



# Managing Progress: Doing What Matters Most

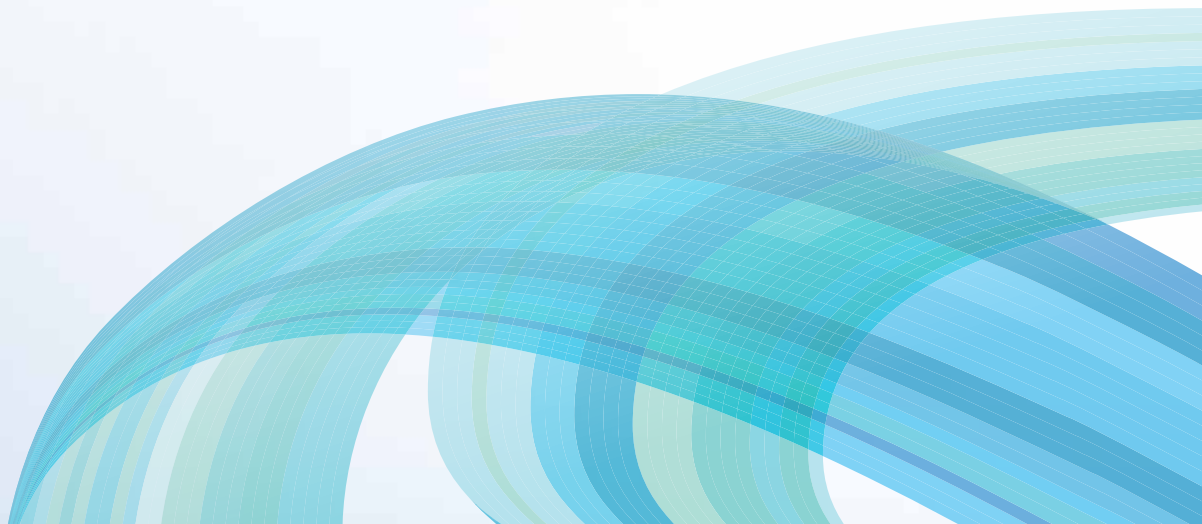
2016 General Operating Budget  
2016 Utility Operating Budget  
2016-2020 General Capital Program  
2016-2020 Utility Capital Program

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**2016 General Operating Budget**  
**2016 Utility Operating Budget**  
**2016-2020 General Capital Program**  
**2016-2020 Utility Capital Program**

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November 13, 2015

To: His Worship the Mayor,  
and Members of City Council

Re: 2016 General and Utility Operating Budget and 2016 - 2020 Capital Budget

Pursuant to Sections 128 of *The Cities Act*, City Council is required to adopt an operating and capital budget. The budgets summarized in this document are the recommended:

- 2016 General operating budget
- 2016 Utility operating budget
- 2016 - 2020 General capital budget
- 2016 - 2020 Utility capital budget

The General Operating Budget for 2016 includes a 2.3% municipal mill rate increase plus an additional 1% dedicated to the renewal of residential roads. The 2016 General Operating Budget totals \$419.1 million in expenditures, an increase of \$21.6 million or 5.4% over 2015.

The Utility Operating Budget for 2016 includes a 5% rate increase and \$67.5 million in operating costs, a 6.5% increase over 2015. The overall revenue increase for 2016 is 7.5%. Revenue growth reflects a combination of the proposed rate increase and the growth in the number of service connections. These revenues will be used to support the anticipated additional customers signing on in 2016, as well as asset renewal work.

The 2016 General Capital Budget is \$135.5 million. It is funded by a combination of reserves (29.6%), operating funds (29.4%), private sports groups (18.5%), debt (9.5%), and other sources (13.0%). The overall size of the capital budget is \$128 million lower than in 2015, which was an unusual year due to the stadium construction project.

The 2016 Utility Capital Budget is \$127.8 million, more than three times the budget 2015. It is funded by a combination of reserves (53.4%), P3 Canada funding (37.7%), service agreement fees (8.4%) and other sources (0.5%). This increase is primarily due to the cost of the renewal of the Wastewater Treatment Plant, the largest portion of which is being paid in 2016.

The five-year capital plan for the City of Regina across the General, Utility and Police budgets totals \$1.08 billion, the largest five year plan in the history of the City. A plan of this scope has become a reality because of careful management of financial resources and increased investment in capital each year.

The Administration’s proposed budget focuses on managing progress and doing what matters most – growing our infrastructure investment to ensure we are able to sustainably renew assets and deliver services. The budget includes:

- Maintaining program and service levels to those provided in 2015.
- Investing \$1.08 billion in capital renewal and development through the life of the five-year capital plan, the largest ever for the City.
- Fixing more residential streets by allocating 1% of the mill rate each year for five years (2015 to 2020).
- Supporting a safe community by increasing investment in the Regina Police Service to support eight new officers for front-line service delivery.
- Improving transit service by partnering with the University of Regina on the U-Pass program, which will increase transit frequency and capacity on key transit routes.
- Increasing the investment for snow clearing to \$9.1 million – a record level.
- Continuing to focus on improving sewer and drainage service to reduce the likelihood of sewer backups during storm events.

The budget reflects substantial planning activities and coordination from a dedicated group of City employees, who continue to display a high degree of commitment and professionalism to our organization. On behalf of the Executive Leadership Team, I thank them for their effort and their judgment.

Sincerely,

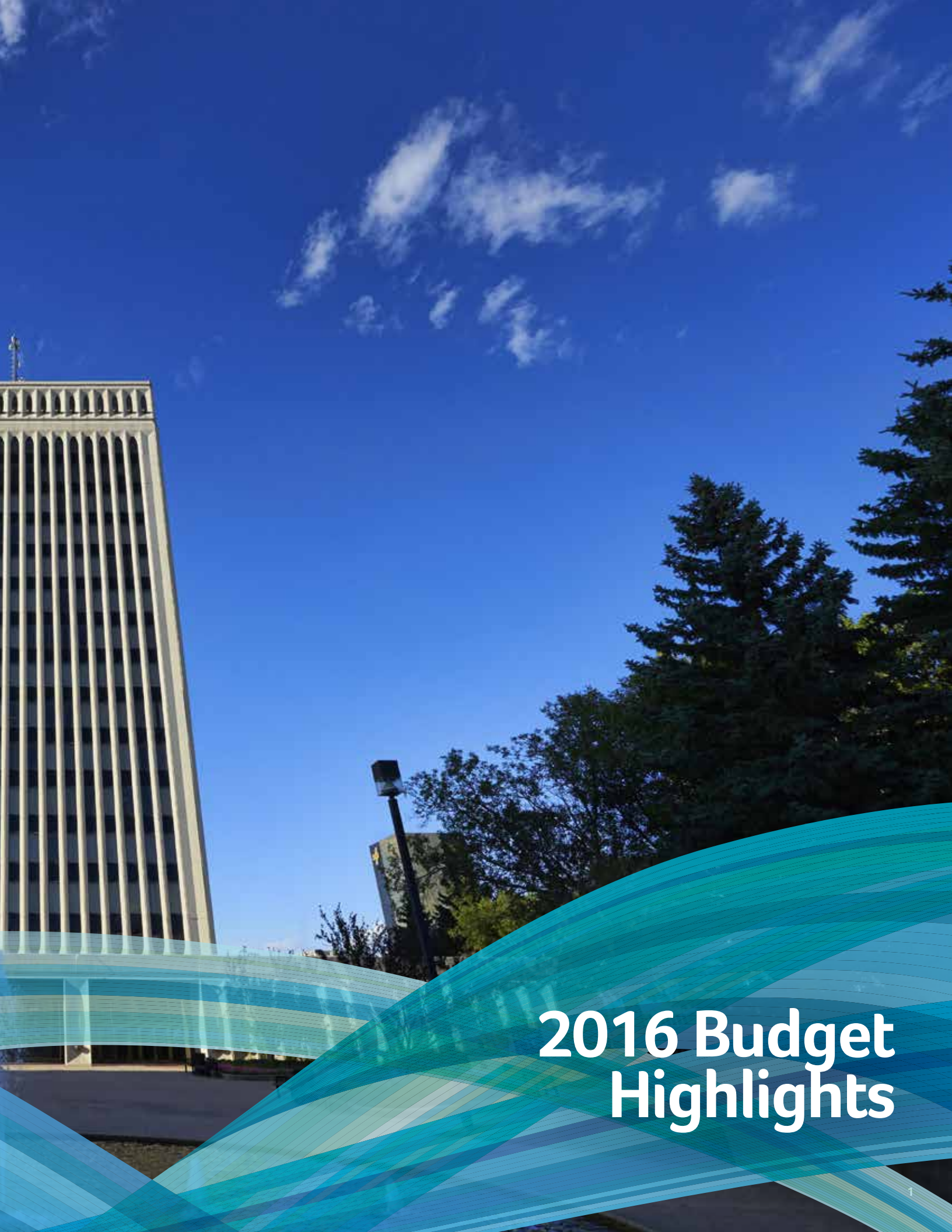


Ed Archer  
Chief Financial Officer  
Interim City Manager and Chief Administrative Officer

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# 2016 Budget Highlights

# Budget Highlights

Regina's 2016 budget is about managing progress - doing what matters most. The budget prioritizes spending on the things that residents say are most important to them. The 2016 budget balances affordability with residents' expectations about service levels.

The municipal portion of your tax dollar pays for policing and fire protection, snow clearing and road repair, garbage pickup, transit, parks and recreation and other services residents rely on every day.

The City of Regina's planning framework joins the Official Community Plan (OCP) and our strategic plan, Building the Foundation (2014-2017). Together, these plans establish our priorities, which in turn, drive the budget.

The five-year capital plan proposed for 2016 outlines \$1 billion in capital renewal and development across both General and Utility funded services. This is the largest ever capital plan for the City of Regina.

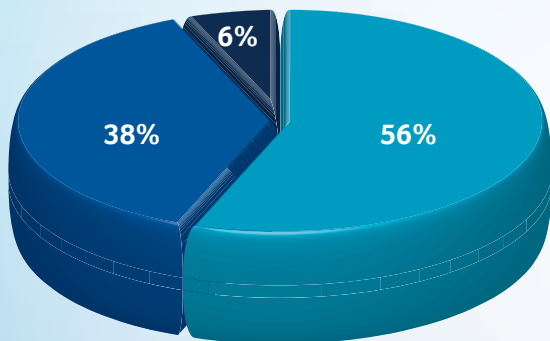
The City Administration is proposing a 2.3% tax increase for 2016, along with the addition of previously approved funding of 1% dedicated to renewing residential roads.

## What a 2.3% + 1% investment represents for taxpayers:

Current value of your home	\$200,000	\$300,000	\$450,000
2016 Property Taxes (Municipal Portion)	\$141	\$211	\$319
Monthly cost 2.3% mill rate increase	\$3.13	\$4.69	\$7.04
Monthly cost of 1% for local streets	\$1.36	\$1.96	\$2.95

The municipal portion of your tax dollar pays for policing and fire protection, snow clearing and road repair, garbage pickup, transit, parks and recreation and other services residents rely on every day.

## BREAKDOWN OF WHERE PROPERTY TAXES GO



- City of Regina
- School Boards
- Regina Public Library

## Tax Facts

Only 56% of your tax dollars go to the City of Regina, but the City provides the most services which directly affects residents every day. The rest is paid to other governments through a variety of taxes, including Education tax which is collected by the City on behalf of the city's school boards.

The City of Regina has experienced tremendous growth and still maintains affordable taxes for the services residents receive. In 2016, the mill rate increase continues to be low, less than the 2% rate of inflation.



## Key Investments in 2016

### 1. Roadway Network Improvements

The 1% tax increase brings the 2016 spending to \$5.5 million to improve residential streets.

By 2019, the additional 1% tax increase each year will result in spending \$10.8 million each year in residential road renewal.

The City continues to invest record levels on our priority street system, including \$18 million on Regina's major arterial streets.

The City is investing a record \$6.4 million on bridge infrastructure renewal. Investment levels are projected to continue increasing to more than \$7 million annually in each of the following 4 years.

### 2. Winter Road Maintenance

Record Investment of \$9.1 million for snow clearing.

### 3. Supporting a Safe Community

The 2016 Regina Police Service Budget:

An additional 8 police constables will be assigned to patrol duties.

Implementing the Road to Mental Readiness (R2MR) training program for all employees to reduce the stigma of mental illness and promote mental health in a police force workplace setting.

Enhancing the 9-1-1 call centre with new leased Power911 workstations. This lease is a requirement of the Province.

Continue with implementation of the In-Car Camera system in patrol vehicles. To date 50% of the marked fleet have in-car cameras.

### 4. Enhancing Community

Investment of \$2 million for the new Mâdawêyatitân Centre (formerly North Central Shared Facility).

Investing in CPTED improvements (Crime Prevention Through Environmental Design) within City parks, \$25,000.

Playground renewal program will replace 2 playgrounds with an investment of \$220,000.

\$250,000 renewal of athletic fields and ball diamonds.

Tennis Court Revitalization will invest \$225,000 to renew 2 asphalt tennis courts.

An extensive renovation of Confederation Park with an investment of \$2 million.

The universal bus pass (U-Pass) program will start September 2016. To prepare, 5 new buses will be purchased from reserved funds and system enhancements, such as expanded hours and new routes, will be introduced.

Paratransit is responding to increasing service demands with the addition of 2 new buses in 2015. These buses will increase 2016 service hours by 4,000 per year.

The Landfill Gas to Energy Project becomes operational in 2016. This waste-to-energy project will produce 1 megawatt of power and generate \$15 million in revenue over 20 years.

### 5. Environmental Protection

Work continues on the water master plan and wastewater master plan to identify actions for maintaining/improving the level of service, reduce the risk of flooding and sewer backups, as well as accommodate growth.

Continuing to make upgrades to the drainage system to reduce flooding and reduce the amount of rain water entering the wastewater system.

Work will continue on the wastewater trunk relief initiative to increase the capacity of the wastewater collection system and reduce the risk of sewer backups during storm events.

Investment of \$160,000 through the building of a septage receiving station

Improved communications and regulation to reduce levels of fats, oils and grease entering the Wastewater Treatment Plant.

## Investments in Key Community Projects

### Regina Revitalization Initiative (RRI) - Stadium Project

Regina's new Stadium Project includes the design and construction of a new multi-purpose stadium with a capacity of 33,000, expandable to 40,000 for major events. It will be the heart of the larger urban revitalization initiative and provide a community gathering place to support a growing Regina. The stadium will be substantially complete in 2016.

- \$4.67 million in costs associated with the City's project office in 2015 and 2016.
- Total capital funding of \$278.2 million was previously approved for completion of the stadium project.

### Regina Revitalization Initiative (RRI) –Railyard Renewal Project

The Railyard Renewal Project is a unique opportunity for the City to plan a new community within walking distance of downtown that meets the social and economic needs of the area.

Planning the revitalization of approximately 18 acres of land in the centre of the community will change how people live, work, shop and play.

- There will be a number of important decisions about financing, land use and urban design, and the provision of City infrastructure and services that will be brought to City Council in 2016.

- No new capital or operating funds are requested in 2015, with planning and site preparation efforts to be funded from the \$2.1 million and \$245,000 in approved funding for the Railway and Taylor Field neighbourhood projects respectively.

### Wastewater Treatment Plant Upgrade Project (WWTP)

Through an innovative public-private partnership model, EPCOR Water Prairies Inc. will design, build, finance, operate and maintain the WWTP, while the City will continue to own the asset and set utility rates. The upgraded plant will be substantially complete in 2016.

An upgraded WWTP will better protect public health and the environment, meet new provincial regulations and provide capacity for growth.

- The project has realized a cost savings of \$247.5 million from what was originally budgeted over the 30 years of the project agreement.
- All capital and operating funding is in place for this important project.
- Financial transactions in 2016 are in accordance with the approved budget and project agreement. Payments to EPCOR include a monthly operating fee of approximately \$570,000 while construction is underway as well as milestone payments for construction totalling \$64 million.
- \$48 million of the 2016 capital payments is expected to come from P3 Canada.

## Get Involved

Residents are encouraged to go online at [Regina.ca](http://Regina.ca) to review complete Proposed 2016 Budget documents.

The proposed 2016 budgets and any amendments will be considered at the Monday, December 7, 2015 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, December 3, 2015. These submissions will be made public on the website on Friday, December 4, 2015. Information on preparing a submission is available on [Regina.ca](http://Regina.ca), or contact the Office of the City Clerk at 306-777-7262.

**Visit [Regina.ca](http://Regina.ca)**

## 2016 Utility Rate Impact

The following chart illustrates the impact of a 5% rate increase on an average homeowner who uses 360 cubic metres of water per year. That's a typical amount 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. The cost increase from the 2015 rates is about \$7.41 per month.

2016 Rate Impact - Sample Homeowner				
Utility Bill Details	2015 (\$)	2016 (\$)	Dollar Change (\$)	
<b>Water</b>				
Monthly Basic Charge <sup>1</sup>	\$21.90	\$23.12	\$1.22	
Monthly Usage Charge <sup>2</sup>	\$51.60	\$54.30	\$2.70	
<b>Total Monthly Water</b>	<b>\$73.50</b>	<b>\$77.42</b>	<b>\$3.92</b>	
<b>Wastewater</b>				
Monthly Basic Charge <sup>3</sup>	\$17.03	\$17.95	\$0.91	
Monthly Usage Charge <sup>4</sup>	\$37.88	\$39.85	\$1.97	
<b>Total Monthly Wastewater</b>	<b>\$54.92</b>	<b>\$57.80</b>	<b>\$2.80</b>	
Monthly Drainage Infrastructure Levy <sup>5</sup>	\$14.60	\$15.21	\$0.61	
<b>Total Monthly Utility Charges</b>	<b>\$143.02</b>	<b>\$150.42</b>	<b>\$7.41</b>	

1. The monthly charge to provide water service to a property. This fee does not include any charges for water use.

2. The monthly charge for actual water used by a property.

3. The monthly charge to provide wastewater services to a property. This fee does not include any charge for use of the wastewater system.

4. The monthly charge for use of the wastewater system. The charge is based on 82% of the water used for residential homes, 95% for multiple unit residences, and 98% for institutional, commercial and industrial properties.

5. The monthly charge to provide the storm water management system. The fee is based on the size of the property, with larger properties paying a higher fee.

## How Regina's mill rate increases compare

	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	10 Year Average (by City)
Calgary (Residential)	4.40%	4.00%	4.50%	5.30%	4.79%	4.60%	6.00%	5.50%	5.00%	4.70%	<b>4.88%</b>
Edmonton	5.25%	6.50%	7.50%	7.30%	5.00%	5.00%	5.20%	3.30%	4.92%	5.70%	<b>5.57%</b>
Saskatoon	1.86%	4.76%	5.44%	3.41%	3.86%	3.99%	4.00%	4.99%	7.26%	5.34%	<b>4.49%</b>
<b>Regina</b>	<b>0.00%</b>	<b>3.91%</b>	<b>2.84%</b>	<b>0.00%</b>	<b>4.00%</b>	<b>4.00%</b>	<b>3.90%</b>	<b>4.45%</b>	<b>5.88%</b>	<b>3.90%</b>	<b>3.29%</b>
4-City Average (By year)	<b>2.88%</b>	<b>4.79%</b>	<b>5.07%</b>	<b>4.00%</b>	<b>4.41%</b>	<b>4.40%</b>	<b>4.78%</b>	<b>4.56%</b>	<b>5.77%</b>	<b>5.01%</b>	<b>4.73%</b>





# Managing Progress



# Introduction

## Community Profile

From its humble beginnings as a small prairie trading centre serving a mostly rural population at the turn of the 20th century, Regina has evolved into a bustling urban centre with a robust economy that is envied across Canada.



Today, Saskatchewan's capital has a population of 216,000 and serves a larger metropolitan area of 237,000, and it's growing. Between 2006 and 2011, the city's population increased by more than 14,000, or 7.7%. Perhaps more importantly, the number of young children under the age of five that call Regina home grew by 24% during the same period. In fact, Regina's population is expected to hit 300,000 in just 25 years. Many of those newcomers are expected to be recently-landed immigrants.

Regina has a primarily resource-based economy featuring the oil and gas, potash and agricultural sectors. Companies such as the Co-op Refinery Complex (CRC), the world's first cooperatively-owned refinery; EVRAZ, a vertically-integrated steel, mining and vanadium business; and Viterro, a leading grain and oilseeds marketer and handler, all call Regina home.

The city also boasts the headquarters of provincial Crown utilities SaskEnergy, SaskPower and SaskTel.

In recent years, one of Regina's economic strengths has been the increasing diversification into sectors such as banking and finance, computer and information technology, manufacturing and telecommunications. Combined, they all play a part in having created one of Canada's strongest economies over the last five years, featuring strong growth in gross domestic product (GDP), low unemployment and rising personal income levels.

While the intense pace of Regina's growth of recent years has leveled off in 2015, the city's economic prospects remain comparatively strong (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 perform above the five-year average (Figure 2).

### REGINA ECONOMIC INDICATORS

Economic Indicators	2012	2013	2014	2015f	2016f	2017f	2018f	2019f
Real GDP at basic prices (2007 \$ millions)	12,936	13,660	14,180	14,409	14,475	15,034	15,298	15,608
percentage change	5.4	5.6	3.8	1.6	2.4	1.9	1.8	2.0
Total employment (000s)	128	136	137	138	140	142	142	144
percentage change	3.3	6.2	0.4	1.0	1.1	1.5	0.6	1.1
Unemployment rate (per cent)	4.2	3.8	3.6	4.4	4.5	4.5	4.6	4.7
Personal income per capita (\$)	45,967	47,979	48,257	48,765	49,290	50,183	50,874	52,021
percentage change	2.3	4.4	0.6	1.1	1.1	1.8	1.4	2.3
Population (000s)	225	231	238	243	248	254	259	264
percentage change	3.3	2.8	2.8	2.2	2.1	2.3	2.1	1.9
Total housing starts	3,093	3,122	2,223	1,655	1,857	1,878	1,709	1,672
Retail sales (\$ millions)	4,893	5,128	5,455	5,442	5,614	5,761	5,903	6,084
percentage change	7.1	4.8	6.4	-0.2	3.2	2.6	2.5	3.1
CPI (2002 = 1.0)	1.246	1.267	1.297	1.320	1.351	1.380	1.409	1.438
percentage change	1.8	1.7	2.3	1.8	2.4	2.1	2.1	2.1

FIGURE 1: REGINA ECONOMIC INDICATORS

F = FORECAST SOURCES: STATISTICS CANADA; CMHC HOUSING TIME SERIES DATABASE; THE CONFERENCE BOARD OF CANADA

### BUILDING PERMITS (2006-2015)

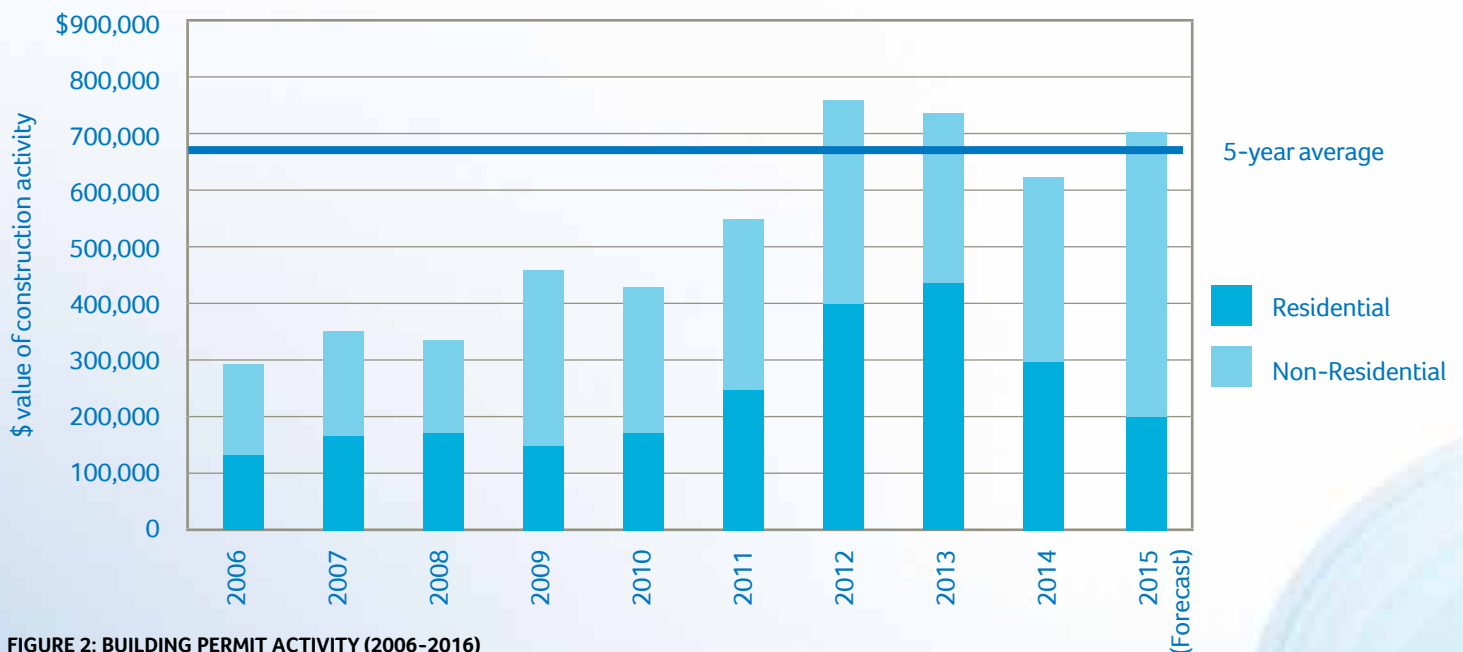


FIGURE 2: BUILDING PERMIT ACTIVITY (2006-2016)



As an economic centre in Saskatchewan, Regina's success affects and is affected by Saskatchewan's economy. The city, with its amenities and services, provides an attractive place to live and work, which supports and drives economic growth in the province. Regina is a key service centre for industries outside the city such as oil and gas, agriculture, and potash.

A 2006 report from the Conference Board of Canada found that urban economies drove the economic success of the surrounding areas. In 2014, Regina and Saskatoon accounted for more than half (54%) of Saskatchewan's gross domestic product (GDP), which has continued into 2015.

## DEMOGRAPHICS

REGINA		SASKATCHEWAN
216,000	POPULATION in 2015	1,133,637
20.5%	POPULATION GROWTH RATE % change 2006 - 2015	17.1%
11.5%	VISIBLE MINORITY POPULATION 2011	6.3%
2:1	WORKING AGE POPULATION as a Ratio of non-Working Age Population 2011	1.7:1
51.5%	POST-SECONDARY EDUCATION as % of Population 2011	47.2%

## LOCAL ECONOMY

REGINA		SASKATCHEWAN
4.3%	UNEMPLOYMENT RATE in August 2015	4.7%
\$93,670	MEDIAN HOUSEHOLD INCOME in July 2013	\$82,283

## EMPLOYMENT BY SECTOR

REGINA		SASKATCHEWAN
20%	INDUSTRIAL	29%
28%	OFFICE	19%
4%	TRANSPORTATION & WAREHOUSING	5%
13%	WHOLESALE & RETAIL TRADE	12%
20%	NON-COMMERCIAL SERVICES	20%

FIGURE 3: COMPARISON OF REGINA TO SASKATCHEWAN ON KEY INDICATORS

## CITY OF REGINA REVENUE SOURCES

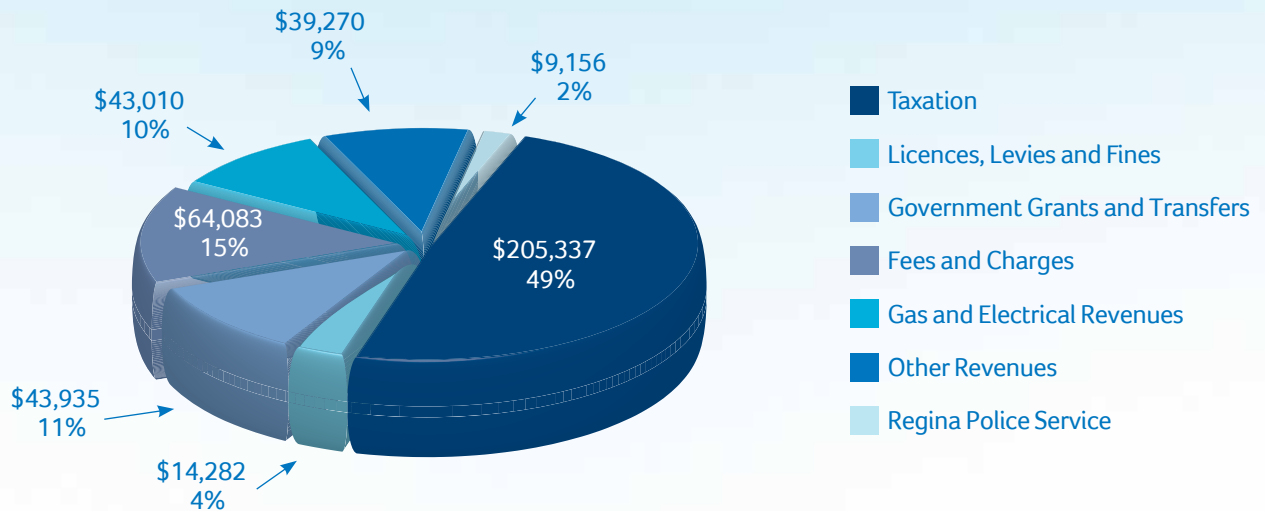


FIGURE 4: CITY OF REGINA GENERAL FUND OPERATING REVENUE SOURCES AS PERCENTAGES OF TOTAL REVENUES (PROPOSED 2016)

Note: figures are \$'000s

### Organization Profile

The City of Regina delivers the majority of essential public services that affect the day-to-day lives of its residents. These services are structured and funded in two different ways, described more fully later in this document, but for summary purposes are referred to here as the General Fund and the Utility Fund.

#### General Fund

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 4). The majority of City services are financed by the General Fund.

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

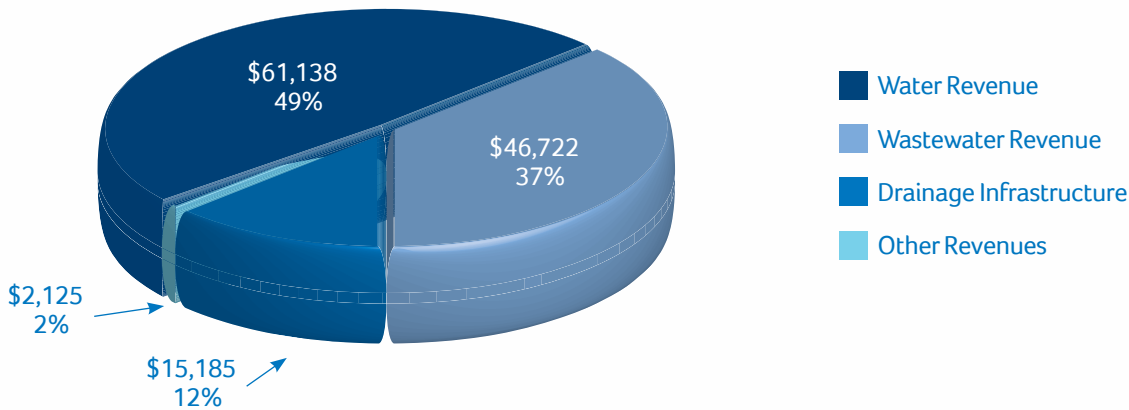
- Urban planning and development oversight
- Parks
- Recreation services (including a wide-range of indoor and outdoor public facilities)
- Grants to community service organizations



### Utility Fund

The Water and Sewer Utility, supported by the Utility Fund, 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 can be charged by volume, which provides an incentive to conserve valuable resources.

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



**FIGURE 5: CITY OF REGINA UTILITY FUND OPERATING REVENUE SOURCES AS PERCENTAGES OF TOTAL REVENUES (PROPOSED 2016)**  
 Note: Figures are \$000s.

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

1. **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 200,000 including some customers outside city limits.
2. **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 provincial and federal 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. The system serves approximately 69,000 residential, institutional, commercial and industrial properties.
4. **Customer Service: Customer service has two elements:**
  - a. Utility Billing - producing and collecting on utility billings in an efficient, accurate and timely manner.
  - b. Communications - being responsive to customer inquiries and needs.

### Costing Fund

Across the City of Regina, various divisions and departments provide services to other divisions and departments. To understand the full cost of delivering any particular service, it is important to include the cost of services provided by all City departments. Costing Funds provide a mechanism to track the cost of these services and then allocate them to the service using them. 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.

### Organization Structure

The City delivers its services in a variety of ways, led by approximately 2,400 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 is designed to support corporate planning and coordinated service delivery across all service areas. Accountability for results is clear (Figure 6).

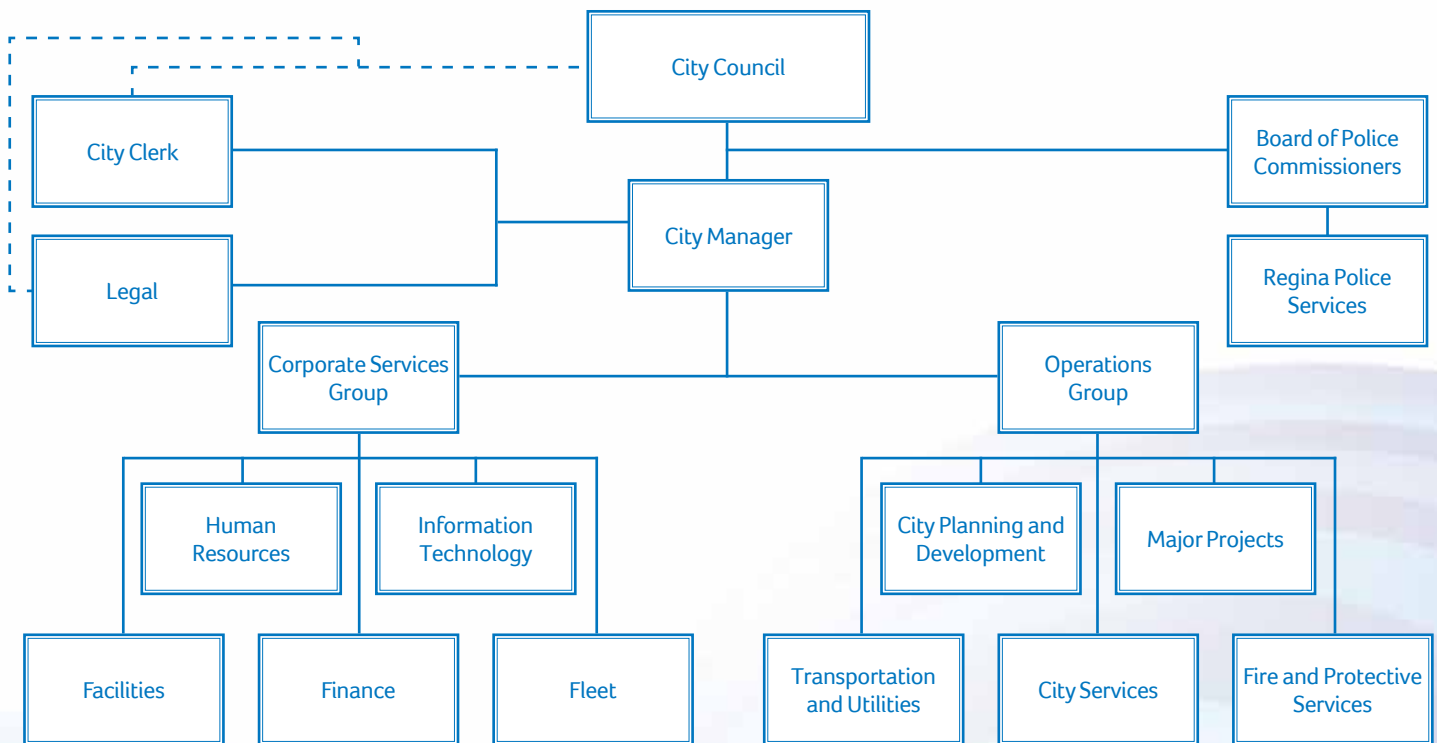


FIGURE 6: CITY OF REGINA ORGANIZATION STRUCTURE (2015)



FIGURE 7: CITY OF REGINA'S PLANNING FRAMEWORK

## Regina's Planning Framework

The City of Regina has established a planning framework that allows it to integrate 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 Utility Fund.

As depicted in Figure 7, the driver for all planning and service delivery activity is the City Vision and Official Community Plan (OCP). The Vision and the OCP are addressed over time through the following:

- The Strategic Plan
- The delivery of Reliable Community Services to residents through the implementation of policies, service levels, and through efforts to continuously improve

### *Design Regina: The Official Community Plan*

*Design Regina: The Official Community Plan* (OCP) was approved in 2014. Traditionally, Regina's OCP has served primarily as a land use plan. While *Design Regina* serves this purpose, in addition, 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.

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

*Design Regina Community Priorities:*

- Develop complete neighbourhoods
- 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 will be 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 the framework to develop more immediate plans that will move the organization towards the future envisioned by *Design Regina*. However, in order to achieve that vision, the City of Regina must also respond to trends and issues facing the community now.

The Strategic Plan provides the opportunity to respond to both 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 intended to build 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:

- The *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 vast majority of the City's effort is focused on the delivery of services that residents rely on every day. 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 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 designed 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 various services the City provides. 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. A key consideration is the issue of affordability for residents.

## Drivers for 2016 Business Plan and Budget

### Strategic Context for 2016

Saskatchewan has enjoyed a prolonged period of economic growth. The thriving provincial economy and low unemployment rate have both boosted salary expectations and supported a thriving service industry. However, in 2015, initiated by a stark drop in international oil prices, the province's economy has begun to show signs of faltering.

Issues that were front and centre when the economy was booming have been tempered. For example, apartment vacancy that was below 1% just a few years ago, has increased to the City's target level of 3%. The unemployment rate, which was as low as 3% just a year ago, created challenges for the City to recruit skilled tradespeople. This issue has recently moderated, with the unemployment rate rising to 4.3% and recruitment and retention has improved. However, even with the increased flexibility in the labour force, Regina continues to have one of the lowest unemployment rates in the country and demand for workers remains high.

As the economy cools, ever-present public expectations to manage the cost of municipal government will increase.



## Priorities and Issues

### Growth Management

The robust economy of the past decade, while of great benefit to the community, has created significant pressures for the City of Regina. Revenues are growing as a result of growth; however, not as quickly as costs. The City of Regina will need to determine how to improve revenue growth in the context of responding to the population growth of recent years. The City will also need to consider how to reduce costs. A key element of this effort will be to develop policies, incentives, and programs that will improve the population density of the community. If some of the new population coming to Regina 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 to handle servicing a growing population. That excess system capacity (e.g. for things like water pressure) has now been used up 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 City services but don't contribute to the tax base is increasing. The City will need to work with its partners in the region, which includes Regina, to identify innovative ways to jointly plan and deliver services.



### Asset Renewal and Financial Viability

One of the Community Priorities that emerged from the *Design Regina: The Official Community Plan* process was to ensure Regina's long-term financial viability. Of key interest to the community was the historic pattern the City had taken to manage affordability, which was by deferring the renewal of assets and infrastructure. Residents recognized that two decades of doing so has created a backlog of necessary infrastructure renewal. This includes the renewal of residential streets, recreation facilities and other buildings in which the City conducts its business.

If left unresolved, this backlog will not only have a crippling effect on the City's ability to maintain service levels and meet spending requirements for repair and maintenance, but it will also reduce its economic competitiveness. The City has begun to develop strategies to address this as part of a developing long-term asset management plan.

The issue of infrastructure renewal is compounded for the City's water and wastewater Utility as a consequence of regulatory change 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 becoming more frequent. 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 Plant.

### Citizen Engagement

The City can do more to ensure that residents understand the role of the City (and 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. This 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 low cost 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 believe 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 aspect of the City's response to this is reflected in its new membership with the Ontario Municipal Benchmarking Initiative (OMBI). 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 help build trust and confidence.

### EMPLOYEE RETIREMENT & ELIGIBILITY

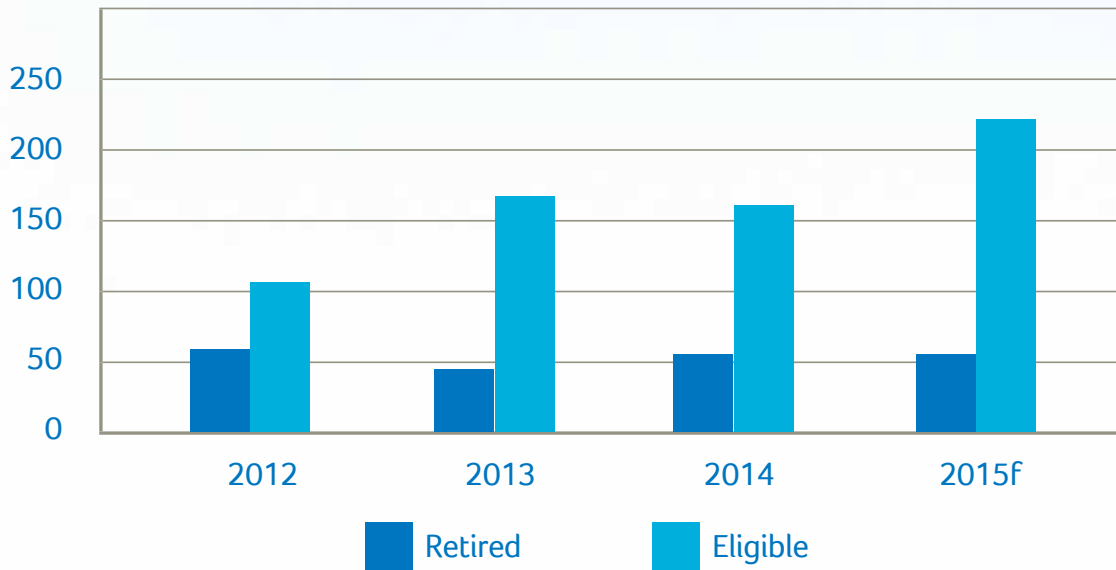


FIGURE 8: CITY OF REGINA EMPLOYEES WHO ARE ELIGIBLE TO RETIRE VS THOSE WHO ACTUALLY RETIRED

#### Employee Engagement and Retention

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

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, issues still occur in some occupational categories. For example, the operation of the water and sewer Utility is highly regulated. Some roles require significant training and certification which can be difficult to acquire and even more difficult to recruit.

Complicating the issue of employee recruitment and retention is the fact that City of Regina employees are aging. Indeed, one-third of the City’s workforce is eligible to retire in the next six years. When considered in the context of an already competitive labour market, the City will be challenged to maintain service levels in the coming years without proactive strategies to improve our ability to recruit, retain, and develop employees with the necessary skills. Fortunately, not all people who are eligible to retire do retire. The City has been able to sustain services and service levels in a competitive labour force environment because many employees choose to remain in the workforce. However, while this trend eases the challenge of recruitment and retention, it also elevates the risk as the number of employees eligible to retire increases each year (Figure 8). To begin to address this risk, the City has implemented various initiatives including training to develop future leaders and succession management across the organization.

## 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 recently 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 has approved 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 one or more assets could deteriorate or even 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:** In this current economic environment of low unemployment and rising incomes, Regina is poorly positioned to compete in the labour market. Indeed, the City is already having difficulty recruiting for key positions. This issue is further complicated by the fact that 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.



## 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 to 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.
- The City will optimize its financial capacity and improve the future allocation of resources.
- 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 City's delivery of the 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:

- Service expectations will be reconciled with the City's fiscal reality.
- The City will be responsive to consumers' needs by meeting established customer service standards.

## Performance Measurement

### Progress on the Official Community Plan

The OCP is designed to articulate community-wide objectives. Achieving results is not always within the full control of the City of Regina. Where we influence but do not control the inputs required to produce desired results, we expect to be able to describe the following two aspects of performance:

- Whether or not the community is moving in the right direction.
- Whether or not the City of Regina is doing its part to achieve the OCP.

The approximately 25-year timeline of the OCP is significant. Changes will sometimes be small and incremental. A measurement framework must be able to identify trend information for the whole plan, and accountability information for the City of Regina at a level sufficiently nuanced to pick up small improvements which may occur in a single year. The development of such a measurement and reporting framework, and building the understanding and buy-in to what such a framework might mean, will be a multi-year project for the City.

### Progress on the Strategic Plan

The strategic plan uses a Balanced Scorecard Measurement Framework. The scorecard defines measures that address both the goals and objectives of the plan and the work that is required to achieve those goals and objectives. Reporting of progress on the strategic plan takes place quarterly. Executive leadership monitors these results and makes internal shifts and adjustments to the work plan and resourcing each quarter in support of successful implementation.

### Operational Performance

Regina joined the Ontario Municipal Benchmarking Initiative (OMBI), a national organization that provides a rigorous framework for measuring municipal efficiency and effectiveness on a wide range of services. The first phase of performance reporting on a selection of OMBI services appears later in this document. The balance of measures will be phased in over the next three years. These measures will allow the tracking of service efficiency and effectiveness from year to year, as well as through comparisons to similar measures of other municipalities across Canada.

This organization-wide approach will provide a strong foundation for reporting Key Performance Indicators (KPIs). Individual departments are also working on additional performance measurement approaches to ensure they are delivering their services as intended.





# Budget Overview





# Budget Overview

The City of Regina's 2016 budget is all about managing progress and doing what matters most.

The Official Community Plan established a bold vision for the city. This budget continues to focus on the foundational elements required to achieve that bold vision.

The budget prioritizes investing in those things that residents say are most important to them, like **improving our infrastructure** and **investing in community safety**.

The five-year capital plan proposed this year presents a total of \$1 billion in capital renewal and development across both General Funded and Utility Funded services. This represents the largest ever capital plan for the City of Regina.

In spite of substantial reductions over the past decade, crime in Regina continues to be among the highest when comparing Canadian cities. Contemporary police services balance traditional law enforcement with proactive crime prevention activities (e.g., addressing risk factors, working with youth, collaborating with other service providers, and engaging the community). Both elements are crucial to ensuring public safety but both also require commitments of time and resources. The 2016 budget proposal includes provision for eight additional constables who will be assigned to Patrol to maintain a balance between traditional law enforcement and proactive crime prevention.

But the plan also focuses on investing in ongoing productivity improvements to ensure **continued affordability** by:

- Establishing tools to ensure we can deliver services as efficiently and effectively as possible.
- Establishing systems to ensure we can better understand the long-term implications of the investment options we face.
- Improving our internal information management systems to ensure we are able to work as productively as possible.

The 2016 budget is designed to place Regina in a position of strength for the future by focusing on the top priorities we have heard from citizens.

To achieve these priorities, the City has initiated a number of key actions that will move forward in 2016:

## Defining Services and Understanding Service Alternatives

To assure that the City is delivering its services effectively and efficiently, it must understand how services drive cost. The City has begun to describe its services and service levels, allocating cost and full time equivalent employee resources (FTEs) so it can:

- Identify process improvements and other efficiencies in service delivery.
- Understand the service delivery implications of budget reductions or increases.
- Measure and compare service performance year-to-year and with other municipal jurisdictions.
- Improve business planning, in particular, the capacity allocation to business improvement work outside of regular service delivery.
- Provide accurate information to residents regarding the services they receive.

### Long-Range Financial Plan

The City's Utility Fund is supported by a long-range financial plan. This 25-year financial model identifies the operating assumptions (including growth), asset renewal requirements, and capital requirements, to service expected growth so service delivery plans, water rates and service levels can be predictably managed. These elements are combined along with the Utility's three funding sources, the Utility Reserve, Utility Rates, and Service Agreement Fees (development charges) to ensure that the Utility's financial capacity is able to meet system and service requirements. The model helps staff balance workplans to:

- Level the requirement for rate increases
- Limit the requirement for debt financing
- Ensure healthy reserve levels
- Manage the annual capital plan so it is feasible in the context of current staffing levels and economic environment
- Ensure planned service levels are achieved and assets are capable of delivering on service levels

The model allows the Utility to examine various scenarios to build a long-term capital plan and determine the necessary Utility rates that consumers must pay. Ultimately, the budget is based on the scenario that provides the best balance between the various outcomes described above.

Within the General Fund, long-range plans have been developed for several asset classes and for a significant single asset. These plans provide the basis for budgeting similar to the Utility Fund long-range financial plan described above. The assets that have completed plans include:

- Roads (collector/arterial and residential)
- Fleet (including Fire and Transit fleets)
- Information Technology
- Assets to service new development (water, wastewater, drainage, road, sidewalks, traffic, parks, and recreation infrastructure). This plan was under review in 2015. The results of the review will be considered by Council before the end of 2015.

The City is continuing to develop similar long-range models for the balance of its asset classes including facilities, bridges, and traffic.

By the end of 2016, the completed individual plans will be integrated into a single long-range financial plan for the City of Regina. This plan will allow the City to comprehensively test a wide range of scenarios to ensure these assets remain capable of supporting desired service levels, property tax and Utility rate increases are affordable, and debt is managed. Budgets will be based on the scenario which most favourably balances these issues. As new long-term plans are completed for other asset classes, they will be added to the City-wide long-range plan and incorporated into the City's overall service delivery plans.

### Measuring Performance

The City of Regina is aggressively moving to improve the quality, consistency and frequency of its performance reporting. There are three levels of performance reporting planned – measuring progress on the OCP; measuring progress on the strategic plan; and measuring operational performance. One level is already well-established, measuring progress on our strategic plan; however, the other two are in development.

## General Fund

### General Fund Supported Services

As described earlier in this document, the General Fund, both capital and operating, supports most of the services offered by the City.

The General **operating budget** increases are, with few exceptions, limited to increases of 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 \$16.2 million, representing a 5.9% increase.

While the overall increase is reasonable, operating increases were significant (in excess of \$1 million each) in some areas as noted below:

- A substantial transfer to the Fleet Replacement Reserve to address both the impact of changes to the purchasing power of the Canadian dollar and to accommodate the depreciation costs of new fleet equipment. Much of the equipment and many of the parts for the City's fleet are imported from the US and the drop in value of the Canadian dollar has had a significant impact on the budgetary requirements. These increases have been partially offset by a reduction in the budget for fuel costs because of the reduction in the market price for oil.
- Transit fleet maintenance costs are also increasing because of the complexity of new transit equipment, inadequacy of transit maintenance facilities for servicing some new features of transit equipment, and because of local labour market issues which results in some transit maintenance contracted out at a higher cost. As labour market issues ease, the City may be able to reduce contracting out servicing and replace with permanent employees. The City's highest priority for infrastructure investment by other levels of government is a new transit maintenance garage designed to support maintenance of newer transit bus models, which will also result in reduced contracting out in the future, as it will have the space and equipment to service new bus models. The 2016 capital budget includes early investment of \$5.3 million for this project, pending approval by the Province of Saskatchewan and the Government of Canada.
- 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 our infrastructure and start to address long-standing deferred expenditures in asset management. In 2016, the civic portion of capital investment will be increased to \$40 million from just under \$34 million in 2015. This has been a strategic priority for the City of Regina, and the impact can be seen in Figure 9. These increases are in excess of the percentage increase described above to the base budget.

### INCREASED ANNUAL INVESTMENTS IN CAPITAL ASSETS

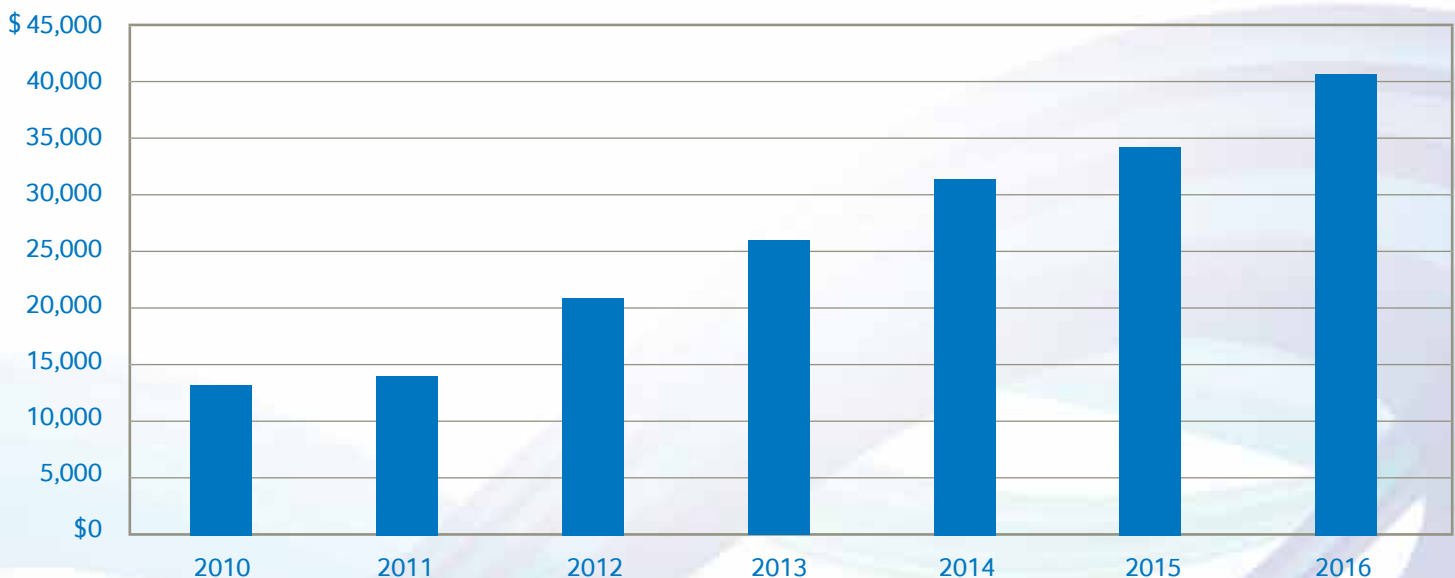


FIGURE 9: THE GROWTH IN THE CITY OF REGINA'S INVESTMENT OF ANNUAL GENERAL OPERATING FUNDS INTO CAPITAL RENEWAL

The 2016 budget continues to recognize the need to balance service commitments with expectations of affordable taxation. Historically, this awareness has allowed the City to raise property taxes consistent with increases in household

incomes. City Council has decision-making authority over taxes representing 2 - 2.5% of annual median household income in Regina, levels which have remained relatively steady over time (Figure 10).

### PROPERTY TAXES AS % OF MEDIAN HOUSEHOLD INCOME

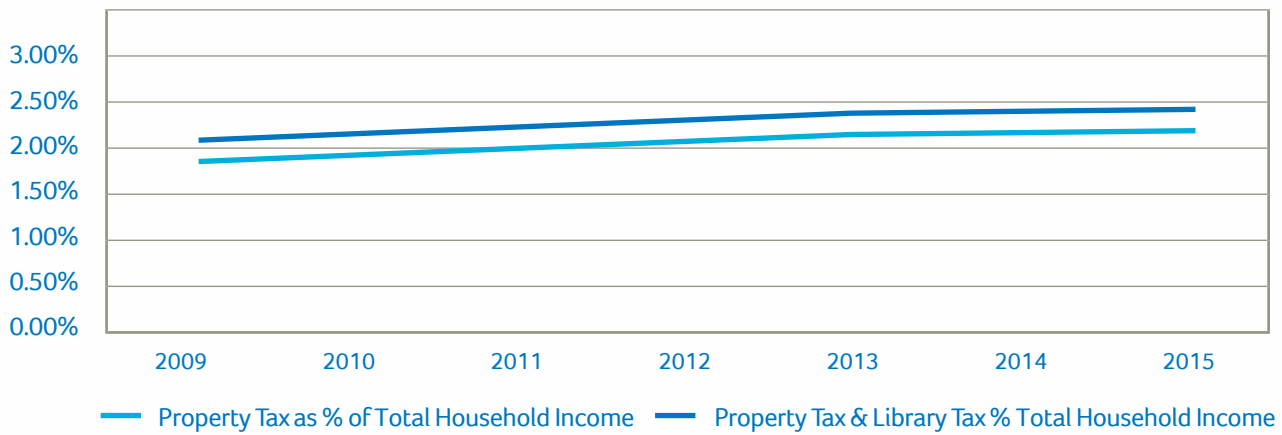


FIGURE 10: CITY OF REGINA PROPERTY TAXES AS A PERCENTAGE OF AVERAGE HOUSEHOLD INCOME

The City has proactively identified opportunities to improve services while reducing costs. Since 2006, these efforts have resulted in cost savings, productivity improvements and/or cost avoidance worth more than \$27 million. The proposed budget directly identifies another \$80,000 in new annual savings and a further \$200,000 in revenues to offset costs previously supported by taxes. In addition, a number of projects included in the proposal will result in future savings.

Property tax rates are subject to a number of influences including assessment values, tax policies and the relative weight that property class assessments have on tax rates. Regina enjoys relatively low tax rates (Figure 11) and maintains spending levels that are among the lowest in Western Canada (Figure 12).

### MILL RATE INCREASES BY CITY

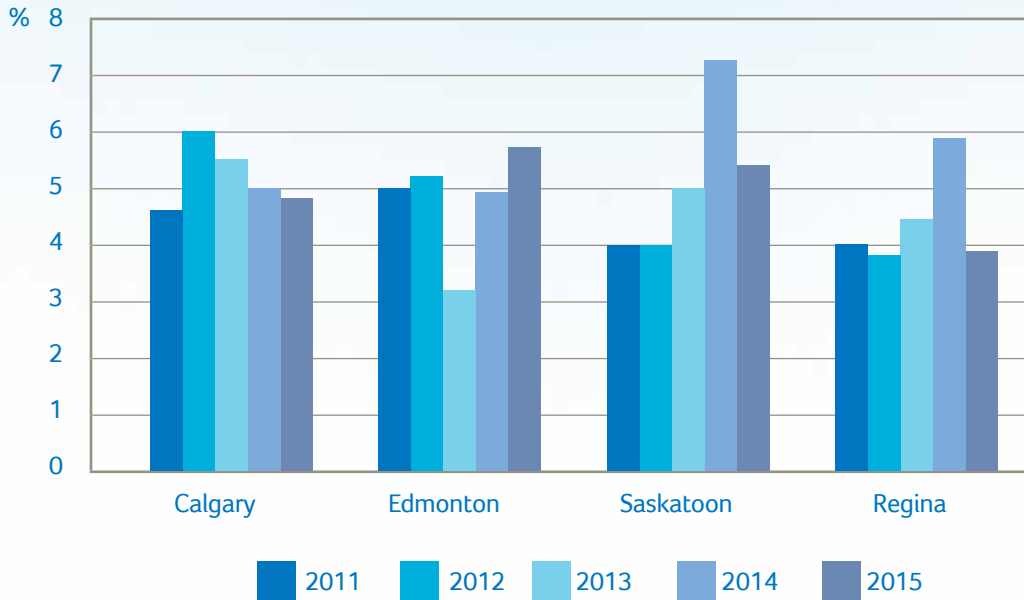


FIGURE 11: COMPARISON OF MILL RATE INCREASES ACROSS SELECT WESTERN CANADIAN CITIES

### 2014 MUNICIPAL EXPENDITURES PER HOUSEHOLD

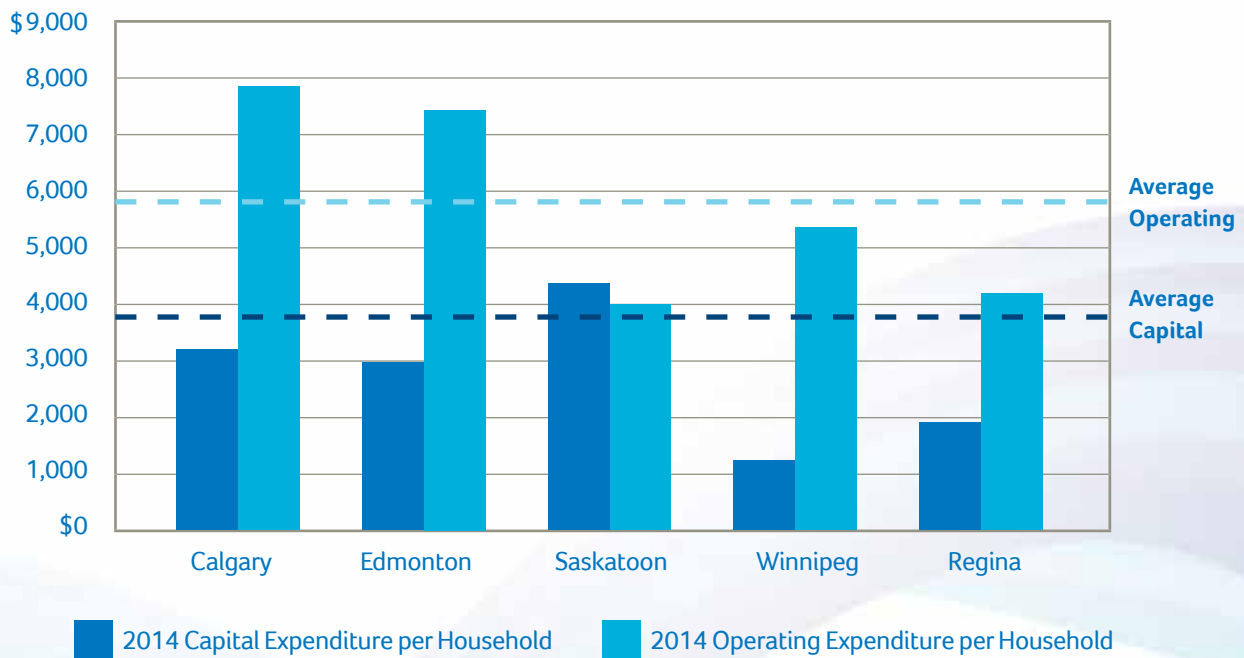


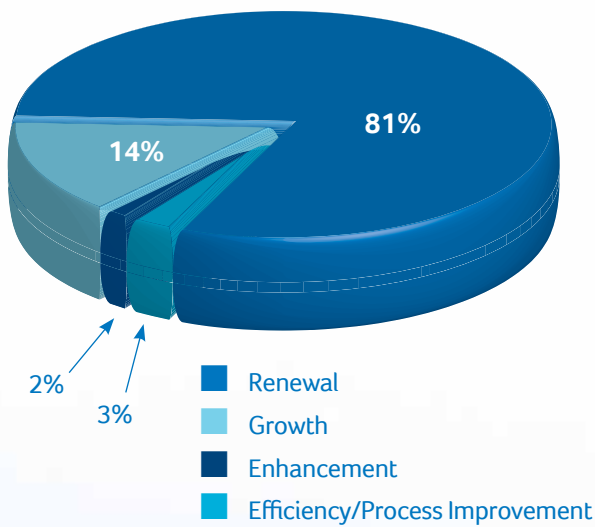
FIGURE 12: COMPARISON OF PER HOUSEHOLD MUNICIPAL EXPENDITURES ACROSS WESTERN CITIES

Even when combined with school taxes, the total taxation level has consistently remained below 4% of median household income. When all household taxes from all levels of government are added up, the municipal property tax accounts for just 8% of the total tax bill.

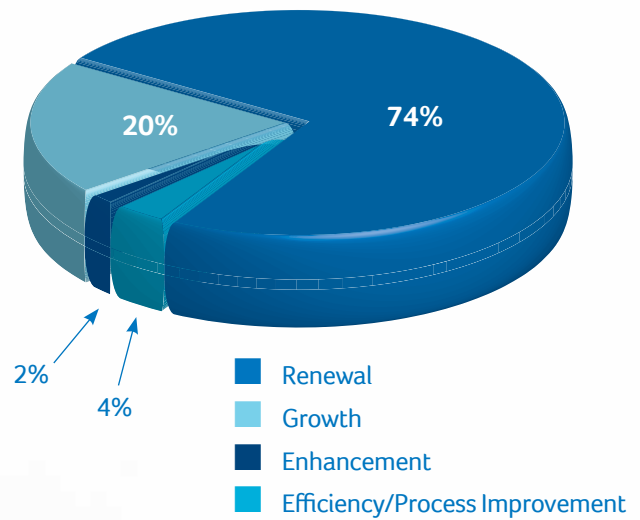
### General Fund Capital Highlights

The General **capital budget** has focused primarily on the renewal of infrastructure, a priority of the strategic plan and linked to the OCP priority of long-term financial viability. A breakdown of planned investment can be found in Figure 13.

### GENERAL BUDGET DISTRIBUTION (INCLUDING REGINA'S NEW STADIUM)



### GENERAL BUDGET DISTRIBUTION (EXCLUDING REGINA'S NEW STADIUM)



**FIGURE 13: BREAKDOWN IN 2016 PLANNED CAPITAL INVESTMENT BY THEME**

*Note: The charts present the capital plan with and without the planned investment in Regina's new stadium. Both charts are presented as this project disguises the impact of other types of investment due to its size.*

To further understand this breakdown, these categories are defined as:

### Renewal

Renewal related work is meant to renew infrastructure and other assets that are required to maintain business as usual functions. Generally, it is focused on rebuilding or replacing assets which have reached the end of their useful life, or on repairing or rehabilitating assets to extend their useful life. The focus of this work is on maintaining existing services and service levels.

### Growth

Regina has experienced relatively high population growth in recent years. As the footprint of the city continues to grow in response to this population growth so too must the infrastructure required to provide services throughout Regina. Growth investments provide infrastructure for new neighbourhoods and minimize the impact of growth on existing infrastructure (e.g. street widening, improved traffic controls, etc.).

Growth related work is primarily funded through service agreement fees (SAF) and does not significantly affect tax based resources.

### Efficiency/Process Improvements

Staff regularly look for opportunities which allow us to do things better and more efficiently. This bundle of work contains programs/projects intended to result in long-term productivity improvements. They include equipment that will reduce the amount of time required for certain tasks, such as multi-season equipment which can be used for multiple tasks at various times of the year (e.g. from lawn mowing to snow clearing). This category also includes new technology and information systems that will result in process changes and produce higher efficiency (e.g. mobile building permit and inspection systems to reduce wait and turn-around times).

### Enhancement

The enhancement category represents investments that create improvements in service or service levels for residents. In 2016, this includes the investment in the new Mâdawêyatitân Centre (formerly North Central Shared Facility) and a small investment in CPTED improvements (Crime Prevention Through Environmental Design) within city parks.

### Key Deliverables

- A continuing top priority is fixing residential roadways. This same priority occurred in 2014 and 2015, where an additional 1% mill rate is proposed to be dedicated to the residential street program. This increase brings annual investment to \$5.5 million. Similar mill rate allocations will take place each year until 2019, when annual investment in residential road renewal will reach \$10.8 million. This is deemed to be sufficient for creating a sustainable, ongoing residential road renewal program.

The City is also continuing to spend record levels on other road infrastructure, including a proposed \$18 million on Regina's major arterial streets.

- The City is investing a record amount on bridge infrastructure renewal (\$6.4 million compared with \$3.5 million in 2015). Investment levels are projected to continue increasing to more than \$7 million annually in each of the following four years.
- The City is fulfilling its commitments to ongoing projects made in 2015. Most notable of these was Regina's new stadium and the new wastewater treatment plant. These projects are both proceeding on-time and on-budget. The Mâdawêyatitân Centre (formerly known as the North Central Shared Facility), a new facility that will house a ground-breaking integrated approach to community service and support, is also included in the capital plan.

## ANNUAL WATER AND SEWER UTILITY CHARGES 2007-2016

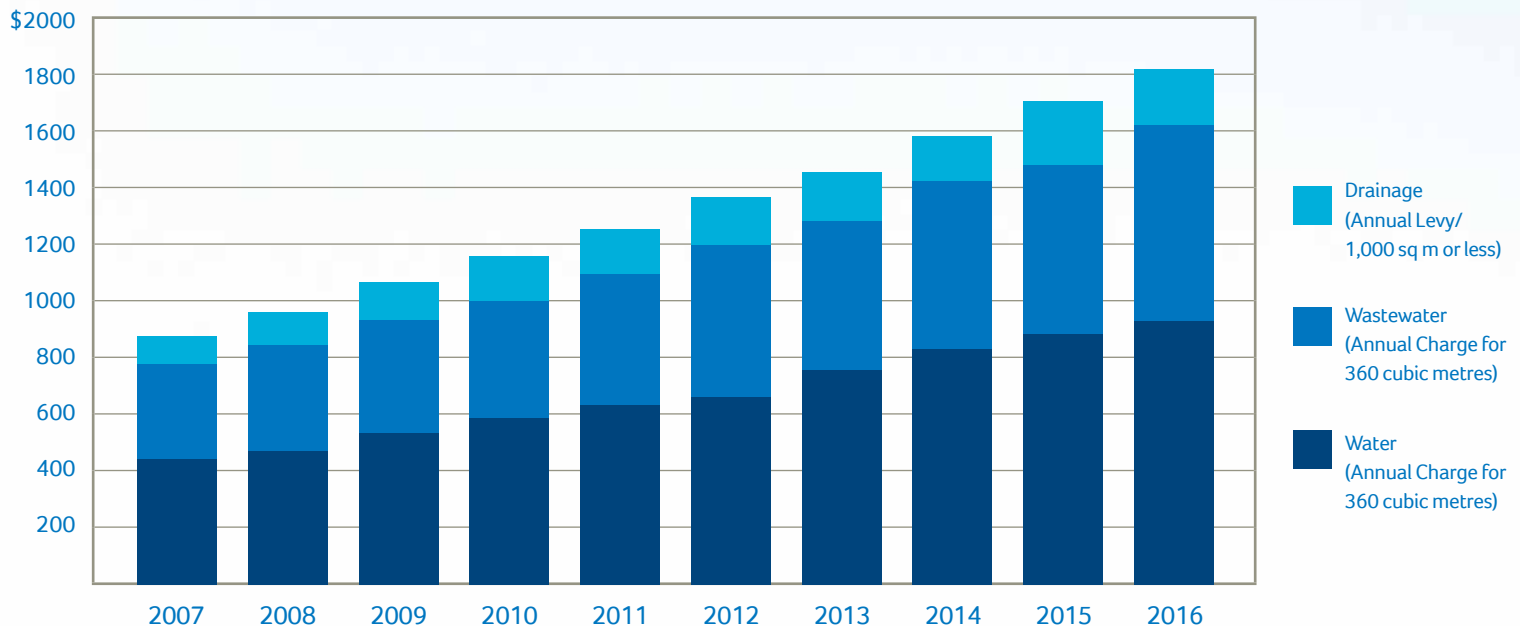


FIGURE 14: HISTORY OF REGINA'S ANNUAL CHARGES FOR WATER, WASTEWATER AND DRAINAGE BASED ON AVERAGE WATER USE AND PROPERTY SIZE

## Utility Fund

### Utility Fund Supported Services

As described earlier in this document, 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. This model is based on users paying for the service rather than having the costs borne exclusively by property owners. Improved asset management practices and a changing regulatory environment have led to more pronounced increases in Utility rates. However, despite the recent increases (Figure 14), the City's rates remain comparable with other Western Canadian cities.

The Utility **operating budget** increases total \$4.06 million or 6.3% over the base operating budget of 2015. This includes both increases related to inflation or growth (e.g. water purchase from Buffalo Pound Water Treatment Plant) 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.

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.

The last rate review for the Utility was conducted in 2013. Rate increases were set at that time at 8% per year for two years pending the finalization of the Wastewater Treatment Plant P3 agreement. A new rate review was conducted in 2015 once the P3 agreement was finalized. The proposed rate increase is 6% each year for two years.



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 15).

### SAMPLE RESIDENTIAL CUSTOMER - 2015 RATES

Utility Bill Details	Regina	Calgary	Edmonton	Saskatoon	Winnipeg
<b>Water</b>					
Annual Basic Charge	\$262.80	\$192.23	\$85.80	\$210.53	\$127.75
Annual Volume Charge	\$619.20	\$637.20	\$664.99	\$179.29	\$522.00
<b>Total Annual Water</b>	<b>\$882.00</b>	<b>\$829.43</b>	<b>\$750.79</b>	<b>\$389.81</b>	<b>\$522.00</b>
<b>Wastewater</b>					
Annual Basic Charge	\$204.40	\$250.63	\$150.00	\$129.96	\$0.00
Annual Volume Charge	\$454.61	\$396.00	\$584.32	\$110.66	\$820.80
<b>Total Annual Wastewater</b>	<b>\$659.01</b>	<b>\$646.63</b>	<b>\$734.32</b>	<b>\$240.62</b>	<b>\$820.80</b>
<b>Annual Drainage Infrastructure Levy</b>	<b>\$175.20</b>	<b>\$133.35</b>	<b>\$423.29</b>	<b>\$243.61</b>	<b>\$0.00</b>
<b>Total Annual Utility Charges</b>	<b>\$1,716.21</b>	<b>\$1,609.41</b>	<b>\$1,908.40</b>	<b>\$874.04</b>	<b>\$1,342.80</b>

FIGURE 15: A COMPARISON OF WATER AND WASTEWATER UTILITY RATES ACROSS WESTERN CANADA

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

#### Utility Fund Capital Highlights

The Utility **capital plan** totals \$127.8 million; \$72.8 million are costs related to the Wastewater Treatment Plant construction. Of the Wastewater Treatment Plant costs, \$48.2 million will be funded by a grant from P3 Canada. The remainder will be funded from the Utility Reserve. Other major initiatives in the Utility Capital plan include:

- Completion of the water master plan and develop the wastewater master plan to maintain/improve the level of service, reduce risk and vulnerability, and accommodate growth. In advance of the completion of these plans, the City has begun the wastewater trunk relief initiative to increase the capacity of the wastewater collection system and reduce the risk of sewer backups during storm events.
- Continuation of activities to upgrade the drainage system to reduce flooding and reduce the amount of rain water from entering the wastewater system. It is expected this will include another detention pond and upgrades to underground infrastructure to reduce the risk of flooding from storm events.
- Work will begin to build a new water pressure zone in the eastern part of the community. This will ensure that growth areas have adequate water pressure and existing areas do not experience unacceptable reductions in pressure due to that growth.
- Continuation of renewal activities at the Buffalo Pound Water Treatment Plant.

## Accounting Process

### 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 the water, waste water and sewer activities.
- General Capital Fund – to account for financial resources used for the acquisition or construction of major capital projects and programs. The funding sources for these projects and programs include appropriations from the current operating budget, reserves, developer contributions, development fees, and other sources such as gas tax, and provincial or federal grants.
- Utility Capital Fund – to account for financial resources used for the ongoing investment in new utility capital assets and the renewal and rehabilitation work of existing utility assets. The funding sources for these projects and programs include appropriations from the utility rates, reserves, developer contributions, development fees, and other sources such as gas tax and provincial or federal grants.
- Costing Fund – to account for the cost of services delivered by one City department to another.

### Basis of Accounting

The City of Regina uses the cash basis of accounting for budgeting purposes. Revenues are recognized as they are earned and measurable; expenses are recognized in the period in which they are expected to be paid.

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.



## Budget Process

As prescribed under *The Cities Act*, Section 128, Council adopts an operating and a capital budget for each fiscal year. Currently, 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 starts off with strategic and business planning as outlined earlier in this document and ends with a Council approved plan for the upcoming year.

In the fall of 2014, departments developed business plans to:

- Respond to the Strategic Plan
- Deliver their services

Work for 2016 resulting from this early business planning process was prioritized through a cross-organizational exercise early in 2015. This work was prioritized and an organization wide “Corporate Initiatives Portfolio” was developed.

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 2016 as in 2015. 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 2016 was guided by the following directions:

- Any change in expenditures or revenues from 2015 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 2015 budget or provide a strong business case for amending the plan.

## Budget Advisory Group (BAG) Process

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

### Capital:

1. Highest priority projects in the Corporate Initiatives Portfolio (e.g. Regina’s new stadium and Wastewater Treatment Plant construction projects).
2. Pre-approved capital expenditures from 2015 Budget.
3. Contractual Obligations/Council Direction.
4. Investing to create an efficiency that delivers existing service levels at a lower long-term cost.
5. Maintaining existing service levels by:
  - a. Repairing/Rehabilitating existing infrastructure to continue the same level of service.
  - b. Replacing/Major upgrading existing infrastructure to continue the same level of service.
  - c. Developing new infrastructure to provide the same level of service to growth areas.

6. Medium priority projects in the Corporate Initiatives Portfolio (e.g. renewing information management systems).
7. Improving service levels by:
  - a. Replacing/Major upgrading existing infrastructure to provide an enhanced level of service.
  - b. Developing new infrastructure to provide an enhanced level of service.
8. Lower priority projects in the Corporate Initiatives Portfolio (e.g. process improvement projects such as Zoning Bylaw Review).
9. Infrastructure/Capital to provide new services.

#### Operating:

1. Highest priority projects in the Corporate Initiatives Portfolio (e.g. Regina's new stadium project oversight).
2. Contractual Obligations/Council Direction.
3. Investing to create an efficiency that delivers existing service levels at a lower long-term cost.
4. Maintaining existing service levels by:
  - a. Investing in increased operating costs to deliver the same level of service to existing areas.
  - b. Investing in increased operating costs to provide the same level of service to new growth areas.
5. Medium priority projects in the Corporate Initiatives Portfolio (e.g. benchmarking).
6. Increased operating costs to enhance service levels for existing services.
7. Lower priority projects in the Corporate Initiatives Portfolio (e.g. process improvements in procurement and contracting).
8. Increased operating costs to provide new services.

Following its review, the BAG makes recommendations to ELT about the draft budget. The recommended budget is then refined to reflect ELT's judgment 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 Ltd. (REAL), Wascana Centre Authority and the Regina Regional Opportunities Commission. 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 this document and are included later.

#### Council's Role

The proposed budget is based on recommendations from various City departments and service partners, scrutiny by the Budget Advisory Group, as well as review and refinement by ELT. This 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 2016 budget.

#### Public's Role

Members of the public are encouraged to become engaged in the budget process by reviewing the budget documents posted on the City of Regina website in mid November, speaking with their Councillor, and attending the special budget Council meeting to provide comments. In addition, citizens are able to make 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.

## 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:

- Financial Policies
- City Financial Condition
- City Financial Position

## Financial Policies

### Financial Policies Framework

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

### Key Principles

The goal of the Financial Policies Framework is to place the City's finances on a sound and sustainable footing so that financial, service and infrastructure standards can be met without resorting to unplanned or excessive increases in rates, fees and service charges or disruptive cuts in services. The following key principles apply to all decisions taken by departments of the City and are consistent with the goals outlined in the Official Community Plan (OCP) for achieving long-term financial viability.



Principle	Meaning
Respect for the taxpayer	<ul style="list-style-type: none"> <li>• Constant search for excellence and value with due regard to economy, efficiency and effectiveness</li> <li>• Programs are subject to periodic internal and external review</li> <li>• The City operates within its means with predictable tax levels</li> <li>• Fair and equitable treatment by other orders of government</li> </ul>
Maintain and enhance the City's financial condition	<ul style="list-style-type: none"> <li>• Sufficient revenues are raised to fund annual operations, while maintaining appropriate levels of debt and equity as specified by targets within this document</li> <li>• Liabilities arising out of current operations are fully funded by current taxpayers and user ratepayers</li> </ul>
Maintain assets	<ul style="list-style-type: none"> <li>• Physical assets are maintained/replaced using models of best economy and service levels</li> </ul>
Look ahead and deal with contingencies	<ul style="list-style-type: none"> <li>• Financial decisions are based on a multi-year forecast</li> <li>• Equity (reserves) provides flexibility to respond to economic cycles and manage financial risk</li> <li>• Prudence and flexibility are built into the budget</li> <li>• Financial issues are addressed with permanent solutions</li> </ul>
Borrow only for substantial long-term assets at affordable levels	<ul style="list-style-type: none"> <li>• Debt is used for specified capital programs/projects at levels affordable to taxpayers and user ratepayers</li> <li>• Credit ratings are sustained or improved</li> </ul>
Diversify revenues	<ul style="list-style-type: none"> <li>• User pay is an operating principle considered for all program areas; recovery rates are research-based and at or approaching full cost recovery</li> <li>• New funding sources/financing methods are identified that maintain or enhance the City's financial sustainability</li> </ul>
Cautious investor	<ul style="list-style-type: none"> <li>• Cash balances are invested in high-grade securities only and to the extent that does not result in short-term borrowing or bank overdraft situations</li> </ul>
Short and long-term financial plans follow the financial policies framework	<ul style="list-style-type: none"> <li>• Budget directions and the long-range financial plan respect the financial policies framework</li> <li>• Report on financial condition and performance relative to the framework on an annual basis provided to Council and the public</li> </ul>
Pursue innovation	<ul style="list-style-type: none"> <li>• Continuously find efficiency and quality improvements in the way the City manages and delivers services</li> </ul>
Transparency	<ul style="list-style-type: none"> <li>• Decisions are made in a manner that fully portrays the risks and implications to the public and Council.</li> </ul>

The financial elements considered in the Financial Policies Framework are:

- **Growth and Development:** Establishes principles regarding how new infrastructure is constructed and/or acquired and paid for.
- **Strategic Initiatives and Enhancements:** Establishes principles regarding how strategic initiatives intended to advance the achievement of the strategic plan and the Official Community Plan, either capital or operating, are identified and funded.
- **Debt:** Establishes principles regarding the use of long-term debt.
- **Investments:** Establishes principles regarding the investment of cash not immediately required to meet capital or operating needs.
- **Operating Surplus/Deficit:** Establishes principles regarding in-year financial reporting and how operating surpluses/deficits are treated should they occur.
- **Budgeting:** Establishes principles of budgeting. In particular, this element establishes the principle that the City's budget will reflect the long-range financial plan and will not produce material variances to the base-case scenario in the long-range financial plan. This element also establishes that the long-range financial plan takes into account long-term growth related impacts, new capital infrastructure, maintenance requirements and the operating costs relating to additional capital infrastructure.
- **Revenues – User Fees and Service Charges:** Establishes principles regarding user fees, including principles regarding cost recovery.
- **Revenues – Property Taxation:** Establishes principles regarding how tax rates are set and considered through the planning/budgeting process.
- **Revenues – Non-Recurring Revenues:** Establishes principles for the use of non-recurring revenues
- **Program and Services Review:** Establishes principles for the periodic internal and external review of programs and services.
- **Reserve Fund Management:** Establishes principles for the creation, management, and use of reserves.
- **Capital Project Financial Control Policy:** Establishes principles for the oversight and management of financial resources invested in capital projects.

### **Internal Control Policies**

As noted above, in addition to the Financial Policies Framework, the City has a number of internal financial control policies in place to ensure that public resources are well managed and used appropriately. The *Regina Administration Bylaw No. 2003-69* sets out policies and practices that help shape the content and management of annual budgets.

### **Reserve Policy**

A reserve is an internally restricted portion of the City's revenues or operating surpluses earmarked to smooth the effect of spending decisions on property taxation, finance future capital investments and emergency spending requirements, as well as minimize the use of debts to finance capital projects and acquisitions. The City currently manages 22 reserve accounts, including the General Fund Reserve, which is the main general-purpose reserve. A general-purpose reserve is not linked to specific future needs, but is the primary tool that municipalities use in the event of unforeseen circumstances and to fund unplanned expenditures.

The Reserve Policy also establishes target minimum and maximum balances for each reserve and overall guidelines for administering reserves. This information helps the City determine the appropriate use of these funds for operating and capital investments.

### **Fees and Charges Policy**

The Fees and Charges Policy sets out the amounts to be paid for various services. Revenues from fees and charges offset the level of tax subsidy required to keep the service available at current service levels.

### **Investment Policy**

The City uses industry best practices to maximize the income from investments while minimizing the risk to taxpayers.

### **Purchasing Policy**

The City wants to ensure the quality and quantity of the goods, equipment and services it obtains is done in an efficient, timely and cost-efficient manner. This policy sets out the City's requirements for purchasing goods and services, awarding contracts and provides guidance for assessing public-private partnerships.

### **Debt Management Policy**

This policy provides the City with parameters for issuing debt, the types and amounts of permissible debt and the steps for managing and reporting outstanding debt. The City's debt limit is set by the Saskatchewan Municipal Board (SMB) and is based on the municipality's financial position.

These policies are in place to ensure the City maintains a sound fiscal position and protects its credit rating. These policies are reviewed regularly to ensure they are in line with long-term planning and risk management strategies.



## 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 16). 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, have resulted in an increase in overall debt levels, but this is consistent with the approved 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 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 Forecast	2016 Budget
Ratio of Financial Assets to Liabilities	1.07	1.11	1.25	1.31	1.44	1.10	n/a	n/a
Ratio of Net Debt to Total Revenue	0.22	0.21	0.18	0.15	0.13	0.34	0.35	0.34
Total Debt Per Household	\$ 1,425	\$ 1,314	\$ 1,081	\$ 980	\$ 928	\$ 2,742	\$ 2,737	\$2,667

FIGURE 16: CITY OF REGINA'S SUSTAINABILITY INDICATORS

## 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 burden. Figure 17 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 been levelling off for the past five years and would fall well within a range that is considered

affordable. A general rule of thumb used in other jurisdictions 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, which shows the proportion of total revenue required to pay interest charges on debt. Despite significant investment in major infrastructure renewal beginning in 2014, the City's taxable assessment has also grown and the ratio has been relatively stable.

Flexibility Indicators	2009	2010	2011	2012	2013	2014	2015 Forecast	2016 Budget
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%	2.15%	2.19%	2.24%	2.36%	2.66%	2.38%	2.45%
Ratio of Total Municipal Revenue to Taxable Assessment	0.02	0.02	0.03	0.03	0.01	0.03	0.03	0.03

FIGURE 17: 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 of its control. The risk of relying on external funding sources is that the City does not directly control or influence either the amount or timing of such revenues.

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 18).

Vulnerability Indicators	2009	2010	2011	2012	2013	2014	2015 Forecast	2016 Budget
Ratio of Government Transfers to Total Revenue	0.25	0.20	0.14	0.14	0.13	0.13	0.13	0.13

FIGURE 18: CITY OF REGINA FLEXIBILITY INDICATORS

### Credit Rating

A credit rating is a forward-looking opinion provided by an arm’s-length organization, such as Standard & Poor’s, about a borrower’s overall creditworthiness. It focuses on the borrower’s capacity and willingness to meet its financial commitments as they come due. The credit rating also influences the interest rate to be paid when it borrows money.

Standard & Poor’s undertakes a detailed analysis of the borrower’s financial condition using a robust set of criteria, and updates it annually. The City of Regina’s Standard & Poor’s credit rating is **AA+ (Stable)**.

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, “Regina will continue to benefit from a strong economy and maintain budgetary

performance and flexibility, as well as very positive liquidity. We further expect the City’s debt burden to rise but remain manageable at less than 120% of consolidated operating revenues.”

Despite the City’s increase in projected borrowing, its credit rating has not been affected. This bodes well for the City’s long-term financial future as the higher the credit rating, the lower its borrowing costs will be, leaving more funds available to pay for services.

Given this expected increase in borrowing, it is fundamentally important that the City continues 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.

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.	

### Summary

Regina’s current financial condition is stable. The City is heading in the right direction, but due to deteriorating assets and insufficient funding to renew or replace them, it is not funding services at sustainable levels for the long term. 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. But Regina has the potential 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.

## Financial Position

### Revenues

Tax revenues and government transfers – as a percentage of the City’s total revenue – are declining. This decline is offset by increases in the percentage of total revenues made up by Fees and Charges and Other Revenues (largely driven by increased revenues from Electrical and Gas Utility surcharges).

Diversified revenue streams can reduce a city’s reliance on other levels of government. Non-tax revenues include user fees for landfills, recycling and transit fares, licences, levies and fines.

### Taxation

The City’s taxation authority is limited by *The Cities’ Act*, which restricts taxation to property taxes, amusement taxes and special taxes. The mill rate is the primary determinant for property tax revenue and grants or payments in lieu of property tax. Property tax revenues account for 50% of 2016’s forecasted revenues (Figure 19).

The City continues to consider alternative revenue sources to meet increasing operating and capital funding needs as Regina continues to grow.

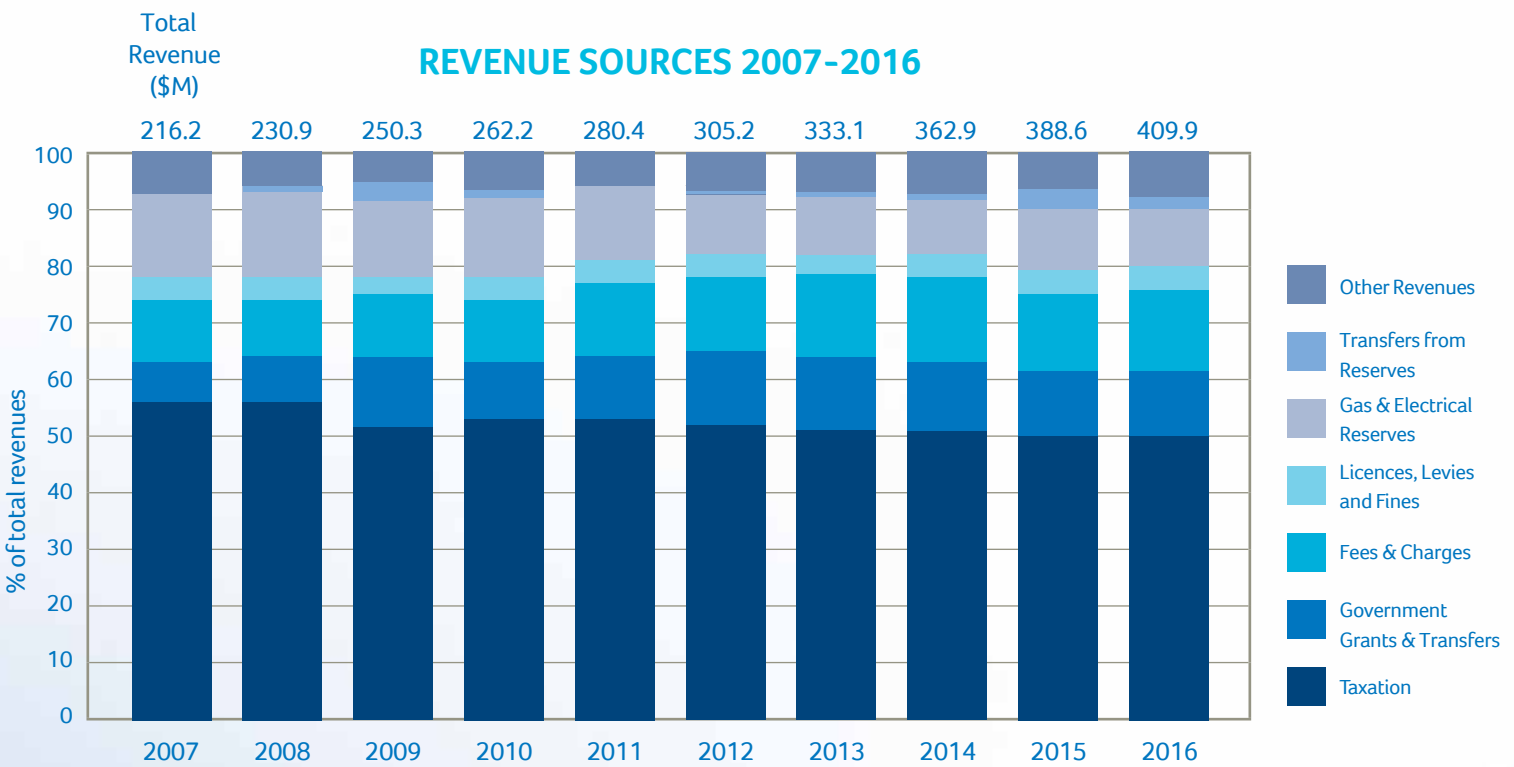
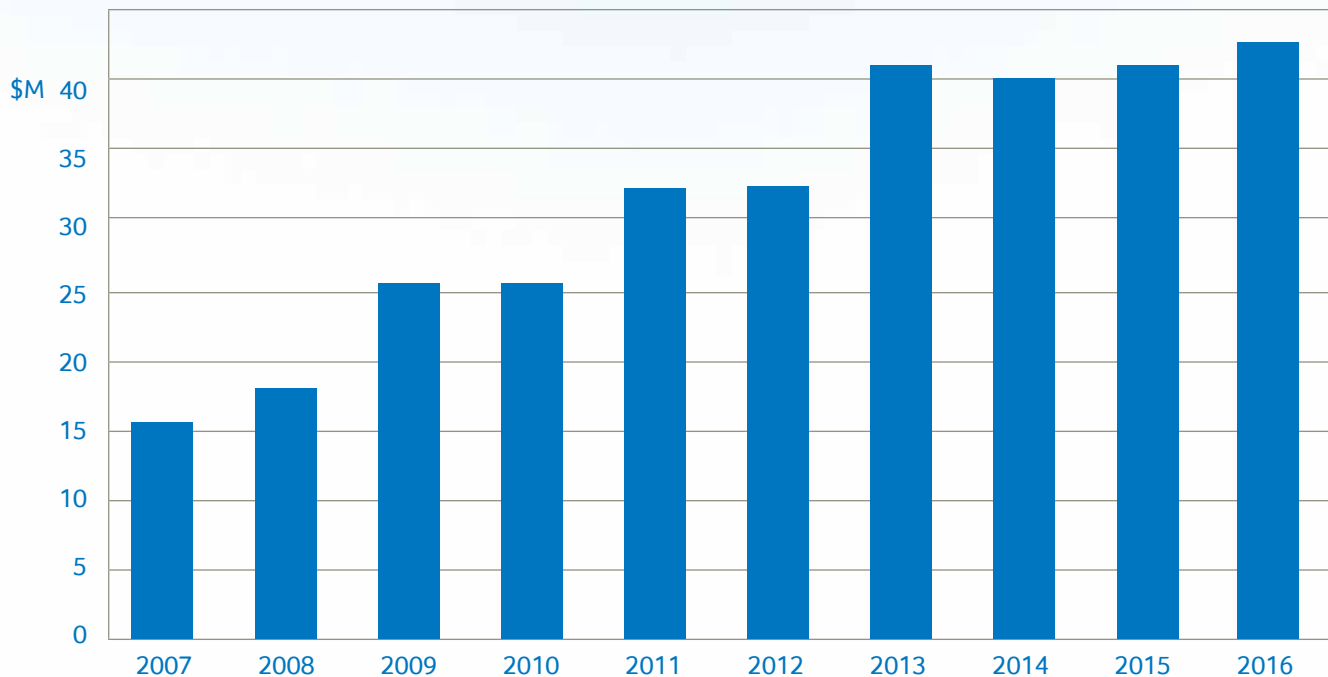


FIGURE 19: CITY OF REGINA REVENUE SOURCES AS A PERCENTAGE OF TOTAL REVENUES (2007-2016)

### MUNICIPAL OPERATING GRANT (2007 TO 2016)



**FIGURE 20: PROVINCIAL GOVERNMENT FUNDING TO THE CITY OF REGINA THROUGH REVENUE SHARING AND/OR THE MUNICIPAL OPERATING GRANT (MOG)**

#### Regina's Primary Provincial Funding - Municipal Operating Grant (MOG)

The Municipal Operating Grant is a long-term, predictable and sustainable approach to provincial funding for municipalities. It provides for a 1% share of Provincial Sales Tax (PST) revenues to municipalities throughout the province. The City will receive \$42 million from the MOG

in 2016, up \$800,000 from 2015 funding levels. However, when examined as a percentage of total revenues, the impact of MOG is declining – from 13% in 2012 to 11% in 2016. The chart below shows the funding from the provincial government from 2007-2016 (Figure 20).

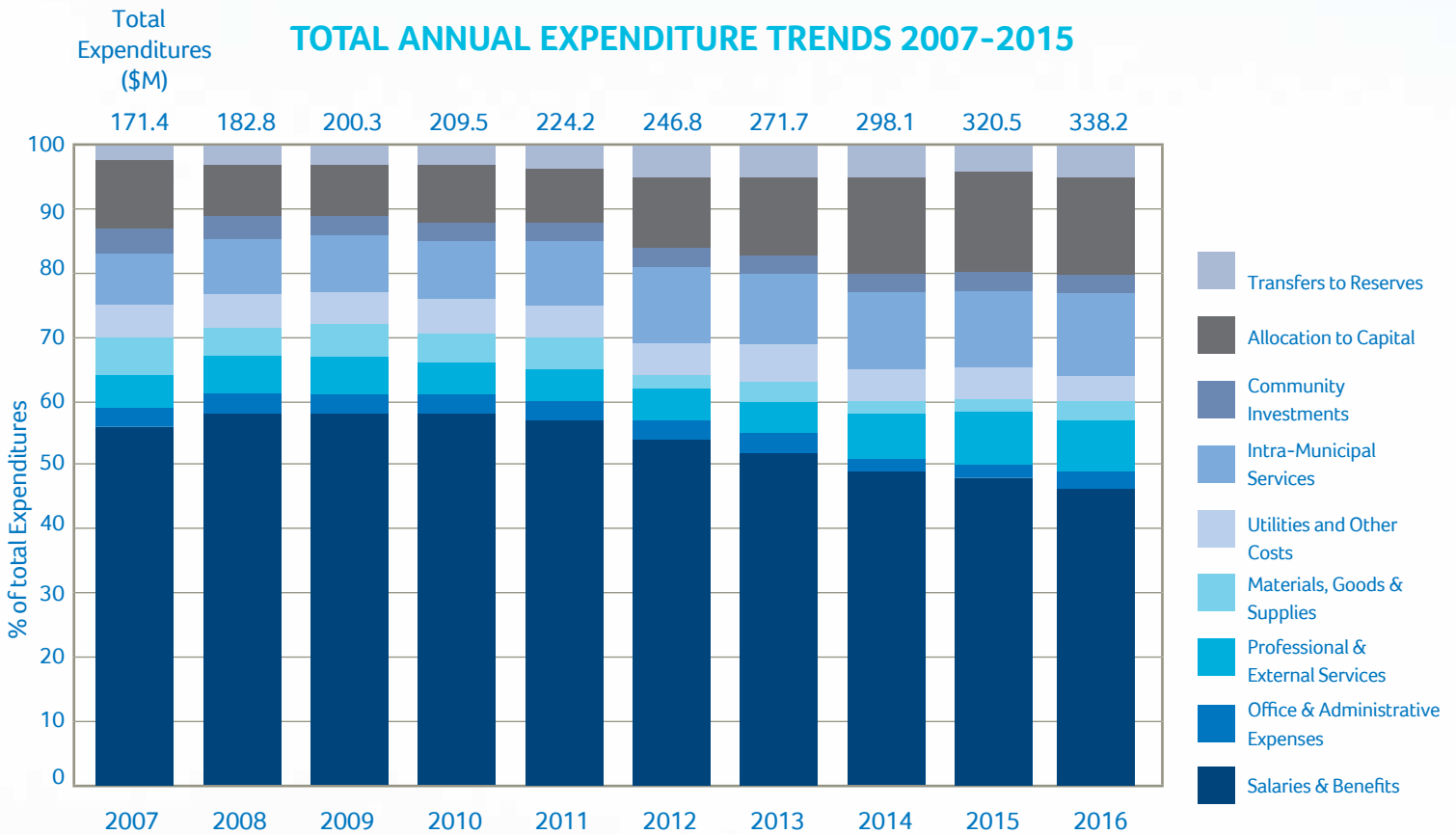


FIGURE 21: CITY OF REGINA EXPENDITURE CATEGORIES AS A PERCENTAGE OF TOTAL EXPENDITURES (2007-2016)

#### Expenses

Money raised by the City is used to fund programs and services for Regina residents. The cost of those services is increasing in absolute dollars. As a percentage of total spending, however, the City is spending less on programs and service delivery and more on infrastructure (Figure 21). Programming costs accounted for 84% of total expenditures in 2007 but that's expected to fall to 76% in 2016. This drop is off-set by an increase in investment

in infrastructure (either through transfers to reserves or through direct investment of operating revenues to infrastructure).

During the same period of time, these investments have increased from 13% to 20% of all expenditures, consistent with the priority residents have place on infrastructure renewal.

**Capital Assets**

With the reduction in funding from other levels of government, the City is using more of its own financing sources to cover infrastructure costs. From 2011-2015, own source revenue (operating contributions to capital and reserves) accounted for 77% of capital funding. That will increase to 87% for 2016-2020 (Figure 22). Funding from current operating contributions has increased from \$14.5 million in 2011 to a projected \$41.8 million in 2020.

In Figure 22, the larger section of each pie chart represents the percentage of the City’s resources which have been allocated, or are anticipated to be allocated, to capital projects. The smaller, lifted areas of the pie charts represent resources received from other levels of government. There has been a dramatic change in funding sources, due in part to the City’s strategic focus on increasing its investment in infrastructure renewal.

**CAPITAL FUNDING SOURCES 2011-2015**

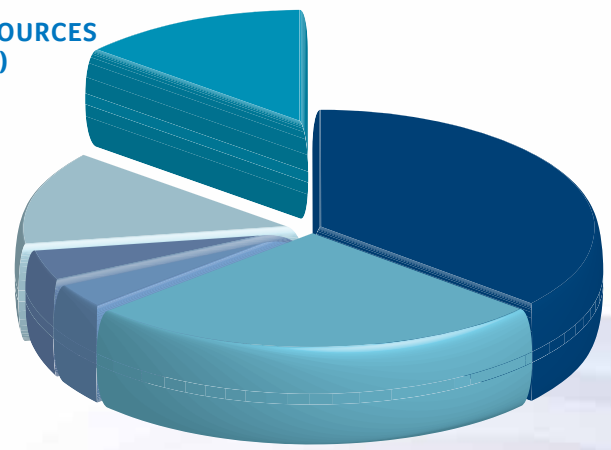
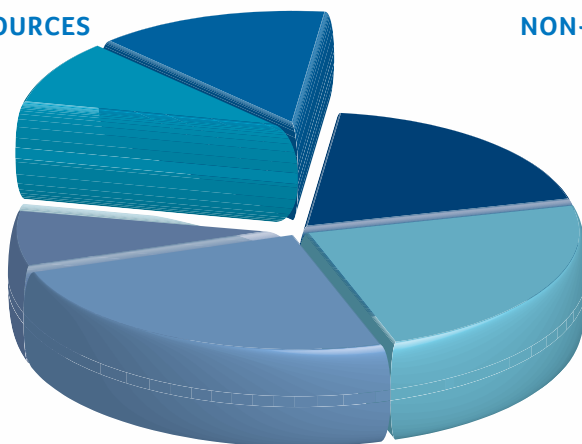
5-Year Capital Program \$661.7 million

**CAPITAL FUNDING SOURCES 2016-2020**

5-Year Capital Program \$540.0 million

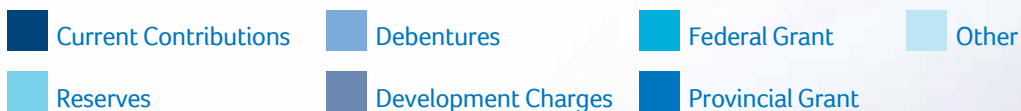
**NON-CITY SOURCES  
(23%)**

**NON-CITY SOURCES  
(13%)**



**CITY SOURCES (77%)**

**CITY SOURCES (87%)**



**FIGURE 22: CITY OF REGINA EXPENDITURE CATEGORIES AS A PERCENTAGE OF TOTAL EXPENDITURES (2007-2016)**

**Reserves**

Reserves will fund \$146.3 million in capital between 2016 and 2020. The net long-term impact of this will be a reduction in City reserves (Figure 23).

To maintain, replace or strengthen reserve balances over the long-term, they will require increased revenues. Alternately, services could be delivered by different methods requiring less municipal funding, such as public-private partnerships, or service levels could be reduced.

**CITY OF REGINA RESERVE BALANCES 2010-2020**

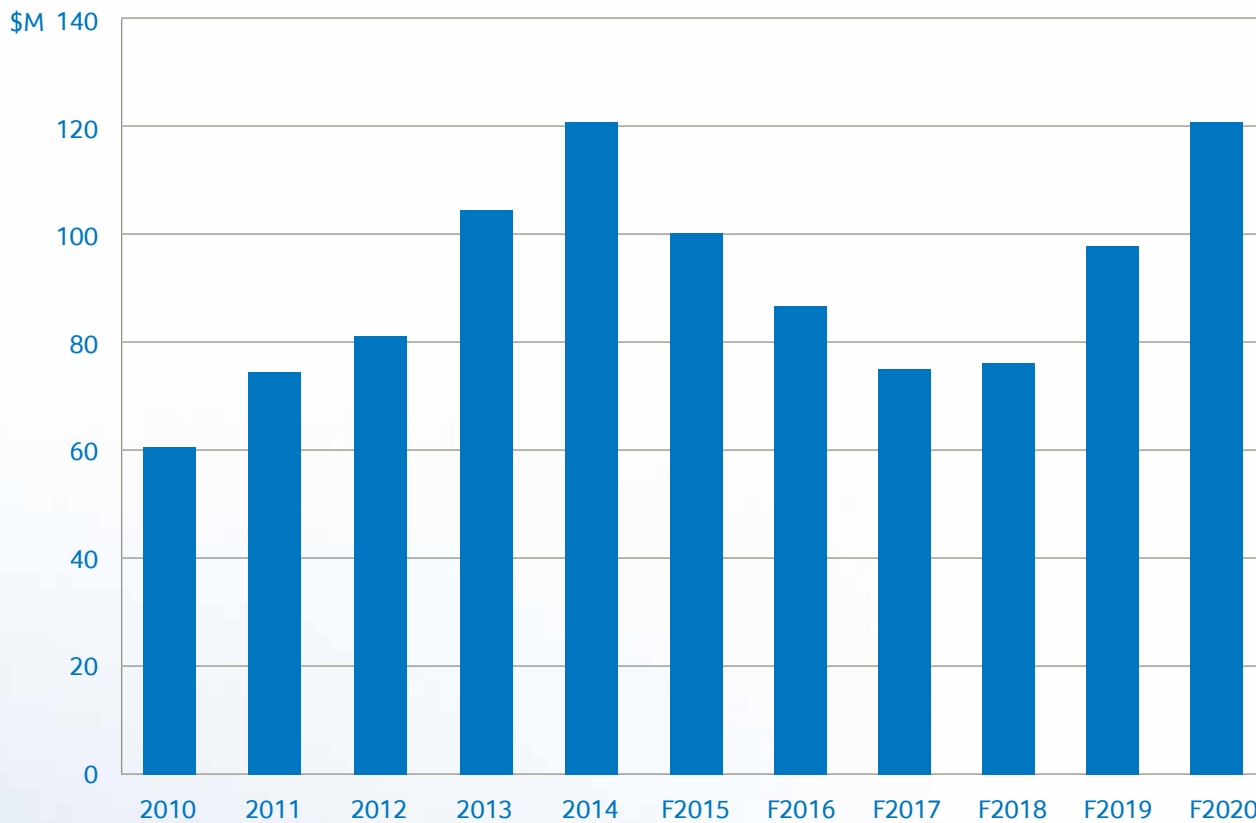


FIGURE 23: CITY OF REGINA RESERVE BALANCES

F - denotes forecast



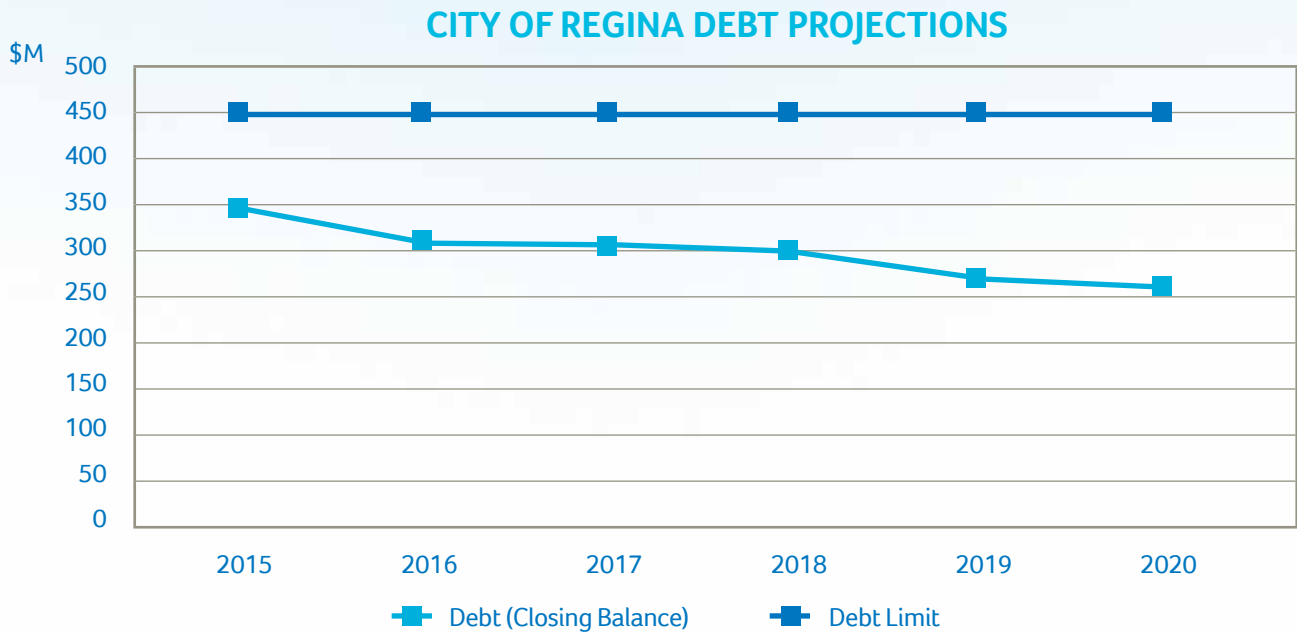


FIGURE 24: CITY OF REGINA DEBT PROJECTION

#### Debt Financing

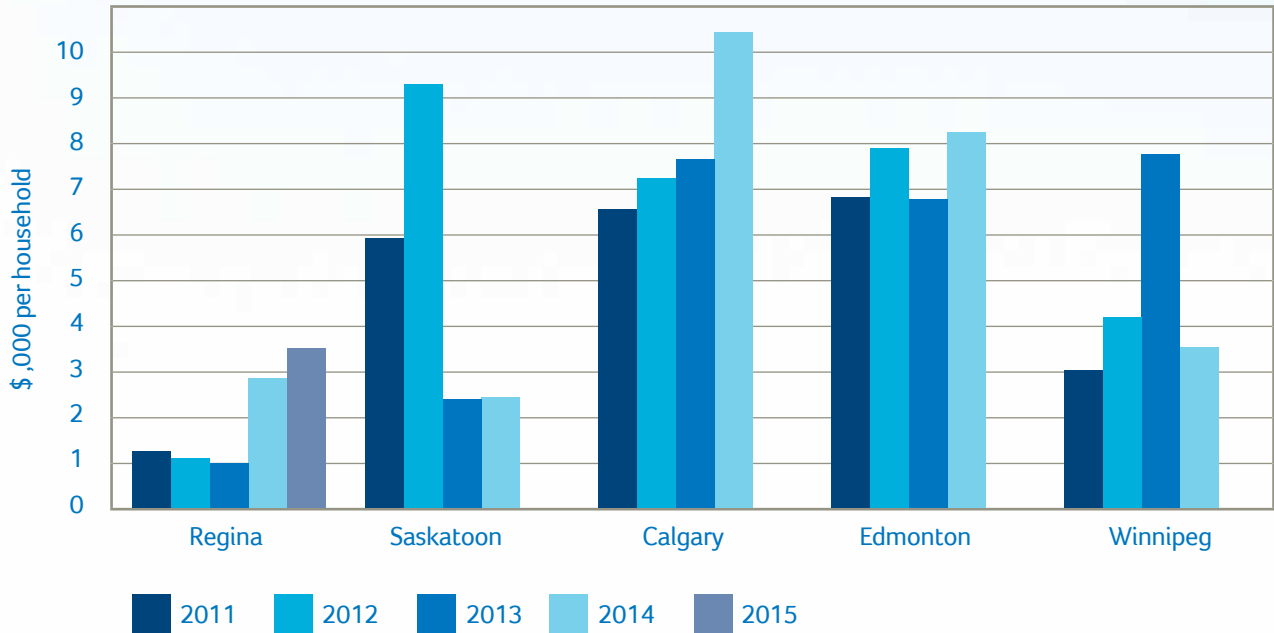
The City’s reliance on its own sources of funding for capital investment has also impacted debt levels. While the issuance of debt can provide for increased capital funding, the amount owing plus the related interest must be paid off in future years from operating funds. Debt is a trade-off between increased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

While interest costs will add to the total bill, the rapid escalation of construction costs over the past few years indicate that debt financing could lower the overall costs in certain circumstances. With interest rates continuing to hover near historic lows, more municipalities are turning to debt to finance infrastructure requirements.

The City of Regina has an approved debt limit of \$450 million. Figure 22 represents the General Capital Investment Plan’s potential demand for debt from 2015-2020 compared to its debt limit. The increased reliance on debt financing will reduce future spending flexibility.

Regina’s debt levels are comparable to those of other western Canadian cities. Figure 24 compares the City’s debt per household to that of other cities on the prairies.

### MUNICIPAL DEBT PER HOUSEHOLD



**FIGURE 25: CITY OF REGINA'S DEBT PER HOUSEHOLD COMPARED WITH OTHER WESTERN CITIES**

*Note: The 2015 values outside of Regina are not known at this time. For sake of transparency, Regina's 2015 values have been included.*

#### Service Agreement Fees

The City enters into agreements with private developers to undertake development. Those firms are required to provide upfront servicing of lots, including water, sewer and roads, as part of their agreement with the City.

In addition to delivering basic servicing, developers must also pay a Service Agreement Fee (SAF) when entering into a servicing or development levy 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.

In 2015, the City launched a project to review the policy framework guiding the use and application of SAFs including how they are calculated and charged to developers.

The review identified policy changes necessary to fulfill key OCP policies including:

- Growth pays for growth – a principle that results in the requirement that the cost of the infrastructure necessary to deliver service expansion generated by growth, is paid for by those generating the need for the service expansion. This, in principle, will include the cost of servicing infill growth in the City's already built-up areas, something that was exempted in the past. Infill charges will be further reviewed in 2016 before being formally introduced.
- Long-term financial viability – in-depth analysis of the necessary infrastructure growth revealed that continuing with the existing SAF policy would place an unacceptable strain on City finances. In many cases, core infrastructure must be developed in advance of the collection of SAFs, creating a deficit in the SAF reserve which must be offset by managing cash-flow or taking on debt. The mix of infrastructure to be directly delivered by developers and the infrastructure that was paid for by SAFs was adjusted, as well as the timing of some infrastructure development to reduce the financial risk.

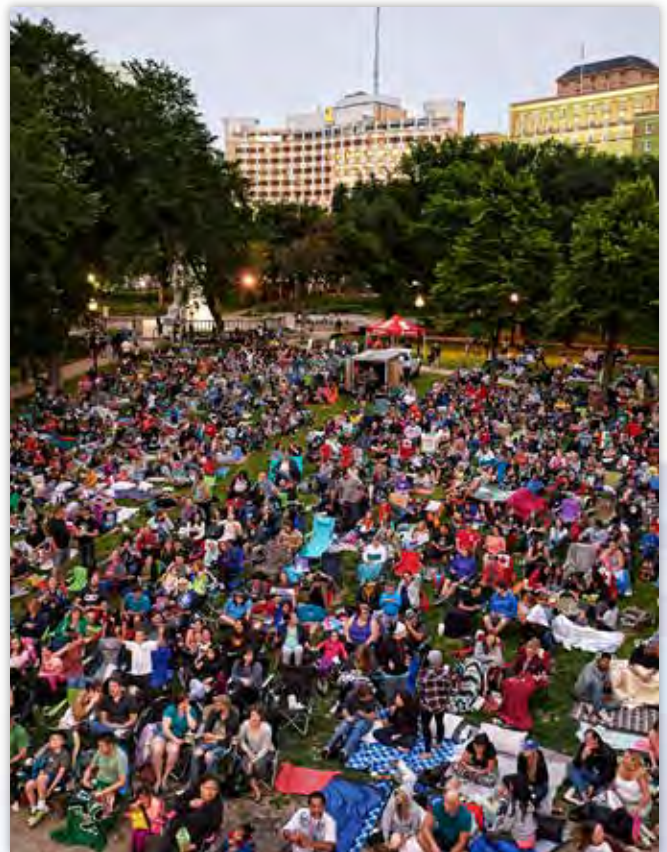
- Complete neighbourhoods – a key principle of the OCP was the concept of “complete neighbourhoods”. This concept requires that urban design and planning ensure neighbourhoods include a wide range of services which are accessible without significant travel such as groceries, medical care, schools, and employment. These services are dependent on population within the neighbourhood. The fewer the number of neighbourhoods in development at any given time, the sooner they will achieve the aggregation of population to warrant the location of nearby services. The review of service agreement fees included a framework to phase development and find the best balance between the policy goal of complete neighbourhoods and the availability of residential market choice. Limiting the number of neighbourhoods that can proceed at any one time ensures the full build out of some areas before others proceed. This phasing plan does not limit the amount of development, only the location of it.

The changes to the SAF policy allow the City to focus on (and use SAFs to fund) large growth related infrastructure projects at the system level and requires developers to directly deliver all infrastructure required within or directly servicing the neighbourhood under development. The cost of both SAFs and the direct delivery of infrastructure are ultimately passed on to property buyers in new neighbourhoods.

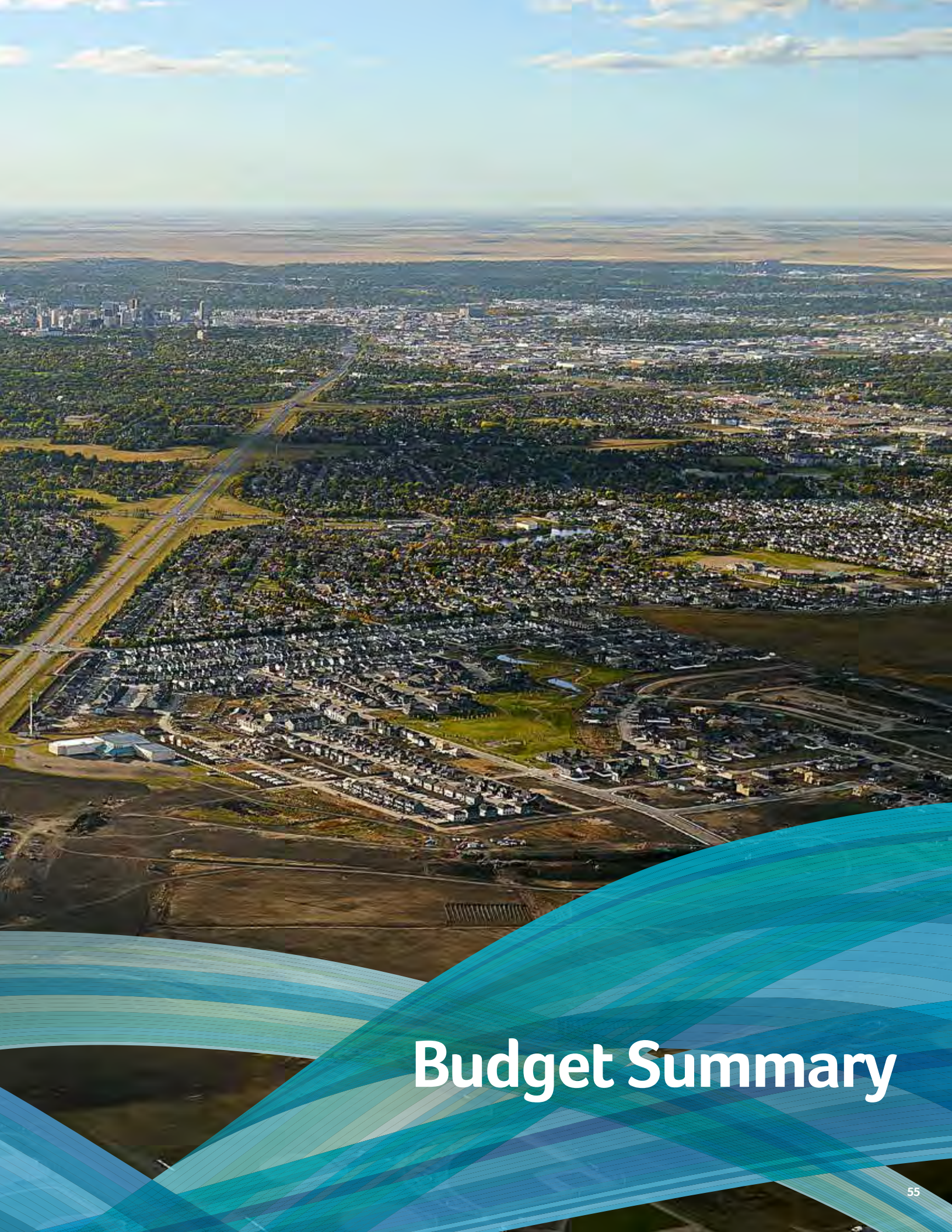
### Deferred Revenue – Dedicated Lands Charges

Developers are required to dedicate a portion of a development as municipal reserve. The legislation governing it says a developer may make a payment in lieu of dedicating the required lands. The funds received are held as deferred revenue until they are allocated to eligible expenditures.

The funds are to be put towards the purchase of land for public use or the development and maintenance of existing municipal reserves.







# Budget Summary



# 2016 Budget Summary (\$000s)

## 2016 General Fund Budget Summary (\$000)

	2015 Budget	2015 July Forecast	2016 Budget	Budget Change	
				Dollar Change	Per Cent Change
<b>Revenue</b>					
Taxation	194,634.5	195,096.8	<b>205,337.1</b>	10,702.6	5.5
Government Grants and Transfers	43,581.3	44,079.3	<b>43,935.3</b>	354.0	0.8
Licenses, Levies and Fines	14,271.7	13,958.4	<b>14,281.7</b>	10.0	0.1
Fees and Charges	57,497.0	63,137.7	<b>64,082.7</b>	6,585.7	11.5
Other Revenue	78,576.4	88,505.7	<b>82,279.6</b>	3,703.2	4.7
<b>Total Civic Revenues</b>	<b>388,560.9</b>	<b>404,777.9</b>	<b>409,916.4</b>	<b>21,355.5</b>	<b>5.5</b>
Regina Police Service	8,873.6	8,873.6	<b>9,156.1</b>	282.5	3.2
<b>Total General Operating Revenue</b>	<b>397,434.5</b>	<b>413,651.5</b>	<b>419,072.5</b>	<b>21,638.0</b>	<b>5.4</b>
<b>Expenditures</b>					
Salaries & Benefits	153,635.7	152,745.2	<b>158,895.6</b>	5,259.9	3.4
Office & Administrative Expenses	6,361.8	6,781.2	<b>7,609.9</b>	1,248.1	19.6
Professional & External Services	27,478.1	27,729.7	<b>29,192.8</b>	1,714.7	6.2
Materials, Goods & Supplies	7,397.6	7,179.5	<b>7,530.5</b>	132.9	1.8
Utilities and Other Costs	15,028.8	16,391.6	<b>16,440.6</b>	1,411.8	9.4
Intra-Municipal Services	37,253.5	36,920.7	<b>40,036.5</b>	2,783.0	7.5
<b>Civic Operating Costs</b>	<b>247,155.5</b>	<b>247,747.9</b>	<b>259,705.9</b>	<b>12,550.4</b>	<b>5.1</b>
Community Investment	10,552.5	11,094.4	<b>11,204.6</b>	652.1	6.2
Allocation to Capital	48,177.2	48,179.2	<b>51,209.3</b>	3,032.1	6.3
Transfers to Reserves	14,629.1	21,609.8	<b>16,115.0</b>	1,485.9	10.2
<b>Civic Other Expenditures</b>	<b>73,358.8</b>	<b>80,883.4</b>	<b>78,528.9</b>	<b>5,170.1</b>	<b>7.0</b>
<b>Total Civic Expenditures</b>	<b>320,514.3</b>	<b>328,631.3</b>	<b>338,234.8</b>	<b>17,720.5</b>	<b>5.5</b>
Regina Police Service	76,920.2	76,920.2	<b>80,837.7</b>	3,917.5	5.1
<b>Total General Operating Expenditures</b>	<b>397,434.5</b>	<b>405,551.5</b>	<b>419,072.5</b>	<b>21,638.0</b>	<b>5.4</b>
<b>Net Operating Expense/(Revenue)</b>	<b>-</b>	<b>(8,100.0)</b>	<b>-</b>	<b>-</b>	<b>-</b>

**Note:** Office and Administration costs include a number of one-time costs to support several major capital and operating projects underway at the City of Regina including:

- Business Transformation (Budget and Variance)
- Law Office Management Software System
- Council Agenda and Meeting Management Replacement Solution
- Municipal Election
- Reassessment

## Analysis of General Fund Budget Changes – Revenues (\$000)

**(Excludes Police)**

<b>Details</b>		<b>(\$000s)</b>
	2015 Revenue Budget	<b>388,561.0</b>
1	Remove Prior Year One-Time Revenues	(824.5)
2	One-Time Revenue - School Board Share of Election Costs	454.6
3	Taxation - 3.3% Mill Rate Increase	7,289.9
4	Taxation - Assesment Growth, Payments in Lieu	3,412.6
5	Government Grants & Transfers	354.0
	Municipal Operating Grant = \$0.8 M	
	Affordable Home Ownership Program = (-\$0.4 M)	
6	License Levies and Fines - Amusement Tax=\$ 10.0K	10.0
7	Fees & Charges	6,585.7
	Transit Fees (related to Fare Increase) = \$0.86M	
	Transit U-PASS=\$557.4K	
	Landfill & Waste Diversion (related to tipping fee increases)= \$2549.2 M	
	Community Services & Parking = \$0.97M	
	Snow Dump Site = \$.4M	
8	Other Revenue	6,399.0
	Municipal Surcharge on Gas & Electricity = \$2.4M	
	Interest Revenue = \$2.9M	
	Utility Transfer/Administration Fees = \$1.2M	
	Insurance cost recovery from external partners = \$0.2M	
	Fire Service Agreements with neighboring RM's = \$.02M	
9	Funding from Reserves	(2,325.9)
	<b>2016 Revenue Budget</b>	<b>409,916.4</b>



## Analysis of General Fund Budget Changes – Expenditures (\$000) (Excludes Police)

Details		(\$000s)
	2015 Expense Budget	<b>320,514.4</b>
1	<b>Salaries and Benefits</b> (Base Change) - Includes cost changes resulting from classification reviews and employer benefit costs. (Includes operating fund 110 only)	2,284.0
2	Remove 2015 One-Time Expenses (Base Change)	(1,666.2)
3	Increase to Current Operating Contributions to Capital	5,921.8
4	Other base changes	(1,860.4)
5	2016 Municipal Election Costs (One-Time)	909.4
6	2016 Reassessment Costs (One-Time)	210.0
7	Consulting related to Financial Long Range Financial Plan, costing, RRI support office and Human Resources. (One-Time)	1,073.0
8	<b>Community Investment</b> (One Time) Wascana Centre Authority (\$600K) Affordable Housing Program (2.5M) (Base Change), increase in funding for Henry Baker Scholarship (\$15K)	2,797.0
9	<b>Sustaining Current Services</b> (On-going business cases) Increases in expenditures that are required to continue to provide the current services in the future. Software licencing, winter road maintenance, sidewalk clearing, new growth requirements Stadium project (\$1.18M) Strategic Innovation Fund (reduction of \$97K- Fund balance capped at \$500K ) Parks & Open Space (\$151K) Sport, Culture, & Recreation Facility Operations & Programming (\$1.01M) Business Systems and Software (\$84K) Desktops & laptops (\$79K) Network, Server & Storage (\$32K) Facilities Maintenance & Operations (\$20K) Human Resources (\$233K) Reduction of Para Transit contracted services (\$230.8K) Utility and Sundry Billing (\$139K) Developmental Approval (\$27K) Neighbourhood & Infrastructure Planning (\$260K) Asphalt Services(Decrease of \$156.95K - Reduction in use of contracted services)  Asset Management Support (\$109.85K) Environmental Compliance (\$243.57K) Garbage Collection & Disposal (\$315K) Recycling & Diversion Services (\$243K)  Seasonal Road Maintenance (\$396K)	4,332.1
10	<b>Uncontrollable Price Increases</b> (On-going) Increases in expenditures that are due to price not volume. This increase cannot be managed by doing less, renegotiating a different price or going to a different supplier. Includes utility costs and contractual obligations.	1,512.9
11	<b>Linked to Capital</b> (On-going) Expenditures required to support approved Capital projects. Resources required for software support costs, Landfill Gas Recovery System	750.2
12	Debt Servicing Costs	1,410.3
13	Transfers to Reserves	46.3
	<b>2016 Expense Budget</b>	<b>338,234.8</b>

## 2016 Utility Fund Budget Summary (\$000)

Revenue Details	2015 Budget	2015 July Forecast	2016 Budget	Budget Change	
				Dollar Change	Percent Change
Water Revenue	58,459.3	60,160.8	<b>61,138.4</b>	2,679.1	4.6
Wastewater Revenue	41,395.7	45,445.7	<b>46,721.8</b>	5,326.1	12.9
Drainage Infrastructure Levy	14,368.6	14,368.6	<b>15,184.7</b>	816.1	5.7
Other Revenues:	2,228.0	2,299.4	<b>2,125.0</b>	(103.0)	(4.6)
<b>Total Utility Revenues</b>	<b>116,451.6</b>	<b>122,274.5</b>	<b>125,169.9</b>	<b>8,718.3</b>	<b>7.5</b>
Budget Change					
Expenditures Details	2015 Budget	2015 July Forecast	2016 Budget	Dollar Change	Percent Change
Salaries & Benefits	15,912.3	15,351.8	<b>16,556.0</b>	643.7	4.0
Office & Administrative Expenses	1,045.1	1,175.4	<b>1,058.2</b>	13.1	1.3
Professional & External Services	8,603.6	8,364.1	<b>8,883.7</b>	280.1	3.3
Materials, Goods & Supplies	3,045.8	2,860.7	<b>3,080.9</b>	35.1	1.2
Utilities and Other Expenditures	12,518.8	12,235.8	<b>12,933.7</b>	414.9	3.3
Intra-Municipal Services	22,241.0	22,072.4	<b>24,949.9</b>	2,708.9	12.2
<b>Total Operating Expenditures</b>	<b>63,366.6</b>	<b>62,060.2</b>	<b>67,462.4</b>	<b>4,095.8</b>	<b>6.5</b>
Debt Servicing	1,438.9	1,438.9	<b>1,402.3</b>	(36.6)	(2.5)
<b>Total Expenditures</b>	<b>64,805.5</b>	<b>63,499.1</b>	<b>68,864.7</b>	<b>4,059.2</b>	<b>6.3</b>
Net Utility Reserve Transfer	51,646.1	58,775.4	<b>56,305.2</b>	4,659.1	9.0

## Analysis of Utility Fund Budget Changes – Revenues (\$000)

Details		(\$000s)
2015 Revenue Budget		116,451.6
1.	Water Revenue - includes Service Connection increase \$225	2,679.1
2.	Wastewater Revenue	5,326.1
3.	Drainage Infrastructure Levy	816.1
4.	Other Revenue - SAF Administration Fees	(103.0)
<b>2016 Revenue Budget</b>		<b>125,169.9</b>

## Analysis of Utility Fund Budget Changes – Expenditures (\$000)

Details		(\$000s)
2015 Expense Budget		<b>64,805.5</b>
1.	Salaries and Benefits (Base Change) - Includes cost change resulting from in-range progression increases on the same level of staff that was approved in 2015, classification reviews and employee benefit costs.	119.1
2.	Remove 2015 One-Time Expenses (Base Change)	(118.8)
3.	Sustaining Current Services (On-going) Increases in expenditures that are required to continue to provide the current services in the future. FTE increase is 2.5	1,901.5
4.	Service Level Impact (One-time) Increase in expenditures to ensure service levels are maintained. FTE increase is 2.0	198.6
5.	Uncontrollable Price Increases (On-going) Increases in expenditures that are due to price not volume. This increase cannot be managed by doing less, renegotiating a different price or going to a different supplier. Includes purchase of water from Buffalo Pound Water Treatment Plant, power and natural gas costs.	414.9
6.	Linked to Capital (On-going) Expenditures to support approved Capital projects. Resources required for Wastewater Treatment Plant P3 project and Septage Receiving Station. FTE increase is 1.3	290.1
7.	Changes to costs allocated from/(to) other departments	151.5
8.	Changes to Debt Servicing Costs	(36.6)
9.	Allocated Utility Administration Fee changes	445.0
10.	Water & Sewer Utility charges paid to General Operations Fund.	702.6
<b>2016 Expense Budget</b>		<b>68,873.4</b>

## 2016 Costing Fund Budget Summary (\$000)

	2015 Budget	2015 July Forecast	2016 Budget	Budget Change	
				Dollar Change	Per Cent Change
Internal Revenue	56,783.7	66,541.0	<b>60,380.6</b>	3,596.9	6.3
<b>Expenditures</b>					
Salaries & Benefits	13,398.1	17,139.1	<b>14,101.2</b>	703.1	5.2
Office & Administrative Expenses	404.1	377.1	<b>410.5</b>	6.4	1.6
Professional & External Services	4,347.5	6,205.5	<b>5,069.4</b>	721.9	16.6
Materials, Goods & Supplies	24,951.4	26,511.2	<b>25,543.4</b>	592.0	2.4
Utilities and Other Costs	(5,064.4)	(4,899.0)	<b>(5,043.6)</b>	20.8	(0.4)
Intra-Municipal Services	3,530.5	6,875.2	<b>3,587.4</b>	56.9	1.6
Subtotal	41,567.2	52,209.1	<b>43,668.3</b>	2,101.1	5.1
Transfers to Reserves	15,216.5	15,461.5	<b>17,319.0</b>	2,102.5	13.8
Total Costing Fund Expenditures	56,783.7	67,670.6	<b>60,987.3</b>	4,203.6	7.4
<b>Net Costing Fund Expenditures/(Revenue)</b>	-	<b>1,129.6</b>	-	-	-

## General Fund Revenue Sources

## Analysis of Costing Fund Budget Changes – Expenditures

Details		(\$000s)
2015 Total Expense Budget		\$ 56,783.7
1	Salaries and Benefits (Base Change) - Includes cost changes resulting from in-range progression increases on the same level of staff that was approved in 2015, classification reviews and employer benefit costs.	\$ 332.4
2	Remove 2015 One-Time Expenses (Base Change)	\$ (168.0)
3	Transfers to fleet replacement reserves (ongoing) (Civic, Fire, and Transit)	\$ 2,102.6
4	Other base changes (ongoing)	\$ 41.7
5	Maintenance cost for new & enhanced assets - Facilities Management Services	\$ 36.5
6	Vehicle Replacement parts, maintenance of equipment - Fleet Services (2 FTE's)	\$ 2,206.2
7	Asphalt Production increase in activity and sales (1 FTE)	\$ 52.9
8	Uncontrollable Price Increases (On-going) Increases in expenditures that are due to price not volume. This increase cannot be managed by doing less, renegotiating a different price or going to a different supplier. Includes utility costs and contractual obligations. (Increase in vehicle registration and natural gas prices, offset by decrease in fuel prices)	\$ (405.7)
9	Linked to Capital (On-going) Expenditures required to support approved Capital projects. Resources required	\$ 5.0
<b>2016 Operating Budget</b>		<b>\$ 60,987.3</b>

## Compensation/Staffing Trends

### Salary and Benefits

The increase in the civic portion of the budget for salaries and benefits of \$5.56 million is projected based on collective agreements for: Amalgamated Transit Union Local 588; CUPE Local 7; CUPE Local 21; Civic Middle Management Association; and the Regina Professional Firefighters Association, Local 181, International Association of Firefighters.

The following table provides a summary of the staff complement reflected in the General Operating Budget for 2015 and 2016.

<b>Staff Complement (FTE's)</b>							
<b>Department</b>	<b>2015</b>			<b>2016</b>			<b>FTE Change</b>
	<b>Permanent</b>	<b>Casual</b>	<b>Total FTE</b>	<b>Permanent</b>	<b>Casual</b>	<b>Total FTE</b>	
<b>General Operating Budget</b>							
<b>Civic Administration</b>							
City Council & Committee	15.0	0.0	15.0	15.0	0.0	15.0	0.0
Office of the City Manager	68.0	0.0	68.0	62.0	0.0	62.0	(6.0)
Corporate Services	300.8	23.4	324.2	312.4	20.6	333.0	8.8
Chief Operating Officer	5.0	0.0	5.0	5.0	0.0	5.0	0.0
City Services	403.9	174.6	578.4	412.6	180.5	593.1	14.7
City Planning & Development	177.9	4.1	182.0	183.8	4.1	187.9	6.0
Transportation & Utilities	217.6	70.1	287.7	227.1	66.2	293.2	5.5
Fire & Protective Services	336.5	0.0	336.5	332.4	0.0	332.4	(4.1)
Major Projects	5.0	0.0	5.0	5.0	0.0	5.0	0.0
<b>Civic Total</b>	<b>1,529.6</b>	<b>272.1</b>	<b>1,801.7</b>	<b>1,555.2</b>	<b>271.4</b>	<b>1,826.5</b>	<b>24.8</b>
<b>Regina Police Service</b>	<b>561.0</b>	<b>17.0</b>	<b>578.0</b>	<b>573.0</b>	<b>14.0</b>	<b>587.0</b>	<b>9.0</b>
<b>Subtotal</b>	<b>2,090.6</b>	<b>289.1</b>	<b>2,379.7</b>	<b>2,128.2</b>	<b>285.4</b>	<b>2,413.5</b>	<b>33.8</b>
<b>Utility Operating Budget</b>							
Water Works	146.8	28.1	174.9	154.2	24.0	178.2	3.3
Corporate Services	27.0	2.8	29.8	31.0	1.3	32.3	2.5
<b>Utility Operating Budget Total</b>	<b>173.8</b>	<b>30.9</b>	<b>204.7</b>	<b>185.2</b>	<b>25.3</b>	<b>210.5</b>	<b>5.7</b>
<b>Costing Fund</b>							
City Council & Committee	0.0	0.0	0.0		0.0	0.0	0.0
Office of the City Manager	0.0	0.0	0.0		0.0	0.0	0.0
Corporate Services	132.3	1.9	134.2	135.1	3.1	138.1	4.0
City Services	0.0	9.8	9.8	0.0	9.8	9.8	0.0
City Planning & Development	5.2	0.0	5.2	5.2	0.0	5.2	0.0
Transportation & Utilities	9.7	2.8	12.4	10.7	2.8	13.5	1.0
Fire & Protective Services	0.0	0.0	0.0		0.0	0.0	0.0
Major Projects	0.0	0.0	0.0		0.0	0.0	0.0
<b>Costing Fund Total</b>	<b>147.2</b>	<b>14.4</b>	<b>161.6</b>	<b>151.0</b>	<b>15.6</b>	<b>166.6</b>	<b>5.0</b>
<b>General Capital Budget</b>							
City Council & Committee	0.0	0.0	0.0			0.0	0.0
Office of the City Manager	0.0	0.0	0.0			0.0	0.0
Corporate Services	1.8	0.0	1.8	10.8	0.0	10.8	9.0
Transportation & Utilities	17.1	1.1	18.2	17.1	1.1	18.2	0.0
<b>Capital Budget Total</b>	<b>18.9</b>	<b>1.1</b>	<b>20.0</b>	<b>27.9</b>	<b>1.1</b>	<b>29.0</b>	<b>9.0</b>
<b>General Utility Budget</b>							
Water Works	21.1	3.2	24.2	21.1	3.2	24.2	0.0
Major Projects	1.0	0.0	1.0	1.0	0.0	1.0	0.0
<b>Capital Budget Total</b>	<b>22.1</b>	<b>3.2</b>	<b>25.2</b>	<b>22.1</b>	<b>3.2</b>	<b>25.2</b>	<b>0.0</b>
<b>Total</b>	<b>2,452.6</b>	<b>338.6</b>	<b>2,791.2</b>	<b>2,514.3</b>	<b>330.4</b>	<b>2,844.7</b>	<b>53.6</b>

Note: The 2015 numbers are restated to reflect the organization changes and corrections that were effective during 2015.

## Analysis of FTE Changes

### Corporate Services

#### General Operating Fund Changes

- The addition of a permanent Coordinator of Business support to provide effective and operational reporting oversight for Utility Billing (0.5 FTE).
- The addition of a permanent Cash Management Clerk to assist in the cash management for both internal and external customers (0.5 FTE).
- The addition of a permanent HR Consultant to help the City meet its workforce diversity target (1.0 FTE).
- The addition of one-time casual employee to help Human Resources department with the collective bargaining (0.42 FTE).
- The addition of a permanent Programmer Analyst III to support the growing ORACLE eBusiness Suite in IT department (1.0 FTE).
- The addition of a Technical Support Analyst II to support the increasing technology support requirements of the Regina Fire & Protective Services Department (RFPS) and Transit/Para Transit (1.0 FTE).

#### General Capital Fund Changes

- Addition of six employees to backfill permanent employees working on the Business Transformation Program: Decision Making and reporting project (6.0 FTE's).
- Addition of three employees to backfill permanent employees during the implementation of the Corporate Payment system (3.0 FTE).

#### Costing Fund Changes

- The addition of two permanent Journeyman Mechanics to help with the preventative maintenance program and to support the additional buses used in the U-PASS program in Transit Fleet Maintenance (2.0 FTE).
- The addition of two permanent Utility Persons to provide servicing of the transit vehicles, including one to support the additional buses used in the U-PASS program in Transit Fleet Maintenance (2.0 FTE).

#### Utility Operating Fund Changes

- The addition of one permanent Senior Utility Billing Officer, one permanent Coordinator of Business Support and one permanent Coordinator of Business Systems Administration to continue service in the Utility Billing branch (2.5 FTE).

### City Planning and Development

#### General Operating Fund Changes

- The addition of one permanent Economist to make decisions that are best informed through an economics lens in Long Range Planning (1.0 FTE).
- The addition of one permanent Transportation Master Plan Coordinator to provide resources to oversee the implementation of various plans and projects related to TMP and ensure they are integrated into divisional work plans in Infrastructure Planning (1.0 FTE).

## City Services

### General Operating Fund Changes

- The addition of casual labourers to ensure service levels are sustained in Parks & Open Spaces in areas with new assets due to growth (3.33 FTE).
- The addition of five permanent bus drivers and one supervisor to provide service for the U-PASS program (6.0 FTE).
- The addition of casual transit & paratransit clerks to provide support to increasing volume (0.82 FTE).

## Transportation and Utilities

### General Operating Fund Changes

- The addition of one Business Performance Consultant to move core deliverables forward in the Asset Management Branch (1.0 FTE).
- The addition of casual positions to support City Operations services, sidewalk clearing, landfill, snow storage site and street sweeping (2.5 FTE).
- The addition of one permanent Manager of Waste Diversion to oversee and grow the recycling program (1.0 FTE).
- The addition of one permanent position to establish laboratory testing for environmental compliance (0.70 FTE).
- The addition of one permanent position to manage the Landfill Gas Recovery System (1.0 FTE).
- The addition of one permanent position to perform testing for environmental compliance at the septage receiving station (0.30 FTE).
- The addition of one permanent Operations Coordinator to support the Operational Renewal Branch (1.0 FTE).

### Costing Fund Changes

- The addition of one casual labourer to support the increase in activity at the Asphalt Production & Materials Engineering facility (1.0 FTE).

## Water Works

### Utility Fund Operating Changes

- The addition of skilled labourers to maintain service levels in the water/sewer, drainage and construction branches (3.3 FTE).

## Taxation Revenue

### Taxation Revenue Summary (\$000)

Revenue Source	2015 Budget	2015 July Forecast	2016 Budget	Budget Change	
				Dollar Change	Per Cent Change
Municipal Property Tax	179,075.7	180,118.6	<b>189,513.1</b>	10,437.4	5.8
Payments and Grants in Lieu of Tax	11,698.8	11,098.2	<b>11,964.0</b>	265.2	2.3
Total Property Tax	190,774.5	191,216.8	<b>201,477.1</b>	10,702.6	5.6
Supplementary Property Tax	1,600.0	1,600.0	<b>1,600.0</b>	-	-
Recovery from Other Taxing Authority	2,300.0	2,300.0	<b>2,300.0</b>	-	-
Tax Cancellations	(40.0)	(20.0)	<b>(40.0)</b>	-	-
Total	194,634.5	195,096.8	<b>205,337.1</b>	10,702.6	5.5

The 2016 budget for property taxes and grants in lieu of property taxes is \$201.5 million, an increase of \$10.7 million from a year ago. This amount consists of a \$7.3 million increase in the municipal mill rate, and a \$3.4 million increase in tax revenue from growth.

The key assumptions or factors which impact the budget are:

**A 1.85% increase in the municipal mill rate for 2016 plus the following additional dedicated amounts resulting in a total increase of 3.3%:**

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

The mill rate for 2015 was 9.2856 compared to 9.59202 for 2016. With no mill rate increase, tax revenues would increase by \$3.4 million. Funding sources worth \$7.3 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 2016 property tax projection is not adjusted for that.

At the time of the publication of this book, the 2016 preliminary tax assessment roll was unavailable. The estimated mailing date of the 2016 assessment notices is November 6, 2015. 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 2016. Based upon the review of appeals received, there may be a risk of reduction in the assessment roll. If a deficit for the 2016 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 10 years. There have been reassessments in 1997, 2001, 2005, 2009 and 2013. 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 2005, 2009 and 2013 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								
Year	Municipal		Schools		Library		Total	
	Mill Rate	Per Cent Change	Mill Rate	Per Cent Change	Mill Rate	Per Cent Change	Mill Rate	Per Cent Change
2003	18.62120	1.10%	19.7247	-	1.9745	3.50%	40.320	0.67%
2004	18.62120	-	19.7427	-	1.9745	-	40.338	-
2005	17.69870	4.00%	18.0264	-	1.8045	3.00%	37.5296	1.99%
2006	17.69870	-	18.5528	2.92%	1.9320	2.92%	38.1835	1.74%
2007	18.39070	3.91%	19.0166	2.44%	2.0267	4.90%	39.4340	3.17%
2008	18.91300	2.84%	19.7393	3.80%	2.1059	3.91%	40.7582	3.36%
2009	13.44200	-	See Note 1	-	1.4967	-	-	n/a
2010	13.97970	4.00%	See Note 1	-	1.5401	2.90%	-	n/a
2011	14.53890	4.00%	See Note 1	-	1.5919	3.36%	-	n/a
2012	15.10590	3.90%	See Note 1	-	1.6221	1.90%	-	n/a
2013	8.44040	4.45%	See Note 1	-	0.8947	2.90%	-	n/a
2014	8.93670	5.88%	See Note 1	-	0.9126	2.90%	-	n/a
2015	9.28560	3.90%	See Note 1	-	0.9372	2.70%	-	n/a
2016	9.59202	3.30%	See Note 1	-	-	-	-	n/a

Note:

- The Provincial Government has changed the way education costs are funded by the province and to the way that education property taxes are calculated.
  - The province now sets province wide mill rates to calculate the education tax for properties.
  - The province has changed the level of direct funding for school boards.
  - The province wide mill rates for 2016 will be known when the provincial budget is announced.

Mill rate factors can be established by City Council for each property class or subclass. The factors change the distribution of the total tax levied but do not increase or decrease the total tax collected. The following table shows the mill rate factors since 2011.

Mill Rate Factors						
Property Class/Subclass	2011	2012	2013	2014	2015	2016
Residential (including condominiums)	0.90059	0.90059	0.87880	0.87880	0.87880	0.87880
Multiple Family Residential	0.90059	0.90059	0.87880	0.87880	0.87880	0.87880
Commercial and Industrial	1.22945	1.22945	1.32901	1.32901	1.32901	1.32901
Exterior Hotels	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
Resource Property	n/a	n/a	1.32901	1.32901	1.32901	1.32901
Agriculture	1.22945	1.22945	1.32901	1.32901	1.32901	1.32901

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 following table shows the education mill rates as set by the province. The 2016 provincial mill rates will be announced with the provincial budget in March 2016.

Property Class	2015
Residential (including condominiums)	5.030
Multiple Family Residential	5.030
Agriculture	2.670
Resource Properties	11.040
Commercial and Industrial (All)	8.280

Note:

The Province wide mill rates for 2016 are not known at this time. They will be announced with the Provincial Budget.

## Government Grants and Transfers

**Government Grants and Transfers (Operating Revenue) Summary (\$000)**

Revenue Source	2015 Budget	2015 July Forecast	2016 Budget	Budget Change	
				Dollar Change	Per Cent Change
Municipal Operating Grant	41,200.3	41,228.6	<b>42,024.3</b>	824.0	2.0
Paratransit Grant	1,005.0	1,375.0	<b>1,005.0</b>	-	-
Other Grants:					
Discount Transit Pass Grant	520.0	830.1	<b>520.0</b>	-	-
Urban Highway Connector Program	386.0	387.3	<b>386.0</b>	-	-
Affordable Home Ownership Program	470.0	253.3	-	(470.0)	(100.0)
Misc Grants	-	5.0	-	-	-
<b>Total</b>	<b>43,581.3</b>	<b>44,079.3</b>	<b>43,935.3</b>	<b>354.0</b>	<b>0.8</b>

**Municipal Operating 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 2016, the City of Regina anticipates a Municipal Operating Grant of \$42.0 million, an increase of 2.0% over 2015.

**Paratransit Grant**

The Paratransit grant is projected to be \$1.11 million in 2016, which is an increase of \$5,000 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 program funded up to half of the net operating cost of the Paratransit program and up to three-quarters of the capital cost. The operating grant has been converted to a performance-based grant with the level of funding linked to the number of trips.

The Province's contribution has dropped from the initial target of 50% to as low as 28% (2014) of the net operating cost of the program. Based on 2016 funding, it is projected that the Province's contribution will be approximately 23%. The City supports a move to a performance-based system for providing the operating grants. The concern; however, 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 that was released in June 2015 recommends that the capacity of municipal paratransit systems be increased allowing more people to use them.

Paratransit Service (\$000)	2009	2010	2011	2012	2013	2014	2015	2016
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
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
<b>Total Contributions</b>	<b>3,443.0</b>	<b>3,583.0</b>	<b>3,620.7</b>	<b>3,357.0</b>	<b>3,830.0</b>	<b>3,961.0</b>	<b>4,450.0</b>	<b>4,867.0</b>
Provincial Operating Grant	30.9%	29.5%	31.7%	34.3%	29.7%	24.7%	24.9%	22.8%
City's Operating Contribution	69.1%	70.5%	68.3%	65.7%	70.3%	75.3%	75.1%	77.2%
<b>Total Contributions</b>	<b>100.0%</b>	<b>100.0%</b>	<b>100.0%</b>	<b>100.0%</b>	<b>100.0%</b>	<b>100.0%</b>	<b>100.0%</b>	<b>100.0%</b>

### **Discount Transit Pass Program**

For 2016, the Discount Transit Pass Grant is projected to be \$663,000.

The Discount Transit Pass Program is an agreement between the City of Regina and the Ministry of Social Services that provides monthly bus passes at reduced rates for eligible clients and their families. Eligible clients must be participating in one of the following programs:

1. Saskatchewan Assistance Program (SAP)
2. Saskatchewan Assured Income for Disability (SAID)
3. Transitional Employment Allowance (TEA)
4. Provincial Training Allowance (PTA)
5. Saskatchewan Employment Supplement (SES)

Government of Saskatchewan funding covers approximately one-third of Discount Transit Pass Program cost. Payments are received quarterly.

### **Urban Highway Connector Program**

The City of Regina signed an agreement on April 1, 2011 to participate in the Urban Highway Connector Program (UHCP) developed by the Saskatchewan Ministry of Highways and Infrastructure (the Ministry). The program was designed to provide a consistent framework for handling public highways that connect two provincial highways and are located in an urban municipality, which the Ministry labels 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 (O & M) 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 total funding provided by the O & M grants to do so is \$386,000 for 2015.

Rehabilitations, Capital Projects and Transportation Planning Grants are determined through an application process on a project-by-project basis and final approval of the provincial budget. All grants are funded based on the level of provincial interest.

## Licences, Levies and Fines

### Licences, Levies and Fines Summary (\$000)

Revenue Source	2015 Budget	2015 July Forecast	2016 Budget	Budget Change	
				Dollar Change	Per Cent Change
<b>Licences</b>					
Business Licences	945.0	1,145.2	<b>945.0</b>	-	-
Animal Control and Impoundment	485.0	414.6	<b>485.0</b>	-	-
Taxi Licences	100.0	122.6	<b>100.0</b>	-	-
<b>Levies and Other Taxes</b>					
Paved and Gravel Alley Special Tax	5,121.2	5,121.2	<b>5,121.2</b>	-	-
Amusement Tax	700.0	740.0	<b>710.0</b>	10.0	1.4
<b>Fines</b>					
Court Fines	3,300.0	3,300.0	<b>3,300.0</b>	-	-
Animal Fines	181.9	92.3	<b>181.9</b>	-	-
Impound Fees	20.0	10.5	<b>20.0</b>	-	-
Parking Tickets	3,403.6	3,000.0	<b>3,403.6</b>	-	-
Fire Bylaw Violations	15.0	12.0	<b>15.0</b>	-	-
<b>Total</b>	<b>14,271.7</b>	<b>13,958.4</b>	<b>14,281.7</b>	<b>10.0</b>	<b>0.1</b>

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, No. 2007*.

#### Business Licences

The 2016 budget for business licences is \$945,000, representing no change over the 2015 budget. There are two categories of business licences. There's the Resident Business Licence fee of \$225 and the Non-Resident Business Licence fee of \$450, as approved by Council through the adoption of report CR06-88. About 3,400 licences are issued every year, 95% to residents and 5% to non-residents.

#### Animal Control (includes both Licences and Fines)

The 2016 budget for this program is \$686,900, which is the same as last year. The *Regina Animal Bylaw, No. 2009*, governs the licensing and fines associated with animal control services, which are contracted by the City of Regina through the Regina Humane Society.

#### Taxi Licences

The 2016 budget for taxi licences is \$100,000 representing no change over the 2015 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, No. 1994*. All fees collected are used for the cost of the administration to run the licensing program.

#### Paved and Gravel Alley Special Tax

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

The 2016 budget of \$5,121,200 is the same as that of 2015.

If the special tax levy is not fully expended in the designated year, the unspent portion is recognized as deferred revenue and placed into revenue which will be expended for the intended purpose in subsequent years. Deferred revenue from prior periods will be expended in 2016.

The rate for 2016 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.

### **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 projected revenue from the amusement tax is \$710,000 for 2016, a \$10,000 increase from a year ago. The administrative fee or commission is \$71,000.

### **Court Fines**

The projected revenue from court fines for 2016 is \$3.3 million, the same as last year.

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, they deduct 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.

### **Parking Ticket Fines**

The projected revenue from parking fines for 2016 is \$3.4 million, the same as last year.

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

### **Fire Bylaw Violations**

The projected revenue from fire bylaw violations for 2016 is \$15,000, which is the same as in 2015. These are fines issued for non-compliance with the regulations as set out in the *Regina Fire Bylaw, No. 2005-18*.

## Fees and Charges

### Fees and Charges Summary (\$000)

Revenue Source	2015 Budget	2015 July Forecast	2016 Budget	Budget Change	
				Dollar Change	Per Cent Change
Landfill Fees	17,120.0	17,400.0	<b>18,974.6</b>	1,854.6	10.8
Recycling Fees	5,906.5	5,970.8	<b>6,601.1</b>	694.6	11.8
Transit & Paratransit Fees	9,428.1	9,488.1	<b>10,850.0</b>	1,421.9	15.1
Building Permit Fees	5,241.0	5,241.0	<b>5,241.0</b>	-	-
Development Application Fees	2,207.1	1,637.0	<b>2,207.1</b>	(0.0)	(0.0)
Golf Courses	2,962.5	2,968.5	<b>2,883.0</b>	(79.5)	(2.7)
Cemeteries	1,084.8	1,084.8	<b>1,117.8</b>	33.0	3.0
Parking Fees	2,865.7	2,773.7	<b>2,916.1</b>	50.4	1.8
Registered Program & Recreation Fees	3,532.4	3,508.3	<b>3,532.4</b>	-	-
Facility Rentals & Operating Agreements	4,575.2	6,369.5	<b>5,680.6</b>	1,105.4	24.2
Fire Suppression Fees	425.4	646.6	<b>450.4</b>	25.0	5.9
Street & Block Permits & Fees	130.0	132.0	<b>130.0</b>	-	-
Taxation Admin & Appeal Fees	271.0	281.0	<b>271.0</b>	-	-
Snow Storage	-	-	<b>200.0</b>	200.0	100.0
Towing, Auction & Salvage & Inspection Fees	599.0	585.4	<b>599.0</b>	-	-
False Alarm Fees	50.3	40.0	<b>50.3</b>	-	-
Saskatchewan Lotteries Grant	305.1	305.1	<b>305.1</b>	-	-
Miscellaneous Revenue	792.9	6,055.8	<b>2,073.3</b>	1,280.4	161.5
<b>Total</b>	<b>57,497.0</b>	<b>64,487.6</b>	<b>64,082.8</b>	<b>6,585.8</b>	<b>11.5</b>

### Landfill Fees

The 2016 budget for landfill fees is \$19.0 million, an increase of \$1.9 million from a year ago. 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.

### Recycling Fees

The 2016 budget for recycling revenue is \$6.6 million, an increase of \$695,000 from a year ago. 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 2016 budget for Transit revenues is \$10.3 million, an increase of \$864,500 compared to a year ago. Transit revenues include cash fares, ticket and pass sales for both transit and paratransit services. The budgeted amounts reflect fare increases approved by Council in September 2014, which come into effect January 1, 2016. A comparison of 2016 rates to previous rates is provided in the table below.

Transit Operations Rates(\$):	2010	2011	2012	2013	2014	2015	2016
<b>Transit and Paratransit Operations Rates(\$):</b>	<b>2010</b>	<b>2011</b>	<b>2012</b>	<b>2013</b>	<b>2014</b>	<b>2015</b>	<b>2016</b>
Cash Fares:							
Adult	2.50	2.50	2.50	2.50	2.50	2.75	3.00
Youth	2.00	2.00	2.00	2.00	2.00	2.25	2.75
Tickets (10 tickets):							
Adult	20.00	20.00	20.00	20.00	20.00	24.50	29.00
Youth	15.00	15.00	15.00	15.00	15.00	20.00	24.50
Bus Pass:							
Adult (monthly)	62.00	62.00	62.00	62.00	62.00	75.00	84.00
Post Secondary (monthly)	53.00	53.00	53.00	53.00	53.00	65.00	72.00
Youth (monthly)	47.00	47.00	47.00	47.00	47.00	55.00	60.00
Senior (semi-annual)	101.00	101.00	101.00	101.00	101.00	120.00	138.00
Senior (annual)	202.00	202.00	202.00	202.00	202.00	240.00	276.00
Discounted Pass (monthly)	20.00	20.00	20.00	20.00	20.00	25.00	25.00

### Building Permit and Development Application Fees

The 2016 budget for building permit fees is \$5.2 million, unchanged from a year ago. The 2016 budget for development application fees is \$2.2 million also unchanged from 2015. 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 and are discussed elsewhere in this document (see Servicing Agreement Fees and Deferred Revenue sections.)

### Golf Course Fees

The 2016 budget for golf course revenue is \$2.9 million. 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 2016 budget for Cemetery revenue is \$1.1 million, an increase of \$50,000 is projected based on the proposed fee increase

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 internment 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 2016 is \$2.9 million and 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 (\$2.2 million) is related to public parking meter revenues. 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. However, 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 committee and Council in 2017. The budget proposal does not reflect any assumed fee changes.

### **Fire Suppression Service Fees**

The 2016 budget for Fire Suppression Service revenue is \$450,400, an increase of \$25,000 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 and 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 Saskatchewan Government Insurance for motor vehicle accidents and fires.

### **Snow Storage Fees**

The City of Regina is introducing new fees for the use of the snow storage site. The fees will provide new revenue of \$200,000 in 2016. 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.



## Other Revenue

### Other Revenue Summary (\$000)

Revenue Source	2015 Budget	2015 July Forecast	2016 Budget	Budget Change	
				Dollar Change	Per Cent Change
Electrical Distribution	33,650.0	35,400.0	<b>35,900.0</b>	2,250.0	6.7
Gas Distribution	7,000.0	7,000.0	<b>7,110.0</b>	110.0	1.6
Interest	12,944.0	20,102.5	<b>15,795.5</b>	2,851.5	22.0
Tax Penalties	1,050.0	1,150.0	<b>1,050.0</b>	-	-
Local Improvement Interest	75.0	75.0	<b>75.0</b>	-	-
Admin Fee - GTHA	30.0	30.0	<b>30.0</b>	-	-
Other	-	1.4	-	-	-
<b>Interfund Transfers</b>					
Utility Access Fee	8,494.5	8,494.5	<b>9,241.8</b>	747.3	8.8
Utility Administration	5,386.6	5,386.6	<b>5,822.9</b>	436.3	8.1
Buffalo Pound Water Admin. Board	32.6	34.1	<b>36.5</b>	3.9	12.0
<b>Transfers from Reserves</b>					
General Fund Reserve	824.5	824.5	<b>2,500.0</b>	1,675.5	203.2
RRI - Stadium Reserve	7,667.2	7,667.2	<b>4,356.0</b>	(3,311.2)	(43.2)
Social Development Reserve	1,345.0	2,262.9	-	(1,345.0)	(100.0)
Employee Provided Parking Reserve	44.0	44.0	<b>44.0</b>	-	-
Benefit Reserve	33.0	33.0	<b>33.0</b>	-	-
Planning & Sustainability Reserve	-	-	<b>284.9</b>	284.9	100.0
<b>Total</b>	<b>78,576.4</b>	<b>88,505.7</b>	<b>82,279.6</b>	<b>3,703.2</b>	<b>4.7</b>

### Electrical Distribution Revenue

The projected revenue for 2016 is \$35.9 million, an increase of \$2.25 million from a year ago, and is based on a 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 revenues within the city limits, which is called a "payment in lieu of taxes."

### Natural Gas Distribution Revenue

The projected revenue for 2016 is \$7.11 million, an increase of \$110,000 from a year ago.

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 paid to the City, 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 determined by Saskatchewan Industry and Resources.

### Investment Income (Interest)

The 2016 budget for interest earnings is \$15.8 million, an increase of \$2.9 million from a year ago. They are 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 are executed by Northern Trust.

### **Tax Penalties**

The 2016 budget for tax penalties is \$1.05 million, unchanged from a year ago. 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 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.

### **Water and Sewer Utility Transfers**

For 2016, the utility transfers are \$15.1 million, an increase of \$1.2 million from a year ago. Transfers from the Water and Sewer Utility include an access fee paid to the general operating 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 \$7.2 million from reserves to cover operating costs. The majority of the transfers (\$4.4 million) are operating costs associated with the Regina Revitalization Initiative, including borrowing costs for this project.

Details of all the reserve activity and projected 2015 year-end balances can be found in the 2015-2020 Reserve Continuity Schedule.

## Utility Fund Revenue Sources

In 2005, the Province 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 B. 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 Summary Budget. 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:

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

- For 2016, based on the definitions in the regulations, the ratio for the Water and Sewer Utility is 1.86, based on revenues of \$125,169,900, expenditures of \$67,462,400 and debt repayments of \$1.4 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 2016 and 2017 as part of the 2016 Utility Budget. If approved, the new rates for 2016 will be implemented January 1, 2016. Rates are billed monthly and are based on a daily fixed charge plus a charge based on usage.

Examples of the impact of the 2016 rates are provided below.

### Average Homeowner

The chart below illustrates the impact of the 2016 rates on a homeowner who uses 360 cubic metres of water per year. That's 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 2015 rates is about \$8.25 per month for the average homeowner

2016 Rate Impact - Sample Homeowner				
	2015 (\$)	2016 (\$)	Dollar Change (\$)	Per Cent Change (%)
<b>Water</b>				
Annual Basic Charge	\$262.80	\$277.40	\$14.60	
Annual Volume Charge	\$619.20	\$651.60	\$32.40	
<b>Total Annual Water</b>	<b>\$882.00</b>	<b>\$929.00</b>	<b>\$47.00</b>	<b>5.3%</b>
<b>Wastewater</b>				
Annual Basic Charge	\$204.40	\$215.35	\$10.95	
Annual Volume Charge	\$454.61	\$478.22	\$23.62	
<b>Total Annual Wastewater</b>	<b>\$659.01</b>	<b>\$693.57</b>	<b>\$34.57</b>	<b>5.2%</b>
<b>Annual Drainage Infrastructure Levy</b>	<b>\$175.20</b>	<b>\$182.50</b>	<b>\$7.30</b>	<b>5.0%</b>
<b>Total Annual Utility Charges</b>	<b>\$1,716.21</b>	<b>\$1,805.07</b>	<b>\$99.07</b>	<b>5.2%</b>

### Sample Commercial Customer

The chart below illustrates the impact of the 2015 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

2016 Rate Impact - Sample Commercial Owner				
	2015 (\$)	2016 (\$)	Dollar Change (\$)	Per Cent Change (%)
<b>Water</b>				
Annual Basic Charge	\$474.50	\$500.05	\$25.55	
Annual Volume Charge	\$5,160.00	\$5,430.00	\$270.00	
<b>Total Annual Water</b>	<b>\$5,634.50</b>	<b>\$5,930.05</b>	<b>\$295.55</b>	<b>5.2%</b>
<b>Wastewater</b>				
Annual Basic Charge	\$368.65	\$386.90	\$18.25	
Annual Volume Charge	\$4,527.60	\$4,762.80	\$235.20	
<b>Total Annual Wastewater</b>	<b>\$4,896.25</b>	<b>\$5,149.70</b>	<b>\$253.45</b>	<b>5.2%</b>
<b>Annual Drainage Infrastructure Levy</b>	<b>\$700.80</b>	<b>\$730.00</b>	<b>\$29.00</b>	<b>5.0%</b>
<b>Total Annual Utility Charges</b>	<b>\$11,231.55</b>	<b>\$11,809.75</b>	<b>\$578.20</b>	<b>5.1%</b>

### Rate Comparison – Sample Residential Customer

The following chart compares Regina's 2015 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 2015 as some other cities have yet to determine their 2016 rates.

Sample Residential Customer - 2015 Rates					
Utility Bill Details	Regina	Calgary	Edmonton	Saskatoon	Winnipeg
<b>Water</b>					
Annual Basic Charge	\$262.80	\$192.23	\$85.80	\$210.53	127.75
Annual Volume Charge	\$619.20	\$637.20	\$664.99	\$179.29	\$522.00
<b>Total Annual Water</b>	<b>\$882.00</b>	<b>\$829.43</b>	<b>\$750.79</b>	<b>\$389.81</b>	<b>\$522.00</b>
<b>Wastewater</b>					
Annual Basic Charge	\$204.40	\$250.63	\$150.00	\$129.96	\$0.00
Annual Volume Charge	\$454.61	\$396.00	\$584.32	\$110.66	\$820.80
<b>Total Annual Wastewater</b>	<b>\$659.01</b>	<b>\$646.63</b>	<b>\$734.32</b>	<b>\$240.62</b>	<b>\$820.80</b>
<b>Annual Drainage Infrastructure Levy</b>	<b>\$175.20</b>	<b>\$133.35</b>	<b>\$423.29</b>	<b>\$243.61</b>	<b>\$0.00</b>
<b>Total Annual Utility Charges</b>	<b>\$1,716.21</b>	<b>\$1,609.41</b>	<b>\$1,908.40</b>	<b>\$874.04</b>	<b>\$1,342.80</b>

## Water Revenue

### Water Revenue Summary (\$000)

Revenue Details	2015 Budget	2015 July Forecast	2016 Budget	Budget Change	
				Dollar Change	Percent Change
<b>Water Revenue</b>					
Metered Water Charges	<b>58,064.3</b>	59,764.3	<b>60,488.4</b>	2,424.1	4.2
Unmetered Water Charges	<b>50.0</b>	50.0	<b>50.0</b>	-	-
Service Connections (New/Replacement)	<b>345.0</b>	346.5	<b>600.0</b>	255.0	73.9
<b>Total</b>	<b>58,459.3</b>	60,160.8	<b>61,138.4</b>	2,679.1	4.6

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 B).

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	
	Approved Rate Schedule (\$)
<b>Daily Base Fee:</b>	<b>2016</b>
5/8" (15mm)	\$0.76
3/4" (18mm)	\$0.76
1" (25mm)	\$1.06
1.5" (40mm)	\$1.37
2" (50mm)	\$2.20
3" (75mm)	\$8.36
4" (100mm)	\$10.64
6" (150mm)	\$15.96
8" (200mm)	\$22.04
<b>Volume Charge:</b>	
Charge per m3	\$1.81

## Wastewater Revenue

### Wastewater Revenue Summary (\$000)

Revenue Details	2015 Budget	2015 July Forecast	2016 Budget	Budget Change	
				Dollar Change	Percent Change
<b>Wastewater Revenue</b>					
Wastewater Charges	41,195.7	45,095.7	46,271.8	5,076.1	12.3
Wastewater Cleaning Charge	-	-	200.0	200.0	100.0
Wastewater Service Surcharge	200.0	350.0	250.0	50.0	25.0
<b>Total</b>	<b>41,395.7</b>	<b>45,445.7</b>	<b>46,721.8</b>	<b>5,326.1</b>	<b>12.9</b>

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 American Water Works Association (AWWA). The ratios for the base rate based on meter size are provided in the Utility Rate Policy (Appendix B).

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	
	Approved Rate Schedule (\$)
<b>Daily Base Fee:</b>	<b>2016</b>
5/8" (15mm)	\$0.59
3/4" (18mm)	\$0.59
1" (25mm)	\$0.83
1.5" (40mm)	\$1.06
2" (50mm)	\$1.71
3" (75mm)	\$6.49
4" (100mm)	\$8.26
6" (150mm)	\$12.39
<b>Volume Charge:</b>	
Charge per m3	\$1.62

## Drainage Infrastructure

### Drainage Infrastructure Levy Revenue Summary (\$000)

Revenue Details	2015 Budget	2015 July Forecast	2016 Budget	Budget Change	
				Dollar Change	Percent Change
Drainage Infrastructure Levy	14,368.6	14,368.6	15,184.7	816.1	5.7

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 B). The drainage levy applies regardless of whether the property is connected to the water or wastewater systems.

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

Proposed storm drainage rates for 2016 and 2017 are shown in the following table.

Storm Drainage Rates	
	Approved Rate Schedule (\$)
<b>Daily Base Fee:</b>	<b>2016</b>
0 to 1,000 m <sup>2</sup>	\$0.50
1,001 to 3,000 m <sup>2</sup>	\$1.00
3,001 to 5,000 m <sup>2</sup>	\$2.00
5,001 to 7,000 m <sup>2</sup>	\$3.00
7,001 to 9,000 m <sup>2</sup>	\$4.00
9,001 to 11,000 m <sup>2</sup>	\$5.00
11,001 to 13,000 m <sup>2</sup>	\$6.00
13,001 to 15,000 m <sup>2</sup>	\$7.00
15,001 to 17,000 m <sup>2</sup>	\$8.00
17,001 to 19,000 m <sup>2</sup>	\$9.00
19,001 to 21,000 m <sup>2</sup>	\$10.00
21,001 to 23,000 m <sup>2</sup>	\$11.00
23,001 to 25,000 m <sup>2</sup>	\$12.00
25,001 to 27,000 m <sup>2</sup>	\$13.00
27,001 to 29,000 m <sup>2</sup>	\$14.00
29,001 to 31,000 m <sup>2</sup>	\$15.00
Over 31,000 m <sup>2</sup>	\$16.00

## Other Revenue

## Other Revenue Summary (\$000)

Revenue Details (\$000's)	2015 Budget	2015 July Forecast	2016 Budget	Budget Change	
				Dollar Change	Percent Change
<b>Other Revenues:</b>					
Account Service Fees	375.0	375.0	375.0	-	-
Delinquency & Collection Admin.	287.0	293.2	287.0	-	-
Meter Administration Fees	50.0	80.0	50.0	-	-
SAF Administration Fees	1,484.0	1,499.0	906.0	(578.0)	(38.9)
Other Revenues	32.0	52.2	507.0	475.0	1,484.4
Total	<b>2,228.0</b>	2,299.4	<b>2,125.0</b>	(103.0)	(4.6)



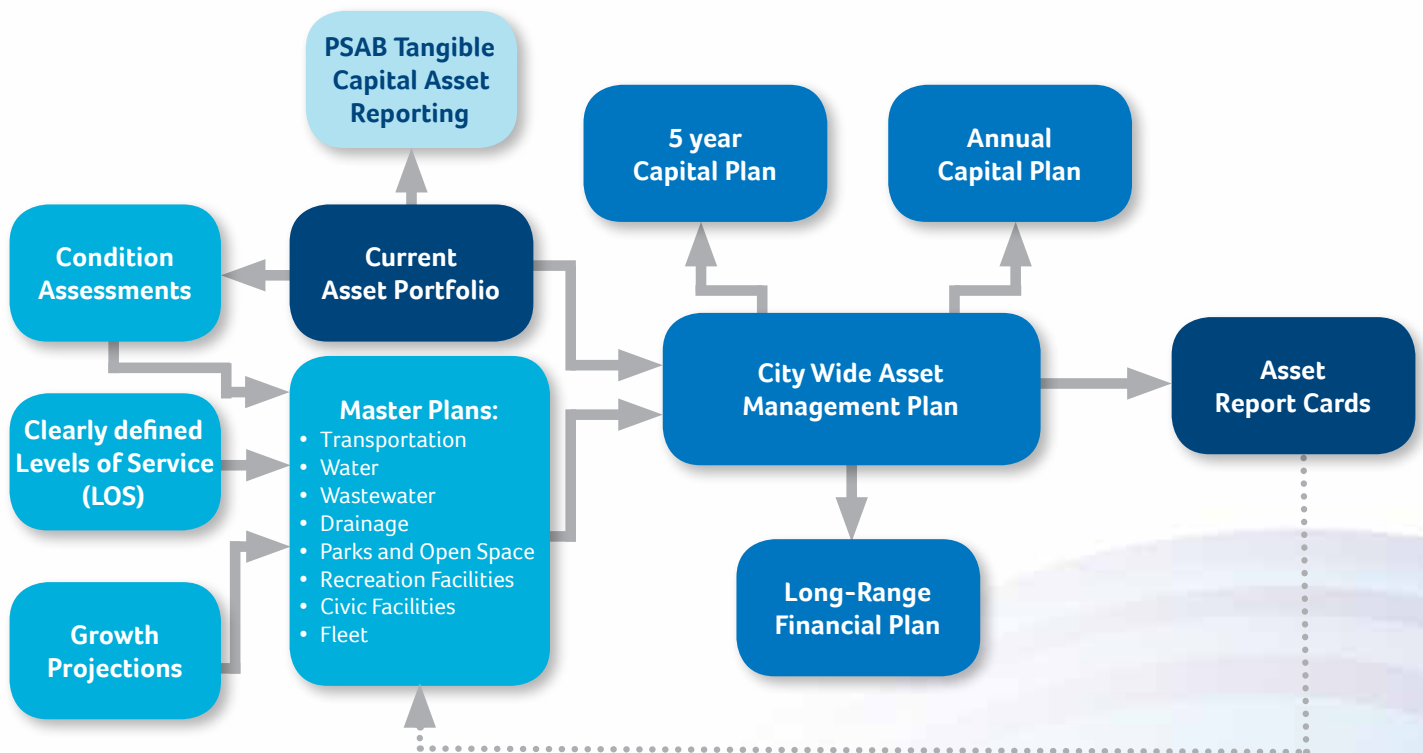
# 2016-2020 Capital Plan

## Capital Plan Introduction

### Asset Management Plans – Bringing it all Together

The City of Regina is building an asset management framework that ties together a number of elements and ensures the long-term sustainability of municipal services, which almost universally depends on fixed assets – for example, roads, buildings, bridges and equipment – to support service provision to residents.

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. Both the entire system and the elements of the system will evolve over time as critical information is collected and input. 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, an estimated \$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 'so-called' infrastructure deficit, using the approach above.

- **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:** Provide an indication of the condition of the asset. The asset condition determines whether or not 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 25-50 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 they don't come at the same time.
- **Long-Range Financial Plan:** In addition to the consolidated City-Wide Asset Management Plans, the City will develop 20-50 year assumptions regarding revenues and other sources of funding for the plan, as well as assumptions about the cost of operations. A long-range financial plan, which the City hopes to have complete by the end of 2016, will provide guidance for making major decisions. We will be able to understand the impact of major financial investments on our capacity in the out years and better determine the answers to significant planning and financial questions (Will we have to defer some renewal? If we do, is there a way to catch up? Is new investment worth the changes required to the long-term plan?).

## 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 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 2016 Capital Plan addresses the City's most critical capital needs to support the strategic plans and 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 2016 recommended investment plan which allocates 80% of all resources to renewal.

The five-year capital plan identifies a \$1 billion program when the General Fund and Utility Fund capital work is combined.

Five-Year Capital Plan

City of Regina 2016 to 2020 General Fund Capital Plan									
Division	Department	Project/Program Name	2016	Year	2017	2018	2019	2020	Grand Total
City Council & Committees Total			Carry Forward						
Legal Services				\$125,000	\$0	\$0	\$0	\$0	\$125,000
City Manager Total				\$125,000	\$0	\$0	\$0	\$0	\$125,000
Fire & Protective Services				\$165,000	\$1,132,000	\$619,000	\$50,000	\$50,000	\$2,016,000
Major Projects				\$37,859,000	\$12,042,273	\$28,950,000	\$0	\$0	\$78,851,273
City Operations Total				\$38,024,000	\$13,174,273	\$29,569,000	\$50,000	\$50,000	\$80,867,273
Assessment, Tax & Real Estate			\$23,559,000	\$10,000,000	\$16,000,000	\$5,000,000	\$0	\$0	\$31,000,000
City Planning			\$694,000	\$350,000	\$3,903,343	\$1,003,343	\$1,003,343	\$1,270,010	\$7,530,039
Development Services			-\$5,407,000	\$6,955,000	\$2,274,876	\$17,937,376	\$2,224,876	\$2,208,209	\$31,600,337
City Planning & Development Total				\$17,305,000	\$22,178,219	\$23,940,719	\$3,228,219	\$3,478,219	\$70,130,376
Community Services			-\$122,000	\$5,208,000	\$3,140,000	\$835,000	\$860,000	\$995,000	\$11,038,000
Parks & Open Space			\$252,000	\$1,289,000	\$1,324,000	\$1,172,000	\$1,418,215	\$1,508,215	\$6,711,430
Transit				\$0	\$403,000	\$0	\$0	\$0	\$403,000
City Services Total				\$6,497,000	\$4,867,000	\$2,007,000	\$2,278,215	\$2,503,215	\$18,152,430
Facilities				\$14,850,000	\$30,815,000	\$31,595,000	\$18,595,001	\$13,715,000	\$109,570,001
Finance				\$375,000	\$150,000	\$0	\$0	\$0	\$525,000
Fleet Services				\$14,262,500	\$10,162,500	\$12,810,000	\$13,890,500	\$11,862,000	\$62,987,500
Information Technology Services				\$81,000	\$2,380,500	\$450,000	\$450,000	\$0	\$4,090,500
Corporate Services Total				\$30,297,500	\$43,508,000	\$44,855,000	\$32,935,501	\$25,577,000	\$177,173,001
Roadways & Transportation Services			\$164,000	\$35,064,000	\$32,291,467	\$32,037,867	\$32,429,667	\$36,759,827	\$168,582,828
Solid Waste Management			\$704,000	\$2,620,000	\$2,550,000	\$2,900,000	\$2,900,000	\$2,900,000	\$13,870,000
Transportation & Utilities Total				\$37,684,000	\$34,841,467	\$34,937,867	\$35,329,667	\$39,659,827	\$182,452,828
Transfer to Asset Revitalization Reserve from Current Contributions				\$2,670,000	\$792,217	\$173,006	\$5,123,718	\$2,248,630	\$11,007,571
<b>Total General Fund (Excluding Police)</b>				<b>\$132,727,500</b>	<b>\$119,361,176</b>	<b>\$135,482,592</b>	<b>\$78,945,320</b>	<b>\$73,516,891</b>	<b>\$540,033,479</b>
Police Total				\$2,747,000	\$3,036,900	\$3,057,900	\$3,223,300	\$3,261,000	\$15,326,100
<b>General Fund Total</b>			<b>\$25,282,000</b>	<b>\$135,474,500</b>	<b>\$122,398,076</b>	<b>\$138,540,492</b>	<b>\$82,168,620</b>	<b>\$76,777,891</b>	<b>\$555,359,579</b>

City of Regina 2016 to 2020 Utility Fund Capital Plan									
Division	Department	Project/Program Name	2016 Carry Forward	Year 2016	2017	2018	2019	2020	Grand Total
City Operations Total	Major Projects			\$72,350,000	\$0	\$0	\$0	\$0	\$72,350,000
	Planning			\$500,000	\$0	\$0	\$0	\$0	\$500,000
	Development Services		\$332,000	\$1,815,000	\$3,603,871	\$3,603,871	\$8,266,371	\$8,266,371	\$25,555,484
City Planning & Development Total			\$2,266,000	\$2,315,000	\$3,603,871	\$3,603,871	\$8,266,371	\$8,266,371	\$26,055,484
	Finance Total			\$110,000	\$260,000	\$260,000	\$280,000	\$260,000	\$1,170,000
	Information Technology Services		\$66,000	\$325,000	\$325,000	\$325,000	\$325,000	\$325,000	\$1,625,000
Corporate Services Total				\$435,000	\$585,000	\$585,000	\$605,000	\$585,000	\$2,795,000
	Solid Waste Management			\$150,000	\$0	\$0	\$0	\$0	\$150,000
	Water Works		\$32,742,000	\$52,525,000	\$88,277,400	\$96,447,000	\$94,485,000	\$92,225,000	\$423,959,400
Transportation & Utilities Total				\$52,675,000	\$88,277,400	\$96,447,000	\$94,485,000	\$92,225,000	\$424,109,400
<b>Utility Fund Total</b>			<b>\$35,406,000</b>	<b>\$127,775,000</b>	<b>\$92,466,271</b>	<b>\$100,635,871</b>	<b>\$103,356,371</b>	<b>\$101,076,371</b>	<b>\$525,309,884</b>
<b>Total 2016-2020 Capital Plan</b>			<b>\$60,688,000</b>	<b>\$263,249,500</b>	<b>\$214,864,347</b>	<b>\$239,176,363</b>	<b>\$185,524,991</b>	<b>\$177,854,262</b>	<b>\$1,080,669,463</b>

2016 to 2020 General Fund Capital Plan - Funding Sources									
Budget Type	Area	Funding Source	2016	2017	2018	2019	2020	5 Year Total	
General Fund	Civic Only	Building Canada Plan (BCP)	3,540,000	4,725,000	3,745,000	2,925,000		14,935,000	
		Cemetery Reserve	135,000	120,000	120,000	120,000		615,000	
		Current Contributions	37,067,240	38,179,257	39,324,635	40,504,374	41,719,505	196,795,011	
		Debentures	12,859,000	2,500,000	2,500,000	2,500,000	2,500,000	22,859,000	
		Dedicated Lands Reserve	2,078,000					2,078,000	
		Developer Contributions		3,000,000	5,685,750			8,685,750	
		Employer Parking Reserve	825,000	150,000	250,000	150,000	250,000	1,625,000	
		Fleet Replacement Reserve	13,712,500	9,612,500	12,260,000	13,340,500	11,862,000	60,787,500	
		Gas Tax (GT)	11,508,760	11,508,760	12,088,071	11,638,060	11,088,000	57,831,651	
		Golf Course Reserve	325,000	525,000	525,000	600,000	600,000	2,575,000	
		Land Development Reserve	10,000,000	16,000,000	5,000,000			31,000,000	
		Planning & Sustainability Reserve	1,850,000	1,800,000	1,100,000	650,000		5,400,000	
		Private Sports Groups	25,000,000					25,000,000	
		Service Agreement Fees (Parks)	100,000	492,838	1,836,838	396,838	444,838	3,271,352	
		Service Agreement Fees (Roads)	6,030,000	2,020,548	7,997,298	3,220,548	4,120,548	23,388,942	
		Solid Waste Reserve	7,335,000	16,685,000	14,100,000	2,900,000	812,000	41,832,000	
		Winter Road Maintenance Reserve	362,000					362,000	
Special Projects – Funding TBD		12,042,273	28,950,000			40,992,273			
<b>Civic Only Total</b>		<b>132,727,500</b>	<b>119,361,176</b>	<b>135,482,592</b>	<b>78,945,320</b>	<b>73,516,891</b>	<b>540,033,479</b>		
Police		2,747,000	3,036,900	3,057,900	3,223,300	3,261,000	15,326,100		
<b>Police Total</b>		<b>2,747,000</b>	<b>3,036,900</b>	<b>3,057,900</b>	<b>3,223,300</b>	<b>3,261,000</b>	<b>15,326,100</b>		
<b>General Fund Grand Total</b>		<b>135,474,500</b>	<b>122,398,076</b>	<b>138,540,492</b>	<b>82,168,620</b>	<b>76,777,891</b>	<b>555,359,579</b>		
2016 to 2020 Utility Fund Capital Plan - Funding Sources									
Budget Type	Area	Funding Source	2016	2017	2018	2019	2020	5 Year Total	
Utility Fund	Civic Only	Current Contributions		50,000	50,000			100,000	
		P3 Federal Funding	48,200,000					48,200,000	
		Service Agreement Fees (Utility)	10,720,500	33,633,871	30,133,871	34,796,371	32,266,371	141,550,984	
		Utility Reserve	68,212,400	58,106,400	69,536,000	67,644,000	65,364,000	328,862,800	
		Moose Jaw	642,100	676,000	916,000	916,000	3,446,000	6,596,100	
Special Projects – Funding TBD									
<b>Utility Grand Total</b>		<b>127,775,000</b>	<b>92,466,271</b>	<b>100,635,871</b>	<b>103,356,371</b>	<b>101,076,371</b>	<b>525,309,884</b>		
Capital Funding Grand Total (Excluding Police)		260,502,500	211,827,447	236,118,463	182,301,691	174,593,262	1,065,343,363		
<b>City Wide Grand Total (Includes Police)</b>		<b>263,249,500</b>	<b>214,864,347</b>	<b>239,176,363</b>	<b>185,524,991</b>	<b>177,854,262</b>	<b>1,080,669,463</b>		

## Committed Projects

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 recognizing the multi-year commitment associated with the project and increases the assurance among bidders that the corporation will fund the entire project. The 2016 Capital Plan accommodates the following multi-year projects approved in 2015:

- Business Transformation Program - \$4.85 million (2015 and 2016 amounts)
- Mâdawêyatitân Centre (North Central Shared Facility) - \$6.86 million (2015 – 2017 amounts)

**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 2016 Capital Plan includes a number of similar multi-year projects. Council's approval of these projects signals a commitment to allocate funds in future periods as required to complete the work, within the limits established by the approved budget.

2016 to 2020 General Fund Capital Plan -- Committed Projects								
Division	Department	Project/Program Name	Year					Grand Total
			2016	2017	2018	2019	2020	
City Operations	Fire & Protective Services	Civic Radio System Replacement	\$115,000	\$1,082,000	\$569,000			\$1,766,000
	Fire & Protective Services Total		\$115,000	\$1,082,000	\$569,000	\$0	\$0	\$1,766,000
City Operations Total			\$115,000	\$1,082,000	\$569,000	\$0	\$0	\$1,766,000
City Planning & Development	Assessment, Tax & Real Estate	South East Land Development	\$10,000,000	\$16,000,000	\$5,000,000			\$31,000,000
	Assessment, Tax & Real Estate Total		\$10,000,000	\$16,000,000	\$5,000,000	\$0	\$0	\$31,000,000
		Comprehensive Zoning Bylaw Review	\$1,100,000	\$1,400,000	\$850,000	\$650,000		\$4,000,000
		Implementation of Planning and Building Software	\$750,000	\$400,000	\$250,000			\$1,400,000
Development Services Total			\$1,850,000	\$1,800,000	\$1,100,000	\$650,000	\$0	\$5,400,000
City Planning & Development Total			\$11,850,000	\$17,800,000	\$6,100,000	\$650,000	\$0	\$36,400,000
City Services Total		Mâdawêyatitân Centre (formerly North Central Shared Facility)	\$2,045,000	\$1,860,000				\$3,905,000
		Recreation Facility Plan Refresh	\$225,000	\$100,000				\$325,000
	Community Services Total		\$2,270,000	\$1,960,000	\$0	\$0	\$0	\$4,230,000
City Services Total			\$2,270,000	\$1,960,000	\$0	\$0	\$0	\$4,230,000
City Services Total		Municipal Justice Building	\$560,000	\$100,000				\$660,000
		Parks and Facilities Yard Facilities Master Plan	\$410,000	\$3,360,000	\$5,740,000	\$1,030,000		\$10,540,000
		Transit Fleet Maintenance Facility	\$5,310,000	\$9,450,000	\$7,490,000	\$5,850,000		\$28,100,000
	Facilities Total		\$6,280,000	\$12,910,000	\$13,230,000	\$6,880,000	\$0	\$39,300,000
Corporate Services (cont'd.)	Finance	Corporate Payment System	\$375,000	\$150,000				\$525,000
	Finance Total		\$375,000	\$150,000	\$0	\$0	\$0	\$525,000
		Municipal Area Network Broadband Wireless	\$160,000	\$30,500				\$190,500
	Information Technology Services Total		\$160,000	\$30,500	\$0	\$0	\$0	\$190,500
Corporate Services Total			\$6,815,000	\$13,090,500	\$13,230,000	\$6,880,000	\$0	\$40,015,500
<b>TOTAL COMMITTED PROJECTS -- GENERAL FUND CAPITAL</b>			<b>\$21,050,000</b>	<b>\$33,932,500</b>	<b>\$19,899,000</b>	<b>\$7,530,000</b>	<b>\$0</b>	<b>\$82,411,500</b>
2016 to 2020 Utility Fund Capital Plan -- Committed Projects								
Division	Department	Project/Program Name	Year					Grand Total
			2016	2017	2018	2019	2020	
Transportation & Utilities (cont'd.)		Area 1 & 17 - Location 1	\$800,000	\$3,000,000				\$3,800,000
		Area 8 Upgrades - Arcola Avenue Detention Facility	\$4,000,000	\$2,000,000				\$6,000,000
		Eastern Pressure Zone	\$5,000,000	\$14,000,000	\$14,000,000	\$14,000,000	\$14,000,000	\$61,000,000
	Water Works Total		\$9,800,000	\$19,000,000	\$14,000,000	\$14,000,000	\$14,000,000	\$70,800,000
Transportation & Utilities Total			\$9,800,000	\$19,000,000	\$14,000,000	\$14,000,000	\$14,000,000	\$70,800,000
<b>TOTAL COMMITTED PROJECTS -- UTILITY FUND CAPITAL</b>			<b>\$9,800,000</b>	<b>\$19,000,000</b>	<b>\$14,000,000</b>	<b>\$14,000,000</b>	<b>\$14,000,000</b>	<b>\$70,800,000</b>
<b>TOTAL COMMITTED PROJECTS -- 5-YEAR CAPITAL PLAN</b>			<b>\$30,850,000</b>	<b>\$52,932,500</b>	<b>\$33,899,000</b>	<b>\$21,530,000</b>	<b>\$14,000,000</b>	<b>\$153,211,500</b>

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

## City Capital Funding

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 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).

## Operating Costs for Capital Investments

### Operating Costs for Capital Investments (\$'000)

Expenditures	2015 Budget	2015 July Forecast	2016 Budget	Budget Change	
				Dollar Change	Per Cent Change
Contributions to Capital - Civic	31,667.0	31,667.0	<b>37,000.0</b>	5,333.0	16.8
Contributions to Capital - Police	2,764.0	2,764.0	<b>2,747.0</b>	(17.0)	(0.6)
Debt Charges	13,746.2	13,748.2	<b>10,856.5</b>	(2,889.7)	(21.0)
<b>Total</b>	<b>48,177.2</b>	<b>48,179.2</b>	<b>50,603.5</b>	<b>2,426.3</b>	<b>5.0</b>

## Debt

The five-year capital plan will require the City to take on additional debt. The charts below identify projections of debt issuance required to meet the five year capital plan.

	2016						
	Opening Balance	New Issue	Closing Balance	Servicing Cost			
				Principal	Interest	Total Payments	
General Capital	16,836,145	15,000,000	29,642,169	2,193,976	1,165,907	3,359,883	Note 1
RRI	194,424,562	0	190,802,491	3,622,071	7,830,739	11,452,810	
Utility Capital	137,335,055	31,696,800	88,386,831	80,645,024	496,255	81,141,279	
Other Debt - Evraz Municipal Corp	1,500,000	0	1,300,000	200,000	87,000	287,000	
<b>2016 CityTotal</b>	<b>350,095,762</b>	<b>46,696,800</b>	<b>310,131,491</b>	<b>86,661,071</b>	<b>9,579,901</b>	<b>96,240,972</b>	

	2017-2020						
	Opening Balance	New Issue	Closing Balance	Servicing Cost			
				Principal	Interest	Total Payments	
General Capital	29,642,169	10,000,000	14,437,410	25,204,759	4,665,314	29,870,073	
RRI	190,802,491	0	174,771,561	16,030,930	29,780,310	45,811,240	
Utility Capital	88,386,831	0	74,595,708	13,791,123	18,488,134	32,279,257	
Other Debt - Evraz Municipal Corp	1,300,000	0	500,000	800,000	228,000	1,028,000	
<b>2017-2020 CityTotal</b>	<b>310,131,491</b>	<b>-</b>	<b>264,304,679</b>	<b>55,826,812</b>	<b>53,161,758</b>	<b>108,988,570</b>	

Note 1: \$15M general capital debt was approved in Budget for 2010, 2011, 2012 at \$5M each year but not borrowed. This debt is expected to be issued in 2016.



## Impact of Capital Investment on Operations

The investment in new or additional capital assets adds infrastructure that requires ongoing funding in operations and maintenance. When making capital investment decisions, the ongoing operating impacts need to be considered.

The 2016 capital plan results in an increased operating budget of \$750,000. These costs are accounted for in the operating budget of responsible departments.

## Reserve Impacts

In addition to the current operating contributions, the use of reserves to fund capital investments is also increasing. A detailed description of reserves can be found in Appendix C. In 2016, the City will be reviewing all reserves. The review will include an analysis of the number of reserves held by the City, the use of the reserves, and to ensure reserve sizes are relevant to the value of current assets and best practice.

The impact of the use of those funds on the projected 2015 year-end balances for the reserves, managed by the City are, as follows:

General Fund Reserves Continuity Schedule (2016 – 2020)								
Minimum Allowable	Maximum Allowable		2015 Projected Ending Balance	2016 Projected Ending Balance	2017 Projected Ending Balance	2018 Projected Ending Balance	2019 Projected Ending Balance	2020 Projected Ending Balance
<b>Operating Reserves</b>								
19,013,772	38,027,544	General Fund Reserve	24,106,557	17,306,557	13,506,557	13,506,557	13,506,557	13,506,557
300,000	1,500,000	Asphalt Reserve	1,602,378	1,744,640	1,944,640	2,144,640	2,344,640	2,544,640
-	10,000,000	Asset Revitalization Reserve	10,693,668	13,528,668	17,832,885	18,720,891	24,009,609	26,423,239
-	625,000	Cemetery Reserve	328,680	236,229	159,628	83,895	9,047	(64,898)
400,000	6,000,000	Employer-Provided Parking Reserve	1,063,450	657,250	926,050	1,094,850	1,363,650	1,532,450
4,750,000	10,000,000	Fleet Replacement Reserve	4,236,910	3,931,360	4,692,860	6,124,660	6,594,560	8,662,460
100,000	750,000	Facility Reserve	1,000,000	1,200,000	1,400,000	1,600,000	1,800,000	2,000,000
500,000	2,000,000	Golf Course Reserve	332,440	450,561	388,622	347,521	253,195	181,625
-	350,000	Grants Reserve	528,783	528,783	528,783	528,783	-	-
2,000,000	12,000,000	Land Development Reserve	909,444	(1,590,556)	(10,090,556)	(7,590,556)	(90,556)	7,409,444
300,000	13,000,000	Solid Waste Reserve	17,441,048	22,186,680	18,832,878	18,597,324	30,116,348	44,300,133
-	800,000	Operational Commitments Reserve	481,800	129,300	289,900	450,500	611,100	211,100
500,000	7,000,000	Planning & Sustainability Reserve	7,919,100	6,069,100	4,269,100	3,169,100	2,519,100	2,519,100
-	700,000	Pest Management Reserve	336,976	336,976	336,976	336,976	336,976	336,976
400,000	2,000,000	Regina Police Service Radio Equip Reserve	45,343	45,343	45,343	45,343	45,343	45,343
N/A	N/A	Regina Revitalization Initiative Stadium Reserve	25,569,007	14,210,847	11,110,726	9,249,213	7,960,160	6,671,107
N/A	N/A	Social Development Reserve	24,447	2,524,447	2,524,447	2,524,447	2,524,447	2,524,447
400,000	3,000,000	Technology Reserve	561,878	641,878	721,878	801,878	881,878	-
3,523,000	3,923,000	Winter Road Maintenance Reserve	3,347,240	2,985,240	2,985,240	2,985,240	2,985,240	2,985,240
<b>Total Operating Reserves</b>			<b>100,529,148</b>	<b>87,123,302</b>	<b>72,405,956</b>	<b>74,721,261</b>	<b>97,771,293</b>	<b>121,788,962</b>
Utility Fund Service Agreement Fees Continuity Schedule (2016-2020)								
Minimum Allowable	Maximum Allowable		2015 Projected Ending Balance	2016 Projected Ending Balance	2017 Projected Ending Balance	2018 Projected Ending Balance	2019 Projected Ending Balance	2020 Projected Ending Balance
N/A	N/A	Service Agreement Fees - Utilities	(26,420,819)	(27,853,541)	(54,005,683)	(78,356,597)	(106,902,811)	(132,433,140)
<b>Total Utility Reserves &amp; SAFs</b>			<b>(26,420,819)</b>	<b>(27,853,541)</b>	<b>(54,005,683)</b>	<b>(78,356,597)</b>	<b>(106,902,811)</b>	<b>(132,433,140)</b>

### Deferred Revenue Impacts

As described earlier in this document, the City of Regina uses a number of fees to cover the cost of capital construction and renewal such as Service Agreement Fees (SAF), for new development, and the Alley Levy, for alley maintenance and renewal. The impact of the use of those funds are as follows:

The SAF model is currently under review and, as a consequence, the out years (2017-2020) of new development capital plans could be adjusted in response to the results of that review. The review will be finalized in advance of Council's budget approval, but not before the print deadline of the budget book. The capital plans and financial continuity schedules are based on the best knowledge available at the time of printing.

The forecasted impact of the use of those funds at the time of printing are as follows:

<b>General Fund Deferred Revenue and Service Agreement Fees Continuity Schedule (2016-2020)</b>								
Minimum Allowable	Maximum Allowable		2015 Projected Ending Balance	2016 Projected Ending Balance	2017 Projected Ending Balance	2018 Projected Ending Balance	2019 Projected Ending Balance	2020 Projected Ending Balance
N/A	N/A	Alley Maintenance - Gravel	943,649	943,649	943,649	943,649	943,649	943,649
N/A	N/A	Alley Maintenance - Paved	2,413,197	2,413,197	2,413,197	2,413,197	2,413,197	2,413,197
N/A	N/A	Dedicated Lands Charges	7,105,630	5,180,630	5,333,630	5,486,630	5,639,630	5,792,630
N/A	N/A	Service Agreement Fees - Parks	11,017,087	13,252,567	15,178,969	15,848,491	18,048,653	20,295,055
N/A	N/A	Service Agreement Fees - Roadways	11,766,700	13,242,666	19,003,323	19,073,478	24,218,081	28,772,290
N/A	N/A	Taylor Field	577,111	577,111	577,111	577,111	577,111	577,111
<b>Total Deferred Revenue &amp; SAF's</b>			<b>33,823,374</b>	<b>35,609,821</b>	<b>43,449,879</b>	<b>44,342,556</b>	<b>51,840,321</b>	<b>58,793,932</b>

<b>Utility Fund Service Agreement Fees Continuity Schedule (2016-2020)</b>								
Minimum Allowable	Maximum Allowable		2015 Projected Ending Balance	2016 Projected Ending Balance	2017 Projected Ending Balance	2018 Projected Ending Balance	2019 Projected Ending Balance	2020 Projected Ending Balance
N/A	N/A	Service Agreement Fees - Utilities	(26,420,819)	(27,853,541)	(54,005,683)	(78,356,597)	(106,902,811)	(132,433,140)
<b>Total Utility Reserves &amp; SAP's</b>			<b>(26,420,819)</b>	<b>(27,853,541)</b>	<b>(54,005,683)</b>	<b>(78,356,597)</b>	<b>(106,902,811)</b>	<b>(132,433,140)</b>

### Total City Reserves and Deferred Revenues

The combined impact of City reserves and deferred revenue funds are as follows:

<b>Total City Reserves &amp; Deferred Revenues (2016-2020)</b>								
Minimum Allowable	Maximum Allowable		2015 Projected Ending Balance	2016 Projected Ending Balance	2017 Projected Ending Balance	2018 Projected Ending Balance	2019 Projected Ending Balance	2020 Projected Ending Balance
<b>Total City Reserves &amp; Deferred Revenues</b>			<b>172,940,303</b>	<b>147,972,681</b>	<b>121,796,051</b>	<b>92,223,590</b>	<b>79,944,262</b>	<b>85,703,254</b>

# Operating Budget

## 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, 2012. 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

### City Council and Committees Expenditure Detail (\$000)

Expenditures	2015 Budget	2015 July Forecast	2016 Budget	Budget Change	
				Dollar Change	Per Cent Change
<b>General Fund</b>					
Office of the Mayor	574.6	574.6	<b>583.4</b>	8.8	1.5
City Council	627.5	644.8	<b>627.5</b>	-	-
Corporate Memberships	130.0	153.0	<b>130.0</b>	-	-
Other Committees	91.5	44.4	<b>91.5</b>	-	-
Quasi-Judicial Committees	52.2	41.7	<b>52.2</b>	-	-
Total Operating Expenditures	1,475.8	1,458.4	<b>1,484.6</b>	8.8	0.6
Transfers to a Reserve	36.3	36.3	<b>36.3</b>	-	-
Total Expenditures	1,512.1	1,494.7	<b>1,520.9</b>	8.8	0.6

Full Time Equivalents (FTEs)	2015	2016
<b>General Fund -- Operating</b>		
Permanent	15.0	15.0
Casual	-	-
Total	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, the Regina Regional Opportunities Commission (RROC) and the Wascana Centre Authority.

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

### Community Investments Expenditure Detail (\$000)

Expenditures	2015 Budget	2015 July Forecast	2016 Budget	Budget Change	
				Dollar Change	Per Cent Change
<b>General Fund</b>					
Community & Protective Services Committee	3,359.6	3,369.4	<b>3,554.6</b>	195.0	5.8
Finance and Administration Committee					
Henry Baker Scholarships	19.0	19.0	<b>34.0</b>	15.0	78.9
Other Economic & Promotional Initiatives	265.0	270.0	<b>70.0</b>	(195.0)	(73.6)
Total Expenses	284.0	289.0	<b>104.0</b>	(180.0)	(63.4)
Executive Committee					
Evraz Place	400.0	400.0	<b>400.0</b>	-	-
Paragon Awards	5.0	5.0	<b>5.0</b>	-	-
City of Regina Writing Award	7.0	7.0	<b>7.0</b>	-	-
Mayor's Arts & Business Award	10.0	10.0	<b>10.0</b>	-	-
Saskatchewan Book Awards	5.3	5.3	<b>5.3</b>	-	-
Special Events	122.7	122.7	<b>122.7</b>	-	-
Special Events Minor Program	50.0	50.0	<b>50.0</b>	-	-
Regina Regional Opportunities Commission	1,719.5	1,719.5	<b>1,719.5</b>	-	-
Wascana Centre Authority	2,796.9	2,796.9	<b>2,719.0</b>	(77.9)	(2.8)
Total Expenses	5,116.4	5,116.4	<b>5,038.5</b>	(77.9)	(1.5)
<b>Total Operating Expenditures</b>	<b>8,760.0</b>	<b>8,774.8</b>	<b>8,697.1</b>	(62.9)	(0.7)

### Service Partners

The City of Regina works with several key service partners, including Wascana Centre Authority, Regina Regional Opportunities Commission, and Regina Exhibition Association Ltd. The recommended Community Investments budget above includes funding for each of them. More detailed descriptions of the role of each service partner and some of their key deliverables are outlined following

## Regina Exhibition Association Limited (REAL) 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, and 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 our services extend across numerous existing buildings that range in both 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 Stadium and the International Trade Centre

### 2015 Accomplishments

In 2015, REAL focused on two pivotal property developmental priorities:

- The City of Regina's new Stadium construction project, which will significantly change and enhance the face of the property.
- The need for capital funding for Phase II of REAL's Property Development Plan.

Regina's new stadium began to really take shape in 2015. With an average 425 construction workers and as many as four cranes on-site on any given day this year, the midpoint of the construction build timeline was passed and visible progress is evidenced weekly. As a result of the construction area, there have been impacts to the normal traffic patterns and parking areas of the property. While this has been an inconvenience for customers and clients, they have been understanding and the project has not hampered business in a significant way.

As the year-round food services provider for Regina's new stadium, a significant amount of time and effort has gone into the planning of all aspects of the food services program for the new stadium. This has resulted in kitchen equipment planning and purchasing to the selection of concession partners and the planning of premium services menus and a food services operating model.

Another major milestone was achieved in 2015, when three levels of government (municipal, provincial and federal), as well as the Regina Hotels Association, Evraz Place, and Canadian Western Agribition, came together to assemble \$37 million in capital funding for the International Trade Centre project. This project will remove 13 timeworn and run-down buildings and replace them with a single modern, 90,000 square foot new building. This building will connect the Canada Centre building to the AgEx Building, and offer Canadian Western Agribition, Canada's Farm Progress Show, and other clients, a large continuous and interconnected building footprint and modern infrastructure for a range of events and activities. This building fulfills an important next phase of the property development plan and sends a strong, positive message to Canadian Western Agribition that their world-class event is valued by our property and our community.

### 2016 Issues and Opportunities

Strategic deliverables in 2016 will be focused on new stadium operational readiness activities, property marketing efforts and the oversight of the construction of the new International Trade Centre.

## Regina Regional Opportunities Commission (RROC) Summary Business Plan

### Mandate

The following mandate was established as *Regina City Bylaw, No. 2009-20*:

- 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.

RROC is responsible for providing leadership for economic growth to the City of Regina and the community 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.

### Services

Some of RROC's core services include:

1. Advances a sector development strategy, which currently focuses resources on the diversification, growth and development of key industry sectors. For each of the key sectors RROC develops supply chain analysis, specific market intelligence comparing Regina to other cities and an industry development strategy.
2. 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.
3. Through its Investment Attraction office, RROC seeks to attract investors and companies to Regina to assist in the growth of local industry.
4. 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 trade shows to Regina.

5. Supports entrepreneurship with business services such as the Square One program, and partnership initiatives to promote and support entrepreneurs in the community.
6. RROC 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.

### 2015 Accomplishments

Some of RROC's 2015 highlights include:

- Completed the Fabricated Metal Products Manufacturing Supply Chain analysis and Action Plan, to support the sector for growth.
- Completed the Agri-business Supply Chain analysis.
- Launched the office of Strategic and Competitive Intelligence to provide market data and research to Regina companies.
- Created working groups to enable collaboration of stakeholders, including: the Strategic & Competitive Intelligence Alliance, Alliance for Events, Conventions, and Tradeshows, and the Tourism Leadership Council.
- Developed an Investment Attraction Strategy to offer free, confidential, and customized advice to companies and investors.
- Initiated a regional Tourism Marketing Plan that targeted a family audience promoting Regina as a destination experience. The display/mobile impression rates of the leisure campaign showed a 204% campaign delivery rate. Visits and users are up on the website, and geographic targets have jumped significantly.
- Regina was awarded 25 events with an estimated economic impact of \$8,759,441.
- Have submitted bids with community partners seeking to bring 19 future national and international events and conventions to Regina.

### 2016 Issues and Opportunities

Regina and region continues to experience consistent economic and population growth, with strong economic indicators for growth going forward. Regina retains its position as a critical supply centre for the mining, oil and gas, and agri-business industries; strategic growth plans for companies working in those sectors are aligned to the long-term prospects of those industries. RROC is working closely with industry to develop action plans for growth that are in keeping with their needs.

RROC continues to work with tourism and industry partnerships to implement the tourism business plan. As RROC works to strengthen the community's brand and advance the opportunities that 2017 and Canada's 150th provides, as well as the opening of Regina's new Stadium and International Trade Centre (ITC), they continue to advance the goal of Regina being the most desirable place to visit, live and work.

RROC has facilitated the formation of the Alliance for Events, Conventions, and Tradeshows (ECT), a collaboration of stakeholders to work towards development of this sector. Inspiration is found through the 2020 strategic vision which calls for the ECT sector to drive over \$50 million annually to the local economy.

## Wascana Centre Authority Summary Business Plan

### Mandate

Wascana Centre Authority (WCA) was established in 1962 by the Government of Saskatchewan, which created a board of directors to represent the WCA's three participating parties – the Government of Saskatchewan, the City of Regina and the University of Regina. Wascana Centre encompasses 2,300 acres of land within the community and includes numerous tenants and landowners. 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 is in the form of grant contributions from WCA's participating parties.

### Services

The 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:

1. Maintenance
2. Horticulture, Pest Control, and Forestry
3. Infrastructure
4. Conservation, Events, and Communications
5. Administration

### 2015 Accomplishments

- Through prudent management and mitigation, WCA will be within board approved parameters of 1% of total revenues at year-end.
- The 2016 Wascana Centre Master Plan is a major undertaking to update the vision for the park for the next 100 years. This project will be complete by the end of the fiscal year.
- Infrastructure investments included roof replacements for five washrooms, the header house at the Greenhouse, and the balcony at Wascana Place.
- Maintenance included paving of trails and pathways and the installation of playground equipment at Candy Cane Park.
- The partnership with the City of Regina to complete the construction of an all-season washroom, installation of lighting and full construction of the parking lot at Douglas Park.

### 2016 Issues and Opportunities

- Funding has remained stable from previous years. With inflation and aging infrastructure putting pressure on WCA's ability to deliver the continued level of services and maintenance of operations as in the past.
- The WCA's comprehensive review identified more than \$70 million in deferred infrastructure renewal. Deterioration of Wascana Centre's core infrastructure is accelerating and the WCA is required to deploy resources to address high priority issues on an urgent and reactive basis.
- A growing population has resulted increased use of the park and its many amenities. This has increased the pressure on WCA's maintenance activities.
- Staffing shortages have meant inadequate maintenance of the Wascana Centre urban forest. This increases the risk of Dutch Elm disease and other pests.



**Key Deliverables in 2016**

- 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:
  - Irrigation system remediation: Develop a plan to address the age and maintenance cost of the existing irrigation system. This study will include plans to transition some landscaping to be more sustainable and cost effective.
  - Depot replacement: the legislative maintenance depot has reached the end of its useful life and must be replaced.
  - Trail and sidewalk replacements: Trail and sidewalk renewal is critical to visitor enjoyment of Wascana Centre. Costs are matched by a grant from the Canada 150 Community Infrastructure Program.

## City Administration

### City Administration Performance

In 2015, the City of Regina joined the Ontario Municipal Benchmarking Initiative (OMBI), a national organization which provides a rigorous framework for measuring municipal efficiency and effectiveness on a wide range of services.

The 2016 budget provides the City's first phase of performance reporting on a selection of OMBI measures. These measures report on 2014 performance as 2015 was not yet complete at the time of printing. These measures will allow the tracking of service efficiency and effectiveness, so that the City can compare its year-to-year performance, as well as to other municipalities across Canada.

The balance of measures will be phased in over the next three years. In this first phase, measures are reported in two groups, City Administration and City Operations. As the number of measures grows and evolves, measures will be reported at the department level.

When interpreting results and comparisons, it is important to understand that there are a number of factors which influence the range of results from various OMBI participating municipalities. These might include:

- Choices about the service level that is being provided
- Environmental conditions (e.g. weather, soil type, etc.)
- Economic conditions (e.g. labour market, goods and material cost, etc.)

More information and detail about OMBI and all data reported by participating municipalities can be found at [www.ombi.ca](http://www.ombi.ca).

City Operations measures are reported in the City Operations section of this document. The City Administration Services for which Key Performance Indicators (KPIs) have been identified for 2014 are:

#### City Clerk

Measure	Result (2014)	OMBI Range (2014)
# of formal Freedom of Information requests per 100,000 population	19	5 to 493

#### Facilities

Measure	Result (2014)	OMBI Range (2014)
Total square footage of all buildings owned and leased by the Municipality	2,464,987	1,132,526 to 28,524,025
Total square footage of the Municipal headquarter building	179,566	43,500 to 802,590

#### Fleet

Measure	Result (2014)	OMBI Range (2014)
Total number of vehicles	499	184 to 3,514
Operating cost per vehicle km	\$0.67	\$0.43 to \$1.16

**Human Resources**

Measure	Result (2014)	OMBI Range (2014 )
Lost Time Incident Frequency	4.14	2.84 to 6.74
Overall Permanent Employee Turnover	9.14%	3.65% to 5.68%

**Information Technology**

Measure	Result (2014)	OMBI Range (2014 – Single Tier Municipalities)
# of visits to the municipal website per capita	8.63	5.2 to 29.0
# of information technology devices per total municipal FTE	0.84	0.62 to 1.63

**Investment Management**

Measure	Result (2014)	OMBI Range (2014 )
Gross % realized return on the total investment portfolio	3.71%	1.63% to 4.28%
Gross % realized return on the total internally managed investment portfolio	1.92%	1.28% to 4.08%
Gross % realized return on the total externally managed investment portfolio	3.81%	1.12% to 26.70%

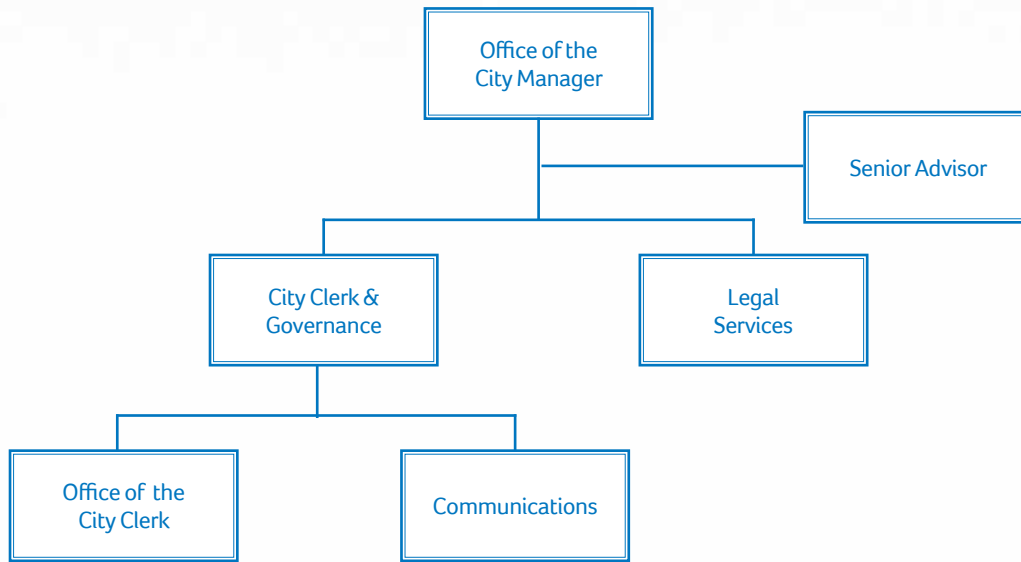
Regina is one of the smaller cities within the OMBI framework and its results are consistent with that. We have fewer facilities and vehicles. The strong economic environment in most of 2014 has led to a higher turnover rate than other cities in the OMBI network. While only two measures of efficiency are reported (operating cost per vehicle km: returns on investment), they compare favourably to the range for municipalities within the OMBI membership.

Over time, the number of measures reported will expand and each service will include measures of both efficiency and effectiveness. By the end of 2018, all services will be fully reporting on all OMBI measures.

## Office of the City Manager

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, No. 2003-70* and the *Regina Administration Bylaw, No. 2003-69*.



### Office of the City Manager Expenditure Summary (\$000)

Expenditures	2015 Budget	2015 July Forecast	2016 Budget	Budget Change	
				Dollar Change	Per Cent Change
<b>General Fund</b>					
Office of the City Manager	2,196.9	1,676.2	<b>2,363.9</b>	167.0	7.6
Legal	3,363.0	3,854.0	<b>3,418.0</b>	55.0	1.6
Governance & Strategy	2,185.3	2,303.58	<b>3,118.6</b>	933.3	42.7
Communications	2,868.8	2,818.80	<b>2,946.5</b>	77.7	2.7
Total Operating Expenditures	10,614.0	10,652.6	<b>11,846.9</b>	1,232.9	11.6
Transfers to a Reserve	104.8	104.8	-	(104.8)	(100.0)
<b>Total Operating Expenditures</b>	<b>10,718.8</b>	<b>10,757.4</b>	<b>11,846.9</b>	<b>1,128.1</b>	<b>10.5</b>

Full Time Equivalent (FTEs)	2015	2016
<b>General Fund -- Operating</b>		
Permanent	68.0	62.0
Casual	-	-
<b>Total</b>	<b>68.0</b>	<b>62.0</b>

## Services

The Office of the City Manager oversees the Office of the City Clerk and the Legal Services departments. Government Relations Service is housed directly within the Office of the City Manager.

- Government Relations – maintain relationships with stakeholders, including the provincial and federal government, surrounding municipalities and other local governing bodies, Aboriginal organizations, Saskatchewan Urban Municipalities Association (SUMA), Federation of Canadian Municipalities (FCM) and “twinned” or international partner municipalities. Also involved is securing provincial and federal funds for specific priority projects within the City of Regina.

## 2015 Accomplishments

The past year has been busy for the City of Regina. Large-scale construction projects such as Regina’s new stadium are obvious changes to Regina’s landscape. Less visible but equally exciting is the continued collaboration within the region.

Although much of the work itself is led out of specific departments, the City continues to collaborate regionally with other municipalities. The branches within Planning & Development work with other municipalities to find ways for multiple communities to benefit from infrastructure projects. Similarly, the City continues to operate and govern the Buffalo Pound Water Plant with the City of Moose Jaw.

This year also saw the successful negotiations between the City and Nekaneet First Nation with the creation of Regina’s fifth First Nation Urban Reserve. The location is proposed to have a gas bar and convenience store, and will be a welcomed addition to the business community.

## Office of the City Manager Expenditure Detail (\$000)

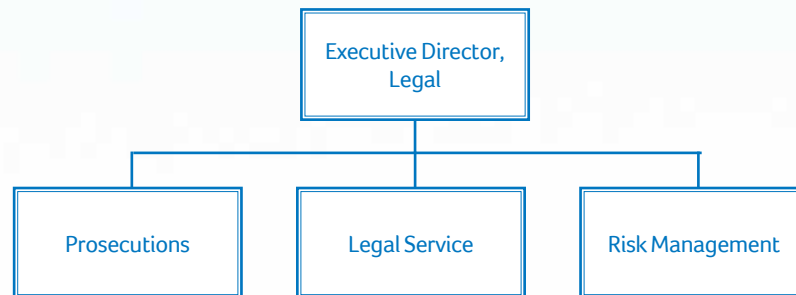
Expenditures	2015 Budget	2015 July Forecast	2016 Budget	Budget Change	
				Dollar Change	Per Cent Change
<b>General Fund</b>					
Administration	949.1	901.4	<b>1,084.1</b>	135.0	14.2
Regina Revitalization Initiative	759.4	749.8	<b>779.8</b>	20.4	2.7
Innovation	488.4	25.0	<b>500.0</b>	11.6	2.4
<b>Total Operating Expenditures</b>	<b>2,196.9</b>	<b>1,676.2</b>	<b>2,363.9</b>	<b>167.0</b>	<b>7.6</b>

Full Time Equivalent (FTEs)	2015	2016
<b>General Fund -- Operating</b>		
Permanent	9.0	8.0
Casual	-	-
<b>Total</b>	<b>9.0</b>	<b>8.0</b>

## Legal Department 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, Regina Police Service, Buffalo Pound, and Evraz. The Department also prosecutes all bylaw offences and administers the Regina Municipal Division of Provincial Court.



### Services

#### Legal Services

1. Advice and Counsel – Provide legal counsel/advice to the Corporation/Administration, City Council and the Board of Police Commissioners.
2. Legal Services – Preparing, reviewing and providing advice on legal documents related to contracts and financing, reports to Committees and City Council. Drafting bylaws. Ensure regulatory compliance.
3. 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.
4. 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

5. 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.
6. Regina Municipal Division of Provincial Court – Organize the court schedules for the Regina Municipal Division of Provincial Court and the municipal cases which go to the Traffic Safety Court.

#### Risk Management

7. Claims – Oversees 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.
8. Compensation for Damage – Investigate all instances where the City may have a right of claim against others for damage to City assets and pursues recovery.
9. 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.
10. 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.

## 2015 Accomplishments

- The end of the year will see the completion of the Pension Project. Legal Services worked with five collective bargaining units to find an agreeable solution for all the employee groups represented. The new pension agreement will be sustainable and have multiple built-in contingencies in the event of significant market disturbances.

## 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 cost-effective 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 delivery of legal services.

### Legal Department Expenditure Detail (\$000)

Expenditures	2015 Budget	2015 July Forecast	2016 Budget	Budget Change	
				Dollar Change	Per Cent Change
<b>General Fund</b>					
City Solicitor's Office	1,877.2	2,470.7	<b>1,927.8</b>	50.6	2.7
Bylaw Prosecution	158.2	158.2	<b>160.4</b>	2.2	1.4
Risk Management	267.6	268.1	<b>269.8</b>	2.2	0.8
Insurance	1,060.0	957.0	<b>1,060.0</b>	0.0	0.0
<b>Total Operating Expenditures</b>	<b>3,363.0</b>	<b>3,854.0</b>	<b>3,418.0</b>	55.0	1.6

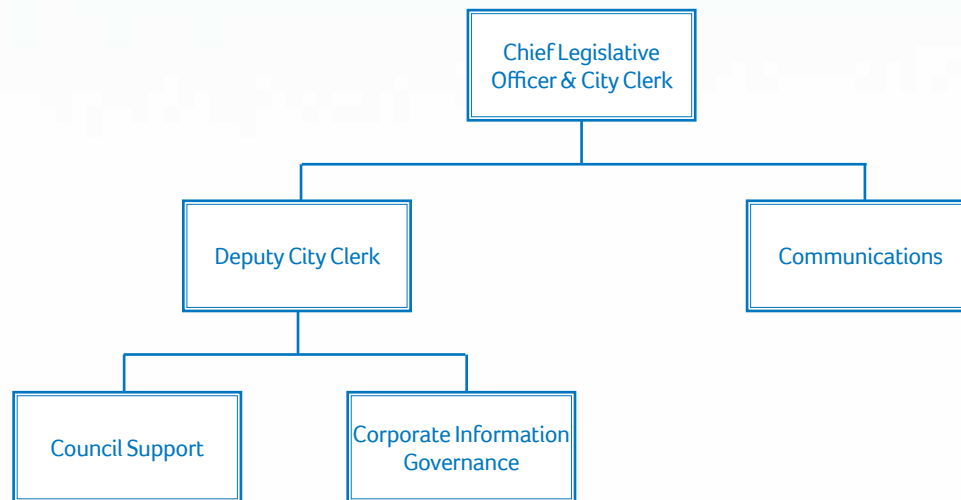
Full Time Equivalentents (FTEs)	2015	2016
<b>General Fund -- Operating</b>		
Permanent	18.0	18.0
Casual	-	-
<b>Total</b>	<b>18.0</b>	<b>18.0</b>

## Office of the City Clerk Summary Business Plan

### Mandate

Provide legislative and protocol support to City Council and the Administration.

Provide a central point of contact for ongoing relationships with stakeholders, including the Provincial and Federal Governments, surrounding municipalities, other local governing bodies, Aboriginal organizations, Saskatchewan Urban Municipalities Association, Federation of Canadian Municipalities, and “twinned” or partner municipalities.



### Overview

The department is comprised of two branches which deliver a total of eight services:

#### Council Support

- Provides support to City Council and individual councilors 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

### Services

#### Council Support

1. Administration – Supports City Council and provides a first point of contact for the public either directly or through Service Regina or Regina.ca.
2. Legislative Compliance – Ensures that the City maintains compliance with all agreements, bylaws and legislation. Ensures an open and transparent rendering of Council business. Also responsible for the Coordination of the Municipal/School Board Election, which is a legislated occurrence.



3. Projects – Planning, coordinating and implementing of legislated initiatives and events initiated through Council decision. This helps create open and transparent government practices while promoting community and inclusiveness.
4. Protocol – Oversees appropriate protocol for members of Council when they engage with the public.

### Corporate Information Governance

5. Access to Information – Oversees all matters of Access to Information. Provides information as directed by The Local Authority Freedom of Information and Protection of Privacy Act (LAFOIPP), which includes coordinating 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.
6. Information Policy – Develops, maintains and implements corporate policies and procedures related to the governance of the City's information assets.
7. Privacy Protection – Protects personal, confidential and third-party information within its custody and under its control. Providing oversight, consultation and advice to internal departments on privacy protection. Handles privacy breach prevention and all aspects related to a privacy breach.
8. Records Management – Manages corporate records including the necessary access, retention and disposal of corporate records according to the Retention Bylaw.

### 2015 Accomplishments

- Protecting the personal information of employees and customers is a top priority for the City of Regina. In May 2015, Corporate Information Governance introduced a package of new and revised access to information and protection of privacy policies, guidelines and supporting documentation

### Strategic Issues and Opportunities

- The vendor of the City's current agenda and meeting management software will discontinue its support after 2016. The software is used to coordinate the online record keeping for meetings of City Council and committees of Council. This necessitates finding a new software/vendor package to ensure the maintenance of online hosting of agendas and documentation.
- The Government of Saskatchewan has consulted municipalities regarding proposed changes to *The Cities Act*. The Act is the principle document that sets out how municipalities are supposed to operate. The changes will likely have an impact on governance, protocol, and legal issues within the City.
- The City of Regina introduced its Open Government Program in 2012 and continues to lead municipal administrations throughout the province. A newly upgraded Open Government Data Catalogue supports the City's commitment to accessible, accountable and transparent government practices and to citizen engagement by providing the public with easy access to a growing number of over 70 datasets in a variety of formats.

### Key Deliverables in 2016

- A significant amount of time and resources will be directed towards running the 2016 municipal election. The process of holding an election must meet stringent legislated standards.

**Office of the City Clerk Expenditure Detail (\$000)**

Expenditures	2015 Budget	2015 July Forecast	2016 Budget	Budget Change	
				Dollar Change	Per Cent Change
<b>General Fund</b>					
City Clerk's Office	1,972.6	2,153.8	<b>3,027.4</b>	1,054.8	53.5
Facility Costs	73.3	75.3	<b>77.6</b>	4.3	5.9
Government Relations	139.4	74.5	<b>13.6</b>	(125.8)	(90.2)
<b>Total Operating Expenditures</b>	<b>2,185.3</b>	<b>2,303.6</b>	<b>3,118.6</b>	<b>933.3</b>	<b>42.7</b>

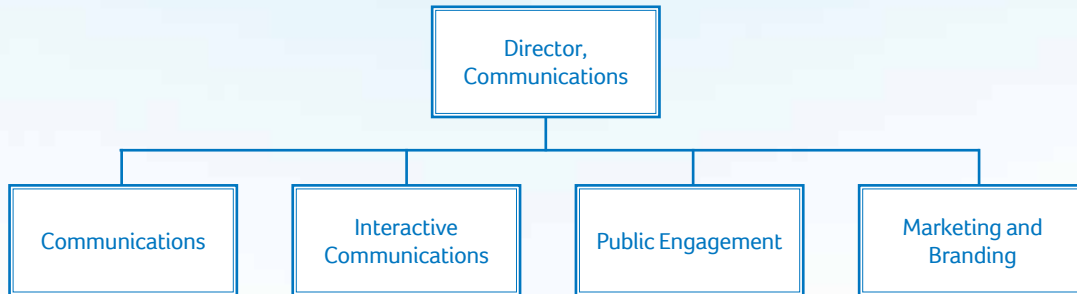
Full Time Equivalents (FTEs)	2015	2016
<b>General Fund -- Operating</b>		
Permanent	28.0	21.0
Casual	-	-
<b>Total</b>	<b>28.0</b>	<b>21.0</b>

\*Note: Strategy Management was moved from the Office of the City Clerk to Corporate Services and most Government Relations responsibilities moved to the Office of the City Manager in 2015.

## Communications Department Summary Business Plan

### Mandate

Leads the development of strategic communications and marketing to grow the City's reputation and enhance the quality of life in our community.



### Overview

Communications is comprised of four branches, and delivers six services:

#### Communications

- Handles all matters of communications – both within the organization and externally with the public and the media.

#### Branding and Marketing

- Oversees the use of the City of Regina branding for all corporate documents.

#### Public Engagement

- Responsible for the development and implementation of public engagement tools.

#### Interactive Communications

- Manages City of Regina social media platforms and the City of Regina website.

### Services

1. External Communications – Advises and supports external communication issues for City program areas, executives and the Office of the Mayor in day-to-day and crisis situations.
2. Internal Communications – Advises on, provides support for and manages the systems, tools and processes for corporate communication to employee audiences.
3. Media Relations – Manages and supports City program areas and spokespeople in responding to media and uses media to disseminate City information to the public.
4. Public Engagement – Works to better involve citizens in discussions to support municipal decision making.
5. Branding & Marketing – Develops corporate marketing communications for programs and services delivered by the City.
6. Interactive Communications – Provides and maintains online communication channels for citizens including Regina.ca, Twitter, Facebook, Pinterest and YouTube.

## 2015 Accomplishments

- Building the foundation of the Communications Department through recruitment, new processes and process documentation.
- Communications strategies were developed for new initiatives and ongoing support was provided to the Annual Report and Budget development. This year the department handled the overall design and production of this 2016 Budget book.
- Public engagement strategy initiated.
- Developed a social media strategy.

## Strategic Issues and Opportunities

- The Communications Department will lead the renewal of the Regina.ca website. This is an opportunity to create an enhanced user-friendly platform. Easier navigation and access to relevant information will assist with enhancing customer service and should help reduce call volume to Service Regina. The website has not seen a significant refresh since 2008.
- Further work on crisis communication planning, social media policy and procedures, revenue strategy for advertising, sponsorship and naming rights for approval by the Executive Leadership Team (ELT) and City Council, public engagement, and a City of Regina Communications Strategy.

## Key Deliverables in 2016

- The renewal of Regina.ca will start in 2016 with initial design and research followed by development throughout 2017.
- Work will be done to develop and implement public engagement tools and processes.
- The department will be reviewing its Social Media Policy and procedures.
- Resources will be devoted to support the communications needs of the municipal election.

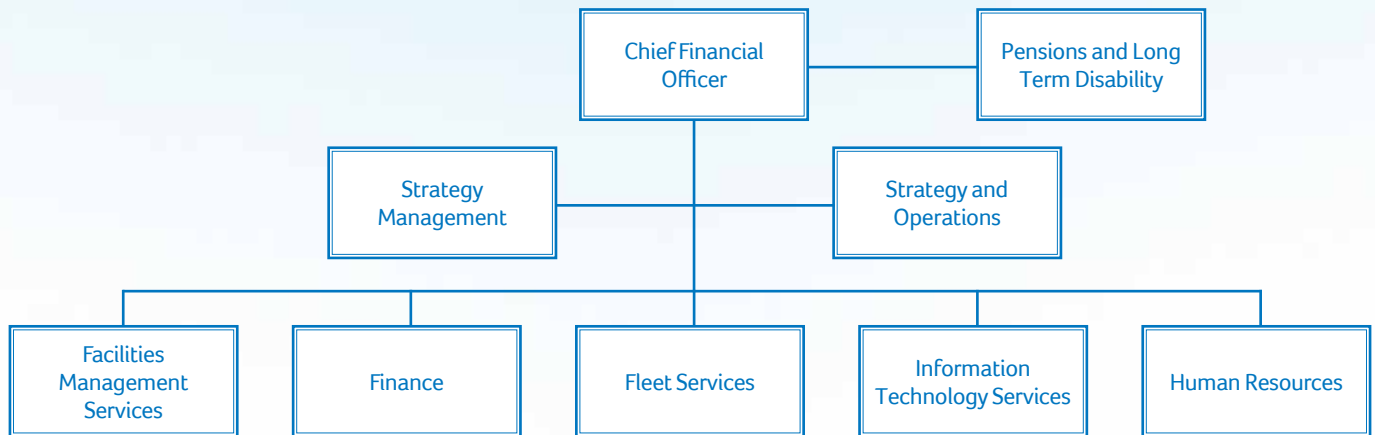
## Communications Department Expenditure Detail (\$000)

Expenditures	2015 Budget	2015 July Forecast	2016 Budget	Budget Change	
				Dollar Change	Per Cent Change
<b>General Fund</b>					
Communications	2,868.8	2,818.8	<b>2,946.5</b>	77.7	2.7
<b>Total Operating Expenditures</b>	<b>2,868.8</b>	<b>2,818.8</b>	<b>2,946.5</b>	<b>77.7</b>	<b>2.7</b>

Full Time Equivalents (FTEs)	2015	2016
<b>General Fund -- Operating</b>		
Permanent	13.0	15.0
Casual	-	-
<b>Total</b>	<b>13.0</b>	<b>15.0</b>

## Corporate Services Group

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, and Human Resources.



### Key strategic issues

- Enhancing the provision of timely management information to the organization for 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.

## Corporate Services Expenditure Summary (\$000)

Services Summary			Budget Change		
	2015 Budget	2015 July Forecast	2016 Budget	Dollar Change	Per Cent Change
<b>Expenditures</b>					
<b>General Fund</b>					
Chief Financial Officer -Administration	689.8	694.1	<b>711.0</b>	21.2	3.1
Strategy Management	1,042.8	966.9	<b>936.8</b>	(106.0)	(10.2)
Facilities Management Services	5,420.5	5,472.9	<b>5,702.7</b>	282.2	5.2
Finance	6,671.8	6,964.8	<b>7,674.0</b>	1,002.2	15.0
Human Resources	6,474.0	6,525.0	<b>6,987.5</b>	513.5	7.9
Information Technology Services	9,885.6	10,059.6	<b>11,160.2</b>	1,274.6	12.9
Fleet Services	1,219.3	1,256.6	<b>1,248.3</b>	29.0	2.4
Pensions & LTD	115.6	115.6	<b>150.9</b>	35.3	30.5
Sub Total	31,519.4	32,055.5	<b>34,571.4</b>	3,052.0	9.7
Transfers to Reserves	1,156.3	7,361.4	<b>928.7</b>	(227.6)	(19.7)
<b>Total General Fund</b>	<b>32,675.7</b>	<b>39,416.9</b>	<b>35,500.1</b>	<b>2,824.4</b>	<b>8.6</b>
<b>Utility Fund</b>					
Customer Service & Administration	6,763.6	6,910.4	<b>6,925.8</b>	162.2	2.4
Access Fee	8,494.5	8,494.5	<b>9,197.1</b>	702.6	8.3
Utility Administration Charge	5,386.6	5,386.6	<b>5,822.9</b>	436.3	8.1
Debt Costs	1,439.0	1,439.0	<b>1,402.3</b>	(36.7)	(2.6)
Sub Total	22,083.7	22,230.5	<b>23,348.1</b>	1,264.4	5.7
Net Transfer to Utility Reserve	62,307.6	51,646.0	<b>56,305.2</b>	(6,002.4)	(9.6)
<b>Total Utility Fund</b>	<b>84,391.3</b>	<b>73,876.5</b>	<b>79,653.3</b>	<b>(4,738.0)</b>	<b>(5.6)</b>
<b>Costing Fund</b>					
Fleet Services	34,283.9	35,377.5	<b>37,804.3</b>	3,520.4	10.3
Facilities Costs - Fleet Services	510.0	470.7	<b>526.8</b>	16.8	3.3
Information Systems	745.1	746.2	<b>753.5</b>	8.4	1.1
Facilities Management Services	4,654.3	4,654.3	<b>4,781.3</b>	127.0	2.7
<b>Total Costing Fund</b>	<b>40,193.3</b>	<b>41,248.7</b>	<b>43,865.9</b>	<b>3,672.6</b>	<b>9.1</b>
<b>Total Operating Expenditures</b>	<b>157,260.3</b>	<b>154,542.1</b>	<b>159,019.3</b>	<b>6,497.0</b>	<b>1.1</b>

Full Time Equivalents (FTEs)			2015	2016
<b>General Fund -- Operating</b>				
Permanent			300.8	312.4
Casual			23.4	20.6
<b>General Fund -- Capital</b>				
Permanent			1.8	10.8
Casual			-	-
<b>Utility Fund -- Operating</b>				
Permanent			27	31
Casual			2.8	1.25
<b>Costing Fund</b>				
Permanent			132.3	135.1
Casual			1.9	3.1
<b>Total</b>			<b>490.0</b>	<b>514.3</b>

**Chief Financial Officer's Expenditure Detail (\$000)**

Expenditures	2015 Budget	2015 July Forecast	2016 Budget	Budget Change	
				Dollar Change	Per Cent Change
<b>General Fund</b>					
Chief Financial Officer Office	689.8	694.1	<b>711.0</b>	21.2	3.1
Strategy Management	1,042.8	966.9	<b>936.8</b>	(106.0)	(10.2)
<b>Total Operating Expenditures</b>	<b>1,732.6</b>	<b>1,661.0</b>	<b>1,647.8</b>	<b>(84.8)</b>	<b>(4.9)</b>

Full Time Equivalents (FTEs)	2015	2016
<b>General Fund -- Operating</b>		
Permanent	4.0	10.0
Casual		-
<b>Total</b>	<b>4.0</b>	<b>10.0</b>

**Pensions and Long Term Disability Expenditure Detail (\$000)**

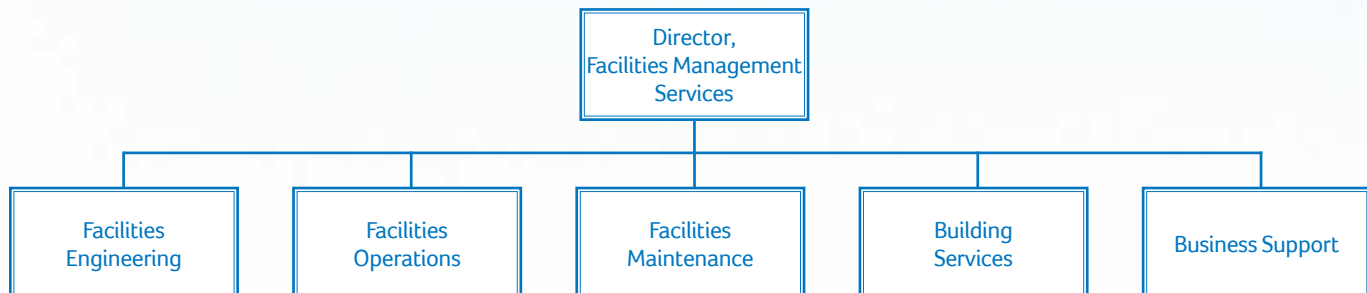
Expenditures	2015 Budget	2015 July Forecast	2016 Budget	Budget Change	
				Dollar Change	Per Cent Change
Pensions & LTD	115.6	115.6	<b>150.9</b>	35.3	30.5

Full Time Equivalents (FTEs)	2015	2016
Permanent	11.5	11.7
Casual	-	-
<b>Total</b>	<b>11.5</b>	<b>11.7</b>

## Facilities Management Services Summary Business Plan

### Mandate

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



### Overview

Facilities Management Services establishes corporate standards for all civic properties and manages their operation and maintenance. This includes the responsibility for about 660 structures and buildings which have a replacement value of about \$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. The employees in this branch are 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 both 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.



## Services

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

## 2015 Accomplishments

- The Corporate Facilities Master Plan (CFMP), a project to develop a strategy to identify and prioritize the facility asset renewals, was initiated in 2015. Work completed in 2015 includes a City Hall Growth Accommodation Study (Master Plan), comprehensive review and analysis of existing facility condition data, development of a prioritization/evaluation process and a draft of the CFMP. When complete, the Master Plan will allow a more holistic picture so the organization can understand the implications of differing asset renewal, replacement, or the timing of one project relative to other projects.

## 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 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 such as corporate reorganizations and growth have also increased the demands for flexible spaces which can efficiently and effectively change to support an ever-changing environment.
- Facilities Management is trying to catch up on reactive facility maintenance and move to a system of preventative and proactive maintenance. This practice keeps assets in a more sustainable condition and sees deterioration less quickly.

## Key Deliverables in 2016

- The Corporate Facilities Master Plan and State of the Facilities Assets will be complete, resulting in a comprehensive plan to identify and prioritize the facility needs of the organization and provide a planned approach to investing in new and divesting of older facilities which are past their useful life.
- Pending the completion of the CFMP, focus will continue to deliver capital budget requests identified in an interim implementation plan and include major roof replacements, office upgrades and base building infrastructure renewals.
- Expand the preventative maintenance to all corporate facilities by the end of 2016. This proactive approach to maintaining City infrastructure creates an opportunity to extend the useful life of the assets by scheduling regular maintenance, thus reducing the change of premature failure and subsequent replacement.

**Facilities Management Services Expenditure Detail (\$000)**

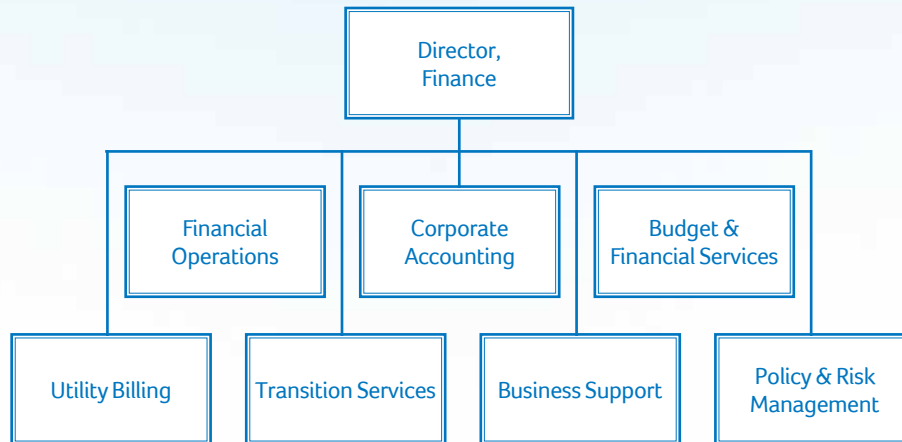
Expenditures	2015 Budget	2015 July Forecast	2016 Budget	Budget Change	
				Dollar Change	Per Cent Change
<b>General Fund</b>					
Director, Facilities	638.9	583.1	<b>695.0</b>	56.1	8.8
Facilities Building Services	727.1	748.5	<b>699.6</b>	(27.6)	(3.8)
Facilities Operations	1,955.3	1,988.3	<b>1,965.1</b>	9.8	0.5
Facilities Utilities	587.4	626.2	<b>695.4</b>	108.0	18.4
Facilities Maintenance	1,035.3	1,041.4	<b>1,070.3</b>	35.0	3.4
Facilities Engineering	476.5	485.5	<b>577.4</b>	100.9	21.2
<b>Total General Fund</b>	<b>5,420.5</b>	<b>5,472.9</b>	<b>5,702.7</b>	<b>282.2</b>	<b>5.2</b>
<b>Costing Fund</b>					
Facilities Management Services	4,654.3	4,654.3	<b>4,781.3</b>	127.0	2.7
<b>Total Operating Expenditures</b>	<b>10,074.8</b>	<b>10,127.2</b>	<b>10,484.0</b>	<b>409.2</b>	<b>4.1</b>

Full Time Equivalents (FTEs)						2015	2016
<b>General Fund -- Operating</b>							
Permanent						90.8	93.6
Casual						20.4	20.6
<b>General Fund -- Capital</b>							
Permanent						1.0	1.0
Casual						-	-
<b>Costing Fund</b>							
Permanent						33.6	32.6
Casual						0.9	2.1
<b>Total</b>						<b>146.6</b>	<b>149.9</b>

## Finance Department Summary Business Plan

### Mandate

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



### Overview

The department consists of seven branches and delivers 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.

#### Transition Services

- Leads the enterprise-wide Business Transformation Program for Finance.

#### Corporate Accounting

- Manages the City's corporate financial system, accounting support, internal control systems, internal and external reporting, including financial statements.

**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 & 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 plan.

**Policy & Risk Management**

- Reviews, establishes and develops internal controls and governance practices, policies and procedures for the City.
- Manages business development initiatives and process improvement, including the development of the long-range financial plan and financial policies.

**Services**

1. Job Costing – Provides support to internal departments to allocate labour and direct costs to various jobs to determine job costing.
2. Utility Billing and Receivables – Administers 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.
3. Procurement – Supports internal departments in managing procurement of goods and services in the delivery of the City's operations and programs.
4. Governance, Policy & Internal Control Development and Risk – Provide financial advice, develop financial policies and provide support for internal financial models, financial governance, financial guidance/direction, etc.
5. Internal Management Reporting & Accounting – Provides internal financial reporting and assistance to the departments and their branches across the City.
6. Financial Training – Delivers corporate financial training programs to increase the financial literacy within the organization on the overall financial structure at the City of Regina.
7. Fee Analysis & Review – Analyzes, in conjunction with the relevant business area, the appropriate fee to charge for a particular service.
8. External Reporting, Compliance & Tax Management – Manages, compiles 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 government. The service also oversees other legislative reporting and the financial administration of senior level government funding and grants.

9. Corporate Financial Models – Evaluates the immediate and long-term financial implications to services of various investment and expenditure decisions, and reviews financial models created across the organization.
10. Cash Management, Corporate Payments & Investment Management – Manages, develops and implements 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.
11. Budget – Develops policies, procedures and processes associated with the development, consolidation and communication of the City of Regina’s operating and capital budgets.
12. Accounts Payable – Provides 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.

## 2015 Accomplishments

- Implemented the Utility eBilling system in May 2015.
- Strengthened the City’s financial position through the development of the financial policies framework and the modernization of the financial policies.
- Supported transparent reporting to Council and the public through the expansion of information included in the 2014 Annual Report and Consolidated Financial Statement and the 2015 Budget Books.

## Strategic Issues and Opportunities

- The financial policy framework developed in 2015 will become the foundation for the development of the Long-Range Financial Plan (LRFP). The LRFP will enhance decision making by describing the long-term needs to support and enhance services and the costs and choices associated with the decisions.
- To enable tendering of multi-year projects, the organization has implemented the budgeting of multi-year capital projects on a cash-flow basis with the commitment to fund project over the life of the project through Council approval of the multi-year capital budget.

## Key Deliverables in 2016

- Work will continue to develop and implement a Long-Range Financial Plan. The Long-Range Financial Plan will enable more detailed conversations about the impact of current decisions on existing and future services and the trade-offs required to support the decision. It will put the organization in a position to understand the implications of policy recommendations in a specific area to the entire organization.
- Implementation of a new planning, budgeting and forecasting system to provide management with access to data that will support improved information for decision making.
- Establish process and procedures to enable the data collection and reporting of Key Performance Indicators (KPI) in accordance with the OMBI (Ontario Municipal CAO’s Benchmarking Initiative) standard.

## Finance Department Expenditure Detail (\$000)

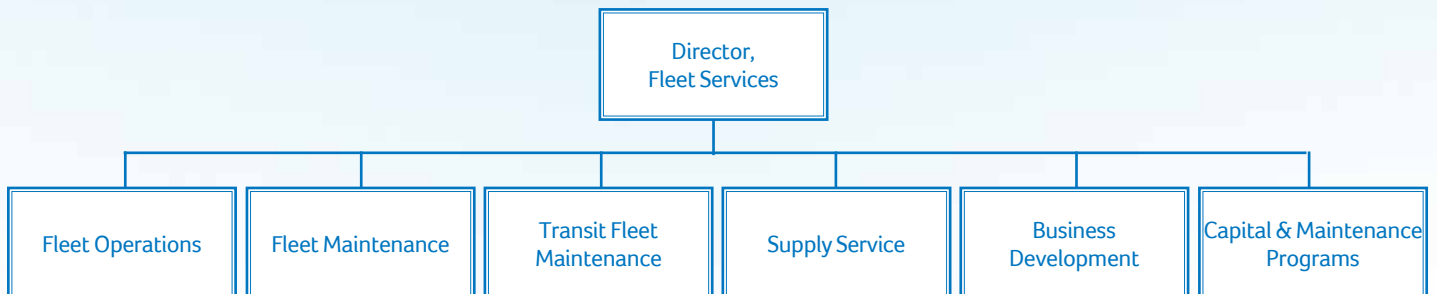
Expenditures	2015 Budget	2015 July Forecast	2016 Budget	Budget Change	
				Dollar Change	Per Cent Change
<b>General Fund</b>					
Director Finance	203.2	222.8	<b>252.5</b>	49.3	24.3
Corporate Accounting	1,367.4	1,621.3	<b>1,736.0</b>	368.6	27.0
Financial Operations	2,142.9	2,136.5	<b>2,147.1</b>	4.2	0.2
Financial Planning	456.5	369.7	<b>1,389.6</b>	933.1	204.4
Budget & Financial Services	1,205.6	1,045.5	<b>1,585.3</b>	379.7	31.5
Policy & Risk Management	552.1	502.2	<b>435.4</b>	(116.8)	(21.1)
Utility Billing	161.5	229.7	<b>188.4</b>	26.9	16.7
Sundry Accounts Receivable(Utility)	-	-	<b>112.9</b>	112.9	100.0
Corporate Transactions	582.6	837.0	<b>(312.3)</b>	(894.9)	(153.6)
Manager of Business Support	-	-	<b>139.2</b>	139.2	100.0
<b>Total General Fund</b>	<b>6,671.8</b>	<b>6,964.8</b>	<b>7,674.0</b>		
<b>Utility Fund</b>					
Customer Service & Administration	6,332.1	6,469.7	<b>6,172.3</b>	(159.8)	(2.5)
Access Fee	8,494.5	8,494.5	<b>9,197.1</b>	702.6	8.3
Utility Administration Charge	5,386.6	5,386.6	<b>5,822.9</b>	436.3	8.1
Debt Costs	1,439.0	1,439.0	<b>1,402.3</b>	(36.7)	(2.6)
<b>Total Utility Fund</b>	<b>21,652.2</b>	<b>21,789.8</b>	<b>22,594.6</b>	<b>942.4</b>	<b>4.4</b>
<b>Total Operating Expenditures</b>	<b>28,324.0</b>	<b>28,754.6</b>	<b>30,268.6</b>	<b>1,944.6</b>	<b>6.9</b>

Full Time Equivalents (FTEs)	2015	2016
<b>General Fund -- Operating</b>		
Permanent	61.9	65.9
Casual	3.0	0.0
<b>General Fund -- Capital</b>		
Permanent	-	9.0
Casual	-	-
<b>Utility Fund -- Operating</b>		
Permanent	23.5	27.5
Casual	2.8	1.25
<b>Total</b>	<b>91.2</b>	<b>103.7</b>

## Fleet Services Summary Business Plan

### Mandate

The department provides the corporation with appropriate fleet resources and operator training.



### Overview

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

#### Fleet Operations

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

#### Fleet Maintenance

- Oversees the repair, inspection, preventative maintenance and warranty management of the City's fleet of Civic vehicles and equipment. 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 RPS assets.

#### Business Development

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

#### Capital & Maintenance Programs

- This branch is 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 Fire vehicles and equipment.

## Services

1. Fleet Maintenance and Repair – Maintenance and repairs to fleet vehicles and equipment including the preventive maintenance program, warranty procedures, SGI certifications, crane certifications, scheduling maintenance and managing fleet costs.
2. Fleet Training and Safety – Basic and targeted training for 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 and operator evaluations, regulatory updates affecting vehicle operation and use.
3. Fleet Vehicle and Equipment Supply – Lifecycle and fleet replacement planning: Preparing tender specifications for the replacement of equipment or the purchase of new capital equipment: Managing external vehicle and equipment rentals, short-term motor pool rentals, small tool supply and fleet vehicle licensing.
4. Parts and Material Supply Services – Sourcing and processing of supplies to satisfy internal and external customers' program needs.
5. Salvage Services – Provides the management of the disposal of surplus City assets and the management of the City of Regina/Regina Police Service Vehicle Towing Storage Compound.

## 2015 Accomplishments

- The Five-Year Transit and Fire Fleet Funding Sustainability and Equipment Modernization Plan was completed. This plan established stable annual funding to support the long-term renewal and sustainability of Transit and Fire fleet assets, and reduced the average age of these fleets to industry norms.

## Strategic Issues and Opportunities

- The significant challenge in Fleet Services is the attraction and retention of qualified journeyman mechanics. Without the appropriate compliment of mechanics, Fleet Services has to outsource many fleet repairs, which in turn, increase costs.

## Key Deliverables in 2016

- Fleet Services plans to complete negotiations and implementation of Service Level Agreements with major stakeholder customer departments throughout the organization. The agreements will clarify roles and responsibilities of each party and describe the mutually-agreed service level goals, schedules, costs, responsibilities, and performance measures.



**Fleet Services Expenditure Detail (\$000)**

Expenditures	2015 Budget	2015 July Forecast	2016 Budget	Budget Change	
				Dollar Change	Per Cent Change
<b>General Fund</b>					
Fleet Training & Safety	702.2	702.2	<b>727.0</b>	24.8	3.5
Sales & Salvage	517.1	554.4	<b>92.2</b>	(425.0)	(82.2)
Towing Compound	-	-	<b>429.2</b>	429.2	100.0
<b>Total General Fund</b>	<b>1,219.3</b>	<b>1,256.6</b>	<b>1,248.3</b>	<b>29.0</b>	<b>2.4</b>
<b>Costing Fund</b>					
Fleet Services	34,283.9	35,377.5	<b>37,804.3</b>	3,520.4	10.3
Facilities Costs - Fleet Services	510.0	470.7	<b>526.8</b>	16.8	3.3
<b>Total Costing Fund</b>	<b>34,793.9</b>	<b>35,848.2</b>	<b>38,331.1</b>	<b>3,537.2</b>	<b>10.2</b>
<b>Total Operating Expenditures</b>	<b>36,013.2</b>	<b>37,104.8</b>	<b>39,579.4</b>	<b>3,566.2</b>	<b>9.9</b>

Full Time Equivalents (FTEs)	2015	2016
<b>General Fund -- Operating</b>		
Permanent	6.3	7.8
Casual	-	-
<b>General Fund -- Capital</b>		
Permanent	0.8	0.8
Casual	-	-
<b>Costing Fund</b>		
Permanent	96.3	99.8
Casual	1.0	1.0
<b>Total</b>	<b>104.4</b>	<b>109.4</b>

## Human Resources

### Mandate

Human Resources provides services, tools and information that enables its 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 & 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 Human Resource (HR) information and beneficiary information for the City of Regina, Regina Police Service and three partner agencies.

#### Transition, Compensation and Benefits

- Provides oversight and direction for the overall implementation of the Human Resources Management System (HRMS) initiative within the City's Business Transformation Program.
- Supports the organization on issues relating to compensation and benefit policies and practices and as well, oversees job evaluation processes.

#### Workplace Health and Safety

- Provides leadership and direction regarding Occupational Health & Safety, including facilitation of the Reasonable Suspicion Program and managing the Employee Family Assistance Program.

### Services

1. 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.

## 2015 Accomplishments

- The department implemented a new human resources management system to replace the previous 15-year-old system and a largely manual process, for time and attendance that was in place for over 25 years. The new system provides more accurate information and is more efficient due to its largely automated process. For example, EmpCenter, the time and attendance system, includes all rules from the various collective bargaining agreements and eliminates the need for supervisors to interpret the collective agreements. This will help improve the accuracy of time, attendance and employee pay.
- More than 100 employees have signed up for management skills training and the first cohort of 25 people have completed the University of Regina Leadership training program, and the second cohort is half-way through their program. This investment in training and development for the organization will support succession planning and long-term development of staff into the future.
- The 2015 employee survey results showed a 3% improvement in overall satisfaction and a record level of participation at 67%. Continued employee support will help improve corporate culture.
- The Corporate Safety Manual was updated as the last version was renewed in the 1990s. The manual includes the most recent versions of all safety policies and is available electronically. Easy access to the most current safety information is a requirement for our participation in the Mission Zero initiative.

## Strategic Issues and Opportunities

- This year, the Worker's Compensation Board received a substantial financial return that was then 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 \$1.13 million.
- More than a third of the organization will be eligible for retirement in the next eight years. A strong economy has made competition to attract and retain employees challenging. The majority of operating departments within the organization highlight succession planning and recruitment of skilled employees as key issues.

## Key Deliverables in 2016

- A project to review job jurisdiction, job evaluation and compensation will continue through 2016. 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 which will benefit the entire organization.
- 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, much time and effort will be focused across the organization to support the development of new agreements.
- In 2016, additional improvements will be made to the new HR and Payroll system. Business Analytics will support better decision making by managers in running their business. Manager and Employee Self-Serve will complement Business Analytics by enabling employees to manage their own personal information and providing electronic pay advices rather than printed advices every two weeks.

**Human Resources Expenditure Detail (\$000)**

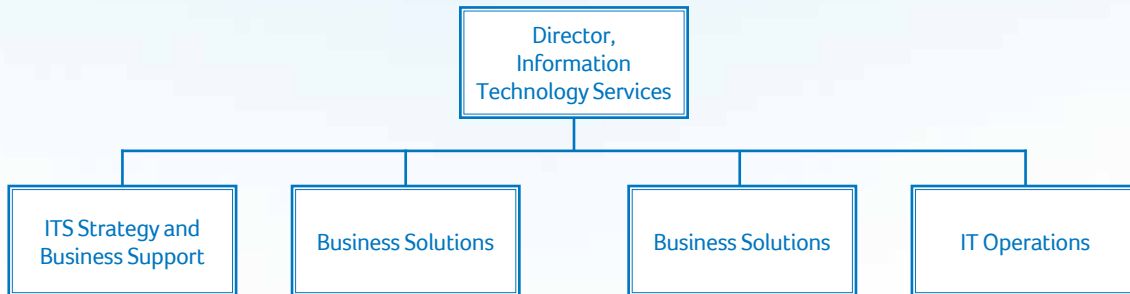
Expenditures	2015 Budget	2015 July Forecast	2016 Budget	Budget Change	
				Dollar Change	Per Cent Change
<b>General Fund</b>					
Executive Director	696.1	704.8	<b>730.8</b>	34.7	5.0
Client Services & Labour Relations	1,397.6	1,406.2	<b>1,462.5</b>	64.9	4.6
Organizational Effectiveness	1,276.5	1,290.2	<b>1,462.9</b>	186.4	14.6
Payroll, Analytics & Employee Admin	1,283.8	1,270.4	<b>1,238.8</b>	(45.0)	(3.5)
Transition, Compensation & Benefits	421.8	417.0	<b>656.7</b>	234.9	55.7
Workplace Health & Safety	1,398.2	1,436.4	<b>1,435.8</b>	37.6	2.7
<b>Total Operating Expenditures</b>	<b>6,474.0</b>	<b>6,525.0</b>	<b>6,987.5</b>	<b>513.5</b>	<b>7.9</b>

Full Time Equivalents (FTEs)	2015	2016
<b>General Fund -- Operating</b>		
Permanent	54.0	55.3
Casual	-	-
<b>Total</b>	<b>54.0</b>	<b>55.3</b>

## Information Technology Services

### Mandate

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



### Overview

Information Technology Services (ITS) consists of four branches and delivers nine services:

#### ITS Strategy and Business Support Branch

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

#### Business Solutions Branches

- Consists of two branches that manage information technology requirements for all the departments within the City of Regina. In addition to day-to-day application support, maintenance and training, the branches also provide project management and data management.

#### IT Operations

- Oversees the deployment, maintenance, securing and support of the information technology equipment used by employees.
- Ensuring technology encourages employee engagement.
- Responding to demands for self-serve options.

### Services

1. Account and File Management – Manages employee network accounts, network access and services for employee onboarding, employee change/exit and, if required, corporate email access including Office365 collaboration tools.
2. Business System and Software – Provides support, analysis, selection/development and maintenance for business applications that meets corporate needs.
3. Desktops and Laptops – Provides 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.
4. Mail Services – Provides the collection, delivery, and processing of mail related to City business.
5. Network, Server and Storage – Provides the maintenance, support and security of the corporate network.
6. Print Services – Provides printing, scanning, finishing and desktop publishing on a cost recovery basis.

7. Printers and Scanners – Provides clients with installation, setup, troubleshooting, and ongoing maintenance of standard options.
8. Smartphones, Tablets and Other Mobiles – Provides corporately-owned mobile devices for any City of Regina employee requiring a device for business purposes.
9. Telephone Lines – Provides landlines, fax lines, standard desk phones and conference phones.

## 2015 Accomplishments

- Supported Human Resources to implement new time and attendance software. This software will help automate time and attendance while also creating a more accurate and efficient remuneration process.
- The department worked with the Finance Department to upgrade the customer billing system and implement the security for online access to water bills.
- Enhanced employees' ability to remotely connect and collaborate with each other across City facilities and within the field through enhancements to technology. This helps reduce lost productivity due to travel between sites/locations and increases access to information.

## Strategic Issues and Opportunities

- Ensuring compatibility of software and systems across the organization is always a challenge. Not all systems are designed to work together or integrate functionality. Similarly, software vendors release new versions of software and at times discontinue software or services – all of which create challenges in maintaining a fully functional City-wide information technology system.
- Leveraging the myAccount service, which was built for online utility billing, for additional online City services, providing a single-entry point for individuals to access and interact with all their City services.

## Key Deliverables in 2016

- ITS is extending the Broadband Municipal Area Network to provide technology foundational for improvements in traffic signal management and enhancements to emergency management systems.
- Many of ITS initiatives will be to support other parts of the organization, such as Finance Department and Legal Services, in the implementation of information technology solutions within the departments. Legal Services is modernizing their department with a robust case management tool, and the Finance Department is implementing a corporate-wide payment system to streamline payment processes. Both the Planning and Development Services departments are implementing an integrated solution for Planning and Building Permits which will also streamline processes.

## Information Technology Services Expenditure Detail (\$000)

Expenditures	2015 Budget	2015 July Forecast	2016 Budget	Budget Change	
				Dollar Change	Per Cent Change
<b>General Fund</b>					
Director, ITS	214.1	213.2	<b>218.6</b>	4.5	2.1
IT Strategy & Business Support	816.3	846.7	<b>817.3</b>	1.0	0.1
Business Solutions (COCPD)	1,444.0	1,475.1	<b>1,648.4</b>	204.4	14.2
Business Solutions (CSOCM)	1,494.7	1,533.0	<b>1,600.7</b>	106.0	7.1
Administration	311.6	341.9	<b>317.4</b>	5.8	1.9
Systems Licensing, Mtce & Processing	2,340.3	2,363.3	<b>3,210.7</b>	870.4	37.2
IT Operations	3,264.6	3,286.4	<b>3,347.1</b>	82.5	2.5
<b>Total General Fund</b>	<b>9,885.6</b>	<b>10,059.6</b>	<b>11,160.2</b>	<b>1,274.6</b>	<b>12.9</b>
<b>Utility Fund</b>					
IT Support	745.1	746.2	<b>753.5</b>	8.4	1.1
<b>Total Operating Expenditures</b>	<b>10,630.7</b>	<b>10,805.8</b>	<b>11,913.7</b>	<b>1,283.0</b>	<b>12.1</b>

Full Time Equivalentents (FTEs)	2015	2016
<b>General Fund -- Operating</b>		
Permanent	66.3	68.1
Casual	-	-
<b>Utility Fund -- Operating</b>		
Permanent	3.5	3.5
Casual	0	0
<b>Costing Fund</b>		
Permanent	2.7	2.7
Casual	-	-
<b>Total</b>	<b>72.5</b>	<b>74.3</b>

## City Operations

### City Operations Performance

As explained earlier in the section City Administration, the 2016 budget provides the City's first phase of performance reporting on a selection of OMBI measures. These measures report on 2014 performance.

Factors which influence the range of results include:

- Choices about the service level that is being provided
- Environmental conditions (e.g. weather, soil type, etc.)
- Economic conditions (e.g. labour market, goods and material cost, etc.)

More information and detail about OMBI and all data reported by participating municipalities can be found at [www.ombi.ca](http://www.ombi.ca).

City Administration results are reported in the City Administration section earlier in this document. The City Operations Services for which Key Performance Indicators (KPIs) have been identified for 2014 are:

#### Building Permit and Inspections

Measure	Result (2014)	OMBI Range (2014)
# of building permits issued	3,229	1,216 to 26,124
# of new residential dwellings per 100,000 population	897	150 to 1,207

#### Culture

Measure	Result (2014)	OMBI Range (2014)
Arts grants per capita	\$6.77	\$3.10 to \$17.36

#### Fire Service

Measure	Result (2014)	OMBI Range (2014 – Urban municipalities only)
Number of staffed fire in-service vehicle hours per capita	0.96	0.45 to 1.21
Actual 90th Percentile Fire Station Notification Response Time (min:sec)	7:25	6:20 to 7:15
Number of residential structural fires with losses per 1,000 households	0.49	0.6 to 1.5



**Parking**

Measure	Result (2014)	OMBI Range (2014)
# of paid parking spaces managed per 100,000 population	607	699 to 3,122
Gross parking revenue per paid parking space	\$4,123	\$483 to \$6,594

**Parks**

Measure	Result (2014)	OMBI Range (2014)
All parkland in municipality as a percent of total area of municipality	8.83%	1.5% to 12.8%
Hectares of natural and maintained parkland in municipality per 100,000 population	738.83	288 to 1,733

**Roads**

Measure	Result (2014)	OMBI Range (2014)
Vehicle km traveled per lane km (major roads)	1,162,439.97	1,241,319 to 2,192,307
% of paved lane km where the condition is rated good to very good	46.8%	19% to 81%
% of bridges where the condition is good to very good	36.0% (*excludes culverts)	47% to 95% (*OMBI number includes culverts)

**Sports and Recreation**

Measure	Result (2014)	OMBI Range (2014)
# of participant visits per capita	0.95	0.5 to 2.3
Overall participant capacity for directly provided registered programs per capita	1.33	0.7 to 4.4
Utilization rate for directly provided registered programs	71.1%	47% to 79%

**Transit**

Measure	Result (2014)	OMBI Range (2014)
# of Regular Service Passenger trips per capita (service area population as per Canadian Urban Transit Association) reporting in 2014	26.74	19.6 to 190.4

**Waste Management**

Measure	Result (2014)	OMBI Range (2014)
Tonnes of all material collected per household – Residential	1.43	0.84 to 1.05
Tonnes of solid waste disposed per household – Residential	1.17	0.39 to 0.82
Tonnes of solid waste diverted per household – Residential	0.26	0.23 to 0.70

\* City of Regina requires multi-residential properties to engage private commercial solid waste collection. The data provided does not include the tonnage collected through private multi-residential collection. The calculation of tonnes per household is based on the number of households where the City of Regina is responsible for solid waste collection.

**Wastewater**

Measure	Result (2014)	OMBI Range (2014)
Megalitres of treated wastewater per 100,000 population	12,979	12,633 to 44,857

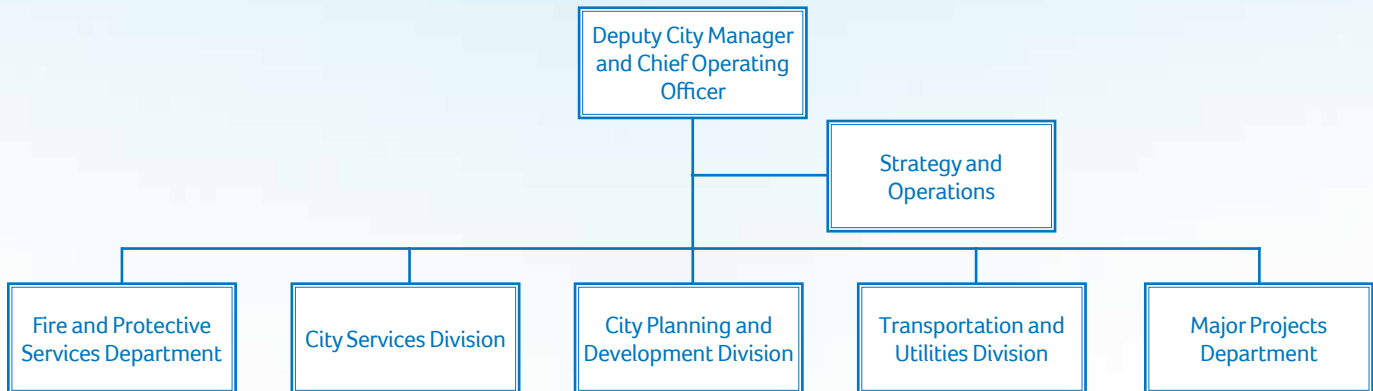
**Water**

Measure	Result (2014)	OMBI Range (2014)
Megalitres of water treated per 100,000 population	12,410	10,526 to 32,544

Regina's performance on these key measures reflect a fast growing population with high levels of construction (and construction waste). It also reflects the history of deferral of infrastructure renewal. Work is underway to build a new wastewater treatment plant and improve the capacity of the sewage and drainage system to reduce the amount of untreated wastewater. While Regina has some way to go to achieve national standards in waste management, it compares favourably with other municipalities in the OMBI system on water conservation.

## Operations Group

This group is comprised of the City's operating areas providing direct services to the community. Its overarching goal is to improve the coordination of reliable service delivery to provide a better experience for residents.



### Key Strategic Issues

In addition to delivering day-to-day services to the community, in 2016 the operations group will continue to focus on refining its organizational structure and processes. This includes:

- Reviewing programs and services and the corresponding performance data with the goal of either improving or discontinuing services that offer less value to the community.
- Improving organizational coordination to ensure long-term community plans and policies are implemented successfully.
- Developing proactive approaches to reduce the infrastructure deficit.
- Improving employee engagement activities to encourage broader participation in delivering services to the community.
- Ensuring community groups, the business community and citizens are engaged to provide input into emerging issues that impact them.

## Operations Group Expenditure Summary (\$000)

Expenditures	2015 Budget	2015 July Forecast	2016 Budget	Dollar Change	Per Cent Change
<b>General Fund</b>					
Chief Operation Officer - Administration	743.6	679.6	<b>781.4</b>	37.8	5.1
City Services	75,572.8	78,076.7	<b>82,476.5</b>	6,903.7	9.1
City Planning & Development	19,590.6	17,756.0	<b>20,852.3</b>	1,261.7	6.4
Transportation & Utilities	57,819.8	57,667.9	<b>60,517.8</b>	2,698.0	4.7
Fire & Protective Services	47,109.4	47,064.3	<b>44,065.3</b>	(3,044.1)	(6.5)
Major Projects	4,502.7	4,656.6	<b>5,722.0</b>	1,219.3	27.1
Sub Total	205,338.9	205,901.1	<b>214,415.3</b>	9,076.4	4.4
Transfers to Reserves	13,331.7	14,107.3	<b>15,045.3</b>	1,713.6	12.9
<b>General Fund Total</b>	<b>218,670.6</b>	<b>220,008.4</b>	<b>229,460.6</b>	<b>10,790.0</b>	<b>4.9</b>
<b>Utility Fund</b>					
Water Works	40,055.9	39,006.4	<b>42,718.2</b>	2,662.3	6.6
Development Services	2,665.9	2,262.2	<b>2,798.4</b>	132.5	5.0
<b>Utility Fund Total</b>	<b>42,721.8</b>	<b>41,268.6</b>	<b>45,516.6</b>	<b>2,794.8</b>	<b>6.5</b>
<b>Costing Fund</b>					
Parks & Open Space	1,455.9	1,455.9	<b>1,226.7</b>	(229.2)	(15.7)
Roadways & Transportation	9,159.2	18,987.8	<b>9,312.7</b>	153.5	1.7
Real Estate	5,975.3	5,978.2	<b>5,975.3</b>	(0.0)	(0.0)
<b>Costing Fund Total</b>	<b>16,590.4</b>	<b>26,421.9</b>	<b>16,514.7</b>	<b>(75.7)</b>	<b>(0.5)</b>
<b>Total Operating Expenditures</b>	<b>277,982.8</b>	<b>287,698.9</b>	<b>291,491.9</b>	<b>13,509.1</b>	<b>4.9</b>

Full Time Equivalents (FTEs)	2015	2016
<b>General Fund -- Operating</b>		
Permanent	1,145.8	1,165.8
Casual	248.7	250.8
<b>General Fund -- Capital</b>		
Permanent	17.1	17.1
Casual	1.1	1.1
<b>Utility Fund -- Operating</b>		
Permanent	146.8	155.2
Casual	28.1	24
<b>Utility Fund -- Capital</b>		
Permanent	22.1	22.1
Casual	3.2	3.2
<b>Costing Fund</b>		
Permanent	14.9	15.9
Casual	12.6	12.6
<b>Total</b>	<b>1,640.4</b>	<b>1,667.8</b>

**Chief Operating Officer Expenditure Detail (\$000)**

Expenditures	2015 Budget	2015 July Forecast	2016 Budget	Budget Change	
				Dollar Change	Per Cent Change
<b>General Fund</b>					
Chief Operation Officer - Administration	419.8	355.2	<b>450.7</b>	30.9	7.4
Strategy & Operations	323.8	324.4	<b>330.7</b>	6.9	2.1
<b>Total Operating Expenditures</b>	<b>743.6</b>	<b>679.6</b>	<b>781.4</b>	<b>37.8</b>	<b>5.1</b>

Full Time Equivalents (FTEs)	2015	2016
<b>General Fund -- Operating</b>		
Permanent	5.0	5.0
Casual	-	-
<b>Total</b>	<b>5.0</b>	<b>5.0</b>

## Fire & Protective Services Summary Business Plan

### Mandate

The Department is responsible for delivering proactive public safety and response programs to prevent emergencies wherever possible and to preserve and enhance life, property and the environment where response is required.



### Overview

The department is divided into five branches which deliver four services:

#### Operations

- Delivers emergency response services including fire suppression, technical rescue, emergency medical services, and hazardous materials response.
- Participates in public education activities, in-service commercial inspections, pre-incident planning and risk assessment.

#### Training Academy, Safety & Logistics

- Provides professional training, education and resources to meet legislated requirements and industry standards for firefighting and to maintain succession planning initiatives.
- Oversees equipment and supplies procurement and distribution.

#### Public Safety, Planning & Prevention

- Delivers public facing programs such as education activities and fire inspections to proactively support a safe community.
- Oversees and maintains the City of Regina's emergency management and business continuity program.

#### Administration & Communications

- Oversees administrative, business support and communication services to support the department and provide emergency communications services to internal and external customers.

#### Bylaw Enforcement

- Enforces and manages a wide range of municipal bylaws and the animal control program.
- Provides case management expertise in support of other branches bylaw and compliance programs.

## Services

1. Preparedness – Development, maintenance and exercising of emergency management and business continuity plans.
2. Recovery – Coordinating the resources needed to recover from an emergency situation using the Business Continuity plans.
3. Response – Includes receiving and processing requests for service to mitigate emergent and non-emergent events within the department's scope through the provincial 9-1-1 system and the department's dispatch system. The service also entails providing the Regina area with emergency response including fire suppression, emergency medical services, and hazardous materials handling as well as rescue and incident mitigation. Response also includes response to major emergency incidents through its coordination of the Regina Emergency Management Agency.
4. Mitigation/Prevention – Conducts investigations and inspections and enforces various sections of Municipal Bylaws and Provincial Government Acts. The service also delivers fire prevention programs to reduce the likelihood or severity of fire or explosion – accomplished in part by providing tools, resources and leadership to the community, with a focus on disadvantaged and vulnerable citizens.

## 2015 Accomplishments

- Negotiations have been taking place with the Regina Humane Society to create a long-term agreement for animal-related bylaw enforcement, impoundment services and animal control that will be delivered out of the new community-focused animal control facility that is currently under development.
- A review of the Emergency Medical Services Mutual Aid Bylaw was conducted in partnership with the Regina-Qu'Appelle Health Region. This will ensure the services provided in support of pre-hospital care are appropriate and sustainable.

## Strategic Issues and Opportunities

- There may be a need to realign roles and responsibilities to increase department efficiency and help support succession planning.
- To help realize improved customer service, Regina Fire & Protective Services will lead an initiative which will link the efforts of Bylaw Enforcement, Fire Prevention, Regina Police Service, Zoning and others, to improve agency role clarity, effectiveness and enforcement outcomes.

## Key Deliverables in 2016

- Similar to other areas of the organization, the department will be developing asset management plans for its facilities and logistics. Better asset management will help the department better plan for asset renewal and in turn, produce better financial practices.
- While the Official Community Plan is the overall guiding document for the City of Regina, it is typical for departments to also have their own long-term plans. Work will start in 2017 to develop a long-term City of Regina Fire Protection Master Plan.

**Fire & Protective Services Expenditure Summary (\$000)**

Expenditures	2015 Budget	2015 July Forecast	2016 Budget	Budget Change	
				Dollar Change	Per Cent Change
<b>General Fund</b>					
Fire & Protective Services	41,218.0	41,354.7	<b>41,846.3</b>	628.3	1.5
Bylaw & Licensing	5,891.4	5,709.6	<b>2,219.0</b>	(3,672.4)	(62.3)
<b>Total Operating Expenditures</b>	<b>47,109.4</b>	<b>47,064.3</b>	<b>44,065.3</b>	<b>(3,044.1)</b>	<b>(6.5)</b>

Full Time Equivalents (FTEs)	2015	2016
<b>General Fund -- Operating</b>		
Permanent	336.5	332.0
Casual	-	-
<b>Total</b>	<b>336.5</b>	<b>332.0</b>

**Fire & Protective Services Expenditure Detail (\$000)**

Expenditures	2015 Budget	2015 July Forecast	2016 Budget	Budget Change	
				Dollar Change	Per Cent Change
<b>General Fund</b>					
Operations	32,970.9	33,344.2	<b>33,466.2</b>	495.3	1.5
Training Academy, Safety & Logistics	3,619.5	3,745.7	<b>3,650.2</b>	30.7	0.8
Public Safety Planning & Prevention	1,666.6	1,616.9	<b>1,615.7</b>	(50.9)	(3.1)
Administration & Communications	2,507.8	2,217.9	<b>2,646.8</b>	139.0	5.5
Facility Costs	453.2	430.0	<b>467.4</b>	14.2	3.1
<b>Total Operating Expenditures</b>	<b>41,218.0</b>	<b>41,354.7</b>	<b>41,846.3</b>	<b>628.3</b>	<b>1.5</b>

Full Time Equivalents (FTEs)	2015	2016
<b>General Fund -- Operating</b>		
Permanent	307.0	309.0
Casual	-	-
<b>Total</b>	<b>307.0</b>	<b>309.0</b>

**Bylaw and Licensing Expenditure Detail (\$000)**

Expenditures	2015 Budget	2015 July Forecast	2016 Budget	Budget Change	
				Dollar Change	Per Cent Change
<b>General Fund</b>					
Bylaw & Licensing	5,891.4	5,709.6	<b>2,219.0</b>	(3,672.4)	(62.3)
<b>Total Operating Expenditures</b>	<b>5,891.4</b>	<b>5,709.6</b>	<b>2,219.0</b>	<b>(3,672.4)</b>	<b>(62.3)</b>

Note: Responsibility for Licensing was transferred to the Community Services Department.

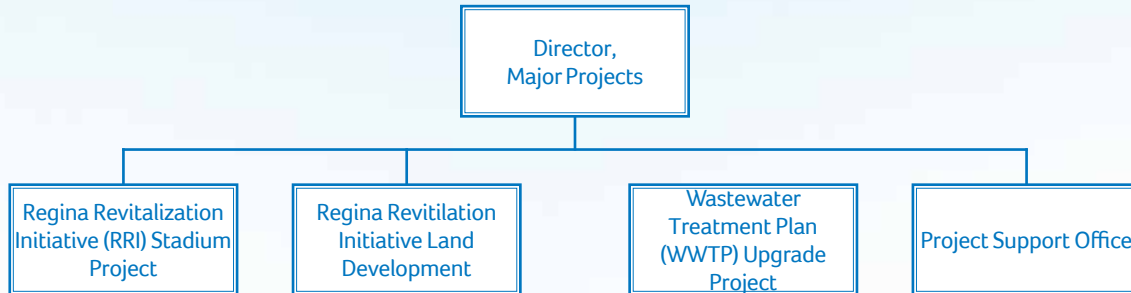
Full Time Equivalents (FTEs)	2015	2016
<b>General Fund -- Operating</b>		
Permanent	29.5	23.4
Casual	-	-
<b>Total</b>	<b>29.5</b>	<b>23.4</b>



## Major Projects

### Mandate

The Major Projects Department includes four working areas responsible for the delivery of major projects as well as leading the development of improved project management practices throughout the Operations Group.



### Overview

The department is divided into three business units and one branch which work to deliver one service:

#### Regina Revitalization Initiative (RRI) Stadium Project Branch

- Manages Regina's new stadium project including design, construction, operational readiness, commissioning and opening.

#### Regina Revitalization Initiative Land Development Branch

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

#### Wastewater Treatment Plant (WWTP) Upgrade Project Branch

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

#### Project Support Office

- Develops and defines project management practices for the City and provides tools, training and facilitation services to improve the practice of project management across the organization.

### Services

1. Major Project Delivery – Deliver major projects as directed by Council.

### 2015 Accomplishments

- Construction on Regina's new stadium continues to progress on-time and on-budget.
- Construction on the WWTP continues to progress on-budget and slightly ahead of schedule.
- A significant amount of work has proceeded for the Railyard Renewal Project. The Land Disposition and Development Strategy was approved by City Council. Building demolition and preliminary site preparation was also completed. Behind the scenes work has been progressing also, with urban planning, designing, and engineering consultants all being procured for the project.

## Strategic Issues and Opportunities

- The City is overseeing three large capital projects – the Wastewater Treatment Plant, Regina’s new Stadium, and the Railyard Renewal Project – which are resource intensive. Maintaining stringent project management processes will be crucial to ensure these three projects are delivered on-time and on-budget.

## Key Deliverables in 2016

- Regina’s new stadium will be substantially complete by August 31, 2016 and the first of two test events will be held that fall.
- The WWTP will be substantially complete by the end of 2016.
- Major Projects will be leading the Purchasing & Contract Review project which is expected to be completed by the end of 2016.
- The Secondary and Concept Plans the RRP will be completed in 2016 for approval by City Council. Any subdivision and zoning amendments necessary to start site development in 2017 will also be complete.

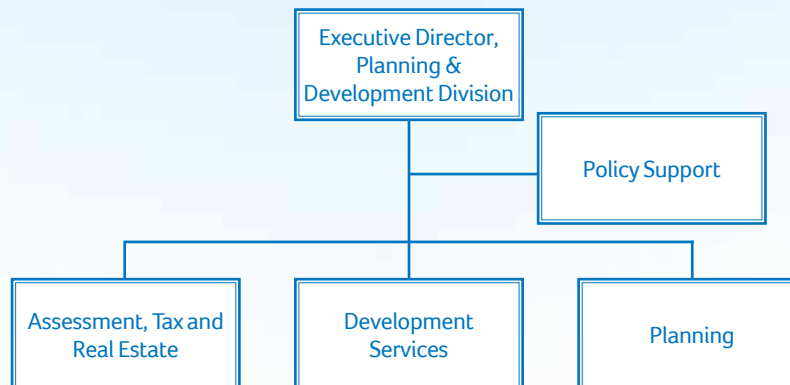
## Major Projects Expenditure Detail (\$000)

Expenditures	2015 Budget	2015 July Forecast	2016 Budget	Budget Change	
				Dollar Change	Per Cent Change
<b>General Fund</b>					
Director, Major Projects	18.0	155.9	<b>57.9</b>	39.9	221.7
Manager, Project Support	184.7	200.7	<b>184.3</b>	(0.4)	(0.2)
RRI -Stadium	4,300.0	4,300.0	<b>5,479.8</b>	1,179.8	100.0
<b>Total Operating Expenditures</b>	<b>4,502.7</b>	<b>4,656.6</b>	<b>5,722.0</b>	<b>1,219.3</b>	<b>27.1</b>

Full Time Equivalents (FTEs)	2015	2016
<b>General Fund -- Operating</b>		
Permanent	5.0	5.0
Casual	-	-
<b>Utility Fund - Capital</b>		
Permanent	1.0	1.0
Casual	-	-
<b>Total</b>	<b>6.0</b>	<b>6.0</b>

## City Planning and Development Division

The City Planning & Development Division coordinates long-term community plans and policies. It is made up of three departments – Planning, Development Services, and Assessment, Tax & Real Estate. The Division also includes a new support branch to help with policy development across the Operations Group.



### 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 heads the implementation of the OCP and related policy initiatives to manage growth and development into the future.

### City Planning & Development Expenditure Summary (\$'000)

Expenditures	2015 Budget	2015 July Forecast	2016 Budget	Budget Change	
				Dollar Change	Per Cent Change
<b>General Fund</b>					
Executive Director Planning & Development	457.7	452.4	<b>469.1</b>	11.4	2.5
Planning	6,732.4	6,496.5	<b>6,778.3</b>	45.9	0.7
Assessment & Taxation	4,761.2	4,726.7	<b>5,189.8</b>	428.6	9.0
Development Services	7,639.3	6,080.4	<b>8,415.1</b>	775.8	10.2
<b>Total General Fund</b>	<b>19,590.6</b>	<b>17,756.0</b>	<b>20,852.3</b>	<b>1,261.7</b>	<b>6.4</b>
<b>Utility Fund</b>					
Development Services	2,665.9	2,262.2	<b>2,798.4</b>	132.5	5.0
<b>Total Utility Fund</b>	<b>2,665.9</b>	<b>2,262.2</b>	<b>2,798.4</b>	<b>132.5</b>	<b>5.0</b>
<b>Costing Fund</b>					
Real Estate	5,975.3	5,978.2	<b>5,975.3</b>	(0.0)	(0.0)
<b>Total Costing Fund</b>	<b>5,975.3</b>	<b>5,978.2</b>	<b>5,975.3</b>	<b>(0.0)</b>	<b>(0.0)</b>
<b>Total Operating Expenditures</b>	<b>28,231.8</b>	<b>25,996.4</b>	<b>29,626.0</b>	<b>1,394.2</b>	<b>4.9</b>

<b>Full Time Equivalents (FTEs)</b>								<b>2015</b>	<b>2016</b>
<b>General Fund -- Operating</b>									
Permanent								177.9	183.8
Casual								4.1	4.1
<b>Costing Fund</b>									
Permanent								5.2	5.2
Casual								-	-
Total								<u>187.2</u>	<u>193.1</u>

**Executive Director – City Planning & Development Expenditure Detail (\$000)**

<b>Expenditures</b>	<b>2015 Budget</b>	<b>2015 July Forecast</b>	<b>2016 Budget</b>	<b>Budget Change</b>	
				<b>Dollar Change</b>	<b>Per Cent Change</b>
<b>General Fund</b>					
Executive Director	457.7	452.4	<b>469.1</b>	11.4	2.5
<b>Total Operating Expenditures</b>	<u>457.7</u>	<u>452.4</u>	<u><b>469.1</b></u>	<u>11.4</u>	<u>2.5</u>

<b>Full Time Equivalents (FTEs)</b>								<b>2015</b>	<b>2016</b>
<b>General Fund -- Operating</b>									
Permanent								3.0	3.0
Casual								-	-
Total								<u>3.0</u>	<u>3.0</u>

## Assessment, Taxation & Real Estate Department Summary Business Plan

### Mandate

The Department provides property assessment, taxation administration and real estate oversight for the corporation.



### Overview

The department is divided into three branches which deliver two services:

#### Assessment Branch

- The branch assesses all properties in accordance with *The Cities Act*, and as well, the assessment manual and board orders adopted by the Saskatchewan Assessment Management Agency.

#### Property Tax and Administration Branch.

- The branch is responsible for collecting, maintaining, analyzing, and distributing property account information.

#### Real Estate

- Provides leadership in acquiring, holding, disposing of, and leasing real property for the City of Regina.

### Services

1. 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.
2. 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.

### 2015 Accomplishments

- Assessment, Tax and Real Estate (ATRE) will have completed a review of its exemption policies to align with the Official Community Plan.

## Strategic Issues and Opportunities

- Succession planning continues to be a challenge for the department. Over the next few years, as many as 30-50% of senior staff will be eligible to retire. To mitigate knowledge loss, ATRE has been working extensively to document processes and systems to facilitate knowledge transfer.
- Increased construction continues to place demands on the department as it must assess and add newly completed buildings to the assessment and tax rolls.

## Key Deliverables for 2016

- The City of Regina conducts property valuation reassessments on a four-year cycle. The next reassessment will take place in 2017 and will require preparation throughout 2016.
- We will be working to create a plan to sequence the development of City-owned land including the development of the Hawkstone Lands and Phase 1 of the Land Development Project for the Southeast Lands.

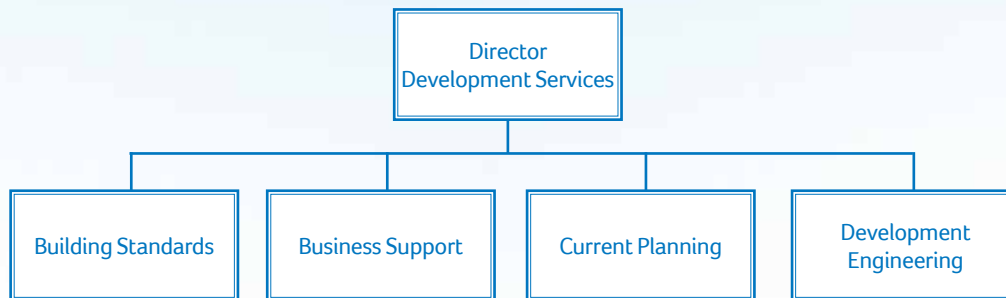
## Assessment, Taxation & Real Estate Expenditure Detail (\$000)

Expenditures	2015 Budget	2015 June Forecast	2016 Budget	Budget Change	
				Dollar Change	Per Cent Change
<b>General Fund</b>					
City Assessor	2,613.7	2,650.4	<b>2,652.9</b>	39.2	1.5
Property Taxation & Administration	2,147.5	2,076.3	<b>2,536.9</b>	389.4	18.1
<b>Total General Fund</b>	<b>4,761.2</b>	<b>4,726.7</b>	<b>5,189.8</b>	<b>428.6</b>	<b>9.0</b>
<b>Costing Fund</b>					
Real Estate	4,610.6	4,624.0	<b>4,598.9</b>	(11.7)	(0.3)
Facility Costs	1,364.7	1,354.2	<b>1,376.4</b>	11.7	0.9
<b>Total Costing Fund</b>	<b>5,975.3</b>	<b>5,978.2</b>	<b>5,975.3</b>	<b>(0.0)</b>	<b>(0.0)</b>
<b>Total Operating Expenditures</b>	<b>10,736.5</b>	<b>10,704.9</b>	<b>11,165.1</b>	<b>428.6</b>	<b>4.0</b>
<b>Full Time Equivalents (FTEs)</b>				<b>2015</b>	<b>2016</b>
<b>General Fund -- Operating</b>					
Permanent				46.8	46.8
Casual				-	-
<b>Costing Fund</b>					
Permanent				5.2	5.2
Casual				-	-
<b>Total</b>				<b>52.0</b>	<b>52.0</b>

## Development Services Department Summary Business Plan

### Mandate

Development Services works collaboratively and uses expertise to ensure the development of the built environment complies with bylaws and regulations to achieve community benefit. We do this through quality and reliable customer focused service.



### Overview

The department is divided into four branches which 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 the City's *Building Bylaw, No. 2003-7* to regulate buildings to the standards of the National Building Code of Canada within this jurisdiction.

#### 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.

#### Current Planning

- Handles applications and inquiries related to development activity and application proposals. The branch is responsible for processing development applications and development permit processes. Ensures developments are reviewed for compliance with Regina Zoning Bylaw, No. 9250 and the policies contained in *Design Regina: The Official Community Plan, Bylaw, No. 2013-48* administers the heritage incentives policy.

#### Development Engineering

- Provides technical review and inspection of all related development infrastructure. The branch ensures that infrastructure is constructed to the current engineered specifications typically set out in the City of Regina Standard Construction Specifications Manual. The branch also coordinates the design and construction of growth related municipal infrastructure capital projects.

## Services

1. Development Approval – Overseeing the management and issuing of development applications under the *Regina Zoning Bylaw*, the *Subdivision Bylaw*, and *Design Regina: The Official Community Plan (OCP)*. 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.
2. Building Approvals – Overseeing 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 municipal *Building Bylaw*.
3. New Development Construction – Developing new infrastructure needed for the provision of City services such as water, wastewater, drainage, landscaping and transportation. Includes the administration of sidewalk crossing permits and execution of the projects identified through servicing agreements, as well as the administration and approval of three-way agreements for water and sewer connections.
4. 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.

## 2015 Accomplishments

- The department implemented the construction program for growth for 2015, as well as participated in multiple projects including RRI, Wastewater Treatment Plant, Infill/Laneway Housing project and the Servicing Agreement Fees Review.
- The department provided support for the P3 school sites including technical and procedural review and managing the City's contract with the provincial government.
- A comprehensive Zoning Bylaw Review was initiated to address alignment with 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.

## Strategic Issues and Opportunities

- Ongoing alignment of the City's regulatory frameworks with changing provincial and federal regulations.

## Key Deliverables for 2016

- In accordance with Design Regina, the Department is working on reviewing its fees to move towards full cost recovery. Undertaking this work aligns with the 'benefits' model outlined in the OCP – that the cost of a service with a limited user base be covered by those users rather than the general tax base.
- The department will continue to advance the comprehensive Zoning Bylaw Review.
- The department will continue to advance a project to implement Building and Planning software.
- The department will review the City of Regina framework for adult entertainment land use and report on alignment with provincial and federal regulations.
- The department will support the development of the Water Master Plan.



**Development Services Department Expenditure Detail (\$000)**

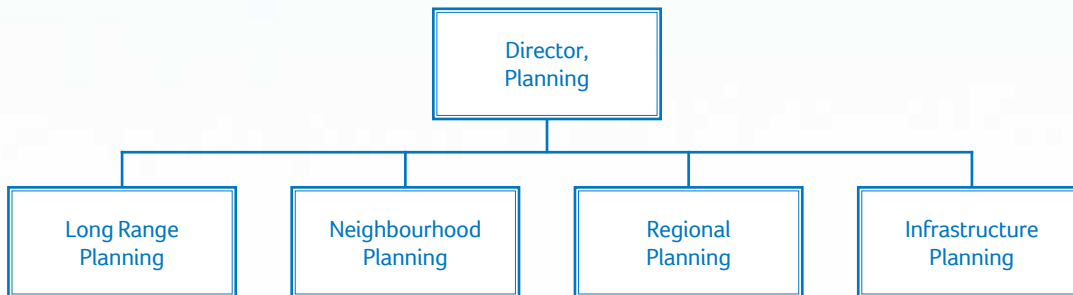
Expenditures	2015 Budget	2015 July Forecast	2016 Budget	Budget Change	
				Dollar Change	Per Cent Change
<b>General Fund</b>					
Director, Development Services	336.2	306.5	<b>116.2</b>	(220.0)	(65.4)
Business Support	-	-	<b>480.8</b>	480.8	100.0
Building Standards	3,917.9	2,090.7	<b>3,979.8</b>	61.9	1.6
Current Planning	1,325.6	1,211.7	<b>1,430.9</b>	105.3	7.9
Development Engineering	2,059.6	2,471.5	<b>2,407.4</b>	347.8	16.9
<b>Total General Fund</b>	<b>7,639.3</b>	<b>6,080.4</b>	<b>8,415.1</b>	<b>775.8</b>	<b>10.2</b>
<b>Utility Fund</b>					
Development Services	2,665.9	2,262.2	<b>2,798.4</b>	132.5	5.0
<b>Total Operating Expenditures</b>	<b>10,305.2</b>	<b>8,342.6</b>	<b>11,213.5</b>	<b>775.8</b>	<b>8.8</b>

Full Time Equivalents (FTEs)	2015	2016
<b>General Fund -- Operating</b>		
Permanent	83.0	94.0
Casual	4.1	4.1
<b>Total</b>	<b>87.1</b>	<b>98.1</b>

## Planning Department Summary Business Plan

### Mandate

The Planning Department coordinates 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 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:

#### Infrastructure Planning

- Through the creation of standards and policies, oversees infrastructure development to proactively guide Regina's growth.

#### 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 Design Regina infill goals.
- Develops neighbourhood plans for existing neighbourhoods.
- Oversees the Comprehensive Housing Strategy and coordinates social policy to address emerging community issues.

#### Regional Planning

- Establishes and maintains strong relationships with neighbouring urban and rural municipalities, as well as First Nations, all with the aim to guide complimentary growth.

## Services

1. Neighbourhood and Infrastructure Planning – Reviews and prepares neighbourhood plans for existing and new neighbourhoods. Includes developing long-range plans for provision of City services and working with regional partners.
2. Growth Management and Land Development – Defines, documents and implements 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.

## 2015 Accomplishments

- A draft version of the Transportation Master Plan was completed. This plan sets the course for how different modes of transportation are integrated into new and existing areas.
- The Phasing and Financing Plan for the 300,000 growth area was completed. This plan will guide Regina's development until it reaches a population of 300,000.
- The Housing Incentives Program, Condominium Conversion and Office policies were reviewed and updated to reflect the current market conditions.
- The City of Regina and Rural Municipality of Sherwood agreed to the definition of complementary industrial development. This agreement sets the foundation for future discussions between municipalities to create a prosperous region.

## Strategic Issues and Opportunities

- 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, we have implemented a market supplement for engineers.
- To reduce knowledge loss and enhance business continuity, succession planning manuals have been developed.
- The review of the Service Agreement Fee policy in 2015 is likely to result in a need for additional research and analysis on development levies for infill development in 2016.
- The City of Regina has prioritized strengthening relationships with other municipalities and First Nations in the region. In 2016, the City will continue to work toward regional collaboration through the White Butte Planning Committee, the Moose Jaw-Regina Industrial Corridor and through the Joint Planning Area Committee structure with the RM of Sherwood.
- To manage workload and spikes in demand for our services, the department will explore opportunities to hire an engineering firm on retainer.

## Key Deliverables in 2016

- The department will 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.
- Establish a sustainable funding source for the Social Development Reserve, in support of the City's Housing Incentives Policy.
- The City will 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 Laneway and Garden Suites Pilot, and 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.

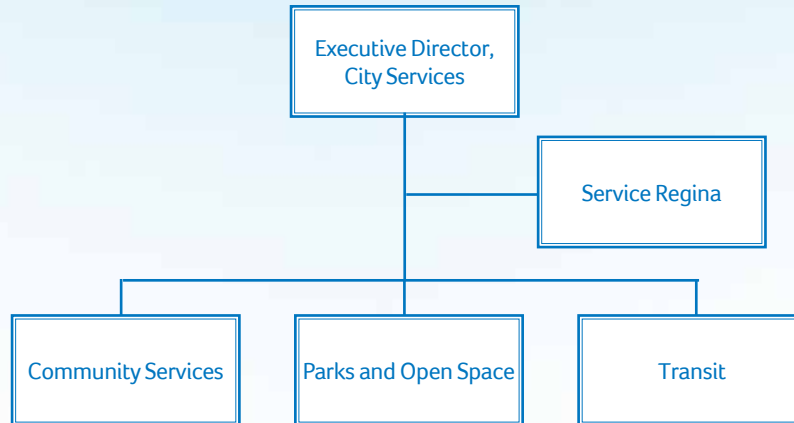
**Planning Department Expenditure Detail (\$000)**

Expenditures	2015 Budget	2015 July Forecast	2016 Budget	Budget Change	
				Dollar Change	Per Cent Change
<b>General Fund</b>					
Director, Planning	614.9	745.3	<b>458.2</b>	(156.7)	(25.5)
Business Support	-	-	<b>170.6</b>	170.6	100.0
Infrastructure Planning	1,541.1	954.6	<b>867.0</b>	(674.1)	(43.7)
Longe Range Planning	1,130.9	1,089.4	<b>1,245.2</b>	114.3	10.1
Neighbourhood Planning	2,924.3	3,303.2	<b>3,494.8</b>	570.5	19.5
Regional Planning	521.2	404.0	<b>542.5</b>	21.3	4.1
<b>Total General Fund</b>	<b>6,732.4</b>	<b>6,496.5</b>	<b>6,778.3</b>	<b>45.9</b>	<b>0.7</b>
<b>Total Operating Expenditures</b>	<b>6,732.4</b>	<b>6,496.5</b>	<b>6,778.3</b>	<b>45.9</b>	<b>0.7</b>

Full Time Equivalents (FTEs)	2015	2016
<b>General Fund -- Operating</b>		
Permanent	45.1	40.0
Casual	-	-
<b>Total</b>	<b>45.1</b>	<b>40.0</b>

## City Services Division

The City Services Division is comprised of the following departments: Community Services, Parks & Open Space, Transit, and the Service Regina branch.



### 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 lead a customer service strategy throughout the Operations Group that is customer-focused and meets a diverse set of needs in a coordinated manner.

### City Services Expenditure Summary (\$000)

Expenditures	2015 Budget	2015 July Forecast	2016 Budget	Budget Change	
				Dollar Change	Per Cent Change
<b>General Fund</b>					
Executive Director	298.9	319.9	<b>326.7</b>	27.8	9.3
Community Services	21,451.0	22,461.0	<b>25,515.0</b>	4,064.0	18.9
Parks & Open Space	19,048.8	18,766.7	<b>19,535.4</b>	486.6	2.6
Transit	33,236.3	35,091.8	<b>35,658.7</b>	2,422.4	7.3
Service Regina	1,537.8	1,437.3	<b>1,440.7</b>	(97.1)	(6.3)
<b>Total General Fund</b>	<b>75,572.8</b>	<b>78,076.7</b>	<b>82,476.5</b>	<b>6,903.7</b>	<b>9.1</b>
<b>Costing Fund</b>					
Parks & Open Space	1,455.9	1,455.9	<b>1,226.7</b>	(229.2)	(15.7)
<b>Total Operating Expenditures</b>	<b>77,028.7</b>	<b>79,532.6</b>	<b>83,703.2</b>	<b>6,674.5</b>	<b>8.7</b>

Full Time Equivalents (FTEs)	2015	2016
<b>General Fund -- Operating</b>		
Permanent	403.9	412.6
Casual	174.6	180.5
<b>Costing Fund</b>		
Permanent	-	-
Casual	9.8	9.8
<b>Total</b>	<b>588.3</b>	<b>602.9</b>

**Executive Director – City Services Expenditure Detail (\$000)**

Expenditures	2015 Budget	2015 July Forecast	2016 Budget	Budget Change	
				Dollar Change	Per Cent Change
<b>General Fund</b>					
Executive Director, City Services	298.9	319.9	<b>326.7</b>	27.8	9.3
<b>Total Operating Expenditures</b>	<b>298.9</b>	<b>319.9</b>	<b>326.7</b>	<b>27.8</b>	<b>9.3</b>

Full Time Equivalents (FTEs)						2015	2016
<b>General Fund -- Operating</b>							
Permanent						2.0	2.0
Casual						-	-
<b>Total</b>						<b>2.0</b>	<b>2.0</b>

## Community Services Department Summary Business Plan

### Mandate

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



### Overview

The department is divided into five branches:

#### Sport & 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 bringing national and international sporting events to Regina.

#### Community & Cultural Development

- Oversees the City's role in providing community investments, both directly and through grants, in areas that provide services and supports to the cultural and human services sectors. This includes managing City-owned cultural and community facilities and development of social and cultural programs, services and events.

#### Recreation Facility Development & Partnerships

- Focuses on the provision and support of recreation facilities either through direct delivery or through partnerships with community partners and organizations. The branch also provides funding support to non-profit organizations to deliver programs, projects and services that align with the City priorities and make a clear community impact.

#### Parking Services

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

#### Business Support

- Develops and delivers support services to the rest of the Community Services Department. The branch also manages the City's various licensing programs.

## Services

1. 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 is the booking and rental of City maintained sport, culture, and recreation facilities.
2. 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.
3. Parking Supply Management – Manages curb side parking on the public right of way, parking permits and neighbourhood parking requests throughout Regina.
4. Community & Cultural Development – Provides consulting to organizations that deliver sport, culture, social development, and recreation initiatives.
5. Licensing – Provides Animal Licensing & Enforcement, Business Licensing, Taxi Licensing and miscellaneous permits.

## 2015 Accomplishments

- Parking Services rolled out an ambassador program to provide information and education to the public on the City's parking program and regulations.
- Development of the Mâdawêyatîtan Centre (formerly North Central Shared Facility) integration model for the site that will be used to coordinate the multiple occupants sharing the space.
- Development of the City's first Cultural Plan, to create a healthy, attractive community by supporting the arts, diversity, cultural heritage and placemaking.
- In 2015, the Community Investment Grants Program supported the core operating and programming of 20 cultural, sport and recreation and social development organizations, and further allocated 230 separate grants, ranging in amount from \$500 to \$30,000 for first time and recurring events, programs and services in the community.

## 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 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 required in the near future if facilities are expected to remain operational.

## Key Deliverables for 2016

- A cost recovery strategy will be developed for all the major facilities. The fee system will help ensure that those benefiting from the facilities contribute to the facilities' sustainability. This brings the facilities in better alignment to the Official Community Plan which states that services which are used by only a small portion of the population should be primarily paid for by those users.
- Continued implementation of a management plan for City Square, which coordinates City services and better enables positive use of the space.
- Work on the Mâdawêyatîtan Centre continues with the implementation of the integration model and preparation for the grand opening in 2017.



## Community Services Department Expenditure Detail (\$000)

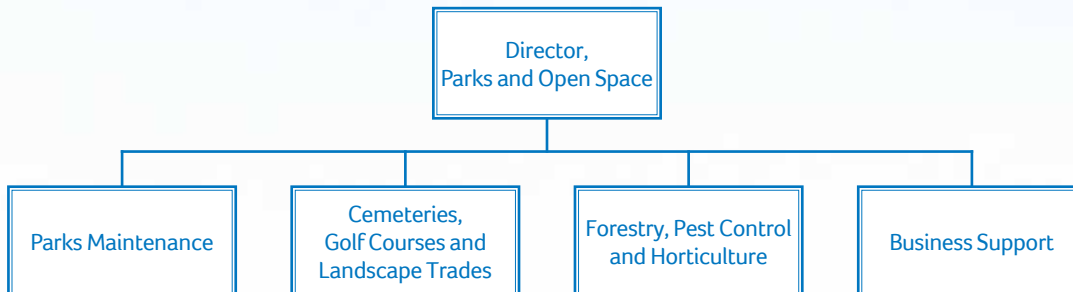
Expenditures	2015 Budget	2015 July Forecast	2016 Budget	Budget Change	
				Dollar Change	Per Cent Change
<b>General Fund</b>					
Director, Community Services	790.6	949.0	<b>388.4</b>	(402.2)	(50.9)
Manager, Business Support	-	-	<b>3,024.3</b>	3,024.3	100.0
Community & Cultural Development	2,100.9	2,000.8	<b>2,232.9</b>	132.0	6.3
Facility Costs	656.1	656.3	<b>666.5</b>	10.4	1.6
Recreation Facility Development & Partnerships	881.3	799.6	<b>756.7</b>	(124.6)	100.0
Parking Services	2,471.3	2,639.8	<b>2,651.5</b>	180.2	7.3
Sports & Recreation	6,502.1	7,478.8	<b>7,522.9</b>	1,020.8	15.7
Facility Costs	8,048.7	7,936.7	<b>8,271.8</b>	223.1	2.8
<b>Total Operating Expenditures</b>	<b>21,451.0</b>	<b>22,461.0</b>	<b>25,515.0</b>	<b>4,064.0</b>	<b>18.9</b>

Full Time Equivalents (FTEs)	2015	2016
<b>General Fund -- Operating</b>		
Permanent	80.5	84.0
Casual	69.3	69.3
<b>Total</b>	<b>149.8</b>	<b>153.3</b>

## Parks and Open Space

### Mandate

The Department is responsible for managing approximately 1,600 hectares of open space and 148,000 City-owned trees.



### Overview

The department is divided into four branches and delivers three services:

#### Parks Maintenance Branch

- Maintains parks and open space including irrigation startup and winterizing.

#### Cemeteries, Golf Courses & Landscape Trades Branch

- Provides business operations and grounds maintenance for City of Regina 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 & Horticulture Branch

- 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 Branch

- Oversees general administrative functions while providing asset management and financial support.

### Services

1. Golf Courses – Operation and maintenance of the four golf courses.
2. Cemetery Services – Provision of interment options to the public, as well liaise with funeral homes and monument company partners arranging funeral and associated services. This service also maintains all open space within the cemetery properties.
3. Parks and Open Space Management – Provides 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.

## 2015 Accomplishments

- The department 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 10,000 trees using GIS technology as part of a long-term goal of having a complete asset register of the urban forest that can be used to formulate changes to the Regina Urban Forest Management Strategy.
- Irrigation infrastructure was replaced at the Tor Hill Golf Course to address deteriorating assets at the end of their life cycle.

## Strategic Issues and Opportunities

- The department will need to address the aging infrastructure as a significant portion is in need of refurbishing or replacement.
- Succession planning will need to become 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 as their predecessors.

## Key Deliverables for 2016

- The department will review the Regina Urban Forest Management Strategy to ensure it aligns with the Official Community Plan in regards to tree intensification and industry best practices.
- Golf fees will be reviewed to remain competitive and to ensure financial sustainability of the Golf Course program.
- A long-term funding model will be 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.

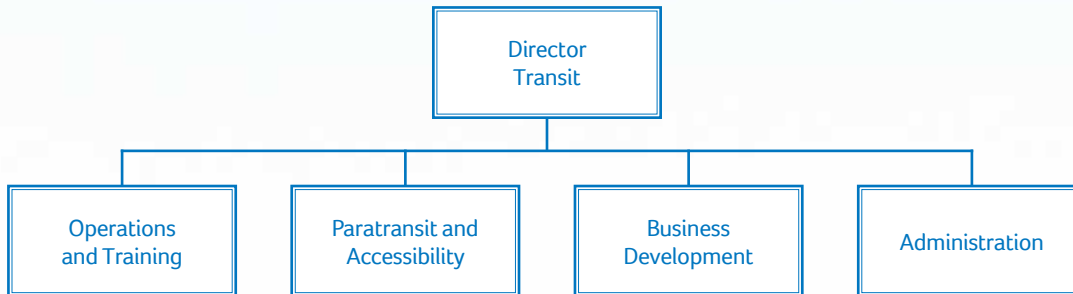
## Parks & Open Space Department Expenditure Detail (\$000)

Expenditures	2015 Budget	2015 July Forecast	2016 Budget	Budget Change	
				Dollar Change	Per Cent Change
<b>General Fund</b>					
Director, Parks & Open Space	249.6	229.0	<b>250.4</b>	0.8	0.3
Business Support	715.3	622.3	<b>715.7</b>	0.4	0.1
Cemeteries, Golf Courses & Landscape Trades	4,385.3	4,377.6	<b>4,547.7</b>	162.4	3.7
Forestry, Horticulture & Pest Control	4,052.5	3,981.8	<b>4,290.3</b>	237.8	5.9
Parks Maintenance	8,550.4	8,528.4	<b>8,597.5</b>	47.1	0.6
Facility Costs	1,095.7	1,027.6	<b>1,133.8</b>	38.1	3.5
<b>Total General Fund</b>	<b>19,048.8</b>	<b>18,766.7</b>	<b>19,535.4</b>	<b>486.6</b>	<b>2.6</b>
<b>Costing Fund</b>					
Parks & Open Space	1,455.9	1,455.9	<b>1,226.7</b>	(229.2)	(15.7)
<b>Total Operating Expenditures</b>	<b>20,504.7</b>	<b>20,222.6</b>	<b>20,762.1</b>	<b>257.4</b>	<b>1.3</b>
<b>Full Time Equivalents (FTEs)</b>				<b>2015</b>	<b>2016</b>
<b>General Fund -- Operating</b>					
Permanent				76.3	75.5
Casual				101.1	105.2
<b>Costing Fund</b>					
Permanent				-	-
Casual				9.8	9.8
<b>Total</b>				<b>187.2</b>	<b>190.5</b>

## Transit Services

### Mandate

Transit Services Department is responsible for operating an accessible, affordable, urban transit service. The service includes a transit fleet of 115 low floor accessible buses which provides approximately 6.6 million rides annually.



### Overview

The Department is organized into four branches and delivers two services:

#### Operations & Training

- Provides transportation through a regularly scheduled fixed route public transit system. The branch also provides charter service within a 25 kilometre radius of the city.

#### Paratransit & Accessibility

- Provides specialized transportation for persons with disabilities who are restricted in using regular transit.

#### Business Development

- Oversees route planning and scheduling as well as the marketing and communicating to transit users.

#### Administration

- Provides business and strategic planning support, oversees the executive administrative functions, and the financial reporting for the department.

### Services

1. 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 Regina.
2. 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.

## 2015 Accomplishments

- A fare increase was approved which helps offset the tax supported funding needed to support the public transportation system.
- A pilot of an accessible bus stop was implemented at the transit hub on 11th Avenue.
- New conventional bus service was introduced into the Hawkstone development.
- Transit put on a skills competition for its operators with the winner competing nationally in Edmonton.
- Paratransit celebrated its 40th Anniversary. Unlike regular transit service, Paratransit operations and maintenance is delivered through a contracted vendor. In 2016, a new contract will be awarded for the term July 1, 2016 to June 30, 2021.
- Paratransit also initiated an Interactive Voice Response (IVR) program and piloted the use of taxis to reduce the amount of unaccommodated trips.

## Strategic Issues and Opportunities

- Transit is consistently understaffed resulting from a high bus operator turnover with 20-25 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 transit services, creates high overtime costs.

## Key Deliverables in 2016

- A universal bus pass (U-Pass) will be launched in 2016. This will allow students at the University of Regina to have a reduced rate when riding the bus and give them unlimited access to the bus service while attending school. This will introduce some new services that will enhance the transit system.
- Stop announcements on buses will be installed allowing individuals with difficulties, including those with low vision, to navigate the transit system with ease.
- There will be an addition of two buses to the Paratransit fleet to respond to increasing demands for use.

## Transit Services Department Expenditure Detail (\$000)

Expenditures	2015 Budget	2015 July Forecast	2016 Budget	Budget Change	
				Dollar Change	Per Cent Change
<b>General Fund</b>					
Conventional Transit	27,061.6	28,809.1	<b>29,507.3</b>	2,445.7	9.0
Paratransit	5,338.9	5,187.5	<b>5,281.2</b>	(57.7)	(1.1)
Facility Costs	835.8	1,095.2	<b>870.2</b>	34.4	4.1
<b>Total Operating Expenditures</b>	<b>33,236.3</b>	<b>35,091.8</b>	<b>35,658.7</b>	<b>2,422.4</b>	<b>7.3</b>

Full Time Equivalents (FTEs)	2015	2016
<b>General Fund -- Operating</b>		
Permanent	213.1	219.1
Casual	3.7	4.5
<b>Total</b>	<b>216.8</b>	<b>223.6</b>

## 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 the appropriate service requests when additional follow up is needed.

#### Cashier Services

- Delivers in-person customer service support on the main 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)

- 24/7 operations which delivers information, facilitates service requests, and dispatches after hours emergencies.

### Service

1. Community Customer Care – Customer service through telephone, online and in-person contact. This service is provided to the citizens and property owners of Regina, visitors to the community, and residents of the surrounding communities, providing information on all City services. Creates services requests where necessary, updates water and tax accounts for residents, coordinates after hours urgent requests, and takes payments for all City services.

### 2015 Accomplishments

- To help improve the customer service experience, scripts were created which provide Service Regina with up to date information to answer inquiries. Rather than directing a customer somewhere else in the organization or having to call the customer back, Service Regina now has more information on hand.

## Strategic Issues Opportunities

- Service Regina actively works with other operating areas to increase the ability to handle more complex customer service requests. Allowing Service Regina to resolve customer service requests without needing to initiate further contact with other departments, allows requests to be resolved faster and more efficiently – creating better customer service.
- The adoption of a new service request system will bring customer service software in-line with current technology and provide Service Regina with access to interactive maps and other tools to help enhance customer service delivery.

## Key Deliverables in 2016

- The creation of Service Level Agreements with all departments will take place in 2016. Having these agreements will establish clear functions and expectations between Service Regina and the other departments throughout the City.
- The Interim Customer Service Strategy – Corporate Customer Service Guidelines will be implemented and will provide employees with the tools, knowledge and training allowing them to provide more consistent front line service.

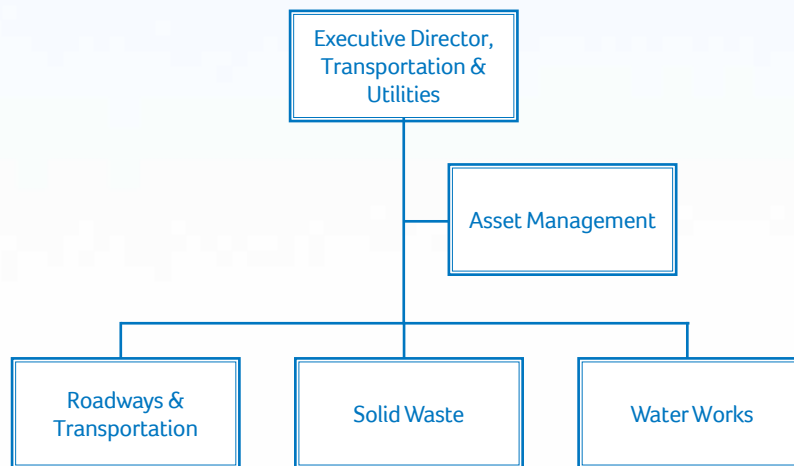
### Service Regina Expenditure Detail (\$000)

Expenditures	2015 Budget	2015 July Forecast	2016 Budget	Budget Change	
				Dollar Change	Per Cent Change
<b>General Fund</b>					
Service Regina	1,537.8	1,437.3	<b>1,440.7</b>	(97.1)	(6.3)
<b>Total Operating Expenditures</b>	<b>1,537.8</b>	<b>1,437.3</b>	<b>1,440.7</b>	<b>(97.1)</b>	<b>(6.3)</b>

Full Time Equivalents (FTEs)	2015	2016
<b>General Fund -- Operating</b>		
Permanent	32.0	32.0
Casual	0.5	1.5
<b>Total</b>	<b>32.5</b>	<b>33.5</b>

## Transportation & Utilities Division

Transportation & Utilities Division is a new division comprised of three departments: Waterworks, Roadways & 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

- Aligning infrastructure investments with future community needs.
- Providing and promoting conservation, stewardship and environmental responsibility to the City's plans and operations.

### Transportation & Utilities Division Expenditure Summary (\$000)

Expenditures	2015 Budget	2015 July Forecast	2016 Budget	Budget Change	
				Dollar Change	Per Cent Change
<b>General Fund</b>					
ED Transportation & Utilities	143.6	162.7	<b>270.0</b>	126.4	88.0
Solid Waste	20,067.6	20,147.7	<b>21,404.8</b>	1,337.2	6.7
Roadways & Transportation	37,608.6	37,357.5	<b>38,843.0</b>	1,234.4	3.3
<b>Total General Fund</b>	<b>57,819.8</b>	<b>57,667.9</b>	<b>60,517.8</b>	<b>2,698.0</b>	<b>4.7</b>
<b>Utility Fund</b>					
Water Works	40,055.9	39,006.4	<b>42,718.2</b>	2,662.3	6.6
<b>Costing Fund</b>					
Roadways & Transportation	9,159.2	18,987.8	<b>9,312.7</b>	153.5	1.7
<b>Total Costing Fund</b>	<b>9,159.2</b>	<b>18,987.8</b>	<b>9,312.7</b>	<b>153.5</b>	<b>1.7</b>
<b>Total Operating Expenditures</b>	<b>107,034.9</b>	<b>115,662.1</b>	<b>112,548.7</b>	<b>5,513.8</b>	<b>5.2</b>



**Executive Director – Transportation & Utilities Division Expenditure Detail (\$000)**

<b>Full Time Equivalents (FTEs)</b>								<b>2015</b>	<b>2016</b>
<b>General Fund -- Operating</b>									
Permanent								217.6	227.1
Casual								70.1	66.2
<b>General Fund -- Capital</b>									
Permanent								17.1	17.1
Casual								1.1	1.1
<b>Utility Fund -- Operating</b>									
Permanent								146.8	154.2
Casual								28.1	24
<b>Utility Fund -- Capital</b>									
Permanent								21.06	21.06
Casual								3.15	3.15
<b>Costing Fund</b>									
Permanent								9.7	10.7
Casual								2.8	2.8
<b>Total</b>								<b>517.4</b>	<b>527.3</b>

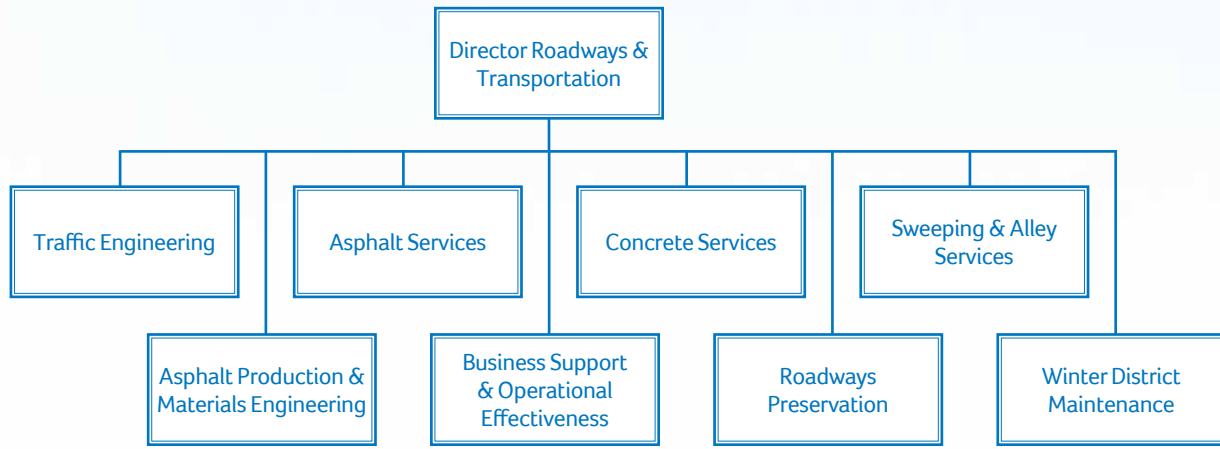
<b>Expenditures</b>	<b>2015 Budget</b>	<b>2015 July Forecast</b>	<b>2016 Budget</b>	<b>Budget Change</b>	
				<b>Dollar Change</b>	<b>Per Cent Change</b>
<b>General Fund</b>					
ED Transportation & Utilities	143.6	162.7	<b>110.4</b>	(33.2)	(23.1)
Asset Management	-	-	<b>159.6</b>	159.6	100.0
<b>Total Operating Expenditures</b>	<b>143.6</b>	<b>162.7</b>	<b>270.0</b>	<b>126.4</b>	<b>88.0</b>

<b>Full Time Equivalents (FTEs)</b>								<b>2015</b>	<b>2016</b>
<b>General Fund -- Operating</b>									
Permanent								3.0	1.0
Casual								-	-
<b>Total</b>								<b>3.0</b>	<b>1.0</b>

## Roadways & Transportation Department Summary Business Plan

### Mandate

Roadways & Transportation Department (R&T) is responsible to effectively build and maintain roadways, sidewalks, alleys, easements and bridges to ensure a safe, reliable transportation system for the community.



### Overview

The Department is divided into nine branches and delivers 10 services:

#### Asphalt Services

- Maintains and rehabilitates the paved roadway surfaces of streets and alleys.

#### Asphalt Production & Materials Engineering

- Provides quality asphalt mixes, granular and landscape materials and technical services.
- Manages production and sale of recycled materials.

#### Business Support & Operational Effectiveness

- Provides the business consulting oversight and administrative functions to the department.
- 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 & Alley Services

- Maintains the paved and gravel alley network including gravel surface rural roads.
- Provides sweeping services to the streets/medians, alley and sidewalks.

## Traffic Engineering

- Oversees the operation and maintenance of the City's traffic controls and street lighting systems.

## Winter District Maintenance

- Provides winter maintenance activities to roads, alleys and sidewalks in accordance with the Winter Maintenance Policy.
- Manages the snow dump.

## Services

1. Material Supply – Procures and provides various materials to Roadways & Transportation for construction, rehabilitation and maintenance of roads and alleys. Also provides inventory control and materials to Parks & Open Spaces.
2. Natural Gas Purchases – Oversees direct purchase of natural gas at lower prices than what is available from SaskEnergy under published rates.
3. Roadways and Infrastructure Construction – Oversees construction activities/operations required to build, maintain or preserve the assets related to the Transportation Network.
4. 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 are other services.
5. Traffic Control Management – Provides safe and efficient flow of traffic. Includes traffic signal, signage, barricade permits and construction signage/detours.
6. Transportation Network Maintenance Services – Provides maintenance activities on assets to ensure safety and functionality.
7. Asphalt Plant Operations – Production and distribution of asphalt, as well as the management of the asphalt plant.
8. Asset Management – Develops long-term strategies and plans to support policy objectives for specific assets or systems.
9. Construction Coordination Services – Coordinate, schedule, project execution, quality assurance and safety for construction activities related to the maintenance and preservation of the Transportation Network.
10. 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.

## 2015 Accomplishments

- Replacement of the Victoria Avenue bridges at the southeast 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 Official Community Plan's emphasis on financing programs and services using a benefits model.
- Sale of recycled asphalt products to outside sources as a cost recovery mechanism.
- Completed major rehabilitation of the Ring Road ahead of schedule and under budget.

## 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 fix the infrastructure challenges.
- Succession planning, talent retention, retirements are all challenges to the Roadways & Transportation Department. The department must complete documentation of policies and procedures to help reduce knowledge loss and maintain business continuity when long-standing employees retire.
- 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 the adequate funding and plan the necessary work. The warm dry weather in 2015 helped to complete many road projects either on time or ahead of schedule.

## Key Deliverables in 2016

- The department will be preparing a State of the Infrastructure Report to provide an update on Regina's network of roads. The report will allow the department to make necessary changes to the road maintenance schedule or re-evaluate how to plan and stage work.

### Roadways & Transportation Department Expenditure Detail (\$000)

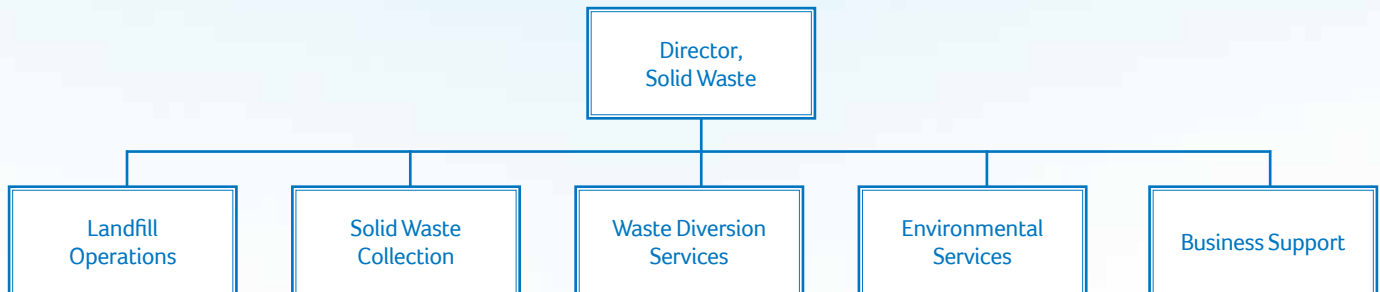
Expenditures	2015 Budget	2015 July Forecast	2016 Budget	Budget Change	
				Dollar Change	Per Cent Change
<b>General Fund</b>					
Director , R&TS	513.8	513.8	<b>549.2</b>	35.4	6.9
Asphalt Services	5,222.0	4,609.0	<b>5,542.1</b>	320.1	6.1
Concrete Services	3,643.7	3,643.7	<b>3,467.0</b>	(176.7)	(4.8)
Sweeping and Alley Services	7,249.5	7,209.6	<b>7,748.8</b>	499.3	6.9
Winter Road Maintenance	8,944.3	9,207.9	<b>9,068.2</b>	123.9	1.4
Traffic	8,738.4	8,757.3	<b>8,846.0</b>	107.6	1.2
Business Support- R&TS	692.2	786.6	<b>1,401.3</b>	709.1	102.4
Roadways Preservation	1,927.4	1,927.4	<b>1,524.2</b>	(403.2)	(20.9)
Asphalt Production & Field Services	320.2	321.2	<b>326.3</b>	6.1	1.9
Facility Costs	357.1	381.0	<b>369.9</b>	12.8	3.6
<b>Total General Fund</b>	<b>37,608.6</b>	<b>37,357.5</b>	<b>38,843.0</b>	<b>1,234.4</b>	<b>3.3</b>
<b>Costing Fund</b>					
Roadways & Transportation	9,111.2	18,932.1	<b>9,263.5</b>	152.3	1.7
Facility Costs	48.0	55.7	<b>49.2</b>	1.2	2.5
<b>Total Costing Fund</b>	<b>9,159.2</b>	<b>18,987.8</b>	<b>9,312.7</b>	<b>153.5</b>	<b>1.7</b>
<b>Total Operating Expenditures</b>	<b>46,767.8</b>	<b>56,345.3</b>	<b>48,155.7</b>	<b>1,387.9</b>	<b>3.0</b>

Full Time Equivalents (FTEs)	2015	2016
<b>General Fund -- Operating</b>		
Permanent	152.6	159.2
Casual	46.7	39.7
<b>General Fund -- Capital</b>		
Permanent	17.1	17.1
Casual	1.1	1.1
<b>Costing Fund</b>		
Permanent	9.7	10.7
Casual	2.8	2.8
<b>Total</b>	<b>230.0</b>	<b>230.5</b>

## Solid Waste Department Summary Business Plan

### Mandate

The Department provides waste management services and for Regina and surrounding communities.



### Overview

The Department is made up of five branches:

#### 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.

#### Waste Diversion Services

- Develops, designs and implements waste diversion programs and services as detailed in Waste Plan Regina.
- Manages the residential curbside recycling program and other recycling programs 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 diversion and reduction.

#### Solid Waste Collection

- Provides weekly collection of household waste to more than 62,000 residential properties.

#### Landfill Operations

- Operates the Fleet Street Landfill, accepting residential and commercial solid waste, building demolition materials, and fill dirt.
- Manages a landfill gas collection system which collects and combusts methane through flaring.
- Processes and repurposes construction and demolition waste delivered to the landfill.

#### Business Support

- Works with the other branches, facilitates strategy and business planning, develops business and process improvement initiatives, and provides performance data and other support.

## Services

1. Environmental Compliance – Provides environmental response, monitors environmental compliance and provides environmental engineering support.
2. Garbage Collection and Disposal – Collecting and hauling of residential garbage to the Landfill and operation of the Landfill.
3. Recycling and Diversion – Oversees the curbside residential and multi-family recycling program, and community-based diversion programs.

## 2015 Accomplishments

- Completion of a \$11 million expansion of the Fleet Street Landfill which will add 12 years of additional capacity.
- Completion of an Airspace Efficiency Audit, providing opportunities to maximize capacity and further extend the life of the landfill.
- Implementation of the multi-family residential recycling program. Over 92% of multi-family residential properties are providing recycling services to their tenants and have filed a Waste Plan with the City.
- Residential curbside collection for household waste and recyclables delivered to over 62,000 single-family residential properties.
- Introduction of a smaller curbside garbage cart, recognizing residents' successful efforts in reducing household waste.
- Delivery of educational and outreach programs including composting courses and school presentations.

## Strategic Issues and Opportunities

- The City's landfill operates as a regional facility, serving Regina and the broader surrounding community. 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 the 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. Feasibility of a user fee structure where all regularly-scheduled curbside waste services, including garbage, recycling, and potentially leaf and yard waste, as well as 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. Consideration would be given to community-based services, such as Big Blue Bin and other depot services, to be funded by general revenues.

## Key Deliverables in 2016

- The Landfill Gas to Energy Project that converts landfill gas to electrical power will become operational, generating expected gross revenues of \$21 million over a 20-year period.
- Recommendations will be presented to Council for the remaining elements of the enhanced service option of Waste Plan Regina, including a permanent solution to leaf and yard waste, household hazardous waste, bulky waste and the future of the Big Blue Bin Program will be brought forward to City Council.
- Delivery of a Landfill Closure Plan, detailing the requirements and estimated costs to decommission and monitor sections of the landfill that have reached full capacity.

**Solid Waste Department Expenditure Detail (\$000)**

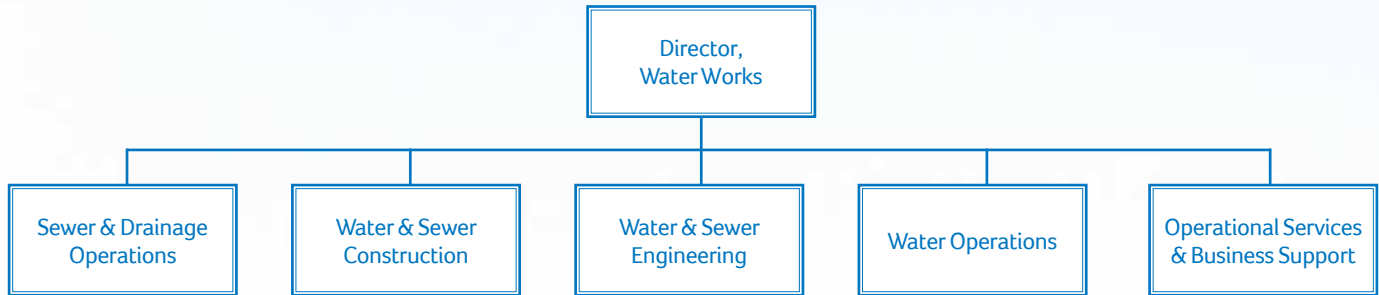
Expenditures	2015 Budget	2015 July Forecast	2016 Budget	Budget Change	
				Dollar Change	Per Cent Change
<b>General Fund</b>					
Director, Solid Waste	19.6	158.7	<b>67.5</b>	47.9	244.4
Environmental Services	390.0	358.6	<b>417.3</b>	27.3	7.0
Landfill Operations	4,682.4	5,297.8	<b>5,557.9</b>	875.5	18.7
Solid Waste Collection	8,655.0	8,548.7	<b>8,833.9</b>	178.9	2.1
Waste Diversion	6,202.1	5,665.4	<b>6,402.9</b>	200.8	3.2
Facility Costs	118.5	118.5	<b>125.3</b>	6.8	5.7
<b>Total Operating Expenditures</b>	<b>20,067.6</b>	<b>20,147.7</b>	<b>21,404.8</b>	<b>1,337.2</b>	<b>6.7</b>

Full Time Equivalents (FTEs)	2015	2016
<b>General Fund -- Operating</b>		
Permanent	62.0	64.9
Casual	23.4	26.5
<b>Total</b>	<b>85.4</b>	<b>91.3</b>

## Water Works Department Summary Business Plan

### 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:

#### Operational Services & Business Support

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

#### 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 for the Water Works Department.

#### Water Operations

- Operates and maintains water infrastructure, including underground pipe systems and pump stations and reservoirs.

### Services

1. Stormwater Collection and Flood Control – Collect and control drainage within Regina to minimize inconvenience, decrease property damage, and ensure public safety.
2. 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.
3. Water Supply and Distribution – Provides 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.



## 2015 Accomplishments

- Work was completed on a new detention pond and underground storm lines in south Albert which will reduce risk of property damage.
- Water pressure was increased for residents in north Regina and which will be complimented with the completion of a second pressure zone.
- To reduce the risk of underground pipe failures and extend the life of the infrastructure, nine kilometers of water and wastewater pipes were relined including a 1,200 mm diameter pipe.
- Through savings realized from the WWTP, the Utility is able to address critical aging infrastructure challenges sooner than anticipated. Projects that were deferred for up to 10 years in the 20-year capital plan were able to advance in 2015 as a result.

## Strategic Issues and Opportunities

- The Utility uses a mathematical model to rank and prioritize work across the Utility network. The model plans out work for the next 20 years.
- Succession planning and tradespeople retention has been a challenge, therefore resource will be redirected to assist in addressing shortfalls in trades.
- This year saw the 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.
- In 2014 and 2015, the City experienced very heavy rainfall events. This event emphasized the requirement to continue investment in our stormwater and wastewater infrastructure, as the projects that have completed assisted many areas of the City and also reinforced the need to continue with investment plans.
- In May of 2015, the Buffalo Pound Water Treatment Plant experienced unique lake conditions which temporarily limited the treated water supplied to the city. Investments will continue in the water treatment plant as we complete the Water Master Plan.

## Key Deliverables in 2016

- A Water Master Plan will be completed. The Plan will provide direction for capital investments in the water distribution system over the next 25 years.
- A new Septage Receiving Station will be constructed and operated using a cost-recovery business model.
- Continue investment in drainage infrastructure with another planned detention pond along Arcola Avenue, north of Victoria Street.
- Design work to advance the Trunk Relief Initiative and reduce the risk of wastewater overflows and sewer backups.
- Design and construction of a new ultra-violet (UV) system and electrical upgrades at the Buffalo Pound Water Treatment Plant.

**Water Works Department Expenditure Detail (\$000)**

<b>Expenditures</b>	<b>2015 Budget</b>	<b>2015 July Forecast</b>	<b>2016 Budget</b>	<b>Dollar Change</b>	<b>Percent Change</b>
<b>Utility Fund</b>					
Water Operations	13,749.1	13,782.6	<b>14,218.9</b>	469.8	3.4
Water & Sewer Construction	8,576.5	8,050.3	<b>9,545.2</b>	968.7	11.3
Sewer & Drainage Operations	6,388.8	6,369.5	<b>7,054.0</b>	665.2	10.4
Water Engineering	2,457.8	2,110.6	<b>2,716.4</b>	258.6	10.5
Waste Water Treatment	8,883.7	8,693.4	<b>9,183.7</b>	300.0	3.4
<b>Total Operating Expenditures</b>	<b>40,055.9</b>	<b>39,006.4</b>	<b>42,718.2</b>	<b>2,662.3</b>	<b>6.6</b>

<b>Full Time Equivalents (FTEs)</b>	<b>2015</b>	<b>2016</b>
<b>Utility Fund -- Operating</b>		
Permanent	146.8	154.2
Casual	28.1	24
<b>Utility Fund -- Capital</b>		
Permanent	21.06	21.06
Casual	3.15	3.15
<b>Total</b>	<b>199.11</b>	<b>202.41</b>

## Regina Police Service (RPS) Summary Business Plan

### Mandate

The Regina Police Service provides policing services to the municipality of Regina. This includes: 9-1-1 and emergency response; attending to non-emergent complaints; quality investigations; enforcing federal, provincial and municipal laws; traffic safety; educating and engaging the public in crime prevention; and, with partners, creating effective interventions to enhance community safety. The Regina Board of Police Commissioners provides governance for the Service.



### Overview

The Service is divided into four divisions:

#### Headquarters

- Includes: Professional Standards (ensuring proper conduct of employees); Public Information and Strategic Communication; Cultural and Community Diversity; Strategic Services (planning and research); the Regina Integrated Intelligence Unit (made up of RPS and RCMP investigators); and Legal Counsel.

#### Criminal Investigation Division

- Includes: Family Services (child abuse, vice and the SK Internet Child Exploitation Unit, or ICE); Street Crimes (property crime); Major Crimes (homicides, current and long-term missing persons, habitual offenders and gangs); Commercial Crimes (frauds and arsons); and the Regina Integrated Drug Unit (made up of RPS and RCMP investigators).

#### Community Services Division (CSD)

- Includes: Patrol (uniformed officers responding to calls for service); Traffic Safety; School Resource Officers; Community Service Centres and the Downtown Beat; Inquiry Desk; Emergency Services (e.g., SWAT, bomb squad); Communications Centre; Victim Services; and Detention.

#### Administration Division

- Includes: Human Resources (recruitment and training); Police Information and Evidence Management (storing/accessing information and evidence); Facilities Services; Information Technology Services; Fleet Services; and Financial Services.

## Services

1. Emergency Call Response – Quick response to emergency calls for service is a priority for our Patrol members and call takers. Emergency call types include assault in progress, attempted suicide in progress, impaired drive in progress, injured or sick person, 9-1-1 call check, weapons offence, and motor vehicle accident involving injury.
2. Non-Emergency Call Response – Patrol members also respond to non-emergency calls for service. These calls are assigned a less-urgent priority than emergency calls. The public can also report certain non-emergency occurrences online at [reginapolice.ca](http://reginapolice.ca) or in person at Police Headquarters.
3. Criminal Investigations – Quality investigations are crucial to holding offenders to account. Generally, investigations include gathering and analyzing evidence, conducting interviews, preparing documentation for court and delivering testimony.
4. Traffic Safety – The RPS is responsible for enforcing federal, provincial and municipal traffic laws. In addition, regular public awareness campaigns through various forms of media encourage safe use of Regina's roadways.
5. Crime Prevention and Partnerships – The RPS engages in several proactive crime prevention activities to further enhance community safety and well-being. Collaboration with other stakeholders is often an effective strategy for mitigating, reducing, or eliminating root causes of crime.
6. Community Engagement – The RPS engages the community through various means, including exchanges through social media, building relationships with Regina's diverse populations, conducting bi-annual community perceptions surveys, and through everyday positive interactions between RPS members and the public.

## 2015 Accomplishments

- According to the Canadian Centre for Justice Statistics, the Regina CMA (Census Metropolitan Area) outpaced all other Canadian CMAs in terms of crime reduction since 2004.
- Eight additional police officers were assigned to the front-line to ensure Patrol is adequately staffed to meet demands. These re-assignments were enabled by civilianizing select administrative or technical positions which were previously held by police officers.
- PACT (Police and Crisis Team), a collaboration between the Regina Police Service and the Regina Qu'Appelle Health Region, was implemented. This team deals with mental health, addictions and homeless persons in an attempt to improve the response to persons who are in crisis or have received services from hospital emergency and police on a repeat basis.
- The CARE (Canine Assisted Response and Education) Officer position was implemented. This officer, teamed with a fully-trained trauma dog, works out of the Regina Children's Justice Centre to enhance the treatment and care for victims of crime.
- The 11UI (11 and Under Initiative) continues to bring effective and meaningful solutions to many of Regina's at-risk children under the age of 12. The 11UI is now part of TRiP (The Regina intersectoral Partnership) model, which also includes the new twelve&up Initiative, to ensure follow-up work continues with families and youth into their teen years.
- The University of Regina was contracted to conduct our bi-annual community perceptions survey and analyze results. This is the third time citizens of Regina have been asked to provide feedback on public confidence of police, fear of crime, quality of service, trust and confidence and other matters.
- Upgrades to the Emergency Services Training Facility, including the development of a close quarters battlehouse, will enhance our ability to conduct firearms training and scenario training.
- The two-year pilot project with SGI for automated speed enforcement was implemented on Ring Road and in select school zone locations.

## Strategic Issues and Opportunities

- In spite of substantial reductions over the past decade, crime in Regina continues to be among the highest when comparing Canadian cities.
- Contemporary police services balance traditional law enforcement with proactive crime prevention activities (e.g., addressing risk factors, working with youth, collaborating with other service providers, and engaging the community). Both elements are crucial to ensuring public safety but both also require commitments of time and resources.
- Regina's growth brings with it "big city" crime, including increased organized crime (e.g., outlaw motorcycle gangs), use of firearms in violent offences, and trafficking of cocaine, crystal meth and other illegal drugs.

## Key Deliverables in 2016

- An additional eight Constables will be assigned to Patrol to maintain a balance between traditional law enforcement and proactive crime prevention. This will also ensure the Service continues to meet public expectations for service. The cost of this addition is partially offset by civilianizing select administrative or technical positions currently held by police officers.
- Patrol members will be equipped with and trained to use carbine rifles. These rifles are more precise and more effective from a distance than shotguns. Though crisis situations requiring this response are rare, this equipment will enhance safety for both officers and the public.
- The R2MR (Road to Mental Readiness) training program will be delivered to all employees in 2016. This training is designed to reduce the stigma of mental illness and promote mental health and resiliency in a police force workplace setting.

## Regina Police Service General Fund Budget Summary (\$000s)

Revenue Source (\$000's)	2015 Budget	2015 July Forecast	2016 Budget	Budget Change	
				Dollar Change	Per Cent Change
<b>Revenue</b>					
Provincial Programs	6,766.8	6,806.8	<b>6,812.5</b>	45.7	0.7
Federal Programs	283.3	215.8	<b>125.6</b>	-157.7	(55.7)
Other Police Revenue	1,823.5	2,099.6	<b>2,218.0</b>	394.5	21.6
<b>Total Revenues</b>	<b>8,873.6</b>	<b>9,122.2</b>	<b>9,156.1</b>	<b>282.5</b>	<b>3.2</b>
<b>Expenses</b>					
Salaries and Benefits	68,533.6	68,682.2	<b>71,784.9</b>	3,251.3	4.7
Corps of Commissionaires	409.2	409.2	<b>419.4</b>	10.2	2.5
Operational Expenses	-				
Headquarters	770.2	770.2	<b>824.9</b>	54.7	7.1
Criminal Investigation	829.9	829.9	<b>581.8</b>	(248.1)	(29.9)
Community Services	1,359.5	1,359.5	<b>1,991.6</b>	632.1	46.5
Administration	5,017.8	5,017.8	<b>5,235.2</b>	217.4	4.3
<b>Total Operating Expenses</b>	<b>76,920.2</b>	<b>77,068.8</b>	<b>80,837.8</b>	<b>3,917.6</b>	<b>5.1</b>
Transfer to Reserve	-		0.0	0.0	-
<b>Total Expenses</b>	<b>76,920.2</b>	<b>77,068.8</b>	<b>80,837.8</b>	<b>3,917.6</b>	<b>5.1</b>



# APPENDIX A

## Description of Internal Reserves

All reserves of the City of Regina are established by Council through bylaw. They are subject to established financial policies regarding their 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 its 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, however, 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 are any operating surplus and unexpended capital funds originally sourced from the reserve. A suggested minimum balance for the fund is \$19.4 million to \$38.8 million, which represents 5-10% of budgeted revenues.

**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 the reserve.

**Planning and Sustainability Reserve**

This reserve is used to fund planning and sustainability capital projects. Its 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. This 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**

This 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 the police and the City.

**Regina Revitalization Initiative Stadium Reserve**

The Regina Revitalization Initiative Stadium Reserve is used to fund Regina's new stadium capital projects or a loss in stadium operations. It is funded by the net revenue and net capital funding from stadium operating projects plus interest revenue.



### **Small Tools Reserve**

This 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 money is 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. This reserve is used to fund capital expenditures for Landfill Operations, Solid Waste Collection and Waste Diversion branches.

### **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 the print services operations, and if required, offset a shortfall in the operation of the services.

### **Winter Road Maintenance**

The Winter Road Maintenance Reserve covers the difference between the budgeted amount for the Winter Road Maintenance Program and actual expenditures. Over expenditures are funded from the reserve and under expenditures are transferred to the reserve. The program includes 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 B

## 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.

### METER SIZE RATIOS FOR WATER BASE RATE

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

### PROPERTY SIZE RATIOS FOR DRAINAGE LEVY

0 to 1,000 m <sup>2</sup>	1.0	17,001 to 19,000 m <sup>2</sup>	18.0
1,001 to 3,000 m <sup>2</sup>	2.0	19,001 to 21,000 m <sup>2</sup>	20.0
3,001 to 5,000 m <sup>2</sup>	4.0	21,001 to 23,000 m <sup>2</sup>	22.0
5,001 to 7,000 m <sup>2</sup>	6.0	23,001 to 25,000 m <sup>2</sup>	24.0
7,001-9,000 m <sup>2</sup>	8.0	25,001-27,000 m <sup>2</sup>	26.0
9,001 to 11,000 m <sup>2</sup>	10.0	27,001 to 29,000 m <sup>2</sup>	28.0
11,001 to 13,000 m <sup>2</sup>	12.0	29,001 to 31,000 m <sup>2</sup>	30.0
13,001 to 15,000 m <sup>2</sup>	14.0	Over 31,000 m <sup>2</sup>	32.0
15,001 to 17,000 m <sup>2</sup>	16.0		

Regardless of actual property size, the rate for properties up to 1,000 m<sup>2</sup> 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 transferred 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 \$57,011,900 for 2016. 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, plus
- 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 2016, these amounts total \$9.2 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 2016 is \$5.8 million.

# APPENDIX C

## Detailed Capital Plan

City of Regina 2016 to 2020 General Fund Capital Plan										
Division	Department	Project/Program Name	Year					Grand Total		
			2016	2017	2018	2019	2020			
			Carry Forward							
City Council & Committees	City Council & Committees	Agenda & Meeting Management Replacement Solution	\$0	\$0	\$0	\$0	\$0	\$0	\$125,000	
		Legal Services							\$125,000	
	City Manager	Law Office Management Software System							\$125,000	
		Legal Services Total							\$125,000	
	City Operations	Fire & Protective Services	Civic Radio System Replacement	\$0	\$1,082,000	\$569,000			\$0	\$1,766,000
			Fire Capital Equipment Restoration & Wellness		\$50,000	\$50,000	\$50,000	\$50,000	\$50,000	\$250,000
		Major Projects	Railyard Renewal Project (RRP)		\$1,132,000	\$619,000	\$50,000	\$50,000	\$50,000	\$2,016,000
			Stadium Project		\$12,042,273	\$28,950,000				\$40,992,273
			Major Projects Total		\$37,859,000	\$28,950,000	\$50,000	\$50,000	\$50,000	\$78,851,273
	City Operations Total		\$38,024,000	\$13,174,273	\$29,569,000	\$50,000	\$50,000	\$50,000	\$80,867,273	
City Planning & Development	Assessment, Tax & Real Estate	South East Land Development	\$23,559,000	\$16,000,000	\$5,000,000			\$0	\$31,000,000	
		Assessment, Tax & Real Estate Total		\$10,000,000	\$5,000,000			\$0	\$31,000,000	
	City Planning	13th Avenue corridor improvements - Albert St to Lewvan Dr			\$100,000					\$100,000
		13th Avenue Corridor Improvements (Lewvan to Campbell)				\$100,000				\$100,000
		9th Ave N & West leg of Regina Bypass Interchange							\$366,667	\$366,667
		ANNUAL EMME Model Update		\$20,000	\$20,000				\$20,000	\$80,000
		Chuka Boulevard - Primrose Drive to Arens Road		\$3,000,000						\$3,000,000
		Lewvan and Regina Avenue Intersection Upgrades		\$300,000						\$300,000
		Pasqua Street Widening - Sherwood Drive to Ring Road		\$0	\$457,143	\$457,143			\$457,143	\$1,828,572
		Saskatchewan Dr. - Lewvan to Campbell - Functional & Property Purchase		\$0	\$375,000	\$375,000			\$375,000	\$1,500,000
Transportation Master Plan Update			\$51,200	\$51,200				\$51,200	\$204,800	
Wascona Parkway and Highway No.1 Intersection Capacity Upgrades			\$50,000						\$50,000	
City Planning Total		\$694,000	\$3,903,343	\$1,003,343	\$1,003,343		\$1,270,010	\$7,530,039		
Development Services	Development Services	Arcola Avenue - Victoria Ave to Winnipeg Street	\$600,000		\$3,675,000					\$600,000
		Argyle St N Extension (Sangster Blvd to Rochdale)								\$3,675,000
		Chuka Blvd Extension (400m N of Green Apple to Primrose Green Dr)			\$2,887,500					\$2,887,500
		Comprehensive Zoning Bylaw Review		\$1,400,000	\$850,000	\$650,000			\$4,000,000	\$4,000,000
		Development Standards Manual Review and Update		\$1,100,000	\$23,076	\$23,076			\$23,076	\$92,304
		Diefenbaker Drive - McCarthy Boulevard to Balzer Road		\$2,075,000					\$133,333	\$2,075,000
		Hill Ave and West Regina Bypass		\$750,000	\$400,000	\$250,000			\$133,333	\$1,400,000
		Implementation of Planning and Building Software		\$580,000						\$580,000
		Lewvan Drive and 13th Avenue Intersection Improvements			\$14,000	\$14,000			\$14,000	\$56,000
		Official Community Plan (OCP) Update - ROADS COMPONENT				\$2,100,000				\$2,100,000
Parliament Ave Extension (James Hill Rd to Campbell St)							\$500,000	\$1,000,000		
Pinkie Rd (9th Ave N to 200m south of CPR) Property Purchase							\$600,000	\$600,000		
Prince of Wales & Arcola Double Lefts								\$600,000		
Prince of Wales Drive Twinning - Eastgate Drive to Dewdney Avenue								\$1,850,000		

Division	Department	Project/Program Name	2016 Carry Forward	Year 2016	2017	2018	2019	2020	Grand Total	
City Planning and Development (cont'd.)	Development Services (cont'd.)	Ring Rd Widening (Albert St to McDonald St) Design				\$800,000			\$800,000	
		Roadways Completion Program			\$50,000	\$50,000	\$50,000		\$50,000	\$200,000
		Rochdale Blvd twinning (existing to Agyle St)				\$2,100,000				\$2,100,000
		Ross Ave & McDonald St intersection (N/S left turns)							\$300,000	\$300,000
		Ross Ave & Winnipeg St intersection (lengthen lefts)							\$300,000	\$300,000
		Saskatchewan Dr & Lewvan Dr Property Purchase			\$375,000	\$375,000	\$375,000		\$375,000	\$1,500,000
		Saskatchewan Drive Reconstruction - Campbell to Courtney							\$500,000	\$500,000
		Transportation Master Plan - Major Updates - PARKS AND REC COMPONENT				\$8,000	\$8,000		\$8,000	\$32,000
		Transportation Master Plan - Minor Updates - PARKS AND REC COMPONENT				\$4,800	\$4,800		\$4,800	\$19,200
		Wascana Outdoor Aquatic Park - Capacity Upgrade					\$4,800,000			\$4,800,000
Development Services Total			-\$5,407,000	\$6,955,000	\$2,274,876	\$17,937,376	\$2,224,876	\$2,208,209	\$31,600,337	
City Planning & Development Total			\$18,846,000	\$17,305,000	\$22,178,219	\$23,940,719	\$3,228,219	\$3,478,219	\$70,130,376	
City Services	Community Services	Athletic Fields/Sport Facilities Restoration, Repair and Upgrades		\$250,000	\$150,000	\$150,000		\$150,000	\$850,000	
		Confederation Park Upgrade		\$2,078,000					\$2,078,000	
		CPED Improvements		\$25,000	\$25,000			\$25,000	\$75,000	
		Mamawéyatián Centre (formerly North Central Shared Facility)		\$2,045,000	\$1,860,000					\$3,905,000
		Neighbourhood Park Planning and Development			\$250,000	\$250,000		\$250,000	\$250,000	\$1,000,000
		Parking Meter Replacement Program		\$15,000	\$15,000	\$15,000		\$15,000	\$15,000	\$75,000
		Playground Replacement and Restoration Program		\$220,000	\$220,000	\$220,000	\$220,000	\$220,000	\$220,000	\$1,100,000
		Recreation Equipment and Furnishings		\$200,000	\$200,000	\$200,000		\$200,000	\$200,000	\$1,000,000
		Recreation Facility Plan Refresh		\$225,000	\$100,000					\$325,000
		Recreation Management Software Replacement		\$150,000		\$320,000				\$150,000
Zone Level Off-Leash Dog Parks					\$320,000			\$160,000		
Community Services Total			-\$122,000	\$5,208,000	\$3,140,000	\$835,000	\$860,000	\$995,000	\$11,038,000	
City Services	Parks & Open Space	Backstop Restoration		\$25,000	\$25,000	\$25,000		\$30,000	\$135,000	
		Cemeteries General Allocation		\$115,000	\$100,000	\$100,000	\$100,000	\$100,000	\$515,000	
		City Square Plaza Restoration		\$30,000	\$30,000	\$30,000	\$30,000	\$30,000	\$150,000	
		Golf Courses General Allocation		\$275,000	\$300,000	\$300,000	\$375,000	\$375,000	\$1,625,000	
		Irrigation System Restoration		\$225,000	\$200,000	\$150,000	\$200,000	\$250,000	\$1,025,000	
		Multi-use Pathway Asphalt Recapping		\$200,000	\$200,000	\$200,000	\$195,000	\$195,000	\$990,000	
		Outdoor Ice - Water Service Repair		\$25,000	\$10,000	\$25,000	\$10,000	\$25,000	\$95,000	
		Parks and Open Space Restoration		\$225,000	\$225,000	\$150,000	\$225,000	\$250,000	\$1,075,000	
		Plant Material Establishment Funding		\$0	\$0	\$125,000	\$125,000	\$144,215	\$144,215	\$538,430
		Ride on Sweeper/Scrubber - Parks Maintenance		\$60,000	\$84,000	\$84,000	\$42,000	\$84,000	\$84,000	\$60,000
Tree Replacement along Arterials, Buffers and Parks				\$25,000	\$25,000	\$25,000	\$25,000	\$25,000		
Water Features Restoration			\$252,000	\$1,289,000	\$1,324,000	\$1,172,000	\$1,418,215	\$1,508,215	\$6,711,430	
Scheduling Software				\$0	\$403,000	\$0	\$0	\$0	\$403,000	
Transit				\$0	\$403,000	\$0	\$0	\$0	\$403,000	
Transit Total			\$130,000	\$6,497,000	\$4,867,000	\$2,007,000	\$2,278,215	\$2,503,215	\$18,152,430	
City Services Total			\$130,000	\$6,497,000	\$4,867,000	\$2,007,000	\$2,278,215	\$2,503,215	\$18,152,430	

Division	Department	Project/Program Name	2016 Carry Forward	Year 2016	2017	2018	2019	2020	Grand Total		
Corporate Services	Facilities	Cemeteries Facilities Revitalization and Sustainability		\$20,000	\$20,000	\$20,000	\$20,000	\$20,000	\$100,000		
		Corporate Facilities Program Enhancements/Employee Engagement		\$250,000	\$250,000	\$250,000	\$250,000	\$250,000	\$1,250,000		
		Corporate Office Space for New Employees		\$75,000	\$75,000	\$75,000	\$75,000	\$75,000	\$375,000		
		Corporate Office Space Upgrades		\$1,900,000	\$1,900,000			\$1,900,000	\$5,700,000		
		Employee Provided Parking Improvements (Non-City Hall)		\$150,000	\$150,000	\$150,000	\$150,000	\$150,000	\$750,000		
		Employee Provided Parking Revitalization (City Hall)		\$675,000	\$675,000	\$100,000	\$100,000	\$100,000	\$875,000		
		Facilities Asset Revitalization and Sustainability		\$3,850,000	\$4,000,000	\$4,000,000	\$4,000,000	\$4,250,000	\$20,350,000		
		Facilities Security Infrastructure Program		\$0	\$25,000	\$25,000	\$25,000	\$25,000	\$100,000		
		Golf Course Facilities Revitalization and Sustainability		\$50,000	\$225,000	\$225,000	\$225,000	\$225,000	\$950,000		
		Landfill Operations Centre		\$0	\$10,300,000	\$10,300,000	\$11,200,000		\$21,500,000		
		Municipal Justice Building		\$560,000	\$560,000	\$100,000			\$660,000		
		NWLC Universally Accessible Play Ground and Site Revitalization		\$1,000,000					\$1,000,000		
		Outdoor Pool Program		\$0	\$500,000	\$500,000	\$1,850,000	\$6,290,000	\$6,280,000		
		Outdoor Rink Board Improvements		\$125,000	\$125,000	\$125,000	\$125,000	\$125,000	\$625,000		
		Parks and Facilities Yard Facilities Master Plan		\$410,000	\$3,360,000	\$3,360,000	\$5,740,000	\$1,030,000	\$10,540,000		
		Roof Fall Arrest Program		\$200,000	\$200,000	\$50,000	\$50,000	\$1	\$300,001		
		Tennis Court Redevelopment		\$225,000	\$235,000	\$235,000	\$245,000	\$255,000	\$1,225,000		
		Transit Fleet Maintenance Facility		\$5,310,000	\$9,450,000	\$7,490,000	\$7,490,000	\$5,850,000	\$28,100,000		
		Transit Shelters Improvements		\$50,000	\$50,000	\$50,000	\$50,000	\$50,000	\$250,000		
		Facilities Total		\$3,453,000	\$14,850,000	\$30,815,000	\$31,595,000	\$18,595,001	\$13,715,000	\$109,570,001	
		Finance		Corporate Payment System	\$1,904,000	\$375,000	\$150,000	\$0	\$0	\$0	\$525,000
		Finance Total		Civic Fleet Replacement	\$8,733,500	\$7,933,500	\$7,366,000	\$7,366,000	\$8,106,500	\$8,085,500	\$40,225,000
		Fleet Services	Fire Fleet Replacement		\$935,000	\$935,000	\$850,000	\$1,000,000	\$1,000,000	\$262,500	\$3,982,500
			Fleet Addition - Transit Buses		\$550,000	\$550,000	\$550,000	\$550,000	\$550,000		\$2,200,000
			Small Tools Replacement		\$84,000	\$84,000	\$84,000	\$84,000	\$84,000	\$84,000	\$420,000
			Transit Fleet Replacement		\$3,960,000	\$660,000	\$3,960,000	\$3,960,000	\$4,150,000	\$3,430,000	\$16,160,000
		Fleet Services Total		\$14,262,500	\$10,162,500	\$12,810,000	\$13,890,500	\$11,862,000	\$62,987,500		
Information Technology Services	Business Transformation Program: Decision Making & Reporting (Budget to Variance)		\$400,000						\$400,000		
	Business Transformation Program: Procurement		\$0	\$1,900,000					\$1,900,000		
	ePayment Stabilization Project		\$50,000	\$50,000	\$250,000	\$250,000	\$250,000	\$250,000	\$800,000		
	ITS Sustainable Infrastructure		\$150,000	\$200,000	\$200,000	\$200,000	\$200,000	\$200,000	\$750,000		
	ITS Technology Growth		\$160,000	\$30,500					\$190,500		
	Municipal Area Network Broadband Wireless		\$81,000	\$2,380,500	\$450,000	\$450,000	\$450,000	\$0	\$4,090,500		
Information Technology Services Total		\$5,438,000	\$30,297,500	\$43,508,000	\$44,855,000	\$32,935,501	\$25,577,000	\$177,173,001			
Corporate Services Total											

Division	Department	Project/Program Name	2016 Carry Forward	Year 2016	2017	2018	2019	2020	Grand Total	
Transportation & Utilities	Roadways & Transportation Services	Asphalt Services Construction Expansion (Equipment)		\$1,160,000					\$1,160,000	
		Bridge Infrastructure Renewal		\$6,400,000	\$7,330,000	\$7,580,000	\$7,773,000	\$5,070,000	\$34,153,000	
		Fleet Addition - Motor Graders		\$375,000	\$375,000					\$750,000
		Front Mounted mulcher Attachment for Grader		\$140,000						\$140,000
		Ice Control Equipment Upgrade		\$825,000	\$205,000		\$190,000			\$1,220,000
		New/Enhanced Traffic Signals		\$900,000	\$666,667		\$666,667			\$3,566,668
		Rear Packer Attachment for Grader		\$50,000						\$50,000
		Residential Roads Improvement Program		\$5,472,000	\$3,820,600		\$3,897,000	\$3,975,000	\$11,198,160	\$28,362,760
		Snow Storage Site		\$362,000						\$362,000
		Street Infrastructure Renewal		\$17,700,000	\$18,000,000		\$18,000,000		\$18,000,000	\$89,700,000
		Sweeper Attachment for Loader		\$30,000						\$30,000
		Temp		\$0						\$0
		Traffic Infrastructure Renewal		\$1,650,000	\$1,650,000		\$1,650,000		\$1,650,000	\$8,250,000
		Traffic Signal Pre-emption		\$0	\$69,200		\$69,200			\$138,400
		Traffic Signals Uninterrupted Power Supply		\$0	\$175,000		\$175,000		\$175,000	\$700,000
<b>Roadways &amp; Transportation Services Total</b>		\$164,000	\$35,064,000	\$32,291,467	\$32,037,867	\$32,429,667	\$36,759,827	\$168,582,828		
Solid Waste Management	Solid Waste Management	Landfill - Annual Infrastructure Renewal		\$200,000	\$200,000	\$200,000	\$200,000	\$200,000	\$1,000,000	
		Landfill - Wind Fence (West Boundary)		\$1,300,000		\$2,500,000		\$2,500,000	\$1,300,000	
		Landfill Cap and Closure		\$950,000						\$950,000
		Landfill Compactor		\$0	\$2,000,000				\$2,000,000	
		Landfill Gas Recovery System		\$170,000						\$170,000
		Landfill Transfer Station Bins		\$0	\$200,000	\$200,000	\$200,000	\$200,000	\$800,000	
		Refuse Cart Replacement		\$0	\$150,000					\$150,000
		Waste Shredder		\$704,000	\$2,620,000	\$2,550,000	\$2,900,000	\$2,900,000	\$13,870,000	
		<b>Solid Waste Management Total</b>		\$868,000	\$37,684,000	\$34,841,467	\$34,937,867	\$35,329,667	\$39,659,827	\$182,452,828
		Transportation & Utilities Total		\$25,282,000	\$132,727,500	\$119,361,176	\$135,482,592	\$78,945,320	\$79,516,891	\$540,033,479
Police	Police Administration	Transfer to Asset Revitalization Reserve from Current Contributions		\$0	\$192,900	\$400,000			\$592,900	
		Communications		\$155,000	\$225,000	\$242,900	\$172,300	\$25,000	\$820,200	
		Emergency Services Equipment		\$80,000	\$227,000	\$80,000	\$80,000	\$80,000	\$547,000	
		Facilities Development		\$850,000	\$850,000	\$800,000	\$800,000	\$800,000	\$4,100,000	
		Fleet		\$690,000	\$1,025,000	\$200,000	\$300,000	\$300,000	\$2,515,000	
		Info Management/Projects		\$972,000	\$517,000	\$1,335,000	\$1,871,000	\$2,056,000	\$6,751,000	
		Info Technology Infrastructure		\$2,747,000	\$3,036,900	\$3,057,900	\$3,223,300	\$3,261,000	\$15,326,100	
		<b>Police Administration Total</b>		\$0	\$2,747,000	\$3,036,900	\$3,057,900	\$3,223,300	\$3,261,000	\$15,326,100
		<b>Police Total</b>		\$25,282,000	\$135,474,500	\$122,398,076	\$138,540,492	\$82,168,620	\$76,777,891	\$555,359,579



## 2016 General Fund Capital Plan – Detailed Project Descriptions

### City Council & Committees

#### Agenda & Meeting Management Replacement Solution

The software used by the Office of the City Clerk to manage paperless meeting materials, meeting minutes and video streaming needs replacement as the software company has discontinued support. This project will find an alternative software solution to ensure continued online hosting for the current and archived City Council meeting videos, meeting minutes, agendas, and agenda materials.

#### Transfer to Asset Revitalization Reserve from Current Contributions

The City of Regina is working to build its capacity to renew and maintain its infrastructure. It has attempted to do this gradually over the last eight years by allocating an increasing amount each year to capital renewal from its annual operating budget. Currently, there is work underway to develop long-range asset management plans. Some of the funds transferred from the Operating Budget to Capital each year are placed in the Asset Revitalization Reserve so they can be allocated once these plans are complete.

### Office of the City Manager

#### Legal Services

##### Law Office Management Software System

Legal Services requires an integrated software solution to automate the practice and manage the business of law. The software will provide access to the structured information for every case and contract and provides a historical background for every file. The software will allow the legal professionals to deliver more value to clients while increasing productivity and efficiency. It will automate case, docket, relationship and document management and time entry. The software will allow the department to reduce paper by incorporating electronic document management practices.

### Operations Group

#### Fire & Protective Services

##### Fire Capital Equipment Restoration & Wellness

This program addresses unfunded equipment replacement needs. A life cycle analysis has identified funding gaps based on life expectancy, and historical equipment upgrades based on National Fire Protection Association (NFPA) Standards, Canadian Standard Association (CSA) Standards and Occupational Health and Safety regulations. This funding will address what was a lack of specific funding programs to replace the equipment. Items in this category are related to fire appliances, specialized tools and equipment including thermal imaging cameras.

##### Civic Radio System Replacement

The last Trunked Radio System Infrastructure upgrade was in 2003 and many of the existing components are at the end of their life cycle. This project will facilitate a gradual – both financially and technically – system migration to newer radio system infrastructure. Public Safety users require a Public Safety Grade Project 25 (P25) System. P25 is a suite of standards for digital radio communications for use by federal, provincial and local public safety agencies in North America that allow communication with other agencies and mutual aid response teams during emergencies. This project started in 2014 and is expected to conclude in 2018.

## Major Projects

### Stadium Project

Regina's new stadium project is part of the Regina Revitalization Initiative (RRI). The RRI was launched in May 2011 as a vision to redevelop two large areas of land in Regina's inner-city. The new stadium will be located at Evraz Place. Construction began in 2014 and occupancy of the new stadium will be in 2017.

## City Planning & Development Division

### Assessment, Tax & Real Estate

#### South East Land Development

This is a four-phased development project with the first phase being 16.3 hectares. The project requires an upfront investment in infrastructure with a return projected to occur in two to three years.

### City Planning

#### Lewvan Drive and Regina Avenue Intersection Upgrades

This project includes the twinning of the left turns from Lewvan Drive to Regina Avenue. An opportunity existed in 2015 for this project to be completed by Public Works and Infrastructure and as such, this budget request is to refund the City for moneys spent in 2015.

#### Wascana Parkway and Highway No. 1 Intersection Capacity Upgrades

This project includes the detailed design and construction of intersection capacity upgrades at the Wascana Parkway and Highway No. 1 Bypass intersections which experiences significant queuing and operational concerns related to traffic coming from the University of Regina. The solution may include construction of dual left-turn lanes, relocation of utilities and changes to the traffic control signals. The capacity improvements will provide a permanent solution to meet long-term traffic growth associated with expansion at the University of Regina, Saskatchewan Polytechnic and southeast Regina. Funding for this project is provided through 50% Roads and Related Servicing Agreement Fees and 50% Current Contributions to Capital.

### Development Services

#### Arcola Avenue Repaving and Widening - Victoria Ave to Winnipeg Street

The current asphalt is near the end of its life cycle and requires replacement. At the same time, overall city growth and increased road usage requires that this portion of roadway be widened and improved to sustain the level of service for traffic. As part of the roadway widening, new roadside landscaping will be provided.

#### Comprehensive Zoning Bylaw Review

This four-year project is necessary since adoption of *Design Regina: The Official Community Plan*. Legislation from the *Planning and Development Act, 2007* stipulates that "no development shall be carried out that is contrary to the official community plan." To ensure this occurs, the Act states in 34(2) that Council shall ensure that the municipality's zoning bylaw is consistent with its OCP and that any portions of the *Regina Zoning Bylaw* that are found to be inconsistent are unenforceable. The *Regina Zoning Bylaw* establishes specific rules, regulations, and standards governing land development and as such is essential to fully execute the vision of the OCP.

#### Diefenbaker Drive - McCarthy Boulevard to Balzer Road

This project includes the detailed design and construction of Diefenbaker Drive from McCarthy Boulevard to Balzer Road, which is 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. Funding for this project is provided through 100% Roads and Related Servicing Agreement Fees.

### **Implementation of Planning and Building Software**

The demand for development and building approvals has increased significantly in response to strong growth conditions in Regina. This has created a process challenge and the use of software is an innovative way to increase work flow efficiencies, reduce or replace outdated paper-based systems, create less data duplication – all while improving customer service and demands for service delivery.

This software system has the opportunity to modernise how the City does business by linking various property specific information including development history, zoning details, permit background, assessment, request's for service, building records, enforcement actions/status, and other data and act as a universal data management and access system.

### **Lewvan Drive and 13th Avenue Intersection Improvements**

Increased traffic at 13th Avenue and Lewvan Drive requires additional turning movements and other capacity related infrastructure upgrades to accommodate higher traffic volumes. In addition, a sidewalk will be added to the north side of 13th Avenue to improve pedestrian movements.

### **Prince of Wales Drive Twinning - Eastgate Drive to Dewdney Avenue**

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 Servicing Agreement Fees.

## **City Services Division**

### **Community Services**

#### **Athletic Fields/Sport Facilities Restoration, Repair and Upgrades**

The City of Regina 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 and amenities to address growth and ensure participants and spectators have access to quality facilities.

#### **CPTED Improvements**

The Crime Prevention through Environmental Design (CPTED) program is a comprehensive approach to addressing safety issues and citizen concerns in public recreation spaces. This program is a collaborative approach involving the community, Regina Police Service and City Administration to identify options and alterations to existing park and recreation facilities to address public safety concerns. The goals of such initiatives are to reduce opportunities for crime as well as fear of crime in public space.

#### **Confederation Park Upgrade**

Located adjacent to the new stadium at EVRAZ Place, Confederation Park was constructed in 1927 and is one of Regina's oldest historic parks. The park is an important historic place and serves as an extended gathering and programming space, as well as provides valuable green space for the surrounding community. Funds for this project will be used to do an extensive, thoughtful renovation of the grounds, electrical and irrigation systems and the fountain.

**Mâdawêyatitân Centre (formerly North Central Shared Facility)**

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. Using an integrated approach, the Mâdawêyatitân Centre will be used to provide a unique mix of cultural, social, educational, recreational and community programs and services. It will support a new way of community leadership and a new way of educating students. This initiative will contribute to the development of a stronger, healthier and more engaged community which will have a positive impact on the overall neighbourhood. The Mâdawêyatitân Centre will also contribute 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. The centre is projected to open in early 2017.

**Parking Meter Replacement Program**

Approximately two-thirds of the parking meters in the downtown area have reached the end of their life cycle, resulting in more parking spaces being unavailable 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.

**Playground Replacement and Restoration Program**

The City's goal 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 178 playgrounds on City property. Of these, over 41 are considered to have either reached their lifespan or be in poor condition. Funding from this program is used to replace playgrounds as well as 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 2016, funds will be used to replace two play structures and repair synthetic surfacing at another site.

**Recreation Equipment and Furnishings**

The City of Regina operates a number of arts, culture, recreation and sport facilities. Funds from this program budget are used for the replacement, revitalization and sustainability of recreation equipment and furnishings. A life cycle replacement plan has been developed to guide purchases and ensure customers have access to safe, reliable equipment that satisfies program needs and customer expectations.

**Recreation Facility Plan Refresh**

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 five years since the plan was approved, there have been significant changes that require a refresh. The refresh will respond to increased growth throughout Regina, the condition of aging infrastructure and furthermore, it will align the Plan to the City's Official Community Plan.

**Recreation Management Software Replacement**

The City's recreation management software will be unsupported by the end of 2017. Part of this software is the online component that allows roughly 85% of our customers to register for recreation programs online. To continue providing customer service, revenue generation and cost recovery objectives, Community Services must acquire and implement a comprehensive, user-friendly and information technology best-fit software. System migration from the old software will take approximately 18 months.

## Parks & Open Space Department

### 9th Ave North & West leg of Regina Bypass Interchange

This is road work on 9th Avenue North and the West leg of the Regina Bypass Interchange.

### Backstop Restoration

This program provides funding for the restoration or decommissioning of ball diamond backstops. Sites are chosen 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. 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.

### Cemeteries General Allocation

The Cemeteries General Allocation is funded entirely through the Cemeteries Reserve and 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.

### City Square Plaza Restoration

This funding is used to restore or replace deteriorated, vandalized or damaged elements within the City Square Plaza. It is also used to correct deficiencies in the landscape planning. Funding is used to repair or replace amenities such as the paving stone surface, plaza furniture and other components within the Plaza.

### Golf Courses General Allocation

The Golf Courses General Allocation is funded entirely through the Golf Course Reserve and is used to sustain the golf courses' assets to ensure that the golf course program continues to operate effectively. 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.

### Irrigation System Restoration

Funding is used to restore and replace deteriorated irrigation system components throughout the City's parks and open spaces. Work 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.

### Multi-use Pathway Asphalt Recapping

Residents and visitors enjoy 37 kilometres of multi-use pathway throughout Regina. Some sections of the pathway are in need of immediate recapping, with the remainder needing to be recapped over the next few years to keep them in usable and safe condition. This program started in 2010, as a project phased over 10 years. Recapping includes cleaning and applying tack oil to the area to be recapped and supplying and installing 50 mm of hot mix asphalt. The cost is \$65,100 per kilometre for a three metre wide path.

### Outdoor Ice - Water Service Repair

The City operates 60 outdoor ice surfaces comprised of 22 boarded (hockey) surfaces and 38 pleasure skating surfaces. There are 41 locations strategically located throughout the city. Each of these sites has a water service to flood the rink. Funding is required to repair the water services when they fail or freeze.

**Parks and Open Space Restoration**

This funding is used to restore or replace deteriorated open space amenities to a safe and useable condition. Funding is used for activities such as major turf repair, furniture and fixture replacement, hard-surface pathway repairs, tree and shrub bed replacement, drainage repairs and retaining wall replacement.

**Ride-on Sweeper/Scrubber - Parks Maintenance**

The Parks Maintenance Branch currently maintains hard surfaces on City Square Plaza, Scarth Street and the City Hall Courtyard using manual cleaning tools such as push brooms, scrub brushes and walk behind sweepers. Due to the amount of debris these areas take in from high-foot traffic, maintaining service levels is becoming unmanageable. As the City Square Plaza, City Hall Courtyard and Scarth Street are heavily utilized for public events, the addition of a Ride-on Sweeper/Scrubber will allow staff to maximize service efficiencies. As well, the unit will be available for Facilities Management Services to use on a shared basis.

**Tree Replacement along Arterials, Buffers and Parks**

Over the past several years, tree vacancy has become noticeable along arterial roads, buffers and within park space. Tree vacancy is a result of tree mortality after the three-year establishment period. While newly-planted trees are maintained and watered during the establishment period they do not receive further care. Most trees survive, however some die as a result of mechanical damage, vandalism, rodents, wildlife, environmental conditions and road construction. This program will replace these vacancies.

**Water Features Restoration**

Water features, comprised of waterfalls and fountains at Wascana View Park, Kiwanis Waterfall Park, Lakewood Park, Rochdale Park and Lakeridge Park, have reached their maturation point. The features do not operate as originally designed and in some cases are unsafe or require an assessment as to their safety. Funding will be used to both determine and then implement repairs, replacements, and decommissioning of assets.

## Corporate Services Group

### Facilities Department

#### **Cemeteries Facilities Revitalization and Sustainability**

Funding is allocated to cemetery facilities for asset renewal projects identified in the Facilities Management Services capital planning program. Projects include structural, architectural, mechanical, electrical and code, or safety requirements, to maintain the integrity of the facility systems such that the City programs and operations can continue to effectively operate.

#### **Corporate Facilities Program Enhancements/Employee Engagement**

The Corporate Facilities Program Enhancements aims to provide funding for workspace improvement projects which contribute to improving employee engagement. The funding is allocated towards smaller workspace improvement projects each year which have a direct impact on employee engagement.

#### **Corporate Office Space for New Employees**

This is an annual program involving placeholder funding for office space for new Full-Time Employees (FTEs) approved through the annual operating and capital budget process. Funding is to be adjusted based on the actual FTEs 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 contemporary office space guidelines. Over time, this program will provide enhanced work space and quality of work experience for employees throughout the organization. New contemporary open office space guidelines provide for a more modern and efficient approach to designing office space. The funding being requested in 2016 is specifically to fund office space renovations at Fire Administration Headquarters (HQ).

The interior of Fire Administration Headquarters is outdated and the office layout is not aligned with corporate standards. The roof was replaced in 2009 and the last interior refresh was in 2003. The overall design is traditional closed offices with a large unoccupied area in the centre which had been used to house the International Association of Fire Fighters (IAFF) Museum. The museum, although a significant piece of the city's history, is better displayed in a non-office environment. A few years ago, the majority of the museum pieces were moved to storage and the space previously occupied by it remains unused, resulting real estate that is underutilized at a time when our real estate inventory is extremely limited.

#### **Employee-Provided Parking Improvements (Non-City Hall)**

This funding is for general repairs and upgrades to the employee parking sites other than City Hall including new pavement, paving overlays, installation and repair of new light standards, electrical plugs and fencing.

#### **Employee-Provided Parking Revitalization (City Hall)**

This capital program includes ongoing capital maintenance at the City Hall Parkade. The funding in 2016 will include a major refurbishment on the City Hall parkade structure. The last major work that was done on the parkade was in 2007. Parkade structures that are exposed to extreme temperatures and the rigors of vehicles, snow removal, road salt, etc. require significant maintenance approximately every 10 years, with ongoing regular maintenance.

#### **Facilities Asset Revitalization and Sustainability**

This program allocates funding to key facilities revitalization projects consisting of various structural, architectural, mechanical, electrical, or safety requirement work to maintain the integrity of City facilities. The work does not include enhancements, replacement or additions to facilities.

#### **Golf Course Facilities Revitalization and Sustainability**

This funding is allocated to golf course facilities for asset renewal projects identified in the Facilities Management Services capital planning program. Projects include structural, architectural, mechanical, electrical code or safety requirements to maintain the integrity of the facility systems such that the City programs and operations can continue to effectively operate.

**Municipal Justice Building**

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 of Regina. 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.

**North West Leisure Centre Site Revitalization**

This funding will replace or renew a retaining wall along the north side of the facility as part of the foundation is in poor condition and is at risk of failure. There is also a boardwalk surrounding the storm water retention pond which is part of the multi-use path system. This pond is also failing and beyond minor repairs.

**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.

**Parks and Facilities Yard Facilities Master Plan**

The project will construct a new building and associated site development to accommodate the Parks and Facilities field maintenance staff. This will bring the staff in a single 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 pave the way for the demolition or conversion of the Forestry Building for equipment storage and the eventual demolition or sale of the GM complex.

**Roof Fall Arrest Program**

This is a multi-year program to implement fall protection and roof access systems which will allow safe access to facility roofs as per OH&S regulations. Significant work has been completed on the program already including an assessment of all 52 major buildings considered in the program, City Hall window washing anchors, the purchase of standard fall protection material and one year of installation of systems. The remaining phases of work involve the installation of the remaining systems.

**Tennis Court Redevelopment**

The City currently provides four synthetic surface tennis sites, with a total of 14 courts, which are intended for city-wide use, as well as 20 asphalt sites, with a total of 42 courts, that allow for participation at the neighbourhood level. Of the 56 courts, a number are in a state of disrepair due to lack of funding. Investments are being made in a select number of courts with other lesser used asphalt courts being decommissioned over time. The plan presented was endorsed by Tennis Saskatchewan and local tennis clubs and was generally supported by the public.

**Transit Shelters Improvements**

This funding is to add new transit 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.

**Transit Fleet Maintenance Facility**

The project involves the construction of a new Transit Fleet Maintenance Facility co-located with the current Transit Operations Centre. The existing Transit Fleet Maintenance Facility no longer meets the functional requirements necessary to provide the appropriate level of service to the Transit Fleet. No land purchase is required to proceed as the City of Regina owns the land, however, the site will require some environmental remediation prior to construction proceeding.



## Finance Department

### Corporate Payment System

The Corporate Payment System project is the implementation of a new corporate payment solution. Effective November 30, 2017, the technology currently used by the City, as well as the support for that technology, will be discontinued. This places some urgency in finding and implementing a software solution.

## Fleet Department

### Civic Fleet Replacement

This program replaces the fleet assets which have reached or exceeded their economic life. In 2016, 99 vehicles and equipment units are planned for replacement.

### Fire Fleet Replacement

This program replaces the frontline fire fleet and support vehicle assets that have reached or exceeded their planned economic life. In 2016, one pumper apparatus, one SUV support vehicle and one pickup support vehicle replacement are planned.

### Fleet Addition - Transit Buses

In March 2014, seven buses were not replaced and were retained for use to ensure enough buses are available to meet daily operational requirements, and 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.

The ongoing 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 ongoing 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.

### Small Tools Replacement

This ongoing program replaces small tools under the civic fleet replacement reserve.

### Transit Fleet Replacement

This program replaces Transit Fleet assets that have reached or exceeded their expected useful life. In 2016, the replacement of six, 40 foot low floor transit buses and 6 paratransit minibuses is planned.

## Information Technology Services (ITS)

### Business Transformation Program: Decision Making & Reporting (Budget to Variance)

This initiative provides enhanced reporting capabilities. In turn, this will result in more informed, strategic and timely decision making. The initiative will include new budget system technology that is fully integrated with Financial and Human Resources systems providing stronger linkages from strategy to funding plans to actual spending.

### ePayment stabilization Project

The current ePayment Web Application used to pay parking tickets online is outdated and requires an upgrade/replacement to adequately provide maintenance and support to maintain security and infrastructure compliance.

### ITS Sustainable Infrastructure

This program provides the ongoing funding to replace aging and end of life ITS infrastructure components including hardware, software, storage and networking equipment. In most cases, core ITS infrastructure hardware components are refreshed/replaced on a five-year lifecycle and are purchased with five years of support and warranty based on that lifecycle plan.

## **ITS Technology Growth**

This program provides the ongoing funding to allow the City to expand its IT infrastructure services to accommodate the needs of new employees, new services and new City network locations, as well as the growing needs of existing employees and services. This includes new server hardware, growth in storage infrastructure and backup capacity, switches and other network hardware, new infrastructure related software and licenses, Wifi hardware/software/licenses and other related infrastructure growth costs.

## **Municipal Area Network Broadband Wireless**

This project has been a multi-year investment for the purpose of connecting traffic signals, city business areas and City facilities to the corporate network through broadband wireless technology. The broadband wireless network now covers approximately 75% of the city's footprint with the south area as the only current major area not covered by broadband wireless connectivity. Once complete, the city will benefit from almost 100% coverage of the main city area.

## **Transportation & Utilities Division**

### **Roadways & Transportation Services**

#### **Asphalt Services Construction Expansion (equipment)**

Over the coming years, Asphalt Services will be performing work for the capital program, Residential Road Renewal Program, maintenance paving under the patching budget, as well as work with other departments such as Facilities and Major Projects for parking lot paving. Additional equipment is needed as current levels do not provide room for this capacity growth. If the equipment levels are not increased, more work would have to be contracted out, which is more costly with less work being accomplished. With City of Regina staff paving we would be able to pave additional 10.1 km of road per year (once the Residential Road Renewal program has matured), more than if the work was contracted out.

#### **Bridge Infrastructure Renewal**

The Bridge Infrastructure Renewal program funds all activities related to maintaining the City's bridge infrastructure network. These activities include bridge maintenance, various engineering studies, bridge inspections, bridge designs, bridge construction projects, project management, and administration.

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. Detailed inspections on the City's inventory of roadway bridges are completed on a three-year cycle and pedestrian bridges on a five-year cycle. The City's administration 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.

There are currently 88 structures in the City's infrastructure network, which includes 42 roadway bridges, 37 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 (MHI) 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. Currently, the City's inventory of 42 roadway bridges has the following condition ratings; 23 in good, three in fair, and 16 in poor. 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 37 pedestrian bridges has the following condition ratings; 23 in good, 11 in fair, and three in poor.

#### **Fleet Addition - Motor Graders**

Since the adoption of the Winter Maintenance Policy in 2006, the road network has grown by 20% from 891km to 1,072 km in 2014. Furthermore, the 2013 Annexation of the RM of Sherwood resulted in the acquisition of an additional 35 km of grid roads around the perimeter of Regina. This is over a 100% increase to the number of gravel roads the City is responsible to maintain year round. This increase requires more equipment to maintain the level of service outlined in the Policy.

### **Front Mounted Mulcher Attachment for Grader**

The funding will be used to purchase one front mounted mulcher attachment for graders to allow equipment operators to pull the shoulders in on the high grade roads.

### **Ice Control Equipment Upgrade**

Many of the trucks used in ice control activities require replacement over the next number of years. Many of these trucks are underutilized and inefficient due to their smaller size and stature. With the growth of the city, there is a need to upgrade to a larger and more capable truck. This will also continue to introduce proven enhancements in the slide-in sander technology which can equipment can significantly reduce material cost, labour cost and seasonal transition cost.

### **New/Enhanced Traffic Signals**

New and/or enhanced traffic signals are required based on new development and growth, changes in traffic flow, increasing traffic congestion, pedestrian accessibility needs and public transit schedule adherence considerations. Projects included within this program include traffic signal design and installation, new/additional/enhanced vehicle detection device installation, signal timing/phasing changes, including the addition of left turn signal displays, and accessible pedestrian signals installation and intersection evaluation. Labour, including design and evaluation time, materials, supplies, equipment, analysis tools, software, and consulting/contracted services to complete this work are within the scope of the program.

In 2016, 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 2016 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.

### **Rear Packer Attachment for Grader**

The funding will be used to purchase one rear packer attachment for grader. This will allow our equipment operators to apply compaction while they are maintaining the high grade roads.

### **Residential Roads Improvement Program**

The residential road network is in less favourable condition, and its condition has deteriorated significantly during the last 20 years. Based on residential road condition assessment, roughly 40% of the residential network is in an 'excellent' or 'good' condition and the remaining 60% is in a 'fair' or 'poor' condition. While the majority of residential roadways are in excellent to fair condition, there is a significant risk that those roads that are currently rated as 'fair' will become classified as 'poor' within the next few years. Moreover, there is a significant threat that the entire network of residential roads will deteriorate to the extent that complete reconstruction is required based on life cycle of road design criteria. The typical life cycle of road is 50-60 years and the required maintenance involves a combination of restoration activities until reconstruction is required. To achieve a sustainable condition of the roadways network with a manageable mix of roads in different conditions, a certain level of renewal must occur every year.

### **Snow Storage Site**

This project includes further development of the existing snow storage site to allow the City to charge a levy or snow dumping fee for access to the City's snow storage site. The project costs include the initial land development, basic grading and drainage, engineering consultant fees, building access roads, lighting, and fencing. The development will be undertaken in two stages. The first stage began in 2015, with consulting and designing costs. The second phase will start in 2016, with site grading, access roads development, lighting and the installation of a chain link fence around the facility.

### **Street Infrastructure Renewal**

The program is in place to improve the condition of existing street infrastructure assets. This program funds planning, design, project coordination, and contract administration for street infrastructure renewal projects. Activities include project

coordinators salary and benefits; skill development and other training costs; engagement of consultants and contractors to provide engineering design, project management and construction services; co-ordination of street infrastructure projects with construction activities managed by other divisions or departments; collection of data on the physical condition of roads; enhancement of technology and supporting tools for strategic planning and program development to strengthen street infrastructure assets.

The City's street infrastructure network consists of 1,068 km paved roads and 1,598 km sidewalks. About 59% of the network length is made up of residential roads, 16% collectors, 20% arterials, and 5% industrial/ commercial. There is also 29.57 km identified as an urban highway connector and, therefore, falls under the Urban Highway Connector Program (UHCP).

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. However, only 45% of the residential network is in a fair or good condition and its condition has deteriorated significantly during the last 20 years.

Roads structures (base underlying the asphalt surface) are designed with an expected life-cycle of 45-50 years. In order to survive their full life-expectancy, road preservation activities must appropriately be applied every 10-15 years until reconstruction is required at the end-of-life. Over the past three years, the Street Infrastructure Renewal Program budget was used primarily for preventative maintenance treatments, on average 9% to thin lift overlay, 74% to rehabilitation, and 17% to reconstruction.

#### **Sweeper Attachment for Loader**

This funding will be used to purchase one sweeper attachment for an existing loader, allowing the loader to sweep high speed roads safely throughout the summer season when required.

#### **Traffic Infrastructure Renewal**

Traffic Infrastructure Renewal will be a program in 2016 that will focus on renewing all facets of traffic signal infrastructure such as: 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, and LED replacements.

### **Solid Waste Department**

#### **Landfill - Annual Infrastructure Renewal**

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 landfill fences and roadways.

#### **Landfill - Wind Fence (West Boundary)**

The Fleet Street Landfill is regulated by the Saskatchewan Ministry of Environment through a permit to operate. This permit states that the landfill must control all windblown litter or face a regulatory contravention of its permit. The landfill faces prevailing winds from the northwest and southeast. Currently there is a chain link security fence along the west portion of the landfill. To comply with the permit to operate, it is necessary to keep the adjacent properties litter-free, therefore, the City currently send employees to pick litter along the ditches, fields and roads. New technologies and methods to control debris have evolved over the years. Wind fences are now commonplace at landfills. The landfill is requesting a capital investment to design, purchase and install 1,000 meters of wind fence.

### **Landfill Compactor**

A critical component of landfill operations is air space management. Optimizing airspace requires compacting waste into the least amount of space, and leads to extending the life of the landfill. A capital investment in an additional landfill compactor will ensure best practices are being followed to comply with the City's Ministry of Environment permit to operate at the multiple tipping areas. The landfill currently operates with one compactor. With multiple tipping faces an additional compactor is required to effectively manage the compaction at the various tipping sites. Failure to properly compact waste will use up current landfill space, requiring an accelerated expansion schedule.

During peak delivery periods, the amount of waste requiring compaction is greater than we can physically compact with one compactor. The use of multiple tipping faces adds additional inefficiencies related to moving the compactor between tipping faces. At current rates, the City is under-compacting by approximately 10% - 20%. This capital purchase will help improve these results.

### **Landfill Transfer Station Bins**

The transfer station is a transport area where residents and smaller vehicles can unload their waste into bins. The transfer station opened in 2003 as a result of the decision to move residential traffic from the active tipping face to reduce risk of personal injury or property damage for our customers. Bins were purchased at that time to facilitate the transportation of waste from the transfer station to the tipping facility and are in need of replacement.

## **Regina Police Service**

### **Emergency Services**

To support ongoing upgrades at the Emergency Services Training Facility and the introduction of carbines (rifles) to the front-line, \$155,000 is required for 2016.

### **Facilities Development**

A total of \$80,000 for ongoing furniture replacement.

### **Fleet**

In 2016, \$850,000 for Fleet will continue to provide ongoing funding for the regular replacement of marked, unmarked and specialty vehicles.

### **Information Technology**

To support infrastructure and business applications, \$1,662,000 of funding is required. This will support the 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, implementation of Digital Evidence Management Software, project development for Business Intelligence Software and specialized software to support tactical analysis.

City of Regina 2016 to 2020 Utility Fund Capital Plan										
Division	Department	Project/Program Name	2016 Carry Forward	Year 2016	2017	2018	2019	2020	Grand Total	
City Operations	Major Projects	Wastewater Treatment Plant Upgrade Project		\$72,300,000					\$72,300,000	
	Major Projects Total	WWTP Effluent Research		\$50,000					\$50,000	
City Operations Total			\$0	\$72,350,000	\$0	\$0	\$0	\$0	\$72,350,000	
City Planning & Development	Planning	Eastern Wastewater Treatment Study		\$500,000					\$500,000	
	Planning Total			\$500,000	\$0	\$0	\$0	\$0	\$500,000	
		Development Standards Manual Review and Update		\$280,000	\$11,538	\$11,538	\$11,538	\$11,538	\$46,152	
		Diefenbaker Water Trunk Main Extension			\$185,000	\$185,000	\$185,000	\$185,000	\$740,000	
		Downtown Wastewater System Upgrades			\$549,000	\$549,000	\$549,000	\$549,000	\$2,196,000	
		Downtown Water System Upgrades							\$1,300,000	
		Drainage Route Construction Green on Gardiner							\$6,500,000	
		North Pump Station Upgrades to Pump and Piping to serve eastern pressure zone							\$6,500,000	
		Sanitary Main Oversizing, Greens on Gardiner Phase 6, Stage 2 (SA/14-04)		\$35,000					\$35,000	
		Sanitary Mains Oversizing		\$35,000					\$35,000	
		Twinning of 600mm Main from Farrell Pump Station			\$1,837,500	\$1,837,500	\$1,837,500	\$1,837,500	\$3,675,000	
		Wastewater Treatment Plant - Expansion			\$1,020,833	\$1,020,833	\$1,020,833	\$1,020,833	\$4,083,332	
		Water Distribution Main Oversizing			\$100,000				\$100,000	
		Water Main Oversizing, Greens on Gardiner Phase 6, Stage 2 (SA/14-04) – Primrose Green Drive			\$65,000				\$65,000	
	City Planning & Development Total			\$332,000	\$1,815,000	\$3,603,871	\$3,603,871	\$8,266,371	\$8,266,371	\$25,555,484
Corporate Services	Finance	Utility Billing Equipment Replacement Program		\$40,000	\$20,000	\$20,000	\$40,000	\$20,000	\$140,000	
	Finance Total	Utility Billing System Upgrade		\$70,000	\$240,000	\$240,000	\$240,000	\$240,000	\$1,030,000	
	Information Technology Services	Corporate Infrastructure – Utility Portion	\$2,266,000	\$110,000	\$260,000	\$260,000	\$280,000	\$260,000	\$1,170,000	
	Information Technology Services Total		\$66,000	\$325,000	\$325,000	\$325,000	\$325,000	\$325,000	\$1,625,000	
	Corporate Services Total			\$435,000	\$585,000	\$585,000	\$605,000	\$585,000	\$2,795,000	
	Solid Waste Management	Environmental Compliance – Storm Water Retention Ponds			\$50,000					\$50,000
		Environmental Compliance – WWTP Quality Monitoring			\$100,000					\$100,000
		Solid Waste Management Total			\$150,000	\$0	\$0	\$0	\$0	\$150,000
			Area 1 & 17 - Location 1		\$800,000	\$3,000,000	\$3,000,000	\$3,000,000	\$3,000,000	\$3,800,000
	Transportation & Utilities		Area 1 & 17 - Location 2			\$500,000	\$500,000	\$3,000,000	\$3,000,000	\$3,500,000
		Area 1 & 17 - Location 3				\$500,000	\$500,000	\$3,000,000	\$3,500,000	
		Area 1 & 17 - Location 4					\$500,000	\$500,000	\$3,500,000	
		Area 13 Upgrades		\$5,500,000					\$5,500,000	
		Trunk Upgrade							\$5,000,000	
		Area 13 Upgrades - Imperial Park Phase 2 Detention Facility and Relief				\$2,500,000			\$2,500,000	
		Area 2A Upgrades - Richardson Park						\$2,500,000	\$2,500,000	
		Area 8 Upgrades - Arcola Avenue Detention Facility		\$4,000,000	\$2,000,000				\$6,000,000	
		BPWTP Unfunded Program		\$5,000,000	\$6,462,400	\$10,000,000	\$10,000,000	\$10,000,000	\$41,462,400	
		Buffalo Pound Water Treatment Plant Substation			\$2,600,000				\$2,600,000	

Division	Department	Project/Program Name	2016 Carry Forward	Year 2016	2017	2018	2019	2020	Grand Total	
Transportation & Utilities (cont'd.)	Water Works (cont'd.)	CCTV Camera Truck Upgrades		\$200,000					\$200,000	
		City Wide Drainage Model Update		\$600,000					\$600,000	
		Control system and communication			\$50,000					\$100,000
		Distributed Water Quality Modeling			\$150,000					\$150,000
		Drainage Infrastructure Renewal			\$2,500,000	\$2,500,000	\$2,500,000	\$2,500,000	\$2,500,000	\$12,500,000
		Drainage Master Plan			\$600,000					\$600,000
		Drainage Pump/Lift Station Replacements			\$230,000			\$690,000		\$920,000
		Drainage Pump/Lift Station Upgrades			\$375,000	\$200,000	\$200,000	\$200,000	\$200,000	\$1,175,000
		Drainage Renewal - Residential Roads			\$350,000	\$350,000	\$350,000	\$350,000	\$350,000	\$1,750,000
		Dykes, Drainage Channels and Lake Improvements			\$400,000	\$400,000	\$400,000	\$400,000	\$400,000	\$2,000,000
		Eastern Pressure Zone			\$5,000,000	\$14,000,000	\$14,000,000	\$14,000,000	\$14,000,000	\$61,000,000
		Fire & Security Vulnerability Upgrade - Monitoring					\$800,000	\$800,000		\$1,600,000
		Frost Wheel			\$300,000					\$300,000
		Future Equipment Purchase				\$250,000		\$250,000	\$250,000	\$1,000,000
		Groundwater Well Renewals						\$1,000,000		\$1,000,000
		Hydrant Nozzle Replacement			\$120,000	\$120,000	\$120,000	\$120,000	\$120,000	\$600,000
		Integrated WW solution for new growth			\$6,000,000	\$23,120,000	\$18,200,000	\$13,280,000	\$13,280,000	\$73,880,000
		Lift Station Upgrade			\$375,000	\$200,000	\$200,000	\$200,000	\$200,000	\$1,175,000
		Reservoir Inspection and Rehabilitation				\$500,000	\$2,500,000			\$3,000,000
		Second Pressure Zone Upgrades			\$160,000		\$3,500,000		\$0	\$3,500,000
		Seepage Hauling Station Operation			\$160,000					\$160,000
		Supply Line Improvements			\$1,000,000	\$1,000,000	\$1,000,000	\$1,000,000	\$1,000,000	\$5,000,000
		Trench Settlement Remediation			\$300,000	\$300,000	\$300,000	\$300,000	\$300,000	\$1,500,000
		Trunk Water Main - Somerset			\$1,900,000					\$1,900,000
		Unplanned Catch Basin Replacement			\$80,000	\$80,000	\$80,000	\$80,000	\$80,000	\$400,000
		Unplanned Hydrant Replacement			\$250,000	\$250,000	\$250,000	\$250,000	\$250,000	\$1,250,000
		Unplanned Sewer Connection Replacement			\$680,000	\$680,000	\$680,000	\$680,000	\$680,000	\$3,400,000
		Unplanned Water Service Connection Replacement			\$2,000,000	\$2,000,000	\$2,000,000	\$2,000,000	\$2,000,000	\$10,000,000
		Unplanned Water Valve Replacement			\$285,000	\$285,000	\$285,000	\$285,000	\$285,000	\$1,425,000
		Wastewater Infrastructure Renewal			\$8,000,000	\$8,000,000	\$8,000,000	\$9,000,000	\$9,000,000	\$42,000,000
		Waste Water Master Plan - placeholder					\$5,000,000	\$5,000,000	\$5,000,000	\$15,000,000
		Wastewater Pump/Lift Station Replacements				\$2,182,000				\$2,182,000
		Wastewater Renewal - Residential Roads Program			\$500,000	\$500,000	\$500,000	\$500,000	\$500,000	\$2,500,000
		Water Infrastructure Renewal			\$4,000,000	\$7,000,000	\$7,000,000	\$7,000,000	\$7,000,000	\$32,000,000
		Water Master Plan - placeholder				\$5,000,000	\$5,000,000	\$5,000,000	\$5,000,000	\$20,000,000
		Water Meter Installations			\$500,000	\$500,000	\$500,000	\$500,000	\$500,000	\$2,500,000
Water Meters and AMR Replacement				\$5,000,000	\$5,000,000	\$10,000,000	\$10,000,000	\$25,000,000		
Water Pumping Station Upgrades and Equipment			\$1,200,000	\$1,000,000	\$1,000,000	\$2,000,000	\$2,000,000	\$8,200,000		
Water Renewal - Residential Roads Program			\$0	\$1,100,000	\$1,100,000	\$1,100,000	\$1,100,000	\$4,400,000		
Water Works Total			\$52,525,000	\$88,277,400	\$96,447,000	\$94,485,000	\$94,485,000	\$92,225,000	\$423,959,400	
Transportation & Utilities Total			\$32,742,000	\$88,277,400	\$96,447,000	\$94,485,000	\$94,485,000	\$92,225,000	\$424,109,400	
<b>Utility Fund Total</b>			<b>\$35,406,000</b>	<b>\$127,775,000</b>	<b>\$92,466,271</b>	<b>\$100,635,871</b>	<b>\$103,356,371</b>	<b>\$101,076,371</b>	<b>\$525,309,884</b>	
<b>Total 2016-2020 Capital Plan</b>			<b>\$60,688,000</b>	<b>\$263,249,500</b>	<b>\$214,864,347</b>	<b>\$239,176,363</b>	<b>\$185,524,991</b>	<b>\$177,854,262</b>	<b>\$1,080,669,463</b>	

## 2016 Utility Fund Capital Plan – Detailed Project Descriptions

### City Planning & Development

#### City Planning

##### **Eastern Wastewater Treatment Study**

The Regina and Region Water and Wastewater Study revealed that there is a lack of wastewater servicing capacity, specifically with municipalities on the eastern side of the city. It also identified potential wastewater infrastructure upgrades which will be required for the southeast side of the city as it reaches a population of approximately 235,000 people, anticipated to be around the year 2020. The Study provided a very high level overview of possibilities, but to move any specific project forward on the east side, a review of the specific options, their capital and operating costs and examination of workable governance models to this situation is required. The study is intended to provide clarity and a plan to move the recommended project forward.

#### Development Services

##### **Diefenbaker Water Trunk Main Extension**

The approved construction extending Diefenbaker Drive from McCarthy Boulevard to Balzer Road in 2016, extends the watermain along Diefenbaker Drive (McCarthy Boulevard to Balzer Road) providing a second water distribution connection to Skyview. The entire Skyview subdivision is currently supplied water by a single watermain located along Koep Avenue and this project will create redundancy and improve the overall water system. The project is 100% funded through Utility Servicing Agreement Fees.

##### **Drainage Route Construction Green on Gardiner**

This project involves the design and construction of combined overland and trunk storm water facility in the Greens on Gardiner. The project will allow for a storm water trunk and major overland drainage route to be combined to allow for additional park space to accommodate the nearby joint use school site. The project is 100% funded through Utility Servicing Agreement Fees.

##### **Sanitary Main Oversizing, Greens on Gardiner Phase 6, Stage 2 (SA/14-04)**

This project involves the construction of a sanitary main at an increased depth through Greens on Gardiner Phase 6, Stage 2 (SA/14-04) on Green Lily Road from the existing stub south of Green Brooks Way to Primrose Green Drive. The oversizing rebate is 100% funded through Utility Servicing Agreement Fees.

##### **Sanitary Mains Oversizing**

This program provides for the oversizing of new sanitary mains to be constructed within new development areas to provide for capacity of additional development that will utilize the same infrastructure. Funding for this program is 100% from Utility Servicing Agreement Fees.

##### **Water Distribution Main Oversizing**

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 Main Oversizing, Greens on Gardiner Phase 6, Stage 2 (SA/14-04) – Primrose Green Drive**

This project involves the construction of an oversized water main through Greens on Gardiner Phase 6, Stage 2 (SA/14-04) on Primrose Green Drive from Chuka Boulevard to approximately 100 m west of Tower Road. The oversizing rebate is 100% funded through Utility Servicing Agreement Fees.



### **Trunk Water Main – Somerset**

This project involves the construction of a trunk water main to supply the Somerset development area. The project is 100% funded through Utility Servicing Agreement Fees.

## **Corporate Services Group**

### **Finance Department**

#### **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 intended 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. This program is funded from the Utility Reserve.

### **Information Technology Services (ITS)**

#### **Corporate Infrastructure – Utility Portion**

This program provides for the Utility contribution to ITS projects that support the Utility as approved in the General Capital Program. Funding is provided from the Utility Reserve.

## **Operations Group**

### **Major Projects**

#### **Wastewater Treatment Plant Upgrade Project**

While the budget for the renewal and expansion of Regina's Wastewater Treatment Plant has already been approved, it is worthwhile reviewing the generational capital project. On July 3, 2014, the City entered into a public-private partnership contract with EPCOR Water Prairies Inc. for the Wastewater Treatment Plant Upgrade Project. The contract will expire on June 30, 2044. The City maintains permit responsibilities for the plant and full ownership of the asset. This upgrade is required to meet new regulatory requirements as well as provide expanded hydraulic and process capability associated with the City's future growth. The project has been approved for PPP Canada funding for 25% of eligible capital costs.

#### **WWTP Effluent Research**

This project is for research partnerships with the University of Saskatchewan and University of Regina to study the change in wastewater treatment plant effluent prior to and after the plant upgrade.

## **Transportation & Utilities Division**

### **Solid Waste Management**

#### **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.

## **Environmental Compliance – WWTP Quality Monitoring**

Recent changes to environmental regulations have caused changes to how the City operates its wastewater collection and treatment systems. Monitoring and sampling of our wastewater system will ensure that residents and corporations are abiding by the Sewer Service Bylaw. Ensuring compliance with the Bylaw allows the City to meet contractual and regulatory requirements.

## **Water Works**

### **BPWTP Program**

Improvements are required at the Buffalo Pound Water Treatment Plant (BPWTP) 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%).

### **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, relining, replacement, and rehabilitation. The condition assessments may be done in conjunction with scheduled roadway renewal projects or proactively at locations as warranted. The Utility Reserve funds this program.

### **Drainage Pump/Lift Station Upgrades**

The City's 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, documentation, prioritization, pre-design, rehabilitation, upgrades and/or replacement of existing pumping stations. The Utility Reserve funds this program.

### **Drainage Renewal - Residential Roads**

Through age related deterioration, some of the City's drainage infrastructure is in need of rehabilitation.

Within this program, specific residential roads are identified and the drainage infrastructure is accessed and repaired as necessary. This process minimizes the need to dig up a new road for underground work and minimizes construction costs (cut repair costs) for the Water and Sewer Utility.

### **Dikes, 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.

### **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 to operate as a placeholder for the purposes of planning in the Utility Model and is based on average expected new or specialized equipment purchases based on previous five year history. Funding is provided from the Utility Reserve.

### **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.

### **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, upgrades and/or replacement of existing pumping stations. The Utility Reserve funds this program.

### **Septage Receiving Station Operation**

The new Septage Receiving Station will be constructed and operational in 2016. To operate the station, there is a requirement for additional equipment, a one-year term position is required to staff the station, and a 0.3 FTE for Environmental Services to do testing at the station and additional operational funds for testing and maintenance of the station.

### **Supply Line Improvements**

This program inspects, repairs, and replaces main valves, valve structures and other miscellaneous work on the Buffalo Pound 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.

### **Trench Settlement Remediation**

Cracking and settling of sidewalks, curbs, gutter and pavement occur as a result of backfill settlement at watermain work locations. This program corrects settlement at these locations. The Utility Reserve funds this program.

### **Unplanned Catch Basin Replacement**

Work is needed to replace catch basins throughout the city.

### **Unplanned Hydrant Replacement**

The City has over 4,000 hydrants in the water network. Accidents, predominately automobile related, cause a failure to hydrants which then require reactive maintenance for repair or replacement.

### **Unplanned Sewer Connection Replacement**

Sewer connection failures have a direct impact on customer levels of service. These connections are repaired or replaced on a reactive maintenance regime.

### **Unplanned Water Service Connection Replacement**

Water service connection failures have a direct impact on customer levels of service. These connections are maintained through reactive maintenance.

### **Unplanned Water Valve Replacement**

Water valves fail due to age infrastructure and surrounding conditions. These valves are repaired/replaced on a reactive basis to ensure reliable delivery to residents.

### **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. 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 Renewal - Residential Roads Program**

Through age related deterioration, some of the City's wastewater infrastructure is in need of rehabilitation. Within this program, specific residential roads are identified in coordination with Residential Roads Improvement Program and the wastewater infrastructure is accessed and repaired as necessary. This process minimizes the need to dig up a new road for underground work and minimizes construction costs (cut repair costs) for the Water and Sewer Utility.

**Water Renewal - Residential Roads Program**

Through age related deterioration, much of the City's water infrastructure is in need of rehabilitation. Within this program, specific roads are identified in coordination with Residential Roads Renewal Program and the water infrastructure is accessed and repaired as necessary. This process minimizes the need to dig up a new road for underground work and minimizes construction costs for the Water Utility.

**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, replacement, rehabilitation and upgrading of water distribution mains, fire hydrants, service connections, 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. Funding is also provided for proactive water main relining. The Utility Reserve funds this program.

**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 Pumping Station Upgrades and Equipment Replacement**

This work is intended to ensure that the pump stations throughout the city are maintained in good operating condition. Work required includes lifecycle upgrades to replace obsolete equipment as well as upgrades to improve energy efficiency and to ensure reliable service. The Utility Reserve funds this work.

**Area 1 & 17 - Location 1**

This project will upgrade the drainage system in Area 1 and 17 to improve the desired drainage level of service in the areas. The Utility Reserve funds this program.

**Area 13 Upgrades**

This project will upgrade the drainage system in Area 13 to improve the desired drainage level of service in the areas. The Utility Reserve funds this program.

**Area 8 Upgrades - Arcola Avenue Detention Facility**

This project will upgrade the drainage system in Area 8 to improve the desired drainage level of service in the areas. The Utility Reserve funds this program.

**CCTV Camera Truck Upgrades**

Currently Sewer and Drainage Operations (SDO) focuses Closed Circuit Television (CCTV) camera work on branch operations and maintenance work only. As domestic and storm jetting programs are cleaning these lines, the CCTV camera truck will inspect these areas after the jetting is done. The CCTV camera truck also investigates service requests of problematic areas. Funding is provided by the General Utility Reserve.

**City Wide Drainage Model Update**

This project will update the existing drainage model to ensure that future studies and upgrades are completed with the most accurate information possible.

**Control System and Communication**

This project is required to ensure water, wastewater and drainage control systems remain operating with a high degree of reliability.

**Distributed Water Quality Modeling**

Water quality modeling is a critical tool to supplement the sampling program and can provide an insight into the movement and variation of water quality in the City's water distribution system.

**Eastern Pressure Zone**

To maintain current service levels as the city grows, a water pressure solution in east Regina is required. Funding for a pre-design study was initially provided in the 2014 utility budget. Additional funding will provide for the detailed design and construction of new infrastructure required to complete an Eastern Pressure Zone. This project is 100% funded from Utility Servicing Agreement Fees.

**Frost Wheel**

As equipment requirements change within the utility, this new frost wheel equipment required to manage ongoing operations, ensuring that the length of service disruptions are minimized. Funding is provided from the Utility Reserve.

**Groundwater Well Renewals**

The emergency wells in the city are currently being used to supplement BPWTP water during shortage periods. Well renewal work is planned to improve the robustness of the water well system. The Utility Reserve funds this work.

**Integrated Wastewater solution for new growth**

This project will develop wastewater solutions to allow the city to continue to grow. These solutions will be further defined once the Wastewater Master Plan is completed in 2017.



# APPENDIX D

## 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 the Ontario Municipal Benchmarking Initiative (OMBI). 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.

**Municipal Operating Grant (MOG):** 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.

**Ontario Municipal Benchmarking Initiative (OMBI):** The Ontario Municipal Benchmarking Initiative is an initiative collecting data for more than 700 measures across 37 municipal service areas. The purpose of OMBI 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. OMBI 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).

**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 (AcSOC) 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 reserve funds are described in Appendix A.



**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:** 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.







City of Regina

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