



CITY COUNCIL

**Tuesday, February 27, 2018
5:30 PM**

Henry Baker Hall, Main Floor, City Hall



OFFICE OF THE CITY CLERK

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**Agenda
City Council
Tuesday, February 27, 2018**

CONFIRMATION OF AGENDA

TABLED REPORT

CR18-4 Regina Police Service 2018 Operating and Capital Budget (This report will be tabled to the budget meeting scheduled for February 27, 2018.)

Recommendation

**RECOMMENDATION OF THE BOARD OF POLICE COMMISSIONERS
- DECEMBER 11 AND 20, 2017**

1. That the 2018 Regina Police Service Operating and Capital Budget, which includes estimated gross operating expenditures of \$87,869,000 and revenues of \$9,880,600, resulting in a Net Operating Budget of \$77,988,400, be approved.
2. That the 2018 Capital Budget of \$4,970,600, with capital funding to be determined by Regina City Council, be approved.

DELEGATIONS AND RELATED REPORT

- DE18-11 Terri Sleeva: 2018 General Operating and 2018 - 2022 Capital Budget
- DE18-12 Shayna Stock, Heritage Community Association: 2018 General Operating and 2018 - 2022 Capital Budget
- DE18-13 Norman Brown, Prescott Condominium Corporation: 2018 General Operating and 2018 - 2022 Capital Budget
- DE18-14 Florence Stratton: 2018 General Operating and 2018 - 2022 Capital Budget



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- DE18-15 John Hopkins, Regina & District Chamber of Commerce: 2018 General Operating and 2018 - 2022 Capital Budget
- DE18-16 Jennifer Henshaw, Canadian Federation of Independent Business (CFIB): 2018 General Operating and 2018 - 2022 Capital Budget
- DE18-17 Gord Archibald, Association of Regina Realtors Inc.: 2018 General Operating and 2018 - 2022 Capital Budget
- DE18-18 Jim Elliott: 2018 General Operating and 2018 - 2022 Capital Budget
- DE18-19 Joanne Havelock, Friends of the Regina Public Library
- CM18-2 2018 General Operating and 2018 - 2022 Capital Budget

Recommendation

1. That the 2018 tax-supported General Operating Budget as outlined in Appendix A be approved, including the following details:
 - a. With gross expenditures of \$443,085,200 and a net property tax levy requirement of \$235,937,400;
 - b. The 2018 mill rate of 7.81033 representing a 3.86% increase for all programs and services plus a 1% increase for the Residential Road Renewal Program;
 - c. The funding request for the Provincial Capital Commission, Economic Development Regina (EDR), and Regina Exhibition Association Limited (REAL); and
 - d. The Regina Board of Police Commissioners recommendation of \$87,869,000 be allocated to the Regina Police Services (RPS) budget.
2. That the 2018-2022 General Capital Budget as outlined in Appendix A be approved as follows:
 - a. With total gross expenditures of \$132,422,600 in 2018; and
 - b. multi-year tax-supported capital projects underway in 2018 with gross expenditures of \$40,866,000, as described on page 11 of this report, be approved as follows:



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- i) 2019 - \$31,065,000;
 - ii) 2020 - \$12,400,000;
 - iii) 2021 - \$120,000; and
 - iv) 2022 - \$0.
3. That the Regina Public Library's Board approved budget and mill rate request of 0.71989 for the Regina Public Library be approved.
4. That the City Solicitor be authorized to prepare all necessary bylaws to implement the above recommendations.

ADJOURNMENT

January 29, 2018

To: His Worship the Mayor
And Members of City Council

Re: Regina Police Service 2018 Operating and Capital Budget (This report will be tabled to the budget meeting scheduled for February 27, 2018.)

RECOMMENDATION

**RECOMMENDATION OF THE BOARD OF POLICE COMMISSIONERS
- DECEMBER 11 AND 20, 2017**

- 1. That the 2018 Regina Police Service Operating and Capital Budget, which includes estimated gross operating expenditures of \$87,869,000 and revenues of \$9,880,600, resulting in a Net Operating Budget of \$77,988,400, be approved.**
- 2. That the 2018 Capital Budget of \$4,970,600, with capital funding to be determined by Regina City Council, be approved.**

BOARD OF POLICE COMMISSIONERS - DECEMBER 20, 2017

The Board adopted the following resolution:

1. That the 2018 Regina Police Service Operating and Capital Budget, which includes estimated gross operating expenditures of \$87,869,000 and revenues of \$9,880,600, resulting in a Net Operating Budget of \$77,988,400, be approved.
2. That this report be amended to reflect the changes set out in P17-72: Supplementary Report - Regina Police Service 2018 Operating and Capital Budget.
3. That an edited version of this report be forwarded to City Council for approval

Recommendations #2 and #3 do not require City Council approval.

Mayor Michael Fougere (Chairperson), Councillors: Barbara Young and Joel Murray, and Commissioners: Gordon Selinger and Vic Pankratz were present during consideration of this report by the Board of Police Commissioners.

BOARD OF POLICE COMMISSIONERS - DECEMBER 11, 2017

The Board adopted the following resolution:

1. That the 2018 Capital Budget of \$4,970,600, with capital funding to be determined by Regina City Council, be approved.
2. That Recommendations #1 and #3 be tabled for consideration at the December 20, 2017 meeting.

Mayor Michael Fougere (Chairperson), Councillors: Barbara Young and Joel Murray, and Commissioner Vic Pankratz were present during consideration of this report by the Board of Police Commissioners.

The Board of Police Commissioners, at the PRIVATE session of its meetings held on December 11 and December 20, 2017, considered the following report from the Chief of Police:

RECOMMENDATION

1. That the 2018 Regina Police Service Operating and Capital Budget, which includes estimated gross operating expenditures of \$87,869,000 and revenues of \$9,880,600, resulting in a Net Operating Budget of \$77,988,400, be approved.
2. That the 2018 Capital Budget of \$4,970,600, with capital funding to be determined by Regina City Council, be approved.
3. That an edited version of this report be forwarded to City Council for approval

CONCLUSION

The Regina Police Service proposed 2018 Operating and Capital Budget has been prepared based on a thorough review of conditions, challenges and opportunities facing the Regina Police Service. Efforts have been made to reduce spending where possible and to contain increases to the amount absolutely needed. The Regina Police Service 2018 Operating and Capital Budget is aimed at ensuring Regina Police Service performance, effectiveness and value to the community.

BACKGROUND

At the October 25, 2017 Board of Police Commissioners meeting, the Regina Police Service submitted the 2018 operating and capital budget for the Board's review and approval. At the November 22, 2017 Board meeting, the Board requested further information on the 2018 operating budget.

DISCUSSION

The Regina Police Service works every day to provide good value to Regina citizens. The Service strives to continually improve itself within a strong framework of integrity and with a foundation of values that guide our plans, our work and our relationships. The Regina Police Service takes a lead role in providing public safety in the city of Regina. Recognition of this role

is embodied in the Service's mission statement, and is the central principle underlying all our activities:

Regina Police Service Mission: Public service first

The Regina Police Service 2015 - 2018 Strategic Plan is based on four integrated areas of focus: service, communication, our people, and improvements. A summary of the Strategic Plan is provided in Appendix A.

The Regina Police Service financial plans provide the framework for the ongoing and sustained delivery of core policing work and support the strategic initiatives defined in the Regina Police Service 2015 - 2018 Strategic Plan. The 2018 Operating Budget contains the funding needed to deliver policing services for the upcoming year and the five-year Capital Budget provides the long-term financial plan to prepare the Service for the future. Highlights of accomplishments resulting from the 2017 Operating and Capital Budget are contained in Appendix B.

The Regina Police Service continuously looks to improve its service delivery and measures its performance through established performance indicators. These performance indicators provide internal accountability to the Board of Police Commissioners and external accountability to the citizens of Regina in Appendix C.

The annual budget process involves an environmental scan of internal and external conditions impacting the Service. Regina, over the past several years has seen a period of unprecedented economic growth and prosperity and as such has experienced population growth, enlargement of its physical footprint, changing demographics due to significant increase in newcomers and changing industry such as the development of the Global Transportation Hub.

The work of policing has changed and each of the factors below represents opportunities and challenges for the Service.

- Technological advances and new investigative tools require training, equipment and human resource specialization.
- New laws increase enforcement and administrative requirements.
- Court rulings have impacted the time required to support prosecutions.
- Provincial and Federal Government legislative and policy changes have impacted the type of calls for service, such as, mental health and addictions; and
- Policing boundaries have opened up to include joint forces operations.

The core organizational structure of the Regina Police Service has remained unchanged for the past 20 years. In 2014 the Service began an efficiency review resulting in a number of administrative police positions being converted to civilian positions and redeployment of those police officers to operational policing duties. In 2017, a Patrol Workload Assessment and Organizational Review began to objectively determine if resources are sufficiently aligned to achieve the police mandate and strategic goals. This budget reflects the first phase of a strategic realignment.

The guiding principles used in preparing the 2018 budget include:

- Alignment of the financial plan with the strategic plan.

- Continue to commit to the delivery of quality service for Regina citizens while looking for ways to become more efficient, and to streamline and simplify our work.
- Identify opportunities to improve our performance and to create value.
- Understand and build interrelationships, which help us to become more cost effective and to deliver superior service.
- Sustainability of infrastructure through long-term planning while using a balanced and measured approach to safeguard our assets.
- Evaluate and plan for the long-term to align the resources and work of the Service with the growth and changes in the City; and
- Incorporate fiscal responsibility into every expenditure decision made by the Regina Police Service as a means of providing stability to the organization, stretching the value of resource usage and being accountable to citizens who want the tax dollars they provide to be prudently allocated.

Operating Budget

The 2018 Operating Budget supports cost adjustments to reflect changing internal and external conditions and Strategic Plan initiatives. For 2018, the Regina Police Service proposes a Net Operating Budget of \$77,988,400; this includes \$87,869,000 in gross operating expenditures and \$9,880,600 in anticipated revenues. The resulting Net Operating Budget is a \$2,328,400 or 3.1% increase over the 2017 budget. This is arrived through an expenditure increase of \$3,359,200 and a revenue increase of \$1,030,800. Staffing expenditures support 587 permanent and 12 casual FTE's and comprises 89.1% of the Gross Operating Budget.

Regina Police Service 2018 Operating Budget				
	2017 Budget	2018 Budget	Dollar Change	Percentage Change
Revenue Budget				
Provincial Programs	6,272,200	7,274,500	1,002,300	
Federal Programs	125,600	125,600	-	
Other Programs	2,452,000	2,480,500	28,500	
	\$ 8,849,800	\$ 9,880,600	\$ 1,030,800	11.6%
Gross Operating Budget				
Salary/Benefit Costs	74,823,300	78,323,000	3,499,700	4.7%
Corp of Commissionaires	429,900	434,900	5,000	1.2%
Operational Expenses	9,256,600	9,111,100	(145,500)	-1.6%
	\$ 84,509,800	\$ 87,869,000	\$ 3,359,200	4.0%
Net Operating Budget	\$ 75,660,000	\$ 77,988,400	\$ 2,328,400	3.1%

Operational expenses reflect a decrease of \$140,500 or 1.5% decrease from the 2017 level. The Regina Police Service 2017 Net Operating Budget consumed 17.7% of the City of Regina's 2017 Operating Budget, an increase from 17.5% in 2016.

Highlights of the 2018 Operating Budget changes include:

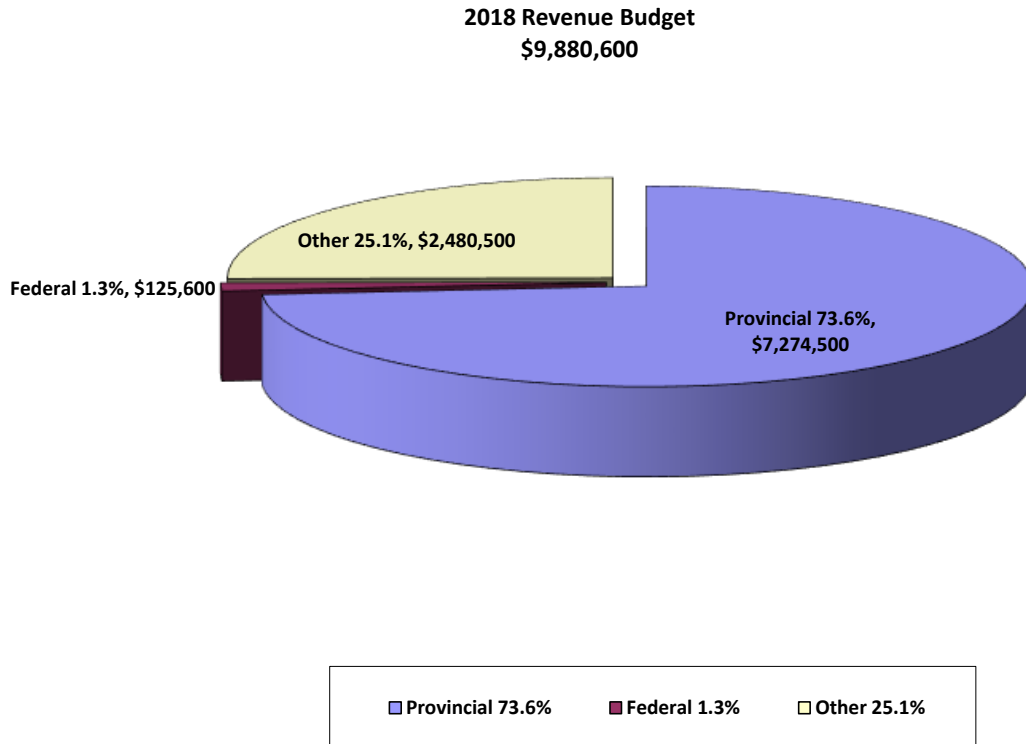
- Permanent staffing adjustments for a net increase of 2 civilian positions: Sr. Data Quality & Case Management Specialist and Mechanic.

- Part of the first phase of strategic realignment as a result of the Organizational Review includes the conversion of the Executive Director position to a Corporate Director. The review also identified the conversion of 4 Special Constables to Court Document Clerks.
- The transfer of the Legal Counsel to the Service from the City of Regina.
- The Service in conjunction with our provincial partners will see the establishment of the Provincial Response Team (PRT) and the addition of 5 new funded positions augmented with a redeployment of 5 currently funded positions. The Service is also receiving funding for two positions for the Combined Forces Selective Enforcement Unit (CFSEU) for a net increase of 7 funded positions.
- Permanent staffing adjustments for cost-recovered positions include a decrease in provincial funding for a School Engagement Officer and associated program costs; and a conversion from casual to permanent status of the Victim Services Missing Person Liaison and the RCJC Victim Services Responder, which are funded positions.
- Casual staffing adjustments for a net of -1 include the funded position of a Traffic Clerk for the Red Light Camera program.
- Salary and benefit changes include the full year cost of the 2018 approved positions; salary contingency; step increases for junior employees; and related benefits on these salary changes.
- Decrease of \$240,000 in Sasktel Data Centre fees; decrease of \$196,600 in City of Regina Legal Counsel fees; decrease of \$150,000 due to RCMP not implementing mandatory criminal record check fingerprinting; decrease of \$103,700 in Viper Leasing costs now net against revenue payment; and removal of 125th Anniversary expenses.
- \$129,000 increase in contracted services; and leasing and parking costs at Broder Street and Crossroads buildings.
- \$123,400 increase in utilities, telephone charges and cellular rentals due to the replacement of Blackberry devices.
- \$87,200 increase costs related to the Provincial Response Team (PRT) for workstations, phones, computers and fuel. These expenses are full cost recovery from SGI.
- \$81,600 increase in education and training for Truth & Reconciliation, Freedom of Information and Leadership in Police Organizations training.
- \$60,600 increase for Drug Recognition training and supplies.
- \$60,000 increase in radio user fees for portable radio units.
- \$36,300 increase for first aid & safety supplies such as replacement of expired NARCAN kits, audio testing, lead mining of firing range.
- \$30,000 increase for Traffic Enforcement Overdrive/Intersection Safety programs, radar and laser units and advertising for Gun Amnesty, Bus Cop and Auto Theft.
- \$28,000 increase for PST on insurance, meals, phones and construction costs; and
- \$19,600 increase in fuel due additional fleet vehicles and geographical footprint of the city.

Revenue Budget

The 2018 Revenue Budget is \$9,880,600, an increase of 11.6% over 2017. The Revenue Budget supports 11.1% of the Regina Police Service Gross Operating Budget and funds 72.5 permanent and casual FTE's. Revenue sources include funding from the provincial government (73.6%),

federal government (1.3%) and other revenues (25.1%).



Highlights of the 2018 Revenue Budget changes include:

- Revenue additions from the provincial government under established partnerships include: expansion of the Combined Forces Selective Enforcement Unit for \$297,000 Serious Violent Offender program and SGI funded Provincial Response Team for a total of \$1,884,200.
- Revenue additions from the provincial government for new funding include: Serious Violent Offender program for \$275,000 and SGI funded Provincial Response Team for \$1,317,200.
- Revenue decreases from the provincial government under established partnerships include: School Engagement Officer and corresponding TRiP programming cost (\$159,200) and offsetting VIPER phone system expenses against the Sask 911 PSAP funding of (\$82,700).
- Revenue decreases from other programs include: Civilian Fingerprint Services of (\$150,000); and
- Other revenue increases include: Criminal Record Checks increase in fees to \$70 for all Vulnerable Sector checks, implementing a volunteer fee resulting in a \$75,000 increase, and Communications Technology Unit increase of \$24,300.

Capital Budget

The value of the proposed five-year Capital Budget is \$21.8 million including \$4,970,600 in 2018. Capital financing is provided by the City of Regina and in the recent past has been

subsidized by the Police General Reserve. The current balance of the Police General Reserve is \$400,930 and can be used to sustain Police operations through any financial circumstances or challenges that may arise. The City of Regina has adopted a minimum \$400,000 and a maximum \$2,000,000 target balance for the Police General Reserve. The City of Regina is currently conducting a Reserve review and the targeted minimum and maximum balances may change.

The Capital Budget includes five program areas: Facilities Development, Communications, Information Technology, Emergency Services Equipment, and Fleet. The five-year plan includes projects that will enhance Regina Police Service performance and provide the tools to get the job done.

Regina Police Service 2018-2022 Capital Budget (000's)

Capital Program	2018	2019	2020	2021	2022	Total
Facilities Development	80.0	160.0	80.0	80.0	80.0	480.0
Communications	297.8	400.0	-	-	50.0	747.8
Information Technology	2,545.2	4,145.0	2,845.0	2,345.0	2,400.0	14,280.2
Emergency Services Equipment	750.0	697.5	65.0	50.0	35.0	1,597.5
Fleet	1,297.6	850.0	850.0	850.0	850.0	4,697.6
Capital Total	\$ 4,970.6	\$ 6,252.5	\$ 3,840.0	\$ 3,325.0	\$ 3,415.0	\$ 21,803.1

Capital Financing	2018	2019	2020	2021	2022	Total
Current Contributions to Capital	4,438.2	6,252.5	3,840.0	3,325.0	3,415.0	21,270.7
Other Funding Source (SGI)	532.4	-	-	-	-	532.4
Police General Reserve	-	-	-	-	-	-
Capital Financing Total	\$ 4,970.6	\$ 6,252.5	\$ 3,840.0	\$ 3,325.0	\$ 3,415.0	\$ 21,803.1

1. The Police General Reserve balance following the 2017 year end reconciliation is \$400,930.
2. SGI will be funding the Provincial Response Team purchase of vehicles and equipment.

Capital program highlights for 2018 include the following:

- \$80,000 in Facilities Development for ongoing furniture replacement.
- \$297,800 in Communications for software and diagnostic tools.
- \$2,545,200 in Information Technology to support infrastructure and business applications. Funding includes ongoing replacement of computer equipment and expenditures for supporting computer infrastructure. Business application funding includes ongoing implementation of video recording in front-line cars, upgrade of video recording of facilities, 3D laser scanner; Smart board for Major Crimes Unit; project development for Business Intelligence Software; CAD upgrade and specialized software to support tactical analysis.
- \$750,000 in Emergency Services Equipment to support ongoing upgrades at the Tactical Training Facility; purchase of a Tactical Rescue Vehicle, new bomb suit, drug screening devices, Patrol equipment including enhanced body armour; and
- \$1,297,600 in Fleet continues to provide ongoing funding for the regular replacement of marked, unmarked and specialty vehicles; purchase of a collision trailer; and the purchase

of vehicles and equipment for the Provincial Response Team (cost recovered).

The community of Regina faces ever-changing and complex crime challenges. The Regina Police Service partners with the community to strengthen the delivery model and provides efficient and effective crime prevention strategies. This has resulted in crime decrease over the years.

RECOMMENDATION IMPLICATIONS

Financial Implications

The Regina Police Service budget will have financial implications for 2018 as outlined in this report.

Environmental Implications

None with respect to this report.

Strategic Implications

The Regina Police Service budget is prepared in conjunction with the Regina Police Service 2015 - 2018 Strategic Plan.

Other Implications

Regina Police Service performance has an impact on the community and its citizens.

The Regina Police Service 2018 budget will be submitted to Regina City Council once the budget has been reviewed and approved by the Board of Police Commissioners.

Respectfully submitted,

BOARD OF POLICE COMMISSIONERS

A handwritten signature in cursive script that reads "Elaine Gohlke".

Elaine Gohlke, Secretary

Appendix A

Regina Police Service

Strategic Plan 2015 - 2018

The Regina Police Service has worked to embed the Mission, Vision and Values into daily work through meetings, agenda's, tasks and operational activities. The Strategic Plan was designed to improve accountability and was created in collaboration with input from the Board of Police Commissioners, membership, community and stakeholders. The 2015 – 2018 Strategic Plan was approved by the Board of Police Commissioners in December 2014 and came into effect January 1, 2015.

New to the Regina Police Service in 2015 was the creation of annual business plans to help support the long term four year strategic plan and to help stay focused on our goals and objectives.

Mission

Public service first.

Vision

Working together to keep Regina safe

Values

- **Respectful**
- **Professional**
- **Service**

The strategic themes and associated objectives will be our focus for the next four years:

SERVICE – Deliver exceptional service and engage in effective partnerships to advance community safety and well-being.

COMMUNICATION – Enhance both our internal and external communications.

OUR PEOPLE – Develop and support our people to ensure we have capable and satisfied employees.

IMPROVEMENTS – Be progressive in how we work and the tools that we use.

The Regina Police Service 2015 - 2018 Strategic Plan can be viewed at www.reginapolice.ca.

Appendix B

Regina Police Service

2017 Highlights

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.”

2017 Highlights

The Strategic Plan 2015-2018 is based on four strategic themes: service, communication, our people, and improvements. Below are highlights from 2017 under each of these strategic themes.

Service

- The RPS conducted its first gun amnesty program from February 1st – February 15th. During this time period, police would pick up unwanted firearms from citizens and grant amnesty for select *Criminal Code* violations regarding illegal possession. There were 157 guns taken in through this successful amnesty program.
- The RPS is one of the organizations operating out of the Mâdawêyatîtan Centre, which had its grand opening on September 12th. This centre brings together many public and community service groups that have united to build, strengthen, and celebrate the North Central neighbourhood.
- All front-line officers in the Community Services Division received training regarding proper response and quality investigations regarding intimate partner violence in 2017.

Communication

- The RPS, in partnership with the University of Regina, conducted its third bi-annual community perceptions survey in the fall of 2017. 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 will be publicly available in late 2017.
- The RPS has hosted multiple luncheons for family members of missing and murdered indigenous women and girls in 2017. These luncheons provide family members with an opportunity to have open and candid interactions with each other and with the senior police managers in a welcoming and respectful environment.
- The RPS began hosting “lunch and learns” with its community partners. The first lunch and learn focused on The Regina intersectoral Partnership, or TRiP which, is an approach to mitigating or eliminating varying levels of risk and victimization among youth in a collaborative inter-agency environment.

Our People

- The RPS celebrated its 125th anniversary in 2017. Celebrations included a community lunch for the public on July 19th, as well as, a Gala on October 14th.
- A fentanyl response strategy was developed and implemented in 2017 due to the extreme risk faced by first responders of exposure to the drug.

- A comprehensive organizational review of police processes, staffing, and deployment is underway to ensure we are optimally utilizing our resources effectively and efficiently.

Improvements

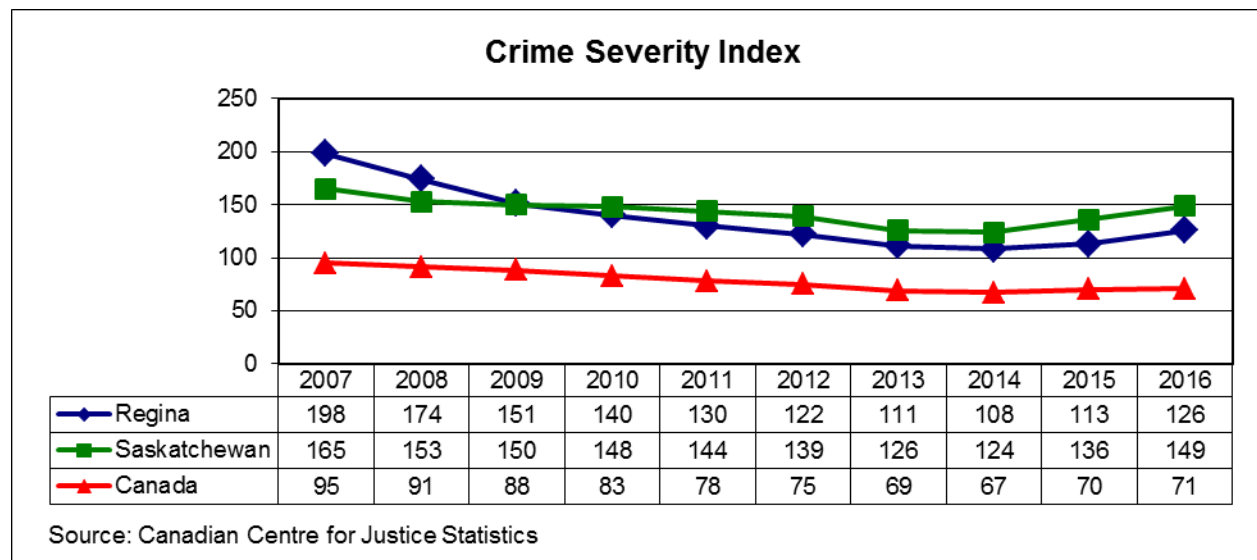
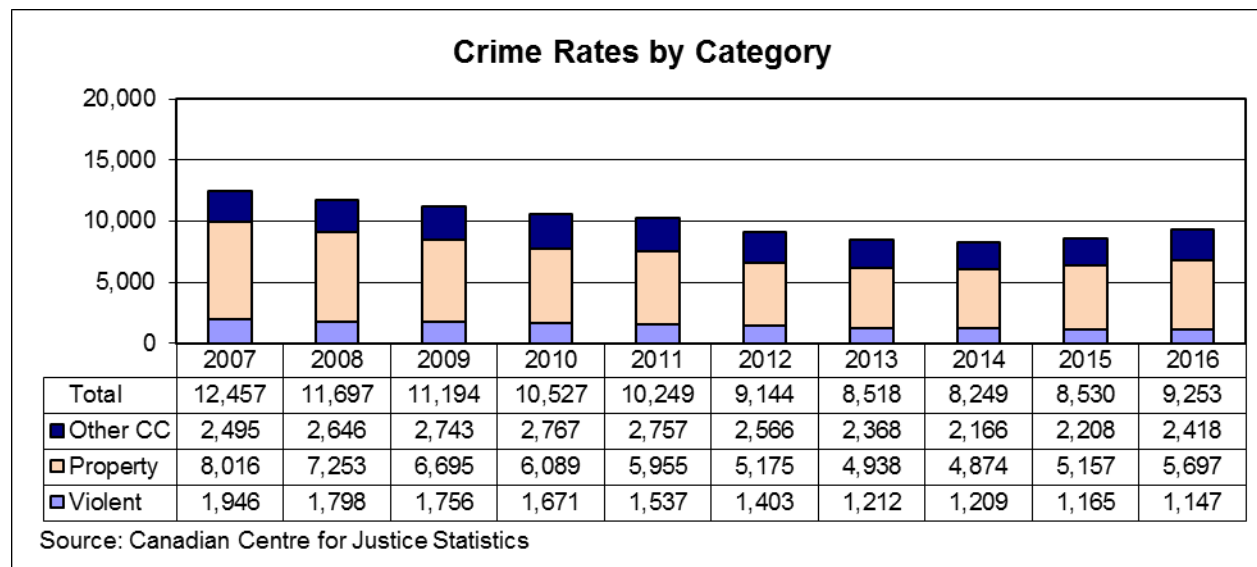
- The RPS has developed automated data reports using our existing databases to better measure the activities and workload of Patrol members. These reports reflect the volume and types of calls for service and measure our ability to meet our call response standards. In addition, they inform our deployment strategies, and determine if Patrol officers are able to meet our reactive and proactive objectives.
- The planned implementation of carbine rifles for Patrol officers was completed in 2017. Carbine rifles are a more effective option than shotguns in the event of a crisis situation.
- In 2016, e-Ticketing was piloted in Traffic Safety Unit vehicles. This technology, which greatly reduces the amount of time it takes to issue a traffic ticket, began expansion into Patrol vehicles in 2017.

Appendix C Regina Police Service Providing Value to Regina Citizens

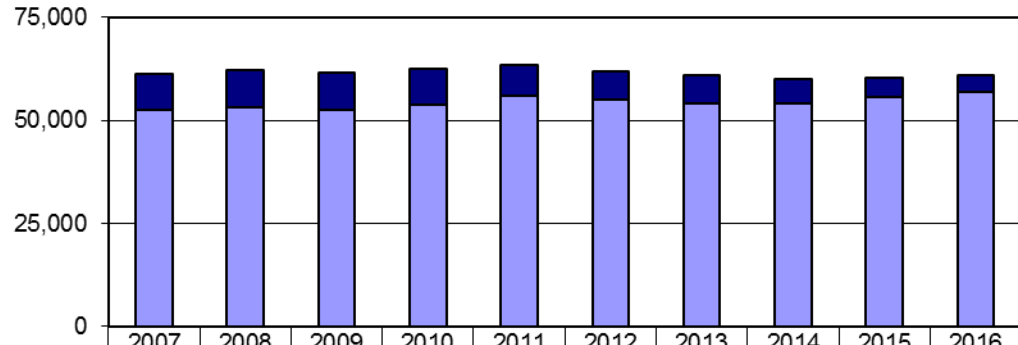
The Regina Police Service continuously looks to improve its service delivery and measures its performance through established performance indicators. These performance indicators provide internal accountability to the Board of Police Commissioners and external accountability to the citizens of Regina. The following performance indicators are regularly reported to the Board of Police Commissioners:

- Crime rates, crime severity index, and calls for service

The overall level of reported crime has shown a steady decrease since 2007 with an overall reduction of 26% in total crime rate. Crimes Against the Person, Crimes Against Property and other Criminal Code violations have also decreased substantially. Calls for service to the Regina Police Service have remained steady over the ten years.



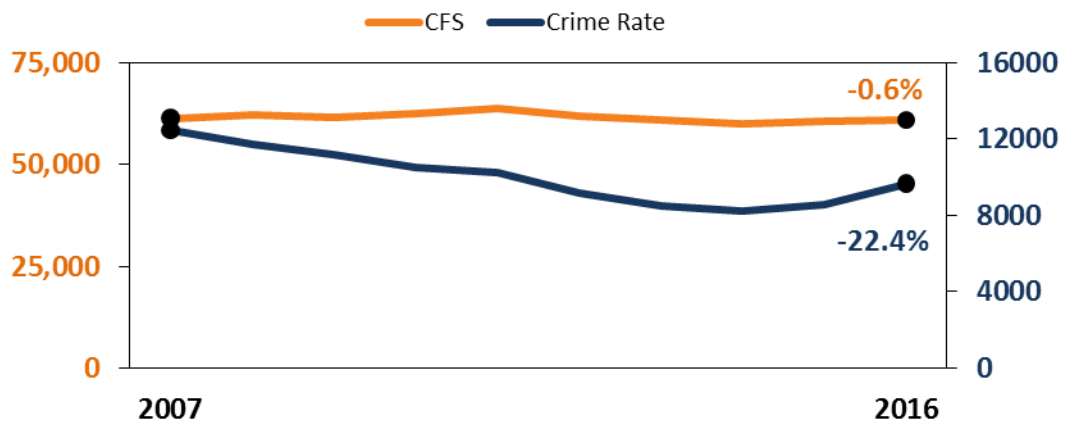
Calls for Service



	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016
Total Calls for Service	61,319	62,314	61,462	62,587	63,616	61,893	60,862	59,968	60,498	60,969
■ Alarms	8,842	9,161	8,856	8,615	7,725	6,784	6,604	5,796	4,916	4,119
■ Other Calls for Service	52,477	53,153	52,606	53,972	55,891	55,109	54,258	54,172	55,582	56,850

Source: RPS internal data

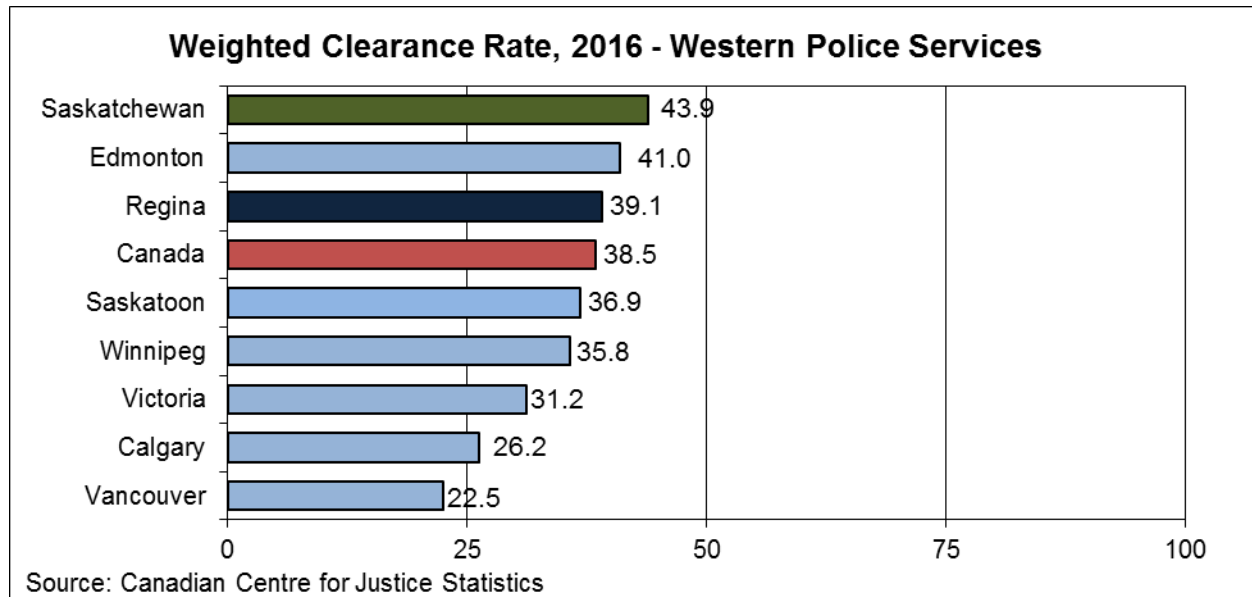
Calls for Service Compared to Crime Rate



Source: Statistics Canada and RPS data

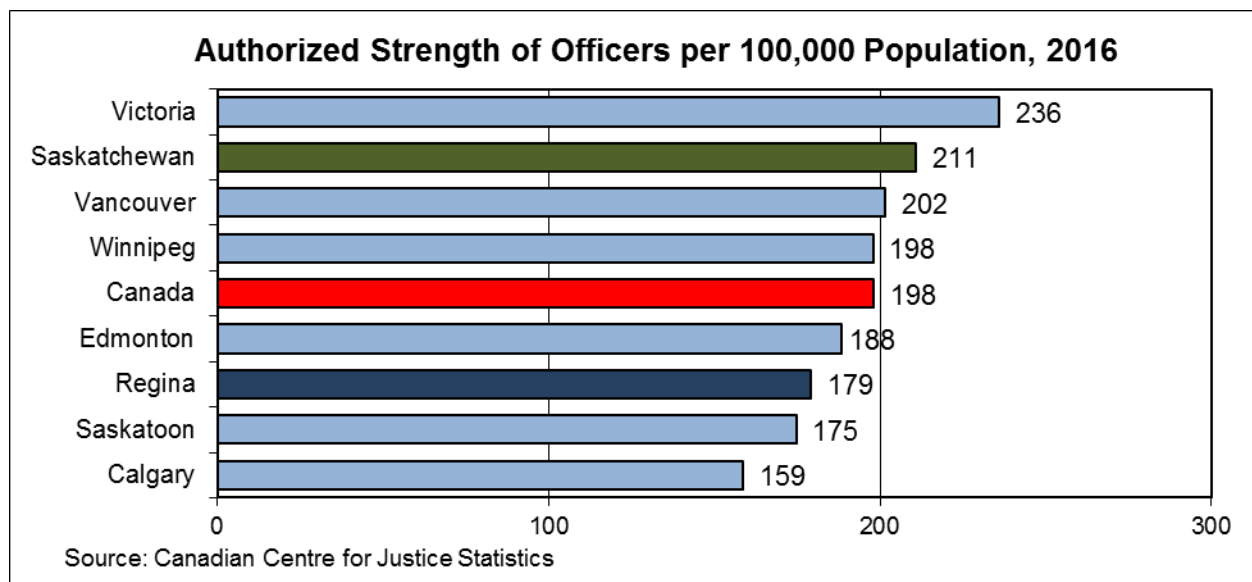
- Clearance rates

Although the Regina Police Service is a busy organization with a high officer workload, the Service is effective with the second highest clearance rate in Western Canada.



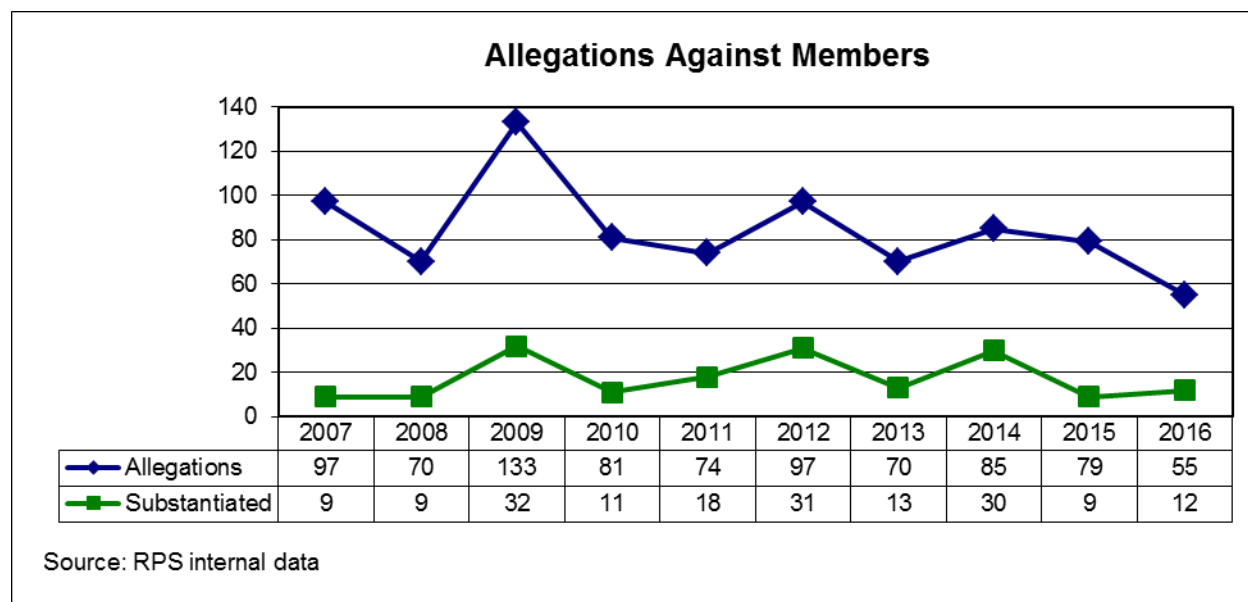
- Per capita authorized strength comparisons

The Regina Police Service is below average for per capita authorized strength.



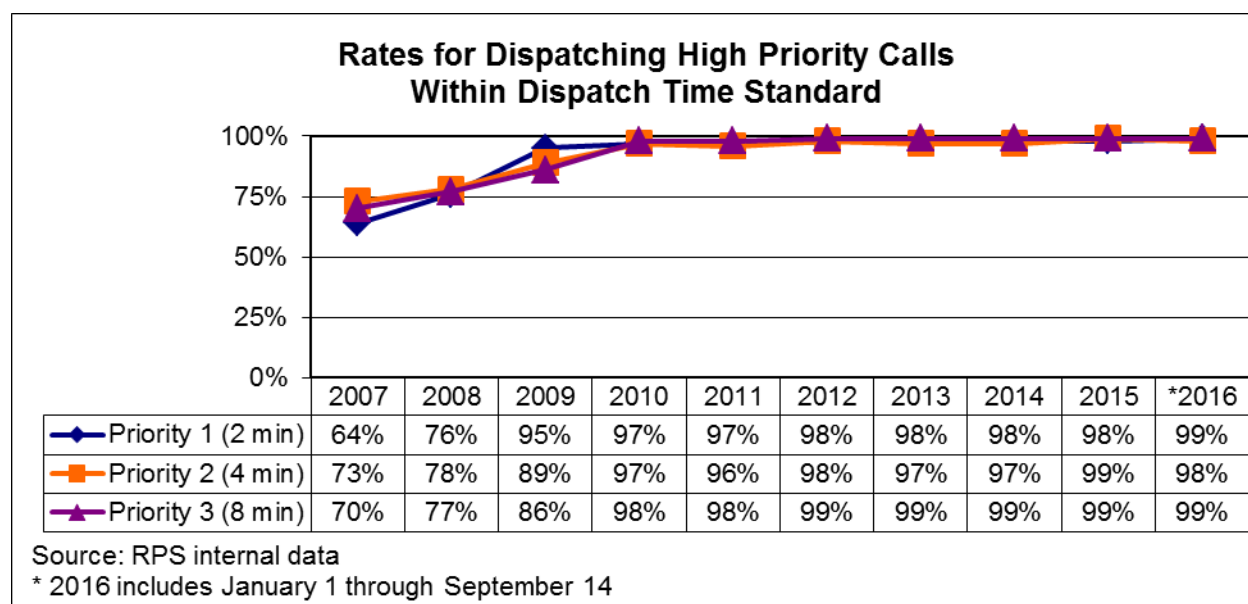
- Using force and authority fairly, efficiently and effectively

The Service provides the number of complaints against members and use of force information to the Board of Police Commissioners. The number of complaints against members has been decreasing since 2007.



- Response times

The Regina Police Service is meeting its response objectives for priority 1, 2 and 3 calls.



2018 City of Regina Budget presentation

Your worship, City Councillors and Administration,

I'm Terri Sleeva and with me is Heather Dawn Caswell. I am chair of the Regina Citizens Public Transit Coalition.

The 2018 Regina city budget allocates a sizable amount of money towards the Regina Police Service: \$88 million for operating expenses; \$375,000 for the purchase of a tank (exactly how many times a year is that used? Why isn't the RCMP's good enough? Does Saskatoon have a tank?);

\$12 million in 2018 was given towards the purchase of the former STC depot building. That's \$3.4 million more than in the 2017 budget and 20% of the city's operating budget, the most of any budget item. Why do they always get what they ask for?

I am left wondering why Regina City Council considers that to be more of a priority than addressing some of the real issues Regina citizens are facing daily.

1) Despite the Mayor's election promise in 2016, there is nothing in the 2018 budget for Housing First.

Instead of putting money into ending homelessness, City Council has commissioned yet another plan to end homelessness. How many studies does it take before the plan to eliminate homelessness in Regina could be initiated? I'm thinking this is one too many!

2) And then there is Regina Transit which is getting less money than it had last year. Environmentally sound, cost-saving, affordable, less damage to the infrastructure, i.e. roadways, traffic congestion reduction, completely accessible for all are some of Regina Transit's attributes.

Reading their list of accomplishments in 2017, they are trying very hard to improve their service offering. It's difficult when there is a high employee turnover and they end up having to pay overtime. They need route, hours of availability & other improvements such as paying drivers more as an incentive, to make their service more accommodating to the Regina citizenry. So why is their operating budget cut by 2.3%?

In this austerity budget, how does giving more money to the RPS make sense when others go without through no fault of their own?

Mahatma Gandhi stated, "The true measure of any society can be found in how it treats its most vulnerable members." How do you think Regina is doing?

Thank you.



**Presentation to City Council by Heritage Community Association
2018 Budget Meeting
February 27, 2018**

Mayor Fougere, City Councillors, and City Administration:

I am here on behalf of the Heritage Community Association to provide feedback on the proposed budget. Specifically, I want to underline the importance of funding to Community Associations and the Community Investment Grants program, and to encourage you to invest in the revitalization of City recreation facilities including community pools.

Community Associations do an incredible amount work for and with the people of this city – from social and recreational programming to community clean-ups to providing the City with valuable input on development in our neighbourhoods. Funding to our Community Association has remained at the same amount for over a decade, with no increase for inflation. While we are grateful to the City's ongoing support, a funding model that does not adjust for inflation is unsustainable in the long run. We also understand that, as our city grows, there are neighbourhoods interested in forming new Community Associations.

We respectfully request that City Council consider increasing funding to Community Associations in order to accommodate for inflation and the establishment of new Community Associations.

The **Community Investment Grants** program is vital to our programming. Funding from the Community Investment Grants program supports our after-school children's cooking classes, and our annual Harvest Moon Festival, which celebrates the cultural diversity and artistic vibrancy of the Heritage neighbourhood. The hundreds of community programs and projects like these that are funded by Community Investment Grants provide critical social, recreational and cultural programming. They can make the difference for some young people between, for example, becoming an artist and joining a gang, as one participant in the All Nations Healin' Thru Artz program explained in the recent *Leader-Post* article about that program, which recently lost most of its funding following restructuring at INAC.

As Regina's cultural and non-profit community grows, there has been increased demand on public funding. There are many needs in our communities that are going unmet as a result. We urge you to consider an increase that at least matches the increase in demand, so that non-profit and community-based organizations can continue to deliver the high-quality, accessible social, recreational and cultural programming that is so vital to the safety, health and vibrancy of our communities.

We also want to emphasize the importance of **community pools and other community recreation facilities**, particularly in lower-income neighbourhoods like ours. These facilities, including Maple Leaf Pool in our neighbourhood, provide vital free recreation opportunities for families and young people who otherwise may not have anywhere safe to go. In communities where many people face multiple barriers (including transportation and financial) to accessing recreational programming, community pools and other free or low-cost recreation facilities and programs are not just about having a fun time (though that's an important impact too); they also prevent social isolation and boredom, provide a safe outlet for physical energy, support mental health, and significantly reduce the stress of single parents and parents with low income. As the only free recreation facility in our neighbourhood, Maple Leaf Pool is full from open to close, every day, all summer long.

DE18-12

On page 7 of the proposed budget, under Risks, it states that “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.” Earlier, on page 6, it also states, “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.”

We understand that this budget proposes \$200,000 in capital expenses for outdoor pools, and that this amount is only meant for emergent structural issues with high risk of failure. We believe that our pools require more than this, and that if proper investment in their maintenance and revitalization is not made now, time and neglect will continue to take their toll and eventually render our pools unsafe or unusable. This would be a devastating loss for our community. We provided this same feedback during the consultations for the Recreation Master Plan, which we know will be released soon.

Mayor Fougere and City Councillors, as the Recreation Master Plan reaches its completion, and as you consider the proposed 2018 budget, we urge you to push for significant investment in the renewal of the City’s outdoor pools.

Thank you for listening, and I am happy to answer any questions.

Shayna Stock
Executive Director, Heritage Community Association
heritage.director@sasktel.net
(306)757-9952



PRESCOTT CONDOMINIUM CORPORATION

2321, 2331 Windsor Park Road, Regina, SK

PRESENTATION TO REGINA CITY COUNCIL

My name is Norman (Norm) Brown and I am President of Prescott Condominium Corporation. I intend to provide information that will persuade Regina City Council, in their Budget deliberations, to reverse the plan to eliminate the Waste Disposal Rebate for condominium owners.

The City collects taxes so that it can provide necessary services to its citizens. Among the services provided to most home owners is garbage pick-up and recycling. Despite paying their fair share of taxes, condominium owners do not receive those services. The Waste Disposal Rebate compensated for this discrepancy. In 2017, this rebate was unfairly eliminated, and I understand that the City Administration has proposed this continue for 2018.

A growing number of home owners in the City are opting for the condominium form of home ownership. It has many benefits, especially for seniors. I would argue it also has benefits to the city, providing reduced servicing costs, efficient use of land, and a greater tax return than single detached ownership.

The Waste Disposal Rebate represents a relatively small part of the overall City Budget and, I would argue, eliminating it represents a failure by the City to provide the services it has collected taxes to pay for. In addition, I suggest that the elimination of the Waste Disposal Rebate is discriminatory against a certain class of home owners.

I urge Regina City Council to continue the Waste Disposal Rebate in 2018 and return equity to those citizens who choose this form of home ownership.

Offered on behalf of all Condominium Home Owners in Regina. Thank you.

**PRESENTATION TO REGINA CITY COUNCIL
2018 CITY OF REGINA BUDGET
TUESDAY FEBRUARY 27 2018
FLORENCE STRATTON**

ENDING HOMELESSNESS NOT IN THE BUDGET

In the 2016 municipal election, Mayor Fougere ran on a platform of ending homelessness. In his words: “We need to provide more housing and we need to end homelessness. Those are the major things I want to see happen.”

So, I was shocked to see that the City of Regina’s 2018 budget, the second budget since that election, does not allocate any funds to Housing First, the Mayor’s preferred solution to Regina’s homelessness crisis, and little or no money to affordable rental housing. Nor did the 2017 budget.

Since the 2016 election, the names on the Regina Registry of Homeless People have more than doubled, growing from 240 to 539 names. And that figure does not include Regina’s hidden homeless—people who are double-bunking or couch-surfing—numbers that would double or even triple the homeless figure.

Moreover, a vastly disproportionate number of Regina’s homeless population is Indigenous, 75% according to a 2015 study. This might be a good time to remember that this meeting is taking place on Treaty 4 territory. There will be no reconciliation until there is justice!

YET ANOTHER PLAN

In the meantime, instead of taking concrete action to end homelessness, City Council has chosen to back the development of yet another plan to end homelessness. There has already been an overabundance of such plans: •the 2007 Regina Community Plan on Homelessness •the 2013 Regina Comprehensive Housing Strategy •the Mayor’s two Housing Summits •the Mayor’s Housing Commission. Did nothing come out of these?

The new plan won’t be released until September. In the meantime, more and more Regina residents will experience the misery, suffering, and injustice that is homelessness!

REGINA POLICE SERVICE A BUDGET PRIORITY

This same budget that provides little or no money for ending homelessness has allocated \$88 million to the Regina Police Service Operating Budget. That’s \$3.4 million more than in the 2017 budget.

According to the RPS website, “ensuring public safety is the primary goal of the RPS.” It would seem that, from the perspective of city officials, “public” does not include homeless people. Being homeless is inherently unsafe. Indeed, as recent statistics from the Saskatchewan coroner’s office on death due to exposure demonstrate, homelessness kills!

Looking at public safety from another perspective, as Chief Bray has often stated, reducing homelessness is an effective crime reduction strategy.

THE TANK PROPOSAL

Still on the police budget: It was another shock to discover that the RPS is requesting \$350,000 to purchase what the budget calls a “Tactical Rescue Vehicle,” more commonly known as a “tank.” I have two concerns about this purchase.

Militarization

The first is that adding such an item to the RPS arsenal will further militarize our police service. The 2016 RPS budget included the purchase of carbines—high powered semi-automatic military rifles. Is a helicopter far behind?

I do not wish to live in a city where the police look like soldiers in a combat zone. Who is the enemy? Is war being declared on the public?

The RPS offers the usual justification for more military equipment: it makes officers safer. However, a number of US studies show that police forces that have military equipment are more likely to have violent encounters with the public.

Cost

My second concern with the tank is cost. The \$350,000 price tag is in addition to the \$88 million asked for under the operating budget. The RPS Operating Budget on its own consumes a whopping 20% of the City’s Operating Budget, the most of any budget item.

TWO MODEST PROPOSALS

There needs to be a shift in budget priorities. Here are two modest proposals:

1. First, that the \$350,000 for the tank be instead invested in Regina’s Housing First program: Currently Regina’s Housing First program only receives federal funding. As a consequence, it is grossly underfunded and has, since its inception, only managed to house 53 of the 539 people listed in the Registry of Homeless People.
2. Second, that the City of Regina begin to defund the RPS: We keep handing the police ever increasing amounts of money and nothing changes. So how about reducing, rather than increasing, the RPS operating budget by \$3.4 million this year and doing so annually for the foreseeable future.

The money saved can also be put into Regina’s Housing First program until Regina reaches a state of functional zero homelessness—Mayor Fougere’s goal in ending homelessness in Regina.

Good evening Your Worship, members of Regina City Council. My name is John Hopkins and I am the Chief Executive Officer of the Regina & District Chamber of Commerce. I am here tonight on behalf of our 1200 members to provide our perspective on the City Budget.

I want to begin by talking about business, and in particular business people. Over the past few years and particularly this past year it has become open season on business. We have heard private sector business people referred to as tax cheats, tax evaders and not paying their fair share. The positioning in many cases is that business people are filthy rich with pots of money stashed away, French villas abroad and an endless supply of professionals whose sole purpose is to develop schemes to avoid paying taxes. However, the stark reality for the vast majority of business owners is very different.

Business owners are risk takers and in many cases put it all on the line including their homes. During startup there is typically limited profit or no profit with the potential for downturns at any moment. At the same time, business owners have no safety net. There is no social program if the business doesn't make a profit, they simply don't get paid. There is no earned vacation pay, no medical leave, no maternity leave, no overtime pay, no employer contributions to a pension plan, and no severance or health benefits. In short, in many cases it is a struggle to survive.

So why do they do it? In our discussions with business people, particularly new entrepreneurs the reason is simple: they love to do what they do. Yes, some do grow to become global companies but that is the exception and not the norm. Moreover, the sad reality is that many businesses fail.

In fact, according to Industry Canada survival rates for small and medium-sized businesses in Canada decline over time. About 85 per

cent of businesses that enter the marketplace survive one full year, 70 per cent survive for two years and 51 per cent survive for five years.

But here is another angle, another vantage point, another perspective:

It is these very same business people that create one of the most critical elements within any community – jobs, careers, and opportunities for others. Furthermore, they create tax revenues which are used for a myriad of initiatives like healthcare, education and infrastructure. In addition, they are major players when it comes to philanthropy, just ask the Regina Food Bank where they would be without the corporate giving that occurs on an annual basis.

With respect to the budget before you, I would like to offer the following comments.

I'm sure it comes as no surprise that the vast major of people we represent are not favour of the proposed 4.86% mill rate increase before you tonight. In fact, this year support is very low. The downward trend in support is due to a number of factors including the downturn in the economy, challenges related to the sales tax, uncertainty over NAFTA, tax changes both in Canada and in the US as well as the carbon tax among others.

According to a recent member survey which garnered 107 responses 63% of respondents support or fully support no mill rate increase, 53% support or fully support a 1% increase; at 2% 50% are either opposed or absolutely opposed to the increase followed by 77% who are opposed or absolutely opposed to a 3% increase and 90% who oppose or are absolutely opposed to a 4 or 5% increase.

Your Worship while there is concern about the mill rate increase being proposed I thought it prudent to provide some outside perspective. According to the *City of Calgary's 2016 Residential Property Taxes and Utility Charges* survey based on a representative bungalow in each community Regina municipal property tax in isolation was found to be second best at \$1,526, and on a per capita basis we were 2nd best at \$1,351 but to be clear this is just the City portion of the tax and does not include education and other levies like the library. The biggest issue for Regina in the survey is utilities. According to the report Regina comes is last when looking at utilities which combines power, water, sewer, garbage, land drainage, and other fees at \$237 monthly. When excluding those services that are not controlled by the city, Regina is second last at a rate of \$126.00 monthly versus an average of \$94.44.

In closing I want to thank you for the opportunity to be here tonight and encourage you to continue to provide an environment that is conducive to growth, not simply for the sake of growth but for all that growth affords us - jobs, tax revenues and new opportunities.

Thank you for the opportunity to be here tonight.

John Hopkins

Chief Executive Officer

Regina & District Chamber of Commerce



**CANADIAN FEDERATION
OF INDEPENDENT BUSINESS**

In business for your business.

2400 College Avenue, Suite 503
Regina, Saskatchewan S4P 1C8

February 22, 2018

Re: City of Regina's Proposed 2018 Operating Budget

Good evening Your Worship, members of Regina City Council. My name is Jennifer Henshaw, and I am the Senior Policy Analyst, for the Prairie Region of the Canadian Federation of Independent Business (CFIB). On behalf of the CFIB and our Regina small business members, we are pleased to provide our members' views and concerns regarding the City of Regina's proposed 2018 Operating Budget.

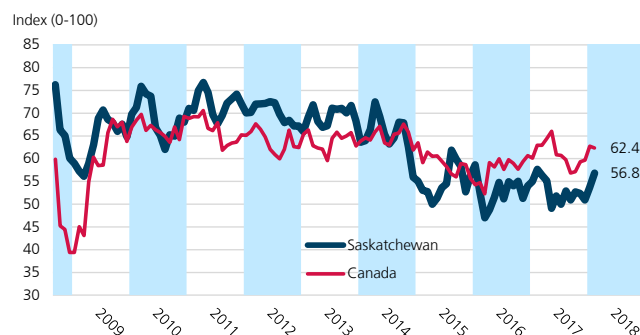
We noted the City's 2018 Budget theme is *"Advancing our Community Vision."* As the job creators in one of the country's fastest growing cities, it is important that Regina's small business community provides their input into how the City prioritizes its spending for the coming year to ensure the efficient and effective use of tax dollars.

While we recognize the significant fiscal challenges facing the City as a result of a decrease in provincial funding, we fear the proposed 4.86 per cent property tax hike will only add to the uncertainty business owners are already facing and make it more difficult for them to stay competitive. We share Mayor Fougere's concerns regarding the magnitude of the proposed tax increase when he said in the February 2nd LeaderPost that he believes the mill rate is too high and said *"I would hope that Council will look at reducing that number."* While we recognize the City's cost-saving efforts in 2017 and 2018 that found \$9.4 million in savings, we urge Council to consider CFIB's recommendations to find further cost savings in order to lower the proposed property tax hike.

Sask small business optimism improves again in February, but still 3rd lowest in Canada

Figure 1

CFIB Monthly Business Barometer Index (Sask vs. Canada)



Source: CFIB Monthly Business Barometer, Saskatchewan, February 2018

CFIB's Monthly Business Barometer® has shown to be an extremely accurate indicator of economic growth and is utilized by a number of financial institutions in Canada including Bloomberg, the Bank of Canada and Scotiabank. Tracked against GDP, the Barometer index closely reflects what is currently happening in the economy. Index levels normally range between 65-70 when the economy is growing at its potential.

While optimism among small business owners in Saskatchewan improved in February to an index of 56.8, the index remains well below the national average index of 62.4, and is third lowest in Canada. Saskatchewan's index is also eight points below the range of index levels (65-70) normally associated when the economy

is growing at its potential. It is also concerning to see short-term hiring plans remain negative with only eight per

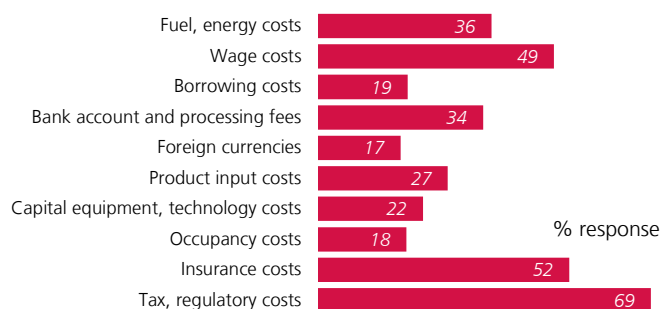
cent of business owners looking to hire full-time staff (lowest in Canada) and 18 per cent planning to reduce staff in the next 3-4 months (see Figure 1).

Top cost pressures: tax and regulatory costs hit record high

CFIB's monthly Business Barometer Index also revealed that the top cost pressures for Saskatchewan entrepreneurs continues to be tax and regulatory costs, cited by 69 per cent of respondents, which hit another record high in February (compared to 50 per cent in February 2017) (see Figure 2).

Figure 2

Major cost constraints*



* 12-month moving averages.

Source: CFIB Monthly Business Barometer, Saskatchewan, Feb 2018

There is little doubt that some of the major contributing factors are related to the serious concerns about the federal government's tax changes, NAFTA renegotiations, a potential federally-imposed carbon tax, as well as the continued fallout from the PST hike and expansion. This is on top of recent EI and minimum wage hikes and CPP hikes slated to start in 2019.

Saskatchewan's job creators will be closely watching the upcoming federal, provincial and municipal budgets. Top small business priorities for the federal budget include fairer tax measures, and incentives for innovation and

youth hiring. For the provincial budget, business owners' priorities include: getting back to balance by continuing to reduce the size and cost of government through workforce attrition, providing tax relief by removing the PST from insurance premiums and reinstating the PST commission, and continuing to reduce red tape.

Small Business Perspective on Municipal Issues

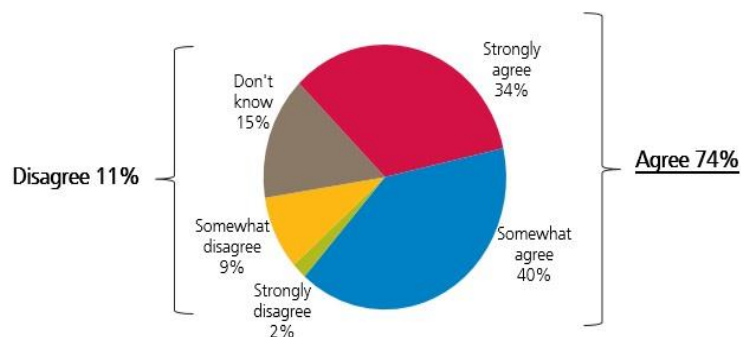
We realize budget deliberations require difficult decisions as Council strives to meet the challenges of a weakened economy and a growing population. That being said, we are concerned the City is considering another property tax hike for 2018 of 4.86 per cent – the second highest increase in 10 years. The proposed increase follows a 6.49 per cent hike in 2017 (with the amended budget), a 3.3 per cent hike in 2016, and 3.9 per cent increase in 2015.

Impact of municipal property tax increases

For those that say municipal property tax increases don't have an impact on Regina's business community, it is clear our job creators have a very different perspective. We are not talking about billion-dollar multi-national corporations that can absorb the cost. This is about your local hardware store or your favourite restaurant. It is about your florist, your mechanic, and your hairdresser. There are all kinds of businesses who are impacted by annual property tax hikes. In fact, a recent CFIB survey found that 74 per cent

Figure 3

To what extent do you agree or disagree with the following statement: **Recent municipal property tax increases have negatively impacted my business**



Source: CFIB, Saskatchewan Pre-Budget Survey, October 2017, 67 Regina responses

of Regina business owners stated that recent municipal property tax increases have negatively impacted their business. Only 11 per cent say there has been no impact (see Figure 3).

CFIB ranks best & worst property tax gaps

In December, CFIB provided Council with a copy of our 10th annual research report, [WANTED: Property Tax Fairness in Saskatchewan](#), which examined municipal and total property tax gaps for 75 municipalities and 31 Rural Municipalities (RMs) with a population of 1,000 or more. The gap measures the ratio of commercial and residential property tax bills for properties assessed at \$200,000.

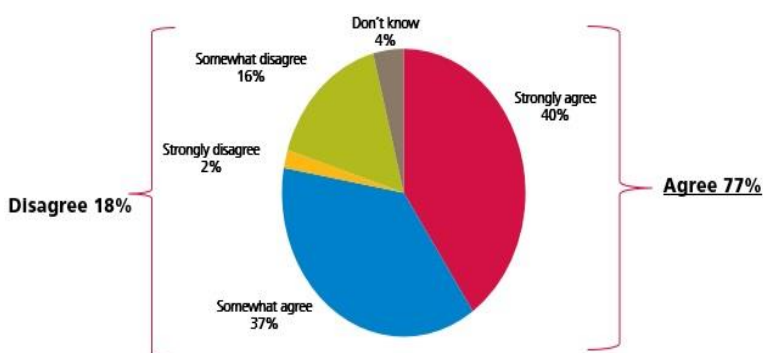
CFIB's report revealed the amount of property taxes commercial property owners paid in Saskatchewan's 15 cities ranged from \$1.39 to \$3.86 for every dollar in municipal property taxes paid by homeowners, with an average of \$2.36. The City of Regina was middle of the pack with the eighth lowest municipal property tax gap (2.16) among Saskatchewan's cities in 2016. Seven cities increased their property tax gap from 2015 to 2016, two had no change, while six reduced their gap.

Support for reducing the commercial to residential property tax gap

An overwhelming majority of commercial property owners in Saskatchewan continue to pay higher property taxes than residential property owners. Of the 75 municipalities examined, 15 increased their property tax gap from 2015 to 2016, 35 had no change and 25 actually reduced their gap.

Figure 4

To what extent do you agree or disagree with the following statement? **Municipalities should lower commercial property taxes to be closer to residential property taxes**



While some municipalities are doing a better job than others in making municipal property taxes fair for small businesses, there is still more work to be done. Many municipalities need to commit to a plan to make their property tax system more for entrepreneurs. In fact, a CFIB survey found the majority (77%) of small business owners agreed that municipalities should work towards lowering commercial property taxes to be closer to residential property taxes. Only 18 per cent disagreed (see Figure 4).

Source: CFIB, 2017 Pre-Budget survey, November 2016, n=303 Sask responses

Municipalities making progress:

As you may recall, we commended the City for reducing its commercial mill rate factor in 2017 to 1.21040, down from 1.32901 in 2016. We are pleased the Budget does not propose to increase the commercial mill rate factor in 2018. We would therefore urge the City of Regina to consider developing and implementing a plan over time to further reduce the commercial-to-residential property tax gap.

We were pleased the City of Meadow Lake listened to CFIB's recommendation and took steps to reduce their property tax gap in 2016 by formally adopting a policy in 2015 to reduce the gap between residential and commercial taxation over a number of years.

The City of Prince Albert had the highest property tax gap out of all Sask cities, and the fifth highest municipal property tax gap in the province. We were pleased that during the Mayor's 'State of the City' address on January 25th the Prince Albert Mayor responded to CFIB's report and committed to fixing the problem: *"Small businesses are the ones that are really hurting. They are the backbone of our community and we have to make sure they survive. We can't be part of their demise by having the highest taxes in the province. We are committed and we are going to address it."*

Support for the introduction of a base tax for all homeowners

CFIB's property tax gap report revealed 51 of the 75 municipalities and six of the 31 RMs studied in the report have a base tax. Of those, 12 of the 15 Cities have a base tax. When surveyed, 70 per cent of Saskatchewan small business owners agree a base tax for basic core services should be implemented for all homeowners. Local government services are enjoyed by all taxpayers and the costs must be shared by all taxpayers. We urge the City to consider the introduction of a base tax for all homeowners.

No support for increased taxation powers to municipalities

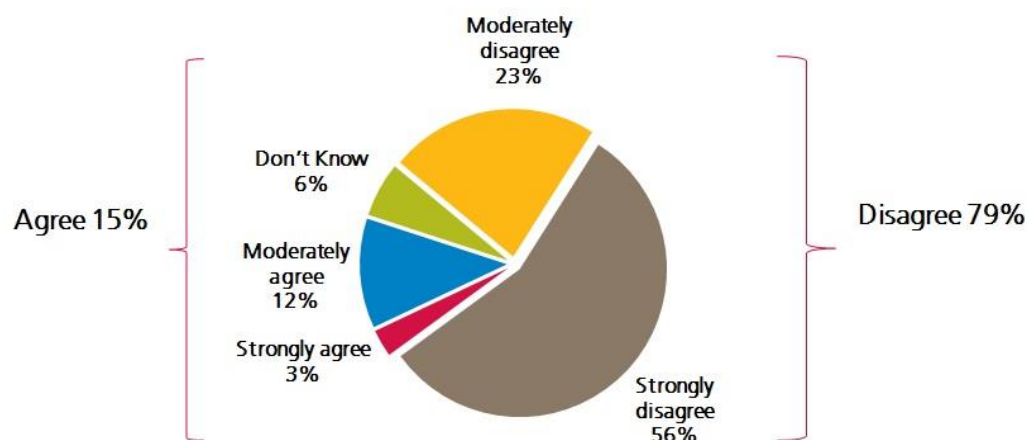
Recently, Mayor Fougere confirmed discussions through the Saskatchewan Urban Municipalities Association (SUMA) and the City Mayors' Caucus included the whole issue of new sources of revenue for municipalities.

While we recognize the fiscal pressures Saskatchewan municipalities face, we fear giving new taxation powers to them would further hurt their local small business community that are already struggling in a slower economy.

When asked whether municipalities should have authority to levy new taxes (e.g. fuel, income or sales taxes) a strong majority (79%) of Saskatchewan business owners disagreed; only 15% agreed. It is important for everyone involved to remember that while we have three levels of government, there is only one level of taxpayer (see Figure 5).

Figure 5

To what extent do you agree or disagree with the following statement? ***Municipalities should have the authority to levy new taxes (e.g. fuel, income, or sales taxes)***



Source: CFIB, Saskatchewan Pre-election Survey, January, 2016

We are pleased Premier Scott Moe does not support increased taxation powers for municipalities. In response to [CFIB's 2017 Leadership Candidates' survey](#), the Premier said: *"Our government committed to deliver municipalities one percentage point of the PST revenue for the past 10 years. My team will not allow increased*

taxation powers for municipalities, but we will need to rework revenue sharing with municipalities to ensure they are spending their money efficiently and effectively. That means working together on procurement, shared services, and partnerships among municipalities."

Continue to find cost-savings to reduce the proposed property tax increase

As noted earlier, we were pleased to learn that work began in 2017 and continued as part of the development of the 2018 Budget to find \$9.4 million in savings over the past two years. We understand these savings were achieved through innovations, cost reductions across the City administration and identifying ways to absorb cost increases without passing them on to property taxpayers. We urge the City to build upon this work and continue implementing additional cost-savings, leaving no stone unturned, to reduce the proposed 4.86% property tax increase.

Continue to reduce labour costs

Business owners make difficult decisions every day in order to live within their means and keep their businesses running, and they expect their local governments to do the same.

We know salaries make up more than 50% of the total expenditures at the City. According to the City of Regina's 2018 Operating Budget, the majority of the General Fund expenditures, \$166.8 million, an increase of \$3.2 million (1.9% increase) from 2017, are being allocated towards staff salaries and payroll costs.

As we have mentioned in previous presentations to Council, the public-private wages/benefits gap needs to be addressed at all levels of government. CFIB's *Wage Watch* report, which is based on census data, shows that there is a large disparity in wages and benefits in favour of the public sector when comparing similar jobs in the private sector. The results show, on average, municipal government workers in Saskatchewan earn 14.1 per cent more than their private sector counterparts in the same jobs (wages/benefits). Therefore, it is imperative the City continues to examine its spending on salaries and benefits, as this represents such a significant portion of operational expenditures. This would include bringing salaries, wages and benefits of municipal employees in line with private sector norms, hiring new employees at compensation levels that are in-line with private sector norms, and enrolling new hires in a defined contribution pension plan, instead of a defined benefit pension plan.

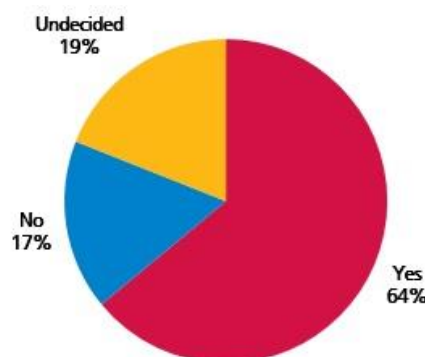
Support to further reduce size and cost of municipal government through attrition

While the cost per worker is important, the number of employees is also significant. Across the country, some provincial and local governments have initiated civil service reduction plans through attrition. With one-quarter of the City's workforce eligible to retire in the next eight years, this is a once in a generation opportunity to right-size the footprint of municipal government to continue to eliminate redundant unfilled positions.

In reviewing the 2018 Budget, we were pleased to learn that the City realized \$1.7 million in savings for the elimination of vacant positions (which did not result in the layoff of permanent staff. We believe the City should continue these attrition-focused staffing reductions and introduce a plan to further reduce the size and cost of its municipal civil service.

Figure 6

Should Saskatchewan municipalities reduce the size and cost of their civil service through attrition (i.e. not replacing employees who retire or leave)?



Source: CFIB, Saskatchewan Mandate 267, 358 Sask responses

In fact a CFIB survey found the majority (64%) of business owners believe municipalities should reduce the size and cost of their civil service through attrition (i.e. not replacing employees who retire or leave). Supporters say it would result in smaller, less costly and more efficient municipal governments. It would also help free up revenue for other municipal initiatives (e.g. infrastructure). Only 17 per cent opposed the idea (see Figure 6).

At the provincial level, we are particularly pleased with the strong commitments Premier Scott Moe made to business owners as outlined in his response to *CFIB's 2017 Leadership Candidates' Survey*, which included the introduction of a 5% workforce reduction in Executive Government and Crown Corporations through retirement/attrition as part of your plan to balance the budget (Potential savings of \$70 million).

Time to reform City of Regina's municipal sick day policy:

A 2016 report from CFIB shows some big-city sick day policies are costly and unfair as municipal government employees can bank unused sick days while most private sector employees cannot.

Banking means that if an employee doesn't use all their allotted sick days in a year, they can save them for later. Of the 16 major cities reviewed, 10 allow banking. Policies vary, with some cities, including Winnipeg and Moncton, offering an unlimited number of banked sick days. Others place a ceiling on bankable days.

In Regina, employees get 15 to 18 paid sick days per year and can bank up to 215 days, which can be converted to cash payments upon retirement under certain grandfathered collective agreements. In 2013, the City of Regina had \$10.8 million in banked sick day liability (see Appendix A: Table 1).

Having a safety net in place in case employees get sick in the short-term is obviously a responsible thing to do. However, it is not affordable to have these costly municipal sick day policies, which create an unnecessary burden on taxpayers. We need to fix the system so that everyone is playing by the same rules.

CFIB recommends the City of Regina introduce a fairer and affordable short-term disability plan to replace its outdated sick-day banking policy, which will protect their workers and better align with private sector practices.

Cutting red tape for Regina business owners – a low cost way to help!

We know entrepreneurs deal with piles of red tape associated with the PST, GST, employment standards, municipal by-laws, payroll taxes, WCB paperwork—the list goes on and on. To be clear, business owners have no issue with the legitimate rules - and agree a certain amount of regulation is important to protect human health and the environment. So we are not talking about deregulation. Red tape is something else. Small business owners tell us red tape holds back their business - dealing with inconsistent information, confusing forms, outdated rules and rude customer service or getting the run around.

According to CFIB's research, in Saskatchewan, federal, provincial and municipal regulations cost businesses \$1.1 billion per year, of which \$330 million is considered "red tape". Reducing municipal red tape can give much needed time and money back to business owners.

In a recent CFIB survey, our Regina members were asked to identify which municipal regulations were most burdensome for their business in terms of time and money spent on compliance. Thirty nine per cent of Regina entrepreneurs cited building and renovation permits, with another 24 per cent citing business licensing and 21 per cent citing land use and development as the most burdensome regulations to their business.

We recognize the City administration's ongoing work to streamline and improve processes. For example, the introduction of the Business Transformation Procurement initiative to improve the City's procurement processes, as well as the Core Services Review which was launched in 2017. However, we encourage the City to

continue to make red tape reduction an ongoing priority (e.g. streamlining processes, eliminating redundant paperwork, improving customer service).

A growing number of jurisdictions across the country are making red tape reduction a priority. For years, CFIB and others have been working hard to show governments that reducing excessive regulation has real potential to grow the economy, allowing business owners to focus their resources on innovating, improving productivity and expanding their business.

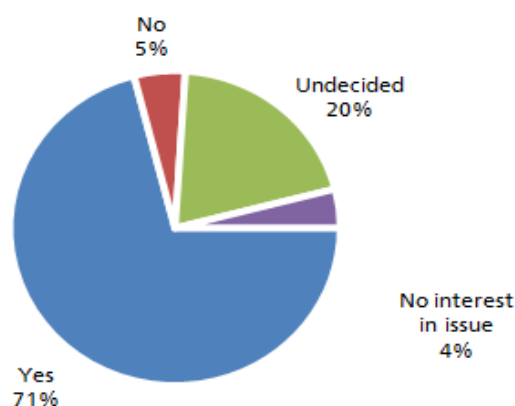
At the provincial level, it is evident the Government of Saskatchewan is serious about cutting red tape. We recently commended the province for making significant progress with the completion of its count of all legislated compliance requirements. Saskatchewan is also one of the first provinces to implement the mandatory use of the Direct Cost Estimator (DCE) for all regulatory decision items for all ministries, agencies, and Crown Corporations – making it among the most comprehensive cost estimation tools in Canada. The use of the DCE has already resulted in nearly \$90 million in red tape savings to both business owners and the government, far exceeding the government's target of \$5 million annually.

At a municipal level, while the City of Calgary has not done a good job of reducing commercial property tax levels, the City has demonstrated strong leadership in red tape reduction. In 2010, Calgary's city council created the *Cut Red Tape Program* to reduce red tape within the City's administration. The mayor led the initiative, reaching out to small business owners to better understand the challenges businesses were facing when dealing with the city. More than 200 suggestions were submitted, and several were implemented, saving a combined \$2.8 million for the city and small businesses. Mayor Naheed Nenshi's leadership on the *Cut Red Tape Program* earned him CFIB's Golden Scissors Award in 2015.

Some suggest municipal governments should also measure and reduce the total number of regulatory requirements imposed on small- and medium-sized businesses. A CFIB survey found a strong majority (71%) of Saskatchewan business owners agreed that such a move would make governments more accountable to businesses and help save businesses time and money (e.g. streamlining permits). Only five per cent disagreed (see Figure 7).

Figure 7

Should Saskatchewan municipalities measure and reduce the total number of regulatory requirements imposed on small- and medium-sized businesses?



Source: CFIB, Saskatchewan Mandate 259, 226 Sask responses

Recommendations:

With these facts in mind, CFIB urges Council to consider the following recommendations to further contain operating costs and mitigate the proposed 4.86 per cent municipal property tax increase:

Short-term recommendations:

1. Continue to find cost-savings and internal efficiencies by:

- **Continuing to review current programs and services** with the objective of identifying programs and service areas that can be eliminated, streamlined, contracted out to the private sector, or sold.
- **Committing to make red tape reduction an ongoing priority for the City** by continuing to look for ways to further reduce the regulatory burden for Regina business owners (e.g. further streamlining processes, eliminating redundant paperwork, improving customer service).

Longer-term recommendations:

2. Continue to reduce the size & cost of the municipal civil service by:

- **Introducing a plan to reduce the size and cost of the civil service** (primarily through attrition and pension reform).
- **Developing a long-term strategy to narrow the compensation disparity between public and private sector employees.**
- **Eliminating the costly and outdated municipal banked sick day policies and replace with affordable short-term disability plan.**

3. Develop and implement a plan over time to reduce the commercial-to-residential property tax gap.

4. Consider the introduction of a base tax for all homeowners.

5. Develop a plan to measure, report and reduce the total number of regulatory requirements imposed on Regina businesses.

We thank you for considering the views of Regina's small business community as you work to finalize the City of Regina's 2018 Operating Budget. As CFIB's research has shown, municipal decisions significantly impact Regina business owners' ability to grow and create jobs.

Respectfully submitted by,

(Original signed by)

Jennifer Henshaw, CFIB's Senior Policy Analyst, Prairie

Appendix A

Table 1

2013 Sick Day Liability (Total in \$ millions, \$ Per Capita) by Municipal Government

	<i>Maximum Number of Sick Days that can be Accumulated for Employees Starting in 2015</i>	<i>Cash Payout at Retirement/Termination of Employment With Unused Sick Days</i>	<i>Early Retirement With Unused Sick Days</i>
Vancouver	261	Yes	No
Victoria	130	For grandfathered plans	No
Calgary	Cannot bank sick days	Not applicable	Not applicable
Edmonton	Cannot bank sick days	Not applicable	Not applicable
Saskatoon	194	Yes	No
Regina	215	For grandfathered plans	No
Winnipeg	Unlimited	For grandfathered plans	No
Toronto	Cannot bank sick days	For grandfathered plans	For grandfathered plans
Ottawa	Cannot bank sick days	For grandfathered plans	For grandfathered plans
Montreal	40 sick days	Termination of employment only	Yes
Quebec City	Cannot bank sick days	Not applicable	Not applicable
Moncton	Unlimited	Yes	No
Fredericton	Cannot bank sick days	Not applicable	Not applicable
Halifax	150	No	No
Charlottetown	350	Yes	No
St. John's	260	For grandfathered plans	For grandfathered plans

Source: *The Cost of Banking Sick Days in the Public Sector, CFIB Research Snapshot, April 2016*



SUBMISSION TO CITY OF REGINA COUNCIL 2018 PROPOSED BUDGET

February 2018

INTRODUCTION

The purpose of this submission is to inform City Council of the effect that property taxation has on housing affordability and to provide the Association's views on the 2018 proposed budget.

SOME QUICK FACTS

- The Association of Regina REALTORS® Inc. operates the Multiple Listing Service® System in Regina and southern Saskatchewan. Slightly over 3,400 properties valued at \$1.1 billion exchanged hands through the System in 2017, with the majority here in Regina.
- The Association represents approximately 85 member-offices and 670 individual REALTOR® members in Regina and Southern Saskatchewan including about 450 in Regina.

REGINA'S HOUSING MARKET

Regina's housing market is going through a difficult period right now. In 2017, we saw the lowest level of sales in the past ten-year period and listing inventory at all-time highs.

In the city by the end of the year, the average amount of time for listings to sell was over 60 days. With the odd exception since 2013, the highest number of average days for a home to sell has occurred in the past six months, including close to 80 days in January. This compares to averages in the 30s and 40s in periods of more balance.

At the end of January, the Association's MLS® Home Price Index, which measures price trends based on MLS® sales, is showing price losses in the city from one year ago, three years ago, and even over 9% when compared to five years ago. The majority of these losses have occurred in the past six-month period. This is substantial as many homeowners are experiencing reductions in equity.

Mortgage arrears in the city have been on the rise and have been at the highest level in the past two years since 2012.

Putting these together, the housing market has been going through a challenging time in the past year. Now is a time to be mindful about adding more cost to owning a home.

PROPERTY TAXATION AFFECTS HOUSING AFFORDABILITY AND DEMAND

Housing affordability is comprised of five primary cost factors:

1. The purchase price of the home;
2. The cost of financing the purchase (mortgage interest cost);
3. Utilities;
4. Insurance; and
5. Property taxation.

Property tax is taken into account by mortgage lenders when approving financing. The higher the level of taxation, the less financing there is available to purchase a home.

The net of this is that property taxes add to the cost of home ownership. The more taken in tax, the less there is available for mortgage principal and other uses. It can also affect whether buyers can actually qualify for mortgage financing, especially in light of new federal mortgage stress rules that came into effect January 1.

Increases in taxation affect both housing affordability and qualifying for financing.

PROPERTY TAX RESEARCH – PUBLIC VIEWS

Every two years the Association engages Praxis Analytics to conduct a public trends survey. The survey polls residents about a variety of housing related issues, property taxation being one of them. The 2018 survey reveals some interesting results in the areas of property taxation.

Property tax is at its highest level of importance to consumers when making housing decisions since 2004. It ranks only behind the purchase price and monthly mortgage payments, and ahead of insurance and utilities, as factors when choosing a home. Some other findings from the survey include:

- Only 16% believe the city should raise taxes when needing more revenue;
- 84% would prefer to see revenue raised mainly by increasing user fees; and
- 76% support dedicated tax increases to pay for specific needs (such as infrastructure).

It is also interesting to note that the vast-majority, about 7 in 10, say that growth in Regina is positive and brings benefits.

ASSOCIATION POSITION ON PROPOSED 2018 BUDGET

We support the general direction of the 2018 proposed budget but have a concern with the magnitude of the 4.86% proposed increase.

We do agree with the 1% dedicated to roads renewal. This is transparent and the approach is consistent with the results from the aforementioned public survey.

Regarding the remainder of the proposed increase, we must ask if now is the time to increase homeowners' taxes to this extent at a time when home values have been falling and demand dampened by slower economic growth and now intentionally thorough federal public policy.

The \$92.40 annual increase to the average homeowner cited in the budget document appears small. However, it is not the relatively small dollar impact in any single year that is impactful, but the cumulative effect of the total property tax bill over an extended time on home ownership. This combined with increases in other areas, such as utilities, adds to the cost burden faced by homeowners.

We encourage Council to reduce the amount of the proposed increase to something more in line with inflation.

Thank you for providing the opportunity to provide input into the development of the 2018 city budget.

We would be pleased to respond to any questions you may have.

Tim Otitoju – Association of Regina REALTORS® Inc. Political Action Rep

Submitted by;
Gord Archibald - Chief Executive Officer
Association of Regina REALTORS® Inc.
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City of Regina 2018 Budget Presentation

Mr. Mayor and Council, my name is Jim Elliott. I have been coming to this chamber for the past 18 years. It is heartening to see more citizens coming forward with concerns about the future of this city. It is also disheartening that what many of the citizens of Regina have come forward rarely gets into this budget.

Today, it is my assertion to you, our elected representatives, that what is presented to you and the residents of this city is not sustainable, nor is it prudent given the ongoing and anticipated demands put on our community into the future.

As outlined below, this is a status quo or an inertia-based response to going forward. We continue to put growing burdens on future generations with no rationale. We continue to not engage solutions to foreseeable outcomes of our path. We continue to waste precious resources that would bring resilience to our place on this planet. I do acknowledge that the current provincial government has pulled funding to municipalities but just because someone is running to jump off the cliff should not justify you doing the same thing.

1. Continued 1% Residential Road Renewal Fund Infrastructure Growth

Year	2014	2015	2016	2017	2018	
Raised Revenue	3.72M	3.978M	4.188M	4.373M	4.431M	20.69M Total Revenue
Percentage Increase		6.9%	5.3%	4.4%	1.3%	4.5% Average Increase

So, with the extraction of 20.69 Million dollars to work on residential road renewal, how has this city changed? I would assert that the fundamentals have not changed significantly. And when do we anticipate that this 1% tax will be removed from this budget in the future? Again, I suspect that it will never be removed.

So then, why not just increase the tax demands on the resident and stop the smoke and mirrors and just increase the overall tax burden?

One effective measure to get automobiles off the street and thereby reduce wear and tear and subsequently extend the life of the roads in this city is to increase the use of public transit. This budget projects a \$1.2 Million dollar reduction in transit revenue. Either the revenue needs to go up by getting more people in the buses or the City needs to put more money into the system to encourage those motorists to use already running transit services. Then why is the City not budgeting to spend at least as much money as last year?

2. Lack of Action on Reduction of our Climate Footprint

Canada and Canadians have made a pledge to reduce their carbon footprint into the future. Our commitment nationally will not get us to the place we need to be in the near future. What does the City of Regina do, spend \$20.69 Million dollars supporting the continued use of single occupancy automobiles in Regina.

It was said that 25% of our carbon footprint is to simply send potable water to our homes when much of that same water is to flush our toilets. We continue to send substantial resources and their embedded energy to be buried at our landfill not to be used again. We continue to

physically expand the geographic footprint of this city forcing Regina residents to travel more and longer distances.

- We could with half of that road renewal funding have increased revenue for the transit and paratransit service by 25% increasing the service frequency and adding to the number of people taking the bus to work or other places in Regina.
- We could have been responding to the growing demand for paratransit in our city with our growing senior population.
- We could have built 10s of kilometres of bike lanes across the city.
- We could have been in a position of proposing to build or support the building of 5 wind turbines further reducing our demands for carbon-based electricity in this province.
- Similarly, we could have gone a significant distance to eliminate the homelessness problem in Regina if we would have spent that money on housing for homeless individuals. Twenty million dollars would have put 200 units into the social housing realm (See Oneesan Housing Project). We have adequate under-utilized land downtown and in other areas. With the reduced costs in other areas, monies could have been diverted to those costs that are going up not down.

3. Lack of Action on Restoring our Social Capital

Today, we continue to have homeless people living in this city. Today many residents depend on the charity of others to feed their children. Some residents spend more than 30%, some even higher, of their employment income on housing. Some schools have little capacity to adequately educate our children to the world that they will inherit from us. We continue to put limited resources into end-of-pipe actions that will never give us the capacity to build solutions to turn off the tap to crime, violence, illiteracy and many other social health problems.

We continue to live the “Baby in the River” parable and don’t fundamentally look at the sources of the problems. For example, research in the use of Asset building in children shows that youth with the most assets are least likely to have problems with alcohol use, violence, illicit drug use and sexual activity. Youth with the most assets are more likely to do well in school, be civically engaged and value diversity.

Year	Community Investment Budget	Variance	Change	Average Change
2006	3.3095 M	-	-	
2007	3.3095 M	\$0	0	-1.9%
2008	3.3095 M	\$0	0	-3.8%
2009	3.3095 M	\$0	0	-5.7%
2010	3.3017 M	\$(7,800)	(7,800) (-8.6%)	-9.75%
2011	3.3017 M	\$0		-11.65%
2012	3.3911 M	\$91,100	83,300 (11.57%)	-11.62%
2013	3.3911 M	\$0		-13.52%
2014	3.3596 M	\$(31,500)	51,800 (10.5%)	-16.73%
2015	3.3596 M	\$0		-18.63%

2016	3.3596 M ¹	\$0		-20.53%
2017	3.7796 M	\$420,000	471,800 (24.35%)	-20.23%
2018	4.0456 M	\$275,000	746,800 (33.10%)	-19.37%

This year's budget increase is not a lot of new money being invested in community projects. Much of this increase is simply catching up with inflation over the past 12 years. It is barely a \$0.90 per capita increase in real dollars. In order to rebuild the social capital in this city so as to begin to do what the asset building protocol would suggest, there needs to be more monies put into the building of social capital. And it is well known that investing in the community has a multiplier effect by bringing in other funds and building volunteer capital. Most local spending is spent in local businesses and hiring local people.

4. A Big Armoured Vehicle is Not the Solution

Albeit that the Regina Police Service may be trying to be the best service that it can be, it brings me back to the Baby in the River parable. Being the best at saving babies in the river with ever increasing operational and bigger capital budgets should not be the focus of the Regina's Board of Police Commissioners and this Council. This Council should be willing to say that putting funds into making a better service is not the priority of this City and that putting funds into preventing problems from occurring and building up strengths and reducing deficits is a higher goal.

In conclusion, if we want to be sustainable and resilient into the future, we need to be:

- Reducing our footprint on the planet and reducing our energy demands
- Building social capital and reducing deficits, and
- Stop spending money that hurts the first two.

40 Developmental Assets

The Developmental Assets® are 40 research-based, positive experiences and qualities that influence young people's development, helping them become caring, responsible, and productive adults.

Over time, studies of more than 5 million young people consistently show that the more assets that young people have, the less likely they are to engage in a wide range of high-risk behaviors and the more likely they are to thrive.

Research shows that youth with the most assets are least likely to have problems with:

- Alcohol use
- Violence
- Illicit drug use
- Sexual activity

Research shows that youth with the most assets are more likely to:

- Do well in school
- Be civically engaged
- Value diversity

Also available are independent translations of the Developmental Assets Framework, created by local community groups for use with the children, youth, and families they serve. These are available in Acholi, Arabic, Armenian, Bulgarian, Chinese, Farsi, French, Hmong, Japanese, Khmer, Nuer, Russian, Somali, Urdu and Vietnamese.



Experience-Based Tips for Putting Asset-Building Principles into Practice in Your Community

"Perhaps the most urgent task facing American society is rebuilding a sense of community, of village, in which everyone reclaims or accepts their shared responsibility to—and stake in—nurturing the youngest generation."

– Peter Benson, *All Kids Are Our Kids*, 1997

Across North America, hundreds of communities are launching initiatives designed to build developmental assets with and for children and adolescents. Grounded in the belief that youth will be healthier and experience more assets in a healthier community, these communities are bringing young people and seniors, schools and businesses, youth-serving organizations and government officials together to mobilize their communities on behalf of children and youth. In these towns and cities, building community is a fundamental component of their comprehensive asset-building vision and strategy.

In Search Institute's work with these communities and in listening to these communities, several principles have been identified that can help to frame and focus how community leaders engage in their community-building efforts. This draft document highlights some of these principles and goes a step further: It offers tangible tips for putting these principles into practice, along with concrete examples of how communities are applying these principles.

These tips are under development in partnership with community builders across the country. We invite and welcome your involvement in this process.

Shared Vision Grounded in Shared Action

The framework of developmental assets begins to suggest a vision of a community in which every individual, organization, and network recognizes and acts upon its role and responsibility for contributing to young people's healthy development. Rather than suggesting specific, community-wide actions or programs that are needed, the asset-building approach emphasizes the importance of a community uniting around a common vision. It invites each individual, family, association, and organization to discover its own passion and capacity for strengthening community with and for young people.

1. Develop a common language.

A common language can bring people together, as is evident in the power of the framework of developmental assets for bringing communities together. A common language allows people to connect and forge collaborations. While new concepts such as "assets" can be an initial barrier to engagement, as the new concepts are understood and internalized, they help people move from their familiar comfort zone to viewing youth and their role through new lenses. People then begin to feel an allegiance with other people who share their understanding—an allegiance that translates into an affinity for shared action. In the end, the common language assists in defining and directing a community's efforts.

In Kansas, the positive youth development movement has built a consensus to focus their efforts on making Kansas the best place to raise a child. With one clear message incorporated into organizational missions and funding guidelines, the shared vision, articulated in a common language, has provided a foundation of collaboration among advocates for youth.

2. Regardless of the specific project, focus your mission on building community.

Strong community-building efforts consider proposed activity through the filter of “in what way does this build community?” The effort may look like a housing project, feel like an after-school program, or talk like an organizing campaign; but it’s different because—by its design—it focuses on building relationships and connecting around a larger vision among people of diverse socioeconomic and cultural backgrounds.

3. Cultivate a community-building process that is flexible, permeable, changeable, and structured around shared vision, values, and principles.

Lots of wise consultants have designed incredible processes to engage and empower all stakeholders. Then implementation starts, and it becomes even more challenging to maintain those processes or levels of engagement and empowerment. Community building happens in the social environment of people. This is an unpredictable environment. We need to be prepared to let new people come to the table, assume that other people will leave, and be open to meetings with emergent agendas. We stay on track not by sticking to specific agendas and action plans, but by continually grounding ourselves in a shared vision, common values, and agreed-upon operating principles.

4. Plan and do at the same time.

Planning is stepping with the left foot. Doing is stepping with the right foot. Hopping wears people out. Walking can evolve into skipping and eventually running. Integrate your planning and doing so that both planners and doers feel comfortable as part of your effort.

If your organization focuses on planning, then only the planners will participate. When the time comes for action you will need a new crew of folks. On the other extreme, an exclusive focus on doing results in lots of disparate activity. By planning and doing at the same time we can take advantage of the resources from both types of people.

5. Try some things that will make a difference.

Doing something gets something done. Or does it . . . really? We can exhaust ourselves on activities that don’t make a difference in our communities. So we have to try things that we believe will really make a difference.

The biggest barrier to doing something meaningful is the fear of making mistakes. Don't be afraid of mistakes. We all learn the most as we make mistakes. In fact, making a mistake together provides great opportunities to build community!

After reviewing the results of a survey of students in their community, a work team in a Western Iowa initiative focused on providing homework assistance to junior high school youth. With the support of the social service agencies and congregations, leaders put together a wonderful homework help center, complete with computers and staffed by community volunteers. Unfortunately the youth didn't come. So admitting they might have made a mistake, the initiative leaders engaged the youth in conversation, facilitated a



survey, and explored where youth were already hanging out. Then they developed an innovative program in which community volunteers provide homework assistance at the local truck stop.

This trial-and-error development process is vital. But when setbacks and failures can result in lost funding in a nonprofit environment, we too often dismiss the creative possibility that our new homework center would be more effective at the local truck stop.

6. Establish an informal structure to support resident action.

Community building happens best in the informal space between traditional structured programmatic efforts. It is like the mortar between the bricks. Unfortunately, organizations are rarely designed to support community building. Most community organizations are structured to deliver programs, and it's difficult to communicate community building as a program. This dilemma is made more difficult because most community organizations are funded by philanthropic or government organizations, which require a formal organizational structure to receive the funding. Community builders are challenged to find ways to support their efforts "between the bricks" while working with the bricks to provide necessary formal structure.

Many organizations that have incorporated community building on behalf of kids into their strategic plans and initiatives have found that intentional, direct, and meaningful resident involvement is essential. Strategies to support this involvement tend to be informal. That is, they are not encumbered by process and bureaucracy. Yet they are strategic and intentional in that they are incorporated into the very essence of the initiative. Many of these strategies provide frameworks for resident action to be supported by traditional philanthropic and government organizations.

Strengths More than Risks or Deficits

Instead of focusing on reducing problems, risks, or deficits, asset building focuses on nurturing strengths in young people. Similarly, John McKnight, John Kretzmann, and their colleagues in the Asset-Based Community Development (ABCD) Institute at Northwestern University are working with communities to realize the power of identifying and building on strengths and resources in communities.

7. Focus on revitalizing individual and community strengths.

For an accountant, a company's bottom line represents its assets over its liabilities. Healthy companies focus on their assets. Too often, communities focus on their liabilities, ignoring their assets or strengths. Asset-based community building focuses on fully utilizing existing (though often untapped) individual, family, associational, organizational, and community resources and strengths. The process of intentionally building the assets of youth is one way that a community will stop focusing on what it doesn't have or what it needs, and refocus on the far more effective and sustainable approach of building on the strengths of its people, its places, and its relationships.

8. Build on what is working.

One cannot reweave a blanket from the middle of the hole. Start from what's working, build on the strengths, enrich existing connections, and coalesce the energy of success to invest your efforts in targeted and strategic areas that are most likely to succeed.

Some asset-building initiatives come out of a community prevention initiative or a human services collaborative, or use a character development curriculum. They then use the 40 developmental assets to engage the entire community in focusing on youth. They weave together existing programs with the thread of the asset approach. They strengthen existing efforts with connections to youth leadership and initiative.

As part of a "Vision to Action" workshop in Eastern Oklahoma, community leaders developed a list of existing programs and efforts working with youth. They identified how these programs were building assets. Next they identified how these programs could do a better job of building these assets if they worked together. The focus of their community initiative became building operational relationships between existing programs. They were building assets not by focusing on where there were problems to be fixed, but by leveraging what was working in their community.

9. Focus on discovering resources within your community, not on raising money.

Yes, everyone needs to pay the bills. But money and the process for collecting financial resources saps the human resources—and, too often, the spirit that sustains effective community building. Outside infusions of financial resources can also set up dependencies that make it challenging to sustain efforts. Instead of investing tremendous amounts of time and energy in raising money, focus on what resources are needed and creative ways the resources within the existing community network can provide that support.

A rural Pennsylvania community with an aging population and weakening economic base wanted to do something to demonstrate its commitment to youth. The goal became to paint the area high school. The initial bill was way too high, and no major donors were in sight. The effort might have been thrown into a tailspin, but instead of giving up, leaders organized an "asset registry" at the local hardware where people could pledge work, time, and money. Even an initial skeptic (who had said the effort was using youth as "slave labor") became a believer when he stopped by and saw how the community had rallied on behalf of the youth.

10. Recognize that the most important resource for the community is spirit.

The spirit of community—the energy, enthusiasm, pride, and commitment—is much more important to sustaining asset-building efforts than funding or structure. Nurturing that spirit in residents and leaders is essential to effective community building.

Marketing firms developing brand-building efforts understand the importance of building a spirit around a company. They understand that this spirit directly translates into sales. Similarly, a spirit about the community directly translates into residents' willingness to invest time and resources in their community.



Positive spirit builds on itself, and intentional efforts can help to sustain the spirit. In addition, celebration of the commitments people make to their community helps to develop a community norm of engagement. In Creston, Iowa, for example, the local newspaper, radio station, and bank all joined in a community-wide recognition effort that recognizes the efforts of local asset builders. Each month, the person being recognized is awarded during a live broadcast at the radio station. Then the paper publishes pictures of those who are recognized, and the bank flashes their names on the electronic marquee outside. In the same state, the Mason City initiative youth select "Hidden Heroes" who are honored for how they build assets behind the scenes.

Relationships More than Programs

When communities learn about asset building, they often assume they need to start new programs. The danger in this approach is that people get the impression that the programs—not the people of the community—are responsible for building assets. With managers and staff employed and infrastructures developed, raising money and satisfying funders becomes a primary variable in planning, designing, and developing a community's efforts.

For the past ten years the city of Minneapolis has been experimenting with a neighborhood-based planning process and funding tool called the Neighborhood Revitalization Program (NRP). Through the NRP, neighborhood associations facilitated the development of comprehensive plans for which there was a predetermined amount of money. Each neighborhood employed different strategies and approaches. Many neighborhoods prepared their human development plans by bringing different social service agencies together. They focused on doing what they could to ensure that each type of need was met and all youth were served. Then the money was allocated to a menu of programs. When the funding ended, the programs either ended or spent significant time raising new resources.

In the Lyndale neighborhood—a national leader of the community-building approach to community development—the money was all put into a program fund directed by parents and youth. The money was allocated four times a year to reflect the community priorities. Agencies were eligible for the funding only if they were active participants in the planning, coordination, and joint activities of the neighborhood's Social Service Providers Council. As a result, programs became the product of intentional community building. Long after the NRP money had been spent, the Lyndale Program Fund and Social Service Providers Council were still going strong.

11. Always remember that it's all about relationships.

Growing a strong community for young people is about building healthy relationships among diverse people and across generations. Healthy relationships are shared: people sharing what they have and receiving what is offered. They are also multileveled, dynamic, and challenging to our assumptions and comforts. Remembering the focus on relationships is not only essential for building developmental assets with and for young people, but it also provides the strength that will build and sustain the community's asset-building efforts.



Sara, an older woman in central Wisconsin, became inspired about the role that she could play in the positive development of the youth in her neighborhood after hearing about the developmental assets at her church. Each morning, she took her mug of coffee and went for a walk around the block. Instead of walking by the youth waiting for their bus on the corner stop, she started to say, "Hi." As the days passed, the "hi's" became an exchange of names and then a brief conversation.

One morning she missed her bus stop visit because she was tied up on the phone. About an hour later, her phone rang. It was one of her neighbors whose daughter had called from school, concerned by Sara's absence. So inspired by the expression of caring, Sara led an effort in their community for elderly residents all to adopt bus stops and get to know the kids as they waited for their bus. The opportunity for those folks to be of service and for young people to experience a community that cared about kids all emerged from one person's intentional effort to build a relationship.

12. Build community, not a community organization.

Build a neighborhood, not a neighborhood association. Build collaboration, not a collaborative. Too often we focus our efforts on the form rather than the function. When that happens, the means can become the end, and we focus all our energy on perpetuating structures, not building communities.

For many of us, years of working with community organizations have led to being comfortable with a board, staff, and 501(c)3 structure. While this may be the appropriate form to accomplish specific functions, it often gets in the way of doing the work we know needs to get done. Ad hoc, unincorporated initiatives with advisory boards can leverage funds from partnered non-profits to effectively coordinate the spreading of an asset message. Some communities have found that having an initiative (not an organization) with little or no clearly identifiable budget has allowed them to steer clear of the traditional turf and political challenges that derail many community change efforts.

13. Be strategic and intentional about building community.

Community building is not a skill we are taught, and it doesn't come naturally for many people. For too long, it was assumed that communities just came together. All of the hard work of nurturing communities was just part of what we did. Because it was hidden and assumed, we didn't recognize its value. In a time when community doesn't happen "naturally," we must be deliberate and intentional in our community-building efforts, recognizing that everything we do is an opportunity to build community.

Many communities have learned that community-building efforts inevitably involve bringing diverse people together. Living in diverse community, knowing different types of people from different backgrounds and with different approaches to addressing family and community issues is an important asset for youth. For a community to be healthy, it's vital to weave together diverse communities, have different types of people at the table, and tap different backgrounds and approaches.

14. Programs can also have roles in asset-building efforts.

Relationships can be built in programs, too. And programs can motivate and equip people to build assets. They can be a means toward relationships, but not a substitute for relationships. If we are intentional about making relationship development a priority, we can connect not just youth and adults, but the different organizations and interests that weave a strong community. The opportunity is to integrate relationship building into the heart of programs. Then look for enhancements that strengthen relationships across and among community sectors and organizations. Those links have potential for enriching the relationship networks for young people and enriching asset building throughout the community.

With an aging and declining population, Zion Lutheran Church, Atlanta, was struggling to stay alive and make budget cuts. One of their programs was for church seniors. Another program was an after-school enrichment activity for community and church youth. Instead of cutting one program or the other, the programs were linked. Seniors did art projects with the after-school students. Intentionally focused on building assets, the two programs maintained their separateness, but were intertwined in their implementation. The end result was a better senior program and a better youth program. The new integrated programs connected the senior members back into the community in unforeseen ways. The church noticed a resurgence as families who previously only sent their youth to the church were now joining.

15. Create interactive rituals.

Rituals bond communities and groups at a deeper level by engaging people in reliving their shared myths, stories, or heritage. An organization or initiative committed to empowering unheard voices may, for example, light candles at the beginning of each meeting in honor of people unable to be in the room. This is a powerful ritual. It binds us to each other and to those around us.

The youth in a Montana community have written a play that tells the story of the 40 developmental assets. It is performed each year at the annual event. It has become a ritual for people to hear the play each year. The youth look forward to the event, and jockey for which part they will get to play. As part of the final act, the audience becomes engaged by committing to working with a specific young person on the development of a specific asset.

All adults and youth, not just professionals and parents

Asset building emphasizes inspiring, inviting, and equipping *all* types of people—including professionals, parents, other adults, and youth—to contribute to the well-being of children and adolescents.

16. Honestly meet people where they are.

This sounds easy: address people's real concerns; support people to do what they want; engage people where they are in their own journey. But it's one of the most difficult things to do. Too often we *recruit* people to do what we want them to do. Too often we rally people toward *our* passions. Too often we are looking for subscribers to *our* vision. When we build community, we come together to discover new places together. The best



community-building efforts invite people to engage in a manner that connects with their current commitments, concerns, and passions.

A community organization in Minneapolis was suffering from burned out leadership in their block clubs. After incorporating every conceivable volunteer management technique from recognition to time commitment contracts, the leaders tried a different approach. Using a youth interview team, they identified people to whom others went when they had concerns or issues, or needed information on specific issues. They then asked those people who were consistently identified how the organization could help them do a better job of being a resource for their neighbors. The result was a great expansion of the leadership base as these community leaders became a long-term feeder for the leadership councils.

17. Build on what motivates people to become and stay involved.

Self-interest is good. Enlightened self-interest is even better. Nurture it. Pay attention to people's interests and engagement to help determine where new energy should be invested to support their engagement.

Building skateboard parks has been a priority for many Healthy Community • Healthy Youth initiatives because it addresses a real issue for the involved youth leaders, the youth skaters, and those that tend to be involved in youth organizations and leadership opportunities.

18. Recognize that individual contributions of time and money change people's priorities.

We often go through formal prioritization processes that result in master plans designed to guide other people's action. Such approaches can undermine community building. Instead, plan for who is in the room to do the work. Build around what the people in the room are willing to invest their own time and money in implementing. If the planners are different from the doers, or the people who will have to pay for doing, it will be difficult to sustain the effort.

In a community in Southern Ohio, a community park planning process was forced to choose between updating the playground and improving the softball fields. After a contentious meeting, a close vote determined that the annual volunteer project would be to improve the softball field. But then not many people showed up, and the project languished for weeks. On her own, one of the neighbors organized to upgrade the playground. More than enough volunteers showed up on the volunteer day for the playground. The community's priorities clearly emerged as the time for commitment arose.

Engagement *with* youth, more than services *for* youth

Community initiatives can too quickly focus on how to "serve" youth or "meet young people's needs"—which can assume that young people are the consumers or recipients of services, not resources, contributors, and leaders. Engaging youth as partners gives authenticity and energy.

19. Don't do for people; do with people.

No clients. No constituents. No customers. Rather, neighbors working with neighbors. "Doing for" people reinforces relationships characterized by power dynamics; "doing with" people empowers and releases the possibility for cultivating social capital. We must strive to transform our relationships into equitable transfers of resources and needs. One type of asset young people need is empowerment. They are no different from adults. We all need opportunities to know we are valued and valuable. Working *with* people builds that value.

Robert Putnam, author of *Bowling Alone*, popularized the idea of social capital. Social capital emerges through community engagement. There is a strong correlation between a community's social capital and the health, wealth, and happiness of people in a community. Putnam advocates that social capital is as important as financial capital to the health of a community, but it cannot be developed within the context of doing "for." Rather, it emerges out of relationships in which people are working together.

20. Engage young people in meaningful ways in meaningful things.

Meaningfully engaging young people is an excellent way to diversify our community. Forcing them to do the same things as adults is not. Most meetings are not very meaningful. Often the most effective long-term action comes from agreeing to simultaneously and separately invest in both strategies that are supported by adults and those supported by youth.

In Hampton, Virginia, the city government involved youth on commissions and on boards as voting members. This is meaningful participation. And if the youth can help set the agenda, there will be meaningful content as well. In many communities, youth become engaged in building skate parks; business folks become engaged in making shopping experiences better for youth; youth workers become engaged to identify resources to fill funding gaps; and schools become engaged to expand their outreach to the community beyond the typical school hours.

Unleashing, Not Controlling or Directing

As individuals and organizations begin shaping their own approaches and priorities for asset building, it's important not to try to control or manage their efforts.

21. Cultivate and celebrate multiple points of entry.

Different learning styles, different engagement models, different comforts with structures, and different histories with other people all compel us to open as many doors to our community-building efforts as possible. Forcing everyone through the same gate or to be engaged in the same manner drains energy—even of the people who choose to be involved. Think about creative ways to engage different people in appropriate ways.

The asset-building initiative in Alexandria, Minnesota, has more than 10 different action groups in which people can get involved. Some are larger with more than 50 members; others have just a handful. Some of them are putting together newsletters, while others post flyers or coordinate speakers. One group invites people just to think about doing things differently. Each is doing different things in different ways. This sets a "something for everyone" tone.

22. Remember that consensus is *not* a necessary component of effective action.

Consensus is nice. Getting everyone on the same page is wonderful. But consensus is often confused for sameness and conformity. Communities must be diverse in ideas and strategies in order to move their shared vision forward.

In one western state, two different styles for facilitating an asset-building initiative emerged. In the northern part of the state, a grassroots model engaged working groups in lots of small towns. The southern part of the state brought together key stakeholders to develop an overlaying action plan. As they came together to form a statewide coalition, they worked hard to work one way, to find consensus on a strategy for the entire state. This contentious push for consensus was devaluing the work of one half while promoting the work of the other. The breakthrough came when the group realized that it didn't need consensus on approaches to move forward. They could do both strategies simultaneously as they worked toward a common vision of a strong, caring state for young people.

23. Establish many ways to communicate.

When you don't control or direct everything, it can be harder to know what's happening. So it's important to develop a wide range of formal and informal communication strategies that keep people in touch with each other. That way they can learn from and with each other, share ideas, celebrate successes, struggle through challenges, and build trust. Remember, too, that different people hear and share in different ways; find a variety of ways to connect with them.

Initiatives have used creative ways to communicate with people: flash e-mail of meeting notices; table top displays in restaurants; meeting notices on bathroom stalls; newspaper columns; radio spots; Tupperware-type parties; Yahoo groups; block club leaders; and more.

24. Focus on your community's shared myth or story.

Telling the stories of everyday asset building can be a positive and inspiring part of a community's asset-building strategy. Stories have a way of capturing the imagination and translating complex ideas into achievable next steps.

In telling these stories, it's as important to tell the community's shared story as it is to share stories of change. What is the story of your community? How did it become a community? How does this story speak to the basic needs and passions of our common human experience? What does this story tell about who you are? Embedded in this story should be the language of assets and the action of individuals building assets for youth. This story is your myth. It is a very powerful component of community change.

25. Trust community.

Yes, community building is messy. And, yes, it can seem out of control. But trusting the community to grow and strengthen based on its own gifts and story is how authentic change happens. We have all been in situations where the process-heavy decision making of the community seems to get in the way of a perfect solution. Outrageous ideas are proposed. But if the community is strong, and the process open and engaging, then the eventual solution will tap into the wisdom that is in the community.

Long Term, Not a Quick Fix

The developmental assets provide a framework for long-term action that recognizes the importance of ongoing, positive opportunities and relationships across at least the first two decades of life. Similarly, building community is a long-term process.

26. Understand that community building is an organic, unpredictable process.

Building community is not like building a house. There is no plan that can be followed where the foundation is laid, a frame built on it and each system added. Communities are like gardens, where each season you can add a little more, but outside elements always impact what you can do and how you can do it. In gardens your most important resource is the soil. The soil of communities is the relationships. Communities change in a nonlinear manner. Sometimes you can work and work and work with no results. And then the flowers bloom all at once. Sometimes you will be expanding and growing; other times you will be in hibernation. This is okay. It's part of the organic process.

27. Pay attention to renewing leadership.

Leadership must be dynamic and respond to the constantly changing environment. Effective community leadership is not institutionalized through formal positions. It involves providing support to the people who can guide, frame, and inspire in this moment for this project. Long-term community building efforts invest significant resources in cultivating new leadership.

Too often this is done only when new leaders are needed. The most important time to invest in cultivating new leadership is when you have strong leadership. This strong leadership is a resource for mentoring and easing new leaders into a full role of responsibility. An important project of an initiative is building an environment that nurtures leaders in all phases. For this to work well, it's vital to destroy the status ladder of leadership. This occurs in two ways, First, allow, support, and celebrate people as their leadership roles change (including those who need to step away right now). Second, provide leadership opportunities outside of the structural positions of organizations. Creative leadership opportunities include task force leadership, coordinating key community events, and developing strategic partnerships on behalf of the initiative.

28. Be intentional in shaping efforts that will become sustainable.

Our culture doesn't invest much in sustainability. By design, we build throw-away items. But building community requires that we think for the long term and invest in the relationships, networks, rituals, and systems that will undergird the ongoing process of strengthening community for and with young people. Sustainability is more than an issue of



time; it's an issue of how resources are used. A sustainable community grows with a balance of human and financial resources.

29. Remember that good evaluation is rooted in good planning is rooted in good evaluation.

At its core, evaluation is an opportunity to reflect on whether we're doing what we set out to do. So if we're not clear about what we were really trying to do, our evaluation efforts will be frustrating. Keeping the end in mind will also sharpen and focus our efforts. Evaluation is to improve our effort on behalf of the community. Our constituents in the community are the true customers of evaluation.

Essex County, Vermont, launched its prevention coalition in the late 1980s. Through the years, it has changed and adjusted to increase its effectiveness. Today, it focuses on building assets in the community. One of the most defining features of the initiative is that leaders continually are refining their model to make it stronger. This learning—and application of the learning—is the essence of good evaluation.

Background

Experience-Based Tips for Putting Asset-Building Principles into Practice in Your Community

By Joseph Barisonzi

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Acknowledgments

Search Institute is grateful to its "mentors in the field," dedicated persons from whose experience these principles and tips have been developed. They include asset builders who are committed to deep community change in behalf of youth; national leaders in an asset approach to community change, such as the Asset-Based Community Development Institute and Community Initiatives; practitioners in community development; and many others in the United States and Canada.

The conceptual framework for the principles is adapted from Eugene C. Roehlkepartain (2001). *An asset approach to positive community change*. Minneapolis: Search Institute
www.search-institute.org.

Thank you to the following colleagues who offered valuable insight and stories for shaping this paper: Mary Ackerman, I. Shelby Andress, James Conway, Kristie Probst, Eugene C. Roehlkepartain, Art Sesma, and Nancy Tellett-Royce.

About Search Institute

Search Institute is an independent, nonprofit, nonsectarian organization whose mission is to advance the well-being of children and youth by generating knowledge and promoting its



application. The institute collaborates with others to promote long-term organizational and cultural change that supports its mission.

About Healthy Communities • Healthy Youth – HC•HY

Search Institute's Healthy Communities • Healthy Youth initiative seeks to motivate and equip individuals, organizations, and their leaders to join together in nurturing competent, caring and responsible children and adolescents.

The founding national sponsor for Healthy Communities • Healthy Youth is Thrivent Financial for Lutherans, a not-for-profit fraternal benefit society providing financial services and community service opportunities for Lutherans nationwide.

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Appendix 2

About Oneesan Container Housing



Frequently Asked Questions about the Container Housing Project

How much did the unit cost?

Hard construction cost is \$82,500 per unit. This cost includes premium elements that would not normally be installed in non-market housing (e.g. curtain walls and in-suite laundry), but which were incorporated because this is a first-of- its-kind project and we wanted it to show well.

How does this compare to other non-market units?

Housing constructed using shipping containers as the base structure are significantly lower in cost per unit as compared to typical social housing projects. For example and while a proper analysis needs to be conducted in order to have confidence we are comparing apples to apples, a 320 sq ft unit at Sorella Housing for Women cost \$220,000 while the 290 sq ft units at 502 Alexander cost about \$82,500 per unit. Again, these are hard construction costs.

What would the units sell for, if stratified?

Our informal survey of real estate agents suggests these units in this location could sell for about \$199,000 each.

How big are the units?

Each fully, self contained unit is between 280 and 290 square feet, net living area.

Does this project meet current building code?

This project meets and in some cases exceeds minimum building code; for example in sound transfer and insulation.

Density?

There are 12, self-contained units on a standard city lot (25' x 117' feet).

Is the project Green?

While budgetary constraints limited our ability to make "greening" the project a priority, an informal and conservative process suggests the project would qualify for LEED certification based on four measurements including our focus on securing a sustainable site, choice of materials and resources, innovation in design and meeting some of the regional priority requirements.

Why Recycled Shipping Containers?

Shipping containers are thought to have a useful sea life of 10 – 15 years; this is with no maintenance and withstanding whatever Mother Nature can throw at them. It is expected they will last "practically forever" with proper care and maintenance. There are an estimated 24 million vacant shipping containers in the world. Repurposing them is good for the environment, provides a base structure that reduces the cost of construction and construction timelines and as you can see, they look great!

How much did the project cost, including land?

The full project, which includes the heritage restoration of the Single Room Accommodation Hotel next door, cost \$3.3 Million and provides 31 units of non-market housing.

Awards

Imouto Housing for Young Women, the building next door, won a City of Vancouver Heritage Award in 2013 as well as an International Best Practice Award for Innovation in Housing for the program it houses, which supports young women who are homeless or at risk of homelessness in Vancouver's Downtown Eastside.

<http://www.atira.bc.ca/imouto-container-about>

THE STORY OF BABIES IN THE RIVER

Once upon a time there was a small village on the edge of a river. The people there were good and life in the village was good. One day a villager noticed a baby floating down the river. The villager quickly swam out to save the baby from drowning. The next day this same villager noticed two babies in the river. He called for help, and both babies were rescued from the swift waters. And the following day four babies were seen caught in the turbulent current. And then eight, then more, and still more!

The villagers organized themselves quickly, setting up watchtowers and training teams of swimmers who could resist the swift waters and rescue babies. Rescue squads were soon working 24 hours a day. And each day the number of helpless babies floating down the river increased. The villagers organized themselves efficiently. The rescue squads were now snatching many children each day. While not all the babies, now very numerous, could be saved, the villagers felt they were doing well to save as many as they could each day. Indeed, the village priest blessed them in their good work. And life in the village continued on that basis.

One day, however, someone raised the question, "But where are all these babies coming from? Let's organize a team to head upstream to find out who's throwing all of these babies into the river in the first place!"¹

¹ www.rmcmc.org/MI/Justice/Parable_of_the_River.doc

REGINA CHILDREN'S CHARTER



This Charter applies the wisdom and commitment of our community to respect and holistically support children emotionally, intellectually, spiritually, and physically.

The right to have basic needs met

- in a safe, stable, secure environment,
- with access to quality housing and care,
- with access to sufficient, safe, nutritious food and clean drinking water,
- with access to services and supports including quality health and dental care.

The right to be safe

- in a community committed to freedom and peace,
- in a home with a supportive family circle, free from neglect, bullying, racism, and exploitation,
- with the opportunity for exploration, risk taking, and recreation.

The right to be you

- to be proud of who you are; your cultural identity, religious beliefs, abilities, and individual values,
- to have a sense of belonging, mastery, independence, and generosity,
- to be appreciated for who you are, the same and yet different from everyone else,
- to be free to express your feelings.

The right to belong

- in a community that responds, embraces, and accepts you,
- in a family that advocates for you and makes you feel secure and comfortable,
- to feel included, useful, and needed.

The right to loving relationships

- with a nurturing parent/caregiver who provides guidance and is connected to supportive family and friends,
- with at least one adult who believes in your hopes and dreams,
- with a family who does their best to support your spiritual, physical, mental, emotional, and intellectual growth.

The right to lifelong learning

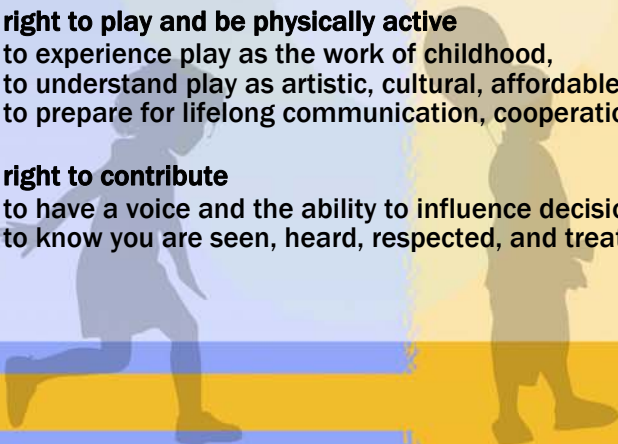
- within a family that accesses play resources to build an excitement for learning,
- through early experiences that provide a strong foundation and readiness for formal education,
- through a quality education, inclusive to all, preparing confident learners ready to pursue their goals.

The right to play and be physically active

- to experience play as the work of childhood,
- to understand play as artistic, cultural, affordable, and accessible to all,
- to prepare for lifelong communication, cooperation, and participation.

The right to contribute

- to have a voice and the ability to influence decisions
- to know you are seen, heard, respected, and treated with dignity





Friends of the Regina Public Library

frpl@sasktel.net www.friendsofrpl.ca

February 22, 2018

Mayor Fougere and Council
City of Regina
Regina, SK, S4P 3C8

Dear Mayor and Council:

**Re: Regina Public Library 2017 Budget at Regina City Council Budget Meeting,
February 27, 2018**

The following are comments from the Friends of the Regina Public Library (FRPL) on the proposed 2018 Regina Public Library (RPL) Budget.

The RPL budget documents outline the library's many achievements this past year. Library staff continue to come forward with innovative ideas for programs for the people of Regina. The opening of the new Albert Branch in the māmawêyatitân centre was a real highlight.

On October 28, 2017 the publication *Biblio Files: A History of the Regina Public Library* was launched at Central Library with more than 140 people attending. This project was initiated by FRPL members and edited by Susan Birley, Anne Campbell and Jeannie Mah. From RPL Board minutes dating back to the beginning of RPL, archival research, personal taped and videotaped interviews with staff, former staff and library patrons, and with essays written by library patrons and staff, this book was a true collaboration of the Regina community, who loves and values the library. The support of RPL staff and the RPL Board is greatly appreciated. A presentation on *Biblio Files* will be made at the Saskatchewan Library Association conference in Regina in May this year.

As we noted last year, we are pleased that the RPL Board continues to have more topics that are being publicly discussed in its open sessions. Further advance notice about the interesting presentations at the meetings would enhance public transparency. We appreciated the Board's accommodation of a large group of attendees on January 23, 2018. There was some confusion about the process of who was allowed to present, with several people being unable to make a presentation. The Board is responding to the concerns expressed about this situation, and some revisions will be made by RPL to their online description of Board meeting procedures, enabling better communication between the Board and the public in the future. Greater openness would ensure that an

understanding of, and enthusiasm for, the library's work and expenditure of taxpayers' funds may be publicly expressed.

While there have definitely been some improvements, there is room for growth. The decision-making model at the RPL seems to be that of the Board guiding overall policies, with what are called "operational" decisions being referred to the Library Director. Thus, to the public, the Board does not seem to be truly accountable for library decision-making. Based on a recent informative presentation at the RPL Board meeting, RPL's planning processes use evidence-based decision-making. Surveys, which FRPL always encourages patrons to fill out, and other resources are used. Then library management makes plans and enacts them. This may sound fine, but in between they are missing two important steps: make survey and study results available to the public, such as the Film Theatre surveys, Prairie History Room digitization study and on-line and in-person surveys and the recent Indspire survey; and, when some plans are made, float these plans before library patrons, staff and organizations using these services before putting them into action.

The RPL has recently updated its Strategic Plan for 2016-2021. Overall, the Plan has many positive visions and goals for the RPL especially with its emphasis on community, learning and discovery. But more specifics would be appreciated about how and where there will be efforts to maximize inclusion to "support physical, intellectual, and cultural access for all in a welcoming environment". With the changes in demographics in both the inner city and the suburbs, we hope that these efforts will be measured or tracked out on a branch basis as well as on a city-wide basis. Similarly, the Plan talks about a 10% increase in visits from 2013-2016 – yet how does this play out in the City's neighbourhoods, and what will be the balance in service delivery in the City's traditional neighbourhoods versus the expanding suburbs? It would be good for the RPL to share its plans – the need for any additional library branches will certainly be a budget item in the future.

Rather than simply requiring staff to be responsive and adapt to change, FRPL believes it is imperative to have more emphasis with respect to supporting staff and creating a positive working environment, which ultimately affects patrons.

There is a recent trend to refer to the people who used the library as "customers, with the concept that this makes library services more responsive to the people using the library. It seems better to continue to refer to people that use the library as "patrons". The library is a public service, not a commercial enterprise. People do not pay out of pocket for library services, nor thankfully, are they required to even pay for a library card in Regina. Library services are supported by taxpayers, who are the patrons that use the services.

While many people welcome the addition of digital and innovative information sharing technologies and learning spaces in the library, we continue to receive comments about the library's culling of classical literature, cultural resources, and research resource books from the library's collection. Not all of these resources are available in digital

format. Some patrons are concerned that the library's catering to "popular" materials has led to its great diminution as an historical and contemporary cultural resource.

The library has undertaken initiatives in providing resources in appropriate languages for new Canadians, and in services useful for people with disabilities and for Indigenous peoples. We continue to think that additional resources for these service innovations should be provided through increased provincial and federal funding.

The cost and priorities for upgrading the heritage modernist Central Library building is something that we have brought before City Council many times over the years. The RPL appears to be proceeding with some building maintenance, and internal layout changes, while it continues to review the options for the building. FRPL is not a fund-raising organization, but needless to say, a good plan for the building will make it easier for the RPL to gain support in fund-raising.

Another point to keep in mind regarding library buildings - the relocation of the Albert Branch has led to a process for selling the old Albert library building, which is a heritage building, with an emphasis in selling criteria on future uses that are community-oriented.

With regard to budget, FRPL continues to support capital projects that are publicly supported, rather than initiatives relying on public-private partnerships. In accordance with what we have stated previously, while fundraising can support some capital expenses, FRPL continues to emphasize the importance of a strong publicly-funded budget for maintaining the Library's buildings, high-quality services and staff

The Prairie History Room (PHR) is one of the most valuable resources of the RPL and is well known in Canada and internationally for its collection and response to information and research requests. Programs offered at the PHR have been on very engaging topics. We trust that the positive role of the PHR will continue. The management structure for the PHR, however, is unclear to patrons and seems to have been changing frequently. The History Librarian left the RPL in October, 2017. Since the organizational management structure for the PHR has fluxed greatly in the past few years, we would like to know what the plans are for its future set-up, and be assured of an organizational structure that is transparent, coherent to staff and patrons and creates a good working environment. Recent layout changes in Central, that changed the location of the History Librarian's desk, the lack of reference staff resources, and changed policies regarding computer use, have made protection of this valuable collection and provision of customer service more difficult and created an environment that is not conducive for users wishing to do historical, genealogical or related types of research.

Finding spending efficiencies is a good thing, but not at the cost of service to library patrons, through not filling management positions, or cutting out services so that they must then be paid for in the private sector, a subtle privatization.

Recently we have learned that the position of Film Programmer, held by the current staff person for the last 22 years, who is highly respected in the community, as well as the

position of the Film Theatre Clerk, have been cut. These changes to the Film Theatre were made before the results of two public surveys were in, and without consultation with Film Theatre patrons and community partners. The strength of the Film Theatre has been because a local person knows the local Regina community, so that films and special programs can meet the needs and interests of Regina residents. The cutting of these positions, and outsourcing film booking to an Ontario booking agent, will give us less autonomy as it gives us more generic film programming, with the possibility of putting the Film Theatre in competition with other local commercial theatres. It will also will send our tax dollars outside the province (as was done in the past with book cataloguing).

These recent decisions regarding the PHR and the Film Theatre make it appear that these programs, which the people of Regina fought to save in 2003, are being eroded bit by bit.

The RPL is requesting a 0% increase in its mill rate to fund its 2018 budget. FRPL has concerns about this lack of an increase.

Grant revenue is projected to go up 250% this coming year. The prospect that projecting that operational costs will be covered by grants seems risky in that the grants may not necessarily be available and, as a result, either programming is going to change drastically on a year to year basis or there will be an equivalent increase in taxes to cover it next year.

Given the uncertainties regarding the continuation of provincial grants, and the fact that the RPL is currently negotiating a new contract with staff since the contract expired December 31, 2017, will there be enough funds for library operations if the RPL is not asking for any increase in the mill rate on the basis that the currently expanded City tax base is expected to generate additional funds for the RPL with the current mill rate?

The purchase of books is going down by \$31,400 which doesn't sound like much but with an average cost of \$20 per book that is over 1,500 fewer books purchased next year. With the natural attrition of books being what it is, there may either not be money to cover the replacement of books this year or there will be a gradual decline in the number of books available. On the other hand, is the culling of books at RPL unnecessarily extensive? There seems to be lots of empty space on the shelves. Feedback from many patrons indicates their disappointment over the reduction in the number and range of books and journals available on the shelves. Some books may be available through the interlibrary loan system, but did these interesting books really need to be taken out of the RPL system? The practice of emphasizing popular literature means that resources are expended on books that are quickly culled from the system and sold or shredded, while literary books, especially contemporary Canadian literature, are ignored. Is this a wise use of cultural resources? With the emphasis on popular reading materials, there seems to have been a great loss of material and staff resources for reference and research, a role of the library that the general public need and appreciate.

The introduction of the digital media studio at Central Library expands the cultural areas of learning addressed by the library. It is also very capital-intensive, demands specialized staff, risks going out of date fairly quickly, and follows the money spent on the 3-D printer. In making decisions about such expenditures in the future we would encourage the library to consult in advance with other organizations in the film community to avoid duplication and lay the groundwork for collaborative activities. We would like to see public information about how the library measures the success of such innovations and balances them with the need for expenditures on current library services.

In recent years we have seen the continuation of the new Prince of Wales Branch, the relocation of the Regent Place Branch, the extensive redevelopment of George Bothwell Branch with several innovative features, and the long anticipated and welcomed re-opening of the Albert Branch at the māmawêyatitân centre. For all of these developments the RPL should be given great credit. Resources are set aside in the 2018 budget for library developments, presumably ongoing maintenance or minor adjustments to spaces within current branches. What resources are being saved for other future library developments?

While there are continuing maintenance budget demands for the remaining branches, the main major possible redevelopment in the future is Central Library. Some changes have occurred at Central, incorporating new spaces and programs. While the changes are interesting, it seems that the public could have been consulted or notified more before these changes just occurred. Any other major changes to Central Library and its heritage building are something that the general public is concerned about and we expect better consultation and discussion on any plans. And of course, related to the budget, any other major changes would require financing.

We really appreciate the innovation of the RPL, encouraging the library also to maintain what is good in its current services. While we have some questions and suggestions for improvement that we want City Council to understand, we always remain strong supporters of the RPL and other libraries. We promote greater understanding of libraries and the value of libraries.

This was evidenced this spring when FRPL members joined in with thousands of people in locations throughout the province to reverse provincial funding cuts to library services. Throughout the province people participated in a Facebook page, two petitions were circulated, with one being presented in the provincial Legislature, letters were written to MLAs, letters to the editor were sent, and the Drop Everything and Read event was held in 85 locations around the province. The events that occurred helped inform provincial political leaders about the role played by Saskatchewan's libraries and temporarily restore the funding. Continued promotion of the value of libraries by library patrons and library organizations will help ensure funding is maintained and create a recognition of the expanded role libraries can play today as centres for resources and learning.

It is clear that Regina City Council is a strong supporter of the RPL, and must remain so, which is much appreciated.

Thank you for the opportunity to present these comments to City Council.

Sincerely,

Joanne Havelock
Chair
Friends of the Regina Public Library

February 27, 2018

To: His Worship the Mayor
And Members of City Council

Re: 2018 General Operating and 2018 - 2022 Capital Budget

RECOMMENDATION

1. That the 2018 tax-supported General Operating Budget as outlined in Appendix A be approved, including the following details:
 - a. With gross expenditures of \$443,085,200 and a net property tax levy requirement of \$235,937,400;
 - b. The 2018 mill rate of 7.81033 representing a 3.86% increase for all programs and services plus a 1% increase for the Residential Road Renewal Program;
 - c. The funding request for the Provincial Capital Commission, Economic Development Regina (EDR), and Regina Exhibition Association Limited (REAL); and
 - d. The Regina Board of Police Commissioners recommendation of \$87,869,000 be allocated to the Regina Police Services (RPS) budget.
2. That the 2018-2022 General Capital Budget as outlined in Appendix A be approved as follows:
 - a. With total gross expenditures of \$132,422,600 in 2018; and
 - b. multi-year tax-supported capital projects underway in 2018 with gross expenditures of \$40,866,000, as described on page 11 of this report, be approved as follows:
 - i) 2019 - \$31,065,000;
 - ii) 2020 - \$12,400,000;
 - iii) 2021 - \$120,000; and
 - iv) 2022 - \$0.
3. That the Regina Public Library's Board approved budget and mill rate request of 0.71989 for the Regina Public Library be approved.

4. That the City Solicitor be authorized to prepare all necessary bylaws to implement the above recommendations.

CONCLUSION

The recommended General Operating and Capital Budget (2018 Budget) maintains programs and service levels provided in 2017. Further, it continues the commitment for an increased road maintenance program and invests significantly in asset management and renewal to reduce the risk of asset failure and/or service interruptions. The copy of the 2018 General Operating and General Capital Budget (2018 Budget) is presented as Appendix A to this report.

The financial impact of the recommended plan is a total mill rate increase of 4.86%, comprised of a 3.86% increase focused on maintaining programs and services at current levels while continuing to advance our community vision plus a 1% increase for increasing the level of local roadway infrastructure renewal work in 2018. For a typical home assessed at \$350,000, the total annual cost of the recommended budget produces a \$7.70 per month or \$92.40 annual increase (\$73.44 from property taxes and \$18.96 for the residential roads program) compared to 2017 municipal taxes. Actual financial impacts may vary subject to Council's deliberations of the recommendations contained in this report.

The total recommended General Operating Budget in 2018 is \$443.1 million, an increase of \$7.3 million from 2017. Property taxes are the largest single revenue source for the City, representing 53% of 2018's forecast revenues. Increased costs included in the General Operating Fund are due to increases in service delivery costs due to inflation, population growth, and uncontrollable cost increases. These increases have been offset by over \$9 million in reductions and savings in all areas of the organization resulting in an overall increase to City Operations of 0.6% (\$1.6 million). Investments in Capital and Regina Police Service operations make up the balance of the increased costs.

BACKGROUND

Section 128(1) of *The Cities Act* states that "a council shall adopt an operating budget and a capital budget for each financial year". The following report provides Council with a summary of the Administration's recommendations for the General Fund 2018 Operating and 2018-2022 Capital Budgets. The detailed budget plans are included in the City of Regina 2018 Budget attached as Appendix A to this report.

The City's budget is developed in phases and begins with department and branch level planning which identify service priorities, alignment of resources to expected service requirements and the identification of potential gaps and/or risks. In the second quarter of 2017, the Executive Leadership Team directed the development of 2018 budgets that anticipated no changes to approved 2017 expenditure, revenues and staffing levels without the preparation of a business case to support any change. Business cases were expected to be based on the need to sustain existing service levels and to describe the short and long-term costs, benefits and implications of

investing or not investing in a particular service, piece of equipment or infrastructure. Executive review, two Council updates and public engagement activities that included the use of online tools to gather feedback occurred up to the point where the Budget was released for public comment on February 1, 2018. Details of the budget process are provided in the City of Regina 2018 Budget.

Design Regina: The Official Community Plan (OCP) established direction for the City of Regina based on extensive consultation with the community. Considering the decisions of the community within this plan, the work underway to support its goals and objectives, as well as our four-year strategic plan and our longer term master plans, the 2018 Budget sets the fiscal foundation to meeting the needs now and in the future. The 2018 Budget demonstrates Administration's commitment to reasonable, affordable property tax and fee changes that support planned, sustainable growth and maintenance of the City.

The 2018 Budget is not without risk:

- The lack of diversity in other revenues results in significant reliance on property taxes and grants to support the majority of our costs.
- Aging infrastructure and community growth require increased funding to maintain current service levels.
- The slowed economy impacts the fees and charges collected through the use of our recreation facilities and has also produced a decline in the grants received from other levels of government.

The 2018 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. While the reduction in revenues and the cost of delivering service adds some pressure on this goal, the City has proactively identified opportunities to improve or maintain services, while reducing costs.

DISCUSSION

The 2018 Budget recommends an increase in the mill rate of 4.86%. It maintains existing services and service levels provided in 2017.

	Mill Rate Increase (%)	
2017-18 Provincial Budget (annualized)	1.19	
Elimination of Education Tax Collection Fee	0.90	
Provincial Revenue Sharing (economic impact)	0.90	
Total Provincial Impact		2.99
Residential Road Renewal Program	1.00	
Mosaic Stadium	0.45	
Total Council Commitments		1.45
Regina Police Service	1.06	
City of Regina (includes Service Partner funding)	(0.64)	
Total City		0.42
2018 Recommended Mill Rate Increase		4.86%

The table above shows that the mill rate increase is comprised of three components:

- i. *Provincial Impact* - as a result of provincial decisions in 2017, the City of Regina received considerably less funding than in previous years. This amount (2.99%) represents the Budget increase required by the City of Regina to fully account for the lost provincial revenue.
 - The 2017-18 provincial budget made some immediate impacts to our 2017 budget that need to be annualized in 2018.
 - Included in the provincial budget was the decision to eliminate the fee paid to the City for the collection of the education tax on behalf of the provincial government beginning in 2018.
 - In addition, the slowdown in the economy has meant a reduction to the Provincial Sales Tax (PST) collected and a reduction to the amount of that revenue distributed to the City based on a revenue sharing agreement.
- ii. *Council Commitments* - this is funding where City Council has made decisions in the past (1.45%) that carry into this Budget and the future. The 2018 Budget includes a mill rate increase to support the continuation of the Residential Roadways Renewal Program and funding for Mosaic Stadium.
- iii. *City Requirements* - this increase represents the funding required (0.42%), net of the savings found in 2017 and planned for 2018 to support service for the community. This represents the City's operating and capital requirements, including Regina Police Service.

For a typical home assessed at \$350,000, the total annual cost of the recommended budget produces a \$92.40 increase (\$73.44 from property taxes and \$18.96 for the residential roads program) compared to the 2017 municipal portion of property taxes. Regina's property taxes remain relatively low compared to other large Western Canadian cities (Appendix A provides comparisons).

The bylaws to formally levy the mill rate will be brought forward in the spring of 2018 when the Provincial Government provides the City with the mill rates for the school divisions. At that time, City Council will also approve the mill rates for the business improvement districts, as well as the Regina Public Library and the City.

2018 Budget Process

The development of the annual budget is anchored to the outcomes decided by members of the community and identified in the OCP. The OCP sets the stage for business planning and is supported by the City's four-year strategic plan. In addition to these, Administration has developed longer term master plans in specific areas to guide the direction and sequence activities that ensure financial and resource management.

The 2018 Budget process included:

- a) A structured approach to making service level choices - To support a clear understanding of the services provided by the City and the cost associated with those services, a standard business case template used to describe the service, service level and required change to capital and/or operating costs required to maintain existing service levels. The Executive Leadership Team (ELT) established goals for the 2018 Budget were to maintain services and service levels, manage growth in the community, ensure sustainability of the assets and maintain affordability. Business cases were reviewed, endorsed or denied based on the merit of the case presented.
- b) Council Budget Workshops - The 2018 Budget reflects Administration's best advice on how to achieve Council's policy and service priorities, given current resources. Ultimately, Council determines the programs and services to be included in the 2018 Budget. Administration is committed to improving the level of consultation with Council during the budget development process in order to ensure the recommendations meet Council's needs. This was done through workshops with Council during the development of the 2018 Budget to receive feedback. The first workshop was the beginning of the process to receive Council's advice on direction and the second is an overview of the draft budget and a review of the corporation's financial condition.
- c) Enhanced reporting - The 2018 Budget presents information in a way that will provide increased understanding for the reader about the economic environment in which the City provides its programs and services, the City's financial condition and the relationship between planned service levels and the costs required to support them. Following guidance from the Government Financial Officers Association (GFOA) on the presentation of clear, understandable and complete budget documents, the 2018 Budget book provides details about the General Fund, and the Costing Fund:
 - i. *General Fund* - is used to fund the operating and capital costs for the majority of the City programs and services;
 - ii. *Costing Fund* - is a mechanism used to track the full cost of providing services by allocating various costs between departments to match costs with the services they are intended to support. This includes costs such as vehicles, equipment and other indirect administrative support that are managed by one department, but funded by the departments using the equipment or service throughout the year.

The 2018 Utility Budget, fully supported by the Utility Fund, was approved by Council on December 18, 2017. It included an overall increase of 2% for water, wastewater, and water treatment services. The operational detail section in the 2018 Budget Book contains information about the 2018 utility budget. This is provided for transparency purposes and to present a consolidated view of the 2018 General and Utility Budget for the City of Regina.

Influencing Factors

In anticipation of the 2018 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 picking up from the last two years, but the impact of the economic downturn is still being felt in provincial and municipal budgeting.
- Regina is forecast to have an economic rebound in 2017 with Gross Domestic Product (GDP) growth of 2.9% but it is expected to taper off slightly in subsequent years. From 2018 to 2021, the average GDP growth is expected to be 2.2%, considerably lower than the 5.9% growth in 2013.
- Regina's employment growth has slowed down over the last two years. Job growth is anticipated to be less than 1% for each of 2017 and 2018.
- Regina's unemployment rate in 2017 is forecast at 5.2% and to remain steady at about that level for the subsequent four years.
- Total housing starts in 2017 are forecast to increase significantly to about 1,800; from just over 1,500 in 2016. Starts are expected to remain between 1,700 and 1,800 annually for the foreseeable future.
- The following mill rate increases for 2018 have been allocated through previous Council decisions:
 - 1% to Residential Road Renewal Program
 - 0.45% to Mosaic Stadium
- Reductions in the 2017 - 2018 Provincial Budget have been annualized in the City's budget, which will result in lost revenue.
- Provincial Sales Tax (PST) revenues declined by 5%. This will have an impact on provincial revenue sharing for the City of Regina.

Budget

The General Operating Budget represents the majority of programs and services provided by the City and is tax-supported. These services include:

- Public Safety and Security - such as policing, fire protection and bylaw enforcement;
- Public Health and Well-being - such as solid waste collection and recycling;
- Management of Assets - such as roads, bridges, facilities, transit and traffic control; and
- Quality of Life - such as parks, recreational services, grants to community service organizations, and urban planning and development oversight.

General Operating Revenues

The overall increase in revenues projected in 2018 is \$7.3 million as reflected in the table below and is made up of the following:

- \$11.9 million increase in taxation revenue:
 - \$11.2 million increase as a result of the proposed 4.86% mill rate increase
 - \$2.6 million increase in property tax revenues resulting from new homes being added to the assessment roll, consistent with previous periods
 - Loss of \$1.9 million due to the elimination of the fee paid to the City for the collection of the education tax on behalf of the province in the form of education tax collection
- \$1.8 million reduction in government grants that is mainly due to decline in Provincial Sales Tax (PST) revenue offset by an increase to transit and paratransit grants

- \$0.2 million reduction in Licenses & Levies is mainly due to adjustments to more accurately reflect actual revenues earned in the previous year
- \$0.4 million reduction in fees and charges mostly influenced by a decrease to transit revenue due to ridership offset by an increase in red light camera revenue
- \$3.1 million reduction in other revenues that is made up of:
 - \$2 million reduction in SaskPower and SaskEnergy grants in lieu
 - \$1.1 million reduction to various revenues to more accurately reflect actual revenues earned in the previous year
- \$1.0 million increase in fees and charges for Regina Police Service received from the province

						Budget Change	
Revenue (\$000s)	2015 Actuals	2016 Actuals	2017 Budget	2017 Forecast (Sept)	2018 Budget	Dollar Change	Per Cent Change
General Fund							
Taxation	195,926.2	206,340.2	224,050.1	223,791.0	235,937.4	11,887.3	5.3
Government Grants	44,294.3	44,856.7	42,630.7	43,592.0	40,829.2	(1,801.5)	(4.2)
Licenses & Levies	13,858.9	13,845.9	13,865.7	14,447.9	13,645.7	(220.0)	(1.6)
Fees & Charges	63,282.8	66,744.9	74,780.4	72,614.2	74,333.2	(447.2)	(0.6)
Other Revenues	94,211.6	90,311.2	71,562.0	69,440.4	68,459.1	(3,102.9)	(4.3)
Civic Total (General Fund)	411,573.7	422,098.9	426,888.9	423,885.5	433,204.6	6,315.8	1.5
Police Revenues							
Fees & Charges	9,334.1	9,788.1	8,849.8	8,849.8	9,880.6	1,030.8	11.6
Other Revenues	5.3	-	-	-	-	-	-
Police Total	9,339.5	9,788.1	8,849.8	8,849.8	9,880.6	1,030.8	11.6
Total General Operating Revenues	420,913.2	431,887.0	435,738.7	432,735.3	443,085.2	7,346.6	1.7

Note: Police Revenues are external funding received from provincial and other third parties to support various programs.

General Operating Expenditures

The General Operating Expenditures fund the majority of the City's programs and services as reflected on the table below and totals \$443.1 million, an increase of \$7.3 million from 2017.

Operating Expenditures are impacted by a number of factors. The majority of the proposed increase in operating spending is the result of costs associated with maintaining existing programs and services at their current level, such as increases in staff salaries and benefits. These costs have been limited to a 0.6% increase. In addition to these operating costs, incremental funding has been allocated to capital to support the renewal and maintenance of assets used to provide services.

The City's services can be significantly impacted by increasing costs of commodities (fuel, electricity etc.); other contractual obligations (insurance premiums, banking services); and exchange rate increases associated with equipment and supplies purchased from the United States. These uncontrollable price increases cannot necessarily be managed by doing less, renegotiating a different price or going to a different supplier.

The cost of maintaining services is also affected by the growth of the City. As the City continues to grow, so does the inventory of assets that must be maintained. Services like winter road

maintenance, concrete/road maintenance, street sweeping and parks require incremental resources to ensure that service levels are maintained in accordance with Council policy and community expectations.

Work began in 2017 and continued as part of the development of the 2018 Budget to find \$9.4 million in savings over the last two years. This budget includes permanent, ongoing savings that offset the increased cost of delivering services and limits the impact of a mill rate increase. These savings include:

- \$2.3 million in costs associated with the increase to the PST rate in 2017. Departments within the City have absorbed these costs within their existing budget.
- \$1.7 million savings for the elimination of vacant positions. This change has not resulted in the layoff of permanent staff.
- \$1.6 million reduction in the transfer to reserves. This reduction has been achieved largely because of federal funding received through the Public Transit Infrastructure Funding Program in 2017 that resulted in a number of new and replacement buses being purchased resulting in a reduction in the age of the transit fleet. Administration also undertook a review of the useful life of its civic vehicles fleet. Both of these items have resulted in lowering the annual funding required to plan for future replacement without impacting service levels.
- \$3.8 million in savings identified across the organization that have reduced costs, while maintaining services to residents. Savings include:
 - administrative cost savings including reductions to tuition, seminars, and conference costs
 - reduction in professional service expenditures (e.g. financial, consulting services, etc.)
 - changing the way services are delivered that result in maintaining service levels but reducing costs such as using the systematic plough route to reduce haul times and overlap, implementing a consignment agreement for vehicle repair parts (only pay for parts when pulled from inventory/used), and reducing costs of winter road maintenance by implementing the liquid salt program
 - reducing budgets to reflect historic levels of actual expenditures

The General Operating expenditures, including the Regina Police Service are projected to increase by \$7.3 million in 2018. The highlights of the table below are as follows.

- \$1.6 million (0.6%) increase to support the cost of service delivery, including:
 - salary and benefit increases associated with negotiated collective agreements. For the past five years, salary costs have consistently made up approximately 55% of the City's annual operating costs;
 - decrease in a number of other operating expenses as a result of the more than \$9 million in savings described above.
- \$2.4 million increase in the transfer from General Operating revenues to tax-supported capital projects. This increase includes a \$3 million increase in Current Contributions to Capital, offset by a \$938,000 reduction in debt charges.
- \$3.4 million increase in funding to Regina Police Service that is mainly salary and benefit costs.

Expenditures (\$000s)	2015 Actuals	2016 Actuals	2017 Budget	2017 Forecast (Sept)	2018 Budget	Budget Change	
						Dollar Change	Per Cent Change
General Fund							
Salaries & Benefits	150,135.6	157,079.8	163,581.6	158,499.6	166,743.9	3,162.3	1.9
Office & Administration	6,860.4	8,480.1	7,685.5	7,129.2	7,881.7	196.2	2.6
Professional Services	25,703.0	26,516.4	31,689.9	28,829.6	29,610.7	(2,079.2)	(6.6)
Goods & Materials	7,792.4	7,024.8	7,226.7	6,774.5	6,676.0	(550.7)	(7.6)
Other Expenses	15,669.9	15,704.1	13,905.6	16,747.8	16,079.7	2,174.1	15.6
Intramunicipal	39,421.4	40,535.4	42,207.5	40,397.5	40,859.8	(1,347.7)	(3.2)
Civic Operational Total (General Fund)	245,582.6	255,340.7	266,296.8	258,378.2	267,851.8	1,555.0	0.6
Community Investments	10,764.3	10,670.7	11,717.6	10,402.6	11,699.6	(18.0)	(0.2)
Allocation to Capital	48,165.9	53,501.9	56,535.3	55,597.5	58,929.4	2,394.1	4.2
Transfers to Reserves	39,014.3	30,904.0	16,679.2	20,055.1	16,735.5	56.3	0.3
Civic Other Expenditures (General Fund)	97,944.4	95,076.6	84,932.1	86,055.2	87,364.5	2,432.4	2.9
Total General Operating Expenditures	343,527.1	350,417.3	351,228.9	344,433.4	355,216.2	3,987.3	1.1
Police Expenditures							
Salaries & Benefits	67,840.0	71,729.6	74,427.8	74,427.8	77,922.0	3,494.2	4.7
Office & Administration	2,030.1	2,370.4	2,683.0	2,683.0	2,618.8	(64.2)	(2.4)
Professional Services	2,444.7	2,700.3	2,435.5	2,435.5	2,527.3	91.8	3.8
Goods & Materials	2,531.6	1,957.7	1,895.3	1,895.3	2,034.3	139.0	7.3
Other Expenses	1,550.8	1,704.9	2,072.9	2,072.9	1,824.9	(248.0)	(12.0)
Intramunicipal	878.4	958.3	990.1	990.1	936.5	(53.6)	(5.4)
Community Investments	5.2	5.2	5.2	5.2	5.2	-	-
Transfers to Reserves	105.2	43.5	-	-	-	-	-
Police Expenditures	77,386.1	81,469.8	84,509.8	84,509.8	87,869.0	3,359.2	4.0
Total General Operating Expenditures	420,913.2	431,887.1	435,738.7	428,943.2	443,085.2	7,346.5	1.7

Note: Police Expenditures are offset by external funding received from provincial and other third parties to support various programs.

Request for Full-Time Equivalent Positions

The 2018 Budget includes an overall reduction of 27.2 full-time equivalent (FTE) positions in the General fund (including the general fund, costing fund, and general capital, excluding the Regina Police Service). Regina Police Service increases by 12 FTEs, mainly funded by the provincial government and other third parties to support various programs.

Administration's budget development included the analysis of the staffing needs to meet service levels. By balancing the staffing needs with the available resources, the staffing allocations were made to meet the need and bring the total general operating budget staffing complement (permanent and casual) down to 2,564.9 FTEs while the overall complement is reduced by 10.8 to 2,836.4 FTEs (including Utility Operating and Utility Capital).

2018-2022 General Capital Budget

Each year Administration submits a five-year Capital Plan to City Council in accordance with the *City Manager's Bylaw* 2003-70. The 2018 - 2022 General Capital Plan includes capital programs and projects.

- a) Capital programs are the on-going investments for renewal and rehabilitation work related to the City's major infrastructure that are needed to ensure that assets are functioning optimally and to prevent further deterioration.
- b) Capital projects are investments that result in new assets. They include the expansion of existing assets, such as roads, or the construction/acquisition of new assets.

The comprehensive 2018-2022 General Capital Plan, highlighted in the City of Regina 2018 Budget, includes a total gross expenditure of approximately \$583.6 million. The majority of the capital funding is being used to address the maintenance and renewal of our infrastructure and other assets to extend their useful life.

General Capital 2018-2022 (\$000's)

	General Capital	Police Capital	Total Expenditures
2018	127,452	4,970	132,422
2019	126,919	6,253	133,172
2020	97,697	3,840	101,537
2021	92,573	3,325	95,898
2022	117,165	3,415	120,580
Total	561,806	21,803	583,609

The proposed 2018 total Capital Budget is \$132.4 million. Additionally, there are capital projects worth a combined \$18.5 million carried forward from previous periods.

In general, the capital plan is funded by current contributions to capital, reserves, previously approved debt financing, and service agreement fees.

Current Contributions to Capital

The City is continuing to dedicate more of its tax-supported budget to fund capital programs and projects. The City of Regina 2018 Budget, attached as Appendix A, outlines the transfers from the General Operating Budget to capital.

Expenditures (\$000s)	2015 Actuals	2016 Actuals	2017 Budget	2017 Forecast (Sept)	2018 Budget	Dollar Change	Per Cent Change
General Fund							
Current Contributions to Capital - Civic	31,666.8	37,067.2	39,825.1	39,825.0	40,861.8	636.7	1.6
Current Contributions to Capital - Police	2,763.7	2,747.0	2,143.0	2,143.0	4,438.2	2,695.2	125.8
Debt Charges	13,735.4	13,687.7	14,567.3	13,629.5	13,629.5	(937.8)	(6.4)
Total General Operating Expenditures	48,165.9	53,501.9	56,535.4	55,597.5	58,929.5	2,394.1	4.2

As shown in the table above, the City is increasing its contribution to capital by \$3 million to support civic and police capital needs in 2018. Debt charges are declining in 2018 and include debt payments related to financing for the General Capital Program as well as Mosaic Stadium. Debt payments for Mosaic Stadium are funded by dedicated revenue sources, including a 0.45% mill rate increase, any interest revenue earned by Mosaic Stadium and by a withdrawal from the Regina Revitalization Initiative Stadium Reserve, if required.

Reserves

The use of reserves to fund capital investments is continuing to increase. Reserves serve a number of purposes, one of which is to set aside funds for future, planned capital expenditures and limit the impact on taxes in any given year. As noted in the budget book, all reserves, with the exception of the Land Development Reserve are expected to remain in a positive balance in 2018. Based on current information and assumptions, the future projected draws on the reserves result in a fluctuation in the balances of individual reserves over the next five years (positive and negative ending balances). All reserves will continue to be managed to find ways to maintain a positive balance in the future.

Reserves provide financial sustainability and flexibility to address emerging issues, alleviate the effect of spending decisions on property taxations, and minimize the use of debt to finance capital projects. Determining the sufficiency and appropriateness of reserve levels is a matter of judgement. The amount of funding currently held in reserves is relatively low in comparison to the value of our assets. Reserves are projected to decrease to \$63.4 million by the end of 2019 and then increase to approximately \$101 million by 2022. This decrease from the projected 2017 balance of \$85.3 million is caused by the City investing in more capital projects over the next couple years.

Debt Financing

The City's reliance on its own sources to fund capital investments has impacted the reliance on debt. While the issuance of debt can provide funds for increased capital investment, the amount owing plus the related interest must be paid in future years from operating funds. Debt is a trade-off between increased fiscal flexibility in the short-term versus reduced fiscal flexibility over the term of the repayment.

The City of Regina has an approved debt limit of \$450 million. The December 31, 2018 outstanding debt balance is projected to be \$201 million and is projected to decrease to \$195.6 million at the end of 2019, as noted in the City of Regina 2018 Budget. Total City of Regina debt is projected to be around \$320 million when Utility debt is included.

While no new debt is required in the 2018 Budget, the five-year Capital Plan will require the City to analyze various sources of financing to meet the future projected capital requirements. Debt will not be issued without City Council approval.

Service Agreement Fees

The City of Regina enters into agreements with private developers to undertake green field development in the City. Developers have been required to provide upfront servicing of lots (water, sewer, roads, etc.) directly as part of their agreement with the City.

In addition to directly delivering basic servicing, developers also pay a Service Agreement Fee (SAF) to the City on a per hectare of land basis that is used towards the construction of infrastructure to support new development. These are costs of connecting to the City system including such things as adding traffic signals, widening roads, and increasing the capacity of water and sewer trunk lines to accommodate new development.

Residential Roads

Consistent with Council direction, Administration has included in its proposed 2018 Budget a dedicated mill rate increase of 1% for the renewal of residential roads. As part of the 2015 Budget, Council approved a long-term Residential Road Renewal Program funded by a dedicated 1% mill rate for five years (2015 - 2019). This program will continue to improve the condition of residential roads within the 'poor' category and deliver a program of on-going preventative maintenance and rehabilitation for roads in 'good' and 'fair' condition.

Multi-Year Capital Projects

Recommendation 2. b., if approved, recognizes the multi-year financial commitments associated with capital projects that require more than one year to complete. Approving funds in 2018 through to 2022 for projects that commence in 2018 allows the City to commit the total cost of the project from tendering through to their completion.

The table below details the new multi-year projects to begin in 2018 and the existing Council approved multi-year projects.

2018 to 2022 General Fund Capital Plan - Committed Projects (\$000s)

Division	Department	Project/Program Name	Carry Forward from Previous Years	2018	2019	2020	2021	2022	Five-Year Budget Total	Total With Carry Forward
City Planning & Development	Development Services	Comprehensive Zoning Bylaw Review	1,005	-	500	-	-	-	500	1,505
		Implementation of Planning and Building Software	-	250	-	-	-	-	250	250
		Pasqua Street South of Dewdney Ave Roadway Improvements	-	1,100	-	-	-	-	1,100	1,100
		Wascana Parkway and Highway No.1 Intersection Capacity Upgrades	-	-	450	-	-	-	450	450
	Planning	Saskatchewan Drive Corridor Plan and Coordination Initiative	-	-	500	-	-	-	500	500
City Planning & Development Total			1,005	1,350	1,450	-	-	-	2,800	3,805

City Services	Fire & Protective Services	Civic Radio System Replacement	-	569	-	-	-	-	569	569
	Transit	Transit Scheduling Software	-	200	-	-	-	-	200	200
City Services Total			-	769	-	-	-	-	769	769
Corporate Services	Facilities Management	Mosaic Stadium Decommissioning	-	1,337	-	-	-	-	1,337	1,337
		Neil Balkwill Renovations	-	1,300	-	-	-	-	1,300	1,300
		Parks and Facilities Yard Facilities Development	-	6,400	4,900	2,700	-	-	14,000	14,000
		Transit Fleet Maintenance Facility	3,776	12,415	12,375	1,900	-	-	26,690	30,466
		Waste Management Centre	3,558	11,900	11,600	7,800	-	-	31,300	34,858
	Land & Real Estate Management	South East Land Development	9,487	5,000	-	-	-	-	5,000	14,487
Corporate Services Total			16,821	38,352	28,875	12,400	-	-	79,627	96,448
Transportation & Utilities	Roadways & Transportation Services	Fleet Addition - Motor Graders	-	-	550	-	-	-	550	550
		Ice Control Equipment Upgrade	-	-	190	-	120	-	310	310
Transportation & Utilities Total			-	-	740	-	120	-	860	860
Organization & People	Communications & Customer Experience	Regina.ca & CityApp Redesign	715	395	-	-	-	-	395	1,110
Organization & People Total			715	395	-	-	-	-	395	1,110
Total General Fund			18,541	40,866	31,065	12,400	120	-	84,451	102,992

By approving the commitment of these funds, the City increases the assurance among bidders that the corporation will fund the entire project. This should increase the attractiveness of the City's bid calls for the work and facilitate more competitive bid pricing. It also maximizes the flexibility and accountability for managing the capital budget by matching the provision of funds with the year in which they are required, which is a best practice in capital budgeting. Council maintains the discretion to cancel any project at any time, following consideration of the costs associated with doing so.

Service Partner Budgets

The City works with key service partners, including the Provincial Capital Commission, Economic Development Regina (EDR), and Regina Exhibition Association Limited (REAL). Each organization makes an annual request to City Council for funding through the Executive Committee (EX17-40, attached as Appendix D). The table below reflects the funding for each of these agencies included in the 2017 Budget, the amount requested in 2018, and the level of funding included in the proposed 2018 Budget.

Expenditures (\$000s)	2017 Budget	2018 Request	2018 Budget	Dollar Change	Per Cent Change
General Fund					
Economic Development Regina	1,819.5	1,719.5	1,719.5	(100.0)	(5.5)
Regina Exhibition Association Limited	400.0	400.0	400.0	-	-
Provincial Capital Commission	2,912.0	2,719.0	2,719.0	(193.0)	(6.6)
Total General Operating Expenditures	5,131.5	4,838.5	4,838.5	(293.00)	(5.7)

Provincial Capital Commission

The Provincial Capital Commission is responsible for managing 2,300 acres of park land within the boundaries of the City. The Provincial Capital Commission is established through provincial legislation and is governed by a Board of Directors that make up the three principle funding partners - the Government of Saskatchewan, City of Regina and University of Regina. Funding to the Provincial Capital Commission supports the overall maintenance of Wascana Park. The City also contracts directly with the Provincial Capital Commission to provide improvements on City owned lands within the park.

Funding for the Provincial Capital Commission is legislated by *The Provincial Capital Commission Act* which prescribes the proportional shares of 55% to the Province of Saskatchewan, 30% to the City of Regina and 15% to the University of Regina.

The Provincial Capital Commission has requested total funding of \$2.7 million in 2018 from the City of Regina, which is a decrease of \$193,000 from the current level of funding. The decrease is due to removal of one-time expenditure in 2017 for the upgrade of Candy Cane Park.

Economic Development Regina

EDR is responsible for advancing economic development and tourism in the Regina region. The agency has an economic development division that develops strategies to attract investment in the region and promote business and career development. The tourism division works collaboratively with the tourism sector partners to promote Regina as a destination of choice.

EDR receives core funding from the City of Regina and also raises additional funds from other partnerships. In 2017, the City's core funding totalled 57% of EDR's total revenue.

EDR has requested a budget of \$1.7 million in 2018; the decrease of \$100,000 from 2017 is due to removal of one-time capital expenditure for Advantage Regina.

Regina Exhibition Association Limited

REAL is a not-for-profit organization that is responsible for the stewardship, development, promotion and overall management of Evraz Place. Evraz Place is a large, multi-purpose event complex with over 1.2 million square feet of fully connected indoor space and over 30 acres of outdoor usable space.

The City of Regina became the owner of all issued Class A voting memberships of REAL in 2014 with the signing of the Unanimous Membership Agreement. Historically, REAL has received \$400,000 annually from the City. The revenues to support the ongoing business of REAL are generated through the operation of world-class hospitality for trade, agri-business, sporting, entertainment and cultural events. Budget level remains unchanged for 2018.

Other Budgets

The Regina Police Service submits its budget request to the Board of Police Commissioners who, in turn, make their recommendation to City Council for approval. The Regina Public Library requests a separate mill rate approval from City Council.

Regina Police Service

As described by the RPS within the January 29, 2018 report to Council (CR18-4) attached as Appendix C), the RPS 2018 budget continues to reflect the Regina Police Service 2015 - 2018 Strategic Plan. The 2018 operating budget anticipates a net operating budget of \$78 million, including revenues of \$9.9 million. Generally, this reflects the increased staffing costs and new provincially funded programs.

Recommendation 1.d. of this report, supports the approval of the Regina Police Service Board of Police Commissioners approved budget. As a result, those costs are included in the total General Operating Budget described in Recommendation 1.

Regina Public Library

The Regina Public Library (RPL) promotes and supports cultural, economic, educational and recreational development in the City through collections, programs and services. The Board of the RPL has approved the library's budget and has requested a mill rate of 0.71989 for 2018; no increase from 2017. If approved by Council, Administration will bring forward a bylaw in the spring of 2018 to formally levy the mill rate.

RECOMMENDATION IMPLICATIONS

Financial Implications

The financial implication of the recommended General Operating Budget is an increase in the property tax mill rate to 7.81033, representing a 4.86% increase from 2017. This provides 2.99% to address a decrease in third party funding, 0.42% to cover the City's operating and capital requirements, including Regina Police Service, 0.45% for funding the Mosaic Stadium financing plan and dedicates 1% to a Residential Road Renewal Program.

The City of Regina has received an AA+ stable credit rating since its first rating was issued in 1989. According to Standard and Poor's (S&P), this consistently strong rating is reflective of the City's ongoing commitment to sound fiscal management. An "AA+" rating means that S&P believes the City has a very strong capacity to meet financial commitments and maintain debt levels that do not vary substantially from forecasts. Reasons for the rating include the City's ability to readily access funds and relatively low taxation levels, and a positive opinion about the City's financial management. It also reflects S&P's favorable opinion about the local economy. The "stable" outlook means S&P expects the City to continue to benefit from strong budgetary performance and relatively low debt levels.

While the City of Regina currently has a relatively healthy financial condition and a strong credit rating, the corporation relies heavily on its own sources of funding to finance its operating and capital needs. This reliance means that capital projects are financed through the use of reserves, debt and an allocation of funding from annual taxation revenue (current contributions to capital).

The 2018-2022 total recommended General Capital Budget represents a \$583.6 million investment over five years. There is no plan to utilize debt to fund capital in 2018.

For the typical residential customer with a home valued at \$350,000, the recommended 2017 mill rate increase of 4.86% will result in an approximate property tax increase of \$92.40 per year; an increase of \$7.70 a month.

Environmental Implications

None specifically related to this report.

Policy and/or Strategic Implications

The recommendations in this report and the resulting 2018 Budget align to the strategic objective to ‘deliver reliable service’ as described in the City of Regina’s Strategic Plan while continuing to make some investments to advance our vision.

Other Implications

None specifically related to this report.

Accessibility Implications

The recommended 2018 Budget continues to fund a variety of accessibility initiatives that were implemented in previous years.

COMMUNICATIONS

The objectives of communication activities related to the recommended 2018 Budget are to help residents better understand the challenge of balancing service expectations with fiscal realities, to share information about the corporation’s financial condition and to encourage interested stakeholders to provide feedback. On September 14, 2017, an interactive, online budgeting tool was launched that invited residents to make choices involved in balancing a municipal budget. Submissions through the interactive tool were accepted until October 15, 2017. More than 200 provided feedback about how they would balance the City’s budget. While the response rate does not provide a representative sample, it does provide an opportunity for residents to express their opinion on the budget.

Respondents indicated that the City should maintain current funding for Roads & Transportation, Community Service, and Solid Waste, and decrease funding for Community Investment, Parks & Open Spaces, Planning & Development and Transit.

Other activities included two workshops with Council and a variety of communications through print, traditional media and digital channels. Further, a public review period from February 1 to February 26, 2018 preceded Council's consideration of this report. This included a variety of communications through print, radio and digital channels directing residents to full details on the proposed 2018 Budget at Regina.ca/budget.

DELEGATED AUTHORITY

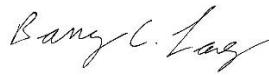
The recommendations in this report require City Council approval.

Respectfully submitted,



June Schultz, Director
Finance

Respectfully submitted,



Barry Lacey, Executive Director
Corporate Services

Report prepared by:

Trevor Black, Manager, Budget & Financial Services



City of Regina Vision:

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

Advancing Our Community Vision



2018 General Operating Budget
2018-2022 General Capital Program

City of Regina



Letter from the City Manager

February 1, 2018

To: His Worship the Mayor and City Councillors

Re: General Fund 2018 Operating and 2018-2022 Capital Budget

On behalf of Administration, we are pleased to recommend the City of Regina's General Fund 2018 Operating and 2018-2022 Capital Budget for your consideration and adoption as per Section 128 of *The Cities Act*. The City of Regina's Utility Fund 2018 Operating and 2018-2022 Utility Capital Budget were approved by Council on December 18, 2017.

The proposed General Fund 2018 Operating and 2018-2022 Capital Budget makes strategic choices to advance our vision of a vibrant, inclusive, attractive, sustainable community. It builds on the significant work done in 2017 to adapt to the fiscal challenges facing municipalities and the provincial government as a result of economic changes, primarily in the resource sector. In the 2018 Budget, the City will incur a revenue loss of \$4.6 million as Saskatchewan's 2017-2018 Budget impacts are annualized. In addition, the provincial Revenue Sharing Grant is forecast to be \$2 million less in 2018, a 5% reduction from 2017.

In the 2018 Budget, the City will incur a further revenue loss of \$4.6 million as Saskatchewan's 2017-2018 Budget impacts are annualized and implemented in 2018. In addition, Saskatchewan's economy is growing at a slower pace than in recent years. This continues to have a negative impact on the Revenue Sharing Grant which is forecast to be \$2 million less in 2018, a 5% reduction from 2017. Financial pressure to reduce costs is significant and the City has responded in the 2018 Budget. Overall, the City has found over \$9 million in ongoing savings over 2017 and 2018.

The 2018 Budget's goals echo those in the 2017 Budget as follows:

- Maintain services and service levels
- Minimize impact on employees
- Continue to invest in infrastructure renewal
- Manage growth efficiently and effectively
- Leverage third party funding from the provincial and federal governments
- Maintain affordability for Regina residents

Summaries:

The 2018 General Operating Budget is based on projected revenue and expenses of \$443 million, an increase of \$7.3 million from 2017. Highlights include:

Funding for the Regina Police Service and Regina Fire & Protective Services is increasing by \$4.3 million. In addition, Council has approved a \$37 million investment in a new Regina Police Service complex to meet the City's number one facility need.

The General Fund operating budget increase is essentially limited to 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 and eliminate vacant positions. Total Civic Operating Expenses are increasing by 0.6%. The remaining increase includes a 4.0% increase for Regina Police Service and a 4.2% increase in capital allocation. There is also a 4.3% increase for Regina Fire & Protective Services within the City Services Division.

The 2018 General Capital Budget totals \$132 million funded through current contributions to capital, reserves, third party funding primarily from cost-shared federal government infrastructure programs and other revenue, like developer and service agreement fees. Of note, the 2018 Budget increases the annual current contribution to capital from \$42 million in 2017 to \$45 million in 2018. Investing in infrastructure renewal to extend the life of the City's assets remains a priority. Major projects include:

- \$18 million for the Street Infrastructure Renewal Program
- \$9.7 million for the Residential Roads Renewal Program which is funded through a dedicated 1% mill rate
- \$4.9 million for Bridge Infrastructure Renewal including realigning Eastgate Drive with a new bridge structure over Pilot Butte Creek
- \$8.8 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
- \$11.9 million for a Waste Management Centre in 2018 to better meet current and future program needs
- \$12.4 million to construct a new Transit Fleet Maintenance Facility as the current facility no longer meets the functional requirements necessary to deliver required service levels
- \$12 million toward the planning, design and build of a complex for Regina Police Headquarters

Administration is proposing a 3.86% municipal mill rate increase, in addition to the previously approved 1% dedicated to the Residential Roads Renewal Program. The impact on the homeowner with an average assessed home value of \$350,000 is an additional \$7.70/month for the municipal portion of property taxes.

The proposed 2018 Budget was challenging. Given the current economic environment, this is a realistic budget that makes strategic choices in order to maintain services levels, invest in infrastructure renewal and maintain affordability for Regina residents. There is a future risk in the City's flexibility to react to unexpected opportunities and emergencies. Financial and human capacity to continue meeting resident needs and expectations is limited and is concerning to Administration. We continue to carefully manage expenditures and expectations, while advancing our community vision, within the limitations imposed by the current climate.

Respectfully submitted,



Chris Holden

City Manager

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Influencing Factors

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 four-year strategic objectives provide direction when developing the annual budget. In addition, more immediate-term issues, including current economic conditions, are added context into budget development for the General Operating Fund.

Community profile

Regina is Saskatchewan's capital city. It has a population of 225,000 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 25 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.

The City 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 have 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 in recent years leveled off in 2015 and 2016 with virtually no growth in GDP. However, the Conference Board of Canada projects a return to growth in 2017, estimating GDP growth at a relatively healthy 2.9% tapering off to 2.1% in 2018.

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 2018, the City of Regina is making strategic choices to support the Official Community Plan and our vision of a vibrant, inclusive, attractive, sustainable community. A primary focus is to maintain the City's core business of delivering reliable services to residents. There are a number of factors that influence the City's ability to achieve that focus.

Rebasing the City's Budget in the new Economic Reality

A major challenge in 2018 is the need to accommodate the decisions of the 2017-2018 Provincial Budget, which resulted in a loss of nearly \$20 million in a combination of revenues decreases and cost increases. In response to this change, the City introduced an amended 2017 Budget. While many of the changes in the amended 2017 Budget were ongoing and contributed to addressing the shortfall in the long-term, other choices were made that were one-time and require that, in 2018, we continue the effort to secure the remaining amount.

Administration has spent much of 2017 identifying potential cost savings as input to the 2018 Budget.

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.

As a consequence of the last strategic plan, the City now has a 20-year Long Range Financial Model. This model is a useful planning tool. It can identify where there is financial risk, particularly to the sustainability of services and service levels. The Model also allows for testing scenarios to understand the implications of major financial decisions.

Understanding How and What We Deliver

The City of Regina delivers 65 services. But the City has not always done a good job of ensuring that those services are delivered consistently and cost-effectively. As the City moves forward to provide residents with reliable, sustainable services that are affordable, tools and systems need to be explored to ensure consistency and cost-effectiveness. The City's plan for the coming years is to analyze each service, document service levels and costs, ensure that standard operating procedures are consistent with those service levels 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 engaging residents in a dialogue about how to make our services more sustainable and building trust in the City's ability to do so. Residents need to be assured that our service levels and standard operating procedures represent the most effective and efficient choices that can be made. 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. These include customer service monitoring, monitoring of the implementation of service levels, employee performance enhancement and service reviews.

The City will use these reviews 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 are needed today.

Citizen Engagement

The City has always made citizen engagement on specific issues a priority. The City works with stakeholders, community organizations and partners to develop and implement policy initiatives and seeks input on service and policy changes. For example, *The Smoking Bylaw* was updated in 2017 with input from more than 9,400 residents – the highest in recent memory. This input guided Administration and Council on updates to the bylaw. The City will continue to engage residents and seek input on major policy changes.

On the other hand, the City has not always ensured that residents understand the broader role of the City, what services it delivers, what they cost and how they are paid for. As the City works to advance such major issues as asset management and long-term financial viability, it will be essential to engage residents in a broader discussion of service priorities and affordability.

Employee Engagement and Retention

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. 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 has been recognized as one of Saskatchewan's Top Employers for 2018 based on an evaluation using criteria such as physical workplace, performance management, training and skills development and community involvement. The City is working to develop a strategy that will see employees' performance enhanced – that they are committed to customer service, familiar with and capable of delivering standard operating procedures and service levels, 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 current service levels. 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 2018, the City will have developed an asset condition index for all key assets. 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. Water and Wastewater Master Plans are in development. Within the next few years, Solid Waste, Fire, Open Space, Recreation 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 service levels and standard operating procedures will help mitigate this issue.
- **Slowing Economy** - The City secures resources to deliver services to residents in a variety of ways. 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 seen, 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 used 2017 to develop a new Strategic Plan, *Making Choices Today to Secure Tomorrow: Advancing the Official Community Plan*. 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. This new strategic effort will require a shift in focus from year-to-year planning and budgeting to looking at the long term, recognizing that significant resources are required for asset renewal, some of which last 100 years. It will require that Administration engage with City Council and residents so that they understand these long-term obligations as part of the full cost of the services they receive. 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*. Developed through extensive community engagement, the OCP is as much a city document as it is the community's document. Because the OCP describes the future state, the City needs to ensure choices made move forward to toward achieving 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. The City delivers programs and services to the community every day. As One City – One Team, all employees should feel a sense of pride in the work to make Regina a vibrant, inclusive, attractive, sustainable community.

Short-term Organization-wide Influencing Factors

In anticipation of the 2018 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 picking up from the last two years, but the impact of the economic downturn is still being felt in provincial and municipal budgeting.
- Regina is forecast to have an economic rebound in 2017 with GDP growth of 2.9%, but it is expected to taper off slightly in subsequent years. From 2018 to 2021, the average GDP growth is expected to be 2.2%, considerably lower than the 5.9% growth the City experienced in 2013.*
- Regina's employment growth has slowed down over the last two years. Job growth is anticipated to be less than 1% for each of 2017 and 2018. (*Metropolitan Outlook 1 – Economic Insights into 13 Canadian Metropolitan Economies; Autumn 2017, Conference Board of Canada.)
- Total housing starts in 2017 are forecast to increase significantly to about 1,800; from just over 1,500 in 2016. Housing starts are expected to remain at between 1,700 and 1,800 annually for the foreseeable future.
- The following mill rate increases for 2018 have been allocated through previous Council decisions:
 - 1% to the Residential Road Renewal Program
 - 0.45% to Mosaic Stadium
- The impact of the 2017-18 Provincial Budget has been annualized in the City's budget, which results in reduced revenue for the City.
- The provincial Revenue Sharing Grant will decline by \$2 million (5%) in 2018 to a total of \$37.9 million. This follows a decline of \$2.1 million (5%) in 2017 to a total of \$39.9 million.

The 2018 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. While the reduction in revenues and the cost of delivering service adds some pressure on achieving this goal, the City has proactively identified opportunities to improve or maintain services while reducing costs. Since 2016, the City has identified in excess of \$9 million in ongoing cost reductions.



2018 General Operating Budget

2018 General Operating Budget

General Fund Overview

The General Fund budget must be balanced as defined in *The Cities Act*. For 2018, the General Fund Budget is based on \$443 million in both revenue and expense. Budget development for 2018 was guided by the following direction:

- Any change in expenditures or revenues from 2017 levels must be supported by a business case.
- Current services and service levels must be maintained.
- The commitment to dedicate a 1% mill rate to the Residential Roads Renewal Program and a 0.45% mill rate to Mosaic Stadium must be met.
- Infrastructure investment to support the five-year Capital Plan outlined in the 2017 Budget must continue or a strong business case for amending it must be brought forward for consideration.

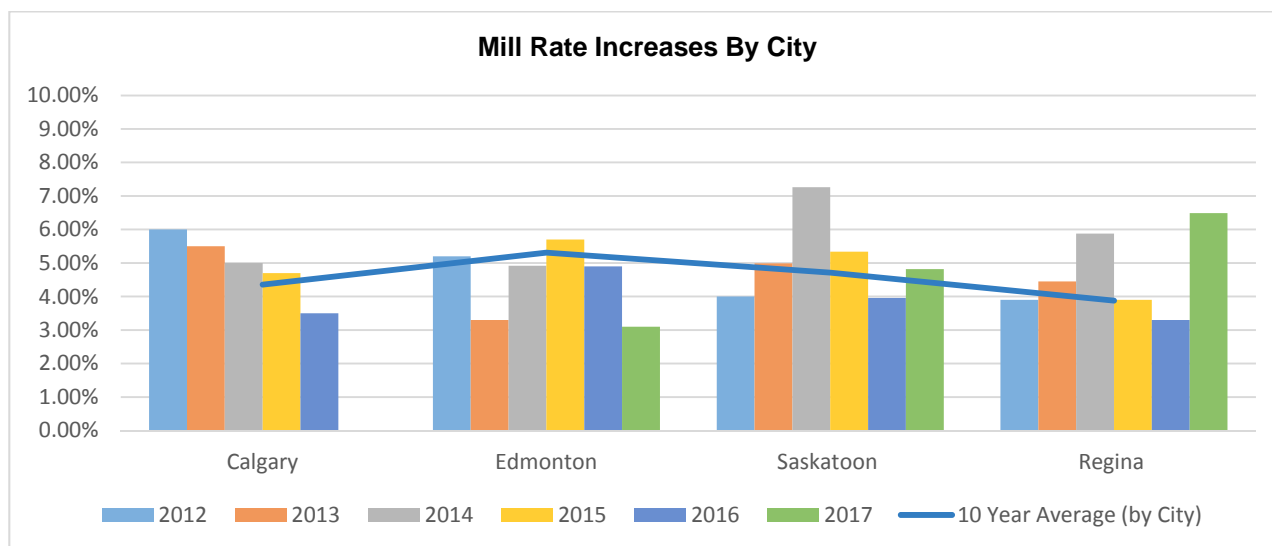
2018 Mill Rate Review

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 2018 Budget proposes a 4.86% mill rate increase, based on revenues of \$443 million, operating expenses of \$367 million, \$45 million contribution to capital, \$17 million transfer to reserves and debt repayment of \$14 million.

The chart below illustrates the impact of the proposed 4.86% 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 2017 property tax rate is \$7.70/month. The table also shows that the mill rate impact is \$2.20/month more per \$100,000 of assessed value.

Cost Impact of Proposed Mill Rate Increase	Impact per \$100,000 of Assessed value	Average Assessed Value \$350,000
Monthly Cost of a 3.86% mill rate increase	\$1.75	\$6.12
Monthly Cost of a 1% for local streets	\$0.45	\$1.58
Total Monthly Increase	\$2.20	\$7.70
Total Annual Property Tax Increase (municipal portion)	\$26.40	\$92.40

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 counterparts in Western Canada. Regina has increased taxes at a rate that is among the lowest in Western Canada.



Comparison of mill rate increases across select Western Canadian cities. In 2017, both Regina and Saskatoon introduced amended budgets which included an additional mill rate increase to address the impact of the 2017-2018 Provincial Budget.

Breakdown of 2018 Mill Rate Increase

The recommended 2018 Budget allows the City to continue delivering reliable services to residents with a proposed 4.86% mill rate increase.

	Mill Rate Increase (%)	Total (%)
Annualization of 2017-18 Provincial Budget	1.19	
Elimination of Education Tax Collection Fee	0.90	
Reduction in Provincial Revenue Sharing Grant	0.90	
Total Provincial Impact		2.99
Residential Road Improvement Program	1.00	
Mosaic Stadium	0.45	
Total Council Commitments		1.45
Regina Police Service	1.06	
City of Regina	(0.64)	
Total City		0.42
Total Recommended Mill Rate Increase		4.86

The breakdown of the mill rate increase in the preceding table above shows that the increase is comprised of three components:

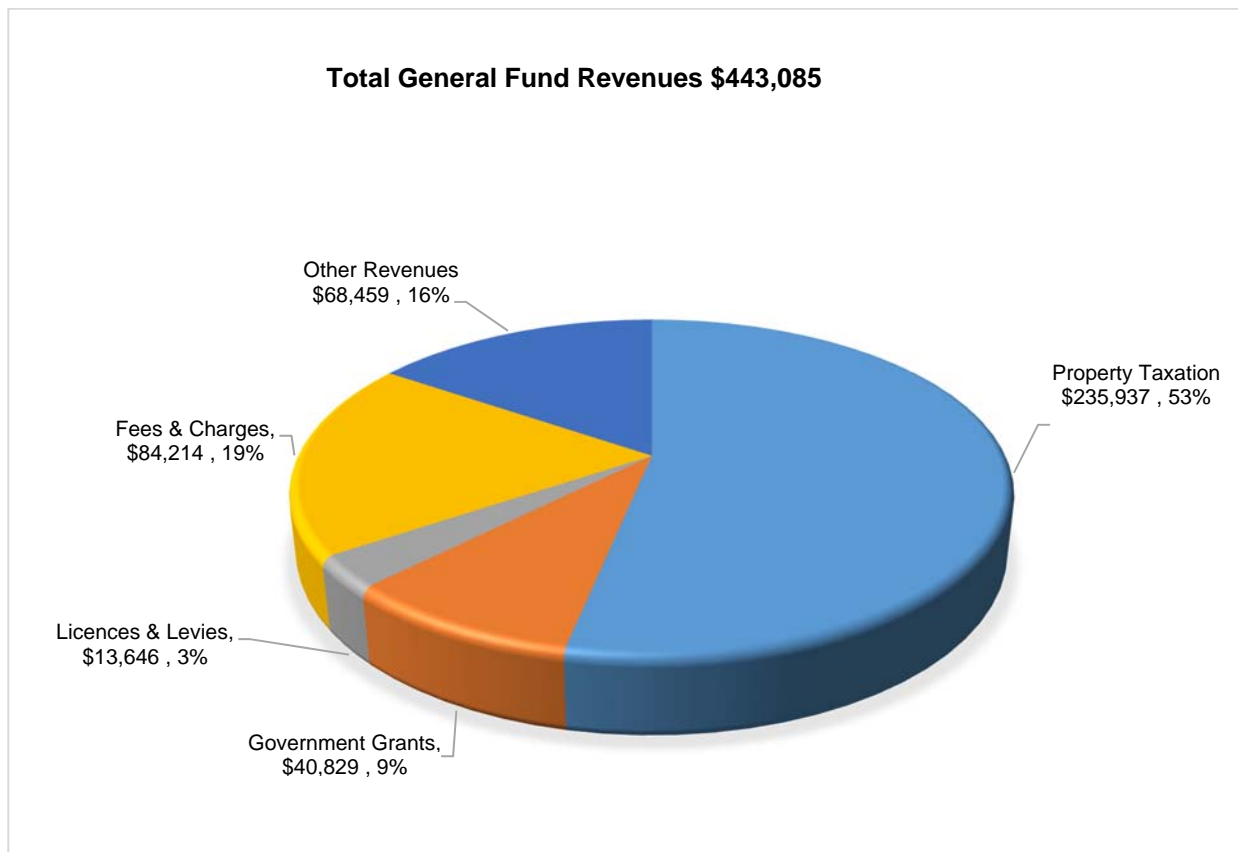
Provincial Impact – as a result of provincial decisions in 2017, the City of Regina received considerably less funding than in previous years. This amount (2.99%) represents the Budget increase required by the City of Regina to fully account for the lost provincial revenue (i.e. recognize the annualized impact of the provincial 2017-2018 Budget on the City's 2018 Budget). Administration recommends a mill rate increase to deal with the issue now, rather than have it affect future budgets and to support City Council's ability to focus on real change for the community with future budgets.

Council Commitments – this is funding where City Council has made decisions in the past (1.45%) that carry into this Budget and the future. Administration built the 2018 Budget with the assumption that City Council would continue to honour these commitments.

City Requirements – this increase represents the funding required (0.42%), net of the savings found in 2017 and planned for 2018 to support service for the community at the same level as 2017.

Revenue

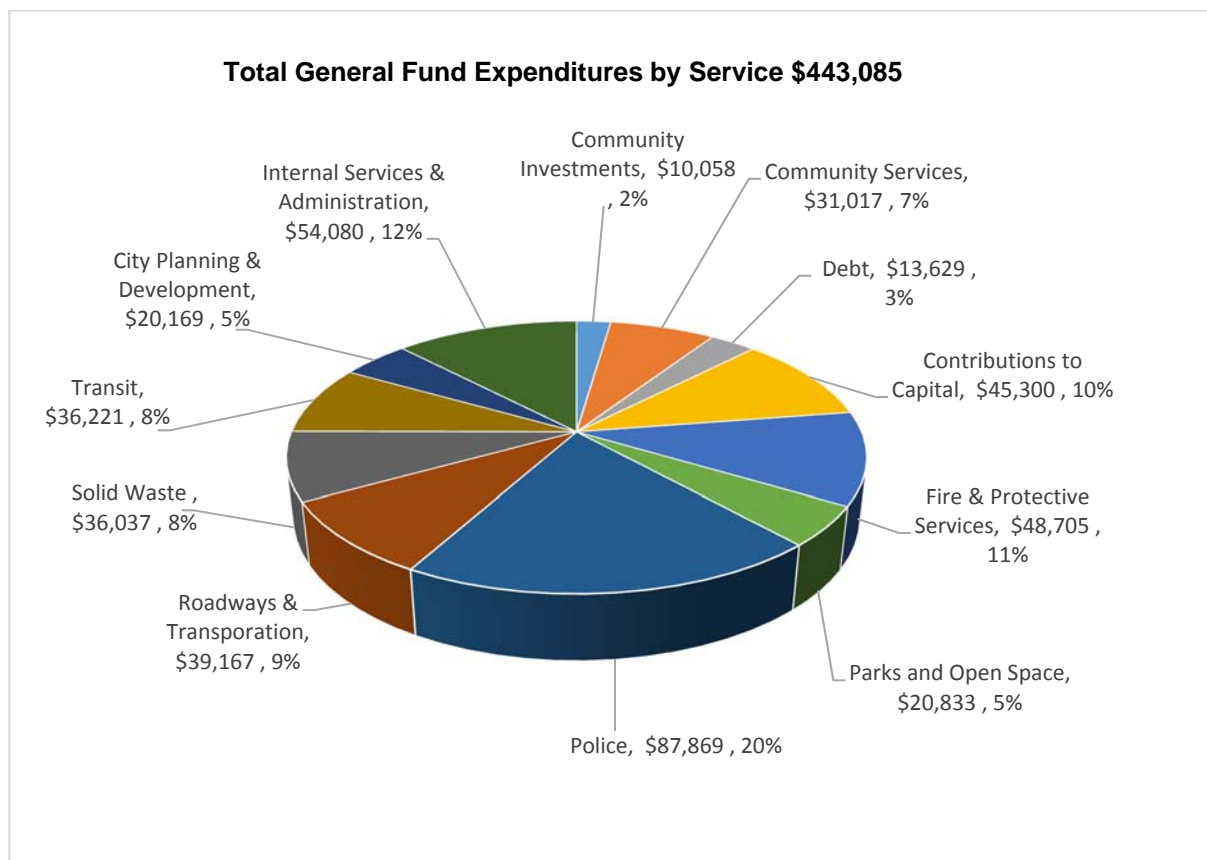
Overall, property taxation continues to be the major source of revenue for the City, accounting for 53% of total revenue in 2018. Another major source of revenue is fees and charges, and licences and levies, when users pay for specific services. The OCP defines a user pay, benefits model. This has resulted in significant work to ensure full cost recovery in various city services.



Other Revenues include electrical and gas distribution revenue, interest and reserve transfers.

Expenses

The chart below provides a broad overview of the 2018 Budget operating expenses. The City is cutting costs, while maintaining services to residents. In 2017 and 2018, the City is finding over \$9 million in ongoing savings to be more efficient and effective. Strategic choices were made after careful consideration. Safe, inclusive neighbourhoods are one of the pillars of our Official Community Plan. The proposed 2018 Budget significantly increases funding for the Regina Police Service and Regina Fire & Protective Services by \$4.3 million to a total of \$126.7 million, as well as current contribution to capital will increase by more than \$3 million to \$45.3 million including a \$2.2 million increase to the Residential Roads Renewal Program.



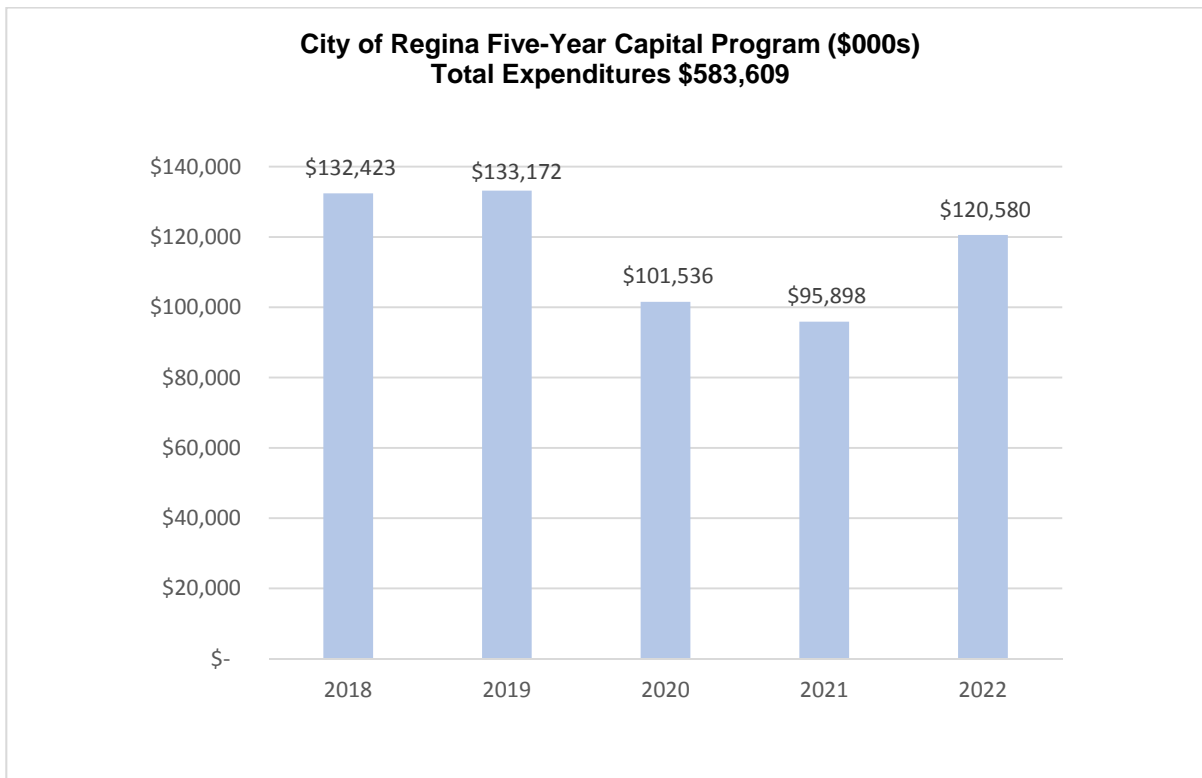
Internal Services and Administration includes Human Resources, Information Technology Services, Finance, Fleet, Facilities, Communications, Service Regina, Mayor and Council.

Capital

The City has made investing in infrastructure a priority for the past several years. 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. Funding is increasing from \$120 million in 2017 to \$132 million in 2018.

Over the five-year Capital Plan (2018-2022), the City plans to invest just over \$583 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 2018 Budget, the City is investing approximately \$132 million in general capital in 2018. 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

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

By Account Category (\$000s)

Revenue (\$000s)	2015 Actuals	2016 Actuals	2017 Budget	2017 Forecast (Sept)	2018 Budget	Budget Change	
						Dollar Change	Per Cent Change
General Fund							
Taxation	195,926.2	206,340.2	224,050.1	223,791.0	235,937.4	11,887.3	5.3
Government Grants	44,294.3	44,856.7	42,630.7	43,592.0	40,829.2	(1,801.5)	(4.2)
Licences & Levies	13,858.9	13,845.9	13,865.7	14,447.9	13,645.7	(220.0)	(1.6)
Fees & Charges	63,282.8	66,744.9	74,780.4	72,614.2	74,333.2	(447.2)	(0.6)
Other Revenues	94,211.6	90,311.2	71,562.0	69,440.4	68,459.1	(3,102.9)	(4.3)
Civic Total (General Fund)	411,573.7	422,098.9	426,888.9	423,885.5	433,204.6	6,315.8	1.5
Police Revenues							
Fees & Charges	9,334.1	9,788.1	8,849.8	8,849.8	9,880.6	1,030.8	11.6
Other Revenues	5.3	-	-	-	-	-	-
Police Total	9,339.5	9,788.1	8,849.8	8,849.8	9,880.6	1,030.8	11.6
Total General Operating Revenues	420,913.2	431,887.0	435,738.7	432,735.3	443,085.2	7,346.6	1.7

General Fund Expenditures

Expenditures for the City are broken down in the chart below by account category. Salaries make up more than 50% of the total expenditures at the City. Other major expenditure categories include intra-municipal expenses which constitute cost allocated from the Costing Fund to the direct services provided by the General Operating Fund.

By Account Category (\$000s)

Expenditures (\$000s)	2015 Actuals	2016 Actuals	2017 Budget	2017 Forecast (Sept)	2018 Budget	Budget Change	
						Dollar Change	Per Cent Change
General Fund							
Salaries & Benefits	150,135.6	157,079.8	163,581.6	158,499.6	166,743.9	3,162.3	1.9
Office & Administration	6,860.4	8,480.1	7,685.5	7,129.2	7,881.7	196.2	2.6
Professional Services	25,703.0	26,516.4	31,689.9	28,829.6	29,610.7	(2,079.2)	(6.6)
Goods & Materials	7,792.4	7,024.8	7,226.7	6,774.5	6,676.0	(550.7)	(7.6)
Other Expenses	15,669.9	15,704.1	13,905.6	16,747.8	16,079.7	2,174.1	15.6
Intramunicipal	39,421.4	40,535.4	42,207.5	40,397.5	40,859.8	(1,347.7)	(3.2)
Civic Operational Total (General Fund)	245,582.6	255,340.7	266,296.8	258,378.2	267,851.8	1,555.0	0.6
Community Investments	10,764.3	10,670.7	11,717.6	10,402.6	11,699.6	(18.0)	(0.2)
Allocation to Capital	48,165.9	53,501.9	56,535.3	55,597.5	58,929.4	2,394.1	4.2
Transfers to Reserves	39,014.3	30,904.0	16,679.2	20,055.1	16,735.5	56.3	0.3
Civic Other Expenditures (General Fund)	97,944.4	95,076.6	84,932.1	86,055.2	87,364.5	2,432.4	2.9
Total General Operating Expenditures	343,527.1	350,417.3	351,228.9	344,433.4	355,216.2	3,987.3	1.1
Police Expenditures							
Salaries & Benefits	67,840.0	71,729.6	74,427.8	74,427.8	77,922.0	3,494.2	4.7
Office & Administration	2,030.1	2,370.4	2,683.0	2,683.0	2,618.8	(64.2)	(2.4)
Professional Services	2,444.7	2,700.3	2,435.5	2,435.5	2,527.3	91.8	3.8
Goods & Materials	2,531.6	1,957.7	1,895.3	1,895.3	2,034.3	139.0	7.3
Other Expenses	1,550.8	1,704.9	2,072.9	2,072.9	1,824.9	(248.0)	(12.0)
Intramunicipal	878.4	958.3	990.1	990.1	936.5	(53.6)	(5.4)
Community Investments	5.2	5.2	5.2	5.2	5.2	-	-
Transfers to Reserves	105.2	43.5	-	-	-	-	-
Police Expenditures	77,386.1	81,469.8	84,509.8	84,509.8	87,869.0	3,359.2	4.0
Total General Operating Expenditures	420,913.2	431,887.1	435,738.7	428,943.2	443,085.2	7,346.5	1.7

Police Expenditures are offset by external funding from the provincial government and other third parties.

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 and Facilities 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 corporate services) in the City to front lines services (such as roadways). Revenues that do not go towards supporting General Fund services but are allocated to reserves, such as land sales, are also included.

By Account Category (\$000s)

						Budget Change	
Revenue (\$000s)	2015 Actuals	2016 Actuals	2017 Budget	2017 Forecast (Sept)	2018 Budget	Dollar Change	Per Cent Change
Costing Fund							
Fees & Charges	61,978.5	59,374.6	57,833.6	60,169.3	56,166.8	(1,666.8)	(2.9)
Other Revenues	7,085.9	(240.6)	3,507.8	7,542.5	3,507.8	-	-
Total Costing Operating Revenues	69,064.4	59,134.1	61,341.4	67,711.8	59,674.6	(1,666.8)	(2.7)

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 revenues such as Land Development. These costs are funded from the Land Development Reserve.

By Account Category (\$000s)

Expenditures (\$000s)	2015 Actuals	2016 Actuals	2017 Budget	2017 Forecast (Sept)	2018 Budget	Budget Change	
						Dollar Change	Per Cent Change
Costing Fund							
Salaries & Benefits	14,678.4	14,998.6	14,624.6	14,501.6	14,729.2	104.6	0.7
Office & Administration	362.4	393.6	411.3	405.9	351.3	(60.0)	(14.6)
Professional Services	7,015.9	5,921.8	5,194.5	5,549.1	5,488.8	294.3	5.7
Goods & Materials	26,735.8	22,675.4	24,935.8	22,114.0	24,882.5	(53.3)	(0.2)
Other Expenses	(5,305.7)	(2,766.0)	(5,310.6)	(748.5)	(4,827.6)	483.0	(9.1)
Intramunicipal	4,074.7	4,081.6	3,943.4	5,726.0	3,800.9	(142.5)	(3.6)
Civic Operational Total (Costing Fund)	47,561.4	45,305.0	43,799.0	47,548.2	44,425.0	626.0	1.4
Transfers to Reserves	21,502.9	13,829.1	17,542.4	19,232.9	15,249.5	(2,292.8)	(13.1)
Civic Other Expenditures (Costing Fund)	21,502.9	13,829.1	17,542.4	19,232.9	15,249.5	(2,292.8)	(13.1)
Total Costing Expenditures (Costing Fund)	69,064.4	59,134.1	61,341.4	66,781.1	59,674.6	(1,666.8)	(2.7)

Staff Complement (FTEs)

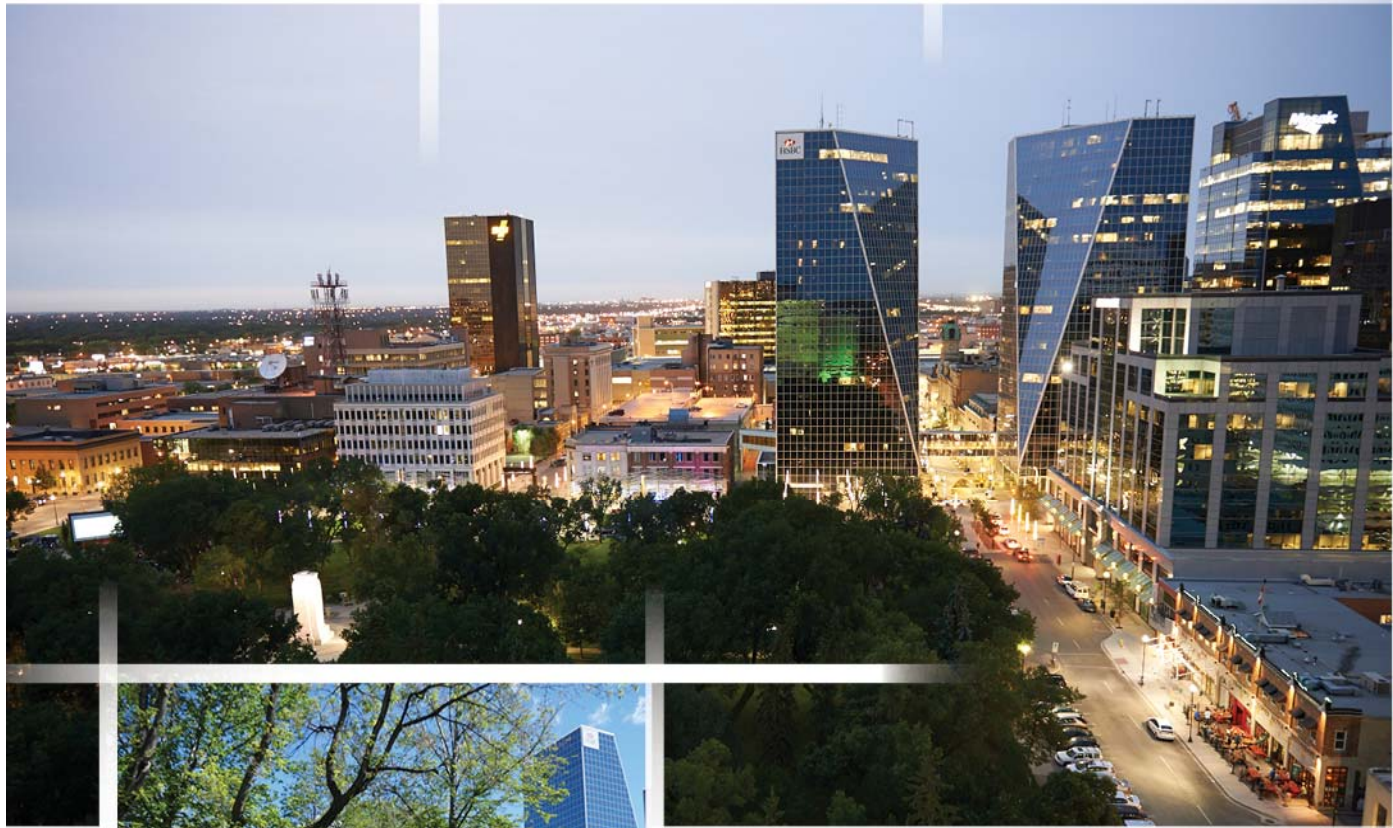
Salaries are a major component of the overall cost of operating the City. A breakdown of the number of Full Time Equivalent positions (FTEs) in each department is provided below. The City has worked to reduce the number of FTEs as part of its effort to find cost saving to offset the reduction in provincial funding. From 2017 to 2018, FTEs have been reduced by 10.8 broken down as follows:

- Reduction in general operations of 31.7 FTEs (28.5 FTEs in the General Fund and 3.2 FTEs in the Costing Fund)
- Increase in Regina Police Service of 12 FTEs
- Increase in Utility Operations of 2.4 FTEs
- Increase in General Capital of 4.5 FTEs
- Increase in Utility Capital of 2.0 FTEs

FTE reductions will not impact service levels in the 2018 Budget.

2018 CITY OF REGINA BUDGET

		2016				2017				2018			
Department		Permanent	Casual	Total FTE		Permanent	Casual	Total FTE		Permanent	Casual	Total FTE	FTE Change
General Operating Budget													
Civic Administration													
City Council & Committees		15.0	-	15.0		15.0	-	15.0		15.0	-	15.0	-
Office of the City Manager		44.0	-	44.0		41.0	-	41.0		44.0	-	44.0	3.0
Corporate Services		259.7	22.0	281.7		249.4	22.5	271.9		268.1	21.7	289.8	17.9
City Services		718.0	179.0	897.0		715.2	190.6	905.8		701.2	188.7	889.9	(15.9)
City Planning & Development		182.8	4.1	186.9		185.8	4.1	189.9		164.8	0.6	165.4	(24.6)
Transportation & Utilities		225.1	67.2	292.2		229.5	70.0	299.5		227.1	63.8	290.9	(8.6)
Organization & People		107.3	1.5	108.8		105.3	1.5	106.8		105.0	1.5	106.5	(0.3)
Civic Total		1,551.8	273.8	1,825.5		1,541.2	288.7	1,829.8		1,525.1	276.3	1,801.4	(28.5)
Regina Police Service		573.0	14.0	587.0		573.0	14.0	587.0		586.0	13.0	599.0	12.0
Subtotal		2,124.8	287.8	2,412.5		2,114.2	302.7	2,416.8		2,111.1	289.3	2,400.4	(16.5)
Utility Operating Budget													
Corporate Services		31.0	1.3	32.3		31.0	1.5	32.5		29.0	1.8	30.8	(1.8)
City Planning & Development		-	-	-		-	-	-		4.0	-	4.0	4.0
Transportation & Utilities		154.2	24.0	178.2		153.2	24.1	177.3		152.6	24.8	177.5	0.2
Organization & People		1.0	-	1.0		1.0	-	1.0		1.0	-	1.0	-
Utility Operating Budget Total		186.2	25.3	211.5		185.2	25.6	210.8		186.6	26.6	213.2	2.4
Costing Fund													
Corporate Services		141.3	2.1	143.4		143.4	2.1	145.5		144.8	2.1	146.9	1.4
City Services		-	9.8	9.8		-	9.8	9.8		-	4.8	4.8	(5.0)
Transportation & Utilities		10.7	2.8	13.5		9.7	2.8	12.4		9.7	3.2	12.9	0.4
Costing Fund Total		152.0	14.7	166.6		153.0	14.7	167.7		154.5	10.0	164.5	(3.2)
General Capital Budget													
Corporate Services		10.8	-	10.8		12.0	-	12.0		16.0	-	16.0	4.0
City Services		-	-	-		0.7	-	0.7		-	-	-	(0.7)
Transportation & Utilities		17.1	1.1	18.2		16.7	0.7	17.4		16.7	1.8	18.5	1.2
Capital Budget Total		27.9	1.1	29.0		29.4	0.7	30.0		32.7	1.8	34.5	4.5
Utility Capital Budget													
Transportation & Utilities		21.1	4.1	25.2		17.7	4.0	21.7		18.4	5.3	23.7	2.0
Utility Capital Budget Total		21.1	4.1	25.2		17.7	4.0	21.7		18.4	5.3	23.7	2.0
Total		2,511.9	332.9	2,844.8		2,499.4	347.6	2,847.0		2,503.3	333.1	2,836.4	(10.8)



Revenue

Revenues

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).

One of the key drivers of the 2018 Budget is the impact of changing economic conditions on revenues. This is the second year that the City is faced with significant reductions in revenue through the provincial Revenue Sharing Grant which is based on the City receiving a share of the Provincial Sales Tax (PST) revenue. The Revenue Sharing Grant was \$42.0 million, \$39.9 million and is projected at \$37.9 million in 2016, 2017, and 2018 respectively. This is an overall reduction of \$4.1 million.

In addition, as a result of the 2017-18 Provincial Budget, the City of Regina received a significant reduction in grants-in-lieu. Grants-in-lieu were \$43.7 million, \$36.0 million, and is projected at \$33.5 million in 2016, 2017, and 2018 respectively. This is an overall reduction of more than \$10 million.

Property tax has increased by \$2.6 million as a result of assessment growth in 2018.

Fees and charges make up almost 20% of the remaining revenue for the City. Overall, revenue from fees and charges for the General Fund (\$447,000 decrease) and Regina Police Services (\$1.0 million increase) are increasing by a net of \$580,000, from \$83.6 million in 2017 to \$84.2 million in 2018. This is largely a result of useage.

By Division (\$000s)

						Budget Change		
Division	2015 Actuals	2016 Actuals	2017 Budget		2017 Forecast (Sept)	2018 Budget	Dollar Change	Per Cent Change
General Fund								
Mayor & Community Investments	198.0	691.3	348.6		426.6	348.6	-	-
City Manager	478.0	4,520.1	468.2		609.8	288.9	(179.3)	(38.3)
City Planning & Development	209,529.9	221,941.9	236,440.4		237,181.0	248,406.9	11,966.5	5.1
City Services	32,402.8	32,424.0	53,772.7		53,503.7	51,567.2	(2,205.5)	(4.1)
Corporate Services	142,739.6	136,299.8	107,654.0		104,851.5	103,771.7	(3,882.3)	(3.6)
Organization & People	348.5	37.9	187.0		276.5	187.0	-	-
Transportation & Utilities	25,876.9	26,183.9	28,018.0		27,036.5	28,634.2	616.2	2.2
Police	9,339.5	9,788.1	8,849.8		8,849.8	9,880.6	1,030.8	11.6
Total General Operating Revenue	420,913.2	431,887.0	435,738.7		432,735.3	443,085.2	7,346.5	1.7
City Planning & Development	464.5	2,368.1	1,249.8		1,010.6	1,249.8	-	-
Corporate Services	119,606.8	126,921.8	127,929.5		134,929.0	130,273.2	2,343.7	1.8
Transportation & Utilities	692.0	363.8	1,497.0		950.3	1,297.0	(200.0)	(13.4)
Total Utility Operating Revenue	120,763.2	129,653.7	130,676.3		136,889.9	132,820.0	2,143.7	1.6
City Services	2,843.0	2,987.9	1,262.2		2,912.2	1,092.7	(169.5)	(13.4)
Corporate Services	52,183.8	45,952.1	50,626.7		55,208.3	49,211.5	(1,415.1)	(2.8)
Transportation & Utilities	14,037.6	10,194.1	9,452.5		9,591.2	9,370.3	(82.1)	(0.9)
Total Costing Operating Revenue	69,064.4	59,134.1	61,341.4		67,711.7	59,674.6	(1,666.8)	(2.7)

Property Tax Revenue

By Account Category (\$000s)

Revenue Group	Revenue Source	2015 Actuals	2016 Actuals	2017 Budget	2017 Forecast (Sept)	2018 Budget	Budget Change Dollar Change	Per Cent Change
General Fund								
Tax Revenue	Property Taxes - Current Tax Levy	180,435.0	192,207.0	206,812.1	206,686.5	220,644.4	13,832.3	6.7
	Payments & Grants in Lieu of Tax	11,218.0	12,631.8	13,378.0	13,902.4	13,378.0	-	-
	Total Property Tax	191,653.0	204,838.8	220,190.1	220,588.9	234,022.4	13,832.3	6.3
	Recovery from Other Taxing Authorities	2,404.5	2,508.9	2,300.0	2,515.5	355.0	(1,945.0)	(84.6)
	Tax Cancellations	328.4	(3,640.5)	(40.0)	(939.8)	(40.0)	-	-
	Supplementary Taxes - Property	1,540.2	2,632.9	1,600.0	223,791.0	1,600.0	-	-
Tax Revenue Total		195,926.2	206,340.2	224,050.1	223,791.0	235,937.4	11,887.3	5.3

Total property tax in 2018 is \$234 million; an increase of \$13.8 million from 2017. This amount consists of an \$11.2 million increase as a result of the proposed mill rate increase and a \$2.6 million increase in tax revenue from growth.

The key assumptions or factors which impact the 2018 Budget are:

A 3.41% increase in the municipal mill rate for 2018, plus the following additional dedicated amounts, resulting in a total increase of 4.86%:

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

The mill rate for 2017 was 7.44834 compared to 7.81033 for 2018. With no mill rate increase, property tax revenues would increase by \$2.6 million. Funding sources worth \$11.2 million through fee adjustments, service reductions or some combination of the two would need to be found to balance the budget.

The 2018 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 2018. Based upon the review of appeals received, there may be a risk of reduction in the assessment roll. If a deficit for the 2018 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. There have been reassessments in 2013 and 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 for 2013 and 2017 in the following table is based on the mill rate for the particular 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	
2013	8.44040	4.45%	0.8947	2.90%	
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	7.81033	4.86%	0.7199	0.00%	

Mill Rate Factors					
Property Class/Subclass	2014	2015	2016	2017	2018
Residential (including condominiums)	0.87880	0.87880	0.87880	0.91152	0.91152
Multiple Family Residential	0.87880	0.87880	0.87880	0.91152	0.91152
Commercial and Industrial	1.32901	1.32901	1.32901	1.21040	1.21040
Exterior Hotels	n/a	n/a	n/a	n/a	n/a
Golf Courses	0.86359	0.86359	0.86359	0.78654	0.78654
Resource Property	1.32901	1.32901	1.32901	1.21040	1.21040
Agriculture	1.32901	1.32901	1.32901	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 will no longer be compensated for this service, resulting in a loss of \$2 million annually for the City of Regina. Province-wide education levy mill rates are set by property class. The following table shows the education mill rates as set by the Government of Saskatchewan. The 2018 provincial mill rates are not known at this time. They will be announced with the 2018-19 Provincial Budget this spring.

Property Class	2017
Residential (including condominiums)	4.120
Multiple Family Residential	4.120
Agriculture	1.430
Resource Properties	9.680
Commercial and Industrial (All)	6.270

Government Grants

All Funds (\$000s)

							Budget Change	
Revenue Group	Revenue Source	2015 Actuals	2016 Actuals	2017 Budget	2017 Forecast (Sept)	2018 Budget	Dollar Change	Per Cent Change
General Fund								
Government Grants & Transfers								
	Revenue Sharing Grant	41,228.6	42,170.5	39,918.9	40,535.2	37,907.4	(2,011.5)	(5.0)
	Transit Grant	814.0	626.7	520.0	670.0	635.0	115.0	22.1
	Paratransit Grant	1,381.9	1,125.7	1,005.0	1,125.0	1,100.0	95.0	9.5
	Urban Highway Connector Program-Provincial	437.1	-	439.5	443.3	439.5	-	-
	Affordable Home Ownership Prog (AHOP) - Provincial	253.3	(0.0)	-	-	-	-	-
	Immigration Trends	-	-	-	2.3	-	-	-
	Provincial Operating Grants - Program Specified	139.8	773.0	747.3	798.4	747.3	-	-
	West Nile Mosquito Control	5.0	4.0	-	(2.0)	-	-	-
	Federal Operating Grants - Program Specified	34.2	142.5	-	15.0	-	-	-
	Crime Prevention Initiative	0.5	4.3	-	4.9	-	-	-
	Sask Housing-Laneway & Garden Suites Project	-	10.0	-	-	-	-	-
Government Grants & Transfers Total (All Funds)		44,294.3	44,856.7	42,630.7	43,592.0	40,829.2	(1,801.5)	(4.2)

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 2018, the City anticipates a Revenue Sharing Grant of \$37.9 million; a 5% decrease over 2017.

Paratransit Grant

The provincial Paratransit Operating Grant is projected to be \$1.1 million in 2018. This represents an increase of \$95,000 from the previous grant allocation in the 2017 Budget. Paratransit receives operating and capital grants from the Government of Saskatchewan's Municipal Transit Assistance for People with Disabilities program. When it was first implemented, the provincial program funded up to half of the net operating cost of the Paratransit program and up to three-quarters of the capital cost. The operating grant is performance-based with the level of funding linked to the number of trips.

As a result, 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 that the capacity of municipal paratransit systems be increased allowing more people to use them.

Paratransit Service (\$000)	2014	2015	2016	2017	2018
Provincial Operating Grant	980.0	1,106.0	1,110.0	1,125.0	1,100.0
City's Operating Contribution	2,981.0	3,344.0	3,757.0	4,523.6	4,339.9
Total Contributions	3,961.0	4,450.0	4,867.0	5,648.6	5,439.9
Provincial Operating Grant	24.7%	24.9%	22.8%	19.9%	20.2%
City's Operating Contribution	75.3%	75.1%	77.2%	80.1%	79.8%
Total Contributions	100.0%	100.0%	100.0%	100.0%	100.0%

Transit Grant Program

For 2018, the Transit Grant is projected to be \$635,000.

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 public highways that connect two provincial highways and are located in an urban municipality, known as urban connectors. The program provides funding for operational activities and capital projects for municipal infrastructure located on or along these urban connectors based on level of provincial interest.

This program provides annual operations and maintenance grants to maintain the following assets:

- Roadways
- Bridges and overpasses
- Expressway lighting
- Signs
- Pavement markings
- Winter road maintenance
- Drainage and drainage structure maintenance

In the initial stages of the program, maintenance needs were discussed with the Ministry to determine the funding levels. This is the same level as 2017 to reflect the actual quantity of assets being maintained by the City. The total operating and maintenance grant for 2018 is \$439,500.

Provincial Operating Grants – Program Specified

The City of Regina signed a funding agreement with the Multi-Material Stewardship Western 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 our recycling to below 5%.

The expected funding level for 2018 is expected to remain the same as 2017 at \$747,300.

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 2017, the total assessment value of statutory exemptions in the City was \$6.7 billion. This represents \$59.5 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 six categories. The table below identifies and describes the Permissive Property Tax Exemptions, the 2017 assessment value and the forgone municipal tax for each category (the latest available data).

2017 Permissive Property Tax Exemptions (\$000s)

Category	Description	Exempt Assessed Value	Foregone Municipal Tax
Heritage Properties	For properties that qualify under the Heritage Incentive Policy.	\$14,700	\$124
Housing Properties	For properties that qualify under the Housing Incentives Policy.	\$452,024	\$3,069
Downtown Residential Properties	For properties that qualify under the Downtown Residential Tax Incentives Policy.	\$1,222	\$8
Economic Development Properties	For properties that qualify under the Economic Development Incentives Program administered by Economic Development Regina Inc. This program was suspended in 2016.	\$23,602	\$213
Boundary Alteration Properties	For properties that qualify under the boundary alteration tax mitigation principles and tools approved by Council in 2013.	\$25,940	\$223
Non-profit and Charitable Organizations	For non-profit and charitable organizations, usually associated with a charitable, cultural or philanthropic cause.	\$169,307	\$1,247
Total		\$686,796	\$4,883

Licences/Levies/Fines

By Account Category (\$000s)

Revenue Group	Revenue Source	2015 Actuals	2016 Actuals	2017 Budget	2017 Forecast (Sept)	2018 Budget	Budget Change	
							Dollar Change	Per Cent Change
General Fund								
Licence, Levies & Fines	Amusement Tax	631.4	715.5	600.0	700.0	675.0	75.0	12.5
	Animal Control & Impoundment	286.9	360.7	485.0	360.0	385.0	(100.0)	(20.6)
	Animal Fine Revenues	71.0	67.3	181.9	55.0	81.9	(100.0)	(55.0)
	Impound Fees	15.8	18.3	20.0	15.0	20.0	-	-
	Business Licences	740.1	751.0	945.0	750.0	750.0	(195.0)	(20.6)
	Fire Bylaw Violation Fines	3.3	13.8	15.0	7.1	15.0	-	-
	Gravel Alleys Levy	1,684.7	1,836.3	1,780.1	1,780.1	1,780.1	-	-
	Paved Alleys Levy	3,280.4	3,201.2	3,341.1	3,435.7	3,341.1	-	-
	Parking Tickets	2,752.5	2,301.8	3,097.6	3,800.0	3,197.6	100.0	3.2
	Taxi Licences	157.1	126.0	100.0	145.0	100.0	-	-
	Traffic Fines	4,235.9	4,454.0	3,300.0	3,400.0	3,300.0	-	-
Licence, Levies & Fines Total		13,858.9	13,845.9	13,865.7	14,447.9	13,645.7	(220.0)	(1.6)

The authority for licensing is Section 8 of *The Cities Act*. The majority of licences issued by the City are pursuant to *The Licensing Bylaw, 2007*.

Amusement Tax

The authority for 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 going to the theatre as an administrative fee or commission for collecting the tax. The 2018 Budget forecasts revenue of \$675,000 from the amusement tax; \$75,000 more than the 2017 Budget.

Animal Control

The 2018 Budget forecasts revenue of \$486,900 from animal control, animal fines, and impound fees; a decrease of \$200,000 from the 2017 Budget. *The Regina Animal Bylaw, 2009*, governs the licensing and fines associated with animal control services, which are contracted by the City of Regina through the Regina Humane Society.

Business Licences

The 2018 Budget forecasts revenue of \$750,000 from business licences; a decrease of \$195,000 from the 2017 Budget. Approximately 3,200 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 2018 Budget forecasts revenue of \$15,000 from fire bylaw violations; no change from the 2017 Budget. These are fines issued for non-compliance with the regulations as set out in *The Regina Fire Bylaw, 2005-18*.

Paved & Gravel Alley Special Tax

Funding for maintenance and reconstruction of alleys is derived from a Paved and Gravel 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.

The 2018 Budget forecasts revenue of \$5.1 million from the tax levy; no change from the 2017 Budget.

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 2018.

The rate for 2018 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.

Parking Ticket Fines

The 2018 Budget forecasts revenue of \$3.2 million from parking tickets fines; an increase of \$100,000 from the 2017 Budget. This increase is due to the \$10 parking fine increase which took effect July 1, 2017.

Fines and regulations for parking tickets are established in *The Regina Traffic Bylaw, No. 9900*.

Taxi Licences

The 2018 Budget forecasts revenue of \$100,000 from taxi licences; no change from the 2017 Budget. The taxicab owner's annual licence fee is \$375 for regular, temporary, seasonal and accessible taxicab owners. These fees are governed by *The Taxi Bylaw, 1994*. All fees collected are used to administer and run the licensing program.

Traffic Fines

The 2018 Budget forecasts revenue of \$3.3 million from court fines; no change from the 2017 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

Fees & Charges

By Account Category (\$000s)

Revenue Group	Revenue Source	2015 Actuals	2016 Actuals	2017 Budget	2017 Forecast (Sept)	2018 Budget	Budget Change	
							Dollar Change	Per Cent Change
General Fund								
Fees & Charges	Administration Fee Revenues	7,469.5	7,419.4	5,455.8	5,927.7	6,830.0	1,374.1	25.2
	Registered Program & Recreation Fees	8,379.1	8,638.9	8,026.5	8,192.5	8,112.6	86.1	1.1
	Landfill Revenues	17,663.4	17,568.2	18,974.6	18,254.9	18,974.6	-	-
	Recycling Revenues	5,904.9	6,106.7	7,061.7	6,809.6	7,061.7	-	-
	Cemetery Revenues	1,233.6	1,126.8	1,171.6	1,206.1	1,206.6	35.0	3.0
	Parking Fee Revenues	2,317.7	2,410.1	2,368.3	2,196.0	2,448.3	80.0	3.4
	Police Revenues	7,709.7	8,028.5	7,207.6	7,207.6	8,234.2	1,026.6	14.2
	Towing, Auction & Salvage Revenues	501.5	455.1	559.0	473.0	578.0	19.0	3.4
	Development Revenue	633.5	566.5	646.0	520.8	646.0	-	-
	Servicing Agreement Fees – Administration Fees	469.1	3,463.1	1,251.8	1,420.1	1,251.8	-	-
	Building Fees	5,530.5	4,936.4	5,262.0	5,058.8	5,262.0	-	-
	Facilities Revenues	1,240.1	1,568.8	8,670.2	8,548.1	7,958.3	(711.9)	(8.2)
	Fire Suppression Fee Revenues	850.0	764.1	618.4	655.8	515.4	(103.0)	(16.7)
	Taxation & Appeal Fee Revenues	41.2	42.6	45.0	45.0	45.0	-	-
	Transit & Paratransit Fee Revenues	9,366.3	10,283.1	12,443.8	11,250.1	11,221.5	(1,222.3)	(9.8)
	Golf Fee Revenues	3,001.8	2,794.2	3,012.7	3,012.7	3,012.7	-	-
	Community Grant Program Revenues	305.1	305.1	305.1	305.1	305.1	-	-
	Snow Storage Fees	-	55.5	550.0	380.0	550.0	-	-
Fees & Charges Total		72,616.9	76,533.1	83,630.2	81,464.0	84,213.8	583.7	0.7
Costing Fund								
	Administration Fee Revenues	974.5	538.7	136.1	145.0	146.5	10.4	7.7
	Internal Charge Revenues	55,486.4	55,195.2	54,348.8	56,909.7	52,671.6	(1,677.2)	(3.1)
	Pavement & Concrete Cut Charges	720.7	1,115.9	889.2	609.6	889.2	-	-
	Property Rental/Sales Revenues	4,796.8	2,524.8	2,459.5	2,505.0	2,459.5	-	-
Fees & Charges Total		61,978.5	59,374.6	57,833.6	60,169.3	56,166.8	(1,666.8)	(2.9)
Fees & Charges Total (All Funds)		134,595.4	135,907.7	141,463.7	141,633.3	140,380.6	(1,083.1)	(0.8)

Administration Fee Revenues

The City of Regina collects revenues 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 2018 Budget estimates a projection of \$6.8 million; an increase of \$1.4 million over 2017. This change is due to increased internal cost recovery revenue for the decommissioning of the old Mosaic Stadium, an increase to the allocated landfill charges collected for the solid waste program and an addition of \$569,000 in revenue for the Red Light Camera Program.

Registered Program & Recreation Fees

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% and 50%, with the community subsidizing between 50% and 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.

Landfill Fees

The 2018 Budget projection is \$19 million; no change from 2017. This amount is based on landfill tipping fees approved by City Council. There is no change to landfill fees or waste volumes in 2018. Landfill tipping fees are levied primarily on weight. A flat fee of \$10 per load is applied to weights 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.

Recycling Fees

The 2018 Budget projects revenue of \$7.1 million from recycling fees; no change from 2017. The recycling fee rate has remained the same since City Council's 2013 decision to set the rate at \$0.25 per day (\$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.

Cemetery Fees

The 2018 Budget projects revenue of \$1.2 million; an increase of \$35,000 over 2017. An annual general fee increase of 3% has been proposed for 2018 and for 2019 to compensate for rising operating expenses, restoration of existing infrastructure and to provide capital funding to develop new internment options. The proposed fees will be in line with those charged by other municipally-operated cemeteries in Saskatchewan and other Western provinces.

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

Parking Fees

The 2018 Budget forecasts revenue of \$2.4 million in parking fees; an increase of \$80,000 from 2017. This includes parking meter revenues as well as residential parking permits, taxi stand permits and fees paid by City employees for parking spots. The majority of the projected revenue is related to public parking meter revenue. The parking meter rate is \$2 per hour which is consistent with meter rates in other Canadian cities and off-street parking costs in the downtown.

Police Revenues

The 2018 Budget forecasts revenue of \$8.2 million from Regina Police Service; an increase of \$1.0 million from last year. This is due to changes in provincially funded programs and an increase in the Communication Technology Unit budget. Regina Police Services revenue totals \$9.9 million for 2018. The remaining \$1.7 million is included in Administration Fee Revenues.

The Provincial Government, in partnership with Saskatchewan Government Insurance, is funding the new Combined Traffic Safety Section/Provincial Response Team. This program includes five new funded positions and a redeployment of five previously funded positions.

The Provincial Government is also funding two positions in the Serious Violent Offender Program, two positions in the Combined Forces Selective Enforcement Unit and eliminating the funding for the School Engagement Officer in The Regina Intersectoral Partnership (TRiP) program. The reduction in funding for SASK 911 Public Safety Answer Points (PSAP) is related to cost-recovery of software leasing. The Communication Technology Unit revenue increase is due to the growth in the number of active radios in the system.

Towing, Auction & Salvage

This revenue is derived from the towing auction/salvage activities of the City of Regina. The 2018 Budget projects revenue of \$578,000; an increase of \$19,000 from 2017. This is due to an increase in towing and impound fees for 2018.

Development & Building Permit Fees

The 2018 Budget forecasts revenue of \$5.3 million from building permits; no change from the 2017 Budget. The 2018 Budget forecasts revenue of \$646,000 from development fees; no change from 2017. Building and 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 building permit and development planning services provided by the City.

Other development-related fees include servicing agreement administration fees which are forecast to be \$1.3 million in 2018; no change from 2017. These are paid to the City by land developers to cover the costs of reviewing and inspecting new infrastructure arising from new developments within city limits.

Fire Suppression Service Fees

The 2018 Budget forecasts revenue of \$515,400 from fire suppression service; a decrease of \$103,000 from 2017 due to the cancellation of the Saskatchewan Home Repair Program.

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. Other fire suppression service fees are received from the Saskatchewan Government Insurance for motor vehicle accidents and fires.

Taxation & Appeal Revenues

The 2018 Budget forecasts \$45,000 in revenue; no change from 2017. Most taxation and appeal revenue relates to administrative charges from the taxation appeals process.

Transit Fees & Charges

The 2018 Budget forecasts revenue of \$11.2 million from transit fees and charges; a decrease of \$1.2 million from 2017. Transit revenue includes U-Pass, cash fares, ticket and pass sales for both transit and paratransit services. The estimated revenue reflects no fare increase in 2018. A comparison of 2018 rates to previous rates is provided in below.

Transit Operations Rates(\$):	2014	2015	2016	2017	2018
Cash Fares:					
Adult	\$2.50	\$2.75	\$3.00	\$3.25	\$3.25
Youth	\$2.00	\$2.25	\$2.50	\$2.75	\$2.75
Tickets (10 tickets):					
Adult	\$20.00	\$24.50	\$27.00	\$29.00	\$29.00
Youth	\$15.00	\$20.00	\$22.00	\$24.50	\$24.50
Bus Pass:					
Adult (monthly)	\$62.00	\$75.00	\$84.00	\$92.00	\$92.00
Post-Secondary (monthly)	\$53.00	\$65.00	\$72.00	\$78.00	\$78.00
Youth (monthly)	\$47.00	\$55.00	\$60.00	\$66.00	\$66.00
Senior (semi-annual)	\$101.00	\$120.00	\$138.00	\$150.00	\$150.00
Senior (annual)	\$202.00	\$240.00	\$276.00	\$300.00	\$300.00
Discounted Pass (monthly)	\$20.00	\$25.00	\$25.00	\$25.00	\$25.00
Paratransit Services Rates:					
Cash Fares	\$2.50	\$2.75	\$3.00	\$3.25	\$3.25
Tickets (10 Tickets)	\$20.00	\$24.50	\$27.00	\$29.00	\$29.00

Golf Course Fees

The 2018 Budget forecasts revenue of \$3 million; no change from 2017. 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.

Community Grant Program Revenue

The 2018 Budget forecasts revenue of \$305,100 from community grants; no change from 2017. Community Grant Program Revenue comes from the Saskatchewan Lotteries Community Grant Program.

Snow Storage Fees

The 2018 Budget forecasts revenue of \$550,000 from snow storage fees; no change from last year. The City charges fees for snow storage based on the benefits model supported in the OCP. The intent is for the fees to cover the cost of operating the site safely and efficiently 24 hours per day, seven days per week from November to March annually. Fees range from \$5 to \$35 per load depending on the size of the load.

Administration Fee Revenues

These are administration fees charged for managing the granular materials area. The projected revenue for 2018 is \$146,500; a \$10,400 increase from 2017. The increase is due to increased internal rates charged to internal departments.

Internal Charge Revenues

The 2018 Budget forecasts revenue of \$52.7 million; a decrease of \$1.7 million from 2017. These are interdepartmental charges that departments charge our other departments for services provided to the City. This consists of fleet, asphalt, landscape and equipment services that we provide to ourselves.

Pavement & Concrete Cut Charges

The 2018 Budget forecasts revenue of \$889,200; no change from 2017. These are interdepartmental charges for services provided from to other departments in the City such as parks, solid waste, and water works.

Property Rental/Sales Revenues

The 2018 Budget forecasts revenue of \$2.5 million; no change from 2017. The 2018 Budget includes revenue derived from the sale of land and lots from the newly formed Land & Development Services department.

Other Revenues

By Account Category (\$000s)

							Budget Change	
Revenue Group	Revenue Source	2015 Actuals	2016 Actuals	2017 Budget	2017 Forecast (Sept)	2018 Budget	Dollar Change	Per Cent Change
General Fund								
	Administration Fee Revenues	86.4	89.5	35.0	42.5	45.0	10.0	28.6
	Electrical Distribution Revenues	36,256.9	37,540.2	32,555.0	31,267.8	31,009.7	(1,545.3)	(4.7)
	Gas Distribution Revenues	7,075.6	6,138.2	3,453.1	3,710.0	2,478.1	(975.1)	(28.2)
	Interest/Loss/Gain on Bond Sales	27,707.0	17,644.2	8,351.5	5,741.1	8,758.7	407.2	4.9
	Tax Penalty Revenues	1,505.7	1,772.2	1,050.0	2,000.0	1,900.0	850.0	81.0
	Transfers To and From Reserve	21,585.3	27,126.9	26,117.4	26,679.0	24,267.5	(1,849.8)	(7.1)
Other Revenue Total		94,216.9	90,311.2	71,562.0	69,440.4	68,459.1	(3,103.0)	(4.3)
Costing Fund								
	Land Sales/Gains	7,124.0	579.9	3,502.8	7,535.0	3,502.8	-	-
	Interest/Loss/Gain on Bond Sales	4.7	2.7	5.0	7.5	5.0	-	-
	Transfers To and From Reserve	(42.8)	(823.1)	-	-	-	-	-
Other Revenue Total		7,085.9	(240.6)	3,507.8	7,542.5	3,507.8	-	-
Other Revenue Total (All Funds)		101,302.8	90,070.7	75,069.8	76,982.9	71,966.9	(3,103.0)	(4.1)

Administration Fee Revenues

These are supplementary administration fees charged for the Global Transportation Hub (GTH). The 2018 Budget projects revenue of \$45,000; an increase of \$10,000 from 2017. This is due to an increase in the rates charged.

Electrical Distribution Revenue

The projected revenue for 2018 is \$31.0 million; a decrease of \$1.5 million from 2017. The decrease is due to the substantial reduction to payments of electrical distribution revenue to all municipalities within the province that was introduced in the 2017-2018 Provincial Budget. The City still receives a portion of the revenue collected through the 10% municipal surcharge, which is added to a customer's SaskPower bill, and 5% of the total SaskPower revenue collected within city limits.

Natural Gas Distribution Revenue

The projected revenue for 2018 is \$2.5 million; a decrease of \$975,000 from 2017. The City receives revenue from SaskEnergy and its TransGas subsidiary from the consumption of natural gas. The decrease is due to the substantial reduction to payment of natural gas distribution revenue to all municipalities within the province that was introduced in the 2017-2018 Provincial Budget. The City still receives a portion of the revenue collected through the 5% municipal surcharge which is added to a customer's SaskEnergy bill. For customers who purchase natural gas from another supplier, TransGas delivers the natural gas and then bills for the transportation costs. TransGas also collects a 5% payment which is provided to the City.

Investment Income (Interest)

The projected revenue for 2018 is \$8.8 million; an increase of \$407,000 from 2017. 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.

Tax Penalties

The projected revenue for 2018 is \$1.9 million; an increase of \$850,000 from 2017. Tax penalties are applicable to current taxes not paid by June 30 each year and to tax arrears. The exception for current taxes is where property owners pay through the Tax Installment Payment Plan Service (TIPPS) program. The penalty rate for current taxes is 1.25% per month and 1.5% per month for tax arrears.

Transfers to & from Reserves

The total projected revenue from reserve transfers is \$24.3 million. This includes intrafund transfers in 2018 of \$16.6 million; no change from 2017.

Transfers from the Water and Sewer Utility 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.

The access fee is calculated based on 7.5% of the previous year's budgeted revenues from billed water consumption, wastewater charges and a drainage infrastructure levy. In 2018, the projected revenue is \$132.8 million; an increase of \$2.1 million from 2017.

The General Fund receives three-sevenths of the Goods and Services Tax (GST) rebate provided to the Utility. In 2018, the projected revenue is \$675,000; no change from 2017.

The utility administration charge is calculated as 5% of the budgeted utility revenues for the prior year. Most corporate functions support the Utility, such as human resources, accounting, budgeting, purchasing, information technology, customer support and communications. The percentage transfer is used in lieu of a more detailed cost-allocation process, which would still involve arbitrary decisions and significantly increase the effort and cost required compared to the current policy. In 2018, the projected revenue is \$6.4 million; an increase of \$210,000 from 2017.

The remaining \$7.6 million is a transfer from reserves.

Land Sales

The 2018 Budget includes projected land sales of \$3.5 million. Profits from land sales are returned to the Land Development Reserve. Sales in 2018 will be primarily from sales of lots in the Towns development project.

Investment Income (Interest)

The projected revenue for 2018 is \$5,000; no change from 2017. 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 for the Real Estate Division. Investments are made in accordance with the City's Investment Policy and executed by Northern Trust.



Expenses

Expenses

The General Fund Operating Budget increase is essentially limited to 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 and eliminate vacant positions. Total Civic Operating Expenses are increasing by 0.6%. The remaining increase includes a 4.0% increase for Regina Police Service and a 4.2% increase in capital allocation. There is also a 4.3% increase for Regina Fire & Protective Services within the City Services Division.

The proposed 2018 increase to the General Fund Operating Budget is \$7.3 million. Savings were found through innovations, cost reductions across the organization and identifying ways to absorb cost increases without passing them on to property tax payers. Residents will see their service levels maintained for an affordable cost. The focus on reducing costs in the 2017 and 2018 Budgets has helped mitigate the impact of lost revenue as a result of the impact of the 2017-2018 Provincial Budget.

By Division (\$000s)

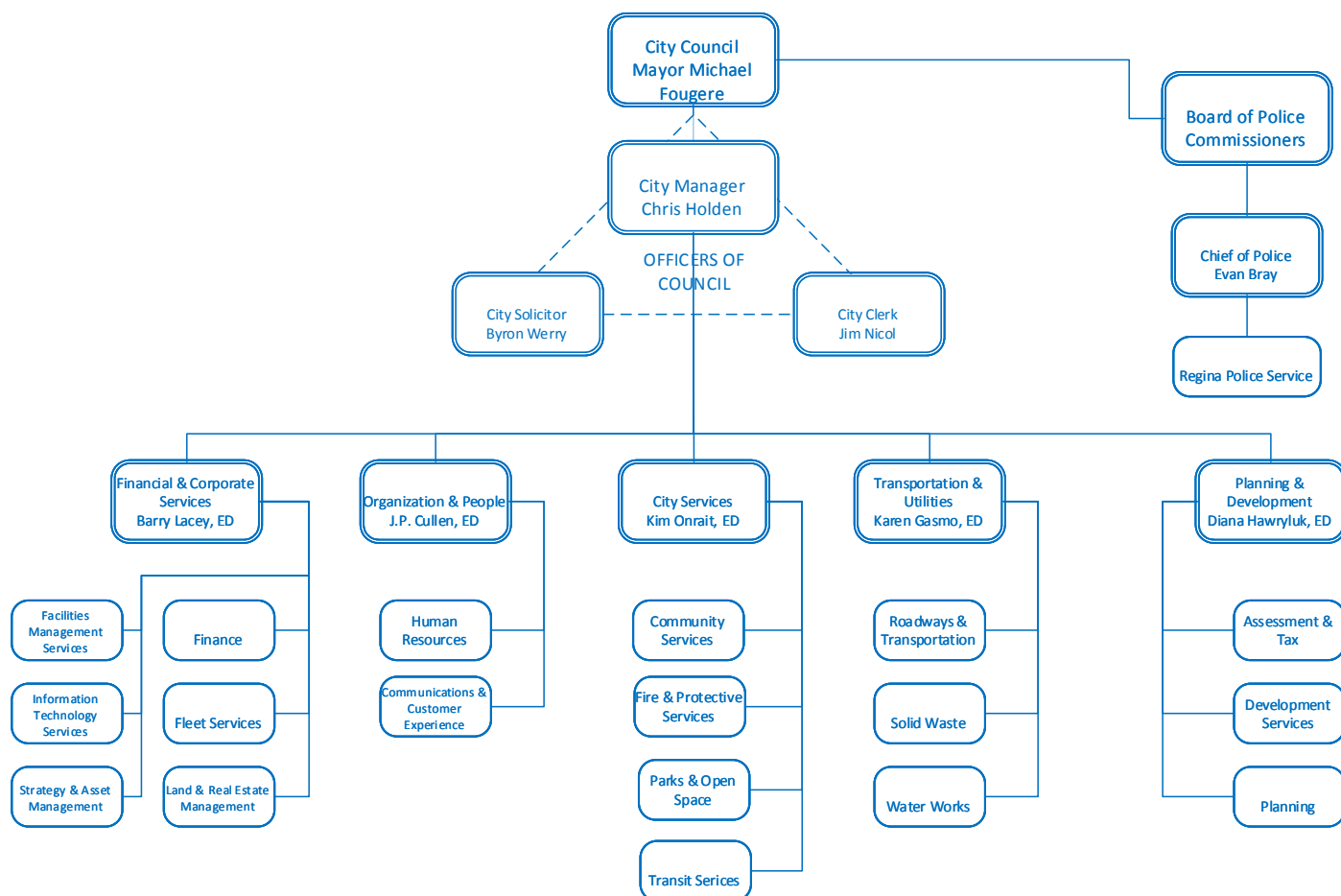
						Budget Change			
Division	2015 Actuals	2016 Actuals	2017 Budget	2017 Forecast (Sept)	2018 Budget		Dollar Change	Per Cent Change	
General Fund									
Mayor	1,411.9	1,362.4	1,484.0	1,369.2	1,431.2		(52.9)	(3.6)	
Community Investments	8,797.6	9,094.7	9,210.1	9,270.1	9,192.1		(18.0)	(0.2)	
City Manager	7,265.0	7,316.7	7,309.8	7,181.1	7,590.0		280.2	3.8	
City Planning & Development	20,916.0	18,956.5	21,618.2	18,120.0	20,168.8		(1,449.4)	(6.7)	
City Services	121,390.0	132,219.9	149,030.8	149,287.1	148,722.8		(308.0)	(0.2)	
Corporate Services	102,328.5	98,081.6	76,541.5	76,176.9	80,569.6		4,028.1	5.3	
Organization & People	10,770.1	11,227.9	11,793.0	11,036.6	12,226.2		433.2	3.7	
Transportation & Utilities	70,647.9	72,157.6	74,241.5	71,992.2	75,315.6		1,074.1	1.4	
Police	77,386.1	81,469.8	84,509.8	84,509.8	87,869.0		3,359.2	4.0	
Total General Operating Expenditures	420,913.2	431,887.1	435,738.7	428,943.2	443,085.2		7,346.5	1.7	
Utility Fund									
Organization & People	1,192.3	1,267.6	1,344.1	1,340.2	1,439.8		95.7	7.1	
City Planning & Development	1,461.4	2,217.9	2,865.5	2,373.6	3,032.3		166.8	5.8	
City Services	36.3	30.1	34.4	34.4	-		(34.4)	(100.0)	
Corporate Services	78,149.3	85,062.2	89,601.9	90,835.5	90,667.7		1,065.8	1.2	
Transportation & Utilities	39,923.9	41,075.9	36,830.4	36,599.4	37,680.3		849.8	2.3	
Total Utility Operating Expenditures	120,763.2	129,653.7	130,676.3	131,183.0	132,820.0		2,143.7	1.6	
Costing Fund									
City Services	2,911.4	3,042.5	1,262.2	3,113.4	1,092.7		(169.5)	(13.4)	
Corporate Services	54,254.8	47,362.9	50,626.4	54,537.4	49,158.2		(1,468.2)	(2.9)	
Transportation & Utilities	11,898.2	8,728.7	9,452.7	9,130.3	9,423.6		(29.0)	(0.3)	
Total Costing Operating Expenditures	69,064.4	59,134.1	61,341.4	66,781.1	59,674.6		(1,666.8)	(2.7)	

Police expenditures are offset by external funding from the provincial government and other third parties.

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 330 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.



City Council and Committees

Overview

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, with the City divided into 10 wards and one Councillor elected in each one.

City Council establishes policies and budgets for the programs and services delivered by the City of Regina. City Council and Committees 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

Expenditures (\$000s)	2015 Actuals	2016 Actuals	2017 Budget	2017 Forecast (Sept)	2018 Budget	Budget Change	
						Dollar Change	Per Cent Change
General Fund							
City Council	564.5	602.8	621.9	565.4	624.2	2.3	0.4
Corporate Memberships	151.8	160.6	128.8	136.0	130.0	1.2	0.9
Office of the Mayor	554.5	516.1	554.6	525.7	565.0	10.4	1.9
Other Committees	59.9	44.3	90.6	45.7	54.8	(35.9)	(39.6)
Quasi - Judicial Committees	44.9	38.6	51.7	60.2	57.2	5.5	10.6
Total General Operating Expenditures	1,375.6	1,362.4	1,447.7	1,332.9	1,431.2	(16.6)	(1.1)
General Fund Transfers							
Office of the Mayor	36.3	-	36.3	36.3	-	(36.3)	(100.0)
Total General Fund Transfers	36.3	-	36.3	36.3	-	(36.3)	(100.0)
Total General Operating Expenditures (with Transfers)	1,411.9	1,362.4	1,484.0	1,369.2	1,431.2	(52.9)	(3.6)

Full Time Equivalents (FTEs)	2016	2017	2018
Permanent	15.0	15.0	15.0
Casual	-	-	-
Total (General Fund)	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, cultural, 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.

2017 Accomplishments

- In 2017, the Community Investment Grants Program supported the core operating and programming of 24 cultural, sport and recreation and social development organizations, and allocated approximately 235 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 2017, 89% of applications received grant funding and 75% of all funds requested were approved.

Key Deliverables for 2018

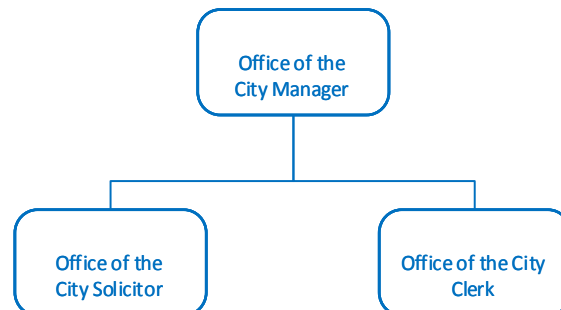
- Preserve and conserve Regina's intangible cultural heritage; e.g., languages, traditions, stories
- Improve awareness and access to arts and cultural activity and resources; e.g., artistic practices, cultural spaces, cultural industries
- Animate the City's public spaces
- Reflect the cultural aspirations 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
- Support one-time, special events to promote the City and generate tourism-related economic activity, including the 100th Mastercard Memorial Cup, the Ladies Professional Golf Association (LPGA) Canadian Pacific Women's Open and the 2018 Tim Hortons Brier
- 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 (Note: for detailed information on annual operating budgets, visit Regina Exhibition Association Limited at evrazplace.com, Economic Development Regina at economicdevelopmentregina.com and the Provincial Capital Commission at opcc.gov.sk.ca)

Expenditures (\$000s)	2015 Actuals	2016 Actuals	2017 Budget	2017 Forecast (Sept)	2018 Budget	Budget Change	
						Dollar Change	Per Cent Change
General Fund							
Community & Protective Services Committee	3,301.7	3,772.4	3,779.6	3,779.6	4,054.6	275.0	7.3
Economic Development Regina	1,744.5	1,719.5	1,819.5	1,819.5	1,719.5	(100.0)	(5.5)
Henry Baker Scholarships	19.0	34.0	34.0	34.0	34.0	-	-
Other Economic & Promotional Initiatives	85.0	195.0	10.0	70.0	10.0	-	-
Other Executive Grants	207.2	209.5	205.0	205.0	205.0	-	-
Regina Exhibition Association Limited	400.0	400.0	400.0	400.0	400.0	-	-
Special Events Minor Program	47.5	16.5	50.0	50.0	50.0	-	-
Provincial Capital Commission	2,796.9	2,719.0	2,912.0	2,912.0	2,719.0	(193.0)	(6.6)
Total General Operating Expenditures	8,601.7	9,065.9	9,210.1	9,270.1	9,192.1	(18.0)	(0.2)
General Fund Transfers							
City Services Investments	195.9	28.8	-	-	-	-	-
Total General Fund Transfers	195.9	28.8	-	-	-	-	-
Total General Operating Expenditures (with Transfers)	8,797.6	9,094.7	9,210.1	9,270.1	9,192.1	(18.0)	(0.2)

Office of the City Manager

The City Manager leads the Executive Leadership Team and sets direction for the organization on how to best serve the community to meet residents' needs now and into the future to build a sustainable city.

The Office of the City Manager is Council's link to the City Administration. The City Manager, along with the City Clerk and the 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.



Key Strategic Issues

- Balance progress towards *Design Regina: the Official Community Plan* (OCP) and deliver sustainable services in the current financial situation
- Continue to strengthen Council-Administration interactions so that Council is provided the right information for informed decisions and Administration is equipped to carry out Council's direction
- Ensure broad corporate perspective is considered and applied in decision-making across the organization

Expenditures (\$000s)	2015 Actuals	2016 Actuals	2017 Budget	2017 Forecast (Sept)	2018 Budget	Budget Change	
						Dollar Change	Per Cent Change
General Fund							
Administration - City Manager	1,492.7	1,092.7	1,491.6	1,514.8	1,263.4	(228.2)	(15.3)
City Clerk	1,040.4	917.4	1,065.0	1,232.4	1,556.6	491.6	46.2
Corporate Information Governance	713.4	937.6	937.9	881.4	885.7	(52.2)	(5.6)
Elections	155.2	929.9	3.9	59.6	3.9	0.0	0.9
Legal	3,793.4	3,439.2	3,741.6	3,423.1	3,880.4	138.8	3.7
Total General Operating Expenditures	7,195.2	7,316.7	7,240.0	7,111.3	7,590.0	350.0	4.8
Total Operating Expenditures (All funds)	7,195.2	7,316.7	7,240.0	7,111.3	7,590.0	350.0	4.8
General Fund Transfers							
Elections	69.8	-	69.8	69.8	-	(69.8)	(100.0)
Total General Fund Transfers	69.8	-	69.8	69.8	-	(69.8)	(100.0)
Total General Operating Expenditures (with Transfers)	7,265.0	7,316.7	7,309.8	7,181.1	7,590.0	280.2	3.8

Full Time Equivalents (FTEs)	2016	2017	2018
Permanent	44.0	41.0	44.0
Casual	-	-	-
Total (General Fund)	44.0	41.0	44.0

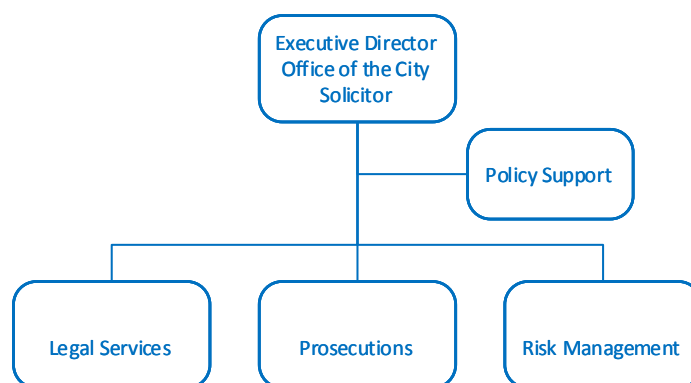
Office of the City Manager

Expenditures (\$000s)	2015 Actuals	2016 Actuals	2017 Budget	2017 Forecast (Sept)	2018 Budget	Budget Change	
						Dollar Change	Per Cent Change
General Fund							
Administration - City Manager	1,492.7	1,092.7	1,491.6	1,514.8	1,263.4	(228.2)	(15.3)
Total General Operating Expenditures	1,492.7	1,092.7	1,491.6	1,514.8	1,263.4	(228.2)	(15.3)

Full Time Equivalents (FTEs)						2016	2017	2018
Permanent						8.0	5.0	3.0
Casual						-	-	-
Total (General Fund)						8.0	5.0	3.0

Office of the City Solicitor

The Office of the City Solicitor supports City Council, the Executive Leadership Team and all Departments by providing strategic and operational legal and risk management advice to advance the business and public policy objectives of the City while ensuring legal and legislative compliance. The Office includes a Policy Support Branch to help with policy development across the organization.



Overview

The Office is comprised of four branches:

Legal Services

- The Legal Services Branch provides advice and service to the City of Regina and Regina Police Service. The role is to provide advice and service to Council, the Board of Police Commissioners, the City Manager and client divisions to both advance and protect corporate business and legal interests.

Prosecutions

- The Prosecutions Branch prosecutes all bylaw offences in the City, except moving traffic violations, and some provincial offences. It also administers the Regina Municipal Division of Provincial Court.

Risk Management

- The Risk Management Branch is responsible for oversight of risk management for the City of Regina and the Regina Police Service. The Branch provides services to client departments including investigating and adjusting or pursuing claims by and against the City of Regina, as well as recommending loss preventions measures.
- The Branch administers the placement of insurance coverage to protect clients from risk and financial loss.

Policy Support

- The Policy Support Branch provides advice and service with policy development across the organization.

Expenditures (\$000s)	2015 Actuals	2016 Actuals	2017 Budget	2017 Forecast (Sept)	2018 Budget	Budget Change	
						Dollar Change	Per Cent Change
General Fund							
Legal Services	3,417.0	3,036.4	3,167.4	2,871.1	3,297.7	130.3	4.1
Prosecutions	150.5	158.1	162.4	160.5	165.3	3.0	1.8
Risk Management	226.0	244.7	269.3	249.7	279.7	10.4	3.9
Policy Support	-	-	142.6	141.8	137.7	(4.9)	(3.5)
Total General Operating Expenditures	3,793.4	3,439.2	3,741.6	3,423.1	3,880.4	138.8	3.7

Full Time Equivalents (FTEs)	2016	2017	2018
Permanent	18.0	18.0	19.0
Casual	-	-	-
Total (General Fund)	18.0	18.0	19.0

Services

Legal Services

- Advice and Counsel – Provide legal counsel/advice to the Corporation/Administration, City Council and the Board of Police Commissioners.
- Legal Services – Preparing, reviewing and providing advice on legal documents related to contracts and financing, reports to Committees and City Council. Drafting bylaws. Ensuring regulatory compliance.
- Litigation Services – Defend all legal actions brought against the City of Regina and the Board of Police Commissioners. Pursue all legal actions on behalf of the City. Represent the City in Municipal Bylaw Court and before the various administrative tribunals.
- Planning and Real Estate – Preparation and review of legal documents related to real estate, planning and development. Complete Information Services Corporation transactions. Review and provide advice on reports to Committees and City Council, as well as prepare reports and draft bylaws for Committees and City Council.

Prosecutions

- Bylaw Offences – Review prosecution requests from internal clients and draft charges if there is sufficient evidence to lay a charge. Externally, explain the process and provide information and disclosure to the defendant.
- Regina Municipal Division of Provincial Court – Administration and organization of court schedules for the Regina Municipal Division of Provincial Court and prosecution of all municipal cases that go to Municipal Court.

Risk Management

- Claims – Oversee situations where members of the public believe they have suffered either injuries or damage to their property as a result of something the City has done and who wish to make a claim against the City.
- Compensation for Damage – Investigate all instances where the City may have a right of claim against others for damage to City assets and pursue recovery.
- Insurance Coverage – Maintain the comprehensive portfolio of insurance to protect the financial assets of the Corporation as well as to protect the Corporation against losses related to liability arising out of all civic activities and operations.
- Loss Prevention – Inspection of City facilities from a property loss prevention perspective to generate recommendations to ensure that the City is complying with regulatory and legislative requirements, as well as to identify potential property loss risks.

Policy Support

- Provide advice and support on corporate and public policy development

2017 Accomplishments

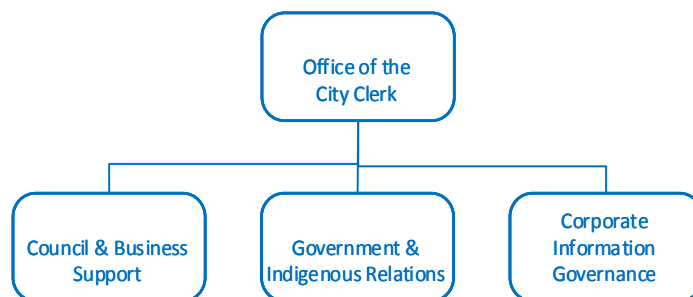
- The Office of the City Solicitor supported the work of a range of major projects currently underway, including the Waste Water Treatment Plant and Mosaic Stadium, both of which reached substantial completion.
- Policy updates regarding servicing agreement fees were completed.
- Governance changes for a number of municipal controlled corporations were also implemented.
- The Office supported the work on a number of bylaws including review and rewrite of *The Taxi Bylaw* and *The Smoking Bylaw*.

Key Deliverables in 2018

- The demands on the Office of the City Solicitor have expanded with the growth of the City, including demand from new and innovative service partnerships and contractual relationships.
- The Office is attempting to manage its capacity to deliver this service by introducing tools such as Risk Management Software and Law Office Management Software to ensure that we are operating as efficiently as possible. By moving to a paperless office, with seamless electronic file management, the Office will see improvements in the operation and delivery of legal services.

Office of the City Clerk

The Office of the City Clerk directs the administrative functions of City Council and Committees as outlined in *The Cities Act* and is also responsible for administering *The Local Authority Freedom of Information and Protection of Privacy Act*. The Office governs and promotes the openness and transparency of municipal government, linking City Council and Administration for the general public. The Office provides a central point of contact for maintaining ongoing relationships with external stakeholders, including provincial and federal governments, partnerships, associations, Indigenous communities and other local governing bodies.



Overview

The Department is comprised of three branches which includes:

Council & Business Support

- Provide support to City Council and individual councillors through the management of the decision-making processes of City Council, committees and quasi-judicial bodies
- Ensure election readiness and manage election operations

Government & Indigenous Relations

- Provide support and expertise to internal and external stakeholders in the delivery of corporate programs and partnerships which impact relationships with other levels of government, Indigenous peoples and communities

Corporate Information Governance

- Manage all aspects of privacy protection and access to information, including processing access to information requests
- Coordinate the open government program and manage the open data website
- Manage and support on all aspects of corporate records management, including records retention, disposal and preservation of historical information captured through digitization and the archives

Expenditures (\$000s)	2015 Actuals	2016 Actuals	2017 Budget	2017 Forecast (Sept)	2018 Budget	Budget Change	
						Dollar Change	Per Cent Change
General Fund							
Office of City Clerk	1,195.6	1,847.3	1,068.9	1,292.0	1,560.5	491.6	46.0
Corporate Information Governance	708.4	933.9	864.9	876.7	879.7	14.9	1.7
Facilities Costs - Corporate Information Governance	5.0	3.6	73.0	4.8	5.9	(67.1)	(91.9)
Total General Operating Expenditures	1,909.0	2,784.9	2,006.8	2,173.4	2,446.2	439.4	21.9

Full Time Equivalents (FTEs)						2016	2017	2018
Permanent						18.0	18.0	22.0
Casual						-	-	-
Total (General Fund)						18.0	18.0	22.0

Services

Council & Business Support

- Administration – Support City Council and provide a first point of contact for the public either directly or through Service Regina or Regina.ca.
- Legislative Compliance – Ensure that the City maintains compliance with all agreements, bylaws and legislation. Ensure an open and transparent rendering of Council business. Also responsible for the coordination of the Municipal/School Board Election, which is a legislated occurrence.
- Projects – Planning, coordinating and implementing of legislated initiatives and events initiated through Council decision. This creates open and transparent government practices while promoting community and inclusiveness.
- Protocol – Oversee appropriate protocol for members of Council and the Administration.

Corporate Information Governance

- Access to Information – Oversee all matters of access to information. Providing access to information as directed by *The Local Authority Freedom of Information and Protection of Privacy Act*. Coordinate Freedom of Information requests including search, retrieval, redaction and release. Liaise with the Saskatchewan Office of the Information and Privacy Commissioner on reviews and to resolve complaints should citizens disagree with the City's response.
- Information Policy – Develop, maintain and implement corporate policies and procedures related to the governance of the City's information assets.
- Privacy Protection – Protect personal, confidential and third party information within its custody and under its control. Provide oversight, consultation and advice to internal Departments on privacy protection. Manage privacy breach prevention and all aspects related to a privacy breach. Conduct privacy impact assessments.
- Records Information Management – Manage corporate records including the necessary access, retention and disposal of corporate records according to *The Retention Bylaw*.
- Historical information and preservation services, including public access to archival records, are also provided.

Government & Indigenous Relations

- Research and Advisory – Provide support services on corporate programs, partnership and other levels of government, Indigenous peoples and other communities.
- Stakeholder Liaison – Intergovernmental relationship management and public relations.
- Policy, action plan and strategy is also developed.

2017 Accomplishments

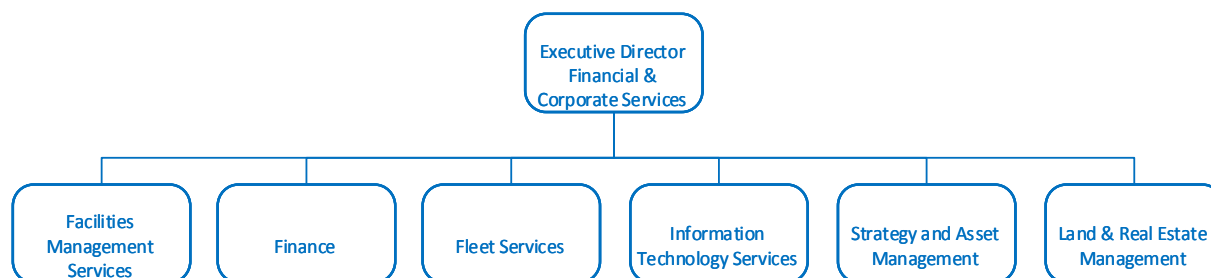
- Successfully executed all legislative requirements with respect to the Municipal/School Board election
- Provided Council orientation and on-board training and development
- Initiated new Agenda Management Software
- Improved business operations, processes and procedures
- Revised and reviewed policies, bylaws and guidelines
- Upgraded HP Records Management system and Open Data website software (CKan) to provide an improved user experience as well as increased functionality
- Facilitated Reconciliation Regina, the Protocol of Recognition, Partnership and Respect between the City of Regina and File Hills Qu'Appelle Tribal Council and the Memorandum of Understanding on the "Elimination of Racism throughout our Ancestral Lands/Province" between the City of Regina and the Federation of Sovereign Indigenous Nations

Key Deliverables in 2018

- Direct significant time and resources toward the new Council orientation and their roles on committees and boards
- Evaluate and implement recommendations from service improvement reviews
- Implement the new Agenda Management Software and continue business improvements
- Provide leadership to the organization on Records and Information Management

Financial & Corporate Services Division

Financial & Corporate Services provides essential support services and sets out standards that incorporate leading business practices, tools and technology to enable the organization to meet citizens' needs. This group includes Facilities Management Services, Finance, Fleet Services, Information Technology Services, Strategy & Asset Management, and Land & Real Estate Management.



Key Strategic Issues

- Enhancing the provision of timely management information to the organization for informed decision-making, including using data that lays out the linkages between service level expectations and the cost of providing them, along with appropriate lifecycle cost estimates for assets throughout their entire lifespan
- Improving work planning and resource assignment activities across the organization
- Building policies, plans and tools to manage the Corporation's financial condition now and for the long term

Expenditures (\$000s)	2015 Actuals	2016 Actuals	2017 Budget	2017 Forecast (Sept)	2018 Budget	Budget Change	
						Dollar Change	Per Cent Change
General Fund							
Executive Director, Financial & Corporate Services	630.5	754.6	465.8	596.3	488.4	22.6	4.9
Facilities Management Services	5,240.6	5,657.1	5,746.9	5,719.9	5,918.3	171.4	3.0
Finance	61,358.7	63,809.9	54,989.8	53,248.1	56,331.3	1,341.5	2.4
Fleet	1,194.6	1,245.3	1,276.1	1,296.2	1,267.4	(8.8)	(0.7)
Information Technology	9,992.2	11,042.4	11,258.4	10,719.9	14,014.5	2,756.1	24.5
Land & Real Estate	159.0	211.8	223.3	238.4	225.3	2.0	0.9
Strategy & Asset Management	1,472.2	1,899.8	1,652.5	1,429.4	1,395.8	(256.7)	(15.5)
Total General Operating Expenditures	80,047.9	84,620.9	75,612.8	73,248.2	79,640.9	4,028.1	5.3
Utility Fund							
Facilities Management Services	564.9	568.4	648.1	650.5	648.8	0.7	0.1
Finance	77,119.4	83,861.8	88,318.0	89,590.8	89,243.6	925.6	1.0
Information Technology	383.4	449.8	475.5	433.9	657.1	181.6	38.2
Strategy & Asset Management	81.6	182.2	160.3	160.3	118.2	(42.1)	(26.3)
Utility Billing	-	-	-	-	-	-	-
Total Utility Operating Expenditures	78,149.3	85,062.2	89,601.9	90,835.5	90,667.7	1,065.8	1.2
Costing Fund							
Facilities Management Services	4,696.1	4,812.9	4,805.9	4,824.8	5,018.1	212.2	4.4
Fleet	36,885.4	38,301.5	39,102.0	38,906.9	37,419.3	(1,682.6)	(4.3)
Information Technology	703.0	791.8	736.1	709.2	745.4	9.3	1.3
Land & Real Estate Management	11,970.3	3,456.6	5,982.5	10,096.5	5,975.4	(7.1)	(0.1)
Total Costing Operating Expenditures	54,254.8	47,362.9	50,626.4	54,537.4	49,158.2	(1,468.2)	(2.9)
Total Operating Expenditures (All funds)	212,452.0	217,046.0	215,841.1	218,621.2	219,466.7	3,625.6	1.7
General Fund Transfers							
Facilities Management Services	754.9	790.2	729.3	729.3	729.3	-	-
Finance	21,525.8	12,590.5	119.4	2,119.4	119.4	-	-
Information Technology	-	80.0	80.0	80.0	80.0	-	-
Total General Fund Transfers	22,280.6	13,460.7	928.7	2,928.7	928.7	-	-
Total General Operating Expenditures (with Transfers)	234,732.6	230,506.7	216,769.8	221,549.9	220,395.5	3,625.6	1.7

Full Time Equivalents (FTEs)						2016	2017	2018
Permanent						259.7	249.4	268.1
Casual						22.0	22.5	21.7
Total (General Fund)						281.7	271.9	289.8
Staff Complement (Costing Fund)								
Permanent						141.3	143.4	144.8
Casual						2.1	2.1	2.1
Total (Costing Fund)						143.4	145.5	146.9
Staff Complement (Utility Operating Fund)								
Permanent						31.0	31.0	29.0
Casual						1.3	1.5	1.8
Total (Utility Operating Fund)						32.3	32.5	30.8
Staff Complement (General Capital Fund)								
Permanent						10.8	12.0	16.0
Casual						-	-	-
Total (General Capital Fund)						10.8	12.0	16.0
Total All Funds						468.1	461.8	483.4

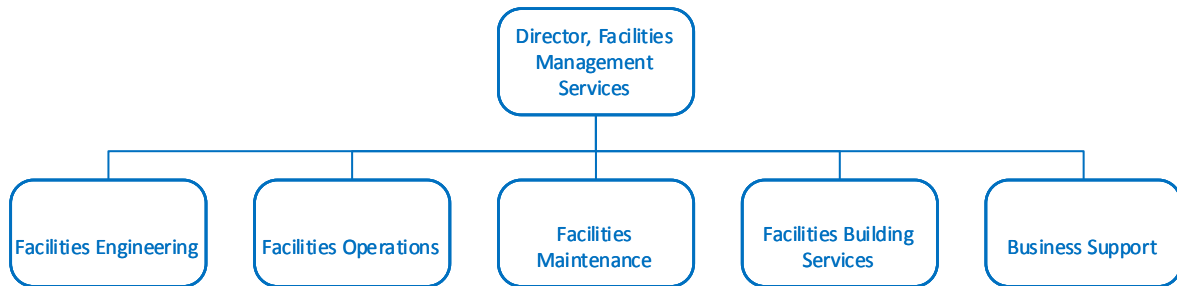
Executive Director, Financial and Corporate Services

Expenditures (\$000s)	2015 Actuals	2016 Actuals	2017 Budget	2017 Forecast (Sept)	2018 Budget	Budget Change	
						Dollar Change	Per Cent Change
General Fund							
Executive Director, Financial & Corporate Services	630.5	754.6	465.8	596.3	488.4	22.6	4.9
Total General Operating Expenditures	630.5	754.6	465.8	596.3	488.4	22.6	4.9

Full Time Equivalents (FTEs)						2016	2017	2018
Permanent						4.0	2.0	2.0
Casual						-	-	-
Total (General Fund)						4.0	2.0	2.0

Facilities Management Services

As stewards of corporate facilities, Facilities Management Services provides the positive physical environment that satisfies the business requirements of our customers.



Overview

Facilities Management Services establishes corporate standards for all civic properties and also manages their operation and maintenance. This includes the responsibility for approximately 700 structures and buildings, which have a replacement value of approximately \$735 million. The Department consists of five branches and delivers six services:

Facilities Engineering

- Oversees the planning and work scheduling for all facility renewal, repair and rehabilitation work that minimizes total lifecycle costs, including responsibility for all major building renovations and new construction

Facilities Operations

- Provides the janitorial, custodial and daily building operation's support, ensuring that those who work in and visit the buildings are both safe and comfortable

Facilities Maintenance

- Provides routine daily maintenance and preventative maintenance services in all civic buildings and structures

Facilities Building Services

- Provides support for corporate programs including employee parking, life safety programs, security, service contract management, property management, the corporate furniture inventory management system and office space programming

Business Support

- Provides project management administration, policy, procedure and guideline development, work force development and training

Expenditures (\$000s)	2015 Actuals	2016 Actuals	2017 Budget	2017 Forecast (Sept)	2018 Budget	Budget Change	
						Dollar Change	Per Cent Change
General Fund							
Director, Facilities	407.2	434.5	461.1	438.1	551.8	90.6	19.7
Building Services	908.4	1,138.3	859.3	1,029.1	950.8	91.5	10.7
Facilities Operations	1,956.6	2,029.0	1,990.4	2,038.2	2,001.4	11.0	0.6
Facilities Utility	527.1	592.6	713.2	674.4	629.4	(83.9)	(11.8)
Facilities Maintenance	943.1	935.5	1,122.6	999.0	1,139.5	16.8	1.5
Facilities Engineering	498.1	527.2	600.2	541.1	645.6	45.3	7.5
Total General Operating Expenditures	5,240.6	5,657.1	5,746.9	5,719.9	5,918.3	171.4	3.0
Costing Fund							
Facilities Maintenance	4,696.1	4,812.9	4,805.9	4,824.8	5,018.1	212.2	4.4
Total Costing Operating Expenditures	4,696.1	4,812.9	4,805.9	4,824.8	5,018.1	212.2	4.4
Utility Fund							
Building Services	307.4	311.8	399.3	401.7	400.0	0.7	0.2
Facilities Operations	145.2	109.7	135.6	135.6	135.6	-	-
Facilities Maintenance	47.1	54.6	33.8	33.8	33.8	-	-
Facilities Utilities	65.1	92.3	79.4	79.4	79.4	-	-
Total Utility Operating Expenditures	564.9	568.4	648.1	650.5	648.8	0.7	0.1
Total Operating Expenditures (All funds)	10,501.6	11,038.5	11,200.9	11,195.2	11,585.2	384.3	3.4

Full Time Equivalents (FTEs)					2016	2017	2018
Permanent					93.6	92.0	94.0
Casual					20.6	21.1	16.6
Total (General Fund)					114.2	113.1	110.6
Staff Complement (Costing Fund)							
Permanent					33.6	33.6	33.6
Casual					1.1	1.1	1.1
Total (Costing Fund)					34.7	34.7	34.7
Staff Complement (General Capital Fund)							
Permanent					1.0	2.0	6.0
Casual					-	-	-
Total (General Capital Fund)					1.0	2.0	6.0
Total All Funds					149.9	149.8	151.2

Services

- Capital Program Management – Provides technical engineering support as required, related to the architectural, structural, mechanical and electrical systems of City-owned facilities.
- Maintenance – Provision of all maintenance and repair services for City assets such as operational and recreational buildings, transit shelters, pathway bridges and fences.
- Operations – Daily operations of City-owned facilities, physical plant operation, operational life safety and security, energy management and air quality initiatives.
- Safety and Security – Provide a safe and secure environment for employees and members of the public in all City-owned facilities and to ensure security and life safety standards are implemented consistently across the organization.
- Space and Property Management – Maintains employee space including employee parking, fleet and equipment parking/storage, and the design and furnishing of workspaces.
- Special Event Management – Provide on-site support and coordination for corporate or community events.

2017 Accomplishments

- The Facilities formal Asset Management Plan was developed. This plan, along with the Corporate Facilities Master Plan, will enable Facilities to identify the major assets managed, what needs to be done to manage them and the projected costs of providing reliable and sustainable service. It will provide a holistic, long-term understanding of the activities and long-term investment needed to assist the organization to better understand the implications of deferring asset renewal, or replacement, or the timing of one project in relation to other projects. An Asset Management Plan helps ensure informed decision making, minimization of long-term costs, while managing risk and delivering reliable services.
- māmawēyatitān centre fully opened its doors in September 2017. This is an integrated learning/community facility built on the existing sites of the Albert Scott Community Centre and Scott Collegiate. This project has been many years in the making. Construction on this one-of-a-kind facility began in fall, 2014. It houses the City of Regina, Regina Public School Board, Regina Public Library, along with Regina Police Service, the North Central Community Association and Chili for Children (Regina Indian Community Awareness Inc.). The new facility is an up-to-date facility hosting many new innovative opportunities for learning and integration for both students and the community.

- Deconstruction of historic Mosaic Stadium is underway. A complete inventory of assets was developed, some items were salvaged for future use and a wide range of assets were auctioned off. All above grade elements were removed by December 2017, with full completion scheduled for spring of 2018.

Strategic Issues and Opportunities

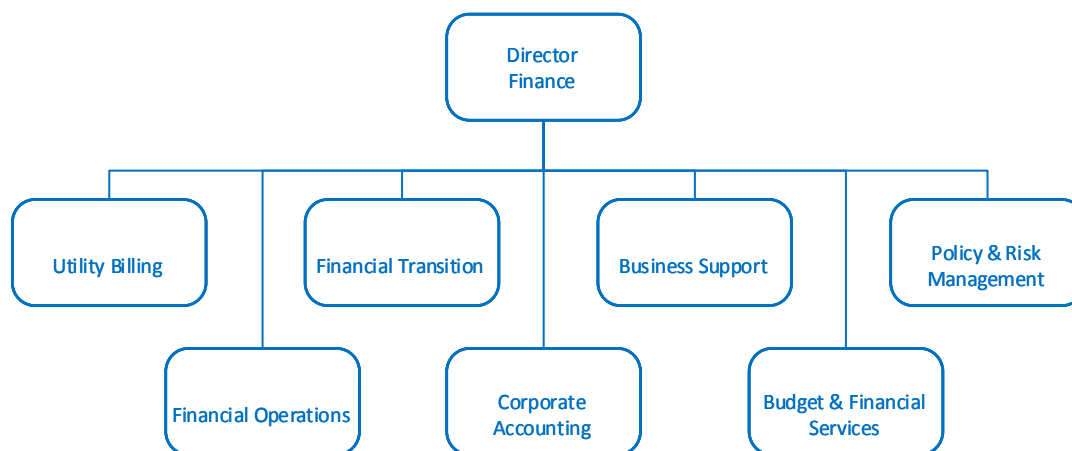
- Many of our facilities are at capacity or reaching the end of their useful life and will need significant injections of funding to continue to deliver public services effectively. Major renovation or renewal of facilities is also growing in demand to accommodate changing business needs and to address capacity issues. Business changes have also increased the demands for flexible spaces that can efficiently and effectively change to support an ever-changing environment.
- Facilities Management continues to expand the preventative maintenance for all corporate facilities. This proactive approach to maintaining City facility infrastructure creates an opportunity to extend the useful life of the assets by scheduling regular maintenance, thus reducing the chance of premature failure and subsequent replacement.

Key Deliverables in 2018

- Facilities Management Services will complete detailed design and ground-breaking of three major projects for infrastructure replacement. The Transit Fleet Maintenance Facility, Waste Management Centre and Parks/Facilities Trade shop. Each of these multi-year projects are among the highest priority for renewal in the Corporate Facilities Master Plan ten-year investment strategy.
- Facilities' customer demand work request system (Cherwell) will be fully implemented in 2018. The self-service portal will provide one point of contact for our customers, work flow management for our business areas and tracking capacity for facility-related customer service requests. It will also provide for data collection and analysis to determine and set service levels. This project will complete Facilities requirements for MBN Canada reporting measures.

Finance

The Finance Department provides internal and external financial reporting, accounting, budgeting, accounts payable and receivable, procurement, cash management, investment and debt management services and general financial advice to the Corporation. The Department also manages customer service, billing and collection for the City's water, wastewater drainage and recycling services.



Overview

The Department consists of seven branches, delivering 12 services:

Utility Billing

- Supports all aspects of the utility billing services including meter reading, billing processing, collections, and field services
- Provides sundry billing, processing, and collection services

Financial Operations

- Leads the procurement of all goods, services, equipment, and professional and consulting services for the Corporation
- Provides payment services for the corporation and supports internal distribution of project costs across the organization

Financial Transition

- Provides organizational change management services to support the enterprise-wide Business Transformation Program

Corporate Accounting

- Responsible for public accounting and reporting including the financial statements, management of the City's corporate financial system, internal control systems, related support and the external corporate financial audits
- Supports corporate payments, banking, cash management, investments and related controls, systems, support and training as well as compliance review

Business Support

- Provides business and strategic planning support and direction, performance data management and reporting, and process oversight for the Department
- Provides coordination and support in the reporting of key financial performance indicators for the Corporation

Budget and Financial Services

- Leads the internal management reporting processes and provides decision-making support through financial modelling and business case development to support operation of all divisions within the Corporation
- Leads the development of the annual operating and capital budgets for the City supported by the use of the Long Range Financial Plan Model

Policy and Risk Management

- Reviews, establishes and develops internal controls and governance practices, policies and procedures for the City
- Manages business development initiatives and process improvement, including the development of the Long Range Financial Plan and financial policies development

Expenditures (\$000s)	2015 Actuals	2016 Actuals	2017 Budget	2017 Forecast (Sept)	2018 Budget	Budget Change	
						Dollar Change	Per Cent Change
General Fund							
Director Finance	304.3	1,331.6	263.4	255.7	668.9	405.5	153.9
Manager of Business Support	22.0	111.7	120.5	121.0	498.4	377.9	313.5
Corporate Accounting	1,722.1	1,852.9	1,790.7	1,907.2	1,840.2	49.4	2.8
Financial Operations	1,626.3	1,767.3	1,738.7	1,740.0	1,719.5	(19.2)	(1.1)
Financial Planning	1,472.8	1,243.7	154.1	129.2	154.7	0.6	0.4
Budget & Financial Services	1,457.8	1,793.1	1,897.6	2,375.4	1,843.8	(53.8)	(2.8)
Policy & Risk Management	429.5	367.4	402.8	385.9	412.6	9.8	2.4
Utility Billing	237.2	241.9	2.2	1.7	2.2	-	-
Sundry Accounts Receivable(Utility)	7.6	98.1	135.7	123.4	135.3	(0.5)	(0.3)
Corporate Transactions	54,079.2	55,002.1	48,484.2	46,208.6	49,055.9	571.8	1.2
Total General Operating Expenditures	61,358.7	63,809.9	54,989.8	53,248.1	56,331.3	1,341.4	2.4
Utility Fund							
IT Support							
Access Fee	8,494.5	9,197.1	9,860.2	9,860.2	9,860.2	-	-
Debt Costs	61,277.7	65,634.9	6,125.8	6,125.8	7,478.6	1,352.8	22.1
Corporate Financial Transfers	(1,034.5)	-	50,303.4	50,303.3	49,222.0	(1,081.3)	(2.1)
Utility Administration Charge	8,381.7	9,029.8	22,028.7	23,301.4	22,682.8	654.1	3.0
Total Utility Operating Expenditures	77,119.4	83,861.8	88,318.0	89,590.8	89,243.6	925.6	1.0
Total Operating Expenditures (All funds)	138,478.1	147,671.7	143,307.8	142,838.8	145,574.9	2,267.0	1.6

Full Time Equivalents (FTEs)						2016	2017	2018
						64.5	66.5	69.5
Permanent						1.4	1.4	1.4
Casual						65.9	67.9	70.9
Total (General Fund)								
Staff Complement (Utility Operating Fund)								
						27.5	27.5	25.5
Permanent						1.3	1.5	1.8
Casual						28.8	29.0	27.3
Total (Utility Operating Fund)								
Staff Complement (General Capital Fund)								
						9.0	9.0	9.0
Permanent						-	-	-
Casual						9.0	9.0	9.0
Total (General Capital Fund)								
Total All Funds						103.7	105.9	107.1

Services

- Job Costing – Provide support to internal departments to allocate labour and direct costs to various jobs to determine job costing.
- Utility Billing and Receivables – Administer the billing process for the water utility, recycling and all sundry revenues. This includes managing payment receipts, processing account adjustments/rebates, collections and customer inquiries.
- Procurement – Support internal departments in managing procurement of goods and services in the delivery of the City's operations and programs.
- Governance, Policy and Internal Control Development, and Risk – Provide financial advice, develop financial policies, provide support for internal financial models and provide financial governance, guidance and direction.
- Internal Management Reporting and Accounting – Provide internal financial reporting and assistance to the departments and their branches across the City.
- Financial Training – Deliver corporate financial training programs to increase the financial literacy within the organization on the overall financial structure at the City.
- Fee Analysis and Review – Analyze, in conjunction with the relevant business area, the appropriate fee to charge for a particular service.
- External Reporting, Compliance and Tax Management – Manage, compile and prepare the City's Annual Consolidated Financial Statements for its Annual Report as well as for other audits. Provide other legislative reporting such as Statistics Canada reporting, preparation of public accounts reporting and other requests from the provincial and federal governments. Oversee other legislative reporting and the financial administration of senior level government funding and grants.

- Corporate Financial Models – Review and analyze financial models across the City to evaluate the immediate and long-term financial implications to services of various investment and expenditure decisions.
- Cash Management, Corporate Payments and Investment Management – Manage, develop and implement short- and long-range plans and policies for investment services. Oversee the collection and disbursements of cash for the City and as well the day-to-day banking requirements for the City and all entities, including cash management, investment and corporate payment services.
- Budget – Develop policies, procedures and processes associated with the development, consolidation and communication of the City's operating and capital budgets.
- Accounts Payable – Provide support to internal departments to manage timely payment for goods and services to ensure the delivery of the City's operations and maintain vendor relationships.

2017 Accomplishments

- Contributed to transparent reporting to Council and the public by supporting the successful onboarding and reporting of 25 services to MBN Canada, including reporting of the Investments, Purchasing, Accounts Payable and General Revenue services and leading the reporting of all costing (financial) measures across the City
- Strengthened the City's financial position and stewardship with the creation of a draft Long-Range Financial Plan to support the Long-Range Financial Model to help decision-makers have a more complete picture of revenue, expenses and longer-term financial implications
- Successfully completed a project to deliver a new planning, budgeting and forecasting system that will provide more timely access to data and support decision-making during the upcoming fiscal year
- Successfully redesigned the chart of accounts and established a governance policy to enhance tracking and reporting of costs
- Provided the first Mid-Year Financial Report to Council depicting the City's progress on meeting the planned results approved in the budget and supporting transparency

Strategic Issues and Opportunities

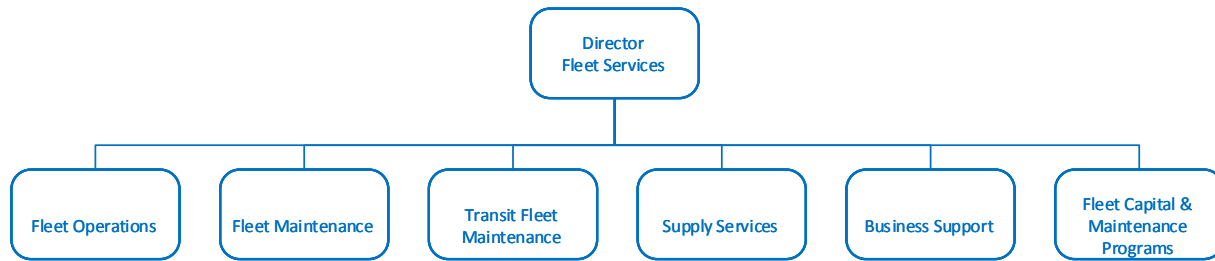
- A redesigned chart of accounts, Long Range Financial Plan and new planning, budgeting and forecasting system for 2018 will be launched to facilitate a full integration of information that will provide better analysis and understanding of the impact of spending decisions now and in the future.
- Enhanced and more timely and accurate reporting for internal and external stakeholders will be provided.
- The successful roll-out of these systems will greatly enhance the department's ability to support the organization and decision-making.

Key Deliverables in 2018

- The new planning, budgeting and forecasting system will be launched to provide management with access to timely and accurate data and support decision-making.
- The Long Range Financial Model for decision-making and for reference in the budget process will be utilized. The department will work to further establish the Long Range Financial Plan to help manage resources over the long term. This work supports more flexibility to meet growth-related infrastructure requirements, while maintaining a low, or manageable, level of debt to support ongoing services and fiscal sustainability.

Fleet Services

The Department provides the City with appropriate fleet resources and operator training.



Overview

Fleet Services is organized into six branches and delivers five services:

Fleet Operations

- Provides asset management for all civic fleet vehicles and equipment, motor pool operation and operator training needed by other departments to deliver programs and services

Fleet Maintenance

- Oversees the repair, inspection, preventative maintenance and warranty management of the City's fleet of civic vehicles and equipment and provides non-fleet welding and fabricating

Transit Fleet Maintenance

- Oversees the repair, inspection, preventative maintenance and warranty management of the City's fleet of transit buses

Supply Services

- Manages the supply chain and fuelling infrastructure required to maintain and operate the fleet and manages the City's Central Stores operation, towing compound, and the disposal of corporate and Regina Police Service assets

Business Support

- Manages and develops information technology systems and processes in coordination with the Information Technology Services, employee development and engagement strategies, implementation of a continuous improvement program, and documents service levels with client departments

Fleet Capital & Maintenance Programs

- Responsible for the asset management program for all transit and fire fleet vehicles and equipment, as well as the delivery of repair, inspection, preventative maintenance and warranty management services of the City's fleet of fire vehicles and equipment

Expenditures (\$000s)	2015 Actuals	2016 Actuals	2017 Budget	2017 Forecast (Sept)	2018 Budget	Budget Change	
						Dollar Change	Per Cent Change
General Fund							
Fleet Operations	697.2	770.8	753.2	748.7	772.4	19.2	2.5
Supply Services	497.5	474.5	522.9	547.5	495.0	(27.9)	(5.3)
Total General Operating Expenditures	1,194.6	1,245.3	1,276.1	1,296.2	1,267.4	(8.8)	(0.7)
Costing Fund							
Fleet Operations	1,820.6	1,759.7	1,938.1	1,936.2	1,969.0	30.8	1.6
Fleet Maintenance	28,151.7	29,921.2	29,989.7	29,546.8	28,262.5	(1,727.2)	(5.8)
Supply Services	6,913.2	6,620.6	7,174.1	7,423.9	7,187.9	13.7	0.2
Total Costing Operating Expenditures	36,885.4	38,301.5	39,102.0	38,906.9	37,419.3	(1,682.6)	(4.3)
Total Operating Expenditures (All funds)	38,080.1	39,546.8	40,378.1	40,203.1	38,686.7	(1,691.4)	(4.2)

Full Time Equivalents (FTEs)	2016	2017	2018
Permanent	7.8	7.8	7.8
Casual	-	-	-
Total (General Fund)	7.8	7.8	7.8
Staff Complement (Costing Fund)			
Permanent	99.8	100.8	100.3
Casual	1.0	1.0	1.0
Total (Costing Fund)	100.8	101.8	101.3
Staff Complement (General Capital Fund)			
Permanent	0.8	1.0	1.0
Casual	-	-	-
Total (General Capital Fund)	0.8	1.0	1.0
Total All Funds	109.3	110.6	110.0

Services

- Fleet Maintenance and Repair – Maintenance and repair to fleet vehicles and equipment including the preventive maintenance program, warranty procedures, SGI certifications, crane certifications, scheduling maintenance and managing fleet costs.
- Fleet Training and Safety – Basic and targeted training for fleet assets applicable to business areas. Advice and input regarding business area standard operating procedures. Recordkeeping related to training programs, incident/collision reviews and operator evaluations. Regulatory updates affecting vehicle operation and use.
- Fleet Vehicle and Equipment Supply – Lifecycle and fleet replacement planning. Preparing tender specifications for the replacement of equipment or the purchase of new capital equipment. External vehicle and equipment rentals. Short-term motor pool rentals and the supply of small tools. Fleet vehicle licensing.
- Parts and Material Supply Services – Sourcing and processing of supplies to satisfy our internal and external customers' program needs.
- Salvage Services – Manage the disposal of surplus City assets, and the management of the City of Regina and the Regina Police Service Vehicle Towing Storage Compound.

2017 Accomplishments

- In collaboration with the Transit department, Fleet Services led and participated in several capital projects that are 50% funded by the federal government's Public Transit Infrastructure Fund (PTIF), with the City being responsible for the remaining 50%. Projects completed by Fleet Services in 2017 include the purchase of 16, 40 foot buses, 13 replacements and three additional buses. In addition, seven paratransit buses – six replacements and one additional – were purchased. Fleet Services also contributed to other PTIF projects relating to customer service enhancements to the bus fleet.
- All of the Fleet Training Officers successfully completed the Saskatchewan Certificate of Recognition (COR®) Program. COR® is the national standard in safety recognition for the safety industry and its objective is to reduce incidents and their associated human and financial costs.
- Supply Services started a consigned inventory program where a vendor will provide consigned parts stock at no cost, and the City will be charged only when actually using the parts. This will enable the City to keep more repair parts in stock without having to increase the investment in the inventory of repair parts.
- The decommissioning of the historic Mosaic Stadium was completed this year. Fleet Services' role in this project was to initiate and manage the auctioneering contract for the sale of the old Mosaic Stadium assets.
- In 2016, Fleet Services built a special-purpose vehicle, known as the 'worminator', to more effectively and efficiently spray worm-control liquid on City trees. In 2017, Fleet Services added a second 'worminator' to the fleet.

Strategic Issues and Opportunities

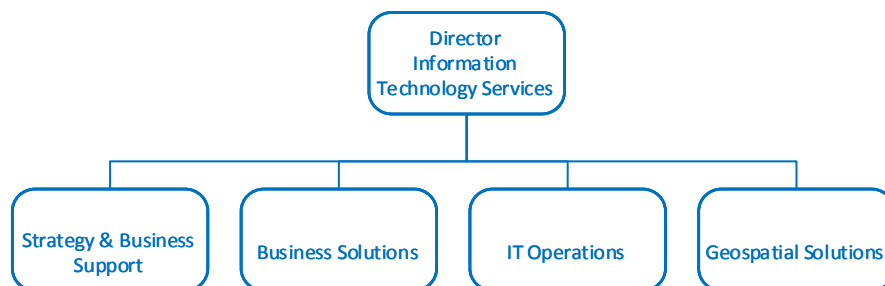
- Succession planning is a looming issue for the Department as many senior staff will be eligible to retire over the next two to four years. Work will continue to identify training and mentoring opportunities for staff. To mitigate potential knowledge loss, the Department will continue to document policies, procedures, work processes and systems to facilitate knowledge transfer.
- The fluctuations in the Canadian dollar could create uncertainty in capital funding programs for Fleet Services.
- The fluctuations in oil prices could create uncertainty in the City's fuel budget.

Key Deliverables in 2018

- Continue refinement of service level agreements with stakeholder departments throughout the organization to allow the Department to better support the delivery of City programs and services to the community
- Continue participating in MBN Canada as well as contribute to the City's Asset Management Adoption Project
- Work collaboratively with other departments to ensure successful completion of projects related to federal and provincial infrastructure funding programs

Information Technology Services

The Department oversees and supports the use, maintenance and integration of information technology and geospatial solutions across the organization.



Overview

Information Technology Services (IT) consists of four branches and delivers ten services:

Strategy and Business Support

- Provides strategic direction, business planning, administrative coordination, and process oversight for the entire department

Business Solutions

- Provides client relationship management regarding IT requirements for all City of Regina departments, including business technology planning, day-to-day application support, maintenance and training, project management, and data management

Information Technology Operations

- Provides first point of contact and resolution for IT-related incidents and service requests
- Oversees deployment, maintenance and support of corporate network infrastructure and information technology equipment used by employees
- Provides oversight of all IT-related security technology, processes and policies

Geospatial Solutions

- Provides Geographic Information System (GIS) technology strategy, planning, management and maintenance of the GIS platform, data and business process design, solution development and delivery
- Oversees core data management activities, mapping and drawing services, GIS analysis services, and surveying and data collection

Expenditures (\$000s)	2015 Actuals	2016 Actuals	2017 Budget	2017 Forecast (Sept)	2018 Budget	Budget Change	
						Dollar Change	Per Cent Change
General Fund							
Director, Information Technology Services	216.7	218.2	220.8	260.3	218.5	(2.3)	(1.1)
Business Solutions	3,128.4	3,118.6	3,193.9	3,034.9	3,026.3	(167.6)	(5.2)
Operations	3,216.5	3,392.2	3,456.8	3,158.1	3,322.5	(134.3)	(3.9)
Strategy & Business Support	3,430.6	4,313.4	4,386.9	4,236.4	5,823.0	1,436.2	32.7
Geospatial Solutions	-	-	-	30.2	1,624.1	1,624.1	-
Total General Operating Expenditures	9,992.2	11,042.4	11,258.4	10,719.9	14,014.5	2,756.1	24.5
Costing Fund							
Strategy & Business Support	703.0	791.8	736.1	709.2	745.4	9.3	1.3
Total Costing Operating Expenditures	703.0	791.8	736.1	709.2	745.4	9.3	1.3
Utility Fund							
Business Solutions	383.4	449.8	475.5	433.9	657.1	181.6	38.2
Total Utility Operating Expenditures	383.4	449.8	475.5	433.9	657.1	181.6	38.2
Total Operating Expenditures (All funds)	11,078.6	12,284.0	12,470.0	11,863.0	15,416.9	2,946.9	23.6

Full Time Equivalents (FTEs)						2016	2017	2018
Permanent						68.1	68.1	83.8
Casual						-	-	3.8
Total (General Fund)						68.1	68.1	87.6
Staff Complement (Costing Fund)								
Permanent						2.7	2.7	2.7
Casual						-	-	-
Total (Costing Fund)						2.7	2.7	2.7
Staff Complement (Utility Operating Fund)								
Permanent						3.5	3.5	3.5
Casual						-	-	-
Total (Utility Operating Fund)						3.5	3.5	3.5
Total All Funds						74.3	74.3	93.8

Services

- Account and File Management – Manage employee network accounts, network access and services for employee onboarding, employee change/exit and, if required, corporate email access including Office365 collaboration tools.
- Business Systems & Software – Provide support, analysis, selection/development and maintenance for business applications that meet corporate needs.
- Desktops and Laptops – Provide the computing solution to City employees. This includes the lease/purchase and installation of the physical hardware and related peripherals, as well as any move, add and change activities associated with the hardware.
- Mail Services – Provide the collection, delivery, and processing of mail.
- Network, Server & Storage – Provide the maintenance, support and security of the corporate network.
- Print Services – Provide centralized printing, scanning, finishing and desktop publishing on a cost recovery basis.
- Printers and Scanners – Provide clients with on-floor equipment, including installation, setup, troubleshooting and ongoing maintenance.
- Smartphones, Tablets and Other Mobiles – Provide and support corporate-owned mobile devices for any City employee requiring a device for business purposes.
- Telephone Lines – Provide landlines, fax lines, standard desk phones and conference phones.
- Drafting and Infrastructure Records – Maintaining infrastructure records and preparing drawings for other City services for the construction and maintenance of City infrastructure. The service includes inputting records into the City's GIS system and using GIS information for asset management.

2017 Accomplishments

- Implemented CityConnect; an updated intranet for employees to share information
- Established Corporate Geospatial vision, governance, and roadmap which included establishing the Geospatial Solutions Branch
- Completed implementation of Budget, Planning and Analysis systems
- Installed an ePayments' replacement, which allows the public to view and securely pay parking ticket
- Created a City IT Strategy which provides guiding principles for transforming the City's technology environment
- Completed the City-wide wireless broadband network which now includes the south and southwest traffic signal controls

Strategic Issues and Opportunities

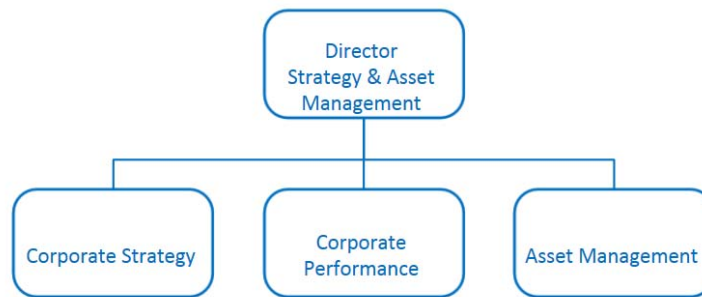
- Ensuring compatibility of software and systems across the organization is challenging. Not all systems are designed to work together and/or integrate functionality. Similarly, software vendors release new versions of software and at times discontinue other software or services. This creates challenges in maintaining a fully functional, current City-wide IT system.
- Leveraging the myAccount service to create a single entry point for individuals to access and interact with all city services will continue. The first online service created was reviewing utility bills. The second service was reviewing assessment and taxation information.

Key Deliverables in 2018

- Many of IT Services' initiatives involve supporting other parts of the organization in the implementation of IT solutions within the departments. Communications & Customer Experience is updating and redesigning the City's external website. Planning and Development Services is implementing an integrated solution for planning and building permits which will also streamline processes. Additionally, the online application to register for recreation programs will be enhanced.

Strategy and Asset Management

The Strategy & Asset Management Department leads the City's strategic management system to improve organizational performance and service delivery to the community.



Overview

Strategy & Asset Management consists of three branches that are responsible for the City's strategic management system. This framework provides context for strategic planning, integrates long-term thinking with achievable, planned change and integrates long-term vision with ongoing delivery of services to residents. Each branch contributes by:

Corporate Strategy – leads, in partnership with other central supports, the development of the Strategic Management System. Responsibilities include:

- Design and implementation of strategic and business planning
- Ensure integration of financial planning with the strategic and business planning processes
- Executive-level business consulting

Corporate Performance – leads the City of Regina's performance measurement to enable informed decision making, achievement of organizational goals and accountability. Responsibilities include:

- 2018-2021 Corporate Balanced Scorecard
- Progress reporting on the Strategic Plan and the Official Community Plan (OCP)
- MBN Canada
- Environmental Scanning
- Service Reviews

Asset Management – provides the policy and practices to support sustainable service delivery by balancing performance, risk and cost of maintaining the City's physical assets throughout their lifecycles. Responsibilities include:

- Guide the City's asset management strategy
- Provide asset management tools, training and departmental support
- Align City's asset management practices with best practice and other corporate processes

Expenditures (\$000s)	2015 Actuals	2016 Actuals	2017 Budget	2017 Forecast (Sept)	2018 Budget	Budget Change	
						Dollar Change	Per Cent Change
General Fund							
Director, Strategy & Asset Management	1,472.2	1,899.8	1,652.5	1,429.4	1,395.8	(256.7)	(15.5)
Total General Operating Expenditures	1,472.2	1,899.8	1,652.5	1,429.4	1,395.8	(256.7)	(15.5)
Utility Fund							
Director, Strategy & Asset Management	81.6	182.2	160.3	160.3	118.2	(42.1)	(26.3)
Total Utility Operating Expenditures	81.6	182.2	160.3	160.3	118.2	(42.1)	(26.3)
Total Operating Expenditures (All funds)	1,553.8	2,082.0	1,812.8	1,589.7	1,514.0	(298.8)	(16.5)

Full Time Equivalents (FTEs)	2016	2017	2018
Permanent	10.0	13.0	11.0
Casual	-	-	-
Total (General Fund)	10.0	13.0	11.0

Services

The Strategy & Asset Management Department contributes to the management support service as defined in the City's Service Inventory.

2017 Accomplishments

- Reported on 24 services for MBN Canada and of those, 15 services now have two years of results
- Completed the 2018-2021 Strategic Plan, along with Corporate Balanced Scorecard
- Conducted extensive employee engagement including a leadership summit for all management and several facilitated workshops as part of the strategic planning process
- Facilitated business planning for all divisions and departments
- Created the City's first version Service Inventory for use in Service-Based Budget view and Levels of Service projects
- Integrated Asset Management branch into the department
- Created the Asset Management Roadmap, along with four Asset Management Plans

Strategic Issues and Opportunities

- The pace of the Service Review Program was reduced as a consequence of the Amended 2017 Budget and further work to be undertaken to confirm the implementation plan and resource requirements to lead and deliver the programs.
- Plans within the corporate strategic framework are decentralized across multiple departments which can impact the overall cohesiveness and strategic story – collaboration between Strategy & Asset Management and other departments is key but adds complexity.

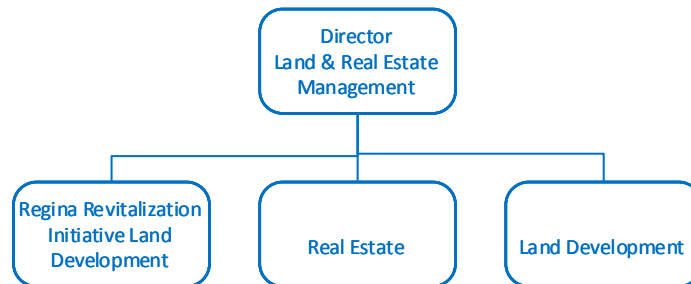
- Tools like MBN Canada and the Corporate Balanced Scorecard showcase the value of performance measurement, but it is a work-in-progress to consistently link this information to decision-making.
- Strategy & Asset Management's work product, planning and pace of delivery is closely tied to the organization's progress in executing the Strategic Plan, planning based on service outcome rather than organizational structure and leveraging performance measurement.

Key Deliverables for 2018

- Continue building a Service-Based Planning Framework with a service-based view of the budget and defined levels of service
- Begin year one reporting on the 2018-2021 Corporate Scorecard
- Complete implementation of the remaining four services for MBN Canada
- Implement an Asset Corporate Condition Index that can be used for corporate reporting on performance and condition of City assets
- Begin work on a Corporate Asset Management Plan and support the creation of two additional Asset Management Plans across the organization
- Formally launch a Service Review Program

Land & Real Estate Management

The Department provides land development and real estate oversight for the City. This includes development and implementation of the Land Development Master Plan which sets out the Council-approved policy, financial models, governance and authorities through which land development projects are delivered by the City. The department also delivers real estate services including property management, sales, and acquisition of the City's land holdings.



Overview

The Department is divided into three branches:

Regina Revitalization Initiative Land Development

- Leads the planning and redevelopment of the former Canadian Pacific Railway yards and the Taylor Field Neighbourhood

Real Estate

- Provides strategic leadership and centralized service delivery in acquiring, holding, disposing and leasing real property for the City

Land Development

- Leads the Land Development Master Plan and City-owned land development initiatives

Expenditures (\$000s)	2015 Actuals	2016 Actuals	2017 Budget	2017 Forecast (Sept)	2018 Budget	Budget Change	
						Dollar Change	Per Cent Change
General Fund							
Director, Land & Real Estate Management	159.0	211.8	223.3	238.4	225.3	2.0	0.9
Total General Operating Expenditures	159.0	211.8	223.3	238.4	225.3	2.0	0.9
Costing Fund							
Director, Land & Real Estate Management	-	-	-	-	498.8	498.8	-
Real Estate	667.7	530.4	1,014.4	587.9	378.5	(635.9)	(62.7)
Regina Revitalization Initiative (RRI)	-	-	-	-	215.8	215.8	-
Land Development	-	-	-	-	197.1	197.1	-
Saleable Land	9,485.7	1,328.3	3,282.0	7,888.7	2,830.8	(451.2)	(13.7)
Lease Management	237.5	217.8	101.6	292.5	302.5	200.9	197.8
Tax Title Properties	-	-	101.6	-	102.0	0.4	0.4
Drainage on City Owned Property	125.3	129.9	111.8	100.0	70.0	(41.8)	(37.4)
Facilities Charges	1,454.0	1,250.2	1,371.1	1,227.4	1,379.8	8.7	0.6
Total Costing Operating Expenditures	11,970.3	3,456.6	5,982.5	10,096.5	5,975.4	(7.1)	(0.1)
Total Operating Expenditures (All Funds)	12,129.3	3,668.5	6,205.7	10,334.9	6,200.7	(5.1)	(0.1)

Full Time Equivalents (FTEs)	2016	2017	2018
Staff Complement (Costing Fund)			
Permanent	5.2	6.3	8.3
Casual	-	-	-
Total (Costing Fund)	5.2	6.3	8.3

2017 Accomplishments

- The Land & Real Estate Management Department was created in 2017 with the amalgamation of the Regina Revitalization Initiative Land Development Branch and the Real Estate Branch into a new department. With the increased focus on land development, an additional land development branch was created.
- The draft recommended Concept Plan for the Railyard Renewal Project was shared with the public at the third round of guided public engagement.
- The Towns land development project continues to progress with the market driving development at a faster pace than anticipated with a number of option agreements on lots being processed.

Strategic Issues and Opportunities

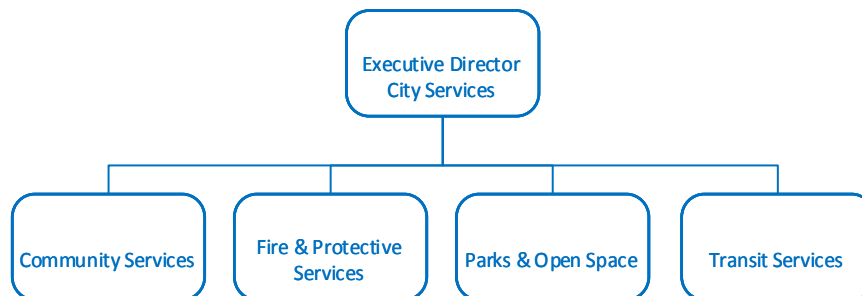
- Develop and implement a Land & Real Estate Master Plan which sets out the Council-approved policy, financial models, governance and authorities through which land development projects and real estate functions are delivered by the City
- Develop and refine processes to enhance program and service delivery, and to review revenue recovery for services
- Create infill and growth opportunities through the Railyard Renewal Project and Taylor Field Neighbourhood land developments

Key Deliverables for 2018

- Complete the Master Plan for Land & Real Estate Management
- Complete the Secondary and Concept Plans for the Railyard Renewal Project
- Continued development of the Towns neighbourhood

City Services Division

The City Services Division is comprised of the following Departments: Community Services, Fire & Protective Services, Parks & Open Space, Transit, as well as a number of smaller units that focus on major projects such as the Regina Revitalization Initiative (Mosaic Stadium) and the Wastewater Treatment Plant Upgrade Project.



Key Strategic Issues

- By adopting an outside-in perspective, deliver reliable services to customers and the community
- Develop funding and delivery plans for each program and service while identifying appropriate actions to address their viability
- Develop plans that contribute to the vibrancy and sustainability of our growing and changing community

Regina Revitalization Initiative (RRI) Mosaic Stadium Project

- Manage the new Mosaic Stadium project including design, construction, operation readiness, commissioning and opening

Wastewater Treatment Plant (WWTP) Upgrade Project

- Manage the delivery of the new WWTP, including the transition of plant operations from the City to EPCOR Utilities Inc.

Expenditures (\$000s)	2015 Actuals	2016 Actuals	2017 Budget	2017 Forecast (Sept)	2018 Budget	Budget Change	
						Dollar Change	Per Cent Change
General Fund							
Executive Director, City Services	366.1	7,186.6	393.0	399.9	494.0	101.0	25.7
Community Services	22,904.0	25,964.6	42,454.6	42,221.5	40,970.2	(1,484.4)	(3.5)
Fire & Protective Services	43,745.2	42,326.1	46,704.8	46,298.4	48,705.2	2,000.4	4.3
Parks & Open Space	19,113.0	19,787.2	20,538.9	20,480.9	20,607.4	68.5	0.3
Transit	34,515.3	36,593.1	37,064.0	37,980.7	36,201.1	(862.8)	(2.3)
Total General Operating Expenditures	120,643.5	131,857.6	147,155.2	147,381.4	146,978.0	(177.3)	(0.1)
Costing Fund							
Parks & Open Space	2,911.4	3,042.5	1,262.2	3,113.4	1,092.7	(169.5)	(13.4)
Total Costing Operating Expenditures	2,911.4	3,042.5	1,262.2	3,113.4	1,092.7	(169.5)	(13.4)
Utility Fund							
Executive Director, City Services	36.3	30.1	34.4	34.4	-	-	(100.0)
Total Utility Operating Expenditures	36.3	30.1	34.4	34.4	-	-	(100.0)
Total Operating Expenditures (All funds)	123,591.2	134,930.2	148,451.9	150,529.2	148,070.7	(346.8)	(0.3)
General Fund Transfers							
Community Services	150.0	150.0	1,650.0	1,650.0	1,500.0	(150.0)	(9.1)
Parks & Open Space	576.7	212.4	205.8	235.9	225.1	19.3	9.4
Transit	19.8	-	19.8	19.8	19.8	-	-
Total General Fund Transfers	746.5	362.4	1,875.6	1,905.7	1,744.9	(130.7)	(7.0)
Total General Operating Expenditures (with Transfers)	124,337.7	135,292.5	150,327.5	152,434.9	149,815.5	(477.6)	(0.3)

Full Time Equivalents (FTEs)						2016	2017	2018
Permanent						718.0	715.2	700.2
Casual						179.0	190.6	188.7
Total (General Fund)						897.0	905.8	888.9
Staff Complement (Costing Fund)								
Full Time Equivalents (FTEs)								
Permanent						-	-	-
Casual						9.8	9.8	4.8
Total (Costing Fund)						9.8	9.8	4.8
Staff Complement (General Capital Fund)								
Full Time Equivalents (FTEs)								
Permanent						0.7	0.7	0.7
Casual						-	-	-
Total (General Capital Fund)						0.7	0.7	0.7
Total All Funds						907.4	916.2	894.3

Executive Director, City Services

Expenditures (\$000s)	2015 Actuals	2016 Actuals	2017 Budget	2017 Forecast (Sept)	2018 Budget	Budget Change	
						Dollar Change	Per Cent Change
General Fund							
Executive Director, City Services	366.1	7,186.6	393.0	399.9	494.0	101.0	25.7
Total General Operating Expenditures	366.1	7,186.6	393.0	399.9	494.0	101.0	25.7
Utility Fund							
Executive Director, City Services	36.3	30.1	34.4	34.4	-	(34.4)	(100.0)
Total Utility Operating Expenditures	36.3	30.1	34.4	34.4	-	(34.4)	(100.0)
Total Operating Expenditures (All funds)	402.3	7,216.8	427.4	434.4	494.0	66.6	15.6

Full Time Equivalents (FTEs)						2016	2017	2018
Permanent						2.0	2.0	3.0
Casual						-	-	-
Total (General Fund)						2.0	2.0	3.0

Community Services

The Department provides residents and visitors with opportunities to experience parks, recreation, sports and culture. It also provides parking and licensing services to support public safety and community standards.



Overview

The Department is divided into five branches:

Community & Cultural Development

- The branch oversees the City's role in providing community investments, consulting services and supports to the cultural and social development sectors. This includes managing City-owned cultural and community facilities and the development of social and cultural programs, services and events.

Parking Services

- The branch administers and enforces *The Traffic Bylaw No. 9900*, the parking meter program and various parking permits, with a focus on public safety, traffic flow and community standards.

Recreation Planning & Partnerships

- The branch focuses on the provision and support of recreation facilities either through direct delivery or through partnerships with community partners and organizations. The branch also manages the City's community investment grants program for non-profit organizations who deliver programs, projects and services that align with the City's priorities and make a clear community impact.

Sport & Recreation

- The branch manages the operation of indoor and outdoor sport facilities and provides direct programming of sport, fitness and aquatics to the community. The branch also helps to coordinate support for hosting national and international sporting events in Regina.

Business Support

- The branch develops and delivers support services to the department and manages the City's taxi, residential business and animal licensing programs.

Expenditures (\$000s)	2015 Actuals	2016 Actuals	2017 Budget	2017 Forecast (Sept)	2018 Budget	Budget Change	
						Dollar Change	Per Cent Change
General Fund							
Director, Community Services	823.2	410.8	409.0	379.7	413.2	4.2	1.0
Business Support - Community Services	376.5	2,363.5	1,308.6	1,068.5	1,215.1	(93.5)	(7.1)
Parking Services	2,303.2	2,306.5	2,654.7	2,569.7	2,792.4	137.7	5.2
Community & Cultural Development	1,979.1	2,279.7	2,361.3	2,230.3	2,228.0	(133.3)	(5.6)
Sport & Recreation	8,294.4	8,924.2	25,487.9	26,639.3	24,564.0	(923.9)	(3.6)
Recreation Planning & Partnerships	689.6	837.8	1,306.0	1,213.9	1,546.6	240.6	18.4
Facilities Costs - Community Services & Sport & Recreation	8,437.8	8,842.2	8,927.1	8,120.2	8,210.9	(716.2)	(8.0)
Total General Operating Expenditures	22,904.0	25,964.6	42,454.6	42,221.5	40,970.2	(1,484.4)	(3.5)

Full Time Equivalents (FTEs)	2016	2017	2018
Permanent	84.0	79.5	77.5
Casual	69.3	69.3	71.2
Total (General Fund)	153.3	148.8	148.7

Services

- Sport, Culture and Recreation Programming and Facilities – Responsible for the strategic planning and public policy direction related to sport, culture and recreation facility provisions. Also responsible for the booking and rental of city-maintained sport, culture, and recreation facilities.
- Parking Enforcement & Ticket Administration – Oversees the parking enforcement program including management of the parking ticket review process, collection of unpaid parking tickets, and administration and prosecution of parking enforcement for the University of Regina and the Provincial Capital Commission related to Wascana Park.
- Parking Supply Management – Manages curb side parking on the public right of way, parking permits and neighbourhood parking requests throughout Regina.
- Community Development – Provides consulting and grants to organizations that deliver sport, culture, social development and recreation initiatives.
- Licensing – Provides Animal Licensing and Enforcement, Business Licensing, Taxi Licensing and miscellaneous permits.

2017 Accomplishments

- In partnership with the Regina Public School Board and Regina Public Library, the māmawēyatitān centre was opened to the public. The centre provides integrated recreation, culture and educational programming for the public.
- Confederation Park was renewed and a grand opening was held on June 30. The area was redeveloped with stunning art and heritage features to coincide with the 150th anniversary of Canada's Confederation.

- Mosaic Stadium was opened with state of the art accessibility and social inclusion elements resulting from extensive consultation with accessibility stakeholders.
- *The Taxi Bylaw No. 9635* was updated to improve driver and customer safety, improve accessibility service levels and how seasonal licences are allocated.
- Community consultation was completed on the Recreation Master Plan to inform key deliverables of the Plan.
- Saskatchewan First Nations Summer Games, Pinty's Grand Slam of Curling and Skate Canada International were provided with support.
- Capital projects were completed including the Northwest Leisure Centre spray pad, Sandra Schmirler Leisure Centre play space and playground renewals at Bothwell and Caen Parks.

Strategic Issues and Opportunities

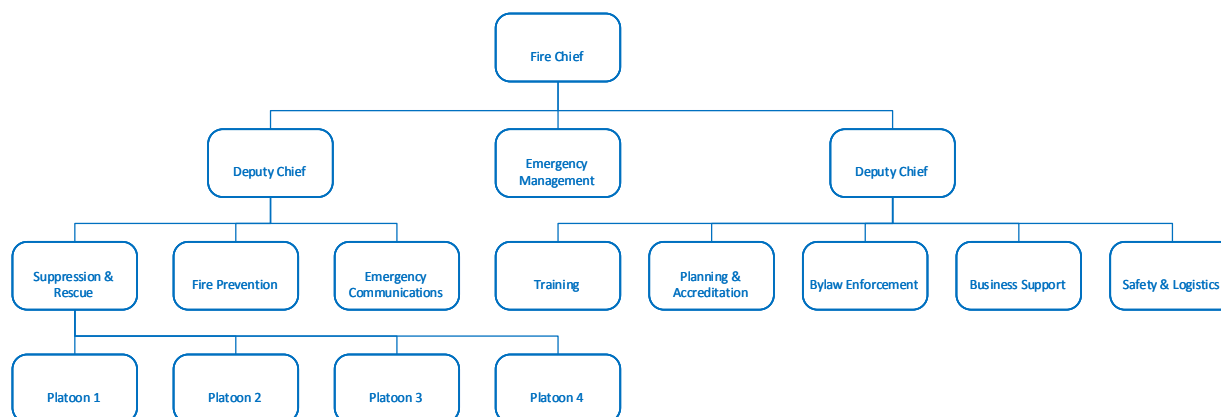
- There is a need to better understand and clarify the City's role and supports for community events, cultural industries, competitive sports, minor sports and various social development initiatives. Role clarity will allow us to better tailor the way we work alongside other groups throughout the City.
- Many of the community facilities are becoming difficult to maintain due to the challenges associated with aging infrastructure. Substantial investment with the possibility of alternative funding models will be considered in the near future if facilities are expected to remain operational.

Key Deliverables for 2018

- Development of a policy to support the attraction of major sport and culture events to the City
- Continued implementation of a management plan for City Square, which coordinates city services and better enables positive use of the space
- Work on the implementation of the City's Cultural Plan
- Implementation and launch of a new recreation management system

Fire & Protective Services

Regina Fire & Protective Services delivers dynamic emergency response and public safety programs with highly trained personnel and industry best practices to preserve and enhance life, property and the environment.



Overview

The Department is divided into nine sections that deliver five services:

Suppression and Rescue

- Provides fire suppression, six types of technical rescue, hazardous materials (hazmat) response, emergency medical services (EMS) response and company inspections

Fire Prevention

- Provides fire inspection, fire investigation, and code compliance, delivers public education and builds community partnerships

Emergency Communications

- Provides emergency dispatch, computer-aided dispatch (CAD) and scene support to suppression and rescue personnel

Emergency Management

- Oversees emergency preparedness and business continuity, ensuring the City is prepared to deal with all types of disasters that may jeopardize the municipality's ability to sustain essential services

Training

- Delivers staff development and training, professional qualification standards, critical skills maintenance and performance measurement

Planning and Accreditation

- Provides International Fire Accreditation, strategic and business planning, GIS mapping, quality assurance, long-term planning and project management

Bylaw Enforcement

- Promotes, facilitates and enforces general compliance with the provisions of City bylaws that pertain to the safety and security of the community, and investigates property complaints

Business Support

- Provides financial management, administrative business operations, labour relations and technical/systems support

Safety and Logistics

- Provides effective asset management, logistical support and a proactive approach to workplace safety

Expenditures (\$000s)	2015 Actuals	2016 Actuals	2017 Budget	2017 Forecast (Sept)	2018 Budget	Budget Change	
						Dollar Change	Per Cent Change
General Fund							
Suppression & Rescue	32,509.3	33,296.2	34,041.9	33,296.2	36,205.2	2,163.2	6.4
Fire Prevention	1,324.4	1,389.4	1,434.6	1,486.2	1,484.9	50.3	3.5
Emergency Communications	735.4	762.4	956.1	773.0	713.0	(243.1)	(25.4)
Emergency Management	145.8	240.9	322.5	316.8	303.7	(18.9)	(5.8)
Training	1,083.9	1,045.0	998.4	1,011.7	1,031.8		
Planning & Accreditation	342.1	312.2	295.4	329.8	311.4	16.0	5.4
Bylaw Enforcement	3,994.2	1,035.1	4,254.1	3,819.6	4,021.2	(232.9)	(5.5)
Business Support	800.7	1,214.7	1,301.3	1,474.1	1,460.3	159.0	12.2
Safety & Logistics	2,365.7	2,497.6	2,629.6	2,663.3	2,679.1	49.5	1.9
Facilities Costs - Fire	443.7	532.5	470.8	1,127.7	494.9	24.1	5.1
Total General Operating Expenditures	43,745.2	42,326.1	46,704.7	46,298.4	48,705.2	1,967.1	4.3
Total Operating Expenditures (All funds)	43,745.2	42,326.1	46,704.7	46,298.4	48,705.2	1,967.1	4.3

Full Time Equivalents (FTEs)	2016	2017	2018
Permanent	332.4	329.0	325.0
Casual	-	-	-
Total (General Fund)	332.4	329.0	325.0

Services

- Overall Service – Delivery of emergency response and public safety programs.
- Fire Suppression – Mitigation of life and property threatening incidents.
- Fire Safety Education – Provision of education and training in fire prevention and fire safety.
- Emergency Planning – Planning for and implementing business continuity plans and disaster recovery plans.
- Bylaw Enforcement – Ensuring compliance with bylaws and ordinances.

2017 Accomplishments

- The Department acquired and commissioned two new rescue/pumper apparatus. The commissioning of the new units reduces the average age of the pumper fleet from 11.36 years to eight years and will ensure reliable equipment to support emergency response is available 24/7.
- The Department has replaced trunked radio system user gear to the P25 standard. This standard enables interoperability of equipment/agencies using the same bandwidth and frequencies to achieve greater spectral efficiencies.
- The Bylaw Enforcement Team was successfully integrated into the Department. Renovations to Fire Head Quarters provided an opportunity to cohabitate within the same facility and create synergies in the delivery of the Department mandate.

- The Department developed and implemented *The Smoking Bylaw*. This work was a collaborative effort with the Communications Department.
- The Department entered into Fire Service Agreements with Sakimay First Nation and the rural municipality of Edenwold.
- International Fire Accreditation status was awarded for the second five-year period (2017-2022). This program stresses continuous improvement, service evaluation, performance monitoring and benchmarking. Regina is one of only seven cities in Canada and 239 cities internationally to have an accredited fire department.
- Fire and emergency service performance was reported for MBN Canada.
- In partnership with the University of Regina, the Department released the Residential Cooking Fires Report that studied 884 cooking fire incidents that occurred in 2014 and 2015. The report will help guide public education and prevention initiatives to reduce these incidents.
- The Department integrated into the City Services Division.

Strategic Issues and Opportunities

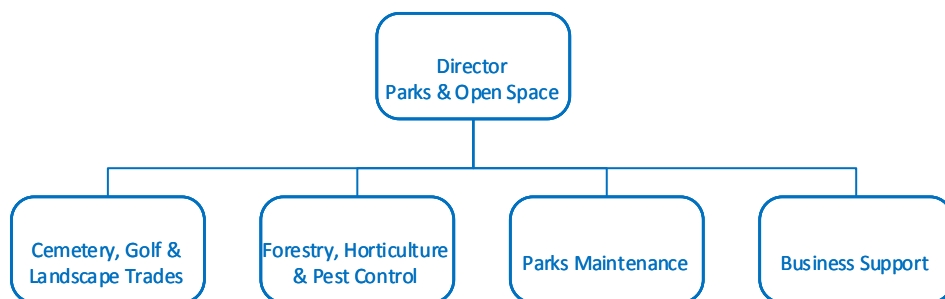
- *The Fire Bylaw No. 2005-18* is not compliant with *The National Fire Code 2015* as required by provincial and federal governments.
- To improve customer service, Fire & Protective Services will lead an initiative that will link the efforts of Bylaw Enforcement, Fire Prevention, Regina Police Service, zoning and others to improve agency role clarity, effectiveness and enforcement outcomes.
- The Department will commence renegotiations of a Fire Service Agreement with the rural municipality of Sherwood.
- A review of *The Emergency Medical Services Mutual Aid Bylaw* was conducted in partnership with the Regina/Qu'Appelle Health Region. This will ensure that the services provided in support of pre-hospital care are appropriate and sustainable.
- *The Regina Fire Bylaw* and *The Community Standards Bylaw* provide for ticketing of bylaw infractions as an enforcement option. Other City Departments also have the need for a ticketing tracking system. The Department will participate in the evaluation of various options and leverage the opportunity for an enterprise solution.
- The Residential Cooking Fires Report will inform public education and prevention program changes.

Key Deliverables in 2018

- Similar to other areas of the organization, the Department will be developing asset management plans for its facilities and logistics. Better asset management should allow better planning for asset renewal and in turn produce better long-term planning for Fire & Protective Services as a whole.
- The Department will advance the regional planning program, aligning it with the OCP, in the negotiation of a new Fire Service Agreement with the rural municipality of Sherwood.
- The Department will work with the provincial government and consult with stakeholders to revise *The Fire Bylaw No. 2005-18* to ensure compliance with the province's *Fire Safety Act* and *The National Fire Code 2015* as required by provincial and federal authorities.
- The Department will integrate the recommendations for improvements from the Commission on Fire Accreditation International and the recommendations from the 2017 Standards of Cover into the 2017-2021 business plan.
- The Department will host the 2018 Saskatchewan Association of Fire Chiefs Conference.
- The Department will develop a new system to more accurately track the value of property lost and the value of property saved at fire incidents.

Parks & Open Space

The Department is responsible for managing approximately 1,600 hectares of open space and 160,000 City-owned trees.



Overview

The Department is organized into four branches and delivers three services:

Cemeteries, Golf Courses & Landscape Trades

- Provides business operations and grounds maintenance for City-owned cemeteries as well as day-to-day maintenance and contract management of City-owned golf courses
- Provides internal landscape restoration and construction services for the City

Forestry, Horticulture & Pest Control

- Maintains Regina's urban forest, and plants, flowerbeds, pots and barrels
- Administers vertebrate and invertebrate pest control programs – mosquito control, cankerworm prevention, Dutch elm disease and rodent control

Parks Maintenance

- Maintains parks and open space including irrigation start-up and winterizing

Business Support

- Oversees general administrative functions while providing asset management and financial support

Expenditures (\$000s)	2015 Actuals	2016 Actuals	2017 Budget	2017 Forecast (Sept)	2018 Budget	Budget Change	
						Dollar Change	Per Cent Change
General Fund							
Director, Parks & Open Space	244.6	247.8	265.7	262.0	274.4	8.7	3.3
Business Support - Parks & Open Space	717.2	759.0	735.0	751.0	754.7	19.7	2.7
Parks Maintenance	8,637.6	8,864.3	9,452.5	9,837.6	9,304.4	(148.1)	(1.6)
Cemeteries, Golf Courses & Landscape Trades	4,214.3	4,519.0	4,716.2	4,394.0	4,831.6	115.3	2.4
Forestry, Horticulture & Pest Control	4,335.2	4,363.5	4,256.3	4,114.8	4,351.7	95.4	2.2
Facilities Costs - Parks & Open Space	964.0	1,033.6	1,113.1	1,121.5	1,090.6	(22.5)	(2.0)
Total General Operating Expenditures	19,113.0	19,787.2	20,538.9	20,480.9	20,607.4	68.5	0.3
Costing Fund							
Parks Maintenance	2,911.4	3,042.5	1,262.2	3,113.4	1,092.7	(169.5)	(13.4)
Total Costing Operating Expenditures	2,911.4	3,042.5	1,262.2	3,113.4	1,092.7	(169.5)	(13.4)
Total Operating Expenditures (All funds)	22,024.4	22,829.7	21,801.1	23,594.3	21,700.1	(101.0)	(0.5)

Full Time Equivalents (FTEs)	2016	2017	2018
Permanent	75.5	76.2	79.7
Casual	105.2	115.6	111.3
Total (General Fund)	180.7	191.8	191.0
Staff Complement (Costing Fund)			
Permanent	-	-	-
Casual	9.8	9.8	4.8
Total (Costing Fund)	9.8	9.8	4.8
Total All Funds	190.5	201.6	195.8

Services

Parks and Open Space is responsible for the following services:

- Golf Courses – Operation and maintenance of four golf courses.
- Cemetery Services – Provision of interment options to the public as well liaise with funeral homes and monument company partners arranging funeral and associated services. This service also maintains all open space within the cemetery properties.
- Parks & Open Space Management – Provide safe, useable, attractive parks and open space through proactive management of the urban forest, weed and pest control, landscape construction and landscape restoration.

2017 Accomplishments

- Inventoried 30,000 trees using GIS technology as part of a long-term goal of having a complete asset register of the urban forest that can be used to formulate changes to the Regina Urban Forest Management Strategy
- Parks and Open space maintenance service levels were reviewed and adjusted to address new open space maintenance requirements as a result of growth, redevelopment and the financial impacts of the 2017-2018 Provincial Budget.
- Replaced irrigation infrastructure to address deteriorating assets at the end of their life cycle

Strategic Issues and Opportunities

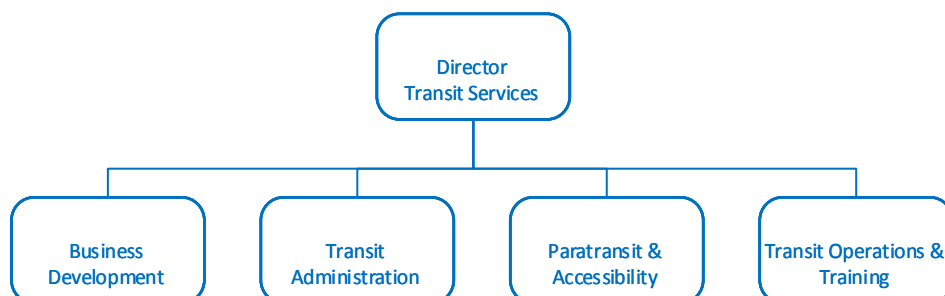
- Aging infrastructure is in need of refurbishing or replacement.
- As a number of leaders are eligible to retire, succession planning is a priority to ensure business continuity. While potential new leaders have been identified, they may require training, mentoring and a transfer of knowledge from current incumbents to be successful.

Key Deliverables for 2018

- A Project Charter will be developed to identify resources, schedules and costs for creating a Parks Master Plan to assist in the planning, maintenance and future use of open space.
- Irrigation infrastructure will be updated to address deteriorating assets at the end of their life cycle.
- The current operator agreement for the Joanne Goulet and Lakeview Par 3 golf courses will be reviewed as the contract expires at the end of 2019.

Transit

The Department is responsible for operating an accessible, affordable, urban transit service. The service includes utilizing a transit fleet of 115 low-floor accessible buses that provide approximately 6.6 million rides annually.



Overview

The Department delivers two main services and is organized into four branches:

Business Development

- The branch oversees route planning and scheduling as well as marketing and communication to all transit users.

Transit Administration

- The branch provides business and strategic planning support, oversees the executive administrative functions and the financial reporting for the Department.

Paratransit & Accessibility

- The branch provides specialized transportation for persons with disabilities who are restricted in using regular transit services. It is also responsible for general bus charter services within the Province of Saskatchewan.

Transit Operations & Training

- The branch provides transportation through a regularly scheduled fixed route public transit system. It also provides charter service within a 25 kilometre radius of the City.

Expenditures (\$000s)	2015 Actuals	2016 Actuals	2017 Budget	2017 Forecast (Sept)	2018 Budget	Budget Change	
						Dollar Change	Per Cent Change
General Fund							
Conventional Transit	28,362.1	29,997.6	30,494.4	31,211.2	29,729.3	(765.1)	(2.5)
Para Transit	5,054.3	5,402.2	5,648.6	5,621.5	5,439.9	(208.7)	(3.7)
Facilities Costs - Transit	1,098.8	1,193.3	921.0	1,148.0	1,031.9	111.0	12.0
Total General Operating Expenditures	34,515.3	36,593.1	37,064.0	37,980.7	36,201.1	(862.8)	(2.3)

Full Time Equivalents (FTEs)						2016	2017	2018
Permanent						219.1	219.8	215.0
Casual						4.5	5.7	6.2
Total (General Fund)						223.6	225.5	221.2

Services

- Conventional Transit – Provision of a fixed-route public transit service. Over and above the basic routing system.
- Transit also provides service for special events and customers can purchase private charter services to any designated destination within and up to 25 kilometres outside the City of Regina.
- Paratransit – A door-to-door, operator-assisted, shared ride public transportation service for people who are restricted in using conventional transit service because of a disability. Over and above the basic service, customers can purchase private charter services to destinations within Saskatchewan.

2017 Accomplishments

- A fare increase was approved to help offset the tax-supported funding needed to support the public transportation system.
- A U-Pass program was implemented in partnership with the University of Regina in 2016. From January to April 2017, ridership for post-secondary students increased by 72% compared to the winter semester in 2016. The program applies to both Transit and Paratransit services.
- The City completed its first year of a two-year agreement with the Saskatchewan Roughriders, which finances free charter service for patrons going to Rider games at Mosaic Stadium. This agreement is designed to increase the number of fans using transit services as part of the overall Transportation and Parking Plan for Mosaic Stadium.
- External route announcements were introduced on transit buses. This allows those with low vision to know when their bus has arrived at a bus stop. This provides increased mobility and removes a barrier for individuals to take the bus.
- Numerous upgrades have been made to bus stops to improve accessibility. Some of the upgrades include signage in braille, colour identification, tactile features, raised lettering and lower signage placement.
- Transit put on a skills competition for its operators with the winner competing nationally, placing fifth overall.
- Paratransit services continued to provide additional service and utilized taxis to reduce the amount of unaccommodated trips. In 2017, Paratransit was able to reduce its unaccommodated trip rate to approximately 0.4% of all trips requested in advance.
- Council approved funding of \$8.6 million over two years for capital projects. This is the City's portion of the 50% shared funding agreement with the federal and provincial government through PTIF. Projects completed in 2017 include:
 - Purchase additional buses for the overall spare fleet of both conventional and paratransit fleet. This includes three additional 40 foot buses and one additional paratransit bus
 - Purchase 13 replacement 40 foot buses
 - Purchase six replacement paratransit buses
 - Update conventional bus stops with new concrete pads and accessibility enhancements
 - Install 48 new bus shelters
 - Install external route announcements on the entire conventional fleet
 - Install various customer service and safety initiatives such as internal sign displays showing the next bus stop on buses to ensure those with a hearing disability know the next stop
- Transit continues to provide charter service to many City events including Saskatchewan Roughrider games, Canadian Western Agribition, Mosaic: A Festival of Cultures and the Bryan Adams and Guns N' Roses concerts at Mosaic Stadium.

Strategic Issues and Opportunities

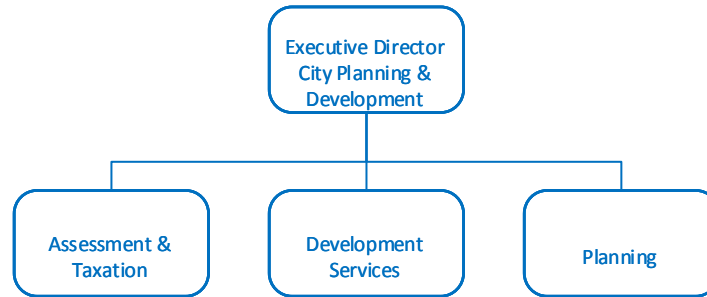
- Transit is consistently understaffed resulting from a high bus operator turnover with 25-30 operators leaving the staff complement every year. There is a two month replacement period to hire and train. This turnover, along with the nature of providing 1,000 transit services hours daily, leads to increased overtime costs.

Key Deliverables in 2018

- Council approved funding of \$8.6 million over two years for Transit Capital projects. This is the City's portion of the 50% shared funding agreement with the federal and provincial government through PTIF. Projects to be completed in 2018 include:
 - add new dispatch software for the conventional operations
 - add a new Arcola Express route

City Planning & Development Division

The City Planning & Development Division collaborates with partners and stakeholders to create and implement community plans and policies that provide sustainable revenue, infrastructure and neighbourhoods for residents now and into the future. It is made up of three departments as follows: Assessment and Taxation, Development Services and Planning.



Key Strategic Issues

- Continue to work with surrounding municipalities, agencies, other levels of government and other stakeholders to foster mutually beneficial relationships
- Identify and develop plans and policies to deliver infrastructure and services based on future community needs.
- Implement *Design Regina: The Official Community Plan Bylaw 2013-48* (OCP), which was approved by Council in 2013 and monitor its implementation and related policy initiatives to manage growth and development into the future
- Introduce updated tax notices which clearly identify municipal, library and school tax portions so residents have a better understanding

Expenditures (\$000s)	2015 Actuals	2016 Actuals	2017 Budget	2017 Forecast (Sept)	2018 Budget	Budget Change	
						Dollar Change	Per Cent Change
General Fund							
Administration - Executive Director, Planning & Development	377.0	480.8	332.0	331.7	334.4	2.4	0.7
Assessment & Taxation	4,718.0	4,985.6	5,249.2	4,704.5	5,041.7	(207.5)	(4.0)
Development Services	7,912.9	8,182.2	9,105.8	8,486.1	8,655.6	(450.2)	(4.9)
Planning	5,965.1	4,818.5	6,414.1	3,956.9	6,137.1	(277.0)	(4.3)
Total General Operating Expenditures	18,973.1	18,467.0	21,101.1	17,479.3	20,168.8	(932.2)	(4.4)
Utility Fund							
Development Services	928.9	1,494.0	2,066.5	1,657.4	2,125.6	59.1	2.9
Planning	532.5	723.9	799.0	716.1	906.8	107.7	13.5
Total Utility Operating Expenditures	1,461.4	2,217.9	2,865.5	2,373.6	3,032.3	166.8	5.8
Total Operating Expenditures (All funds)	20,434.5	20,684.9	23,966.6	19,852.9	23,201.1	(765.4)	(3.2)
General Fund Transfers							
Development Services	1,942.9	489.5	517.1	640.7	-	(517.1)	(100.0)
Total General Fund Transfers	1,942.9	489.5	517.1	640.7	-	(517.1)	(100.0)
Total General Operating Expenditures (with Transfers)	22,377.4	21,174.4	24,483.7	20,493.6	23,201.1	(1,282.5)	(5.2)

Full Time Equivalents (FTEs)					2016	2017	2018
Permanent					182.8	185.8	164.8
Casual					4.1	4.1	0.6
Total (General Fund)					186.9	189.9	165.4
Staff Complement (Utility Operating Fund)							
Full Time Equivalents (FTEs)					2016	2017	2018
Permanent					-	-	4.0
Casual					-	-	-
Total (Utility Fund)					-	-	4.0
Total All Funds					186.9	189.9	169.4

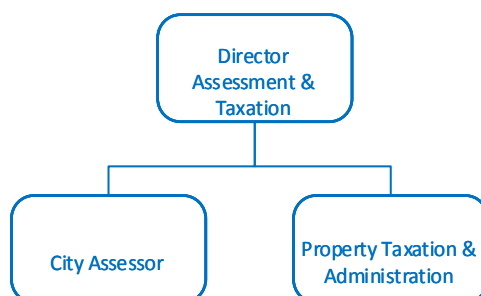
Executive Director, City Planning & Development

Expenditures (\$000s)	2015 Actuals	2016 Actuals	2017 Budget	2017 Forecast (Sept)	2018 Budget	Budget Change	
						Dollar Change	Per Cent Change
General Fund							
Executive Director, City Planning & Development	377.0	480.8	332.0	331.7	334.4	2.4	0.7
Total General Operating Expenditures	377.0	480.8	332.0	331.7	334.4	2.4	0.7

Full Time Equivalents (FTEs)	2016	2017	2018
Permanent	2.0	2.0	2.0
Casual	-	-	-
Total (General Fund)	2.0	2.0	2.0

Assessment and Taxation

The Department provides reliable property assessment and tax administration to generate operating revenue for the City, while providing excellent customer service.



Overview

The Department is divided into two branches:

City Assessor

- Values all properties in accordance with *The Cities Act*, the assessment manual and board orders adopted by the Saskatchewan Assessment Management Agency

Property Tax & Administration

- Responsible for collecting, maintaining, analyzing, and distributing property account information in accordance with *The Cities Act* and various other legislation

Expenditures (\$000s)	2015 Actuals	2016 Actuals	2017 Budget	2017 Forecast (Sept)	2018 Budget	Budget Change	
						Dollar Change	Per Cent Change
General Fund							
City Assessor	2,659.0	2,550.5	2,638.3	2,426.8	2,624.2	(14.1)	(0.5)
Property Tax & Administration	2,020.6	2,411.3	2,560.6	2,254.7	2,417.5	(143.1)	(5.6)
Special Charges on City Owned Properties	38.4	23.8	50.3	23.0	-	(50.3)	(100.0)
Total General Operating Expenditures	4,718.0	4,985.6	5,249.2	4,704.5	5,041.7	(207.5)	(4.0)

Full Time Equivalents (FTEs)	2016	2017	2018
Permanent	46.8	47.8	46.8
Casual	-	-	-
Total (General Fund)	46.8	47.8	46.8

Services

- Property Assessment and Taxation – Provides fair and transparent application of provincial legislation relating to the assessment and property taxation functions. Major tasks include property valuation, reassessment, tax billing and enforcement.

2017 Accomplishments

- The 2017 reassessment was completed and the assessment notices were provided in the first quarter of 2017.
- Results of MBN Canada indicate the Taxation branch is performing well, showing Regina is among the strongest performers in its taxation service. The City's tax arrears are the lowest and the cost of maintaining property tax accounts per tax account service is also the lowest among the participating cities and municipal regions.
- The Assessment and Taxation online portal consisting of eProperty and eServices was launched. eProperty is self-serve and allows property owners to access tax and assessment information and request services at their convenience. eServices is a self-serve portal that allows third parties such as law firms and mortgage companies to order tax searches and certificates online.
- Assessment benchmarking results through the Canadian Property Assessment Network indicate the Assessment branch is performing well and is one of the most efficient and cost effective in comparison to other major cities.

Strategic Issues and Opportunities

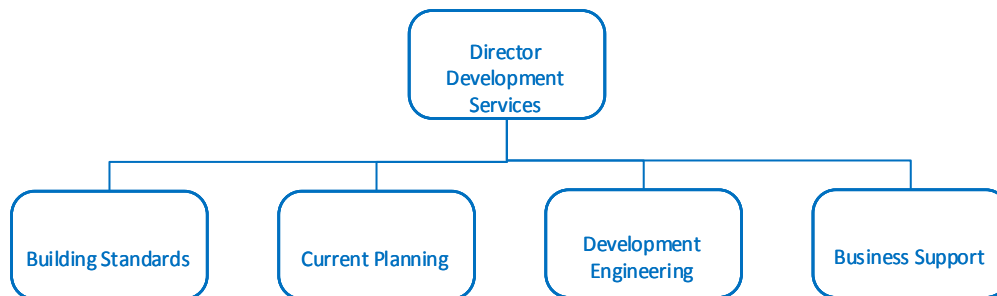
- Succession planning continues to be a challenge for the Department. Over the next few years, as many as 30% to 50% of senior staff will be eligible to retire. In order to mitigate knowledge loss, the Department has been working to extensively document processes and systems to facilitate knowledge transfer.

Key Deliverables for 2018

- Assessment and Taxation conducted a review of tax exemptions for non-profit organizations in 2017. The purpose of the review was to develop an exemption policy so that all requests are treated fairly and equitably. This policy will be implemented in 2018.
- The tax notice will be revised to better explain the allocation of the total tax bill.
- The City of Regina conducts property valuation reassessments on a four-year cycle. The next reassessment will take place in 2021 and will require delivery of the customer service and communication plans and responding to assessment appeals. Work in the four-year cycle to prepare for the 2021 reassessment has begun with the validation of sales data and review of income data for valuation purposes.

Development Services

Development Services works collaboratively and uses expertise to ensure compliance with bylaws and regulations in the development of the built environment so that the community grows in a way that benefits all. We do this through quality and reliable customer-focused service.



Overview

The Department is divided into four branches that deliver four services:

Building Standards

- The branch reviews and issues building permits and conducts follow-up inspections in accordance with the provincial *Uniform Building and Accessibility Standards Act* and *The Building Bylaw No. 2003-7* to regulate buildings to the standards of *The National Building Code of Canada*.

Current Planning

- The branch manages and responds to applications and inquiries related to development activity, processing development applications and development permit processes. Developments are reviewed for compliance with *The Zoning Bylaw No. 9250*, *The Subdivision Bylaw No. 7748* and the policies contained in *Design Regina – The Official Community Plan Bylaw No. 2013-48 (OCP)*. The branch is also responsible for the heritage conservation program including municipally designated properties, *The Heritage Holding Bylaw* and the Heritage Building Rehabilitation Program.

Development Engineering

- The branch provides technical review, design and inspection of all growth-related infrastructure and ensures that infrastructure is constructed to the City's most current engineered specifications. It also coordinates review of the City construction specifications and is responsible for locating City infrastructure, as well as reviewing and monitoring third party utility companies.

Business Support

- The branch provides coordination of business functions including performance measurement, process improvement, business planning, budgeting, procedures, document management practices, business systems and reliable customer service.

Expenditures (\$000s)	2015 Actuals	2016 Actuals	2017 Budget	2017 Forecast (Sept)	2018 Budget	Budget Change	
						Dollar Change	Per Cent Change
General Fund							
Director, Development Services	171.0	75.3	5,469.5	5,018.5	6,156.6	687.1	12.6
Building Standards	4,463.9	5,014.0	-	-	-	-	-
Current Planning	523.0	654.5	759.4	714.7	474.7	(284.7)	(37.5)
Development Engineering	1,940.7	1,556.5	1,805.7	1,707.4	1,900.6	94.9	5.3
Business Support	814.3	881.8	1,071.2	1,045.6	123.7	(947.5)	(88.4)
Total General Operating Expenditures	7,912.9	8,182.2	9,105.8	8,486.1	8,655.6	(450.2)	(4.9)
Utility Fund							
Development Engineering	78.9	745.6	842.5	835.9	884.1	41.6	4.9
Development Services	112.3	75.4	82.1	82.1	88.8	6.7	8.1
Business Support	542.2	576.5	688.8	686.4	696.1	7.4	1.1
Development & Technical Services	1.0	-	-	-	-	-	-
New - Water & Sewer Connections	13.4	-	310.0	-	310.0	-	-
Replace - Water & Sewer Connections	181.2	96.5	143.1	53.0	146.5	3.4	2.4
Total Utility Operating Expenditures	928.9	1,494.0	2,066.5	1,657.4	2,125.6	59.1	2.9
Total Operating Expenditures (All funds)	8,841.8	9,676.2	11,172.3	10,143.6	10,781.2	(391.1)	(3.5)

Full Time Equivalents (FTEs)	2016	2017	2018
Permanent	94.0	96.0	84.0
Casual	4.1	4.1	0.6
Total (General Fund)	98.1	100.1	84.6
Staff Complement (Capital Fund)			
Permanent	-	-	-
Casual	-	-	-
Total (Capital Fund)	-	-	-
Total All Funds	98.1	100.1	84.6

Services

- Development Approval – Oversee the management and issuing of development applications under *The Zoning Bylaw*, *The Subdivision Bylaw*, and the OCP. This service also includes representing the City at the Regina Planning Commission, Development Appeals Board and Saskatchewan Municipal Board hearings, and administering the City's heritage conservation program.
- Building Approvals – Oversee the issuing of building permits for construction, renovation and demolition projects and perform related inspections within the City for the protection of public health and safety by ensuring compliance with *The National Building Code of Canada* under the province's *Uniform Building and Accessibility Standards Act* and *The Building Bylaw*.
- New Development Construction – Develop new infrastructure needed for the provision of City services such as water, wastewater, drainage, landscaping and transportation. These services include the administration of servicing agreements, new water and sewer connection agreements and oversight for projects identified through servicing agreements or the capital growth plan.

2017 Accomplishments

- The Department implemented the construction program for growth for 2017, as well as participated in multiple projects including Regina Revitalization Initiatives, the Regina Bypass, Arcola Avenue Functional Study, Water Master Plan and Infill/Laneway Housing project.
- Zone Forward completed comparable community research, which examined how other municipalities are regulating 25 specific land uses and related processes. This research will inform the development of new land use regulations and an updated approval process for *The Zoning Bylaw*, which will occur in future phases of the project.
- A project to implement Planning and Building software to update the technology and processes for issuing and tracking development and building permits was advanced. A contract with the software vendor was executed in late 2017 and significant pre-implementation work occurred.
- The Fee & Operational review was initiated to ensure that full cost recovery for building and planning fee-for-service activities is being achieved.
- The Department executed servicing agreements for approximately 110 hectares of land for green field development.
- A review of in-person customer service processes was initiated in preparation for this service to move to the main floor of City Hall in early 2018.
- A review of the procedures for adding and removing properties from *The Heritage Holding Bylaw* under the Heritage Conservation Program was initiated.
- Work began to prepare for *The Uniform Building & Accessibility Standards Act Energy Code* adoption.
- A building permit checklist for applicants as well as scheduled inspections for residential buildings were implemented to improve customer service.
- Work continued on a review of the City's framework for adult entertainment land use and a report on alignment with provincial and federal regulations was initiated.

Strategic Issues and Opportunities

- Ongoing alignment of the City's regulatory frameworks with changing provincial and federal regulations

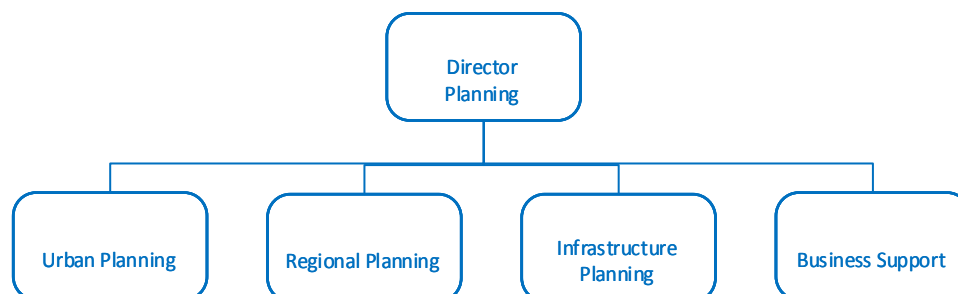
Key Deliverables for 2018

- Deliver the 2018 Capital Growth Construction Program
- Continue to advance Zone Forward
- Continue implementation of the Planning and Building software
- Assess the implementation on municipal bylaws of potential changes in federal legislation regarding legalization of cannabis
- Work with provincial and industry leaders to implement *The National Building Code of Canada*, as well as review *The Building Bylaw*

- Complete a review of procedures for how properties are added and removed from *The Heritage Holding Bylaw*
- Continue to focus on process improvements in the review of building permit applications including improved communication with industry and the general public to increase awareness of projects, important notices and process changes
- In accordance with the OCP, implement recommendations from the fee and operational review to ensure full cost recovery is being achieved

Planning

The Planning Department co-ordinates and balances stakeholder interests in the creation and implementation of land development policy that sustains the vibrancy of the City and the region. The Department coordinates land use and infrastructure with developers and regional partners to ensure long-term planning objectives, as outlined in the OCP, are achieved. The Department is also responsible for social development and housing policy.



Overview

The Department is divided into four branches and delivers two primary services:

Urban Planning

- Studies demographic trends and profiles of the population within specific neighbourhoods and zones
- Researches and develops new policy aimed at advancing the OCP
- Develops policy to realise the OCP's infill goals
- Develops neighbourhood plans for existing neighbourhoods
- Oversees the Comprehensive Housing Strategy and coordinates social policy to address emerging community issues

Regional Planning

- Establishes and maintains strong relationships with neighbouring urban and rural municipalities, as well as Indigenous people, all with the aim to guide complementary growth

Infrastructure Planning

- Reviews and approves neighbourhood plans for new, long-term development within the City through the creation of standards and policies, and oversees infrastructure development to proactively guide Regina's growth

Business Support

- Coordinates corporate processes on behalf of the Department such as business planning, budgeting, process improvement, change management and customer service
- Develops and delivers support services to the Department

Expenditures (\$000s)	2015 Actuals	2016 Actuals	2017 Budget	2017 Forecast (Sept)	2018 Budget	Budget Change	
						Dollar Change	Per Cent Change
General Fund							
Director, Planning	644.1	418.0	631.1	452.6	636.5	5.4	0.8
Business Support, Planning	0.0	95.5	249.5	121.5	254.2	4.7	1.9
Infrastructure Planning	818.4	539.7	715.7	572.7	697.8	(18.0)	(2.5)
Regional Planning	369.8	487.9	544.9	490.3	535.0	(10.0)	(1.8)
Urban Planning	4,132.8	3,277.5	4,272.8	2,319.9	4,013.7	(259.1)	(6.1)
Total General Operating Expenditures	5,965.1	4,818.5	6,414.1	3,956.9	6,137.1	(277.0)	(4.3)
Utility Fund							
Infrastructure Planning	532.5	723.9	799.0	716.1	906.8	107.7	13.5
Total Utility Operating Expenditures	532.5	723.9	799.0	716.1	906.8	107.7	13.5
Total Operating Expenditures (All funds)	6,497.7	5,542.4	7,213.1	4,673.1	7,043.9	(169.2)	(2.3)

Full Time Equivalents (FTEs)	2016	2017	2018
Permanent	40.0	40.0	32.0
Casual	-	-	-
Total (General Fund)	40.0	40.0	32.0
Staff Complement (Utility Operating Fund)			
Permanent	-	-	4.0
Casual	-	-	-
Total (Utility Operating Fund)	-	-	4.0
Total All Funds	-	-	36.0

Services

- Services Land Use Planning – Review and prepare neighbourhood plans for existing and new neighbourhoods. Includes developing long-range plans for provision of City services and working with regional partners.
- Growth Management & Land Development – Define, document and implement policy and standards for new growth areas including fostering adequate land and housing supply, protecting the City's long-term growth objectives, financial policies to address sustainable growth, and public realm and infrastructure servicing.

2017 Accomplishments

- A Municipal Servicing Agreement was signed with Sakimay First Nations in May 2017 to provide water and fire protection services to land east of Pinkie Road and south of Dewdney Avenue. This agreement enables the development of reserve land for commercial and light industrial development.
- Negotiations with Global Transportation Hub for the capital and operating contributions of the Municipal Servicing Agreement are completed.
- Coopertown Neighbourhood Plan was approved by City Council in April 2017. The Coopertown Neighbourhood Plan establishes a policy framework for guiding the long-term growth, development and servicing of lands located in the northwest part of the City – west of Courtney Street and north of 9th Avenue North. When finally built-out, the Coopertown area will accommodate six new neighbourhoods and a population of approximately 36,000 people.
- The Transportation Master Plan was approved by Council in May 2017. This plan is a comprehensive and multi-modal transportation policy and planning document that will help guide future transportation networks.
- Construction began for a laneway suite as part of a six-suite pilot project to test laneway suites in an infill context.
- The Department participated in the provincial review of *The Planning and Development Act, 2007*.
- The Department participated in MBN Canada.

Strategic Issues and Opportunities

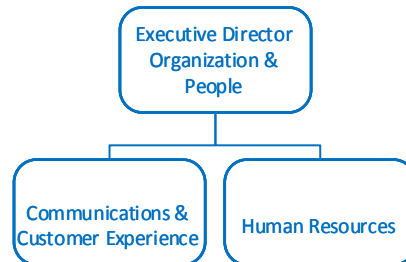
- The City is finding it a challenge to meet the 30% infill target that was established by Council through the OCP.
- Resourcing projects has been a challenge due in part to a corporate hiring freeze, which has been in place for most of 2017, as well as competing priorities of projects managed by the Department. Planning continues to evaluate project prioritization to ensure work is moving forward on the highest value items.
- The opening of Argyle Street connection from Rochdale to Sangster Boulevard provides an opportunity to re-evaluate 9th Avenue and Pasqua Functional Study.
- Completion of a Bike Network Prioritization Project will allow us to better identify and budget for network improvements going forward.
- The City has prioritized strengthening relationships with other municipalities and First Nations in the region. In 2018, the City will continue to work toward regional collaboration through the White Butte Regional Planning Committee, the Moose Jaw-Regina Industrial Corridor and through the Joint Planning Area Committee structure with the RM of Sherwood.

Key Deliverables in 2018

- The City, led by the Planning Department, will undertake the first five-year review of the OCP. The review will evaluate how the City has progressed in the first five years of implementation to achieve the goals and policies of the OCP and consider what may need to change as a result. The process will involve public and stakeholder engagement including those who contributed to the development of the OCP.
- The Department will explore redevelopment options for the Regent Park Par 3 golf course in accordance with the policies and recommendations of the Recreation Master Plan, the OCP, the Transportation Master Plan, the Comprehensive Housing Strategy and Council's directive.
- A comprehensive review of the Development Standards manual will be completed. This manual contains all the guidelines for engineering and servicing standards for new neighbourhoods in the City.
- Work to establish a sustainable funding source for the Social Development Reserve, in support of the City's Housing Incentives Policy, will be undertaken.
- The Infill Development Levy Policy will be reviewed in continuation of the City's Servicing Agreement Fee and Development Levy Policy review.
- The cost/benefits of different types of development (residential/commercial/industrial) will be examined to better understand the impact to the financial well-being of the City as development continues.
- An Underutilized Land Study will be undertaken and be used to establish a strategy to encourage the development of underutilized land.
- An updated Area Plan Process will be implemented and refined.

Organization & People Division

Organization & People is a new division comprising the Human Resources Department, including the addition of the Project Support Office, and the Communications & Customer Experience Department, which includes strategic and interactive communications, public engagement, marketing and branding functions and Service Regina.



Key Strategic Issues

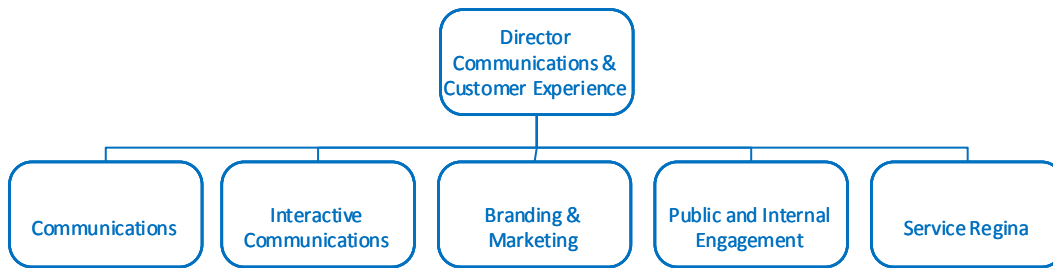
- Communications will continue to lead the redesign of Regina.ca to enhance the website where as many as 50% of residents say they go to seek information about the City. The website was last refreshed in 2008.
- Further work will be done on crisis communication planning, a strategy for advertising, sponsorship and naming rights, public engagement, a City of Regina communications strategy and internal communications.
- Service Regina actively works with other operating areas and is increasing the knowledge and ability to handle more customer inquiries, and resolve customer inquiries without needing to initiate further contact with other Departments by creating a service request. This allows faster resolution and more efficiency – creating what the City feels is better customer service.
- The Strategic Plan identifies Learning and Growth as foundational to delivering the outcomes identified in the Plan. This increased emphasis on people will require strong leadership from Human Resources.
- More than a third of the organization will be eligible for retirement in the next seven years. The current labour market has improved. However, the City still faces challenges in acquiring top talent. Succession planning and recruitment of skilled employees is a key issue for the City.
- A number of Collective Agreements expire in 2018. The City will have to review its bargaining strategy to ensure capacity to negotiate fair collective agreements with our employees.

Expenditures (\$000s)	2015 Actuals	2016 Actuals	2017 Budget	2017 Forecast (Sept)	2018 Budget	Budget Change	
						Dollar Change	Per Cent Change
General Fund							
Communications & Customer Experience	4,008.5	4,063.9	4,308.2	3,979.4	4,380.4	72.2	1.7
Human Resources	6,514.1	6,968.1	7,225.3	6,824.1	7,568.2	342.9	4.7
Project Support Office	193.0	195.9	205.0	178.7	277.6	72.6	35.4
Total General Operating Expenditures	10,715.6	11,227.9	11,738.5	10,982.1	12,226.2	487.7	4.2
Utility Fund							
Communications & Customer Experience	1,080.5	1,154.2	1,225.4	1,221.5	1,279.0	53.7	4.4
Project Support Office	111.7	113.4	118.7	118.7	160.7	42.0	35.4
Total Utility Operating Expenditures	1,192.3	1,267.6	1,344.1	1,340.2	1,439.8	95.7	7.1
Total Operating Expenditures (All Funds)	11,907.9	12,495.6	13,082.6	12,322.3	13,666.0	583.4	4.5
General Fund Transfers							
Communications & Customer Experience	54.5	-	54.5	54.5	-	(54.5)	(100.0)
Total General Fund Transfers	54.5	-	54.5	54.5	-	(54.5)	(100.0)
Total General Operating Expenditures (with Transfers)	11,962.4	12,495.6	13,137.1	12,376.8	13,666.0	528.9	4.0

Full Time Equivalents (FTEs)	2016	2017	2018
Permanent	107.3	105.3	105.0
Casual	1.5	1.5	1.5
Total (General Fund)	108.8	106.8	106.5
Staff Complement (Utility Operating Fund)			
Permanent	1.0	1.0	1.0
Casual	-	-	-
Total (Utility Operating Fund)	1.0	1.0	1.0
Total All Funds	109.8	107.8	107.5

Communications & Customer Experience

Communications & Customer Experience leads communications, engagement and customer service to create informed and engaged communities.



Overview

Communications is comprised of five branches:

Communications

- Leads communications (corporate and program area) with the public and the media as well as corporate internal messaging

Interactive Communications

- Manages City of Regina social media platforms, the City of Regina website, online surveys and intranet content

Branding & Marketing

- Oversees the use of the City of Regina brand for all corporate documents and provides marketing support to City Departments, programs and projects

Public & Internal Engagement

- Leads development and implementation of public engagement best practices and tools, as well as projects with a large corporate public engagement component

Service Regina

- Responds to customer inquiries, requests for service and concerns relating to all City of Regina services, is often the first point of contact for all citizen/resident concerns and champions the implementation of the Customer Service Strategy

Expenditures (\$000s)	2015 Actuals	2016 Actuals	2017 Budget	2017 Forecast (Sept)	2018 Budget	Budget Change	
						Dollar Change	Per Cent Change
General Fund							
Communications & Customer Experience	4,008.5	4,063.9	4,308.2	3,979.4	4,380.4	72.2	1.7
Total General Operating Expenditures	4,008.5	4,063.9	4,308.2	3,979.4	4,380.4	72.2	1.7
Utility Fund							
Communications & Customer Experience	1,080.5	1,154.2	1,225.4	1,221.5	1,279.0	53.7	4.4
Total Utility Operating Expenditures	1,080.5	1,154.2	1,225.4	1,221.5	1,279.0	53.7	4.4
Total Operating Expenditures (All funds)	5,089.0	5,218.2	5,533.6	5,200.8	5,659.4	125.9	2.3

Full Time Equivalents (FTEs)						2016	2017	2018
Permanent						49.0	47.0	47.0
Casual						1.5	1.5	1.5
Total (General Fund)						50.5	48.5	48.5
Staff Complement (Utility Operating Fund)								
Permanent						1.0	1.0	1.0
Casual						-	-	-
Total (Utility Operating Fund)						1.0	1.0	1.0
Total All Funds						51.5	49.5	49.5

Services

- External Communications – Advises and supports external communication for City program areas in day-to-day and crisis situations.
- Internal Communications – Advises on, supports and manages the strategy, systems, tools and processes for corporate communication to employees.
- Media Relations – Disseminates City information to the public through media and coordinates responses to media requests.
- Branding & Marketing – Develops corporate marketing strategies for programs and services delivered by the City.
- Interactive Communications – Provides and maintains online communication channels for citizens, as well as overseeing development of content on the intranet.
- Public Engagement – Works to pro-actively involve citizens in discussions to support municipal decision-making.
- Service Regina – Provides information on all City services and takes payments through telephone, online and in-person contact for Regina residents, visitors and residents of the surrounding communities and is a key component in delivering quality customer service on behalf of the City.

2017 Accomplishments

- Developed communication strategies for new initiatives and provided ongoing support for communications about the Annual Report and the Budget
- Completed Regina.ca planning phase
- Created public engagement tools and processes and launched an internal practitioner circle
- Provided on-going communication support for the City's major projects – Railyard Renewal, Mosaic Stadium construction and Waste Water Treatment Plant construction
- Launched CityConnect, the City's new intranet

Strategic Issues and Opportunities

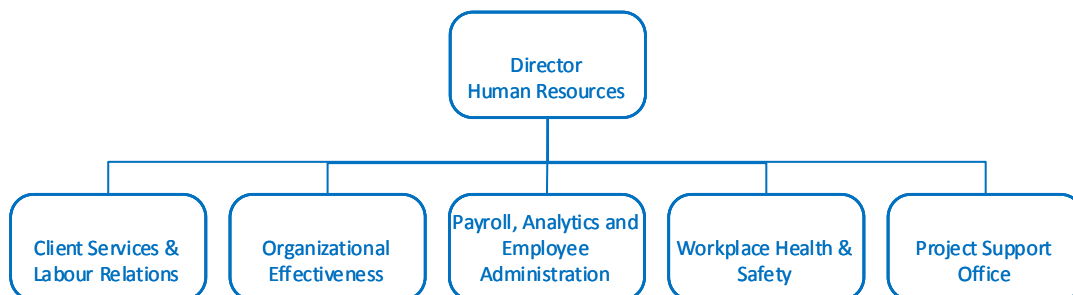
- Communications will continue to lead the redesign of Regina.ca where as many as 50% of residents say they go to seek information about the City. The website was last refreshed in 2008.
- Further work will be done on crisis communication planning, a strategy for advertising, sponsorship and naming rights, public engagement, a City of Regina communications strategy and internal communications.
- Service Regina actively works with other operating areas to increase the knowledge and ability to handle more customer inquiries, and resolve customer inquiries without needing to initiate further contact with other departments by creating a service request. This allows faster resolution and more efficiency – creating what the City feels is a better customer experience.

Key Deliverables in 2018

- Continue with Regina.ca design and implementation
- Continue to develop and implement a public engagement strategy, along with supporting tools and processes
- Develop and implement a program for Naming Rights, Sponsorship, and Advertising
- Continue to support the communications needs of the City's major projects such as Railyard Renewal and the Stadium Project
- Develop an Emergency Communications Plan
- Implement a social media strategy
- Continue to focus on the creation of a corporate communications strategy, as well as longer-term program area communications strategies including initiatives that take a more holistic view of messaging about City services and continue efforts to share information with the public about services provided by the City
- Develop a formal Business Continuity Plan for Service Regina to ensure that time critical business functions can continue with predetermined levels of interruption or change

Human Resources

Human Resources provides services, tools and information that enable our clients to create an environment where employees are engaged and empowered.



Overview

Human Resources consists of five branches and delivers one service:

Client Services & Labour Relations

- Oversees recruitment, performance management, labour relations, corrective discipline, coaching and direction
- Provides support and direction to the organization in the interpretation and application of the collective bargaining agreements and all facets of the collective bargaining process
- Provides oversight and direction for the Job Jurisdiction, Evaluation, and Compensation Project, to review job jurisdiction, job evaluation and compensation program

Organizational Effectiveness

- Oversees strategies to improve workforce effectiveness which includes, among other things, the oversight of internal and external training, leadership development and workforce management

Payroll, Analytics & Employee Administration

- Processes and administers all payroll functions including Human Resource information and employee information for the City, Regina Police Service and two partner agencies
- Oversees the Human Resources Management Systems and provides workforce data to support organizational initiatives
- Administers the corporate employee benefit programs and supports the organization on issues relating to benefit policies and practices

Workplace Health and Safety

- Provides leadership and direction regarding Occupational Health and Safety, including facilitation of the Reasonable Suspicion and Return to Work programs and managing the Employee Family Assistance Program

Project Support Office

- Develops and defines project management practices for the City and provides tools, training, facilitation and coaching services to improve the practice of project management across the organization

Expenditures (\$000s)	2015 Actuals	2016 Actuals	2017 Budget	2017 Forecast (Sept)	2018 Budget	Budget Change	
						Dollar Change	Per Cent Change
General Fund							
Director, Human Resources	649.2	697.3	687.9	585.6	778.9	91.0	13.2
Workplace Health & Safety	1,368.0	1,470.0	1,619.4	1,565.2	1,864.9	245.5	15.2
Client Services & Labour Relations	1,346.0	1,333.5	1,447.4	1,409.9	1,745.0	297.6	20.6
Organizational Effectiveness	1,344.1	1,425.2	1,462.2	1,377.7	1,487.8	25.6	1.7
Payroll	1,405.3	1,409.7	1,381.5	1,309.5	1,700.7	319.1	23.1
Human Resources Transition	381.3	597.4	596.6	543.1	(19.6)	(616.2)	(103.3)
Group Life Insurance	20.1	35.1	30.3	33.0	10.6	(19.7)	(65.0)
Total General Operating Expenditures	6,514.1	6,968.1	7,225.3	6,824.1	7,568.2	342.8	4.7

Full Time Equivalents (FTEs)						2016	2017	2018
Permanent						55.3	55.3	54.0
Casual						-	-	-
Total (General Fund)						55.3	55.3	54.0

Services

- Human Resources encompasses all corporate activities that support workforce attraction, retention, safety and development. By extension, the service ensures that employees perform their work in a safe manner, employees are being paid fairly, employees have access to necessary training and relevant policies, procedures and guideline, and collective bargaining unit relationships are constructive and supportive.

2017 Accomplishments

- Collective Agreements were reached with CUPE 7 and CUPE 21. Negotiations continued with the International Association of Fire Firefighters Local 181 (IAFF) through 2017.
- The Work Ready Project was launched in the third quarter of 2017. The program focuses on identifying the high risk processes and tasks that cause workplace injuries. Transit and Roadways were the main focus for 2017.
- The Corporate Mental Health Strategy was approved and introduced to the organization. The aim of the program is to raise awareness and acceptance regarding mental health. The program provides managers and employees with essential skills and tools to accomplish this. The program consists of a multi-year phased approach. Mental health first aid training was introduced and was targeted towards managers, supervisors and Occupational Health and Safety Committee members.
- The new corporate onboarding program was launched in the fall. The onboarding sessions are a half-day event designed to engage and transition new employees to the City of Regina. Several departments across the organization collaborate to deliver the onboarding sessions.

Strategic Issues and Opportunities

- The Strategic Plan identifies Learning & Growth as foundational to delivering the outcomes identified in the Plan. This increased emphasis on people will require strong leadership from the Department.
- More than one-third of the organization will be eligible for retirement in the next seven years. The current labour market has improved. However, the City still faces challenges in acquiring top talent. Succession planning and recruitment of skilled employees is a key issue for the City.
- Since the implementation of the Corporate Safety Program in 2012, the organization has seen more than a 50% drop in lost time injuries. While these results are favourable, lost time injuries are trending upward in 2017 as the current program has plateaued. A strategic focus on prevention is required and will be accomplished through the Work Ready project over the next several years.

Key Deliverables in 2018

- A People Strategy will be developed and implemented.
- The Mental Health Strategy will continue to be implemented.
- The Work Ready project commenced in 2017 and will continue through 2018. Work Ready is designed to minimize and eliminate workplace injuries. The program focuses on identifying the high risk processes and tasks that cause workplace injuries. Safe processes, tools and training will be implemented in our high risk areas and it is anticipated that all workplace injuries can be reduced by 20% over the next several years.
- Additional improvements will be made to the new Human Resources and Payroll system. The addition of a new module to support clients in recruitment practices and /or scheduling will be scoped and planned in 2018.

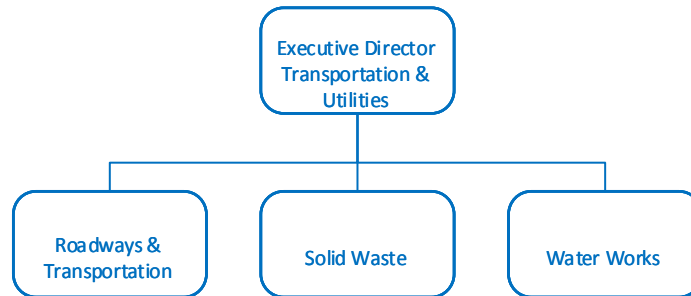
- The Job Jurisdiction, Evaluation and Compensation Project will continue through 2018. The project was inspired by changes to *The Saskatchewan Employment Act* and as a response to inefficient job evaluation processes. The project will deliver an updated framework that links stronger corporate processes for job design, evaluation and compensation that will benefit the entire organization. Work in 2017 focused on signing an Memorandum of Understanding with the Canadian Union of Public Employees Local 7 and Local 21 to outline the work with in-scope jobs, including collection of job data and updating job descriptions. In 2018, job evaluation (ratings) using redesigned job evaluation tool(s) will be completed.
- A new Supervisor Training Program was piloted in 2017. The learning series outlines what is necessary for effective supervisory practices in a municipal environment. A number of changes to the program are in the process of being completed with further roll out in 2018.
- A Diversity and Inclusion Strategy was developed in 2017 working in collaboration with the Corporate Diversity and Inclusion Advisory Committee. Implementation of the strategy will begin in 2018.

Expenditures (\$000s)	2015 Actuals	2016 Actuals	2017 Budget	2017 Forecast (Sept)	2018 Budget	Budget Change	
						Dollar Change	Per Cent Change
General Fund							
Project Support Office	193.0	195.9	205.0	178.7	277.6	72.6	35.4
Total General Operating Expenditures	193.0	195.9	205.0	178.7	277.6	72.6	35.4
Utility Fund							
Project Support Office	111.7	113.4	118.7	118.7	160.7	42.0	35.4
Total Utility Operating Expenditures	111.7	113.4	118.7	118.7	160.7	42.0	35.4
Total Operating Expenditures (All funds)	304.8	309.3	323.7	297.4	438.3	114.6	35.4

Full Time Equivalents (FTEs)	2016	2017	2018
Permanent	3.0	3.0	4.0
Casual	-	-	-
Total (General Fund)	3.0	3.0	4.0

Transportation & Utilities Division

Transportation and Utilities is comprised of three Departments: Roadways & Transportation, Solid Waste and Waterworks. Its responsibilities include ensuring that infrastructure for transportation, water works and waste services meets the community's expectations.



Key Strategic Issues

- Aligning infrastructure investments with future community needs
- Providing and promoting conservation, stewardship and environmental responsibility to the City's plans and operations
- Managing infrastructure assets in a safe and sustainable manner, utilizing best practices
- Advance opportunities to ensure financial sustainability by identifying non-property tax revenue sources

Expenditures (\$000s)	2015 Actuals	2016 Actuals	2017 Budget	2017 Forecast (Sept)	2018 Budget	Budget Change	
						Dollar Change	Per Cent Change
General Fund							
Executive Director, Transportation Utilities	158.8	112.7	110.0	148.9	111.7	1.7	1.6
Roadways & Transportation	37,998.7	35,436.4	39,471.8	36,642.2	39,167.0	(304.8)	(0.8)
Solid Waste	18,802.7	20,045.8	21,462.6	20,781.9	21,975.0	512.4	2.4
Total General Operating Expenditures	56,960.2	55,594.9	61,044.4	57,572.9	61,253.7	209.3	0.3
Utility Fund							
Executive Director, Transportation Utilities	149.5	109.4	106.7	106.7	108.4	1.7	1.6
Solid Waste	491.7	869.9	699.2	700.6	1,196.0	496.8	71.1
Water Works Services	30,744.7	32,106.1	27,266.8	27,350.6	27,533.8	267.1	1.0
Wastewater Treatment	8,538.0	7,990.5	8,757.7	8,441.4	8,842.0	84.3	1.0
Total Utility Operating Expenditures	39,923.9	41,075.9	36,830.4	36,599.4	37,680.3	849.8	2.3
Costing Fund							
Roadways & Transportation	11,898.2	8,587.9	9,397.1	9,074.3	9,405.9	8.8	0.1
Solid Waste	-	-	11.7	11.8	11.8	0.1	0.8
Water Works	-	140.8	43.8	44.2	5.9	(37.9)	(86.5)
Total Costing Operating Expenditures	11,898.2	8,728.7	9,452.7	9,130.3	9,423.6	(29.0)	(0.3)
Total Operating Expenditures (All funds)	108,782.3	105,399.5	107,327.5	103,302.6	108,357.6	1,030.1	2.3
General Fund Transfers							
Roadways & Transportation	338.4	2,903.4	-	-	-	-	-
Solid Waste	13,349.3	13,659.3	13,197.1	14,419.3	14,061.9	864.8	6.6
Total General Fund Transfers	13,687.8	16,562.7	13,197.1	14,419.3	14,061.9	864.8	6.6
Total General Operating Expenditures (with Transfers)	122,470.1	121,962.2	120,524.6	117,721.9	122,419.5	1,894.9	1.6

Full Time Equivalents (FTEs)						2016	2017	2018
Permanent						225.1	229.5	227.1
Casual						67.2	70.0	63.8
Total (General Fund)						292.2	299.5	290.9
Staff Complement (Costing Fund)								
Permanent						10.7	9.7	9.7
Casual						2.8	2.8	3.2
Total (Costing Fund)						13.5	12.4	12.9
Staff Complement (Utility Operating Fund)								
Permanent						154.2	153.2	152.6
Casual						24.0	24.1	24.8
Total (Utility Operating Fund)						178.2	177.3	177.5
Staff Complement (Utility Capital Fund)								
Permanent						21.1	17.7	18.4
Casual						4.1	4.0	5.3
Total (Utility Capital Fund)						25.2	21.7	23.7
Staff Complement (General Capital Fund)								
Permanent						17.1	16.7	16.7
Casual						1.1	0.7	1.8
Total (General Capital Fund)						18.2	17.4	18.5
Total All Funds						527.2	528.3	523.5

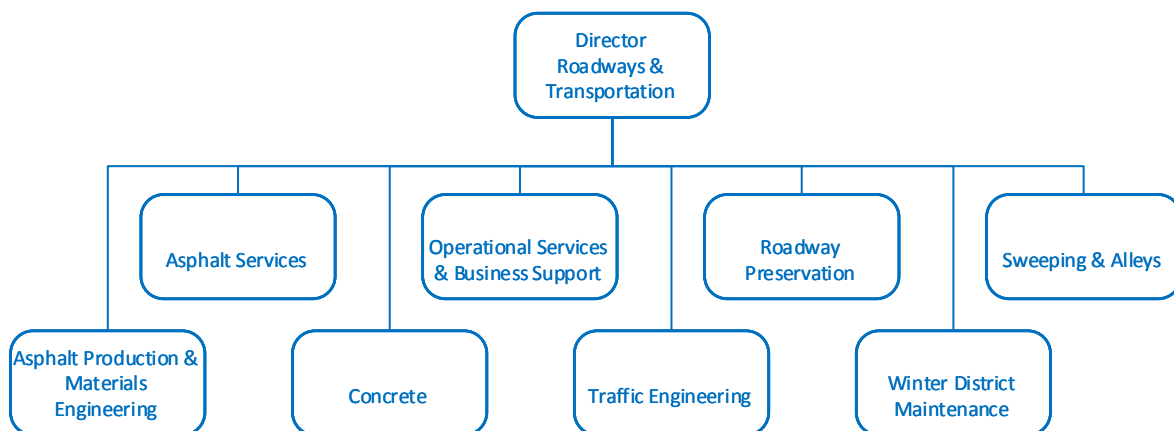
Executive Director, Transportation & Utilities

Expenditures (\$000s)	2015 Actuals	2016 Actuals	2017 Budget	2017 Forecast (Sept)	2018 Budget	Budget Change	
						Dollar Change	Per Cent Change
General Fund							
Executive Director, Transportation Utilities	158.8	112.7	110.0	148.9	111.7	1.7	1.6
Total General Operating Expenditures	158.8	112.7	110.0	148.9	111.7	1.7	1.6
Utility Fund							
Executive Director, Transportation Utilities	149.5	109.4	106.7	106.7	108.4	1.7	1.6
Total Utility Operating Expenditures	149.5	109.4	106.7	106.7	108.4	1.7	1.6
Total Operating Expenditures (All funds)	308.3	222.1	216.7	255.7	220.2	3.4	1.6

Full Time Equivalents (FTEs)	2016	2017	2018
Permanent	1.0	2.0	2.0
Casual	-	-	-
Total (General Fund)	1.0	2.0	2.0

Roadways & Transportation

Roadways & Transportation delivers quality public roadway infrastructure services for our community.



Overview

The Department is divided into nine branches and delivers eight services:

Asphalt Services

- Maintains and rehabilitates the paved roadway surfaces of streets and alleys

Operational Services & Business Support

- Provides business consulting oversight and administrative functions.
- Provides the support function in the areas of communications and safety
- Provides City-wide planning and coordination of infrastructure renewal projects
- Delivers process improvements to the Department using continuous improvement methodologies

Roadways Preservation

- Oversees the renewal of transportation infrastructure including the development of asset management plans

Sweeping & Alley Services

- Maintains the paved and gravel alley network, including gravel surface rural roads
- Provides sweeping services to the streets/medians, alley and sidewalks

Asphalt Production & Materials Engineering

- Provides quality asphalt mixes, granular and landscape materials and technical services
- Manages production and sale of recycled materials
- Research and evaluate new technologies of construction and maintenance of road infrastructure and implement pilot projects to field test innovative and cost effective options suitable for Regina environment

Concrete Services

- Maintains and rehabilitates concrete sidewalks and asphalt-capped sidewalks

Traffic Engineering

- Delivers quality traffic control services and infrastructure to our community

Winter District Maintenance

- Provides winter maintenance activities to roads, alleys and sidewalks in accordance with the Winter Maintenance Policy
- Manages the Snow Storage Site

Expenditures (\$000s)	2015 Actuals	2016 Actuals	2017 Budget	2017 Forecast (Sept)	2018 Budget	Budget Change	
						Dollar Change	Per Cent Change
General Fund							
Director, Roadways	857.9	709.4	550.0	554.9	369.3	(180.7)	(32.9)
Operational Services & Business Support	907.0	1,132.4	1,418.5	1,188.3	1,254.2	(164.2)	(11.6)
Asphalt Services	4,813.3	4,010.7	4,802.4	4,689.0	5,149.2	346.8	7.2
Asphalt Production & Materials Engineering	230.1	318.8	368.8	301.8	381.4	12.6	3.4
Concrete Services	3,439.7	4,187.1	3,674.6	3,803.6	4,095.5	420.9	11.5
Sweeping & Alley Services	7,762.5	7,396.1	7,948.8	7,556.3	7,607.3	(341.4)	(4.3)
Traffic Engineering	9,227.9	9,589.1	9,407.2	9,425.9	9,762.5	355.4	3.8
Roadway Preservation	1,766.6	1,574.3	1,553.2	1,567.1	1,653.4	100.3	6.5
Winter District Maintenance	8,607.5	6,133.8	9,289.1	7,134.0	8,491.3	(797.8)	(8.6)
Maintenance of Public Works Buildings & Yards	-	0.3	82.9	48.6	-	(82.9)	(100.0)
Facilities Costs - Roadways & Transportation	386.1	384.9	376.6	372.7	403.0	26.4	7.0
Total General Operating Expenditures	37,998.7	35,436.9	39,471.8	36,642.2	39,167.0	(304.8)	(0.8)
Costing Fund							
Asphalt Services	1,132.4	1,079.3	825.1	1,353.2	730.7	(94.4)	(11.4)
Asphalt Production & Materials Engineering	9,408.7	6,648.0	8,012.3	7,158.5	8,167.0	154.7	1.9
Concrete Services	1,294.2	775.8	510.5	512.6	454.9	(55.6)	(10.9)
Facilities Costs - Roadways & Transportation	62.9	84.8	49.2	50.0	53.3	4.1	8.4
Total Costing Operating Expenditures	11,898.2	8,587.9	9,397.1	9,074.3	9,405.9	8.8	0.1
Total Operating Expenditures (All funds)	49,896.9	44,024.8	48,868.9	45,716.4	48,572.9	(296.0)	(0.6)

Full Time Equivalents (FTEs)						2016	2017	2018
Permanent						159.2	159.2	157.1
Casual						40.7	43.4	38.9
Total (General Fund)						199.9	202.6	196.0
Staff Complement (Costing Fund)								
Permanent						10.7	9.7	9.7
Casual						2.8	2.8	3.2
Total (Costing Fund)						13.5	12.4	12.9
Staff Complement (General Capital Fund)								
Permanent						17.1	16.7	16.7
Casual						1.1	0.7	1.8
Total (General Capital Fund)						18.2	17.4	18.5
Total All Funds						231.5	232.4	227.4

Services

- Material Supply – Procures and provides various materials for construction, rehabilitation and maintenance of roads and alleys, including providing inventory control. Also provides materials to other City departments on an as needed basis.
- Roadways & Infrastructure Construction – Oversees construction activities/operations required to build, maintain or preserve the assets related to the Transportation Network.
- Seasonal Road Maintenance – Provides activities designed to maintain the Transportation Network so it is safe and operational for all seasons. Winter activities include, but are not limited to storm response, systematic plowing and residential plowing. Summer activities include, but are not limited to spring, summer and fall sweeps, gravel road maintenance, alley maintenance and pothole patching.
- Traffic Control Management – Provides safe and efficient flow of traffic including traffic signal, signage, barricade permits and construction signage/detours.
- Asphalt Plant Operations – Produces and distributes asphalt and manages the asphalt plant.
- Asset Management – Develops long-term strategies and plans to support policy objectives for specific assets or systems.
- Construction Coordination Services – Coordinate, schedule, project execution, quality assurance and safety for construction activities related to the maintenance and preservation of the Transportation Network and road right of ways.
- Engineering and Support Services – Provides engineering, planning and project management for activities and services that aid in the delivery of a safe, efficient, effective, inclusive, sustainable and responsible Transportation Network.

2017 Accomplishments

- The third year of the Residential Road Renewal Program resulted in the completion of 67 projects covering 18.7 km of roadways.
- The Street Infrastructure Renewal Program completed 25 projects covering 15.5 km.
- Four bridge replacements were completed including Ring Road over Victoria Avenue overpass, Wascana Parkway over Ring Road overpass, and two pedestrian bridges over the South Storm Channel. Bridge work on Ring Road over Victoria Avenue overpass was completed ahead of schedule.
- Traffic signals were installed at eight new intersections and rehabilitated at seven intersections.
- Four new overhead signal pedestrian corridors, 32 uninterruptable power supplies, and 15 new expressway lights with all new ducts and cables were constructed.
- Over \$296,000 in revenue was generated at the Snow Storage Site.
- Asset management plans for the Asphalt Plant and Roadway Infrastructure were completed.
- A pilot project involving liquid salt was successfully concluded. The use of these products is anticipated to result in safer roads, better winter driving conditions, and reduced use of sand and salt.
- The restorative seals project was launched to extend asphalt, concrete, and paving life cycle. This was done as a result of research and evaluation of options for preventative maintenance. In total, 260,000 m² of City roads were treated.
- Standard Construction Specification was reviewed and updated and necessary changes to improve roadway performance were introduced.
- Rapid Rectangular Flashing Beacons were installed at three locations as part of a pilot project.
- The Department participated and provided support to implement the new parking and traffic/transportation strategy for Mosaic Stadium.

Strategic Issues and Opportunities

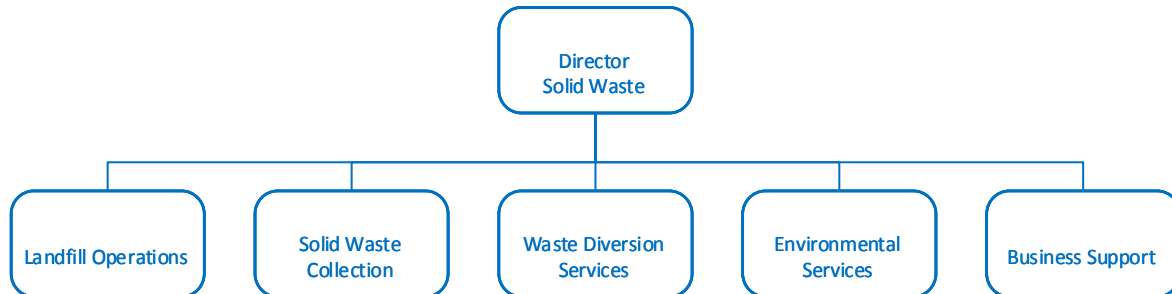
- The dedicated funding to the Residential Roads Renewal Program is an example of how the City is making long-term financial plans to address infrastructure challenges.
- Succession planning, talent retention and impending retirements are challenges for Roadways & Transportation. It is actively working to document policies and procedures to offset knowledge loss and maintain business continuity.
- Although not unique to any particular year, construction work in Regina is extremely weather dependent making the duration of the construction season hard to predict. This unpredictability makes it difficult to forecast adequate funding and plan the necessary work. This year's warm dry weather helped the City to complete many road projects ahead of schedule.

Key Deliverables in 2018

- Utilize the Construction Program Integration strategy to better coordinate construction projects with the goal to minimize disruption and delays to the public and implement work process improvements for maintenance activities
- Initiate a Snow Routes Pilot Project
- Implement the use of liquid salt to reduce the amount of sand used annually in winter road maintenance
- Work towards defining service levels for high grade roads
- Complete fourth year of the Residential Road Renewal Program planned with 60 projects covering 20.6 km of roadways
- Replace four bridges including Ring Road on and off ramps over the North Service Road, two pedestrian bridges over the North Storm Channel, and realign Eastgate Drive, including a new bridge structure
- Identify new road structure that would:
 - Use recycled materials such as asphalt plainings and steel slag
 - Improve pavement resistance to impact of frost heaves and seasonal clay subgrade expansion and shrinkage
- Explore using new sidewalk repair products in order to reduce concrete maintenance costs
- Continue to focus on succession planning and mentorship assuring staff competencies and commitments to productivity and employee accountability

Solid Waste

The Solid Waste Department provides reliable and sustainable solid waste and environmental services to protect health, safety and the environment for Regina and surrounding communities.



Overview

The Department is made up of five branches:

Landfill Operations

- Operates the City Landfill, accepting residential and commercial solid waste
- Accepts, processes and repurposes construction and demolition waste delivered to the Landfill
- Accepts metal products, appliances, propane tanks, automotive batteries and cardboard for the purpose of recycling
- Operate a Landfill Gas to Energy facility that generates electricity which is sold to the provincial electrical utility, resulting in revenue for the City while reducing greenhouse gas emissions

Solid Waste Collection

- Provides collection of household waste to more than 65,000 single-family residential properties
- Provides curbside cart maintenance and management

Waste Diversion Services

- Develops, designs and implements waste diversion services as outlined in Waste Plan Regina
- Manages the residential curbside recycling service and other recycling initiatives such as the Leaf and Yard Waste depots, the Big Blue Bin Program, Household Hazardous Waste Days and “Treecycle” events
- Delivers educational events and community outreach programs focused on waste reduction and diversion

Environmental Services

- Monitors regulatory compliance of City operations to ensure all federal and provincial regulatory requirements are met
- Coordinates response to environmental spills
- Provides environmental engineering support to corporate projects

Business Support

- Provides coordination of business functions including strategy and business planning, process improvement, policy and procedure development, performance measurement and financial support
- Oversees general administrative functions

Expenditures (\$000s)	2015 Actuals	2016 Actuals	2017 Budget	2017 Forecast (Sept)	2018 Budget	Budget Change	
						Dollar Change	Per Cent Change
General Fund							
Director, Solid Waste	226.7	259.7	270.2	270.2	276.5	6.3	2.3
Business Support	224.0	331.5	410.8	344.1	412.9	2.0	0.5
Solid Waste Collection	7,877.6	8,182.0	8,954.8	8,492.6	8,949.5	(5.4)	(0.1)
Waste Diversion	5,005.3	5,471.4	6,068.0	5,307.0	6,041.7	(26.3)	(0.4)
Landfill Operations	4,717.1	4,463.6	4,157.6	4,924.1	4,639.6	481.9	11.6
Environmental Services	623.4	1,208.9	1,476.9	1,318.6	1,530.5	53.6	3.6
Facilities Costs - Solid Waste	128.7	128.3	124.1	125.3	124.4	0.2	0.2
Total General Operating Expenditures	18,802.7	20,045.3	21,462.6	20,781.9	21,975.0	512.4	2.4
Costing							
Waste Diversion	-	-	11.7	11.8	11.8	0.1	0.8
Total Costing Operating Expenditures	-	-	11.7	11.8	11.8	0.1	0.8
Utility Fund							
Director, Solid Waste	47.8	85.7	88.6	89.2	91.2	2.6	3.0
Environmental Services	370.0	674.8	475.8	475.8	968.5	492.7	103.5
Business Support	73.9	109.4	134.8	135.6	136.3	1.5	1.1
Total Utility Operating Expenditures	491.7	869.9	699.2	700.6	1,196.0	496.8	71.1
Total Operating Expenditures (All funds)	19,294.4	20,915.2	22,173.5	21,494.2	23,182.8	1,009.3	4.6

Full Time Equivalents (FTEs)	2016	2017	2018
Permanent	64.9	68.3	68.0
Casual	26.5	26.6	24.9
Total (General Fund)	91.3	94.9	92.9

Services

- Solid Waste Collection – Collects and hauls residential garbage to the Landfill.
- Waste Diversion – Oversees the curbside residential, multi-family recycling programs and community-based diversion programs.
- Environmental Compliance – Provides environmental response, monitors environmental compliance and provides environmental engineering support.
- Solid Waste Disposal – Operates the City of Regina Landfill which accepts solid waste from the City of Regina and surrounding area.

2017 Accomplishments

- Commissioned and began operation of the Landfill Gas to Energy System, converting landfill gas to electricity, selling the electricity to the provincial power utility which is expected to generate over \$21 million in revenue over the next twenty years
- Reviewed waste collection routes optimizing route sizes to improve efficiency and customer service, resulting in a net decrease in four routes
- Introduced a bi-weekly garbage collection pilot project for the winter season recognizing residents' successful efforts in reducing household waste
- Delivered a residential curbside collection for household waste and recyclables to over 65,000 single-family residential properties
- Installed public space recycling bottle baskets in Victoria Park, Scarth Street, City Hall Courtyard and along 13th Avenue with support from the SARCAN Public Space Recycling Grant
- Conducted residential curbside waste studies to understand current waste behaviours
- Hosted 75 public education and outreach events, speaking with over 7,000 residents
- Established a leaf and yard receiving area at the Landfill for the purpose of diverting waste
- Completed risk assessment of pollutants in our solid and liquid waste streams

Strategic Issues and Opportunities

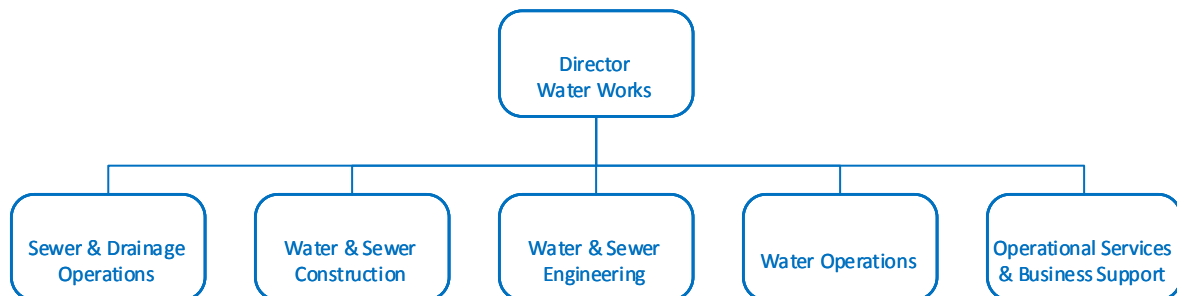
- The City's Landfill operates as a regional facility, serving Regina as well as the surrounding communities. The volume of waste generated from outside the City is increasing, putting significant strain on the Landfill's ability to meet future capacity requirements. A regional approach to waste management may provide opportunities to reduce waste volumes from surrounding towns and rural areas through shared efforts to divert recyclable materials away from the Landfill.
- Currently, curbside residential garbage collection and disposal is funded through the General Fund, while curbside residential recycling is paid through a user fee on residential Utility bills. Administration is exploring this funding model to ensure it meets the needs and expectations of Regina residents and is financially sustainable. The department is also evaluating the introduction of new services to ensure a healthy, clean and environmentally responsible community.

Key Deliverables in 2018

- Advance work on the remaining residential services approved in Waste Plan Regina, including a permanent solution for leaf and yard, and organic waste
- Evaluate and report on the results from the bi-weekly garbage collection pilot, based on resident feedback and operational results and provide a recommendation for future service levels based on the results of the pilot
- Implement route management software to improve waste collection efficiency
- Advance work on the opportunities and challenges of introducing a single solid waste user fee
- Review landfill and curbside residential recycling fees to determine if the fee structure and rates meet the guidelines outlined in the OCP benefits model, align with the service needs and expectations of Regina residents and are financially sustainable (In the case of the landfill, the fees should also allow sufficient annual transfers to the Solid Waste Reserve to fund future landfill needs, based on the concept that current users should contribute to future capital requirements for the services they use and deplete today.)
- Continue to implement the recommendations brought forward through the Airspace Efficiency Audit which outlines best practices for the City's Landfill
- Determine the impact of future greenhouse gas regulations

Water Works

The Department is responsible for the planning, designing, constructing, operating and maintenance of water, wastewater and drainage services for the Regina area. The 2018 Utility Budget was approved by Council December 18, 2017. Full details of the 2018 Utility Budget Operating Budget and the 2018-2022 Utility Capital Program are available at Regina.ca/budget.



Overview

Water Works is organized into five branches and delivers four services:

Sewer & Drainage Operations

- Operates and maintains sewer and drainage infrastructure, including underground pipe systems and lift stations

Water & Sewer Construction

- Undertakes the construction and maintenance of the underground pipe infrastructure for water, sewer and drainage systems

Water & Sewer Engineering

- Manages capital construction projects and programs, and provides engineering services and asset management planning for the Department

Water Operations

- Operates and maintains water infrastructure, including underground pipe systems and pump stations and reservoirs

Operational Services & Business Support

- Provides strategic direction, business planning, administrative coordination, and process oversight for the Department

Expenditures (\$000s)	2015 Actuals	2016 Actuals	2017 Budget	2017 Forecast (Sept)	2018 Budget	Budget Change	
						Dollar Change	Per Cent Change
Utility Fund							
Water Operations	14,448.9	14,933.9	5,991.4	5,846.8	6,023.2	31.8	0.5
Water & Sewer Construction	6,477.1	5,794.1	9,946.1	10,532.4	10,106.1	160.1	1.6
Sewer & Drainage Operations	6,734.6	7,608.8	7,613.6	7,869.6	7,826.1	212.6	2.8
Water & Sewer Engineering	1,598.8	1,917.6	2,351.2	1,822.2	2,286.0	(65.2)	(2.8)
Domestic Lift Station	-	-				-	-
Waste Water Treatment	8,538.0	7,990.5	8,757.7	8,441.4	8,842.0	84.3	1.0
Operational Services & Business Support	1,485.3	1,851.6	1,364.5	1,279.7	1,292.3	(72.2)	(5.3)
Total Utility Operating Expenditures	39,282.7	40,096.6	36,024.5	35,792.1	36,375.8	351.4	1.0
Costing Fund							
Water Operations	-	140.8	43.8	44.2	5.9	(37.9)	(86.5)
Total Costing Operating Expenditures	-	140.8	43.8	44.2	5.9	(37.9)	(86.5)
Total Operating Expenditures (All Funds)	39,282.7	40,237.4	36,068.3	35,836.3	36,381.7	313.4	0.9

Full Time Equivalents (FTEs)					2016	2017	2018
Permanent					154.2	153.2	152.6
Casual					24.0	24.1	24.8
Total (Utility Operating Fund)					178.2	177.3	177.5
Staff Complement (Utility Capital Fund)							
Permanent					21.1	17.7	18.4
Casual					4.1	4.0	5.3
Total (Utility Capital Fund)					25.2	21.7	23.7
Total All Funds					203.4	199.0	201.2

Services

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

- Water Supply and Distribution – 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 – 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 – Controls water runoff from rainfall and melting snow in and around the City through the drainage system which serves approximately 69,000 residential, institutional, commercial and industrial properties.
- Customer Service – Includes Utility Billing which produce and collects on utility billings in an efficient, accurate and timely manner and Communications which responds to customer inquiries and needs.

2017 Accomplishments

- Phase one of the Wastewater Master Plan has been completed. The Plan will provide direction for capital investments in the wastewater collection system over the next 25 years.
- A new forcemain from the McCarthy Boulevard Pumping Station to the Wastewater Treatment Plant has been constructed to allow the City to pump more wastewater during major rainfall events and reduce the risk of wastewater overflows and sewer backups.
- A new ultra violet system at the Buffalo Pound Water Treatment Plant has been completed.
- The City experienced a very high number of water main breaks in the 3rd quarter. This resulted in staff being successfully re-deployed to assist with minimizing water service interruptions.

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

Key Deliverables in 2018

- Complete the Wastewater Master Plan
- Improve drainage service with the completion of the Arcola Avenue detention pond project and the 5th Avenue North Relief Sewer project
- Continue inspection and rehabilitation of our underground water, wastewater and drainage pipes.
- Advance wastewater system improvements to meet the regulatory expectations of the Water Security Agency related to sewage bypasses
- Launch the next phase of the Trunk Relief Initiative
- Initiate the St. Anne's Park Drainage Project

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'.

Expenditures (\$000s)	2015 Actuals	2016 Actuals	2017 Budget	2017 Forecast (Sept)	2018 Budget	Budget Change	
						Dollar Change	Per Cent Change
General Fund							
Salaries & Benefits	67,840.0	71,729.6	74,427.8	74,427.8	77,922.0	3,494.2	4.7
Office & Administration	2,030.1	2,370.4	2,683.0	2,683.0	2,618.8	(64.2)	(2.4)
Professional Services	2,444.7	2,700.3	2,435.5	2,435.5	2,527.3	91.8	3.8
Goods & Materials	2,531.6	1,957.7	1,895.3	1,895.3	2,034.3	139.0	7.3
Other Expenses	1,550.8	1,704.9	2,072.9	2,072.9	1,824.9	(248.0)	(12.0)
Intramunicipal	878.4	958.3	990.1	990.1	936.5	(53.6)	(5.4)
Community Investments	5.2	5.2	5.2	5.2	5.2	-	-
Transfers to Reserves	105.2	43.5	-	-	-	-	-
Total General Operating Expenditures	77,386.1	81,469.8	84,509.8	84,509.8	87,869.0	3,359.2	4.0

Police Expenditures are offset by external funding from the provincial government and other third parties.

Services

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

- emergency and non-emergency response
- quality investigations
- traffic safety
- crime prevention and community building

2017 Accomplishments

The Strategic Plan 2015-2018 is based on four strategic themes - service, communication, our people and improvements. Below are highlights from 2017 under each of these strategic themes.

Services

- The RPS conducted its first gun amnesty program from February 1 to 15. During this time, RPS picked up unwanted firearms from citizens and grant amnesty for select Criminal Code violations regarding illegal possession. There were 157 guns taken in through this successful amnesty program.
- The RPS is one of the organizations operating out of the māmawêyatitân centre, which had its grand opening on September 12. This centre brings together many public and community service groups that have united to build, strengthen and celebrate the North Central neighbourhood.
- All front-line officers in the Community Services Division received training regarding proper response and quality investigations regarding intimate partner violence.

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.
- 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.
- The RPS began hosting 'lunch and learns' with its community partners. The first 'lunch and learn' focused on The Regina intersectoral Partnership, or TRiP, which is an approach to mitigating or eliminating varying levels of risk and victimization among youth in a collaborative, inter-agency environment.

Our People

- The RPS celebrated its 125th Anniversary in 2017. Celebrations included a community lunch for the public on July 19, as well as a gala on October 14.
- A fentanyl response strategy was developed and implemented due to the extreme risk faced by first responders of exposure to the drug.
- A comprehensive organizational review of police processes, staffing and deployment is underway to ensure we are optimally utilizing our resources effectively and efficiently.

Improvements

- The RPS has developed automated data reports using our existing databases to better measure the activities and workload of Patrol members. These reports reflect the volume and types of calls for service, measure our ability to meet our call response standards, inform our deployment strategies, and determine if Patrol officers are able to meet our reactive and proactive objectives.
- The planned implementation of carbine rifles for Patrol officers was completed in 2017. Carbine rifles are a more effective option than shotguns in the event of a crisis situation.
- In 2016, e-Ticketing was piloted in Traffic Safety Unit vehicles. This technology, which greatly reduces the amount of time it takes to issue a traffic ticket, began expansion into Patrol vehicles in 2017.



Reserves & Debt

Reserves and Debt

Reserves

The City maintains 21 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.

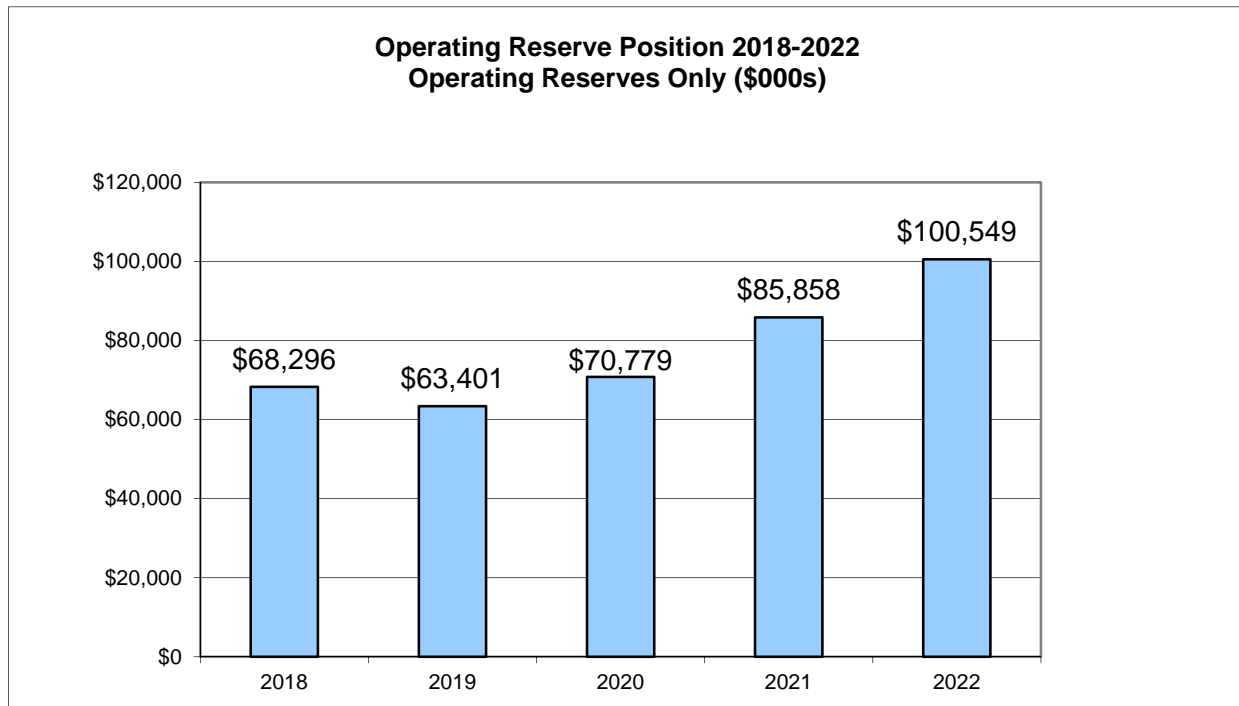
In many cases, reserves are a key component of long-range financial planning for a particular asset category – two examples include:

- 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.
- Cemeteries 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 decrease to \$63.4 million by the end of 2019 and then increase to approximately \$101 million by 2022. The increase over the five-year period is primarily in the Solid Waste reserve for the future cap and closure of the landfill and in the Fleet Replacement reserve which funds the replacement of vehicles and equipment, such as transit, fire and road equipment. The short-term decrease is primarily for the investment in a new police headquarter complex.

Reserve Balances



Fund Balances (\$000s)

Five-Year Summary of Reserves, Deferred Revenue and Service Agreement Fees Continuity Schedule										
Minimum Allowable	Maximum Allowable	Reserve Name	2017 Projected Ending Balance	2018 Additions	2018 Reductions	2018 Projected Ending Balance	2019 Projected Ending Balance	2020 Projected Ending Balance	2021 Projected Ending Balance	2022 Projected Ending Balance
Operating Reserves										
* 21,787	43,574	General Fund Reserve	2,657	-	(400)	2,257	2,257	2,257	2,257	2,257
300	1,500	Asphalt Reserve	2,078	200	-	2,278	2,328	2,378	2,428	2,128
-	10,000	Asset Revitalization Reserve	23,292	3,350	(23,566)	3,076	(9,789)	(15,162)	(21,961)	(21,961)
-	625	Cemetery Reserve	423	100	(100)	423	363	353	283	263
400	6,000	Employer-Provided Parking Reserve	1,209	630	(268)	1,571	1,908	2,195	2,457	2,719
4,750	10,000	Fleet Replacement Reserve	14,650	14,108	(9,995)	18,763	21,345	26,070	27,311	28,536
100	750	Facility Reserve	260	230	(260)	230	460	690	920	1,150
500	2,000	Golf Course Reserve	98	350	(250)	198	148	(202)	(102)	48
-	350	Grants Reserve	291	-	-	241	241	291	241	241
2,000	12,000	Land Development Reserve	(17,143)	7,500	(5,000)	(16,643)	(7,143)	357	7,857	15,357
300	13,000	Solid Waste Reserve	41,408	13,725	(13,655)	41,478	43,742	47,822	62,790	75,870
-	800	Operational Commitments Reserve	642	161	-	803	964	724	885	1,045
500	7,000	Planning & Sustainability Reserve	3,876	-	(250)	3,626	2,728	2,728	2,728	2,728
-	700	Pest Management Reserve	413	-	-	413	413	413	413	413
100	6,000	Regina Police Service General Reserve	401	-	-	401	401	401	401	401
400	2,000	Regina Police Service Radio Equip Reserve	74	-	-	74	74	74	74	74
N/A	N/A	Regina Revitalization Initiative Stadium Reserve	6,604	14,409	(18,303)	2,710	(2,374)	(5,986)	(8,539)	(9,784)
N/A	N/A	Social Development Reserve	5,518	-	-	5,518	5,518	5,518	5,518	5,518
400	3,000	Technology Reserve	647	40	-	687	727	767	807	847

Five-Year Summary of Reserves, Deferred Revenue and Service Agreement Fees Continuity Schedule

Minimum Allowable	Maximum Allowable	Reserve Name	2017 Projected Ending Balance	2018 Additions	2018 Reductions	2018 Projected Ending Balance	2019 Projected Ending Balance	2020 Projected Ending Balance	2021 Projected Ending Balance	2022 Projected Ending Balance
3,523	3,923	Winter Road Maintenance Reserve	6,392	-	-	6,392	6,392	6,392	6,392	6,392
Total Operating Reserves			93,828	55	(72)	76,533	70,741	78,119	93,198	114,281

*These Minimum and Maximum values are based on 2017 Operating Revenues

Deferred Revenue & SAF's										
N/A	N/A	Alley Maintenance - Gravel								
		741	1,780	(1,800)	721	701	681	661	641	
N/A	N/A	Alley Maintenance - Paved								
N/A	N/A	2,424	3,341	(3,425)	2,340	2,256	2,172	2,088	2,004	
		Dedicated Lands Charges	5,257	153	(140)	5,117	4,970	4,823	4,676	4,829
N/A	N/A	Service Agreement Fees - Parks								
N/A	N/A	10,995	1,905	(189)	12,711	14,355	16,259	18,195	20,245	
		Service Agreement Fees - Roadways								
N/A	N/A	35,758	17,948	(17,179)	36,527	52,206	70,694	89,436	101,681	
		Taylor Field	577	-	(577)	-	-	-	-	-
Total Deferred Revenue & SAF's			55,752	25	(23)	57,416	74,489	94,630	115,056	129,402

Debt

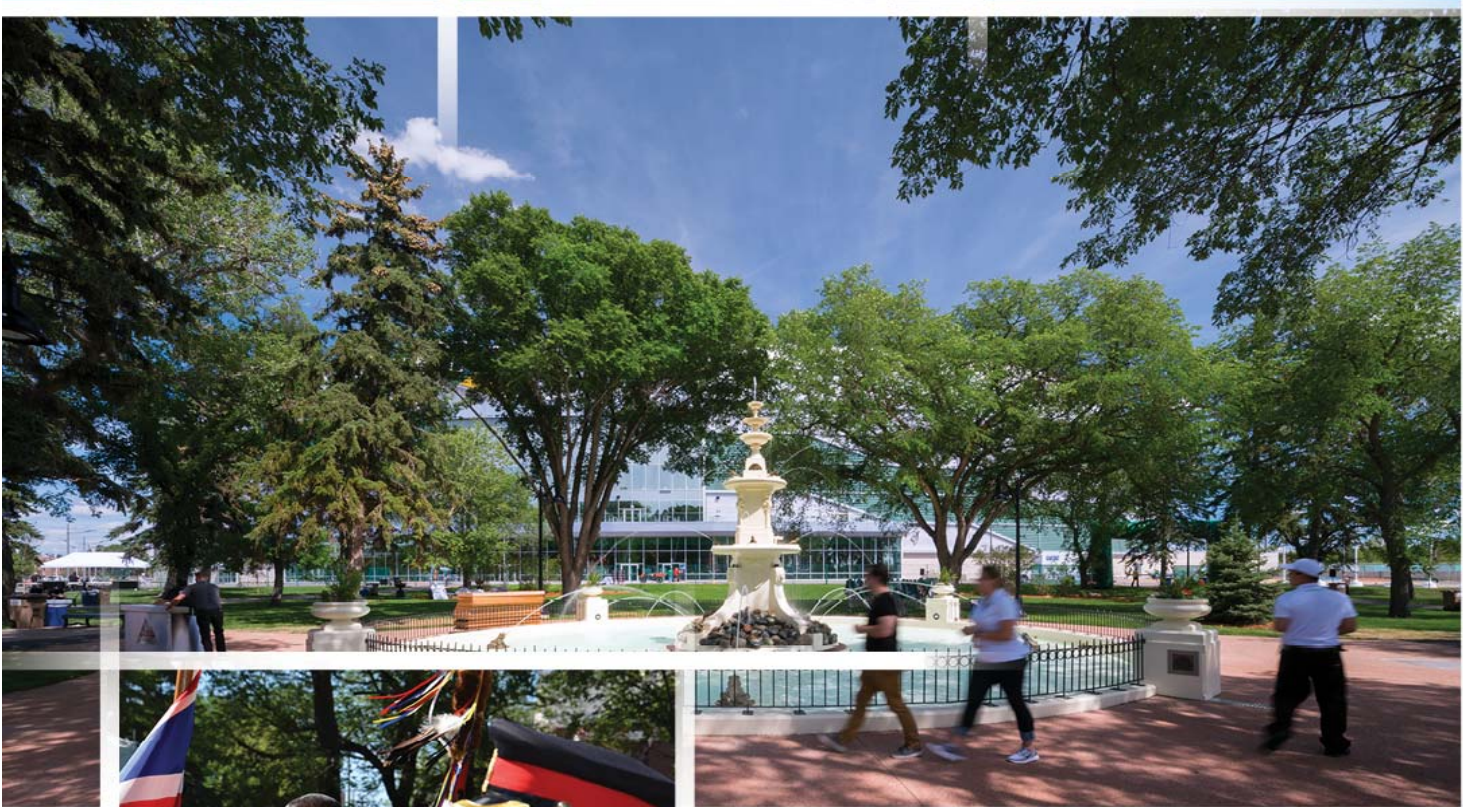
The General Fund Operating Budget includes the repayment of debt issued to fund capital projects, in accordance with Section 129(1) of *The Cities Act*.

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. The charts below identifies the projected debt schedule through to 2022.

	2018 Opening Balance	New Issue	2018 Closing Balance	Servicing Cost		
				Principal	Interest	Total Payments
General Capital	13,948	-	12,504	1,444	690	2,104
Railway Revitalization Initiative - Mosaic Stadium	187,032	-	183,108	3,924	7,529	11,453
Other Debt – Regina Exhibition Association Limited	30	-	7	22	0	22
2018 General Operating Fund Total	201,010	-	195,619	5,390	8,188	13,579

	2018 Opening Balance	New Issue	2022 Closing Balance	Servicing Cost		
				Principal	Interest	Total Payments
General Capital	13,948	-	-	13,948	973	14,921
Regina Revitalization Initiative - Mosaic Stadium	187,032	-	165,739	21,293	35,971	57,264
Other Debt - Regina Exhibition Association Limited	30	-	-	30	0	30
2018-2022 General Operating FundTotal	201,010	-	165,739	35,271	36,944	72,215



Capital

2018 – 2022 General Capital Program

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

The 2018 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, fleet and facilities. This is reflected in the 2018 recommended investment plan which allocates 80% of all capital resources to renewal.

Each year, the City invests some of its General Operating Budget to support capital investments. Over the last seven 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 2018, current contributions to capital will increase to \$45 million from \$42 million in 2017. This continues to be a strategic priority for the City of Regina.

The General Fund capital plan totals \$132.4 million in 2018. Highlights from the 2018 General Fund capital plan include:

- \$18 million for the Street Infrastructure Renewal Program
- \$9.7 million for the Residential Roads Renewal Program which is funded through a dedicated 1% mill rate for five years from 2014 to 2019
- \$4.9 million for Bridge Infrastructure Renewal including realigning Eastgate Drive with a new bridge structure over Pilot Butte Creek
- \$8.8 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; an increase of \$3.1 million from 2017
- \$11.9 million for a Waste Management Centre to consolidate program service delivery to better meet current and program needs
- \$12 million toward the planning, design and build of a complex for Regina Police Headquarters that includes the previous head office and bus depot of the Saskatchewan Transportation Company
- \$12.4 million to construct a new Transit Fleet Maintenance Facility as the current facility no longer meets the functional requirements necessary to meet the required service levels

Committed Projects

The 2018 capital spending plan include committed projects, which are multi-year projects. They require additional funding in future years which was 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.

The 2018 capital plan includes a number of multi-year projects for which full multi-year approval is recommended.

2018 to 2022 General Fund Capital Plan - Committed Projects (\$000s)

Division	Department	Project/Program Name	Carry Forward from Previous Years	2018	2019	2020	2021	2022	Five-Year Budget Total	Total With Carry Forward
City Planning & Development	Development Services	Comprehensive Zoning Bylaw Review	1,005	-	500	-	-	-	500	1,505
		Implementation of Planning and Building Software	-	250	-	-	-	-	250	250
		Pasqua Street South of Dewdney Ave Roadway Improvements	-	1,100	-	-	-	-	1,100	1,100
		Wascana Parkway and Highway No.1 Intersection Capacity Upgrades	-	-	450	-	-	-	450	450
	Planning	Saskatchewan Drive Corridor Plan and Coordination Initiative	-	-	500	-	-	-	500	500
City Planning & Development Total			1,005	1,350	1,450	-	-	-	2,800	3,805
City Services	Fire & Protective Services	Civic Radio System Replacement	-	569	-	-	-	-	569	569
	Transit	Transit Scheduling Software	-	200	-	-	-	-	200	200
City Services Total			-	769	-	-	-	-	769	769
Corporate Services	Facilities Management	Mosaic Stadium Decommissioning	-	1,337	-	-	-	-	1,337	1,337
		Neil Balkwill Renovations	-	1,300	-	-	-	-	1,300	1,300
		Parks and Facilities Yard Facilities Development	-	6,400	4,900	2,700	-	-	14,000	14,000
		Transit Fleet Maintenance Facility	3,776	12,415	12,375	1,900	-	-	26,690	30,466
		Waste Management Centre	3,558	11,900	11,600	7,800	-	-	31,300	34,858
	Land & Real Estate Management	South East Land Development	9,487	5,000	-	-	-	-	5,000	14,487
Corporate Services Total			16,821	38,352	28,875	12,400	-	-	79,627	96,448
Transportation & Utilities	Roadways & Transportation Services	Fleet Addition - Motor Graders	-	-	550	-	-	-	550	550
		Ice Control Equipment Upgrade	-	-	190	-	120	-	310	310

2018 to 2022 General Fund Capital Plan - Committed Projects (\$000s)

Division	Department	Project/Program Name	Carry Forward from Previous Years	2018	2019	2020	2021	2022	Five-Year Budget Total	Total With Carry Forward
Transportation & Utilities Total			-	-	740	-	120	-	860	860
Organization & People	Communications & Customer Experience	Regina.ca & CityApp Redesign	715	395	-	-	-	-	395	1,110
Organization & People Total			715	395	-	-	-	-	395	1,110
Total General Fund			18,541	40,866	31,065	12,400	120	-	84,451	102,992

Note: The full detail of the five-year capital plan, including a list of all planned projects, is available in the Appendix A.

Current Contributions to Capital

A significant portion of the capital funding comes from current operating contributions appropriated from the annual operating budget.

The current contributions to capital includes two components – funding the capital budget as submitted by the Board of Police Commissioners and funding the civic portion of the General Capital Budget (excluding the capital budget for the Regina Police Service).

Expenditures (\$000s)	2015 Actuals	2016 Actuals	2017 Budget	2017 Forecast (Sept)	2018 Budget	Budget Change	
						Dollar Change	Per Cent Change
General Fund							
Current Contributions to Capital - Civic	31,666.8	37,067.2	39,825.1	39,825.0	40,861.8	636.7	1.6
Current Contributions to Capital - Police	2,763.7	2,747.0	2,143.0	2,143.0	4,438.2	2,695.2	125.8
Debt Charges	13,735.4	13,687.7	14,567.3	13,629.5	13,629.5	(937.8)	(6.4)
Total General Operating Expenditures	48,165.9	53,501.9	56,535.4	55,597.5	58,929.5	2,394.1	4.2



Appendices

Appendices

Appendix A – Detailed General Fund Capital Plan

In response to the \$2 billion infrastructure gap and based on asset management principles, the City has advanced in two clear directions:

1. Aggressively investing in the renewal of critical infrastructure by developing a wide range of financial resourcing approaches to improve the feasibility of such action. Major initiatives include:
 - The Residential Roadway Renewal Program using a five-year 1% mill rate allocation to create an ongoing sustainable fund
 - Streets, Roads and Bridget Infrastructure Maintenance
2. Developing long-term plans to address other infrastructure issues including:
 - The Transportation Master Plan
 - The Facilities Master Plan, including a refresh of the 2009 Recreation Facilities Strategy
 - The Service Agreement Fee program, which defines the approach to developing and financing new neighbourhoods

Detailed General Fund Capital Budget by Department (\$000s)

Division	Department	Project/Program Name	2018	2019	2020	2021	2022	Grand Total
City Planning & Development	Development Services	Comprehensive Zoning Bylaw Review ²	-	500.0	-	-	-	500.0
		Implementation of Planning and Building Software ^{1 2}	250.0	-	-	-	-	250.0
		Fleet Addition - Building Standards Inspection	-	397.5	-	-	-	397.5
		Pasqua Street South of Dewdney Ave Roadway Improvements ²	1,100.0	-	-	-	-	1,100.0
		13th Avenue Corridor Improvements - Albert Street to Pasqua Street	-	-	-	100.0	-	100.0
		Dewdney Avenue Twinning - Courtney Street to West Bypass	9,450.0	-	-	-	-	9,450.0
		Ring Road Widening - Albert Street North to McDonald Street	-	800.0	-	-	8,100.1	8,900.1
		Ring Road Widening - Ross Ave to Dewdney Ave	-	-	-	400.0	-	400.0
		Roadways Completion Program	50.0	25.0	25.0	25.0	25.0	150.0
		Ross Avenue and McDonald Street Intersection Capacity Improvements	100.0	350.0	-	-	-	450.0
		Victoria Avenue and Park Street Intersection Capacity Improvements	150.0	550.0	-	-	-	700.0
		Wascana Parkway and Highway No.1 Intersection Capacity Upgrades ²	-	450.0	-	-	-	450.0
	Planning	Transportation Master Plan Update	-	-	-	-	500.0	500.0
		Neighbourhood and Corridor Plans	-	50.0	-	50.0	-	100.0
		Saskatchewan Drive Corridor Plan and Coordination Initiative ²	-	500.0	-	-	-	500.0
		On-Street Bike Lanes and Multi-Use Pathways	-	250.0	250.0	250.0	250.0	1,000.0

Division	Department	Project/Program Name	2018	2019	2020	2021	2022	Grand Total	
City Planning & Development Total			11,100.0	3,872.5	275.0	825.0	8,875.1	24,947.6	
City Services	Community Services	Athletic Fields/Sport Facilities Restoration, Repair and Upgrades	150.0	150.0	150.0	150.0	150.0	750.0	
		CPTED Improvements	25.0	25.0	25.0	25.0	25.0	125.0	
		Parking Meter Replacement Program	15.0	15.0	15.0	15.0	15.0	75.0	
		Playground Replacement and Restoration Program ¹	220.0	500.0	220.0	220.0	220.0	1,380.0	
		Recreation Equipment and Furnishings	200.0	200.0	200.0	200.0	200.0	1,000.0	
		Neighbourhood Park Planning and Development	200.0	300.0	300.0	300.0	-	1,100.0	
		Glockenspiel Restoration Project	400.0	-	-	-	-	400.0	
		Zone Level Off-Leash Dog Parks	-	160.0	-	160.0	-	320.0	
		Parking Ticket Equipment Replacement Program	35.0	30.0	35.0	-	65.0	165.0	
		Fire & Protective Services	Civic Radio System Replacement ²	569.0	-	-	-	-	569.0
	Fleet Addition - Bylaw Enforcement and Fire Inspection		-	-	-	726.0	-	726.0	
	Enterprise Ticketing Software Project - Bylaw Enforcement		-	300.0	-	-	-	300.0	
	Fire Capital Equipment Restoration/Replacement		40.0	40.0	40.0	40.0	40.0	200.0	
	Future Radio System Enhancement/Upgrade		-	-	400.0	-	-	400.0	
	Wellness Partnership Program		-	10.0	-	-	10.0	20.0	
	Major Projects		RRI Multi Use Pathway	-	-	-	2,700.0	-	2,700.0
			Parks & Open Space	Backstop Restoration	25.0	30.0	30.0	30.0	30.0
	Cemeteries General Allocation ¹	100.0		150.0	100.0	150.0	100.0	600.0	
	City Square Plaza Restoration	30.0		30.0	30.0	30.0	30.0	150.0	
	Golf Courses General Allocation	200.0		300.0	300.0	200.0	200.0	1,200.0	
	Irrigation System Restoration ¹	400.0		400.0	400.0	400.0	225.0	1,825.0	
	Multi-use Pathway Asphalt Recapping	-		195.0	195.0	200.0	200.0	790.0	
	Parks and Open Space Restoration ¹	225.0		225.0	225.0	225.0	225.0	1,125.0	
	Plant Material Establishment Funding	125.0		144.2	144.2	144.2	144.2	701.9	
	Tree Replacement along Arterials, Buffers and Parks ¹	42.0		125.0	167.0	125.0	84.0	543.0	
	Transit	Arcola Express Bus Route ¹		1,725.0	-	-	-	-	1,725.0
		Transit Scheduling Software ²	200.0	-	-	-	-	200.0	
	City Services Total			4,926.0	3,329.2	2,976.2	6,040.2	1,963.2	19,234.8
	Corporate Services	Fleet Services	Civic Fleet Replacement ¹	8,366.0	8,382.0	8,384.0	8,173.0	8,759.9	42,064.9
Fire Fleet Replacement ¹			1,100.0	1,285.0	275.0	1,100.0	475.0	4,235.0	
Small Tools Replacement ¹			84.0	84.0	84.0	84.0	84.0	420.0	
Transit Fleet Replacement ¹			750.0	3,035.0	750.0	3,620.0	3,675.0	11,830.0	
Information Technology Services		Business Transformation Program: Procurement	-	1,900.0	-	-	-	1,900.0	
		ITS Sustainable Infrastructure	250.0	250.0	250.0	250.0	250.0	1,250.0	

Division	Department	Project/Program Name	2018	2019	2020	2021	2022	Grand Total
Corporate Services		ITS Technology Growth	200.0	200.0	200.0	200.0	200.0	1,000.0
		Business Transformation Program - Consolidated	1,000.0	2,000.0	2,000.0	2,000.0	2,000.0	9,000.0
		Geomatics Equipment Upgrade - Total Stations ¹	110.0	-	-	-	-	110.0
		Corporate Telematics Program ¹	700.0	260.0	200.0	200.0	200.0	1,560.0
	Facilities Management	Corporate Office Space for New Employees ¹	75.0	75.0	75.0	75.0	75.0	375.0
		Corporate Office Space Upgrades	-	4,100.0	2,100.0	2,150.0	2,200.0	10,550.0
		Employee Provided Parking Improvements (Non-City Hall)	50.0	75.0	125.0	150.0	150.0	550.0
		Facilities Security Infrastructure Program	54.0	25.0	25.0	25.0	25.0	154.0
		Outdoor Rink Board Improvements	125.0	225.0	350.0	350.0	350.0	1,400.0
		Tennis Court Redevelopment	-	235.0	235.0	235.0	235.0	940.0
		Transit Fleet Maintenance Facility ²	12,415.0	12,375.0	1,900.0	-	-	26,690.0
		Transit Shelters Improvements	-	50.0	50.0	50.0	50.0	200.0
		City Hall Fire Suppression Upgrades	-	650.0	-	-	-	650.0
		Workspace Improvement Program	-	250.0	250.0	250.0	250.0	1,000.0
		Cemeteries Facilities Asset Management	-	10.0	10.0	20.0	20.0	60.0
		Golf Course Facilities Asset Management	50.0	100.0	400.0	50.0	50.0	650.0
		Consolidated Public Works Facility	-	-	1,200.0	2,000.0	20,000.0	23,200.0
		Neil Balkwill Renovations ²	1,300.0	-	-	-	-	1,300.0
		Parks and Facilities Yard Facilities Development ²	6,400.0	4,900.0	2,700.0	-	-	14,000.0
		Mosaic Stadium Decommissioning ^{1 2}	1,337.1	-	-	-	-	1,337.1
		Roadways Equipment Storage – Repurpose Building D	-	-	750.0	-	-	750.0
		Regina Police Service New Headquarters Development ³	12,000.0	7,000.0	-	-	-	19,000.0
		Coordinator of Furniture, Fixtures and Equipment ¹	94.0	94.0	-	-	-	188.0
		GM Building - Divestment	-	-	-	500.0	-	500.0
		Leibel Field Turf Replacement	-	-	-	-	400.0	400.0
		Parks Maintenance Sub-depot	-	70.0	700.0	-	-	770.0
		Recreation Facility Program Improvements	-	150.0	150.0	150.0	150.0	600.0
		Recreation Master Plan Implementation	250.0	7,900.0	8,500.0	10,000.0	10,000.0	36,650.0
		500 Arcola – Decommissioning	-	-	-	100.0	-	100.0
		Facilities Asset Management ¹	8,770.0	12,850.0	15,700.0	15,700.0	15,700.0	68,720.0
		Waste Management Centre ²	11,900.0	11,600.0	7,800.0	-	-	31,300.0
	Land & Real Estate Management	South East Land Development ²	5,000.0	-	-	-	-	5,000.0
Corporate Services Total			72,380.1	80,130.0	55,163.0	47,432.0	65,298.9	320,404.0

Division	Department	Project/Program Name	2018	2019	2020	2021	2022	Grand Total
Transportation & Utilities	Roadways & Transportation Services	Bridge Infrastructure Renewal ¹	4,888.0	7,790.0	5,480.0	4,705.0	4,980.0	27,843.0
		Fleet Addition - Motor Graders ²	-	550.0	-	-	-	550.0
		Ice Control Equipment Upgrade ²	-	190.0	-	120.0	-	310.0
		New/Enhanced Traffic Signals ¹	800.0	1,000.0	1,000.0	-	-	2,800.0
		Residential Roads Renewal Program ¹	9,672.0	10,572.0	10,572.0	10,572.0	10,572.0	51,960.0
		Street Infrastructure Renewal ¹	18,000.0	18,000.0	18,000.0	22,000.0	22,000.0	98,000.0
		Traffic Infrastructure Renewal ¹	666.7	666.7	666.7	-	-	2,000.0
		Traffic Signal Pre-emption	69.2	258.9	448.6	258.9	-	1,035.6
		Upgrade of major components of asphalt plant	-	150.0	150.0	150.0	500.0	950.0
		Eastgate Drive – Long Term Solution	2,700.0	-	-	-	-	2,700.0
		Trans-Canada Highway 1 Bypass Expressway Lighting ¹	450.0	-	-	-	-	450.0
		Solid Waste Management	Landfill - Annual Infrastructure Renewal	200.0	200.0	250.0	250.0	250.0
	Landfill Cap and Closure		1,000.0	-	2,500.0	-	2,500.0	6,000.0
	Refuse Cart Replacement		205.0	210.0	215.0	220.0	226.0	1,076.0
Transportation & Utilities Total			38,650.9	39,587.6	39,282.3	38,275.9	41,028.0	196,824.6
Organization & People	Communications & Customer Experience							
		Regina.ca & CityApp Redesign ²	395.0	-	-	-	-	395.0
Organization & People Total			395.0	-	-	-	-	395.0
Police	Police Administration	Fleet	1297.62	850.0	850.0	850.0	850.0	4,697.6
		Communications	297.8	400.0	-	-	50.0	747.8
		Emergency Services Equipment	750.0	697.5	65.0	50.0	35.0	1,597.5
		Facilities Development	80.0	160.0	80.0	80.0	80.0	480.0
		Information Technology	2,545.2	4,145.0	2,845.0	2,345.0	2,400.0	14,280.2
Police Total			4,970.6	6,252.5	3,840.0	3,325.0	3,415.0	21,803.1
General Capital Total			132,422.6	133,171.8	101,536.5	95,898.1	120,580.2	583,609.0

¹ Partial or full funding for these projects were approved through the Advanced Approval Process on December 18, 2017 (City Council Reference # CR17-138). See details for each of these within the General Projects Detailed Description section.

² These represent projects that were committed in previous years' capital budget approvals. See details for each of these within the General Projects Detailed Description section.

³ Full funding for all years for this project was approved on November 27, 2017 (City Council Reference # CR17-120).

General Fund Capital by Funding Source (\$000s)

Funding Source	2018	2019	2020	2021	2022	Grand Total
Asphalt Plant Reserve	-	150.0	150.0	150.0	500.0	950.0
Asset Revitalization Reserve	22,354.0	16,000.0	5,373.2	6,799.2	-	50,526.4
Building Canada Plan (BCP)	8,415.0	8,363.3	-	-	-	16,778.3
Cemetery Reserve	100.0	160.0	110.0	170.0	120.0	660.0
Current Contributions	45,300.0	49,600.0	51,500.0	53,000.0	54,500.0	253,900.0
Dedicated Lands Reserve	140.0	300.0	300.0	300.0	-	1,040.0
Employer Parking Reserve	50.0	75.0	125.0	150.0	150.0	550.0
Facilities Reserve	260.0	-	-	-	-	260.0
Federal/Provincial	1,057.5	1,150.0	-	-	-	2,207.5
Fleet Replacement Reserve	9,995.0	11,526.0	9,383.0	12,867.0	12,883.9	56,654.9
Gas Tax (GT)	12,363.8	11,088.1	12,000.0	12,000.0	12,000.0	59,451.8
General Fund Reserve	600.0	-	750.0	-	-	1,350.0
Golf Course Reserve	250.0	400.0	700.0	250.0	200.0	1,800.0
Land Development Reserve	5,000.0	-	-	-	-	5,000.0
Other External	622.4	-	-	-	-	622.4
Planning & Sustainability Reserve	250.0	897.5	-	-	-	1,147.5
Provincial Grant	110.0	110.0	110.0	110.0	110.0	550.0
Service Agreement Fees (Parks)	178.8	327.0	137.0	177.0	137.0	956.8
Service Agreement Fees (Roads)	11,100.0	2,975.0	900.0	1,410.0	8,700.1	25,085.1
Solid Waste Reserve	13,655.0	12,010.0	10,765.0	470.0	2,976.0	39,876.0
Taylor Field	577.1	-	-	-	-	577.1
Utility Reserve	44.0	-	-	-	-	44.0
Unfunded	-	18,039.9	9,233.3	8,044.9	28,303.2	63,621.3
Grand Total	132,422.6	133,171.8	101,536.5	95,898.1	120,580.1	583,609.0

Detailed General Capital Fund Project/Program Descriptions

Project/Program Name	Project/Program Description
13th Avenue Corridor Improvements - Albert Street to Pasqua Street	This project includes the study and potential addition of bike lanes along 13th Avenue and will include changes to the painted pavement markings and signage at the Pasqua Street and Elphinstone Street intersections to accommodate increases in traffic flow along 13th Avenue as a result of growth in Northwest and Southwest Regina.
500 Arcola – Decommissioning	The Solid Waste container shop located at 500 Arcola 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. All current City uses will be relocated by the end of 2020. The facility will then be decommissioned and turned over to Real Estate.
Arcola Express Bus Route	This project will establish a new Express route in the south east area of the City and would service the communities of Greens on Gardiner, Woodland Grove, Windsor Park, and Gardiner Heights with a quick trip into the downtown core to support commuters in that area. The Federal Government is contributing to this project through the Public Transit Infrastructure Fund (PTIF). \$1.7 million was approved through the Advanced Approval Process on December 18, 2017 (City Council Reference # CR17-138).
Athletic Fields/Sport Facilities Restoration, Repair and Upgrades	The City schedules, operates and maintains outdoor athletic facilities including 110 athletic fields, 160 ball diamonds and the Canada Games Athletic Complex (CGAC). Capital funding is required annually to ensure playing fields, surfaces and facilities are maintained in accordance with current operating and safety standards. Capital funding is also used to improve facilities, amenities, address growth and to ensure participants and spectators have access to quality facilities.
Backstop Restoration	This program provides funding for the restoration or decommissioning of ball diamond backstops. Based on the recommendation of the Athletic Field Study, which provides principles, guidelines, standards and policies to guide the development and management of athletic surfaces, the Study includes criteria for prioritizing capital projects. Ball diamond backstops typically deteriorate as a result of significant use of the ball diamond. Restoration is prioritized by ball diamond use as well as consideration for the safety of users and spectators.
Bridge Infrastructure Renewal	The Bridge Infrastructure Renewal program funds all activities related to maintaining the City's bridge infrastructure network. These activities include bridge maintenance, various engineering studies, bridge inspections, bridge designs, bridge construction projects, project management, and administration. \$4.9 million was approved through the Advanced Approval Process on December 18, 2017 (City Council Reference # CR17-138).
Business Transformation Program - Consolidated	<p>The Planning, Budget & Analysis (PBA) initiative provides a new budget system that is fully integrated with the Financial and HR system providing stronger linkages from strategy to funding plans to actual spending. Enhanced reporting capabilities use familiar tools to ease the adoption and use. Long term strategic financial plans are integrated into the budgeting system. This project will also enable us to view budget by service and to introduce a service inventory that relates to MBN Canada benchmarking.</p> <p>Human Resources Management will continue to build upon continuous improvements with employee and manager self-service options, enhanced online recruiting tools and introduce Business Intelligence (BI) and HR Analytics. The analytics project will provide greatly enhanced access to HR data and pre-built reports with dashboards and drill down capabilities.</p>

Project/Program Name	Project/Program Description
Business Transformation Program: Procurement	The Business Transformation Procurement initiative is intended to transform the 'Procurement to Payment' by introducing leading practices to increase effectiveness of procurement and contract management processes, provide tools for users to self-manage procurement transactions and provide modern technology that is integrated in the financial and hr systems.
Cemeteries Facilities Asset Management	This funding is allocated to cemetery facilities for asset management projects identified in the Facilities Management Services capital planning program through condition assessments. Projects include structural, architectural, mechanical, electrical and code or safety requirements in order to maintain the integrity of the facility systems such that the City programs and operations can continue to effectively operate.
Cemeteries General Allocation	The Cemeteries General Allocation, funded entirely through the Cemeteries Reserve, 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. The work typically funded through the General Allocation includes the construction of monument strip foundations, columbarium purchases and installation, new and infill tree and shrub plantings, landscape upgrades, road repairs, sign installations, and irrigation restoration. The cemetery program operates on a cost-recovery basis. Fees and charges are established to offset annual operating costs, as well as the cemeteries' capital needs. \$100,000 was approved through the Advanced Approval Process on December 18, 2017 (City Council Reference # CR17-138).
City Hall Fire Suppression Upgrades	This project involves the installation of a new fire suppression sprinkler system at City Hall. Recent floor renovations to the main, 2nd, 14th and 15th floors at City Hall have included the installation of sprinklers. The remainder of floors at City Hall do not currently have a sprinkler system for fire suppression, but would be upgraded as part of this capital project. This upgrade would be consistent with modern construction practices, as City Hall is one of the last office towers in Regina without a full sprinkler system. The sprinkler system upgrade would complement the recent upgrade of the Fire alarm system at City Hall to bring the entire facility up to current fire codes.
City Square Plaza Restoration	This funding is used to restore or replace deteriorated, vandalized or damaged elements within the City Square Plaza. It is also used to repair or replace amenities such as the paving stone surface, plaza furniture and other components within the Plaza.
Civic Fleet Replacement	This program addresses the replacement of civic fleet assets that have completed or exceeded their economic service life. In 2018, 73 vehicles and equipment units used for the delivery of municipal services are scheduled for replacement. \$8.4 million was approved through the Advanced Approval Process on December 18, 2017 (City Council Reference # CR17-138).
Civic Radio System Replacement	<p>The Trunked Radio System Infrastructure was upgraded in 2003 and many of the existing components are at the end of their life cycle. This project will facilitate a gradual, financially and technically feasible system migration to the P25 System that began in 2014 and will conclude in 2018.</p> <p>This is considered a Committed Project and was approved in the 2014 Capital Budget.</p>
Communications – Regina Police Service	Call handling, monitoring, diagnostic and security software \$270,200. Patrol radios \$27,600.

Project/Program Name	Project/Program Description
Comprehensive Zoning Bylaw Review	Through the Design Regina process, the City completed the OCP which establishes a comprehensive policy direction that guides the physical, environmental, economic, social and cultural development of Regina into the future. This was developed in accordance with Section 32 of <i>The Planning and Development Act, 2007</i> (the Act). Accordingly, 40(2) of the Act states that “no development shall be carried out that is contrary to the official community plan.” To ensure this occurs, the municipality’s Zoning Bylaw must be consistent with the OCP. The Zoning Bylaw supports the OCP by establishing specific rules, regulations, and standards governing land development which translate OCP policy into development on the ground. The new Zoning Bylaw is essential for fully realizing the vision of the OCP. To ensure this occurs, the municipality’s Zoning Bylaw must be consistent with the OCP. The Zoning Bylaw supports the OCP by establishing specific rules, regulations, and standards governing land development which translate OCP policy into development on the ground. The new Zoning Bylaw is essential for fully realizing the vision of the OCP.
Consolidated Public Works Facility	Consistent with the recommendations of the Corporate Facilities Master Plan, the new Consolidated Public Works Facility would centralize all of the Transportation and Utility Division and associated programs on one site in a facility that will meet current and future program needs. The concept design resulted from the collaborative design effort between the site stakeholders and the design team as part of the Public Works Facilities Master Plan. This plan was recently updated to reflect current staff and equipment requirements as well as servicing concepts on the proposed site. The facility will be designed so that all functions and pedestrian traffic, including truck parking, are indoors to make operations more efficient during severe weather conditions. The facility will have the capability for expansion for future needs of Public Works and will consider the remaining services within the Public Works Yard. The Consolidated Public Works Facility is the third phase identified in the Public Works Facilities Master Plan and is recommended in the Corporate Facilities Master Plan.
Coordinator of Furniture, Fixtures and Equipment	The Building Services branch of the FMS department provides direct support to major facility construction projects, in addition to providing day to day corporate support. The Corporate Facilities Master Plan (CFMP) outlines in the 10 year investment strategy several large scale projects including office renovations, the Transit Fleet Maintenance Facility, the Waste Management Centre and the Parks/Facility Trade shop. These projects are currently underway, in the concept design phase. Recently, in order to support Mosaic Stadium and the māmawēyatitān centre, a term FF&E Coordinator was hired. Based on our ability to successfully support the delivery of FF&E services to those projects while maintaining day to day activities, FMS is requesting an up to two-year term FTE to support the priority projects identified in the CFMP. \$94,000 was approved through the Advanced Approval Process on December 18, 2017 (City Council Reference # CR17-138).
Corporate Office Space for New Employees	This is an annual program involving placeholder funding for office space as well as office furniture and equipment for new FTEs approved through the annual operating and capital budget process or changes driven by business changes and realignments. \$75,000 was approved through the Advanced Approval Process on December 18, 2017 (City Council Reference # CR17-138).

Project/Program Name	Project/Program Description
Corporate Office Space Upgrades	This program provides funding for the renovation of an entire 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. Space is at a premium at the City of Regina and the office space and furniture available to staff does not meet current functional and operational requirements. This program will, over time, provide for enhanced work space and quality of work experience for employees throughout the organization. The contemporary open office space guidelines provide for a more modern and efficient approach to designing office space. The alternative to completing renovations in existing space will be the requirement to lease, which would come at an additional cost. This funding is for office space renovations and includes funding for project management resources.
Corporate Telematics Program	The City of Regina defines telematics as technologies used to acquire data in the field from vehicles and their systems, including both positional data and activity data. The City's operations include a large fleet of vehicles within its diverse lines of business. The City wants to improve efficiencies by utilizing Telematics technology, having the ability to accurately track GPS position and collect information related to the operation of the vehicle. A Telematics Working Group was created, based on an IT Governance Committee recommendation after reviewing multiple departmental requests for stand-alone point solutions that only served a narrow business requirement. The working group has 28 members who represent all business areas with interests in telematics within the City. These departments have a defined need for the capabilities that telematics can provide them. It offers them an accurate window into their operations to look for efficiencies and to improve service delivery. It can also help improve management and utilization of City assets, both for vehicles and people. \$700,000 was approved through the Advanced Approval Process on December 18, 2017 (City Council Reference # CR17-138).
CPTED Improvements	The City schedules, operates and maintains outdoor athletic facilities including 110 athletic fields, 160 ball diamonds and the Canada Games Athletic Complex. Capital funding is required annually to ensure playing fields, surfaces and facilities are maintained in accordance with current operating and safety standards. Capital funding is also used to improve facilities, amenities, address growth and to ensure participants and spectators have access to quality facilities.
Dewdney Avenue Twinning - Courtney Street to West Bypass	This project includes the detailed design and construction of Dewdney Avenue twinning from Courtney Street to the West Bypass. It will include road construction, relocation of utilities, intersection upgrades at Pinkie Road and Dewdney Avenue, and streetscape design and implementation. The road construction helps facilitate further development in the Global Transportation Hub, Westera and the general west side of the City. Funding for this program is provided through 100% Roads and Related Servicing Agreement Fees.
Eastgate Drive – Long Term Solution	In 2015, the City completed the widening of Victoria Avenue between Coleman Crescent and Prince of Wales Drive and the replacement of the Victoria Avenue bridges over Pilot Butte Creek. In order to improve traffic safety at the intersection of Coleman Crescent and Eastgate Drive and allow for the widening of Victoria Avenue, the Eastgate Drive Bridge over Pilot Butte Creek was proposed to be removed and a right-in/right-out access was installed to provide direct access to Eastgate Drive. To address access concerns on closing this portion of Eastgate Drive, a temporary bridge was constructed. This project will result in a permanent solution to the access concerns and the Pilot Butte Creek crossing.

Project/Program Name	Project/Program Description
Emergency Services Equipment - Regina Police Services	Various upgrades to equipment due to end of life cycle and safety considerations, \$400,000. Tactical Rescue Vehicle, \$350,000.
Employee Provided Parking Improvements (Non-City Hall)	This funding is allocated from the employee parking reserve (non-City Hall) to provide for the long-term sustainability of employee provided parking lots. The work includes new asphalt, paving overlays, lighting, electrified receptacle infrastructure and fencing at parking sites other than at City Hall.
Enterprise Ticketing Software Project - Bylaw Enforcement	The project is intended to implement a ticketing system for use by multiple city departments in a phased-in approach. The first phase will see the implementation of ticketing functionality for fire inspectors and bylaw enforcement officers as well as key staff in the Water Works Department. Future phases will see the implementation of functionality for summary offense ticket information (SOTI), prosecutions, parking tickets and the decommissioning of Ticket Tracer.
Facilities Asset Management	Consistent with the Corporate Facilities Master Plan, this program involves allocating funding to key facilities for projects identified in FMS' capital planning program (VFA) and other condition assessments. Projects include roof replacements, structural, architectural, mechanical, electrical and code or safety requirements in order to maintain the integrity of the facility systems such that the City programs and services can continue to be delivered. The work does not include enhancements, replacement or additions to facilities. Examples of facilities that this asset management funding is focused on includes City Hall, Fire Stations, Police Facilities, Outdoor Pools, Yard Garages, Recreation Centres, Arenas, Community Centres as well as the SSLC, NWLC and the Sportplex. This program is intended to preserve existing City facility assets through prudent asset management planning and prioritization. The strategies implemented follow the Corporate Facilities Master Plan recommendations. \$6.0 million was approved through the Advanced Approval Process on December 18, 2017 (City Council Reference # CR17-138).
Facilities Development - Regina Police Services	Ongoing upgrades to furniture, fixtures and equipment, \$80,000.
Facilities Security Infrastructure Program	Facilities Management Services has made significant progress in enhancing corporate facilities' security by providing protection to corporate physical assets including City staff, public, and information resources. New security additions and upgrades including card access control, alarm monitoring equipment, video cameras (CCTVs), ID cards, etc. have been implemented in several City facilities. Part of these ongoing security initiatives is the development of a Corporate Facilities Security Strategy which outlines the priorities for future security infrastructure investments. One of the priorities identified is the continuous expansion and upgrading of security infrastructure in critical locations. This funding is to provide new and/or upgraded access and monitoring controls at prioritized facilities.
Fire Capital Equipment Restoration/Replacement	This program addresses unfunded equipment replacement needs. Equipment life cycle analysis has identified funding gaps based on life expectancy and upgrades to equipment as identified by NFPA Standards, CSA Standards and Occupational Health and Safety regulations. With no identified funding programs to replace these assets this equipment is or has surpassed its safe working life or is functionally obsolete placing our employees and the citizens at risk. Items in this category are related to fire appliances, specialized tools, personal protective equipment and equipment including thermal imaging cameras.
Fire Fleet Replacement	This program addresses the replacement of frontline fire apparatus and support vehicle assets that have completed or exceeded their economic service life. In 2018, the replacement of 1 Pumper Apparatus is planned. \$1.1

Project/Program Name	Project/Program Description
	million was approved through the Advanced Approval Process on December 18, 2017 (City Council Reference # CR17-138).
Fleet - Regina Police Services	Regular replacement of marked, unmarked and specialty vehicles, \$765,200. SGI Funded – CTSS/Provincial Response Team vehicles, \$532,400.
Fleet Addition - Bylaw Enforcement and Fire Inspection	The enhanced visibility of the marked fleet vehicles will ultimately increase Bylaw Enforcement Officer and Fire Inspector safety when responding to resident concerns, as well as assisting the Regina Fire & Protective Services in creating a greater awareness of inspection and prevention activity in neighborhoods throughout Regina.
Fleet Addition - Building Standards Inspection	Building Inspectors perform a variety of inspections and investigations to ensure effective enforcement of municipal bylaws, building codes and related provincial statutes in order to achieve regulatory compliance. Inspections and investigations occur for both commercial and residential buildings in all areas of the city. Inspectors spend the majority of their work day outside of a standard office setting attending multiple and varying locations. Currently, Inspectors use their personal vehicles for business travel from worksite to worksite. An opportunity exists to increase operational effectiveness by using leased vehicles to deliver building inspection services.
Fleet Addition - Motor Graders	The City of Regina has grown considerably over the last number of years, and with growth comes an increase in the number of roads that are to be plowed and maintained during the winter season. In order to maintain the service levels identified in the Winter Maintenance Policy, additional motor graders are required to plow the snow. A multi-year project was recommended to both increase the motor grader fleet over time, as well as to minimize the impact to the capital budget. To date, 2 of 3 motor graders have been purchased. This is considered a Committed Project and was approved in the 2015 Capital Budget.
Future Radio System Enhancement/Upgrade	The City owns and operated a P25 grade trunked radio system that includes a main site located at McCallum Hill Towers, a back-up site at City Hall and an antenna site at #6 Fire Station. As the City's footprint grows and development increases, the coverage of the radio system to all areas of the city is reduced. Coverage map analysis indicates that a future antenna site will be required in the City's south east to ensure adequate radio coverage for public safety and public service in this growing area. This project is to erect a third antenna site in southeast Regina in 2019. The site will improve/extend day-to-day coverage in that area of the City as well as provide redundancy in the system to replace the back-up system currently residing at City Hall.
Geomatics Equipment Upgrade - Total Stations	Geomatics requires Geodimeters (Total Station) to perform survey activities. A Total Station is an electronic instrument used in surveying. One of the existing geodimeters is current generation (Trimble S7) while three other geodimeters are from an older generation (M3). The older models are limited in function. Moving to newer, robotic equipment allows for more efficient surveying, imaging and 3D scanning. \$110,000 was approved through the Advanced Approval Process on December 18, 2017 (City Council Reference # CR17-138).
Glockenspiel Restoration Project	Refurbishment and installation of Regina's Glockenspiel in Victoria Park recognizes the German and multicultural communities' contributions to the growth and development of Regina. It marks progress towards the Cultural Plan objectives to ensure resources are supportive of Regina's immigrant history and Conserve cultural heritage resources. The reintroduction of this landmark to Regina's downtown creates an anchor for the northeast corner of Victoria Park at a major access point for the park and for City Square Plaza.

Project/Program Name	Project/Program Description
GM Building - Divestment	The former General Motors building located at 1212 Winnipeg Street has exceeded its useful life and will no longer be required to support City operations in 2021 following the completion of the new Transit Fleet Maintenance Facility, the Waste Management Centre and the Parks and Facilities Trade Shop. All current City uses will be relocated to new and existing facilities by the end of 2020 and the facility will no longer be required to support the delivery of City programs and services. The facility can then be decommissioned.
Golf Course Facilities Asset Management	This funding is allocated to golf course facilities for asset management projects identified in the Facilities Management Services capital planning program through condition assessments. Projects include structural, architectural, mechanical, electrical and code or safety requirements in order to maintain the integrity of the facility systems such that the City programs and operations can continue to effectively operate.
Golf Courses General Allocation	The Golf Courses General Allocation, funded entirely through the Golf Course Reserve, is used to sustain the golf courses' assets to ensure that the golf course program continues to operate effectively at its four locations: Tor Hill, 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. The Golf Course Management and Financial Plan, approved by City Council in 1999, establishes the capital development strategy for golf courses in the context of course revenues.
Ice Control Equipment Upgrade	Many of the trucks in the Roadways and Transportation fleet used in activities such as ice control and asphalt maintenance are up for replacement over the next number of years. Many of these trucks are underutilized and inefficient due to the smaller size and stature of the trucks. With the growth of the City, and our ever increasing push to find efficiencies and maximize resources, there is a need to upgrade to larger and more capable trucks, as well as to continue to introduce proven enhancements in the slide-in sander technology that allow us to use material more effectively and efficiently, and to reduce labour costs and seasonal transition costs. As the time comes for replacement of single axle dump trucks, it makes economical and operational sense to replace them with bigger, tandem axle trucks. By adding slide-in sander the truck becomes suitable for more activities as the change from one box to the other take significantly less time. Under the Fleet replacement program the Fleet Reserve affords for straight replacement of equipment. Any upgrades need to be funded as a new budget request. The operational saving resulting from conversion of three single axle sanders to three tandem axle slide-in sanders is estimated to be over \$450,000, so this investment provides quick payback. This is considered a Committed Project and was approved in the 2017 Capital Budget.

Project/Program Name	Project/Program Description
Implementation of Planning and Building Software	The demand for development and building approvals has increased significantly in response to strong growth conditions in the City. This has challenged the City to look for new and innovative ways to improve business processes and efficiencies in work flow to meet these demands and customer expectations for service delivery. The opportunity to implement a software module is an important initiative in this regard as currently there is an over-reliance on a manual, paper based system for monitoring and accessing information and tracking work flow. Implementing a software module will allow for the automation of existing manual processes, increased efficiency and capacity in responding to internal and external requests, improved customer service and response times, less data duplication, centralized data storage which is organized by address and overall less reliance on a paper based data storage system. \$250,000 was approved through the Advanced Approval Process on December 18, 2017 (City Council Reference # CR17-138). This is also considered a Committed Project and was approved in the 2015 Capital Budget.
Information Technology (IT) - Regina Police Services	Various Information Technology requirements including hardware and software upgrades.
Irrigation System Restoration	Funding is used for restoring and replacing deteriorated irrigation system components to ensure effective operation in the City's parks and open space. This typically includes vandalism repairs, lifecycle replacement of quick coupler valves, sprinklers, automated valves, valve boxes, water lines, water service boxes including backflow devices, pump stations, computer system software and hardware, and the decommissioning and abandonment of water service boxes. \$400,000 was approved through the Advanced Approval Process on December 18, 2017 (City Council Reference # CR17-138).
ITS Sustainable Infrastructure	Provides the ongoing funding to replace aging and end of life ITS infrastructure components including hardware, software, storage and networking equipment. In most cases, core ITS infrastructure hardware components are refreshed/replaced on a five-year lifecycle and are purchased with 5 years of support and warranty based on that lifecycle plan. There are some non-core components that may have a lifecycle slightly longer or shorter than 5 years based on the specific technology and use case. Software generally has a greater rate of technology/feature change and requires upgrade/replacement on a shorter lifecycle.
ITS Technology Growth	This program provides the ongoing funding to allow the City to expand 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 employees and services. It allows for business area growth in usage of IT infrastructure services such as data storage, computer capacity and network connectivity. This includes new server hardware, growth in storage infrastructure and backup capacity, switches and other network hardware, new infrastructure related software and licences, WiFi hardware, software, licences and other related infrastructure growth costs.

Project/Program Name	Project/Program Description
Landfill - Annual Infrastructure Renewal	<p>The Landfill manages a number of infrastructure assets. These assets require ongoing maintenance as well as renewal. Two significant assets which require an ongoing maintenance program are the Landfill fences and roadways. This program is funded from the Solid Waste Reserve. Fencing - Through the Permit to Operate, the Ministry of Environment requires the City to control the volume of litter blown out of the landfill site as well as providing a means around our designated boundaries to prevent unauthorized access. Roadways - In 2015, the Landfill had over 200,000 vehicles use our roadway system. The Landfill has a requirement to provide safe and adequate roadways to our different landfilling areas. These roadways are built and maintained by the Landfill. Proper Landfill management requires that the tipping faces be moved regularly, resulting in the need for significant resources to move, rebuild and maintain the roads that lead to these areas. In previous years, onsite gravel was used for road construction and maintenance. However, this is no longer an option as the material is no longer available. As well, a grader, used in the roadways maintenance program is not available to the landfill as was previous from the Roadways and Transportation Department which means the Landfill must lease a grader from an external source or road grading must be contracted out. With these roadways, the Landfill is required to have sufficient directional and instructional signage which needs to be maintained and updated whenever a road is moved.</p>
Landfill Cap and Closure	<p>A Landfill that has reached its full capacity is required to install a final cover system to minimize infiltration of liquids and soil erosion. As well, the City must continue to monitor and maintain the site to protect against the release of hazardous constituents to the environment. Landfill closure ensures compliance with the requirement of Saskatchewan Ministry of Environment's Permit to Operate and Waste Management regulations. Currently, approved budget for the cap and closure capital program will result in an up-to-date closure plan, identify material to be used for construction, a closure progression schedule and estimate of all future costs associated with the closure plan. This estimate is the basis for the Landfill closure and post-closure liability, as reported within the City's financial statements. Funding requested for 2018 and onward will support the construction of an engineered cover. The closure plan will also allow us to stage closure and budget accordingly as we fill additional portions of the Landfill. This project is funded from the Solid Waste Reserve.</p>
Leibel Field Turf Replacement	<p>The artificial field turf at Leibel Field was installed in the spring of 2010, and typically has a life span of eight to 10 years. The field turf at Leibel Field has been well maintained and is still in very good condition. As a result, it is estimated that use of the field turf at Leibel Field can be extended to 12 years, with replacement in the spring of 2022. It is expected that the costs will be shared amongst the original funding partners.</p>
Mosaic Stadium Decommissioning	<p>As part of the RRI project and in preparation of the Taylor Field Neighbourhood Redevelopment, the existing Mosaic Stadium at Taylor Field is being decommissioned and demolished following the full operation of the new Mosaic Stadium at Evraz Place. This funding is for the second and final year of the project. \$1.3 million was approved through the Advanced Approval Process on December 18, 2017 (City Council Reference # CR17-138). This is also considered a Committed Project and was approved in the 2017 Capital Budget.</p>

Project/Program Name	Project/Program Description
Multi-use Pathway Asphalt Recapping	Residents and visitors enjoy 37 kilometres of multi-use pathway throughout Regina. Some sections of the pathway are in need of immediate recapping, with the remainder needing to be recapped over the next few years to keep them in usable and safe condition. The program will also address park pathways that pose a safety risk to users. Recapping includes cleaning and applying tack oil to the area to be recapped and supplying and installing 50 millimeters of hot mix asphalt.
Neighbourhood and Corridor Plans	Corridor and neighbourhood plans are secondary plans that provide, among other things, specific land use, urban design, infrastructure investment policies consistent with the OCP for a defined geographic area within the city. Neighbourhood and corridor plans are required to direct new development throughout the City in order to meet the 30% infill/intensification goal established in the OCP Growth Plan as well as city-wide OCP policies D2 - D11. Updates to existing Neighbourhood plans are also required to ensure consistency between these older plans and the new OCP.
Neighbourhood Park Planning and Development	The purpose of the Open Space Management Strategy is to provide direction for planning, managing and sustaining Regina's open space system. The document establishes principles, guidelines and policies that assist in setting priorities for the development and redevelopment of the City's parks to achieve equity and ensure the community's needs are being met. The current policy was approved by Council in 2007 and requires updating to consider the current condition of the open space system as well as provide direction for areas of growth in Regina, in alignment with the City's intensification planning.
Neil Balkwill Renovations	The Neil Balkwill Civic Arts Center was built in 1982 and has not undergone any significant improvements or renovations since that time. Although well maintained by the City, the 34-year old building has reached the point in its life cycle where significant investment is required to maintain its physical integrity and use, as well as to ensure it meets current and future cultural needs of an increasingly diverse demographic and forecast population increases in the surrounding neighbourhood and the City. The courtyard and former photo laboratory have been flagged as underutilized space and with the demand for more programming to support community and public requests, an adaptive reuse is necessary. Since the facility was constructed, the condition of the crawlspace has declined and requires improvements to drainage. By combining these two projects, the crawlspace and programming deficiencies can be addressed, resulting in a dual benefit and cost efficiencies. This is considered a Committed Project and was approved in the 2017 Capital Budget.
New/Enhanced Traffic Signals	New and/or enhanced traffic signals are required based on new development and growth, changes in traffic flow, increasing traffic congestion, pedestrian accessibility needs and public transit schedule adherence considerations. Projects included within this program are: traffic signal design and installation, new/additional/enhanced vehicle detection device installation, signal timing/phasing changes (including the addition of left turn signal displays), and accessible pedestrian signals installation and intersection evaluation. Labour (including design and evaluation time), materials, supplies, equipment, analysis tools, software, and consulting/contracted services to complete this work are within the scope of the program. In 2018 projected growth in the City and changes in traffic flow due to new developments requires the installation of up to eight new traffic signals. Other planned enhancements and upgrades for 2018 include Accessible Pedestrian Signals installations, new left-turn arrow installations, additional vehicle detection devices and other miscellaneous signal upgrades. Location selections are determined annually based on traffic signal warrant analysis (calculated from traffic volume data collected by the City's traffic counting program), delay studies, safety evaluations and growth projections. This project includes the

Project/Program Name	Project/Program Description
	design and construction of on street bikeways and multi-use pathways throughout the City in existing areas. This will be an ongoing program aimed at meeting the sustainable transportation goals identified in the OCP as well as the Transportation Master Plan. Initial emphasis will be on completing missing links as well as provision of on-street bike lanes along high demand routes. Funding for this project is 70% current contributions and 30% Roads and Related Servicing Agreement Fees. \$150,000 was approved through the Advanced Approval Process on December 18, 2017 (City Council Reference # CR17-138).
Outdoor Rink Board Improvements	The City's boarded outdoor rink sites have received little investment over the past 10 years and some sites have deteriorated to poor condition. These sites require foundation and lighting upgrades in conjunction with complete board replacement in order to maintain the integrity of the rink board systems such that the City programs and operations can continue to effectively operate.
Parking Meter Replacement Program	Approximately 2/3 of the parking meters in the downtown have reached the end of their life cycle, which is 10 to 12 years, resulting in more parking spaces being unavailable for use due to failure of the meter. The intent of this program is to allow for the gradual replacement of aging parking meters and associated equipment (eg: meter poles).
Parking Ticket Handheld Replacement Program	The City of Regina uses handheld devices and printers to issue parking tickets. The equipment is used daily and have short life spans. The handheld devices require replacement every two years and printer replacement is required every third year. Improperly functioning equipment would impede enforcement resulting in decreased service levels.
Parks and Facilities Yard Facilities Development	The purpose of this project is to construct a new building and associated site development to accommodate the Parks and Facilities field maintenance staff in one facility to improve the working conditions, generate the savings expected of a shared facility and facilitate the delivery of services of maintaining parks space and civic facilities throughout the community. The project will see the consolidation of the Parks and Facilities field maintenance staff and the Fleet Coordination staff into one building. The construction of the new building will complete the major construction necessary to consolidate the Facilities and Parks Departments at the Parks and Facilities Yard. This is considered a Committed Project and was approved in the 2016 Capital Budget.
Parks and Open Space Restoration	This funding is used to restore or replace deteriorated open space amenities to a safe and useable condition. Funding is used for activities such as major turf repair, furniture and fixture replacement, hard-surface pathway repairs, tree and shrub bed replacement, drainage repairs and retaining wall replacement. As a result of damage to athletic fields during the voluntary water restriction in May 2015, an additional one-time ask of \$100,000 is being requested for turf restoration on athletic fields. \$225,000 was approved through the Advanced Approval Process on December 18, 2017 (City Council Reference # CR17-138).

Project/Program Name	Project/Program Description
Parks Maintenance Sub-depot	This project is for the design and construction of a new Parks Maintenance Sub-Depot in District 4 (north). The City is subdivided into four Parks Maintenance Districts and at present there is one sub-depot in District 1, three sub-depots in District 2, two sub-depots in District 3, and none in District 4. With the rapid growth occurring in the north area in Regina, Parks Maintenance requires a sub-depot building to store equipment used to maintain City owned parkland in the area, along with a lunchroom and washroom for staff. Currently, Parks Maintenance equipment for the north area is stored at the Parks Yard on 4th Avenue. This location creates daily inefficiencies for the 60 Parks personnel working in the north area of Regina. As a result, Parks Maintenance requires a new sub-depot to serve the north area. Site selection would occur in 2018, design for the new sub-depot would occur in 2019 and construction would occur in 2020.
Pasqua Street South of Dewdney Ave Roadway Improvements	Pasqua Street south of Dewdney Avenue has outgrown its road cross section. Pasqua Street also provided access to the Pasqua Hospital as well as a new hotel recently opened on the west side of Pasqua Street. The intent of this project is to upgrade Pasqua Street south of Dewdney to improve functionality and level of service as well as provide additional access to Evraz Place. This is considered a Committed Project and was approved in the 2017 Capital Budget.
Plant Material Establishment Funding	Newly planted trees and shrubs in parks and open space in new developments are watered weekly 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. Funded substantively through Servicing Agreement Fees, this program supports plant establishment, which significantly impacts and enhances the attractiveness of Regina's urban forest.
Playground Replacement and Restoration Program	The City's service standard is to provide a playground, either City-owned or on a school site, within 800 m walking distance of the majority of households in Regina; as well as one fully accessible playground in each of the City's five zones. There are currently 174 playgrounds on City property. Of these, over 35 are considered to be in poor condition or have little play value. Funding from this program is used to replace playgrounds as well as to address urgent safety concerns related to playgrounds. This may include the removal of a structure without replacement, replacing parts of a playground, and replacing and treating synthetic surfacing to extend its life. In 2018, funds will be used to replace two play structures and repair synthetic surfacing at another site. \$220,000 was approved through the Advanced Approval Process on December 18, 2017 (City Council Reference # CR17-138).
Recreation Equipment and Furnishings	The City of Regina operates a number of arts, culture, recreation and sport facilities. Funds from this program budget are used for the replacement, revitalization and sustainability of recreation equipment and furnishings. A life cycle replacement plan has been developed to guide purchases and ensure customers have access to safe, reliable equipment that satisfies program needs and customer expectations.
Recreation Facility Program Improvements	This program is intended to fund smaller facility improvement projects that will permit recreation program changes, improving the customer experience at the major recreation facilities. The focus at these facilities has traditionally been on addressing the base building infrastructure through the Facilities Asset Management (FAM) fund, but Community Services has identified opportunities for program improvements and efficiencies that would enhance the value of the services available to the community. While there have been significant changes to the recreational programs over the last several years, the facilities have not undergone any modifications to accommodate these program changes.

Project/Program Name	Project/Program Description
Recreation Master Plan Implementation	Currently a number of City recreation facilities have met their life span and decisions must be made regarding the future of these facilities. In order to inform these decisions the City is developing a new Recreation Master Plan, which is scheduled to be shared with Council in the first half of 2018. This capital request will act as a placeholder for work that must be started following the approval of the Recreation Master Plan, in order to deliver on approved recreation service standards. It is anticipated that funding in 2018 will be used for consulting services, detailed design and possibly site preparation, with 2019 funds being used for construction. 2020-2022 funding will be to continue with the implementation of the master plan priorities. Priorities for which project should be undertaken first, will also be developed as part of the master plan.
Refuse Cart Replacement	The Garbage Collection and Disposal service requires all single-family residential properties be provided a roll out garbage cart. New residential development results in the need to purchase carts as our service expands to more homes. As well, damaged and lost carts are replaced. Based on our data, on-going annual funding of \$200,000 is required to ensure we have an adequate inventory of new carts on hand to meet these service requirements. This capital program is funded from the Solid Waste Reserve.
Regina Police Service New Headquarters Development	The existing Regina Police Service Headquarters facility was constructed in 1978, with a third floor addition added in 1986. It has not undergone any significant redevelopment since that time. Space and programming challenges have increased over time due to staff growth and program requirements. This has resulted in the need to lease offsite space that creates operational challenges. As the current facility is landlocked, it is restricted with respect to renovations and additions and there would be a need for alternate space during redevelopment. The recently completed Corporate Facilities Master Plan therefore identifies the priority and urgency of the development of a new Headquarters facility for the Regina Police Service. 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).
Regina.ca & CityApp Redesign	Regina.ca is the face of the City and the gateway to all e-services offered. Residents expect interactions with government to be as rapid and intuitive as the online services they use for banking and shopping. Over 60% of residents cite Regina.ca as their preferred method of interacting with the City, yet Regina.ca is outdated and unintuitive, making it challenging for residents to find information and conduct business online quickly. Regina.ca fares poorly on all parameters (i.e. navigation, usability, design, and look and feel) compared to other Canadian municipalities. Despite Regina's growing population, traffic on Regina.ca shows a declining trend with 40% of users unable to find what they need and leaving the site immediately. Despite over 50% of Regina.ca's traffic coming from mobile devices and tablets, the website is not mobile friendly. The CityApp is limited in functionality, crashes often and is slow to load because it downloads the entire database each time. The website and mobile app are not integrated with the customer relationship management solution used by Service Regina (Infor Hansen), creating significant manual data entry and higher call volumes. Redesigning Regina.ca and CityApp will lead to a number of qualitative and quantitative benefits for the City and for residents. This is considered a Committed Project and was approved in the 2017 Capital Budget.

Project/Program Name	Project/Program Description
Residential Roads Renewal Program	<p>This program is in place to improve the condition of existing City's local roads. The program funds planning, design, project co-ordination, and contract administration for Residential Renewal Program. The residential road network is in less favourable condition than the entire road infrastructure network and its condition has deteriorated significantly during the last 20 years. Approximately 48% of the asphalt surface of the residential network is in 'fair' or 'good' condition, and 52% of the asphalt surface is beyond an assumed useful life of 25 years. Administration recommended focusing on stabilizing the residential road network by directing resources to roads in 'good' or 'fair' condition followed by a gradual improvement in the level of service over the longer term, depending on available financial resources. This strategy will reduce or slow down the deterioration of roads and sidewalks to a 'poor' condition, and thus minimize the expensive reconstruction (rebuild) of roads in 'poor' condition. To achieve this plan, City Council established funding for the Residential Road Network Improvement through an incremental 1% dedicated mill rate increase over each of the budget years from 2014 to 2019. With this ongoing funding, it is estimated that the overall residential road network condition can be improved to 85% in 'fair' condition within approximately 15 years. \$7.0 million was approved through the Advanced Approval Process on December 18, 2017 (City Council Reference # CR17-138).</p>
Ring Road Widening - Albert Street North to McDonald Street	<p>This project includes the design and construction of additional lanes along Ring Road, as Ring Road is anticipated to be operating at or near its maximum capacity in the coming years. It may include addition of through lanes, widening and lengthening of ramps, relocation of railway crossing lights, signs and utilities and reconstruction of bridge embankments. The capacity improvements will provide a long-term solution to manage increases in traffic associated with development in Ross Industrial Park as well as northwest Regina. Funding is provided through 100% Roads and Related Servicing Agreement Fees.</p>
Ring Road Widening - Ross Ave to Dewdney Ave	<p>This project includes the detailed design and construction of a third lane on Ring Road between Ross Avenue ramps and Dewdney Avenue ramps. The Ring Road corridor is experiencing significant delays and operational concerns related to traffic bound to and from the Ross Industrial Park. This project includes road widening and may include relocation of utilities, signs and guard rails. The capacity improvements will help provide a permanent solution to meet long term traffic growth associated with expansion in the northeast Regina Industrial Lands. Funding for this project is provided by 100% from Roads and Related Servicing Agreement Fees. This project may qualify for 75% funding from the UHCP program.</p>
Roadways Completion Program	<p>This is an ongoing program to provide signs, permanent pavement markings, pedestrian crossings, low cost geometric improvements and similar low cost transportation related infrastructure along roadways and bikeways that were constructed within the last five years. The infrastructure to be provided as part of this fund consists of infrastructure that was missed during the initial design phase but is currently warranted or required. Funding is provided through 100% Roads and Related Servicing Agreement Fees.</p>
Roadways Equipment Storage – Repurpose Building D	<p>The project involves the repurposing of the Transit Garage portion of Building D in the Public Works yard so that it can be used for Roadways equipment storage once the construction of a new Transit Fleet Maintenance Facility is completed.</p>

Project/Program Name	Project/Program Description
Ross Avenue and McDonald Street Intersection Capacity Improvements	The intersection of Ross Avenue and McDonald Street is a busy industrial junction. It is a gateway to the City's Ross industrial park, Landfill and many services in the RM of Sherwood. Capacity at this intersection faces many challenges. This project will explore intersection improvements related to turning lanes, medians, traffic signals and related road drainage.
RRI Multi Use Pathway	The RRI has always planned for a multi-use pathway that would link Regina's Downtown to the Taylor Field Neighbourhood and the new stadium along the north side of the railway tracks. Renderings of the new stadium have shown a conceptual pathway between the south edge of the building and the railway tracks, although its design and construction were to be considered as part of the Taylor Field Neighbourhood. The pathway is proposed to start at the intersection of Albert Street and 10th Avenue, and progress west on the north side of the railway tracks. It will cross Elphinstone Street and connect to the gates of the new stadium and Confederation Park. The current pedestrian connections between Downtown and EVRAZ Place are limited and not pedestrian-friendly. Pedestrians can choose to walk along Victoria Avenue to Elphinstone Street in relative comfort, but then must cross Saskatchewan Drive and the railway tracks to proceed north. Alternatively, they can walk north along Albert Street and use the underpass sidewalks, but encounter a lack of a sidewalk and a gravel road surface as they move west on 10th Avenue. The location of the Mosaic Stadium to the west of the existing facility will make this walk less appealing. The pathway design will include landscaping, seating and lighting. A phased approach to design could be used, with space left for smaller patios/plazas, seating walls and public art in the future. It is expected that the pathway will experience regular use and function as a community amenity every day. The location and design of the pathway is congruent with the recommendations of the draft Transportation Master Plan, providing a key east-west link in the heart of the city. With a paved surface, landscaping and lighting, this new facility also supports the objectives related to sustainable and active transportation in the OCP.
Saskatchewan Drive Corridor Plan and Coordination Initiative	The desired outcome of the Project is completion of a Corridor Plan and Functional Engineering Study for Saskatchewan Drive from Princess Street to Winnipeg Street to create a coordinated effort for infrastructure improvement that is aligned with planning and design principles for the corridor. The Project will establish a vision for the corridor through community engagement and information gathering, create a land use plan and policy framework (Corridor Plan) for future development within the corridor that is consistent with the OCP, the Downtown Neighbourhood Plan and Transportation Master Plan, and complete a functional engineering study, including analysis of transportation, servicing and utility upgrades necessary to implement the Plan. This is considered a Committed Project and was approved in the 2017 Capital Budget.
Serviceability Study for 300K+ Lands	This study is to support the future phasing of lands beyond the 300K growth horizon of the City of Regina. It will consider serviceability and impacts on the existing system on all the aspects of the City utility services.
Small Tools Replacement	This program addresses the replacement of small tools in the civic fleet. As an equipment class, small tools include a wide range of equipment from hand-held power tools like chainsaws to walk-behind equipment such as rototillers. There are approximately 650 small tools in the civic fleet. In 2018, 90 small tools are scheduled for replacement. \$84,000 was approved through the Advanced Approval Process on December 18, 2017 (City Council Reference # CR17-138).

Project/Program Name	Project/Program Description
South East Land Development	In 2015, construction began on the land development project in South East Regina. The project will be done in four phases with the first phase being 16.3 hectares. The project requires an upfront investment in infrastructure with a return occurring in two to three years. This is considered a Committed Project and was approved in the 2013 Capital Budget.
Street Infrastructure Renewal	The Street Infrastructure Renewal program is in place to improve the condition of existing city street infrastructure assets. The City's street infrastructure network consists of 1,068 km paved roads and 1,598 km sidewalks. About 59% of the network length is made up of residential roads, 16% collectors, 20% arterials, and 5% industrial/ commercial. There is also 29.57 km identified as an urban highway connector and therefore falls under the Urban Highway Connector Program. Administration conducts street infrastructure condition assessment program based on surface distress, structural capacity, ride-ability and visual inspection of road and sidewalk condition. Using the data from this assessment program, a condition rating per road section is established. The condition rating is an indicator for the health of the road network, approximately 72% of the paved surface of the arterial, collector and industrial sub-network is in a fair or good condition and stable during the last 20 years. Street infrastructure condition is consistently a high priority with the public. These assets are highly visible, not only to our citizens, but also our visitors. Every citizen experiences the condition of the street infrastructure: as a pedestrian, a cyclist, a transit user, or a driver. Well maintained roads have a positive effect on the quality of life for every citizen, supports economic development in our community and helps to reduce fuel consumption and wear of vehicles. City's roads carry approximately 5,800 vehicles on a daily basis. This program is planned to implement an average of 20 road renewal projects, the total length of improved roads is 20 km per year and improved roads will support reducing 19,053 tonnes of Carbon Dioxide over the next five years. \$9.0 million was approved through the Advanced Approval Process on December 18, 2017 (City Council Reference # CR17-138).
Tennis Court Redevelopment	In 2012, a plan for investment in tennis court facilities was approved by Council. The plan recommended a quality over quantity approach, with investments being made in a select number of courts with other lesser used asphalt courts being decommissioned over time. The plan was endorsed by Tennis Saskatchewan and local tennis clubs and was generally supported by the public. Implementation began in 2014 focusing on the four synthetic surface tennis sites. In 2018, the focus will shift to the City's asphalt sites.
Traffic Infrastructure Renewal	Traffic Infrastructure renewal will be a program in 2017 that will be comprised of the following: <ul style="list-style-type: none"> - Pedestrian Protection Program - Traffic Safety - Expressway Lighting - Traffic Signal Detection Replacement Program - Traffic Signal Rehabilitation - Pole Maintenance Program - Residential Street light upgrading - Audible Pedestrian Signals - LED replacements \$260,000 was approved through the Advanced Approval Process on December 18, 2017 (City Council Reference # CR17-138).

Project/Program Name	Project/Program Description
Traffic Signal Pre-emption	Response times for fire/rescue and other emergency vehicles are important measures of effectiveness for local agencies and are key elements in service planning. These vehicles routinely experience delays due to other traffic vehicles impeding their movement and the requirement to slow down at intersections to ensure their safe passage through each signalized location along the route. Traffic signal pre-emption systems provide the capability to have signals respond with green lights on the emergency vehicle approach to disperse any waiting vehicles queued at the intersection thus providing open lane space for the emergency vehicle efficient and safe passage through movement on the green light. The systems reduce driver confusion, reduce traffic conflicts, reduce crash risk and improve fire and other emergency response times. Currently, the City uses the Opticom infrared system. This system requires clear line of sight between vehicle emitter and intersection detector to operate reliably. New GPS technology systems will overcome certain limitations of the Opticom infrared system to enhance the quality and reliability of pre-emption service for emergency response. Placement of GPS technology at all 200 signalized intersections will improve fire response to a wider service area surrounding existing fire station facilities and have the capacity to service growth areas in outer lands adjacent to city boundaries. This initiative emphasizes fire response. However, once the GPS technology is deployed at signalized intersections other emergency response services can use the system through acquisition and installation of vehicle emitters, and, transit and fleet priority could consider a future application.
Trans-Canada Highway 1 Bypass Expressway Lighting	Through The Urban Highway Connector Program, the City has management and operation responsibility for the Hwy 1 Bypass from Assiniboine Avenue to Albert Street. Roadway lighting has a purpose to provide an adequate visual environment to support driver lane keeping as well as to support the prevention or reduction of crashes. The remaining portions of the Ring Road have roadway lighting and lighting should be installed on this section to provide continuous lighting for the entire Ring Road. \$450,000 was approved through the Advanced Approval Process on December 18, 2017 (City Council Reference # CR17-138).
Transit Fleet Maintenance Facility	The project involves the construction of a new Transit Fleet Maintenance Facility co-located with the current Transit Operations Centre. The existing Transit Fleet Maintenance Facility no longer meets the functional requirements necessary to provide the appropriate level of service to the Transit Fleet. A new facility will enable the City of Regina to meet the service level needs of the community into the future with the delivery of transit to existing and new neighborhoods to support complete communities. An effective transit service is important to building a contemporary city that attracts people and businesses and supports economic growth. The physical features of the facility includes full service bays with hoists for the maintenance of the City's Transit Fleet as well as storage of the Fleet to accommodate growth. This is considered a Committed Project and was approved in the 2015 Capital Budget.
Transit Scheduling Software	Transit requires a means to automate their scheduling of vehicles and operators, the bid process for operators, run cutting of routes, operator assignment management and rosters for personnel. This is considered a Committed Project and was approved in the 2017 Capital Budget.

Project/Program Name	Project/Program Description
Transit Shelters Improvements	The primary function for transit shelters is to protect customers from the weather. Every year, shelters may be added or relocated to accommodate changes in patronage. This funding is to add new shelters or relocate shelters as a result of route revisions and additions. It is consistent with the Transit Investment Plan and will benefit transit passengers resulting in the wait for a transit bus a more pleasurable experience.
Transportation Master Plan Update	Growth in the City will necessitate reviews of the Transportation Master Plan on a five-year basis. These updates will ensure that the City has an up-to-date, economically feasible and environmentally responsible transportation network plan. Plan updates may include revisions to the recommended road network plan, identification of new bikeways and enhancements to encourage alternative modes of transportation.
Tree Replacement along Arterials, Buffers and Parks	Over the past several years, tree vacancy has become noticeable along arterial roads, buffers and within park space. Tree vacancy is a result of tree mortality after a three-year establishment period. Newly planted trees are maintained and watered during the establishment period. Most trees survive. However some die as a result of damage caused by vehicles, vandalism, rodents, wildlife, environmental conditions and road construction. This program will replace these vacancies. \$42,000 was approved through the Advanced Approval Process on December 18, 2017 (City Council Reference # CR17-138).
Upgrade of Major Components of the Asphalt Plant	This projects designed to ensure the ongoing sustainability of the asphalt plant by upgrading major components over the next five years. Each component is evaluated at the end of the current year's construction program and scheduled for replacement during the winter months if there is a high probability of total failure within one year. The components selected for replacement are based on a cost/benefit ratio.
Victoria Avenue and Park Street Intersection Capacity Improvements	The intersection of Victoria Avenue and Park Street is on the peripheral of the downtown and faces many capacity challenges. This project will look at intersection improvements related to turning lanes, medians, pedestrian movements and traffic signals.
Wascana Parkway and Highway No.1 Intersection Capacity Upgrades	This project includes the detailed design and construction of intersection capacity upgrades at the Wascana Parkway and Highway No.1 by-pass intersections which experiences significant queuing and operational concerns related to traffic coming from the University of Regina. It may include construction of dual left turn lanes, relocation of utilities and changes to the traffic control signals. The capacity improvements will provide a permanent solution to meet long-term traffic growth associated with expansion at the University of Regina, Saskatchewan Polytechnic and southeast Regina. This is considered a Committed Project and was approved in the 2016 Capital Budget.

Project/Program Name	Project/Program Description
Waste Management Centre	<p>Consistent with the recommendations of the Corporate Facilities Master Plan, the new Waste Management Centre will centralize Solid Waste Operations and associated programs at the Landfill in a facility that will meet current and future program needs. The concept design resulted from the collaborative design effort between the site stakeholders and the design team as part of the Public Works Facilities Master Plan. The facility will provide a model of efficiency between the Landfill and Solid Waste Collection branches by sharing crew spaces and office support areas. The facility will be designed so that all functions and pedestrian traffic, including truck parking, are indoors to make operations more efficient during severe weather conditions.</p> <p>The location of the building on the site will provide a visual identity for customers as well as separating the public vehicle traffic from the Landfill and Solid Waste Collection trucks and equipment to mitigate traffic hazards. The facility will have the capability for expansion for future needs of Landfill and Solid Waste Collection and will consider the remaining services within the Public Works Yard. Fleet service for the Landfill and Solid Waste Collection equipment will be provided on site within the facility for improved efficiencies. Fleet Training space will also be accommodated in the facility to eliminate the need for a new Fleet Training facility next to the Landfill. This is considered a Committed Project and was approved in the 2013 Capital Budget.</p>
Wellness Partnership Program	<p>Fire fighting continues to be one of the most dangerous occupations in the United States and Canada. Research reveals the need for high levels of physical fitness to safely perform the necessary duties of the fire service. The long hours, shift work, sporadic high intensity work, strong emotional involvement, and exposure to human suffering places fire fighting among the most stressful occupations in the world. High levels of stress, intense physical demands, arduous work and short and long-term exposure to chemicals and infectious disease contribute to heart disease, lung disease and cancer, which are the three leading causes of death and occupational disease disability. The Wellness/Fitness program promotes overall health and maintains fire fighter fitness levels which assists in this physically and mentally demanding profession. The Department provides fitness equipment for all seven fire stations, the dispatch centre and the education and training center. These gyms are outfitted with basic weight and cardio training equipment. The Department and the Local 181 Union are committed to a joint purchase of fitness equipment. The department funds 2/3 of total cost and Local 181 funds 1/3 of total cost. Local 181 Union, which has established a fitness committee, has the responsibility for maintenance costs of the equipment.</p>
Workspace Improvement Program	<p>This is an annual program aiming to improve employee engagement through improvements to employee spaces. The funding will be allocated towards smaller workspace improvement projects each year that have a direct impact on employee engagement.</p>
Zone Level Off-Leash Dog Parks	<p>Currently the City of Regina has two off-leash dog parks and five seasonal off-leash areas, which are contained in boarded rinks throughout the summer months. In 2016, Council approved a plan for three additional zone level off-leash parks to be developed in new development areas in the south, east and north/northwest as developers are only required to develop parks to a neighbourhood level. These funds would be used to add the amenities required for a dog park, such as fencing and parking.</p>

Appendix B – 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	Fire & Protective Services	Mayor	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 a 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 service levels.
- 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.

The City maintains the following fund classifications and account groups:

- General Operating Fund – to account for all financial resources except those required to be accounted for in another fund.
- Utility Operating Fund – to account for financial resources required to support water, wastewater and sewer activities.
- Costing Fund – to account for the cost of services delivered by one department to another.

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 support the items identified in the Strategic Plan:

- Growth Management
- Asset Renewal and Financial Viability
- Employee Engagement and Retention
- Citizen Engagement

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 Model 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, senior 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. Business as usual 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.

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.

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+ (Stable)**.

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 and 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 this credit rating since its first one was issued in 1989. According to Standard & Poor's, the consistently strong performance reflects the City's ongoing commitment to sound fiscal management. In its most recent assessment, Standard & Poor's said, "...The stable outlook reflects our expectations that, in the next two years, Regina's economy will prove resilient to continuing weakness in prices for oil, natural gas, and potash such that its budgetary performance remains solid. It also reflects our expectation that the city's tax-supported debt burden, having peaked in 2016, will remain less than 60% of consolidated operating revenues....."

Despite the City's increase in projected borrowing, its credit rating has not been affected. 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 stable. 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 (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 service levels 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 2018 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 the next year.

Appendix C – Glossary of Terms

Accrual Accounting - Accrual accounting is an accounting method that records revenues and expenses when they are incurred, regardless of when cash is exchanged. The term "accrual" refers to any individual entry recording revenue or expense in the absence of a cash transaction.

Balanced Scorecard - The balanced scorecard is a strategic planning and performance management system that is used extensively in business and industry, government, and non-profit organizations worldwide to align business activities to the vision and strategy of the organization, improve internal and external communications, and monitor organization performance against strategic goals. It was originated by Drs. Robert Kaplan (Harvard Business School) and David Norton as a performance measurement framework that added strategic non-financial performance measures to traditional financial metrics to give managers and executives a more 'balanced' view of organizational performance.

Capital Budget - A multi-year program adopted by Council comprised of an approved program of capital projects for the current year and a planned program for the succeeding five years. The multi-year plan covers longer term and one-time expenditures for asset purchase, construction and renewal.

Capital Carry Forward - The projected year-end unspent amount of Council approved previous year cash flow that is necessary to carry forward, in full or part, to complete the capital project in the subsequent budget year.

Committed Projects - Projects that have been approved by Council in previous years' budget cycles and will have new funding in the five year capital plan.

Consumer Price Index (CPI) - A statistical description of price levels provided by Statistics Canada. This index is used to measure the cost of living.

Costing Fund - 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. Within the City of Regina, various divisions and departments provide services to other divisions and departments. The Costing Fund is the fund used to track those costs associated with the delivery of internal services to other departments of the City and allocate them appropriately.

Debt - The amount of all obligations for the payment of interest and principal due by certain agreements and bylaws as incurred by the City of Regina such as debentures, promissory notes, leases, letters of credit, and other financial commitments and guarantees.

Debt Financing - The amount of capital project gross cost that is to be financed with long-term debentures. This is the net amount determined after all other sources are considered.

Fiscal Year - A 12-month period designated as the operating year for accounting and budgeting purposes in an organization. The fiscal year for the City is the calendar year (January 1 to December 31).

Fixed Assets - Assets that are long term in nature that are intended to continue to be held or used, such as land, buildings, machinery, furniture and other equipment.

Gross Domestic Product (GDP) - A statistical description of the economic output of a particular region. This statistic is used to measure economic productivity and changes in economic productivity (i.e. economic growth or contraction).

General Fund - 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. 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.

Government Finance Officers Association (GFOA) - The GFOA represents public finance officials throughout the United States and Canada. The GFOA's mission is to enhance and promote the professional management of governmental financial resources by identifying, developing and advancing fiscal strategies, policies, and practices for the public benefit.

Key Performance Indicators - A key performance indicator is a business metric used to evaluate factors that are crucial to the success of an organization. The City of Regina has launched a plan to adopt measures of operational effectiveness and efficiency through MBN Canada. These measures will allow the City to compare its performance with other municipalities using a range of standardized approaches to performance measurement.

Levy - Any taxation or rate setting authority of the City is referred to as a levy. However, generally, the City uses this term to represent special payments over and above the base property tax rate or utility rate. For example, the City currently charges a 1% property tax levy for the renewal of residential roads. The City also charges a Utility levy for the renewal of drainage infrastructure.

Mill Rate - The amount of tax payable per dollar of the assessed value of a property. The mill rate is based on "mills". Each mill is one-thousandth of a currency unit or one mill is equivalent to one-tenth of a cent or \$0.001.

Revenue Sharing Grant - An annual grant provided to all municipalities in Saskatchewan by the Government of Saskatchewan. The total grant pool available is one-fifth of all Provincial Sales Tax (PST) revenue, less the amount refunded to low income individuals through the GST/PST rebate program. Funds are allocated through a formula established by the Province based primarily on population.

Operating Budget - The financial, operating and management plan for the City that establishes annual planned revenues and operating expenditures in accordance with *The Cities Act* for a 12-month period (i.e.: a fiscal year).

Pre-Approved Projects - Projected cash flow expenditures beyond the Council-approved budget year which require future year cash flow to complete the approved project. In essence, it allows a project tender to be executed in the current budget year for projects that require future year cash flows to complete.

Public Private Partnership (P3) - The term "public-private partnership" carries a specific meaning in the Canadian context. First, it relates to the provision of public services or public infrastructure. Second, it necessitates the transfer of risk between partners. Arrangements that do not include these two concepts are not technically "public-private partnerships". P3s are frequently described based on the structure of the partnership and typically include two or more of the following elements: design, build, finance, operate and maintain.

Public Sector Accounting Board - This is an independent Canadian body responsible for establishing high-quality accounting standards for public sector entities, including local governments, in service to the public interest. The Accounting Standards Oversight Council oversees the activities of the Public Sector Accounting Board.

Reserve/Reserve Funds - Reserves and reserve funds have designated purposes and are created through specific authorizations of Council.

Service - Delivery of an output that meets one or more recognized needs of a resident or a group of residents (i.e.: winter road maintenance; recreation services; water service).

Service Levels - Service levels describe the standard of service provided to residents or resident groups. Service levels may reflect an agreed standard of service (i.e.: water pressure during peak use hours; processing time; etc.) or a quantitative level of resources or the frequency of service provided (e.g.: frequency of park mowing; hectares of recreational neighbourhood open space per 1,000 population).

Service Agreement Fees (SAF) - The City enters into agreements with private developers to undertake development. In addition to delivering basic servicing, developers must also pay a Service Agreement Fee when entering into a servicing or development agreement. The developers are required to pay the City a predetermined amount per hectare of land within the development area. The funds are put towards the construction of system-wide infrastructure, such as traffic signals, wider roads and increased capacity of water and sewer trunk lines, which adds capacity and provides service to new development.

Subsidy - A benefit given by the City to groups or individuals usually in the form of a cash payment or cost reduction. The subsidy is usually given to remove some type of burden and is often considered to be in the interest of the public. If transit users were to pay the full cost of transit service, transit fares would be almost three times what they are now. However, it is considered in the public interest to have public transit. Traffic is reduced, residents are able to get to work without necessarily owning a car, etc. So City funds are used to reduce the cost, or provide a subsidy, for public transit.

User Fees and Charges - This term includes all service-generated fees for the use of the service, such as transit fares, recreation program fees, etc.

Utility Fund - 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. 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.

Appendix D – Reserve Breakdown & 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 Breakdown

Division/Department	City Manager	City Planning & Development	City Services	Corporate Services	Fire & Protective Services	Mayor	Police	Transportation & Utilities
General Fund Reserve	*	*	*	*	*	*	*	*
Asphalt Reserve								*
Asset Revitalization Reserve			*	*	*			*
Cemetery Reserve			*					
Employer-Provided Parking Reserve				*				
Fleet Replacement Reserve				*				
Facility Reserve				*				
Golf Course Reserve			*					
Grants Reserve	*							
Land Development Reserve								
Solid Waste Reserve				*				*
Operational Commitments Reserve	*							
Planning & Sustainability Reserve		*						
Pest Management Reserve			*					
Regina Police Service General Reserve							*	
Regina Police Service Radio Equip Reserve							*	
Regina Revitalization Initiative Stadium Reserve			*					
Social Development Reserve	*					*		
Technology Reserve				*				

Division/Department	City Manager	City Planning & Development	City Services	Corporate Services	Fire & Protective Services	Mayor	Police	Transportation & Utilities
Winter Road Maintenance Reserve								*
General Utility Reserve	*	*	*	*				*

Reserve Descriptions

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.

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.

Facilities Reserve

The Facilities Reserve is used to fund capital upgrades for old Mosaic Stadium. The funding comes from rent collected from the Saskatchewan Roughriders.

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.

Operational Commitments Reserve

The Operational Commitments Reserve is funded through annual operating budgets to smooth the financial impact for items that only happen once every three or four years, such as municipal elections and property assessment revaluations.

Pest Management Reserve

The Pest Management Reserve manages the difference from the budget and actual expenditures associated with the pest control program. Over-expenditures are funded from the Reserve and under-expenditures are transferred to it.

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 capital or operating expenditures for communications investments. It is funded by the Regina Police Service's radio shop, which provides maintenance for the trunked radio system used by both Regina Police Service's and the City.

Regina Revitalization Initiative Stadium Reserve

The Regina Revitalization Initiative Stadium Reserve is used to fund new Mosaic Stadium capital projects. It is funded by the net revenue and net capital funding from stadium operating projects, plus interest revenue.

Social Development Reserve

The Social Development Reserve is funded with transfers from the Council-approved general operating budget and revenues from the Land Development Agreement with Saskatchewan Housing Corporation. The funds are used for capital projects that advance affordable housing and social development initiatives in Regina.

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.

General Utility Reserve

The General Utility Reserve is used to fund capital upgrades, maintenance and replacement costs related to the Water and Sewer Utility, and to smooth fluctuations in the operating budget for the Water and Sewer Utility. The Reserve is funded through the net revenue generated for the Water and Sewer Utility services



City of Regina



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