City's annual budget.

Council's Role

The proposed annual budget is based on recommendations from various city departments and service partners which are reviewed and finalized by senior administration. The annual budget reflects Administration's best advice on how to achieve Council's policy and service priorities, given the City's current resources. Ultimately, Council determines the programs and levels of service which will be included in the annual Budget.

Public's Role

Members of the public are encouraged to become engaged in the budget process by reviewing the 2019 Budget posted on Regina.ca, speaking with their Councillor, and/or making a presentation to Council when the Budget is debated.

Summary

The budget for the next fiscal year is legally enacted by City Council through the approval of the recommendations presented by the administration, along with any applicable amendments, to the budget. Throughout the year, Administration may make expenditures which are included in the operating or capital budget and authorized by Council, are for an emergency or are legally required to be paid.

At the end of the year, operating surpluses are transferred to the General Fund Reserve. Unspent capital funding is carried forward to be spent in the following year.

Appendix D – Utility Rate Policies

In 2005, the Provincial government adopted new regulations in Part V.1 of *The Cities Regulation*s regarding Public Reporting on Municipal Waterworks. The regulations apply only to waterworks, however, since the Utility includes water, wastewater and drainage services, the information required by the regulations is provided for the entire utility. The information requirements include:

- Information on the rate policy and capital investment strategy as adopted pursuant to sections 22.3 and 22.4 of the regulations
- The regulations also require a financial overview. The data outlined in the regulations is included in the Utility Fund Revenues below. The regulations also require a comparison of the Utility revenues to expenditures and debt payments, expressed as a ratio in accordance with the following formula:

$$\frac{\textbf{Revenues}}{\textbf{(Expenditures + Debt Payments)}}$$

For 2019, based on the definitions in the regulations, the ratio for the Water and Sewer Utility is 1.42 based on revenues of $139.0 million, expenditures of $83.8 million and debt repayments of $14.1 million. In accordance with the definition in the regulations, expenditures include the interest cost on the debt, while debt payments are the principal repayments on the debt. The ratio of greater revenues to expenditures allows the City to invest in its 25-year capital program and serves to moderate the need for dramatic rate increases in any given year.

Section 22.3 of *The Cities Regulations* requires Council to adopt a rate policy which sets out the rates or fees that consumers will be charged for the use of water. The policy must include the method used to determine those rates or fees. The following policies have been previously adopted by City Council:

1. Utility rates are to be established so they are sufficient to fully fund operating costs, interest costs, debt repayments, capital requirements and transfer policies, taking into account the operating and infrastructure requirements of the Utility to meet its service goals. The objectives for the Utility's rate structure are:
   - Financial Self Sufficiency – Utility rates must generate enough revenue to meet all short-term and long-term operating and capital costs.
   - Conservation – Utility rates should encourage customers to use water responsibly.
   - Reduction of Peak Demand – Utility rates should encourage water conservation during summer months, reducing the need for infrastructure investment and higher rates.
   - Equity – Utility rates should result in a charge to customers according to the cost of services used.

2. The rate structure for water and wastewater will include a base fee that varies according to the size of the water meter. The variation in the base rate will be based on the schedule recommended by the American Water Works Association (AWWA). The ratios for the base rate based on meter size are shown in the following table.

Water and Wastewater Base Fee Ratios	
Meter Size	**AWWA Standard Ratio**
15 mm	1.0
18 mm	1.0
25 mm	1.4
40 mm	1.8
50 mm	2.9
75 mm	11
100 mm	14
150 mm	21
200 mm	29

3. The rate structure for water and wastewater will include a uniform rate for each cubic metre of water consumed and each cubic metre of deemed wastewater flow. For water, the uniform rate is applied to all consumption. For wastewater, the deemed volume is a percentage of water consumption.
    - For residential customers, the wastewater volume is 82% of water consumption.
    - For multiple unit residential properties, the percentage is 95% of water consumption.
    - For institutional, commercial and industrial properties, the percentage is 98% of water consumption.

4. The rate structure for the storm drainage infrastructure levy will be based on the size of the property, with larger properties paying a higher levy. The ratios approved by City Council in 2001 (CR01-189) are shown in the following table. The drainage levy applies regardless of whether the property is connected to the water or wastewater systems.

Drainage Infrastructure Rate Ratios			
Area of Property	**Rate Ratio**	**Area of Property**	**Rate Ratio**
0 to 1,000 m^2	1.0	17,001 to 19,000 m^2	18.0
1,001 to 3,000 m^2	2.0	19,001 to 21,000 m^2	20.0
3,001 to 5,000 m^2	4.0	21,001 to 23,000 m^2	22.0
5,001 to 7,000 m^2	6.0	23,001 to 25,000 m^2	24.0
7,001 to 9,000 m^2	8.0	25,001 to 27,000 m^2	26.0
9,001 to 11,000 m^2	10.0	27,001 to 29,000 m^2	28.0
11,001 to 13,000 m^2	12.0	29,001 to 31,000 m^2	30.0
13,001 to 15,000 m^2	14.0	Over 31,000 m^2	32.0
15,001 to 17,000 m^2	16.0		

Regardless of actual property size, the rate for properties up to 1,000 m^2 is applied to all locations designated as “standard residential properties”.

5. In the setting of rates, the Utility must present a balanced budget, with any surplus directed to the following:
    - Transfer to the General Utility Reserve: The purpose of the reserve is to provide a source of financing for capital projects and funding emergency expenditures.

The Budget for 2019 is set at $41.2 million and is transferred to the General Utility Reserve. An overall requirement for capital funding is set through the Utility Model. Utility rates are set to provide sufficient surpluses to cover the capital costs over the next 25 years.

In the event that the Utility incurs an operating deficit in a given year, the deficit would be funded from the reserve.

6. The Utility Operating Expenses include an access fee, which is a transfer to the City's General Operating Fund. Any organization or utility operating in a municipality would be required to pay either property taxes or an access fee for the rights to use or access civic assets. Policies on these types of fees vary between cities. Calgary's Utility pays 10% of revenue plus a 10% return on equity. Saskatoon's Utility pays a franchise fee based on 10% of revenue. Winnipeg's is also 10%, with dividends paid. Moose Jaw's rate is 5% of revenue. Regina's transfer is the total of:
    - 7.5% of the previous year's budgeted revenues for billed water consumption, wastewater charges and drainage infrastructure levy
    - The amount of $675,000, estimated to be three-sevenths of the Goods and Services Tax (GST) rebate received by the Utility. This amount is the additional rebate provided by the federal government starting in 2004
    - For 2019, these amounts total $10.4 million

7. The Utility Operating Expenses also include a Utility Administration Charge, which is an approximate measure of corporate administration costs attributable to the Utility. It is calculated as 5% of the budgeted utility revenues for the previous year. Most corporate functions, including City Council, Committees, Office of the City Manager, Human Resources, City Solicitor's Office, Office of the City Clerk and Finance, are involved in activities related to the Water and Sewer Utility. The percentage transfer is used in lieu of a more detailed cost allocation process. A more detailed process would still involve arbitrary decisions and would significantly increase the effort and cost required compared to the current policy. The total charge for 2019 is $6.6 million.

2019 Detailed Water, Wastewater and Drainage Rates

Water Revenue Summary

The rate structure for water includes a base fee that varies according to the size of the water meter. The variation in the base rate is based on a schedule recommended by the American Water Works Association. The ratios for the base rate, based on meter size, are provided in the Utility Rate Policy.

The rate structure for water also includes a uniform rate for each cubic metre of water consumed. For water, the uniform rate is applied to all consumption. The impact of the proposed rate increase on the base fee and consumption water rates is shown in the following table.

Water Rate Schedule	Approved Rate Schedule ($)	Proposed Rate Schedule ($)		
Daily Base Fee:	**2018**	**2019**	**2020**	**2021**
15 mm/18 mm water meter	0.81	0.83	0.85	0.88
25 mm water meter	1.13	1.16	1.19	1.23
40 mm water meter	1.46	1.49	1.53	1.58
50 mm water meter	2.35	2.41	2.47	2.55
75 mm water meter	8.91	9.13	9.35	9.68
100 mm water meter	11.34	11.62	11.90	12.32
150 mm water meter	17.01	17.43	17.85	18.48
200 mm water meter	23.49	24.07	24.65	25.52
Volume Charge:				
Charge per m3	1.92	1.99	2.06	2.13

Wastewater Revenue Summary

The rate structure for wastewater includes a base fee that varies according to the size of the water meter. The variation in the base rate is based on the schedule recommended by the AWWA. The ratios for the base rate based on meter size are provided in the Utility Rate Policy.

The rate structure for wastewater also includes a uniform rate for each cubic meter of deemed wastewater flow. The deemed volume is a percentage of water consumption.

- For residential customers, the wastewater volume is 82% of water consumption.
- For multiple unit residential properties, the percentage is 95% of water consumption.
- For institutional, commercial and industrial properties, the percentage is 98% of water consumption.

The impact of the proposed rate increase on the base fee and consumption wastewater rates is shown in the following table.

Wastewater Rate Schedule	Approved Rate Schedule ($)	Proposed Rate Schedule ($)		
Daily Base Fee:	**2018**	**2019**	**2020**	**2021**
15 mm/18 mm water meter	0.62	0.64	0.66	0.68
25 mm water meter	0.87	0.90	0.92	0.95
40 mm water meter	1.12	1.15	1.19	1.22
50 mm water meter	1.80	1.86	1.91	1.97
75 mm water meter	6.82	7.04	7.26	7.48
100 mm water meter	8.68	8.96	9.24	9.52
150 mm water meter	13.02	13.44	13.86	14.28
200 mm water meter	17.98	18.56	19.14	19.72
Volume Charge:				
Charge per m3	1.71	1.77	1.83	1.89

Drainage Infrastructure Levy Revenue Summary

The rate structure for the storm drainage infrastructure levy is based on the size of the property, with larger properties paying a higher levy. The ratios, approved by City Council in 2001 (CR01-189), are provided in the Utility Rate Policy. The drainage levy applies regardless of whether the property is connected to the water or wastewater systems.

Regardless of actual property size, the rate for properties up to 1,000 m^2 is applied to all locations designated as standard residential properties.

The impact of the proposed rate increase on storm drainage rates is shown in the following table.

Storm Drainage Rate Schedule	Approved Rate Schedule ($)	Proposed Rate Schedule ($)		
Daily Base Fee:	**2018**	**2019**	**2020**	**2021**
0 to 1,000 m2	0.53	0.55	0.57	0.59
1,001 to 3,000 m2	1.06	1.10	1.14	1.18
3,001 to 5,000 m2	2.12	2.20	2.28	2.36
5,001 to 7,000 m2	3.18	3.30	3.42	3.54
7,001 to 9,000 m2	4.24	4.40	4.56	4.72
9,001 to 11,000 m2	5.30	5.50	5.70	5.90
11,001 to 13,000 m2	6.36	6.60	6.84	7.08
13,001 to 15,000 m2	7.42	7.70	7.98	8.26
15,001 to 17,000 m2	8.48	8.80	9.12	9.44
17,001 to 19,000 m2	9.54	9.90	10.26	10.62
19,001 to 21,000 m2	10.60	11.00	11.40	11.80
21,001 to 23,000 m2	11.66	12.10	12.54	12.98
23,001 to 25,000 m2	12.72	13.20	13.68	14.16
25,001 to 27,000 m2	13.78	14.30	14.82	15.34
27,001 to 29,000 m2	14.84	15.40	15.96	16.52
29,001 to 31,000 m2	15.90	16.50	17.10	17.70
Over 31,000 m2	16.96	17.60	18.24	18.88

Appendix E – General Fund Reserve Breakdown and Description

The City of Regina has established reserves to support the long-term financial needs of the organization's operating and capital programs. These reserves ensure that the City can continue to offer services to residents for both short- and long-term. All City reserves are established by Council through bylaw. They are subject to established financial policies regarding use and financial minimums and maximums.

Reserve Descriptions

In accordance with Schedule A of *The Regina Administration Bylaw*, Bylaw No. 2003-69, the purpose and funding source of the City of Regina's reserves are described as follows:

Asphalt Plant Reserve

The Asphalt Plant Reserve funds the capital requirements and maintenance costs of the asphalt plant. It is funded through the net revenue generated from asphalt plant operations after deducting the cost of producing the asphalt and other expenditures related to the asphalt plant operations

Asset Revitalization Reserve

The Asset Revitalization Reserve funds the City's strategic capital priorities to manage growth and revitalization. The major source of funding is interest revenue earned over the budgeted earnings in the annual operating budget.

Cemetery Reserve

The Cemetery Reserve is funded through a transfer of surpluses from cemetery operations, while any operating deficits are withdrawn from the Reserve to fund the shortfall. The Cemetery Reserve is used to fund capital expenditures for the cemeteries.

Community Investments Grants Reserve

The Community Investments Grants Reserve is funded from unused, but approved, community investment funding. Reserve funding is used to pay for Council-approved community investments.

Elections and Property Reassessment Reserve

The Elections and Property Reassessment Reserve is funded through annual operating budgets to smooth the financial impact of operational expenditures that happen once every three to four years, such as municipal elections and property assessment revaluations.

Employer Provided Parking Reserve

The Employer Provided Parking Reserve is funded from parking fees paid by employees. The net fees, after deducting operating costs, are transferred to the Reserve to fund capital requirements for the parking facilities, which includes the City Hall parkade and employee parking lots at other civic facilities.

Fleet Replacement Reserve

The Fleet Replacement Reserve is used to fund the replacement of vehicles and equipment for the civic, transit, fire and small tools fleets, including support vehicles. It is not used to purchase new equipment to expand the fleet. Additional equipment is funded separately through the capital program. The amount transferred to the reserve each year is the equivalent of the depreciation charged on the existing fleet of vehicles and equipment.

General Fund Reserve

The General Fund Reserve is the primary general-purpose reserve maintained by the City to cover unforeseen or emergency circumstances or to take advantage of opportunities. Its major sources of funding include any operating surplus and unexpended capital funds originally sourced from the Reserve.

Golf Course Reserve

The Golf Course Reserve is used to fund capital expenditures for the City's golf courses and is funded through a transfer from the General Operating Budget. Operating surpluses and an allowance for administrative costs are transferred to the Golf Course Reserve. Conversely, any operating deficits are withdrawn from the Reserve to fund the shortfall.

Land Development Reserve
The Land Development Reserve is funded through a transfer of surpluses from real estate operations. Conversely, any operating deficits are withdrawn from the Reserve to cover the shortfall. The funding is used for land development projects within the City.

Planning and Sustainability Reserve
The Planning and Sustainability Reserve is used to fund planning and sustainability capital projects. The Reserve funding comes from the year's net operating revenue and expenditures from the Planning and Sustainability Department fee-for-service development activities. Conversely, any operating deficits are withdrawn from the Reserve to fund the shortfall.

Regina Police Service General Reserve
The Regina Police Service General Reserve is used to fund one-time operating expenditures included in the budget and transfers to fund capital projects requested by the Board of Police Commissioners and approved by Council. The Reserve is funded with the net revenue from the Regina Police Service's annual operating budget and unexpended capital funds from projects that are either completed or not proceeding.

Regina Police Service Radio Equipment Reserve
The Regina Police Service Radio Equipment Reserve funds expenditures related to the operation, capital and maintenance of the civic radio system. This reserve is funded through net revenue from the annual operating budget of the Regina Police Service Communication Technology Unit (also known as the Radio Shop).

Regina Revitalization Initiative Stadium Reserve
The purpose of the Regina Revitalization Initiative Stadium Reserve is to fund capital projects related to Mosaic Stadium and smooth stadium operating requirements. This reserve is funded through net revenues received for the Regina Revitalization Initiative Stadium operations, as well as the approved property tax allocation, stadium tenant lease payments and facility fees charged for events at the stadium.

Social Development Reserve
The Social Development Reserve provides grant funding for affordable housing developments in accordance with the Housing Incentives Policy or other Council approved housing initiatives. This reserve is funded through Council approved transfers to fund affordable housing initiatives.

Solid Waste Reserve
The Solid Waste Reserve is funded through a transfer of surpluses from Landfill and Waste Diversion operations. Conversely, any operating deficits are withdrawn from the Reserve to fund the shortfall. It is also used to fund capital expenditures for Landfill Operations, Solid Waste Collection and Waste Diversion.

Technology Reserve
The Technology Reserve is funded from the net revenue from print services. These services are budgeted to provide a small surplus to fund the replacement of equipment for print services operations, and if required, offset a shortfall in the operation of the services.

Winter Road Maintenance
The Winter Road Maintenance Reserve covers the difference between the budgeted amount for the Winter Road Maintenance Program and actual expenditures. Over-expenditures are funded from the Reserve and under-expenditures are transferred to it. The program provides a range of services such as snow clearing, ice shaving, road salting and sanding and the operation of the City's snow storage site.







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