



CITY COUNCIL

**Monday, February 13, 2017
5:30 PM**

Henry Baker Hall, Main Floor, City Hall



OFFICE OF THE CITY CLERK

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**Agenda
City Council
Monday, February 13, 2017**

CONFIRMATION OF AGENDA

TABLED REPORTS

CR16-139 Regina Police Service 2017 Operating and Capital Budget

Recommendation

**RECOMMENDATION OF THE BOARD OF POLICE COMMISSIONERS
– DECEMBER 9, 2016**

1. That the 2017 Regina Police Service Operating and Capital Budget, which includes estimated gross operating expenditures of \$84,509,800 and revenues of \$8,849,800, resulting in a Net Operating budget of \$75,660,000, be approved.
2. That the 2017 Capital Budget of \$3,143,000, with capital funding to be determined by Regina City Council, be approved.

DELEGATIONS AND RELATED REPORTS

DE17-2	Dylan Morin
DE17-3	John Bishop
DE17-4	Sara Maria Daubisse and Brandon Wright – Bike Regina
DE17-5	Tim Otitoju and Rob Reynar – Association of Regina REALTORS® Inc.
DE17-6	Jennifer Henshaw – Canadian Federation of Independent Business
DE17-7	Jim Elliott
DE17-8	John Hopkins – Regina & District Chamber of Commerce



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DE17-9	Florence Stratton
DE17-10	Joanne Havelock – Friends of the Regina Public Library
DE17-11	Hillary Aitken – YMCA Regina
DE17-12	Ann Perry – Circle Project
CM17-2	2017 General Operating and 2017-2021 Capital Budget; and 2017 Utility Operating and 2017-2021 Capital Budgets

Recommendation

1. That the 2017 tax-supported General Operating Budget, with gross expenditures of \$437,298,300 and a net property tax levy requirement of \$214,646,100, be approved.
2. That the 2017-2021 General Capital Budget with total gross expenditures of \$120,613,500 in 2017, as summarized on page 175 of the City of Regina 2017 Budget, attached as Appendix A, be approved.
3. That the General Capital Budget for multi-year tax-supported capital projects underway in 2017 with gross expenditures of \$33,701,000, as described on page 11 of this report, be approved as follows:
 - a) 2018 - \$41,304,000;
 - b) 2019 - \$24,795,000;
 - c) 2020 - \$2,000,000;
 - d) 2021 - \$2,000,000.
4. That the 2017 fee-supported Utility Operating Budget, with total revenues of \$132,342,400 and total gross expenditures of \$74,247,200, be approved.
5. That the 2017-2021 Utility Capital Budget with total gross expenditures of \$66,435,000 in 2017, as summarized on page 202 of the City of Regina 2017 Budget, attached as Appendix A, be approved.
6. That the Utility Capital Budget for multi-year tax supported capital projects underway in 2017 with gross expenditures of \$7,500,000, as described on page 62 of the City of Regina 2017 Budget, attached as Appendix A, be approved as follows:
 - a) 2018 - \$10,000,000;
 - b) 2019 - \$20,000,000;
 - c) 2020 - \$20,000,000;



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- d) 2021 - \$13,500,000.
7. That the 2017 mill rate of 7.9116 representing a 3.18% increase for all programs and services plus a 1% increase for the Residential Road Network Improvement Program, be approved.
 8. That the 2017 and 2018 water rates, reflecting an annual rate increase of 5% per year effective March 1, 2017 and January 1, 2018, as described on page 53 of the City of Regina 2017 Budget, attached as Appendix A, be approved.
 9. That the 2017 and 2018 wastewater rates, reflecting an annual rate increase of 5% per year effective March 1, 2017 and January 1, 2018, as described on page 53 of the City of Regina 2017 Budget, attached as Appendix A, be approved.
 10. That the 2017 and 2018 storm drainage rates, reflecting an annual rate increase of 5% per year effective March 1, 2017 and January 1, 2018, as described on page 54 of the City of Regina 2017 Budget, attached as Appendix A, be approved.
 11. That the funding request for Wascana Centre Authority, Economic Development Regina, and Regina Exhibition Association Limited be approved with funding provided by the funds described in Recommendation 1 of this report.
 12. That the Regina Board of Police Commissioners recommendation to approve the \$84,509,800 Regina Police Services budget be concurred in and funded by the 2017 tax-supported General Operating Budget, as described in Recommendation 1 of this report.
 13. That the Regina Public Library's Board approved budget and mill rate request of 0.78729 for the Regina Public Library be approved.
 14. That a transfer of \$370,000 from the General Fund Reserve be approved to fund the Work Ready program in 2017.
 15. That the City Solicitor be authorized to prepare all necessary bylaws to implement the above recommendations.

MOTIONS

MN17-3 Councillor O'Donnell: City of Regina Property Tax Billing



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MN17-4 Councillor O'Donnell: City of Regina Property Tax Billing

ADJOURNMENT

December 19, 2016

To: His Worship the Mayor
And Members of City Council

Re: Regina Police Service 2017 Operating and Capital Budget

RECOMMENDATION

**RECOMMENDATION OF THE BOARD OF POLICE COMMISSIONERS
– DECEMBER 9, 2016**

1. That the 2017 Regina Police Service Operating and Capital Budget, which includes estimated gross operating expenditures of \$84,509,800 and revenues of \$8,849,800, resulting in a Net Operating budget of \$75,660,000, be approved.
2. That the 2017 Capital Budget of \$3,143,000, with capital funding to be determined by Regina City Council, be approved.

BOARD OF POLICE COMMISSIONERS – DECEMBER 9, 2016

The Board adopted the following resolution:

1. That the 2017 Regina Police Service Operating and Capital Budget, which includes estimated gross operating expenditures of \$84,509,800 and revenues of \$8,849,800, resulting in a Net Operating budget of \$75,660,000, be approved.
2. That the 2017 Capital Budget of \$3,143,000, with capital funding to be determined by Regina City Council, be approved.
3. That this report be amended to reflect the changes in operating expenditures and revenues, as set out in P16-66 Supplementary Report – 2017 Operating and Capital Budget.
4. That an edited version of this report be forwarded to the December 19, 2016 meeting of City Council

Recommendations #3 and #4 do not require City Council approval

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

The Board of Police Commissioners, at its meeting held on December 9, 2016, considered the following report from the Chief of Police, tabled September 28, October 6 and November 30, 2016:

RECOMMENDATION

It is recommended that the Board of Police Commissioners:

1. Approve the 2017 Regina Police Service Operating and Capital Budget, which includes estimated gross operating expenditures of \$84,509,800 and revenues of \$8,849,800, resulting in a Net Operating Budget of \$75,660,000.
2. Approve the 2017 Capital Budget of \$3,143,000 with capital funding to be determined by Regina City Council.
3. Forward this report, as it may be amended, to Regina City Council.

CONCLUSION

The Regina Police Service proposed 2017 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 2017 Operating and Capital Budget is aimed at ensuring Regina Police Service performance, effectiveness and value to the community.

BACKGROUND

The Regina Police Service is presenting its proposed 2017 Operating and Capital Budget to the Board of Police Commissioners. The Board is required to make its budget available to Regina City Council by December 31, 2016.

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 2017 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 2016 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 (see Appendix C).

The annual budget process involves an environmental scan of internal and external conditions impacting the Service. Regina continues to experience economic growth and as such has had population growth, an enlargement of its physical footprint and changing demographics due to a significant increase in newcomers. In addition, the work of policing has changed. For example, technological advances and new investigative tools require training, equipment and human resource specialization; new laws increase enforcement 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 (mental health and addictions); and policing boundaries have opened up (joint forces operations). Each of these factors presents opportunities and challenges for the Service. The Regina Police Service continually seeks operational efficiencies and community partnerships to provide optimal value and service to the citizens of Regina.

The guiding principles used in preparing the 2017 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 helps 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.
- Anticipate and plan for the long-term to align the work of the Service with the growth and changes in the City.
- 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 2017 Operating Budget supports cost adjustments to reflect changing internal and external conditions and Strategic Plan initiatives. For 2017, the Regina Police Service proposes a Net Operating Budget of \$75,660,000. This includes \$84,509,800 in gross operating expenditures and \$8,849,800 in anticipated revenues. The resulting Net Operating Budget is a \$3,978,300 or

5.5% increase over the 2016 budget. This is arrived at through an expenditure increase of \$3,672,000 and a revenue decrease of \$306,300. Staffing expenditures support 575 permanent and 13 casual FTE's and comprise 88.5% of the Gross Operating Budget.

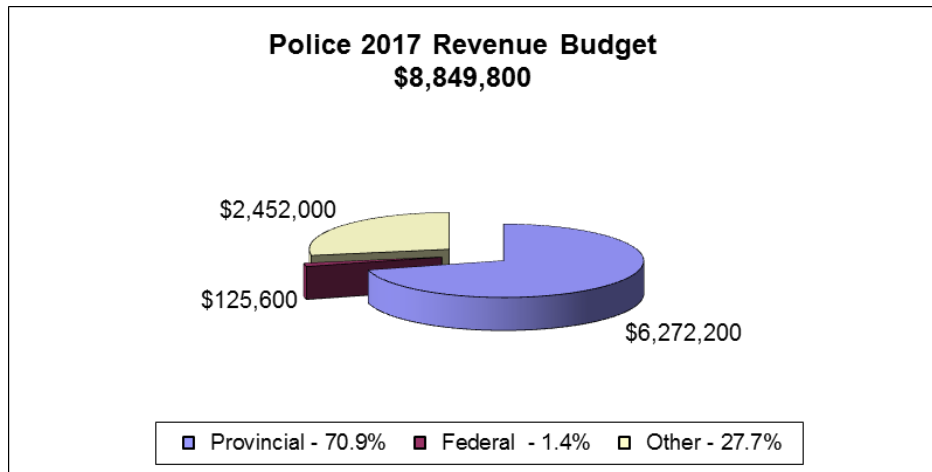
	Police 2017 Operating Budget			
	2016	2017	Dollar	Percent
	Budget	Budget	Change	Change
Revenue Budget				
Provincial Programs	6,812,500	6,272,200	(540,300)	
Federal Programs	125,600	125,600	-	
Other Revenues	2,218,000	2,452,000	234,000	
	\$9,156,100	\$8,849,800	-\$306,300	-3.3%
Gross Operating Budget				
Salary/Benefit Costs	71,784,900	74,823,300	3,038,400	4.2%
Corps of Commissionaires	419,400	429,900	10,500	2.5%
Operational Expenses	8,633,500	9,256,600	623,100	7.2%
	\$ 80,837,800	\$ 84,509,800	\$ 3,672,000	4.5%
Net Operating Budget	\$71,681,700	\$75,660,000	\$ 3,978,300	5.5%

Operational expenses reflect an increase of \$623,100 or 7.2% increase from the 2016 level. The Regina Police Service 2016 Net Operating Budget consumed 17.5% of the City of Regina's 2016 Operating Budget.

Highlights of the 2017 Operating Budget *changes* include:

- Permanent staffing adjustments support a civilian Freedom of Information Compliance Officer.
- Permanent staffing adjustments for cost-recovered positions include conversion of two casual Traffic Clerks to permanent status and the removal of funding for three positions including the Fraud Investigator Social Services, Aboriginal Policing Coordinator and Provincial Aboriginal Recruiting Officer.
- \$240,000 for support costs for the off-site data center (private cloud system).
- \$104,200 for increased costs for contracted services, rentals and leasing.
- \$127,900 for increased costs for utilities and telephones.
- \$72,500 for increased costs to purchase ammunition.

The 2017 Revenue Budget is \$8,849,800 a decrease of 3.3% over 2016. The Revenue Budget supports 10.5% of the Regina Police Service Gross Operating Budget and funds 64.5 permanent and casual FTE's. Revenue sources include funding from the provincial government (70.9%), federal government (1.4%) and other revenues (27.7%).



Highlights of the 2017 Revenue Budget *changes* include:

- Revenue decreases from the provincial government under established partnerships include 3 positions: elimination of Fraud Investigator Social Services (-\$111,400), Aboriginal Policing Coordinator (-\$150,000), and Provincial Aboriginal Recruiting Officer (-\$110,000).
- Revenue funding for traffic initiatives transferred from SGI to the City of Regina \$130,000.
- Revenue funding for TRiP (The Regina intersectoral Partnership) has decreased by \$68,000.

Capital Budget

The value of the proposed five-year Capital Budget is \$20.0 million including \$3,143,000 in 2017. 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 \$818,930 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 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.

Police 2017 - 2021 Capital Budget (000's)						
Capital Program	2017	2018	2019	2020	2021	Total
Facilities Development	227.0	80.0	80.0	80.0	80.0	547.0
Communications	126.0	170.5	400.0	-	-	696.5
Information Technology	1,805.0	2,940.4	4,025.0	3,100.0	1,775.0	13,645.4
Emergency Services Equipment	185.0	644.7	275.0	25.0	30.0	1,159.7
Fleet	800.0	800.0	800.0	800.0	800.0	4,000.0
Capital Total	\$ 3,143.0	\$ 4,635.6	\$ 5,580.0	\$ 4,005.0	\$ 2,685.0	\$ 20,048.6
Capital Financing	2017	2018	2019	2020	2021	Total
Current Contributions to Capital	3,143.0	4,635.6	5,580.0	4,005.0	2,685.0	20,048.6
Police General Reserve ¹	-	-	-	-	-	-
Capital Total	\$ 3,143.0	\$ 4,635.6	\$ 5,580.0	\$ 4,005.0	\$ 2,685.0	\$ 20,048.6

1. The Police General Reserve current balance is \$818,930.

Capital program highlights for 2017 include the following:

- \$227,000 in Facilities Development for the police service center to be located in The Mamaweyatitan Centre and for ongoing furniture replacement.
- \$126,000 in Communications for the implementation of Quality Assurance Call Handling Software in the 9-1-1 PSAP (public safety answering point).
- \$1,805,000 in Information Technology to support infrastructure and business applications. Funding includes ongoing replacement of computer equipment and ongoing expenditures for supporting computer infrastructure. Business application funding includes ongoing implementation of video recording in front-line cars, creation of a Business Intelligence System, upgrade to the On-Line Reporting Software and specialized software to support tactical analysis.
- \$185,000 in Emergency Services Equipment to support ongoing upgrades at the Emergency Services Training Facility and the second year implementation of carbines (rifles) to the front-line.
- \$800,000 in Fleet continues to provide ongoing funding for the regular replacement of marked, unmarked and specialty vehicles.

RECOMMENDATION IMPLICATIONS

Financial Implications

The Regina Police Service budget will have financial implications for 2017 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.

COMMUNICATIONS

The Regina Police Service 2017 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

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. Created in collaboration with input from our Board of Police Commissioners, membership, community and stakeholders, the Strategic Plan was designed to improve accountability. 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 2016 Initiatives

The following are highlights of 2016 accomplishments listed by strategic focus area.

Service

- In 2015, the national crime rate and the crime severity index (CSI) both increased for the first time since 2003. Compared to the 32 other Census Metropolitan Areas in Canada, from 2005 to 2015, the Regina CMA saw many substantial decreases such as: the second highest decrease in the CSI (- 48%), the second highest decrease in the Violent Crime Rate (-44%) and the fourth highest decrease in the Break and Enter Rate (-61%).
- The Central District Crime Reduction Strategy was piloted for one year during which 25 people, 30 addresses and 23 atoms were focused on. Through a structured, front-line driven, action-planning model, officers resolved ongoing problems and achieved call for service reductions of 94% related to repeat locations and 55 % reduction related to repeat people.
- From January to August, 2016, firearm seizures and seizures of replica and airsoft guns have increased 9% when compared to the average of the last five years.
- The School Resource Officers 2016 Spring Break Project yielded: 60 park checks, 26 checks around school grounds and 5 files investigated. The Summer Park Patrol Initiative yielded: 1121 park checks, 1145 checks around school grounds, 193 problem patrols, 10 presentations, 102 investigations, 38 traffic charges and 6 arrests.
- PACT (Police and Crisis Team) responds to mental health, addictions and homelessness in an effort to improve the response to persons who are in crisis or have received services from hospital emergency and police on a repeat basis. In the first half of 2016, PACT was alerted to 531 situations involving persons who could benefit from PACT involvement of which PACT intervened with 184 people (35%).
- Implemented the Canine Assisted Response and Education (CARE) Officer position in the Regina Children's Justice Center. The Officer has a fully trained trauma dog which enhances the treatment and care for victims of crime.

Our People

- The Citizens Police Academy (CPA) celebrated its 101st graduating class in Spring 2016. The CPA has provided its program for nearly thirty years resulting in over 1700 citizens graduating. There are 108 active CPA alumni.
- Hosted the 8th annual Regina Police Service Veteran's appreciation lunch.
- The Chaplaincy program has four Chaplains with one assigned to each of the four patrol shifts.
- The Regina Police Service continues to provide ongoing training for our employees, focused on improving their skills and keeping up-to-date with the complexity and diversity of the jobs we do. Along with the regular yearly mandatory training and qualifications, the Regina Police Service is focusing on leadership training including 'Leadership in Policing Organizations', 'Women's Leadership Institute' and 'Senior Police Administrative Course'.

- The BEAT officers and Service Center members hosted and attended LEBA (Law Enforcement Biking Association) training. This training teaches officers how to perform their jobs safely and effectively while cycling.
- School Resource Officers and Service Center members attended mediation training instructed by RAMP (Regina Alternative Measures Program). This training was designed to give officers the tools they need to facilitate positive outcomes outside of the criminal justice system.
- Established a training portal through a national policing training center, Canadian Police Knowledge Network (CPKN). The portal enables all employees to access on-line learning for self-development and self-directed training. The courses available through this on-line learning portal are ever expanding. The Cultural and Community Diversity Unit is working to develop an Honor Based Violence training module.
- Regina Police Service employees are actively involved in the community as volunteers and leaders in a variety of capacities such as participating on volunteer boards, coaching and mentoring.
- An Education Incentive program is available for employees to assist in their professional development.
- A robust Employee and Family Assistance Program is maintained to assist members with professional and personal issues that impact job performance.
- The Service continues to deliver the Road to Mental Readiness (R2MR) program designed to reduce stigma and address and promote mental health and resiliency in a policing workplace.
- The Wellness Coordinator continues to offer fitness classes, organizes the annual RPS Half Marathon (now 13 years) and has implemented an 'at work' Weight Watchers program for employees and their families.

Communication

- Held a one-day police academy for members of Regina's media. There were several presentations throughout the day on a variety of topics from recruitment to the work performed in our community by the Cultural and Community Diversity Unit.
- Continued participation in a wide variety of community events including Camp fYrefly for LGBTQ youth, Mosaic Festival, flag-raising for Trans Awareness week and National Aboriginal Day celebrations, First Nations University of Canada Pow Wow, Smudge Walk, the Regina Folk Festival, Agribition, Queen City Exhibition, Queen City Pride Parade, Canada Day and the Regina Police Service Round Dance.
- Continued work with Community Cadet Corps Program, Aboriginal Police Preparation Program and Treaty 4 Citizen's Police Academy in an effort to attract and prepare First Nations applicants. Created the "Aboriginal Recruitment Liaison" position to focus on enhancing relationships and partnerships with Indigenous organizations.
- The Cultural and Community Diversity Unit doubled their presentations to the Regina Open Door Society to accommodate the recent arrival of Syrian refugees.
- Monthly in-house information nights are held for the public considering a career with the Regina Police Service as either sworn or civilian members.
- The Commercial Crime Section enhanced their focus on providing public education to vulnerable sector clients (elderly) in relation to frauds and scams. This will be expanded

to include vulnerable sector organizations in an effort to decrease and educate potential victims.

- The Commercial Crime Section has been working with our partners within the Regina Fire and Protective Services to improve communication in relation to arson investigations.
- The Street Crimes Section spearheaded a province-wide campaign with the goal of reducing the amount of vehicles stolen with keys. Funding was received from the Saskatchewan Association of Chiefs of Police. The program ran from May to July including radio ads and digital media on mobile devices.
- Central District officers meet with the North Central and Heritage Community Associations on a quarterly basis. Informal discussions take place more frequently. Central District officers were involved in the planning for the Mamaweyatitan Centre.
- The 11 and Under Initiative (11UI) continues to bring effective and meaningful solutions to many of Regina's at risk children under the age of 12. The program continues to work with partners in the community to deliver an expanded service that will ensure follow-up work continues with families and youth after they move from the 11UI and into the new TRiP (The Regina intersectoral Partnership) model which focuses on youth 12 – 18 years. The program expanded to involve a police officer working as a School Engagement Officer to ensure school attendance is part of the youth's daily routine.
- Participated in the CopShop program. 20 officers partnered with 20 children from the TRiP program and spent the day at the Cornwall Center. This was a very positive experience for both the youth and the officers.
- Participated in the delivery of the Campus Regina Public Program in partnership with the Regina Public School Division. The Law, Public Safety and Security courses provide two (2 credit) classes delivered to Grade 11 and 12 students. Since the program began in 2013, 91 of 102 LPSS students enrolled have successfully completed the LPSS Program.
- Hosted the 21st Annual Regina Police Service Showcase (Open House) with over 3500 people in attendance.
- The Traffic Section works to alleviate driving complaints in various areas of the city. There are numerous means by which citizens can have their concerns heard, including web-based discussions and a dedicated Traffic Concerns phone line. Our officers direct attention and enforcement to these concerns and follow-up with those who contact us. Our Traffic Safety Unit conducts daily traffic enforcement projects aimed at ensuring roadway safety for all Regina citizens.
- The Service partners with Regina Crime Stoppers to strengthen community safety. Each week, Crime Stoppers assists the Service by reaching out to the public through mainstream and social media, to ask their assistance with an unsolved crime. We are headed for a record breaking year in terms of tips received and continue to see great success in solved cases.
- The Service teamed up with the RCMP in February for a "Pack the Police Cruiser" fundraiser for the Regina Food Bank. In total, nearly 5,000 pounds of food was collected.
- The Public Information and Strategic Communication Section continues to provide information to the public about police operations and crime prevention through our website, social media and traditional media.

Improvements

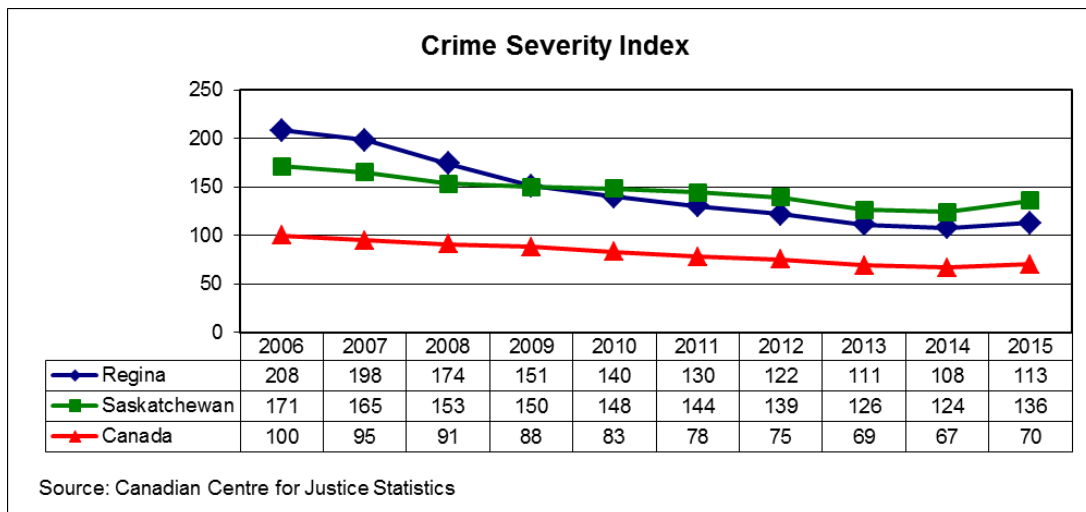
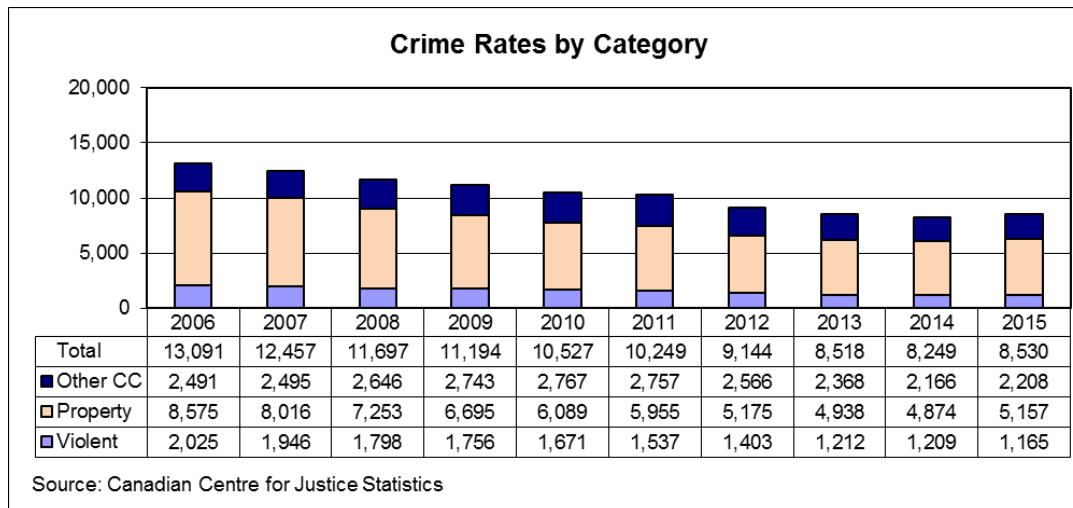
- The Service launched a Patrol Workload Assessment review. This assessment will help the Service better understand the challenges our front-line members face in an overall effort to improve our Service to the public.
- Continued expansion of in-car video capability to all new patrol vehicles.
- Implemented E-ticketing in all traffic vehicles. The E-ticketing program is a partnership with SGI and Saskatchewan Department of Justice. Phase two of the project will take place in 2017 and will outfit all marked patrol vehicles.
- Completed the implementation of new scheduling software (CARM – Computer Aided Resource Management).
- Implemented the VIPER (Voice over IP Emergency Response) phone system was introduced into the Regina PSAP/Communications Center. The VIPER phone system provides multiple efficiencies and advancements in technology.
- Completed the development of an off-site data center resulting in the creation of a private cloud. This expands the Service's capabilities to meet business demands for computing and storage.
- LiveScan was implemented for both Criminal Record Checks and for criminal fingerprinting. LiveScan is an electronic fingerprint system which is a faster and more accurate way of processing fingerprints than the old paper and ink method.
- Cell phones were provided to frontline patrol officers to allow for better communication.
- Upgrades to the Emergency Services Training Facility continue through the provision of electricity to the site. This will enable training to occur year round.
- Developed in-house capacity for Technological Crime including the addition of a civilian Technological Crime Technician.
- Began participation in the Municipal Benchmarking network Canada (MBN). MBN is a reporting tool for municipalities to compare performance measures.
- Completed Headquarters renovation which provided for the realignment of office space to create better adjacencies, workflow and maximize space. One example of improvement was the relocation of the Criminal Record Checks to the main floor for a better customer experience and the introduction of television monitors in the main lobby to provide messaging to the public.

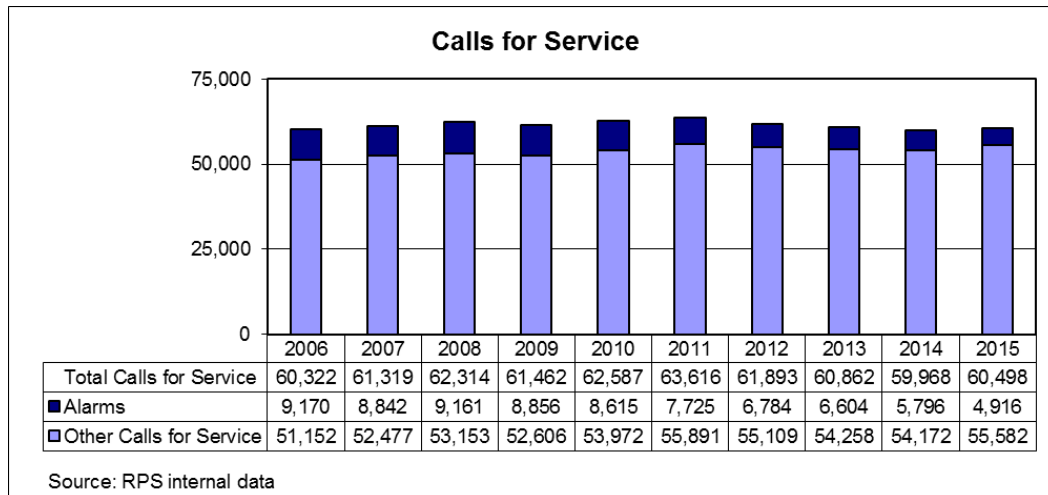
Appendix C Regina Police Service Providing Value to Regina Citizens

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

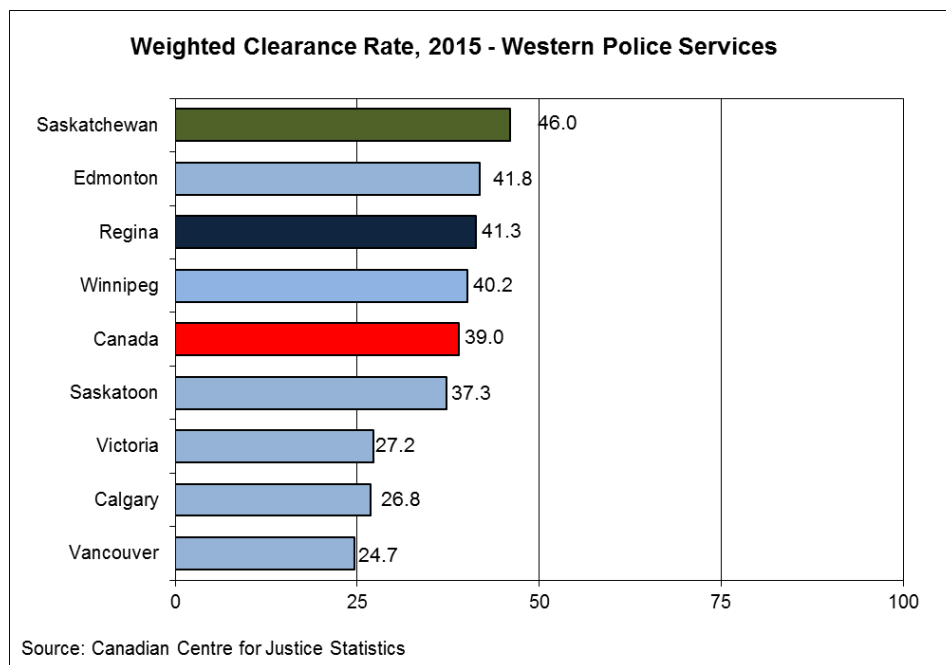
The overall level of reported crime has shown a steady decrease since 2006 with an overall reduction of 35% in total crime rate. Crimes Against the Person, Crimes Against Property and other Criminal Code violations have also decreased substantially. Calls for service to the Regina Police Service have remained steady over the ten years.





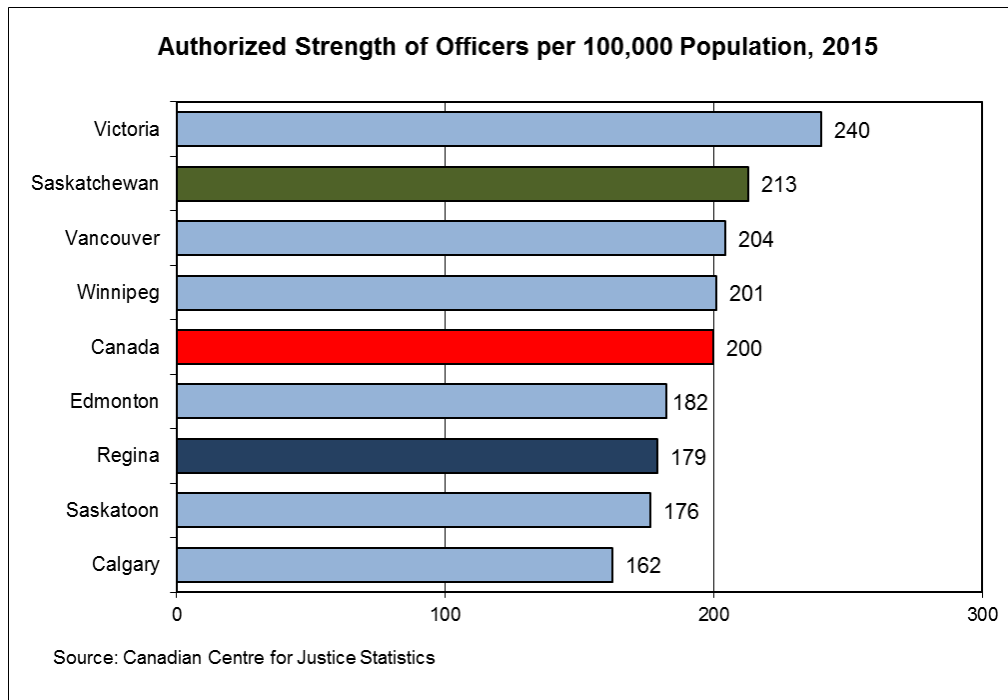
- clearance rates

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



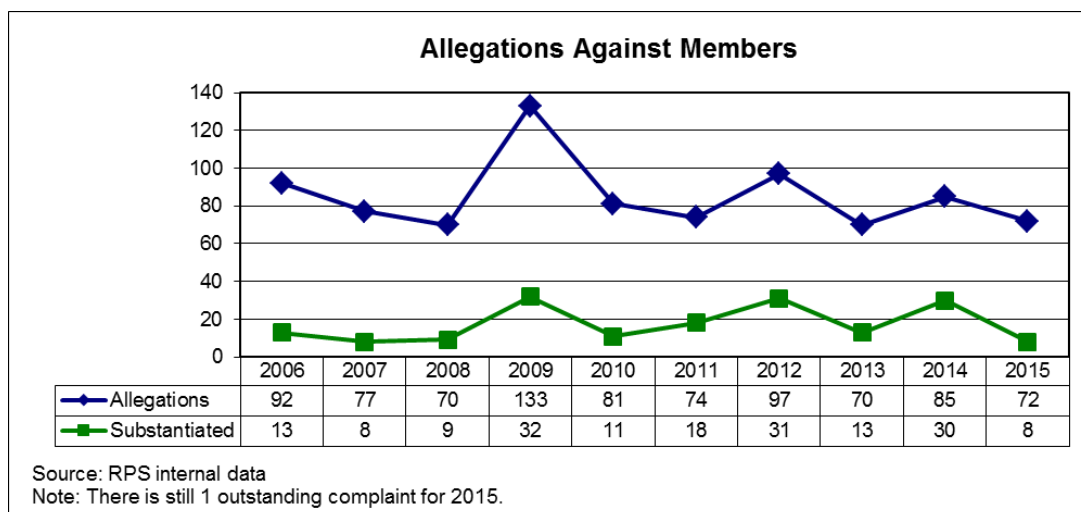
- per capita authorized strength comparisons

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



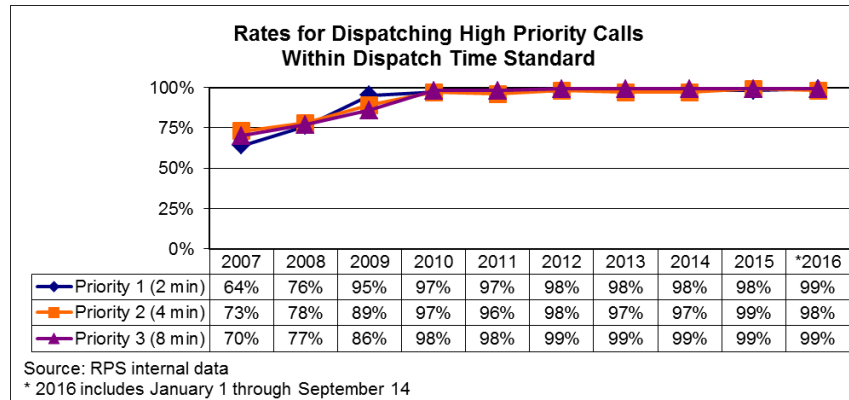
- using force and authority fairly, efficiently and effectively

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 2006.



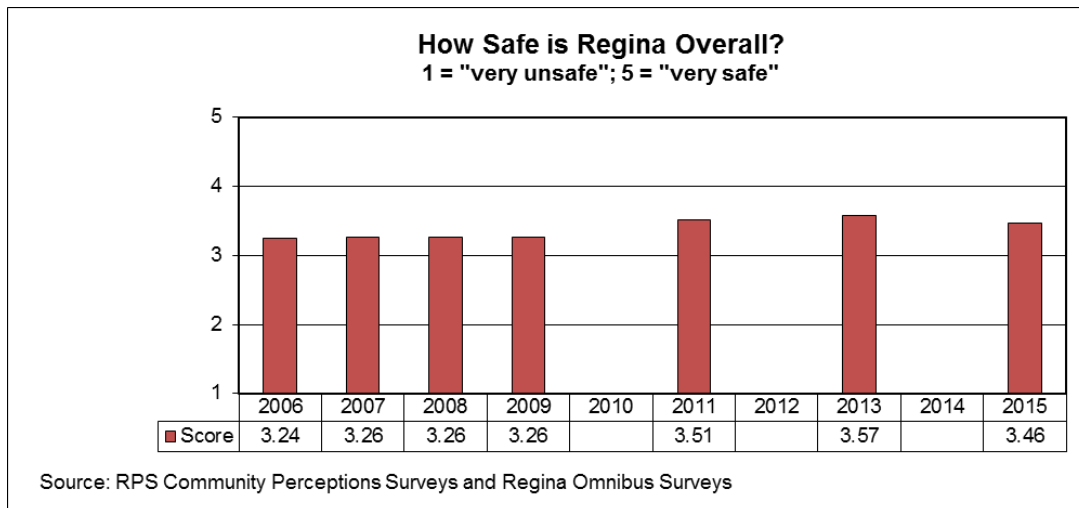
- response times

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

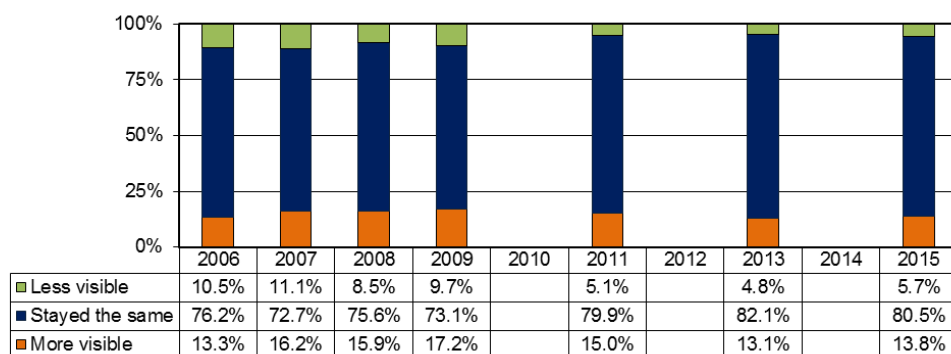


- community feedback

As a public institution, the Regina Police Service values feedback from the community on how it is doing. In 2011, the Regina Police Service began a bi-annual community survey. The third annual survey was conducted in 2015. The 2015 results indicate that a high number of citizens feel that Regina is a safe community and that the Regina Police Service has a visible presence. In addition, the overall quality of service was rated very high.

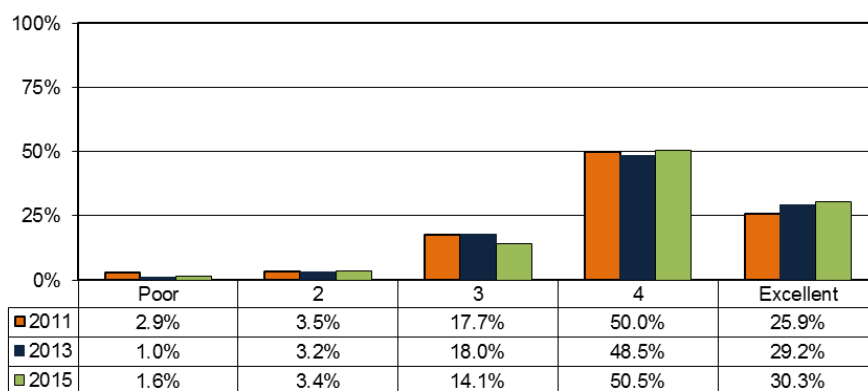


Are Police More or Less Visible in Your Neighbourhood?



Source: RPS Community Perceptions Surveys and Regina Omnibus Surveys

Overall Quality of Service?



Source: RPS Community Perceptions Surveys

February 13, 2017

To: His Worship the Mayor
and Members of City Council

Good evening,

First, I'd like to thank Council and the City for this opportunity to speak. My name is Dylan Morin and I am a long-time paratransit user. In fact, I've been using paratransit services since 2012.

I am here tonight to ask that the paratransit budget be increased to help lower the refusal rate. Specifically, we need to see more money invested in the paratransit taxi budget, which can be used to ensure that the City meets the refusal rate numbers outlined by the Human Rights Commission.

I, like other paratransit users, also want to see Sunday service improved by extending the hours from 8 am to 10 pm. Keep in mind that for many Regina residents this is the only means of transportation in the city. And many of the Sunday paratransit users can't afford to pay an arm and a leg for taxis when there are many events throughout Regina that go into the evening.

The same thing goes for Wednesday night service. That evening, there are a handful of events that paratransit users attend, and some people are refused service because Regina doesn't have enough buses to cope with demand.

I know that these changes cannot happen overnight, but Council needs to make this important service a priority in the years ahead.

Thank you. I am happy to answer any questions you might have.

Sincerely,

Dylan Morin

February 13, 2017

To: His Worship the Mayor
and Members of City Council

I wish to make a presentation to City Council on the 2017 City Operational Budget.

My name is John Bishop and I live in the Heritage community between 11th and 12th Avenue.

- 1) It would be good to allow the dispatcher to book more than one trip at each call. This would reduce the number of calls taken and allow for more service and less refused calls to their clients.
- 2) It would be good to have more buses on the street during busy hours. This would reduce refused calls and provide better service to citizens of Regina. More citizens would be able to go to events and participate in community groups and programs.
- 3) I support the addition of snow routes to the snow clearing plans of the city. I would encourage the city to also clear the sidewalks on those streets so that the pedestrians can get around as well. If paratransit is not available, then I will need to use the regular bus and clearing the sidewalks would make that easier.

Yours sincerely,

John Bishop

BIKE REGINA

February 13, 2017

His Worship Mayor Michael Fougere
and Members of City Council
City of Regina
PO Box 1790
Regina, SK, S4P 3C8
clerks@regina.ca

Dear Mayor Fougere and City Councillors:

Design Regina, our city's Official Community Plan, was established through a four-year process including two years of extensive public and stakeholder engagement and was approved in 2013. It is intended to be used to direct growth and change in our city for the foreseeable future.

Design Regina's citywide policies regarding transportation outline 5 specific goals, 4 of which speak directly to an improved environment for cycling. These are included in Appendix 1, with specific actionable indicators.

For the previous four years, as attested by Appendix 2, budget items aligned with these goals and indicators, have generally not been implemented, despite receiving specific council approval.

As the Council elected for 2016-2020, you have the opportunity to direct administration to respect the goals of the Official Community Plan in order to ensure the citizen-, administration- and council-established vision of Design Regina becomes a reality. We encourage you to ensure the realization of the following budget items:

- \$500 000 budgeted in 2017 for Lewvan Drive and 13th Avenue Intersection Improvements, including road widening and inclusion of a west-bound bike lane on 13th Ave.
- Long-term budgeting of \$250 000 per year from 2018-2021 for on Street Bike Lanes and multi-use pathways.

We would also urge you to direct administration to allocate capital or operational funds as required to immediately act upon the following council motions which we expected to be present in the budget that is to be voted upon today:

BIKE REGINA

- That the cost portion of category 1, 2 and 3 enhancement of bicycle lane snow clearing be deferred to the Administration for inclusion on the 2017 budget process.
(Young/December 2016)
- That the following priorities identified by Bike Regina be referred to the Administration to provide a report back to Executive Committee Q1 of 2015 on the anticipated costs to implement the suggestions, and a separate report regarding the costs for the road-clearing on cycling routes or bikeways be provided as soon as possible:
 - Documented consideration of cycling infrastructure on planned road improvement projects for 2015, especially those roads designated by the OCP for future cycling infrastructure development;
 - Establishment of an acceptable level of road-clearing maintenance through reclassification of all on-street cycling routes or bikeways as priority 1 or 2 clearing;
 - Consideration of road diets and cycling infrastructure as traffic calming measures within the budgeted \$ 4,215,000 for Traffic Control & Safety Programs and Projects, and specifically within the Quance street safety improvements intended to improve pedestrian and overall safety;
 - Documented consideration of the 37 spot improvements proposed and submitted by Bike Regina to Administration during the 2013 OCP meetings;
 - Human and financial resources allocated to ensure annual planning and promotion of Commuter Challenge Week, as supported by the Environmental Advisory Committee.
(Hincks/ December 2014)

Thank you for your consideration.

Yours Respectfully,

Sara Maria Daubisse, Director, Bike Regina

Appendix 1: Design Regina's transportation goals and indicators addressing the cycling environment

Goal 1 : Offer a range of year-round sustainable transportation choices for all, including a complete streets framework.

- Develop achievable mode-share targets for city-wide and area-specific travel, reflecting a more multi-modal city and emphasizing walking, cycling, car-pooling and transit on a year-round basis.
- Establish all-season design and maintenance priorities for roads, sidewalks and pathways to ensure the transportation network provides safe travel, access and mobility, including for the following: 5.4.1 Key transit facilities; 5.4.2 Key pedestrian and cycling routes; and 5.4.3 Public buildings and institutions.
- Proactively and strategically promote walking, cycling, carpooling and transit choices by using City and community-led programs and organizations to provide education and promote awareness.

Goal 3 : Integrate transportation and land-use planning in order to better facilitate walking, cycling, and transit trips.

- Ensure street patterns in NEW NEIGHBOURHOODS, NEW MIXED-USE NEIGHBOURHOODS and NEW EMPLOYMENT AREAS provide both internal and external connectivity, pedestrian-scaled block sizes, and transportation choices.
- Require the analysis of transportation and multimodal needs of the broader area surrounding new development, where appropriate.

Goal 4 : Optimize road network capacity.

- Adopt Transportation Demand Management strategies to encourage alternative ways of getting around.

Goal 5 : Promote active transportation for healthier communities.

- Develop an inviting and efficient citywide bikeway network to expand on-street and off-street cycling infrastructure to connect key trip generators and destinations.
- Develop processes and policy for neighbourhood traffic calming, including the use of road diets, to create safer, more walkable, and cycle-friendly streets.
- Maintain, enhance, and where feasible expand the city's multi-use pathway network to new and existing neighbourhoods for all seasons.

BIKE REGINA

Appendix 2: Budgeted and approved cycling-related projects and resulting implementation, 2013-2016

Project	Year in budget	Year to be implemented	Result
Pilot project and studies pertaining to pedestrian, cycling, transit, and vehicle infrastructure.	2014	2015	Not present in 2015 budget
Extension of Lorne street bike lane from Victoria Avenue to 11 th Avenue	2015	2015	40% completed (nearly to intersection of 12 th ave) in fall 2016.
12 th Avenue Bikeway	2015	2016	Not present in 2016 budget
Study & design of East-West bikeway south of downtown	2015	2016	Not present in 2016 budget
Hiring of Transportation Master Plan Coordinator	2016	2016	Job not posted as of January 2017



ASSOCIATION OF REGINA REALTORS® INC.

**SUBMISSION TO CITY OF REGINA COUNCIL
2017 PROPOSED BUDGET**

January 2017

INTRODUCTION

The purpose of this submission is to inform City Council of the effect that property taxation has on housing affordability, comment on the issue of funding for local governments and to provide the Association's views on the 2017 proposed budget.

SOME QUICK FACTS

- The Association of Regina REALTORS® Inc. operates the Multiple Listing Service® System in Regina and southern Saskatchewan. It is projected that over 4,000 properties valued at \$1.2 billion will exchange hands through the System in 2017, with the majority here in Regina.
- The Association represents 90 member-offices and close to 700 individual REALTOR® members in Regina and southern Saskatchewan.

PROPERTY TAX RESEARCH

The Association engages Praxis Analytics to conduct a biennial Public Trends Survey. The survey polls residents about a variety of housing related issues, property taxation being one of them. Our most recent report from March of 2016 reveals some very pertinent data 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 findings;

- Only 25% believe the city should raise taxes when needing more revenue.
- More than 74% would prefer to see revenue raised mainly by increasing user fees.
- 72% support dedicated tax increases to pay for specific needs (such as infrastructure).

What's also interesting is the vast-majority, 7 in 10, say that growth in Regina is positive and brings benefits.

PROPERTY TAXATION AFFECTS HOUSING AFFORDABILITY

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.

Housing affordability is directly affected by increased taxation.

For home purchasers, a home's 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.

For existing homeowners, there is no necessary relationship between the assessed value of a home and home owners' income. An increase in property tax impacts those on lower fixed income and can push others, even those seemingly well-off, towards the margin of affordability. It is also a contributing factor to increasing rents, as landlords will recover property tax increases through rents.

The net of all 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.

Property tax is a relic from the past that no longer meets the needs of financing any government's operations. It's a tax on the capital of families, farmers and businesses.

FUNDING FOR LOCAL GOVERNMENT NEEDS AND INFRASTRUCTURE

We acknowledge that municipalities face very significant funding challenges, for both infrastructure, and operations. We do not believe it is reasonable nor sustainable to expect funding for municipalities to be addressed only from the narrow and regressive property tax base. Municipal councils have a very difficult job in the absence of sufficient transfers from the other two levels of government; a council typically has but one alternative, to increase the rate of taxation on property owners.

In our opinion, our cities and towns should be funded through permanent and predictable funding programs in partnership with the senior levels of government from their broad-based taxes. Our Association along with our provincial counterpart, the Association of Saskatchewan REALTORS®, have pressed the province on this issue.

At the same time, municipalities need to be prudent and accountable in their use of scarce funding, not only for infrastructure, but also growing operational expenditures.

One potential solution to solving the current infrastructure deficit and adding more transparency into municipal taxation may be in the creation of a separate municipal utility for water. A separate water utility would take the cost burden off general taxation and link it to the price charged for the service. Utility operation will mean users pay for what they consume. The cost of the service won't be hidden in property taxes. If desired, adjustments can be made for people with larger need or lower income.

ASSOCIATION POSITION ON PROPOSED 2016 BUDGET

We support the general direction of the 2017 proposed budget;

- 1% of the overall increase dedicated to street renewal.
- Overall infrastructure investments.
- The Core Services Review.

However, the Association has concerns about the size of the proposed 4.18% increase in the mill rate. The notion of an \$8.48 increase to the average homeowner, cited in the budget document, appears small. It is not the relatively small dollar impact in any one year that is concerning, but the cumulative effect of the total property tax bill over an extended period-of-time on home ownership. This combined with increases in other areas of the budget, such as utilities, add to the burden faced by rate payers. We encourage Council to reduce the amount of the proposed increase.

Thank you for providing the opportunity to provide input into the development of the 2017 city budget.

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

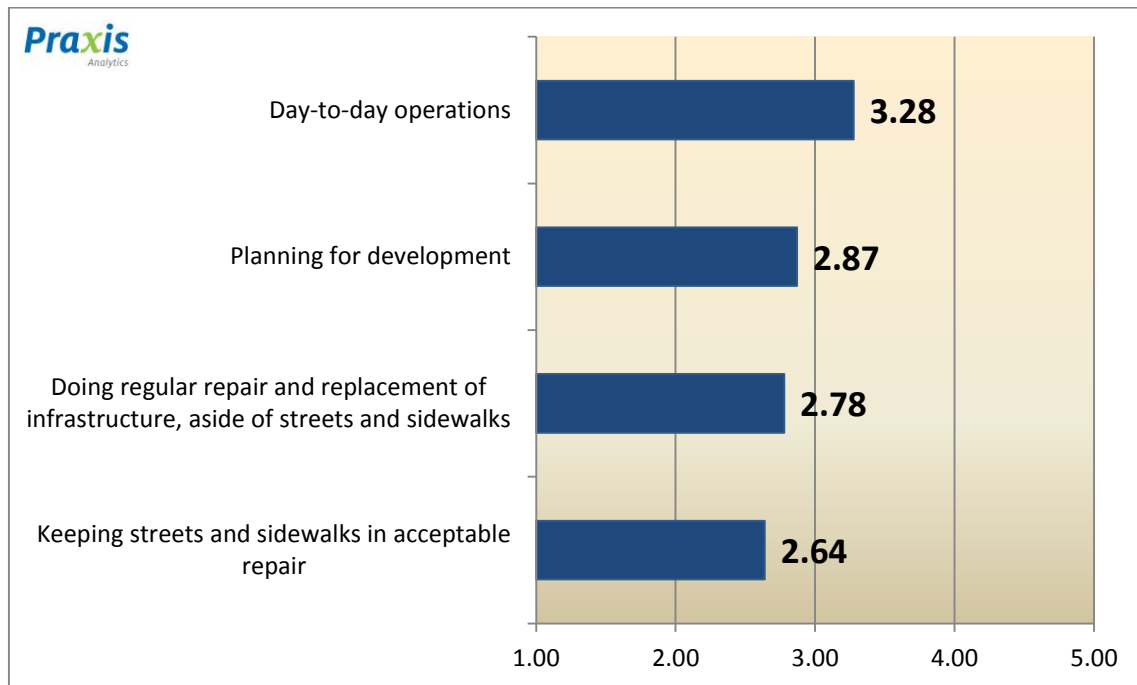
Tim Otitoju – Association of Regina REALTORS® Inc. Political Action Rep

Submitted by;
Gord Archibald - Chief Executive Officer
Association of Regina REALTORS® Inc.
306-791-2705

ATTACHMENTS

SECTION D: PROPERTY TAXES

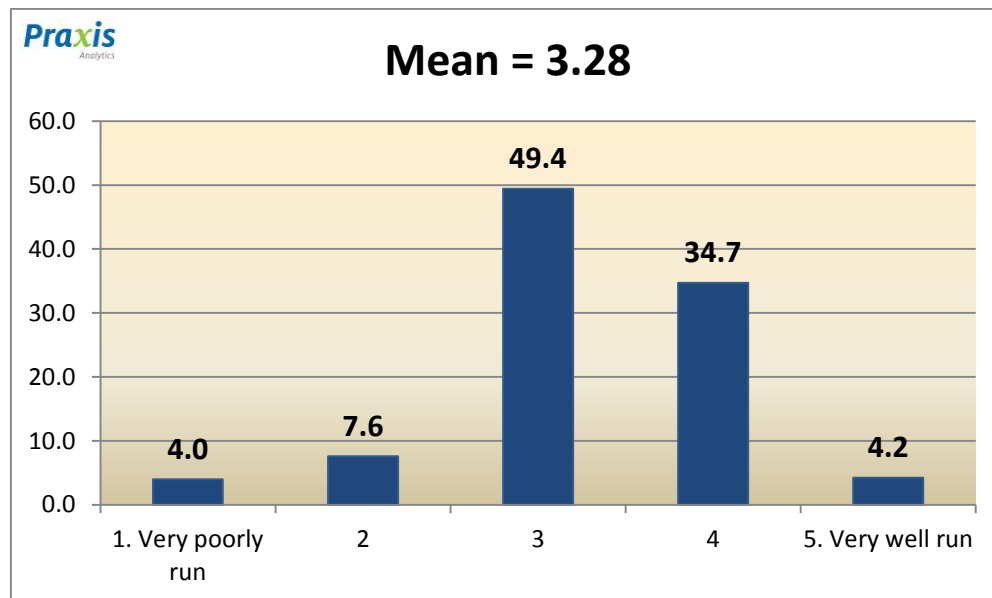
D1. Now four questions about how well or how poorly you feel the City of Regina is run. Please pick a number on the scale from 1-5, from 1 for Run Very Poorly, up to 5 for Run Very Well. How would you rate the City is run in terms of...



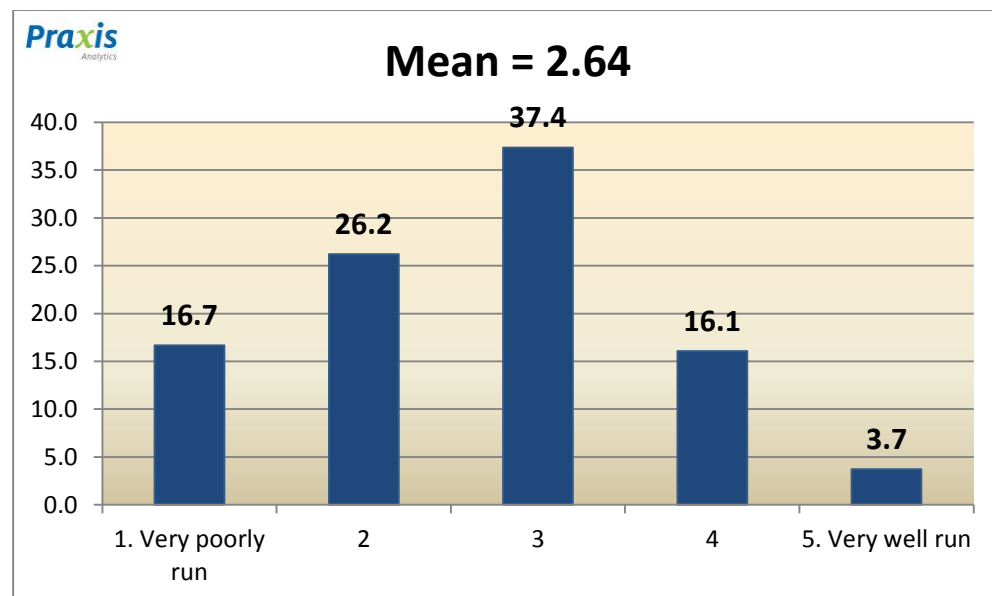
All Years

	2016	2014
Day-to-day operations	3.28	3.26
Planning for development	2.87	2.79
Doing regular repair and replacement of infrastructure, aside of streets and sidewalks	2.78	-
Keeping streets and sidewalks in acceptable repair	2.64	2.61

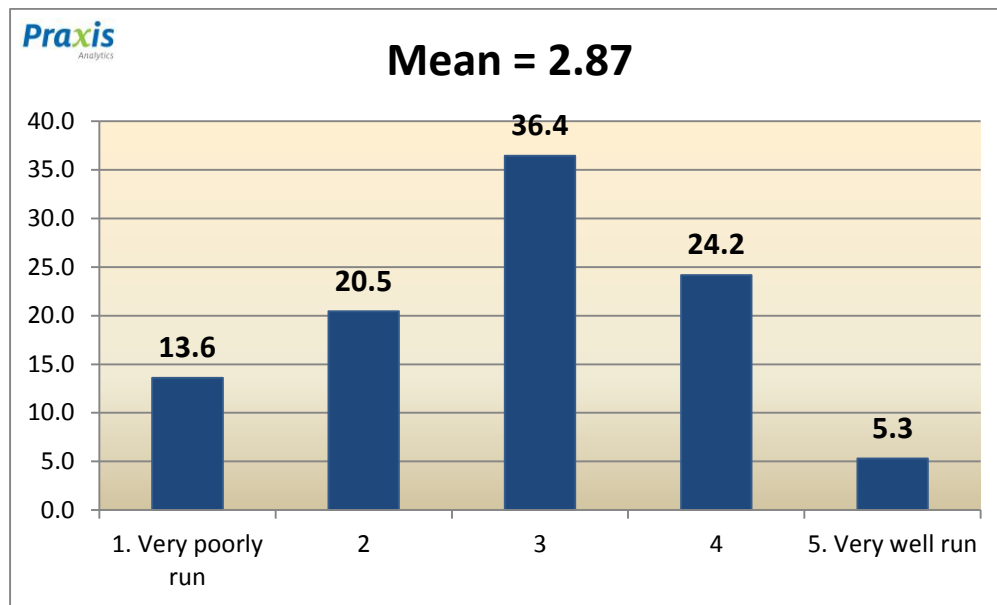
D1a. Day-to-day operations



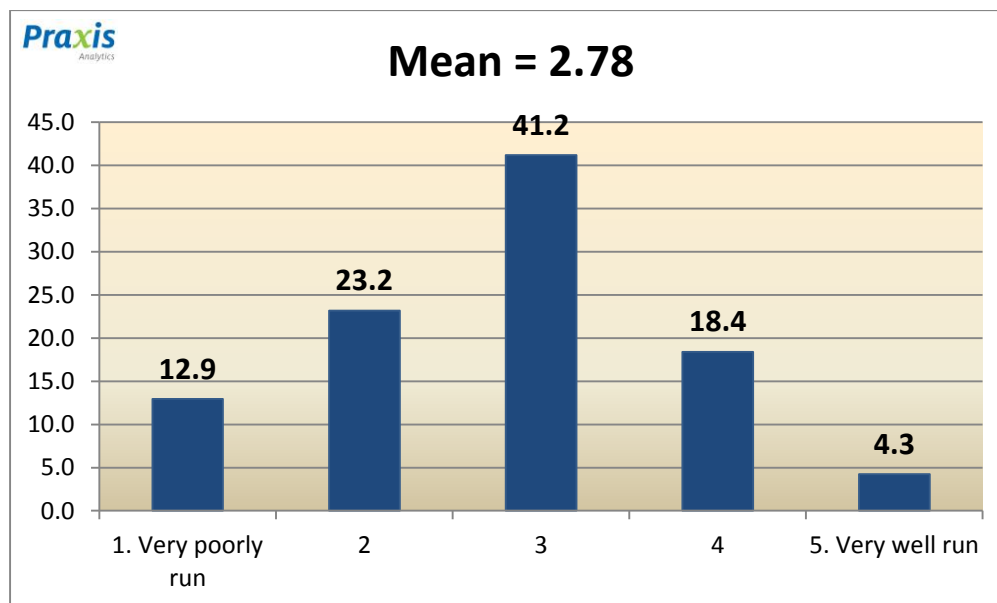
D1b. Keeping streets and sidewalks in acceptable repair



D1c. Planning for development

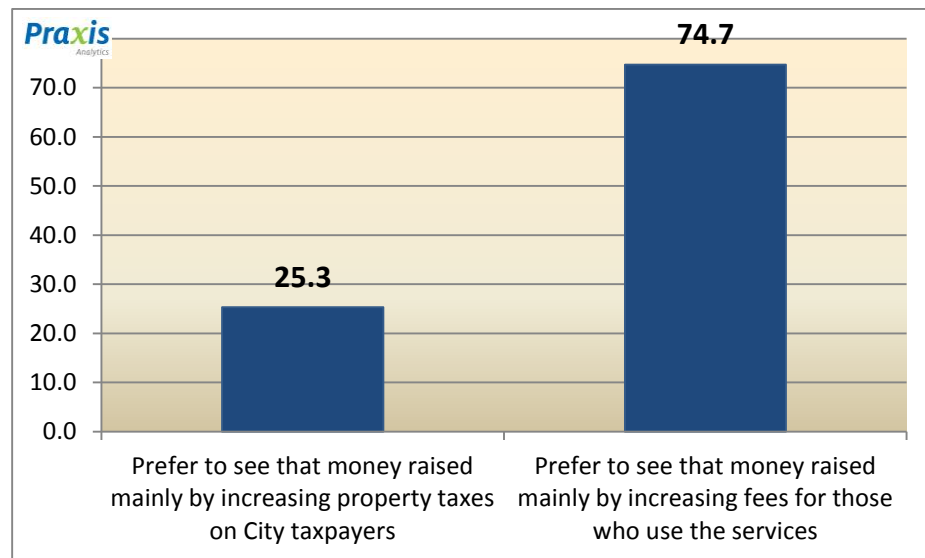


D1d. Doing regular repair and replacement of infrastructure, aside of streets and sidewalks



D2. Please indicate which statement is closest to your view of the issue.

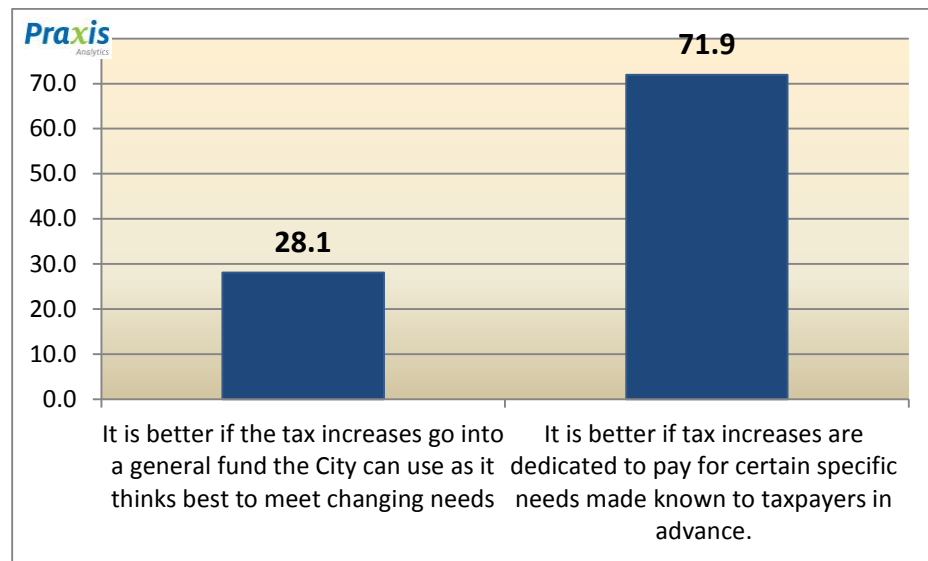
D2a. If the City needed more revenue, and had to rely on its existing sources, would you...



All Years

D2a. If the City needed more revenue, and had to rely on its existing sources, would you...		
	2016	2014
Prefer to see that money raised mainly by increasing property taxes on City taxpayers	25.3	20.2
Prefer to see that money raised mainly by increasing fees for those who use the services	74.7	79.8

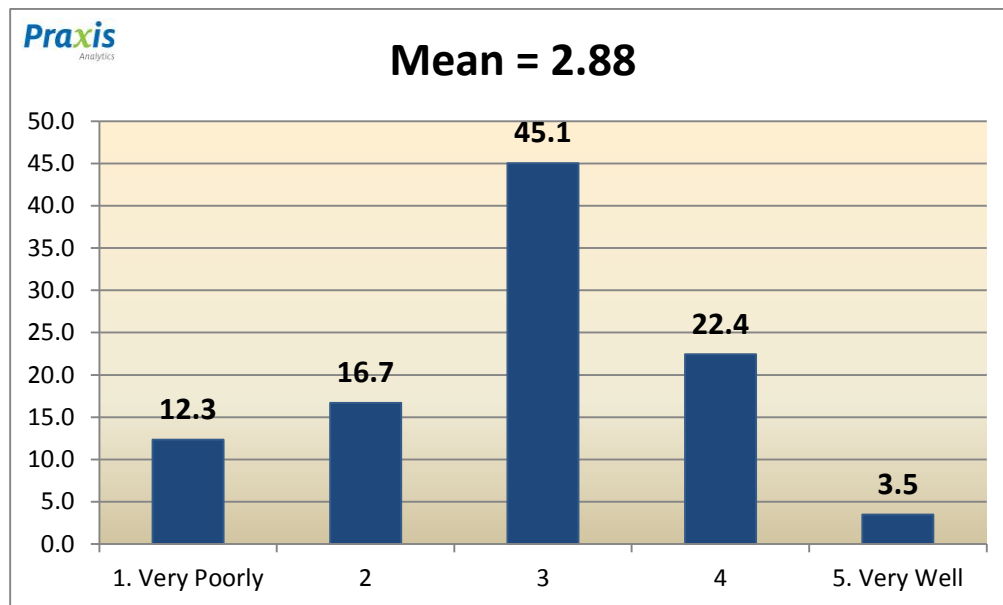
D2b. When the City raises its property taxes, do you think...



All Years

D2b. When the City raises its property taxes, do you think...		
	2016	2014
It is better if the tax increases go into a general fund the City can use as it thinks best to meet changing needs	28.1	24.2
It is better if tax increases are dedicated to pay for certain specific needs made known to taxpayers in advance.	71.9	75.8

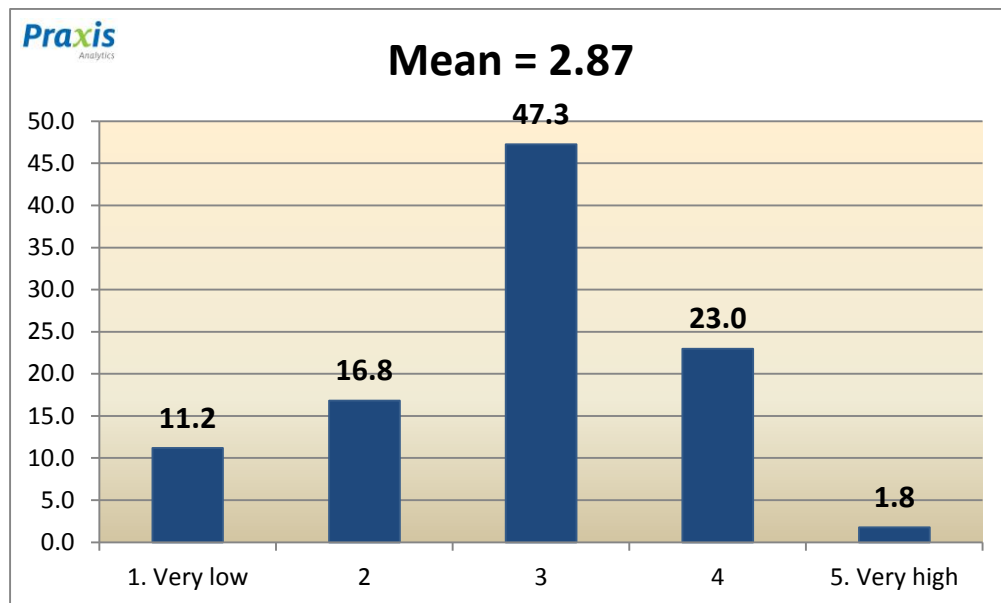
D3. How well or how poorly do you think the City performs overall, in terms of setting priorities that reflect what is important to you? Pick a number on the 1-5 scale, from 1 for the City chooses its priorities Very Poorly, up to 5 for the City chooses priorities Very Well.



All Years

D3. How well or how poorly do you think the City performs overall, in terms of setting priorities that reflect what is important to you?		
	2016	2014
Mean response levels	2.88	2.85

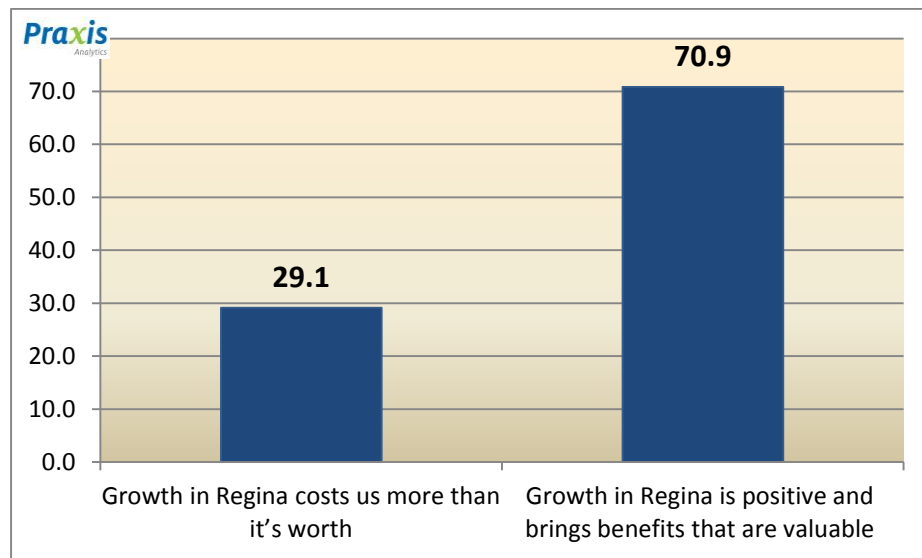
D4. How do you feel about the value you get for city tax dollars? On a scale from 1-5, where 1 is “Very low value” and 5 is “Very high value”, please pick a number to rate the VALUE you feel you receive for your City tax dollar.



All Years

D4. How do you feel about the value you get for city tax dollars?		
	2016	2014
Mean response levels	2.87	2.90

D5. In the last decade, Regina has experienced considerable growth. Would you say...

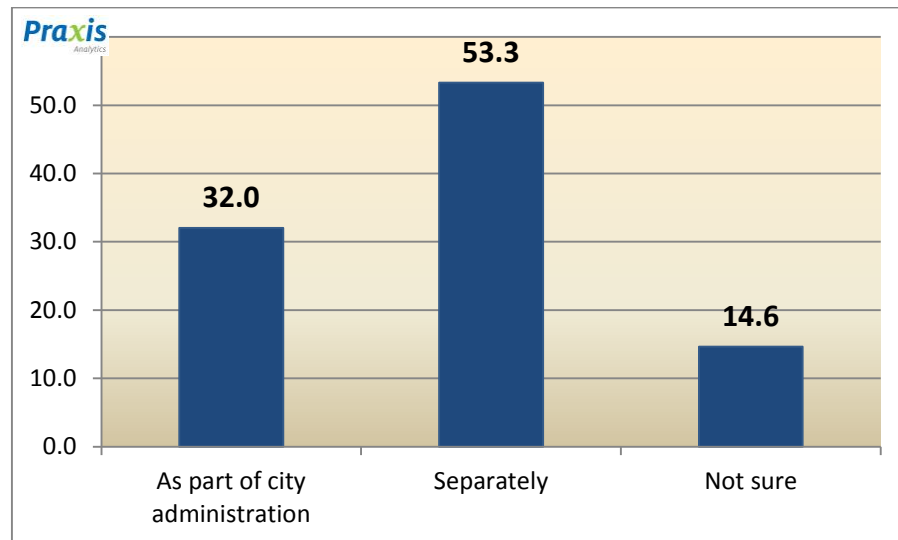


All Years

D5. In the last decade, Regina has experienced considerable growth. Would you say...		
	2016	2014
Growth in Regina costs us more than it's worth	29.1	30.6
Growth in Regina is positive and brings benefits that are valuable	70.9	69.4

D6. At present, Regina may charge fees for water, sewer or recycling, but the services are run as part of the overall city administration; some of the fees may be transferred to the administration. Other cities run these services separately; the fees they charge stay in the utility, and are set at a rate that will pay for the service.

Which do you prefer: running utilities as part of the overall city administration, or running utilities separately?

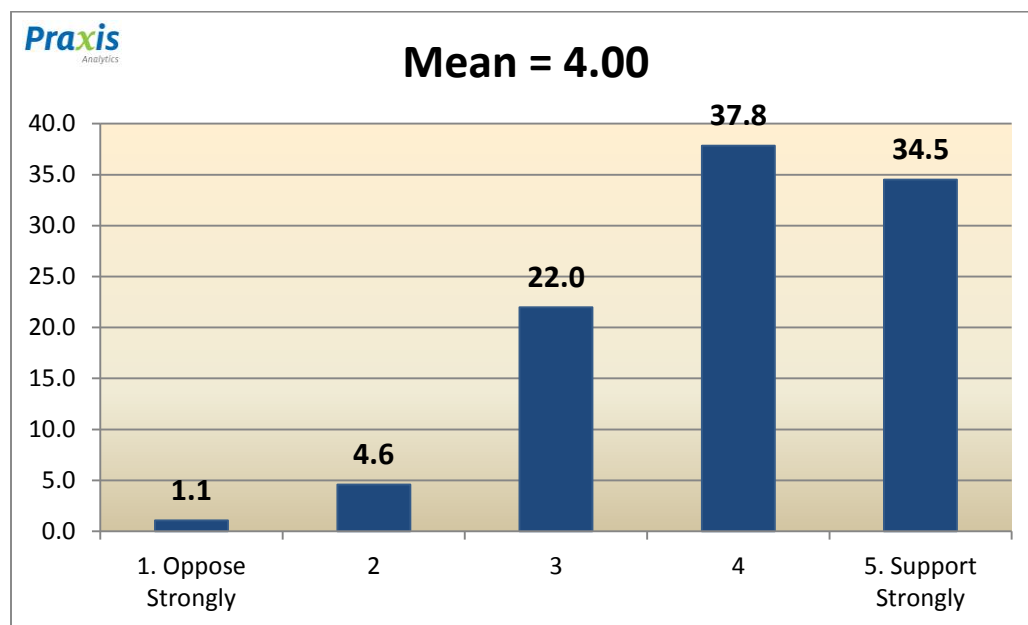


D7. Do you think the City currently has enough revenue to pay for the services people expect it to provide?

48.3% say the City currently has enough revenue to pay for the services people expect it to provide.

D8. The federal and provincial government share part of their revenue with the City, no strings attached. Both senior governments also give the City money for infrastructure every now and then.

How strongly would you support or oppose a plan for senior governments also to provide a predictable yearly amount that the City would have to spend on infrastructure? Please pick a number on the 1-5 scale, from 1 for Oppose Strongly, up to 5 for Support Strongly.



Association of Saskatchewan REALTORS®
Municipal Utilities Model
Concept Outline
October 2016

What is a 'municipal utility'?

- A municipal utility is a company incorporated to provide a service or product. It's owned by a municipality.
 - City Light and Power in Saskatoon is an example. It's a business that buys electricity from SaskPower and operates a distribution system that sells the electricity to customers in Saskatoon. Swift Current has a similar municipal power utility.
- Occasionally people refer to Regina's water supply system as the "water utility" – but it isn't. Regina's water system is owned directly by the City of Regina. It operates as a department of city government, not as a business.

What is the difference between a utility and a department of government?

- **A utility is a business.** It owns assets, produces a product or service, sells the product/service at prices that pay for providing it, earns a profit (if it is well-run), invests profit in the business and may pay a dividend to the shareholders, borrows and repays funds it needs to operate on the market, using its assets and cash flow as collateral. It may be owned by a government or by private investors.
- **A department of government is a public sector administrative unit** with powers in specific areas of activity. It may charge fees for certain functions but it isn't a business. It gets most of the money it needs in allotments from the treasury or finance department, which gets the funds by taxing the general population, or from the dividends paid to the government shareholder by its utility businesses.
- **The Saskatchewan government uses the utility model.** For example, home heating is delivered not by a government department using general taxation but through a government-owned company, SaskEnergy .
 - SaskEnergy receives no tax money. The full cost of delivering natural gas is covered by the price charged, which is tied to service provided and amount consumed.
 - The company earns a profit that pays for its distribution network and makes a profit that contributes to other public services.
 - Saskatchewan Transportation Company is also a government company, but loses money every year. Its loss is covered by a subsidy from the provincial government, which chooses to sustain the loss in order to continue the bus service to smaller centres.

Why set up utilities?

Several reasons:

1. **Infrastructure needs:** Currently we have an "infrastructure deficit", largely because regular repair and replacement has been put off over several decades. In the Saskaboom, lagging

infrastructure cost many communities investment and population – they could not bring land to the market because our review-laden planning process takes years to deliver. An element in delay was lack of water, garbage and community facilities capacity. A major reason our municipalities lacked capacity is lack of tax funds. A utility could solve this problem – it would take the cost burden off general taxation and link it to the price charged for the service.

2. **Transparency:** Studies by the Regina and Saskatoon REALTOR® associations, and most recently by the Saskatchewan CMC Institute, show that citizens strongly prefer dedicated taxes (levied for a known purpose and spent only on that purpose), and even more, prefer to have new costs covered by prices charged for the service instead of by general taxation. Only small minorities support yearly tax hikes where the money disappeared into general revenue. They are prepared to pay for services and value received, but want a clear line between the amount paid and the service delivered. Utilities provide that clear line.

Saskatchewan REALTORS® suggest a change that could improve the sustainability of our vital infrastructure, and help shift the expense from the ever-rising property tax.

- **Move more local services to a utility model:** Today, nearly all local governments funnel their revenues into a common pool, then ladle out funds as they choose to pay for whatever services they decide should be funded. As noted, repeated surveys document that taxpayers are uneasy with this practice. They prefer accountability and transparency.
 - Municipally, water supply or sewer or garbage removal are comparable services, but are paid for out of general taxation (though a water charge is levied, it does not remain with the so-called water utility – and if it did, it would not cover costs). All of these are candidates for utilization. Advantages:
 - **Accountability:** What is charged would have to be supportable, and it would be easily determined.
 - **Self-funding:** Just as SaskEnergy borrows and repays from revenue the capital it needs, so could a municipal water or waste utility. The infrastructure budget would move off the community balance sheet and onto the assets and revenues of the utility company.
 - **Professionalization:** Management of civic services could become more specialized, with career tracks built on depth of knowledge and skill across an industry rather than within a local administration. Further, a municipal utility doesn't have to be operated by the municipal council; it can be contracted from an experienced organization in the private sector.

Wouldn't utilities mean hardship for families and poor people?

Utility operation will mean users pay for what they use. The cost of the service won't be hidden in property taxes. If desired, adjustments can be made for people with larger need or lower income. The STC bus service is an example. It runs buses as a utility but reduces the price charged by getting a subsidy from the government. The advantage is that everyone knows what the subsidy is – it's not masked in the undifferentiated mass of general revenue. Transparent pricing and funding means we can have democratic accountability, and if we wish, make specific, visible and deliberate choices to provide a subsidy.

February 7, 2017

Re: City of Regina's Proposed 2017 Operating Budget

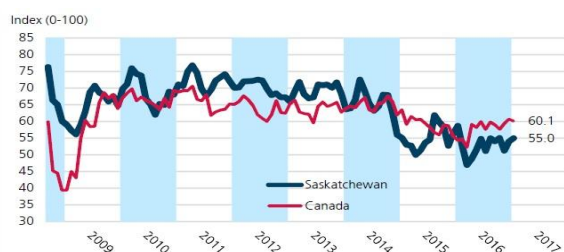
Good evening Your Worship, members of Regina City Council. My name is Jennifer Henshaw and I am the Policy Analyst for the Canadian Federation of Independent Business (CFIB). On behalf of our Regina small business members, we would like to extend our congratulations on your election victory last fall. CFIB looks forward to working with Council in the years ahead on issues of concern to Regina's small business community. We are also pleased to provide our small business members' views and concerns regarding the City of Regina's proposed 2017 Operating Budget.

CFIB noted the City's 2017 Budget theme is *"Building for the Future"* which states that *"...The City's 2017 proposed Budget continues to build for the future, investing in community priorities essential to Regina's continued growth."* As the job creators in the City, we believe the City's entrepreneurs should also have a voice in shaping Regina's financial future, and need to have input into how the City of Regina prioritizes its spending for the coming year to ensure taxpayers' funds are managed efficiently.

Sask small biz optimism continues to lag behind most of the country; hiring plans remain weak

Figure 1:

CFIB Monthly Business Barometer Index (Sask vs. Canada)



Source: CFIB Saskatchewan Business Barometer, Jan 2017

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. Measured on a scale between 0 and 100, an index level above 50 means owners expecting their businesses' performance to be stronger in the next year outnumber those expecting weaker performance.

The Saskatchewan January Monthly Business Barometer® revealed optimism among small business owners in Saskatchewan increased slightly to an index of 55.0, up 1.0 points from 54.0 in December, remaining below the national average index of 60.1 (see Figure 1).

While small business optimism in Saskatchewan increased slightly in January, its index remains below the national average index, and is 10 points below the range of index levels (65 -70) normally associated when the economy is growing at its potential. Hiring plans also remain weak with only 9 per cent of business owners looking to hire full-time, while 11 per cent are planning layoffs. We fear many municipalities, like Regina, will only make matters worse with proposing to hike property taxes in 2017. We need Regina City Council to ensure sustainable spending and look for ways to further contain costs to mitigate the 2017 proposed property tax hike.

Entrepreneurial Communities: City of Regina drops off top 10 ranking

CFIB's annual report *Entrepreneurial Communities 2016* takes an in-depth look at how 121 Canadian Cities/Economic regions support and promote entrepreneurship. It scores each of them out of 100, by looking at 14 indicators across three main categories – Presence, Perspective and Policy.

We are disappointed to see the City of Saskatoon and the City of Regina drop off the top 10 ranking for the most entrepreneurial cities in Canada, with scores of 57.4 and 54.5 respectively. In fact, in 2016 Regina ranked 28th amongst Canada's largest cities and economic regions in CFIB's report. This represents a downgrade from Regina's 9th place ranking in the 2015 index (see Figure 2).

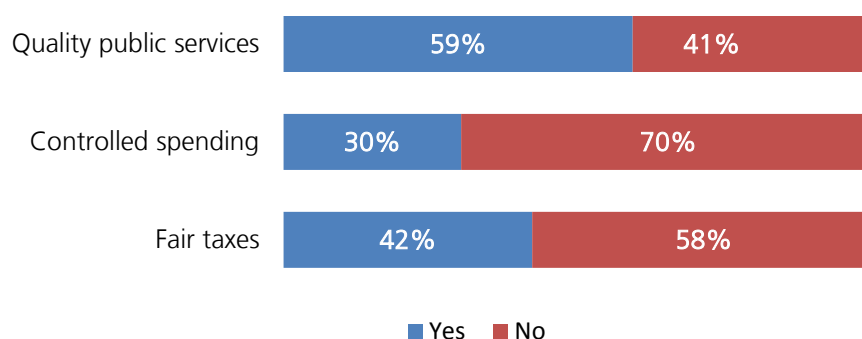
Broad economic conditions are clearly reflected with a number of Saskatchewan communities sliding downwards due to fallout from low oil prices and sluggish provincial economies. While Saskatchewan continues to be a good place to own and operate a business, it's evident our economic challenges are impacting our competitiveness. We also fear annual municipal property tax hikes and unsustainable spending has taken a toll on entrepreneurs, which has also jeopardized our rankings.

Small business perspective on municipal issues

While 59 per cent of Regina's entrepreneurs believe they receive quality public services, only 30 per cent of small business owners believe the City does a good job of controlling the cost of delivering those services (see Figure 3).

Figure 3:

Does your local government do a good job on each of the following?



Source: Our Members' Opinion Survey Data, Regina respondents, January-September 2016, n=128, 128, 123 responses respectively

While we recognize the City is committed to providing efficient services, the fact that 70 per cent of Regina business owners don't believe the City is doing a good job of controlling spending should provide enough evidence that more can be done. However, we are encouraged that, in preparation for the 2017 Budget, the City's departments identified potential savings which resulted in a reduction in the budget increase required in 2017 to cover additional inflationary costs. In addition to this effort, we are also pleased the City will be launching a Core Services Review in 2017 and that the first phase of the process is projected to result in \$2.5 million in administrative savings in 2017. It is our hope the review will be thorough in identifying programs and service areas that can be eliminated, streamlined, contracted out to the private sector, or sold.

Figure 2:

Entrepreneurial Communities 2016:

Top 10 overall scores, major cities
(CMA population >150,000)

	Score: (/100)	Rank in 2015
1. Kelowna	72.0	2
2. Toronto periphery	69.1	5
3. Barrie	68.8	7
4. Guelph	64.8	6
5. Sherbrooke	64.5	11
6. Calgary periphery	63.5	1
6. Victoria	63.5	16
8. Vancouver periphery	62.6	8
9. Montreal periphery	61.2	34
9. Abbotsford-Mission	61.2	14
20. Saskatoon	57.4	4
28. Regina	54.5	9

Source: CFIB, *Entrepreneurial Cities*, October 2016

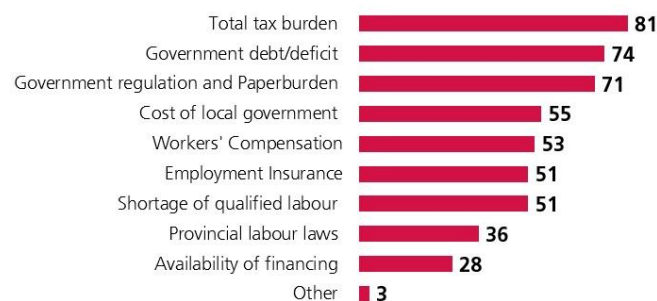
Total tax burden biggest concern for Regina small business owners:

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 2017 of 4.18 per cent (3.18 per cent increase to the mill rate, in addition to the one per cent dedicated for residential roads improvement program). **The proposed increase follows a 3.3 per cent hike in 2016, and 3.9 per cent increase in 2015.**

There is an unfortunate public misconception that a property tax hike will not impact Regina's business community and its overall competitiveness. However, CFIB's recent survey clearly shows that the total tax burden is identified as a serious concern by 81 per cent of Regina small businesses and hinders their ability to further grow and expand (see Figure 4). Also, over half (55%) cited the cost of local government as a serious concern for their business.

Figure 4:

Total tax burden biggest concern for small business
Which of the following are a serious concern to your business? (% response)



Source: CFIB Sask Our Members' Opinion Survey #78, 79, 160 Regina responses

CFIB ranks best & worst property tax gaps

In November, CFIB provided Council with a copy of our 9th annual research report, *WANTED: Property Tax Fairness in Saskatchewan*, which examines 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 \$1.51 to \$3.92 for every dollar in municipal property taxes paid by homeowners, with an average of \$2.39. The City of Regina was middle of the pack with the seventh lowest municipal property tax gap (2.16) among Saskatchewan's cities in 2015.

We are pleased the City is proposing to reduce the commercial and industrial mill rate factor to 1.08979 in 2017, down from 1.32901 in 2016 and increase the residential mill rate factor to 0.95601, up from 0.87880 in 2016. This decrease will help to narrow the gap between the amount of commercial property taxes, and residential property taxes paid. We would therefore urge the City of Regina to go one step further to develop and implement a plan over time to reduce the commercial-to-residential property tax gap even more.

We also believe part of the plan to reduce the City's property tax gap should include 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 for residential properties. Local government services are enjoyed by all taxpayers so the costs should be shared by all taxpayers.

Further ways to contain operating costs & mitigate the proposed property tax increase:

It is our understanding the Civic Administration is proposing Tax-supported Operating Expenditures of \$437.3 million in 2017, up \$18.2 million or a 4.3 per cent increase. Let's be clear, CFIB is not advocating for zero spending increases for municipalities, but any increase must be sustainable.

While the City has held spending levels close to CFIB's benchmark of population growth and inflation (4.0%), we urge Council to continue to look for additional ways to further contain operating costs and mitigate the proposed municipal property tax increase.

Core Services Review – A Good Start: As noted earlier, we welcome the City's Core Services Review in 2017, which will examine services and service levels, balanced with affordability. We hope the review will be thorough in identifying programs and service areas that can be eliminated, streamlined, contracted out to the private sector, or sold.

Given the challenging economic climate, it is critically important for Council to mitigate the proposed property tax increase by considering a closer examination of the following areas:

The elephant in the room: municipal employee compensation:

We know the City allocates over half of its operating spending to employee wages and benefits. According to the City of Regina's 2017 Operating Budget, the majority of the General Fund expenditures, \$164.5 million, an increase of \$5.6 million from 2016 are being allocated towards staff salaries and payroll costs.

The public-private wage gap is the elephant in every room when it comes to setting the public policy agenda in this country. Public sector earnings have been allowed to drift well above market-tested norms, and cash-strapped governments are looking for ways to invest in infrastructure and other priorities. Closing the gap is not just what's fair, it's what is needed.

At the provincial level, we commended the Saskatchewan government for recently implementing a hiring freeze and committing to hold the line on labour costs across all sectors of the public service. In fact, a recent CFIB survey found 93 per cent of Saskatchewan business owners support the provincial government reducing the size of government, through workforce attrition - only five per cent opposed. Eighty-nine per cent of entrepreneurs also supported freezing wages for all provincial public sector employees - only nine per cent opposed. The City of Regina should take similar belt-tightening measures to address its revenue shortfall.

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-third of the City's workforce eligible to retire in the next six years, this is a once in a generation opportunity to right-size the footprint of municipal government. The City of Regina should seriously examine this approach to achieve similar savings.

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.

While many cities have grandfathered "cash out" policies for banked sick days some cities still allow it, including Saskatoon, Vancouver, Moncton and Charlottetown. Montreal also allows workers to use banked sick days towards early retirement.

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*

The City of Regina offers employees the ability to bank up to 1,683 hours (1,720 hours for 40 hour work week—215 days). If employees are laid off, they are entitled to a payment equal to 50 per cent of unused sick days (see Table 1). The City of Regina had \$10.8 million in banked sick day liability in 2013.

Having a safety net in place in case employees get sick in the short-term is obviously a responsible thing to do. However, when governments allow the banking of sick days, they are encouraging their employees to feel entitled to those days whether they're sick or not. 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 fairer and affordable short-term disability plans to replace these outdated sick-day banking policies to protect their workers and better align with private sector practices.

Reduce City of Regina's credit card processing fees:

New research by the CFIB, with information obtained through Freedom of Information requests, shows that the City of Regina spends hundreds of thousands of dollars each year on credit card processing fees.

Table 2:

Credit Card Processing Fees paid by City of Regina (2013-2015)

2013	2014	2015	Total fees 2013-2015	% Increase 2013-2015
\$241,563	\$303,865	\$270,759	\$816,187*	12%

Source: Municipal Freedom of Information Requests

*includes debit transaction fees, representing a very small percentage of total fees

From 2013 to 2015, the City of Regina paid \$816,187 cumulatively to process credit card transactions (see Table 2). In 2015, the City of Regina paid \$270,759 in credit card fees, an increase of 12 per cent from 2013.

Small businesses are well aware of the costs of accepting credit cards. They need to be – many run on thin margins and even small changes in the cost of customer transactions can have a large impact. Many encourage customers to pay by alternative low-cost methods such as debit, and most scrutinize various credit card processing options to find the lowest fees.

There are obvious benefits to accepting credit card payments. They increase customer convenience by providing choice in payment method and help facilitate online payment. Therefore some of the increase in processing fees occurs as municipalities expand the goods and services which can be paid by credit. However, the increase in fees paid also highlights the need for a deliberate effort to minimize the costs associated with accepting credit card payments.

Long-term sustainable & predictable revenue sharing:

Regina has received a 154% increase in revenue sharing since 2007-08

Municipal leaders often claim they have insufficient revenues and continue to ask senior levels of government for more money. However, CFIB research has shown that municipal revenues from taxes, fees and net transfers almost doubled from 1981 to 2012.¹ While the Federation of Canadian Municipalities (FCM) claims that cities receive just eight cents out of every tax dollar collected in Canada, the actual number is double that: 15 cents. The FCM leaves out major sources of revenue, including transfers from provincial and federal governments, from its calculations.

Table 3:

City of Regina municipal revenue sharing (\$000s)

2007-2008 Revenue Sharing	\$15,746.8
2015-2016 Revenue Sharing	\$41,228.5
2016-2017 Revenue Sharing	\$42,170.5
2017-18 Revenue Sharing (Forecast)	\$39,918.9
Overall Increase in Revenue Sharing	\$24,172.1
% Increase from 2007-2008	154%

¹ Wong, Queenie. (2014). *Municipalities Are Richer Than They Think: Municipal Share of Taxes, Fees, and Transfers*. Toronto: Canadian Federation of Independent Business.

We understand the City of Regina is forecasting a Revenue Sharing Grant of \$39.9 million for 2017, a decrease of \$2.1 million as a result of the province's decline in PST revenues. The City states in its Budget document: *"This has led to a significant belt-tightening exercise through the budget planning process."* However, even with the reduced PST revenue this year, it must be noted the City has received a 154 per cent increase in revenue sharing since 2007-08 (see Table 3). We know the City recognizes these new economic realities and it is our hope the City's Core Services Review will result in finding alternate ways to deliver services at lower costs to Regina residents.

Other revenue sources:

Saskatchewan Workers' Compensation Board (WCB) Surplus Distribution: The Saskatchewan WCB's 2015 annual report revealed an over-funded position of 144.7 per cent, or a \$281.5 million operating surplus - which is well above WCB's targeted funding policy of 105-120%. In May 2016 the WCB solicited feedback from stakeholders on their proposal to rebate only \$56.3 million (20%) of the surplus. The WCB listened to employers and decided to return 100% of its \$281.5 million surplus to eligible employers and distributed rebate cheques in two instalments in July and December of 2016.

Of the \$281.5 million surplus, \$5.3 million was distributed to municipal governments in 2016. According to information obtained through an *Access to Information* request, as a major employer, the City of Regina received a total of \$2.3 million in WCB rebate cheques in 2016 and a \$1.1 million WCB rebate cheque in 2015 (from the \$141 million operating surplus) - for a total of \$3.4 million over the last two years.

While we recognize the WCB surplus distribution is not a predictable, annual source of revenue for the City of Regina, we believe at least a portion of the \$2.3 million in surplus distribution funds received by the City in 2016 should be used to mitigate the impact of the proposed property tax increase.

Multi-Material Recycling Program (MMRP) funding: The City of Regina 2017 Budget for recycling revenue is \$7 million, an increase of \$460,000 from a year ago. However, the Multi-Material Recycling Program (MMRP) distributed \$5.6 million to participating municipalities in 2016, with the City of Regina receiving approximately \$554,776 based on receiving \$11.75 per single family household. Given the funding the City received from MMRP in 2016, and will be receiving again in 2017, we urge the City of Regina to reduce their recycling taxes to recognize MMRP's contribution to the costs of Regina's recycling programs.

Recommendations:

With these facts in mind, CFIB urges the City of Regina to consider the following recommendations to further contain operating costs and mitigate the proposed municipal property tax increase:

1. Determine and control the drivers of spending growth:

The lion's share of municipal spending goes to employee compensation. According to the 2017 Operating budget, the majority of the City of Regina's expenditures of the tax-supported operating budget, \$164.5 million, has been allocated towards staff salaries and payroll costs.

CFIB believes one missing part of the debate is the costs associated with public sector wages and benefits. 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 examines its spending on salaries, wages and benefits, as this represents such a significant portion of operational expenditures.

- a. **Continue to review current programs and services with a view to identifying programs and service areas that can be eliminated, streamlined, contracted out to the private sector, or sold.**

While the City is committed to providing efficient services, we believe even more can be done. We recognize the City will be launching a Core Services Review in 2017, and pleased to learn that the first phase, which is in process, will identify \$2.5 million in potential administrative savings. We believe the savings achieved through the Core Services review should be allocated towards mitigating a potential property tax hike in 2018.

- b. **Introduce a plan to reduce the size and 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).** A CFIB survey found 60 per cent of Saskatchewan small business owners agree Saskatchewan municipalities should introduce a plan to reduce the size and cost of their civil service. Supporters say it would result in smaller, more effective and efficient municipal governments. Only 16 per cent disagree, while 24 per cent were undecided on the issue.
- **Developing a long-term strategy to narrow the compensation disparity between public and private sector employees.** 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.
- **Eliminating the costly and outdated municipal banked sick day policies and replace with affordable short-term disability plan.** 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.

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.

2. **Ensure the City of Regina minimizes the cost of credit card transaction fees by:**

- Educating taxpayers about the impact of credit card fees on municipal operating costs and encourage debit payments at point of sale;
- Conducting regular reviews about which credit card payment processing companies offer the best rates;
- Tracking and regularly reporting data on the number of transactions, transaction fees, rates and type of credit card used (i.e. premium versus regular); and
- Working with other municipalities to negotiate a lower group processing rate with credit card processing companies.

3. **Develop and implement a plan over time to reduce the commercial-to-residential property tax gap.** The City of Saskatoon provides a good example for municipalities attempting to reduce their tax gaps. It worked hard to achieve the goal outlined in its ten-year strategic plan by reducing its property tax ratio (commercial to residential) to 1.75.

4. **Consider the introduction of a base tax for all homeowners.** When surveyed, 70 per cent of 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 thank you for considering the views of Regina's small business community as you work to finalize the City of Regina's 2017 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, Policy Analyst

Mr Mayor and Council, my name is Jim Elliott. I have been presenting concerns, recommendations and actions over the past 16 years that I and others have felt necessary to provide a better city for our residents. And this year is no different.

1. Public Engagement

As noted in the table below, through the use of simply the numbers of pages of information available to the Regina citizen to assess and bring questions to this Council, today we have only 2/3rds of what was present in 2010.

Size of Budget Document

Year	No. of Pages	Percentage
2010	312	100
2011	-	-
2012	332	106
2013	296	95
2014	293	94
2015	201	64
2016	220	72
2017	205	66

Although this is only a crude estimation of the lack of data available for review, it does show a trend to limit the amount of data for the citizen to assess whether the budget, subsequent programs and capital projects planned is adequate or their pet concern is being considered or planned to be rectified in the coming year.

Under the new Code of Ethics for Members of Council, it should be apparent that Council is to be as Open and Transparent as is reasonable and not necessarily impede the public's Access to Information.

d. Transparency and Accountability

Members of council shall endeavour to conduct and convey council business and all their duties in an open and transparent manner, other than those discussions that are authorized to be dealt with in a confidential manner in closed session, so that stakeholders can view the process and rationale used to reach decisions and the reasons for taking certain actions.

1

A more pointed example of what is lacking in this budget document can be seen on page 2 of the City of Regina Departmental and Operational Detail report. In the line item on expenditures for Wascana Centre Authority, there is a \$619,200 dollar reduction in projected budget expenditures. Yet, on pages 74-75, there is no indication that anything less or more is going to be done in 2017 than in 2016. What is there identifies a significant infrastructure deficit and a pride for Saskatchewan. How is this going to be maintained with less funding?

1 <http://publications.gov.sk.ca/documents/313/95535-SAMPLE%20-%20Code%20of%20Ethics%20Bylaw.pdf>

How is the public to address this without adequate information to assess the plans of the City or Wascana Centre on this matter?

Secondly, within the budget documents there is repeatedly a column for Sept 2016 Forecast. If one doesn't put a lot of time into the reading of this document, one could easily get very confused about which column is being compared to which column. There is no reasoned explanation as to why this was placed into the documents.

In reverse comparison, the 2009 Budget document had the following chart at the end of the appropriate package of expenditures:

Analysis of Operating Expenditure Budget Change

Details	(\$000's)
2008 Budget: Mayor, Council and Committees	1,414.3
1. Salaries Benefits - includes cost changes resulting from merit increases, classification reviews, employer benefit costs and honorariums. (Base)	105.3
2. Position Transfer (1.0 permanent FTE) - transferred to the Office of the City Manager. (Base)	(87.9)
3. Board of Revision - 2009 Reassessment - pursuant to the Assessment Management Agency Act, all assessable properties are to be revalued every four years starting in 1997. 2009 is a reassessment year. (Special)	136.5
4. Travel Allowance - this is in relation to the Travel Carry Over Allowance for Councillors provided pursuant to the Elected Official Travel Policy. (Special)	44.7
5. Remove Specials	(3.0)
6. Reinvestment - using electronic libraries and mediums instead of printing.	(12.5)
7. Other Cost Changes - changes to budget based on actual expenditure trends.	(20.0)
2009 Budget	<u>1,577.4</u>

Note:

Base request funding – represents an increase in cost necessary to maintain current service levels.

Addition request funding – represents expenditures that would be ongoing past the current budget year.

Special request funding – represents one-time expenditures for the current budget year.

Reinvestments – represents cost savings and controllable and sustainable revenue increases.

2

With this type of detail, one could more easily and readily assess whether work was going to be completed or it was missing from the budget.

2. Community Investment

In my submission for 2016, I outlined the deficit showing in this budget line item. In 2016, community investment had received 1.51% more than it did in 2006. In this budget, there is a \$240,700 dollar increase.

Year	Community Investment Budget	Variance
2006	3.3095 M	-
2007	3.3095 M	\$0
2008	3.3095 M	\$0
2009	3.3095 M	\$0
2010	3.3017 M	\$(7,800)
2011	3.3017 M	\$0
2012	3.3911 M	\$91,100
2013	3.3911 M	\$0
2014	3.3596 M	\$(31,500)
2015	3.3596 M	\$0
2016	3.3596 M ³	\$0

[p. 94. City of Regina 2016 Operating Budget says that the city budgeted \$3.3596M. This is different than what is presented in the 2017 City of Regina Departmental and Operational Detail on page 70 where the budget is identified as \$3.5046M, a difference of \$145,000.]

If one uses the average Canada Consumer Price Index of 1.7% for the period 2006-2015⁴, and apply it to this budget item, the new budget number for 2017 should be \$3.7210M dollars or \$411,450 more. Today's budget may make up some of the deficit that has plagued this budget for the past 10 years. But it does not necessarily mean that those who have been losing programs and wages over those same years will get caught up and be paid adequately now or into the future.

3. Privatized Wastewater Treatment Plant Expenses

It is identified that the Water Utility Expenses are going up \$7.1M. Within that increase in costs, there is not sufficient details to know what expenses are related to the imposition of private corporation expenses or those related to ongoing expense growth. What proportion is related to the contractual requirements and what proportion is related to corporate profit or dividends to their shareholders?

With the poor communications that happened during the summer related to odour problems at the wastewater treatment plant, is this going to be an ongoing

³ p. 94. City of Regina 2016 Operating Budget. This is different than what is presented in the 2017 City of Regina Departmental and Operational Detail on page 70 where the budget is identified as \$3,504,600.

⁴ <http://stats.gov.sk.ca/stats/CPI/CPIHistoricalTables.pdf>

problem or will it get resolved? Or are we going to continue to have city staff apologizing for problems at the plant? At this point, there are no public listing of what the obligations are for EPCOR to the citizens of Regina.

Besides fulfilling the environmental requirements of Saskatchewan Environment and Environment Canada and hopefully limiting the number of times untreated wastewater is dumped into Wascana Creek and beyond, all that is stated is that we will do better. How do you assess "better"?

As it relates to encouraging conservation, taxpayers whether they use or not use water through the utility will still be obligated to pay \$492.75 per year (\$41.06/month) with or without any use of water. So much for reducing expenses by reducing your water bills.

4. Corporate Free Ride

	Residential	2016 Multi-Family	Commercial	Residential	2017 Multi-Family	Commercial
Assessed Value	\$ 1,000.00	\$ 1,000.00	\$ 1,000.00	\$ 1,000.00	\$ 1,000.00	\$ 1,000.00
Mill Rate Factor	0.95601	0.8788	1.32901	0.95601	0.95601	1.08979
Mill Rate	1	1	1	1	1	1
Tax Revenue	\$ 956.01 30.2%	\$ 878.80 27.8%	\$ 1,329.01 42.0%	\$ 956.01 31.8%	\$ 956.01 31.8%	\$ 1,089.79 36.3%
		\$ 3,163.82			\$ 3,001.81	

The changes to the Mill Rate Factors for Residential, Multi-Family and Commercial properties⁵ based on \$1000 dollars of assessed value appear to be shifting the proportion of taxes generated from commercial properties to residential/multi-family. Commercial properties are getting a 5.7% reduction in taxes levied versus residential properties types getting a 1.6% and a 4% increase respectively.

5. Why are we still providing Regina Exhibition Association any money whether that is \$400,000 or the requested \$800,000?

With an annual revenue of \$32.9M dollars in 2016, there is no reason for the City of Regina providing this corporation any taxpayer's taxes. With a slight increase in incomes, REAL could easily generate this revenue from other sources including other users of the facilities. If one was still willing to invest in the facilities, then one could subsidize the use of the facilities for groups like the Outdoor Hockey League or other recreational organizations in the city or better yet, invest in recreation in the various neighbourhoods.

⁵ Page 42, City of Regina 2017 Budget, Financial Summaries.

6. Similarly Why are We Subsidizing For-Profit Corporations through Economic Development Regina?

When one looks at who is gaining benefit from the City of Regina footing the bill, we see the Greater Regina area which includes Moose Jaw and the rural municipalities of Sherwood, Pense, Belle Plaine and Moose Jaw. When one looks at other areas of benefit, we see the White Butte region. And yet when one looks at the funding envelop, only the City of Regina is being asked to provide core funding for this organization. And for those funds, we see expenses related to corporate and enterprise expenses, expenses that should rightly be paid for by the for-profit corporations of this region.

And for a request of \$1.695M dollars, we see a scant one page describing their priorities and five lines of financial information about how their funds will be spent. Much of their budget proposal is a bunch of coloured pie graphs and discussions about 6 projects, a stakeholder opinion survey and an infrastructure needs assessment for corporate Saskatchewan.

7. Going Beyond Sustainability

Today, we are being bombarded by a plethora of problems, many of which we have solutions.

- Climate Change – We can build net zero emissions buildings
- Water Scarcity – Low or no water landscaping and lifestyles
- Food deserts – local, organic, sustainable food production
- Growing security bills – asset building from the child up
- Homelessness – affordable, low-cost housing
- Aging population – age-friendly infrastructure & housing
- Rising transportation costs – active transportation

Today, we have great opportunities to be leaders in this province and the world.

- We could be building renewable energy production capacity for this province and the country making this city a net producer of energy not a sink.
- We could be cutting our residential water demands by 50% or more.
- We could be eliminating homelessness in 5 years and be the first major city to do this in Canada.
- We could have more than 1/3rd of our residents not owning or driving automobiles.
- We could be building a caring, sharing community that has a reduced police budget rather than one increasing every year.

Appendix 1: Global Age-friendly Cities: A Guide⁶

The world is rapidly ageing: the number of people aged 60 and over as a proportion of the global population will double from 11% in 2006 to 22% by 2050. By then, there will be more older people than children (aged 0–14 years) in the population for the first time in human history⁷. Developing countries are ageing at a much faster rate than developed countries: within five decades, just over 80% of the world's older people will be living in developing countries compared with 60% in 2005⁸.

An age-friendly city encourages active aging by optimizing opportunities for health, participation and security in order to enhance quality of life as people age.

In practical terms, an age-friendly city adapts its structures and services to be accessible to and inclusive of older people with varying needs and capacities.

To understand the characteristics of an age-friendly city, it is essential to go to the source – older city dwellers. By working with groups in 33 cities in all WHO regions, WHO has asked older people in focus groups to describe the advantages and barriers they experience in eight areas of city living.

In most cities, the reports from older people were complemented by evidence from focus groups of caregivers and service providers in the public, voluntary and private sectors. The results from the focus groups led to the development of a set of age-friendly city checklists.

In an age-friendly city, policies, services, settings and structures support and enable people to age actively by:

- recognizing the wide range of capacities and resources among older people;
- anticipating and responding flexibly to aging-related needs and preferences;
- respecting their decisions and lifestyle choices;
- protecting those who are most vulnerable; and
- promoting their inclusion in and contribution to all areas of community life.

⁶ Global Age-Friendly Cities: A Guide. World Health Organization, 2007.

http://whqlibdoc.who.int/publications/2007/9789241547307_eng.pdf?ua=1

⁷Population Ageing 2006. New York, United Nations Department of Economic and Social Affairs, Population Division, 2006

(<http://www.un.org/esa/population/publications/ageing/ageing2006.htm>, accessed 10 July 2007).

⁸Population issues: meeting development goals. *Fast facts 2005*. New York, United Nations Population Fund, 2007 (www.unfpa.org/pds/facts.htm, accessed 26 June 2007).

Appendix 2: The Child Friendly City Initiative⁹

The Child Friendly City Initiative aims to guide cities and other systems of local governance in the inclusion of children's rights as a key component of their goals, policies, programmes and structures.

The role of local government in the fulfilment of children's rights was officially placed on the agenda in 1992 in Dakar, Senegal, when the Mayors Defenders of Children Initiative was launched by UNICEF. Within this framework, a wave of child-centred activities and programmes took shape and were initiated at the local level.

In 1996 the Child Friendly Cities Initiative was launched to act on the resolution passed during the second [UN Conference on Human Settlements \(Habitat II\)](#). The Conference declared that the well-being of children is the ultimate indicator of a healthy habitat, a democratic society and good governance.

A Movement of child friendly municipalities started flourishing in low, middle and high-income countries and an increasing number of cities promoted and implemented initiatives to realise the rights of the child. The CFC Initiative should be seen alongside with other related efforts such as UNESCO's [Growing Up in Cities](#) and UN Habitat's [Safer Cities](#). The growing interest in CFC was rooted in several factors: the increasing number of children living in cities versus the limited structures and capacities of cities to respond to their needs; a general trend in governmental decentralisation; a growing interest in community approaches to meet the Millennium Development Goals (MDGs); and the recognition that civic engagement and child participation are key ingredients to good governance.

With the expansion of CFC activities, municipalities have increasingly expressed the need to share experiences and lessons learned. Informal exchanges have gradually developed into regional and national networks. Following Habitat II, CFCI partners have gathered in many other international and regional events, among them the subsequent World Urban Fora.

The CFC movement has mobilized a wide range of partners: local authorities; central government bodies; civil society organizations such as non-governmental organizations (NGOs) and community-based organizations (CBOs); communities; national and international agencies; experts and academic institutions; business and the media; and, most importantly, children and youth groups.

A CFC Secretariat was created in 2000 to serve as a focal point and provide a common reference for the CFC Initiative and movement.

⁹ <http://childfriendlycities.org/overview/the-cfc-initiative/>

Appendix 3: Bicycle-Friendly Cities: The Copenhagen Index

The criteria for the copenhagenize index¹⁰

The Copenhagenize Index gives cities marks for their efforts towards reestablishing the bicycle as a feasible, accepted and practical form of transport. The interest in taking the bicycle seriously as transport once again continues unabated around the world. Every city used to be bicycle friendly before planners and engineers started to change the paradigm and plan for cars and relegate bicycle users, pedestrians and public transport users to third class citizens. Now those cities around the world who are taking up the challenge and modernising themselves by implementing bicycle infrastructure, policy, bike share systems, etc. - as well as restricting car use - are the cities we all look to for New Century inspiration.

The ranking system was developed in 2011 together with James Schwartz from [The Urban Country](#). Inspiration was gleaned from rankings like Monocle's Liveable Cities Index and rankings produced by The Economist.

In short, cities are given between 0 and 4 points in 13 different categories. In addition, there is a potential for a maximum of 12 bonus points awarded for particularly impressive efforts or results. In the case of a tie, the city with the highest baseline score is ranked higher.

The 13 parameters are effective at determining the bicycle friendliness of any given city, showing what's in place at the time of ranking. The bonus points allow us highlight extra efforts that are difficult to see in the parameters. For example, a city may score down the middle on politics because the mayor and other politicians are promising infrastructure. Bonus points can assist in determining the level of the political will and the scope of the proposed work. Once the infrastructure starts being built, the city will score higher in Infrastructure next time around.

The 13 Categories

Advocacy:

How is the city's (or region/country) advocacy NGO(s) regarded and what level of influence does it have?

Rated from no organised advocacy to strong advocacy with political influence.

Bicycle Culture:

Has the bicycle reestablished itself as transport among regular citizens or only sub-cultures?

Rated from no bicycles on the urban landscape/only sporty cyclists to mainstream acceptance of the bicycle.

¹⁰ <http://copenhagenize.eu/index/criteria.html>

Bicycle Facilities:

Are there readily accessible bike racks, ramps on stairs, space allocated on trains and buses and well-designed wayfinding, etc?

Rated from no bicycle facilities available to widespread and innovative facilities.

Bicycle Infrastructure:

How does the city's bicycle infrastructure rate?

Rated from no infrastructure/cyclists relegated to using car lanes to high level of safe, separated cycle tracks.

Bike Share Programme:

Does the city have a comprehensive and well-used bike-sharing programme?

Rated from no bike share programme to comprehensive, high-usage programme.

Gender Split

What percentage of the city's cyclists are male and female?

Rated from overwhelming male to an even gender split or more women than men cycling.

Modal Share For Bicycles:

What percentage of modal share is made up by cyclists?

Rated from under 1% to over 25%.

Modal Share Increase Since 2006:

What has the increase in modal share been since 2006 - the year that urban cycling started to kick off?

Rated from under 1% to 5%+.

Perception of Safety:

Is the perception of safety of the cyclists in the city, reflected in helmet-wearing rates, positive or are cyclists riding scared due to helmet promotion and scare campaigns?

Rated from mandatory helmet laws with constant promotion of helmets to low helmet-usage rate.

Politics:

What is the political climate regarding urban cycling?

Rated from the bicycle being non-existent on a political level to active and passionate political involvement.

Social Acceptance:

How do drivers and the community at large regard urban cyclists?

Rated from no social acceptance to widespread social acceptance.

Urban Planning:

How much emphasis do the city's planners place on bicycle infrastructure - and are they well-informed about international best practice?

Rated from car-centric urban planners to planners who think bicycle - and pedestrian - first.

Traffic Calming:

What efforts have been made to lower speed limits - for example 30 km/h zones - and generally calm traffic in order to provide greater safety to pedestrians and cyclists?

Rated from none at all to extensive traffic-calming measures prioritizing cyclists and pedestrians in the traffic hierarchy.

Appendix 4: Walkable Cities

Walkability is the cornerstone and key to an urban area's efficient ground transportation. Every trip begins and ends with walking. Walking remains the cheapest form of transport for all people, and the construction of a walkable community provides the most affordable transportation system any community can plan, design, construct and maintain. Walkable communities put urban environments back on a scale for sustainability of resources (both natural and economic) and lead to more social interaction, physical fitness and diminished crime and other social problems. Walkable communities are more liveable communities and lead to whole, happy, healthy lives for the people who live in them.¹¹

https://www1.toronto.ca/city_of_toronto/toronto_public_health/healthy_public_policy/hphe/files/pdf/walkable_city.pdf

Walkability Is Good for You¹²

A slew of new research links walkable neighbourhoods with safer, healthier, more democratic places.

- [Richard Florida](#)
- [@Richard_Florida](#)
- Dec 11, 2014



[Flickr/Heath Alseike](#)

Ever since Jane Jacobs' classic *The Death and Life of Great American Cities*,

¹¹<http://www.walkable.org/>

¹²http://www.citylab.com/design/2014/12/growing-evidence-shows-walkability-is-good-for-you-and-for-cities/383612/?utm_content=bufferdcc79&utm_medium=social&utm_source=facebook.com&utm_campaign=buffer

urbanists have extolled the ideal of the dense, mixed-used, walkable neighbourhood, contrasting it with the dull and deadly cul-de-sacs of car-oriented suburbs.

If walkability has long been an “ideal,” a recent slew of studies provide increasingly compelling evidence of the positive effects of walkable neighbourhoods on everything from housing values to crime and health, to creativity and more democratic cities.

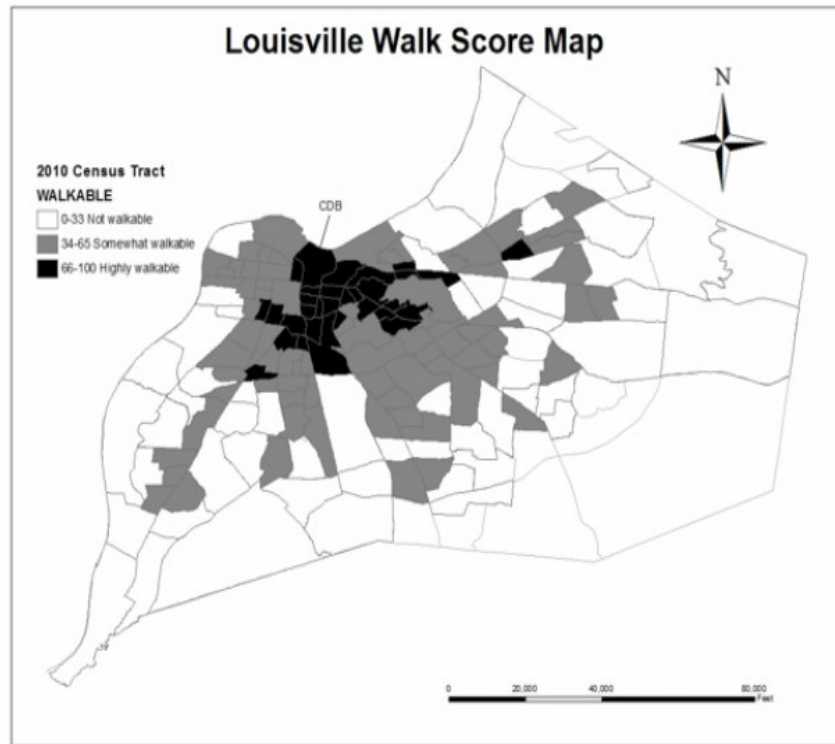
A key research advance has been the development of the [Walk Score](#) metric (we have written [about it here before](#)), which provides a baseline measure for walkable communities. Walk Score uses data from Google, OpenStreetMap and the U.S. Census to [assign any address](#) a walkability ranking from zero to 100 based on its pedestrian friendliness and distance to amenities such as grocery stores, restaurants, public transit, and the like.



A growing body of research shows the connection between walkability and housing prices. Earlier this year, economist Christopher Leinberger expanded on his [earlier research on “walkable urban places”](#) and [found that they have outsize economic impacts](#). Among the top 30 American metros, these walkable urban places account for one percent of available acreage, but compose as much as 50 percent of the country’s office, hotel, apartment, and retail square footage.

A [recently published study](#) in the journal *Cities* uses Walk Score to reinforce these findings. The study, by the University of Louisville’s [John Gilderbloom](#), California Polytechnic State University, San Luis Obispo’s [William Riggs](#), and Georgia Regents University’s [Wesley Meares](#), examines the effect of walkability on housing values and foreclosures in the wake of economic crises across 170 Census tracts in Louisville, Kentucky. It finds that walkability is statistically significant in predicting neighbourhood housing values, and that it is significantly and negatively correlated with neighbourhood foreclosures. Between 2000–2006 and 2000–2008, walkability predicated an increase in property values, though the same could not be said of the 2000-2010 period because of the housing collapse. Walkable areas also saw fewer foreclosures in the 2004-2008 period, with highly walkable neighbourhoods having 11 fewer total foreclosures. Overall, walkability was almost as important as race in influencing median housing values and foreclosures.

Figure 1: Louisville Walk Score Map



Gilderbloom et al.'s map of Louisville's most walkable places. The most walkable census tracts are in black. (Gilderbloom et al.)

Urbanists have long believed that there is a connection between walkability and crime. Jacobs argued that walkable, denser neighbourhoods benefited from “eyes on the street,” or the natural surveillance that occurs in neighbourhoods where people are frequently coming and going at all hours of the day. Conversely, criminologists have seen a connection between density, crime, and social pathologies.

Gilderbloom and his team initially found little overall relationship between walkability and crime. But the connection came to the fore when the researchers controlled for the effects of race. Sociologists have long noted the connection between concentrated poverty, race, and crime in urban areas. The study found walkability to be associated with decreased property crime, murders, and violent crime in neighbourhoods where minorities made up less than half of all residents. The same held for neighbourhoods that were 75 percent white.



Other research has examined the connection between walkability and health.

Medical research shows that walking can improve health outcomes in everything from heart disease and diabetes to improved mental and cognitive functions. But does living in walkable neighbourhoods really confer these kinds of benefits?

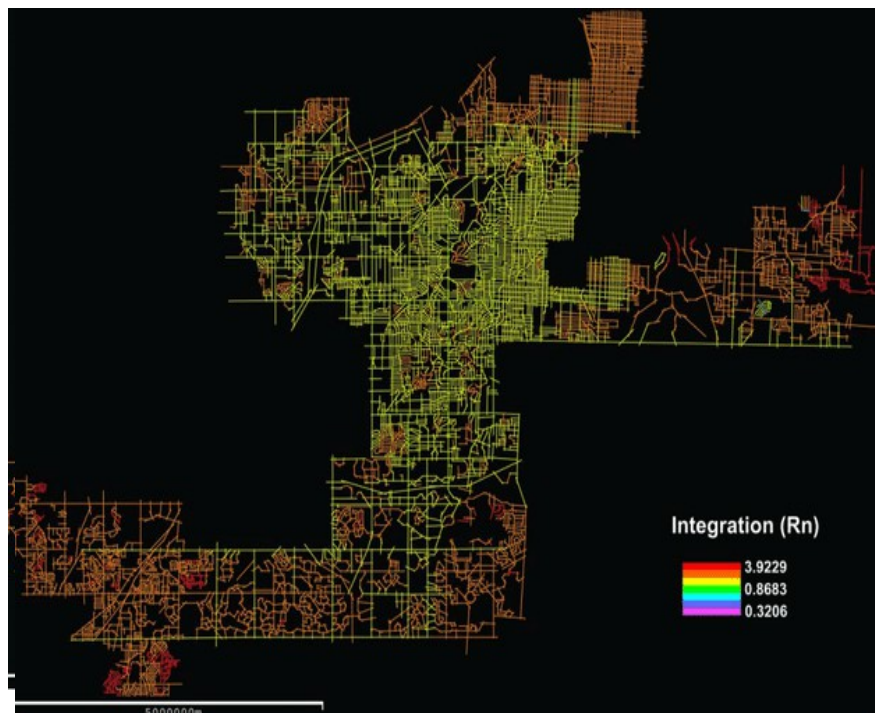
The study found a statistically significant connection between walkability

and health.

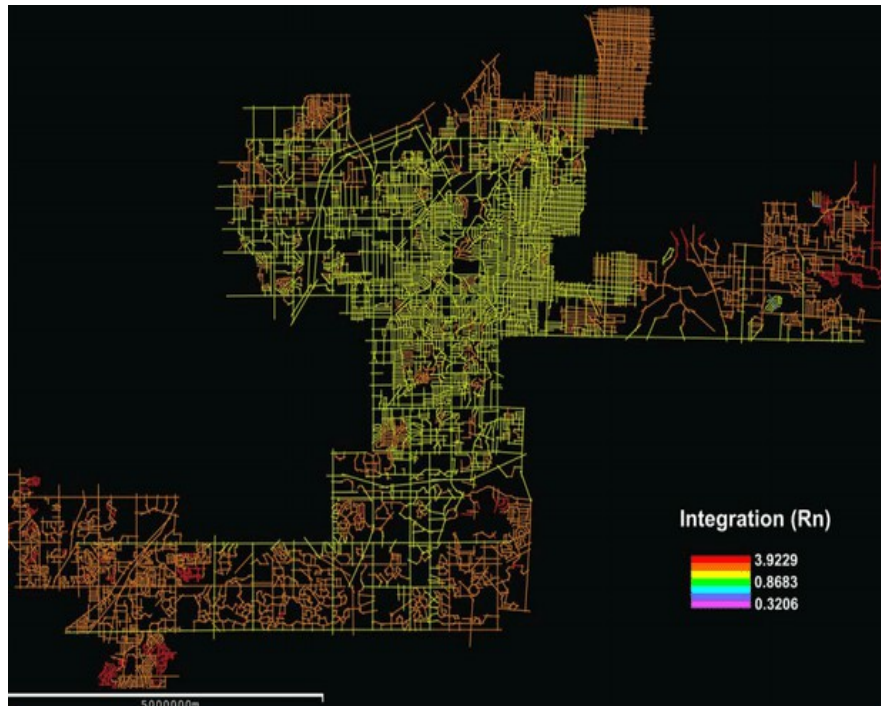
A separate, forthcoming study by Riggs and Gilderbloom examined the effects of walkability on health outcomes in Louisville between 2000 and 2010. To get at this, they employed, a metric of “years of potential life lost” per 100,000 residents, which measures the difference between life expectancy and the age at which a resident actually dies.

Their study found a statistically significant connection between walkability and health. This effect was even greater in the neighbourhoods with the highest concentration of minorities and the poor. As they note, “there are true ‘human costs’ to less walkable, livable environment[s].” Not surprisingly, Riggs and Gilderbloom found health outcomes to be closely associated with both income and race, noting the significant negative relationship between income and years of potential life lost (the poorer you are, the more years of life you’re losing) and a highly significant positive relationship between non-white residents and increased mortality (if you’re not white, you’re more likely to die early).

[Research](#) from the University of Kansas’ Alzheimer’s Disease Center indicates that walkable cities also have positive implications for cognitive health. The study, by psychologist [Amber Watts](#), tracked 25 people with mild Alzheimer’s disease and 39 older adults with cognitive impairment. Watts found that those who lived in areas of higher “integration,” where fewer turns are required to navigate the streets, performed worse on baseline cognition tests and were more likely to see declines in attention and verbal memory. Conversely, those who lived in places with higher connectivity, with more paths and streets linked to each address, performed better on initial cognitive tests and saw fewer declines in attention and verbal memory.



A spatial map of integration. The most integrated areas, in red, are those that provide walkers with fewer path options. Watts' work found associations between highly integrated places and cognition declines in older residents. (Farhana Ferdous, KU Dept. of Architecture). A spatial map of connectivity. The most highly connected paths, in red, are those that are linked to many streets, giving walkers many path options. Watts' work found associations between a place's connectivity and better performance on cognition tests among its older residents. (Farhana Ferdous, KU Dept. of Architecture)



"There seems to be a component of a person's mental representation of the spatial environment, for example, the ability to picture the streets like a mental map," Watts said in a statement. "Complex environments may require more complex mental processes to navigate. Our findings suggest that people with neighbourhoods that require more mental complexity actually experience less decline in their mental functioning over time."



Denser, more walkable urban environments have also been said to spur more social interactions of the sort that encourage creativity, as well as higher levels of civic engagement. A forthcoming study by my former Carnegie Mellon student [Brian Knudsen](#) of Urban Innovation Analysis, [Terry Clark](#) of the University of Chicago, and my colleague [Daniel Silver](#) of the University of Toronto examines the connection between walkability, creativity, and civic engagement in the U.S., Canada, and France. The researchers examined the effects of neighbourhood

density, connectivity, housing, age diversity, and walkability on arts employment and the incidence of what they dub "social movement organizations," or SMOs. (SMOs include groups advocating for environmental and human rights issues, among others.)

"Walking amidst the arts appears to heighten imaginative openness to new social and political possibilities."

Their findings are striking. Walking is associated with higher levels of arts organizations, creativity, and civic engagement. In fact, walkability is more closely linked with both the arts and SMOs than variables like density and housing age diversity. "In our results, walking appears as one of most powerful drivers of creativity," the researchers write. They also find that walking enhances the connection between creativity and civic engagement:

[W]alking, the arts, and social-movement activism are not only separate processes. They enhance one another. Walking amidst the arts appears to heighten imaginative openness to new social and political possibilities, energizing SMO activity more powerfully than walking on its own. Walking is important, but not all walking is the same, and when it occurs in locales with more arts activity, its impact on SMOs is greater.

Walkability is no longer just an ideal. The evidence from a growing body of research shows that walkable neighbourhoods not only raise housing prices but reduce crime, improve health, spur creativity, and encourage more civic engagement in our communities.

Appendix 5: The Developmental Assets®¹³

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. Based in youth development, resiliency, and prevention research, the Developmental Assets framework has proven to be effective and has become the most widely used approach to positive youth development in the United States and, increasingly, around the world. The framework has been adapted to be developmentally relevant from early childhood through adolescence.

Who needs them? Why are they important?

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 behaviours and the more likely they are to thrive. Research shows that youth with the most assets are least likely to engage in four different patterns of high-risk behaviour, including problem alcohol use, violence, illicit drug use, and sexual activity. When they have higher levels of assets, they are more likely to do well in school, be civically engaged, and value diversity.

The positive power of assets is evident across all cultural and socioeconomic groups of youth in the United States as well as other parts of the world. Furthermore, levels of assets are better predictors of high-risk involvement and thriving than poverty, family structure, or other demographic difference. However, the average young person experiences fewer than half of the 40 assets.

In Regina

The Alliance of Asset Champions¹⁴ was officially established in June 2005 through the initiative of the YMCA of Regina with the support of numerous community partners. In 2006 the Alliance was recognized with the SEARCH Institute's Healthy Communities Healthy Youth (HCHY) designation which includes an international affiliation with over 600 communities that have embraced the Developmental Asset® framework and are working to establish asset-rich communities. Leadership from the Alliance has led to wide spread interest in the Developmental Assets across Saskatchewan.

¹³<http://www.search-institute.org/what-we-study/developmental-assets>

¹⁴<http://www.hchyregina.ca/home/>

Appendix 6: Food Deserts¹⁵

Food deserts can be described as geographic areas where residents' access to affordable, healthy food options (especially fresh fruits and vegetables) is restricted or nonexistent due to the absence of grocery stores within convenient travelling distance. For instance, according to a report prepared for Congress by the Economic Research Service of the US Department of Agriculture, about 2.3 million people (or 2.2 percent of all US households) live more than one mile away from a supermarket and do not own a car.¹⁶ In urban areas, access to public transportation may help residents overcome the difficulties posed by distance, but economic forces have driven grocery stores out of many cities in recent years, making them so few and far between that an individual's food shopping trip may require taking several buses or trains. In suburban and rural areas, public transportation is either very limited or unavailable, with supermarkets often many miles away from people's homes.

The other defining characteristic of food deserts is socio-economic: that is, they are most commonly found in communities of color and low-income areas (where many people don't have cars). Studies have found that wealthy districts have three times as many supermarkets as poor ones do,¹⁷ that white neighborhoods contain an average of four times as many supermarkets as predominantly black ones do, and that grocery stores in African-American communities are usually smaller with less selection.¹⁸ People's choices about what to eat are severely limited by the options available to them and what they can afford—and many food deserts contain an overabundance of fast food chains selling cheap "meat" and dairy-based foods that are high in fat, sugar and salt. Processed foods (such as snack cakes, chips and soda) typically sold by corner delis, convenience stores and liquor stores are usually just as unhealthy.

In Regina¹⁹ in 2012, an analysis of the distance between the 333 neighbourhoods and each of the food facilities showed:

- For 120 Regina neighbourhoods or 36% of the total, the nearest food facility of any kind is a full service restaurant. There are, somewhat surprisingly, more neighbourhoods for which the closest food facility is a full-service restaurant than a convenience store.
- The median distance is just over one kilometre to the nearest supermarket (1,138 metres), specialty food store (1,113 metres), or limited-service restaurant (1,175 metres).

¹⁵<http://www.foodispower.org/food-deserts/>

¹⁶ "Access to Affordable and Nutritious Food: Measuring and Understanding Food Deserts and Their Consequences." United States Department of Agriculture Economic Research Service. 2009. Retrieved 3/15/2013 from http://www.ers.usda.gov/media/242675/ap036_1_.pdf

¹⁷ Walsh, Bryan. "It's Not Just Genetics." Time. June 12, 2008. <http://www.time.com/time/magazine/article/0,9171,1813984,00.html> (3/05/2011)

¹⁸ Morland, K., Wing, S., et al. "Neighborhood characteristics associated with the location of food stores and food service places." American Journal of Preventive Medicine. January 2002, vol. 22(1): p. 23-29. <http://www.ncbi.nlm.nih.gov/pubmed/11777675> (3/05/2011)

¹⁹ http://www.rqhealth.ca/service-lines/master/files/hlthy_food_choices2012.pdf

- The median distance to the nearest convenience store or a full-service restaurant tends to be shorter with distances of 600 to 700 metres.
- There are 82 neighbourhoods – approximately one in four – with neither a restaurant or food store, within walking distance.
- There are 104 neighbourhoods – approximately one in three – with, at best, a convenience store within walking distance.
- There are 193 neighbourhoods – more than one half – that are not within walking distance of a supermarket or even a specialty food store. Their access to healthy eating choices is therefore limited to the normally more expensive restaurant meals.
- There are 67 neighbourhoods or 20% of the total that have good access to food in the sense that they are within walking distance of a variety of food facilities including at least one supermarket, at least one full-service restaurant, and at least one convenience store. These neighbourhoods tend to be centred on the relatively few supermarkets in Regina.

The report shows the median distance²⁰ to the nearest food facility for each of Regina's 333 neighbourhoods. This shows, for example, that the median distance is just over one kilometre to the nearest:

- supermarket (1,138 metres);
- specialty food store (1,113 metres); and
- limited-service restaurant (1,175 metres).

This means, for example, that one-half of Regina neighbourhoods are more than 1.1 kilometres from a supermarket.

The median distance to a convenience store or a full-service restaurant tends to be shorter with distances 600 to 700 metres. The median distance to the nearest bar is the furthest among the nine categories.

²⁰ The median distance is the point at which one-half of the neighbourhoods are closer and one-half more distance so it is like the "average" although it is not as affected by extremes.

Appendix 7: Energy & Water Conservation

THE FACTOR 9 HOME: A NEW PRAIRIE APPROACH²¹

Robert Dumont and Tara Morin

Building Performance Business Unit, Saskatchewan Research Council

15 Innovation Boulevard, Saskatoon, SK, S7N 2X8

dumont@src.sk.ca

The Factor 9 Home: A New Prairie Approach is a demonstration project of a single family residence located in Regina, Saskatchewan, Canada, that features very high levels of energy efficiency and environmental performance. The home was completed in April 2007.

The Factor 9 Home is projected to use a factor of 9 times less energy per square metre of floor area than the average existing home in Saskatchewan. The resulting energy target is 30 kWh/m² per year (108 megajoules/ m² -year) of total purchased energy consumption. Another numerical performance target for the home is a Factor 2 reduction in purchased water consumption from the utility compared with conventional homes.

The major technical approaches used to develop the Factor 9 Home were Integrated Design (IDP)²² and Value Engineering.

²¹ www.src.sk.ca/resource%20files/factor%209%20home%20final%20report.pdf

²² Integrated Design is a design in which all major components of the building are considered and designed as a whole. Components' effects are considered on all other components, systems and users. Such a process stands in contrast to a conventional, linear process, where major components of the building are designed in relative isolation from other components or systems.

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.

On behalf of our 1200 member Regina business organization I would like to congratulate all members of council for being part of the democratic process and on your election victories.

Your Worship there is a view out there that we represent only large corporate interests so I thought I would let you know who we represent:

- ❖ 68% of our members have between 1 and 10 employees
- ❖ 27% have between 11 and 100 employees, and
- ❖ 6% have over 100 employees
- ❖ 85% are in the services producing sector, 7% in goods producing sector and the remaining 8% are in either the government or non-profit sectors

Your Worship, now is not the time for a significant tax increase given the reality that many of the drivers of our economy are impacted either directly by commodity prices or indirectly due to cost cutting efforts of the provincial government. Moreover, this is a reassessment year; a year that will see a number shifts in taxes within the non-residential sector which we hope will once again be helped with the use of the phase in tax tool which is essentially those who have significant decreases forgoing part of the decrease to help with those who are facing significant increases; a tool we have successfully used in our community for the past two decades.

For clarity, we are not saying that there should be no tax increase but rather an increase that is lower than the one being proposed.

In a survey to our members which generated 107 responses we asked the following questions:

What would you recommend Regina City Council do to balance the budget? You may choose one of the options below or provide us with an 'other' comment.

- Support the Proposed Mill Rate Increase 21%
- Cut Programs and or Services to arrive at no increase 13%
- Support a combination of cuts to programs and services with a lower mill rate increase 50.0%
- Other 13%
- No Responses 2%

When asked about support for various rates of increase:

- ❖ 51% supported or fully supported no increase as opposed to 38% who opposed or absolutely opposed no increase
- ❖ At a 1% increase 62% supported or fully supported compared to 20% who absolutely opposed or opposed the increase.
- ❖ At a 2% increase 49% either supported or fully supported the increase with 23% opposed or absolutely opposed.

- ❖ At 3% only 21% of respondents supported or fully supported the increase with 56% being opposed or absolutely opposed.
- ❖ At 4% there is a strong rejection of the rate of increase with 81% being opposed or absolutely opposed versus 14% who support or fully support the increase.
- ❖ Should City Council consider a 5% rate of increase 84% of respondents were either absolutely opposed (70%) or opposed compared to 9% who would support or fully support the increase.

Your Worship, I want to spend a bit of time talking about competitiveness.

Are Regina's property taxes competitive, or do we really have what some say are the highest municipal taxes in Canada.

According to the most recent City of Calgary Property Tax Survey using 2014 data:

- ❖ Regina has the 3rd lowest municipal property tax compared to 13 other communities at \$1,506 based on a representative bungalow house in 2014
- ❖ When looking at the average municipal property tax for all single detached houses in 2014 Regina has the 5th lowest municipal rate at \$2,704 as well as the 4th lowest median rate at \$2,555
- ❖ When looking at municipal property tax per person Regina's levy of \$1,347 is 3rd lowest
- ❖ When looking at the ratio of taxes paid residential/commercial Regina's rate is in 7th place out of 14.

Where Regina's competitiveness falls off is when we get to the utility. According to the same report Regina has the second highest average water rate at \$50 per month, the 5th highest sewer rate at \$41 per month, the highest land drainage fee at \$13 per month but one of the lower garbage (recycling) rates at \$8 per month.

In closing Your Worship, I would like to say that while the economic climate we are operating under is challenging we are continuing to create opportunities not only for those who are here in our great community but for those who seek to come here from all corners of the earth. We are proud that our community is a place that is welcoming, nurturing and inviting for all people.

Thank you for the opportunity to be here tonight. If I can answer any questions, I would be happy to do so now.

John Hopkins

Chief Executive Officer

Regina & District Chamber of Commerce

DE17-9

**PRESENTATION TO REGINA CITY COUNCIL
MONDAY FEBRUARY 13 2017
FLORENCE STRATTON
ENDING HOMELESSNESS IN REGINA**

Regina is experiencing a homelessness crisis.

- The YWCA's registry of homeless people currently has 240 names on it.
- This figure does not include Regina's hidden homeless—people who are double-bunking or couch-surfing—numbers that could double or triple the homeless figures.

How did this happen?

- During the boom, rents went through the roof. Since 2006, they have doubled.
- For many folks the boom was a bust. They lost their housing because of rising rents and stagnant incomes.
- Now there is a bust, but rents are still going up. More people are losing their housing.

During the municipal election, Mayor Michael Fougere repeatedly spoke 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." These were wonderful words to hear.

The Mayor also indicated that his preferred solution to Regina's homelessness crisis is Housing First. I was therefore more than a little surprised to see that no money has been allocated to Housing First in the 2017 budget.

Indeed, as far as I can tell, there is very little, if any, money allocated to affordable rental housing of any kind. When I called City Hall for help in deciphering the budget, I was told that all that is available are "Grants of up to \$2.5 million annually paid from the Social Development fund." "Up to" is a very elastic term and can mean no money at all.

Regina's Housing First program is solely funded by the federal government, from which it receives \$1.1 million annually. As a result, our Housing First program only has the capacity to house a few dozen people. What is supposed to happen to the other 200 plus people on the YWCA homelessness registry, not to mention all those who make up our city's hidden homeless?

Over the past decade, City officials, rather than working to solve Regina's homelessness crisis, have put considerable effort into criminalizing poverty and homelessness.

- **2008:** City Council amended its Tag Day bylaw to make pan-handling illegal.
- **2009:** City Council passed the Parks and Open Space bylaw, which prohibits people from sleeping in parks.

- **2015:** Regina Police Service launched its Trespass to Property Initiative. Its purpose is to allow businesses to ban “unwanted guests” from their property.

The words of the 19th century French writer, Anatole France, seem to have particular application to 21st century Regina:

“The law, in its majestic equality, forbids rich and poor alike to sleep under bridges, to beg in the streets, and to steal their bread.”

It is time for a change in policy—time to stop harassing and criminalizing homeless people; and time to start addressing the root cause of homelessness: the lack of affordable housing.

The City of Regina cannot solve all Regina’s housing problems. That will require more federal, as well as provincial, input.

There are, however, measures the city can take that will go some way to addressing our city’s homelessness crisis. Here are two:

Proposal Number 1

I believe the Mayor is on the right track in looking to Housing First as at least part of the solution to Regina’s homelessness crisis. But where is the money going to come from? Here’s a suggestion:

Allocate annually the equivalent of 20% of the Regina Police Service Net Operating Budget to the Housing First program. This year that would amount to \$15 million. What a difference \$15 million would make to the Housing First program!

In support of this proposal:

- The RPS 2017 Net Operating Budget consumes 17.7% of the City of Regina’s 2017 Operating Budget. That’s a lot and the most of any budget item.
- RPS Chief Bray has indicated on a number occasions that he views finding homes for homeless people in our city a crime reduction strategy.
- Providing homes for homeless people will make our city a much safer place for everyone, including homeless people.

Proposal Number 2

Work with the business community to purchase Sears Warehouse, and, with the help of NGOs and volunteer citizens, convert it into affordable rental housing.

Perhaps some of the money for this project could come from that “up to \$2.5 million” fund. Wherever it comes from, this project would be a truly collaborative undertaking, involving so many sectors of Regina society.

Together we can end homelessness in Regina. Let’s do it!



Friends of the Regina Public Library

frpl@sasktel.net www.friendsofrpl.ca

February 9, 2017

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 Special Budget Meeting, February 13, 2017

The following are comments from the Friends of the Regina Public Library (FRPL) on the proposed 2017 Regina Public Library (RPL) Budget.

As seen in the RPL budget document, the Library and its staff have undertaken many valuable and innovative activities in the past year.

FRPL continues to appreciate the RPL's work in maintaining the roles of the Dunlop Art Gallery, the Film Theatre, and the Prairie History Room. This year there is a review of what resources in the Prairie History Room can be digitized, as there is increased demand for this knowledge from people outside Regina – thus attesting to the RPL and public's wisdom in not eliminating the PHR in the early 2000s. There were some changes to the Film Theatre's schedule this year, which prompted presentations to and discussions with the RPL Board and staff. Patrons also questioned the content and advisability of the expenditure on the Film Theatre's program guide.

The RPL Board continues to have more topics that are being publicly discussed by the Board in its open sessions. Further advance notice about the presentations and topics being addressed would enhance public transparency.

It is good to see that the RPL's Service Plan will finally be reviewed this year.

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 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 are concerned that the library's catering to "popular" materials has led to its great diminution as an historical and 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 Indigenous people. We continue to think that additional resources for these service innovations should be provided through additional provincial and federal funds, as well as from programs supporting Indigenous communities.

This year saw the expansion of the Bothwell Library, which seems to have been well received, including the addition of innovative reading and learning spaces and two accessible public meeting rooms. It will be interesting to see in the future how the innovative spaces are utilized.

The Mâdawêyatitân Centre, housing the Albert Library, the school and other facilities, will open in the Fall of 2017, providing a great space for its service area. The relocation of the library services will lead to the sale of the old Albert Library – a heritage building.

The decisions on a Central Library upgrade have been delayed while the RPL Board gives the factors concerning this heritage modernist facility further consideration.

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. It is important that staff expertise, self-determination and values be respected as the library goes through change processes.

FRPL continues to be interested in what the RPL will do to address the demand for library spaces and services in new areas as the City expands.

The History Book project that was originated by FRPL, *Biblio Files: A History of the Regina Public Library*, will be published by the University of Regina Press in 2017 and thanks are due to the RPL which has provided much-appreciated financial and staff assistance to the project.

The RPL is requesting a 2.9% increase in the mill rate to fund its 2017 budget and FRPL supports this request.

The opportunity to present these comments to City Council is appreciated.

Sincerely,

Joanne Havelock
Chair
Friends of the Regina Public Library

DE17-11

My name is Hillary Aitken and I am the Senior Director of Housing at YWCA Regina. As a multi-service agency, we support women, families, and their community in a holistic way through our many programs and services. We are also one of the many community organizations in Regina that provides an emergency response to homelessness through our homelessness shelter. My Aunt's Place is the only 24-hour low-barrier, trauma-informed shelter for women and children in Regina. In the seven years since we opened, we have consistently operated at or above our capacity. Last year alone, we turned away 327 women and 218 children because we had no space for them.

Because of this dire need, YWCA was very disappointed to see a lack of affordable housing in this year's municipal budget. Hundreds of people in our city are living without safe, affordable housing. A research study in Regina in 2011 showed that over the course of three years, there were "4500 different individuals and/or individuals and/or transitional shelters for at least one day and on average for 56 days" (Vracar, 2013). Research suggests that the numbers of Regina residents who are the "hidden homeless" – couch-surfing, staying in hotels, or in short-term institutional care – could be double or triple that of the absolute homelessness (Vracar, 2013). We, at YWCA, also know that homelessness looks different for women. Many of the Regina residents living in hidden homelessness are women. Women may stay in unsafe or unaffordable situations in order to have shelter. They are also more likely to have kids with them, live to old age, and lose housing due to violence. (YWCA Canada, 2016).

Why is this important?

Aside from being the right thing to do, addressing homelessness will save us money.

Homelessness represents a substantial financial cost to our city, both in the direct costs of shelters and support services, but also indirect costs in terms of policing, health services, and criminal justice. In a 2005 study that looked at costs in four Canadian cities, institutional responses to homelessness (jails and hospitals) cost \$66,000-\$120,000 annually. Emergency shelters cost slightly less: \$13,000-\$42,000 annually. On the other hand, supportive and

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transitional housing would cost only \$13,000-\$18,000 and affordable housing without supports costs a mere \$5,000-\$8,000 per year.” (Gaetz et al, 2016) This does not begin to recognize the economic benefits that are lost when someone is unable to work or contribute to a revenue base.

Furthermore, a study from Europe states that there may be detrimental impact to tourism and trade from homelessness (Pleace et al, 2013). We all know that we want to show visitors to our city the welcoming, safe, healthy community that Regina really can be. Investing \$1 in housing today can actually earn our community \$10 in the future.

It is also worth noting that homelessness disproportionately impacts Aboriginal people: The Regina Point in Time Count showed that 75% of survey respondents self-identified as Aboriginal, yet represent only 9.3% of the total population of Regina city residents. We commend the City for voting unanimously to begin acting on the calls to actions of the Truth and Reconciliation Commission. Here is a perfect chance for action. Addressing homelessness will immediately improve the health and education outcomes for Aboriginal people living in homelessness. As treaty people, we all have a responsibility to take action.

Homelessness is actually a very easy issue to address. Housing can act as a “policy fusion issue”. It is the first step towards improved health, safety, positive child development, and economic development in a community.

The City will not be acting alone to address homelessness. Community organizations are already taking action on this issue. More than twelve Regina community organizations have come together to join the 20,000 Homes campaign: a national movement of communities focused on housing the 20,000 most vulnerable Canadians by July 2018.

There are three key aims for 20,000 Homes Regina:

- a. Data: creating a list of people in need of housing, including their name and what kind of services they need;

-
- b. Collaboration: working together as a community to create a coordinated intake system and to provide a spectrum of supports;
 - c. Action: setting clear goals and taking the action required to ensure that Regina's most vulnerable citizens have a home

20,000 Homes operates with a Housing First philosophy: working to provide a safe, affordable home for everyone, but then matching each person with comprehensive supports in order to ensure they remain housed and move towards independence, empowerment, and autonomy.

20,000 Homes is just the first step. We are building the foundation for a comprehensive, multi-year, targeted plan to end homelessness in Regina.

This is where we need the city.

We need you to be the leader on creating a comprehensive plan to end homelessness, including clear targets, timelines, and responsibilities. Most importantly, we need you to leverage the resources to implement this plan. We want to see a municipal budget that reflects this action.

In cities across Canada that have made inroads in ending homelessness, municipal leaders have been in a leadership role. Municipal leaders have the ability to engage provincial and federal counterparts, local service providers, and the private sector.

Mayor Fougere has publicly stated his goal of ending homelessness in Regina. With leadership and political will from City Council, we can make this a reality.

Thank you.

February 9, 2017

Good evening Your Worship and City Councillors.

Most of you are familiar with Circle Project and our almost thirty year history of doing the kind of community work that produces significant and positive impacts for vulnerable Aboriginal people in Regina.

Whether we are delivering our evening programming to address and reduce family violence or taking a leadership role in hosting community events like National Aboriginal Day to build inclusion, a sense of belonging and to provide opportunities to decrease social isolation, the Circle Project is in the community, working for the betterment of Regina and all of its citizens. We couldn't do our work without the help of our funding partners like the City of Regina and corporate sponsors. We have built a strong reputation in the community in part because all Circle Project programs, services and community events are provided at no cost to participants. This is our response to addressing financial barriers that people living in poverty face. We are status blind and inclusive of all people in accordance with our mission statement and policies. All who request our assistance are welcome. As an example, of the 220 people (up by 30% from last year) that were referred and registered for the Family Violence program last year, a total of 81% were Aboriginal (132 status, 31 non-status, 14 Metis) and 19% were non-Aboriginal.

We came to Council in November 2015 to engage in the budget process. As a result of the issues we raised, your Administration made a recommendation to increase the Social Development Grants pool in the 2017 budget in the amount of \$200,000.

We thank you for that recommendation and respectfully request the \$200,000 increase be approved in the 2017 budget.

There were three other issues that we raised at that time:

- the elimination of the ability for organizations like ours to engage with the Community Grants Committee through the face to face presentation process
- the historic commitment to allocate 25% of the Social Development Grants budget to Aboriginal organizations which was no longer being recognized or honoured
- the significant decrease of funds with no specific reason provided to support the community work of Circle Project after a more than 25 year relationship

Council referred the matters of the process of adjudication and the specific 25% allocation to the administration. We have reviewed the report and although it goes into great detail about the adjudication process there is absolutely nothing in the report about the allocation of 25% of the grant pool to Aboriginal organizations.

In the Spirit of Truth and Reconciliation, we respectfully ask Council to request an additional report which will focus on the spirit and intent of the original policy and the matter be moved to the City Manager's office. Further we are requesting that included in the review would be the development of specific criteria for what constitutes an Aboriginal organization based on these three things: Aboriginal governance and control with majority Aboriginal Board, a majority Aboriginal staff and majority Aboriginal program participants. These eligibility criteria have already been developed and are used nationally by the National Association of Friendship Centres.

For the benefit of the newly-elected Councillors we have attached the presentation we made in 2015 as well as the Administration's response to the referral motion made at that time.

In 2015 we told you about the lifestyles/addictions counseling program that is a key part of the wrap-around service we provide. Those Councillors who attended the lunch we hosted earlier this month met Deanna Keewatin and learned how she counsels people at our facility and elsewhere at community partners' locations. They also learned how the addictions counseling ties in to the family violence programming we offer. As Circle Project showed at the Day of Caring we co-hosted last June with the Regina Police Service, Sophia House and the U of S College of Nursing, one incident of family violence costs those involved and the community at large well over \$100,000. Circle

Project provides the addictions and family violence counseling services for free to anyone, regardless of status, but it costs our organization about \$80,000.

The City of Regina used to provide \$45,000 to help us fund the addictions program. That fell to \$18,000 last year. Circle Project funds the difference out of our reserves – a practice we can not continue.

In 2016 the City also provided Circle Project with a one-time small grant of \$6,500 to help us host National Aboriginal Day celebrations in Grassick Playground. While your support is much appreciated, the City benefits from the presence of elected officials as well as a strong ceremonial showing by the Police Service. The total cost of NAD was \$27,500 in 2016.

This brings us to today. Here we are in a 25 year relationship with the City of Regina and in a position that we have to bring these matters to City Council due to the changes that have been implemented in the last four years. These changes included the move to create “community partners” by invitation only. In spite of our continuous service to the community and our solid reputation to get the job done, we were not invited to apply. We had to ask to be invited and the invitation was extended only after a series of lengthy meetings. We have applied for community partner status and core funding in the amount of \$50,000 for the next four years to support our important community work. However, your staff have informed us that the amount we currently

receive, at \$18,000 plus a maximum 20% increase, is all we will be eligible for. We have also been informed that there is no appeal process available in the event we are not selected as a community partner.

Circle Project does not like being here tonite to argue for additional funding. We recognize that if you hear from us, you are going to hear from many groups urging you to grant them funding. The Social Grants Board was created for this very reason: knowledgeable people from the community were delegated with the authority to disburse the grant pool according to the merit they see in the applications before them and their interviews with organizations like ours. The current adjudication process, which gives authority for decisions about who can apply for grants to your staff, means Council must ultimately defend their decisions, just as we are requesting you to do this evening.

We respectfully request that the \$50,000 core funding application for the next four years as a City of Regina community partner that was submitted by Circle Project be supported.

February 13, 2017

To: His Worship the Mayor
And Members of City Council

Re: 2017 General Operating and 2017-2021 Capital Budget; and 2017 Utility Operating and
2017-2021 Capital Budgets

RECOMMENDATION

1. That the 2017 tax-supported General Operating Budget, with gross expenditures of \$437,298,300 and a net property tax levy requirement of \$214,646,100, be approved.
2. That the 2017-2021 General Capital Budget with total gross expenditures of \$120,613,500 in 2017, as summarized on page 175 of the City of Regina 2017 Budget, attached as Appendix A, be approved.
3. That the General Capital Budget for multi-year tax-supported capital projects underway in 2017 with gross expenditures of \$33,701,000, as described on page 11 of this report, be approved as follows:
 - a) 2018 - \$41,304,000;
 - b) 2019 - \$24,795,000;
 - c) 2020 - \$2,000,000;
 - d) 2021 - \$2,000,000.
4. That the 2017 fee-supported Utility Operating Budget, with total revenues of \$132,342,400 and total gross expenditures of \$74,247,200, be approved.
5. That the 2017-2021 Utility Capital Budget with total gross expenditures of \$66,435,000 in 2017, as summarized on page 202 of the City of Regina 2017 Budget, attached as Appendix A, be approved.
6. That the Utility Capital Budget for multi-year tax supported capital projects underway in 2017 with gross expenditures of \$7,500,000, as described on page 62 of the City of Regina 2017 Budget, attached as Appendix A, be approved as follows:
 - a) 2018 - \$10,000,000;
 - b) 2019 - \$20,000,000;
 - c) 2020 - \$20,000,000;
 - d) 2021 - \$13,500,000.
7. That the 2017 mill rate of 7.9116 representing a 3.18% increase for all programs and services plus a 1% increase for the Residential Road Network Improvement Program, be approved.

8. That the 2017 and 2018 water rates, reflecting an annual rate increase of 5% per year effective March 1, 2017 and January 1, 2018, as described on page 53 of the City of Regina 2017 Budget, attached as Appendix A, be approved.
9. That the 2017 and 2018 wastewater rates, reflecting an annual rate increase of 5% per year effective March 1, 2017 and January 1, 2018, as described on page 53 of the City of Regina 2017 Budget, attached as Appendix A, be approved.
10. That the 2017 and 2018 storm drainage rates, reflecting an annual rate increase of 5% per year effective March 1, 2017 and January 1, 2018, as described on page 54 of the City of Regina 2017 Budget, attached as Appendix A, be approved.
11. That the funding request for Wascana Centre Authority, Economic Development Regina, and Regina Exhibition Association Limited be approved with funding provided by the funds described in Recommendation 1 of this report.
12. That the Regina Board of Police Commissioners recommendation to approve the \$84,509,800 Regina Police Services budget be concurred in and funded by the 2017 tax-supported General Operating Budget, as described in Recommendation 1 of this report.
13. That the Regina Public Library's Board approved budget and mill rate request of 0.78729 for the Regina Public Library be approved.
14. That a transfer of \$370,000 from the General Fund Reserve be approved to fund the Work Ready program in 2017.
15. That the City Solicitor be authorized to prepare all necessary bylaws to implement the above recommendations.

CONCLUSION

The recommended 2017 Budget maintains programs and service levels provided in 2016. 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 Budget Highlights are presented as Appendix B to this report.

The financial impact of the recommended plan is a total mill rate increase of 4.18%, comprised of a 3.18% increase for maintaining programs and services at current levels plus a 1% increase for increasing the level of local roadway infrastructure renewal work in 2017. For a typical home assessed at \$300,000, the total annual cost of the recommended budget produces a \$101.76 increase (\$77.40 from property taxes and \$24.36 for the residential roads program) compared to 2016 municipal taxes. Actual financial impacts will vary subject to Council's deliberations of amendments identified during the public review period and decisions made on service changes

carried forward from various committee meetings throughout 2016, as described in the motions of this report.

The total recommended General Operating Budget in 2017 is \$437.3 million, an increase of \$18.2 million from 2016. Property taxes are the largest single revenue source for the City, representing 50% of 2017's forecast revenues. The largest expenditure changes relate to costs associated with maintaining existing service levels, investments in services provided by the City's Service Partners and continued increased investment in asset rehabilitation and renewal.

The total recommended Utility Operating Budget in 2017 is \$74.2 million, an increase of \$6.8 million from 2016. Utility rates are the primary revenue source for the corporation's water, wastewater and drainage services, representing 97.4% of 2017's forecasted revenues. Based on the 25-year Utility Model, rate increases of 5% per year for 2017 and 2018 are recommended. At the recommended rates, the General Utility Reserve is projected to remain within the recommended range of \$33 million to \$80 million over the forecast period of the long term utility model.

The five-year General and Utility Capital funds total \$945.8 million. This funding is used to maintain existing assets as well as acquire new assets needed to support ongoing services. The City relies heavily on own-source revenues to support the infrastructure and the five-year general and utility plans represents Administration's best estimate of the cost to sustain the infrastructure over the long term.

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 2017 Operating and 2017-2021 Capital Budgets and the Utility Fund 2017 Operating and 2017-2021 Capital Budgets. The detailed budget plans are included in the City of Regina 2017 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 2016, the Executive Leadership Team directed the development of 2017 budgets that anticipated no changes to approved 2016 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 January 12, 2017. Details of the budget process are provided on pages 30-31 of the City of Regina 2017 Budget.

Considering the direction established in the Official Community 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 2017 Budget sets the fiscal foundation to meeting the needs now and in the future. This Budget ensures Administration is committed to reasonable, affordable tax and fee changes that support planned, sustainable growth and maintenance of the city.

The 2017 Budget is not without risk:

- The City is facing a reduction in provincial funding in 2017
- Lack of diversity in other revenues results in significant reliance on property taxes and grants to support the majority of our costs; and
- Aging infrastructure and community growth require increased funding to maintain current service levels.

Administration is aware of and managing within the new economic realities in the province. The proposed budget includes prudent decisions and does not recommend deferring needed capital projects. Capital funding requirements do not draw on reserves that will need to be built back up in future years at taxpayer expense, and there are not cuts to services or reduction in the number of employees.

DISCUSSION

2017 Budget Process

The development of the annual budget is anchored to the outcomes identified in the Official Community Plan (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 2017 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 2017 budget were to maintain services and service levels, advance 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 2017 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 2017 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 2017 Budget to receive feedback. The first workshop is at the beginning of the process to receive Council's advice on direction and the second is an overview of the draft budget, potential service level changes and a review of the corporation's financial condition.

- c) Enhanced reporting - The 2017 Budget book 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 2017 Budget book provides details about the General Fund, Utility Fund, and the Costing Fund in a single publication:

- i. *General Fund* - is used to fund the operating and capital costs for the majority of the City programs and services;
- ii. *Utility Fund* - the utility is operated on a full cost-recovery, user-pay basis to manage the Water, Wastewater, and Drainage Utility;
- iii. *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.

Summary

The 2017 Budget recommends an increase in the mill rate of 3.18%, with an additional 1% increase dedicated to the renewal of residential roads. It maintains the existing services and service levels provided in 2016. Additionally, it supports budget enhancements requested by the Regina Police Service (RPS). For a home assessed at \$300,000, the total cost of the recommended budget produces a \$101.76 increase (\$77.40 from property taxes and \$24.36 for the residential roads program). Regina's property taxes remain relatively low compared to other large Western Canadian cities (page 17 of Appendix A, provides comparisons).

The bylaw to formally levy the mill rate will be brought forward in the spring of 2017 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.

Influencing Factors

Administration considered a variety of factors when preparing the 2017 Budget:

- a) Previous decisions - as described throughout the budget document, a variety of previous decisions affect the level and extent of spending that will occur in 2017. Generally, costs associated with debt financing, funding to support labour negotiations and the full-year impact of service changes introduced in 2016 influence the 2017 Budget.
- b) New economic reality - there are new economic realities for the province, for the public and for the City. In 2017, the City's revenue growth is projected to be 50% less than last year. In 2016, revenue growth before any mill rate increase was \$16 million; this year Administration is projecting an \$8 million growth in revenue. The main factor in this decrease is a 5% (\$2.1 million) reduction in provincial funding for 2017.
- c) Corporate financial condition - managing the corporation's financial condition is important because it influences judgments about credit worthiness which, in turn, affects the City's credit rating and the cost of borrowing. Generally, the corporation's sustainability is following a positive trend, despite significantly higher debt levels starting in 2014 compared to prior periods (Pages 28-30 of the City of Regina 2017 Budget provide financial condition indicators as recommended by the Public Sector Accounting Board (PSAB)).
- d) Strategic direction - service delivery plans and funding strategies reflect an emphasis on improving the corporation's financial viability. An example of this is improving the City's reliance on fees, especially Service Agreement Fees, to fund infrastructure projects. There is, correspondingly, a reduction in forecast debt requirements. In addition, to ensure that assets and facilities are available in the future to provide reliable services, Administration has redirected tax funding to the renewal of infrastructure. Since 2011, this investment has almost tripled and in 2017 the recommended investment is almost \$43 million.

General Operating 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 water treatment and distribution, drainage and flood management;
- Management of Assets - such as roads, bridges, 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 2017 is \$18.2 million is reflected on page 35 and is made up of the following:

- \$13.1 million increase in taxation revenue that is made up of:
 - \$8.6 million increase as a result of the proposed 4.18% mill rate increase. This represents approximately 2% of the City's total operating revenue;
 - \$2.5 million was to adjust revenue to reflect 2016 actuals; and
 - \$2.0 million in property tax revenues resulting from new homes being added to the assessment roll, consistent with previous periods.
- \$10.6 million increase to fees and charges as follows:
 - \$5.4 million in facility revenues including ice rental, field rentals, and sport facility fees;
 - \$3.6 million in property rental revenues for the new Mosaic Stadium. This includes a \$12 stadium facility fee on Saskatchewan Roughriders tickets. This fee is collected by the Saskatchewan Roughriders and paid to the City to support payment of the new stadium; and
 - \$1.6 million for the transit fee increases.
- \$3.3 million reduction in other revenues that is made up of:
 - \$3.1 million increase in transfers that are a result in increased transfers to cover Utility Operations (\$1.4 million) and increased transfers from reserves (\$1.5 million). The transfers to cover utility operations are for indirect costs provided to Utility services from general operations such as human resources and informational technology;
 - \$2.3 million increase in municipal surcharges on gas and electricity as a result of a reduction in SaskPower revenues for 2017. The City of Regina receives a 5% surcharge on SaskPower's revenues. The surcharge is payment in lieu of taxes for the delivery of services by SaskPower to its customers;
 - \$7.5 million decrease in interest revenue that is the result of completing two major projects in 2016 (new stadium and waste water treatment plant). The City has utilized funding held in bonds to support the milestone payments for major projects. This has meant a reduction in the amount of bonds held and a corresponding reduction in the amount of interest earned in future periods; and
 - \$1.1 million decrease in gas distributing revenues that is a result of a reduction in SaskEnergy revenues. The City of Regina receives a 5% surcharge on SaskEnergy's revenues. The surcharge is payment in lieu of taxes for the delivery of services by SaskEnergy to its customers.
- \$1.3 million reduction in government grants that is mainly the result of a \$2.1 million (5%) reduction in provincial funding from the 2016 level to a total of \$40.0 million. It is important to note that contributions from the government grant is being reviewed by the province and may be reduced further or changed in future years;
- \$710,000 reduction in licences and levies that are the result of lower parking ticket revenue and amusement tax; and
- \$306,300 reduction that is the result of reduced provincial program funding for three Regina

Police Services positions - Fraud Investigator, Aboriginal Policing Coordinator, and the Provincial Aboriginal Recruiting Officer.

General Operating Expenditures

The General Operating Expenditures funds the majority of the City's programs and services is reflected on page 36 and totals \$437.3 million, an increase of \$18.0 million from 2016.

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 and increase in current contributions to capital.

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.

Although the City's operating budget is increasing in absolute dollars, less of that spending is being directed to program and service delivery and more is being spent on infrastructure. In 2011, program spending accounted for 84% of the City's total expenditures. In 2017, program spending accounts for 77% of total expenditures. This resource shift reflects an increasing emphasis on infrastructure renewal.

Included in the General Operating Expenditures is funding of \$370,000 from the General Fund Reserve for a new employee wellness initiative. The City has reduced its workplace injuries significantly over the past few years. As a result, the City has received \$3.3 million in dividends and rebates from Workers Compensation Board (WCB) in 2015 and 2016 which have been allocated to the General Fund Reserve. Administration is developing the Work Ready Program to further reduce workplace injuries by focusing on high risk tasks. It is anticipated that the program will reduce workplace injuries by 20% over the next several years. The 2017 funding covers the first year of a three-year program. An assessment of the effectiveness of the three-year program will happen at its conclusion. The funding will not affect the proposed mill rate increase, as the funds will be taken from the reserve.

The General Fund Operating expenditures, including the Regina Police Service, project an increase of \$18 million in 2017. Specific increases reflected in the 2017 Budget include:

- \$6.3 million transfer from General Operating Revenues to tax-supported capital projects. This brings the total allocation to capital to \$57.5 million and includes \$40 million for general capital, \$3.1 million for Regina Police Service capital, and \$14.4 million for debt repayment (principal and interest);
- \$5.6 million increase in salary and benefit costs associated with collective agreements. For the past five years, salary costs have consistently made up approximately 54% of the City's annual operating costs;
- \$3.7 million increase in funding to Regina Police Service that is mainly salary and benefit costs;
- \$2.6 million increase in intra-municipal costs. These costs are such things as fleet costs, facilities costs, and information technology costs that are allocated from support services to direct services areas such as Transit, Fire, and Parks to ensure the costs to provide the service reflect the full cost (direct and indirect costs);
- \$1.4 million increase in professional services. Professional services include a variety of costs including contracted services, contract property management costs, paratransit services, Humane Society contractual payments, education and training services and consulting services. The increase is mainly due to increased costs for contracted property management costs as a result of having REAL manage the new stadium;
- \$1.3 million increase in transfers to reserves primarily to the Solid Waste Reserve. The transfer to the reserve is required to ensure the funds needed are available to cover the long term capital cost of current and landfills.
- \$250,000 increase in community grants funding as recommended by Council in report to council on Community Investments Grants Program Update (CPS16-18);
- \$81,000 increase in goods and materials required to provide services and includes costs such as gravel and sand, general supplies, clothing, asphalt products and janitorial supplies;
- \$74,000 decrease in office and administration which includes costs such as software and maintenance charges, telephone charges, insurance and conferences, seminars and travel; and
- \$2.5 million decrease across all business areas as an operational efficiency. This reduction in expenses is intended to reflect ongoing review of operational efficiencies and the need to meet the goals of the OCP while maintaining an affordable mill rate increase for residents. The savings will be found through a collaborative effort in identifying and managing costs to meet the cost reduction overall.

Request for Full-Time Equivalent Positions

The 2017 Budget includes an overall addition 2.2 full-time equivalent (FTE) positions in all funds (General, Utility, Costing and Capital). Administration's budget development included the analysis of the staffing needs to meet the service and service levels. By balancing the staffing needs with the available resources, the staffing allocations were made to meet the need and bringing the total staffing complement (permanent and casual) up to 2,847 FTEs.

2017-2021 General Capital Budget

Each year the Administration submits a five-year Capital Plan to City Council in accordance with the *City Manager's Bylaw* 2003-70. The 2017 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 2017-2021 General Capital Plan, highlighted on page 175 of the City of Regina 2017 Budget, includes a total gross expenditure of approximately \$552 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 2017-2021 (\$000's)

	General Capital	Police Capital	Total Expenditures
2017	117,471	3,143	120,614
2018	112,761	4,636	117,397
2019	97,416	5,580	102,996
2020	96,046	4,005	100,051
2021	107,799	2,685	110,484
Total	531,492	20,049	551,541

The proposed 2017 total Capital Budget is \$120.6 million. Additionally, there are capital projects worth a combined \$112.4 million carried forward from previous periods.

In general, the capital plan is funded by current contributions to capital, reserves, 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. Page 9 of the City of Regina 2017 Budget, attached as Appendix A, outlines the transfers from the General Operating Budget to capital.

							Budget Change	
Expenditures	2014 Actuals	2015 Actuals	2016 Budget	2016 Forecast (Sept)	2017 Budget		Dollar Change	Per Cent Change
General Fund								
Current Contributions to Capital - Civic	29,432.4	31,666.8	37,605.8	37,605.8	39,825.1		2,219.3	5.9
Current Contributions to Capital - Police	2,000.5	2,763.7	2,747.0	2,747.0	3,143.0		396.0	14.4
Debt Charges	12,420.3	13,735.4	10,856.5	13,754.7	14,567.3		3,710.8	34.2

							8	
<i>Total General Operating Expenditures</i>	43,853.2	48,165.9	51,209.3		54,107.5		57,535.4	6,326.1
								12.4

As shown in the table above, \$40.0 million from the 2017 tax supported budget will be spent on civic capital and an additional \$3.1 million for police capital in 2017. Debt charges 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 Stadium Project 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 on page 66, all reserves, with the exception of the land development reserve are expected to remain in a positive balance in 2017. The general fund and the golf reserves are projected, based on current information and assumptions, to go into a deficit in 2020. These 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 decision 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. In 2017, Administration will review the current Reserve Policy that will include analysis of the number of reserves held by the City; the use of the reserves; and the relevant amount of the reserves in comparison to the value of the current assets and best practices. The analysis will be coupled with the Long Range Financial Model, currently in development, to establish a long-term strategy to build the reserve balances through dedicated funding. By ensuring reserves are funded on an on-going basis, the long-term needs of the City with respect to providing services and maintaining infrastructure will be met in a confident and sustainable manner.

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, 2016 outstanding debt balance is projected to be \$294.6 million and is projected to decrease to \$287.9 million at the end of 2017, as noted on page 63 of the City of Regina 2017 Budget.

While no new debt is required in the 2017 Budget, the five-year Capital Plan will require the

City to take on additional debt. Page 179 notes the requirement to take on debt of \$40.0 million in 2020 and 2021 for the new Regina Police Services headquarters. Debt will not be issued without City Council approval.

Service Agreement Fees

The City of Regina enters into agreements with private developers to undertake greenfield 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 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 Network Improvement 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 3, if approved, recognizes the multi-year financial commitments associated with capital projects that require more than one year to complete. Approving funds in 2017 through to 2021 for projects that commence in 2017 allows the City to commit the total cost of the project from tendering through to their completion.

General Fund Multi-Year Capital (\$000's)						
Project Name	2017	2018	2019	2020	2021	5 Year Total
Business Transformation Program - Consolidated	3,274	1,000	2,000	2,000	2,000	10,274
Civic Radio System Replacement	1,082	569	-	-	-	1,651
Comprehensive Zoning Bylaw Review	1,400	850	650	-	-	2,900
Corporate Payments Project	-	150	-	-	-	150
Eastgate Drive - Long Term Solution	300	2,700	-	-	-	3,000
Implementation of Planning and Building Software	1,600	250	-	-	-	1,850

Landfill Operations Centre	2,900	10,600	8,700	-	-	22,200
Mâdawêyatîtan Centre (formerly North Central Shared Facility)	2,255	-	-	-	-	2,255
Mosaic Stadium Decommissioning	1,200	1,800	-	-	-	3,000
Municipal Justice Building Decommissioning	100	-	-	-	-	100
Parks and Facilities Yard Facilities Development	3,490	5,970	1,070	-	-	10,530
Recreation Master Plan Development	100	-	-	-	-	100
South East Land Development	16,000	5,000	-	-	-	21,000
Transit Fleet Maintenance Facility	-	12,415	12,375	-	-	24,790
	33,701	41,304	24,795	2,000	2,000	103,800

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.

Utility Operating Budget

The City of Regina's Utility Model uses a serviceability approach to asset management which guides its budget planning. Capital and operating budgets are planned in tandem using a 25-year financial model. In the model, asset investments are prioritized and organized into phases to balance performance, risk and cost. As opposed to traditional asset management models that focus on maintenance and renewal spending at prescribed periods, Regina's approach integrates capital asset renewal/replacement decisions with operating budget decisions that ensure asset lifecycle costs are minimized and service levels are maintained.

By using a 25-year model to make service delivery and financing plans, the City is able to manage the peaks and valleys of required spending through gradual rate increases, use of debt, and the building and utilization of reserves. It is important to note that utility services cannot generate a "profit"; the model is designed to ensure the service is financially self-sustaining over the 25-year planning period. Surplus funds generated in one period helps reduce expenditure requirements in future periods, just like deficits are funded from either reserves or future rate increases.

The 2017 Budget maintains the existing utility services and service levels provided in 2016. Continued progress on key community projects, including the Wastewater Trunk Relief Initiative, and completing a third forcemain to the Wastewater Treatment Plant, are included in the proposed budget. It also includes water and wastewater infrastructure renewal projects; pumping station upgrades and equipment replacement; rehabilitation and replacement of cast iron pipes; and continued investment in drainage infrastructure, including detention facilities and related piping.

Work continues on the Water Master Plan and Wastewater Master Plan to identify actions for maintaining or improving the level of service, reduce the risk of flooding and sewer backups, as well as to accommodate growth.

Utility Revenues

A Utility rate increase of 5.0% per year for two years (2017 and 2018) is recommended and will result in average monthly billing increases of approximately \$7.52 in 2017 and an additional \$9.40 in 2018. The rate increases will be effective March 1, 2017 and January 1, 2018.

Revenues from Utility rates are estimated to total \$132.3 million, an increase of \$7.2 million over 2016. Of this increase, approximately 5% is attributable to an increase in the number of service connections, with the balance attributable to the 5% rate increase.

Specific increases reflected in the 2017 budget include:

- \$6.1 million increase in fees & charges due to the 5% fee increase. Fees and charges is primarily the sale of water and sewer service charges; and
- \$1.1 million increase in licences and levies. This is primarily storm drainage infrastructure levies and penalties for non-sufficient funds (NSF) charges.

Utility Operating Expenditures

The recommended Utility Operating Budget for 2017 totals \$74.2 million, an increase of \$6.8 million from 2016. Specific increases reflected in the 2017 budget include:

- \$4.7 million increase in the allocation of fees to capital. The increase reflects the funding required for the payment of debt charges related to the waste water treatment plant;
- \$4.1 million increase in other expenses. In 2016 Buffalo Pound Water Treatment Corporation became a non-profit corporation owned jointly by the Cities of Moose Jaw and Regina. This cost reflects the payment for the purchase of water from the Buffalo Pound Water Treatment Corporation under the new agreement. The new agreement enables Buffalo Pound to charge a higher rate for the purchase of water that includes the cost of future asset renewal and replacement at the plant. Previously, the cost of asset renewal was shared by Regina and Moose Jaw at the time of the purchase;
- \$1.5 million increase in salary and benefits costs associated with collective agreements;
- \$1.0 million increase to intra-municipal expense. Intra-municipal expenses are the costs of indirect services charged to the Utility Fund. These would include costs such as fleet costs, fuel costs, as well as information technology and human resources. It also includes an access

fee that is intended to estimate the inability of the City to utilize the land in which a pumping station is located and earn tax revenue;

- \$194,100 increase office and administration costs including software and maintenance charges, telephone charges, insurance and conferences, seminars and travel;
- \$138,300 increase in goods and materials utilized within the Utility service. This includes costs such as gravel and sand, general supplies, clothing, and janitorial supplies;
- \$4.3 million decrease in transfers to reserves in 2017 that is related to the substantial completion of the waste water treatment plant. With substantial completion future fund requirements are reduced so less money is needed to put into the reserve; and
- \$226,900 decrease in professional services. Professional services include costs such as contracted services, contract property management costs, education and training services and consulting services. The decrease in 2017 is mainly the result of a decrease in contracted services which a decrease in costs associated with the completion of the Waste Water Treatment Plant (WWTP).

2017-2021 Utility Capital Budget

The recommended comprehensive 2017-2021 Utility Capital Plan, highlighted on page 202 of the City of Regina 2017 Budget, includes a total expenditure of \$394.2 million. The proposed 2017 total utility capital budget is \$66.4 million. Additionally, there are capital projects worth a combined \$81.5 million carried forward from previous periods.

Utility Capital 2017-2021 (\$000's)	
2017	66,435
2018	67,588
2019	80,027
2020	92,177
2021	87,990
Total	394,217

Similar to general capital, the utility capital utilizes various sources of funding to support infrastructure. The Utility Reserve supports the majority of the infrastructure costs (55%). Because the Utility is supported by a long term funding model, the reserves are maintained within the limits of \$33 million and \$80 million. This ensures that the infrastructure is maintained over the long-term through a full-cost recovery, user-pay model. The other major funding source to support assets within the Utility is service agreement fees and it provides approximately 27% of the total utility capital funding. The remaining 18% is from external sources

Multi-year capital projects are included in the Utility Capital Budget. Recommendation 6, if approved, recognizes the multi-year financial commitments associated with these projects that require more than one year to complete. Approving funds in 2017 through to 2021 for projects that commence in 2017 allows the City to commit the total cost of the project from tendering through to their completion.

General Fund Multi-Year Capital
--

(\$000's)						
Project Name	2017	2018	2019	2020	2021	5 Year Total
Area 1 & 17 - Location 1	3,500					3,500
Area 8 Upgrades - Arcola Avenue Detention Facility	4,000					4,000
Eastern Pressure Solution		10,000	20,000	20,000	13,500	63,500
	7,500	10,000	20,000	20,000	13,500	71,000

Utility Rate Increase

The recommended budget includes utility rate increases of 5% per year for two years (2017 and 2018). The Utility is responsible for diverse infrastructure including water mains, storage reservoirs, pumping station, building service connections, a wastewater treatments plan, wastewater and storm drainage sewers as well as drainage channels and creeks.

The rates collect by the Utility used to support four service areas:

1. Water supply and distribution - the water system provides waster for residential, institutional, commercial and industrial customers, as well as for fire protection.
2. Wastewater collection and treatment - the wastewater system collects wastewater from residential, institutional, commercial and industrial customers in the City and treats wastewater in accordance to Provincial and Federal government's environmental regulations and industry standards.
3. Storm water collection and flood protection - the drainage system controls water runoff from rainfall and melting snow in and around the City.
4. Customer service - the customer service included utility billing function of producing and collecting utility bills in an efficient, accurate and timely manner and the communication function that supports responsiveness to customer inquiries and needs.

Detailed water, wastewater and storm drainage rates are provided on pages 53 - 54 of the City of Regina 2017 Budget, attached as Appendix A. The proposed rates will be effective March 1, 2017 and January 1, 2018.

The rates are reviewed in context of the long term Utility Financial Model. The Model is used to project future operating revenues and expenditures along with capital requirements and capital funding for the Utility. The recommended rate increases are required as a result of increasing operating and capital costs. Operating costs such as salaries, benefits, electricity and fuel continue to increase on an ongoing basis. Using the 25-year financial model, the City has been able to smooth the impact of significant capital projects without compromising asset management. This, along with the substantial completion of the wastewater treatment plant and the implementation of efficiencies in daily operations supports a smaller rate increase recommendation for 2017 and 2018 than previous years.

While the recommended rates support the ongoing services provided by the Utility, they are not without risk. As work continues on master plans, the model includes assumptions for recommendations. As the master plans are completed, the amount and/or timing of funding requirements may change. Any changes to Council priorities or provincial and federal environmental regulations will also impact future costs.

Service Partner Budgets

The City works with key service partners, including the Wascana Centre Authority (WCA), Economic Development Regina (EDR), and Regina Exhibition Association Limited (REAL). WCA, EDR and REAL each make annual requests to City Council for funding through the Executive Committee (EX16-39, attached as Appendix C). The table below reflects the funding for each of these agencies included in the 2016 budget, the amount requested in 2017, and the level of funding included in the 2017 proposed budget.

	2016 Budget	2017 Service Partner Budget Request	2017 Budget	Change	%
Economic Development Regina	1,719,500	1,969,500	1,719,500	-	0%
Wascana Centre Authority	2,719,000	2,954,000	2,719,000	-	0%
Regina Police Service	71,681,700	75,660,000	75,660,000	3,978,300	5.5%
Regina Exhibition Association Limited	400,000	800,000	400,000	-	0%
	76,520,200	81,383,500	80,498,500	3,978,300	

Wascana Centre Authority

Wascana Centre Authority (WCA) is responsible for managing 2,300 acres of park land within the boundaries of the City. The WCA 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 WCA supports the overall maintenance of the park. The City also contracts directly with WCA to provide improvements on City owned lands within the park.

Funding for WCA is legislated by *The Wascana Centre 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.

WCA has requested total funding of \$2.9 million in 2017 from the City of Regina, which is an increase of \$235,000 from the current level of funding. The increase includes ongoing operating funding of \$2.2 million and capital funding of \$793,000. Recommendation 1 of this report includes maintaining funding at the 2016 level.

Economic Development Regina

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 2016, the City's core funding totalled 66% of EDR's total revenue. EDR's 2017 budget projects increased funding for other sources, reducing the city's proportional share to 57%.

EDR has requested a budget of \$2.0 million in 2017, and increase of \$250,000 from 2016 funding. Recommendation 1 of this reports includes maintaining funding at the 2016 level.

Regina Exhibition Association Limited

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.

REAL has requested a total of \$800,000 for 2017, which is an increase of \$400,000 from the 2016 funding provided. Recommendation 1 of this report includes maintaining funding at the 2016 level.

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 Regina Police Service (RPS) within the December 15, 2016 report to Council (CR15-120), the RPS 2017 budget continues to reflect the Regina Police Service 2015 - 2018 Strategic Plan. The 2017 operating budget anticipates a net operating budget of \$75.7 million, with revenues of \$8.8 million. Generally, this reflects the annualization of staffing costs that were initiated in 2016, including technology improvements to the servers, radio system and funding to support increased costs of ammunition. Revenue is down \$306,300 mainly due to a reduction of provincial funding for three police positions.

Recommendation 12 of this report supports the approval of the RPS 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 0.78729 for 2017 (2.9% increase from 2016). If approved by Council, Administration will bring forward a bylaw in the spring of 2017 to formally levy the mill rate.

RECOMMENDATION IMPLICATIONS

Financial Implications

The financial implication of the recommended 2017 Tax-Supported General Operating Budget is an increase in the property tax mill rate to 7.9116, representing a 4.18% increase from 2016. This provides 2.73% for maintaining current services and service levels, 0.45% for funding the Mosaic Stadium financing plan and dedicates 1% to a Residential Road Improvement 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). As noted earlier in this report (page 10), a reserve analysis will be completed in 2017 and forwarded to City Council on the choices that Council could take to ensure that stable consistent funding is available in the future to sustain the assets and infrastructure required to deliver services to residents.

The financial implication of the recommended 2017 Utility Operating Budget is a 5% rate increase for each of the next two years (2017 and 2018). The recommended Budget also anticipates a transfer of \$52.0 million to the General Utility Reserve, which supports capital funding requirements as defined in the 25-year financial model.

The 2017-2021 total recommended General and Utility Capital Budget represents a \$945 million

investment over five years.

For the typical residential customer with a home valued at \$300,000, the recommended 2017 mill rate increase of 4.18% will result in an approximate property tax increase of \$101.76. The recommended utility rate increase of 5% will result in an increase cost of \$7.52 per month in 2017 on an average homeowner who uses 360 cubic meters of water per year.

Environmental Implications

Environmental issues with respect to the Utility Budget are presented in the budget document.

Policy and/or Strategic Implications

The recommendations in this report, and the resulting 2017 Budget, address the goals described in the City of Regina's Strategic Plan, as presented on pages 5 - 11 of the City of Regina 2017 Budget.

Other Implications

None specifically related to this report.

Accessibility Implications

The recommended 2017 Budget continues to fund a variety of accessibility implications that were implemented in previous years. The most noteworthy investments in 2017 are the capital projects to support Paratransit.

COMMUNICATIONS

The objectives of communication activities related to the recommended 2017 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 October 29, 2016, an interactive, online budgeting tool was launched that invited residents to make choices involved in balancing a municipal budget, along with a video that illustrates the budget process. Submissions through the interactive tool were accepted until November 30, 2016. More than 2,200 residents visited Regina.ca/budget, and 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. The responses indicated that residents would like to see a slight increase in the budgets allocated to Roadways and Transportation as well as to Infrastructure and a slight decrease to Planning and Police Services.

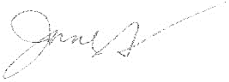
Other activities included two workshops with Council and a variety of communications through

print, traditional media and digital channels. Further, a four-week public review period of both the recommended 2017 Budget and this report preceded Council's consideration of this report.

DELEGATED AUTHORITY

The recommendations in this report require City Council approval.

Respectfully submitted,



June Schultz, Director, Finance
Corporate Services

Respectfully submitted,



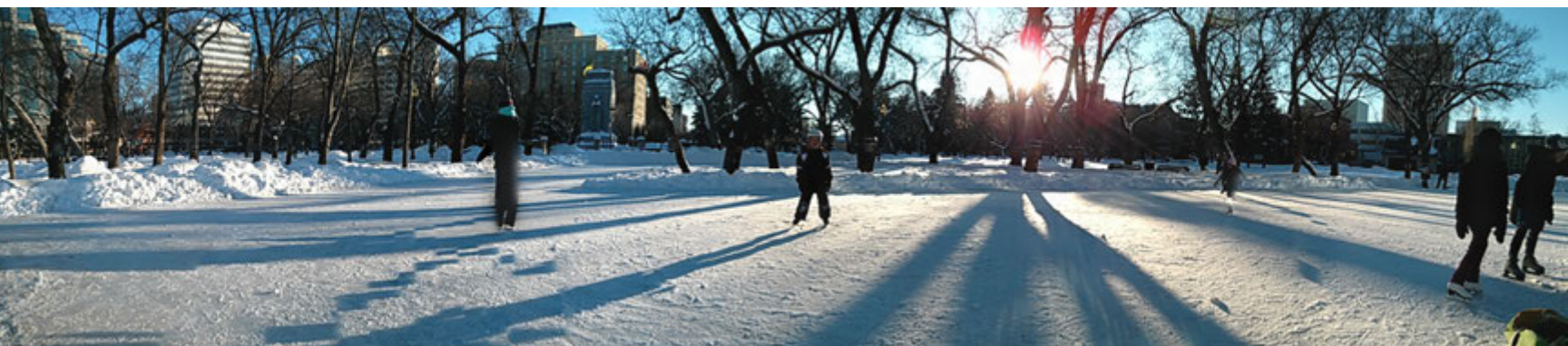
Ian Rea
Chief Financial Officer

Report prepared by:
Trevor Black, Manager, Budget & Financial Services



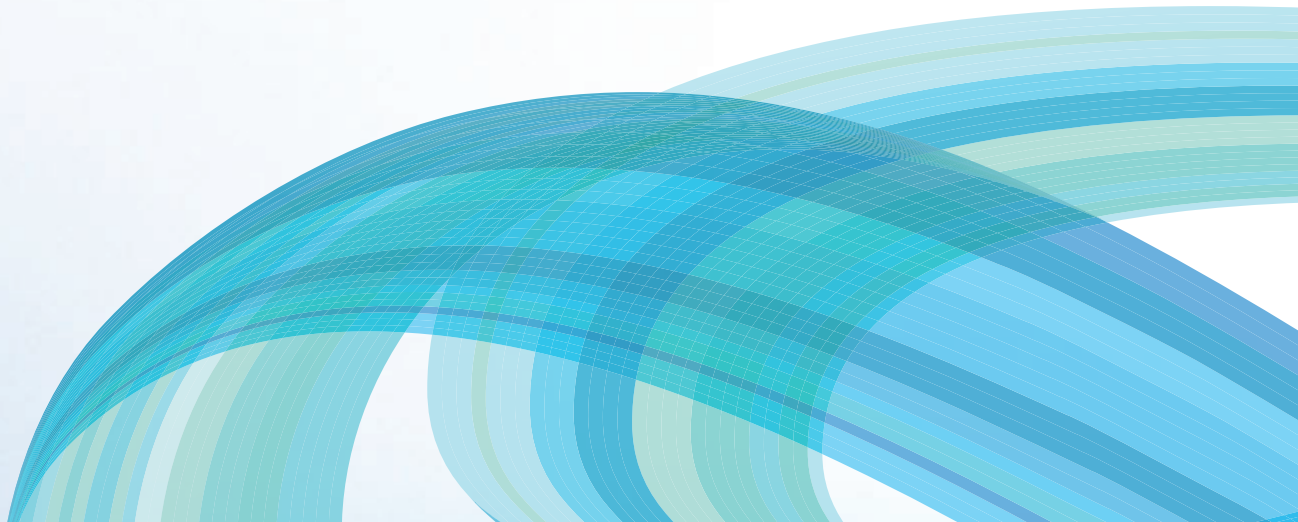
Building for the Future

2017 General Operating Budget
2017 Utility Operating Budget
2017-2021 General Capital Program
2017-2021 Utility Capital Program



**2017 General Operating Budget
2017 Utility Operating Budget
2017-2021 General Capital Program
2017-2021 Utility Capital Program**

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January 12, 2017

To: His Worship the Mayor and Members of City Council

Re: General Fund 2017 Operating and 2017-2021 Capital Budget
Utility Fund 2017 Operating and 2017-2021 Capital Budget

On behalf of your Administration, we are pleased to recommend the City's 2017 budgets for your consideration and adoption as per Section 128 of The Cities Act.

As a fundamental part of municipal governance, budgeting can be challenging and 2017 will pose a significant number of unique challenges. City revenue growth is slowing considerably. In many areas revenues have decreased, while the cost of operations continue to rise.

To meet current needs and plan for the future, Administration has worked hard to limit expenditure growth and remains committed to exploring further efficiencies.

As your City Manager and Chief Financial Officer, we initiated a more rigorous approach to budget preparations this year. Our team has given thoughtful consideration to the comprehensive proposal before you. Having taken into account the changing economic climate and the need for enhanced cost efficiencies, we are confident we have achieved the right balance between service expectations and affordability.

The proposed 2017 Budget goals were clear and straight-forward:

- Maintain services and service levels
- Continue to invest in asset renewal
- Manage growth efficiently and effectively
- Leverage third party funding from the provincial and federal government where possible and appropriate
- Maintain affordability for Regina residents

The proposed Budget supports the City's highest order plan: Design Regina: the Official Community Plan by continuing to invest in strategic priorities.



Summaries:

2017 General Operating Budget: 4.18% municipal mill rate increase including 1% dedicated to the Residential Roadways Renewal Program; \$437.3 million in expenditures. The impact on the average Regina homeowner will be \$8.48/month or just over \$100/year.

2017-2021 General Capital Budget: \$551.5 million funded by a combination of reserves, operating funds, developer charges and government grants. The 2017 General Capital Budget is approximately 12% lower than 2016 due to substantial completion of the new stadium.

2017 Utility Operating Budget: 5% rate increase; \$74.2 million in operating costs. The utility operating budget includes a planned transfer of \$52 million to the Utility Reserve to support future asset renewal work. The impact on the average Regina homeowner will be \$7.52/month or just over \$90/year.

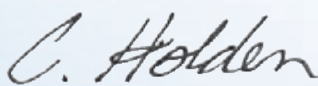
2017-2021 Utility Capital Budget: \$394.2 million funded by a combination of reserves, development charges, government grants and other sources. The 2017 Utility Capital Budget is about 50% less than the 2016 Budget due to the construction of the Wastewater Treatment Plant being completed.

2017 Budget highlights include:

- \$7.5 million to fix residential streets by continuing to allocate 1% of the mill rate increase
- \$24.0 million to renewing major streets, bridges and sidewalks
- \$9.3 million for snow clearing
- \$11.2 million to enhance transit and paratransit services
- \$84.5 million for Regina Police Services and \$42.6 million for Fire and Protective Services to ensure community safety

The 2017 Budget is focussed on providing quality services and service levels, building and renewing infrastructure and maintaining affordability for Regina residents. It reflects the work of dedicated employees who supported and understood the budget requirements and are dedicated to delivering valuable services in a challenging fiscal environment. On behalf of the Executive Leadership Team, we thank them for their commitment and professionalism in serving Regina residents.

Sincerely,



Chris Holden
City Manager



Ian Rea
Chief Financial Officer

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A tall, modern building with a grid-like facade is visible on the left side of the image. The building has many windows and a distinctive top section. The sky is a deep blue with some wispy white clouds. In the foreground, there are green trees and a black lamppost. A large, stylized graphic of overlapping blue and green wavy lines covers the bottom right portion of the image, creating a sense of movement and depth.

Introduction and Overview

Introduction and Overview

Community Profile

The City of Regina is Saskatchewan's capital. It has a population of 226,000 and serves a larger metropolitan area of 246,000. The community has been affected by over a decade of strong growth in its resource-based economy. Between 2006 and 2011, the city's population increased by more than 14,000 or 7.7%. Of significance, the number of young children under the age of five grew by 24% during the same period. *Design Regina: The Official Community Plan* (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, resulting in a relatively slow growth forecast through to 2019 (Figure 1). One of Regina's economic highlights is the construction sector, where building permits reached an all-time high in 2012 and continue to outpace the ten-year average (Figure 2).

REGINA ECONOMIC INDICATORS

Economic Indicators	2013	2014	2015	2016f	2017f	2018f	2019f	2020f
Real GDP at Basic Prices (2007 \$ millions)	13,594	14,060	13,992	14,169	14,426	14,679	14,934	15,390
Percentage Change	5.9	3.4	-0.5	1.3	1.8	1.8	1.7	3.1
Total Employment (000s)	136	137	138	139	139	141	143	146
Percentage Change	6.3	0.4	0.9	0.8	0.1	0.9	1.5	2.3
Unemployment Rate (per cent)	3.8	3.7	4.4	5.4	5.2	5.0	4.8	4.7
Personal Income per Capita (\$)	51,868	51,396	53,456	54,385	54,737	55,661	56,836	58,425
Percentage Change	5.0	-0.9	4.0	1.7	0.6	1.7	2.1	2.8
Population (000s)	231	237	241	246	251	256	260	265
Percentage Change	2.8	2.5	1.9	1.8	2.0	1.9	1.9	1.9
Total Housing Starts	3,122	2,223	1,597	1,330	1,232	1,301	1,377	1,495
Retail Sales (\$ millions)	5,275	5,516	5,397	5,559	5,647	5,786	5,946	6,164
Percentage Change	5.9	4.6	-2.2	3.0	1.6	2.5	2.8	3.7
CPI (2002 = 1.0)	1.267	1.297	1.315	1.334	1.361	1.390	1.419	1,448
Percentage Change	1.7	2.3	1.4	1.4	2.0	2.1	2.1	2.0

FIGURE 1: REGINA ECONOMIC INDICATORS

F = FORECAST SOURCES: STATISTICS CANADA; CMHC HOUSING TIME SERIES DATABASE; THE CONFERENCE BOARD OF CANADA
SOURCE CONFERENCE BOARD OF CANADA (AUTUMN 2016 METROPOLITAN OUTLOOK)

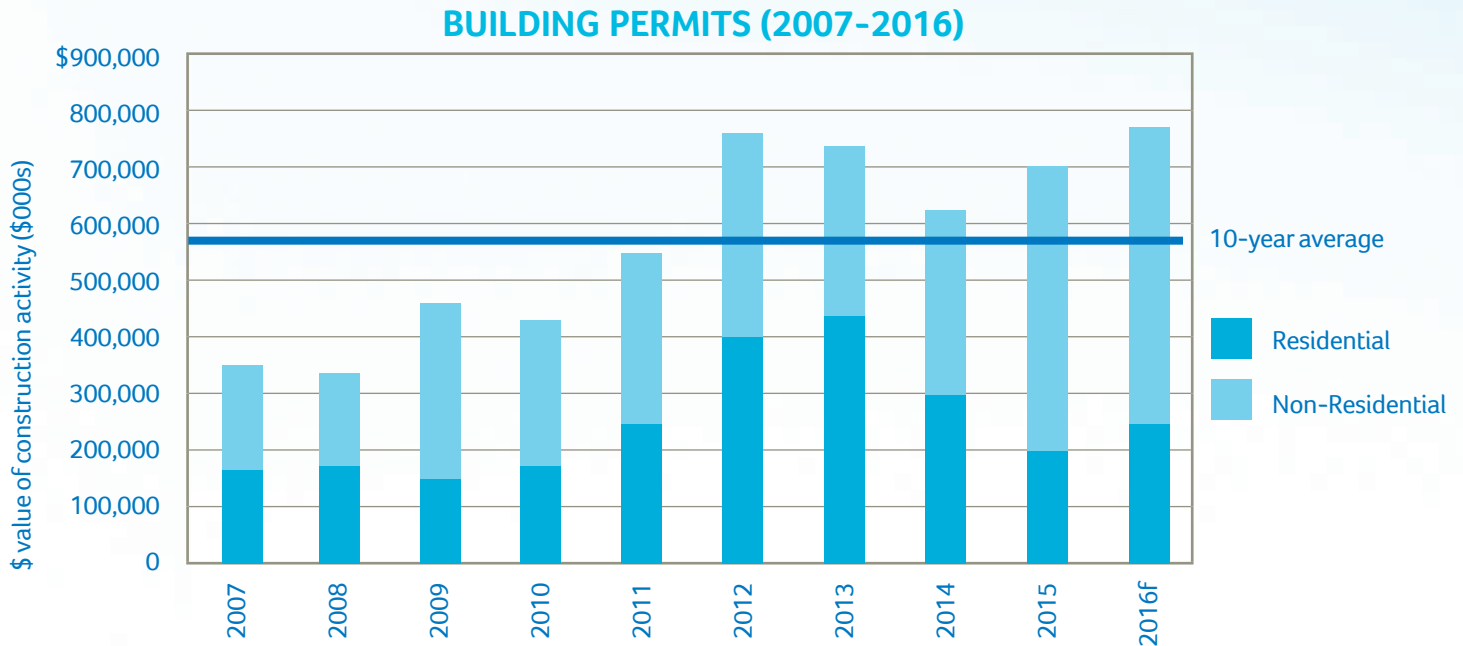


FIGURE 2: BUILDING PERMIT ACTIVITY (2007-2016)

Priorities and Issues

Through 2012 to 2014, at the time of the development of the City's OCP and its current strategic plan, an extensive environment scan was conducted. The results of that scan drove the priorities for the City. What follows is a summary of the 2012 to 2014 environmental scan.

Growth Management

The economic growth over the past decade, while of great benefit to the community, created significant pressures for the City of Regina. Revenues increased as a result of population growth, however, not as quickly as costs. The City is exploring how best to ensure revenue growth supports and accommodates anticipated population increases. The City will also need to consider how to manage costs. A key element of this effort will be to develop policies, incentives, and programs that will increase population density. If some of the population increase can be accommodated without building new roads, sidewalks, and other infrastructure, costs will be managed more effectively.

While increased population density will help, some of the cost pressures that have built up over recent years will remain. For example, in some cases, only new infrastructure can address the service requirements of a growing population.

In the 1970s, the last time the City saw a significant growth period, new system infrastructure was built that could service a growing population. That excess system capacity (e.g. for things like water pressure) has now been used and significant new investment will be required for Regina to service new growth areas.

Regina is also facing demands because of the growing population in communities surrounding the City. The number of residents who use the City's services but do not contribute to the tax base is increasing. The City will need to work with its partners in the region to identify innovative ways to jointly plan and deliver services.

Asset Renewal and Financial Viability

One of the community priorities that emerged from the OCP process was 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 business to serve residents.

If unresolved, this backlog would have created a negative effect on the City's ability to maintain service levels, meet spending requirements for repair and maintenance and remain competitive. The City has developed strategies to address this as part of its long-term asset management plan.

The issue is complex. Typically, asset management plans have been based on replacing or renewing assets to provide the same level of service. As Regina grows, it will also have to consider that demographics and public expectations are changing and service requirements are evolving. Infrastructure renewal must be more than replacement. Infrastructure plans and decisions must also include evaluation of future program and service needs.

Infrastructure renewal is compounded by the City's water and wastewater Utility as a consequence of regulatory and climate change. The City of Regina is committed to protecting the environment and meeting its regulatory requirements. The Utility's immediate regulatory challenge comes from the combined changes in provincial and federal regulations. These changes have resulted in significant capital investment in the Wastewater Treatment Plant to meet operating permit requirements and protect downstream water bodies. Significant investment is also planned to reduce the risk of sewage bypass, which has occurred when unusual storm events push the drainage system beyond its capacity. These type of storm events are increasing. Finally, climate change has also affected conditions in Buffalo Pound Lake, Regina's water source. These conditions have led to a need to adjust water treatment processes and may result in the need to renew treatment infrastructure earlier than planned. This issue is currently being studied by the Buffalo Pound Water Treatment Corporation.

Employee Engagement and Retention

The delivery of city services to Regina residents is dependent on people. More than half of the City of Regina's budget is employee salaries – people who drive buses, pick up garbage, suppress fires, pave roads, clear snow, and teach swimming lessons. The City depends on the skills and commitment of its employees to meet residents' expectations.

The economic strength the community has seen in recent years has affected the City of Regina's ability to recruit and retain highly skilled and qualified employees. Salary demands increased, particularly for skilled tradespeople, because of the labour market competition for employees and they were not always affordable for the City. This issue has eased somewhat as the economy cools, but the unemployment rate remains one of the lowest in Canada, therefore, struggles still occur in some occupational categories. This is compounded by a general aging of the workforce resulting in higher numbers of retirements.

When compared to other cities in Canada, the City of Regina's turn-over rate is among the highest. This will require the City to develop strategies to ensure skilled employees want to join and remain with the City (Figure 3).

2015 EMPLOYEE TURN OVER RATE

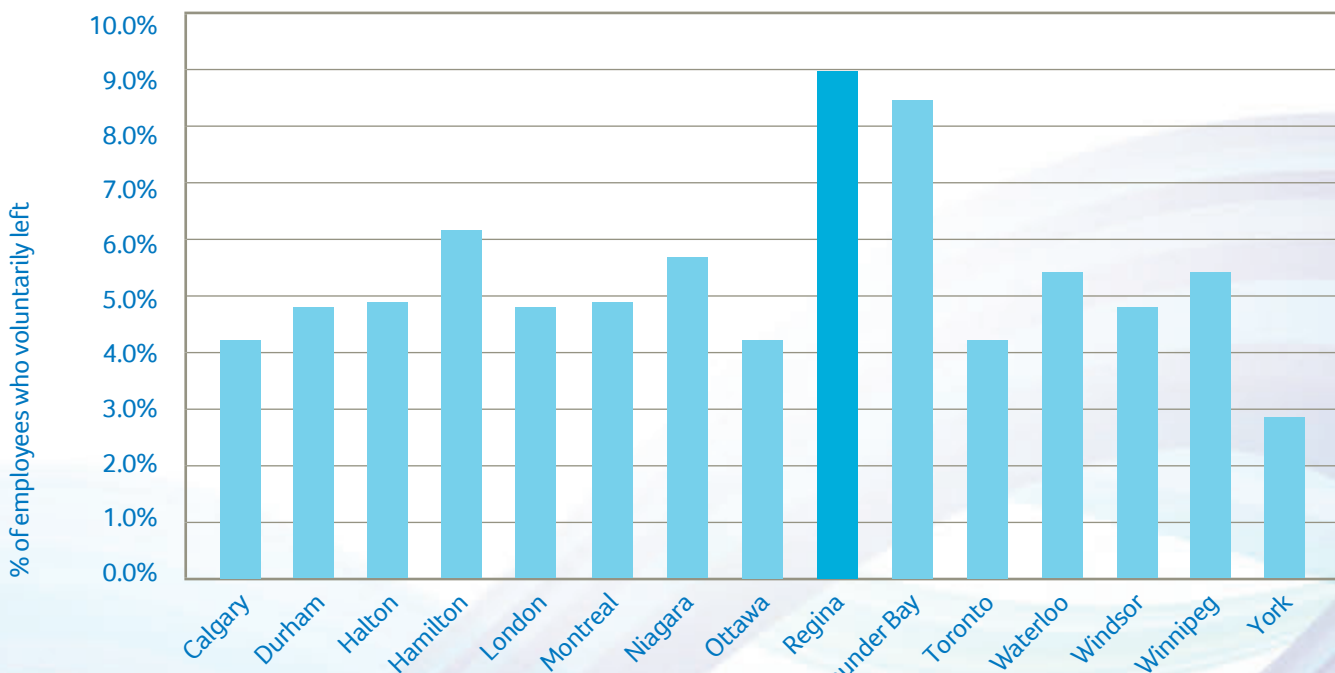


FIGURE 3: THE CITY OF REGINA'S EMPLOYEE TURN OVER RATE COMPARED TO OTHER MUNICIPALITIES THAT PARTICIPATE IN MBN CANADA BENCHMARKING.

Citizen Engagement

The City has room to improve ensuring that residents understand the role of the City, what services it delivers and how services 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 discussion of priorities and affordability. Too often, the issues of service levels and the cost of delivery are independent discussions. The City must focus its efforts on ensuring these discussions with residents occur together, so the cost implications of service changes are understood and, conversely, the service implications of lower are also understood.

Key to this discussion will be the issue of trust. To engage residents in a discussion about the appropriate balance between affordability and service delivery, they must understand that the services are being effectively and efficiently delivered. The City will need to develop improved tools to evaluate and demonstrate the effectiveness and efficiency of service delivery as a foundational element to citizen engagement.

An important City response to this is reflected in its new membership with the Municipal Benchmarking Network Canada (MBN Canada). This is a Canada-wide network of municipalities that have agreed to jointly define and cost municipal services and compare performance using standard indicators. The results will provide important context for discussions about the City of Regina's performance and should strengthen confidence and trust.

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 City completed an assessment of Regina's roadways. While the most heavily used roads are generally operating at expected levels, there are significant issues for residential roads. The assessment resulted in the development of a 25-year plan to renew residential roads. To support the costs, Council approved in 2014 a dedicated 1% mill rate increase per year for five years over and above regular road investments.

In the absence of thorough asset condition information on the balance of the City's assets, there is a risk that more assets could deteriorate or fail, resulting in a reduction of service levels to citizens. The development of good asset condition information and plans to address asset weaknesses is a priority for the City and a focus of this year's budget.

- **Succession Planning:** Up until recently, in an economic environment of low unemployment and rising incomes, The City was poorly positioned to compete in the labour market. This is further complicated because one-third the City's workforce is eligible to retire in the next six years. Not only will the City need to recruit replacement workers, but it will also lose significant experience and service knowledge. While the issue has improved with the slowing of the economy, impending retirements remain a significant challenge.
- **Slowing Economy:** The City of Regina secures resources to deliver services to residents in a variety of ways. The main revenue sources are property taxes, user fees for 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. 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. The City is well-positioned to take advantage of these opportunities to leverage additional funding for infrastructure renewal.

Strategic Goals and Strategies

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 in Figure 4 below, the driver for all planning and service delivery activity is the City Vision and the Official Community Plan (OCP). The Vision and the OCP are addressed over time through the following:

- The Strategic Plan
- The delivery of reliable services to residents through the implementation of policies, defined service levels, and efforts to continuously improve.



FIGURE 4: CITY OF REGINA'S PLANNING FRAMEWORK

Our Vision

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

Our Mission

The City of Regina contributes to its citizens' quality of life by providing services and infrastructure at a level and of a quality that is sustainable.

The OCP was approved in 2014. In the past, Regina's OCP has served primarily as a land use plan. While the 2014 OCP still serves this purpose, it also includes broad social, economic, environmental, cultural and other important policy goals. These goals were established in response to eight Community Priorities which expand upon the City's Vision and articulate what the City and community wish to achieve together. The Community Priorities and resulting policy goals are intended to be achieved over a 25-year period as Regina grows to 300,000 people.

Design Regina Community Priorities:

- Develop complete neighborhoods
- Embrace built heritage and invest in arts, culture, sports and recreation
- Support the availability of diverse housing options
- Create better, more active ways of getting around
- Promote conservation, stewardship, and environmental sustainability
- Achieve long-term financial viability
- Foster economic prosperity
- Optimize regional cooperation

The OCP is the City's highest order plan and the basis upon which other policies and plans are built. The city-wide plan of the OCP consists of three major components: a set of financial policies which establish a framework for ensuring the long-term financial sustainability of the organization; a growth plan that directs where and how growth will occur; and, city-wide policy sections that speak to various topics related to the growth plan and the Community Priorities.

Strategic Plan

The OCP provides the City of Regina with a defined vision for the future and the framework to develop plans that will move the organization forward. However, to achieve that vision, the City of Regina must also respond to trends and issues facing the community now.

The Strategic Plan responds to the current circumstances and the desired future and policy goals outlined in the OCP. In 2014, the City launched its first four-year strategic plan subsequent to the approval of the OCP. That strategic plan is building the foundation for the delivery of the OCP in the future. Each four-year Strategic Plan to follow will build on this foundation. Each plan will reflect the integrated sets of choices that will drive the implementation of the OCP and achievement of the Vision and Community Priorities.

The key drivers of the current Strategic Plan included:

- *Design Regina* Community Priorities and policy goals
- Strategic context information that describes the environment in which the City is working to achieve the OCP

Reliable Community Services

The majority of the City's effort focuses on delivering reliable service to residents at an acceptable cost. The OCP outlines the policies that guide the delivery of those services and some targets that will affect service levels. The Strategic Plan outlines the work that the City will undertake to improve services, or the productivity by which services are delivered, to ensure ongoing affordability.

Annual Business Plans and Budgets

Each year, the City of Regina gathers inputs and information from the planning framework outlined above and establishes an annual business plan; the budget being the financial component of that plan. Therefore, the budget should be assessed in the context of the programs and planned service levels it was designed to support. This includes:

- The delivery of day-to-day services
- The renewal of existing assets and the construction of new assets to service growth areas
- Initiatives to improve the way the City operates and/or delivers services (such as the Water and Wastewater Master Plan and Facilities Master Plan)
- New/amended programs or services resulting from improvement initiatives (such as the Residential Roadways Renewal Program in the 2015 budget)

This document presents the Annual Business Plan and Budget from an organization-wide perspective, with details about the City provided services. The financial component of the plan, the budget, reflects choices that match resource availability with planned service levels, including tax or fee increases, to ensure the plan is fully funded. Key considerations include maintaining services, ensuring public safety, leveraging third party funding and remaining affordable. The City of Regina is one of the most affordable places to live in the country.

Performance Measurement

Because the City has developed a planning system that is driven by the OCP, measurement of progress on the Strategic Plan and measurement of the delivery of reliable services for residents should generally cover the scope of the OCP. The full measurement framework is outlined below:

1. The measurement of progress on the Strategic Plan.

These measures were developed in tandem with the Strategic Plan and provide feedback on how implementation of the Plan is progressing.

2. The measurement of delivery of day-to-day service to residents including:

- a. Key performance indicators such as service levels, service effectiveness and service efficiency. As part of the effort to measure delivery of reliable service, the City joined a national performance benchmarking network, MBN Canada. These measures provide a starting point for performance measurement upon which other measures can be built.

In 2016, the City reported on benchmarks for the first 15 of the 28 services to eventually be included in benchmarking. The results for those performance measures are included with budget information related to the particular service within this document.

- b. The delivery of master plans that are based on the OCP policy objectives and are designed to ensure long-term sustainable service delivery, including the resources required to deliver the service.

3. An outline of the decisions and actions that have been undertaken by the City in response to the OCP since it was approved.

This approach recognizes that the implementation of the OCP takes place in many ways. Progress is often incremental and will be made through small or major policy and program decisions and actions. These decisions and actions may not be evident in other forms of performance measurement, but are certainly driven by the OCP.

4. Reporting on performance targets that appear in the OCP. The OCP contains direct performance targets that include:

a. Intensification Targets:

- i. At least 30% of new population is directed to existing urban areas
- ii. At least 10,000 new residents will be located in the City centre

b. **New Neighbourhood Density Target:** Minimum gross population density of 50 persons per hectare in new neighbourhoods.

c. **Urban Forest Target:** One tree per person in public spaces.

d. **Office Development Target:** At least 80% of total office floor area in the City, pertaining to medium and major office development, is located in the downtown/central City office area.

e. **Plan Monitoring Targets:** Amendments to the OCP are identified and implemented between reviews to improve, renew and update it in response to changing circumstances, using the Community Priorities and Plan goals as guidance.

As progress is made on the OCP and master plans are finalized, other performance targets may be identified for future monitoring.

Strategic Goals and Objectives

The overarching strategic focus of the Strategic Plan is: *The City of Regina will operate from a position of strength to achieve the Design Regina Community Priorities. The City will be recognized, in particular, for its long-term financial sustainability strategy and its increased ability to deliver innovative services in a fiscally responsible manner.*

The goals and objectives of the Strategic Plan include:

1. Manage Growth: *The City of Regina will manage growth within the City, collaborate with the surrounding regions and encourage the development of liveable neighbourhoods.*

Objectives:

- Revenues will be optimized to support sustainable growth.
- Renewal of the City will be fostered through intensification, that is, population density will increase.
- The City's decision-making process will be aligned with Community Priorities.
- A regional plan and approach to land use and servicing will be established.

2. Improve Financial Viability: *Residents of Regina will benefit from the City's increased financial capacity to renew and replace critical infrastructure.*

Objectives:

- A full life-cycle asset management approach will be used to support infrastructure renewal decisions.
- Financial capacity will be optimized and the future allocation of resources will be improved.
- Decisions about programs and assets will reflect future service needs.

3. Engage and Develop Staff: *The City of Regina will create a workplace environment where employees feel engaged and become positive leaders of change for their community.*

Objectives:

- Strong and effective leaders will be developed at all levels of the organization.
- Our employees will receive the support they need to be safe, efficient and effective.
- Our employees will be engaged to support the delivery of Community Priorities.

4. Engage Citizens: *The City of Regina will develop new processes that seek to engage our citizens and address their ever-evolving needs.*

Objectives:

- Residents' service expectations will be reconciled with fiscal realities.
- Customer service standards that are responsive to resident needs will be established and met.

Recent Results

Growth Management

The City of Regina has recently adopted new Service Agreement Fee policies to ensure that virtually all of the cost of new development is borne by developers, consistent with the OCP policy that growth should pay for growth. This policy change has enabled the City to redirect more of its capital budgets to the renewal of aging infrastructure and to the basic connecting infrastructure that is so necessary in a growing community. Investment of operating dollars in capital renewal has tripled since 2013 (see Figure 5) and all of these resources are allocated to capital renewal. In 2015 and 2016, the five-year capital plan for the City exceeded \$1 billion. These plans included the development of core growth infrastructure, such as the development of a second water pressure zone.

During the first two years, there was considerable success in achieving the density target of 30% of population growth going to infill development. In 2014, the result was 26%. However, by 2015, growth had slowed and was focused largely on greenfield development, dropping infill growth to only 12% of population growth. The City is currently examining options to incentivize this growth through the development of underutilized land within the built-up area.

Asset Renewal and Financial Viability

The City has focused extensively on addressing the backlog of infrastructure renewal. It has increased annual operating investment in capital renewal and has completed several strategies to support the long-term goal of ensuring financial sustainability:

- The City is aggressively introducing modern asset management practices, the focus is managing assets through a life-cycle management perspective. By managing assets through good maintenance, renewal and repair, the total life-cycle cost of the asset can be significantly reduced, and in many cases, the life of the asset can be extended, sometimes indefinitely.
- The City has developed and is developing master plans for many service areas that include asset plans for between 20 to 30 years. The Facilities Master Plan is completed. Master plans for water, wastewater, transportation, and recreation are underway and nearing completion. These plans help the City anticipate and plan for future expenditures and make choices that balance service levels with affordability for residents.

GENERAL FUND OPERATING CONTRIBUTIONS TO CAPITAL 2011-2017

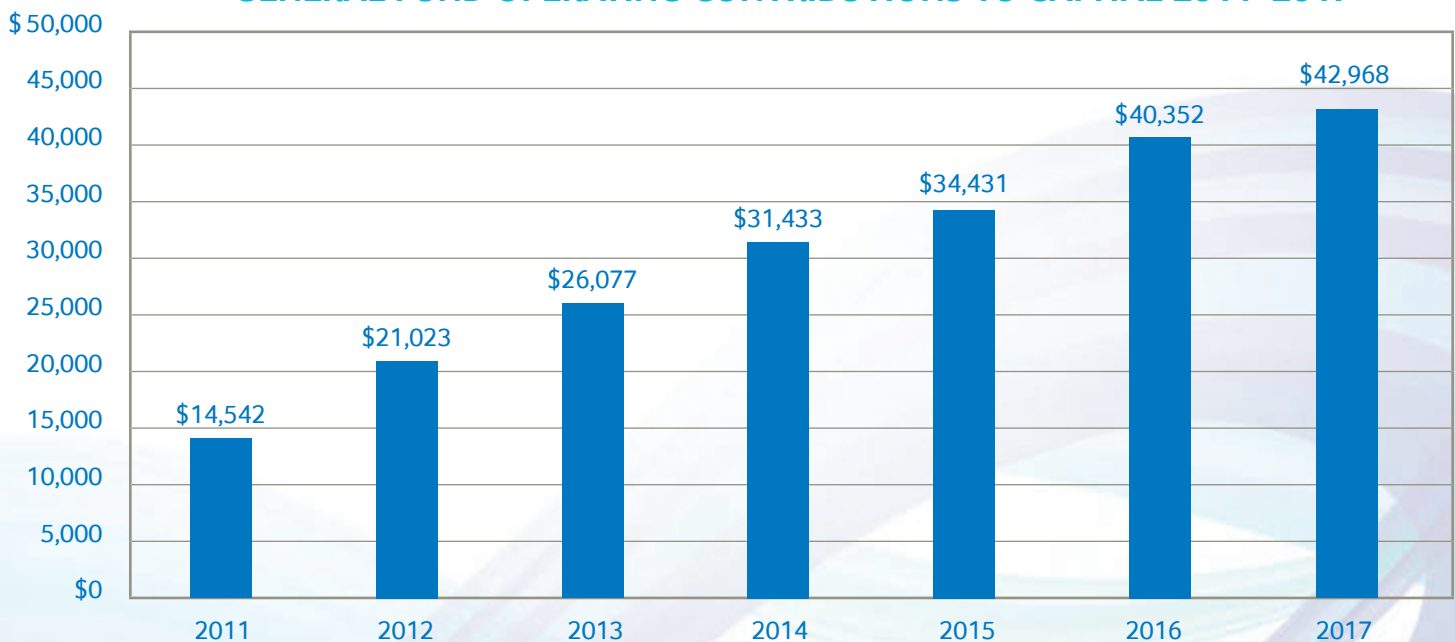


FIGURE 5: THE ANNUAL INVESTMENT FROM THE GENERAL FUND OPERATING BUDGET IN CAPITAL RENEWAL

Perhaps the most innovative tool developed as a result of the Strategic Plan is the long-range financial model. This model pulls together assumptions about growth and development with assumptions about economic growth patterns and related factors such as inflation and lines them up with the asset plans that have been developed. This full City financial model will be useful in the future as a tool to help with decision-making and prioritization. It will be instrumental in helping the City find a balance between delivering the services residents want and affordability.

The City's effort to manage changes in precipitation and the effect it is having on drainage and wastewater collection infrastructure received a boost in 2016. Through an agreement with the Water Security Agency of Saskatchewan, the City agreed to ensure that its infrastructure would be able to handle a 1:25 year storm event. The necessary infrastructure has been incorporated in the City's Wastewater Master Plan and may have necessitated significant Utility rate increases. However, the Federal Government with the support of the Province and the City of Regina will provide financial support for the necessary infrastructure, limiting the risk to property taxpayers. These projects will proceed in 2017 and beyond.

Employee Engagement and Retention

Research shows that engaged employees are more productive, more innovative, and more responsive to customer needs. The City's Strategic Plan placed a significant emphasis on improving employee engagement. In particular, the City has invested in leadership development as a means to support employees and ensure they work in an environment where they are able to succeed and effectively deliver the services residents need. This effort was supported through:

- Initiatives across the organization at the department and branch level designed to improve employee engagement based on their specific needs.
- The development and delivery of an in-house management development program called the Management Skills Series. This program provides employees with the opportunity to develop the skills to progress in their careers without taking time out of the workplace to further their education.

This effort is generating positive results and will continue.

Citizen Engagement

The 2015 Citizen Satisfaction Survey, the most recent available results, show relatively high levels of satisfaction. About 2/3 of respondents are satisfied with the quality of services and programs provided by the City, 75% feel the quality of life in Regina in the past three years has stayed the same or improved, and 80% agree that Regina is on the right track to be a better city 10 years from now. The City will continue to engage residents in a discussion about the appropriate balance between affordability and service delivery. The City is also working to improve tools to evaluate and demonstrate the effectiveness and efficiency of service delivery as a foundational element to citizen engagement.

An important aspect of the City's response to this is reflected in its new membership with MBN Canada. This is a national organization that provides a rigorous framework for measuring municipal efficiency and effectiveness on a wide range of services. The MBN Canada 2015 Performance Measurement Report provides valuable information on the City of Regina's performance in various service areas. Currently, 16 Canadian cities and regional municipalities are included.

Short-term Organization-wide Influencing Factors

Drivers for the 2017 Business Plan and Budget

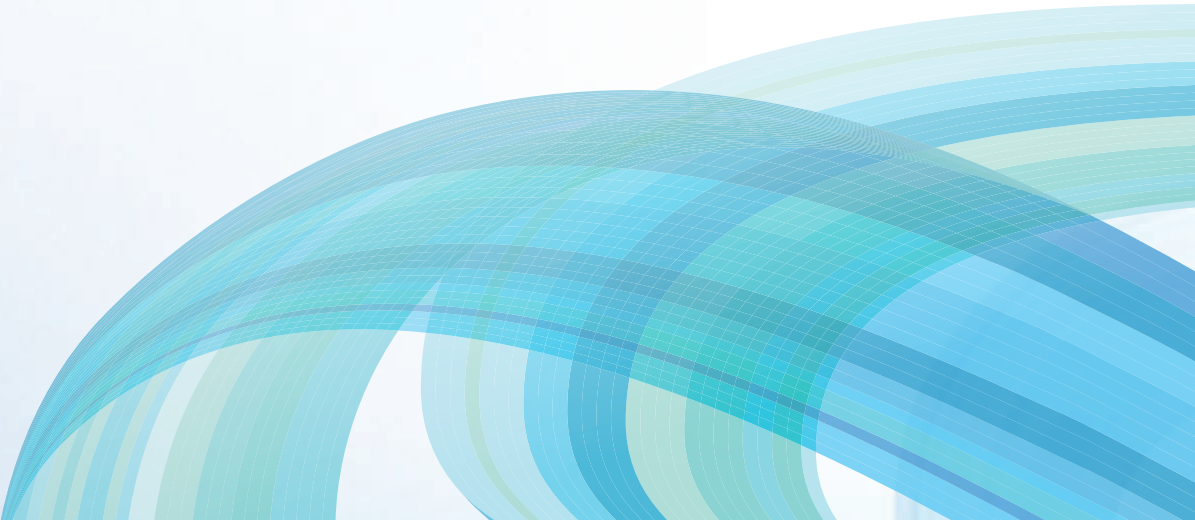
In anticipation of the 2017 Budget, the City of Regina undertook an environmental scan of the conditions that provided the context for financial decision-making. These included.

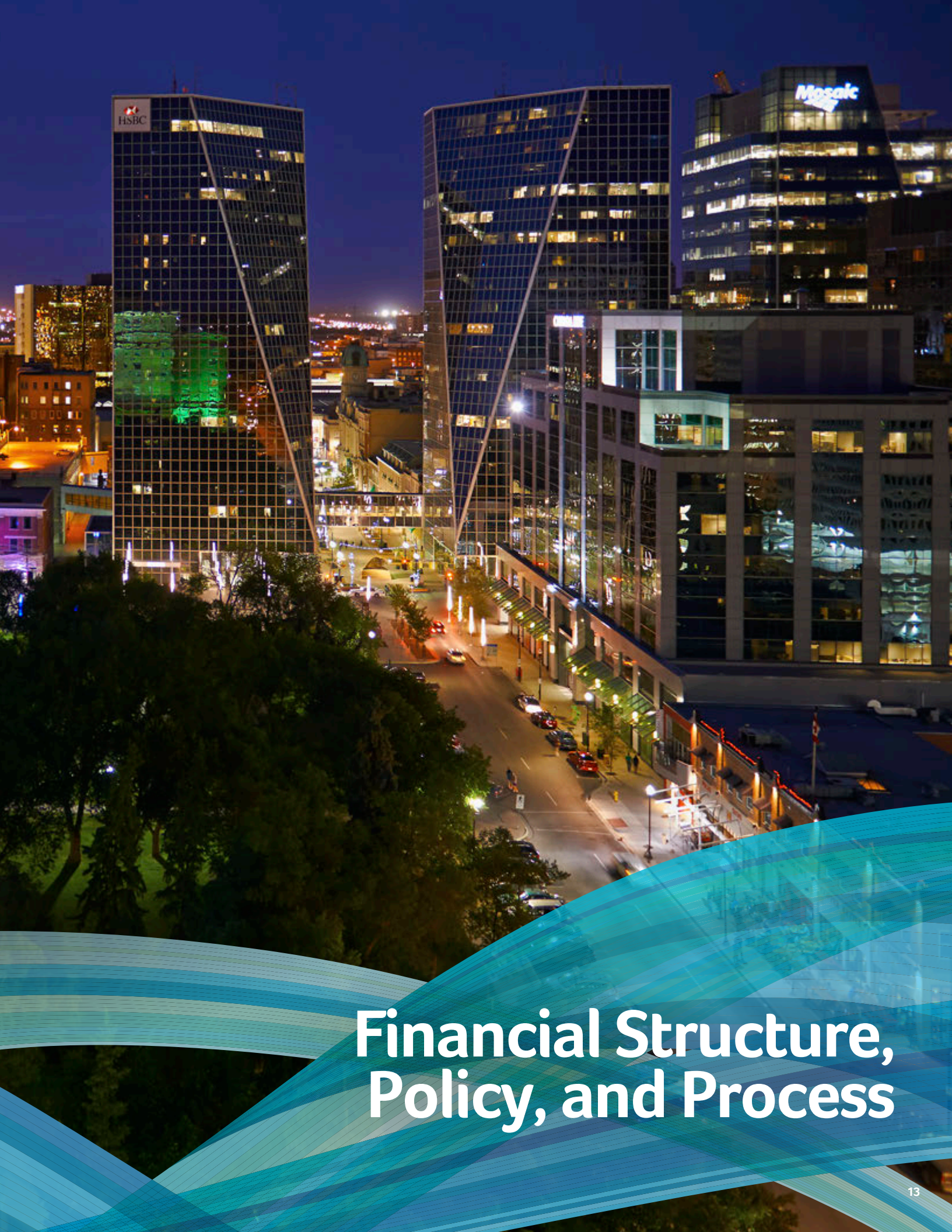
- Saskatchewan and Regina's economy have slowed as a result of lower oil prices.
- Regina is forecast to have modest growth in GDP in 2016 of 1.3% but it is expected to bounce back slightly in 2017 at 1.8%. From 2017 to 2020, the average GDP growth is expected to be 1.9%, considerably lower than the 5.9% growth in 2013.
- Regina's employment growth has slowed over the last two years. Job growth is anticipated to be less than 1% for 2016 and 2017.
- Regina's unemployment rate in 2016 is forecast at 5.4% and to dip slightly in 2017 to 4.2%.
- Total housing starts in 2017 are expected to decline to 1,232, which is well short of the 3,100 housing starts in 2013 and 2,200 in 2014.
- The following mill rate increases for 2017 have been allocated through previous Council decisions:
 - 1% to local roadway improvements
 - 0.45% to stadium renewal
- Provincial Sales Tax revenue declined by 5.3%. This will reduce the Revenue Sharing Grant revenues for the City of Regina.

These economic factors have also influenced the City's revenue. Not only is the Revenue Sharing Grant declining, other City revenue has also declined. Revenue such as fees related to parking and recreation programs has been reduced as residents make choices about how they spend their discretionary dollars.

At the same time, the cost of delivering City services continues to rise, although at a slower pace than at the height of the economic boom.

The 2017 Budget continues to recognize the need to balance service commitments with citizen 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 pressure on this goal, the City has proactively identified opportunities to improve or maintain services while reducing costs. Since 2006, these efforts have resulted in cost savings, productivity improvements and/or cost avoidance worth more than \$27 million. This practice will continue with renewed emphasis in 2017. In addition, the City will review the services it provides to improve efficiency and effectiveness to ensure future property tax increases are affordable.





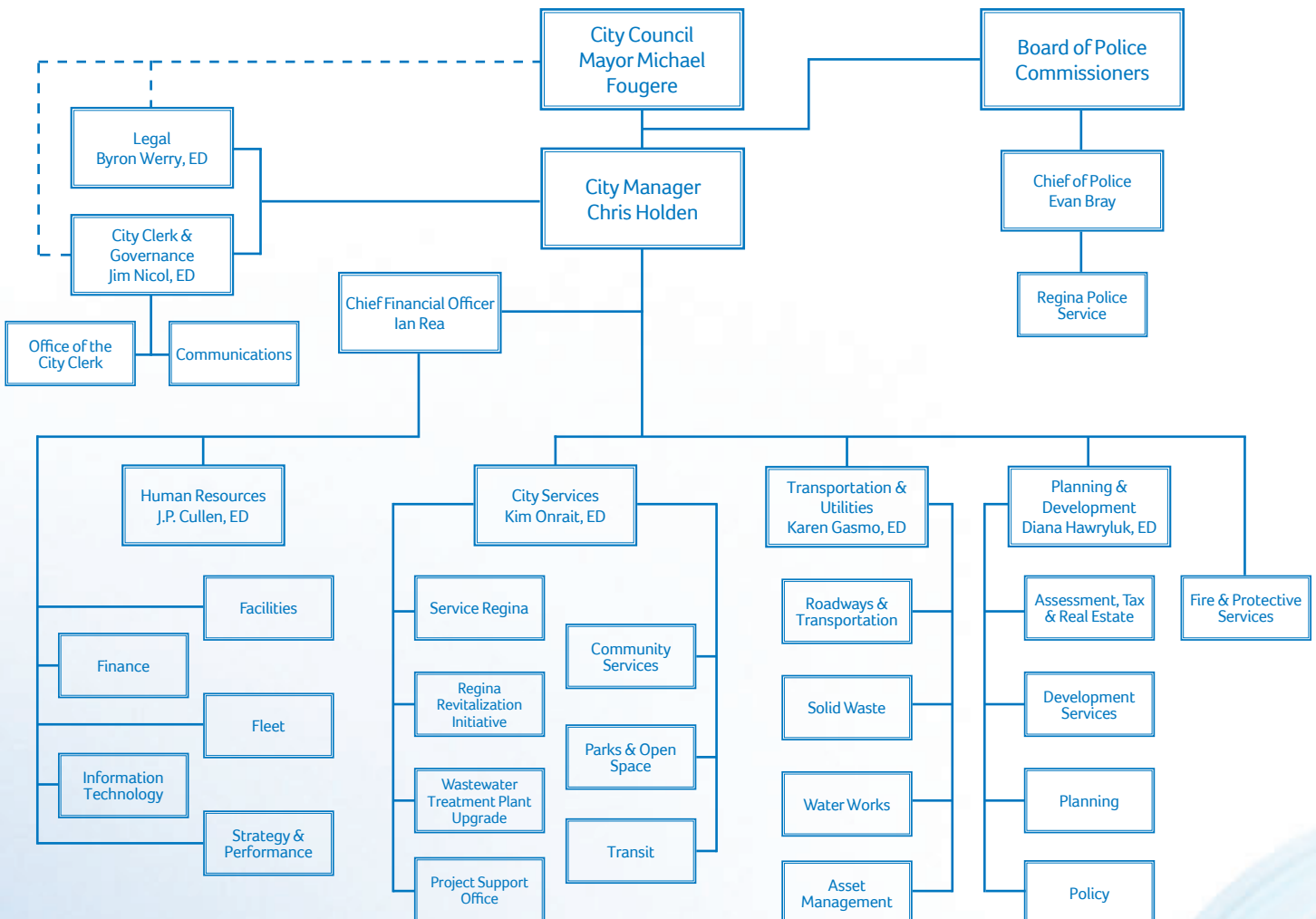
Financial Structure, Policy, and Process

Financial Structure, Policy and Process

Organizational Chart

The City delivers 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 350 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 supports corporate planning and coordinated service delivery across all service areas. Accountability for results is clear.



The City of Regina delivers the majority of essential public services that affect the day-to-day lives of residents. These services include:

Public safety and security

- Policing
- Fire protection
- Construction permitting and inspection
- Bylaw enforcement

Public health and well-being

- Water treatment and distribution
- Drainage and flood management
- Sewage collection and treatment

Movement of goods and people

- Roads and bridges (including winter road maintenance)
- Transit
- Traffic control

Quality of life

- Urban planning and development oversight
- Parks
- Recreation services (including a wide range of indoor and outdoor public facilities)
- Grants to community service organizations

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 tracks services that are fully or partially supported 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 operating and capital sub-fund components.
- **Utility Fund:** The Utility Fund tracks 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 to deliver the service. The Utility Fund has operating and capital sub-fund 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.

General Fund Overview

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 (Figure 6). The majority of City services are financed by the General Fund (both capital and operating).

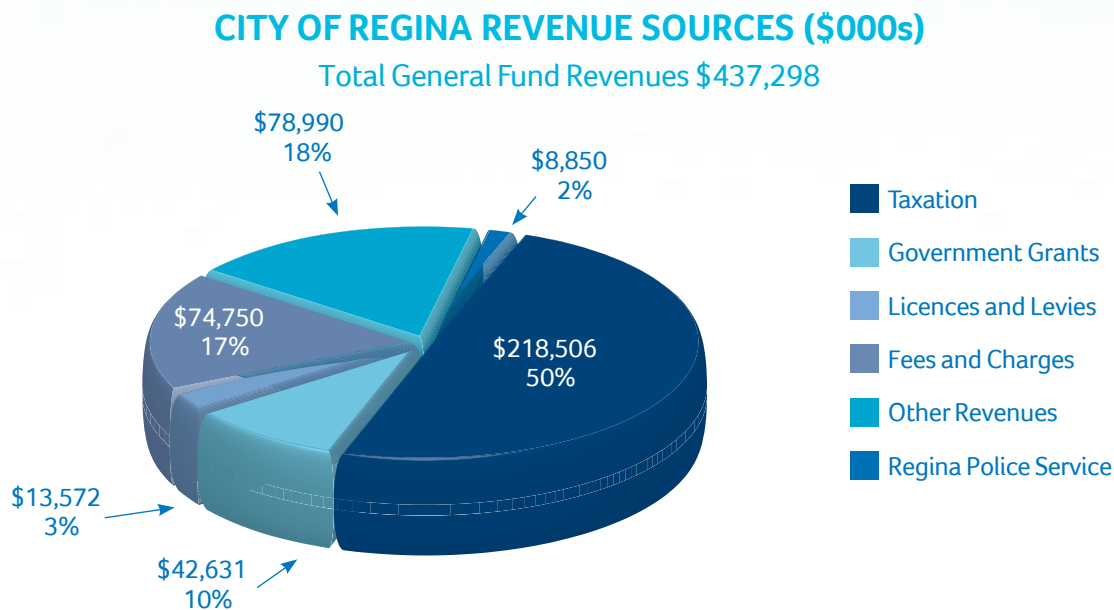


FIGURE 6: CITY OF REGINA GENERAL FUND REVENUE SOURCES (PROPOSED 2017).

Note: "Other Revenues" includes such items as Interest, Gas and Electrical Surcharges, and transfers from the City's Water and Wastewater Utility.

General Fund Supported Services

The General operating budget increases are, with few exceptions, limited to increases in service delivery costs, either due to inflation or population growth, to support the maintenance of existing services and services levels. The total civic operating budget growth, excluding the transfer of operating funds to capital, is approximately \$7.4 million, representing a 2.8% increase.

Regina has a history of prioritizing affordability with a long history of low tax rates and low tax increases. It has no business tax. The impact of Regina's prioritization of affordability, can be seen when examining other cities in Western Canada. Regina enjoys relatively low tax rates (Figure 7) and has increased taxes at a rate that is among the lowest in Western Canada (Figure 8).

Regina is determined to remain one of the most affordable cities in Canada. Efforts will continue to balance this goal with the increasing costs to provide the current levels of service.

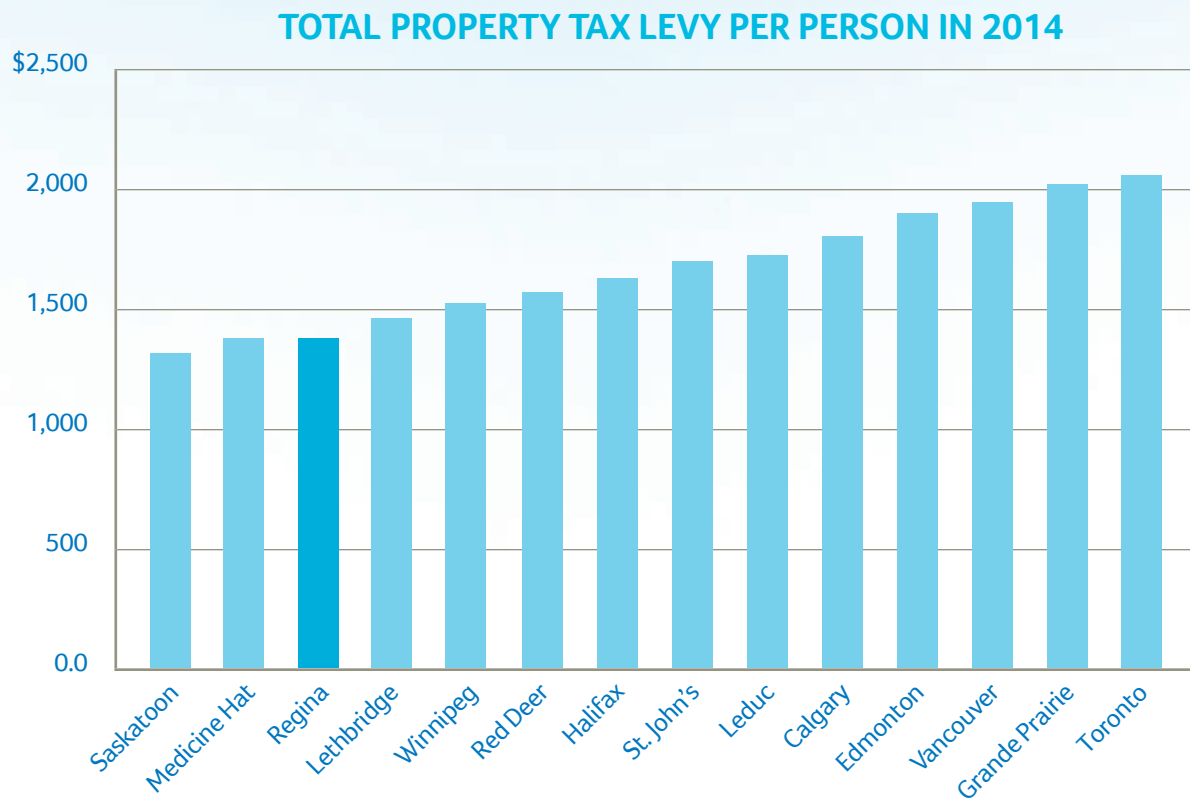


FIGURE 7: COMPARISON OF MUNICIPAL TAX LEVY PER PERSON ACROSS SELECT CANADIAN CITIES (SOURCE: CITY OF CALGARY RESIDENTIAL PROPERTY TAXES SURVEY 2015 - THE MOST RECENT SURVEY AVAILABLE)

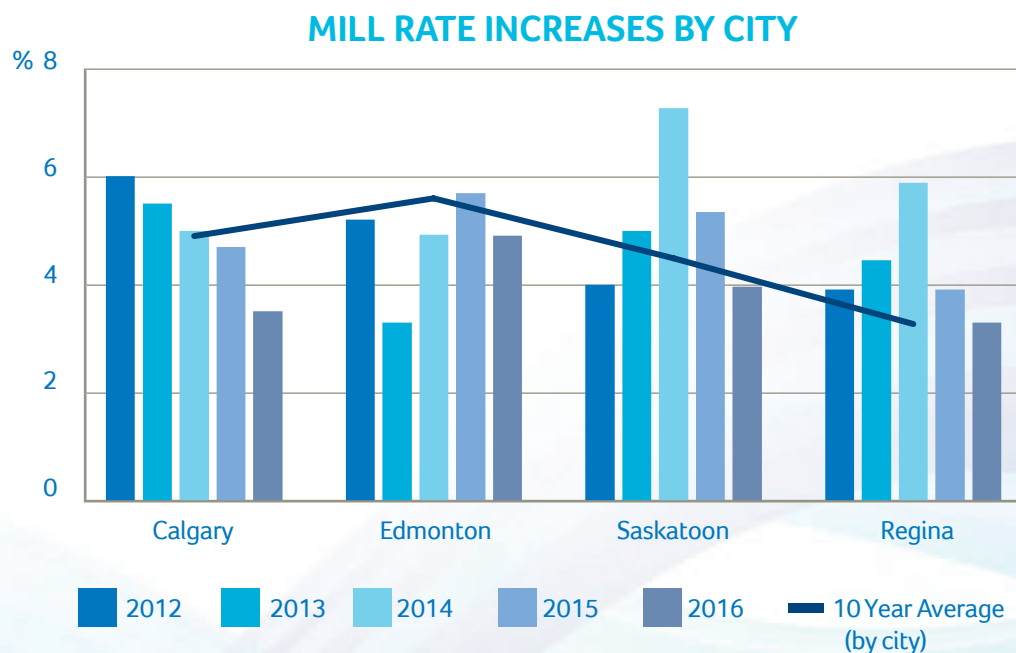


FIGURE 8: COMPARISON OF MILL RATE INCREASES ACROSS SELECT WESTERN CANADIAN CITIES

General Fund Operating Budget Overview

As noted in the introduction, one of the key drivers of the 2017 Budget is the impact of economic slow-down on revenues. The slow-down has resulted in revenue decline for the City, most notably, a 5% reduction in the Revenue Sharing Grant from the Province. It has also led to a slowing of assessment growth, which this year was \$2.0 million compared to an increase of \$3.4 million in 2016. This has led to a significant belt-tightening exercise through the budget planning process.

When the City departments were initially asked for 2017 budget proposals, they were directed to minimize the need for any increased expenditures and, to the best extent possible, identify potential savings. This has resulted in a reduction in the budget increase required in 2017 to cover additional inflationary costs. The proposed 2017 increase to the Civic Operational Budget (General Fund) is \$7.4 million, compared to \$12.6 million in 2016. Most of these savings were found through small innovations and cost reductions across the organization, identifying ways to absorb cost increases without passing them on to property

tax payers. In addition to this effort, the Administration will find and capture an additional \$2.5 million in efficiencies and cost reductions throughout the year. This presents a difficult challenge. The City is committed to the effort and anticipates such tactics as employee vacancy management will contribute to the cost reduction exercise as the year progresses. The plan is that residents will see their service levels maintained for an acceptable price. However, even with cost reduction efforts, the mill rate increase required for 2017 will be higher than the mill rate increase required for 2016 because of the decline in revenue from other sources.

For all of the services provided through the General Fund, the average home owner (with an assessed property value of \$300,000) will pay \$211 per month, an increase of \$8.48 a month over last year (see Figure 9). The breakdown of expenditures for the General Fund can be found in Figure 10. This provides a broad overview of what residents' tax dollars buy them and what portion of their tax dollar contributes to each service.

WHAT A 3.18% + 1% INCREASE REPRESENTS FOR TAXPAYERS

Current Value of Your Home	\$200,000	\$300,000	\$450,000
Monthly 2017 Property Taxes (Municipal Portion)	\$141	\$211	\$317
Monthly Cost of a 3.18% mill rate increase	\$4.30	\$6.45	\$9.67
Monthly Cost of a 1% for local streets	\$1.35	\$2.03	\$3.04

FIGURE 9: AN OVERVIEW OF THE IMPACT OF THE PROPOSED MILL RATE INCREASE ON THE AVERAGE HOME OWNER.

CITY OF REGINA EXPENDITURES (\$000s)

Total General Fund Expenditures \$437,298

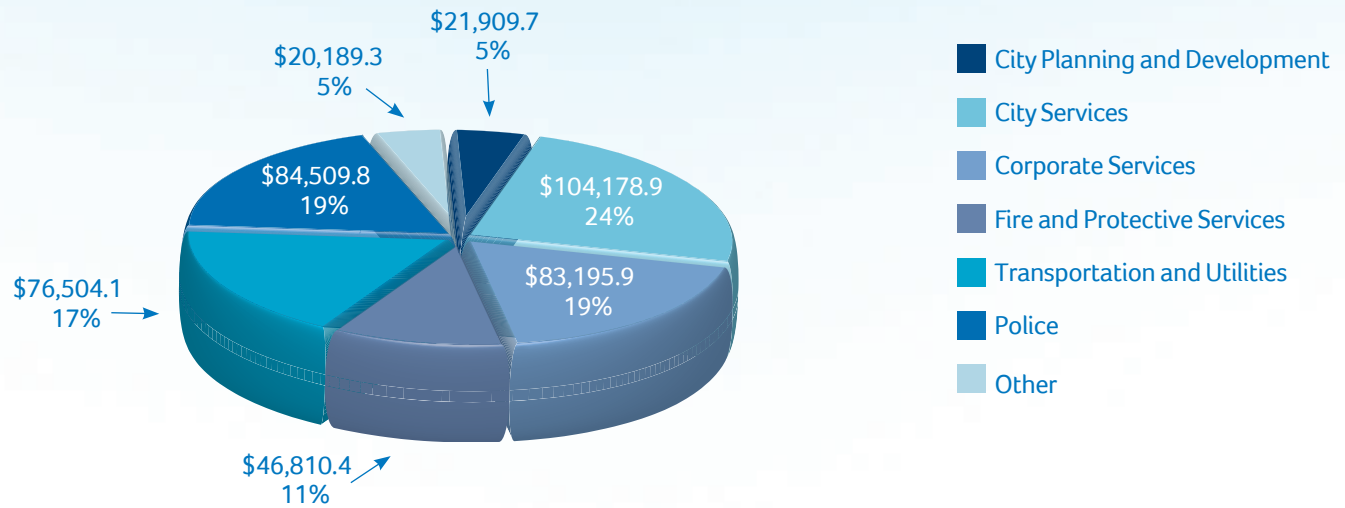


FIGURE 10: THE CITY OF REGINA'S GENERAL FUND EXPENDITURES (PROPOSED 2017).

Utility Fund Overview

The Water and Sewer Utility, provides water, wastewater and drainage services primarily to customers in Regina. It has operated on a full cost-recovery, user-pay basis for many years through utility rates. This model is based on users paying for the service rather than having the costs borne exclusively by property owners. Services are charged through a daily base rate and through a volume (usage) charge, which provides an incentive to conserve valuable water resources.

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

CITY OF REGINA UTILITY FUND REVENUES (\$000s)

Total Utility Fund Revenues \$132,342

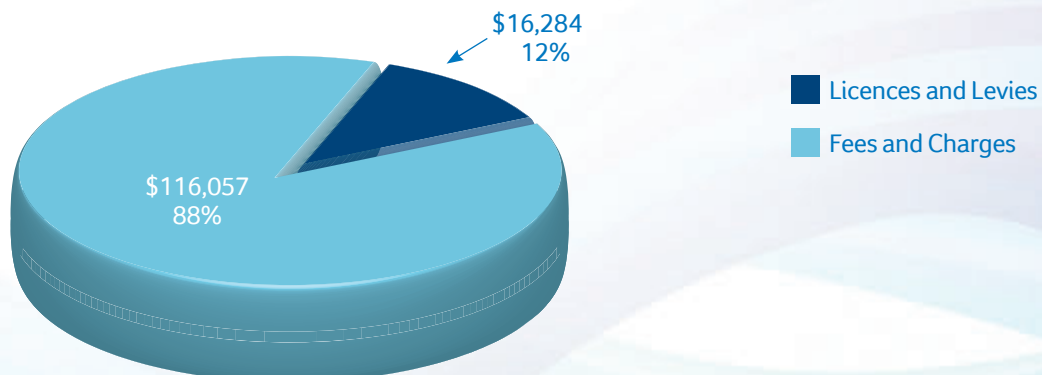


FIGURE 11: CITY OF REGINA UTILITY FUND OPERATING REVENUE SOURCES AS PERCENTAGES OF TOTAL REVENUES (PROPOSED 2017).

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

- **Water Supply and Distribution:** The water system provides water for residential, institutional, commercial and industrial customers, as well as for fire protection. The system serves a population of approximately 226,000 including some customers outside city limits.
- **Wastewater Collection and Treatment:** The wastewater system collects wastewater from all residential, institutional, commercial and industrial customers in the City and treats wastewater in accordance with the Provincial and Federal governments' environmental regulations and industry standards.
- **Storm Water Collection and Flood Protection:** The drainage system controls water runoff from rainfall and melting snow in and around the City. The system serves approximately 69,000 residential, institutional, commercial and industrial properties.
- **Customer Service:** Customer service has two elements:
 - Utility Billing – producing and collecting on utility billings in an efficient, accurate and timely manner.
 - Communications – being responsive to customer inquiries and needs.

Utility Fund Supported Services

The Utility operating budget increases total \$7.1 million or 5.7% over the base operating budget of 2016. This includes both increases related to inflation or growth (e.g. water purchase from Buffalo Pound Water Treatment Plan) and increases related to new practices inherent to overseeing the new Wastewater Treatment Plant such as:

- Programs and strategies to ensure proper source control on materials entering the plant. These include a septage receiving station, improved communication and regulation to ensure low levels of fat, oils, and grease in the system.
- Improved laboratory testing to ensure materials released into the environment meet required standards.

The breakdown for how Utility expenditures are allocated can be found in Figure 12.

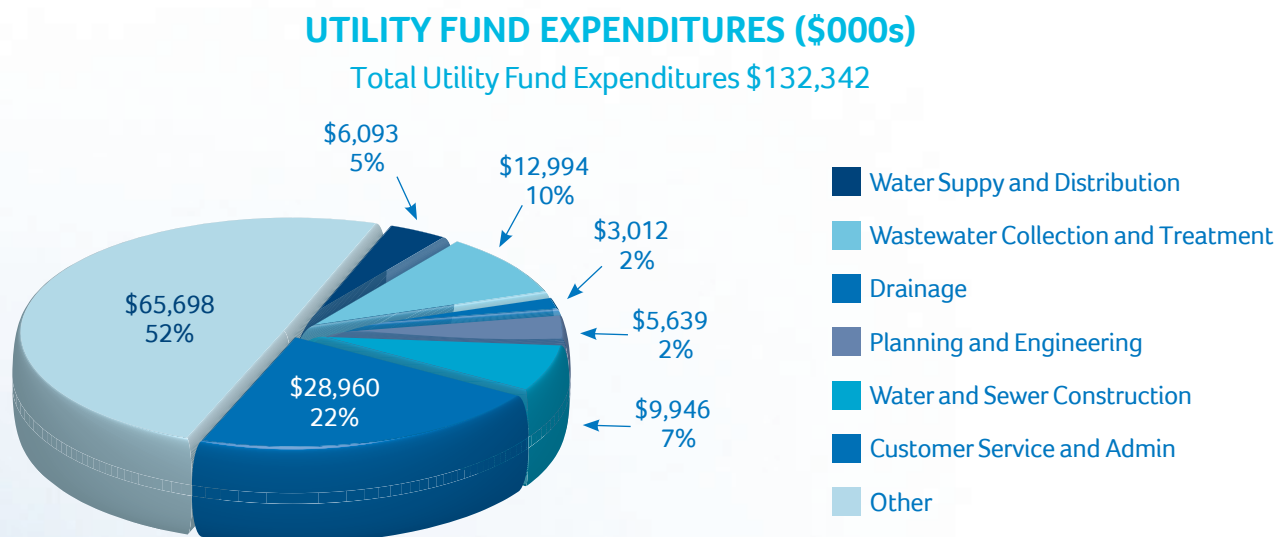


FIGURE 12: UTILITY FUND EXPENDITURES (PROPOSED 2017).

Note that the category "Other" includes an operating allocation to capital and reserve transfers in excess of \$50 million to set aside resources for future infrastructure renewal.

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

A number of factors in the management of the Utility have allowed the City to moderate its estimates of cost growth over the life of the long range financial model. These factors include:

- Favourable weather in 2015 and 2016, resulting in fewer leaks and less water loss
- Good tenders for construction; construction costs are generally down
- The new governance model for Buffalo Pound results in some overall savings for the Utility
- New Federal and Provincial government investment in water and wastewater infrastructure renewal

ANNUAL WATER AND SEWER UTILITY CHARGES 2007-2017

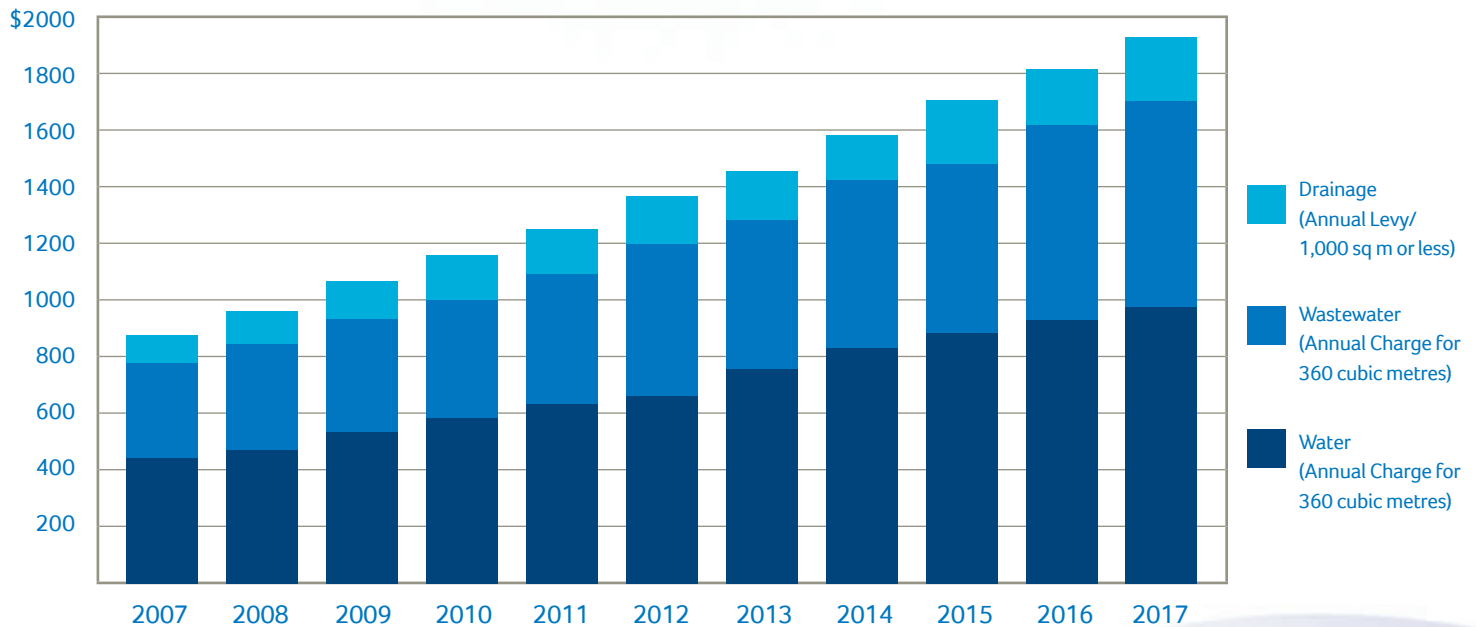


FIGURE 13: HISTORY OF REGINA'S ANNUAL CHARGES FOR WATER, WASTEWATER AND DRAINAGE BASED ON AVERAGE WATER USE AND PROPERTY SIZE.

The Water and Sewer Utility operates in unique circumstances when compared to other similar services in Canada. Most notably, Regina is not located on a river capable of being a reliable water source.

Water must be pumped in from a significant distance. Despite these challenges, Regina's total cost per household is comparable to most other Western Canadian cities (Figure 14).

SAMPLE RESIDENTIAL CUSTOMER - 2016 RATES

Utility Bill Details	Regina	Calgary	Edmonton	Saskatoon	Winnipeg
Water					
Annual Basic Charge	\$277.40	\$192.84	\$87.36	\$112.32	\$149.65
Annual Volume Charge	\$651.60	\$644.40	\$725.48	\$427.68	\$586.80
Total Annual Water	\$929.00	\$837.24	\$812.84	\$540.00	\$736.45
Wastewater					
Annual Basic Charge	\$215.35	\$287.86	\$156.00	\$112.32	\$0.00
Annual Volume Charge	\$478.22	\$471.60	\$613.91	\$250.56	\$864.00
Total Annual Wastewater	\$693.57	\$759.46	\$769.91	\$362.88	\$864.00
Annual Drainage Infrastructure Levy	\$182.50	\$158.78	\$222.68	\$299.30¹	\$0.00
Total Annual Utility Charges	\$1,805.07	\$1,755.48	\$1,805.43	\$1,202.18	\$1,600.45

FIGURE 14: A COMPARISON OF WATER AND WASTEWATER UTILITY RATES ACROSS WESTERN CANADA (2016 RATES ARE THE MOST RECENT RATES PUBLISHED BY ALL MUNICIPALITIES)

Note 1: Saskatoon's levy is for all infrastructure and not drainage alone.

Costing Fund Overview

The Costing Fund 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 the General Fund and the Utility Fund and is considered in the establishment of property taxes and Utility rates.

Costing Fund Supported Services

Overall, the City's services provided through Costing Fund are operated efficiently when compared to other municipalities.

MBN Canada tracks benchmarks for these types of internal services. Regina's performance against these benchmarks demonstrates that the delivery of in-house service is a cost-effective choice. Comparison data can be found in Figure 15 and 16.

OPERATING COST PER VEHICLE KM

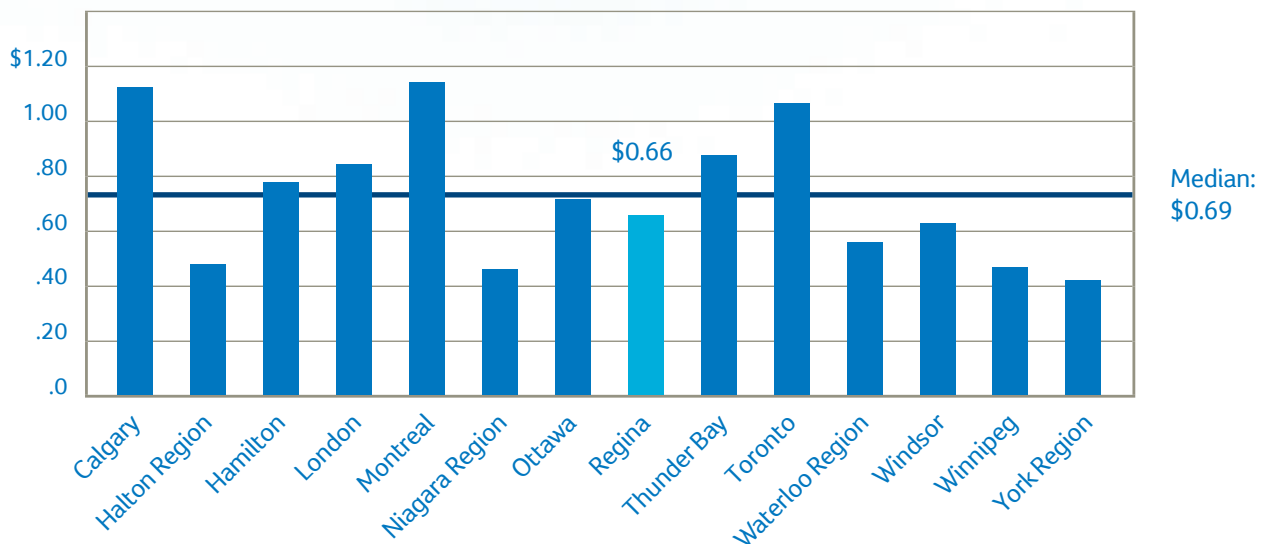


FIGURE 15: MBN CANADA 2015 DATA COMPARING THE OPERATING COST PER VEHICLE KILOMETER.

OPERATING COST PER SQ FT OF HEADQUARTERS BLDG.

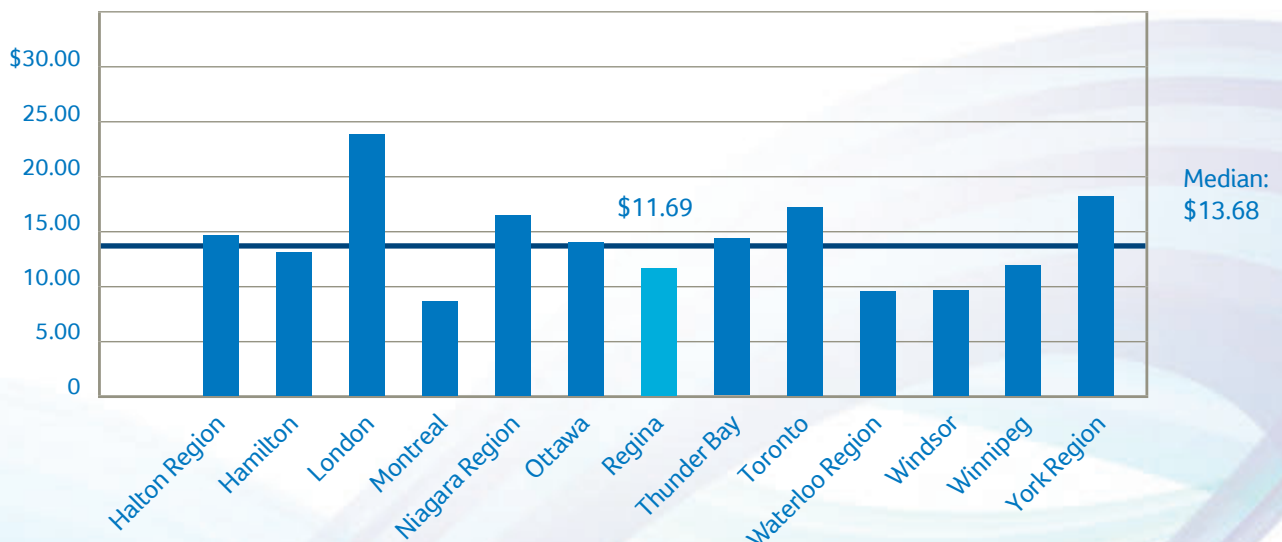


FIGURE 16: MBN CANADA 2015 DATA COMPARING THE OPERATING COST OF THE MUNICIPAL HEADQUARTERS BUILDING PER SQUARE FOOT

Department/Fund Relationship

The funds and the divisions that they support are defined in figure 17 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		*	*	*				*

FIGURE 17: DIVISION STRUCTURE OF THE CITY OF REGINA AND RELATIONSHIP TO THE THREE FUNDS.

Budget Context

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, which set the boundaries within which any budget must be developed. These include:

- Basis of Budgeting
- Financial Policies
- Budget Process

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, waste water and drainage activities.
- Costing Fund – to account for the cost of services delivered by one city 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. Licenses, 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 support 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 Framework is designed to appropriately phase in the implementation of the OCP. Strategic initiatives include capital projects and short-term operational projects that are undertaken in response to the strategic plan. From time to time, long-term operational projects are included within the strategic plan, but these would be considered only from the perspective of capacity and resource management implications.

Debt

Debt includes long-term debt and capital lease obligations. All debt issued must meet the requirements of *The Cities Act*, the municipal debt limit established by the Saskatchewan Municipal Board, and *The Regina Administration Bylaw No. 2003-69*. As stipulated in *The Cities Act*, long-term debt obtained for the purpose of financing capital assets should be used for that purpose. 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. It is currently approved at \$450 million.

Investments

Municipalities face 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 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 enjoys 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 reserve fund and accounted for as part of it.

Capital Project Financial Control Policy

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

Financial Condition

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

Sustainability

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.

The City's sustainability is generally following a positive trend (Figure 18). The ratio of financial assets, including liquid financial assets, such as investments or cash, to liabilities, has declined after a period of strengthening. A number of large infrastructure renewal projects currently underway has resulted in an increase in overall debt levels, but this is consistent with the approved debt management plan.

The effect of relying on debt financing for capital projects is highlighted by the total debt per household indicator. It is important to note, however, that this is not an estimate of how much each household must contribute to debt repayment. It is simply a way of describing the City's debt relative to the size of the community. As part of the City's overall financial planning, accommodation must be made to repay debt over time.

Sustainability Indicators	2009	2010	2011	2012	2013	2014	2015	2016 Forecast
Ratio of Financial Assets to Liabilities	1.07	1.11	1.25	1.30	1.41	1.10	.88	N/A
Ratio of Assets to Liabilities	4.45	5.22	5.97	5.90	6.47	3.95	4.08	N/A
Ratio of Net Debt to Total Revenue	0.22	0.21	0.18	0.15	0.13	0.34	0.41	0.34
Total Debt Per Household	\$ 1,425	\$ 1,314	\$ 1,092	\$ 958	\$ 883	\$ 2,546	\$ 2,975	\$2,667

FIGURE 18: CITY OF REGINA SUSTAINABILITY INDICATORS

Note: N/A is data not available at this time

Flexibility

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. Figure 19 shows three indicators of flexibility and indicates that the City is maintaining a stable level of flexibility.

As the data in the following table shows, municipal taxes as a share of household income have increased for five years. This is still considered to be affordable for the residents of Regina.

A general rule of thumb used in other jurisdictions is that in order for municipal taxes to be considered affordable, they should not exceed 4% of the median household income. The overall ratio of municipal revenues to taxable assessment has remained relatively stable as has the level of debt charges to total revenue.

Flexibility Measures	2009	2010	2011	2012	2013	2014	2015	2016 Forecast
Ratio of Debt Charges to Total Revenue	0.01	0.01	0.01	0.01	0.01	0.01	0.01	0.01
Municipal Taxes as % of Household Income	2.09%	2.14%	2.22%	2.25%	2.36%	2.66%	2.75%	2.45%
Ratio of Total Municipal Revenue to Taxable Assessment	0.04	0.04	0.04	0.04	0.03	0.03	0.03	0.03

FIGURE 19: CITY OF REGINA FLEXIBILITY INDICATORS

Vulnerability

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

Vulnerability is measured by calculating the ratio of revenues from senior governments to the City's own-source revenues. The City has decreased its reliance on funding from other level of government over the last number of years, including federal and provincial gas tax revenues. This has resulted in reducing Regina's vulnerability, making it relatively low (Figure 20).

Vulnerability Measure	2009	2010	2011	2012	2013	2014	2015	2016 Forecast
Government Transfers to Total Revenue	0.25	0.20	0.14	0.14	0.13	0.13	0.13	0.13

FIGURE 20: CITY OF REGINA VULNERABILITY INDICATOR

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 borrowing money.

Standard & Poor's undertakes a detailed analysis of the City'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) (Figure 21).

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.	

FIGURE 21: CREDIT RATING

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 rating reflect(s) our view of the city's very strong credit fundamentals that are anchored by exceptional liquidity, a track record of very strong budgetary performance characterized by high operating surpluses, and a very strong economy that is stabilized by a significant public sector base...."

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.

Summary

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.

In Fall 2015, departments developed business plans to:

- Respond to the Strategic Plan
- Deliver their services

Work for 2017 resulting from this early business planning process was prioritized through a cross-organizational exercise early in 2016. This work was prioritized and an organization-wide Corporate Initiatives Portfolio was developed.

Call for Budget

In April, when the Executive Leadership Team (ELT) issued the call for budgets, departments were instructed to assume they would be provided with the same budget in 2017 as in 2016. Where unacceptable consequences to service levels were created by managing within this limit, departments were asked to submit a business case. Business cases outlined the 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.

Budget development for 2017 was guided by the following directions:

- Any change in expenditures or revenues from 2016 levels must be supported by a business case.
- Maintain current services and service levels.
- Continue the Residential Roadways Renewal Program, including the allocation of 1% of any mill rate increase to fund it.
- Allocate 0.45% of any mill rate increase to Regina's new stadium.
- Ensure utility rates are based on full cost recovery.
- Capital budget investment should be consistent with the five-year plan outlined in the 2016 Budget or provide a strong business case for amending the plan.

Business Advisory Group Process

Once departmental business cases were finalized, ELT charged the Business Advisory Group (BAG), a cross-divisional team of directors and managers, with the responsibility to review and prioritize them.

Following its review, the BAG made recommendations to ELT on the proposed budget. The recommended budget is then refined to reflect ELT's judgement about the most appropriate mix of programs, services and service levels for Council's consideration.

Service Partners

The City's Service Partners include the Regina Police Service, Regina Exhibition Association Limited (REAL), Wascana Centre Authority and Economic Development Regina. These organizations received the same criteria as the municipal administration for determining spending requests and were asked to work within those parameters. Their funding requests form part of the budget and are included in this document.

Council's Role

The proposed budget is based on recommendations from various city departments and service partners, scrutiny by the BAG, as well as review and refinement by ELT. The budget reflects the 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 2017 Budget.

Public's Role

Members of the public are encouraged to become engaged in the budget process by reviewing the 2017 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 on 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.





Financial Summaries

Financial Summaries

Financial Schedule

Budget by Revenue/Expense Type

Revenues - All Funds (\$000s)

The General Fund Budget (tax supported services) must be balanced in accordance with *The Cities Act*. For 2017, the General Fund Budget is based on \$436 million in both revenues and expense, netting out at \$0. A portion of this budget will be transferred to reserves or directly invested in the 2017 capital plan. Reserves will be used to finance the 2017 capital plan as well as future costs associated with the renewal of current assets.

The Costing Fund Budget operates as a clearing account and is similar to the General Fund Budget, nets out at \$0.

The Utility Fund Budget is based on revenues of \$132 million and operating expenditures of \$74 million. The remaining \$58 million will be transferred to reserves to finance the 2017 capital program as well as to set aside resources for the future renewal of current assets.

Revenue	2014 Actuals	2015 Actuals	2016 Budget	2016 Forecast (Sept)	2017 Budget	Budget Change	
						Dollar Change	Per Cent Change
General Fund							
Taxation	185,861.0	195,926.2	205,337.2	207,453.0	218,506.1	13,168.9	6.4
Government Grants	41,967.4	44,294.3	43,935.3	45,085.3	42,630.7	(1,304.6)	(3.0)
Licenses & Levies	12,936.7	13,858.9	14,281.7	12,604.3	13,571.7	(710.0)	(5.0)
Fees & Charges	58,960.0	63,282.8	64,082.7	65,713.2	74,750.4	10,667.7	16.6
Other Revenues	86,715.8	94,211.6	82,279.6	82,393.2	78,989.5	(3,290.1)	(4.0)
Civic Total (General Fund)	386,441.0	411,573.7	409,916.5	413,249.1	428,448.3	18,531.8	4.5
Police Revenues							
Fees & Charges	9,076.7	9,334.1	9,156.1	9,156.1	8,849.8	(306.3)	(3.3)
Other Revenues	82.1	5.3	-	-	-	-	-
Police Total	9,158.8	9,339.5	9,156.1	9,156.1	8,849.8	(306.3)	(3.3)
Total General Operating Revenues	395,599.8	420,913.2	419,072.6	422,405.2	437,298.1	18,225.5	4.3
Utility Fund							
Government Grants	732.7	-	-	-	-	-	-
Licenses & Levies	12,903.7	14,530.7	15,184.7	15,319.6	16,284.5	1,099.8	7.2
Fees & Charges	94,577.9	105,828.5	109,985.2	110,695.2	116,057.9	6,072.7	5.5
Other Revenues	800.7	404.0	-	-	-	-	-
Total Utility Operating Revenues	109,015.0	120,763.2	125,169.9	126,014.8	132,342.4	7,172.5	5.7
Costing Fund							
Fees & Charges	59,095.0	61,978.5	57,430.2	56,945.1	57,833.6	403.3	0.7
Other Revenues	7,942.5	7,085.9	3,557.0	3,575.1	3,507.8	(49.2)	(1.4)
Total Costing Operating Revenues	67,037.6	69,064.4	60,987.2	60,520.2	61,341.4	354.1	0.6

Budget by Revenue/Expense Type

Expenditures - All Funds (\$000s)

						Budget Change	
Expenditures	2014 Actuals	2015 Actuals	2016 Budget	2016 Forecast (Sept)	2017 Budget	Dollar Change	Per Cent Change
General Fund							
Salaries & Benefits	141,185.3	150,134.3	158,895.5	155,285.8	164,522.1	5,626.6	3.5
Office & Administration	6,890.2	6,860.4	7,609.9	7,361.4	7,690.9	81.0	1.1
Professional Services	20,478.2	25,703.0	29,192.8	29,583.0	30,575.7	1,382.9	4.7
Goods & Materials	6,988.6	7,792.4	7,530.5	7,505.1	7,456.8	(73.7)	(1.0)
Other Expenses	20,621.1	15,669.9	16,440.6	15,466.4	14,071.0	(2,369.6)	(14.4)
Intramunicipal	38,425.9	39,421.4	40,036.4	38,485.3	42,625.4	2,588.9	6.5
Civic Operational Total (General Fund)	234,589.4	245,581.4	259,705.8	253,687.0	266,941.9	7,236.2	2.8
Community Investments	9,407.2	10,764.3	11,204.6	11,263.1	10,884.6	(320.0)	(2.9)
Allocation to Capital	43,853.2	48,165.9	51,209.3	54,107.5	57,535.4	6,326.0	12.4
Transfers to Reserves	20,649.3	39,014.3	16,115.2	18,988.3	17,426.5	1,311.3	8.1
Civic Other Expenditures (General Fund)	73,909.8	97,944.4	78,529.1	84,358.9	85,846.4	7,317.3	9.3
Total General Operating Expenditures	308,499.1	343,525.8	338,234.8	338,045.9	352,788.3	14,553.5	4.3
Police Expenditures							
General Fund							
Salaries & Benefits	63,926.2	67,840.0	71,341.7	71,341.7	74,427.8	3,086.1	4.3
Office & Administration	1,894.2	2,030.1	2,613.7	2,613.7	2,772.8	159.1	6.1
Professional Services	3,530.3	2,444.7	2,369.1	2,369.1	2,435.5	66.4	2.8
Goods & Materials	1,854.5	2,531.6	1,873.3	1,873.3	1,895.3	22.0	1.2
Other Expenses	1,638.5	1,550.8	1,743.0	1,743.0	2,072.9	329.9	18.9
Intramunicipal	902.6	878.4	891.8	891.8	900.3	8.5	1.0
Community Investments	5.2	5.2	5.2	5.2	5.2	-	-
Transfers to Reserves	188.2	105.2	-	-	-	-	-
Police Expenditures	73,939.7	77,386.1	80,837.8	80,837.8	84,509.8	3,672.0	4.5
Total General Operating Expenditures	382,438.9	420,911.9	419,072.6	418,883.6	437,298.1	18,225.5	4.3
Utility Fund							
Salaries & Benefits	17,092.8	15,076.9	16,556.0	16,592.6	18,054.4	1,498.4	9.1
Office & Administration	1,199.3	1,394.9	1,058.2	1,228.6	1,252.4	194.1	18.3
Professional Services	3,337.8	8,147.7	8,883.7	7,696.3	8,656.8	(226.9)	(2.6)
Goods & Materials	4,476.4	2,815.9	3,080.9	2,785.3	3,219.2	138.3	4.5
Other Expenses	11,800.7	12,554.9	12,933.7	13,222.6	17,080.5	4,146.8	32.1
Intramunicipal	20,346.6	20,555.7	24,949.9	23,005.1	25,983.9	1,034.0	4.1
Civic Operational Total (Utility Fund)	58,253.5	60,545.9	67,462.4	64,530.5	74,247.2	6,784.7	10.1
Community Investments	12.0	-	-	-	-	-	-

Budget by Revenue/Expense Type

Expenditures - All Funds (\$000s)

Expenditures	2014 Actuals	2015 Actuals	2016 Budget	2016 Forecast (Sept)	2017 Budget	Budget Change	
						Dollar Change	Per Cent Change
Allocation to Capital	45,920.1	1,436.2	1,402.3	1,402.3	6,125.8	4,723.5	336.8
Transfers to Reserves	4,826.1	58,781.0	56,305.2	56,305.2	51,969.5	(4,335.7)	(7.7)
Civic Other Expenditures (Utility Fund)	50,758.2	60,217.2	57,707.5	57,707.5	58,095.2	387.8	0.7
Total Utility Operating Expenditures	109,011.7	120,763.2	125,169.9	122,237.9	132,342.4	7,172.5	1,072.9
Costing Fund							
Salaries & Benefits	14,104.4	14,678.3	14,101.2	14,237.5	14,624.6	523.4	3.7
Office & Administration	350.7	362.4	410.5	406.4	411.3	0.8	0.2
Professional Services	7,042.5	7,015.9	5,217.5	5,066.6	5,194.5	(23.0)	(0.4)
Goods & Materials	25,263.0	26,735.8	25,395.3	22,637.3	24,935.8	(459.5)	(1.8)
Other Expenses	(3,204.7)	(5,305.7)	(5,043.8)	(3,939.0)	(5,310.6)	(266.8)	5.3
Intramunicipal	4,118.7	4,074.7	3,587.5	3,791.9	3,943.4	355.9	9.9
Civic Operational Total (Costing Fund)	47,674.6	47,561.4	43,668.2	42,200.7	43,799.0	130.8	0.3
Transfers to Reserves	19,363.0	21,502.9	17,319.0	17,488.0	17,542.4	223.3	1.3
Civic Other Expenditures (Costing Fund)	19,363.0	21,502.9	17,319.0	17,488.0	17,542.4	223.3	1.3
Total Costing Expenditures (Costing Fund)	67,037.6	69,064.3	60,987.2	59,688.7	61,341.4	354.1	0.6

Budget Summary By Fund

	2016 Forecast (Sept)	2017 Budget	Budget Change	
			Dollar Change	Per Cent Change
General Fund				
Operating Revenue	422,405.2	437,298.1	18,225.5	4.3
Operating Expenditures and Planned Transfers	418,883.6	437,298.1	18,225.5	4.3
Net	3,521.5	0.0		
Utility Fund				
Operating Revenue	126,014.8	132,342.4	7,172.5	5.7
Operating Expenditures and Planned Transfers	122,237.9	132,342.4	7,172.5	5.7
Net	3,776.9	0.0		
Costing Fund				
Operating Revenue	60,520.2	61,341.4	354.1	0.6
Operating Expenditures	60,520.2	61,341.4	354.1	0.6
Net	0.0	0.0		

Budget by Division

Revenues - All Funds (\$000s)

Division	2014 Actuals	2015 Actuals	2016 Budget	2016 Forecast (Sept)	2017 Budget	Budget Change	
						Dollar Change	Per Cent Change
General Fund							
Mayor & Community Investments	474.6	198.0	348.6	287.7	348.6	-	-
City Manager	432.7	483.0	911.0	4,221.0	477.2	(433.9)	(47.6)
City Planning & Development	205,500.5	210,208.7	218,489.7	223,380.2	230,896.4	12,406.8	5.7
City Services	28,622.2	30,308.6	33,141.4	31,246.4	52,875.3	19,733.9	59.5
Corporate Services	125,628.3	142,404.3	129,998.9	127,959.8	115,259.4	(14,739.5)	(11.3)
Fire & Protective Services	1,385.1	2,094.2	603.4	718.4	603.4	-	-
Transportation & Utilities	24,397.5	25,876.9	26,423.5	25,435.5	27,988.0	1,564.5	5.9
Police	9,158.8	9,339.5	9,156.1	9,156.1	8,849.8	(306.3)	(3.3)
Total General Operating Revenue	395,599.8	420,913.2	419,072.6	422,405.2	437,298.1	18,225.5	4.3
Utility Fund							
City Planning & Development	638.8	464.5	1,231.0	2,731.2	1,249.8	18.8	1.5
Corporate Services	107,986.4	119,606.8	122,666.9	122,844.9	129,595.6	6,928.7	5.6
Transportation & Utilities	389.8	692.0	1,272.0	438.8	1,497.0	225.0	17.7
Total Utility Operating Revenue	109,015.0	120,763.2	125,169.9	126,014.8	132,342.4	7,172.5	5.7
Costing Fund							
City Planning & Development	10,525.3	11,969.3	6,024.5	6,069.7	5,975.3	(49.2)	(0.8)
City Services	2,513.2	2,843.0	1,226.7	1,226.7	1,262.2	35.5	2.9
Corporate Services	40,047.7	40,214.5	44,472.6	44,372.4	44,651.4	178.8	0.4
Transportation & Utilities	13,951.3	14,037.6	9,263.5	8,851.4	9,452.5	189.0	2.0
Total Costing Operating Revenue	67,037.6	69,064.4	60,987.2	60,520.2	61,341.4	354.1	0.6

Budget by Division

Expenditures - All Funds (\$000s)

Division	2014 Actuals	2015 Actuals	2016 Budget	2016 Forecast (Sept)	2017 Budget	Budget Change	
						Dollar Change	Per Cent Change
General Fund							
Mayor	1,411.8	1,411.8	1,520.9	1,332.3	1,484.0	(36.8)	(2.4)
Community Investments	8,352.4	8,797.6	8,697.1	8,697.1	8,301.2	(395.9)	(4.6)
City Manager	9,582.0	9,824.5	11,063.1	9,900.4	10,404.2	(658.9)	(6.0)
City Planning & Development	24,258.0	20,915.9	21,643.4	20,502.3	21,909.7	266.3	1.2
City Services	76,004.0	79,342.8	89,281.6	91,794.7	104,178.9	14,897.3	16.7
Corporate Services	80,321.6	108,833.0	87,408.2	93,851.8	83,195.9	(4,212.3)	(4.8)
Fire & Protective Services	41,971.9	43,745.2	44,065.2	43,286.9	46,810.4	2,745.2	6.2
Transportation & Utilities	66,597.5	70,655.0	74,555.4	68,680.5	76,504.1	1,948.7	2.6
Police	73,939.7	77,386.1	80,837.8	80,837.8	84,509.8	3,672.0	4.5
Total General Operating Expenditures	382,438.9	420,911.9	419,072.6	418,883.6	437,298.1	18,225.5	4.3
Utility Fund							
City Manager	63.5	91.4	182.0	112.4	187.2	5.2	2.8
City Planning & Development	2,196.5	1,461.4	2,798.4	2,649.3	2,865.5	67.1	2.4
City Services	924.1	1,137.2	1,191.1	1,191.1	1,191.3	0.2	0.0
Corporate Services	68,129.9	78,149.3	76,984.9	76,847.2	90,973.8	13,988.9	18.2
Transportation & Utilities	37,697.9	39,923.9	44,013.4	41,437.9	37,124.6	(6,888.8)	(15.7)
Total Utility Operating Expenditures	109,011.7	120,763.2	125,169.9	122,237.9	132,342.4	7,172.5	5.7
Costing Fund							
City Planning & Development	10,527.3	11,970.3	5,975.2	6,481.0	5,982.5	7.2	0.1
City Services	2,513.2	2,843.0	1,226.7	1,226.7	1,108.5	(118.2)	(9.6)
Corporate Services	40,063.6	40,250.5	44,472.6	42,897.5	44,644.2	171.6	0.4
Transportation & Utilities	13,933.5	14,000.5	9,312.7	9,083.5	9,606.2	293.5	3.2
Total Costing Operating Expenditures	67,037.6	69,064.3	60,987.2	59,688.7	61,341.4	354.1	0.6

Staff Complement (FTEs)

	2015			2016			2017			
Department	Permanent	Casual	Total FTE	Permanent	Casual	Total FTE	Permanent	Casual	Total FTE	FTE Change
General Operating Budget										
Civic Administration										
City Council & Committee	15.0	-	15.0	15.0	-	15.0	15.0	-	15.0	-
Office of the City Manager	68.0	-	68.0	62.0	-	62.0	59.0	-	59.0	(3.0)
Corporate Services	303.8	23.4	327.2	315.4	20.6	336.0	303.7	20.6	324.3	(11.7)
City Services	410.9	174.6	585.4	419.6	180.5	600.1	418.2	192.1	610.3	10.2
City Planning & Development	177.9	4.1	182.0	183.8	4.1	187.9	186.8	4.1	190.9	2.9
Transportation & Utilities	217.6	70.1	287.7	227.1	66.2	293.2	231.5	70.0	301.5	8.3
Fire & Protective Services	336.5	-	336.5	332.4	-	332.4	329.0	-	329.0	(3.4)
Civic Total	1,529.6	272.1	1,801.7	1,555.2	271.4	1,826.5	1,543.1	286.8	1,829.8	3.3
Regina Police Service	561.0	17.0	578.0	573.0	14.0	587.0	573.0	14.0	587.0	-
Subtotal	2,090.6	289.1	2,379.7	2,128.2	285.4	2,413.5	2,116.1	300.8	2,416.8	3.3
Utility Operating Budget										
Transportation & Utilities	146.8	28.1	174.9	154.2	24.0	178.2	153.2	25.1	178.3	0.1
Corporate Services	27.0	2.8	29.8	31.0	1.3	32.3	31.0	1.5	32.5	0.2
Utility Operating Budget Total	173.8	30.9	204.7	185.2	25.3	210.5	184.2	26.6	210.8	0.3
Costing Fund										
Corporate Services	132.3	1.9	134.2	135.1	3.1	138.1	136.1	3.1	139.2	1.0
City Services	-	9.8	9.8	-	9.8	9.8	-	9.8	9.8	-
City Planning & Development	5.2	-	5.2	5.2	-	5.2	6.3	-	6.3	1.1
Transportation & Utilities	9.7	2.8	12.4	10.7	2.8	13.5	9.7	2.8	12.4	(1.0)
Costing Fund Total	147.2	14.4	161.6	151.0	15.6	166.6	152.0	15.6	167.6	1.1
General Capital Budget										
Corporate Services	1.8	-	1.8	10.8	-	10.8	12.0	-	12.0	1.2
Transportation & Utilities	17.1	1.1	18.2	17.1	1.1	18.2	16.7	0.7	17.4	(0.8)
City Services	-	-	-	-	-	-	0.7	-	0.7	0.7
Capital Budget Total	18.9	1.1	20.0	27.9	1.1	29.0	29.4	0.7	30.0	1.0
Utility Capital Budget										
Transportation & Utilities	21.1	3.2	24.2	21.1	3.2	24.2	16.7	4.0	20.7	(3.6)
Corporate Services	1.0	-	1.0	1.0	-	1.0	1.0	-	1.0	-
Capital Budget Total	22.1	3.2	25.2	22.1	3.2	25.2	17.7	4.0	21.7	(3.6)
Total	2,452.6	338.6	2,791.2	2,514.3	330.5	2,844.8	2,499.3	347.7	2,847.0	2.2

Revenues

Tax Revenue Detail - All Funds (\$000s)

Revenue Group	Revenue Source	2014 Actuals	2015 Actuals	2016 Budget	2016 Forecast (Sept)	2017 Budget	Budget Change	
							Dollar Change	Per Cent Change
General Fund								
Tax Revenue	Property Taxes - Current Tax Levy	169,177.4	180,435.0	189,513.2	192,388.6	201,268.1	11,755.0	6.2
	Payments and Grants in Lieu of Tax	11,280.8	11,218.0	11,964.0	12,631.8	13,378.0	1,414.0	11.8
	Total Property Tax	180,458.2	191,653.0	201,477.2	205,020.4	214,646.1	13,168.9	6.5
	Recovery from Other Taxing Authorities	2,327.1	2,404.5	2,300.0	2,300.0	2,300.0	-	-
	Tax Cancellations	940.2	317.8	(40.0)	(1,017.5)	(40.0)	-	-
	Supplementary Taxes - Property	2,135.4	1,550.9	1,600.0	1,150.0	1,600.0	-	-
Tax Revenue Total (General Fund)		185,861.0	195,926.2	205,337.2	207,453.0	218,506.1	13,168.9	6.4

The estimated revenues property taxes and grants in lieu of property taxes in 2017 is \$214.6 million, an increase of \$13.2 million from 2016. This amount consists of a \$11.2 million increase in the municipal mill rate, and a \$2.0 million increase in tax revenue from growth.

The key assumptions or factors which impact the Budget are:

A 2.73% increase in the municipal mill rate for 2017 plus the following additional dedicated amounts resulting in a total increase of 4.18%:

- 1% dedicated to local road improvements
- 0.45% dedicated to Regina's new stadium

The mill rate for 2016 was 9.64774 compared to 7.6909 for 2017. There is a reassessment scheduled for 2017 which accounts for the mill rate adjustment. With no mill rate increase, tax revenues would increase by \$2.0 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 property tax revenue in previous years reflected a reduction of the budgeted levy amount by the projected appeal risk. Since 2010, there has been no provision to fund appeal risk in the general operating budget so the 2017 property tax projection is not adjusted for that.

At the time of the publication of this book, the 2017 preliminary tax assessment roll was 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 2017. Based upon the review of appeals received, there may be a risk of reduction in the assessment roll. If a deficit for the 2017 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 schools and library, over the last 9 years. There have been reassessments for 2009, 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 2009, 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
2009	13.4420	-	1.4967	-
2010	13.9797	4.00%	1.5401	2.90%
2011	14.5389	4.00%	1.5919	3.36%
2012	15.1059	3.90%	1.6221	1.90%
2013	8.4404	4.45%	0.8947	2.90%
2014	8.9367	5.88%	0.9126	2.90%
2015	9.2856	3.90%	0.9372	2.70%
2016	9.6477	3.90%	0.9559	2.70%
2017	7.6909	4.18%	0.7876	2.90%

Mill Rate Factors								
Property Class/Subclass	2011	2012	2013	2014	2015	2016	2017	
Residential (including condominiums)	0.90059	0.90059	0.87880	0.87880	0.87880	0.87880	0.95601	
Multiple Family Residential	0.90059	0.90059	0.87880	0.87880	0.87880	0.87880	0.95601	
Commercial and Industrial	1.22945	1.22945	1.32901	1.32901	1.32901	1.32901	1.08979	
Exterior Hotels	N/A	N/A	N/A	N/A	N/A	N/A	N/A	
Golf Courses	0.92187	0.92187	0.86359	0.86359	0.86359	0.86359	0.70816	
Resource Property	N/A	N/A	1.32901	1.32901	1.32901	1.32901	N/A	
Agriculture	1.22945	1.22945	1.32901	1.32901	1.32901	1.32901	1.08979	

In 2009, the province announced changes to the funding of education and the way property tax is calculated in for the education levy. Province-wide education levy mill rates are now set by property class with mill rate factors no longer used to calculate the education portion of property taxes. Mill rate factors can still be applied to calculate the municipal and library property tax levies. The province has amended the percentage of value (POV) for 2017. However, the City has tools including the mill rate factor to maintain the City's policy objectives. The following table shows the education mill rates as set by the province. The 2017 provincial mill rates will be announced with the provincial budget in March 2017.

Property Class	2016
Residential (including condominiums)	5.030
Multiple Family Residential	5.030
Agriculture	2.670
Resource Properties	11.040
Commercial and Industrial (All)	8.280

Government Grants

Government Grants - All Funds (\$000s)

Revenue Group	Revenue Source	2014 Actuals	2015 Actuals	2016 Budget	2016 Forecast (Sept)	2017 Budget	Budget Change	
							Dollar Change	Per Cent Change
General Fund								
Government Grants & Transfers								
	Revenue Sharing Grant	39,938.3	41,228.6	42,024.3	42,170.5	39,918.9	(2,105.4)	(5.0)
	Transit Grant	493.6	814.0	520.0	630.0	520.0	-	-
	Para Transit Grant	826.9	1,381.9	1,005.0	1,125.0	1,005.0	-	-
	Urban Highway Connector Program (Provincial)	437.1	437.1	386.0	386.0	439.5	53.5	13.9
	Affordable Home Ownership Program	220.8	253.3	-	-	-	-	-
	Crime Prevention Week	3.0	-	-	7.0	-	-	-
	Immigration Trends	-	-	-	2.3	-	-	-
	Crime Prevention Initiative	-	0.5	-	2.2	-	-	-
	Other Federal Grants	-	34.2	-	-	-	-	-
	Provincial Operating Grants - Program Specified	42.6	139.8	-	750.4	747.3	747.3	-
	West Nile Mosquito Control	5.0	5.0	-	2.0	-	-	-
	Sask Housing Laneway & Garden Suites	-	-	-	10.0	-	-	-
Government Grants & Transfers Total (General Fund)		41,967.4	44,294.3	43,935.3	45,085.3	42,630.7	(1,304.6)	(3.0)

Revenue Sharing Grant

The Province of Saskatchewan provides an annual grant to municipalities that is equivalent to one-fifth of the revenues generated by the 5% Provincial Sales Tax (PST). The program grants funds to municipalities across the Province according to a formula. In 2017, the City of Regina is forecasting a Revenue Sharing Grant of \$39.9 million, a decrease of \$2.1 million, and 5% less than in 2016.

Paratransit Grant

The Paratransit Grant is projected to be \$1 million in 2017, which is a decrease of \$120,000 from the previous grant allocation.

Paratransit receives operating and capital grants from the Province'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 program was changed and the operating grant is performance-based with the level of funding linked to the number of trips.

As a result, the Province's contribution has dropped from the initial target of 50% to as low as 18% (2017) of the net operating cost of the program. Based on 2017 funding, it is projected that the Province's contribution will be \$1.0 million, approximately 18% of total operating costs. 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 (\$000s)	2009	2010	2011	2012	2013	2014	2015	2016	2017
Provincial Operating Grant	1,063.0	1,056.0	1,148.2	1,151.0	1,137.0	980.0	1,106.0	1,110.0	1,005.0
City's Operating Contribution	2,380.0	2,527.0	2,472.5	2,206.0	2,693.0	2,981.0	3,344.0	3,757.0	4,588.9
Total Contributions	3,443.0	3,583.0	3,620.7	3,357.0	3,830.0	3,961.0	4,450.0	4,867.0	5,593.9
Provincial Operating Grant	30.9%	29.5%	31.7%	34.3%	29.7%	24.7%	24.9%	22.8%	18.0%
City's Operating Contribution	69.1%	70.5%	68.3%	65.7%	70.3%	75.3%	75.1%	77.2%	82.0%
Total Contributions	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%

Discount Transit Pass Program

For 2016, the Discount Transit Pass Grant is projected to be \$630,000.

The Discount Transit Pass Program is an agreement between the City of Regina and the Provincial government 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-third the Program's cost. Payments are received quarterly.

Urban Highway Connector Program

The City of Regina and the Provincial government 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 required to maintain these assets. The operating and maintenance grant is \$439,500 for 2017.

Rehabilitations, capital projects and transportation planning grants are determined through an application process on a project-by-project basis with final approval in the provincial budget. All grants are funded based on the level of provincial interest.

Licenses/Levies/Fines - All Funds (\$000s)

							Budget Change	
Revenue Group	Revenue Source	2014 Actuals	2015 Actuals	2016 Budget	2016 Forecast (Sept)	2017 Budget	Dollar Change	Per Cent Change
General Fund								
License, Levies & Fines								
	Amusement Tax	757.5	631.4	710.0	600.0	600.0	(110.0)	(15.5)
	Animal Control & Impoundment	484.4	286.9	485.0	360.0	485.0	-	-
	Animal Fine revenue	81.1	71.0	181.9	70.0	181.9	-	-
	Business Licenses	921.4	740.1	945.0	800.0	945.0	-	-
	Fire Violation Fines	6.3	3.3	15.0	17.1	15.0	-	-
	Gravel Alleys Levy	1,269.3	1,684.7	1,780.1	1,780.1	1,780.1	-	-
	Paved Alleys Levy	2,533.8	3,280.4	3,341.1	3,341.1	3,341.1	-	-
	Impound Fees	16.3	15.8	20.0	16.0	20.0	-	-
	Parking Tickets	3,534.3	2,752.5	3,403.6	2,200.0	2,803.6	(600.0)	(17.6)
	Taxi Revenues	177.7	157.1	100.0	120.0	100.0	-	-
	Traffic Violation Fines	3,154.6	4,235.9	3,300.0	3,300.0	3,300.0	-	-
License, Levies & Fines Total (General Fund)		12,936.7	13,858.9	14,281.7	12,604.3	13,571.7	(710.0)	(5.0)
Utility Fund								
	Drainage Infrastructure Levy	12,903.7	14,530.7	15,184.7	15,319.6	16,284.5	1,099.8	7.2
License, Levies & Fines Total (Utility Fund)		12,903.7	14,530.7	15,184.7	15,319.6	16,284.5	1,099.8	7.2
License, Levies & Fines Total (All Funds)		25,840.5	28,389.6	29,466.4	27,923.9	29,856.2	389.8	1.3

The authority for licensing is Section 8 of *The Cities Act*. The majority of licenses 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 2017 Budget forecasts revenue of \$600,000 from the amusement tax, a \$110,000 decrease from the 2016 Budget.

Animal Control and Impoundment, Animal Fines and Impound Fees

The 2017 Budget forecasts revenue of \$686,900 from animal control, animal fines, and impound fees, no change from the 2016 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 2017 Budget forecasts revenue of \$945,000 from business licenses, no change from the 2016 budget. There are two categories of business licences:

- the Resident Business Licence fee of \$225
- the Non-Resident Business Licence fee of \$450

Approximately 3,400 licences are issued annually, 95% to residents and 5% to non-residents.

Fire Violations Fines

The 2017 Budget forecasts revenue of \$15,000 from fire bylaw violations, no change from the 2016 Budget. These are fines issued for non-compliance with the regulations as set out in the *Regina Fire Bylaw, 2005-18*.

Gravel and Paved Alley Special Tax

Funding for maintenance and reconstruction of alleys is derived from a Gravel and Paved Alley Special Tax levied pursuant to Section 275 of *The Cities Act*. It is levied against all properties that abut an alley and is billed in conjunction with property taxes.

The 2017 Budget forecasts revenue of \$5.1 million from the tax levy, no change from the 2016 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 2017.

The rate for 2017 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 2017 Budget forecasts revenue of \$2.8 million from parking ticket fines, a decrease of \$600,000 from the 2016 Budget. Fines and regulations for parking tickets are established in the *Regina Traffic Bylaw, No. 9900*.

Taxi Licences

The 2017 Budget forecasts revenue of \$100,000 from taxi licences, no change from the 2016 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 to run the licensing program.

Traffic Violation Fines

The 2017 Budget forecasts revenue of \$3.3 million from court fines, no change from the 2016 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 Regina *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 - All Funds (\$000s)

Revenue Group	Revenue Source	2014 Actuals	2015 Actuals	2016 Budget	2016 Forecast (Sept)	2017 Budget	Budget Change	
							Dollar Change	Per Cent Change
General Fund								
Fees & Charges	Administration Charges	4,687.5	7,528.8	4,538.3	6,093.8	5,735.4	1,197.1	26.4
	Community Services Program and Operating Revenues	7,843.4	8,072.4	8,048.6	7,968.8	8,026.8	(21.8)	(0.3)
	Landfill Revenues	17,688.6	17,663.4	18,974.6	17,729.3	18,974.6	-	-
	Recycling Revenues	5,761.7	5,904.9	6,601.1	6,225.7	7,061.7	460.7	7.0
	Cemetery Revenues	1,068.1	1,233.9	1,115.6	1,142.8	1,171.3	55.7	5.0
	Parking Fee Revenues	2,325.6	2,317.7	2,434.3	2,353.7	2,338.3	(96.0)	(3.9)
	Police Revenues	7,662.0	7,709.8	7,705.3	7,708.3	7,207.6	(497.7)	(6.5)
	Towing, Auction & Salvage Revenues	591.5	501.5	559.0	430.5	559.0	-	-
	Development Application Fee Revenues	1,408.5	1,184.4	1,897.7	4,121.1	1,963.4	65.7	3.5
	Facilities Revenues	1,195.5	1,231.5	1,284.9	1,316.8	5,051.9	3,767.0	293.2
	Fire Suppression Fee Revenues	636.4	850.0	629.5	739.6	619.2	(10.3)	(1.6)
	Taxation & Appeal Fee Revenues	206.0	218.2	215.0	245.0	270.0	55.0	25.6
	Transit & Paratransit Fee Revenues	8,739.6	9,366.3	10,805.8	10,248.0	12,443.8	1,638.0	15.2
	Golf Fee Revenues	2,783.1	3,010.3	2,883.0	3,000.0	3,012.7	129.7	4.5
	Building Permit Fee Revenues	5,134.2	5,518.7	5,241.0	5,241.0	5,241.0	-	-
	Community Grant Program Revenues	305.1	305.1	305.1	305.1	305.1	-	-
	Property Rental Revenues	-	-	-	-	3,618.3	3,618.3	-

Fees & Charges *continued* - All Funds (\$000s)

Revenue Group	Revenue Source	2014 Actuals	2015 Actuals	2016 Budget	2016 Forecast (Sept)	2017 Budget	Budget Change	
							Dollar Change	Per Cent Change
Fees & Charges Total (General Fund)		68,036.7	72,616.9	73,238.8	74,869.3	83,600.2	10,361.4	14.1
Utility Fund								
	Administration Fee Revenues	888.1	867.7	1,247.0	1,015.1	1,472.0	225.0	18.0
	Water Works Revenues	1,278.6	1,913.7	1,057.0	484.8	1,057.0	-	-
	Sale of Water	51,523.4	58,044.2	60,488.4	60,488.4	64,234.5	3,746.1	6.2
	Sewer Service Charge	40,285.6	44,565.8	46,271.8	46,271.8	48,354.6	2,082.8	4.5
	Development Revenues	602.3	437.1	921.0	2,435.2	939.8	18.8	2.0
Fees & Charges Total (Utility Fund)		94,577.9	105,828.5	109,985.2	110,695.2	116,057.9	6,072.7	5.5
Costing Fund								
	Administration Revenues	597.7	903.1	167.0	120.8	136.1	(30.9)	(18.5)
	Internal Charge Revenues	54,490.2	55,486.4	54,065.1	53,405.9	54,348.8	283.7	0.5
	Asphalt, Pavement & Concrete Revenues	914.8	718.8	732.6	955.4	883.2	150.6	20.6
	Farm Land Rental Revenues	67.6	103.3	93.0	93.0	93.0	-	-
	Property Rental/Sales Revenues	2,668.2	4,693.6	2,366.5	2,366.5	2,366.5	-	-
	Transportation & Utilities Revenues	356.5	73.4	6.0	3.5	6.0	-	-
Fees & Charges Total (Costing Fund)		59,095.0	61,978.5	57,430.2	56,945.1	57,833.6	403.3	0.7
Fees & Charges Total (All Funds)		221,709.6	240,423.9	240,654.2	242,509.7	257,491.6	16,837.4	7.0

General Fund

Landfill Fees

The 2017 Budget forecasts revenue of \$19.0 million from landfill fees, no change from the 2016 Budget. The revenue estimate is based on landfill tipping fees approved by Council in September 2015. Fees increased for loads above 200 kilograms from \$75 per tonne to \$80 per tonne. Rates for loads of less than 200 kilograms were reduced from \$15 per load to \$10 per load.

In addition, to the fees collected from private haulers, City departments, such as solid waste collection, pay landfill tipping fees through an internal allocation. This is done at the same tipping fee unit price as for all other users to ensure that landfill revenues reflect the full cost of providing the landfill service.

The City of Regina is introducing new fees for the use of the snow storage site. The fees will provide new revenue of \$550,000 in 2017, included in the \$19.0 million from landfill fees. Fees will ensure the site can continue to operate safely and efficiently 24 hours per day, seven days per week from November to March each winter. Fees will range from \$5 to \$35 per load depending on the size of the load.

Recycling Fees

The 2017 Budget forecasts revenue of \$7.1 million from recycling fees, an increase of \$460,700 from the 2016 Budget. This revenue growth is entirely related to growth in the number of households in Regina. Recycling fee rates remain consistent with City Council's 2013 decision to set recycling fees for a three-year period. The approved daily fee of \$0.25 per household is charged to residents through their utility bill. Recycling services are provided through a third-party. A portion of the revenue comes from a 25% share of the sale of the recyclable materials.

Transit Fees and Charges

The 2017 Budget forecasts revenue of \$12.4 million from transit fees and charges, an increase of \$1.6 million from the 2016 Budget. Transit revenue includes cash fares, ticket and pass sales for transit and paratransit services. The estimated revenue reflects fare increases approved by Council in September 2014, which came into effect January 1, 2016. A comparison of 2017 rates to previous rates is provided in Figure 22 below.

Transit Operations Rates(\$):	2013	2014	2015	2016	2017
Cash Fares:					
Adult	\$2.50	\$2.50	\$2.75	\$3.00	\$3.25
Youth	\$2.00	\$2.00	\$2.25	\$2.50	\$2.75
Tickets (10 tickets):					
Adult	\$20.00	\$20.00	\$24.50	\$27.00	\$29.00
Youth	\$15.00	\$15.00	\$20.00	\$22.00	\$24.50
Bus Pass:					
Adult (monthly)	\$62.00	\$62.00	\$75.00	\$84.00	\$92.00
Post Secondary (monthly)	\$53.00	\$53.00	\$65.00	\$72.00	\$78.00
Youth (monthly)	\$47.00	\$47.00	\$55.00	\$60.00	\$66.00
Senior (semi-annual)	\$101.00	\$101.00	\$120.00	\$138.00	\$150.00
Senior (annual)	\$202.00	\$202.00	\$240.00	\$276.00	\$300.00
Discounted Pass (monthly)	\$20.00	\$20.00	\$25.00	\$25.00	\$25.00
Paratransit Services Rates:					
Cash Fares	\$2.50	\$2.50	\$2.75	\$3.00	\$3.25
Tickets (10 Tickets)	\$20.00	\$20.00	\$24.50	\$27.00	\$29.00
Punch Pass (40 uses)	\$100.00	N/A	N/A	N/A	N/A

FIGURE 22: TRANSIT FARE HISTORY 2013 TO 2017

Building Permit and Development Application Fees

The 2017 Budget forecasts revenue of \$5.2 million from building permits and development application fees, no change from the 2016 Budget. The 2017 Budget forecasts revenue of almost \$2.0 million from development application fees, a decrease of \$65,000 from the 2016 Budget. Building permit and development application fees are 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 fees paid are servicing agreement administrative fees. 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.

Golf Course Fees

The 2017 Budget forecasts revenue of \$3.0 million from golf course fees, \$129,700 more than the 2016 Budget. A three-year fee schedule for 2015-2017 to operate the Joanne Goulet and Lakeview golf courses was signed with Western Golf Management (WGM) on March 1, 2015. WGM is under contract with the City to also operate the Murray and Tor Hill golf courses through to 2021. As per the management contract, 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.

Cemetery Fees

The 2017 Budget forecasts revenue of \$1.2 million from cemetery fees, an increase of \$55,000 from the 2016 Budget.

A proposed two-year fee schedule, effective January 1, 2016 and January 1, 2017, will feature fee increases of 5% each year. Fee increases are necessary to compensate for rising operating expenses, continue the restoration of existing infrastructure and provide capital funding to develop new interment options. The proposed fees will be in line with those charged by other municipally-operated cemeteries in Saskatchewan and other Western provinces. Cemeteries are operated on a cost-recovery bases.

Parking Fees

The Budget for parking fees for 2017 is \$2.3 million, a decrease of \$96,000 from the 2016 Budget. 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.

Registered Program and 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 at 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 through tax subsidies. Cost recovery levels for services that are more specialized, such as fitness and aquatic facilities, arenas, 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 through tax subsidies. 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 citizens 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.

The fees for sport, culture and recreation facilities have been approved for 2016 and 2017. The strategy for fees and charges for sport, culture and recreation facilities is under review. Recommendations for 2018 and future years' fees will be presented to Council in 2017. The budget proposal does not reflect any assumed fee changes. However, budget estimates show a small reduction in forecasted revenues of \$21,000, a more realistic estimate than what was optimistically projected in 2016.

Fire Suppression Service Fees

The 2017 Budget forecasts revenue of \$619,200 from Fire Suppression Service, a decrease of \$10,300 from last year, largely due to a new Fire Service Agreement signed with the Global Transportation Hub.

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 SGI Auto Fund for motor vehicle accidents and fires.

Utility Fund

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

- Information on the rate policy and capital investment strategy as adopted pursuant to sections 22.3 and 22.4 of the regulations. The information required with respect to the City's rate policy is provided in Appendix C. Information on the capital investment strategy is included in the Capital Plan section of this document.
- The regulations also require a financial overview. The data outlined in the regulations is included in the Utility Fund Revenues below. The regulations also require a comparison of the Utility revenues to expenditures and debt payments, expressed as a ratio in accordance with the following formula:

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

For 2017, based on the definitions in the regulations, the ratio for the Water and Sewer Utility is 1.78, based on revenues of \$132.34 million, expenditures of \$74.24 million and debt repayments of \$6.1 million. In accordance with the definition in the regulations, expenditures include the interest cost on the debt, while debt payments are the principal repayments on the debt.

Rate Review

A two-year schedule of rates is proposed for 2017 and 2018 as part of the 2017 Utility Budget. If approved, the new rates for 2017 will be implemented March 1, 2017. Rates are billed monthly and are based on a daily fixed charge plus a charge based on usage.

Examples of the 2017 rate impact are provided below.

Average Home Owner

The chart below illustrates the impact of the 2017 rates on a homeowner who uses 360 cubic metres of water per year. This is typical for a family of two adults and two children in a home with two bathrooms, a dishwasher and washing machine, sitting on a lot with typical landscaping. The cost increase from the 2016 rates is about \$9.13 per month for the average homeowner.

2017 Rate Impact - Average Homeowner					
	2015 (\$)	2016 (\$)	2017 (\$) (Proposed)	Dollar Change (\$)	Per Cent Change (%)
Water					
Annual Basic Charge	\$262.80	\$277.40	\$291.27	\$13.87	
Annual Volume Charge	\$619.20	\$651.60	\$684.18	\$32.58	
Total Annual Water	\$882.00	\$929.00	\$975.45	\$46.45	5.0%
Wastewater					
Annual Basic Charge	\$204.40	\$215.35	\$226.12	\$10.77	
Annual Volume Charge	\$454.61	\$478.22	\$502.14	\$23.92	
Total Annual Wastewater	\$659.01	\$693.57	\$728.25	\$34.68	5.0%
Annual Drainage Infrastructure Levy	\$175.20	\$182.50	\$191.625	\$9.13	5.0%
Total Annual Utility Charges	\$1,716.21	\$1,805.07	\$1,895.33	\$90.26	5.0%

Rate Comparison – Sample Residential Customer

The following chart compares Regina's 2016 rates with those of other cities for a typical residential customer who uses 360 cubic metres of water per year. Such water consumption is typical for a family of two adults and two children, in a home with two bathrooms, a dishwasher and washing machine, on a lot with typical landscaping for Regina. The chart uses rates for 2016 as some other cities have yet to determine their 2016 rates.

Sample Residential Customer - 2016 Rates					
Utility Bill Details	Regina	Calgary	Edmonton	Saskatoon	Winnipeg
Water					
Annual Basic Charge	\$277.40	\$192.84	\$87.36	\$112.32	\$149.65
Annual Volume Charge	\$651.60	\$644.40	\$746.53	\$427.68	\$586.80
Total Annual Water	\$929.00	\$837.24	\$833.89	\$540.00	\$736.45
Wastewater					
Annual Basic Charge	\$215.35	\$287.86	\$49.80	\$112.32	\$0.00
Annual Volume Charge	\$478.22	\$471.60	\$285.98	\$250.56	\$864.00
Total Annual Wastewater	\$693.57	\$759.46	\$335.78	\$362.88	\$864.00
Annual Drainage Infrastructure Levy	\$182.50	\$158.78	\$445.37	\$299.30	\$0.00
Total Annual Utility Charges	\$1,805.07	\$1,755.48	\$1,615.04	\$1,202.18	\$1,600.45

Sample Commercial Customer

The chart below illustrates the impact of the 2017 and 2018 rates on a commercial customer with a 40 millimetre meter that uses 3,000 cubic metres of water per year on a property between 3,000 to 5,000 square metres in size. This water consumption would be typical for a strip mall with a restaurant and hair salon as tenants, and a parking lot with minimal landscaping.

2017 Rate Impact - Sample Commercial					
	2015 (\$)	2016 (\$)	2017 (\$) (Proposed)	Dollar Change (\$)	Per Cent Change (%)
Water					
Annual Basic Charge	\$474.50	\$500.05	\$525.05	\$25.00	
Annual Volume Charge	\$5,160.00	\$5,430.00	\$5,701.50	\$271.00	
Total Annual Water	\$5,634.50	\$5,930.05	\$6,226.55	\$296.50	5.0%
Wastewater					
Annual Basic Charge	\$368.65	\$386.90	\$406.25	\$19.35	
Annual Volume Charge	\$4,527.60	\$4,762.80	\$5,000.94	\$238.14	
Total Annual Wastewater	\$4,896.25	\$5,149.70	\$5,407.19	\$257.49	5.0%
Annual Drainage Infrastructure Levy	\$700.80	\$730.00	\$766.5	\$36.50	5.0%
Total Annual Utility Charges	\$11,231.55	\$11,809.75	\$12,400.24	\$590.49	5.0%

Water Revenue Summary (\$000s)

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

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

Water Rates		
	Proposed Rate Schedule (\$)	
Daily Base Fee:	2017	2018
15 mm/18 mm water meter	\$0.81	\$0.84
25 mm water meter	\$1.13	\$1.17
40 mm water meter	\$1.46	\$1.51
50 mm water meter	\$2.35	\$2.43
75 mm water meter	\$8.91	\$9.22
100 mm water meter	\$11.35	\$11.73
150 mm water meter	\$17.01	\$17.60
200 mm water meter	\$23.49	\$24.30
Volume Charge:		
Charge per m3	\$1.93	\$2.00

Wastewater Revenue Summary (\$000s)

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

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

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

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

Wastewater Rates		
	Proposed Rate Schedule (\$)	
Daily Base Fee:	2017	2018
15 mm/18 mm water meter	\$0.63	\$0.65
25 mm water meter	\$0.88	\$0.92
40 mm water meter	\$1.13	\$1.17
50 mm water meter	\$1.83	\$1.89
75 mm water meter	\$6.93	\$7.16
100 mm water meter	\$8.82	\$9.11
150 mm water meter	\$13.23	\$13.66
200 mm water meter	\$18.27	\$18.86
Volume Charge:		
Charge per m3	\$1.73	\$1.79

Drainage Infrastructure Levy Revenue Summary (\$000s)

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

Regardless of actual property size, the rate for properties up to 1,000 m² is applied to all locations designated as standard residential properties.

Proposed storm drainage rates for 2017 and 2018 are shown in the following table.

Storm Drainage Rates

Storm Drainage Rates		
	Proposed Rate Schedule (\$)	
Daily Base Fee:	2017	2018
0 to 1,000 m ²	\$0.54	\$0.55
1,001 to 3,000 m ²	\$1.08	\$1.10
3,001 to 5,000 m ²	\$2.16	\$2.21
5,001 to 7,000 m ²	\$3.24	\$3.31
7,001 to 9,000 m ²	\$4.32	\$4.41
9,001 to 11,000 m ²	\$5.40	\$5.51
11,001 to 13,000 m ²	\$6.48	\$6.62
13,001 to 15,000 m ²	\$7.56	\$7.72
15,001 to 17,000 m ²	\$8.64	\$8.82
17,001 to 19,000 m ²	\$9.72	\$9.92
19,001 to 21,000 m ²	\$10.80	\$11.03
21,001 to 23,000 m ²	\$11.88	\$12.13
23,001 to 25,000 m ²	\$12.96	\$13.23
25,001 to 27,000 m ²	\$14.04	\$14.33
27,001 to 29,000 m ²	\$15.12	\$15.44
29,001 to 31,000 m ²	\$16.20	\$16.54
Over 31,000 m ²	\$17.28	\$17.64

Other Revenues

Other Revenues - All Funds (\$000s)

Revenue Group	Revenue Source	2014 Actuals	2015 Actuals	2016 Budget	2016 Forecast (Sept)	2017 Budget	Budget Change	
							Dollar Change	Per Cent Change
General Fund								
Other Revenue	Administration Revenues	29.8	84.9	30.0	35.0	35.0	5.0	16.7
	Electrical Distribution Revenues	34,404.2	36,256.9	35,900.0	37,000.0	38,161.5	2,261.5	6.3
	Gas Distribution Revenues	7,586.7	7,075.6	7,110.0	6,280.0	5,988.1	(1,121.9)	(15.8)
	Interest/Loss/Gain on Bond Sales	17,799.4	27,707.0	15,870.4	15,138.5	8,351.5	(7,518.9)	(47.4)
	Tax Penalty Revenues	1,348.2	1,505.7	1,050.0	1,675.0	1,050.0	-	-
	Transfers To and From Reserve	25,629.7	21,586.7	22,319.1	22,264.6	25,403.4	3,084.2	13.8
Other Revenue Total (General Fund)		86,798.0	94,216.9	82,279.6	82,393.2	78,989.5	(3,290.1)	(4.0)
Utility Fund								
	Bond Interest	800.0	-	-	-	-	-	-
	Local Improvement Interest	0.7	0.2	-	-	-	-	-
	Transfers to Operations from a Reserve	-	403.9	-	-	-	-	-
Other Revenue Total (Utility Fund)		800.7	404.0	-	-	-	-	-
Costing Fund								
	Land Sales/Gains	7,747.3	7,124.0	3,502.8	3,520.9	3,502.8	-	-
	Mortgage/Short Term Interest	5.5	4.7	5.0	5.0	5.0	-	-
	Transfers to Operations from a Reserve	189.7	(42.8)	49.2	49.2	-	(49.2)	(100.0)
Other Revenue Total (Costing Fund)		7,942.5	7,085.9	3,557.0	3,575.1	3,507.8	(49.2)	(1.4)
Other Revenue Total (All Funds)		95,541.2	101,706.8	85,836.6	85,968.3	82,497.2	(3,339.3)	(3.9)

Electrical Distribution Revenue

The projected revenue for 2017 is \$38.1 million, an increase of \$2.3 million from 2016, based on the five-year average of revenue received from SaskPower.

The City receives a 10% municipal surcharge, which is added to a customer's bill, and 5% of the SaskPower revenue within the city limits, which is called a "payment in lieu of taxes."

Gas Distribution Revenue

The projected revenue for 2017 is \$5.99 million, a decrease of \$1.1 million from 2016. The City receives revenues from SaskEnergy and its TransGas subsidiary from the consumption of natural gas. For SaskEnergy, there is a 5% surcharge (payment in lieu of taxes) which is added to a customer's 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 in lieu of tax which is calculated on the costs of transportation, plus a deemed cost of gas calculated in accordance with regulations. The deemed cost of gas is calculated using the average cost of gas as determined by Saskatchewan Industry and Resources.

Interest/Loss/Gain on Bond Sales

The projected revenue for 2017 is \$8.3 million, a decrease of \$7.5 million from 2016. 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 Penalty Revenues

The projected revenue for 2017 is \$1.0 million, unchanged from 2016. Tax penalties are applicable to current taxes not paid by June 30 each year as well as 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.

Interfund Transfers and Transfers to Operations from a Reserve

For projected revenue for 2017 is \$16.6 million, an increase of \$1.5 million from 2016.

Transfers from the Water and Sewer Utility include an access fee paid to the General Fund 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 and \$675,000, which is estimated to be three-sevenths of the Goods and Services Tax (GST) rebate received by the Utility. This amount is the additional rebate provided by the Federal government since 2004.

The utility administration charge is calculated as 5% of the budgeted utility revenues for the prior year. Most corporate functions, including City Council, committees, the City manager, human resources, the City solicitor's office, the City clerk's office, as well as accounting, budgeting, and purchasing, are involved in activity related to the Water and Sewer Utility. 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.

Transfers from Reserves

The operating budget includes transfers of \$8.8 million from reserves to cover operating costs. Details of all the reserve activity and projected 2016 year-end balances can be found in the 2016-2021 Reserve Continuity Schedule.

Capital and Debt

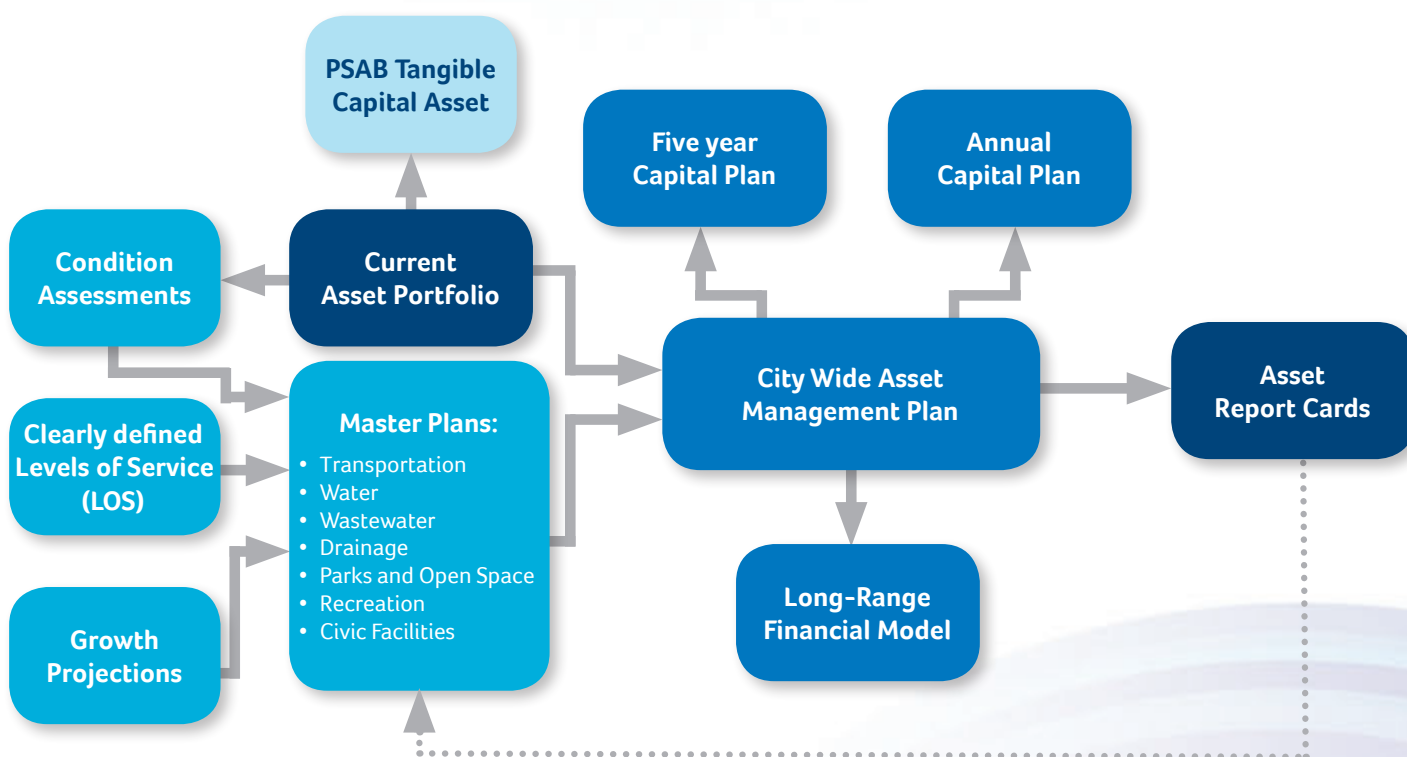
Capital Expenditures – 2017 to 2021 Capital Plan

Capital Plan Introduction

Asset Management Plans – Bringing it all Together

The City of Regina is building an asset management framework that includes a number of elements to ensure the long-term sustainability of municipal services. The provision of these services are almost exclusively dependent on fixed assets, like roads, buildings, bridges and equipment.

The diagram below provides insight into the system the City is developing. Key elements are already in place and working as they should, while others are still evolving. The entire system and the elements of the system will evolve over time as critical information is collected and added. The City has been working to increase investment in capital renewal. However, in the coming years, these resources will continue to have to be enhanced.



This planning framework begins with our current asset portfolio, currently estimated at \$4 billion in value, including facilities, water and wastewater infrastructure, parks, roads and bridges. In 2008, the City of Regina reported that it had fallen behind in the maintenance and renewal of those assets by deferring renewal activities. Since then, the City has been actively working to catch up on the infrastructure deficit.

- **Clearly Defined Levels of Service (LOS):** Asset planning needs to begin with objectives. These objectives guide our planning. For example, water service is planned based on a target water pressure. Higher levels of service will generally cost more to develop and maintain. Finding the right balance between affordability and levels of service requires an ongoing examination by City Council and residents.
- **Condition Assessments:** These provide an indication of the condition of the asset. The asset condition determines whether it can provide the level of service required. While some assets can be examined visually, others, such as water and sewer pipes, are difficult and costly to assess. However, without this information, it is impossible to develop a manageable and affordable renewal plan.
- **Growth Projections:** Asset planning must also take into consideration the requirements of new people moving into the City. Population growth requires the development of new assets based on the target level of service.
- **Master Plans:** For each asset class, the City has either developed or is developing a long-term plan using the information described above as the key inputs. These plans are generally 25 to 50 years in scope and will describe investment, construction, and renewal plans for assets to maintain the target level of service.
- **City-Wide Asset Management Plans:** Each of the master plans are consolidated and adjusted to ensure that over time, the required investment plan is manageable, feasible and affordable. Peaks in one plan may require corresponding valleys in another plan to be adjusted so that work does not take place concurrently.
- **Long Range Financial Model:** In addition to the consolidated city-wide asset management plans, the City has developed a management tool that produces a 20-year financial forecast. This Long Range Financial Model is based on assumptions regarding revenues and other sources of funding, as well as assumptions about the cost of operations, rates of growth, and estimates of the need for asset renewal. The Model helps us understand the impact of major financial investments on our capacity in future years and better determine the answers to significant planning and financial questions. These include but are not limited to:
 - Will the City have to defer some renewal? If it does, what is the long-term impact of major new investments? Is it significant enough to warrant defer, change or cancel the project?

The Model indicates the first four years (2017 – 2020) are reasonably sound; however there is a need to consider the future. The base version of model shows significant challenges with operating and capital spending in the long term. This will require the City to use a range of “levers” to achieve a sustainable and stable future financial position. These include revenue sources other than municipal taxes, user fees, cost reductions (efficiencies and/or service level reductions), debt, and reserves. The information garnered from applying this model will inform the development of a sustainable long range financial plan for the City of Regina. That work will be launched in 2017.

The Plan is Working

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 Wastewater Treatment Plant renewal, using a Design, Build, Finance, Operate and Maintain public private partnership.
 - Regina's new Mosaic stadium using a Design, Build, Finance public private partnership.
 - The Residential Roadway Renewal Program using a five-year 1% mill rate allocation to create an ongoing sustainable fund.
 - The renewal of the Buffalo Pound Water Treatment Plant through targeted allocation of Utility rates.
 - A plan to ensure the long-term sustainability of the Fire and Transit fleets through a five-year 0.6% targeted mill rate allocation (complete).
2. Developing long-term plans to address other infrastructure issues
 - The Transportation Master Plan.
 - The Water and Wastewater Master Plans.
 - The Facilities Master Plan, including a refresh of the 2009 Recreation Facilities Strategy.
 - A review of the Service Agreement Fee program, which defines the approach to developing and financing new neighbourhoods.

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

The 2017 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 2017 recommended investment plan which allocates 80% of all capital resources to renewal.

The five-year capital plan identifies a \$900 million program when the General Fund and Utility Fund capital work is combined.

Each year, the City invests some of its General Operating Budget to support capital investments. Over the last six years, there has been emphasis on increasing this investment to support the maintenance and renewal of infrastructure and start to address long-standing deferred expenditures in asset management. In 2017, capital investment will increase to \$43 million from \$40 million in 2016. This has been a strategic priority for the City of Regina.

General Fund Capital Highlights

The General Fund capital plan totals \$120.6 million in 2017, a reduction from the last two years, which saw significant increases because of the stadium project. That project reached substantial completion in 2016 and will officially open in 2017. Highlights from the 2017 General Fund capital plan include:

- A stable Street Infrastructure Renewal Program which invests \$18 million in the renewal of our roadway network
- Residential Roads Improvement Program, investing a total of \$7.5 million, an increase of the equivalent of a 1% mill rate increase (\$2 million) over 2016.
- South East Land Development, with an investment of \$16 million in a venture that should return financial benefits to tax payers in the future.
- Bridge Infrastructure Renewal, (\$5.9 million) to address aging infrastructure, including preliminary design work on a permanent solution to Eastgate access.
- A number of transit improvements that utilize federal transit grants, including \$1.7 million to increase the Transit Fleet; \$8.3 million to replace existing transit buses that have reached the end of their useful life; and \$2.9 million in improvements (an additional Paratransit bus to improve the spare ratio, resulting more service reliability; transit scheduling software; improvements that will result in improved transit customer service and safety; and improved transit technology).
- An increased Facilities Asset Management Program from \$3.8 million in 2016 to \$5.6 million in 2017. This increased investment is based on the new Civic Facilities Master Plan, which outlines an asset management plan that will result in the lowest whole life cost of maintaining the City's facilities. Increased investment now will result in longer life for the facilities and lower cost in the future.

Utility Fund Capital Highlights

The Utility uses an asset management approach to budgeting, beginning with the development of business cases in February of each year, which are stringently reviewed internally before being advanced to the internal Budget Advisory Group process.

The Utility Fund capital plan for 2017 will invest \$66 million. The 2017 plan is the first year of a 10-year planning window.

The 10 year plan includes:

- Meeting the regulatory expectations of the Water Security Agency (WSA) regarding sewage bypasses
- Paying an increased water rate to Buffalo Pound Water while at the same time decreasing the investment in infrastructure renewal in the water treatment plant
- Addressing the renewal of linear infrastructure (underground water, sanitary and drainage pipes)
- As the new Wastewater Treatment Plant (WWTP) moves from construction phase to operational phase, the City's role is changing. The Utility plan accounts for the new responsibility to oversee the contract to operate the WWTP and ensure the City's obligations are met

Committed Projects

The 2017 capital spending plan includes 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 2017 capital plan includes a number of multi-year projects for which full multi-year approval is recommended.

Committed Projects (\$000s)

Division	Department	Project/Program Name	2017	2018	2019	2020	2021	Grand Total
2017 to 2021 General Fund Capital Plan - Committed Projects (\$000s)								
City Planning & Development	Assessment, Tax & Real Estate	South East Land Development	16,000.0	5,000.0	-	-	-	21,000.0
	Assessment, Tax & Real Estate Total		16,000.0	5,000.0	-	-	-	21,000.0
	Development Services	Comprehensive Zoning Bylaw Review	1,400.0	850.0	650.0	-	-	2,900.0
		Implementation of Planning and Building Software	1,600.0	250.0	-	-	-	1,850.0
	Development Services Total		3,000.0	1,100.0	650.0	-	-	4,750.0
City Planning & Development Total			19,000.0	6,100.0	650.0	-	-	25,750.0
City Services	Community Services	Mâmarwêyatitân Centre (formerly North Central Shared Facility)	2,255.0	-	-	-	-	2,255.0
		Recreation Master Plan Development	100.0	-	-	-	-	100.0
	Community Services Total		2,355.0	-	-	-	-	2,355.0
City Services Total			2,355.0	-	-	-	-	2,355.0
Corporate Services	Finance	Corporate Payments Project	-	150.0	-	-	-	150.0
	Finance Total		-	150.0	-	-	-	150.0
	Facilities Management	Transit Fleet Maintenance Facility	-	12,415.0	12,375.0	-	-	24,790.0
		Parks and Facilities Yard Facilities Development	3,490.0	5,970.0	1,070.0	-	-	10,530.0
		Municipal Justice Building Decommissioning	100.0	-	-	-	-	100.0
	Facilities Management Total		3,590.0	18,385.0	13,445.0	-	-	35,420.0
Corporate Services Total			3,590.0	18,535.0	13,445.0	-	-	35,570.0
Fire & Protective Services	Fire & Protective Services	Civic Radio System Replacement	1,082.0	569.0	-	-	-	1,651.0
	Fire & Protective Services Total		1,082.0	569.0	-	-	-	1,651.0
Fire & Protective Services Total			1,082.0	569.0	-	-	-	1,651.0
Total General Fund			26,027.0	25,204.0	14,095.0	-	-	65,326.0

Committed Projects *continued* - (\$000s)

Division	Department	Project/Program Name	2017	2018	2019	2020	2021	Grand Total
City Planning & Development	Planning	Eastern Pressure Solution	-	10,000.0	20,000.0	20,000.0	13,500.0	63,500.0
	Planning Total		-	10,000.0	20,000.0	20,000.0	13,500.0	63,500.0
City Planning & Development Total			-	10,000.0	20,000.0	20,000.0	13,500.0	63,500.0
Transportation & Utilities	Water Works	Area 1 & 17 - Location 1	3,500.0	-	-	-	-	3,500.0
		Area 8 Upgrades - Arcola Avenue Detention Facility	4,000.0	-	-	-	-	4,000.0
	Water Works Total		7,500.0	-	-	-	-	7,500.0
Transportation & Utilities Total			7,500.0	-	-	-	-	7,500.0
Total Utility Fund			7,500.0	10,000.0	20,000.0	20,000.0	13,500.0	71,000.0
Total All Funds			33,527.0	35,204.0	34,095.0	20,000.0	13,500.0	136,326.0

Note: The full detail of the five-year capital plan, including a list of all planned projects, is available in the Appendix D and E.

General Fund Operating Investments in General Fund Capital Budget

The contributions to capital include 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).

General Fund Operating Investment in General Fund Capital Budget (\$000s)

Expenditures	2014 Actuals	2015 Actuals	2016 Budget	2016 Forecast (Sept)	2017 Budget	Budget Change	
						Dollar Change	Per Cent Change
General Fund							
Current Contributions to Capital - Civic	29,432.4	31,666.8	37,605.8	37,605.8	39,825.1	2,219.3	5.9
Current Contributions to Capital - Police	2,000.5	2,763.7	2,747.0	2,747.0	3,143.0	396.0	14.4
Debt Charges	12,420.3	13,735.4	10,856.5	13,754.7	14,567.3	3,710.8	34.2
Total General Operating Expenditures	43,853.2	48,165.9	51,209.3	54,107.5	57,535.4	6,326.1	12.4

Debt

The City is using more of its own sources of financing to cover infrastructure costs. A significant portion of the capital funding comes from current operating contributions appropriated from the operating budget.

The operating budget also covers the repayment of debt issued to fund capital projects. In accordance with Section 129(1) of *The Cities Act*, the budget is to include “the amount to be transferred to the capital budget” and in accordance with Section 129(1)(b), it is also to include “the amount needed to pay all debt obligations with respect to borrowings of the City.”

The five-year capital plan will require the City to take on some additional debt. The chart below identifies the debt plan over the five years. The City's current approved debt limit is \$450 million.

	2017					
	<u>Opening</u>	<u>New Issue</u>	<u>Closing Balance</u>	<u>Servicing Cost</u>		
	<u>Balance</u>			Principal	Interest	Total Payments
General Capital	15,392,169	0	13,948,193	1,443,976	727,372	2,171,348
RRI	190,802,492	0	187,032,336	3,770,155	7,682,655	11,452,810
Utility Capital	88,382,831	0	86,941,147	1,441,685	2,999,995	4,441,680
Other Debt - Evraz Municipal Corp	52,176	0	29,815	22,361	0	22,361
2017 City Total	294,629,668	-	287,951,491	6,678,177	11,410,022	18,088,199

	2018					
	<u>Opening</u>	<u>New Issue</u>	<u>Closing Balance</u>	<u>Servicing Cost</u>		
	<u>Balance</u>			Principal	Interest	Total Payments
General Capital	13,948,193	0	12,504,217	1,443,976	659,866	2,103,842
RRI	187,032,336	0	183,108,041	3,924,295	7,528,515	11,452,810
Utility Capital	86,941,147	0	84,911,320	2,029,826	5,448,762	7,478,589
Other Debt - Evraz Municipal Corp	29,815	0	7,454	22,361	0	22,361
	287,951,491	-	280,531,032	7,420,458	13,637,144	21,057,602

Reserves

The City maintains 21 reserves across its three primary funds. Reserves are intended to smooth the effect of spending decisions on property taxation. They can also be used to 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 – several 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,
- Utility Reserve: based on a long-range financial model for the water/wastewater/drainage service; allows for full cost recovery including the long term cost of maintaining assets.

Allocating either fee-based revenues or tax-based revenues to reserves enables 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 has not been able to fully utilize the asset.

The amount of funding currently held in reserves is relatively low in comparison to the values of city assets. Over the past five years, the City’s reserve balance were built up in contemplation of the new stadium and Wastewater Treatment Plant. Reserves are projected to decrease to \$159 million by the end of 2017 and continue to decrease to approximately \$137 million by 2021.

Division/Department 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				*				
Winter Road Maintenance Reserve								*
General Utility Reserve	*	*	*	*				*

Reserve Balances



Reserve Balances (\$000s)

Five-Year Summary of Reserves, Deferred Revenue and Service Agreement Fees (SAFs) Continuity Schedule

Minimum Allowable	Maximum Allowable	Reserve Name	2016 Projected Ending Balance	2017 Additions	2017 Reductions	2017 Projected Ending Balance	2018 Projected Ending Balance	2019 Projected Ending Balance	2020 Projected Ending Balance	2021 Projected Ending Balance
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Operating Reserves

**	20,954	41,907	General Fund Reserve	26,142	-	(3,800)	22,342	15,402	5,979	(252)	(2,721)
	300	1,500	Asphalt Reserve	2,454	200	-	2,612	2,312	2,362	2,312	2,362
	-	10,000	Asset Revitalization Reserve	24,704	3,365	11,346	16,723	13,089	12,460	12,133	7,368
	-	625	Cemetery Reserve	493	100	(160)	433	413	343	323	253
	400	6,000	Employer-Provided Parking Reserve	1,276	630	(293)	1,613	1,875	2,112	2,324	2,586
	4,750	10,000	Fleet Replacement Reserve	4,087	13,993	(9,984)	8,096	12,135	15,642	20,097	19,923
	100	750	Facility Reserve	1,230	230	(1,200)	260	230	460	690	920
	500	2,000	Golf Course Reserve	70	350	(300)	120	170	120	(30)	(80)
	-	350	Grants Reserve	309	-	-	309	309	309	309	309
	2,000	12,000	Land Development Reserve	(6,389)	7,500	(16,000)	(14,889)	(12,389)	(4,889)	2,611	10,111
	300	13,000	Solid Waste Reserve	31,186	14,551	(4,150)	41,587	43,219	47,357	60,825	74,947
	-	800	Operational Commitments Reserve	290	161	-	451	611	772	532	693
	500	7,000	Planning & Sustainability Reserve	7,447	-	(3,000)	4,447	2,949	2,299	2,299	2,299
	-	700	Pest Management Reserve	350	-	-	350	350	350	350	350

Five-Year Summary of Reserves, Deferred Revenue and Service Agreement Fees (SAFs) Continuity Schedule - continued

Minimum Allowable	Maximum Allowable	Reserve Name	2016 Projected Ending Balance	2017 Additions	2017 Reductions	2017 Projected Ending Balance	2018 Projected Ending Balance	2019 Projected Ending Balance	2020 Projected Ending Balance	2021 Projected Ending Balance
100	6,000	Regina Police Service General Reserve	819	-	-	819	819	819	819	819
400	2,000	Regina Police Service Radio Equip Reserve	41	41	-	41	41	41	41	41
N/A	N/A	Regina Revitalization Initiative Stadium Reserve	17,052	10,950	(14,050)	12,752	9,091	7,802	6,513	-
N/A	N/A	Social Development Reserve	5,929	-	(2,985)	2,944	2,944	2,944	2,944	2,944
400	3,000	Technology Reserve	682	40	-	722	762	802	842	882
3,523	3,923	Winter Road Maintenance Reserve	3,540	-	(82)	3,458	3,458	3,458	3,458	3,458
Total Operating Reserves			121,713	52,110	(44,658)	105,190	97,791	101,543	119,141	127,465

**These Minimum and Maximum values are based on 2016 Operating Revenues

Deferred Revenue & SAF's

N/A	N/A	Alley Maintenance - Gravel	797	1,780	(1,800)	777	757	737	717	698
N/A	N/A	Alley Maintenance - Paved	2,284	3,341	(3,425)	2,200	2,116	2,032	1,948	1,864
N/A	N/A	Dedicated Lands Charges	-	125	-	-	-	-	-	-
N/A	N/A	Service Agreement Fees - Parks	13,328	241	-	14,965	16,189	17,788	19,563	21,446
N/A	N/A	Service Agreement Fees - Roadways	22,110	16,440	(9,121)	29,429	42,740	59,622	77,202	91,548
N/A	N/A	Taylor Field	577	-	-	577	-	-	-	-
Total Deferred Revenue & SAF's			39,096	21,927	(14,346)	47,948	61,802	80,179	99,431	115,557

Utility Reserve & SAF

33,000	80,000	General Utility Reserve	62,777	67,256	(38,081)	91,951	106,673	108,362	104,876	97,876
N/A	N/A	Service Agreement Fees - Utilities	(26,794)	11,446	(22,219)	(37,568)	(43,911)	(65,174)	(80,596)	(87,803)
Total Utility Reserves & SAF's			35,982	78,702	(60,300)	54,384	62,761	43,189	24,280	10,073

Total City Reserves & Deferred Revenues			196,791	152,739	(119,304)	207,523	222,354	224,911	242,851	253,095
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Departmental and Operational Detail

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)

Expenditures	2014 Actuals	2015 Actuals	2016 Budget	2016 Forecast (Sept)	2017 Budget	Budget Change	
						Dollar Change	Per Cent Change
General Fund							
Office of the Mayor	564.2	554.4	583.4	518.9	554.6	(28.8)	(4.9)
City Council	568.8	564.5	627.5	551.4	621.9	(5.6)	(0.9)
Corporate Memberships	146.5	151.8	130.0	161.0	128.8	(1.2)	(0.9)
Other Committees	49.4	59.9	91.5	25.1	90.6	(0.8)	(0.9)
Quasi - Judicial Committees	46.6	44.9	52.2	39.6	51.7	(0.5)	(0.9)
Total General Operating Expenditures	1,375.5	1,375.5	1,484.6	1,296.0	1,447.7	(36.8)	(2.5)
General Fund Transfers							
Office of the Mayor	36.3	36.3	36.3	36.3	36.3	-	-
Total General Fund Transfers	36.3	36.3	36.3	36.3	36.3	-	-
Total General Operating Expenditures (with Transfers)	1,411.8	1,411.8	1,520.9	1,332.3	1,484.0	(36.8)	(2.4)

Full Time Equivalents (FTEs)

Staff Complement (General Fund)								
Full Time Equivalents (FTEs)						2015	2016	2017
Permanent						15.0	15.0	15.0
Casual						-	-	-
Total (General Fund)						15.0	15.0	15.0

Community Investments**Overview**

Community investments are payments to individuals or organizations for a variety of purposes and are allocated through the following committees:

- The City Services Division, through delegated authority from the Community and Protective Services Committee, provides financial support to community associations and organizations that provide arts, cultural, recreation and community services along with organizations that address social issues.
- The Finance and Administration Committee provides financial support for economic and promotional purposes.
- The Executive Committee provides financial support for special events and funding to the Regina Exhibition Association Limited, Economic Development Regina (EDR) and the Wascana Centre Authority.

City Council determines the total allocation for the year and the allocation to each committee.

Expenditures (\$000s)

Expenditures	2014 Actuals	2015 Actuals	2016 Budget	2016 Forecast (Sept)	2017 Budget	Budget Change	
						Dollar Change	Per Cent Change
General Fund							
Community & Protective Services Committee	3,302.8	3,301.7	3,504.6	3,504.6	3,745.3	240.7	6.9
Henry Baker Scholarships	19.0	19.0	34.0	34.0	33.7	(0.3)	(0.9)
Other Economic & Promotional Initiatives	70.0	85.0	70.0	70.0	69.4	(0.6)	(0.9)
Regina Exhibition Association Limited	450.0	400.0	400.0	400.0	396.4	(3.6)	(0.9)
Special Events Minor Program	36.6	47.5	50.0	50.0	49.5	(0.5)	(0.9)
Wascana Center Authority	2,577.9	2,796.9	2,719.0	2,719.0	2,099.8	(619.2)	(22.8)
Economic Development Regina	1,230.9	1,744.5	1,719.5	1,719.5	1,703.9	(15.6)	(0.9)
Other Executive Grants	395.9	207.2	200.0	200.0	203.2	3.2	1.6
Total General Operating Expenditures	8,083.1	8,601.7	8,697.1	8,697.1	8,301.2	(395.9)	(4.6)
General Fund Transfers							
City Services Investments	269.3	195.9	-	-	-	-	-
Total General Fund Transfers	269.3	195.9	-	-	-	-	-
Total General Operating Expenditures (with Transfers)	8,352.4	8,797.6	8,697.1	8,697.1	8,301.2	(395.9)	(4.6)

Service Partners

The City of Regina works with several key service partners, including the Wascana Centre Authority, Economic Development Regina, and the Regina Exhibition Association Limited. The recommended Community Investments budget above includes funding for each of these independent third parties. More detailed descriptions of the role of each service partner follow.

Regina Exhibition Association Limited Summary Business Plan

Mandate

The Regina Exhibition Association Limited (REAL) is the non-profit corporation that is responsible for the stewardship, development, promotion and overall management of Evraz Place for the City of Regina. Evraz Place is a large, multi-purpose event complex boasting over 1.2 million square feet of fully connected indoor space and over 30 acres of outdoor usable space located in the heart of Regina – in close proximity to the Regina International Airport and downtown.

REAL's vision is to provide world-class hospitality for trade, agri-business, sporting, entertainment and cultural events that bring innovation, enrichment and prosperity to Saskatchewan. The organization's mission is to enrich the quality of life for people in the community through the hosting and delivery of local, regional, national and international events.

Services

REAL's mission is executed through the delivery of a wide variety of business, entertainment, cultural and sporting events, supported through the operation of a quality food and beverage enterprise.

These activities and services extend across numerous existing buildings that range in function and capacity.

These include:

- Agribition Building
- Brandt Centre
- Canada Centre
- Co-operators Centre
- Credit Union EventPlex
- Queensbury Convention Centre
- As well as two buildings which will be added in 2017 – Regina's new Mosaic Stadium and the International Trade Centre

2016 Accomplishments

- REAL earned revenue of \$32.9 million, in line with 2015.
- REAL reported net loss of \$300,000 is in line with REAL's Board approved 2016 budget and reflects an investment year in people and resources as the business prepared to take on the role of operating the new Mosaic Stadium, improve operational efficiencies, and prepare to open the International Trade Centre in 2017.
- REAL held more than 480 catered events and fed nearly 55,000 people. The bottom line was lower overall compared to 2015, largely due to higher cost of goods sold and economic conditions with the downturn in the oil and gas industry that affected the number and size of events.
- The sport and recreation business continues to thrive, with continued growth in utilization through scheduling efficiencies and the high participation of hockey and soccer stakeholders in Regina.
- The new International Trade Centre which joins all remaining buildings on our 100-acre property (with the exception of the new Mosaic Stadium) makes Evraz Place one of the largest interconnected event complexes in North America. The work is two-thirds complete with the opening of the completed building slated for November, 2018.

- The new Mosaic Stadium, which was substantially completed on August 31, 2016, held its first successful test event in October. REAL is the operator of the facility for the City of Regina
- Hosted 50 tournaments in the Co-operators Centre and EventPlex
- Hosted four signature annual events, including Canada's Farm Progress Show, the Queen City Exhibition, Canadian Western Agribition and the Spring Home & Garden Show
- Held 31 trade and consumer events, including indoor car, RV and boat dealers, the Majestic Car Show, Fan Expo Regina and a number of consumer product shows and craft sales
- Hosted a range of concert and entertainment events, including Jerry Seinfeld, Florida Georgia Line, Marianas Trench, Walk Off The Earth, Five Finger Death Punch, Papa Roach, Volbeat, Theresa Caputo, Brad Paisley, City of Colour and Monster Trucks

Strategic Issues and Opportunities

Strategic deliverables in 2017 will be focused on new stadium operational readiness activities, property marketing efforts and the oversight of the construction of the new International Trade Centre.

Economic Development Regina Inc. Summary Business Plan

Mandate

The mandate of Economic Development Regina Inc. (EDR) is to:

- Create and implement an economic development strategy to grow and sustain prosperity in the Regina region
- Encourage the retention, development, attraction and growth of business and tourism projects and services for those who live, work, visit and invest in the Regina region
- Market and promote the Regina region for business and tourism

EDR is responsible for providing leadership for economic growth to the City of Regina and region with specific accountability for the following core functions:

- Support industry growth and diversification through retention, development and attraction of business and tourism
- Find innovative ways to support the community in sustaining growth while effectively addressing the challenges of growth
- Market and promote the Regina region for business and tourism
- Ensure the Regina region prospers as a vibrant and diversified economy for investors, is a strong destination experience for visitors and a place of choice with a high quality of life for residents

EDR's strategic planning is aligned with the OCP, specifically its provisions on economic growth, including:

- Establish and implement mechanisms to expand and diversify the economy, promote the attractiveness of Regina and the region as a place to live, invest, do business and visit
- Collaborate with community economic development stakeholders across the region to leverage shared economic advantages and tourism opportunities
- Encourage innovative options to support and incubate new entrepreneurs and commercial ventures

Services

EDR's core services include:

- Advances a sector development strategy, which focuses resources on the diversification, growth and development of key industry sectors. For each of the key sectors, EDR develops supply chain analysis, specific market intelligence comparing Regina to other cities and an industry development strategy

- Provides meaningful research insights and data to the City of Regina, local companies and industry stakeholder groups through its office of Strategic and Competitive Intelligence
- Through its Investment Attraction office, EDR seeks to attract investors and companies to Regina to assist in the growth of local industry
- Works in partnership with local facilities, the Regina Hotel Association, and other stakeholder groups to market the Regina region and collaboratively work to attract Events, Conventions and Tradeshows to Regina
- Supports entrepreneurship with business services such as the Square One program and other partnership initiatives to promote and support entrepreneurs in the community
- Operates Tourism Regina, the official destination marketing organization representing Regina and region. It works in collaboration with the Regina region's tourism sector and industry partners to promote and enhance Regina as a destination experience

2016 Accomplishments

- The City of Regina approved a new status and name for the organization, which transitioned from Regina Regional Opportunities Commission to Economic Development Regina Inc. effective January 1, 2016. EDR is now a non-profit corporation governed by a volunteer board of directors responsible for the oversight of EDR. The City of Regina is the sole member of the corporation.
- A survey of stakeholders to gauge their perceptions and satisfaction with the organization was completed. Key results include:
 - Perceived importance of EDR's strategic intents: 89%
 - Progress made against each of the strategic intents: 72%
 - Perceived relevance of EDR's mandate, mission and vision: 84%
 - Confidence in EDR leadership's ability to steward its mission: 81%
 - Progress made in 2016 to advance its vision: 76%
- Stakeholder and Partner Investment (i.e. cash and value-in-kind) in EDR totals more than \$850,000 in 2016, leveraging the City's core funding 0.50 to 1.00 (stakeholder and partner investment to the City's core funding).
- EDR produced an AgriValue Strategy for Regina, completed a Fabricated Metal Manufacturing Import Replacement Assessment and initiated the development of an Entrepreneurial Strategy.
- Square One Business Services unit provided 293 client interactions, with eight Square One clients confirming they have started their business.
- Tourism Regina successfully completed the 2016 summer leisure ad campaign and showed increases in all areas. Highlights include:
 - Launched '*Hang With the Locals*' brand and blog
 - Recruited the first volunteers to the Regina Ambassador program
 - 69% increase in website visitors year over year
 - 20% increase in Instagram followers
 - 59% of traffic from mobile devices
 - 70% new visitors to the website
- The Alliance for Events, Conventions and Tradeshows has secured events for Regina that will provide a significant contribution to the economy of the Regina region. Current bids pending represent more than \$30 million worth of estimated economic impact.
- Launched Phase I of the Regina Advantage initiative which identifies and articulates our unique features and assets. In alignment with the Infinite Horizon identity, it is these differentiating features that support pride of place and position Regina and region as a desirable place to live, work, visit and invest.

- ThinkBig Regina was launched which included hosting round table discussions, next generational young leaders consultations and a monthly newsletter.

Strategic Issues and Opportunities

In addition to EDR's annual business plan scorecard, high level priorities, opportunities and critical new investments for 2017 include:

- In collaboration with the City of Regina and other regional stakeholders, develop a long-term industrial land use strategy to support strategic sector growth and development
- Launch the next phase of the Regina Advantage program to create a defined and succinct competitive identity, focused on growing Regina
- Implement Regina's first entrepreneurship strategy with a goal to create an innovative, robust and best in class entrepreneurial eco-system
- Significantly increase investments in EDR through new stakeholder and partner contributions, increasing our leverage ratio to 0.75 to 1.00 (stakeholder and partner investment to City core funding)

Wascana Centre Authority Summary Business Plan

Mandate

The *Wascana Centre Act* was legislated in 1962 by the Government of Saskatchewan establishing a Board of Directors representing Wascana Centre Authority's (WCA) three Participating Parties containing five representatives from the Government of Saskatchewan and three each from the City of Regina and University of Regina. WCA provides oversight and stewardship of 2,300 acres of land within the City of Regina including land owned by each Participating Party and occupied by diverse tenants. The majority of funding is by way of grant revenues from Participating Parties, supplemented with fee for service contracts, rental and donation revenues. WCA provides oversight and stewardship of these precious lands within Wascana Centre in a manner to fulfill the vision of being a place of recreation and beauty for all to enjoy throughout the seasons, the pride of Saskatchewan. The majority of revenues are in the form of grant contributions from WCA's participating parties.

Services

WCA's core function is to ensure the Centre remains safe, beautiful, and accessible for all to enjoy throughout the seasons. In this capacity, WCA provides countless functions and services to tenants, landowners and community resulting in an area of immeasurable value as a place of work, education, recreation and natural preservation. Services and functions are diverse and categorized by department:

- Maintenance
- Horticulture, Pest Control, and Forestry
- Infrastructure
- Conservation, Events, and Communications
- Administration

2016 Accomplishments

- Through prudent management and mitigation, WCA will be within board approved parameters of 1% of total revenues at year-end.
- Investment into infrastructure continued with the rejuvenation of five public washroom facilities, trail recapping, irrigation designs, and the legislative depot replacement study and design.

- Maintenance included the remediation of Wascana Park's historical bandstand, upgrades to the Waterfowl Display Ponds, replacement of the McDonald Street Stumpline (Douglas Park area), remediation of the Spruce Island Pumphouse area and the addition of pathway lighting.
- WCA actioned Canada 150 Community Initiatives grant funding to install new sidewalks/pathway; phase two to be completed in 2017.
- In partnership with the City, WCA completed the review and design of the Candy Cane Parking Lot Expansion project.

Strategic Issues and Opportunities

- Funding has not kept pace with inflation for many years with economic increases continuing to put pressure on WCA's ability to meet expectations. Over the past two fiscal years, strategies were implemented that saw the reduction and removal of services, reduced staffing models, increases to fees and restructuring of fee for service contracts. The current operating model is extremely lean leaving limited capacity for savings.
- WCA has an infrastructure deficit therefore there are several areas such as roadway recapping/rebuilding, storm sewer renewal, sewer system replacement, trail improvement, etc. that require significant resources. However due to financial pressures only the most pressing issues can be addressed.
- The Maintenance Depot in the legislative area is significantly deteriorated and will be inoperable and uninhabitable within two years. WCA has initiated the Depot Replacement Project that will combine the legislative and construction/forestry depots; addressing structural and health and safety issues. A funding strategy and firm commitment will be required to fund/finance building a new service depot to prevent significant service disruptions.
- Deterioration of Wascana Centre's core infrastructure continues to accelerate. WCA continues to address high priority issues on an urgent and reactive basis.

Key Deliverables in 2017

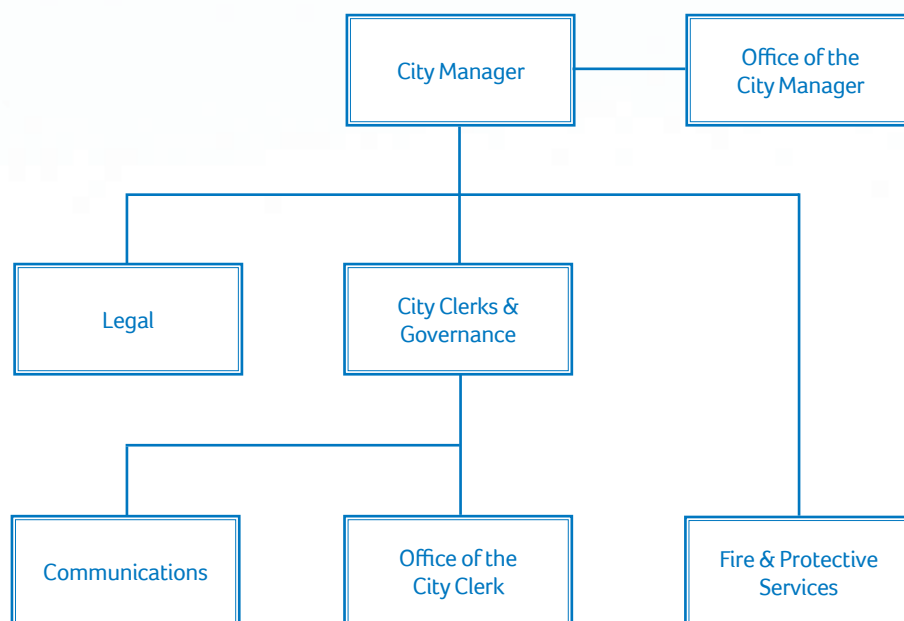
- Maintain operations and deliver on services while achieving a targeted profit/(loss) of within 1% of budgeted expenditures.
- Address critical infrastructure renewal. Capital investment will be targeted to the following priorities:
 - Candy Cane Parking Lot Expansion – additional parking is critical to the safety of patrons visiting this highly popular area
 - Depot replacement – the legislative and construction/forestry maintenance depots have reached the end of its useful life and must be replaced
 - Irrigation system remediation – action Phase One of the irrigation design and replacement plan
 - Trail and sidewalk replacements – action matching grant funding received through the Canada 150 Community Infrastructure grant program to upgrade and create new pathways within the Centre

Office of the City Manager

Mandate

The Office of the City Manager is Council's link to the City Administration. The Office manages key relationships within the community and across the country. It provides executive direction, strategic guidance and governance support to the corporation and its officials. The Office also provides advice and support on matters of municipal governance, strategy and protocol and ensures the City operates according to its legislative requirements.

Appointed by City Council, the City Manager's authority is established by the *City Manager's Bylaw 2003-70* and the *Regina Administration Bylaw 2003-69*.



Expenditures (\$000s)

Expenditures	2014 Actuals	2015 Actuals	2016 Budget	2016 Forecast (Sept)	2017 Budget	Budget Change	
						Dollar Change	Per Cent Change
General Fund							
Administration - City Manager	1,021.6	1,492.7	1,597.7	1,196.4	1,591.6	(6.0)	(0.4)
Legal	3,788.9	3,793.4	3,418.0	3,391.9	3,599.0	181.0	5.3
City Clerk	975.0	1,040.4	1,250.2	912.4	1,065.0	(185.1)	(14.8)
Corporate Information Governance	820.7	713.4	868.0	916.7	937.9	69.9	8.1
Elections	6.6	155.2	913.0	895.6	3.9	(909.1)	(99.6)
Communications	2,864.3	2,524.7	2,911.5	2,482.6	3,102.0	190.5	6.5
Total General Operating Expenditures	9,477.2	9,719.7	10,958.3	9,795.6	10,299.4	(658.9)	(6.0)
Utility Fund							
Legal	63.2	76.5	82.0	82.0	87.8	5.8	7.0
Communications	0.2	14.6	100.0	30.4	99.4	(0.6)	(0.6)
Total Utility Operating Expenditures	63.5	91.4	182.0	112.4	187.2	5.2	2.8
Total Operating Expenditures (All funds)	9,540.7	9,811.1	11,140.3	9,908.0	10,486.6	(653.8)	(5.9)

Expenditures	2014 Actuals	2015 Actuals	2016 Budget	2016 Forecast (Sept)	2017 Budget	Budget Change	
						Dollar Change	Per Cent Change
General Fund Transfers							
Communications	35.0	35.0	35.0	35.0	35.0	-	-
Elections	69.8	69.8	69.8	69.8	69.8	-	-
Total General Fund Transfers	104.8	104.8	104.8	104.8	104.8	-	-
Total General Operating Expenditures (with Transfers)	9,645.5	9,915.9	11,245.1	10,012.8	10,591.4	(653.8)	(5.8)

Full Time Equivalents (FTEs)

Full Time Equivalents (FTEs)	2015	2016	2017
Permanent	68.0	62.0	59.0
Casual	-	-	-
Total (General Fund)	68.0	62.0	59.0

Services

The Office of the City Manager oversees the City Clerk and Governance, Fire and Protective Services and Legal Services. The Government Relations Service is housed directly within the Office of the City Manager. Government Relations maintains relationships with stakeholders including the provincial and federal government, surrounding municipalities and other local governing bodies, Indigenous organizations, Saskatchewan Urban Municipalities Association (SUMA), Federation of Canadian Municipalities (FCM) and “twinned” or international partner municipalities. It is also involved in securing provincial and federal funds for specific priority projects within the City of Regina.

2016 Accomplishments

The City welcomed new City Manager, Chris Holden, in March, 2016. The Office of the City Manager has focused on supporting the new City Manager and the Executive Leadership Team in engaging employees to improve collaboration and to streamline processes in order to deliver consistent and reliable service to residents.

In 2016, the City was successful in applications for federal and provincial infrastructure grants for several major infrastructure projects including the construction of a new transit fleet maintenance facility.

With coordination from the Office of the City Manager, the City has moved forward with community partners in addressing the Calls to Action from the Truth and Reconciliation Commission, which were unanimously supported by City Council in March, 2016. In September, 2016 Council approved heritage status for the cemetery near the site at the Regina Indian Industrial School.

Office of the City Manager

Expenditures (\$000s)

Expenditures	2014 Actuals	2015 Actuals	2016 Budget	2016 Forecast (Sept)	2017 Budget	Budget Change	
						Dollar Change	Per Cent Change
General Fund							
Administration - City Manager	1,021.6	1,492.7	1,597.7	1,196.4	1,591.6	(6.0)	(0.4)
Total General Operating Expenditures	1,021.6	1,492.7	1,597.7	1,196.4	1,591.6	(6.0)	(0.4)

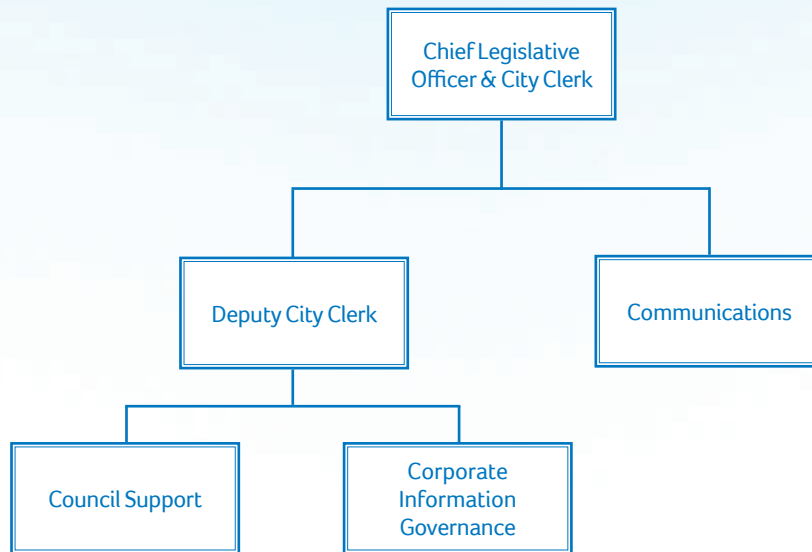
Full Time Equivalents (FTEs)

Full Time Equivalents (FTEs)					2015		2016	2017
Permanent					9.0		8.0	8.0
Casual					-		-	-
Total (General Fund)					9.0		8.0	8.0

Office of the City Clerk Summary Business Plan

Mandate

The Office of the City Clerk provides legislative and protocol support to City Council and the Administration. It also provides a central point of contact for ongoing relationships with stakeholders.



Overview

The Department is comprised of two branches which deliver a total of eight services:

Council Support

- Provides support to City Council and individual councillors through the management of the decision-making processes of City Council, committees and quasi-judicial bodies
- Ensures election readiness and manages election operations

Corporate Information Governance

- Manages all aspects of access to information and protection of privacy, as well as the Open Government Program
- Handles paper and electronic information management including corporate and archival record storage and preservation

Expenditures (\$000s)

Expenditures	2014 Actuals	2015 Actuals	2016 Budget	2016 Forecast (Sept)	2017 Budget	Budget Change	
						Dollar Change	Per Cent Change
General Fund							
Office of City Clerk	981.6	1,195.6	2,163.2	1,808.0	1,068.9	(1,094.3)	(50.6)
Corporate Information Governance	742.2	708.4	794.4	912.0	864.9	70.5	8.9
Facilities Costs - Corporate Information Governance	78.5	5.0	73.6	4.7	73.0	(0.6)	(0.8)
Total General Operating Expenditures	1,802.3	1,909.0	3,031.2	2,724.7	2,006.8	(1,024.4)	(33.8)

Services**Council 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.

Full Time Equivalents (FTEs)

Full Time Equivalents (FTEs)	2015	2016	2017
Permanent	28.0	21.0	21.0
Casual	-	-	-
Total (General Fund)	28.0	21.0	21.0

Corporate Information Governance

- Access to Information – Oversee all matters of Access to Information. Provide information as directed by *The Local Authority Freedom of Information and Protection of Privacy Act*. Coordinate all aspects of access to information such as 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.
- Records Management – Manage corporate records including the necessary access, retention and disposal of corporate records according to the *Retention Bylaw*.

2016 Accomplishments

- Successfully executed all legislative requirements with respect to the Municipal/School Board election.
- Provided the electoral participants a website (ElectionsRegina.ca) that included:
 - An online application process for individuals interested in working the election
 - The information and forms a candidate required
- Staged implementation of the new agenda management software with final completion in Q1 of 2017.
- HP Records Management rollout – In the fall of 2015, the City began an upgrade from the traditional document management software (TRIM) to a supported and more modern version called HP Records Manager. Initial training was done following the upgrade. Additional training videos are under development and should be available before the end of 2016 to complete the roll out. An additional step to integrate SharePoint is also planned for the final quarter of 2016.
- Open Data website update – The Open Data site software (CKan) was upgraded to provide an improved user experience as well as increased functionality.

Strategic Issues and Opportunities

- Orientation of the new Council will be a priority for early 2017.
- Review of the Procedure Bylaw and Committee structure with a focus on opportunities for better public engagement.

Key Deliverables in 2017

- A significant amount of time and resources will be directed towards the new Council orientation and their roles on committees and boards.

Performance Measures

MBN Canada benchmarks were reported by the Office of the City Clerk. Influencing factors for Clerks' performance measures include:

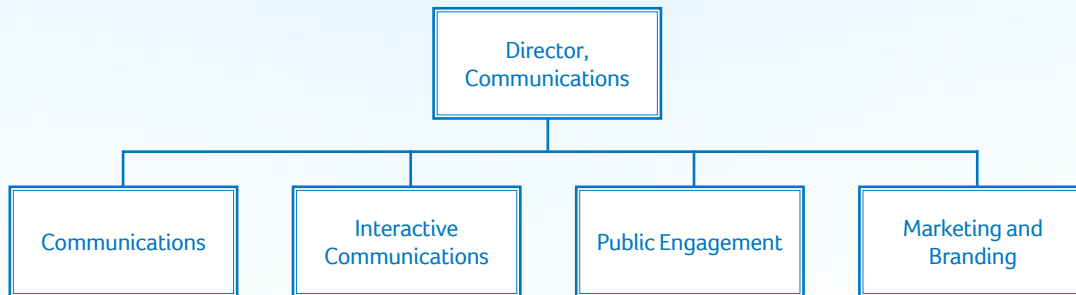
- **Citizen Engagement** – State of interaction with citizens and the amount of citizen trust/distrust of the organization.
- **Complexity** – Types and number of requests including files, email correspondence, text messages, etc.; amount of time required, issue, number of departments impacted, number of pages to be reviewed, number of third parties involved, litigation involvement, requests for politicians records and files.
- **Contentious Issues** – Whether there are prevailing major issues in the municipality, e.g. major construction projects, road widening, bids for international events, etc.
- **Nature of Requests** – Media/special interest groups/individuals/businesses provided to Municipal staff who handle requests.
- **Political Climate** – Related to availability of information from elected officials such as meeting calendars.
- **Practices & Policies** – Responsiveness of the organization to requests; number of routine disclosure policies.
- **Privacy Protection** – Growing trend to spend time assessing privacy concerns, e.g. software agreements, privacy breaches, increased focus on privacy being brought forward by PIC (Privacy and Information Commissioner).

Measure	2015 Regina Result	2015 MBN Canada Median	2015 MBN Canada Range
Number of Formal Freedom of Information (Legislated Freedom of Information Program) Requests per 100,000 Population	25	35	7 – 534
Operating Cost for Freedom of Information Program per Formal Request	\$1,629	\$798	\$156 – \$1,629
Percent of Regular Formal Freedom of Information Requests Handled Within 30 Days	84%	84%	56% – 95%
Percent of Regular Formal Freedom of Information Requests, Extensions and Third Party Notices Handled within Legislated Timelines	100%	94%	56% – 100%

Communications Summary Business Plan

Mandate

Communications leads the development of strategic communications and marketing to create a more informed and engaged community.



Overview

Communications is comprised of four branches and delivers six services:

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

Public Engagement

- Leads development and implementation of public engagement best practices and tools, as well as projects with a large corporate public engagement component

Marketing and Branding

- Oversees the use of the City of Regina brand for all corporate documents and provides marketing support to City departments, programs and projects

Expenditures (\$000s)

Expenditures	2014 Actuals	2015 Actuals	2016 Budget	2016 Forecast (Sept)	2017 Budget	Budget Change	
						Dollar Change	Per Cent Change
General Fund							
Communications	2,864.3	2,524.7	2,911.5	2,482.6	3,102.0	190.5	6.5
Total General Operating Expenditures	2,864.3	2,524.7	2,911.5	2,482.6	3,102.0	190.5	6.5
Utility Fund							
Communications	0.2	14.9	100.0	30.4	99.4	(0.6)	(0.6)
Total Utility Operating Expenditures	0.2	14.9	100.0	30.4	99.4	(0.6)	(0.6)
Total Operating Expenditures (All funds)	2,864.5	2,539.6	3,011.5	2,513.0	3,201.4	189.9	6.3

Full Time Equivalents (FTEs)

Full Time Equivalents (FTEs)						2015		2016	2017
Permanent						13.0		15.0	15.0
Casual						-		-	-
Total (General Fund)						13.0		15.0	15.0

Services

- External Communications – advises on and supports external communication for City program areas, executives and elected officials 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
- Public Engagement – works to pro-actively involve citizens in discussions to support municipal decision-making
- Branding & Marketing – develops corporate marketing strategies for programs and services delivered by the City
- Interactive Communications – provides and maintains online communication channels for citizens including Regina.ca, Twitter, Facebook, Pinterest and YouTube, as well as overseeing development of content on the intranet

2016 Accomplishments

- Developed communication strategies for new initiatives and provided ongoing support for communications about the Annual Report, the Budget, the 2016 Municipal/School Board Election and the Zoning Bylaw Review Project
- Completed renewal of Regina.ca initiation phase
- Created development of public engagement tools and processes and launched an internal practitioner circle
- Completed citizen survey and shared results with Regina residents
- Provided on-going communication support for the City's major projects – Railyard Renewal, Stadium construction and Waste Water Treatment Plant construction
- Developed social media policy and procedures
- Work progressed on a communications crisis response plan and a new intranet design
- Completed an agency of record request for proposal
- Continued renewal of the Communications Department

Strategic Issues and Opportunities

- 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.

Key Deliverables in 2017

- Renewal of Regina.ca will continue with the design and implementation phases pending budget approval
- Work will continue to develop and implement a corporate public engagement strategy, along with supporting tools and processes
- Resources will continue to support the communications needs of the City's major projects such as Railyard Renewal, the Stadium Project and the Zoning Bylaw Review Project
- Increased focus on support for internal communications including the launch of a redesigned intranet
- Communications support for the new City Council
- Continued 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

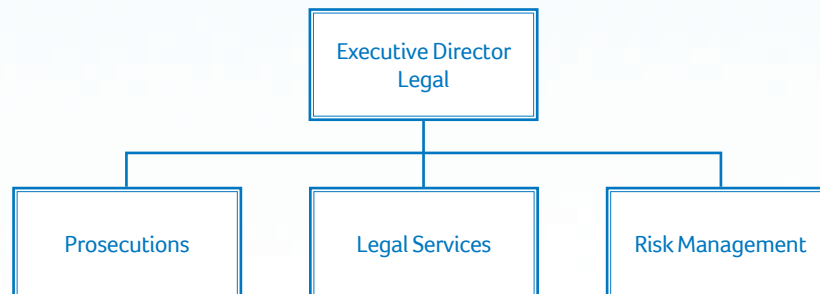
Performance Measures

MBN Canada does not provide benchmarks for Communications. Over time, where MBN Canada gaps exist, the City will develop and report on service specific performance measures.

Legal Summary Business Plan

Mandate

The Legal Department provides all legal services for the City of Regina and City Council while also overseeing risk management, insurance and claims services for the City of Regina and the Regina Police Service. The Department also prosecutes all bylaw offences and administers the Regina Municipal Division of Provincial Court.



Expenditures (\$000s)

Expenditures	2014 Actuals	2015 Actuals	2016 Budget	2016 Forecast (Sept)	2017 Budget	Budget Change	
						Dollar Change	Per Cent Change
General Fund							
City Solicitor's Office	3,392.0	3,416.9	2,987.8	2,965.6	3,167.4	179.6	6.0
Prosecutions	154.9	150.5	160.4	158.0	162.4	1.9	1.2
Risk Management	242.0	226.0	269.8	268.3	269.3	(0.5)	(0.2)
Total General Operating Expenditures	3,788.9	3,793.4	3,418.0	3,391.9	3,599.0	181.0	5.3
Utility Fund							
Insurance	63.2	76.5	82.0	82.0	87.8	5.8	7.0
Total Utility Operating Expenditures	63.2	76.5	82.0	82.0	87.8	5.8	7.0
Total Operating Expenditures (All funds)	3,852.2	3,869.9	3,500.0	3,473.9	3,686.8	186.7	5.3

Full Time Equivalents (FTEs)

Full Time Equivalents (FTEs)	2015	2016	2017
Permanent	18.0	18.0	18.0
Casual	-	-	-
Total (General Fund)	18.0	18.0	18.0

Services

Legal Services

- Advice and Counsel – Provide legal counsel/advice to the Corporation/Administration, City Council and the Board of Police Commissioners.
- Legal Services – Prepare, review and provide advice on legal documents related to contracts and financing, reports to Committees and City Council. Draft bylaws. Ensure regulatory compliance.
- Legal – 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 – Reviews 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.

2016 Accomplishments

- The Legal Department supported the work of a range of major projects currently underway, including the Wastewater Treatment Plant and the new 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.

Strategic Issues and Opportunities

- The demands on the Legal Department have expanded with the growth of the City, including demand from new and innovative service partnerships and contractual relationships. The Legal Department 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 department will see improvements in the operation and deliver legal services.

Performance Measures

MBN Canada benchmarks included measures specific to the Legal Department. Influencing factors for legal performance measures include:

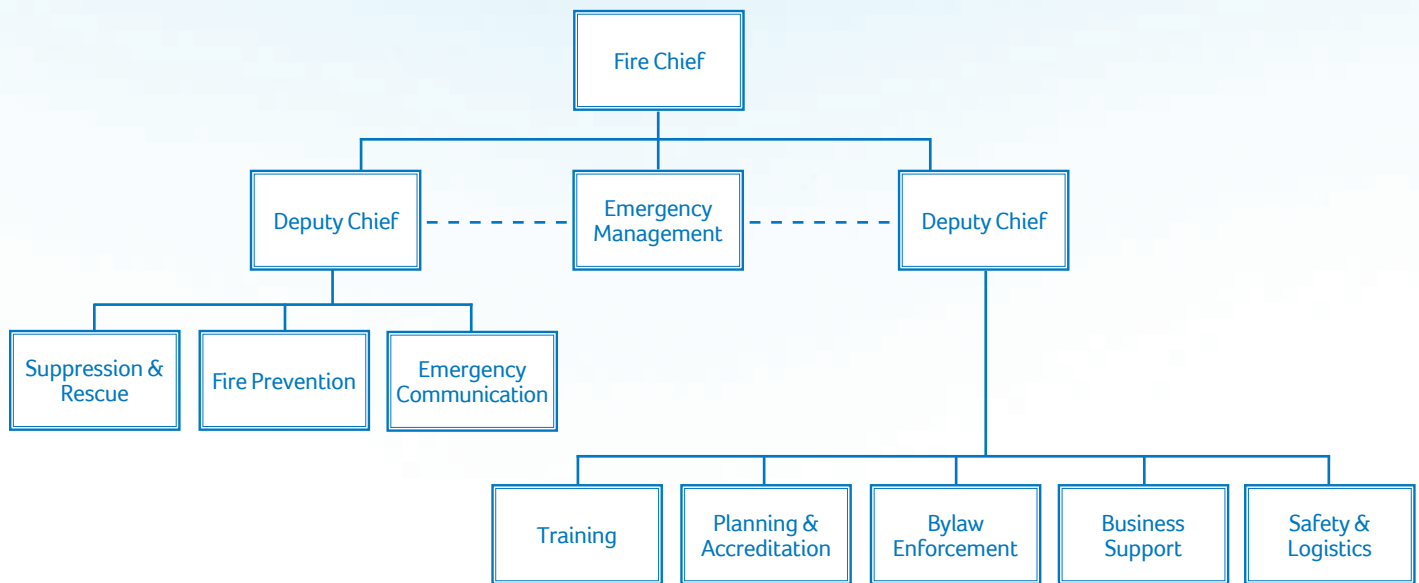
- **Demand Drivers** – Demand for specific types of legal services differs from municipality to municipality and/or from year to year, e.g. increased hearings activity (municipal zoning By-laws and official plans), one-of-a-kind or significant litigation, contracts, projects and collective bargaining processes can impact hours worked and costs associated with in-house and/or external lawyers.
- **Organizational Form** – Single-tier and upper-tier municipalities provide different services, i.e. whether all legal costs are controlled centrally; mix of external vs. in-house lawyers.
- **Policy and Practices** – Different services can demand varying levels of legal support. Reimbursement of Legal Fees Indemnification By-laws are handled differently by municipalities.

Measure	2015 Regina Result	2015 MBN Canada Median	2015 MBN Canada Range
In-House Legal Operating Cost per \$1,000 Municipal Operating & Capital Expenditures	\$3.68	\$2.24	\$1.05 - \$1.69
In-House Legal Operating Cost per In-House Lawyer Hour	\$144.03	\$144.03	\$88.87 - \$198.81

Fire and Protective Services Summary Business Plan

Mandate

Regina Fire and 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 four 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, business planning, quality assurance, long-term planning, and strategic initiatives

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 and technical/systems support

Safety and Logistics

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

Expenditures (\$000s)

Expenditures	2014 Actuals	2015 Actuals	2016 Budget	2016 Forecast (Sept)	2017 Budget	Budget Change	
						Dollar Change	Per Cent Change
General Fund							
Fire & Protective Services	38,486.4	39,751.1	41,846.3	41,422.2	42,556.4	710.1	1.7
Bylaw Enforcement	3,485.5	3,994.2	2,219.0	1,864.7	4,254.1	2,035.1	91.7
Total General Operating Expenditures	41,971.9	43,745.2	44,065.2	43,286.9	46,810.4	2,745.2	6.2

Full Time Equivalents (FTEs)

Full Time Equivalents (FTEs)	2015	2016	2017
Permanent	336.5	332.4	329.0
Casual	-	-	-
Total (General Fund)	336.5	332.4	329.0

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.

2016 Accomplishments

- Research and consultation was carried out for the approval and transition of the *Community Standards Bylaw* (formerly known as the *Property Maintenance Bylaw*). This was approved by Council and implemented.
- The Department has completed all aspects of its reorganization that saw business units aligned to better support delivery of services to our customers.
- Notify Now, the public notification system, was officially secured and the system went live to the public in June 2016.
- Improved technical linkages with response partners saw the installation of hardware linking ambulance and fire dispatch centers for improved response times.
- International Fire Accreditation status was maintained that stresses continuous improvement, service evaluation, performance monitoring and benchmarking. Regina is one of only seven cities in Canada to have an accredited fire department.

Strategic Issues and Opportunities

- The amended *Fire Bylaw* will be presented for Council's consideration in 2017 following further public consultation.
- To improve customer service, Fire and 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.
- Fire Service Agreements are currently being finalized with the Rural Municipality of Edenwold. Agreements will need to be reviewed/considered for other rural municipalities.
- 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.

Key Deliverables in 2017

- 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 the Fire Service as a whole.
- Fire Headquarters renovations will be completed in 2017 with headquarters (HQ) Staff moving back and a new move for Bylaw Enforcement will leave City Hall and become permanently located in HQ.
- The Department will seek International Fire Accreditation status for a second five-year period through the Centre for Public Safety Excellence.
- As a complement to the OCP, work will start in 2017 to develop a long-term Fire Protection Master Plan.

Performance Measures

The City of Regina will begin reporting on MBN Canada Fire benchmarks in 2017 and will begin reporting on Bylaw benchmarks in 2018.

Department Detail (Fire and Protective Services)

Expenditures (\$000s)

Expenditures	2014 Actuals	2015 Actuals	2016 Budget	2016 Forecast (Sept)	2017 Budget	Budget Change	
						Dollar Change	Per Cent Change
General Fund							
Operations	30,982.4	32,359.4	33,466.2	33,112.8	33,858.3	392.1	1.2
Administration & Communications	1,941.9	1,878.2	2,646.8	2,271.5	2,552.8	(94.0)	(3.6)
Public Safety Planning & Prevention	1,638.1	1,470.2	1,615.7	1,691.9	1,757.1	141.4	8.7
Training Academy, Safety & Logistics	3,493.7	3,599.6	3,650.2	3,870.5	3,917.2	267.0	7.3
Facilities Costs - Fire	430.4	443.7	467.4	475.4	471.0	3.6	0.8
Total General Operating Expenditures	38,486.4	39,751.1	41,846.3	41,422.2	42,556.4	710.1	1.7

Full Time Equivalents (FTEs)

Full Time Equivalents (FTEs)	2015	2016	2017
Permanent	307.0	309.0	306.0
Casual	-	-	-
Total (General Fund)	307.0	309.0	306.0

Department Detail (Bylaw)

Expenditures (\$000s)

Expenditures	2014 Actuals	2015 Actuals	2016 Budget	2016 Forecast (Sept)	2017 Budget	Budget Change	
						Dollar Change	Per Cent Change
General Fund							
Bylaw Enforcement	2,171.2	1,923.3	2,169.8	1,815.3	2,169.4	(0.4)	(0.0)
RRAP	48.6	49.4	49.2	49.4	2.2	(47.0)	(95.6)
Animal Impounding	1,265.6	2,021.4	-	-	2,082.5	2,082.5	-
Total General Operating Expenditures	3,485.5	3,994.2	2,219.0	1,864.7	4,254.1	2,035.1	91.7

Full Time Equivalents (FTEs)

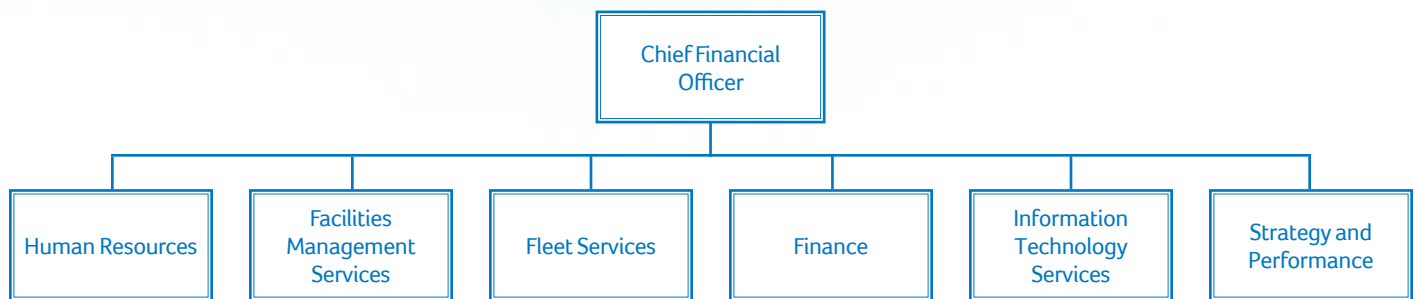
Full Time Equivalents (FTEs)	2015	2016	2017
Permanent	29.5	23.4	23.0
Casual	-	-	-
Total (General Fund)	29.5	23.4	23.0

Corporate Services Division

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, Human Resources and Strategy and Performance.

Key Strategic Issues

- Enhancing the provision of timely management information to the organization for more informed decision-making. This includes 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
- Producing succession plans and leadership development frameworks to reduce the impact that retirements will have on the corporation's ability to maintain service levels



Expenditures (\$000s)

Expenditures	2014 Actuals	2015 Actuals	2016 Budget	2016 Forecast (Sept)	2017 Budget	Budget Change	
						Dollar Change	Per Cent Change
General Fund							
Chief Financial Officer & Finance	53,427.7	61,744.3	59,293.0	63,346.4	54,684.2	(4,608.8)	(7.8)
Utility Billing	227.6	244.8	301.3	380.3	390.1	88.8	29.5
Strategy Performance	1,804.9	1,465.0	1,631.5	1,696.7	1,466.7	(164.9)	(10.1)
Facilities Management Services	5,200.6	5,238.7	5,706.7	5,616.0	5,746.9	40.2	0.7
Human Resources & Pensions	5,898.1	6,672.8	7,138.4	7,063.6	7,444.8	306.4	4.3
Information Technology	8,260.2	9,992.2	11,160.2	10,595.6	11,258.4	98.1	0.9
Fleet	636.9	697.2	727.0	740.5	753.2	26.2	3.6
Supply Services	499.3	497.5	521.3	484.0	522.9	1.6	0.3
Total General Operating Expenditures	75,955.3	86,552.4	86,479.5	89,923.1	82,267.2	(4,212.3)	(4.9)
Utility Fund							
Strategy Performance	217.2	81.6	86.8	86.8	88.3	1.4	1.6
Facilities Management Services	526.2	564.9	700.1	700.1	648.1	(52.0)	(7.4)
Finance	64,325.7	74,210.0	72,818.2	72,818.2	74,320.1	1,502.0	2.1
Utility Billing	2,672.9	2,909.4	2,943.8	2,798.7	15,441.9	12,498.1	424.6
Information Technology	387.9	383.4	436.1	443.5	475.5	39.4	9.0
Total Utility Operating Expenditures	68,129.9	78,149.3	76,984.9	76,847.2	90,973.8	13,988.9	18.2

Expenditures (\$000s) – Continued

Expenditures	2014 Actuals	2015 Actuals	2016 Budget	2016 Forecast (Sept)	2017 Budget	Budget Change	
						Dollar Change	Per Cent Change
Costing Fund							
Facilities Management Services	4,776.4	5,174.1	5,308.6	5,264.3	5,332.7	24.1	0.5
Information Technology	1,462.2	704.3	753.5	673.5	736.1	(17.4)	(2.3)
Fleet	16,595.5	17,661.3	19,398.5	18,917.7	20,095.6	697.1	3.6
Equipment & Maintenance	9,213.9	9,797.7	11,124.2	10,982.1	11,305.6	181.4	1.6
Supply Services	8,015.6	6,913.2	7,887.8	7,059.9	7,174.1	(713.7)	(9.0)
Total Costing Operating Expenditures	40,063.6	40,250.5	44,472.6	42,897.5	44,644.2	171.6	0.4
Total Operating Expenditures (All funds)	184,148.7	204,952.2	207,937.0	209,667.7	217,885.2	9,948.2	4.8
General Fund Transfers							
Facilities Management Services	699.4	754.9	729.3	729.3	729.3	(0.0)	(0.0)
Finance	3,666.9	21,525.8	119.4	3,119.4	119.4	-	-
Information Technology	-	-	80.0	80.0	80.0	-	-
Total General Fund Transfers	4,366.3	22,280.6	928.7	3,928.7	928.7	(0.0)	(0.0)
Total General Operating Expenditures (with Transfers)	188,515.1	227,232.9	208,865.7	213,596.5	218,813.9	9,948.2	4.8

Full Time Equivalents (FTEs)

Full Time Equivalents (FTEs)	2015	2016	2017
Permanent	303.8	315.4	303.7
Casual	23.4	20.6	20.6
Total (General Fund)	327.2	336.0	324.3
Staff Complement (Costing Fund)			
Permanent	132.3	135.1	136.1
Casual	1.9	3.1	3.1
Total (Costing Fund)	134.2	138.1	139.2

Full Time Equivalents (FTEs) – Continued

Staff Complement (Utility Operating Fund)								
Full Time Equivalents (FTEs)						2015	2016	2017
Permanent						27.0	31.0	31.0
Casual						2.8	1.3	1.5
						-	-	-
Total (Utility Operating Fund)						29.8	32.3	32.5
Staff Complement (Utility Capital Fund)								
Full Time Equivalents (FTEs)						2015	2016	2017
Permanent						1.0	1.0	1.0
Casual						-	-	-
						-	-	-
Total (Utility Capital Fund)						1.0	1.0	1.0
Staff Complement (General Capital Fund)								
Full Time Equivalents (FTEs)						2015	2016	2017
Permanent						1.8	10.8	12.0
Casual						-	-	-
						-	-	-
Total (General Capital Fund)						1.8	10.8	12.0
Total All Funds						493.9	518.2	508.9

Chief Financial Officer

Expenditures (\$000s)

Expenditures	2014 Actuals	2015 Actuals	2016 Budget	2016 Forecast (Sept)	2017 Budget	Budget Change	
						Dollar Change	Per Cent Change
General Fund							
Office of the Chief Financial Officer	546.7	630.5	711.0	756.8	479.1	(231.9)	(32.6)
Capital Funding	31,432.9	34,430.5	40,352.8	40,419.8	43,507.7	3,154.9	7.8
Debt	13,123.1	18,047.4	10,856.5	13,687.7	2,156.9	(8,699.6)	(80.1)
Total General Operating Expenditures	45,102.7	53,108.4	51,920.3	54,864.4	46,143.7	(5,776.6)	(11.1)

Full Time Equivalents (FTEs)

Full Time Equivalents (FTEs)						2015	2016	2017
Permanent						4.0	4.0	2.0
Casual						-	-	-
Total (General Fund)						4.0	4.0	2.0

Strategy and Performance

Expenditures (\$000s)

Expenditures	2014 Actuals	2015 Actuals	2016 Budget	2016 Forecast (Sept)	2017 Budget	Budget Change	
						Dollar Change	Per Cent Change
General Fund							
Strategy & Performance	1,804.9	1,465.0	1,631.5	1,696.7	1,466.7	(164.9)	(10.1)
Total General Operating Expenditures	1,804.9	1,465.0	1,631.5	1,696.7	1,466.7	(164.9)	(10.1)
Utility Fund							
Strategy & Performance	217.2	81.6	86.8	86.8	88.3	1.4	1.6
Total Utility Operating Expenditures	217.2	81.6	86.8	86.8	88.3	1.4	1.6
Total Operating Expenditures (All funds)	2,022.1	1,546.6	1,718.4	1,783.6	1,554.9	(163.4)	(9.5)

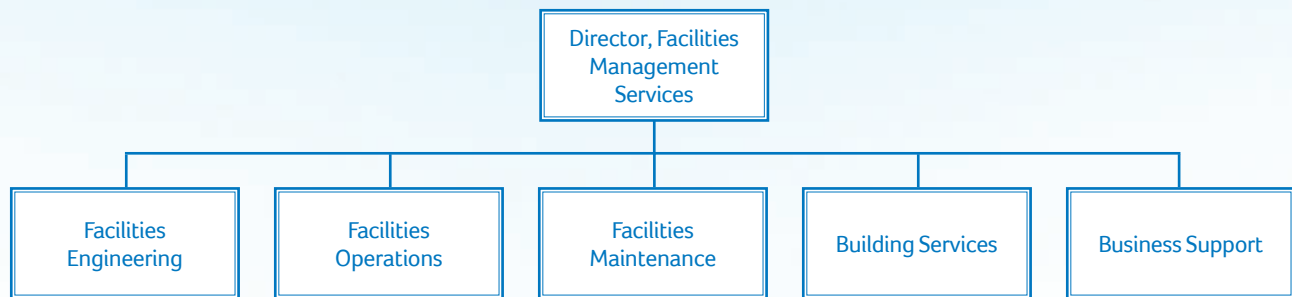
Full Time Equivalents (FTEs)

Facilities Management Services Summary Business Plan

Staff Complement (General Fund)									
Full Time Equivalents (FTEs)						2015		2016	2017
Permanent						9.0		9.0	11.0
Casual						-		-	-
						-		-	-
Total (General Fund)						9.0		9.0	11.0

Mandate

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 about 660 structures and buildings, which have a replacement value of approximately \$325 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 and is responsible for all major building renovations and new construction

Facilities Operations

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

Facilities Maintenance

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

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)

Expenditures	2014 Actuals	2015 Actuals	2016 Budget	2016 Forecast (Sept)	2017 Budget	Budget Change	
						Dollar Change	Per Cent Change
General Fund							
Director, Facilities	368.0	407.2	552.9	447.7	461.1	(91.8)	(16.6)
Building Services	771.5	908.4	845.7	1,032.3	859.3	13.6	1.6
Facilities Operations	1,838.9	1,954.7	1,965.1	1,988.1	1,990.4	25.4	1.3
Facilities Utility	923.8	527.1	695.4	1,189.4	713.2	17.8	2.6
Facilities Maintenance	822.8	943.1	1,070.3	958.5	1,122.6	52.3	4.9
Facilities Engineering	475.6	498.1	577.4	-	600.2	22.8	4.0
Total General Operating Expenditures	5,200.6	5,238.7	5,706.7	5,616.0	5,746.9	40.2	0.7
Costing Fund							
Director, Facilities	3,435.4	3,629.4	3,613.7	3,613.7	3,634.5	20.8	0.6
Facilities Management Services	434.6	411.0	526.8	483.0	526.8	0.0	0.0
Facilities Interdepartmental Services	906.5	1,133.7	1,167.6	1,167.6	1,171.4	3.8	0.3
Total Costing Operating Expenditures	4,776.4	5,174.1	5,308.1	5,264.3	5,332.7	24.6	0.5
Utility Fund							
Facilities	526.2	564.9	700.1	700.1	648.1	(52.0)	(7.4)
Total Utility Operating Expenditures	526.2	564.9	700.1	700.1	648.1	(52.0)	(7.4)
Total Operating Expenditures (All funds)	10,503.2	10,977.6	11,714.9	11,580.4	11,727.7	12.8	0.1

Full Time Equivalents (FTEs)

Staff Complement (General Fund)								
Full Time Equivalents (FTEs)					2015	2016	2017	
Permanent					90.8	93.6	93.6	
Casual					20.4	20.6	20.6	
Total (General Fund)					111.2	114.2	114.2	
Staff Complement (Costing Fund)								
Full Time Equivalents (FTEs)					2015	2016	2017	
Permanent					33.3	32.6	32.6	
Casual					0.9	2.1	2.1	
Total (Costing Fund)					34.2	34.7	34.7	
Staff Complement (General Capital Fund)								
Full Time Equivalents (FTEs)					2015	2016	2017	
Permanent					1.0	1.0	2.0	
Casual								
Total (General Capital Fund)					1.0	1.0	2.0	
Total All Funds					146.3	149.9	150.9	

Services

- Capital Program Management – Provides technical engineering support as required, related to the architectural, structural, mechanical and electrical systems of City-owned facilities.
- Maintenance – Provides all maintenance and repair services for City of Regina 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 – Provides 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 – Provides on-site support and coordination for corporate or community events.

2016 Accomplishments

- The Corporate Facilities Master Plan (CFMP) was completed. The CFMP is a strategic document that ultimately informs the City's long-range financial plan, facility renewal plans, corporate asset management plan, and budget approvals. The CFMP will allow for a more holistic approach and assist the organization to better understand the implications of differing asset renewal or replacement or the timing of one project relative to other projects.
- Facilities Management initiated the design of three major projects for infrastructure replacement. The Transit Fleet Maintenance Facility, Waste Management Facility and Parks/Facility Trade shop will each take up to four years to complete and represent the highest corporate priorities with respect to facility infrastructure renewal.

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 2017

- The first generation of a formal Facilities Asset Management Plan will be developed following the City's new Asset Management Governance adoption policy framework, which will be completed in 2017.

Performance Measures

MBN Canada benchmarks were reported by Facilities Management Services. Influencing factors for Facilities performance measures include:

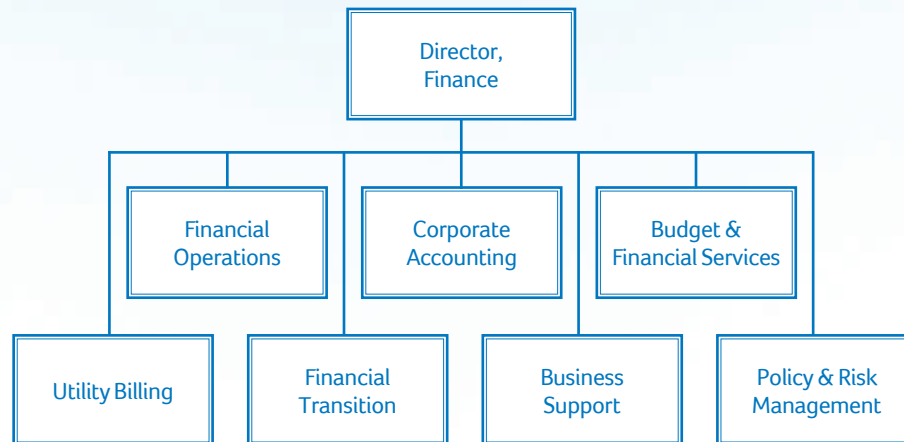
- **Building Stock** – Wide variety of buildings/facilities in each municipality with different sizes, ages, and use profiles can yield very different cost per square feet indicators.
- **Capital** – Accounting policy/dollar threshold for capital expenditures impacts the types of maintenance activities included in operating costs.
- **Organizational Form** – Extent to which asset management services are centralized or decentralized in each municipality can influence reported results.

Measure	2015 Regina Result	2015 MBN Canada Median	2015 MBN Canada Range
Total Equivalent kilowatt hours Energy Consumption for Headquarters (HQ) per Square Foot of HQ Building	36	28	16 – 41
Total Cost of Facility Operations for Headquarter Building (HQ) per Square Feet of HQ Building (includes amortization)	\$11.69	\$13.69	\$8.72 – \$23.68
Gross Square Footage of All Buildings Owned and Leased by Municipality	2.81 million	4.29 million	1.15 – 28.78 million
Gross Square Feet of Headquarter Building	179,566	245,562	43,500 – 802,590

Finance Summary Business Plan

Mandate

The Finance Department provides internal and external financial reporting, accounting, budgeting, accounts payable and receivable, procurement, cash management, investment, 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 for the corporation

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

- Leads the enterprise-wide Business Transformation Program

Corporate Accounting

- Manages the City's corporate financial system, internal control systems, internal and external reporting, including preparing financial statements and provides accounting support

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 financial key 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 of Regina supported by the use of the Long Range Financial 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 Model and financial policies development

Expenditures (\$000s)

Expenditures	2014 Actuals	2015 Actuals	2016 Budget	2016 Forecast (Sept)	2017 Budget	Budget Change	
						Dollar Change	Per Cent Change
General Fund							
Director Finance	330.4	304.3	252.5	245.2	263.4	10.9	4.3
Manager of Business Support	-	22.0	139.2	111.3	120.5	(18.7)	(13.4)
Corporate Accounting	1,435.4	1,722.1	1,736.0	1,816.9	1,790.7	54.7	3.2
Financial Operations	1,552.7	1,626.3	1,715.5	1,754.3	1,738.7	23.2	1.4
Financial Planning	1,545.3	1,472.8	1,389.6	1,357.5	154.1	(1,235.5)	(88.9)
Budget & Financial Services	1,417.3	1,457.8	2,016.9	1,727.6	1,897.6	(119.3)	(5.9)
Policy & Risk Management	417.5	429.5	435.4	394.0	402.8	(32.6)	(7.5)
Utility Billing	227.6	237.2	188.4	253.2	254.4	66.0	35.0
Sundry Accounts Receivable(Utility)	-	7.6	112.9	127.1	135.7	22.8	20.2
Corporate Transactions	1,626.4	1,601.3	(312.3)	1,075.3	2,172.8	2,485.0	(795.8)
Total General Operating Expenditures	8,552.6	8,880.8	7,674.0	8,862.4	8,930.6	1,256.6	16.4
Utility Fund							
Access Fee	8,002.9	8,494.5	9,197.1	9,197.1	9,860.2	663.1	7.2
Debt Costs	50,973.9	61,277.7	1,402.3	1,402.3	6,125.8	4,723.5	336.8
Corporate Financial Transfers	(222.9)	(1,034.5)	56,305.2	56,305.2	51,969.5	(4,335.7)	(7.7)
Utility Admin Charge	8,244.7	8,381.7	8,857.4	8,712.3	21,806.6	12,949.2	146.2
Total Utility Operating Expenditures	66,998.6	77,119.4	75,761.9	75,616.8	89,762.0	14,000.0	18.5
Total Operating Expenditures (All funds)	75,551.2	86,000.2	83,436.0	84,479.2	98,692.6	15,256.7	18.3

Full Time Equivalents (FTEs)

Staff Complement (General Fund)									
Full Time Equivalents (FTEs)						2015		2016	2017
Permanent						61.9		65.9	66.9
Casual						3.0			
Total (General Fund)						64.9		65.9	66.9
Staff Complement (Utility Operating Fund)									
Full Time Equivalents (FTEs)						2015		2016	2017
Permanent						23.5		27.5	27.5
Casual						2.8		1.3	1.5
Total (Utility Operating Fund)						26.3		28.8	29.0
Staff Complement (General Capital Fund)									
Full Time Equivalents (FTEs)						2015		2016	2017
Permanent								9.0	9.0
Casual									
Total (General Capital Fund)								9.0	9.0
Total All Funds						91.2		103.7	104.9

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 of Regina.
- 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 prepares the City of Regina's Annual Consolidated Financial Statements for its Annual Report as well as for other audits. Provides other legislative reporting such as Statistics Canada reporting, preparation of public accounts reporting and other requests from the Provincial and Federal governments. The service also oversees other legislative reporting and the financial administration of senior level government funding and grants.

- Corporate Financial Models – Review and analysis of financial models across the corporation 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. The service also oversees 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 of Regina'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.

2016 Accomplishments

- Supported more transparent reporting to Council and the public by supporting the successful onboarding of 15 services to the Municipal Benchmarking Network Canada, including reporting of the Investments service and leading the reporting of all costing (financial) measures across the corporation.
- Strengthened the City's financial position and stewardship with the creation of the Long Range Financial Model. Once fully implemented, the model will better support the decision-making process by ensuring decision makers have a more complete picture of revenue and expenses and a longer term view of financial implications.
- Successfully completed the planning and scoping phase and launched the implementation phase of a new planning, budgeting and forecasting system to provide more timely access to data in support of improved information for decision-making.
- Through continually striving for efficiency, the Department completed over fourteen process improvement initiatives at an annualized cost reallocation benefit of over \$140,000 along with numerous non-monetary benefits.

Strategic Issues and Opportunities

- The implementation of the Long Range Financial Model and the new planning, budgeting and forecasting system in 2017 will facilitate a full integration of information to provide better analysis and understanding of impacts of spending decisions now and in the future while providing enhanced and more timely and accurate reporting for internal and external stakeholders.

Key Deliverables in 2017

- Work will continue on the implementation of a new planning, budgeting and forecasting system to provide management with access to timely and accurate data that will support improved information for decision-making.
- Work will continue on the implementation of the Long Range Financial Model into existing processes to be utilized in decision-making and the budget process. The Department will also establish a long-range financial plan to help manage resources over the long-term and provide more flexibility to meet growth-related infrastructure requirements, while maintaining a low, or manageable, level of debt to support ongoing services and fiscal sustainability.
- The Department will report on measures in four additional services in the MBN Canada in 2017, comparing delivery of those four services (Account Payable, Purchasing, Investments and General Revenue) to municipalities across Canada and to ourselves year over year.

Performance Measures

MBN Canada benchmarks were reported by the Finance Department for Investment Management. Other sub-services in the Department of Finance such as Purchasing and Accounts Payable will begin reporting in 2017. Influencing factors for Investment Management performance measures include:

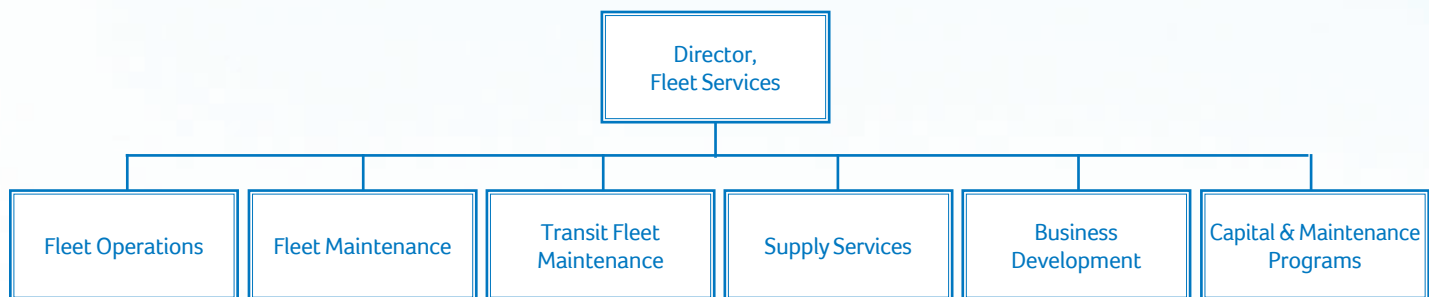
- **Economic Conditions** – Local economy, unionization, state of assets (life expectancy); prevailing interest rates and shape of the yield curve; availability of product.
- **Geography** – Population, density and land mass.
- **Government Structure** – Single-tier or two-tier impacts level of expenditures.
- **Organizational Form** – Reporting structure, levels within departments.
- **Policy and Practices** – General accounting practices (terms utilized for various receivables and payments); investment policy objectives, i.e., risk tolerances, preservation of capital vs. growth; municipal life stage (growth vs. maturity); legislative investment policy constraints; cash inflows/outflows to portfolio.

Measure	2015 Regina Result	2015 MBN Canada Median	2015 MBN Canada Range
Gross Percent Realized Return on the Total Investment Portfolio (based on the Average Adjusted Book Value)	4.67%	2.4%	1.05% – 6.02%
Gross Percent Realized Return on the Total Internally Managed Investment Portfolio (based on the Average Adjusted Book Value)	1.24%	2.37%	1.05% – 4.48%
Gross Percent Realized Return on the Total Externally Managed Investment Portfolio (based on the Average Adjusted Book Value)	4.90%	4.31%	2.21% – 19.85%

Fleet Services Summary Business Plan

Mandate

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 City 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. This service also 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. Supply Services also manages the City's Central Stores operation, towing compound and the disposal of corporate and Regina Police Service assets

Business Development

- Manages and develops information technology systems in coordination with the Information Technology Services department, business process review and improvement, employee development and engagement strategies, continuous improvement strategies and development and documentation of service levels with client departments

Capital and 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)

Expenditures	2014 Actuals	2015 Actuals	2016 Budget	2016 Forecast (Sept)	2017 Budget	Budget Change	
						Dollar Change	Per Cent Change
General Fund							
Fleet Training & Safety	636.9	697.2	727.0	740.5	753.2	26.2	3.6
Supply Services	499.3	497.5	521.3	484.0	522.9	1.6	0.3
Total General Operating Expenditures	1,136.2	1,194.6	1,248.3	1,224.5	1,276.1	27.8	2.2
Costing Fund							
Fleet Services	33,825.0	34,372.1	38,411.0	36,959.7	38,575.4	164.4	0.4
Total Costing Operating Expenditures	33,825.0	34,372.1	38,411.0	36,959.7	38,575.4	164.4	0.4
Total Operating Expenditures (All funds)	34,961.2	35,566.8	39,659.3	38,184.2	39,851.5	192.2	0.5

Full Time Equivalents (FTEs)

Staff Complement (General Fund)								
Full Time Equivalents (FTEs)					2015	2016	2017	
Permanent					6.3	7.8	7.8	
Casual								
Total (General Fund)					6.3	7.8	7.8	
Staff Complement (Costing Fund)								
Full Time Equivalents (FTEs)					2015	2016	2017	
Permanent					96.3	99.8	100.8	
Casual					1.0	1.0	1.0	
Total (Costing Fund)					97.3	100.8	101.8	
Staff Complement (General Capital Fund)								
Full Time Equivalents (FTEs)					2015	2016	2017	
Permanent					0.8	0.8	1.0	
Casual								
Total (General Capital Fund)					0.8	0.8	1.0	
Total All Funds					104.4	109.3	110.6	

Services

- Fleet Maintenance and Repair – Maintenance and repairs to fleet vehicles and equipment including the preventive maintenance program, warranty procedures and regulatory compliance with respect to vehicle maintenance.
- Fleet Training and Safety – Basic and targeted training for operation of fleet assets applicable to business areas. Advice and input regarding business area standard operating procedures. Record-keeping related to training programs, incident and collision reviews, operator evaluations and regulatory compliance regarding vehicle operation and use.

- Fleet Vehicle and Equipment Supply – Planning lifecycle and fleet replacement, preparing tender specifications for the purchase of replacement and new capital equipment, managing external vehicle equipment and short-term motor pool rentals and the supply of small tools and managing fleet vehicle licensing and insurance requirements.
- Parts and Material Supply Services – sourcing and procurement of vehicle fuels, vehicle repair parts and related materials and general supplies for all City departments.
- Salvage Services – management of the disposal of surplus City assets, and the management of the City of Regina/Regina Police Service Vehicle Towing Storage Compound.

2016 Accomplishments

- Fleet Services completed two projects funded by the City's Strategic Innovation Fund:
 - The purchase and installation of a diesel particulate filter (DPF) cleaner, which will create significant cost savings in the future. Previously, the cleaning of DPFs was outsourced. Now Fleet Services is able to perform this function in-house.
 - The purchase and installation of a new hoist in the civic fleet garage, which will improve the service provided by increasing the capacity to service more vehicles in a shorter period of time.
- In 2016, Fleet Services completed the development of a special-purpose vehicle for the Forestry Branch. There is no manufacturer that builds a high-performance tanker for spraying worm-control liquid, so Fleet Services designed and built a machine that does the job. The custom-built vehicle, nicknamed the "worminator", combines the capacity of a water tanker with a delivery system that includes several water pumps and remote-controlled water guns. An earlier version was built by the department in 2000, however, the new worminator features a number of improvements such as a greater water payload, the ability to spray to a vertical height of 100 feet and spray control from an enclosed operator's cab at the rear of the unit. The worminator was successfully tested by Forestry Branch staff through the late spring and summer of 2016. Fleet Services is currently building a second worminator truck for the 2017 spraying season.

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 recently announced Federal and Provincial infrastructure funding programs provide opportunities to accelerate investments in transit fleet assets which will improve fleet performance and operating costs. The programs are also contributing to the construction of a new bus maintenance facility which will enable Fleet Services to better support the City's delivery of transit services.

Key Deliverables in 2017

- Continue refinement of service level agreements with stakeholder departments throughout the organization to enable the department to better support the delivery of City programs and services to the community.
- Continue participating in the MBN Canada initiative, as well as contributing 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.

Performance Measures

MBN Canada benchmarks were reported by Fleet Services. Influencing factors for Fleet performance measures include:

- **Costs Basis** – Differences in what is being captured in the cost of the vehicle for initial purchase conversion costs, equipment costs, make ready conversion costs and whether they are capitalized or not.
- **Fleet Mix and Usage** – Each municipality's fleet, the number of vehicles in each class and their usage will affect the costs, eg. light vehicles will incur less cost than heavy, etc. Inclusion of transit vehicles (Ottawa only) could lead to high overall costs. The average age of each municipality's fleet, number of hours used, the use of various vehicles (pure City use vs. highway use) and the environment in which it is used will affect the amount required to be spent on maintenance.
- **Organizational Form** – Some fleet groups are centralized, eg. responsible for all fleet costs; and others are decentralized, eg. other departments pick-up some of the fleet costs.
- **Policy and Processes** – Some municipalities chargeback for all costs while others do not chargeback for things such as facilities, purchasing, IT, HR, etc.

Measure	2015 Regina Result	2015 MBN Canada Median	2015 MBN Canada Range
Number of Light Vehicles - Municipal Equipment	317	228	132 – 2,036
Number of Medium Vehicles - Municipal Equipment	78	54	11 – 678
Number of Heavy Vehicles - Municipal Equipment	121	121	9 – 705
Operating Cost per Vehicle KM (Municipal Equipment)	\$0.66	\$0.69	\$0.42 – \$1.15
CAMFM Door Rate - In-house Shop Rate for Vehicle Maintenance, Repairs, etc.	\$88.48	\$97.10	\$85.55 – \$105.46
Service Request Rate - Percent of Non PM (Planned or Preventative Maintenance) Work Order Hours	48%	64%	37% – 84%

Human Resources Summary Business Plan

Mandate

Human Resources provides services, tools and information that enables our business partners to create an environment where employees are engaged, take initiative and strive for excellence to enrich and support the community.



Overview

Human Resources consists of five branches and delivers one service:

Client Services and 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

Organizational Effectiveness

- Oversees strategies to improve workforce effectiveness. Among other things, this includes oversight of internal and external training, leadership development and workforce management

Payroll, Analytics and Employee Administration

- Processes and administers all payroll functions including HR information and beneficiary information for the City of Regina, Regina Police Service and two partner agencies
- Oversees the Human Resources Management Systems (HRMS) and provides workforce data to support organizational initiatives

Transition, Compensation and Benefits

- Supports the organization on issues relating to compensation and benefit policies and practices as well as oversees job evaluation processes
- Provides oversight and direction for the Job Jurisdiction, Evaluation, and Compensation (JJEC) Project, to review job jurisdiction, job evaluation and compensation program

Workplace Health and Safety

- Provides leadership and direction regarding occupational Health and Safety, including facilitation of the Reasonable Suspicion Program and managing the Employee Family Assistance Program

Expenditures (\$000s)

Expenditures	2014 Actuals	2015 Actuals	2016 Budget	2016 Forecast (Sept)	2017 Budget	Budget Change	
						Dollar Change	Per Cent Change
General Fund							
Executive Director	369.1	649.2	730.8	591.7	687.9	(42.9)	(5.9)
Workplace Health & Safety	1,266.8	1,368.0	1,435.8	1,438.8	1,615.7	179.9	12.5
Client Services & Labour Relations	1,388.5	1,345.9	1,462.5	1,364.2	1,447.4	(15.1)	(1.0)
Organizational Effectiveness	1,164.7	1,344.1	1,462.9	1,439.0	1,462.1	(0.8)	(0.1)
Payroll	1,164.1	1,405.2	1,301.8	1,386.5	1,381.5	79.8	6.1
Human Resources Transition	365.0	381.3	563.2	582.4	596.6	33.4	5.9
Pension Plan	118.6	159.0	150.9	228.9	223.3	72.4	48.0
Group Life Insurance	61.4	20.1	30.6	32.0	30.3	(0.3)	(0.9)
Total General Operating Expenditures	5,898.1	6,672.8	7,138.4	7,063.6	7,444.8	306.4	4.3

Full Time Equivalents (FTEs)

Full Time Equivalents (FTEs)	2015	2016	2017
General Fund			
Permanent	54.0	55.3	55.3
Casual	-	-	-
Total (General Fund)	54.0	55.3	55.3

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 guidelines; and relationships with collective bargaining units are constructive and supportive.

2016 Accomplishments

- The Out of Scope (OOS) job evaluation tool was redesigned and all OOS job descriptions were rewritten - over 125 in total. It is anticipated that the new OOS job descriptions, ratings and pay bands will be implemented by the end of 2016.
- Continued improvements were made to the administration and governance of the City's benefits programs, enabled by implementation of Oracle Advanced Benefits module and interface with benefits carrier.
- Four collective agreements (CUPE Local 21, CUPE Local 7, Amalgamated Transit Union #588 and International Association of Fire Fighters # 181) all expired at the end of 2015. In 2016, negotiations with the four unions commenced. The City of Regina successfully negotiated and signed new agreements with two unions, Amalgamated Transit Union #588 and CUPE Local 7. Negotiations will continue with the remaining two unions.
- *Respectful Workplace* (for all employees) and *Managing a Respectful Workplace* (supervisors and managers) training program was successfully rolled out to the organization in 2016. By the end of 2016 it is projected that 1,000 employees or approximately 37% of the workforce will have taken the training.
- The new Corporate Onboarding program was launched in the fall. The Onboarding sessions are a half day session 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

- 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.
- In 2016, the Worker's Compensation Board finds itself in a surplus position based on premiums collected versus claims paid out. This surplus is being passed on to its clients. As a result of our continued improvements on workplace safety and the reduction of time loss related incidents the City of Regina received \$2.3 million.
- 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 there is much more work to do. The City of Regina has a partnership agreement with Mission Zero and our ultimate goal is to eliminate all workplace injuries.

Key Deliverables in 2017

- The Work Ready project will commence in 2017. Work Ready is designed to minimize and eliminate workplace injuries. The program will focus on identifying the high risk processes and tasks that cause our 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. Manager and Employee Self-Serve will complement the Human Resources Management System by enabling employees to manage their own personal information and providing electronic pay advices rather than printed advices every two weeks.
- Bargaining will continue with CUPE Local 21, the International Association of Fire Fighters # 181 in 2017. The City of Regina will continue to focus time and effort across the organization to support the development of these new agreements.
- The Job Jurisdiction, Evaluation and Compensation Project will continue through 2016 and 2017. 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 will focus on in-scope jobs, including collection of job data, updating job descriptions, and job evaluation (ratings) using redesigned job evaluation tool(s).
- A new Supervisor Training Program is scheduled for implementation in early 2017. The learning series will outline what is necessary for effective supervisory practices in a municipal environment.
- A new Diversity and Inclusion Strategy will be developed and implemented in 2017 working in collaboration with a corporate diversity and inclusion committee.

Performance Measures

MBN Canada benchmarks were reported by Human Resources in two areas, Human Resources and Payroll. Influencing factors for Human Resources measures include:

- **Degree of Unionization** – Labour relations and collective agreements directly impact the need for specialized Human Resources staff.
- **Organizational Form** – Delivery of Human Resource (HR) service varies from one municipality to another.
- **Staffing of Services** – In some service areas, significant number of seasonal and part-time staff is required, e.g. Parks and Recreation. As a result, these service areas tend to have higher turnover rates, which result in providing a higher level of service and directly impacts Human Resource costs.

Measure	2015 Regina Result	2015 MBN Canada Median	2015 MBN Canada Range
Total Cost for Human Resources Administration per T4 Supported	\$1,345	\$978	\$636 – \$2,050
Overall Permanent Voluntary Employee Turnover	9%	4.9%	2.7% – 9%

Influencing factors for Payroll measures include:

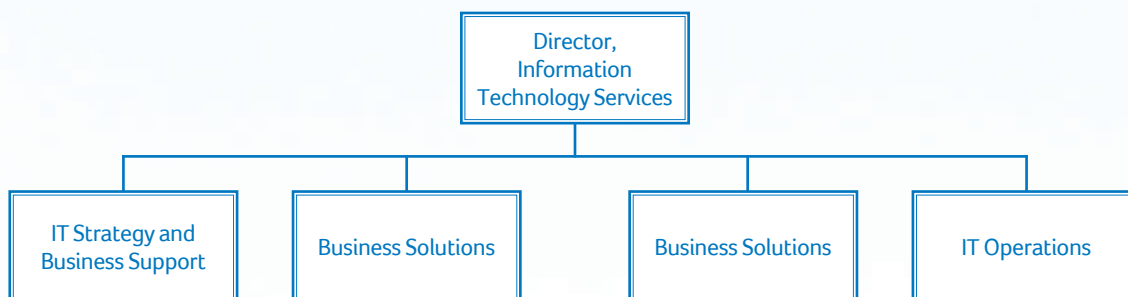
- **Organizational Form** – Centralized vs. Decentralized, costs related to time and data entry have been excluded for comparability. Any costs associated with benefits administration and employee master data maintenance have been excluded from these results and are included in those of Human Resources.
- **Policy and Practices** – In-house vs. externally contracted out services, and differences in payroll structure and responsibilities.
- **Processes and Systems** – Differences in the number of pay periods, e.g. weekly vs. bi-weekly, etc.; multiple pay schedules for various groups within the organization; number of manual cheques issued for adjustments and reversals and/or multiple direct deposits and payments and/or adjustments made under separate advice.
- **Staff Mix** – Salary vs. hourly rate and/or part-time vs. full-time complement and the corresponding demand for support.
- **Unionization** – Number of unions, union contract settlements resulting in retroactive payments, complexity of the Collective Bargaining Agreement terms and Corporate Policies may be a factor in the creation of replacement payments and demand for service.

Measure	2015 Regina Result	2015 MBN Canada Median	2015 MBN Canada Range
Operating Cost per Payroll Direct Deposit or Cheque	\$8.63	\$4.85	\$3.29 – \$8.63
Number of Payroll Direct Deposits and Cheques per Finance Payroll FTE	12,378	24,482	12,378 – 36,265

Information Technology Services Summary Business Plan

Mandate

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



Overview

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

IT Strategy and Business Support Branch

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

Business Solutions Branches

- Consists of two branches providing client relationship management regarding IT requirements for all City of Regina departments. This includes business technology planning, day-to-day application support, maintenance and training, project management, and data management

IT 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

Expenditures (\$000s)

Expenditures	2014 Actuals	2015 Actuals	2016 Budget	2016 Forecast (Sept)	2017 Budget	Budget Change	
						Dollar Change	Per Cent Change
General Fund							
Director, Information Technology Services	210.2	216.7	218.6	235.4	220.8	2.2	1.0
Information Technology Strategy & Business Support	801.7	819.2	817.3	720.0	734.2	(83.1)	(10.2)
Business Solutions (COCPD)	1,242.6	1,488.8	1,648.4	1,579.3	1,575.4	(73.0)	(4.4)
Business Solutions (CSOCM)	1,331.6	1,639.6	1,600.7	1,468.7	1,618.5	17.8	1.1
Administration	281.3	294.9	317.4	381.9	394.8	77.4	24.4
Systems Licensing, Maintenance & Processing	2,118.9	2,316.5	3,210.7	3,012.9	3,257.8	47.2	1.5
Information Technology Operations	2,273.9	3,216.4	3,347.2	3,197.5	3,456.8	109.6	3.3
Total General Operating Expenditures	8,260.2	9,992.2	11,160.2	10,595.6	11,258.4	98.1	0.9
Costing Fund							
Information Technology	1,462.2	704.3	753.5	673.5	736.1	(17.4)	(2.3)
Total Costing Operating Expenditures	1,462.2	704.3	753.5	673.5	736.1	(17.4)	(2.3)
Utility Fund							
Information Technology Support	387.9	383.4	436.1	443.5	475.5	39.4	9.0
Total Utility Operating Expenditures	387.9	383.4	436.1	443.5	475.5	39.4	9.0
Total Operating Expenditures (All funds)	10,110.3	11,079.9	12,349.8	11,712.5	12,470.0	120.2	1.0

Full Time Equivalents (FTEs)

Staff Complement (General Fund)								
Full Time Equivalents (FTEs)						2015	2016	2017
Permanent						66.3	68.1	67.1
Casual								
Total (General Fund)						66.3	68.1	67.1
Staff Complement (Costing Fund)								
Full Time Equivalents (FTEs)						2015	2016	2017
Permanent						2.7	2.7	2.7
Casual								
Total (Costing Fund)						2.7	2.7	2.7
Staff Complement (Utility Operating Fund)								
Full Time Equivalents (FTEs)						2015	2016	2017
Permanent						3.5	3.5	3.5
Casual								
Total (Utility Operating Fund)						3.5	3.5	3.5
Staff Complement (Utility Capital Fund)								
Full Time Equivalents (FTEs)						2015	2016	2017
Permanent						1.0	1.0	1.0
Casual								
Total (Utility Capital Fund)						1.0	1.0	1.0
Total All Funds						73.5	75.3	74.3

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 and Software – Provide support, analysis, selection/development and maintenance for business applications that meet corporate needs.
- Desktops and Laptops – Provide the computing solution to City of Regina 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 related to City business.
- Network, Server and 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 corporately owned Mobile Devices for City of Regina employees requiring a device for business purposes.
- Telephone Lines – Provide landlines, fax lines, standard desk phones and conference phones.

2016 Accomplishments

- ElectionsRegina.ca – Regina Votes 2016 was developed as the main portal for election candidates and the citizens of Regina. It provided up-to-date information on candidates, online applications for election workers and information on where and when to vote
- Enhanced corporate network infrastructure, connecting additional facilities
- Installed free public Wi-Fi in Sportsplex
- Wi-Fi enabled multiple public meeting rooms through a partnership with SaskTel

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 enable a single entry point for individuals to access and interact with all their City services will continue. The first online service was reviewing utility bills, with more planned in 2017.

Key Deliverables in 2017

Many of IT Services' initiatives involve supporting other parts of the organization in the implementation of IT solutions within the departments. Communications Department is updating and redesigning the City's internal and external websites. Legal Services is modernizing their department with a robust case management tool and the Finance Department is implementing an integrated planning and budgeting tool. The Planning and Development Services departments are implementing an integrated solution for Planning and Building Permits which will also streamline processes. In addition, IT is leading the development of a Digital Engagement Strategy and roadmap for enhanced digital service delivery.

Performance Measures

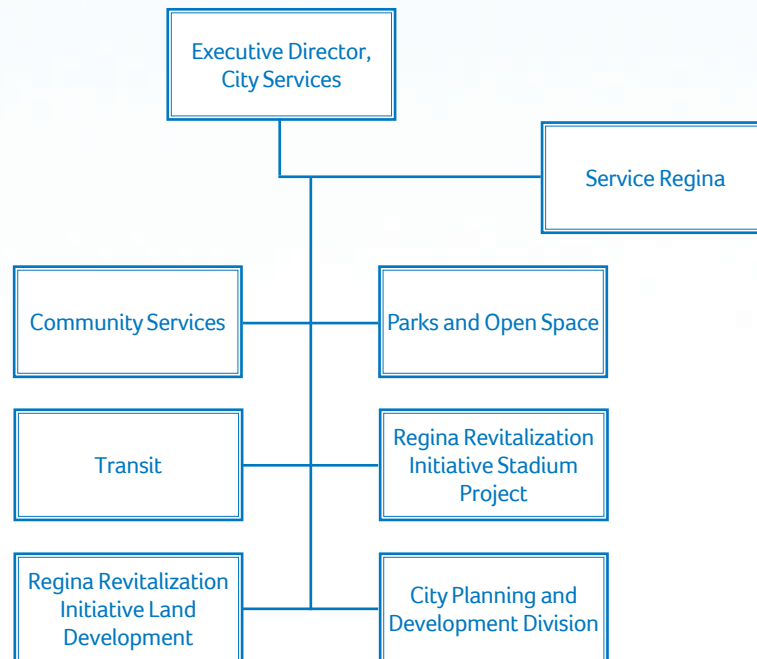
MBN Canada benchmarks were reported by ITS. Influencing factors for Information Technology measures include:

- **Devices** – Device numbers and types could be influenced by the types of services provided and or organizational culture.
- **Government Structure** – Different tiers of municipal government, e.g. single tier or upper-tier, and the specific service each one offers will affect results.
- **IT Services** – Type of IT services provided may vary from one municipality to another, e.g. does IT include GIS, Telecommunications, etc.
- **Organizational Form** – Extent to which IT services are centralized or decentralized can influence reported results, i.e. services may also be contracted out, directly impacting full-time equivalent (FTE) levels.
- **Processes and Systems** – Database systems used could impact reporting capabilities.

Measure	2015 Regina Result	2015 MBN Canada Median	2015 MBN Canada Range
Number of Visits to Municipal Website per Capita	7.97	11.0	1.99 – 19.35
Number of Information Technology Devices per Total Municipal FTE	0.93	0.93	0.61 – 1.92
Total Cost for Information Technology per Municipal FTE (includes amortization)	\$4,419	\$4,184	\$2,167 – \$10,658

City Services Division

The City Services Division is comprised of the following departments: Community Services, Parks and Open Space, Transit, as well as a number of smaller units that focus on major projects (Regina Revitalization Initiative – Stadium; Regina Revitalization Initiative – Land Development; Wastewater Treatment Plant Upgrade Project) or cross organizational services (Service Regina Branch; Project Support Office).



Key Strategic Issues

- To develop and implement a new mandate for Service Regina with an emphasis on delivering coordinated responses that meet the customers' needs on a timely basis
- To develop funding and delivery plans for each program and service while identifying appropriate actions to address their viability
- To review and create a new Corporate Customer Service Strategy to align with the current Strategic Plan and business planning cycle

Overview

Regina Revitalization Initiative (RRI) Stadium Project

- Manages the new stadium project including design, construction, operation readiness, commissioning and opening

Regina Revitalization Initiative Land Development

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

Project Support

- 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)

Expenditures	2014 Actuals	2015 Actuals	2016 Budget	2016 Forecast (Sept)	2017 Budget	Budget Change	
						Dollar Change	Per Cent Change
General Fund							
Executive Director, City Services	134.1	319.7	326.7	338.0	333.5	6.8	2.1
Community Services	21,485.7	22,146.9	25,515.0	25,345.2	41,450.8	15,935.8	62.5
Parks & Open Space	18,035.4	19,112.9	19,535.4	19,704.3	20,670.4	1,135.0	5.8
Transit	33,748.5	34,515.3	35,658.7	36,153.8	37,034.0	1,375.2	3.9
Service Regina	1,386.0	1,483.7	1,440.7	1,373.5	1,526.8	86.1	6.0
Director, Major Projects	586.8	805.4	2,017.4	8,208.1	1,063.3	(954.2)	(47.3)
Project Support Office	212.6	193.0	4,484.3	200.8	205.0	(4,279.2)	(95.4)
Total General Operating Expenditures	75,589.1	78,576.8	88,978.2	91,323.7	102,283.7	13,305.6	15.0
Costing Fund							
Parks & Open Space	2,513.2	2,843.0	1,226.7	1,226.7	1,108.5	(118.2)	(9.6)
Total Costing Operating Expenditures	2,513.2	2,843.0	1,226.7	1,226.7	1,108.5	(118.2)	(9.6)
Utility Fund							
Director - Major Projects	-	148.0	152.9	152.9	153.1	0.2	0.1
Operational Service Excellence	253.1	267.7	259.1	259.1	259.1	-	-
Service Regina	671.0	721.5	779.1	779.1	779.1	-	-
Total Utility Operating Expenditures	924.1	1,137.2	1,191.1	1,191.1	1,191.3	0.2	0.0
Total Operating Expenditures (All funds)	79,026.4	82,557.0	91,396.0	93,741.5	104,583.5	13,187.6	14.4
General Fund Transfers							
Community Services	-	150.0	150.0	150.0	1,650.0	1,500.0	1,000.0
Parks & Open Space	375.6	576.7	114.1	281.7	205.8	91.7	80.4
Transit	19.8	19.8	19.8	19.8	19.8	-	-
Service Regina	19.5	19.5	19.5	19.5	19.5	-	-
Total General Fund Transfers	414.9	766.0	303.4	471.0	1,895.1	1,591.7	524.7
Total General Operating Expenditures (with Transfers)	79,441.2	83,323.0	91,699.4	94,212.5	106,478.7	14,779.3	16.1

Full Time Equivalents (FTEs)

Staff Complement (General Fund)									
Full Time Equivalents (FTEs)						2015	2016	2017	
Permanent						410.9	419.6	418.2	
Casual						174.6	180.5	192.1	
Total (General Fund)						585.4	600.1	610.3	

Staff Complement (Costing Fund)									
Full Time Equivalents (FTEs)						2015	2016	2017	
Permanent						-	-	-	
Casual						9.8	9.8	9.8	
Total (Costing Fund)						9.8	9.8	9.8	
Staff Complement (General Capital Fund)									
Full Time Equivalents (FTEs)						2015	2016	2017	
Permanent						-	0.7	0.7	
Casual						-	-	-	
Total (General Capital Fund)						-	0.7	0.7	
Total All Funds						595.2	610.5	620.7	

Executive Director – City Services**Expenditures (\$000s)**

								Budget Change		
Expenditures	2014 Actuals	2015 Actuals	2016 Budget		2016 Forecast (Sept)		2017 Budget		Dollar Change	Per Cent Change
<i>General Fund</i>										
Executive Director, City Services	134.1	319.7	326.7		338.0		333.5		6.8	2.1
<i>Total General Operating Expenditures</i>	134.1	319.7	326.7		338.0		333.5		6.8	2.1
<i>Utility Fund</i>										
Operational Service Excellence	253.1	267.7	259.1		259.1		259.1		-	-
<i>Total Utility Operating Expenditures</i>	253.1	267.7	259.1		259.1		259.1		-	-
Total Operating Expenditures (All funds)	387.2	587.3	585.8		597.1		592.6		6.8	1.2

Full Time Equivalents (FTEs)

Full Time Equivalents (FTEs)						2015	2016	2017
General Fund								
Permanent						2.0	2.0	2.0
Casual						-	-	-
Total (General Fund)						2.0	2.0	2.0

Major Projects

Expenditures (\$000s)

Expenditures	2014 Actuals	2015 Actuals	2016 Budget	2016 Forecast (Sept)	2017 Budget	Budget Change	
						Dollar Change	Per Cent Change
General Fund							
Director, Major Projects	586.8	805.4	2,017.4	8,208.1	1,063.3	(954.2)	(47.3)
Manager, Project Support	212.6	193.0	4,484.3	200.8	205.0	(4,279.2)	(95.4)
Total General Operating Expenditures	799.4	998.3	6,501.7	8,408.9	1,268.3	(5,233.4)	(80.5)
Utility Fund							
Director - Major Projects	-	148.0	152.9	152.9	153.1	0.2	0.1
Total Utility Operating Expenditures	-	148.0	152.9	152.9	153.1	0.2	0.1
Total Operating Expenditures (All funds)	799.4	1,146.3	6,654.6	8,561.8	1,421.4	(5,233.2)	(78.6)

Full Time Equivalents (FTEs)

Staff Complement (General Fund)								
General Fund								
Full Time Equivalents (FTEs)					2015	2016	2017	
Permanent					5.0	5.0	8.7	
Casual					-	-	-	
					-	-	-	
Total (General Fund)					5.0	5.0	8.7	

Staff Complement (General Capital Fund)								
General Capital Fund								
Full Time Equivalents (FTEs)					2015	2016	2017	
Permanent					-	0.7	0.7	
Casual					-	-	-	
					-	-	-	
Total (General Capital Fund)					-	0.7	0.7	
Total All Funds					5.0	5.7	9.4	

Community Services

Mandate

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:

Sport and Recreation

- 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

Parking Services

- Administers and enforces the Traffic Bylaw, the parking meter program, and the various parking permits, with a focus on public safety, traffic flow and community standards

Community and Cultural Development

- Oversees the City's role in providing community investments, consulting services and supports to the cultural and social development sectors, including managing City-owned cultural and community facilities and development of social and cultural programs, services and events

Recreation Planning and Partnerships

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

Business Support

- Develops and delivers support services to the rest of the Community Services department and manages the City's taxi, residential business and animal licensing programs

Expenditures (\$000s)

Expenditures	2014 Actuals	2015 Actuals	2016 Budget	2016 Forecast (Sept)	2017 Budget	Budget Change	
						Dollar Change	Per Cent Change
General Fund							
Director, Community Services	784.3	823.2	388.3	425.2	409.0	20.7	5.3
Business Support - Community Services	-	376.5	3,024.3	3,076.2	1,308.6	(1,715.8)	(56.7)
Parking Services	2,414.2	2,303.2	2,651.5	2,311.0	2,654.7	3.2	0.1
Community & Cultural Development	1,861.2	1,981.0	2,359.3	2,281.7	2,361.3	2.0	0.1
Sport & Recreation	7,341.5	7,535.4	7,396.6	7,676.3	24,484.1	17,087.5	231.0
Recreation Planning & Partnerships	832.4	689.6	756.7	801.9	1,306.0	549.4	72.6
Facilities Costs - Community Services & Sport & Recreation	8,252.0	8,437.8	8,938.3	8,772.8	8,927.1	(11.2)	(0.1)
Total General Operating Expenditures	21,485.7	22,146.9	25,515.0	25,345.2	41,450.8	15,935.8	62.5

Full Time Equivalents (FTEs)

Full Time Equivalents (FTEs)	2015	2016	2017
General Fund			
Permanent	80.5	84.0	79.5
Casual	69.3	69.3	69.3
Total (General Fund)	149.8	153.3	148.8

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 included in this service is the booking and rental of city-maintained sport, culture, and recreation facilities.
- **Parking Enforcement and Ticket Administration** – Oversees the parking enforcement program for the City 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 Wascana Centre Authority.
- **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.

2016 Accomplishments

- A parking ambassador program was introduced to provide information and education to the public on the City's parking program and regulations.
- Integrated policies, procedures and programming are continuing in preparation for the opening of the Mâdawêyatîtan Centre in 2017.
- The City's first Cultural Plan is being developed to create a healthy, attractive community by supporting the arts, diversity, cultural heritage and placemaking.
- In 2016, the Community Investment Grants Program supported the core operating and programming of 21 cultural, sport and recreation and social development organizations, and allocated approximately 230 separate grants, ranging in amount from \$500 to \$305,000 for first time and recurring events, core operating, programs and services in the community.
- Improvements to the outdoor spaces at both the Sandra Schmirler Leisure Centre and the North West Leisure Centre were completed in alignment with the current Recreation Facility Plan.

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 Regina.
- 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 2017

- Work on the Mâdawêyatîtan Centre continues with the implementation of the integration model and preparation for the grand opening in 2017.
- Work on a new Recreation Master Plan started in 2016, with community engagement continuing into 2017.
- A policy will be developed to support the attraction of major sport and culture events to the City of Regina.
- A management plan for City Square will continue to be implemented to coordinate city services and better enable positive use of the space.
- The implementation of the City's Cultural Plan will continue.

Performance Measures

MBN Canada benchmarks were reported by Community Services in Parking. Community Services will be reporting on benchmarks in Culture and in Sport, and Recreation in 2018. Influencing factors for Parking measures include:

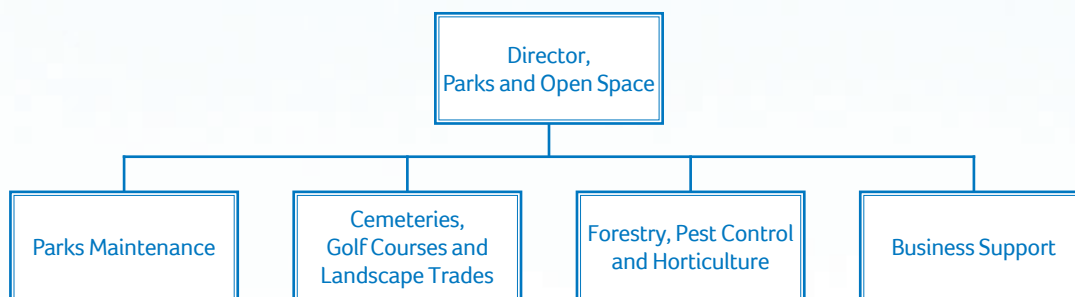
- **Location** – Cross border traffic, proximity to a major commercial centre and location of public parking relative to retail/commercial/entertainment facilities.
- **Operating Standards and Policies** – Cost recovery policies, service hours (24/7 availability, or restricted access) maintenance standards (for line painting, lighting replacement, garbage collection, etc.).
- **Processes and Systems** – Type and quality of technology used to manage operations and enforcement, i.e. handheld devices vs. written; ticket management systems; meters vs. pay and display machines, level of automation at parking surface lots vs. parking garage structures.
- **Service Delivery Model** – Level of automation at parking lots; staff vs. contracted attendants, mix of on street and off street parking spaces.
- **Structural Issues** – Use of parking structures/garages in a parking portfolio vs. surface lots, age of facilities/ equipment.
- **Utilization Levels** – Use of variable rate pricing structures, the availability of public transit/public transit utilization rate and the proximity of parking alternatives (free public parking, private lots) will impact utilization levels.

Measure	2015 Regina Result	2015 MBN Canada Median	2015 MBN Canada Range
Number of Paid Parking Spaces Managed per 100,000 Population	619	1,245	619 – 3,178
Gross Parking Revenue Collected per Paid Parking Space	\$2,287	\$1,980	\$476 – \$6,402
Total Cost per Paid Parking Space Managed (includes amortization)	\$1,243	\$1,243	\$440 – \$2,129
Revenue to Cost Ratio (RC Ratio): On-Street and Off-Street Parking Spaces	2.01	2.01	1.27 – 3.77

Parks and Open Space

Mandate

The Department is responsible for managing approximately 1,600 hectares of open space and 160,000 city owned trees.



Overview

The Department is divided into four branches and delivers three services:

Parks Maintenance

- Maintains parks and open space including irrigation start-up and winterizing

Cemeteries, Golf Courses and 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 landscape restoration and construction services for other City of Regina Branches and Departments

Forestry, Pest Control and Horticulture

- Maintains Regina's urban forest, and city-owned plants, flowerbeds, pots and barrels
- Administers vertebrate and invertebrate pest control programs – mosquito control, cankerworm prevention, Dutch Elm Disease, rodent control, weed control

Business Support

- Oversees general administrative functions while providing asset management and financial support

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 as 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 and Open Space Management – Provide safe, useable, attractive parks and open space through proactive and effective management of the urban forest, weed and pest control, landscape construction and landscape restoration.
- Cemetery Services – Provision of interment options to the public.

Expenditures (\$000s)

Expenditures	2014 Actuals	2015 Actuals	2016 Budget	2016 Forecast (Sept)	2017 Budget	Budget Change	
						Dollar Change	Per Cent Change
General Fund							
Parks Maintenance	8,142.7	8,637.6	8,597.5	8,875.5	9,452.5	855.0	9.9
Business Support - Parks & Open Space	708.7	717.2	715.7	758.2	735.0	19.4	2.7
Director, Parks & Open Space	137.4	244.6	250.4	250.4	265.7	15.3	6.1
Cemeteries, Golf Courses & Landscape Trades	4,099.0	4,214.3	4,547.7	4,456.3	4,716.2	168.5	3.7
Forestry, Horticulture & Pest Control	4,044.5	4,335.2	4,290.3	4,248.2	4,387.8	97.5	2.3
Facilities Costs - Parks & Open Space	903.0	964.0	1,133.8	1,115.8	1,113.1	(20.7)	(1.8)
Total General Operating Expenditures	18,035.4	19,112.9	19,535.4	19,704.3	20,670.4	1,135.0	5.8
Costing Fund							
Parks & Open Space	2,513.2	2,843.0	1,226.7	1,226.7	1,108.5	(118.2)	(9.6)
Total Costing Operating Expenditures	2,513.2	2,843.0	1,226.7	1,226.7	1,108.5	(118.2)	(9.6)
Total Operating Expenditures (All funds)	20,548.6	21,955.9	20,762.1	20,931.0	21,778.9	1,016.8	4.9

Full Time Equivalent (FTEs)

Staff Complement (General Fund)								
Full Time Equivalent (FTEs)					2015	2016	2017	
					-	-	-	
Permanent					76.3	75.5	76.2	
Casual					101.1	105.2	115.6	
					-	-	-	
Total (General Fund)					177.4	180.7	191.8	
Staff Complement (Costing Fund)								
Full Time Equivalent (FTEs)					2015	2016	2017	
					-	-	-	
Permanent					-	-	-	
Casual					9.8	9.8	9.8	
					-	-	-	
Total (Costing Fund)					9.8	9.8	9.8	
Total All Funds					187.2	190.5	201.6	

2016 Accomplishments

- Reviewed and revised the Herbicide Reduction Plan to ensure the long-term health of open space assets by managing weeds while reducing herbicide use in parks and open space areas.
- Inventoried 50,000 trees using Geographic Information Systems 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.
- Golf fees were updated to remain competitive and to ensure financial sustainability of the Golf Course program.
- A long-term funding model was established to align parks and open space service levels with the new open space maintenance requirements taken on as a result of new and re-established subdivision development.
- Replaced irrigation infrastructure at the Tor Hill Golf Course to address deteriorating assets at the end of their life cycle.

Strategic Issues and Opportunities

- Aging infrastructure is in need of refurbishing or replacement.
- Succession planning is a priority as there is only a limited strategy for dealing with coming retirements. While new leaders are being recruited, they will require training and mentoring to have the breadth of knowledge of their predecessors.

Key Deliverables for 2017

- The Regina Urban Forest Management Strategy will be revised to align with the OCP and incorporate forestry best practices.
- Golf fees will be reviewed in order to remain competitive and to ensure financial sustainability of the Golf Course program.
- A long-term funding model will be developed to align parks and open space service levels with the new open space maintenance requirements that have arisen through new and re-established subdivision development.

Performance Measures

MBN Canada benchmarks were reported by Parks and Open Spaces. Influencing factors for Parks measures include:

- **Demographics and Community Use** – Community/resident demand for parks' usage has increased in recent years particularly for large, social gatherings and various cultural activities (e.g. specialty fields, cultural gardens, community gardens, off-leash dog areas, special events etc.). While these activities increase park usage, they also translate into higher maintenance and signage costs, as well as increased staff training requirements. Operating costs related to these contemporary activities vary across municipalities; and are not captured separately.
- **Geography** – Varying topography affects the number of hectares, e.g. size of escarpment, number of lakes, transportation networks.
- **Maintenance Levels** – Level of management applied to natural areas in parks, e.g. ecological restoration projects, community naturalization projects.
- **Mix of Maintained and Natural Parkland** – Maintained parks can include a number of amenities and usually involve turf maintenance programs, all of which typically are more costly on a per hectare basis than the costs of maintaining forests or other natural areas.
- **Service Standards** – Differences between municipalities in the amenities available (greenhouses, washrooms, playgrounds), as well as the standards to which those parks are maintained, such as the frequency of grass cutting. There can also be differences in the costs of maintaining certain sports fields i.e. Class A, B, C and D class fields (soccer, football, baseball).
- **Weather Conditions** – Weather conditions and the length of growing seasons affect all municipalities differently, however as we continue to experience more frequent and intense weather changes, operating costs are impacted.

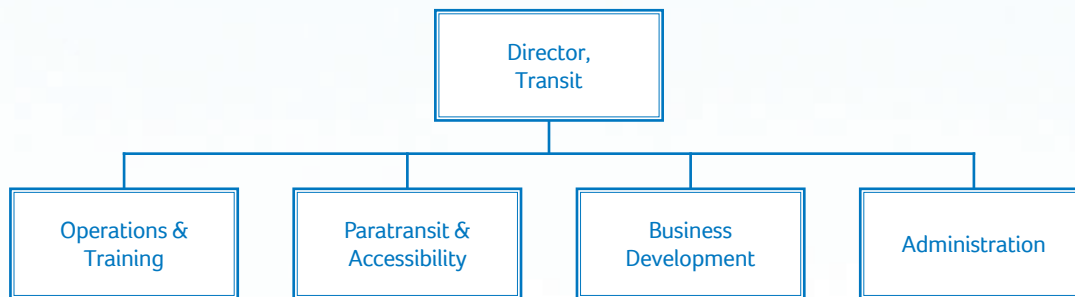
Measure	2015 Regina Result	2015 MBN Canada Median	2015 MBN Canada Range
All Parkland in Municipality as a Percent of Total Area of Municipality	9.0%	6.5%	1.5% – 12.8%
Hectares of Maintained Parkland in Municipality per 100,000 Population	675	261	124 – 675
Hectares of Natural Parkland in Municipality per 100,000 Population	68	205	68 – 1,500
Hectares of Maintained and Natural Parkland per 100,000 Population	743	479	231 – 1,733
Operating Cost of Parks per Person	\$71.63	\$68.20	\$28.58 – \$100.16
Operating Cost per Hectare of Maintained and Natural Parkland	\$9,642	\$11,221	\$4,117 – \$30,227

Note: All measures exclude Wascana Authority Centre, which operates independently of the City of Regina

Transit

Mandate

Transit Service 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 6.4 million rides annually.



Overview

The Department delivers two main services and is organized into four branches:

Operations and Training

- Transportation is provided through a regularly scheduled fixed route public transit system. The branch also provides charter service within a 25 kilometre radius of the City.

Paratransit and Accessibility

- Specialized transportation for persons with disabilities who are restricted in using regular transit services is provided. The branch is also responsible for general bus charter services within the Province of Saskatchewan.

Business Development

- The branch oversees route planning and scheduling as well as marketing and communicating to all transit users.

Administration

- The branch provides business and strategic planning support, oversees the executive administrative functions, and the financial reporting for the entire department.

Expenditures (\$000s)

Expenditures	2014 Actuals	2015 Actuals	2016 Budget	2016 Forecast (Sept)	2017 Budget	Budget Change	
						Dollar Change	Per Cent Change
General Fund							
Conventional Transit	28,079.6	28,362.1	29,507.3	29,575.1	30,494.4	987.0	3.3
Para Transit	4,690.9	5,054.3	5,281.2	5,421.8	5,618.6	337.5	6.4
Facilities Costs - Transit	978.0	1,098.8	870.2	1,156.8	921.0	50.8	5.8
Total General Operating Expenditures	33,748.5	34,515.3	35,658.7	36,153.8	37,034.0	1,375.2	3.9

Full Time Equivalents (FTEs)

Full Time Equivalents (FTEs)						2015		2016	2017
General Fund									
Permanent						213.1		219.1	219.8
Casual						3.7		4.5	5.7
Total (General Fund)						216.8		223.6	225.5

Services

- Conventional Transit – Provision of a Council approved 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.

2016 Accomplishments

- A fare increase was approved that helps offset the tax funding needed to support the public transportation system.
- A Universal Bus Pass program was implemented at the University of Regina. In partnership with the University of Regina Students Union (URSU), this program started in September 2016. This program allows students to get a discounted bus pass while at the same time increasing the amount of bus service on the road. This program added approximately 7,200 extra service hours on the road, and the operational and amortization cost of the service was funded by URSU fees. The program applies to both Paratransit and the conventional system.
- The City of Regina reached a two-year agreement (2017 and 2018) with the Saskatchewan Roughriders, who will finance free charter service for patrons going to the new Mosaic Stadium on game days and expanded service to include a new downtown route. This deal will increase the number of customers who get to the games using the bus and is part of the overall Transportation and Parking plan for the new Stadium.
- Stop announcements were introduced on conventional Transit buses. This allows those with low vision to know when their stop is coming up so they can ring the bell to get off accordingly. This provides increased mobility and removes a barrier for individuals to take the bus.
- Transit put on a skills competition for its operators with the winner competing nationally in Edmonton. The operator placed 2nd overall in Edmonton.
- Paratransit initiated additional service and used taxis to reduce the number of unaccommodated trips.
- The City of Regina was recognized by the Saskatchewan Human Rights Commission for progress in completing initiatives to enhance accessibility of transportation services.
- Transit continues to provide charter service to many City events like Canadian Western Agribition, Mosaic, and Saskatchewan Urban Municipalities Association and Saskatchewan Association of Rural Municipalities conferences.

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. When new staff are hired, there is a two month turnaround (four weeks to fill and four weeks to train) to get the operators in place. High turnover, along with the nature of providing 1,000 transit services hours daily, creates high overtime costs.

Key Deliverables in 2017

- Council approved funding of over \$17 million for Transit Capital projects. This funding was possible through a shared funding with the federal and provincial government called the Public Transit Infrastructure Fund (PTIF). Projects to be worked on in 2017 include:
 - purchase additional buses for a new Express route on Arcola Avenue
 - purchase additional buses for the overall spare fleet of both conventional and paratransit fleet
 - purchase 17 replacement 40 foot buses
 - purchase nine (9) replacement paratransit buses
 - update conventional bus stops with new concrete pads and accessibility enhancements
 - purchase more modern bus shelters
 - add new dispatch software for the conventional operations

Performance Measures

MBN Canada benchmarks were reported by Transit. Influencing factors for Transit measures include:

- **Demographics** – Average household income, auto ownership rates, age of population and communities with higher immigrant levels impact transit market share.
- **Economic Conditions** – Fare increases, fluctuations in commodity and energy prices, foreign exchange rates, magnitude of external contracting and contractual obligations with labour.
- **Environmental Factors** – Topography and climate.
- **Nature of Transit** – Diversity and number of routes, proximity and frequency of service, service coverage and hours of operation, automated fare systems, GPS, advance and delay traffic signals and the use of dedicated bus lanes. Subway system infrastructure can be costly to maintain.
- **Non-Residents** – Catchment area for transit riders may extend beyond municipal boundaries.
- **Size of Service Area** – Higher costs per capita to service large geographic areas with small populations. Higher density development corridors and contiguous development contribute to a lower cost per capita. Service and costs are also affected by type of development, topography, density and total population.
- **Transit System and Vehicles** – Loading standards of vehicles, composition of fleet (bus, subway or LRT) diesel versus natural gas, high floor versus low floor accessible and age of fleet.

Measure	2015 Regina Result	2015 MBN Canada Median	2015 MBN Canada Range
Number of Regular Service Passenger Trips per Capita in Service Area	23	46	21 – 207
Revenue Vehicle Hour per Capita in Service Area	1.27	1.57	0.89 – 3.73
Total Cost (Expenses) per Revenue Vehicle Hour	\$113	\$133	\$102 – \$206

Service Regina

Mandate

Service Regina responds to customer inquiries, requests for service and concerns relating to all City of Regina services. The Branch is often the first point of contact for all citizen/resident concerns and as a result, champions the implementation of the Customer Service Strategy.

Overview

Service Regina has four business units that deliver one service:

Contact Centre Services

- Delivers over-the-phone and other electronic methods of customer service support initiating service requests and follow up as needed

Cashier Services

- Delivers in-person customer service support including payment processing on the first floor of City Hall

Ambassador Services

- Handles visitor management, customer inquiries, incoming and outgoing deliveries, and is the greeter of City Hall

Operational Services (Dispatch)

- Delivers information, facilitates service requests, and dispatches after hours emergencies 24/7

Expenditures (\$000s)

Expenditures	2014 Actuals	2015 Actuals	2016 Budget	2016 Forecast (Sept)	2017 Budget	Budget Change	
						Dollar Change	Per Cent Change
General Fund							
Service Regina	1,386.0	1,483.7	1,440.7	1,373.5	1,526.8	86.1	6.0
Total General Operating Expenditures	1,386.0	1,483.7	1,440.7	1,373.5	1,526.8	86.1	6.0
Utility Fund							
Service Regina	671.0	721.5	779.1	779.1	779.1	-	-
Total Utility Operating Expenditures	671.0	721.5	779.1	779.1	779.1	-	-
Total Operating Expenditures (All funds)	2,057.0	2,205.2	2,219.8	2,152.7	2,305.9	86.1	3.9

Full Time Equivalents (FTEs)

Full Time Equivalents (FTEs)	2015	2016	2017
General Fund			
Permanent	34.0	34.0	32.0
Casual	0.5	1.5	1.5
Total (General Fund)	34.5	35.5	33.5

Service

Community Customer Care – Customer service through telephone, online and in-person contact. This service is provided to the citizens and property owners of the City of Regina, visitors to the City, and residents of the surrounding communities. This service provides information on all city and some surrounding area services, creates services requests where necessary, updates water and tax accounts for residents, coordinates after-hours urgent requests, and takes payments for most city services.

2016 Accomplishments

- The Interim Customer Service Strategy – Corporate Customer Service Guidelines have been implemented to provide employees with the tools, knowledge and training allowing them to provide more consistent front-line service.
- The Mystery Shopper Program – as a tool to measure our front-line service, mystery shopper visits were completed for the second year in order to gather comparison data between 2015 and 2016, providing departments with feedback on where to focus customer service efforts.

Strategic Issues Opportunities

- 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 service.

Key Deliverables in 2017

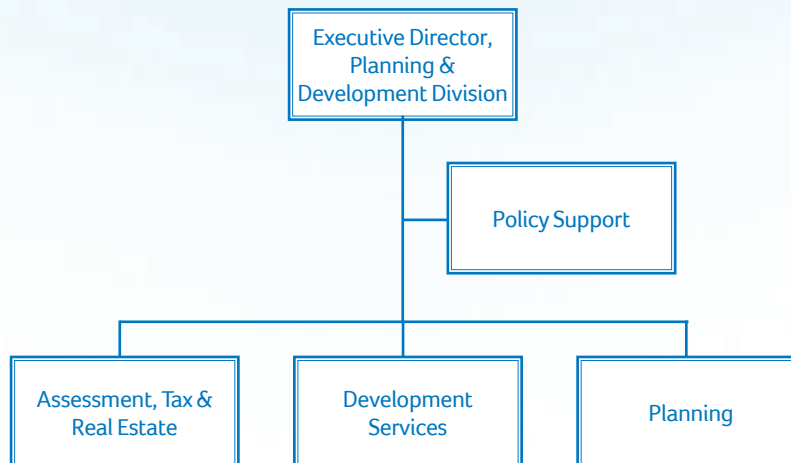
- The Corporate Customer Service Strategy project – review and direct the future customer service strategy to align with the 2014-2018 Strategic Plan and business planning cycle.
- Development a formal Business Continuity Plan for Service Regina to ensure that time critical business functions can continue with predetermined levels of interruption or change.

Performance Measures

MBN Canada does not provide benchmarks for Customer Service. Over time, where MBN Canada gaps exist, the City will develop and report on service specific performance measures.

City Planning and Development Division

The City Planning and 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 – Planning, Development Services and Assessment, and Tax and Real Estate. The Division also includes a Policy Support Branch to help with policy development across the organization.



Key Strategic Issues

- To continue to work with surrounding municipalities, agencies, other levels of government and other stakeholders to foster mutually beneficial relationships
- To identify and develop plans and policies to deliver infrastructure and services based on future community needs
- To implement Design Regina: The Official Community Plan (OCP), which was approved by Council in 2014. The City's planning and Development Division monitors the implementation of the OCP and related policy initiatives to manage growth and development into the future

Expenditures (\$000s)

Expenditures	2014 Actuals	2015 Actuals	2016 Budget	2016 Forecast (Sept)	2017 Budget	Budget Change	
						Dollar Change	Per Cent Change
General Fund							
Administration - Executive Director, Planning & Development	550.3	377.0	469.1	488.0	332.0	(137.1)	(29.2)
Assessment & Taxation	9,882.7	4,718.0	5,189.8	5,334.1	5,249.2	59.4	1.1
Development Services	6,058.8	7,912.9	8,502.5	8,112.8	9,147.2	644.7	7.6
Planning	3,707.5	2,809.3	3,196.1	2,460.3	3,241.5	45.4	1.4
City Centre	2,110.0	3,155.7	3,494.8	3,308.2	3,422.7	(72.1)	(2.1)
Total General Operating Expenditures	22,309.3	18,972.9	20,852.2	19,703.4	21,392.5	540.3	2.6

Expenditures (\$000s)

Expenditures	2014 Actuals	2015 Actuals	2016 Budget	2016 Forecast (Sept)	2017 Budget	Budget Change	
						Dollar Change	Per Cent Change
Utility Fund							
Development Services	1,250.7	928.9	2,029.8	1,950.0	2,063.1	33.3	1.6
Planning	945.7	532.5	768.7	699.3	802.4	33.7	4.4
Total Utility Operating Expenditures	2,196.5	1,461.4	2,798.4	2,649.3	2,865.5	67.1	2.4
Costing Fund							
Assessment & Taxation	10,527.3	11,970.3	5,975.3	6,481.1	5,982.5	7.2	0.1
Total Costing Operating Expenditures	10,527.3	11,970.3	5,975.3	6,481.1	5,982.5	7.2	0.1
Total Operating Expenditures (All funds)	35,033.0	32,404.7	29,626.0	28,833.7	30,240.5	614.6	2.1
General Fund Transfers							
City Planning & Development	1,948.7	1,942.9	791.1	798.9	517.1	-	(34.6)
Total General Fund Transfers	1,948.7	1,942.9	791.1	798.9	517.1	-	(34.6)
Total General Operating Expenditures (with Transfers)	36,981.7	34,347.6	30,417.1	29,632.6	30,757.6	614.6	1.1

Full Time Equivalents (FTEs)

Staff Complement (General Fund)								
Full Time Equivalents (FTEs)					2015	2016	2017	
Permanent					177.9	183.8	186.8	
Casual					4.1	4.1	4.1	
					-	-	-	
Total (General Fund)					182.0	187.9	190.9	
Staff Complement (Costing Fund)								
Full Time Equivalents (FTEs)					2015	2016	2017	
Permanent					5.2	5.2	6.3	
Casual					-	-	-	
					-	-	-	
Total (Costing Fund)					5.2	5.2	6.3	
Total All Funds					187.2	193.1	197.1	

Executive Director – City Planning and Development

Expenditures (\$000s)

Expenditures	2014 Actuals	2015 Actuals	2016 Budget		2016 Forecast (Sept)	2017 Budget	Budget Change	
							Dollar Change	Per Cent Change
General Fund								
Executive Director	550.3	377.0	469.1		488.0	332.0	(137.1)	(29.2)
Total General Operating Expenditures	550.3	377.0	469.1		488.0	332.0	(137.1)	(29.2)

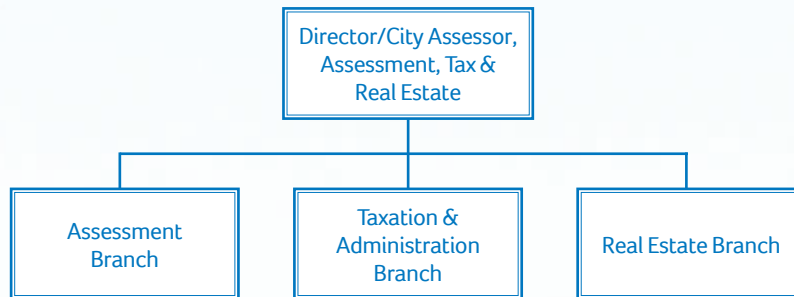
Full Time Equivalents (FTEs)

Full Time Equivalents (FTEs)						2015		2016	2017
General Fund									
Permanent						3.0		3.0	3.0
Casual						-		-	-
Total (General Fund)						3.0		3.0	3.0

Assessment, Taxation and Real Estate

Mandate

The Department provides property assessment, taxation administration and real estate oversight for the City.



Overview

The Department is divided into three branches that deliver two services:

Assessment

- Values all properties in accordance with *The Cities Act*, the assessment manual and board orders adopted by the Saskatchewan Assessment Management Agency

Property Tax and Administration

- Responsible for collecting, maintaining, analyzing, and distributing property account information in accordance with *The Cities Act* and various other legislation

Real Estate

- Provides leadership in acquiring, holding, disposing of, and leasing real property for the City of Regina

Expenditures (\$000s)

Expenditures	2014 Actuals	2015 Actuals	2016 Budget	2016 Forecast (Sept)	2017 Budget	Budget Change	
						Dollar Change	Per Cent Change
General Fund							
City Assessor	2,468.9	2,659.0	2,652.9	2,548.2	2,638.3	(14.6)	(0.6)
Property Tax & Administration	7,385.7	2,020.6	2,486.1	2,735.8	2,560.6	74.5	3.0
Special Charges on City Owned Properties	28.1	38.4	50.8	50.0	50.3	(0.5)	(0.9)
Total General Operating Expenditures	9,882.7	4,718.0	5,189.8	5,334.1	5,249.2	59.4	1.1
Costing Fund							
Property Administration	461.3	667.7	539.1	477.2	1,014.4	475.3	88.2
Saleable Property	8,472.2	9,485.7	3,743.6	3,912.5	3,282.0	(461.6)	(12.3)
Lease Management	243.7	237.5	102.0	238.2	101.6	(0.4)	(0.4)
Tax Title Properties Maintenance	26.5	-	102.0	102.0	101.6	(0.4)	(0.4)
Drainage on City Owned Property	116.8	125.3	112.2	112.2	111.8	(0.4)	(0.4)
Facilities Charges	1,206.8	1,454.0	1,376.4	1,639.0	1,371.1	(5.3)	(0.4)
Total Costing Operating Expenditures	10,527.3	11,970.3	5,975.3	6,481.1	5,982.5	7.2	0.1
Total Operating Expenditures (All funds)	20,410.0	16,688.2	11,165.1	11,815.1	11,231.7	66.6	0.6

Full Time Equivalents (FTEs)

Staff Complement (General Fund)								
Full Time Equivalents (FTEs)					2015		2016	2017
					-		-	-
Permanent					46.8		46.8	47.8
Casual					-		-	-
					-		-	-
Total (General Fund)					46.8		46.8	47.8
Staff Complement (Costing Fund)								
Full Time Equivalents (FTEs)					2015		2016	2017
					-		-	-
Permanent					5.2		5.2	6.3
Casual					-		-	-
					-		-	-
Total (Costing Fund)					5.2		5.2	6.3
Total All Funds					52.0		52.0	54.0

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.
- City Property Management, Leasing, Sales and Acquisitions – Provides strategic leadership and centralized service delivery in acquiring, holding, disposing and leasing real property for the City.

2016 Accomplishments

- The 2017 Reassessment was prepared, letters advising of the estimated impact of reassessment were provided in August and the 2017 assessment notices will be provided in Q1 of 2017.
- The Towns land development project progressed through the planning stage and into the execution stage. Infrastructure construction commenced and sales started with option agreements on lots progressing.
- 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 accounts service is also the lowest.
- 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 branch has been working to extensively document processes and systems to facilitate knowledge transfer.
- Higher construction levels continues to place demands on the branch as it must value and add newly completed buildings to the assessment and tax rolls.

Key Deliverables for 2017

- The City of Regina conducts property valuation reassessments on a four-year cycle. The next reassessment will take place in 2017 and will require delivery of the customer service and communication plans and responding to assessment appeals.
- The development and delivery of the Assessment and Taxation self-service online tools will take place in 2017, providing self-service ability for legal firms and property owners to interact with the City electronically.

Performance Measures

Assessment is not a service that is benchmarked by MBN Canada, however, Taxation is and the City of Regina has reported on the measures. Influencing factors for Taxation measures include:

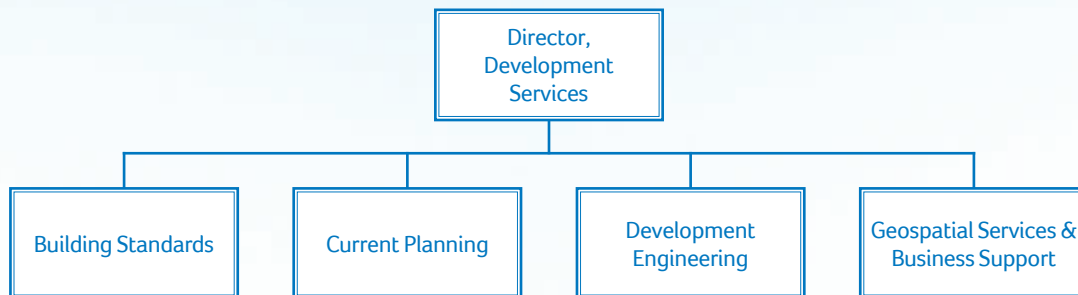
- **Economic Conditions** – High growth municipalities may require additional billing processes, i.e. supplementary and omit bills, interim and final runs. The strength of a local economy may also impact tax arrears, collections, penalty and interest charges.
- **Local Economy** – Local conditions may influence measures related to receivables, collections and other.
- **Government Policy** – Ministry required standardized billing and changes in capping methodology requires municipalities to continually upgrade software systems to maintain compliance with legislation.
- **Policies and Practices** – Differences in how each municipality defines a bill, administration of preauthorized payment plans, internet-based payment options, collection processes; and the number and treatment of Payment in Lieu (PIL) accounts.

Measure	2015 Regina Result	2015 MBN Canada Median	2015 MBN Canada Range
Current Year's Tax Arrears as a Percent of Current Year Levy	1.2%	2.6%	1.2% – 4.4%
Percent of Prior Year's Tax Arrears NOT Collected in the Current Year as a Percent of the Current Year Levy	1.1%	1.5%	0.2% – 4.2%
Operating Cost to Maintain Property Tax Accounts per Property Tax Account Serviced	\$10.63	\$13.37	\$10.63 – \$20.58
Percent of Accounts (All Classes) Enrolled in a Pre-Authorized Payment Plan	47%	37%	26% – 59%

Development Services

Mandate

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

- Reviews and issues building permits and conducts follow-up inspections. The work is conducted in accordance with *The Provincial Uniform Building and Accessibility Standards Act* and *City of Regina Building Bylaw* to regulate buildings to the standards of the *National Building Code of Canada* within this jurisdiction

Current Planning

- Manages and responds to applications and inquiries related to development activity, processing development applications and development permit processes. Developments are reviewed for compliance with *Regina Zoning Bylaw No. 9250*, *Subdivision Bylaw* and the policies contained in *Design Regina – The Official Community Plan Bylaw No. 2013-48*. The branch is also responsible for the heritage property program including municipally designated properties, the *Heritage Holding Bylaw* and the heritage incentives policy.

Development Engineering

- Provides technical review, design and inspection of all related growth infrastructure. The branch ensures that infrastructure is constructed to the City's most current engineered specifications. The branch also coordinates review of the City of Regina construction specifications and is responsible for locating city infrastructure, as well as reviewing and monitoring third party utility companies.

Geospatial Services and Business Support

- 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)

Expenditures	2014 Actuals	2015 Actuals	2016 Budget	2016 Forecast (Sept)	2017 Budget	Budget Change	
						Dollar Change	Per Cent Change
General Fund							
Director, Development Services	128.5	170.9	77.9	76.8	5,469.5	5,391.6	6,920.3
Geospatial & Business Support	894.8	814.3	953.4	819.1	1,056.6	103.2	10.8
Development Engineering	1,057.8	1,940.7	1,567.4	1,622.0	1,861.7	294.3	18.8
Current Planning	510.3	501.4	664.6	608.4	759.4	94.8	14.3
Building Standards	3,467.4	4,485.5	5,239.1	4,986.6	-	(5,239.1)	(100.0)
Total General Operating Expenditures	6,058.8	7,912.9	8,502.5	8,112.8	9,147.2	644.7	7.6
Utility Fund							
Development Engineering	235.7	78.9	875.4	885.9	839.1	(36.3)	(4.1)
Development Services	128.5	112.3	137.9	77.1	82.1	(55.8)	(40.4)
Business Support - Development Engineering	474.4	542.2	560.0	567.0	688.8	128.8	23.0
Construction Services	(3.6)	-	-	-	-	-	-
Development & Technical Services	3.7	1.0	-	-	-	-	-
New - Water & Sewer Connections	23.2	13.4	310.0	310.0	310.0	-	-
Replace - Water & Sewer Connections	388.7	181.2	146.5	110.0	143.1	(3.4)	(2.3)
Total Utility Operating Expenditures	1,250.7	928.9	2,029.8	1,950.0	2,063.1	33.3	1.6
Total Operating Expenditures (All funds)	7,309.5	8,841.8	10,532.2	10,062.8	11,210.3	678.0	6.4

Full Time Equivalents (FTEs)

Full Time Equivalents (FTEs)					2015	2016	2017
General Fund							
Permanent					83.0	94.0	96.0
Casual					4.1	4.1	4.1
Total (General Fund)					87.1	98.1	100.1

Services

- Development Approval – Oversee the management and issuing of development applications under the *Regina Zoning Bylaw*, the *Subdivision Bylaw*, and *Design Regina: The Official Community Plan*. This service also includes representing the City of Regina at Development Appeals Board and Saskatchewan Municipal Board hearings and administering the City of Regina heritage property portfolio.
- Building Approvals – Oversee the issuing of building permits for construction, renovation and demolition projects and perform related inspections within the City of Regina for the protection of public health and safety by ensuring compliance with the *National Building Code of Canada* under the *Provincial Uniform Building and Accessibility Standards Act* and the *Regina Building Bylaw*.

- New Development Construction – Develop new infrastructure needed for the provision of city services such as water, wastewater, drainage, landscaping and transportation, including the administration of side walk crossing permits, execution of the projects identified through servicing agreements and the administration and approval of three-way agreements for water and sewer connections.
- 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.

2016 Accomplishments

- The Department implemented the construction program for growth for 2016, as well as participated in multiple projects including Regina Revitalization Initiatives, Wastewater Treatment Plant, and Infill/Laneway Housing project and the Servicing Agreement Fees Review.
- A comprehensive Zoning Bylaw Review was initiated to address alignment with the OCP policy directions and to ensure that the regulations that shape new development reflect contemporary construction practice, market demand and changes in demographics that affect the way land is being used. The project will be completed using a phased approach.
- A project to implement Planning and Building software was initiated to update the technology and processes for issuing and tracking development and building permits
- The Department executed servicing agreements for approximately 160 hectares of land for green field development in response to the servicing agreement policy approved by Council in 2015.
- The Department initiated a review of its service request process and implemented changes which have resulted in improved customer service that includes quicker response times and more frequent resolution to inquiries at first point of contact.
- Renovations to the customer center on floor 9 were completed to create more customer-friendly, functional space to support the goal of reducing both the amount of time a customer spends at City Hall and the approval time for residential building permit applications.

Strategic Issues and Opportunities

- Ongoing alignment of the City's regulatory frameworks with changing provincial and federal regulations

Key Deliverables for 2017

- Deliver the 2017 Capital Growth Construction Program
- Continue to advance the comprehensive Zoning Bylaw Review
- Continue to advance a project to implement Building and Planning software
- Review the City of Regina framework for adult entertainment land use and report on alignment with provincial and federal regulations
- Assess the implementation on municipal bylaws of potential changes in federal legislation regarding medical marijuana
- Work with provincial and industry leaders to implement the *National Building Code of Canada, 2015*, and review the municipal *Building Bylaw*
- Initiate a policy and program review related to heritage property
- 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, work on reviewing its fees to move towards full cost recovery
- Support the development of the Water Master Plan

Performance Measures

MBN Canada benchmarks were reported for Building Permits and Inspections. Influencing factors for Building Permits and Inspections measures include:

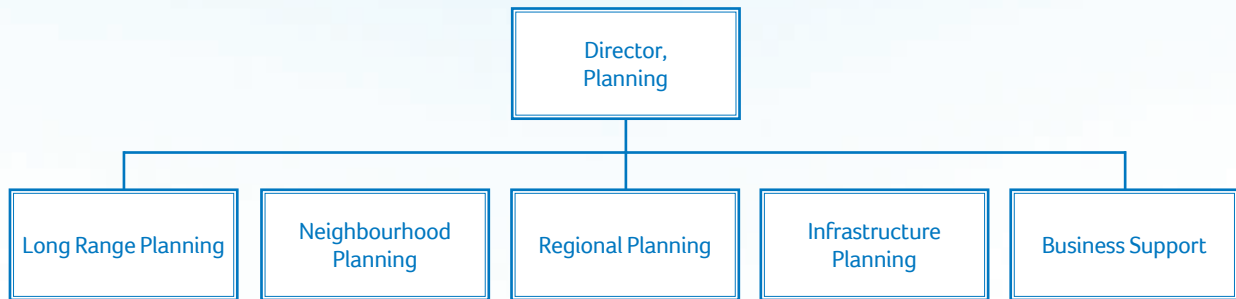
- **Complexity** – Size and technical complexity of permit applications and construction work requiring varying amounts of review/inspection times e.g. Industrial, Institutional, Commercial (ICI) and High Rise Residential applications offer more unique circumstances to review and assess, while residential construction tends to require more inspections and attention.
- **Geography** – Can lead to more travel time, fewer inspections per day resulting in higher costs per permit. Some municipalities deliver services from more than one location which requires more resources and raises costs.
- **Inspection Services** – Nature of the inspection process varies by project, and by municipality.
- **Legislative Changes** – Administering new requirements of the Building Code Act and provincial regulations adds to the process for review and inspection and increases operating costs, short term and long term (this does not take into consideration the regulatory regime in other provinces).
- **Municipal Policy** – Permit requirements will vary between jurisdictions, e.g. phasing of permits (one for the foundation, one for plumbing, one for the structure, etc.; vs. one that covers all phases of construction).

Measure	2015 Regina Result	2015 MBN Canada Median	2015 MBN Canada Range
Number of Building Permits Issued in the calendar year	3,343	7,706	1,307 – 23,063
New Residential Units Created per 100,000 Population	621	440	205 – 1,179
Operating Cost for Building Permits and Inspection Services per \$1,000 of Construction Activity (based on permits issued)	\$5.01	\$7.74	\$5.01 – \$13.47

Planning

Mandate

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 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:

Long Range Planning

- Reviews and approves neighbourhood plans for new, long-term development within the City
- Studies demographic trends and profiles of the population within specific neighbourhoods and zones
- Researches and develops new planning policy

Neighbourhood Planning

- Develops policy to realize the OCP's infill goals
- Develops neighbourhood plans for existing neighbourhoods

Regional Planning

- Establishes and maintains strong relationships with neighbouring urban and rural municipalities as well as First Nations all with the aim to guide complementary growth

Infrastructure Planning

- Through the creation of standards and policies, oversees infrastructure development to proactively guide Regina's growth
- Oversees the Comprehensive Housing Strategy and coordinates social policy to address emerging community issues

Expenditures (\$000s)

Expenditures	2014 Actuals	2015 Actuals	2016 Budget	2016 Forecast (Sept)	2017 Budget	Budget Change	
						Dollar Change	Per Cent Change
General Fund							
Director, Planning	1,500.2	644.0	612.3	382.4	631.1	18.8	3.1
Business Support, Planning	(0.2)	0.0	124.0	112.9	392.1	268.1	216.1
Infrastructure Planning	905.5	818.4	724.9	568.2	715.7	(9.2)	(1.3)
Long Range Planning	1,037.1	977.1	1,192.3	911.1	957.6	(234.7)	(19.7)
Regional Planning	211.6	369.8	542.5	485.7	544.9	2.4	0.4
Neighbourhood Planning	2,163.3	3,155.7	3,494.8	3,308.2	3,422.7	(72.1)	(2.1)
Total General Operating Expenditures	5,817.5	5,965.0	6,690.9	5,768.5	6,664.2	(26.7)	(0.4)
Utility Fund							
City Centre	340.6	148.8	225.7	219.3	225.1	(0.6)	(0.3)
Planning	605.2	383.7	543.0	480.0	577.3	34.4	6.3
Total Utility Operating Expenditures	945.7	532.5	768.7	699.3	802.4	33.7	4.4
Total Operating Expenditures (All funds)	6,763.2	6,497.6	7,459.6	6,467.8	7,466.6	7.1	0.1

Full Time Equivalents (FTEs)

Full Time Equivalents (FTEs)	2015	2016	2017
General Fund			
Permanent	45.1	40.0	40.0
Casual	-	-	-
Total (General Fund)	45.1	40.0	40.0

Services

- Neighbourhood and Infrastructure 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 and 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.

2016 Accomplishments

- Council approved the Southeast Neighborhood Plan and the Towns and East Victoria Concept Plans.
- The Laneway and Garden Suite Pilot Project was implemented in 2016 and six laneway suites were approved.
- The City of Regina and Sakimay First Nation/Four Horse Developments Ltd. entered into an agreement for the City to provide potable water and fire protection services to their development lands located on Regina's west side.

Strategic Issues and Opportunities

- The City of Regina is finding it a challenge to meet the 30% infill target that was established by Council through the adoption of the OCP. In order to assist the City to meet the 30% infill target, the Laneway and Garden Suites Pilot Project was implemented and the Infill Guidelines will be implemented in 2017. These challenges will be considered during the review of the Infill Development Levy Policy.
- Recruitment will be a challenge as there is currently a shortage of planners and engineers in Saskatchewan. Although the City currently pays slightly under market rate, a market supplement for engineers has been implemented to meet this challenge.
- The City has prioritized strengthening relationships with other municipalities and First Nations in the region. In 2017, 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 2017

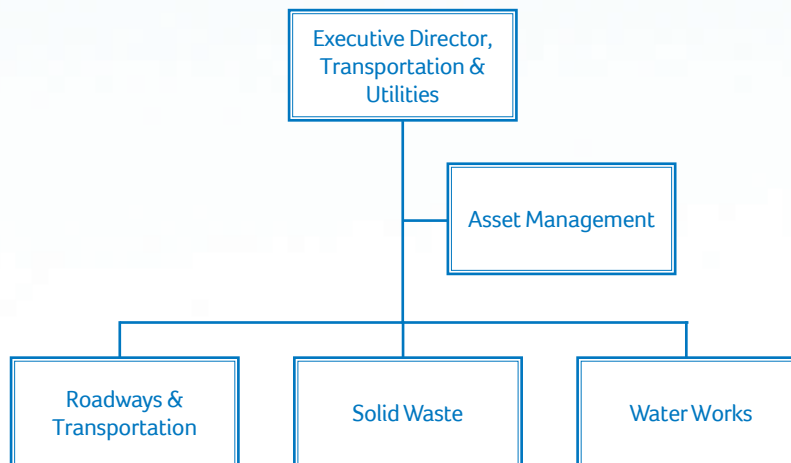
- Undertake a comprehensive review of the Development Standards manual. This manual contains all the guidelines for engineering and servicing standards for new neighbourhoods in the City
- Work to establish a sustainable funding source for the Social Development Reserve, in support of the City's Housing Incentives Policy
- Continue to work with other municipalities and First Nations to establish partnerships and opportunity for shared services. This includes the next steps in examining an eastern wastewater treatment plant
- Implementation of the Infill Housing Guidelines to ensure infill development considers the neighbourhood context
- Review of Infill Development Levy Policy in continuation of the City's Servicing Agreement Fee and Development Levy Policy review
- Examine the cost/benefits of different types of development (residential/commercial/industrial) to better understand the impact to the financial well-being of the City of Regina as development continues
- Undertake an Underutilized Land Study which will be used to establish a strategy to encourage development of underutilized land

Performance Measures

The City of Regina will begin reporting on MBN Canada Planning benchmarks in 2017.

Transportation and Utilities Division

Transportation and Utilities Division is comprised of three departments: Waterworks, Roadways and Transportation and Solid Waste. Its responsibilities include ensuring that infrastructure for transportation as well as water works and waste services meets the community's expectations.



Key Strategic Issues

- The development of City-wide consistent asset management practices, including an asset management governance policy framework.
- Aligning infrastructure investments with future community needs.
- Providing and promoting conservation, stewardship and environmental responsibility to the City's plans and operations.

Expenditures (\$000s)

Expenditures	2014 Actuals	2015 Actuals	2016 Budget	2016 Forecast (Sept)	2017 Budget	Budget Change	
						Dollar Change	Per Cent Change
General Fund							
Administration - Transportation Utilities	100.3	158.7	110.4	144.9	110.0	(0.4)	(0.3)
Roadways & Transportation	34,438.9	37,998.7	38,843.0	33,721.2	40,256.7	1,413.7	3.6
Solid Waste	18,549.4	18,802.7	21,491.6	20,912.0	21,986.7	495.1	2.3
Asset Management	-	7.1	159.6	253.8	206.3	46.7	29.3
Total General Operating Expenditures	53,088.5	56,967.2	60,604.6	55,031.9	62,559.7	1,955.1	3.2
Utility Fund							
Administration - Transportation Utilities	17.5	149.5	107.1	107.1	106.7	(0.4)	(0.3)
Asset Management	-	-	78.6	78.6	72.1	(6.6)	(8.3)
Solid Waste	757.8	491.7	884.0	884.0	699.2	(184.8)	(20.9)
Water Works Services	29,659.8	30,744.6	33,760.0	32,605.2	27,488.8	(6,271.1)	(18.6)
Wastewater Treatment	7,262.8	8,538.0	9,183.7	7,763.0	8,757.7	(426.0)	(4.6)
Total Utility Operating Expenditures	37,697.9	39,923.9	44,013.4	41,437.9	37,124.6	(6,888.8)	(15.7)
Costing Fund							
Roadways & Transportation	13,479.6	13,687.3	9,263.5	9,046.6	9,390.6	127.1	1.4
Solid Waste	-	0.2	-	-	11.8	11.8	-
Water Works	416.7	287.1	-	-	154.9	154.9	-
Facilities Management Services	37.1	25.8	49.2	36.9	49.0	(0.2)	(0.4)
Total Costing Operating Expenditures	13,933.5	14,000.5	9,312.7	9,083.5	9,606.2	293.5	3.2
Total Operating Expenditures (All funds)	104,719.9	110,891.6	113,930.7	105,553.3	109,290.5	(4,640.2)	(9.3)
General Fund Transfers							
Roadways & Transportation	40.1	338.4	-	-	-	-	-
Solid Waste	13,468.9	13,349.3	13,950.8	13,648.5	13,944.4	(6.4)	(0.0)
Total General Fund Transfers	13,509.0	13,687.8	13,950.8	13,648.5	13,944.4	(6.4)	(0.0)
Total General Operating Expenditures (with Transfers)	118,228.9	124,579.4	127,881.5	119,201.8	123,234.9	(4,646.6)	(3.6)

Full Time Equivalents (FTEs)

Staff Complement (General Fund)								
Full Time Equivalents (FTEs)						2015	2016	2017
						-	-	-
Permanent						217.6	227.1	231.5
Casual						70.1	66.2	70.0
						-	-	-
Total (General Fund)						287.7	293.2	301.5
Staff Complement (Costing Fund)								
Full Time Equivalents (FTEs)						2015	2016	2017
						-	-	-
Permanent						9.7	10.7	9.7
Casual						2.8	2.8	2.8
						-	-	-
Total (Costing Fund)						12.4	13.5	12.4
Staff Complement (Utility Operating Fund)								
Full Time Equivalents (FTEs)						2015	2016	2017
						-	-	-
Permanent						146.8	154.2	153.2
Casual						28.1	24.0	25.1
						-	-	-
Total (Utility Operating Fund)						174.9	178.2	178.3
Staff Complement (Utility Capital Fund)								
Full Time Equivalents (FTEs)						2015	2016	2017
						-	-	-
Permanent						21.1	21.1	16.7
Casual						3.2	3.2	4.0
						-	-	-
Total (Utility Capital Fund)						24.2	24.2	20.7
Staff Complement (General Capital Fund)								
Full Time Equivalents (FTEs)						2015	2016	2017
						-	-	-
Permanent						17.1	17.1	16.7
Casual						1.1	1.1	0.7
						-	-	-
Total (General Capital Fund)						18.2	18.2	17.4
Total All Funds						517.4	527.3	530.2

Administration – Transportation & Utilities

Expenditures (\$000s)

Expenditures	2014 Actuals	2015 Actuals	2016 Budget	2016 Forecast (Sept)	2017 Budget	Budget Change	
						Dollar Change	Per Cent Change
General Fund							
Administration - Transportation & Utilities	100.3	158.7	110.4	144.9	110.0	(0.4)	(0.3)
Total General Operating Expenditures	100.3	158.7	110.4	144.9	110.0	(0.4)	(0.3)
Utility Fund							
Administration - Transportation & Utilities	17.5	149.5	107.1	107.1	106.7	(0.4)	(0.3)
Total Utility Operating Expenditures	17.5	149.5	107.1	107.1	106.7	(0.4)	(0.3)
Total Operating Expenditures (All Funds)	117.8	308.3	217.5	252.0	216.7	(0.8)	(0.3)

Full Time Equivalents (FTEs)

Full Time Equivalents (FTEs)					2015	2016	2017
Permanent					3.0	1.0	2.0
Casual							
Total (General Fund)					3.0	1.0	2.0

Asset Management

Expenditures (\$000s)

Expenditures	2014 Actuals	2015 Actuals	2016 Budget	2016 Forecast (Sept)	2017 Budget	Budget Change	
						Dollar Change	Per Cent Change
General Fund							
Asset Management		7.1	159.6	253.8	206.3	46.7	29.3
Total General Operating Expenditures		7.1	159.6	253.8	206.3	46.7	29.3
Utility Fund							
Asset Management			78.6	78.6	72.1	(6.6)	(8.3)
Total Utility Operating Expenditures			78.6	78.6	72.1	(6.6)	(8.3)
Total Operating Expenditures (All Funds)		7.1	238.3	332.5	278.4	40.2	16.9

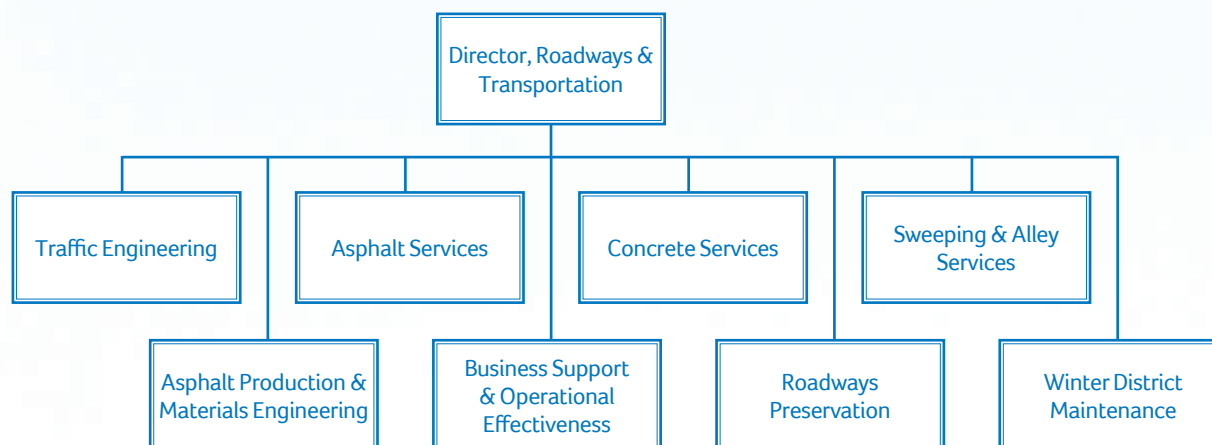
Full Time Equivalents (FTEs)

Full Time Equivalents (FTEs)					2015	2016	2017
Permanent						2.0	2.0
Casual							
Total (General Fund)						2.0	2.0

Roadways and Transportation

Mandate

Roadways and Transportation is responsible for effectively building and maintaining roadways, sidewalks, alleys, easements and bridges to ensure a safe, reliable transportation system for the City.



Overview

The Department is divided into eight branches and delivers nine services:

Traffic Engineering

- Oversees the operation and maintenance of the City's traffic controls and street lighting systems

Asphalt Production and Materials Engineering

- Provides quality asphalt mixes, granular and landscape materials and technical services
- Manages production and sale of recycled materials

Asphalt Services

- Maintains and rehabilitates the paved roadway surfaces of streets and alleys

Business Support and Operational Effectiveness

- Provides business consulting oversight and administrative functions
- Leads the Roadways and Transportation Business Transformation process

Concrete Services

- Maintains and rehabilitates concrete sidewalks and asphalt-capped sidewalks

Roadways Preservation

- Oversees the renewal of transportation infrastructure including the development of asset management plans

Sweeping and Alley Services

- Maintains the paved and gravel alley network, including gravel surface rural roads
- Provides sweeping services to the streets/medians, alley and sidewalks

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)

Expenditures	2014 Actuals	2015 Actuals	2016 Budget	2016 Forecast (Sept)	2017 Budget	Budget Change	
						Dollar Change	Per Cent Change
General Fund							
Director, Roadways	2,816.7	857.9	549.2	549.2	550.0	0.8	0.1
Asphalt Services	3,645.2	4,813.3	5,456.5	3,798.4	5,587.3	130.8	2.4
Concrete Services	3,174.1	3,439.7	3,467.0	3,466.5	3,674.6	207.6	6.0
Sweeping & Alley Services	6,072.6	7,762.5	7,748.8	7,805.5	7,948.8	200.0	2.6
Winter Road Maintenance	6,757.1	8,607.5	9,068.3	5,766.8	9,289.1	220.8	2.4
Traffic	8,590.6	9,227.9	8,846.0	8,846.0	9,407.2	561.2	6.3
Manager, Business Support	787.2	907.0	1,401.3	1,136.5	1,418.5	17.1	1.2
Roadway Preservation	1,833.4	1,766.6	1,524.2	1,524.2	1,553.2	29.0	1.9
Asphalt Production & Field Services	321.8	230.1	326.3	312.3	368.8	42.5	13.0
Maintenance of Public Works Buildings & Yards	4.7	-	85.6	66.2	82.9	(2.7)	(3.1)
Facilities Costs - Roadways & Transportation	435.5	386.1	369.9	449.6	376.6	6.7	1.8
Total General Operating Expenditures	34,438.9	37,998.7	38,843.0	33,721.2	40,256.7	1,413.7	3.6
Costing Fund							
Asphalt Services	1,252.3	1,132.4	757.4	1,151.2	825.1	67.7	8.9
Concrete Services	1,490.7	1,294.2	473.4	473.4	510.5	37.1	7.8
Granular Materials	729.3	864.0	753.0	861.8	706.5	(46.5)	(6.2)
Asphalt Production	10,007.3	10,396.7	7,279.7	6,560.2	7,348.5	68.8	0.9
Facilities Costs - Roadways & Transportation	37.1	25.8	49.2	36.9	49.0	(0.2)	(0.4)
Total Costing Operating Expenditures	13,516.8	13,713.2	9,312.7	9,083.5	9,439.6	126.9	1.4
Total Operating Expenditures (All funds)	47,955.6	51,711.8	48,155.7	42,804.7	49,696.3	1,540.6	3.2

Full Time Equivalents (FTEs)

Staff Complement (General Fund)								
Full Time Equivalents (FTEs)					2015	2016	2017	
					-	-	-	
Permanent					152.6	159.2	159.2	
Casual					46.7	39.7	43.4	
					-	-	-	
Total (General Fund)					199.3	198.9	202.6	
Staff Complement (Costing Fund)								
Full Time Equivalents (FTEs)					2015	2016	2017	
					-	-	-	
Permanent					9.7	10.7	9.7	
Casual					2.8	2.8	2.8	
					-	-	-	
Total (Costing Fund)					12.4	13.5	12.4	
Staff Complement (General Capital Fund)								
Full Time Equivalents (FTEs)					2015	2016	2017	
					-	-	-	
Permanent					17.1	17.1	16.7	
Casual					1.1	1.1	0.7	
					-	-	-	
Total (General Capital Fund)					18.2	18.2	17.4	
Total All Funds					230.0	230.5	232.4	

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 Parks and Open Spaces and Solid Waste.
- **Roadways and 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 sweep, summer sweep and fall sweep, snow storage, ice control and pothole patching.
- **Traffic Control Management** – Provides safe and efficient flow of traffic including traffic signal, signage, barricade permits and construction signage/detours.
- **Transportation Network Maintenance Services** – Provides maintenance activities on assets to ensure safety and functionality.
- **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 – Coordinating, scheduling, 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 and effective, inclusive, sustainable and responsible Transportation Network.

2016 Accomplishments

- Replace the Victoria Avenue bridges at the south east end of the City. The project will also include road widening to alleviate traffic congestion.
- A new user fee system for snow storage was approved by City Council. The service will operate at full cost recovery starting November 2016. This change is in line with the OCP's emphasis on financing programs and services using a benefits model.
- Recycled asphalt products were sold to outside sources as a cost recovery mechanism
- Major rehabilitation of the Ring Road was completed ahead of schedule and under budget.
- The second year of the Residential Roadway Renewal Program was implemented, completing 87 projects covering 19.2 km of roadways.

Strategic Issues and Opportunities

- The dedicated funding of 1% of a mill rate to the Residential Renewal Program is an example of how the City of Regina is making long-term financial plans to address the infrastructure challenges. Delayed infrastructure repair and renewal are challenges facing many municipalities across the country and each are working to find solutions.
- Succession planning, talent retention and impending retirements are challenges for Roadways and 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 us to complete many road projects ahead of schedule.

Key Deliverables in 2017

- A State of the Infrastructure Report will be prepared to provide an update on Regina's network of roads. The report will allow necessary changes to the road maintenance schedule and/or re-evaluate how we plan and stage our work.

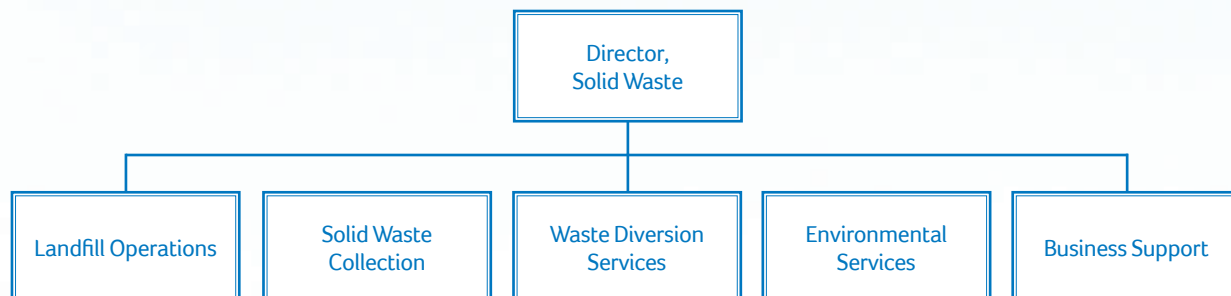
Performance Measures

The City of Regina will begin reporting on MBN Canada Roads benchmarks in 2018.

Solid Waste

Mandate

Solid Waste provides reliable waste management services and environmental stewardship for the City of Regina and surrounding communities to ensure public health, safety and the protection of the natural environment now and for future generations.



Overview

The Department is made up of five branches:

Landfill Operations

- Operates the Fleet Street Landfill, accepting residential and commercial solid waste
- Accepts, processes and repurposes construction and demolition waste delivered to the Landfill
- Manages a gas collection system that reduces greenhouse gas emissions from the Landfill

Solid Waste Collection

- Provides weekly collection of household waste to more than 63,000 single-family residential properties
- Maintains inventory of garbage carts

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, permitted by the Ministry of Environment and Water Security Agency
- Coordinates environmental spill response
- 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)

Expenditures	2014 Actuals	2015 Actuals	2016 Budget	2016 Forecast (Sept)	2017 Budget	Budget Change	
						Dollar Change	Per Cent Change
General Fund							
Administration - Solid Waste	74.7	252.9	241.9	437.3	528.6	286.7	118.5
Solid Waste Collection	8,319.2	7,877.6	8,833.9	8,403.0	8,954.8	120.9	1.4
Waste Diversion	0.2	300.8	422.6	424.6	419.2	(3.5)	(0.8)
Landfill Operations	9,986.5	10,112.6	11,624.9	11,432.4	11,713.3	88.4	0.8
Spill Response	23.7	130.1	242.9	89.4	246.7	3.8	1.6
Facilities Costs - Solid Waste	145.2	128.7	125.4	125.3	124.1	(1.2)	(1.0)
Total General Operating Expenditures	18,549.4	18,802.7	21,491.6	20,912.0	21,986.7	495.1	2.3
Costing							
Solid Waste	-	0.2	-	-	11.8	11.8	-
Total Costing Operating Expenditures	-	0.2	-	-	11.8	11.8	-
Utility Fund							
Solid Waste	757.8	491.7	884.0	884.0	699.2	(184.8)	(20.9)
Total Utility Operating Expenditures	757.8	491.7	884.0	884.0	699.2	(184.8)	(20.9)
Total Operating Expenditures (All funds)	19,307.2	19,294.6	22,375.5	21,796.0	22,697.7	322.1	(18.6)

Full Time Equivalentents (FTEs)

Full Time Equivalentents (FTEs)	2015	2016	2017
General Fund			
Permanent	62.0	64.9	68.3
Casual	23.4	26.5	26.6
Total (General Fund)	85.4	91.3	94.9

Services

- **Garbage collection and disposal** – Collects and hauls residential garbage to the Landfill and operation of the Landfill.
- **Recycling and diversion** – Oversees the curbside residential and multi-family recycling program, and community-based diversion programs.
- **Environmental compliance** – Provides environmental response, monitors environmental compliance and provides environmental engineering support.

2016 Accomplishments

- Completed construction of the Landfill Gas to Energy System, converting landfill gas to electrical power, with expected gross revenue of \$21 million over a 20 year period
- Delivered a Landfill Closure Plan, detailing the requirements and estimated costs to close and monitor the area of the Landfill that has reached full capacity
- Performed a review of waste collection routes optimizing route sizes to improve efficiency and customer service
- Introduced a smaller curbside garbage cart, recognizing residents' successful efforts in reducing household waste
- Delivered a residential curbside collection for household waste and recyclables to over 63,000 single-family residential properties
- Conducted residential curbside waste studies to understand current waste behaviours
- Hosted Household Hazardous Waste events diverting 91 tonnes from the Landfill, representing a 70% increase in volume from the previous year
- Developed and delivered a waste education program to over 1,500 elementary and secondary school students

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, garbage collection and disposal is funded through general revenues, while recycling is paid through a user fee. The feasibility of a user fee structure will be explored where all regularly-scheduled curbside waste services, including garbage, recycling, and potentially leaf and yard waste, and food and organic curbside collection services, would comprise a single solid waste user fee. This fee would bring awareness to residents of the cost to provide curbside waste services. An all-inclusive fee structure would transition all solid waste curbside services to full-cost recovery.

Key Deliverables in 2017

- Develop a framework to manage unwanted substances entering our wastewater and Landfill
- Continue naturalization initiatives, such as planting of native plants, at storm water retention ponds
- Implement the recommendations brought forward through the Airspace Efficiency Audit, a report outlining best practices for the City's Landfill
- Review landfill and recycling fees to increase compliance and enhance alignment with the guidelines outlined in the OCP
- Advance work on the remaining residential services approved in Waste Plan Regina, including a permanent solution for leaf and yard waste, organics, and the future of the Big Blue Bin Program

Performance Measures

MBN Canada benchmarks were reported by Solid Waste. Influencing factors for Waste Management measures include:

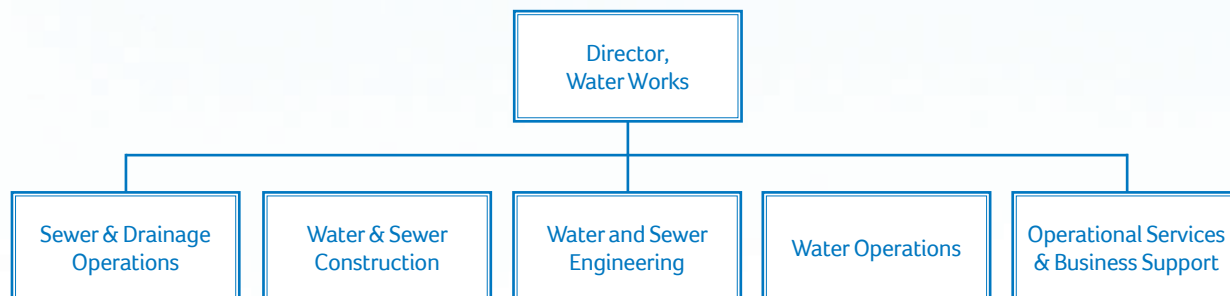
- **Diversification Efforts** – Nature and extent of a municipality's diversion efforts, e.g. enforcement of various programs, impacts the type and amount of material included in waste collection.
- **Education** – How municipalities promote, manage and enforce garbage collection, disposal, recycling and diversion programs and services.
- **Geography** – Urban/rural population, seasonal population, socio-economic factors and the mix of single-family residences and multi-unit residential buildings that impact service provision.
- **Government Structure** – Services can be provided by a single-tier or a two-tier system – a combination of Regional and Municipal service.
- **Infrastructure** – Distance to transfer facilities; accessibility of local landfill sites with available capacity; number of active landfill sites; soil conditions on the landfill site(s) and surrounding sites; and the number of sites under perpetual care.
- **Organizational Form** – Different service levels and standards; difference in the age of infrastructure; frequency of pick-ups; hours of operations; average number of people per household; residential vs. commercial and industrial service.

Measure	2015 Regina Result	2015 MBN Canada Median	2015 MBN Canada Range
Percent of Residential Solid Waste Diverted – Single and Multi-Residential	17.8%	46.2%	17.8% – 63.5%
Tonnes of All Residential Material Collected per Household	1.04	0.90	0.81 – 1.04
Tonnes of Residential Solid Waste Disposed per Household	0.83	0.52	0.38 – 0.83
Tonnes of Residential Solid Waste Diverted per Household	0.25	0.41	0.25 – 0.66
Total Cost for Garbage Collection per Tonne – All Property Classes (includes amortization)	\$130	\$109	\$72 – \$230
Total Cost for Solid Waste (All Streams) Disposal per Tonne – All Property Classes	\$28	\$92	\$17 – \$202
Total Cost for Solid Waste Diversion per Tonne – All Property Classes (includes amortization)	\$330	\$208	\$106 – \$401

Water Works

Mandate

The Department is responsible for the planning, designing, constructing, operating and maintenance of water, wastewater and drainage services for the Regina area.



Overview

Water Works is organized into five branches and delivers three services:

Sewer and Drainage Operations

- Operates and maintains sewer and drainage infrastructure, including underground pipe systems and lift stations

Water and Sewer Construction

- Undertakes the construction and maintenance of the underground pipe infrastructure for water, sewer and drainage systems

Water and Sewer Engineering

- Manages construction projects and programs and provides engineering services and asset management planning for the Water Works department

Water Operations

- Operates and maintains water infrastructure, including underground pipe systems and pump stations and reservoirs

Operational Services and Business Support

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

Expenditures (\$000s)

Expenditures	2014 Actuals	2015 Actuals	2016 Budget	2016 Forecast (Sept)	2017 Budget	Budget Change	
						Dollar Change	Per Cent Change
Utility Fund							
Water Operations	13,019.2	14,448.9	14,169.3	15,973.8	6,091.2	(8,078.1)	(57.0)
Water & Sewer Construction	8,359.4	6,477.1	9,104.5	6,215.7	9,946.1	841.5	9.2
Sewer & Drainage Operations	5,030.2	6,734.5	7,238.6	6,845.7	7,248.8	10.2	0.1
Water & Sewer Engineering	1,658.9	1,598.8	2,017.9	1,894.5	2,358.5	340.6	16.9
Domestic Lift Station	-	-	-	-	487.0	487.0	-
Waste Water Treatment	7,228.7	8,538.0	9,183.7	7,763.0	8,757.7	(426.0)	(4.6)
Water Works Services - Administration	1,626.2	1,485.3	1,229.6	1,675.5	1,357.2	127.6	10.4
Total Utility Operating Expenditures	36,922.6	39,282.7	42,943.7	40,368.2	36,246.6	(6,697.1)	(15.6)
Costing Fund							
Manager, Water Operations	416.7	287.1	-	-	154.9	154.9	-
Total Costing Operating Expenditures	416.7	287.1	-	-	154.9	154.9	-
Total Operating Expenditures (All Funds)	37,339.3	39,569.8	42,943.7	40,368.2	36,401.4	(6,542.3)	(15.2)

Full Time Equivalents (FTEs)

Staff Complement (Utility Operating Fund)								
Full Time Equivalents (FTEs)					2015	2016	2017	
					-	-	-	
Permanent					146.8	154.2	153.2	
Casual					28.1	24.0	25.1	
					-	-	-	
Total (Utility Operating Fund)					174.9	178.2	178.3	
Staff Complement (Utility Capital Fund)								
Full Time Equivalents (FTEs)					2015	2016	2017	
					-	-	-	
Permanent					21.1	21.1	16.7	
Casual					3.2	3.2	4.0	
					-	-	-	
Total (Utility Capital Fund)					24.2	24.2	20.7	
Total All Funds					199.1	202.4	199.0	

Services

- Stormwater Collection and Flood Control – Collect and control drainage within Regina to minimize inconvenience, decrease property damage, and ensure public safety.
- Wastewater Collection and Treatment – Collect and deliver residential, commercial and industrial wastewater. Also responsible for proactive and reactive maintenance to wastewater operations and response to service disruptions throughout the collection and delivery of wastewater to the treatment plant.
- Water Supply and Distribution – Provide water that meets or exceeds provincial water quality standards and objectives. Includes providing water at adequate pressure and in sufficient quality and quantity to satisfy the requirements for domestic and commercial use, irrigation and fire protection.

2016 Accomplishments

- A new Hauled Wastewater station was constructed to provide service to the City and the region.
- An updated *Sewer Service Bylaw* was approved by Council. The updated *Sewer Service Bylaw* implements more effective source control and establishes discharge rates for hauled wastewater.
- The Wastewater Treatment Plant Upgrade project reached substantial completion and will provide a higher level of treatment for generations to come.
- The Water Master Plan is nearing completion and provides clarity for the capital upgrades required for the water system for the next 25 years.
- Construction of another detention pond along Arcola Avenue, north of Victoria Street was completed.

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 10 years. The capital investment plan forms the basis of longer term utility rate and financial models.
- Succession planning and tradespeople retention has been a challenge. The Department is redirecting resources to assist in addressing shortfalls in trades.
- The City continued budgeting of multi-year projects across the length of the project rather than asking for the full amount in the first year. This change in budgeting will reduce the amount of capital carry-forward and in turn produce a more accurate financial picture of our current operations.

Key Deliverables in 2017

- Phase 1 of the Wastewater Master Plan will be completed. The Plan will provide direction for capital investments in the wastewater collection system over the next 25 years.
- A third forcemain will be constructed from the McCarthy Boulevard Pumping Station to the Waste Water Treatment Plant to allow the City to pump more wastewater during major rainfall events and reduce the risk of wastewater overflows and sewer backups.
- Construction will be completed on a new Ultra Violet system at the Buffalo Pound Water Treatment Plant.

Performance Measures

The City of Regina will begin reporting on MBN Canada Water and Wastewater benchmarks in 2017.

Regina Police Service

Mandate

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 vision statement of "Working together to keep Regina safe."

The Regina Police Service core functions – 1) emergency and non-emergency response, 2) quality investigations, 3) traffic safety and 4) crime prevention/community building – provide the framework for organizational objectives and provision of services to the community.

2016 Accomplishments

The Strategic Plan 2015-2018 is based on four strategic themes – service, communication, our people and improvements. Below are highlights from 2016.

Service

- The Regina Police Service continued to develop and support proactive policing initiatives by Patrol in an effort to prevent or reduce the conditions that may lead to crime rather than respond to crime after it occurs.
- The two-year pilot of automated speed enforcement (photo radar) is in its second year. This pilot has been a partnership with Saskatchewan Government Insurance (SGI).

Communication

- The Regina Police Service and File Hills Qu'Appelle Tribal Council signed the Cooperation and Community Safety Protocol, which formalized communication protocols between the two organizations to enhance community safety efforts in the Treaty Four area.
- The Regina Police Service hosted two stakeholder sessions with various community-based organizations. These sessions enabled the Regina Police Service to communicate current pressures on policing to the attendants, who in turn provided their candid feedback. These stakeholder sessions will be held annually going forward to ensure the Regina Police Service maintains a strong understanding of community perceptions.
- The Regina Police Service developed a new internal website, using Microsoft SharePoint as the platform, to improve the organization and ease of internal communication and document sharing.

Our People

- The Regina Police Service began training and equipping Patrol members with carbine rifles. These rifles are to be utilized in crisis situations, during which they would provide a more effective and accurate option than shotguns. This transition will be phased in over multiple years to mitigate costs and accommodate training requirements.
- The Regina Police Service's Tactical Training Facility has been electrified to accommodate expanded forms of training and to increase the amount of training hours during which it can be utilized.

Improvements

- Renovations to the Headquarters Building were completed. These renovations have made better use of available office space, as well as improved the public areas of the building, such as the Front Desk and Criminal Record Check areas.
- The Regina Police Service developed a technology crime lab, which greatly increases our capacity to extract evidence from electronic devices, such as cell phones, tablets, lap tops and computers.
- The Regina Police Service launched E-ticketing among its Traffic Safety Unit vehicles. This electronic ticketing system replaces the traditional hand-written traffic ticket. E-ticketing will be expanded to all Patrol vehicles in 2017.

Revenues (\$000s)

Revenue	2014 Actuals	2015 Actuals	2016 Budget	2016 Forecast (Sept)	2017 Budget	Budget Change	
						Dollar Change	Per Cent Change
Provincial Programs	6,751.1	7,067.0	6,812.5	6,812.5	6,272.2	(540.3)	(7.9)
Federal Programs	405.6	155.6	125.6	125.6	125.6	-	-
Other Police Revenues	2,002.1	2,117.0	2,218.0	2,218.0	2,452.0	234.0	10.6
Total General Operating Revenues	9,158.8	9,339.5	9,156.1	9,156.1	8,849.8	234.0	2.6

Expenditures (\$000s)

Expenditures	2014 Actuals	2015 Actuals	2016 Budget	2016 Forecast (Sept)	2017 Budget	Budget Change	
						Dollar Change	Per Cent Change
General Fund							
Salaries & Benefits	63,926.2	67,840.0	71,341.7	71,341.7	74,427.8	3,086.1	4.3
Office & Administration	1,894.2	2,030.1	2,613.7	2,613.7	2,772.8	159.1	6.1
Professional Services	3,530.3	2,444.7	2,369.1	2,369.1	2,435.5	66.4	2.8
Goods & Materials	1,854.5	2,531.6	1,873.3	1,873.3	1,895.3	22.0	1.2
Other Expenses	1,638.5	1,550.8	1,743.0	1,743.0	2,072.9	329.9	18.9
Intramunicipal	902.6	878.4	891.8	891.8	900.3	8.5	1.0
Community Investments	5.2	5.2	5.2	5.2	5.2	-	-
Transfers to Reserves	188.2	105.2	-	-	-	-	-
Total General Operating Expenditures	73,939.7	77,386.1	80,837.8	80,837.8	84,509.8	3,672.0	4.5

Appendices

Appendix A – 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.

Benchmarking

An exercise whereby one organization’s results are compared to those of another comparable organization providing the same or similar services based on similar methods of measurement or accounting for cost.

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

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.

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 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 (KPIs)

A key performance indicator (KPI) 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"; as each mill is one-thousandth of a currency unit, 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 Province. 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.

Municipal Benchmarking Network Canada (MBN Canada)

MBN Canada is an initiative collecting data for more than 700 measures across 37 municipal service areas. The purpose of MBN Canada is to foster and support a culture of service excellence in municipal government by creating new ways to measure, share and compare performance data and operational practices. MBN Canada acts as a source of credible information to assist Council, senior management, staff and residents to understand how their municipality is performing over time and in relation to others.

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).

Operating Reserves

Operating reserves are designated to support the general operations and general capital. There are 21 operating reserves. They are defined in Appendix B.

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 (PSAB)

The PSAB 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 (ASOC) oversees the activities of PSAB.

Reserve/Reserve Funds

Reserves and reserve funds have designated purposes and are created through specific authorizations of Council. The City of Regina’s reserves are described in Appendix B.

Service

Delivery of an output that meets one or more recognized needs of a resident or a group of residents (e.g. 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 (e.g.: 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

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 (SAF) 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 SAF 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 tax funds are used to reduce the cost, or provide a subsidy, for public transit.

User Fees and Charges

This 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 B

Description of Reserves

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

Asphalt Plant Reserve

The Asphalt Plant Reserve funds the capital requirements and maintenance costs of the asphalt plant. It is funded through a \$5 per tonne charge on the asphalt produced in the plant, which is split between funding capital requirements and maintenance.

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 City Hall parkade and employee parking lots at other civic facilities.

Facilities Reserve

The Facilities Reserve is used to fund capital upgrades for Regina's new 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 and fire 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 and the City.

Regina Revitalization Initiative Stadium Reserve

The Regina Revitalization Initiative Stadium Reserve is used to fund Regina's new stadium capital projects. It is funded by the net revenue and net capital funding from stadium operating projects plus interest revenue.

Small Tools Reserve

The Small Tools Reserve is used to fund the replacement of the existing small tools inventory, not for the purchase of new tools. The amount transferred to the Reserve each year represents the depreciation on the tools.

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 Reserve

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.

Appendix C

Utility Rate Policies

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

1. Utility rates are to be established so they are sufficient to fully fund operating costs, interest costs, debt repayments, capital requirements and transfer policies, taking into account the operating and infrastructure requirements of the Utility to meet its service goals. The objectives for the Utility's rate structure are:
 - **Financial Self Sufficiency** – Utility rates must generate enough revenue to meet all short-term and long-term operating and capital costs.
 - **Conservation** – Utility rates should encourage customers to use water responsibly.
 - **Reduction of Peak Demand** – Utility rates should encourage water conservation during summer months, reducing the need for infrastructure investment and higher rates.
 - **Equity** – Utility rates should result in a charge to customers according to the cost of services used.
2. The rate structure for water and wastewater will include a base fee that varies according to the size of the water meter. The variation in the base rate will be based on the schedule recommended by the American Water Works Association (AWWA). The ratios for the base rate, based on meter size, are shown in the following table.

15 mm	1.0
18 mm	1.0
25 mm	1.4
40 mm	1.8
50 mm	2.9
75 mm	11
100 mm	14
150 mm	21
200 mm	29

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

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

0 to 1,000 m2	1.0	17,001 to 19,000 m2	18.0
1,001 to 3,000 m2	2.0	19,001 to 21,000 m2	20.0
3,001 to 5,000 m2	4.0	21,001 to 23,000 m2	22.0
5,001 to 7,000 m2	6.0	23,001 to 25,000 m2	24.0
7,001-9,000 m2	8.0	25,001 to 27,000 m2	26.0
9,001 to 11,000 m2	10.0	27,001 to 29,000 m2	28.0
11,001 to 13,000 m2	12.0	29,001 to 31,000 m2	30.0
13,001 to 15,000 m2	14.0	Over 31,000 m2	32.0
15,001 to 17,000 m2	16.0		
Regardless of actual property size, the rate for properties up to 1,000 m2 is applied to all locations designated as "standard residential properties".			

5. In the setting of rates, the Utility must present a balanced budget, with any surplus directed to the following:
- Transfer to the General Utility Reserves: The purpose of the reserve is to provide a source of financing for capital projects and funding emergency expenditures. The balance of the Utility's surplus, after other transfers, is transferred to the General Utility Reserve. The transfer is budgeted at \$58,907,500 for 2017. An overall requirement for capital funding is set through the Utility Model. Utility rates are set to provide sufficient surpluses to cover the capital costs over the next 25 years.

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

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

For 2017, these amounts total \$9.9 million.

7. The Utility Operating Expenses also include a Utility Administration Charge, which is an approximate measure of corporate administration costs attributable to the Utility. It is calculated as 5% of the budgeted utility revenues for the previous year. Most corporate functions, including City Council, Committees, Office of the City Manager, Human Resources, City Solicitor's Office, Office of the City Clerk and Finance, are involved in activities related to the Water and Sewer Utility. The percentage transfer is used in lieu of a more detailed cost allocation process. A more detailed process would still involve arbitrary decisions and would significantly increase the effort and cost required compared to the current policy. The total charge for 2017 is \$6.3 million.

Appendix D

Detailed General Fund Capital Plan

Detailed General Fund Capital Budget by Department (\$000s)

Division	Department	Project/Program Name	2017	2018	2019	2020	2021	Grand Total
City Manager	Communications	Regina.ca & CityApp Redesign	860.0	395.0	-	-	-	1,255.0
City Manager Total			860.0	395.0	-	-	-	1,255.0
City Planning & Development	Assessment, Tax & Real Estate	South East Land Development	16,000.0	5,000.0	-	-	-	21,000.0
	City Planning	Diefenbaker Drive - Skyview Subdivision access to Courtney Street	-	-	-	-	3,850.0	3,850.0
	Development Services	13th Avenue Corridor Improvements (Lewvan to Campbell)	-	-	-	-	100.0	100.0
		Arcola Avenue - Victoria Avenue to Winnipeg Street	500.0	5,880.0	-	-	-	6,380.0
		Comprehensive Zoning Bylaw Review	1,400.0	850.0	650.0	-	-	2,900.0
		Diefenbaker Drive - McCarthy Boulevard to Balzer Road	100.0	-	-	-	-	100.0
		Implementation of Planning and Building Software	1,600.0	250.0	-	-	-	1,850.0
		Lewvan Drive and 13th Avenue Intersection Improvements	500.0	-	-	-	-	500.0
		Prince of Wales Drive Twinning - Eastgate Drive to Dewdney Avenue	1,950.0	-	-	-	-	1,950.0
		Geospatial Printer/Plotter/Scanner	70.0	-	-	-	-	70.0
		Argyle Street North extension - Sangster Boulevard to Rochdale	4,500.0	-	-	-	-	4,500.0
		Fleet Addition - Building Standards Inspection	-	397.5	-	-	-	397.5
		Geodimeters	-	90.0	-	-	-	90.0
		Pasqua Street South of Dewdney Ave Roadway Improvements	50.0	1,100.0	-	-	-	1,150.0
		Chuka Boulevard - Primrose Green Drive to Arens Road	4,000.0	-	-	-	-	4,000.0
		Winnipeg Street Extension - 12th Avenue North to Somerset North Access	460.0	-	-	-	-	460.0
	Planning	Neighbourhood and Corridor Plans	-	200.0	-	200.0	-	400.0
		Saskatchewan Drive Corridor Plan and Coordination Initiative	300.0	500.0	-	-	-	800.0
		City-Wide Travel Survey	150.0	-	-	-	-	150.0
		On-Street Bike Lanes and Multi-Use Pathways	-	250.0	250.0	250.0	250.0	1,000.0
		Pasqua and 9th Avenue North - Property Purchase	476.0	-	-	-	-	476.0
		Underutilized Land Study (ULS)	115.0	-	-	-	-	115.0

Detailed General Fund Capital Budget by Department (\$000s) – Continued

Division	Department	Project/Program Name	2017	2018	2019	2020	2021	Grand Total
City Planning & Development Total			32,171.0	14,517.5	900.0	450.0	4,200.0	52,238.5
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
		Mâmwâyâtîtan Centre (formerly North Central Shared Facility)	2,255.0	-	-	-	-	2,255.0
		Parking Meter Replacement Program	15.0	15.0	15.0	15.0	15.0	75.0
		Playground Replacement and Restoration Program	220.0	220.0	500.0	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
		Recreation Master Plan Development	100.0	-	-	-	-	100.0
		Zone Level Off-Leash Dog Parks		160.0		160.0		320.0
	Major Projects	RRI Multi Use Pathway					2,700.0	2,700.0
	Parks & Open Space	Backstop Restoration	25.0	25.0	30.0	30.0	30.0	140.0
		Cemeteries General Allocation	150.0	100.0	150.0	100.0	150.0	650.0
		City Square Plaza Restoration	30.0	30.0	30.0	30.0	30.0	150.0
		Golf Courses General Allocation	250.0	200.0	300.0	300.0	200.0	1,250.0
		Irrigation System Restoration	400.0	150.0	400.0	575.0	400.0	1,925.0
		Multi-use Pathway Asphalt Recapping	200.0	200.0	195.0	195.0	-	790.0
		Parks and Open Space Restoration	325.0	150.0	225.0	250.0	225.0	1,175.0
		Plant Material Establishment Funding	125.0	125.0	144.2	144.2	144.2	682.6
		Tree Replacement along Arterials, Buffers and Parks	84.0	42.0	125.0	167.0	125.0	543.0
		Parks Maintenance - Fleet Equipment Requirements	240.0	-	-	-	-	240.0
	Transit	Arcola Express Bus Route		1,725.0				1,725.0
		Paratransit Bus Addition Spare Ratio Increase	130.0	-	-	-	-	130.0
		Transit Scheduling Software	900.0	200.0				1,100.0
		Transit Customer Service and Safety	1,548.0	-	-	-	-	1,548.0
		Transit Technology Improvements	300.0					300.0
City Services Total			7,672.0	3,917.0	2,789.2	2,861.2	4,914.2	22,153.6
Corporate Services	Finance	Chart of Accounts Project	200.0	24.0				224.0
		Corporate Payments Project		150.0				150.0
	Fleet Services	Civic Fleet Replacement	8,204.7	8,366.0	8,382.0	8,384.0	8,173.0	41,509.7
		Fire Fleet Replacement	1,695.0	1,100.0	1,285.0	275.0	1,100.0	5,455.0
		Fleet Addition - Transit Buses	1,725.0					1,725.0
		Small Tools Replacement	84.0	84.0	84.0	84.0	84.0	420.0
		Transit Fleet Replacement	8,255.0	3,210.0	850.0	910.0	4,925.0	18,150.0

Detailed General Fund Capital Budget by Department (\$000s) – Continued

Division	Department	Project/Program Name	2017	2018	2019	2020	2021	Grand Total		
	Information Technology Services	ITS Sustainable Infrastructure	250.0	250.0	250.0	250.0	250.0	1,250.0		
		ITS Technology Growth	200.0	200.0	200.0	200.0	200.0	1,000.0		
		Business Transformation Program - Consolidated	3,273.6	1,000.0	2,000.0	2,000.0	2,000.0	10,273.6		
	Facilities Management	Corporate Office Space for New Employees	75.0	75.0	75.0	75.0	75.0	375.0		
		Corporate Office Space Upgrades	1,950.0		4,050.0	2,100.0	2,150.0	10,250.0		
		Employee Provided Parking Improvements (Non-City Hall)	75.0	100.0	125.0	150.0	150.0	600.0		
		Employee Provided Parking Revitalization (City Hall)	-	50.0	50.0	50.0	-	150.0		
		Facilities Security Infrastructure Program	49.5	25.0	-	29.0	-	103.5		
		Landfill Operations Centre	2,900.0	10,600.0	8,700.0			22,200.0		
		Outdoor Rink Board Improvements	200.0	125.0	175.0	225.0	175.0	900.0		
		Tennis Court Redevelopment	235.0	235.0	235.0	235.0	235.0	1,175.0		
		Transit Fleet Maintenance Facility		12,415.0	12,375.0			24,790.0		
		Transit Shelters Improvements	50.0	50.0	50.0	50.0	50.0	250.0		
		City Hall Fire Suppression Upgrades		600.0				600.0		
		Workspace Improvement Program	250.0		250.0	500.0	250.0	1,250.0		
		Cemeteries Facilities Asset Management	10.0	20.0	20.0	20.0	20.0	90.0		
		Golf Course Facilities Asset Management	50.0	100.0	100.0	200.0	200.0	650.0		
		Consolidated Public Works Facility				1,200.0	2,000.0	3,200.0		
		Neil Balkwill Renovations	100.0	1,000.0				1,100.0		
		Parks and Facilities Yard Facilities Development	3,490.0	5,970.0	1,070.0	-	-	10,530.0		
		Facilities Asset Management - formerly FARS	5,651.0	4,450.0	11,850.0	15,700.0	15,700.0	53,351.0		
		Mosaic Stadium Decommissioning	1,200.0	1,800.0				3,000.0		
		Roadways Equipment Storage – Repurpose Building D	-	-	-	750.0	-	750.0		
		Regina Police Service New Headquarters Development	-	-	-	20,000.0	20,000.0	40,000.0		
		Municipal Justice Building Decommissioning	100.0	-	-	-	-	100.0		
		Corporate Services Total			40,272.8	51,999.0	52,176.0	53,387.0	57,737.0	255,571.8
		Transportation & Utilities	Roadways & Transportation Services	Bridge Infrastructure Renewal	5,970.0	4,880.0	7,773.0	5,070.0	5,027.0	28,720.0
Fleet Addition - Motor Graders				460.0				460.0		
Ice Control Equipment Upgrade	405.0				190.0			595.0		
New/Enhanced Traffic Signals	800.0			800.0	1,000.0	1,000.0		3,600.0		
Residential Roads Improvement Program	7,532.0			8,872.0	10,572.0	10,572.0	10,572.0	48,120.0		
Street Infrastructure Renewal	18,000.0			18,000.0	18,000.0	18,000.0	22,000.0	94,000.0		
Traffic Infrastructure Renewal	666.7			666.7	666.7	666.7		2,666.7		
Traffic Signal Pre-emption				69.2	258.9	448.6	258.9	1,035.6		
Upgrade of major components of asphalt plant	42.0			500.0	150.0	250.0	150.0	1,092.0		
Oil Distributor Procurement	325.0							325.0		
Eastgate Drive – Long Term Solution	300.0			2,700.0	-	-	-	3,000.0		

Detailed General Fund Capital Budget by Department (\$000s) – Continued

Division	Department	Project/Program Name	2017	2018	2019	2020	2021	Grand Total
	Solid Waste Management	Trans-Canada Highway 1 Bypass Expressway Lighting	-	450.0	-	-	-	450.0
		Snow Routes - pilot project	82.0					82.0
		Landfill - Annual Infrastructure Renewal	200.0	200.0	200.0	200.0	200.0	1,000.0
		Landfill Cap and Closure		2,500.0	2,500.0	2,500.0	2,500.0	10,000.0
		Refuse Cart Replacement	200.0	200.0	200.0	200.0	200.0	1,000.0
		Waste Plan Regina - Implementation	850.0	-	-	-	-	850.0
Transportation & Utilities Total			35,372.7	40,297.9	41,510.6	38,907.3	40,907.9	196,996.3
Fire & Protective Services	Fire & Protective Services	Civic Radio System Replacement	1,082.0	569.0				1,651.0
		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
Fire & Protective Services Total			1,122.0	1,635.0	40.0	440.0	40.0	3,277.0
Police	Police Administration	Fleet	800.0	800.0	800.0	800.0	800.0	4,000.0
		Info Management/Projects	1,025.0	200.0	300.0			1,525.0
		Info Technology Infrastructure	780.0	2,740.4	3,725.0	3,100.0	1,775.0	12,120.4
		Communications	126.0	170.5	400.0			696.5
		Emergency Services Equipment	185.0	644.7	275.0	25.0	30.0	1,159.7
		Facilities Development	227.0	80.0	80.0	80.0	80.0	547.0
Police Total			3,143.0	4,635.6	5,580.0	4,005.0	2,685.0	20,048.6
General Capital Total			120,613.5	117,396.9	102,995.8	100,050.5	110,484.1	551,540.8

General Capital - Funding Sources (\$000s)

Funding Name	2017	2018	2019	2020	2021	Grand Total
Building Canada Plan (BCP)		8,415.0	8,363.3			16,778.3
Cemetery Reserve	160.0	120.0	170.0	120.0	170.0	740.0
Current Contributions	42,968.0	44,257.0	45,584.8	46,952.3	48,360.9	228,123.1
Debentures		-	-	20,000.0	20,000.0	40,000.0
Developer Contributions	4,155.0	-	-			4,155.0
Employer Parking Reserve	75.0	150.0	175.0	200.0	150.0	750.0
Fleet Replacement Reserve	9,983.7	10,070.0	10,601.0	9,653.0	14,282.0	54,589.7
Gas Tax (GT)	11,448.8	12,363.8	11,088.1	12,000.0	12,000.0	58,900.6
Golf Course Reserve	300.0	300.0	400.0	500.0	400.0	1,900.0
Land Development Reserve	16,000.0	5,000.0	-			21,000.0
Planning & Sustainability Reserve	3,000.0	1,497.5	650.0			5,147.5
Service Agreement Fees (Parks)	125.0	598.8	287.0	177.0	137.0	1,324.8
Service Agreement Fees (Roads)	9,121.0	3,775.0	875.0	875.0	4,835.0	19,481.0
Solid Waste Reserve	4,150.0	13,500.0	11,600.0	2,900.0	2,900.0	35,050.0
Utility Reserve	28.0	36.0	-			64.0
Asphalt Plant Reserve	42.0	500.0	150.0	250.0	150.0	1,092.0
Dedicated Lands Reserve		140.0	300.0	300.0	300.0	1,040.0
Asset Revitalization Reserve	11,346.0	6,999.1	3,929.4	492.2	4,929.4	27,696.0
Winter Road Maintenance Reserve	82.0	-	-			82.0
Other External		90.0	-			90.0
Federal/Provincial Grants	6,429.0	2,207.5	-			8,636.5
Carry Forward		200.0	-			200.0
General Fund Reserve		6,340.2	8,822.2	5,631.0	1,869.8	22,663.2
Facilities Reserve	1,200.0	260.0	-			1,460.0
Regina Revitalization Initiative Stadium Reserve		577.1	-			577.1
Grand Total	120,613.5	117,396.9	102,995.8	100,050.5	110,484.1	551,540.8

Detailed Project/Program Descriptions (General Fund Capital)

Project/Program Name	Project/Program Description
13th Avenue Corridor Improvements (Lewvan to Campbell)	This project includes the addition of turn lanes and removal of on-street parking along portions of 13th Avenue from Lewvan Drive to Campbell Street through the adjustment of the painted pavement markings and signage. These adjustments will be necessary to accommodate increases in traffic flow along 13th Avenue as a result of growth in Northwest and Southwest Regina. Bike lanes will also be added to 13th Avenue. Funding for this program is provided through 100% Roads and Related Servicing Agreement Fees.
Arcola Avenue - Victoria Ave to Winnipeg Street	Arcola Avenue is an important expressway corridor for the City of Regina. The current Asphalt is near the end of its life cycle and requires replacement. The overall city growth requires that the corridor be widened and improved to sustain the level of service for traffic. As part of the widening, new roadside landscaping will be provided.
Arcola Express Bus Route	<p>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.</p> <p>The Federal Government is contributing to this project through the Public Transit Infrastructure Fund (PTIF).</p>
Argyle Street North extension - Sangster Boulevard to Rochdale Boulevard	The City is constructing an extension of Argyle Street North from Sangster Boulevard up to Rochdale Boulevard to serve as the new arterial road to the Capital Crossing and Hawkstone Developments. The project is complex because it will be crossing various pipeline corridors which include main lines of Enbridge, a company that operates a liquid hydrocarbon pipeline transportation system within Canada.
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	<p>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.</p> <p>The Bridge Infrastructure Renewal program's capital plans are developed based on the results of the condition assessments, detailed field testing and engineering judgement. Priorities are also established based on the current funding level, structural capacity, and impacts on city's transportation network system. Bridges on major roads and high volume traffic roads are typically given more priority.</p>

Detailed Project/Program Descriptions (General Fund Capital) – Continued

Project/Program Name	Project/Program Description
Business Transformation Program - Consolidated	<p>Access to data for informed, strategic and timely reporting and decision making has been hampered by outdated technology and processes. Two interdependent Business Transformation initiatives have been planned for 2016 and 2017:</p> <ul style="list-style-type: none"> – The Planning, Budget & Analysis (PBA) initiative provides enhanced reporting capabilities using a new Hyperion budget system that is fully integrated with the Financial and HR system providing stronger linkages from strategy to funding plans to actual spending. This project will also enable us to view budget by service and to introduce a service inventory that relates to MBN Canada benchmarking. – The next step after implementing the Human Resources Management Software foundation is to implement Oracle Employee and Manager Self-Service as well as introduce Business Intelligence (BI) and HR Analytics. This project will provide access to HR data and pre-built reports. The BI technology is also a required component of the PBA project above as a foundation for financial reporting.
Cemeteries Facilities Asset Management	<p>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.</p>
Cemeteries General Allocation	<p>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.</p>
Chart of Accounts Project	<p>The City of Regina's current Chart of Accounts is causing challenges with the City's ability to streamline financial reporting and analysis in advance of implementing a new budgeting system and considerations around the requirements for MBN Canada.</p>
Chuka Boulevard - Primrose Green Drive to Arens Road	<p>This project includes the design and construction of Chuka Boulevard from Primrose Drive to Arens Road to facilitate The Towns development. This project will include roadway design, construction and landscaping. Funding for this project is provided through 60% Developer Contributions and 40% Roads and Related Servicing Agreement Fees.</p>

Detailed Project/Program Descriptions (General Fund Capital) – Continued

Project/Program Name	Project/Program Description
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 a sprinkler system. The remainder of floors at City Hall do not currently have a sprinkler system for fire suppression, but would be implemented 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 Maintenance	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.
City-Wide Travel Survey	Detailed inspections on the City's inventory of roadway bridges are completed on a 3-year cycle and pedestrian bridges on a 5-year cycle. The City also performs regular safety inspections between these detailed inspections to identify any additional damage, identify any new issues, and monitor any previously identified issues in the detailed inspection reports.
Civic Fleet Replacement	This project addresses the replacement of civic fleet assets that have completed or exceeded their economic service life. In 2017, 133 vehicles and equipment units are scheduled for replacement.
Civic Radio System Replacement	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.
Comprehensive Zoning Bylaw Review	<p>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."</p> <p>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.</p>
Consolidated Public Works Facility	There are currently 84 structures in the City's infrastructure network, which includes 39 roadway bridges, 36 pedestrian bridges, eight rail overpasses, and one pedestrian tunnel. Eleven roadway bridges were transferred to the City of Regina from the Ministry of Highways and infrastructure as part of the Urban Highway Connector Program in 2011. The current estimated replacement cost of the City's infrastructure network is approximately \$208 million.

Detailed Project/Program Descriptions (General Fund Capital) – Continued

Project/Program Name	Project/Program Description
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 FTE's approved through the annual operating and capital budget process. Funding is to be adjusted based on the actual FTE's approved every year.
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. The funding being requested in 2017 is specifically to fund office space renovations on the 6th floor of City Hall.
Corporate Payments Project	The Corporate Payment System is intended to replace Point of Sale technology that will be unsupported in the future. The current Point of Sale system interfaces with almost half of the City's lines of business to collect \$250 million to \$300 million in revenue annually. The Project will be undertaken to ensure the City has an adequate and supported solution in place so that the revenue collection process is not interrupted.
Crime Prevention Through Environmental Design Improvements	Currently, the City's inventory of 39 roadway bridges has the following condition ratings; 23 in good (59%), three in fair (8%), and 13 in poor (33%). A 'poor' condition rating does not necessarily imply an imminent safety danger; however it implies that a major rehabilitation is required within the near future (e.g. within 10 years). The City's current inventory of 36 pedestrian bridges has the following condition ratings; 23 in good (64%), 11 in fair (30%), and two in poor (6%).
Diefenbaker Drive - McCarthy Boulevard to Balzer Road	This project includes the detailed design and construction of Diefenbaker Drive from McCarthy Boulevard to Balzer Road, the north access to the Skyview development. It will include road construction, street trees and landscaping. The road construction will help meet long-term transportation needs in northwest Regina by providing a second access into the Skyview subdivision.
Diefenbaker Drive - Skyview Subdivision access to Courtney Street	This project includes the detailed design and construction of Diefenbaker Drive to create an access from Skyview Subdivision to Courtney Road. It will include road construction, street trees and landscaping. The road construction will help meet long-term transportation needs in northwest Regina by providing a second access into the Skyview subdivision.
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 removed and a right-in/right-out access was installed to provide direct access to Eastgate Drive. To address access concerns, a temporary bridge was constructed. This project will result in a permanent solution to the access concerns.

Detailed Project/Program Descriptions (General Fund Capital) – Continued

Project/Program Name	Project/Program Description
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.
Employee Provided Parking Revitalization (City Hall)	This capital program includes the ongoing capital renewal and asset management of the City Hall Parkade. Parkade structures are exposed to extreme temperatures and the rigors of vehicles, snow removal, road salt, etc. and require significant renewal approximately every 10 years, with ongoing regular maintenance and renewal. In 2016, the City Hall Parkade was assessed and a report detailing the existing condition and renewal requirements was developed. The report reviewed a number of Life Cycle Assessment and Repair and Rehabilitation Strategies resulting in a recommendation for the lowest total cost of ownership for the next 50 years. The funding requested through this program is consistent with the recommendations within the report and includes minor renewal every couple of years, to address small membrane patches, or other items.
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 - formerly FARS	<p>Consistent with the Corporate Facilities Master Plan, this program involves allocating funding to key facilities for projects identified in Facilities Management Services 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 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 Sandra Schmirler Leisure Centre, Northwest Leisure Centre and the Sportplex.</p> <p>This program is intended to preserve existing City facility assets through prudent asset management planning and prioritization.</p>

Detailed Project/Program Descriptions (General Fund Capital) – Continued

Project/Program Name	Project/Program Description
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 National Fire Protection Association Standards, Canadian Standards Association 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	Replacement of frontline fire apparatus and support vehicle assets that have reached or exceeded their planned economic life. In 2017, one Pumper Apparatus, one SUV Support Vehicle, one Pick-up Support Vehicle and one Delivery Van Support Vehicle are planned.
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	<p>The City has a staged plan to acquire one motor grader per year for three years. Since 2006, the City's road network has grown by 20% from 891 km in 2006 to 1072 km in 2015. Due to ongoing rapid development, this network will further grow in the near future. Over this same period of time, the alley network in Regina has increased by approximately 2.6%.</p> <p>In addition, the 2013 Annexation of the RM of Sherwood resulted in the acquisition of an additional 35 km of grid roads around the perimeter of the City of Regina. This is over a 100% increase to the number of gravel roads we are responsible to maintain year round. Ownership of this equipment is the most cost effective and reliable solution.</p>

Detailed Project/Program Descriptions (General Fund Capital) – Continued

Project/Program Name	Project/Program Description
Fleet Addition - Transit Buses	<p>In March 2014, seven replaced buses were temporarily retained in service to ensure enough buses are available to meet daily operational requirements; this increased the number of buses in service from 108 to 115. However, the funding available for the Transit Fleet Replacement Program is designed to sustain a fleet of 108 conventional transit buses.</p> <p>The on-going size of the conventional transit bus fleet has been assessed and it has been concluded that the number of buses in the fleet should be increased from 108 to 112 on a permanent basis to ensure bus availability on an on-going basis. While that is a decrease from the current 115 buses in service, it is expected that replacing the seven retained buses with four new buses will continue to provide the required fleet availability.</p>
Future Radio System Enhancement/Upgrade	<p>The City owns and operates 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.</p> <p>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.</p> <p>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.</p>
Geodimeters	<p>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.</p>
Geospatial Printer/Plotter/Scanner	<p>Geospatial Services (Geomatics, Drafting and Infrastructure Services) as well as Development Engineering Branch require specialized equipment to print large size maps and drawings. The current equipment provides printer, plotter and scanner functions. The scanner and printer are no longer supportable with a service contract and are at risk of a significant breakdown. The current equipment is at the end of its lifespan. New technology is available that is capable of printing faster than current equipment and is more compact.</p>
Golf Course Facilities Asset Management	<p>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's programs and operations can continue to effectively operate.</p>

Detailed Project/Program Descriptions (General Fund Capital) – Continued

Project/Program Name	Project/Program Description
Golf Courses General Allocation	<p>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.</p>
Ice Control Equipment Upgrade	<p>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 a 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.</p> <p>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.</p>
Implementation of Planning and Building Software	<p>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.</p> <p>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.</p>
Irrigation System Restoration	<p>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.</p>

Detailed Project/Program Descriptions (General Fund Capital) – Continued

Project/Program Name	Project/Program Description
ITS Sustainable Infrastructure	Provides the ongoing funding to replace aging and end of life Information Technology Services 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 five 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 five 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 licenses, Wi-Fi hardware/software/licenses and other related infrastructure growth costs.
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.</p> <ul style="list-style-type: none"> – 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. 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.

Detailed Project/Program Descriptions (General Fund Capital) – Continued

Project/Program Name	Project/Program Description
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.</p> <p>Landfill closure ensures compliance with the requirement of Saskatchewan Ministry of Environment (SMOE)'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 is scheduled for completion in 2016 with closure work anticipated to begin in 2018. 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>
Landfill Operations 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 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 operational functions, including truck parking, are indoors to make operations more efficient during severe weather conditions. The location of the building adjacent to the Landfill 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.</p>
Lewvan Drive and 13th Avenue Intersection Improvements	<p>Regina is growing and new developments located west side of the City increased traffic volumes at 13th Avenue and at the intersection of Lewvan Drive and 13th Avenue. Traffic congestion is evident during rush hours and levels of service of traffic movements are low and failing. The project would include widening 13th Avenue and creating new turning lanes and bike lanes on 13th Avenue. The project would also include rehabilitation of traffic signals and provision of painted pavement markings and signage.</p> <p>The proposed improvements will increase the levels of service and solve current and future traffic situations in said location by construction of a dedicated left turn lane on 13th Avenue. The project would also include construction of sidewalk on the south side of 13th Avenue from Lewvan Drive to Pasqua Street to improve pedestrian movements and address pedestrian safety. Drainage and relocation of utilities and traffic signals resulting from road widening will also be completed. A bike lane will also be provided on the westbound lanes. With these additional items to the project, an increased budget is necessary for funding and implementation.</p>

Detailed Project/Program Descriptions (General Fund Capital) – Continued

Project/Program Name	Project/Program Description
Mâdawêyatitân Centre (formerly North Central Shared Facility)	<p>Since 2003, the City of Regina, Regina Public School Board and Regina Public Library, as well as other government entities and community stakeholders have been working towards the creation of the Mâdawêyatitân Centre. It has evolved into a fully integrated model where stakeholders share common goals and work together to achieve them. It supports a new way of community leadership and a new way of educating students. This initiative contributes to the development of a stronger, healthier and more engaged community which has a positive impact on the overall neighbourhood. The Mâdawêyatitân Centre also contributes to the North Central community's vision for a safe, healthy and caring community and is consistent with the City's efforts to revitalize neighbourhoods.</p> <p>Using an integrated approach the Mâdawêyatitân Centre is used to provide a unique mix of cultural, social, educational, recreational and community programs and services.</p> <p>The Development and Master Use Agreements were finalized in February 2015 and construction has begun. Funds will be used to honour those agreements and invest in the City's portion of the building construction, with a projected opening of early 2017.</p>
Mosaic Stadium Decommissioning	<p>As part of the RRI project and in preparation of the Taylor Field Neighbourhood Development, the existing Mosaic Stadium at Taylor Field will be decommissioned following the full operation of the new Mosaic Stadium at Evraz Place.</p>
Multi-use Pathway Asphalt Recapping	<p>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.</p> <p>Recapping includes cleaning and applying tack oil to the area to be recapped and supplying and installing 50 mm of hot mix asphalt.</p>
Municipal Justice Building Decommissioning	<p>The Municipal Justice Building has exceeded its useful life and needs to be decommissioned. As of the summer of 2015, the Regina Police Service is no longer utilizing the building and has turned operation and maintenance of the building back over to the City. This funding will permit the demolition of the 1957 portion of the facility so that land can be reclaimed for future site development and prepare the original 1930 portion of the facility for sale.</p>
Neighbourhood and Corridor Plans	<p>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 Citywide OCP policies D2 - D11. Updates to existing Neighbourhood plans are also required to ensure consistency between these older plans and the new OCP.</p>
Neighbourhood Park Planning and Development	<p>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.</p>

Detailed Project/Program Descriptions (General Fund Capital) – Continued

Project/Program Name	Project/Program Description
Neil Balkwill Renovations	<p>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 forecasted 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 savings.</p>
New/Enhanced Traffic Signals	<p>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.</p> <p>In 2017 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 2017 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.</p>
Oil Distributor Procurement	<p>Over the next few years, Asphalt Services has committed to performing work on the Street Infrastructure Renewal program, Residential Road Renewal program, maintenance paving under the patching budget as well as work with other departments such as Facilities parking lots and Major projects stadium parking lots. In 2016, the Council approved funding for an additional paving crew to support the expanded paving program. One 18 year old distributor serves three paving crews. The process of repaving the road is to close traffic first, then mill off old asphalt, apply coating of asphalt emulsion with oil distributor and repave the street. Failure of the oil distributor causes high reputational risk as potentially high traffic area could be closed to traffic until the oil distributor is fixed with no construction activity being performed. There have also been new initiatives regarding asset management practices and improved work processes on asphalt maintenance repairs that have dictated the need for an additional oil distributor. Furthermore, the cost savings from the additional capacity created by having an extra distributor would cover the cost of the new equipment in one year.</p>

Detailed Project/Program Descriptions (General Fund Capital) – Continued

Project/Program Name	Project/Program Description
On-Street Bike Lanes and Multi-Use Pathways	This project includes the 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.
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.
Paratransit Bus Addition Spare Ratio Increase	<p>The Government of Canada has established the Public Transit Infrastructure Fund for Canadian Municipalities for specific projects that must be completed by March 2018. The Federal Government will fund 50% of the cost of the project and the City of Regina will fund the other 50%. Paratransit requires an additional bus to bring its spare ratio up to an acceptable level. The City would ultimately be responsible for 50% of the total cost.</p> <p>Paratransit currently has 32 buses with 28 operating in peak service resulting in a 12.5% spare ratio. The industry standard is a 15% spare ratio. Adding a bus to the paratransit fleet will give paratransit a 15% spare ratio.</p>
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).
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.

Detailed Project/Program Descriptions (General Fund Capital) – Continued

Project/Program Name	Project/Program Description
Parks and Open Space Restoration	<p>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.</p> <p>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.</p>
Parks Maintenance - Fleet Equipment Requirements	<p>The Parks Maintenance Branch currently maintains 2,470 hectares of open space which is equivalent to the surface area of 5,600 football fields. As a result, various equipment is required for day to day operations in parks, athletic fields and other open space areas.</p> <p>The Department expects to take over 47 hectares of additional open space in 2017 and requires the purchase of a 16' Mower, 72" Mower, Mini Excavator as well as a Zero Turn Mower to maintain service levels.</p>
Pasqua and 9th Avenue North - Property Purchase	<p>Land is required for the future upgrade of Pasqua Street and 9th Avenue intersection to accommodate growth and increased capacity through either an intersection upgrade or a grade separated interchange. This acquisition is funded 100% by the Service Agreement Fees - Roads and Related Reserve.</p>
Pasqua Street South of Dewdney Avenue Roadway Improvements	<p>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 which 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.</p>
Plant Material Establishment Funding	<p>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.</p>
Playground Replacement and Restoration Program	<p>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 2017, funds will be used to replace two play structures and repair synthetic surfacing at another site.</p>
Prince of Wales Drive Twinning - Eastgate Drive to Dewdney Avenue	<p>This project includes the detailed design and construction of the east half of the existing Prince of Wales Drive. It may include the addition of vehicle lanes, relocation of utilities and installing landscaping. The addition of these lanes will serve to meet increased traffic demands resulting from development in east Regina. Funding is provided through 100% Roads and Related Service Agreement Fees.</p>

Detailed Project/Program Descriptions (General Fund Capital) – Continued

Project/Program Name	Project/Program Description
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 Master Plan Development	The City's Recreation Facility Plan was approved by Council in 2010. The Plan has been used to guide capital planning and investments in relation to City-owned facilities; to provide input into new developments; and to assess and pursue community partnership opportunities. In the six years since the Plan was approved there have been significant changes that require a refresh. First, the City is growing at a more significant rate than anticipated when the Plan was developed. There is a need for the plan to provide recommendations to respond to the growing and diverse community. Second, the City has adopted the OCP. There is an opportunity to align the Recreation Master Plan with the OCP. Third, the City has new information related to the condition of aging recreation facilities. This information should influence the future direction. Lastly, there is an opportunity to consider regional growth, access by the region to city facilities and potential future partnerships. A refresh of the Plan will include the updating of condition assessment data for all major recreation facilities as well as extensive consultation with citizens. The revised Plan will be used to inform investments in recreation to respond to growth and aging infrastructure. It will also provide an assessment tool for considering community partnerships. This is the second year of a two-year project.
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 on a new site. The new facility and location will have a connection to the community with opportunities to co-locate city administration, community programming or sport and recreation facilities.

Detailed Project/Program Descriptions (General Fund Capital) – Continued

Project/Program Name	Project/Program Description
Regina.ca & CityApp Redesign	<p>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 (e.g. 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.</p> <p>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.</p> <p>Redesigning Regina.ca and CityApp will lead to a number of qualitative and quantitative benefits for the City and for residents.</p>
Residential Roads Improvement 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.</p> <p>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. The 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.</p> <p>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.</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>

Detailed Project/Program Descriptions (General Fund Capital) – Continued

Project/Program Name	Project/Program Description
Regina Revitalization Initiative Multi Use Pathway	<p>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.</p> <p>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 new stadium to the west of the existing facility will make this walk less appealing.</p> <p>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 approved OCP.</p>
Saskatchewan Drive Corridor Plan and Coordination Initiative	<p>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:</p> <ul style="list-style-type: none"> – 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.
Small Tools Replacement	Replacement of small tools under the civic Fleet Replacement Reserve.
Snow Routes - Pilot Project	The proposal is to implement a pilot project of snow route program on selected Category 1 and 2 streets in the City. The program will recover a portion of the operational cost through parking tickets and towing fees. A phased in approach for implementation of this Program is recommended to support the community's adjustment to the variable parking restrictions, to assess the appropriateness of the routes, and to manage to necessary operational changes to support the communication and enforcement of program.
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.

Detailed Project/Program Descriptions (General Fund Capital) – Continued

Project/Program Name	Project/Program Description
Street Infrastructure Renewal	<p>The Street Infrastructure Renewal program is in place to improve the condition of existing city street infrastructure assets.</p> <p>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 (UHCP).</p> <p>Administration conducts street infrastructure condition assessment program based on surface distress, structural capacity, rideability 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.</p> <p>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. The 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 CO₂ over the next five years.</p>
Tennis Court Redevelopment	<p>The City currently provides four synthetic surface tennis sites (with a total of 14 courts) that are intended for city-wide and competitive use as well as 20 asphalt sites (with a total of 42 courts) that allow for participation at the neighbourhood level.</p> <p>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. Starting in 2016, the focus shifted to the City's asphalt sites.</p> <p>The plan for 2017 is to upgrade two more asphalt court sites – Gocki Park and Harvest City Church.</p>

Detailed Project/Program Descriptions (General Fund Capital) – Continued

Project/Program Name	Project/Program Description
Traffic Infrastructure Renewal	<p>Traffic Infrastructure renewal will be a program in 2017 that will be comprised of the following:</p> <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
Traffic Signal Pre-emption	<p>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's 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.</p> <p>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.</p> <p>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.</p>
Trans-Canada Highway 1 Bypass Expressway Lighting	<p>Through The Urban Highway Connector Program, the City has management and operation responsibility for the Highway 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.</p>

Detailed Project/Program Descriptions (General Fund Capital) – Continued

Project/Program Name	Project/Program Description
Transit Customer Service and Safety	<p>The Government of Canada has established the Public Transit Infrastructure Fund for Canadian Municipalities to access for specific projects that must be completed by March 2018. The Federal Government will fund 50% of the cost and the City of Regina will fund the remaining 50% of the project. These projects would include:</p> <ul style="list-style-type: none"> – Bus stop accessibility – Bus shelter replacement – External bus stop announcements and internal stop display – Install Q-Pod securement systems on conventional buses – Install quantum securement systems on conventional buses – Purchase and installation of paratransit driver seats <p>All the above projects will improve employee and customer safety, as well as improving the overall experience of customers using the Transit system.</p>
Transit Fleet Maintenance Facility	<p>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.</p>
Transit Fleet Replacement	<p>The Fleet Replacement Program includes the replacement of Transit Fleet assets that have reached or exceeded their planned economic life. For 2017, the original plan was for the replacement of six Paratransit buses only as sufficient funding was not available for the replacement of any 40 ft conventional transit buses in 2017.</p> <p>The new Public Transit Infrastructure Fund (PTIF) provides funding for Canadian municipalities to access for specific transit-related projects that must be completed by March 2018.</p> <p>Under the provisions of the PTIF, the Federal Government will fund 50% of the cost and the City of Regina will fund 50% of the cost of the project. The capital cost of six replacement Paratransit buses and 13 replacement 40-ft buses is \$8,255,000 with the City paying 50% of that cost for a total of \$4,127,500.</p>
Transit Scheduling Software	<p>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.</p>
Transit Shelters Improvements	<p>The primary function for transit shelters is to protect customers from the weather both directly (e.g. from rain), and indirectly (e.g. from splashing caused by passing cars). 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.</p>

Detailed Project/Program Descriptions (General Fund Capital) – Continued

Project/Program Name	Project/Program Description
Transit Technology Improvements	<p>The Government of Canada has established the Public Transit Infrastructure Fund (PTIF) for Canadian Municipalities to access for specific projects that must be completed by March 2018. The Federal Government will fund 50% of the cost and the City of Regina will fund the remaining 50% of the costs. Regina Transit current technology is outdated and requires upgrades. There are five projects that would improve the current technology being used and have a positive impact on Transit by increasing the efficiency of how we do our business.</p> <p>The five projects are as follows:</p> <ul style="list-style-type: none"> – BEA VeriFone - Convert all agents phone lines that sell Transit product from analog to digital lines. This will allow Transit to recruit additional agents to sell Transit products. – Update Trapeze Map - Maps in our current Paratransit and Conventional Routing/Scheduling called Trapeze requires updating as they do not include all parts of the City and manual work is required to determine Paratransit and Conventional routes. – New Modems for Mobile Data Terminals - There are issues with current modems not being powerful enough which causes problems with the units. – Handheld Fare collection units for Paratransit - Replace current units that are nearing the end of their lifespan. – Five additional Mobile Data Terminals - To have additional Mobile Data Terminals on hand to replace Mobile Data Terminals that are out of service for repairs.
Tree Replacement along Arterials, Buffers and Parks	<p>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 3-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.</p>
Underutilized Land Study (ULS)	<p>There are approximately 460 hectares of vacant land within Regina's built boundary and several hundred other hectares of land that is underutilized for one reason or another (i.e. site contamination, servicing constraints, land use restrictions, market forces) and have not been pursued by the development community. In order to achieve the OCP's Intensification goal of directing at least 30% of new population to existing urban areas to attract new private investment in vacant sites, the City can positively shift the viability of developing these lands. By utilizing existing infrastructure and services while generating new property assessment, intensification projects have a two-fold positive budget impact.</p> <p>The Underutilized Land Study will identify potential regulatory, environmental and economic barriers to private sector redevelopment through stakeholder engagement, data collection and analysis, and provide recommendations on how the City can improve the viability of these sites. The findings of the Study will be used by City Administration to present recommendations to City Council on specific actions the City can undertake to improve the viability of underutilized sites through the creation of an Underutilized Land Improvement Strategy. Implementation of any recommendations identified within the Study is not within the scope of this project.</p>

Detailed Project/Program Descriptions (General Fund Capital) – Continued

Project/Program Name	Project/Program Description
Upgrade of Major Components of Asphalt Plant	This funding is 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.
Waste Plan Regina - Implementation	<p>The City of Regina promotes recycling as part of Waste Plan Regina (WPR), our waste management strategy. We provide all single-family homes with a curbside recycling service and require all multi-family properties to have recycling services on site for their residents. Moving forward with WPR recommendations, the City will introduce recycling to non-residential properties.</p> <p>Currently, the City has limited recycling in its own facilities and wishes to increase those opportunities. This program will have two objectives:</p> <ul style="list-style-type: none"> – Demonstrate the City's commitment to diverting waste from the landfill – Serve as a pilot, developing, implementing and evaluating recycling opportunities which will form Administration's recommendations for a recycling program directed to non-residential properties
Winnipeg Street Extension - 12th Avenue North to Somerset North Access	This project is the upgrading of Winnipeg Street as per the Somerset Concept plan. The road will be upgraded structurally (paved) in order to support the Somerset development. The Canadian Pacific Railway crossing will also be upgraded and widened as part of this project. The completion of this project will achieve an engineered road capable of handling the expected increased traffic as a result of development. This will provide professional services for design and construction of the aforementioned project. The additional request is the increased cost of the rail crossing safety improvements.
Workspace Improvement Program	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.
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> <p>Knowing that it may take years for new areas to develop, as an interim measure Council approved the opening of an off-leash park in the East Industrial area in 2016.</p>

Appendix E

Detailed Utility Fund Capital Plan

Detailed Utility Fund Capital Budget by Department (\$000s)

Division	Department	Project/Program Name	2017	2018	2019	2020	2021	Grand Total
City Planning & Development	City Planning	Detention pond in future new development area to be determined		-	-	-	500.0	500.0
	Development Services	Sanitary Mains Oversizing						
		Water Distribution Main Oversizing		100.0	100.0	100.0	100.0	400.0
		Detention Pond and Drainage Route – The Towns		1,750.0	-	-	-	1,750.0
		Fleet Street Sewage Pumping Station			4,500.0			4,500.0
		Sanitary Trunk Main Oversizing - Westerra - Pump Station to Dewdney Avenue	500.0	-	-	-	-	500.0
		Twinning of Trunk Sewer Main: 9th Avenue North and CNR Row		-	-	600.0	600.0	1,200.0
		SE New Development - Detention Pond & Drainage Channel		-	-	500.0	-	500.0
		Water Distribution Main Oversizing - Gordon Road - Campbell St to West Boundary of Harbour Landing West Phase 1	350.0	-	-	-	-	350.0
		Courtney Street Trunk Water Main - Whelan Dr to Diefenbaker Dr		-	1,000.0	-	-	1,000.0
		Water Main Oversizing, Westerra - Courtney St to Pinkie Rd	800.0	-	-	-	-	800.0
		Sanitary Trunk Main - Kensington - Kingbird Rd to CPR Lanigan Line	190.0	-	-	-	-	190.0
		Buffalo Pound Water Supply Line Casing – CPR K+S Rail Spur	245.0	-	-	-	-	245.0
		Eastbrook Phase 1 Linear Detention Pond	1,500.0	-	-	-	-	1,500.0
		Eastbrook Phase 2 Linear Detention Pond	2,700.0	-	-	-	-	2,700.0
		Sanitary Main Oversizing - Eastbrook Phase 1	1,050.0	-	-	-	-	1,050.0
		Storm Trunks - Eastbrook Subdivision Phase 1	2,000.0	-	-	-	-	2,000.0
		Storm Trunks - Eastbrook Subdivision Phase 2	2,500.0	-	-	-	-	2,500.0
		Storm Trunks - Towns South Subdivision Stage 1F	850.0	-	-	-	-	850.0
		Storm Water Detention Pond - Somerset Neighbourhood.	2,000.0	-	-	-	-	2,000.0
		Trunk Water Main, Kensington - Kingbird Rd to CPR Lanigan Line	140.0	-	-	-	-	140.0
		Water Main Oversizing - Eastbrook Phase 1	140.0	-	-	-	-	140.0
		Water Main Oversizing - Eastbrook Phase 2	250.0	-	-	-	-	250.0
	Planning	The Creeks Wastewater Pump Station Expansion - Design and Construction	3,500.0	-	-	-	-	3,500.0
		Eastern Pressure Solution		10,000.0	20,000.0	20,000.0	13,500.0	63,500.0
		Serviceability Study for 300K+ Lands		500.0				500.0

Detailed Utility Fund Capital Budget by Department (\$000s) – Continued

Division	Department	Project/Program Name	2017	2018	2019	2020	2021	Grand Total
City Planning & Development Total			18,715.0	12,350.0	25,600.0	21,200.0	14,700.0	92,565.0
Corporate Services	Finance	Utility Billing Equipment Replacement Program	20.0	20.0	40.0	20.0	20.0	120.0
		Utility Billing System Upgrade and Maintenance	750.0	350.0	150.0	240.0	100.0	1,590.0
	Information Technology Services	Corporate Infrastructure – Utility Portion	325.0	325.0	325.0	325.0	325.0	1,625.0
Corporate Services Total			1,095.0	695.0	515.0	585.0	445.0	3,335.0
Transportation & Utilities	Solid Waste Management	Environmental Compliance – Storm Water Retention Ponds	50.0	50.0	50.0	50.0	50.0	250.0
		Water Works						
		Area 1 & 17 - Location 1	3,500.0					3,500.0
		Area 1 & 17 - Location 2		500.0	4,000.0			4,500.0
		Area 1 & 17 - Location 3			500.0	4,000.0		4,500.0
		Area 1 & 17 - Location 4				500.0	4,000.0	4,500.0
		Area 13 Upgrades - Imperial Park Detention Facility and Relief Trunk Upgrade		-	500.0	5,500.0	5,000.0	11,000.0
		Area 8 Upgrades - Arcola Avenue Detention Facility	4,000.0	-	-	-	-	4,000.0
		Buffalo Pound Water Treatment Plant Substation	3,000.0	3,000.0	-	-	-	6,000.0
		Drainage Infrastructure Renewal	2,930.0	2,930.0	2,930.0	2,930.0	2,930.0	14,650.0
		Drainage Master Plan		650.0				650.0
		Drainage Pump/Lift Station Replacements		-	230.0	-	690.0	920.0
		Drainage Pump/Lift Station Upgrades	200.0	200.0	200.0	200.0	200.0	1,000.0
		Dykes, Drainage Channels and Lake Improvements	400.0	400.0	400.0	400.0	200.0	1,800.0
		Fire & Security Vulnerability Upgrade - Monitoring		800.0	800.0	-	-	1,600.0
		Future Equipment Purchase		250.0	250.0	250.0	250.0	1,000.0
		Groundwater Well Renewals	1,000.0					1,000.0
		Hydrant Nozzle Replacement		120.0	120.0	120.0	120.0	480.0
		Reservoir Inspection and Rehabilitation	600.0	2,500.0	-	-	500.0	3,600.0
		Second Pressure Zone Upgrades			945.0			945.0
		Supply Line Improvements	1,300.0	1,000.0	1,000.0	1,000.0	1,000.0	5,300.0
		Trench Settlement Remediation	300.0		300.0	300.0	300.0	1,200.0
		Wastewater Infrastructure Renewal	6,030.0	8,530.0	9,530.0	9,530.0	9,530.0	43,150.0
		Wastewater Pump/Lift Station Replacements		2,182.0	-	230.0	-	2,412.0
		Water Infrastructure Renewal	9,905.0	8,705.0	9,905.0	9,905.0	9,905.0	48,325.0
		Water Meter Installations	500.0	500.0	500.0	500.0	500.0	2,500.0
		Water Meters and AMR Replacement	750.0	750.0	1,300.0	9,145.0	15,370.0	27,315.0
		Water Pumping Station Upgrades and Equipment Replacement	2,300.0	2,000.0	2,000.0	2,000.0	2,000.0	10,300.0
		Water Supply (Storage) Capacity Expansion		-	4,000.0	12,000.0	12,000.0	28,000.0

Detailed Utility Fund Capital Budget by Department (\$000s) – Continued

Division	Department	Project/Program Name	2017	2018	2019	2020	2021	Grand Total
		Trunk Relief Initiative	5,500.0	10,000.0	4,000.0	4,000.0		23,500.0
		Variable Frequency Drive installation to BPWTP pumps		-	-	500.0	-	500.0
		West Well Radio Upgrades	15.0	20.0	15.0			50.0
		Hydro-vac Truck	450.0					450.0
		NPS Chlorine Booster Station		2,500.0				2,500.0
		Ross Chlorine Booster Station		500.0				500.0
		Water Control System Upgrades	64.0	80.0	64.0			208.0
		Lift Station Radio Upgrades	18.0	12.0	9.0			39.0
		MBPS UCP Unity Upgrade	45.0					45.0
		Wastewater Capacity Upgrade			5,000.0	5,000.0	5,000.0	15,000.0
		Wastewater Control System Upgrades	16.0	32.0	16.0			64.0
		Drainage Control System Upgrades	32.0	32.0	48.0	32.0		144.0
		SDO Catch Basin Cleaner Truck	450.0					450.0
		SDO Easement Cleaning Machine	95.0					95.0
		Area 1 & 17 - Location 5					500.0	500.0
		Area 10 Upgrades - Location 1					500.0	500.0
		Area 13- Avonhurst Relief Trunk		500.0	3,000.0			3,500.0
		McCarthy Boulevard Pumping Station – New Garage Construction Project – Analysis of Scope Change (Crane Addition)	250.0	-	-	-	-	250.0
		Area 13 Upgrades - St. Anne Park Detention	500.0	3,000.0	-	-	-	3,500.0
		Wastewater Lift Station Upgrade	300.0	300.0	300.0	300.0	300.0	1,500.0
		Large Diameter Cast Iron rehabilitation and resurfacing	1,400.0	2,000.0	2,000.0	2,000.0	2,000.0	9,400.0
		Equipment for Modified Crew	725.0					725.0
		Water Meter Test Bench		500.0				500.0
			46,625.0	54,543.0	53,912.0	70,392.0	72,845.0	298,317.0
Utility Capital Total			66,435.0	67,588.0	80,027.0	92,177.0	87,990.0	394,217.0

Utility Capital by Program (\$000s)

Program Name	Project Name	2017	2018	2019	2020	2021	Grand Total
Water Supply & Distribution	Buffalo Pound Water Supply Line Casing – CPR K+S Rail Spur	245.0	-	-	-	-	245.0
	Buffalo Pound Water Treatment Plant Substation	3,000.0	3,000.0	-	-	-	6,000.0
	Corporate Infrastructure – Utility Portion	325.0	325.0	325.0	325.0	325.0	1,625.0
	Eastern Pressure Solution		10,000.0	20,000.0	20,000.0	13,500.0	63,500.0
	Fire & Security Vulnerability Upgrade - Monitoring		800.0	800.0	-	-	1,600.0
	Future Equipment Purchase		250.0	250.0	250.0	250.0	1,000.0
	Groundwater Well Renewals	1,000.0					1,000.0
	Hydrant Nozzle Replacement		120.0	120.0	120.0	120.0	480.0
	Hydro-vac Truck	450.0					450.0
	NPS Chlorine Booster Station		2,500.0				2,500.0
	Reservoir Inspection and Rehabilitation	600.0	2,500.0			500.0	3,600.0
	Ross Chlorine Booster Station		500.0				500.0
	Second Pressure Zone Upgrades			945.0			945.0
	Serviceability Study for 300K+ Lands		500.0				500.0
	Supply Line Improvements	1,300.0	1,000.0	1,000.0	1,000.0	1,000.0	5,300.0
	Trench Settlement Remediation	300.0		300.0	300.0	300.0	1,200.0
	Trunk Water Main, Kensington - Kingbird Rd to CPR Lanigan Line	140.0	-	-	-	-	140.0
	Utility Billing Equipment Replacement Program	20.0	20.0	40.0	20.0	20.0	120.0
	Variable Frequency Drive installation to BPWTP pumps		-	-	500.0	-	500.0
	Water Control System Upgrades	64.0	80.0	64.0			208.0
	Water Distribution Main Oversizing		100.0	100.0	100.0	100.0	400.0
	Water Infrastructure Renewal	9,905.0	8,705.0	9,905.0	9,905.0	9,905.0	48,325.0
	Water Main Oversizing - Eastbrook Phase 1	140.0					140.0
	Water Main Oversizing - Eastbrook Phase 2	250.0					250.0
	Water Meter Installations	500.0	500.0	500.0	500.0	500.0	2,500.0
	Water Meter Test Bench		500.0				500.0
	Water Meters and AMR Replacement	750.0	750.0	1,300.0	9,145.0	15,370.0	27,315.0
	Water Pumping Station Upgrades and Equipment Replacement	2,300.0	2,000.0	2,000.0	2,000.0	2,000.0	10,300.0
	Water Supply (Storage) Capacity Expansion			4,000.0	12,000.0	12,000.0	28,000.0
	West Well Radio Upgrades	15.0	20.0	15.0			50.0
	Courtney Street Trunk Water Main - Whelan Dr to Diefenbaker Dr		-	1,000.0	-	-	1,000.0
	Water Distribution Main Oversizing - Gordon Road - Campbell St to West Boundary of Harbour Landing West Phase 1	350.0	-	-	-	-	350.0
	Water Main Oversizing, Westerra - Courtney St to Pinkie Rd	800.0	-	-	-	-	800.0
	Utility Billing System Upgrade and Maintenance	750.0	350.0	150.0	240.0	100.0	1,590.0
Total Water Supply &		23,204.0	34,520.0	42,814.0	56,405.0	55,990.0	212,933.0

Utility Capital by Program (\$000s) – Continued

Program Name	Project Name	2017	2018	2019	2020	2021	Grand Total
Distribution							
Wastewater Collection and Treatment	Lift Station Radio Upgrades	18.0	12.0	9.0			39.0
	MBPS UCP Unity Upgrade	45.0					45.0
	Sanitary Main Oversizing - Eastbrook Phase 1	1,050.0	-	-	-	-	1,050.0
	Sanitary Mains Oversizing						
	Sanitary Trunk Main - Kensington - Kingbird Rd to CPR Lanigan Line	190.0	-	-	-	-	190.0
	The Creeks Wastewater Pump Station Expansion - Design and Construction	3,500.0	-	-	-	-	3,500.0
	Trunk Relief Initiative	5,500.0	10,000.0	4,000.0	4,000.0		23,500.0
	Wastewater Capacity Upgrade			5,000.0	5,000.0	5,000.0	15,000.0
	Wastewater Control System Upgrades	16.0	32.0	16.0			64.0
	Wastewater Infrastructure Renewal	6,030.0	8,530.0	9,530.0	9,530.0	9,530.0	43,150.0
	Wastewater Lift Station Upgrade	300.0	300.0	300.0	300.0	300.0	1,500.0
	Wastewater Pump/Lift Station Replacements		2,182.0	-	230.0	-	2,412.0
	Fleet Street Sewage Pumping Station			4,500.0			4,500.0
	Sanitary Trunk Main Oversizing - Westerra - Pump Station to Dewdney Avenue	500.0	-	-	-	-	500.0
	Twinning of Trunk Sewer Main - 9th Avenue North and CNR Row		-	-	600.0	600.0	1,200.0
Total Wastewater Collection & Treatment		17,149.0	21,056.0	23,355.0	19,660.0	15,430.0	96,650.0
Drainage & Stormwater Collection	Area 1 & 17 - Location 1	3,500.0					3,500.0
	Area 1 & 17 - Location 2		500.0	4,000.0			4,500.0
	Area 1 & 17 - Location 3			500.0	4,000.0		4,500.0
	Area 1 & 17 - Location 4				500.0	4,000.0	4,500.0
	Area 1 & 17 - Location 5					500.0	500.0
	Area 10 Upgrades - Location 1					500.0	500.0
	Area 13- Avonhurst Relief Trunk		500.0	3,000.0			3,500.0
	Area 13 Upgrades - Imperial Park Detention Facility and Relief Trunk Upgrade		-	500.0	5,500.0	5,000.0	11,000.0
	Area 13 Upgrades - St. Anne Park Detention	500.0	3,000.0				3,500.0
	Area 8 Upgrades - Arcola Avenue Detention Facility	4,000.0	-	-	-	-	4,000.0
	Drainage Control System Upgrades	32.0	32.0	48.0	32.0		144.0
	Drainage Infrastructure Renewal	2,930.0	2,930.0	2,930.0	2,930.0	2,930.0	14,650.0
	Drainage Master Plan		650.0				650.0
	Drainage Pump/Lift Station Replacements			230.0		690.0	920.0
	Drainage Pump/Lift Station Upgrades	200.0	200.0	200.0	200.0	200.0	1,000.0
	Dykes, Drainage Channels and Lake Improvements	400.0	400.0	400.0	400.0	200.0	1,800.0
	Eastbrook Phase 1 Linear Detention Pond	1,500.0					1,500.0
	Eastbrook Phase 2 Linear Detention Pond	2,700.0					2,700.0
	Equipment for Modified Crew	725.0					725.0
	Large Diameter Cast Iron rehabilitation and resurfacing	1,400.0	2,000.0	2,000.0	2,000.0	2,000.0	9,400.0

Utility Capital by Program (\$000s) – Continued

Program Name	Project Name	2017	2018	2019	2020	2021	Grand Total
	McCarthy Boulevard Pumping Station – New Garage Construction Project – Analysis of Scope Change (Crane Addition)	250.0	-	-	-	-	250.0
	SDO Catch Basin Cleaner Truck	450.0					450.0
	SDO Easement Cleaning Machine	95.0					95.0
	Storm Trunks - Eastbrook Subdivision Phase 1	2,000.0	-	-	-	-	2,000.0
	Storm Trunks - Eastbrook Subdivision Phase 2	2,500.0	-	-	-	-	2,500.0
	Storm Trunks - Towns South Subdivision Stage 1F	850.0	-	-	-	-	850.0
	Storm Water Detention Pond - Somerset Neighbourhood.	2,000.0	-	-	-	-	2,000.0
	Detention pond in future new development area to be determined		-	-	-	500.0	500.0
	SE New Development - Detention Pond & Drainage Channel		-	-	500.0	-	500.0
	Detention Pond and Drainage Route – The Towns		1,750.0	-	-	-	1,750.0
Total Drainage & Stormwater Collection		26,032.0	11,962.0	13,808.0	16,062.0	16,520.0	84,384.0
Solid Waste	Environmental Compliance – Storm Water Retention Ponds	50.0	50.0	50.0	50.0	50.0	250.0
Total Solid Waste		50.0	50.0	50.0	50.0	50.0	250.0
Utility Capital Total		66,435.0	67,588.0	80,027.0	92,177.0	87,990.0	394,217.0

Utility Capital - Funding Sources (\$000s)

Funding Name	2017	2018	2019	2020	2021	Grand Total
Service Agreement Fees (Utility)	18,470.0	12,350.0	27,745.0	22,400.0	14,700.0	95,665.0
Utility Reserve	36,065.0	46,358.0	51,682.0	69,177.0	72,690.0	275,972.0
Moose Jaw	780.0	780.0	-	-	-	1,560.0
Other External	245.0	-	-	-	-	245.0
Federal/Provincial Grants	10,875.0	7,500.0	-	-	-	18,375.0
General Fund Reserve	-	600.0	600.0	600.0	600.0	2,400.0
Grand Total	66,435.0	67,588.0	80,027.0	92,177.0	87,990.0	394,217.0

Detailed Project/Program Descriptions (Utility Fund Capital)

Project/Program Name	Project/Program Description
Area 1 & 17 - Location 1	This project will upgrade the drainage system in Area 1 and 17 to reduce surface flooding and improve level of service in this area. The project is part of a multi-year improvement plan in the area.
Area 1 & 17 - Location 2	This project will upgrade the drainage system in Area 1 and 17 to reduce surface flooding and improve level of service in this area. The project is part of a multi-year improvement plan in the area.
Area 1 & 17 - Location 3	This project will upgrade the drainage system in Area 1 and 17 to reduce surface flooding and improve level of service in this area. The project is part of a multi-year improvement plan in the area.
Area 1 & 17 - Location 4	This project will upgrade the drainage system in Area 1 and 17 to reduce surface flooding and improve level of service in this area. The project is part of a multi-year improvement plan in the area.
Area 1 & 17 - Location 5	This project will upgrade the drainage system in Area 1 and 17 to reduce surface flooding and improve level of service in this area. The project is part of a multi-year improvement plan in the area.
Area 10 Upgrades - Location 1	This project will upgrade the drainage system in Area 10 to reduce surface flooding problems and improve the level of service in this area. The project is part of a multi-year improvement plan in the area.
Area 13 – 5th Avenue North Road Work	This project provides the opportunity for renewal of associated roadways in conjunction with the upgrades to the drainage system in Area 13 to be constructed in 2017.
Area 13- Avonhurst Relief Trunk	This project will upgrade the drainage system in Area 13 to reduce surface flooding and improve level of service in this area. The project is part of a multi-year improvement plan in the area.
Area 13 Upgrades - Imperial Park Detention Facility and Relief Trunk Upgrade	This project will upgrade the drainage system in Area 13 to reduce surface flooding and improve level of service in this area. The project is part of a multi-year improvement plan in the area.
Area 13 Upgrades - St. Anne Park Detention	This project will upgrade the drainage system in Area 13 to reduce surface flooding and improve level of service in this area. The project is part of a multi-year improvement plan in the area.
Area 8 Upgrades - Arcola Avenue Detention Facility	This project will provide for the Phase 2 construction of the Arcola Avenue upgrades to the drainage system in Area 8 to reduce surface flooding and improve level of service in this area. The project is part of a multi-year improvement plan in the area.

Detailed Project/Program Descriptions (Utility Fund Capital) – Continued

Project/Program Name	Project/Program Description
Buffalo Pound Water Supply Line Casing – CPR K+S Rail Spur	<p>In 2015 the Canadian Pacific Railway (CPR) executed a Crossing Agreement with the City of Regina to build a new rail spur line connecting Belle Plaine with the K+S Legacy Potash Mine overtop of the City's two Buffalo Pound Water Supply Lines. It was identified in the design review of the crossing location that a future water supply line will be required to cross the new rail spur line. The future water supply line is anticipated to be constructed in the next 15 to 25 year timeframe, dependent on population growth.</p> <p>The future water supply line will need a protective casing at the CPR rail spur line crossing. The City identified an opportunity to design and construct the protective casing required for the future water supply line concurrently with the CPR Crossing of the existing Buffalo Pound Water Supply Lines. Completing construction of the protective casing prior to the CPR spur line being active significantly reduces the risk and costs of crossing.</p>
Buffalo Pound Water Treatment Plant Substation	Improvements are required at the Buffalo Pound Water Treatment Plant to continue meeting quantity and quality of treated water delivered to Regina and Moose Jaw. Work includes design studies, detailed design engineering, and several installation construction contracts over a multiple year upgrade schedule. Funding is provided by the City of Regina's Utility Reserve (73%) and the City of Moose Jaw (27%).
Corporate Infrastructure – Utility Portion	This program provides for the Utility contribution to Information Technology projects that support the Utility as approved in the General Capital Program. Funding is provided from the Utility Reserve.
Courtney Street Trunk Water Main - Whelan Drive to Diefenbaker Drive	This project involves the design and construction of a trunk water main along Courtney Street from Whelan Drive to Diefenbaker Drive. The project is required for the servicing of the 235K lands north of the Mapleridge neighbourhood and south of Diefenbaker Drive. The project is 100% through Utility Servicing Agreement Fees.
Detention Pond and Drainage Route – The Towns	This project provides for the design and construction of a detention pond and drainage channel or storm trunk main to Chuka Creek in the Towns subdivision. The project includes design and construction for the excavation, outlet and landscaping. This project is 100% funded from Utility Servicing Agreement Fees.
Drainage Control System Upgrades	This project provides for the renewal and upgrade of drainage control systems to maintain operational reliability of drainage lift stations within the system.
Drainage Infrastructure Renewal	The drainage system requires ongoing rehabilitation and upgrading to maintain and improve the level of service and to ensure the system's reliability. This program includes inspections, assessments, cleaning, relining, replacement, and rehabilitation for the pipes, manholes and catch basins. The condition assessments may be done in conjunction with scheduled roadway renewal projects or proactively at locations as warranted.
Drainage Master Plan	This project will update the 2009 drainage master plan study to guide future renewal and upgrade plans to the drainage system to improve level of service.
Drainage Pump/Lift Station Replacements	The City's drainage pumping stations are aging and require replacement to restore or improve the level of service and function within the system.
Drainage Pump/Lift Station Upgrades	The drainage pumping stations are aging and require upgrading to restore or improve the level of service and to reduce emergency repair costs. This program will include assessment, pre-design, design, rehabilitation, and/or upgrades of existing pumping stations. The Utility Reserve funds this program.

Detailed Project/Program Descriptions (Utility Fund Capital) – Continued

Project/Program Name	Project/Program Description
Dykes, Drainage Channels and Lake Improvements	This program rehabilitates and improves the level of service of facilities such as dikes, channels, streams, lakes and ponds. Periodic assessments, repairs, modifications and improvements are required to ensure the integrity and capacity of these systems. The Utility Reserve funds this program.
Eastbrook Phase 1 Linear Detention Pond	This project involves the construction of a linear detention facility in the Eastbrook subdivision of the Towns concept plan area. The facility will accept storm water drainage from the region and conveys it through the system and is 100% funded through Utility Servicing Agreement Fees.
Eastbrook Phase 2 Linear Detention Pond	This project involves the construction of a linear detention facility in the Eastbrook subdivision of the Towns concept plan area. The facility will accept storm water drainage from the region and conveys it through the system and is 100% funded through Utility Servicing Agreement Fees.
Eastern Pressure Solution	In order to maintain current service levels as the City grows an Eastern Water Pressure solution is required. The project will include design and construction of pipelines, reservoirs and pump station.
Environmental Compliance – Storm Water Retention Ponds	Storm retention ponds are landscaped and are intended as recreation areas within residential neighbourhoods. The Environmental Services Branch will test the effectiveness of new technologies available to reduce algae blooms in these areas and to conduct planning of aquatic plants on reducing algae blooms. The intent of the program is to find a low cost solution to the algae problems which will reduce future maintenance costs. A five-year program is proposed to conduct a trial at each of the ponds on a different year.
Equipment for Modified Crew	Coordination of water and sewer infrastructure renewal with the Residential Road Renewal Program has increased the annual work plan for the Water and Sewer Construction branch. This provides for the addition of equipment to support a modified construction crew for continued renewal and operations work and redeployment of a full size crew to the increased work associated with the residential road renewal program.
Fire & Security Vulnerability Upgrade - Monitoring	This work is intended to upgrade safety and security measures at key water assets to improve the integrity of the system.
Fleet Street Sewage Pumping Station	This project involves the construction of a sewage pumping station, force main, and in-line storage to serve the Fleet Street Business Park. The project is 100% funded through Utility Servicing Agreement Fees.
Future Equipment Purchase	As equipment requirements change within the utility, additional or new specialized pieces of equipment are required to manage ongoing operations. This program is intended as a placeholder for planning purposes based on average expected new or specialized equipment purchases over a five year history. Funding is provided from the Utility Reserve.
Groundwater Well Renewals	Existing groundwater wells in the City are used to supplement Buffalo Pound Water Treatment Plant (BPWTP) water supply during emergency shortage periods. Well renewal work is planned to improve the robustness of the system in emergency situations.
Hydrant Nozzle Replacement	The objective of this project is to upgrade the pumper nozzle for fire hydrants to a new standard nozzle. The new nozzle will allow the Fire Department to more efficiently and effectively connect to a hydrant.

Detailed Project/Program Descriptions (Utility Fund Capital) – Continued

Project/Program Name	Project/Program Description
Hydro-vac Truck	Currently Water Operations focuses hydro-vac use on branch operations and maintenance work. The addition of another hydro-vac truck supports the increased demand for water operations and maintenance work to increase levels of service and reduce downtime for the Water Operations branch as well as other internal departments.
Large Diameter Cast Iron Rehabilitation and Resurfacing	This program rehabilitates the large diameter cast iron pipes. Through age-related deterioration these pipes are at risk to failure, which will lead to loss of service and capacity. A relining and replacement program, in conjunction with roadways renewal work, will rehabilitate/replace sections of cast iron pipe over several years.
Lift Station Radio Upgrades	This project provides for the upgrade of communications systems within the pumping stations to improve operational management and response to issues in the stations and improve system resiliency.
MBPS UCP Unity Upgrade	This project provides for the renewal and upgrade of control systems to maintain operational resiliency of pumps within the McCarthy Boulevard Pump Station.
McCarthy Boulevard Pumping Station – New Garage Construction Project – Analysis of Scope Change (Crane Addition)	This addition of a crane to the McCarthy Boulevard Pumping Station (MBPS) garage is needed to support both reactive and preventative maintenance work of the Sewer and Drainage Operations branch.
North Pumping Station Chlorine Booster Station	This project provides the required disinfection to ensure the safety of water for consumption during emergency well water usage from the water wells.
Reservoir Inspection and Rehabilitation	This program inspects, repairs and rehabilitates the water reservoirs in the City. As the reservoirs age, these program activities are necessary to ensure the reliability of the water quality and supply to the City and reduce emergency repairs.
Ross Chlorine Booster Station	This project provides the required disinfection to ensure the safety of water for consumption during emergency well water usage from the water wells.
Sanitary Main Oversizing - Eastbrook Phase 1	This project involves the construction of an oversized trunk sanitary sewer along Chuka Boulevard and Buckingham Drive in the Eastbrook subdivision of the Towns concept plan area. The oversized rebate is 100% funded through Utility Servicing Agreement Fees.
Sanitary Mains Oversizing	This project involves the construction of a sanitary main at increased depth through Greens on Gardiner Phase 6, on Green Lily Road from the existing stub south of Green Brooks Way to Primrose Green Drive. The oversized rebate is 100% funded through Utility Servicing Agreement Fees.
Sanitary Trunk Main - Kensington - Kingbird Road to CPR Lanigan Line	This project provides for the design engineering and construction of approximately 420 m of 600 mm sanitary trunk main through Kensington Greens from Kingbird Road to the CPR tracks to support development to the north and east. The project rebate is fully funded through Utility Servicing Agreement Fees as supported by the Administration of Servicing Agreement Fees and Development Levies policy and is alignment with the recommendations of the Interim Phasing and Financing Policy.
Sanitary Trunk Main Oversizing - Westerra - Pump Station to Dewdney Avenue	This project involves the construction of an oversized sanitary trunk main from the Sewage Pumping Station along yet to be named road within the Westerra development lands to Dewdney Ave. The oversized rebate is 100% funded through Utility Servicing Agreement Fees.

Detailed Project/Program Descriptions (Utility Fund Capital) – Continued

Project/Program Name	Project/Program Description
Sewer and Drainage Operations Catch Basin Cleaner Truck	This new truck supports the Sewer & Drainage Operations branch in completing regular catch basin cleaning and maintenance work to reduce street flooding and damage to underground infrastructure systems.
SDO Easement Cleaning Machine	This equipment supports the Sewer & Drainage Operations (SDO) branch in completing regular cleaning of system assets within property easements to maintain the reliability of the system.
SE New Development - Detention Pond & Drainage Channel	South East (SE) New Development - Detention Pond & Drainage Channel
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. The study is funded 100% by the SAF Utility Reserve.
Storm Trunks - Eastbrook Subdivision Phase 1	This project involves the construction of a trunk storm sewers along Buckingham Drive in the Eastbrook subdivision of the Towns concept plan area. These trunk mains over 1350 mm in diameter are 100% funded through Utility Servicing Agreement Fees.
Storm Trunks - Eastbrook Subdivision Phase 2	This project involves the construction of a trunk storm sewers along Kaufman Avenue in the Eastbrook subdivision of the Towns concept plan area. These trunk mains over 1350 mm in diameter are 100% funded through Utility Servicing Agreement Fees.
Storm Trunks - Towns South Subdivision Stage 1F	This project involves the construction of a trunk storm sewers through the Towns South subdivision of the Towns concept plan area. These trunk mains over 1350 mm in diameter are 100% funded through Utility Servicing Agreement Fees.
Storm Water Detention Pond - Somerset Neighbourhood.	New drainage infrastructure including new storm water detention ponds, storm channel extensions are required to support growth to 235,000 population growth scenario. The Somerset location is required to allow for the development to properly allocate and store its storm water during a rain event.
Supply Line Improvements	This program inspects, repairs and replaces main valves, valve structures and other miscellaneous work on the Buffalo Pound Water Treatment Plant supply pipeline and other major supply mains within the city. As the pipelines age, inspection, rehabilitation, and improvements are necessary to ensure the reliability of the water quality and supply to the city and reduce the number of emergency repairs. The Utility Reserve funds this work.
The Creeks Wastewater Pump Station Expansion - Design and Construction	<p>The Creeks Wastewater Pumping Station is unable to meet the City's standard of a 1 in 25 year, 24 hour rainfall event, which has resulted in release of sanitary flows to the environment during wet weather events. During the June 20, 2013 rainfall event, which was estimated at a 1 in 5 year event, The Creeks Pumping station release to Chuka Creek was estimated at 0.7ML (700,000 Litres). During the June 29, 2014 rainfall event, which was estimated at a 1 in 15 year event, The Creeks Pumping station release to Chuka Creek was estimated at 3.5ML (3,500,000 Litres).</p> <p>The Creeks Pump Station expansion is anticipated to provide additional wastewater storage and conveyance capacity for The Towns, The Greens on Gardiner, and The Creeks subdivisions with a Level of Service equivalent to a 1 in 25, 24 hour rainfall event, as set by the Saskatchewan Ministry of Environment.</p>
Trench Settlement Remediation	Cracking and settling of sidewalks, curbs, gutter and pavement occur as a result of backfill settlement at water main work locations. This program corrects settlement at these locations. The Utility Reserve funds this program.

Detailed Project/Program Descriptions (Utility Fund Capital) – Continued

Project/Program Name	Project/Program Description
Trunk Relief Initiative	Wastewater capacity improvements are required on the wastewater system to meet regulatory commitments to reduce bypasses to Wascana Creek during heavy precipitation events and improve the levels of service. Work includes detailed design and construction of several staged upgrades and infrastructure renewals over multiple years.
Trunk Water Main, Kensington - Kingbird Road to CPR Lanigan Line	This project provides for the design engineering and construction of approximately 420 m of 600 mm trunk water main through Kensington Greens from Kingbird Road to the CPR tracks to support development to the north and east. The project rebate is fully funded through Utility Servicing Agreement Fees as supported by the Administration of Servicing Agreement Fees and Development Levies policy and is alignment with the recommendations of the Interim Phasing and Financing Policy.
Twinning of Trunk Sewer Main: 9th Avenue North and CNR Row	Design and construction of twinned sewer trunk main in the North West to facilitate new developments.
Utility Billing Equipment Replacement Program	This program replaces the hand-held and vehicle-mounted radio-read devices used for utility billing operations and is funded from the Utility Reserve.
Utility Billing System Upgrade	This funding is to ensure that the Utility Billing system is maintained in a supportable condition and allows for the ongoing review of improved functionality of the system, implementation of selected functionality, as well as required updates to system architecture.
Variable Frequency Drive installation to BPWTP pumps	Currently the Buffalo Pound Water Treatment Plant (BPWTP) does not have standby generator sets (gensets) to continuously run the treatment plant in case of utility power failure. BPWTP is investing in gensets to minimize service outages, and the investment of a variable frequency drive will reduce the requirements of the genset.
Wastewater Capacity Upgrade	This project will develop wastewater system solutions to meet regulatory commitments to improve wastewater capacity and minimize bypasses to Wascana Creek during heavy precipitation events. The solutions will be further defined by the Wastewater Master Plan scheduled to be completed in 2018.
Wastewater Control System Upgrades	This project provides for the renewal and upgrade of wastewater control systems to maintain operational reliability of wastewater pump stations within the system.
Wastewater Infrastructure Renewal	The wastewater collection system requires ongoing rehabilitation and upgrading to maintain and improve the level of service and to ensure the system's reliability. This program includes inspections, assessments, relining, replacement, and rehabilitation of the pipes, service connections, and manholes. The condition assessment and rehabilitation is done both in conjunction with scheduled roadway renewal projects and proactive locations identified in the system. The Utility Reserve funds this program.
Wastewater Lift Station Upgrade	The City's wastewater pumping stations are aging and require upgrading to restore or improve the level of service and to reduce emergency repair costs. This program will include assessment, pre-design, rehabilitation, and/or upgrades of existing pumping stations. The Utility Reserve funds this program.
Wastewater Pump/Lift Station Replacements	The City's wastewater pumping stations are aging and require replacement to restore or improve the level of service and function within the system. This work will be further defined once the Wastewater Master Plan is completed in 2018.

Detailed Project/Program Descriptions (Utility Fund Capital) – Continued

Project/Program Name	Project/Program Description
Water Control System Upgrades	This project provides for the renewal and upgrade of water control systems to maintain operational reliability of water pump stations within the system.
Water Distribution Main Oversizing - Gordon Road - Campbell Street	This program provides for the construction of new water distribution mains requiring oversizing to allow for distribution of water to future developments beyond the concept plan area. This project is 100% funded from Utility Servicing Agreement Fees.
Water Distribution Main Oversizing - Gordon Road - Campbell Street to West Boundary of Harbour Landing West Phase 1	This project involves the construction of an oversized trunk water main along Gordon Road from Campbell Street to the West Boundary of Harbour Landing West Phase 1. The oversizing rebate is 100% funded through Utility Servicing Agreement Fees.
Water Infrastructure Renewal	The underground water distribution system requires ongoing rehabilitation and upgrading to maintain expected level of service and ensure the reliability and safety of the water distribution system. This program typically includes studies, inspection, assessment, relining, replacement, rehabilitation, and upgrading of water mains, fire hydrants, service connections, water valves, and other appurtenances and associated structures. The condition assessment and rehabilitation is done both in conjunction with scheduled roadway renewal projects and proactive locations identified in the system. The Utility Reserve funds this program.
Water Main Oversizing - Eastbrook Phase 1	This project involves the construction of an oversized trunk water main along Chuka Boulevard and Arens Road in the Eastbrook subdivision of the Towns concept plan area. The oversizing rebate is 100% funded through Utility Servicing Agreement Fees.
Water Main Oversizing - Eastbrook Phase 2	This project involves the construction of an oversized trunk water main along Chuka Boulevard and Arens Road in the Eastbrook subdivision of the Towns concept plan area. The oversizing rebate is 100% funded through Utility Servicing Agreement Fees.
Water Main Oversizing, Westerra - Courtney Street to Pinkie Road	This project involves the construction of an oversized trunk watermain through Westerra from Courtney Street to Pinkie Road. The oversizing rebate is 100% funded through Utility Servicing Agreement Fees.
Water Meter Installations	The City's expanding community requires the installation of water meters in new homes. This program includes the purchase and installation of new water meters for new construction. Funding is provided from the Utility Reserve.
Water Meter Test Bench	This funding is to upgrade the water meter test bench to enable testing of larger meters in-house as opposed to sending away for testing. Meter testing supports the accuracy of meter reads and associated water bills to reflect actual consumption.
Water Meters and AMR Replacement	The City's water meters and Automated Meter Reading (AMR) system are aging and require upgrading to restore and improve the system reliability and reduce downtime and repair costs. This work includes project development, assessment, pre-design, design, installation and construction over multiple years.
Water Pumping Station Upgrades and Equipment Replacement	This work is intended to ensure that the water pumping stations throughout the city are maintained in good operating condition. Work required includes lifecycle upgrades to replace obsolete equipment as well as upgrades to improve energy efficiency and to ensure reliable service. The Utility Reserve funds this work.

Detailed Project/Program Descriptions (Utility Fund Capital) – Continued

Project/Program Name	Project/Program Description
Water Supply (Storage) Capacity Expansion	The objective of this work is to reduce the potential for key supply infrastructure and service failures arising from various causes (including natural and accidental) to minimize potential risks to the water supply system and reduce system vulnerability.
West Well Radio Upgrades	This project provides for the renewal and upgrade of radios to prevent unplanned down time due to equipment failure and maintain operational reliability of the west groundwater wells.



Regina.ca

BUDGET HIGHLIGHTS

Building for the Future

The City's 2017 proposed Budget continues to build for the future, investing in community priorities essential to Regina's continued growth. The Budget goals were clear and straight-forward:

- Maintain services and service levels
- 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

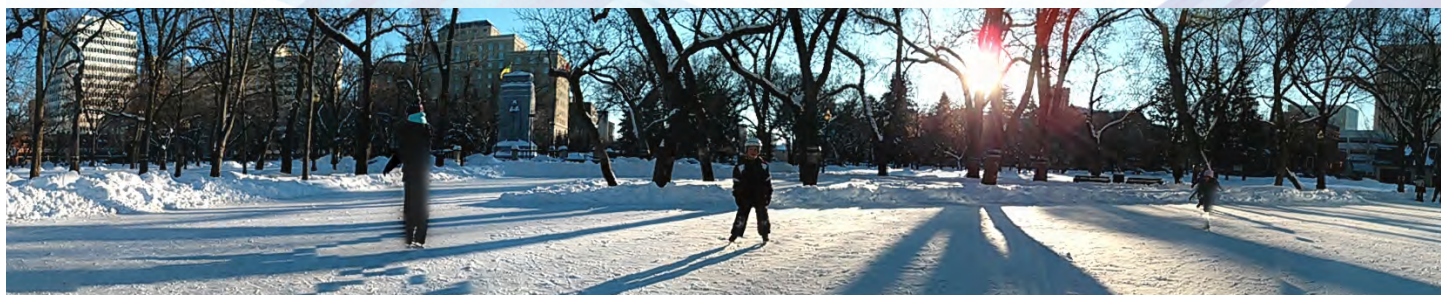
The City administration is proposing a 3.18% mill rate increase, in addition to the previously approved 1% for residential road renewal. The 2017 General Operating Budget totals \$437.3 million to fund the approximately 200 services the City delivers, ranging from managing

parks and open spaces to meeting basic needs – roads, traffic management, snow removal, water and drainage systems. The proposed 2017 Budget continues to make increased strategic capital investments to renew and build infrastructure. It also includes \$2.5 million in administrative savings – the first phase of a 2017 Core Services Review.

The pace of economic growth has slowed and with it the City's revenue growth. In addition, the Revenue Sharing Grant from the provincial government is projected to be 5% lower or \$2.1 million less than last year as a result of reduced Provincial Sales Tax (PST) revenue. The City recognizes these new economic realities and by launching a core services review in 2017 will begin to find more innovative, creative ways to deliver services at lower cost to residents.

Where are your taxes going?

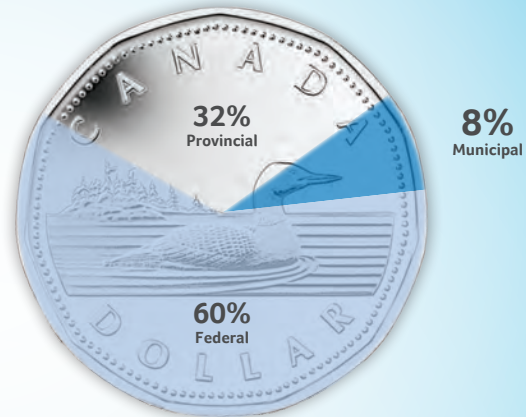
Fixing residential streets with a dedicated 1% property tax	\$7.5 million
Investing in major streets, bridges and sidewalks	\$24.0 million
Clearing snow from roads	\$9.3 million
Enhancing transit and paratransit services	\$11.2 million
Investing in community safety	\$84.5 million for Regina Police Services \$42.6 million for Fire & Protective Services
Maintaining and building infrastructure	\$77.9 million



Key Tax Facts

Where do your tax dollars go?

As a municipal government, the City has very limited options to raise revenue to fund all the services it delivers. It also receives the least amount of every tax dollar Regina residents pay. For every tax dollar collected from Regina residents, only about 8 cents goes to the City of Regina. The rest goes to the provincial and federal government.



How much will the proposed mill rate increase cost homeowners?

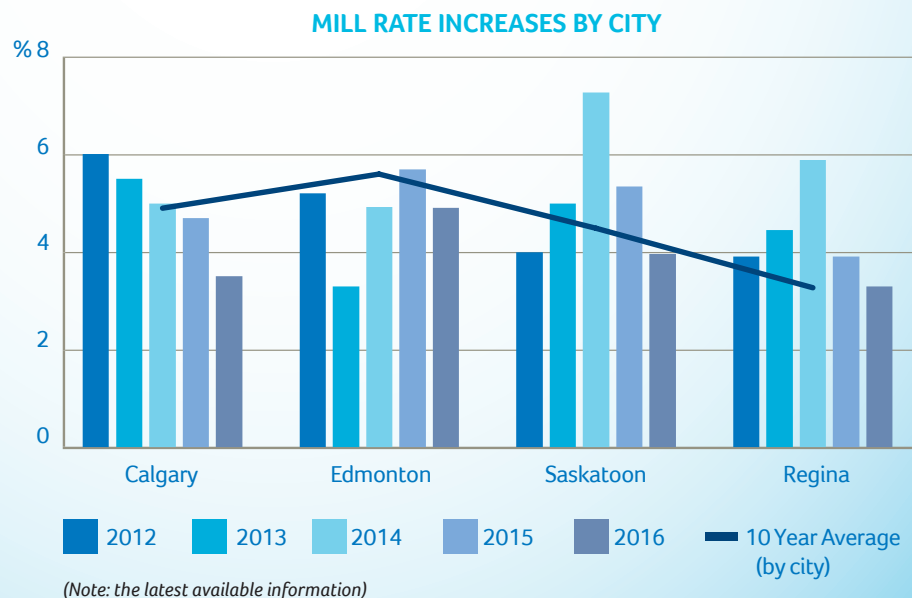
The proposed Budget includes a 3.18% municipal mill rate increase plus an additional 1% dedicated to the renewal of residential roads. The average homeowner with an assessed value of \$300,000 will pay an additional \$8.48 a month in property taxes to support and maintain all city services.

WHAT A 3.18% + 1% INCREASE REPRESENTS FOR TAXPAYERS

Current Assessed Value of Your Home	\$200,000	\$300,000	\$450,000
Monthly Cost of a 3.18% mill rate increase	\$4.30	\$6.45	\$9.67
Monthly Cost of a 1% for local streets	\$1.35	\$2.03	\$3.04
Total Monthly 2017 Property Taxes (Municipal Portion)	\$141	\$211	\$317

How does Regina's mill rate compare to our neighbours?

Even with this proposed increase, Regina will remain one of the most affordable places to live in Canada.



Key Investments in 2017

Roadway Network Improvements

The City continues to prioritize maintaining and building infrastructure. In 2017, the City will spend \$7.5 million fixing residential streets through a **dedicated 1% mill rate increase**. This special tax for the Residential Road Network Improvement Program means that over the five-year term the City's investment in residential roads has grown from \$1.6 million in 2014 to over \$10 million in 2019.

The record investment in the City's priority street system continues in 2017 with an \$18 million budget for Regina's major arterial streets – the same level as last year.

Bridge infrastructure renewal remains a priority – \$6.0 million will be spent to renew Regina's bridges.

Winter Road Maintenance

Snow clearing is a priority in Regina. This year, \$9.3 million is being allocated – a record investment.

Enhancing Community

Parks and open spaces are one of the best features in Regina. \$1.5 million will be spent making improvements in 2017. Some of the projects include recapping multi-use pathways, renewing playground equipment, improving outdoor rinks and repaving asphalt tennis courts.

The Mâdawêyatîtan Centre officially opens in 2017. This fully integrated centre houses educational, cultural, social, recreation and community programs and services. The City will invest \$2.3 million in 2017. This fulfills the City's commitment to the development and building of the Centre. Ongoing operating funds will be provided.

Investing in Community Safety

In 2017, \$127.1 million will be provided to Regina Police and Fire & Protective Services to ensure we enjoy a safe community.

Community Grants

Funding of \$3.7 million to provide grants to various community associations and projects continues in 2017. This includes significant annual operating grants to many community organizations, like Mobile Crisis Services, Carmichael Outreach and the Globe Theatre. It also includes one-time funding for events and activities. In 2016, the City provided funding for Regina Canada Day celebrations, Mosaic: A Festival of Culture and National Aboriginal Day.

Enhancing Transit and Paratransit Services

A major investment of \$8.3 million will be made in transit and paratransit in 2017, to replace **13 transit and six paratransit buses**. An additional \$2.9 million will be spent on bus shelters, customer service enhancements and technology improvements. These program improvements leverage 50% funding from the federal government.



Key Utility Facts

Rates and Reserves

Regina's Water Utility operates on a full-cost recovery basis. All revenue collected through the City's utility bills is used to pay for all the costs of delivering the service on a daily basis and for building and maintaining the infrastructure required. In 2017, \$52 million will be transferred to build the Utility Reserve which funds the infrastructure needed to provide quality water, sewer and drainage systems now and in the future. The City recognizes this is a major capital investment that has required annual rate increases above the rate of inflation for the last ten years. This Utility rate strategy will be reviewed in 2017. Input from Regina residents will be important during this review.

How much will the utility rate increase cost homeowners?

The proposed Budget includes a Utility rate increase of 5% on March 1, 2017 and of 5% on January 1, 2018. The average homeowner will pay an additional \$7.52 per month or just over \$90 more in 2017.

2017 Rate Impact - Average Homeowner					
	2015 (\$)	2016 (\$)	2017 (\$) (Proposed)	Dollar Change (\$)	Per Cent Change (%)
Water					
Total Annual Water	\$882.00	\$929.00	\$975.45	\$46.45	5.0%
Wastewater					
Total Annual Wastewater	\$659.01	\$693.57	\$728.25	\$34.68	5.0%
Annual Drainage Infrastructure Levy	\$175.20	\$182.50	\$191.62	\$9.13	5.0%
Total Annual Utility Charges	\$1,716.21	\$1,805.07	\$1,895.33	\$90.26	5.0%

Note: Water and sewer rates are made up of a fixed rate, based on the service size, plus a variable rate, based on the volume of water used. Drainage rates are based on the size of the property served.

How do Regina's utility rates compare to our neighbours?

Unlike many of our neighbours who draw on water sources like rivers close to their city, Regina has to draw its water from Buffalo Pound Lake over 50 km away. Despite this challenge, Regina's utility rates are not significantly higher than our neighbouring cities.

SAMPLE RESIDENTIAL CUSTOMER - 2016 RATES

Utility Bill Details	Regina	Calgary	Edmonton	Saskatoon	Winnipeg
Water					
Annual Basic Charge	\$277.40	\$192.84	\$87.36	\$112.32	149.65
Annual Volume Charge	\$651.60	\$644.40	\$725.48	\$427.68	\$586.80
Total Annual Water	\$929.00	\$837.24	\$812.84	\$540.00	\$736.45
Wastewater					
Annual Basic Charge	\$215.35	\$287.86	\$156.00	\$112.32	\$0.00
Annual Volume Charge	\$478.22	\$471.60	\$613.91	\$250.56	\$864.00
Total Annual Wastewater	\$693.57	\$759.46	\$769.91	\$362.88	\$864.00
Annual Drainage Infrastructure Levy	\$182.50	\$158.78	\$222.68	\$299.30¹	\$0.00
Total Annual Utility Charges	\$1,805.07	\$1,755.48	\$1,805.43	\$1,202.18	\$1,600.45

Note: The latest available information

Note 1: Saskatoon's levy is for all infrastructure and not drainage alone.

Major Projects Update

Regina Revitalization Initiative

In 2016, the first phase of the Regina Revitalization Initiative (RRI) – Stadium Project was substantially completed. On October 1, 2016, a successful test game between the University of Regina Rams and the University of Saskatchewan Huskies football teams was played in front of a crowd of 16,500 people. The game was the first opportunity to test the multi-purpose facility and operational plans for new Mosaic Stadium. Additional testing of the facility and operational plans will take place ahead of the grand opening in summer 2017.

The second phase of the RRI – Railyard Renewal Project will continue in 2017. Further public consultation on options, work on the secondary and concept plan for the 17.5 acre site in the city centre and work on the business plan for the area which includes planning for infrastructure, remediation and site improvements will begin.

The study and work on the physical decommissioning of the current stadium will begin this year. Public

consultation on the third phase of the project – the Taylor Field Neighbourhood – will begin in 2017.

Water and Wastewater Utility Upgrades

In 2016, the Wastewater Treatment Plant was substantially completed. This \$181 million project was one of the largest capital projects in Regina's history. During construction, all substantial milestones were met, and the project was completed with an added \$6 million savings.

In 2017, the Water and Phase 1 of the Wastewater Master Plans will be completed. These plans outline capital upgrades required in Regina's water and wastewater systems and provide direction for capital investments required over the next 25 years.

Capital investment in water utility infrastructure will continue in 2017. Aging underground water, sanitary and drainage pipes will continue to be replaced. A third forcemain at the McCarthy Boulevard Pumping Station will be built to reduce the risk of wastewater and sewer backups during major rainfall events.

Waste Management Strategy

In 2016, the City delivered curbside recycling to over 63,000 single family residences. Curbside recycling, along with waste diversion depots, diverted over 15,000 tonnes of waste from the Landfill.

In 2017, the City will focus on rolling out additional residential services defined in Waste Plan Regina and developing diversion initiatives for non-residential properties. Landfill and recycling fees will be reviewed to ensure they meet the guidelines of the Official Community Plan, with the goal of transitioning all solid waste curbside services to full-cost recovery.

Core Services Review

In 2017, the City will be launching a core services review. Further details will be announced, but the first phase in the process is \$2.5 million in administrative savings in 2017.

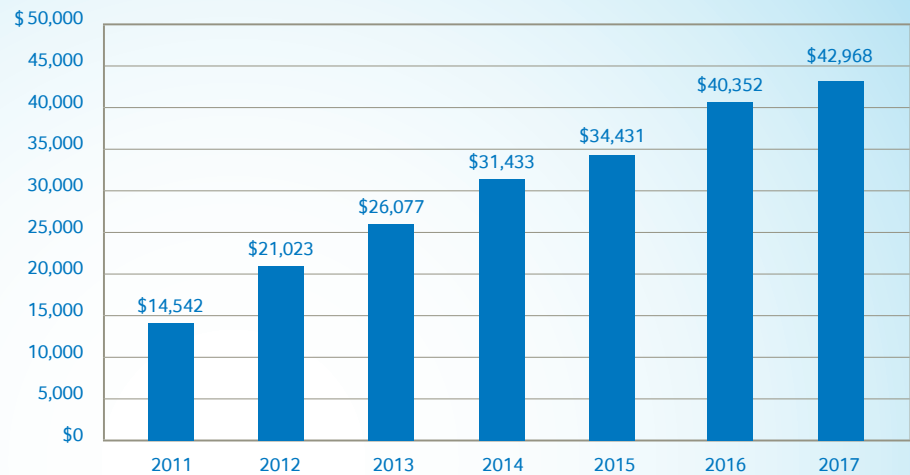
The review will examine services and service levels, balanced with affordability. Public engagement will be an important part of the review process.



Investing in Strategic Community Priorities

The proposed 2017 Budget increases capital investment in key strategic community priorities by \$2.6 million over 2016. This ensures the City continues to build and renew infrastructure while maintaining affordability for Regina residents into the future. This is an ongoing priority for the City which has tripled capital investment in the last five years.

GENERAL FUND OPERATING CONTRIBUTIONS TO CAPITAL 2011-2017



Get Involved

Residents are encouraged to go online at Regina.ca to review complete proposed 2017 Budget documents.

The proposed 2017 budgets and any amendments will be considered at the Monday, February 13, 2017 City Council meeting. Media and the public are invited to attend this meeting at 5:30 p.m. in Henry Baker Hall at City Hall.

Residents may appear as a special delegation by filing a written brief with the Office of the City Clerk, no later than noon on Thursday, February 9, 2017. These submissions will be made public on the website on Friday, February 10, 2017. Information on preparing a submission is available on Regina.ca, or contact the Office of the City Clerk at 306-777-7262.



City of Regina



December 14, 2016

To: Members
Executive Committee

Re: 2017 Budget Submissions – Wascana Centre Authority (WCA); Regina Exhibition Association Limited (REAL); Economic Development Regina (EDR); Regina Public Library (RPL)

RECOMMENDATION

That the City of Regina provides funding to its service partners through the 2017 Community Investment Allocation. This report is to recommend that the 2017 budgets as presented from Wascana Centre Authority (WCA), Regina Exhibition Association Limited (REAL), Economic Development Regina (EDR) and the Regina Public Library (RPL) be referred to the 2017 budget process.

CONCLUSION

It has been the practice for the WCA, REAL, EDR and the RPL to provide the Executive Committee with a presentation outlining their work plan and budget request for the coming year. For WCA, REAL and EDR the purpose is to inform the Committee of the community investment that is being requested by these organizations for future budget deliberations by City Council. For the RPL the purpose is to present their budget and request a mill rate for the upcoming year to be deliberated and approved by City Council.

BACKGROUND

On February 13, 2017, Council will discuss the 2017 General Operating Budget. Included in this budget will be the Community Investment Allocation to Executive Committee, which includes annual funding to REAL, EDR and the WCA as well as the RPL mill rate request.

DISCUSSION

Wascana Centre Authority (WCA)

The WCA was established under the *Wascana Centre Act* in 1962 by the Government of Saskatchewan establishing a Board of Directors to represent WCA's three participating parties – Province of Saskatchewan, City of Regina and University of Regina. Wascana Centre encompasses 2,300 acres of land within the City of Regina and includes numerous tenants and landowners.

WCA provides oversight and stewardship of the lands within Wascana Centre in a manner to fulfill the vision of being a place of recreation and beauty for all to enjoy throughout the seasons, the pride of Saskatchewan. The majority of revenue is in the form of grant contributions from

the WCA's participating parties: Government of Saskatchewan 55%, City of Regina 30% and University of Regina 15%.

WCA has presented a total request from the City of Regina of \$2,954,000, which is an increase of \$235,000 from the total 2016 request. This includes an ongoing operating funding of \$2,161,000 (an increase of \$42,000) and a capital request of \$793,000 (an increase of \$193,000) in 2017.

Regina Exhibition Association Limited (REAL)

The Regina Exhibition Association Limited (REAL) is the non-profit corporation that is responsible for the stewardship, development, promotion and overall management of Evraz Place for the City of Regina. REAL is a large, multi-purpose event complex boasting over 1.2 million square feet of fully connected indoor space and over thirty (30) acres of outdoor usable space located in the heart of Regina – in close proximity to the Regina International Airport and downtown.

REAL is requesting \$800,000 in funding in 2017, which is an increase of \$400,000 from the 2016 approved funding.

Economic Development Regina (EDR)

EDR's mandate is to create and implement an economic development strategy to grow and sustain prosperity in the Regina region; encourage the retention, development, attraction and growth of business and tourism products and services for those who live, work, visit and invest in the Regina region; and market and promote the Regina region for business and tourism.

EDR is requesting funding of \$1,969,500 in 2017, which is an increase of \$250,000 from the 2016 approved funding.

Regina Public Library (RPL)

The Regina Public Library promotes and supports cultural, economic, educational and recreational development in the city through collections, programs and services.

Under Section 22(1) of the *Public Libraries Act*, the Board of the Regina Public Library is required to ask City Council for approval of the mill rate request. The 2017 Library mill rate request is 0.71989. This is a 2.9% increase over the 2016 mill rate.

RECOMMENDATION IMPLICATIONS

Financial Implications

None related to this report. The 2017 budget allocations for the WCA, REAL, EDR and the RPL mill rate will be determined by City Council through future budget deliberations.

Environmental Implications

None with respect to this report

Policy and/or Strategic Implications

None with respect to this report

Other Implications

None with respect to this report

Accessibility Implications

None with respect to this report

COMMUNICATIONS

The Wascana Centre Authority, Regina Exhibition Association Limited, Economic Development Regina and the Regina Public Library will be advised of the decision of City Council.

DELEGATED AUTHORITY

The recommendations contained in this report require City Council approval.

Respectfully submitted,



June Schultz, Director
Finance

Respectfully submitted,



Ian Rea, CFO

Report prepared by:
Trevor Black, Manager, Budget & Financial Services
Revised

NOTICE OF MOTION

February 13, 2017

To: His Worship the Mayor
and Members of City Council

Re: City of Regina Property Tax Billing

WHEREAS, the City of Regina is legislated to administer the property tax process within its jurisdiction; and

WHEREAS, tax collection is done on behalf of the Regina Public Schools, The Regina Catholic School Division and the Regina Public Library; and,

WHEREAS, providing one bill to property owners does not provide sufficient separation of where the collected funds are distributed.

THEREFORE BE IT RESOLVED THAT:

City Council approve that, beginning with the 2017 budget, recipients of property tax notices receive two bills;

- One will stipulate the property tax for both the municipal portion of the property tax and the library portion of the property tax.
- The other will stipulate the education portion of the property tax and will clearly state that while the City of Regina is the agent for collection, all education property taxes is currently remitted directly to the Regina Public Schools and The Regina Catholic School Division.

Respectfully submitted,



Mike O'Donnell
Councillor, Ward 8

NOTICE OF MOTION

February 13, 2017

To: His Worship the Mayor
and Members of City Council

Re: City of Regina Property Tax Billing

WHEREAS, the City of Regina is legislated to administer the property tax process within its jurisdiction; and

WHEREAS, tax collection is done on behalf of the Regina Public Schools, The Regina Catholic School Division, and the Regina Public Library; and,

WHEREAS, property tax payers should be provided full information on where their tax dollars go.

THEREFORE BE IT RESOLVED THAT:

City Council approve that, for the 2018 tax year, recipients of property tax notices receive a single page information sheet that will address the average residential property tax bill for a City of Regina property that provides a breakdown of the amount that average household will pay for city services by stating the dollar amount for the largest city services, including, but not limited to, police, fire, capital expenditures, development services, recycling, community development, such as parks and recreation and general government costs.

Respectfully submitted,



Mike O'Donnell
Councillor, Ward 8