



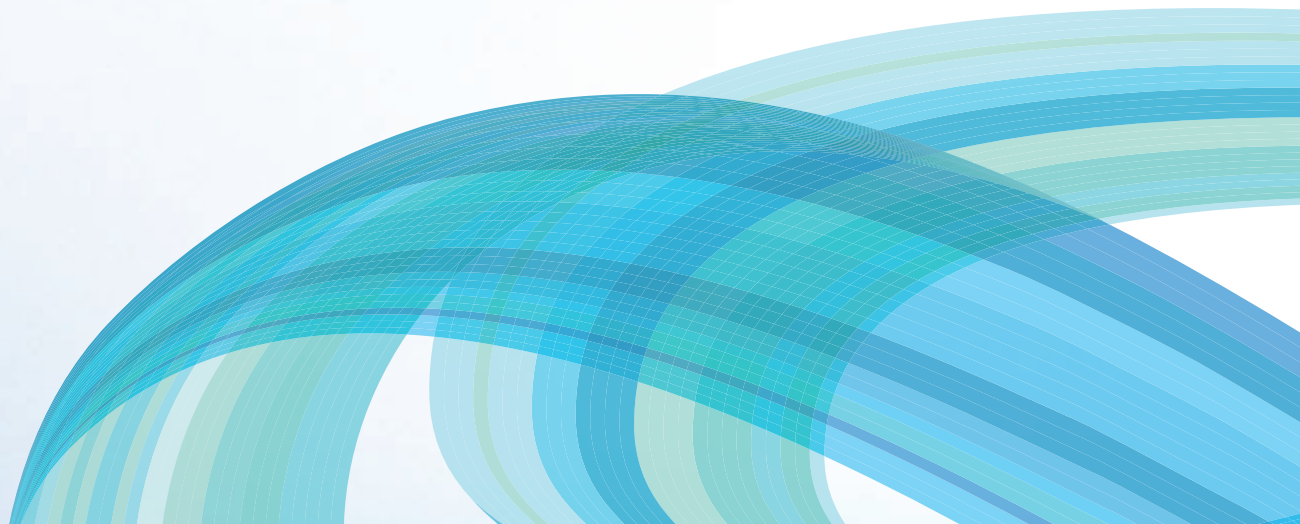
Building for the Future

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



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

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January 12, 2017

To: His Worship the Mayor and Members of City Council

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

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

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

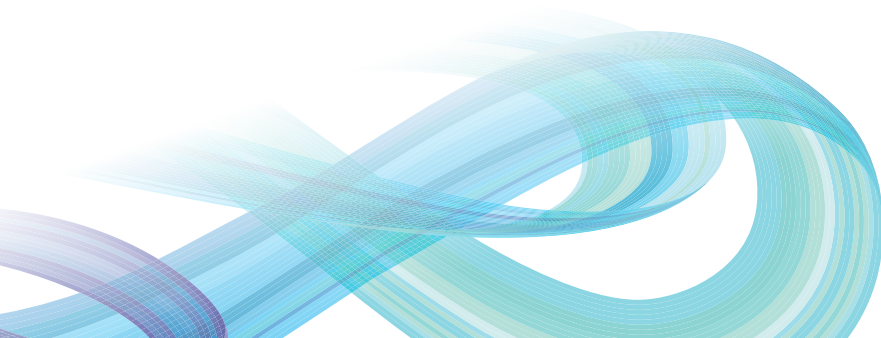
To meet current needs and plan for the future, Administration has worked hard to limit expenditure growth and remains committed to exploring further efficiencies.

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

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

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

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



Summaries:

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

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

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

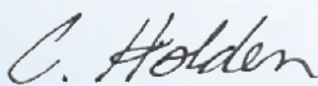
2017-2021 Utility Capital Budget: \$394.2 million funded by a combination of reserves, development charges, government grants and other sources. The 2017 Utility Capital Budget is about 50% less than the 2016 Budget due to the construction of the Wastewater Treatment Plant being completed.

2017 Budget highlights include:

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

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

Sincerely,



Chris Holden
City Manager

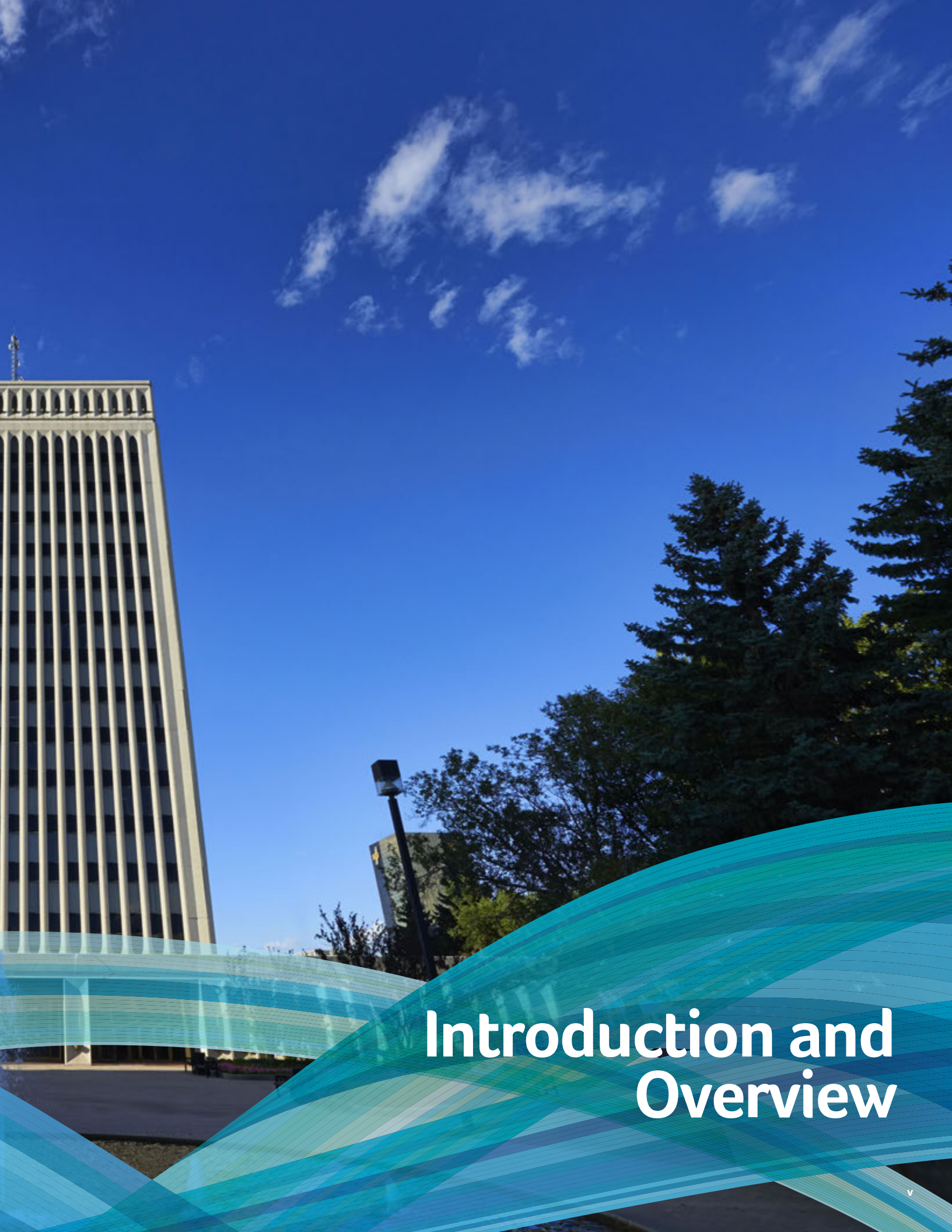


Ian Rea
Chief Financial Officer

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Introduction and Overview

Introduction and Overview

Community Profile

The City of Regina is Saskatchewan's capital. It has a population of 226,000 and serves a larger metropolitan area of 246,000. The community has been affected by over a decade of strong growth in its resource-based economy. Between 2006 and 2011, the city's population increased by more than 14,000 or 7.7%. Of significance, the number of young children under the age of five grew by 24% during the same period. *Design Regina: The Official Community Plan (OCP)* projects the population will grow to 300,000 in the next 25 years.

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

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

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

The intense pace of Regina's growth in recent years leveled off in 2015, resulting in a relatively slow growth forecast through to 2019 (Figure 1). One of Regina's economic highlights is the construction sector, where building permits reached an all-time high in 2012 and continue to outpace the ten-year average (Figure 2).

REGINA ECONOMIC INDICATORS

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

FIGURE 1: REGINA ECONOMIC INDICATORS

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

BUILDING PERMITS (2007-2016)

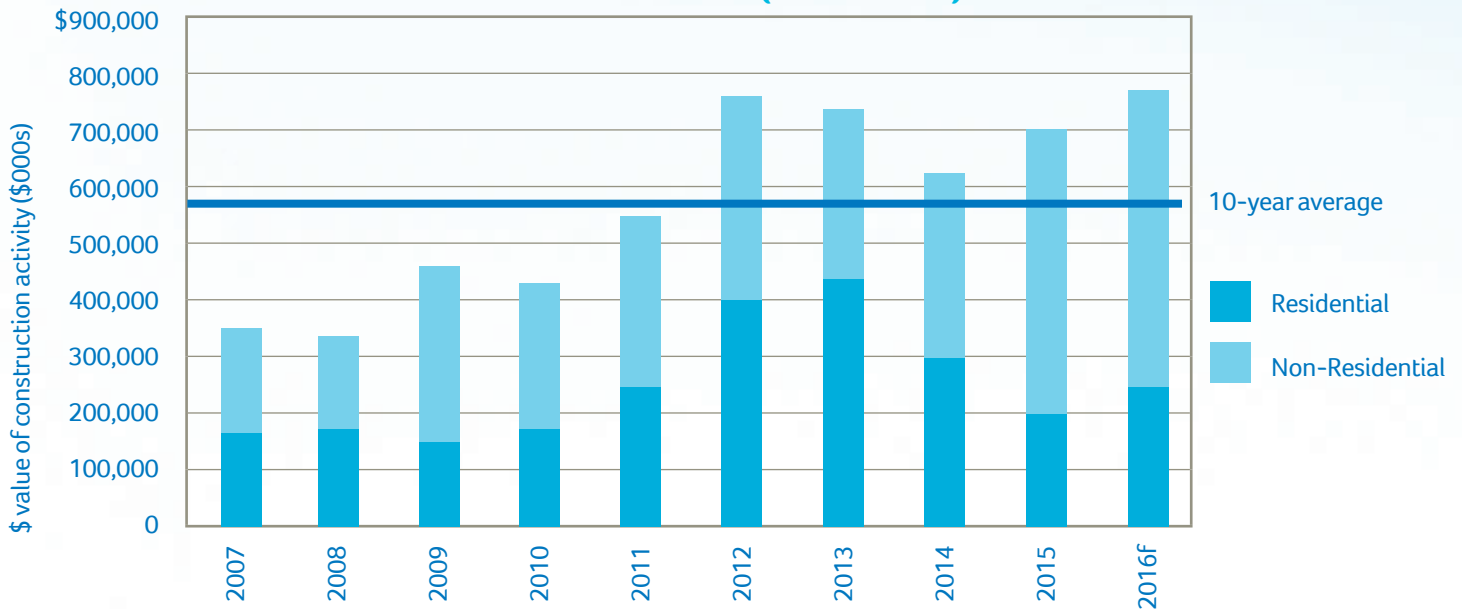


FIGURE 2: BUILDING PERMIT ACTIVITY (2007-2016)

Priorities and Issues

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

Growth Management

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

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

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

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

Asset Renewal and Financial Viability

One of the community priorities that emerged from the OCP process was to ensure Regina’s long-term financial viability. Historical patterns of deferring the renewal of assets and infrastructure created a backlog of necessary infrastructure renewal. This includes the renewal of residential streets, recreation facilities and other buildings in which the City conducts business to serve residents.

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

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

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

Employee Engagement and Retention

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

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

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

2015 EMPLOYEE TURN OVER RATE

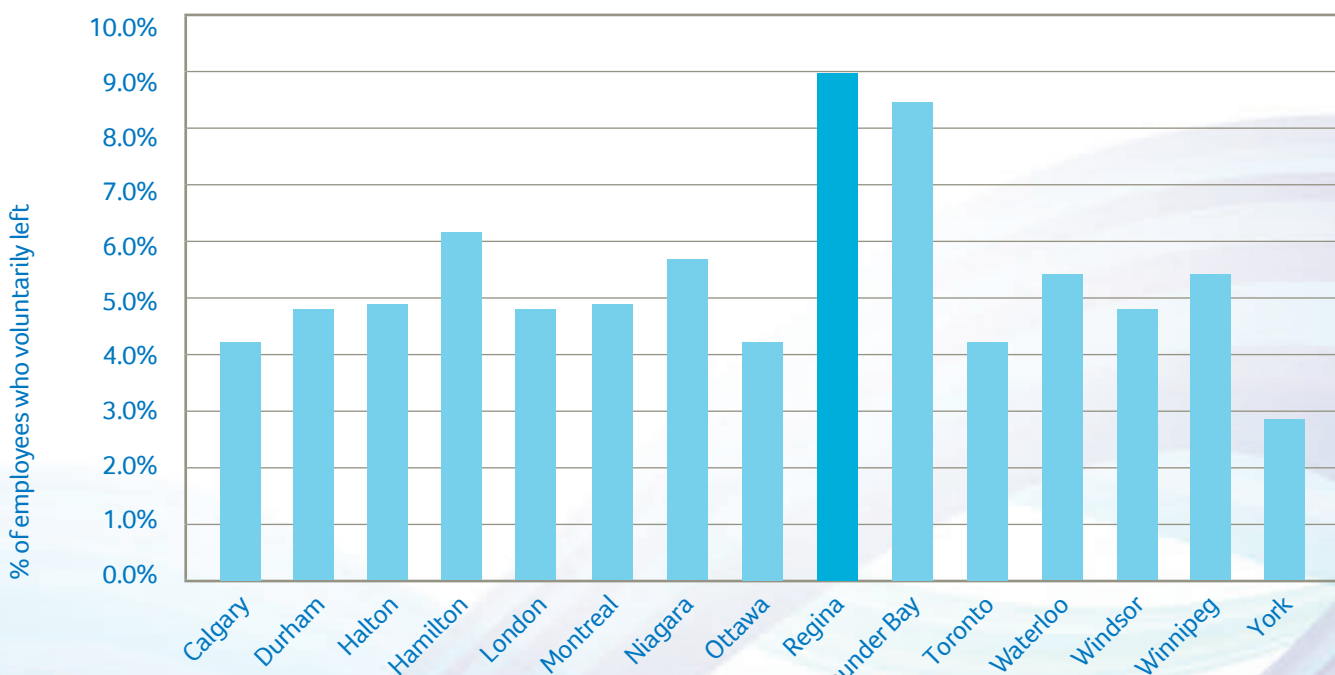


FIGURE 3: THE CITY OF REGINA'S EMPLOYEE TURN OVER RATE COMPARED TO OTHER MUNICIPALITIES THAT PARTICIPATE IN MBN CANADA BENCHMARKING.

Citizen Engagement

The City has room to improve ensuring that residents understand the role of the City, what services it delivers and how services are paid for. As the City works to advance such major issues as asset management and long-term financial viability, it will be essential to engage residents in a discussion of priorities and affordability. Too often, the issues of service levels and the cost of delivery are independent discussions. The City must focus its efforts on ensuring these discussions with residents occur together, so the cost implications of service changes are understood and, conversely, the service implications of lower are also understood.

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

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

Risks

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

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

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

- **Succession Planning:** Up until recently, in an economic environment of low unemployment and rising incomes, The City was poorly positioned to compete in the labour market. This is further complicated because one-third the City's workforce is eligible to retire in the next six years. Not only will the City need to recruit replacement workers, but it will also lose significant experience and service knowledge. While the issue has improved with the slowing of the economy, impending retirements remain a significant challenge.
- **Slowing Economy:** The City of Regina secures resources to deliver services to residents in a variety of ways. The main revenue sources are property taxes, user fees for municipal services and government grants. While property taxes are structured so that they are at a reduced risk of decline through periods of low economic growth, other sources of revenue are not. Activities such as utilization of the City's recreation facilities are discretionary family expenditures and participation levels are impacted by changes in personal income. Grants from other levels of government are also at a higher risk of decline. In addition, other levels of government, in dealing with the challenges of a changing economy, may transfer some areas of service delivery and asset management to the municipal level. This results in difficult decisions for the City that are often required to be made more quickly than desired.

The City has defined plans to manage and build for the future. Major changes in revenue and responsibility with little advance notice can impose a high level of risk on the City's ability to follow through on the delivery of its plans. In periods of slower economic growth, other levels of government may also choose to increase funds available for new infrastructure to stimulate the economy. The City is well-positioned to take advantage of these opportunities to leverage additional funding for infrastructure renewal.

Strategic Goals and Strategies

Regina's Planning Framework

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

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

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



FIGURE 4: CITY OF REGINA'S PLANNING FRAMEWORK

Our Vision

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

Our Mission

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

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

Design Regina Community Priorities:

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

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

Strategic Plan

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

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

The key drivers of the current Strategic Plan included:

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

Reliable Community Services

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

Annual Business Plans and Budgets

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

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

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

Performance Measurement

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

1. The measurement of progress on the Strategic Plan.

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

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

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

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

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

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

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

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

a. Intensification Targets:

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

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

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

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

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

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

Strategic Goals and Objectives

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

The goals and objectives of the Strategic Plan include:

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

Objectives:

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

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

Objectives:

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

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

Objectives:

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

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

Objectives:

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

Recent Results

Growth Management

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

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

Asset Renewal and Financial Viability

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

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

GENERAL FUND OPERATING CONTRIBUTIONS TO CAPITAL 2011-2017

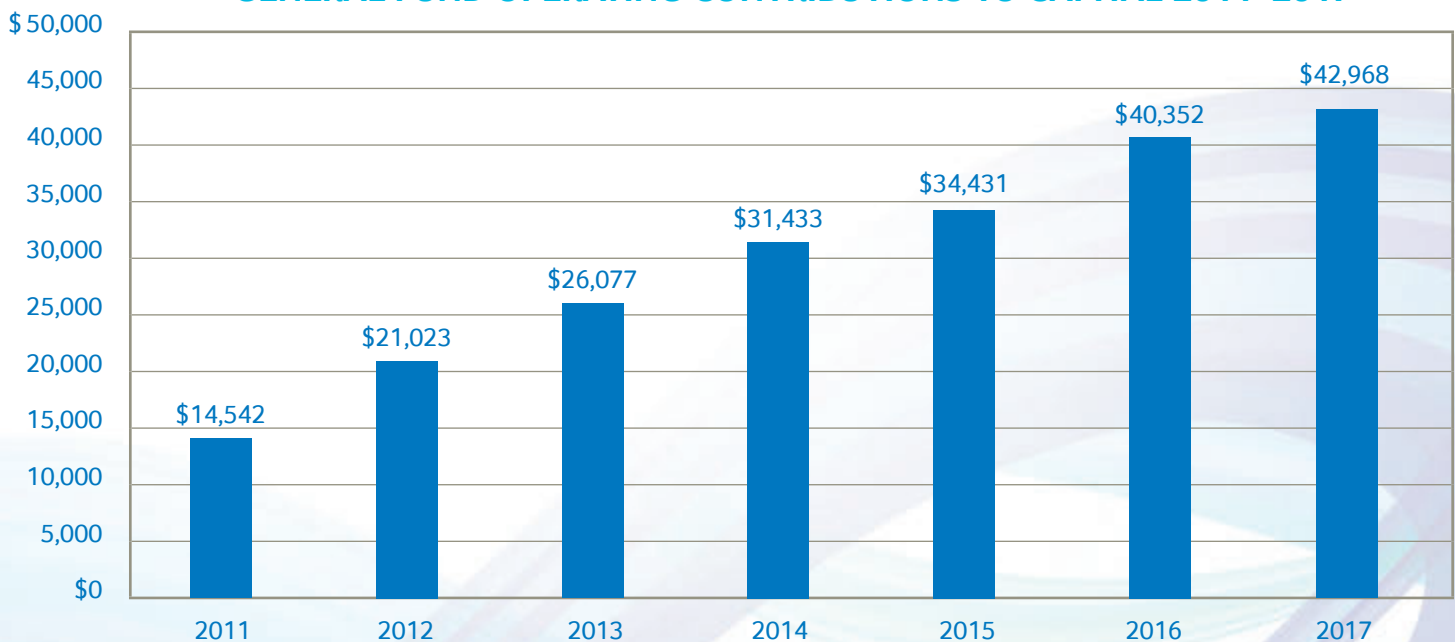


FIGURE 5: THE ANNUAL INVESTMENT FROM THE GENERAL FUND OPERATING BUDGET IN CAPITAL RENEWAL

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

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

Employee Engagement and Retention

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

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

This effort is generating positive results and will continue.

Citizen Engagement

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

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

Short-term Organization-wide Influencing Factors

Drivers for the 2017 Business Plan and Budget

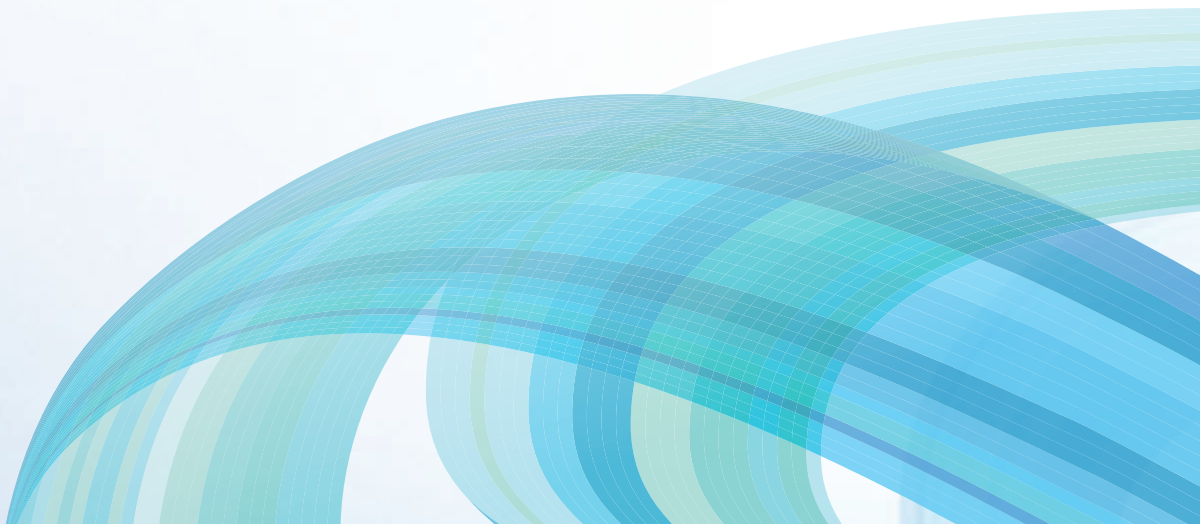
In anticipation of the 2017 Budget, the City of Regina undertook an environmental scan of the conditions that provided the context for financial decision-making. These included.

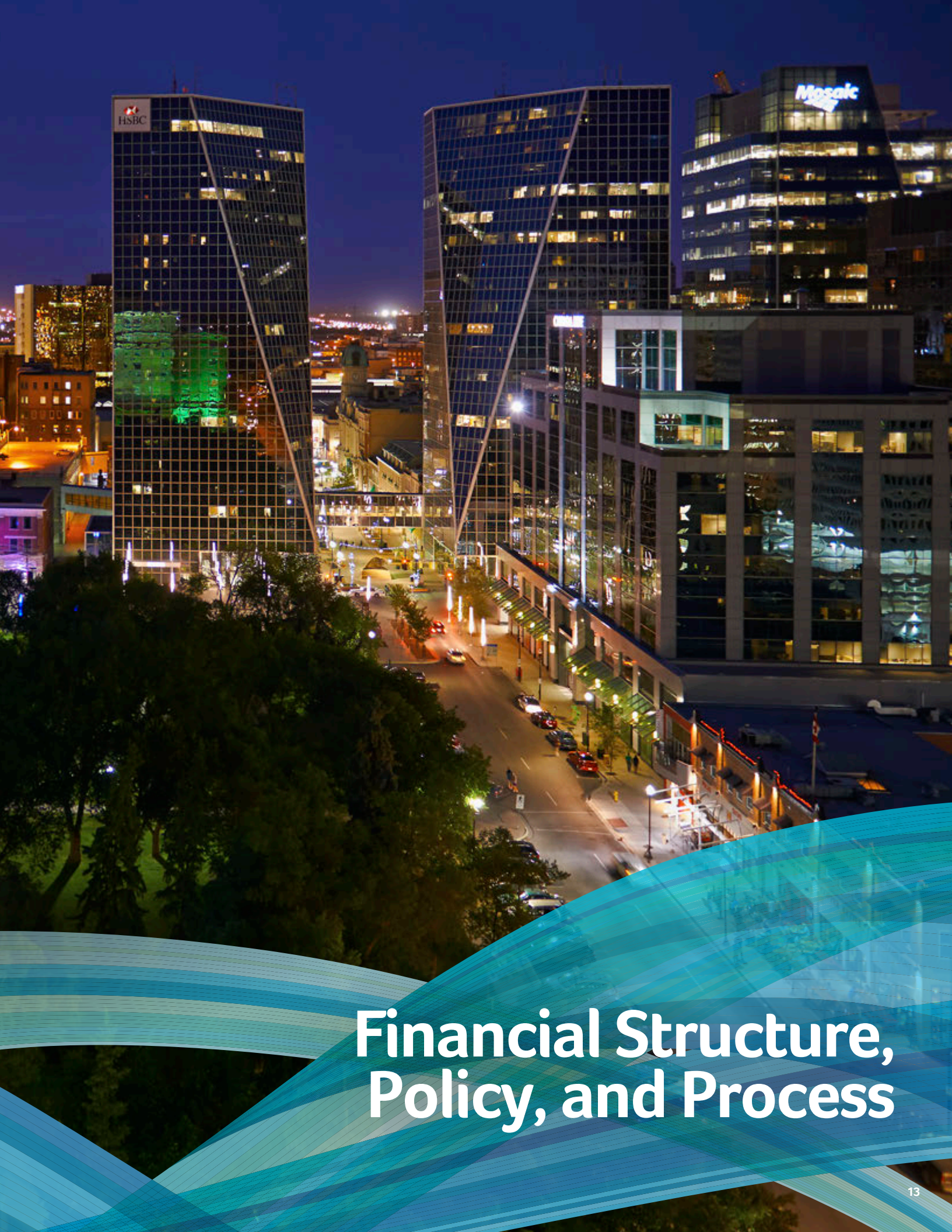
- Saskatchewan and Regina's economy have slowed as a result of lower oil prices.
- Regina is forecast to have modest growth in GDP in 2016 of 1.3% but it is expected to bounce back slightly in 2017 at 1.8%. From 2017 to 2020, the average GDP growth is expected to be 1.9%, considerably lower than the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

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

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

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





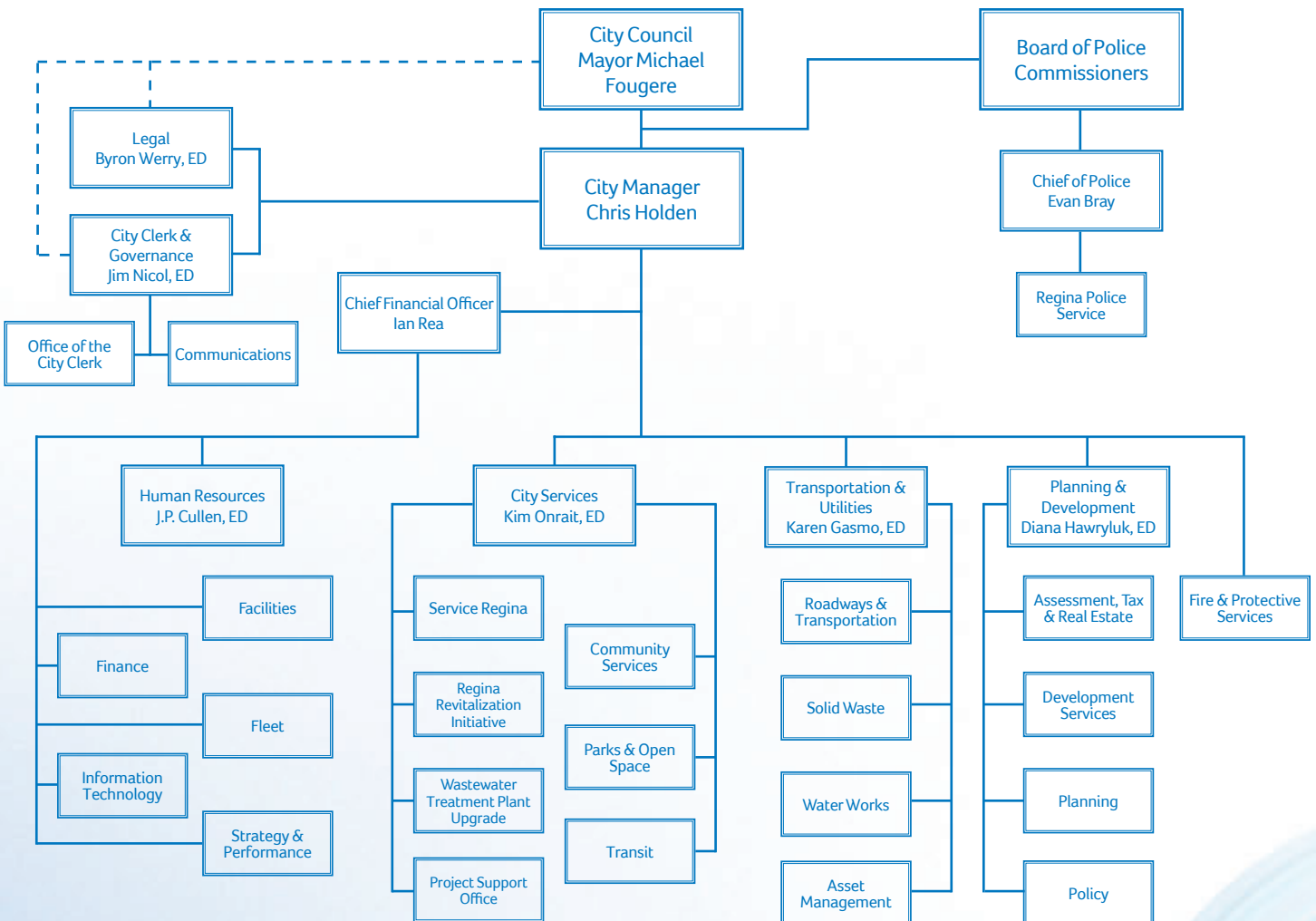
Financial Structure, Policy, and Process

Financial Structure, Policy and Process

Organizational Chart

The City delivers services in a variety of ways, led by approximately 2,500 permanent employees, as well as casual and part-time workers who account for the equivalent of another 350 full-time positions. Many services are also delivered in partnership with community organizations, such as sport, culture and recreation programs and by private businesses such as Paratransit and the Wastewater Treatment Plant.

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



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

Public safety and security

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

Public health and well-being

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

Movement of goods and people

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

Quality of life

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

Fund Structure

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

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

General Fund Overview

About half of General Fund revenue comes from property taxes, but the City also charges user fees, secures grants from other levels of government and collects revenues from a variety of smaller sources (Figure 6). The majority of City services are financed by the General Fund (both capital and operating).

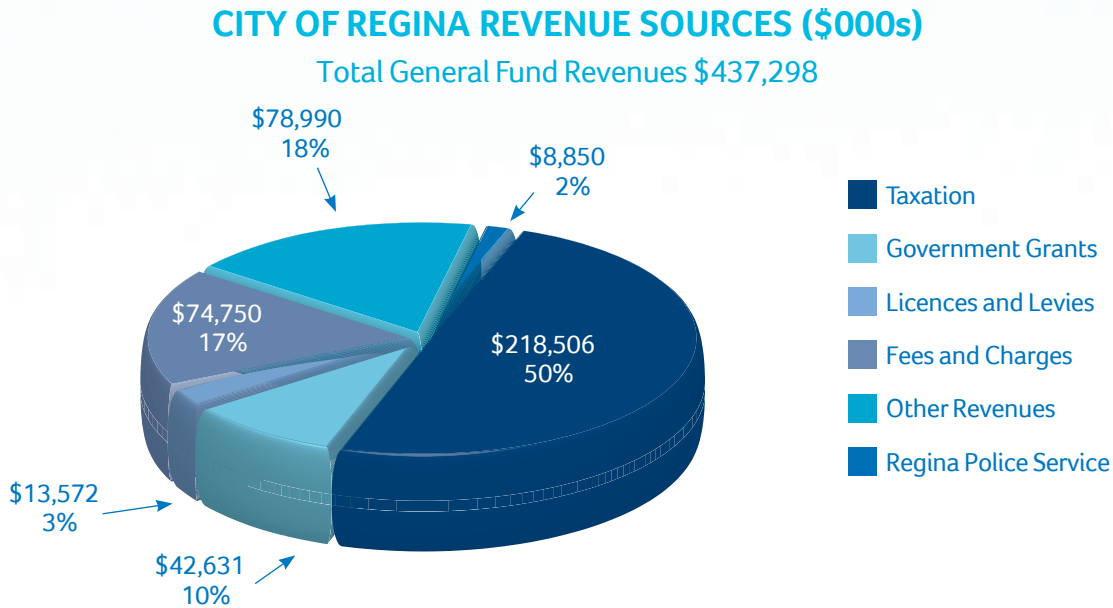


FIGURE 6: CITY OF REGINA GENERAL FUND REVENUE SOURCES (PROPOSED 2017).

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

General Fund Supported Services

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

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

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

TOTAL PROPERTY TAX LEVY PER PERSON IN 2014

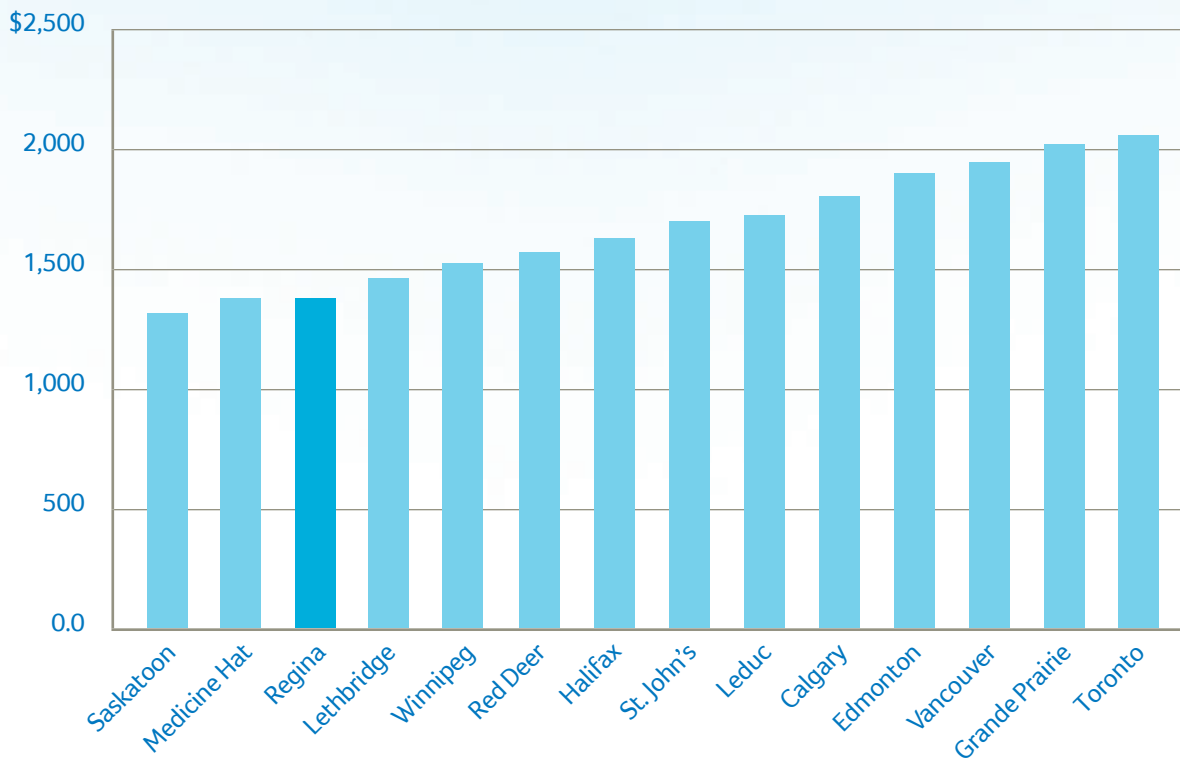


FIGURE 7: COMPARISON OF MUNICIPAL TAX LEVY PER PERSON ACROSS SELECT CANADIAN CITIES (SOURCE: CITY OF CALGARY RESIDENTIAL PROPERTY TAXES SURVEY 2015 - THE MOST RECENT SURVEY AVAILABLE)

MILL RATE INCREASES BY CITY

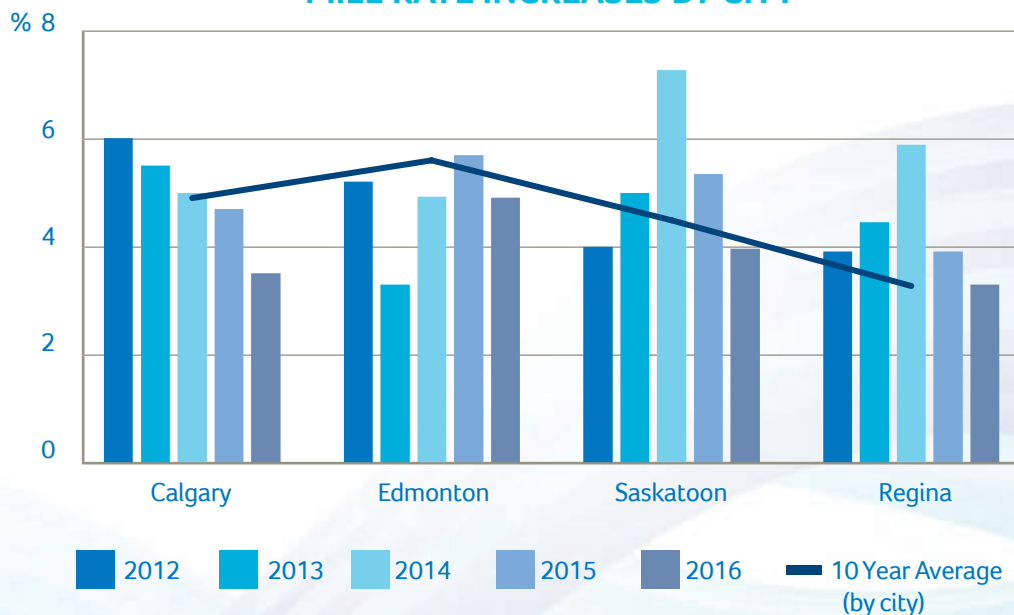


FIGURE 8: COMPARISON OF MILL RATE INCREASES ACROSS SELECT WESTERN CANADIAN CITIES

General Fund Operating Budget Overview

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

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

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

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

WHAT A 3.18% + 1% INCREASE REPRESENTS FOR TAXPAYERS

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

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

CITY OF REGINA EXPENDITURES (\$000s)

Total General Fund Expenditures \$437,298

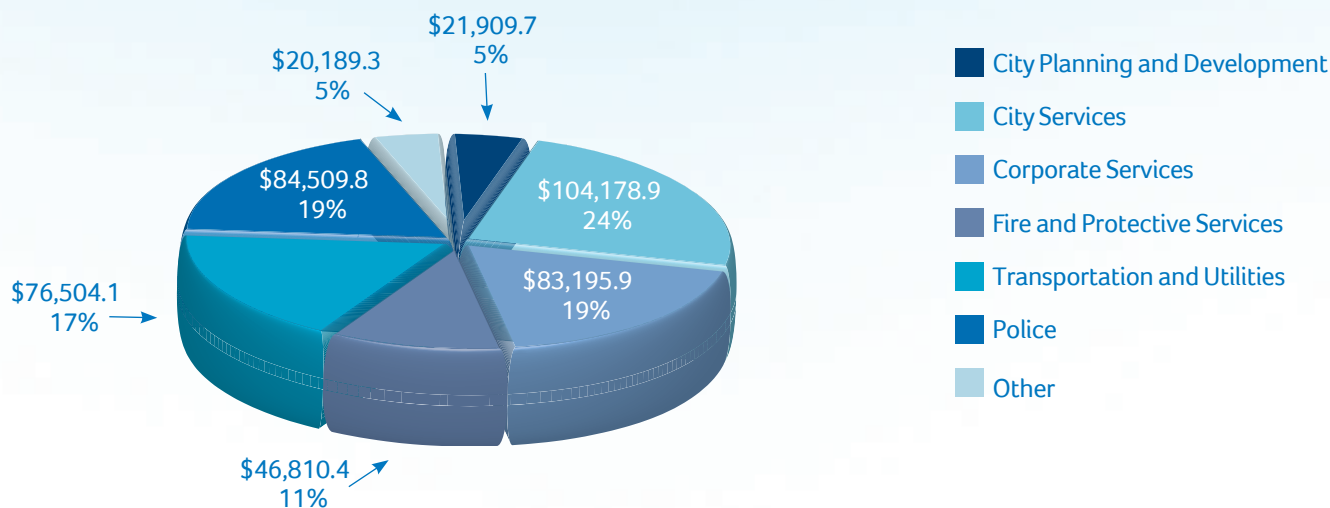


FIGURE 10: THE CITY OF REGINA'S GENERAL FUND EXPENDITURES (PROPOSED 2017).

Utility Fund Overview

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

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

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

Total Utility Fund Revenues \$132,342

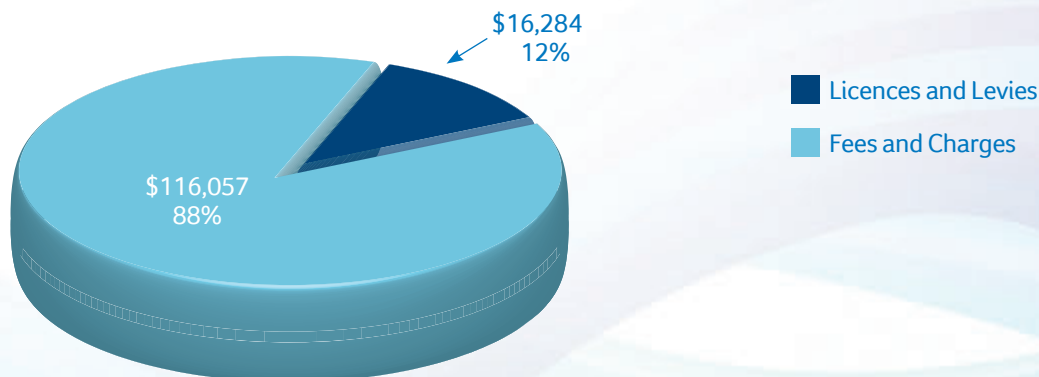


FIGURE 11: CITY OF REGINA UTILITY FUND OPERATING REVENUE SOURCES AS PERCENTAGES OF TOTAL REVENUES (PROPOSED 2017).

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

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

Utility Fund Supported Services

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

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

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

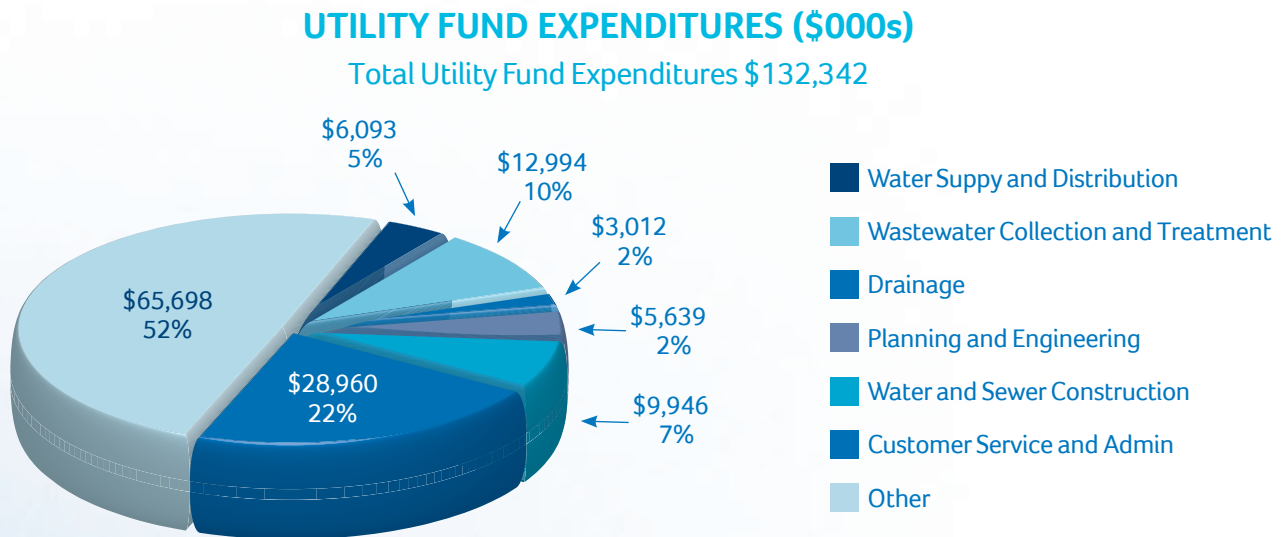


FIGURE 12: UTILITY FUND EXPENDITURES (PROPOSED 2017).

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

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

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

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

ANNUAL WATER AND SEWER UTILITY CHARGES 2007-2017

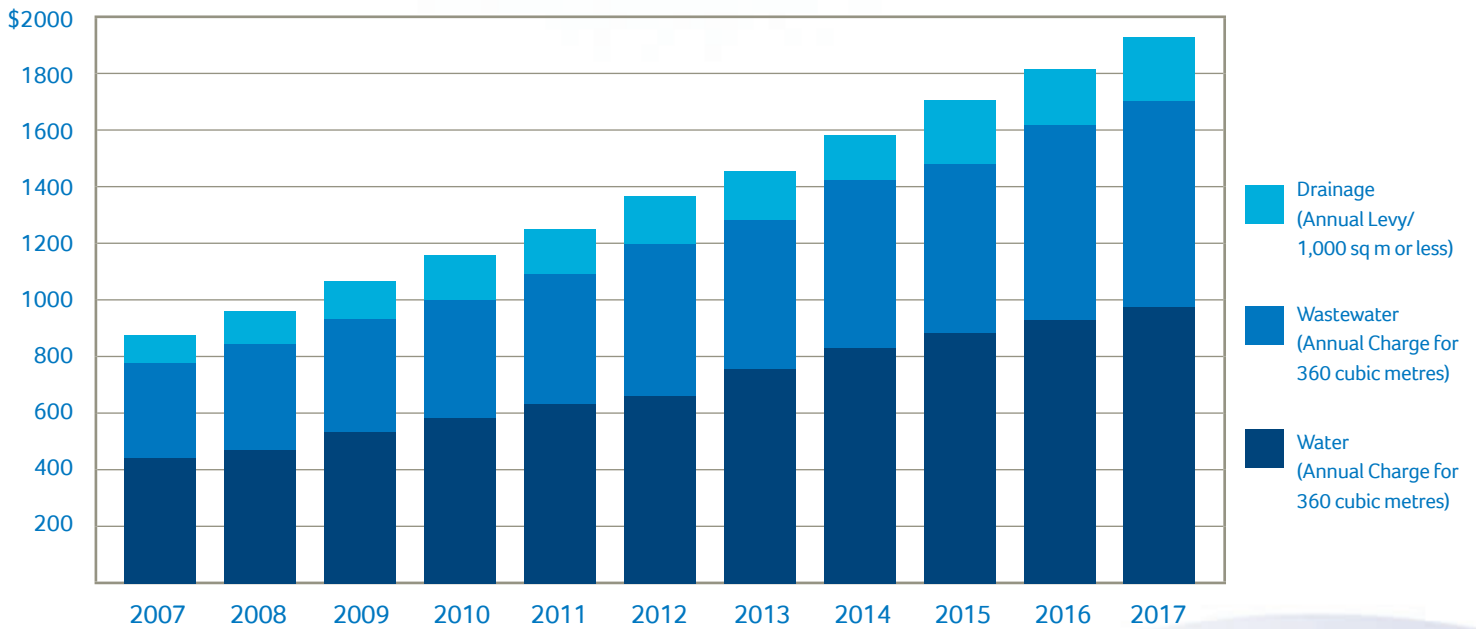


FIGURE 13: HISTORY OF REGINA'S ANNUAL CHARGES FOR WATER, WASTEWATER AND DRAINAGE BASED ON AVERAGE WATER USE AND PROPERTY SIZE.

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

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

SAMPLE RESIDENTIAL CUSTOMER - 2016 RATES

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

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

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

Costing Fund Overview

The Costing Fund is a mechanism for internal service providers such as Fleet and Facilities to allocate the cost of their services to the services they are supporting. For example, the system allows the cost of vehicles used for the construction and maintenance of roads to be factored in as a cost of the Roadways Service. The Costing Fund is accounted for as part of the overall expenditures in the General Fund and the Utility Fund and is considered in the establishment of property taxes and Utility rates.

Costing Fund Supported Services

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

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

OPERATING COST PER VEHICLE KM

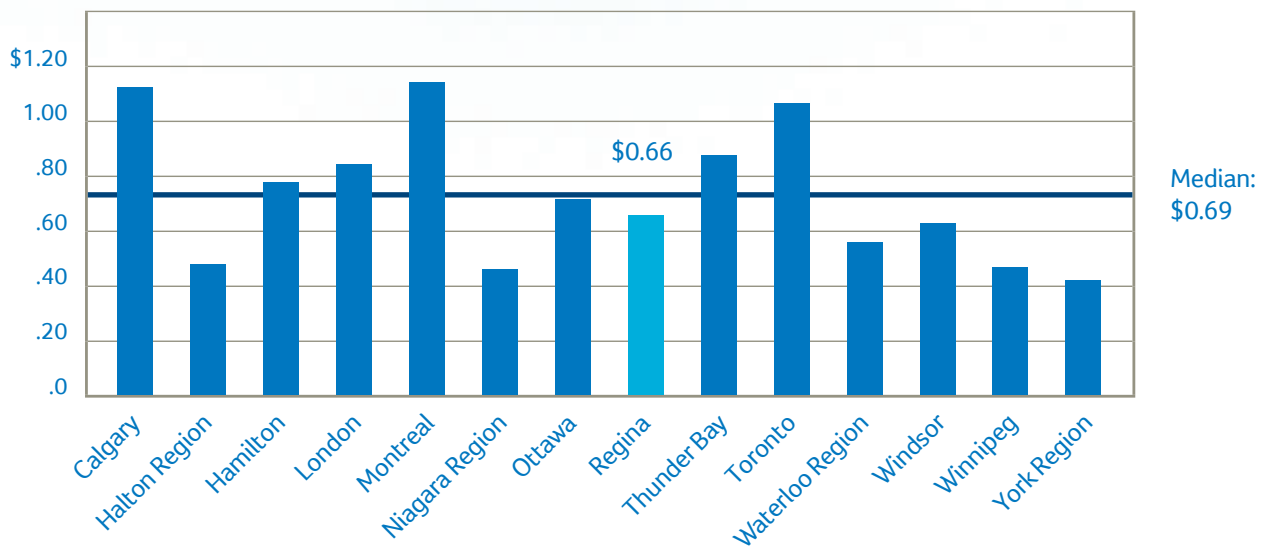


FIGURE 15: MBN CANADA 2015 DATA COMPARING THE OPERATING COST PER VEHICLE KILOMETER.

OPERATING COST PER SQ FT OF HEADQUARTERS BLDG.



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

Department/Fund Relationship

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

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

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

Budget Context

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

- Basis of Budgeting
- Financial Policies
- Budget Process

Basis of Budgeting

Basis of Presentation

The City of Regina is a diversified municipal government institution which provides a wide range of services to its citizens including police, fire and public transit, and water. For management reporting purposes, the City's operations and activities are organized and reported by funds. Funds are created for the purpose of recording specific activities to meet certain objectives in accordance with special regulations, restrictions or limitations. The City maintains the following fund classifications and account groups:

- General Operating Fund – to account for all financial resources except those required to be accounted for in another fund.
- Utility Operating Fund – to account for financial resources required to support water, waste water and drainage activities.
- Costing Fund – to account for the cost of services delivered by one city department to another.

Basis of Accounting

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

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

Capital assets are accounted for at the total cost including acquisitions, construction and development costs. In 2015, the City of Regina began budgeting for multi-year capital projects over the time required to complete the projects. Prior to 2015, the full cost was budgeted for in the first year of the project, resulting in a capital carry forward to support the future year costs. The new method recognizes the multi-year commitment associated with the project and increases the assurance among bidders that the City will fund the entire project.

Financial Policies

Financial Policies Framework

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

Key Principles

The goal of the Financial Policies Framework is to place the City's finances on a sound and sustainable footing so that financial, service and infrastructure standards can be met without resorting to unplanned or excessive increases in rates, fees and service charges or disruptive cuts in services. In addition, the financial policies are a means to support the items identified in the Strategic Plan:

- Growth Management
- Asset Renewal and Financial Viability
- Employee Engagement and Retention
- Citizen Engagement

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

Growth and Development

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

Strategic Initiatives and Enhancements

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

Debt

Debt includes long-term debt and capital lease obligations. All debt issued must meet the requirements of *The Cities Act*, the municipal debt limit established by the Saskatchewan Municipal Board, and *The Regina Administration Bylaw No. 2003-69*. As stipulated in *The Cities Act*, long-term debt obtained for the purpose of financing capital assets should be used for that purpose. If a borrowing was subject to a public vote (i.e. referendum), it must be used only for the purpose indicated. The City issues debt that is repaid from a variety of sources including water rates, wastewater rates, drainage rates, development charges, provincial/federal gas tax, property taxation and local improvements. Debt repayment must be planned and made through the operating budget. The City's debt limit may be increased by application to and approval by the Saskatchewan Municipal Board. It is currently approved at \$450 million.

Investments

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

Operating Surplus/Deficit

Saskatchewan municipalities cannot budget an operating deficit. Any operating surplus in a given year is allocated to the General Fund Reserve in accordance with the *City's Administration Bylaw 2003-69*. Operating deficits, if not funded from other sources within the year, must be funded within the next year's budget. Staff will report to Council on the status of spending against budget and provide forecasts at least mid-year, identifying any actions that may be required to eliminate a potential deficit.

Budgeting

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

Revenues – User Fees and Service Charges

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

Revenues – Taxation

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

Revenues – Non-recurring revenues

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

Program and Services Review

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

Reserve Fund Management

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

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

Capital Project Financial Control Policy

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

Financial Condition

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

Sustainability

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

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

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

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

FIGURE 18: CITY OF REGINA SUSTAINABILITY INDICATORS

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

Flexibility

Flexibility is the degree to which the City can increase its financial resources to respond to rising commitments, by either expanding its revenues or increasing its debt. Figure 19 shows three indicators of flexibility and indicates that the City is maintaining a stable level of flexibility.

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

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

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

FIGURE 19: CITY OF REGINA FLEXIBILITY INDICATORS

Vulnerability

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

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

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

FIGURE 20: CITY OF REGINA VULNERABILITY INDICATOR

Credit Rating

A credit rating is a forward-looking opinion provided by an arm’s-length organization, such as Standard & Poor’s, about a borrower’s overall creditworthiness. It focuses on the borrower’s capacity and willingness to meet its financial commitments as they come due.

The credit rating also influences the interest rate to be paid when borrowing money.

Standard & Poor’s undertakes a detailed analysis of the City’s financial condition using a robust set of criteria, and updates it annually. The City of Regina’s Standard & Poor’s credit rating is AA+ (Stable) (Figure 21).

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

FIGURE 21: CREDIT RATING

Regina has received this credit rating since its first one was issued in 1989. According to Standard & Poor’s, the consistently strong performance reflects the City’s ongoing commitment to sound fiscal management. In its most recent assessment, Standard & Poor’s said, “...the rating reflect(s) our view of the city’s very strong credit fundamentals that are anchored by exceptional liquidity, a track record of very strong budgetary performance characterized by high operating surpluses, and a very strong economy that is stabilized by a significant public sector base...”

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

Given this expected increase in borrowing, it is fundamentally important that the City continue its strategy of conservative financial management. It must monitor debt levels regularly to maintain a sound financial position and strong credit rating.

Effective debt management and a well-developed debt policy will help maintain the City’s positive financial reputation, facilitate borrowing and ensure competitive rates for the City.

Summary

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

Budget Process

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

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

In Fall 2015, departments developed business plans to:

- Respond to the Strategic Plan
- Deliver their services

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

Call for Budget

In April, when the Executive Leadership Team (ELT) issued the call for budgets, departments were instructed to assume they would be provided with the same budget in 2017 as in 2016. Where unacceptable consequences to service levels were created by managing within this limit, departments were asked to submit a business case. Business cases outlined the short-term and long-term costs, benefits and implications of investing or not investing in a particular service, initiative, or piece of equipment or infrastructure.

Budget development for 2017 was guided by the following directions:

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

Business Advisory Group Process

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

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

Service Partners

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

Council's Role

The proposed budget is based on recommendations from various city departments and service partners, scrutiny by the BAG, as well as review and refinement by ELT. The budget reflects the administration's best advice on how to achieve Council's policy and service priorities, given the City's current resources. Ultimately, Council determines the programs and service levels which will be included in the 2017 Budget.

Public's Role

Members of the public are encouraged to become engaged in the budget process by reviewing the 2017 Budget posted on Regina.ca, speaking with their Councillor, and/or making a presentation to Council when the Budget is debated.

Summary

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

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





Financial Summaries

Financial Summaries

Financial Schedule

Budget by Revenue/Expense Type

Revenues - All Funds (\$000s)

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

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

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

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

Budget by Revenue/Expense Type

Expenditures - All Funds (\$000s)

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

Budget by Revenue/Expense Type

Expenditures - All Funds (\$000s)

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

Budget Summary By Fund

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

Budget by Division

Revenues - All Funds (\$000s)

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

Budget by Division

Expenditures - All Funds (\$000s)

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

Staff Complement (FTEs)

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

Revenues

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

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

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

The key assumptions or factors which impact the Budget are:

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

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

The mill rate for 2016 was 9.64774 compared to 7.6909 for 2017. There is a reassessment scheduled for 2017 which accounts for the mill rate adjustment. With no mill rate increase, tax revenues would increase by \$2.0 million. Funding sources worth \$11.2 million through fee adjustments, service reductions or some combination of the two would need to be found to balance the Budget.

The property tax revenue in previous years reflected a reduction of the budgeted levy amount by the projected appeal risk. Since 2010, there has been no provision to fund appeal risk in the general operating budget so the 2017 property tax projection is not adjusted for that.

At the time of the publication of this book, the 2017 preliminary tax assessment roll was forthcoming. The assessment roll will be open for 30 days following the assessment notice mailing and then reviewed for potential risk due to corrections and assessment appeals using preliminary information obtained from appeals filed for 2017. Based upon the review of appeals received, there may be a risk of reduction in the assessment roll. If a deficit for the 2017 fiscal year is caused by the reduction in tax revenues due to assessment appeals, then that deficit must be eliminated by a transfer from the General Fund Reserve to the General Operations Fund.

Mill rates and mill rate factors serve different purposes. The mill rate, applied to the taxable assessment, including the assessment of grant in lieu of properties, determines the total tax generated. Mill rate factors, meanwhile, determine the distribution of taxes between groups of properties. The following table is the history of mill rates, including those for the schools and library, over the last 9 years. There have been reassessments for 2009, 2013 and 2017. Upon each reassessment, the mill rate is recalculated such that there is no change in the total taxes levied. The annual per cent change for 2009, 2013 and 2017 in the following table is based on the mill rate for the particular year compared to the restated mill rate for the prior year.

Mill Rate History				
Year	Municipal		Library	
	Mill Rate	Per Cent Change	Mill Rate	Per Cent Change
2009	13.4420	-	1.4967	-
2010	13.9797	4.00%	1.5401	2.90%
2011	14.5389	4.00%	1.5919	3.36%
2012	15.1059	3.90%	1.6221	1.90%
2013	8.4404	4.45%	0.8947	2.90%
2014	8.9367	5.88%	0.9126	2.90%
2015	9.2856	3.90%	0.9372	2.70%
2016	9.6477	3.90%	0.9559	2.70%
2017	7.6909	4.18%	0.7876	2.90%

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

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

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

Government Grants

Government Grants - All Funds (\$000s)

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

Revenue Sharing Grant

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

Paratransit Grant

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

Paratransit receives operating and capital grants from the Province's Municipal Transit Assistance for People with Disabilities program. When it was first implemented, the provincial program funded up to half of the net operating cost of the Paratransit program and up to three-quarters of the capital cost. The program was changed and the operating grant is performance-based with the level of funding linked to the number of trips.

As a result, the Province's contribution has dropped from the initial target of 50% to as low as 18% (2017) of the net operating cost of the program. Based on 2017 funding, it is projected that the Province's contribution will be \$1.0 million, approximately 18% of total operating costs. The City is supportive of the performance-based system for providing the operating grant. The concern is that the level of provincial funding, as a portion of the net cost of the program, is declining and not keeping pace with escalating costs. The Provincial Disability Strategy, released in June 2015, recommends that the capacity of municipal paratransit systems be increased allowing more people to use them.

Paratransit Service (\$000s)	2009	2010	2011	2012	2013	2014	2015	2016	2017
Provincial Operating Grant	1,063.0	1,056.0	1,148.2	1,151.0	1,137.0	980.0	1,106.0	1,110.0	1,005.0
City's Operating Contribution	2,380.0	2,527.0	2,472.5	2,206.0	2,693.0	2,981.0	3,344.0	3,757.0	4,588.9
Total Contributions	3,443.0	3,583.0	3,620.7	3,357.0	3,830.0	3,961.0	4,450.0	4,867.0	5,593.9
Provincial Operating Grant	30.9%	29.5%	31.7%	34.3%	29.7%	24.7%	24.9%	22.8%	18.0%
City's Operating Contribution	69.1%	70.5%	68.3%	65.7%	70.3%	75.3%	75.1%	77.2%	82.0%
Total Contributions	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%

Discount Transit Pass Program

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

The Discount Transit Pass Program is an agreement between the City of Regina and the Provincial government to provide monthly bus passes at reduced rates for eligible clients and their families. Eligibility is determined based on inclusion in one of the following programs:

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

Funding from the Provincial government covers approximately one-third the Program's cost. Payments are received quarterly.

Urban Highway Connector Program

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

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

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

In the initial stages of the program, maintenance needs were discussed with the Ministry to determine the funding levels required to maintain these assets. The operating and maintenance grant is \$439,500 for 2017.

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

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

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

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

Amusement Tax

The authority for amusement tax is Section 279 of *The Cities Act, 2003-102*, the *Amusement Tax Bylaw*, establishes the amusement tax rate and defines the nature of entertainment that is subject to the tax. The amusement tax is applicable to the sale of movie tickets, and equal to 10%, with one-tenth of the amount going to the theatre as an administrative fee or commission for collecting the tax.

The 2017 Budget forecasts revenue of \$600,000 from the amusement tax, a \$110,000 decrease from the 2016 Budget.

Animal Control and Impoundment, Animal Fines and Impound Fees

The 2017 Budget forecasts revenue of \$686,900 from animal control, animal fines, and impound fees, no change from the 2016 Budget. *The Regina Animal Bylaw, 2009*, governs the licensing and fines associated with animal control services, which are contracted by the City of Regina through the Regina Humane Society.

Business Licences

The 2017 Budget forecasts revenue of \$945,000 from business licenses, no change from the 2016 budget. There are two categories of business licences:

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

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

Fire Violations Fines

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

Gravel and Paved Alley Special Tax

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

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

If the special tax levy is not fully expended in the designated year, the unspent portion is recognized as deferred revenue and placed into reserve which will be expended for the intended purpose in subsequent years. Deferred revenue from prior periods will be expended in 2017.

The rate for 2017 is consistent with the direction adopted by City Council to ensure the alley inventory is maintained at an acceptable and sustainable condition. The standard is the provision of a 30-year reconstruction cycle in paved alleys and a 10-year systematic gravel refreshment cycle in gravel alleys.

Parking Ticket Fines

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

Taxi Licences

The 2017 Budget forecasts revenue of \$100,000 from taxi licences, no change from the 2016 Budget. The taxicab owner's annual licence fee is \$375 for regular, temporary, seasonal and accessible taxicab owners. These fees are governed by the *Taxi Bylaw, 1994*. All fees collected are used to administer to run the licensing program.

Traffic Violation Fines

The 2017 Budget forecasts revenue of \$3.3 million from court fines, no change from the 2016 Budget.

Court fines are received either through the municipal court or through traffic violations that result in payment through the provincial court system. The Regina Police Service issues tickets for infractions of *The Traffic Safety Act* and the Regina *Traffic Bylaw, No. 9900*.

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

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

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

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

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

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

General Fund

Landfill Fees

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

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

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

Recycling Fees

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

Transit Fees and Charges

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

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

FIGURE 22: TRANSIT FARE HISTORY 2013 TO 2017

Building Permit and Development Application Fees

The 2017 Budget forecasts revenue of \$5.2 million from building permits and development application fees, no change from the 2016 Budget. The 2017 Budget forecasts revenue of almost \$2.0 million from development application fees, a decrease of \$65,000 from the 2016 Budget. Building permit and development application fees are 100% cost recovery for all fee-for-service activities. Future growth will pay for itself with full cost recovery and reduce the amount of taxes required to fund the building permit and development planning services provided by the City.

Other development fees paid are servicing agreement administrative fees. These are paid to the City by land developers to cover the costs of reviewing and inspecting new infrastructure arising from new developments within city limits.

Golf Course Fees

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

Cemetery Fees

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

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

Parking Fees

The Budget for parking fees for 2017 is \$2.3 million, a decrease of \$96,000 from the 2016 Budget. This includes parking meter revenues as well as residential parking permits, taxi stand permits and fees paid by City employees for parking spots. The majority of the projected revenue is related to public parking meter revenue. The parking meter rate is \$2 per hour which is consistent with meter rates in other Canadian cities and off-street parking costs in the downtown.

Registered Program and Recreation Fees

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

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

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

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

Fire Suppression Service Fees

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

The majority of fire suppression service fees come from service agreements with the Rural Municipality of Sherwood, the Rural Municipality of Lumsden and other entities such as the Sakimay First Nation and the Global Transportation Hub. The fees have two components – retainer fees and service call fees. The service call fees are charged per incident and are billed to the rural municipality. Other fire suppression service fees are received from the SGI Auto Fund for motor vehicle accidents and fires.

Utility Fund

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

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

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

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

Rate Review

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

Examples of the 2017 rate impact are provided below.

Average Home Owner

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

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

Rate Comparison – Sample Residential Customer

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

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

Sample Commercial Customer

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

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

Water Revenue Summary (\$000s)

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

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

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

Wastewater Revenue Summary (\$000s)

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

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

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

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

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

Drainage Infrastructure Levy Revenue Summary (\$000s)

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

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

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

Storm Drainage Rates

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

Other Revenues

Other Revenues - All Funds (\$000s)

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

Electrical Distribution Revenue

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

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

Gas Distribution Revenue

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

Interest/Loss/Gain on Bond Sales

The projected revenue for 2017 is \$8.3 million, a decrease of \$7.5 million from 2016. This is a combination of earnings on daily bank balances, short-term investments in money market funds, and revenue from funds held in a long-term bond fund. Investments are made in accordance with the City's Investment Policy and executed by Northern Trust.

Tax Penalty Revenues

The projected revenue for 2017 is \$1.0 million, unchanged from 2016. Tax penalties are applicable to current taxes not paid by June 30 each year as well as tax arrears. The exception for current taxes is where property owners pay through the Tax Installment Payment Plan Service (TIPPS) program. The penalty rate for current taxes is 1.25% per month and 1.5% per month for tax arrears.

Interfund Transfers and Transfers to Operations from a Reserve

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

Transfers from the Water and Sewer Utility include an access fee paid to the General Fund and a utility administration charge.

The access fee is calculated based on 7.5% of the previous year's budgeted revenues from billed water consumption, wastewater charges and a drainage infrastructure levy and \$675,000, which is estimated to be three-sevenths of the Goods and Services Tax (GST) rebate received by the Utility. This amount is the additional rebate provided by the Federal government since 2004.

The utility administration charge is calculated as 5% of the budgeted utility revenues for the prior year. Most corporate functions, including City Council, committees, the City manager, human resources, the City solicitor's office, the City clerk's office, as well as accounting, budgeting, and purchasing, are involved in activity related to the Water and Sewer Utility. The percentage transfer is used in lieu of a more detailed cost-allocation process, which would still involve arbitrary decisions and significantly increase the effort and cost required compared to the current policy.

Transfers from Reserves

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

Capital and Debt

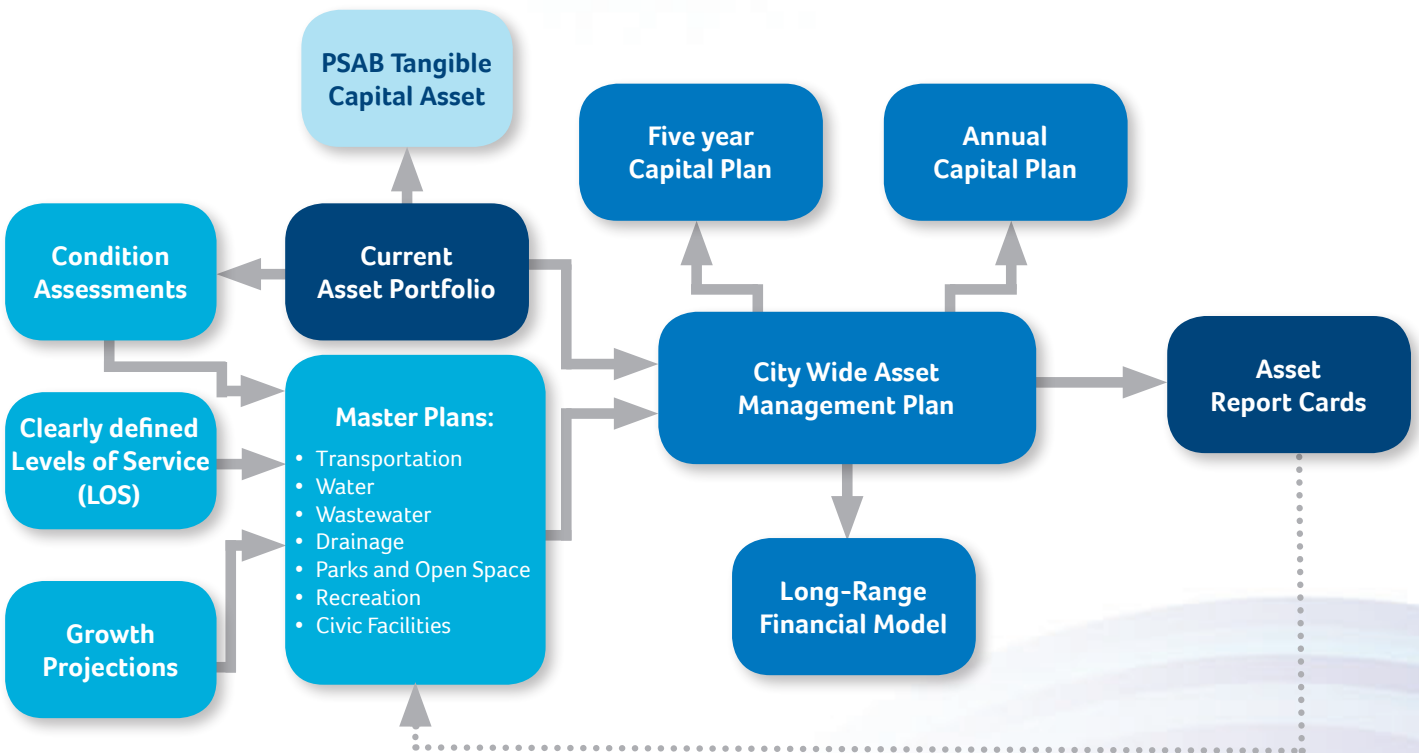
Capital Expenditures – 2017 to 2021 Capital Plan

Capital Plan Introduction

Asset Management Plans – Bringing it all Together

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

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



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

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

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

The Plan is Working

In response to the \$2 billion infrastructure gap and based on asset management principles, the City has advanced in two clear directions:

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

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

The 2017 Capital Plan addresses the City's most critical capital needs to support the strategic plans and the renewal of aging infrastructure.

The majority of Regina's capital needs continue to be related to the renewal of infrastructure such as roads, bridges, fleet and facilities. This is reflected in the 2017 recommended investment plan which allocates 80% of all capital resources to renewal.

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

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

General Fund Capital Highlights

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

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

Utility Fund Capital Highlights

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

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

The 10 year plan includes:

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

Committed Projects

The 2017 capital spending plan includes committed projects, which are multi-year projects. They require additional funding in future years which was approved by Council. This allows the City to commit the total cost of the project from tendering through to the completion of the work while allowing flexibility in the cash management.

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

Committed Projects (\$000s)

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

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

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

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

General Fund Operating Investments in General Fund Capital Budget

The contributions to capital include two components – funding the capital budget as submitted by the Board of Police Commissioners and funding the civic portion of the General Capital Budget (excluding the capital budget for the Regina Police Service).

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

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

Debt

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

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

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

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

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

Reserves

The City maintains 21 reserves across its three primary funds. Reserves are intended to smooth the effect of spending decisions on property taxation. They can also be used to respond to unexpected/emergency spending requirements and minimize use of debt to finance capital projects.

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

- Solid Waste Reserve: a mechanism to set aside resources to allow for the renewal, capping and closure of the landfill as well as the ongoing assets required to operate the solid waste service.
- Cemeteries Reserve: a mechanism to set aside fees for perpetual care so that they are available for that purpose in the future,
- Utility Reserve: based on a long-range financial model for the water/wastewater/drainage service; allows for full cost recovery including the long term cost of maintaining assets.

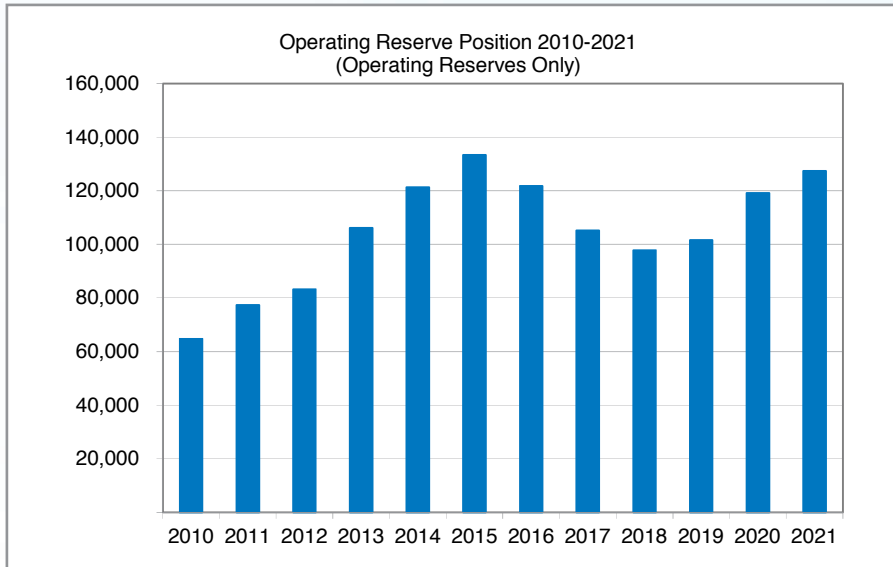
Allocating either fee-based revenues or tax-based revenues to reserves enables for the cost of renewal to be spread across all users over the full life of the asset. This is consistent with a financial principle in our Official Community Plan, which identifies the “benefits model” as the basis for costing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

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

Division/Department Reserve Breakdown

Division/Department	City Manager	City Planning & Development	City Services	Corporate Services	Fire & Protective Services	Mayor	Police	Transportation & Utilities
General Fund Reserve	*	*	*	*	*	*	*	*
Asphalt Reserve								*
Asset Revitalization Reserve			*	*	*			*
Cemetery Reserve			*					
Employer-Provided Parking Reserve				*				
Fleet Replacement Reserve				*				
Facility Reserve				*				
Golf Course Reserve			*					
Grants Reserve	*							
Land Development Reserve								
Solid Waste Reserve				*				*
Operational Commitments Reserve	*							
Planning & Sustainability Reserve		*						
Pest Management Reserve			*					
Regina Police Service General Reserve							*	
Regina Police Service Radio Equip Reserve							*	
Regina Revitalization Initiative Stadium Reserve			*					
Social Development Reserve	*					*		
Technology Reserve				*				
Winter Road Maintenance Reserve								*
General Utility Reserve	*	*	*	*				*

Reserve Balances



Reserve Balances (\$000s)

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

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

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

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

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

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

Deferred Revenue & SAF's

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

Utility Reserve & SAF

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

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

City Council and Committees

Overview

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

The City of Regina uses a ward system for electing Councillors, with the City divided into 10 wards and one Councillor elected in each one.

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

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

Expenditures (\$000s)

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

Full Time Equivalents (FTEs)

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

Community Investments**Overview**

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

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

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

Expenditures (\$000s)

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

Service Partners

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

Regina Exhibition Association Limited Summary Business Plan

Mandate

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

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

Services

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

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

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

2016 Accomplishments

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

- The new Mosaic Stadium, which was substantially completed on August 31, 2016, held its first successful test event in October. REAL is the operator of the facility for the City of Regina
- Hosted 50 tournaments in the Co-operators Centre and EventPlex
- Hosted four signature annual events, including Canada's Farm Progress Show, the Queen City Exhibition, Canadian Western Agribition and the Spring Home & Garden Show
- Held 31 trade and consumer events, including indoor car, RV and boat dealers, the Majestic Car Show, Fan Expo Regina and a number of consumer product shows and craft sales
- Hosted a range of concert and entertainment events, including Jerry Seinfeld, Florida Georgia Line, Marianas Trench, Walk Off The Earth, Five Finger Death Punch, Papa Roach, Volbeat, Theresa Caputo, Brad Paisley, City of Colour and Monster Trucks

Strategic Issues and Opportunities

Strategic deliverables in 2017 will be focused on new stadium operational readiness activities, property marketing efforts and the oversight of the construction of the new International Trade Centre.

Economic Development Regina Inc. Summary Business Plan

Mandate

The mandate of Economic Development Regina Inc. (EDR) is to:

- Create and implement an economic development strategy to grow and sustain prosperity in the Regina region
- Encourage the retention, development, attraction and growth of business and tourism projects and services for those who live, work, visit and invest in the Regina region
- Market and promote the Regina region for business and tourism

EDR is responsible for providing leadership for economic growth to the City of Regina and region with specific accountability for the following core functions:

- Support industry growth and diversification through retention, development and attraction of business and tourism
- Find innovative ways to support the community in sustaining growth while effectively addressing the challenges of growth
- Market and promote the Regina region for business and tourism
- Ensure the Regina region prospers as a vibrant and diversified economy for investors, is a strong destination experience for visitors and a place of choice with a high quality of life for residents

EDR's strategic planning is aligned with the OCP, specifically its provisions on economic growth, including:

- Establish and implement mechanisms to expand and diversify the economy, promote the attractiveness of Regina and the region as a place to live, invest, do business and visit
- Collaborate with community economic development stakeholders across the region to leverage shared economic advantages and tourism opportunities
- Encourage innovative options to support and incubate new entrepreneurs and commercial ventures

Services

EDR's core services include:

- Advances a sector development strategy, which focuses resources on the diversification, growth and development of key industry sectors. For each of the key sectors, EDR develops supply chain analysis, specific market intelligence comparing Regina to other cities and an industry development strategy

- Provides meaningful research insights and data to the City of Regina, local companies and industry stakeholder groups through its office of Strategic and Competitive Intelligence
- Through its Investment Attraction office, EDR seeks to attract investors and companies to Regina to assist in the growth of local industry
- Works in partnership with local facilities, the Regina Hotel Association, and other stakeholder groups to market the Regina region and collaboratively work to attract Events, Conventions and Tradeshows to Regina
- Supports entrepreneurship with business services such as the Square One program and other partnership initiatives to promote and support entrepreneurs in the community
- Operates Tourism Regina, the official destination marketing organization representing Regina and region. It works in collaboration with the Regina region's tourism sector and industry partners to promote and enhance Regina as a destination experience

2016 Accomplishments

- The City of Regina approved a new status and name for the organization, which transitioned from Regina Regional Opportunities Commission to Economic Development Regina Inc. effective January 1, 2016. EDR is now a non-profit corporation governed by a volunteer board of directors responsible for the oversight of EDR. The City of Regina is the sole member of the corporation.
- A survey of stakeholders to gauge their perceptions and satisfaction with the organization was completed. Key results include:
 - Perceived importance of EDR's strategic intents: 89%
 - Progress made against each of the strategic intents: 72%
 - Perceived relevance of EDR's mandate, mission and vision: 84%
 - Confidence in EDR leadership's ability to steward its mission: 81%
 - Progress made in 2016 to advance its vision: 76%
- Stakeholder and Partner Investment (i.e. cash and value-in-kind) in EDR totals more than \$850,000 in 2016, leveraging the City's core funding 0.50 to 1.00 (stakeholder and partner investment to the City's core funding).
- EDR produced an AgriValue Strategy for Regina, completed a Fabricated Metal Manufacturing Import Replacement Assessment and initiated the development of an Entrepreneurial Strategy.
- Square One Business Services unit provided 293 client interactions, with eight Square One clients confirming they have started their business.
- Tourism Regina successfully completed the 2016 summer leisure ad campaign and showed increases in all areas. Highlights include:
 - Launched '*Hang With the Locals*' brand and blog
 - Recruited the first volunteers to the Regina Ambassador program
 - 69% increase in website visitors year over year
 - 20% increase in Instagram followers
 - 59% of traffic from mobile devices
 - 70% new visitors to the website
- The Alliance for Events, Conventions and Tradeshows has secured events for Regina that will provide a significant contribution to the economy of the Regina region. Current bids pending represent more than \$30 million worth of estimated economic impact.
- Launched Phase I of the Regina Advantage initiative which identifies and articulates our unique features and assets. In alignment with the Infinite Horizon identity, it is these differentiating features that support pride of place and position Regina and region as a desirable place to live, work, visit and invest.

- ThinkBig Regina was launched which included hosting round table discussions, next generational young leaders consultations and a monthly newsletter.

Strategic Issues and Opportunities

In addition to EDR's annual business plan scorecard, high level priorities, opportunities and critical new investments for 2017 include:

- In collaboration with the City of Regina and other regional stakeholders, develop a long-term industrial land use strategy to support strategic sector growth and development
- Launch the next phase of the Regina Advantage program to create a defined and succinct competitive identity, focused on growing Regina
- Implement Regina's first entrepreneurship strategy with a goal to create an innovative, robust and best in class entrepreneurial eco-system
- Significantly increase investments in EDR through new stakeholder and partner contributions, increasing our leverage ratio to 0.75 to 1.00 (stakeholder and partner investment to City core funding)

Wascana Centre Authority Summary Business Plan

Mandate

The *Wascana Centre Act* was legislated in 1962 by the Government of Saskatchewan establishing a Board of Directors representing Wascana Centre Authority's (WCA) three Participating Parties containing five representatives from the Government of Saskatchewan and three each from the City of Regina and University of Regina. WCA provides oversight and stewardship of 2,300 acres of land within the City of Regina including land owned by each Participating Party and occupied by diverse tenants. The majority of funding is by way of grant revenues from Participating Parties, supplemented with fee for service contracts, rental and donation revenues. WCA provides oversight and stewardship of these precious lands within Wascana Centre in a manner to fulfill the vision of being a place of recreation and beauty for all to enjoy throughout the seasons, the pride of Saskatchewan. The majority of revenues are in the form of grant contributions from WCA's participating parties.

Services

WCA's core function is to ensure the Centre remains safe, beautiful, and accessible for all to enjoy throughout the seasons. In this capacity, WCA provides countless functions and services to tenants, landowners and community resulting in an area of immeasurable value as a place of work, education, recreation and natural preservation. Services and functions are diverse and categorized by department:

- Maintenance
- Horticulture, Pest Control, and Forestry
- Infrastructure
- Conservation, Events, and Communications
- Administration

2016 Accomplishments

- Through prudent management and mitigation, WCA will be within board approved parameters of 1% of total revenues at year-end.
- Investment into infrastructure continued with the rejuvenation of five public washroom facilities, trail recapping, irrigation designs, and the legislative depot replacement study and design.

- Maintenance included the remediation of Wascana Park's historical bandstand, upgrades to the Waterfowl Display Ponds, replacement of the McDonald Street Stumpline (Douglas Park area), remediation of the Spruce Island Pumphouse area and the addition of pathway lighting.
- WCA actioned Canada 150 Community Initiatives grant funding to install new sidewalks/pathway; phase two to be completed in 2017.
- In partnership with the City, WCA completed the review and design of the Candy Cane Parking Lot Expansion project.

Strategic Issues and Opportunities

- Funding has not kept pace with inflation for many years with economic increases continuing to put pressure on WCA's ability to meet expectations. Over the past two fiscal years, strategies were implemented that saw the reduction and removal of services, reduced staffing models, increases to fees and restructuring of fee for service contracts. The current operating model is extremely lean leaving limited capacity for savings.
- WCA has an infrastructure deficit therefore there are several areas such as roadway recapping/rebuilding, storm sewer renewal, sewer system replacement, trail improvement, etc. that require significant resources. However due to financial pressures only the most pressing issues can be addressed.
- The Maintenance Depot in the legislative area is significantly deteriorated and will be inoperable and uninhabitable within two years. WCA has initiated the Depot Replacement Project that will combine the legislative and construction/forestry depots; addressing structural and health and safety issues. A funding strategy and firm commitment will be required to fund/finance building a new service depot to prevent significant service disruptions.
- Deterioration of Wascana Centre's core infrastructure continues to accelerate. WCA continues to address high priority issues on an urgent and reactive basis.

Key Deliverables in 2017

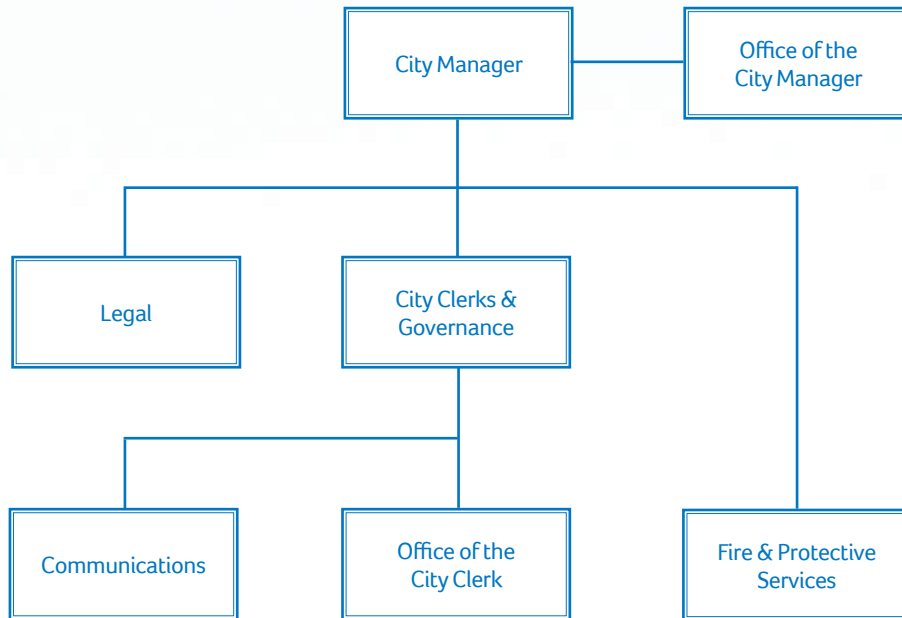
- Maintain operations and deliver on services while achieving a targeted profit/(loss) of within 1% of budgeted expenditures.
- Address critical infrastructure renewal. Capital investment will be targeted to the following priorities:
 - Candy Cane Parking Lot Expansion – additional parking is critical to the safety of patrons visiting this highly popular area
 - Depot replacement – the legislative and construction/forestry maintenance depots have reached the end of its useful life and must be replaced
 - Irrigation system remediation – action Phase One of the irrigation design and replacement plan
 - Trail and sidewalk replacements – action matching grant funding received through the Canada 150 Community Infrastructure grant program to upgrade and create new pathways within the Centre

Office of the City Manager

Mandate

The Office of the City Manager is Council's link to the City Administration. The Office manages key relationships within the community and across the country. It provides executive direction, strategic guidance and governance support to the corporation and its officials. The Office also provides advice and support on matters of municipal governance, strategy and protocol and ensures the City operates according to its legislative requirements.

Appointed by City Council, the City Manager's authority is established by the *City Manager's Bylaw 2003-70* and the *Regina Administration Bylaw 2003-69*.



Expenditures (\$000s)

Expenditures	2014 Actuals	2015 Actuals	2016 Budget	2016 Forecast (Sept)	2017 Budget	Budget Change	
						Dollar Change	Per Cent Change
General Fund							
Administration - City Manager	1,021.6	1,492.7	1,597.7	1,196.4	1,591.6	(6.0)	(0.4)
Legal	3,788.9	3,793.4	3,418.0	3,391.9	3,599.0	181.0	5.3
City Clerk	975.0	1,040.4	1,250.2	912.4	1,065.0	(185.1)	(14.8)
Corporate Information Governance	820.7	713.4	868.0	916.7	937.9	69.9	8.1
Elections	6.6	155.2	913.0	895.6	3.9	(909.1)	(99.6)
Communications	2,864.3	2,524.7	2,911.5	2,482.6	3,102.0	190.5	6.5
Total General Operating Expenditures	9,477.2	9,719.7	10,958.3	9,795.6	10,299.4	(658.9)	(6.0)
Utility Fund							
Legal	63.2	76.5	82.0	82.0	87.8	5.8	7.0
Communications	0.2	14.6	100.0	30.4	99.4	(0.6)	(0.6)
Total Utility Operating Expenditures	63.5	91.4	182.0	112.4	187.2	5.2	2.8
Total Operating Expenditures (All funds)	9,540.7	9,811.1	11,140.3	9,908.0	10,486.6	(653.8)	(5.9)

Expenditures	2014 Actuals	2015 Actuals	2016 Budget	2016 Forecast (Sept)	2017 Budget	Budget Change	
						Dollar Change	Per Cent Change
General Fund Transfers							
Communications	35.0	35.0	35.0	35.0	35.0	-	-
Elections	69.8	69.8	69.8	69.8	69.8	-	-
Total General Fund Transfers	104.8	104.8	104.8	104.8	104.8	-	-
Total General Operating Expenditures (with Transfers)	9,645.5	9,915.9	11,245.1	10,012.8	10,591.4	(653.8)	(5.8)

Full Time Equivalents (FTEs)

Full Time Equivalents (FTEs)	2015	2016	2017
Permanent	68.0	62.0	59.0
Casual	-	-	-
Total (General Fund)	68.0	62.0	59.0

Services

The Office of the City Manager oversees the City Clerk and Governance, Fire and Protective Services and Legal Services. The Government Relations Service is housed directly within the Office of the City Manager. Government Relations maintains relationships with stakeholders including the provincial and federal government, surrounding municipalities and other local governing bodies, Indigenous organizations, Saskatchewan Urban Municipalities Association (SUMA), Federation of Canadian Municipalities (FCM) and “twinned” or international partner municipalities. It is also involved in securing provincial and federal funds for specific priority projects within the City of Regina.

2016 Accomplishments

The City welcomed new City Manager, Chris Holden, in March, 2016. The Office of the City Manager has focused on supporting the new City Manager and the Executive Leadership Team in engaging employees to improve collaboration and to streamline processes in order to deliver consistent and reliable service to residents.

In 2016, the City was successful in applications for federal and provincial infrastructure grants for several major infrastructure projects including the construction of a new transit fleet maintenance facility.

With coordination from the Office of the City Manager, the City has moved forward with community partners in addressing the Calls to Action from the Truth and Reconciliation Commission, which were unanimously supported by City Council in March, 2016. In September, 2016 Council approved heritage status for the cemetery near the site at the Regina Indian Industrial School.

Office of the City Manager

Expenditures (\$000s)

Expenditures	2014 Actuals	2015 Actuals	2016 Budget	2016 Forecast (Sept)	2017 Budget	Budget Change	
						Dollar Change	Per Cent Change
General Fund							
Administration - City Manager	1,021.6	1,492.7	1,597.7	1,196.4	1,591.6	(6.0)	(0.4)
Total General Operating Expenditures	1,021.6	1,492.7	1,597.7	1,196.4	1,591.6	(6.0)	(0.4)

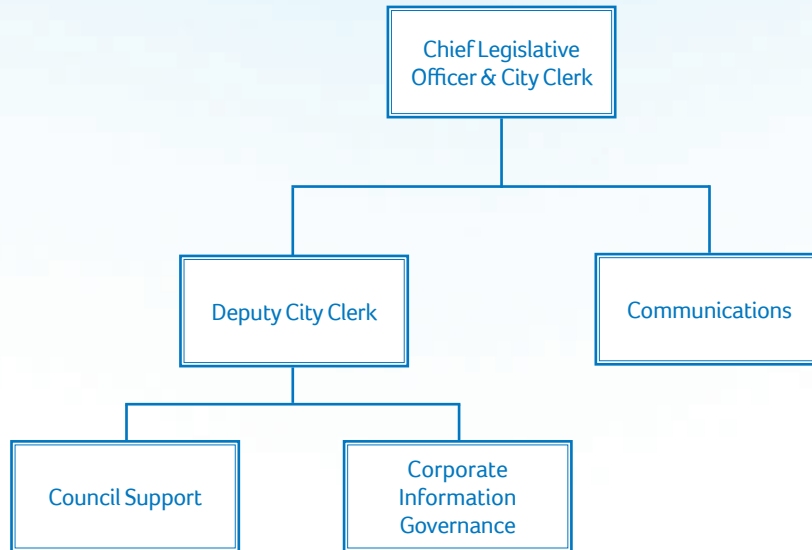
Full Time Equivalents (FTEs)

Full Time Equivalents (FTEs)	2015	2016	2017
Permanent	9.0	8.0	8.0
Casual	-	-	-
Total (General Fund)	9.0	8.0	8.0

Office of the City Clerk Summary Business Plan

Mandate

The Office of the City Clerk provides legislative and protocol support to City Council and the Administration. It also provides a central point of contact for ongoing relationships with stakeholders.



Overview

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

Council Support

- Provides support to City Council and individual councillors through the management of the decision-making processes of City Council, committees and quasi-judicial bodies
- Ensures election readiness and manages election operations

Corporate Information Governance

- Manages all aspects of access to information and protection of privacy, as well as the Open Government Program
- Handles paper and electronic information management including corporate and archival record storage and preservation

Expenditures (\$000s)

Expenditures	2014 Actuals	2015 Actuals	2016 Budget	2016 Forecast (Sept)	2017 Budget	Budget Change	
						Dollar Change	Per Cent Change
General Fund							
Office of City Clerk	981.6	1,195.6	2,163.2	1,808.0	1,068.9	(1,094.3)	(50.6)
Corporate Information Governance	742.2	708.4	794.4	912.0	864.9	70.5	8.9
Facilities Costs - Corporate Information Governance	78.5	5.0	73.6	4.7	73.0	(0.6)	(0.8)
Total General Operating Expenditures	1,802.3	1,909.0	3,031.2	2,724.7	2,006.8	(1,024.4)	(33.8)

Services**Council Support**

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

Full Time Equivalents (FTEs)

Full Time Equivalents (FTEs)	2015	2016	2017
Permanent	28.0	21.0	21.0
Casual	-	-	-
Total (General Fund)	28.0	21.0	21.0

Corporate Information Governance

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

2016 Accomplishments

- Successfully executed all legislative requirements with respect to the Municipal/School Board election.
- Provided the electoral participants a website (ElectionsRegina.ca) that included:
 - An online application process for individuals interested in working the election
 - The information and forms a candidate required
- Staged implementation of the new agenda management software with final completion in Q1 of 2017.
- HP Records Management rollout – In the fall of 2015, the City began an upgrade from the traditional document management software (TRIM) to a supported and more modern version called HP Records Manager. Initial training was done following the upgrade. Additional training videos are under development and should be available before the end of 2016 to complete the roll out. An additional step to integrate SharePoint is also planned for the final quarter of 2016.
- Open Data website update – The Open Data site software (CKan) was upgraded to provide an improved user experience as well as increased functionality.

Strategic Issues and Opportunities

- Orientation of the new Council will be a priority for early 2017.
- Review of the Procedure Bylaw and Committee structure with a focus on opportunities for better public engagement.

Key Deliverables in 2017

- A significant amount of time and resources will be directed towards the new Council orientation and their roles on committees and boards.

Performance Measures

MBN Canada benchmarks were reported by the Office of the City Clerk. Influencing factors for Clerks' performance measures include:

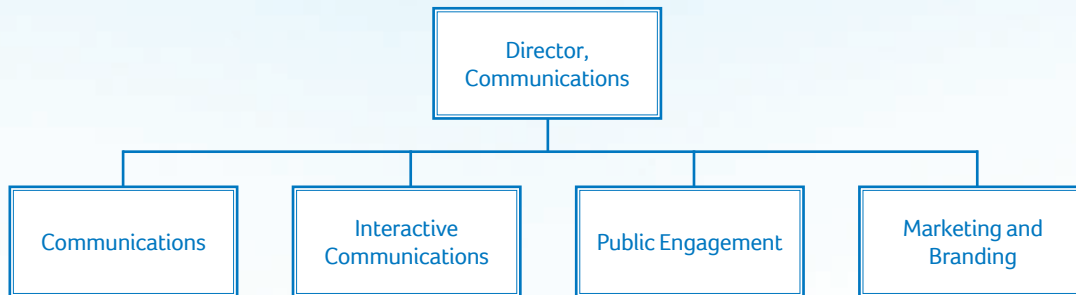
- **Citizen Engagement** – State of interaction with citizens and the amount of citizen trust/distrust of the organization.
- **Complexity** – Types and number of requests including files, email correspondence, text messages, etc.; amount of time required, issue, number of departments impacted, number of pages to be reviewed, number of third parties involved, litigation involvement, requests for politicians records and files.
- **Contentious Issues** – Whether there are prevailing major issues in the municipality, e.g. major construction projects, road widening, bids for international events, etc.
- **Nature of Requests** – Media/special interest groups/individuals/businesses provided to Municipal staff who handle requests.
- **Political Climate** – Related to availability of information from elected officials such as meeting calendars.
- **Practices & Policies** – Responsiveness of the organization to requests; number of routine disclosure policies.
- **Privacy Protection** – Growing trend to spend time assessing privacy concerns, e.g. software agreements, privacy breaches, increased focus on privacy being brought forward by PIC (Privacy and Information Commissioner).

Measure	2015 Regina Result	2015 MBN Canada Median	2015 MBN Canada Range
Number of Formal Freedom of Information (Legislated Freedom of Information Program) Requests per 100,000 Population	25	35	7 – 534
Operating Cost for Freedom of Information Program per Formal Request	\$1,629	\$798	\$156 – \$1,629
Percent of Regular Formal Freedom of Information Requests Handled Within 30 Days	84%	84%	56% – 95%
Percent of Regular Formal Freedom of Information Requests, Extensions and Third Party Notices Handled within Legislated Timelines	100%	94%	56% – 100%

Communications Summary Business Plan

Mandate

Communications leads the development of strategic communications and marketing to create a more informed and engaged community.



Overview

Communications is comprised of four branches and delivers six services:

Communications

- Leads communications (corporate and program area) with the public and the media as well as corporate internal messaging

Interactive Communications

- Manages City of Regina social media platforms, the City of Regina website, online surveys and intranet content

Public Engagement

- Leads development and implementation of public engagement best practices and tools, as well as projects with a large corporate public engagement component

Marketing and Branding

- Oversees the use of the City of Regina brand for all corporate documents and provides marketing support to City departments, programs and projects

Expenditures (\$000s)

Expenditures	2014 Actuals	2015 Actuals	2016 Budget	2016 Forecast (Sept)	2017 Budget	Budget Change	
						Dollar Change	Per Cent Change
General Fund							
Communications	2,864.3	2,524.7	2,911.5	2,482.6	3,102.0	190.5	6.5
Total General Operating Expenditures	2,864.3	2,524.7	2,911.5	2,482.6	3,102.0	190.5	6.5
Utility Fund							
Communications	0.2	14.9	100.0	30.4	99.4	(0.6)	(0.6)
Total Utility Operating Expenditures	0.2	14.9	100.0	30.4	99.4	(0.6)	(0.6)
Total Operating Expenditures (All funds)	2,864.5	2,539.6	3,011.5	2,513.0	3,201.4	189.9	6.3

Full Time Equivalents (FTEs)

Full Time Equivalents (FTEs)	2015	2016	2017
Permanent	13.0	15.0	15.0
Casual	-	-	-
Total (General Fund)	13.0	15.0	15.0

Services

- External Communications – advises on and supports external communication for City program areas, executives and elected officials in day-to-day and crisis situations
- Internal Communications – advises on, supports and manages the strategy, systems, tools and processes for corporate communication to employees
- Media Relations – disseminates City information to the public through media and coordinates responses to media requests
- Public Engagement – works to pro-actively involve citizens in discussions to support municipal decision-making
- Branding & Marketing – develops corporate marketing strategies for programs and services delivered by the City
- Interactive Communications – provides and maintains online communication channels for citizens including Regina.ca, Twitter, Facebook, Pinterest and YouTube, as well as overseeing development of content on the intranet

2016 Accomplishments

- Developed communication strategies for new initiatives and provided ongoing support for communications about the Annual Report, the Budget, the 2016 Municipal/School Board Election and the Zoning Bylaw Review Project
- Completed renewal of Regina.ca initiation phase
- Created development of public engagement tools and processes and launched an internal practitioner circle
- Completed citizen survey and shared results with Regina residents
- Provided on-going communication support for the City's major projects – Railyard Renewal, Stadium construction and Waste Water Treatment Plant construction
- Developed social media policy and procedures
- Work progressed on a communications crisis response plan and a new intranet design
- Completed an agency of record request for proposal
- Continued renewal of the Communications Department

Strategic Issues and Opportunities

- Communications will continue to lead the redesign of Regina.ca to enhance the website where as many as 50% of residents say they go to seek information about the City. The website was last refreshed in 2008.
- Further work will be done on crisis communication planning, a strategy for advertising, sponsorship and naming rights, public engagement, a City of Regina communications strategy and internal communications.

Key Deliverables in 2017

- Renewal of Regina.ca will continue with the design and implementation phases pending budget approval
- Work will continue to develop and implement a corporate public engagement strategy, along with supporting tools and processes
- Resources will continue to support the communications needs of the City's major projects such as Railyard Renewal, the Stadium Project and the Zoning Bylaw Review Project
- Increased focus on support for internal communications including the launch of a redesigned intranet
- Communications support for the new City Council
- Continued focus on the creation of a corporate communications strategy, as well as longer-term program area communications strategies including initiatives that take a more holistic view of messaging about City services and continue efforts to share information with the public about services provided by the City

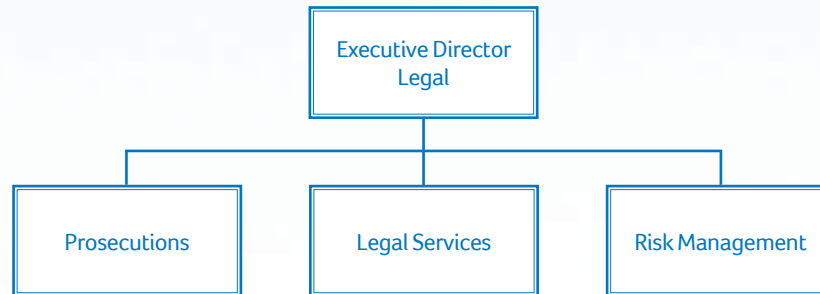
Performance Measures

MBN Canada does not provide benchmarks for Communications. Over time, where MBN Canada gaps exist, the City will develop and report on service specific performance measures.

Legal Summary Business Plan

Mandate

The Legal Department provides all legal services for the City of Regina and City Council while also overseeing risk management, insurance and claims services for the City of Regina and the Regina Police Service. The Department also prosecutes all bylaw offences and administers the Regina Municipal Division of Provincial Court.



Expenditures (\$000s)

Expenditures	2014 Actuals	2015 Actuals	2016 Budget	2016 Forecast (Sept)	2017 Budget	Budget Change	
						Dollar Change	Per Cent Change
General Fund							
City Solicitor's Office	3,392.0	3,416.9	2,987.8	2,965.6	3,167.4	179.6	6.0
Prosecutions	154.9	150.5	160.4	158.0	162.4	1.9	1.2
Risk Management	242.0	226.0	269.8	268.3	269.3	(0.5)	(0.2)
Total General Operating Expenditures	3,788.9	3,793.4	3,418.0	3,391.9	3,599.0	181.0	5.3
Utility Fund							
Insurance	63.2	76.5	82.0	82.0	87.8	5.8	7.0
Total Utility Operating Expenditures	63.2	76.5	82.0	82.0	87.8	5.8	7.0
Total Operating Expenditures (All funds)	3,852.2	3,869.9	3,500.0	3,473.9	3,686.8	186.7	5.3

Full Time Equivalents (FTEs)

Full Time Equivalents (FTEs)	2015	2016	2017
Permanent	18.0	18.0	18.0
Casual	-	-	-
Total (General Fund)	18.0	18.0	18.0

Services

Legal Services

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

Prosecutions

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

Risk Management

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

2016 Accomplishments

- The Legal Department supported the work of a range of major projects currently underway, including the Wastewater Treatment Plant and the new Mosaic Stadium, both of which reached substantial completion.
- Policy updates regarding servicing agreement fees were completed.
- Governance changes for a number of municipal controlled corporations were also implemented.

Strategic Issues and Opportunities

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

Performance Measures

MBN Canada benchmarks included measures specific to the Legal Department. Influencing factors for legal performance measures include:

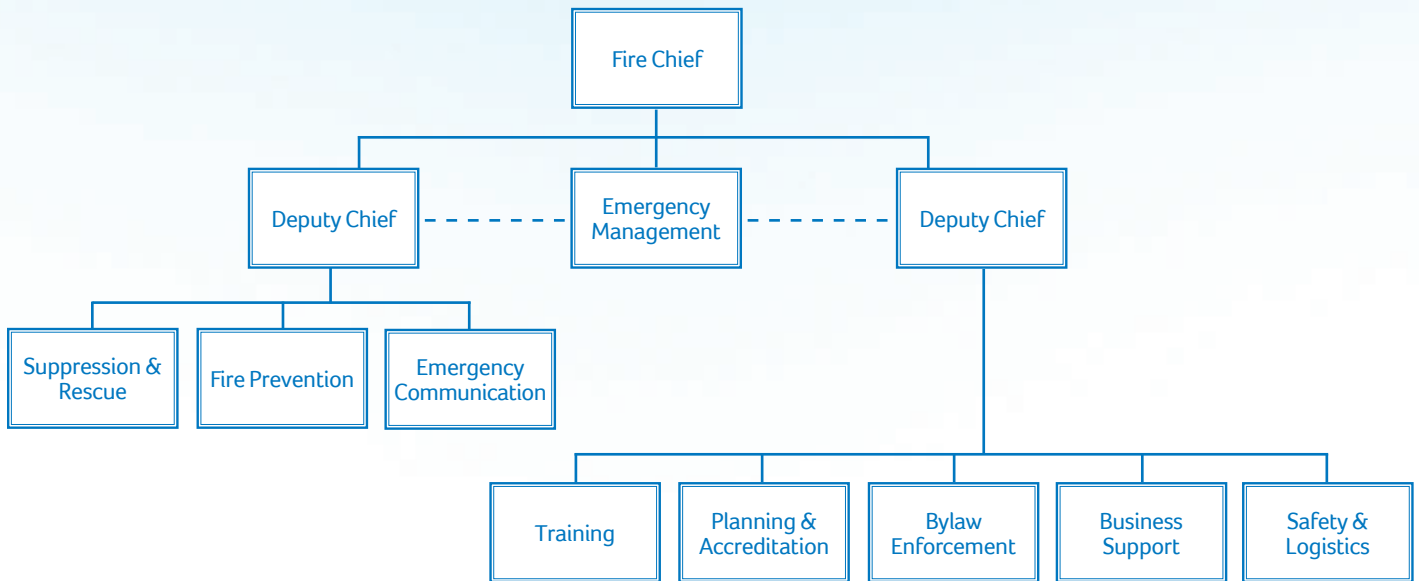
- **Demand Drivers** – Demand for specific types of legal services differs from municipality to municipality and/or from year to year, e.g. increased hearings activity (municipal zoning By-laws and official plans), one-of-a-kind or significant litigation, contracts, projects and collective bargaining processes can impact hours worked and costs associated with in-house and/or external lawyers.
- **Organizational Form** – Single-tier and upper-tier municipalities provide different services, i.e. whether all legal costs are controlled centrally; mix of external vs. in-house lawyers.
- **Policy and Practices** – Different services can demand varying levels of legal support. Reimbursement of Legal Fees Indemnification By-laws are handled differently by municipalities.

Measure	2015 Regina Result	2015 MBN Canada Median	2015 MBN Canada Range
In-House Legal Operating Cost per \$1,000 Municipal Operating & Capital Expenditures	\$3.68	\$2.24	\$1.05 - \$1.69
In-House Legal Operating Cost per In-House Lawyer Hour	\$144.03	\$144.03	\$88.87 - \$198.81

Fire and Protective Services Summary Business Plan

Mandate

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



Overview

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

Suppression and Rescue

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

Fire Prevention

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

Emergency Communications

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

Emergency Management

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

Training

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

Planning and Accreditation

- Provides International Fire Accreditation, business planning, quality assurance, long-term planning, and strategic initiatives

Bylaw Enforcement

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

Business Support

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

Safety and Logistics

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

Expenditures (\$000s)

Expenditures	2014 Actuals	2015 Actuals	2016 Budget	2016 Forecast (Sept)	2017 Budget	Budget Change	
						Dollar Change	Per Cent Change
General Fund							
Fire & Protective Services	38,486.4	39,751.1	41,846.3	41,422.2	42,556.4	710.1	1.7
Bylaw Enforcement	3,485.5	3,994.2	2,219.0	1,864.7	4,254.1	2,035.1	91.7
Total General Operating Expenditures	41,971.9	43,745.2	44,065.2	43,286.9	46,810.4	2,745.2	6.2

Full Time Equivalents (FTEs)

Full Time Equivalents (FTEs)	2015	2016	2017
Permanent	336.5	332.4	329.0
Casual	-	-	-
Total (General Fund)	336.5	332.4	329.0

Services

- Overall Service - Delivery of emergency response and public safety programs.
- Fire Suppression - Mitigation of life and property threatening incidents.
- Fire Safety Education - Provision of education and training in fire prevention and fire safety.
- Emergency Planning - Planning for and implementing business continuity plans and disaster recovery plans.
- Bylaw Enforcement - Ensuring compliance with bylaws and ordinances.

2016 Accomplishments

- Research and consultation was carried out for the approval and transition of the *Community Standards Bylaw* (formerly known as the *Property Maintenance Bylaw*). This was approved by Council and implemented.
- The Department has completed all aspects of its reorganization that saw business units aligned to better support delivery of services to our customers.
- Notify Now, the public notification system, was officially secured and the system went live to the public in June 2016.
- Improved technical linkages with response partners saw the installation of hardware linking ambulance and fire dispatch centers for improved response times.
- International Fire Accreditation status was maintained that stresses continuous improvement, service evaluation, performance monitoring and benchmarking. Regina is one of only seven cities in Canada to have an accredited fire department.

Strategic Issues and Opportunities

- The amended *Fire Bylaw* will be presented for Council's consideration in 2017 following further public consultation.
- To improve customer service, Fire and Protective Services will lead an initiative that will link the efforts of Bylaw Enforcement, Fire Prevention, Regina Police Service, zoning and others to improve agency role clarity, effectiveness and enforcement outcomes.
- Fire Service Agreements are currently being finalized with the Rural Municipality of Edenwold. Agreements will need to be reviewed/considered for other rural municipalities.
- A review of the *Emergency Medical Services Mutual Aid Bylaw* was conducted in partnership with the Regina Qu'Appelle Health Region. This will ensure that the services provided in support of pre-hospital care are appropriate and sustainable.

Key Deliverables in 2017

- Similar to other areas of the organization, the Department will be developing asset management plans for its facilities and logistics. Better asset management should allow better planning for asset renewal, and in turn, produce better long-term planning for the Fire Service as a whole.
- Fire Headquarters renovations will be completed in 2017 with headquarters (HQ) Staff moving back and a new move for Bylaw Enforcement will leave City Hall and become permanently located in HQ.
- The Department will seek International Fire Accreditation status for a second five-year period through the Centre for Public Safety Excellence.
- As a complement to the OCP, work will start in 2017 to develop a long-term Fire Protection Master Plan.

Performance Measures

The City of Regina will begin reporting on MBN Canada Fire benchmarks in 2017 and will begin reporting on Bylaw benchmarks in 2018.

Department Detail (Fire and Protective Services)

Expenditures (\$000s)

Expenditures	2014 Actuals	2015 Actuals	2016 Budget	2016 Forecast (Sept)	2017 Budget	Budget Change	
						Dollar Change	Per Cent Change
General Fund							
Operations	30,982.4	32,359.4	33,466.2	33,112.8	33,858.3	392.1	1.2
Administration & Communications	1,941.9	1,878.2	2,646.8	2,271.5	2,552.8	(94.0)	(3.6)
Public Safety Planning & Prevention	1,638.1	1,470.2	1,615.7	1,691.9	1,757.1	141.4	8.7
Training Academy, Safety & Logistics	3,493.7	3,599.6	3,650.2	3,870.5	3,917.2	267.0	7.3
Facilities Costs - Fire	430.4	443.7	467.4	475.4	471.0	3.6	0.8
Total General Operating Expenditures	38,486.4	39,751.1	41,846.3	41,422.2	42,556.4	710.1	1.7

Full Time Equivalents (FTEs)

Full Time Equivalents (FTEs)	2015	2016	2017
Permanent	307.0	309.0	306.0
Casual	-	-	-
Total (General Fund)	307.0	309.0	306.0

Department Detail (Bylaw)

Expenditures (\$000s)

Expenditures	2014 Actuals	2015 Actuals	2016 Budget	2016 Forecast (Sept)	2017 Budget	Budget Change	
						Dollar Change	Per Cent Change
General Fund							
Bylaw Enforcement	2,171.2	1,923.3	2,169.8	1,815.3	2,169.4	(0.4)	(0.0)
RRAP	48.6	49.4	49.2	49.4	2.2	(47.0)	(95.6)
Animal Impounding	1,265.6	2,021.4	-	-	2,082.5	2,082.5	-
Total General Operating Expenditures	3,485.5	3,994.2	2,219.0	1,864.7	4,254.1	2,035.1	91.7

Full Time Equivalents (FTEs)

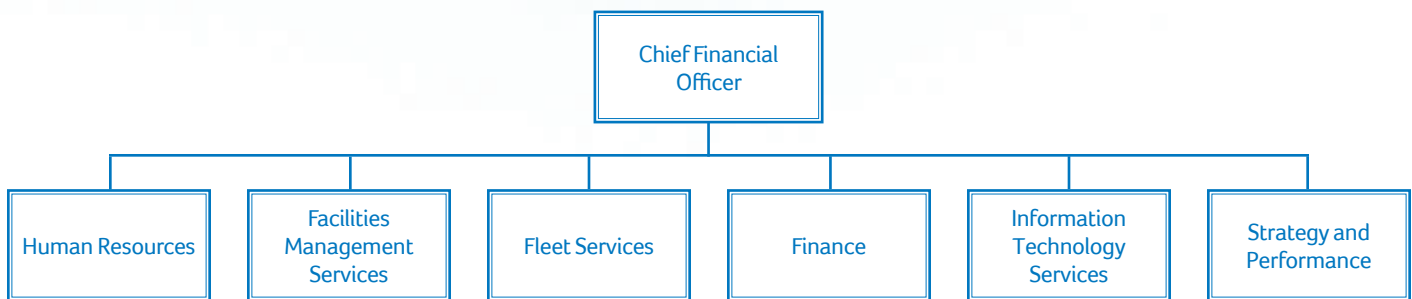
Full Time Equivalents (FTEs)	2015	2016	2017
Permanent	29.5	23.4	23.0
Casual	-	-	-
Total (General Fund)	29.5	23.4	23.0

Corporate Services Division

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

Key Strategic Issues

- Enhancing the provision of timely management information to the organization for more informed decision-making. This includes using data that lays out the linkages between service level expectations and the cost of providing them, along with appropriate lifecycle cost estimates for assets throughout their entire lifespan
- Improving work planning and resource assignment activities across the organization
- Building policies, plans and tools to manage the corporation's financial condition now and for the long term
- Producing succession plans and leadership development frameworks to reduce the impact that retirements will have on the corporation's ability to maintain service levels



Expenditures (\$000s)

Expenditures	2014 Actuals	2015 Actuals	2016 Budget	2016 Forecast (Sept)	2017 Budget	Budget Change	
						Dollar Change	Per Cent Change
General Fund							
Chief Financial Officer & Finance	53,427.7	61,744.3	59,293.0	63,346.4	54,684.2	(4,608.8)	(7.8)
Utility Billing	227.6	244.8	301.3	380.3	390.1	88.8	29.5
Strategy Performance	1,804.9	1,465.0	1,631.5	1,696.7	1,466.7	(164.9)	(10.1)
Facilities Management Services	5,200.6	5,238.7	5,706.7	5,616.0	5,746.9	40.2	0.7
Human Resources & Pensions	5,898.1	6,672.8	7,138.4	7,063.6	7,444.8	306.4	4.3
Information Technology	8,260.2	9,992.2	11,160.2	10,595.6	11,258.4	98.1	0.9
Fleet	636.9	697.2	727.0	740.5	753.2	26.2	3.6
Supply Services	499.3	497.5	521.3	484.0	522.9	1.6	0.3
Total General Operating Expenditures	75,955.3	86,552.4	86,479.5	89,923.1	82,267.2	(4,212.3)	(4.9)
Utility Fund							
Strategy Performance	217.2	81.6	86.8	86.8	88.3	1.4	1.6
Facilities Management Services	526.2	564.9	700.1	700.1	648.1	(52.0)	(7.4)
Finance	64,325.7	74,210.0	72,818.2	72,818.2	74,320.1	1,502.0	2.1
Utility Billing	2,672.9	2,909.4	2,943.8	2,798.7	15,441.9	12,498.1	424.6
Information Technology	387.9	383.4	436.1	443.5	475.5	39.4	9.0
Total Utility Operating Expenditures	68,129.9	78,149.3	76,984.9	76,847.2	90,973.8	13,988.9	18.2

Expenditures (\$000s) – Continued

Expenditures	2014 Actuals	2015 Actuals	2016 Budget	2016 Forecast (Sept)	2017 Budget	Budget Change	
						Dollar Change	Per Cent Change
Costing Fund							
Facilities Management Services	4,776.4	5,174.1	5,308.6	5,264.3	5,332.7	24.1	0.5
Information Technology	1,462.2	704.3	753.5	673.5	736.1	(17.4)	(2.3)
Fleet	16,595.5	17,661.3	19,398.5	18,917.7	20,095.6	697.1	3.6
Equipment & Maintenance	9,213.9	9,797.7	11,124.2	10,982.1	11,305.6	181.4	1.6
Supply Services	8,015.6	6,913.2	7,887.8	7,059.9	7,174.1	(713.7)	(9.0)
Total Costing Operating Expenditures	40,063.6	40,250.5	44,472.6	42,897.5	44,644.2	171.6	0.4
Total Operating Expenditures (All funds)	184,148.7	204,952.2	207,937.0	209,667.7	217,885.2	9,948.2	4.8
General Fund Transfers							
Facilities Management Services	699.4	754.9	729.3	729.3	729.3	(0.0)	(0.0)
Finance	3,666.9	21,525.8	119.4	3,119.4	119.4	-	-
Information Technology	-	-	80.0	80.0	80.0	-	-
Total General Fund Transfers	4,366.3	22,280.6	928.7	3,928.7	928.7	(0.0)	(0.0)
Total General Operating Expenditures (with Transfers)	188,515.1	227,232.9	208,865.7	213,596.5	218,813.9	9,948.2	4.8

Full Time Equivalents (FTEs)

Full Time Equivalents (FTEs)	2015	2016	2017
Permanent	303.8	315.4	303.7
Casual	23.4	20.6	20.6
Total (General Fund)	327.2	336.0	324.3
Staff Complement (Costing Fund)			
Permanent	132.3	135.1	136.1
Casual	1.9	3.1	3.1
Total (Costing Fund)	134.2	138.1	139.2

Full Time Equivalents (FTEs) – Continued

Staff Complement (Utility Operating Fund)							
Full Time Equivalents (FTEs)					2015	2016	2017
Permanent					27.0	31.0	31.0
Casual					2.8	1.3	1.5
					-	-	-
Total (Utility Operating Fund)					29.8	32.3	32.5
Staff Complement (Utility Capital Fund)							
Full Time Equivalents (FTEs)					2015	2016	2017
Permanent					1.0	1.0	1.0
Casual					-	-	-
					-	-	-
Total (Utility Capital Fund)					1.0	1.0	1.0
Staff Complement (General Capital Fund)							
Full Time Equivalents (FTEs)					2015	2016	2017
Permanent					1.8	10.8	12.0
Casual					-	-	-
					-	-	-
Total (General Capital Fund)					1.8	10.8	12.0
Total All Funds					493.9	518.2	508.9

Chief Financial Officer

Expenditures (\$000s)

Expenditures	2014 Actuals	2015 Actuals	2016 Budget	2016 Forecast (Sept)	2017 Budget	Budget Change	
						Dollar Change	Per Cent Change
General Fund							
Office of the Chief Financial Officer	546.7	630.5	711.0	756.8	479.1	(231.9)	(32.6)
Capital Funding	31,432.9	34,430.5	40,352.8	40,419.8	43,507.7	3,154.9	7.8
Debt	13,123.1	18,047.4	10,856.5	13,687.7	2,156.9	(8,699.6)	(80.1)
Total General Operating Expenditures	45,102.7	53,108.4	51,920.3	54,864.4	46,143.7	(5,776.6)	(11.1)

Full Time Equivalents (FTEs)

Full Time Equivalents (FTEs)					2015	2016	2017
Permanent					4.0	4.0	2.0
Casual					-	-	-
Total (General Fund)					4.0	4.0	2.0

Strategy and Performance

Expenditures (\$000s)

Expenditures	2014 Actuals	2015 Actuals	2016 Budget	2016 Forecast (Sept)	2017 Budget	Budget Change	
						Dollar Change	Per Cent Change
General Fund							
Strategy & Performance	1,804.9	1,465.0	1,631.5	1,696.7	1,466.7	(164.9)	(10.1)
Total General Operating Expenditures	1,804.9	1,465.0	1,631.5	1,696.7	1,466.7	(164.9)	(10.1)
Utility Fund							
Strategy & Performance	217.2	81.6	86.8	86.8	88.3	1.4	1.6
Total Utility Operating Expenditures	217.2	81.6	86.8	86.8	88.3	1.4	1.6
Total Operating Expenditures (All funds)	2,022.1	1,546.6	1,718.4	1,783.6	1,554.9	(163.4)	(9.5)

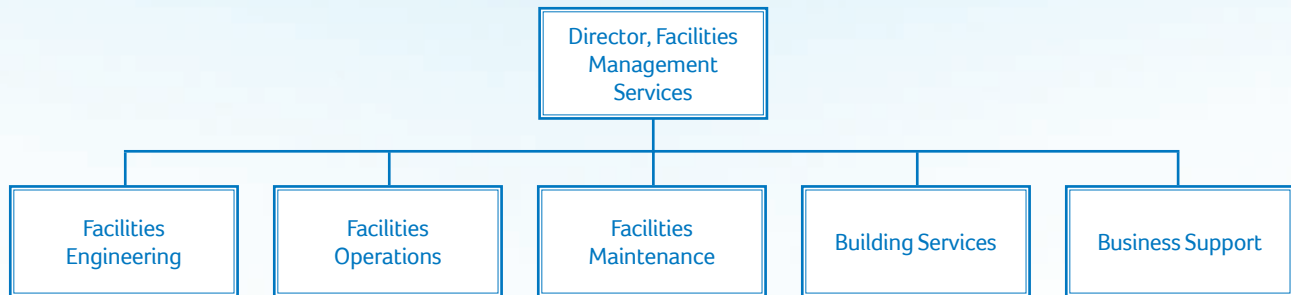
Full Time Equivalents (FTEs)

Facilities Management Services Summary Business Plan

Staff Complement (General Fund)								
Full Time Equivalents (FTEs)					2015	2016	2017	
Permanent					9.0	9.0	11.0	
Casual					-	-	-	
					-	-	-	
Total (General Fund)					9.0	9.0	11.0	

Mandate

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



Overview

Facilities Management Services establishes corporate standards for all civic properties and also manages their operation and maintenance. This includes the responsibility for about 660 structures and buildings, which have a replacement value of approximately \$325 million. The department consists of five branches and delivers six services:

Facilities Engineering

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

Facilities Operations

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

Facilities Maintenance

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

Building Services

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

Business Support

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

Expenditures (\$000s)

Expenditures	2014 Actuals	2015 Actuals	2016 Budget	2016 Forecast (Sept)	2017 Budget	Budget Change	
						Dollar Change	Per Cent Change
General Fund							
Director, Facilities	368.0	407.2	552.9	447.7	461.1	(91.8)	(16.6)
Building Services	771.5	908.4	845.7	1,032.3	859.3	13.6	1.6
Facilities Operations	1,838.9	1,954.7	1,965.1	1,988.1	1,990.4	25.4	1.3
Facilities Utility	923.8	527.1	695.4	1,189.4	713.2	17.8	2.6
Facilities Maintenance	822.8	943.1	1,070.3	958.5	1,122.6	52.3	4.9
Facilities Engineering	475.6	498.1	577.4	-	600.2	22.8	4.0
Total General Operating Expenditures	5,200.6	5,238.7	5,706.7	5,616.0	5,746.9	40.2	0.7
Costing Fund							
Director, Facilities	3,435.4	3,629.4	3,613.7	3,613.7	3,634.5	20.8	0.6
Facilities Management Services	434.6	411.0	526.8	483.0	526.8	0.0	0.0
Facilities Interdepartmental Services	906.5	1,133.7	1,167.6	1,167.6	1,171.4	3.8	0.3
Total Costing Operating Expenditures	4,776.4	5,174.1	5,308.1	5,264.3	5,332.7	24.6	0.5
Utility Fund							
Facilities	526.2	564.9	700.1	700.1	648.1	(52.0)	(7.4)
Total Utility Operating Expenditures	526.2	564.9	700.1	700.1	648.1	(52.0)	(7.4)
Total Operating Expenditures (All funds)	10,503.2	10,977.6	11,714.9	11,580.4	11,727.7	12.8	0.1

Full Time Equivalent (FTEs)

Staff Complement (General Fund)							
Full Time Equivalent (FTEs)					2015	2016	2017
Permanent					90.8	93.6	93.6
Casual					20.4	20.6	20.6
Total (General Fund)					111.2	114.2	114.2
Staff Complement (Costing Fund)							
Full Time Equivalent (FTEs)					2015	2016	2017
Permanent					33.3	32.6	32.6
Casual					0.9	2.1	2.1
Total (Costing Fund)					34.2	34.7	34.7
Staff Complement (General Capital Fund)							
Full Time Equivalent (FTEs)					2015	2016	2017
Permanent					1.0	1.0	2.0
Casual							
Total (General Capital Fund)					1.0	1.0	2.0
Total All Funds					146.3	149.9	150.9

Services

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

2016 Accomplishments

- The Corporate Facilities Master Plan (CFMP) was completed. The CFMP is a strategic document that ultimately informs the City's long-range financial plan, facility renewal plans, corporate asset management plan, and budget approvals. The CFMP will allow for a more holistic approach and assist the organization to better understand the implications of differing asset renewal or replacement or the timing of one project relative to other projects.
- Facilities Management initiated the design of three major projects for infrastructure replacement. The Transit Fleet Maintenance Facility, Waste Management Facility and Parks/Facility Trade shop will each take up to four years to complete and represent the highest corporate priorities with respect to facility infrastructure renewal.

Strategic Issues and Opportunities

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

Key Deliverables in 2017

- The first generation of a formal Facilities Asset Management Plan will be developed following the City's new Asset Management Governance adoption policy framework, which will be completed in 2017.

Performance Measures

MBN Canada benchmarks were reported by Facilities Management Services. Influencing factors for Facilities performance measures include:

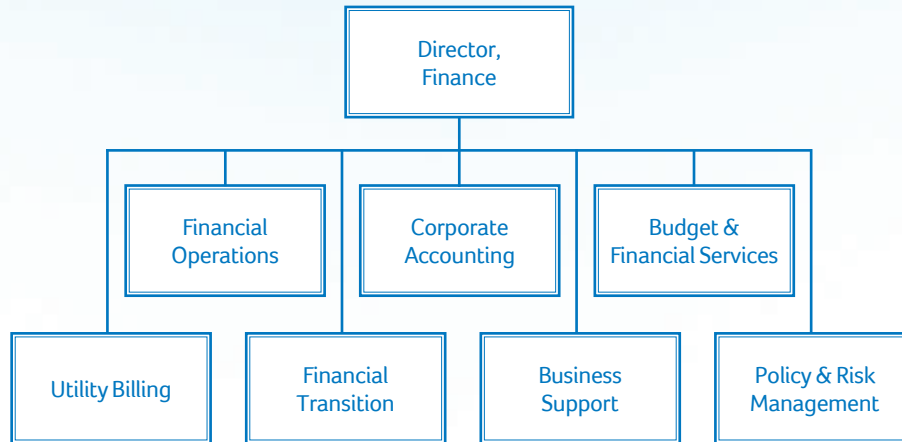
- **Building Stock** – Wide variety of buildings/facilities in each municipality with different sizes, ages, and use profiles can yield very different cost per square feet indicators.
- **Capital** – Accounting policy/dollar threshold for capital expenditures impacts the types of maintenance activities included in operating costs.
- **Organizational Form** – Extent to which asset management services are centralized or decentralized in each municipality can influence reported results.

Measure	2015 Regina Result	2015 MBN Canada Median	2015 MBN Canada Range
Total Equivalent kilowatt hours Energy Consumption for Headquarters (HQ) per Square Foot of HQ Building	36	28	16 – 41
Total Cost of Facility Operations for Headquarter Building (HQ) per Square Feet of HQ Building (includes amortization)	\$11.69	\$13.69	\$8.72 – \$23.68
Gross Square Footage of All Buildings Owned and Leased by Municipality	2.81 million	4.29 million	1.15 – 28.78 million
Gross Square Feet of Headquarter Building	179,566	245,562	43,500 – 802,590

Finance Summary Business Plan

Mandate

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



Overview

The Department consists of seven branches, delivering 12 services:

Utility Billing

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

Financial Operations

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

Financial Transition

- Leads the enterprise-wide Business Transformation Program

Corporate Accounting

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

Business Support

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

Budget and Financial Services

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

Policy and Risk Management

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

Expenditures (\$000s)

Expenditures	2014 Actuals	2015 Actuals	2016 Budget	2016 Forecast (Sept)	2017 Budget	Budget Change	
						Dollar Change	Per Cent Change
General Fund							
Director Finance	330.4	304.3	252.5	245.2	263.4	10.9	4.3
Manager of Business Support	-	22.0	139.2	111.3	120.5	(18.7)	(13.4)
Corporate Accounting	1,435.4	1,722.1	1,736.0	1,816.9	1,790.7	54.7	3.2
Financial Operations	1,552.7	1,626.3	1,715.5	1,754.3	1,738.7	23.2	1.4
Financial Planning	1,545.3	1,472.8	1,389.6	1,357.5	154.1	(1,235.5)	(88.9)
Budget & Financial Services	1,417.3	1,457.8	2,016.9	1,727.6	1,897.6	(119.3)	(5.9)
Policy & Risk Management	417.5	429.5	435.4	394.0	402.8	(32.6)	(7.5)
Utility Billing	227.6	237.2	188.4	253.2	254.4	66.0	35.0
Sundry Accounts Receivable(Utility)	-	7.6	112.9	127.1	135.7	22.8	20.2
Corporate Transactions	1,626.4	1,601.3	(312.3)	1,075.3	2,172.8	2,485.0	(795.8)
Total General Operating Expenditures	8,552.6	8,880.8	7,674.0	8,862.4	8,930.6	1,256.6	16.4
Utility Fund							
Access Fee	8,002.9	8,494.5	9,197.1	9,197.1	9,860.2	663.1	7.2
Debt Costs	50,973.9	61,277.7	1,402.3	1,402.3	6,125.8	4,723.5	336.8
Corporate Financial Transfers	(222.9)	(1,034.5)	56,305.2	56,305.2	51,969.5	(4,335.7)	(7.7)
Utility Admin Charge	8,244.7	8,381.7	8,857.4	8,712.3	21,806.6	12,949.2	146.2
Total Utility Operating Expenditures	66,998.6	77,119.4	75,761.9	75,616.8	89,762.0	14,000.0	18.5
Total Operating Expenditures (All funds)	75,551.2	86,000.2	83,436.0	84,479.2	98,692.6	15,256.7	18.3

Full Time Equivalents (FTEs)

Staff Complement (General Fund)								
Full Time Equivalents (FTEs)						2015	2016	2017
Permanent						61.9	65.9	66.9
Casual						3.0		
Total (General Fund)						64.9	65.9	66.9
Staff Complement (Utility Operating Fund)								
Full Time Equivalents (FTEs)						2015	2016	2017
Permanent						23.5	27.5	27.5
Casual						2.8	1.3	1.5
Total (Utility Operating Fund)						26.3	28.8	29.0
Staff Complement (General Capital Fund)								
Full Time Equivalents (FTEs)						2015	2016	2017
Permanent							9.0	9.0
Casual								
Total (General Capital Fund)							9.0	9.0
Total All Funds						91.2	103.7	104.9

Services

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

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

2016 Accomplishments

- Supported more transparent reporting to Council and the public by supporting the successful onboarding of 15 services to the Municipal Benchmarking Network Canada, including reporting of the Investments service and leading the reporting of all costing (financial) measures across the corporation.
- Strengthened the City’s financial position and stewardship with the creation of the Long Range Financial Model. Once fully implemented, the model will better support the decision-making process by ensuring decision makers have a more complete picture of revenue and expenses and a longer term view of financial implications.
- Successfully completed the planning and scoping phase and launched the implementation phase of a new planning, budgeting and forecasting system to provide more timely access to data in support of improved information for decision-making.
- Through continually striving for efficiency, the Department completed over fourteen process improvement initiatives at an annualized cost reallocation benefit of over \$140,000 along with numerous non-monetary benefits.

Strategic Issues and Opportunities

- The implementation of the Long Range Financial Model and the new planning, budgeting and forecasting system in 2017 will facilitate a full integration of information to provide better analysis and understanding of impacts of spending decisions now and in the future while providing enhanced and more timely and accurate reporting for internal and external stakeholders.

Key Deliverables in 2017

- Work will continue on the implementation of a new planning, budgeting and forecasting system to provide management with access to timely and accurate data that will support improved information for decision-making.
- Work will continue on the implementation of the Long Range Financial Model into existing processes to be utilized in decision-making and the budget process. The Department will also establish a long-range financial plan to help manage resources over the long-term and provide more flexibility to meet growth-related infrastructure requirements, while maintaining a low, or manageable, level of debt to support ongoing services and fiscal sustainability.
- The Department will report on measures in four additional services in the MBN Canada in 2017, comparing delivery of those four services (Account Payable, Purchasing, Investments and General Revenue) to municipalities across Canada and to ourselves year over year.

Performance Measures

MBN Canada benchmarks were reported by the Finance Department for Investment Management. Other sub-services in the Department of Finance such as Purchasing and Accounts Payable will begin reporting in 2017. Influencing factors for Investment Management performance measures include:

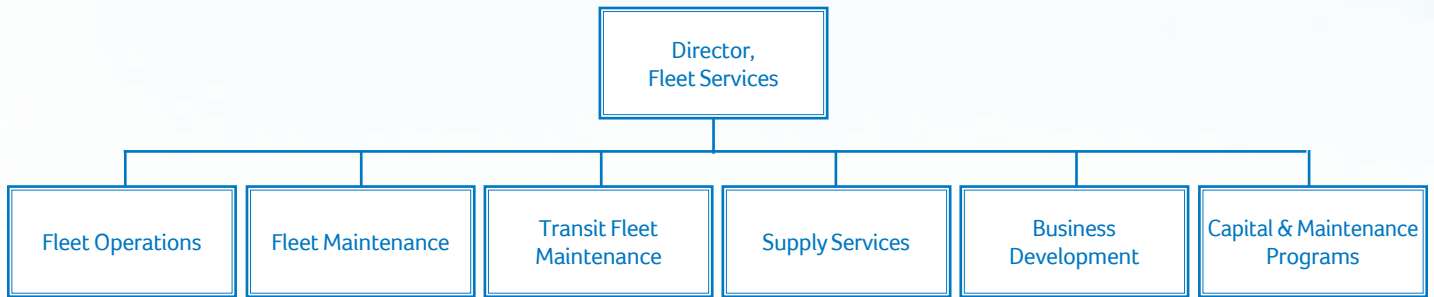
- **Economic Conditions** – Local economy, unionization, state of assets (life expectancy); prevailing interest rates and shape of the yield curve; availability of product.
- **Geography** – Population, density and land mass.
- **Government Structure** – Single-tier or two-tier impacts level of expenditures.
- **Organizational Form** – Reporting structure, levels within departments.
- **Policy and Practices** – General accounting practices (terms utilized for various receivables and payments); investment policy objectives, i.e., risk tolerances, preservation of capital vs. growth; municipal life stage (growth vs. maturity); legislative investment policy constraints; cash inflows/outflows to portfolio.

Measure	2015 Regina Result	2015 MBN Canada Median	2015 MBN Canada Range
Gross Percent Realized Return on the Total Investment Portfolio (based on the Average Adjusted Book Value)	4.67%	2.4%	1.05% – 6.02%
Gross Percent Realized Return on the Total Internally Managed Investment Portfolio (based on the Average Adjusted Book Value)	1.24%	2.37%	1.05% – 4.48%
Gross Percent Realized Return on the Total Externally Managed Investment Portfolio (based on the Average Adjusted Book Value)	4.90%	4.31%	2.21% – 19.85%

Fleet Services Summary Business Plan

Mandate

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



Overview

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

Fleet Operations

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

Fleet Maintenance

- Oversees the repair, inspection, preventative maintenance and warranty management of the City’s fleet of civic vehicles and equipment. This service also provides non-fleet welding and fabricating

Transit Fleet Maintenance

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

Supply Services

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

Business Development

- Manages and develops information technology systems in coordination with the Information Technology Services department, business process review and improvement, employee development and engagement strategies, continuous improvement strategies and development and documentation of service levels with client departments

Capital and Maintenance Programs

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

Expenditures (\$000s)

Expenditures	2014 Actuals	2015 Actuals	2016 Budget	2016 Forecast (Sept)	2017 Budget	Budget Change	
						Dollar Change	Per Cent Change
General Fund							
Fleet Training & Safety	636.9	697.2	727.0	740.5	753.2	26.2	3.6
Supply Services	499.3	497.5	521.3	484.0	522.9	1.6	0.3
Total General Operating Expenditures	1,136.2	1,194.6	1,248.3	1,224.5	1,276.1	27.8	2.2
Costing Fund							
Fleet Services	33,825.0	34,372.1	38,411.0	36,959.7	38,575.4	164.4	0.4
Total Costing Operating Expenditures	33,825.0	34,372.1	38,411.0	36,959.7	38,575.4	164.4	0.4
Total Operating Expenditures (All funds)	34,961.2	35,566.8	39,659.3	38,184.2	39,851.5	192.2	0.5

Full Time Equivalents (FTEs)

Staff Complement (General Fund)								
Full Time Equivalents (FTEs)					2015	2016	2017	
Permanent					6.3	7.8	7.8	
Casual								
Total (General Fund)					6.3	7.8	7.8	
Staff Complement (Costing Fund)								
Full Time Equivalents (FTEs)					2015	2016	2017	
Permanent					96.3	99.8	100.8	
Casual					1.0	1.0	1.0	
Total (Costing Fund)					97.3	100.8	101.8	
Staff Complement (General Capital Fund)								
Full Time Equivalents (FTEs)					2015	2016	2017	
Permanent					0.8	0.8	1.0	
Casual								
Total (General Capital Fund)					0.8	0.8	1.0	
Total All Funds					104.4	109.3	110.6	

Services

- Fleet Maintenance and Repair – Maintenance and repairs to fleet vehicles and equipment including the preventive maintenance program, warranty procedures and regulatory compliance with respect to vehicle maintenance.
- Fleet Training and Safety – Basic and targeted training for operation of fleet assets applicable to business areas. Advice and input regarding business area standard operating procedures. Record-keeping related to training programs, incident and collision reviews, operator evaluations and regulatory compliance regarding vehicle operation and use.

- Fleet Vehicle and Equipment Supply – Planning lifecycle and fleet replacement, preparing tender specifications for the purchase of replacement and new capital equipment, managing external vehicle equipment and short-term motor pool rentals and the supply of small tools and managing fleet vehicle licensing and insurance requirements.
- Parts and Material Supply Services – sourcing and procurement of vehicle fuels, vehicle repair parts and related materials and general supplies for all City departments.
- Salvage Services – management of the disposal of surplus City assets, and the management of the City of Regina/Regina Police Service Vehicle Towing Storage Compound.

2016 Accomplishments

- Fleet Services completed two projects funded by the City’s Strategic Innovation Fund:
 - The purchase and installation of a diesel particulate filter (DPF) cleaner, which will create significant cost savings in the future. Previously, the cleaning of DPFs was outsourced. Now Fleet Services is able to perform this function in-house.
 - The purchase and installation of a new hoist in the civic fleet garage, which will improve the service provided by increasing the capacity to service more vehicles in a shorter period of time.
- In 2016, Fleet Services completed the development of a special-purpose vehicle for the Forestry Branch. There is no manufacturer that builds a high-performance tanker for spraying worm-control liquid, so Fleet Services designed and built a machine that does the job. The custom-built vehicle, nicknamed the “worminator”, combines the capacity of a water tanker with a delivery system that includes several water pumps and remote-controlled water guns. An earlier version was built by the department in 2000, however, the new worminator features a number of improvements such as a greater water payload, the ability to spray to a vertical height of 100 feet and spray control from an enclosed operator’s cab at the rear of the unit. The worminator was successfully tested by Forestry Branch staff through the late spring and summer of 2016. Fleet Services is currently building a second worminator truck for the 2017 spraying season.

Strategic Issues and Opportunities

- Succession planning is a looming issue for the Department as many senior staff will be eligible to retire over the next two to four years. Work will continue to identify training and mentoring opportunities for staff. To mitigate potential knowledge loss, the department will continue to document policies, procedures, work processes and systems to facilitate knowledge transfer.
- The recently announced Federal and Provincial infrastructure funding programs provide opportunities to accelerate investments in transit fleet assets which will improve fleet performance and operating costs. The programs are also contributing to the construction of a new bus maintenance facility which will enable Fleet Services to better support the City’s delivery of transit services.

Key Deliverables in 2017

- Continue refinement of service level agreements with stakeholder departments throughout the organization to enable the department to better support the delivery of City programs and services to the community.
- Continue participating in the MBN Canada initiative, as well as contributing to the City’s Asset Management Adoption Project.
- Work collaboratively with other departments to ensure successful completion of projects related to Federal and Provincial infrastructure funding programs.

Performance Measures

MBN Canada benchmarks were reported by Fleet Services. Influencing factors for Fleet performance measures include:

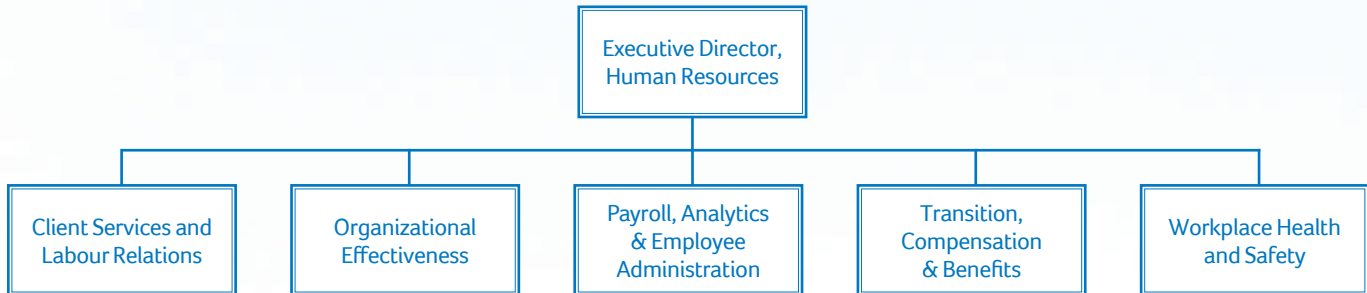
- **Costs Basis** – Differences in what is being captured in the cost of the vehicle for initial purchase conversion costs, equipment costs, make ready conversion costs and whether they are capitalized or not.
- **Fleet Mix and Usage** – Each municipality's fleet, the number of vehicles in each class and their usage will affect the costs, eg. light vehicles will incur less cost than heavy, etc. Inclusion of transit vehicles (Ottawa only) could lead to high overall costs. The average age of each municipality's fleet, number of hours used, the use of various vehicles (pure City use vs. highway use) and the environment in which it is used will affect the amount required to be spent on maintenance.
- **Organizational Form** – Some fleet groups are centralized, eg. responsible for all fleet costs; and others are decentralized, eg. other departments pick-up some of the fleet costs.
- **Policy and Processes** – Some municipalities chargeback for all costs while others do not chargeback for things such as facilities, purchasing, IT, HR, etc.

Measure	2015 Regina Result	2015 MBN Canada Median	2015 MBN Canada Range
Number of Light Vehicles - Municipal Equipment	317	228	132 – 2,036
Number of Medium Vehicles - Municipal Equipment	78	54	11 – 678
Number of Heavy Vehicles - Municipal Equipment	121	121	9 – 705
Operating Cost per Vehicle KM (Municipal Equipment)	\$0.66	\$0.69	\$0.42 – \$1.15
CAMFM Door Rate - In-house Shop Rate for Vehicle Maintenance, Repairs, etc.	\$88.48	\$97.10	\$85.55 – \$105.46
Service Request Rate - Percent of Non PM (Planned or Preventative Maintenance) Work Order Hours	48%	64%	37% – 84%

Human Resources Summary Business Plan

Mandate

Human Resources provides services, tools and information that enables our business partners to create an environment where employees are engaged, take initiative and strive for excellence to enrich and support the community.



Overview

Human Resources consists of five branches and delivers one service:

Client Services and Labour Relations

- Oversees recruitment, performance management, labour relations, corrective discipline, coaching and direction
- Provides support and direction to the organization in the interpretation and application of the collective bargaining agreements and all facets of the collective bargaining process

Organizational Effectiveness

- Oversees strategies to improve workforce effectiveness. Among other things, this includes oversight of internal and external training, leadership development and workforce management

Payroll, Analytics and Employee Administration

- Processes and administers all payroll functions including HR information and beneficiary information for the City of Regina, Regina Police Service and two partner agencies
- Oversees the Human Resources Management Systems (HRMS) and provides workforce data to support organizational initiatives

Transition, Compensation and Benefits

- Supports the organization on issues relating to compensation and benefit policies and practices as well as oversees job evaluation processes
- Provides oversight and direction for the Job Jurisdiction, Evaluation, and Compensation (JJEC) Project, to review job jurisdiction, job evaluation and compensation program

Workplace Health and Safety

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

Expenditures (\$000s)

Expenditures	2014 Actuals	2015 Actuals	2016 Budget	2016 Forecast (Sept)	2017 Budget	Budget Change	
						Dollar Change	Per Cent Change
General Fund							
Executive Director	369.1	649.2	730.8	591.7	687.9	(42.9)	(5.9)
Workplace Health & Safety	1,266.8	1,368.0	1,435.8	1,438.8	1,615.7	179.9	12.5
Client Services & Labour Relations	1,388.5	1,345.9	1,462.5	1,364.2	1,447.4	(15.1)	(1.0)
Organizational Effectiveness	1,164.7	1,344.1	1,462.9	1,439.0	1,462.1	(0.8)	(0.1)
Payroll	1,164.1	1,405.2	1,301.8	1,386.5	1,381.5	79.8	6.1
Human Resources Transition	365.0	381.3	563.2	582.4	596.6	33.4	5.9
Pension Plan	118.6	159.0	150.9	228.9	223.3	72.4	48.0
Group Life Insurance	61.4	20.1	30.6	32.0	30.3	(0.3)	(0.9)
Total General Operating Expenditures	5,898.1	6,672.8	7,138.4	7,063.6	7,444.8	306.4	4.3

Full Time Equivalents (FTEs)

Full Time Equivalents (FTEs)	2015	2016	2017
General Fund			
Permanent	54.0	55.3	55.3
Casual	-	-	-
Total (General Fund)	54.0	55.3	55.3

Services

Human Resources encompasses all corporate activities that support workforce attraction, retention, safety and development. By extension, the service ensures that employees perform their work in a safe manner; employees are being paid fairly; employees have access to necessary training and relevant policies, procedures and guidelines; and relationships with collective bargaining units are constructive and supportive.

2016 Accomplishments

- The Out of Scope (OOS) job evaluation tool was redesigned and all OOS job descriptions were rewritten - over 125 in total. It is anticipated that the new OOS job descriptions, ratings and pay bands will be implemented by the end of 2016.
- Continued improvements were made to the administration and governance of the City's benefits programs, enabled by implementation of Oracle Advanced Benefits module and interface with benefits carrier.
- Four collective agreements (CUPE Local 21, CUPE Local 7, Amalgamated Transit Union #588 and International Association of Fire Fighters # 181) all expired at the end of 2015. In 2016, negotiations with the four unions commenced. The City of Regina successfully negotiated and signed new agreements with two unions, Amalgamated Transit Union #588 and CUPE Local 7. Negotiations will continue with the remaining two unions.
- *Respectful Workplace* (for all employees) and *Managing a Respectful Workplace* (supervisors and managers) training program was successfully rolled out to the organization in 2016. By the end of 2016 it is projected that 1,000 employees or approximately 37% of the workforce will have taken the training.
- The new Corporate Onboarding program was launched in the fall. The Onboarding sessions are a half day session designed to engage and transition new employees to the City of Regina. Several departments across the organization collaborate to deliver the onboarding sessions.

Strategic Issues and Opportunities

- More than a third of the organization will be eligible for retirement in the next seven years. The current labour market has improved, however, the City still faces challenges in acquiring top talent. Succession planning and recruitment of skilled employees is a key issue for the City.
- In 2016, the Worker's Compensation Board finds itself in a surplus position based on premiums collected versus claims paid out. This surplus is being passed on to its clients. As a result of our continued improvements on workplace safety and the reduction of time loss related incidents the City of Regina received \$2.3 million.
- Since the implementation of the Corporate Safety Program in 2012, the organization has seen more than a 50% drop in lost time injuries. While these results are favourable there is much more work to do. The City of Regina has a partnership agreement with Mission Zero and our ultimate goal is to eliminate all workplace injuries.

Key Deliverables in 2017

- The Work Ready project will commence in 2017. Work Ready is designed to minimize and eliminate workplace injuries. The program will focus on identifying the high risk processes and tasks that cause our workplace injuries. Safe processes, tools and training will be implemented in our high risk areas and it is anticipated that all workplace injuries can be reduced by 20% over the next several years.
- Additional improvements will be made to the new Human Resources and Payroll system. Manager and Employee Self-Serve will complement the Human Resources Management System by enabling employees to manage their own personal information and providing electronic pay advices rather than printed advices every two weeks.
- Bargaining will continue with CUPE Local 21, the International Association of Fire Fighters # 181 in 2017. The City of Regina will continue to focus time and effort across the organization to support the development of these new agreements.
- The Job Jurisdiction, Evaluation and Compensation Project will continue through 2016 and 2017. The project was inspired by changes to the Saskatchewan Employment Act and as a response to inefficient job evaluation processes. The project will deliver an updated framework that links stronger corporate processes for job design, evaluation, and compensation that will benefit the entire organization. Work in 2017 will focus on in-scope jobs, including collection of job data, updating job descriptions, and job evaluation (ratings) using redesigned job evaluation tool(s).
- A new Supervisor Training Program is scheduled for implementation in early 2017. The learning series will outline what is necessary for effective supervisory practices in a municipal environment.
- A new Diversity and Inclusion Strategy will be developed and implemented in 2017 working in collaboration with a corporate diversity and inclusion committee.

Performance Measures

MBN Canada benchmarks were reported by Human Resources in two areas, Human Resources and Payroll. Influencing factors for Human Resources measures include:

- **Degree of Unionization** – Labour relations and collective agreements directly impact the need for specialized Human Resources staff.
- **Organizational Form** – Delivery of Human Resource (HR) service varies from one municipality to another.
- **Staffing of Services** – In some service areas, significant number of seasonal and part-time staff is required, e.g. Parks and Recreation. As a result, these service areas tend to have higher turnover rates, which result in providing a higher level of service and directly impacts Human Resource costs.

Measure	2015 Regina Result	2015 MBN Canada Median	2015 MBN Canada Range
Total Cost for Human Resources Administration per T4 Supported	\$1,345	\$978	\$636 – \$2,050
Overall Permanent Voluntary Employee Turnover	9%	4.9%	2.7% – 9%

Influencing factors for Payroll measures include:

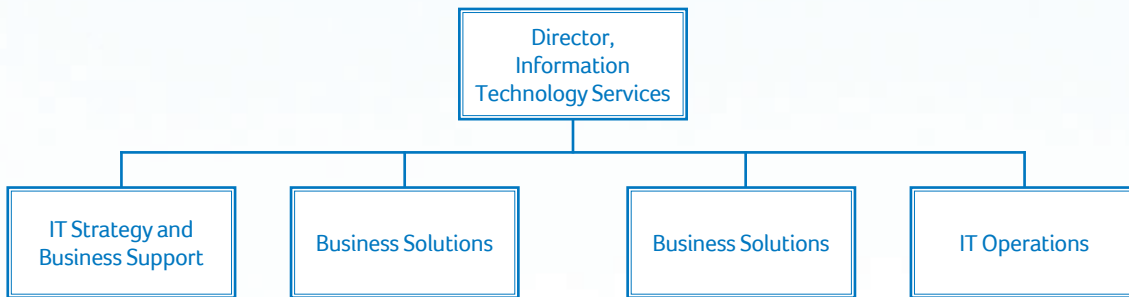
- **Organizational Form** – Centralized vs. Decentralized, costs related to time and data entry have been excluded for comparability. Any costs associated with benefits administration and employee master data maintenance have been excluded from these results and are included in those of Human Resources.
- **Policy and Practices** – In-house vs. externally contracted out services, and differences in payroll structure and responsibilities.
- **Processes and Systems** – Differences in the number of pay periods, e.g. weekly vs. bi-weekly, etc.; multiple pay schedules for various groups within the organization; number of manual cheques issued for adjustments and reversals and/or multiple direct deposits and payments and/or adjustments made under separate advice.
- **Staff Mix** – Salary vs. hourly rate and/or part-time vs. full-time complement and the corresponding demand for support.
- **Unionization** – Number of unions, union contract settlements resulting in retroactive payments, complexity of the Collective Bargaining Agreement terms and Corporate Policies may be a factor in the creation of replacement payments and demand for service.

Measure	2015 Regina Result	2015 MBN Canada Median	2015 MBN Canada Range
Operating Cost per Payroll Direct Deposit or Cheque	\$8.63	\$4.85	\$3.29 – \$8.63
Number of Payroll Direct Deposits and Cheques per Finance Payroll FTE	12,378	24,482	12,378 – 36,265

Information Technology Services Summary Business Plan

Mandate

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



Overview

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

IT Strategy and Business Support Branch

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

Business Solutions Branches

- Consists of two branches providing client relationship management regarding IT requirements for all City of Regina departments. This includes business technology planning, day-to-day application support, maintenance and training, project management, and data management

IT Operations

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

Expenditures (\$000s)

Expenditures	2014 Actuals	2015 Actuals	2016 Budget	2016 Forecast (Sept)	2017 Budget	Budget Change	
						Dollar Change	Per Cent Change
General Fund							
Director, Information Technology Services	210.2	216.7	218.6	235.4	220.8	2.2	1.0
Information Technology Strategy & Business Support	801.7	819.2	817.3	720.0	734.2	(83.1)	(10.2)
Business Solutions (COCPD)	1,242.6	1,488.8	1,648.4	1,579.3	1,575.4	(73.0)	(4.4)
Business Solutions (CSOCM)	1,331.6	1,639.6	1,600.7	1,468.7	1,618.5	17.8	1.1
Administration	281.3	294.9	317.4	381.9	394.8	77.4	24.4
Systems Licensing, Maintenance & Processing	2,118.9	2,316.5	3,210.7	3,012.9	3,257.8	47.2	1.5
Information Technology Operations	2,273.9	3,216.4	3,347.2	3,197.5	3,456.8	109.6	3.3
Total General Operating Expenditures	8,260.2	9,992.2	11,160.2	10,595.6	11,258.4	98.1	0.9
Costing Fund							
Information Technology	1,462.2	704.3	753.5	673.5	736.1	(17.4)	(2.3)
Total Costing Operating Expenditures	1,462.2	704.3	753.5	673.5	736.1	(17.4)	(2.3)
Utility Fund							
Information Technology Support	387.9	383.4	436.1	443.5	475.5	39.4	9.0
Total Utility Operating Expenditures	387.9	383.4	436.1	443.5	475.5	39.4	9.0
Total Operating Expenditures (All funds)	10,110.3	11,079.9	12,349.8	11,712.5	12,470.0	120.2	1.0

Full Time Equivalents (FTEs)

Staff Complement (General Fund)							
Full Time Equivalents (FTEs)							
					2015	2016	2017
Permanent					66.3	68.1	67.1
Casual							
Total (General Fund)					66.3	68.1	67.1
Staff Complement (Costing Fund)							
Full Time Equivalents (FTEs)							
					2015	2016	2017
Permanent					2.7	2.7	2.7
Casual							
Total (Costing Fund)					2.7	2.7	2.7
Staff Complement (Utility Operating Fund)							
Full Time Equivalents (FTEs)							
					2015	2016	2017
Permanent					3.5	3.5	3.5
Casual							
Total (Utility Operating Fund)					3.5	3.5	3.5
Staff Complement (Utility Capital Fund)							
Full Time Equivalents (FTEs)							
					2015	2016	2017
Permanent					1.0	1.0	1.0
Casual							
Total (Utility Capital Fund)					1.0	1.0	1.0
Total All Funds					73.5	75.3	74.3

Services

- Account and File Management – Manage employee network accounts, network access and services for employee onboarding, employee change/exit and, if required, corporate email access including Office365 collaboration tools.
- Business Systems and Software – Provide support, analysis, selection/development and maintenance for business applications that meet corporate needs.
- Desktops and Laptops – Provide the computing solution to City of Regina employees. This includes the lease/purchase and installation of the physical hardware and related peripherals, as well as any move, add and change activities associated with the hardware.
- Mail Services – Provide the collection, delivery and processing of mail related to City business.
- Network, Server and Storage – Provide the maintenance, support and security of the corporate network.
- Print Services – Provide centralized printing, scanning, finishing and desktop publishing on a cost recovery basis.
- Printers and Scanners – Provide clients with on-floor equipment, including installation, setup, troubleshooting and ongoing maintenance.
- Smartphones, Tablets and Other Mobiles – Provide and support corporately owned Mobile Devices for City of Regina employees requiring a device for business purposes.
- Telephone Lines – Provide landlines, fax lines, standard desk phones and conference phones.

2016 Accomplishments

- ElectionsRegina.ca – Regina Votes 2016 was developed as the main portal for election candidates and the citizens of Regina. It provided up-to-date information on candidates, online applications for election workers and information on where and when to vote
- Enhanced corporate network infrastructure, connecting additional facilities
- Installed free public Wi-Fi in Sportsplex
- Wi-Fi enabled multiple public meeting rooms through a partnership with SaskTel

Strategic Issues and Opportunities

- Ensuring compatibility of software and systems across the organization is challenging. Not all systems are designed to work together and/or integrate functionality. Similarly, software vendors release new versions of software and at times discontinue other software or services. This creates challenges in maintaining a fully functional, current City-wide IT system.
- Leveraging the myAccount service to enable a single entry point for individuals to access and interact with all their City services will continue. The first online service was reviewing utility bills, with more planned in 2017.

Key Deliverables in 2017

Many of IT Services' initiatives involve supporting other parts of the organization in the implementation of IT solutions within the departments. Communications Department is updating and redesigning the City's internal and external websites. Legal Services is modernizing their department with a robust case management tool and the Finance Department is implementing an integrated planning and budgeting tool. The Planning and Development Services departments are implementing an integrated solution for Planning and Building Permits which will also streamline processes. In addition, IT is leading the development of a Digital Engagement Strategy and roadmap for enhanced digital service delivery.

Performance Measures

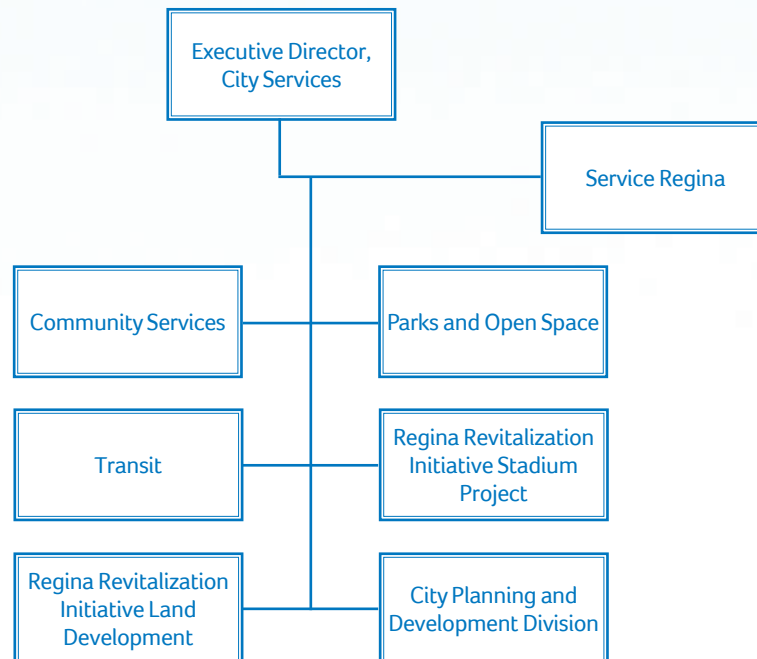
MBN Canada benchmarks were reported by ITS. Influencing factors for Information Technology measures include:

- **Devices** – Device numbers and types could be influenced by the types of services provided and or organizational culture.
- **Government Structure** – Different tiers of municipal government, e.g. single tier or upper-tier, and the specific service each one offers will affect results.
- **IT Services** – Type of IT services provided may vary from one municipality to another, e.g. does IT include GIS, Telecommunications, etc.
- **Organizational Form** – Extent to which IT services are centralized or decentralized can influence reported results, i.e. services may also be contracted out, directly impacting full-time equivalent (FTE) levels.
- **Processes and Systems** – Database systems used could impact reporting capabilities.

Measure	2015 Regina Result	2015 MBN Canada Median	2015 MBN Canada Range
Number of Visits to Municipal Website per Capita	7.97	11.0	1.99 – 19.35
Number of Information Technology Devices per Total Municipal FTE	0.93	0.93	0.61 – 1.92
Total Cost for Information Technology per Municipal FTE (includes amortization)	\$4,419	\$4,184	\$2,167 – \$10,658

City Services Division

The City Services Division is comprised of the following departments: Community Services, Parks and Open Space, Transit, as well as a number of smaller units that focus on major projects (Regina Revitalization Initiative – Stadium; Regina Revitalization Initiative – Land Development; Wastewater Treatment Plant Upgrade Project) or cross organizational services (Service Regina Branch; Project Support Office).



Key Strategic Issues

- To develop and implement a new mandate for Service Regina with an emphasis on delivering coordinated responses that meet the customers' needs on a timely basis
- To develop funding and delivery plans for each program and service while identifying appropriate actions to address their viability
- To review and create a new Corporate Customer Service Strategy to align with the current Strategic Plan and business planning cycle

Overview

Regina Revitalization Initiative (RRI) Stadium Project

- Manages the new stadium project including design, construction, operation readiness, commissioning and opening

Regina Revitalization Initiative Land Development

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

Project Support

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

Expenditures (\$000s)

Expenditures	2014 Actuals	2015 Actuals	2016 Budget	2016 Forecast (Sept)	2017 Budget	Budget Change	
						Dollar Change	Per Cent Change
General Fund							
Executive Director, City Services	134.1	319.7	326.7	338.0	333.5	6.8	2.1
Community Services	21,485.7	22,146.9	25,515.0	25,345.2	41,450.8	15,935.8	62.5
Parks & Open Space	18,035.4	19,112.9	19,535.4	19,704.3	20,670.4	1,135.0	5.8
Transit	33,748.5	34,515.3	35,658.7	36,153.8	37,034.0	1,375.2	3.9
Service Regina	1,386.0	1,483.7	1,440.7	1,373.5	1,526.8	86.1	6.0
Director, Major Projects	586.8	805.4	2,017.4	8,208.1	1,063.3	(954.2)	(47.3)
Project Support Office	212.6	193.0	4,484.3	200.8	205.0	(4,279.2)	(95.4)
Total General Operating Expenditures	75,589.1	78,576.8	88,978.2	91,323.7	102,283.7	13,305.6	15.0
Costing Fund							
Parks & Open Space	2,513.2	2,843.0	1,226.7	1,226.7	1,108.5	(118.2)	(9.6)
Total Costing Operating Expenditures	2,513.2	2,843.0	1,226.7	1,226.7	1,108.5	(118.2)	(9.6)
Utility Fund							
Director - Major Projects	-	148.0	152.9	152.9	153.1	0.2	0.1
Operational Service Excellence	253.1	267.7	259.1	259.1	259.1	-	-
Service Regina	671.0	721.5	779.1	779.1	779.1	-	-
Total Utility Operating Expenditures	924.1	1,137.2	1,191.1	1,191.1	1,191.3	0.2	0.0
Total Operating Expenditures (All funds)	79,026.4	82,557.0	91,396.0	93,741.5	104,583.5	13,187.6	14.4
General Fund Transfers							
Community Services	-	150.0	150.0	150.0	1,650.0	1,500.0	1,000.0
Parks & Open Space	375.6	576.7	114.1	281.7	205.8	91.7	80.4
Transit	19.8	19.8	19.8	19.8	19.8	-	-
Service Regina	19.5	19.5	19.5	19.5	19.5	-	-
Total General Fund Transfers	414.9	766.0	303.4	471.0	1,895.1	1,591.7	524.7
Total General Operating Expenditures (with Transfers)	79,441.2	83,323.0	91,699.4	94,212.5	106,478.7	14,779.3	16.1

Full Time Equivalents (FTEs)

Staff Complement (General Fund)								
Full Time Equivalents (FTEs)						2015	2016	2017
Permanent						410.9	419.6	418.2
Casual						174.6	180.5	192.1
Total (General Fund)						585.4	600.1	610.3

Staff Complement (Costing Fund)								
Full Time Equivalents (FTEs)						2015	2016	2017
Permanent						-	-	-
Casual						9.8	9.8	9.8
						-	-	-
Total (Costing Fund)						9.8	9.8	9.8
Staff Complement (General Capital Fund)								
Full Time Equivalents (FTEs)						2015	2016	2017
Permanent						-	0.7	0.7
Casual						-	-	-
						-	0.7	0.7
Total (General Capital Fund)						-	0.7	0.7
Total All Funds						595.2	610.5	620.7

Executive Director – City Services

Expenditures (\$000s)

Expenditures	2014 Actuals	2015 Actuals	2016 Budget	2016 Forecast (Sept)	2017 Budget	Budget Change	
						Dollar Change	Per Cent Change
General Fund							
Executive Director, City Services	134.1	319.7	326.7	338.0	333.5	6.8	2.1
Total General Operating Expenditures	134.1	319.7	326.7	338.0	333.5	6.8	2.1
Utility Fund							
Operational Service Excellence	253.1	267.7	259.1	259.1	259.1	-	-
Total Utility Operating Expenditures	253.1	267.7	259.1	259.1	259.1	-	-
Total Operating Expenditures (All funds)	387.2	587.3	585.8	597.1	592.6	6.8	1.2

Full Time Equivalents (FTEs)

Full Time Equivalents (FTEs)						2015	2016	2017
General Fund								
Permanent						2.0	2.0	2.0
Casual						-	-	-
Total (General Fund)						2.0	2.0	2.0

Major Projects

Expenditures (\$000s)

Expenditures	2014 Actuals	2015 Actuals	2016 Budget	2016 Forecast (Sept)	2017 Budget	Budget Change	
						Dollar Change	Per Cent Change
General Fund							
Director, Major Projects	586.8	805.4	2,017.4	8,208.1	1,063.3	(954.2)	(47.3)
Manager, Project Support	212.6	193.0	4,484.3	200.8	205.0	(4,279.2)	(95.4)
Total General Operating Expenditures	799.4	998.3	6,501.7	8,408.9	1,268.3	(5,233.4)	(80.5)
Utility Fund							
Director - Major Projects	-	148.0	152.9	152.9	153.1	0.2	0.1
Total Utility Operating Expenditures	-	148.0	152.9	152.9	153.1	0.2	0.1
Total Operating Expenditures (All funds)	799.4	1,146.3	6,654.6	8,561.8	1,421.4	(5,233.2)	(78.6)

Full Time Equivalents (FTEs)

Staff Complement (General Fund)							
General Fund							
Full Time Equivalents (FTEs)					2015	2016	2017
Permanent					5.0	5.0	8.7
Casual					-	-	-
					-	-	-
Total (General Fund)					5.0	5.0	8.7

Staff Complement (General Capital Fund)							
General Capital Fund							
Full Time Equivalents (FTEs)					2015	2016	2017
Permanent					-	0.7	0.7
Casual					-	-	-
					-	-	-
Total (General Capital Fund)					-	0.7	0.7
Total All Funds					5.0	5.7	9.4

Community Services

Mandate

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



Overview

The Department is divided into five branches:

Sport and Recreation

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

Parking Services

- Administers and enforces the Traffic Bylaw, the parking meter program, and the various parking permits, with a focus on public safety, traffic flow and community standards

Community and Cultural Development

- Oversees the City's role in providing community investments, consulting services and supports to the cultural and social development sectors, including managing City-owned cultural and community facilities and development of social and cultural programs, services and events

Recreation Planning and Partnerships

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

Business Support

- Develops and delivers support services to the rest of the Community Services department and manages the City's taxi, residential business and animal licensing programs

Expenditures (\$000s)

Expenditures	2014 Actuals	2015 Actuals	2016 Budget	2016 Forecast (Sept)	2017 Budget	Budget Change	
						Dollar Change	Per Cent Change
General Fund							
Director, Community Services	784.3	823.2	388.3	425.2	409.0	20.7	5.3
Business Support - Community Services	-	376.5	3,024.3	3,076.2	1,308.6	(1,715.8)	(56.7)
Parking Services	2,414.2	2,303.2	2,651.5	2,311.0	2,654.7	3.2	0.1
Community & Cultural Development	1,861.2	1,981.0	2,359.3	2,281.7	2,361.3	2.0	0.1
Sport & Recreation	7,341.5	7,535.4	7,396.6	7,676.3	24,484.1	17,087.5	231.0
Recreation Planning & Partnerships	832.4	689.6	756.7	801.9	1,306.0	549.4	72.6
Facilities Costs - Community Services & Sport & Recreation	8,252.0	8,437.8	8,938.3	8,772.8	8,927.1	(11.2)	(0.1)
Total General Operating Expenditures	21,485.7	22,146.9	25,515.0	25,345.2	41,450.8	15,935.8	62.5

Full Time Equivalents (FTEs)

Full Time Equivalents (FTEs)	2015	2016	2017
General Fund			
Permanent	80.5	84.0	79.5
Casual	69.3	69.3	69.3
Total (General Fund)	149.8	153.3	148.8

Services

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

2016 Accomplishments

- A parking ambassador program was introduced to provide information and education to the public on the City's parking program and regulations.
- Integrated policies, procedures and programming are continuing in preparation for the opening of the Mâdawêyatîtan Centre in 2017.
- The City's first Cultural Plan is being developed to create a healthy, attractive community by supporting the arts, diversity, cultural heritage and placemaking.
- In 2016, the Community Investment Grants Program supported the core operating and programming of 21 cultural, sport and recreation and social development organizations, and allocated approximately 230 separate grants, ranging in amount from \$500 to \$305,000 for first time and recurring events, core operating, programs and services in the community.
- Improvements to the outdoor spaces at both the Sandra Schmirler Leisure Centre and the North West Leisure Centre were completed in alignment with the current Recreation Facility Plan.

Strategic Issues and Opportunities

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

Key Deliverables for 2017

- Work on the Mâdawêyatîtan Centre continues with the implementation of the integration model and preparation for the grand opening in 2017.
- Work on a new Recreation Master Plan started in 2016, with community engagement continuing into 2017.
- A policy will be developed to support the attraction of major sport and culture events to the City of Regina.
- A management plan for City Square will continue to be implemented to coordinate city services and better enable positive use of the space.
- The implementation of the City's Cultural Plan will continue.

Performance Measures

MBN Canada benchmarks were reported by Community Services in Parking. Community Services will be reporting on benchmarks in Culture and in Sport, and Recreation in 2018. Influencing factors for Parking measures include:

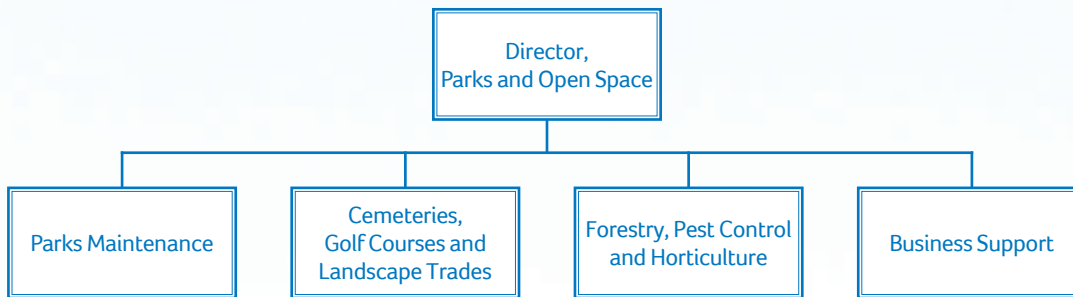
- **Location** – Cross border traffic, proximity to a major commercial centre and location of public parking relative to retail/commercial/entertainment facilities.
- **Operating Standards and Policies** – Cost recovery policies, service hours (24/7 availability, or restricted access) maintenance standards (for line painting, lighting replacement, garbage collection, etc.).
- **Processes and Systems** – Type and quality of technology used to manage operations and enforcement, i.e. handheld devices vs. written; ticket management systems; meters vs. pay and display machines, level of automation at parking surface lots vs. parking garage structures.
- **Service Delivery Model** – Level of automation at parking lots; staff vs. contracted attendants, mix of on street and off street parking spaces.
- **Structural Issues** – Use of parking structures/garages in a parking portfolio vs. surface lots, age of facilities/ equipment.
- **Utilization Levels** – Use of variable rate pricing structures, the availability of public transit/public transit utilization rate and the proximity of parking alternatives (free public parking, private lots) will impact utilization levels.

Measure	2015 Regina Result	2015 MBN Canada Median	2015 MBN Canada Range
Number of Paid Parking Spaces Managed per 100,000 Population	619	1,245	619 – 3,178
Gross Parking Revenue Collected per Paid Parking Space	\$2,287	\$1,980	\$476 – \$6,402
Total Cost per Paid Parking Space Managed (includes amortization)	\$1,243	\$1,243	\$440 – \$2,129
Revenue to Cost Ratio (RC Ratio): On-Street and Off-Street Parking Spaces	2.01	2.01	1.27 – 3.77

Parks and Open Space

Mandate

The Department is responsible for managing approximately 1,600 hectares of open space and 160,000 city owned trees.



Overview

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

Parks Maintenance

- Maintains parks and open space including irrigation start-up and winterizing

Cemeteries, Golf Courses and Landscape Trades

- Provides business operations and grounds maintenance for city-owned cemeteries as well as day-to-day maintenance and contract management of city-owned golf courses
- Provides landscape restoration and construction services for other City of Regina Branches and Departments

Forestry, Pest Control and Horticulture

- Maintains Regina's urban forest, and city-owned plants, flowerbeds, pots and barrels
- Administers vertebrate and invertebrate pest control programs – mosquito control, cankerworm prevention, Dutch Elm Disease, rodent control, weed control

Business Support

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

Services

Parks and Open Space is responsible for the following services:

- Golf Courses – Operation and maintenance of four golf courses.
- Cemetery Services – Provision of interment options to the public as well as liaise with funeral homes and monument company partners arranging funeral and associated services. This service also maintains all open space within the cemetery properties.
- Parks and Open Space Management – Provide safe, useable, attractive parks and open space through proactive and effective management of the urban forest, weed and pest control, landscape construction and landscape restoration.
- Cemetery Services – Provision of interment options to the public.

Expenditures (\$000s)

Expenditures	2014 Actuals	2015 Actuals	2016 Budget	2016 Forecast (Sept)	2017 Budget	Budget Change	
						Dollar Change	Per Cent Change
General Fund							
Parks Maintenance	8,142.7	8,637.6	8,597.5	8,875.5	9,452.5	855.0	9.9
Business Support - Parks & Open Space	708.7	717.2	715.7	758.2	735.0	19.4	2.7
Director, Parks & Open Space	137.4	244.6	250.4	250.4	265.7	15.3	6.1
Cemeteries, Golf Courses & Landscape Trades	4,099.0	4,214.3	4,547.7	4,456.3	4,716.2	168.5	3.7
Forestry, Horticulture & Pest Control	4,044.5	4,335.2	4,290.3	4,248.2	4,387.8	97.5	2.3
Facilities Costs - Parks & Open Space	903.0	964.0	1,133.8	1,115.8	1,113.1	(20.7)	(1.8)
Total General Operating Expenditures	18,035.4	19,112.9	19,535.4	19,704.3	20,670.4	1,135.0	5.8
Costing Fund							
Parks & Open Space	2,513.2	2,843.0	1,226.7	1,226.7	1,108.5	(118.2)	(9.6)
Total Costing Operating Expenditures	2,513.2	2,843.0	1,226.7	1,226.7	1,108.5	(118.2)	(9.6)
Total Operating Expenditures (All funds)	20,548.6	21,955.9	20,762.1	20,931.0	21,778.9	1,016.8	4.9

Full Time Equivalent (FTEs)

Staff Complement (General Fund)								
Full Time Equivalent (FTEs)					2015	2016	2017	
					-	-	-	
Permanent					76.3	75.5	76.2	
Casual					101.1	105.2	115.6	
					-	-	-	
Total (General Fund)					177.4	180.7	191.8	
Staff Complement (Costing Fund)								
Full Time Equivalent (FTEs)					2015	2016	2017	
					-	-	-	
Permanent					-	-	-	
Casual					9.8	9.8	9.8	
					-	-	-	
Total (Costing Fund)					9.8	9.8	9.8	
Total All Funds					187.2	190.5	201.6	

2016 Accomplishments

- Reviewed and revised the Herbicide Reduction Plan to ensure the long-term health of open space assets by managing weeds while reducing herbicide use in parks and open space areas.
- Inventoried 50,000 trees using Geographic Information Systems technology as part of a long-term goal of having a complete asset register of the urban forest that can be used to formulate changes to the Regina Urban Forest Management Strategy.
- Golf fees were updated to remain competitive and to ensure financial sustainability of the Golf Course program.
- A long-term funding model was established to align parks and open space service levels with the new open space maintenance requirements taken on as a result of new and re-established subdivision development.
- Replaced irrigation infrastructure at the Tor Hill Golf Course to address deteriorating assets at the end of their life cycle.

Strategic Issues and Opportunities

- Aging infrastructure is in need of refurbishing or replacement.
- Succession planning is a priority as there is only a limited strategy for dealing with coming retirements. While new leaders are being recruited, they will require training and mentoring to have the breadth of knowledge of their predecessors.

Key Deliverables for 2017

- The Regina Urban Forest Management Strategy will be revised to align with the OCP and incorporate forestry best practices.
- Golf fees will be reviewed in order to remain competitive and to ensure financial sustainability of the Golf Course program.
- A long-term funding model will be developed to align parks and open space service levels with the new open space maintenance requirements that have arisen through new and re-established subdivision development.

Performance Measures

MBN Canada benchmarks were reported by Parks and Open Spaces. Influencing factors for Parks measures include:

- **Demographics and Community Use** – Community/resident demand for parks' usage has increased in recent years particularly for large, social gatherings and various cultural activities (e.g. specialty fields, cultural gardens, community gardens, off-leash dog areas, special events etc.). While these activities increase park usage, they also translate into higher maintenance and signage costs, as well as increased staff training requirements. Operating costs related to these contemporary activities vary across municipalities; and are not captured separately.
- **Geography** – Varying topography affects the number of hectares, e.g. size of escarpment, number of lakes, transportation networks.
- **Maintenance Levels** – Level of management applied to natural areas in parks, e.g. ecological restoration projects, community naturalization projects.
- **Mix of Maintained and Natural Parkland** – Maintained parks can include a number of amenities and usually involve turf maintenance programs, all of which typically are more costly on a per hectare basis than the costs of maintaining forests or other natural areas.
- **Service Standards** – Differences between municipalities in the amenities available (greenhouses, washrooms, playgrounds), as well as the standards to which those parks are maintained, such as the frequency of grass cutting. There can also be differences in the costs of maintaining certain sports fields i.e. Class A, B, C and D class fields (soccer, football, baseball).
- **Weather Conditions** – Weather conditions and the length of growing seasons affect all municipalities differently, however as we continue to experience more frequent and intense weather changes, operating costs are impacted.

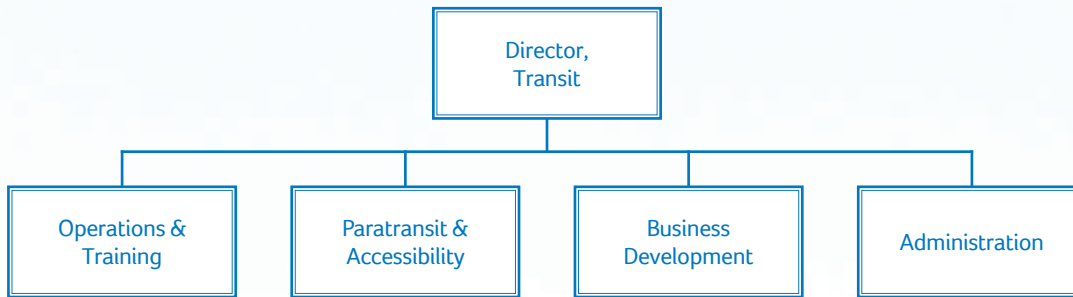
Measure	2015 Regina Result	2015 MBN Canada Median	2015 MBN Canada Range
All Parkland in Municipality as a Percent of Total Area of Municipality	9.0%	6.5%	1.5% – 12.8%
Hectares of Maintained Parkland in Municipality per 100,000 Population	675	261	124 – 675
Hectares of Natural Parkland in Municipality per 100,000 Population	68	205	68 – 1,500
Hectares of Maintained and Natural Parkland per 100,000 Population	743	479	231 – 1,733
Operating Cost of Parks per Person	\$71.63	\$68.20	\$28.58 – \$100.16
Operating Cost per Hectare of Maintained and Natural Parkland	\$9,642	\$11,221	\$4,117 – \$30,227

Note: All measures exclude Wascana Authority Centre, which operates independently of the City of Regina

Transit

Mandate

Transit Service Department is responsible for operating an accessible, affordable, urban transit service. The service includes utilizing a transit fleet of 115 low-floor accessible buses that provide approximately 6.4 million rides annually.



Overview

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

Operations and Training

- Transportation is provided through a regularly scheduled fixed route public transit system. The branch also provides charter service within a 25 kilometre radius of the City.

Paratransit and Accessibility

- Specialized transportation for persons with disabilities who are restricted in using regular transit services is provided. The branch is also responsible for general bus charter services within the Province of Saskatchewan.

Business Development

- The branch oversees route planning and scheduling as well as marketing and communicating to all transit users.

Administration

- The branch provides business and strategic planning support, oversees the executive administrative functions, and the financial reporting for the entire department.

Expenditures (\$000s)

Expenditures	2014 Actuals	2015 Actuals	2016 Budget	2016 Forecast (Sept)	2017 Budget	Budget Change	
						Dollar Change	Per Cent Change
General Fund							
Conventional Transit	28,079.6	28,362.1	29,507.3	29,575.1	30,494.4	987.0	3.3
Para Transit	4,690.9	5,054.3	5,281.2	5,421.8	5,618.6	337.5	6.4
Facilities Costs - Transit	978.0	1,098.8	870.2	1,156.8	921.0	50.8	5.8
Total General Operating Expenditures	33,748.5	34,515.3	35,658.7	36,153.8	37,034.0	1,375.2	3.9

Full Time Equivalents (FTEs)

Full Time Equivalents (FTEs)					2015	2016	2017
General Fund							
Permanent					213.1	219.1	219.8
Casual					3.7	4.5	5.7
Total (General Fund)					216.8	223.6	225.5

Services

- Conventional Transit – Provision of a Council approved fixed-route public transit service. Over and above the basic routing system, Transit also provides service for special events and customers can purchase private charter services to any designated destination within and up to 25 kilometres outside the City of Regina.
- Paratransit – A door to door, operator assisted, shared ride public transportation service for people who are restricted in using conventional transit service because of a disability. Over and above the basic service, customers can purchase private charter services to destinations within Saskatchewan.

2016 Accomplishments

- A fare increase was approved that helps offset the tax funding needed to support the public transportation system.
- A Universal Bus Pass program was implemented at the University of Regina. In partnership with the University of Regina Students Union (URSU), this program started in September 2016. This program allows students to get a discounted bus pass while at the same time increasing the amount of bus service on the road. This program added approximately 7,200 extra service hours on the road, and the operational and amortization cost of the service was funded by URSU fees. The program applies to both Paratransit and the conventional system.
- The City of Regina reached a two-year agreement (2017 and 2018) with the Saskatchewan Roughriders, who will finance free charter service for patrons going to the new Mosaic Stadium on game days and expanded service to include a new downtown route. This deal will increase the number of customers who get to the games using the bus and is part of the overall Transportation and Parking plan for the new Stadium.
- Stop announcements were introduced on conventional Transit buses. This allows those with low vision to know when their stop is coming up so they can ring the bell to get off accordingly. This provides increased mobility and removes a barrier for individuals to take the bus.
- Transit put on a skills competition for its operators with the winner competing nationally in Edmonton. The operator placed 2nd overall in Edmonton.
- Paratransit initiated additional service and used taxis to reduce the number of unaccommodated trips.
- The City of Regina was recognized by the Saskatchewan Human Rights Commission for progress in completing initiatives to enhance accessibility of transportation services.
- Transit continues to provide charter service to many City events like Canadian Western Agribition, Mosaic, and Saskatchewan Urban Municipalities Association and Saskatchewan Association of Rural Municipalities conferences.

Strategic Issues and Opportunities

- Transit is consistently understaffed resulting from a high bus operator turnover with 25-30 operators leaving the staff complement every year. When new staff are hired, there is a two month turnaround (four weeks to fill and four weeks to train) to get the operators in place. High turnover, along with the nature of providing 1,000 transit services hours daily, creates high overtime costs.

Key Deliverables in 2017

- Council approved funding of over \$17 million for Transit Capital projects. This funding was possible through a shared funding with the federal and provincial government called the Public Transit Infrastructure Fund (PTIF). Projects to be worked on in 2017 include:
 - purchase additional buses for a new Express route on Arcola Avenue
 - purchase additional buses for the overall spare fleet of both conventional and paratransit fleet
 - purchase 17 replacement 40 foot buses
 - purchase nine (9) replacement paratransit buses
 - update conventional bus stops with new concrete pads and accessibility enhancements
 - purchase more modern bus shelters
 - add new dispatch software for the conventional operations

Performance Measures

MBN Canada benchmarks were reported by Transit. Influencing factors for Transit measures include:

- **Demographics** – Average household income, auto ownership rates, age of population and communities with higher immigrant levels impact transit market share.
- **Economic Conditions** – Fare increases, fluctuations in commodity and energy prices, foreign exchange rates, magnitude of external contracting and contractual obligations with labour.
- **Environmental Factors** – Topography and climate.
- **Nature of Transit** – Diversity and number of routes, proximity and frequency of service, service coverage and hours of operation, automated fare systems, GPS, advance and delay traffic signals and the use of dedicated bus lanes. Subway system infrastructure can be costly to maintain.
- **Non-Residents** – Catchment area for transit riders may extend beyond municipal boundaries.
- **Size of Service Area** – Higher costs per capita to service large geographic areas with small populations. Higher density development corridors and contiguous development contribute to a lower cost per capita. Service and costs are also affected by type of development, topography, density and total population.
- **Transit System and Vehicles** – Loading standards of vehicles, composition of fleet (bus, subway or LRT) diesel versus natural gas, high floor versus low floor accessible and age of fleet.

Measure	2015 Regina Result	2015 MBN Canada Median	2015 MBN Canada Range
Number of Regular Service Passenger Trips per Capita in Service Area	23	46	21 – 207
Revenue Vehicle Hour per Capita in Service Area	1.27	1.57	0.89 – 3.73
Total Cost (Expenses) per Revenue Vehicle Hour	\$113	\$133	\$102 – \$206

Service Regina

Mandate

Service Regina responds to customer inquiries, requests for service and concerns relating to all City of Regina services. The Branch is often the first point of contact for all citizen/resident concerns and as a result, champions the implementation of the Customer Service Strategy.

Overview

Service Regina has four business units that deliver one service:

Contact Centre Services

- Delivers over-the-phone and other electronic methods of customer service support initiating service requests and follow up as needed

Cashier Services

- Delivers in-person customer service support including payment processing on the first floor of City Hall

Ambassador Services

- Handles visitor management, customer inquiries, incoming and outgoing deliveries, and is the greeter of City Hall

Operational Services (Dispatch)

- Delivers information, facilitates service requests, and dispatches after hours emergencies 24/7

Expenditures (\$000s)

Expenditures	2014 Actuals	2015 Actuals	2016 Budget	2016 Forecast (Sept)	2017 Budget	Budget Change	
						Dollar Change	Per Cent Change
General Fund							
Service Regina	1,386.0	1,483.7	1,440.7	1,373.5	1,526.8	86.1	6.0
Total General Operating Expenditures	1,386.0	1,483.7	1,440.7	1,373.5	1,526.8	86.1	6.0
Utility Fund							
Service Regina	671.0	721.5	779.1	779.1	779.1	-	-
Total Utility Operating Expenditures	671.0	721.5	779.1	779.1	779.1	-	-
Total Operating Expenditures (All funds)	2,057.0	2,205.2	2,219.8	2,152.7	2,305.9	86.1	3.9

Full Time Equivalent (FTEs)

Full Time Equivalent (FTEs)	2015	2016	2017
General Fund			
Permanent	34.0	34.0	32.0
Casual	0.5	1.5	1.5
Total (General Fund)	34.5	35.5	33.5

Service

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

2016 Accomplishments

- The Interim Customer Service Strategy – Corporate Customer Service Guidelines have been implemented to provide employees with the tools, knowledge and training allowing them to provide more consistent front-line service.
- The Mystery Shopper Program – as a tool to measure our front-line service, mystery shopper visits were completed for the second year in order to gather comparison data between 2015 and 2016, providing departments with feedback on where to focus customer service efforts.

Strategic Issues Opportunities

- Service Regina actively works with other operating areas to increase the knowledge and ability to handle more customer inquiries, and resolve customer inquiries without needing to initiate further contact with other departments by creating a service request. This allows faster resolution and more efficiency – creating what the City feels is a better customer service.

Key Deliverables in 2017

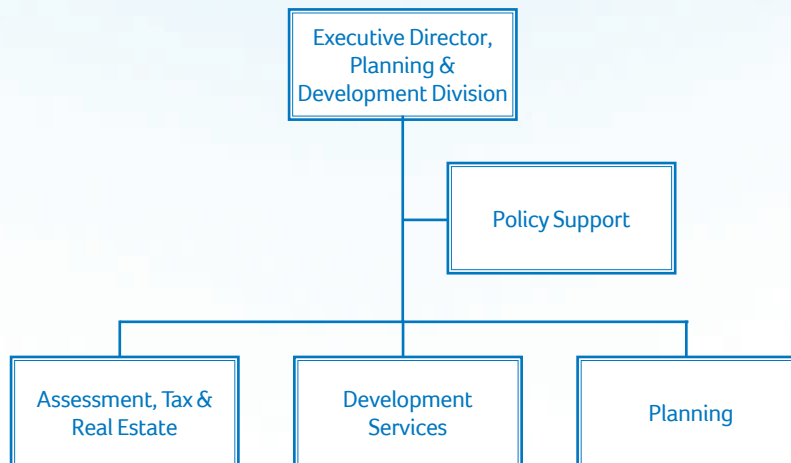
- The Corporate Customer Service Strategy project - review and direct the future customer service strategy to align with the 2014-2018 Strategic Plan and business planning cycle.
- Development a formal Business Continuity Plan for Service Regina to ensure that time critical business functions can continue with predetermined levels of interruption or change.

Performance Measures

MBN Canada does not provide benchmarks for Customer Service. Over time, where MBN Canada gaps exist, the City will develop and report on service specific performance measures.

City Planning and Development Division

The City Planning and Development Division collaborates with partners and stakeholders to create and implement community plans and policies that provide sustainable revenue, infrastructure and neighbourhoods for residents now and into the future. It is made up of three departments – Planning, Development Services and Assessment, and Tax and Real Estate. The Division also includes a Policy Support Branch to help with policy development across the organization.



Key Strategic Issues

- To continue to work with surrounding municipalities, agencies, other levels of government and other stakeholders to foster mutually beneficial relationships
- To identify and develop plans and policies to deliver infrastructure and services based on future community needs
- To implement Design Regina: The Official Community Plan (OCP), which was approved by Council in 2014. The City's planning and Development Division monitors the implementation of the OCP and related policy initiatives to manage growth and development into the future

Expenditures (\$000s)

Expenditures	2014 Actuals	2015 Actuals	2016 Budget	2016 Forecast (Sept)	2017 Budget	Budget Change	
						Dollar Change	Per Cent Change
General Fund							
Administration - Executive Director, Planning & Development	550.3	377.0	469.1	488.0	332.0	(137.1)	(29.2)
Assessment & Taxation	9,882.7	4,718.0	5,189.8	5,334.1	5,249.2	59.4	1.1
Development Services	6,058.8	7,912.9	8,502.5	8,112.8	9,147.2	644.7	7.6
Planning	3,707.5	2,809.3	3,196.1	2,460.3	3,241.5	45.4	1.4
City Centre	2,110.0	3,155.7	3,494.8	3,308.2	3,422.7	(72.1)	(2.1)
Total General Operating Expenditures	22,309.3	18,972.9	20,852.2	19,703.4	21,392.5	540.3	2.6

Expenditures (\$000s)

Expenditures	2014 Actuals	2015 Actuals	2016 Budget	2016 Forecast (Sept)	2017 Budget	Budget Change	
						Dollar Change	Per Cent Change
Utility Fund							
Development Services	1,250.7	928.9	2,029.8	1,950.0	2,063.1	33.3	1.6
Planning	945.7	532.5	768.7	699.3	802.4	33.7	4.4
Total Utility Operating Expenditures	2,196.5	1,461.4	2,798.4	2,649.3	2,865.5	67.1	2.4
Costing Fund							
Assessment & Taxation	10,527.3	11,970.3	5,975.3	6,481.1	5,982.5	7.2	0.1
Total Costing Operating Expenditures	10,527.3	11,970.3	5,975.3	6,481.1	5,982.5	7.2	0.1
Total Operating Expenditures (All funds)	35,033.0	32,404.7	29,626.0	28,833.7	30,240.5	614.6	2.1
General Fund Transfers							
City Planning & Development	1,948.7	1,942.9	791.1	798.9	517.1	-	(34.6)
Total General Fund Transfers	1,948.7	1,942.9	791.1	798.9	517.1	-	(34.6)
Total General Operating Expenditures (with Transfers)	36,981.7	34,347.6	30,417.1	29,632.6	30,757.6	614.6	1.1

Full Time Equivalents (FTEs)

Staff Complement (General Fund)							
Full Time Equivalents (FTEs)					2015	2016	2017
Permanent					177.9	183.8	186.8
Casual					4.1	4.1	4.1
					-	-	-
Total (General Fund)					182.0	187.9	190.9
Staff Complement (Costing Fund)							
Full Time Equivalents (FTEs)					2015	2016	2017
Permanent					5.2	5.2	6.3
Casual					-	-	-
					-	-	-
Total (Costing Fund)					5.2	5.2	6.3
Total All Funds					187.2	193.1	197.1

Executive Director – City Planning and Development

Expenditures (\$000s)

Expenditures	2014 Actuals	2015 Actuals	2016 Budget	2016 Forecast (Sept)	2017 Budget	Budget Change	
						Dollar Change	Per Cent Change
General Fund							
Executive Director	550.3	377.0	469.1	488.0	332.0	(137.1)	(29.2)
Total General Operating Expenditures	550.3	377.0	469.1	488.0	332.0	(137.1)	(29.2)

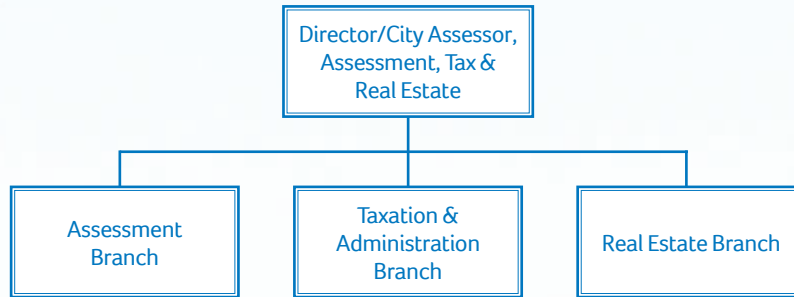
Full Time Equivalentents (FTEs)

Full Time Equivalentents (FTEs)	2015	2016	2017
General Fund			
Permanent	3.0	3.0	3.0
Casual	-	-	-
Total (General Fund)	3.0	3.0	3.0

Assessment, Taxation and Real Estate

Mandate

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



Overview

The Department is divided into three branches that deliver two services:

Assessment

- Values all properties in accordance with *The Cities Act*, the assessment manual and board orders adopted by the Saskatchewan Assessment Management Agency

Property Tax and Administration

- Responsible for collecting, maintaining, analyzing, and distributing property account information in accordance with *The Cities Act* and various other legislation

Real Estate

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

Expenditures (\$000s)

Expenditures	2014 Actuals	2015 Actuals	2016 Budget	2016 Forecast (Sept)	2017 Budget	Budget Change	
						Dollar Change	Per Cent Change
General Fund							
City Assessor	2,468.9	2,659.0	2,652.9	2,548.2	2,638.3	(14.6)	(0.6)
Property Tax & Administration	7,385.7	2,020.6	2,486.1	2,735.8	2,560.6	74.5	3.0
Special Charges on City Owned Properties	28.1	38.4	50.8	50.0	50.3	(0.5)	(0.9)
Total General Operating Expenditures	9,882.7	4,718.0	5,189.8	5,334.1	5,249.2	59.4	1.1
Costing Fund							
Property Administration	461.3	667.7	539.1	477.2	1,014.4	475.3	88.2
Saleable Property	8,472.2	9,485.7	3,743.6	3,912.5	3,282.0	(461.6)	(12.3)
Lease Management	243.7	237.5	102.0	238.2	101.6	(0.4)	(0.4)
Tax Title Properties Maintenance	26.5	-	102.0	102.0	101.6	(0.4)	(0.4)
Drainage on City Owned Property	116.8	125.3	112.2	112.2	111.8	(0.4)	(0.4)
Facilities Charges	1,206.8	1,454.0	1,376.4	1,639.0	1,371.1	(5.3)	(0.4)
Total Costing Operating Expenditures	10,527.3	11,970.3	5,975.3	6,481.1	5,982.5	7.2	0.1
Total Operating Expenditures (All funds)	20,410.0	16,688.2	11,165.1	11,815.1	11,231.7	66.6	0.6

Full Time Equivalents (FTEs)

Staff Complement (General Fund)								
Full Time Equivalents (FTEs)					2015	2016	2017	
					-	-	-	
Permanent					46.8	46.8	47.8	
Casual					-	-	-	
					-	-	-	
Total (General Fund)					46.8	46.8	47.8	
Staff Complement (Costing Fund)								
Full Time Equivalents (FTEs)					2015	2016	2017	
					-	-	-	
Permanent					5.2	5.2	6.3	
Casual					-	-	-	
					-	-	-	
Total (Costing Fund)					5.2	5.2	6.3	
Total All Funds					52.0	52.0	54.0	

Services

- Property Assessment and Taxation – Provides fair and transparent application of provincial legislation relating to the assessment and property taxation functions. Major tasks include property valuation, reassessment, tax billing and enforcement.
- City Property Management, Leasing, Sales and Acquisitions – Provides strategic leadership and centralized service delivery in acquiring, holding, disposing and leasing real property for the City.

2016 Accomplishments

- The 2017 Reassessment was prepared, letters advising of the estimated impact of reassessment were provided in August and the 2017 assessment notices will be provided in Q1 of 2017.
- The Towns land development project progressed through the planning stage and into the execution stage. Infrastructure construction commenced and sales started with option agreements on lots progressing.
- Results of MBN Canada indicate the Taxation Branch is performing well showing Regina is among the strongest performers in its Taxation service. The City's tax arrears are the lowest and the cost of maintaining property tax accounts per tax accounts service is also the lowest.
- Assessment Benchmarking results (through the Canadian Property Assessment Network) indicate the Assessment Branch is performing well and is one of the most efficient and cost effective in comparison to other major cities.

Strategic Issues and Opportunities

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

Key Deliverables for 2017

- The City of Regina conducts property valuation reassessments on a four-year cycle. The next reassessment will take place in 2017 and will require delivery of the customer service and communication plans and responding to assessment appeals.
- The development and delivery of the Assessment and Taxation self-service online tools will take place in 2017, providing self-service ability for legal firms and property owners to interact with the City electronically.

Performance Measures

Assessment is not a service that is benchmarked by MBN Canada, however, Taxation is and the City of Regina has reported on the measures. Influencing factors for Taxation measures include:

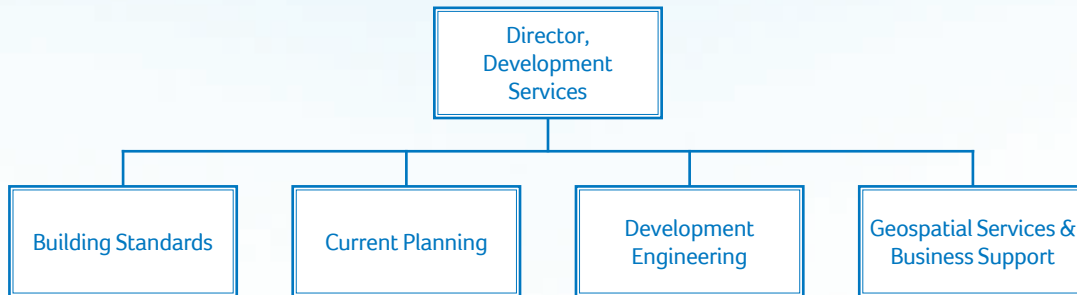
- **Economic Conditions** – High growth municipalities may require additional billing processes, i.e. supplementary and omit bills, interim and final runs. The strength of a local economy may also impact tax arrears, collections, penalty and interest charges.
- **Local Economy** – Local conditions may influence measures related to receivables, collections and other.
- **Government Policy** – Ministry required standardized billing and changes in capping methodology requires municipalities to continually upgrade software systems to maintain compliance with legislation.
- **Policies and Practices** – Differences in how each municipality defines a bill, administration of preauthorized payment plans, internet-based payment options, collection processes; and the number and treatment of Payment in Lieu (PIL) accounts.

Measure	2015 Regina Result	2015 MBN Canada Median	2015 MBN Canada Range
Current Year's Tax Arrears as a Percent of Current Year Levy	1.2%	2.6%	1.2% – 4.4%
Percent of Prior Year's Tax Arrears NOT Collected in the Current Year as a Percent of the Current Year Levy	1.1%	1.5%	0.2% – 4.2%
Operating Cost to Maintain Property Tax Accounts per Property Tax Account Serviced	\$10.63	\$13.37	\$10.63 – \$20.58
Percent of Accounts (All Classes) Enrolled in a Pre-Authorized Payment Plan	47%	37%	26% – 59%

Development Services

Mandate

Development Services works collaboratively and uses expertise to ensure compliance with bylaws and regulations in the development of the built environment so that the community grows in a way that benefits all. We do this through quality and reliable customer-focused service.



Overview

The Department is divided into four branches that deliver four services:

Building Standards

- Reviews and issues building permits and conducts follow-up inspections. The work is conducted in accordance with *The Provincial Uniform Building and Accessibility Standards Act* and *City of Regina Building Bylaw* to regulate buildings to the standards of the *National Building Code of Canada* within this jurisdiction

Current Planning

- Manages and responds to applications and inquiries related to development activity, processing development applications and development permit processes. Developments are reviewed for compliance with *Regina Zoning Bylaw No. 9250*, *Subdivision Bylaw* and the policies contained in *Design Regina – The Official Community Plan Bylaw No. 2013-48*. The branch is also responsible for the heritage property program including municipally designated properties, the *Heritage Holding Bylaw* and the heritage incentives policy.

Development Engineering

- Provides technical review, design and inspection of all related growth infrastructure. The branch ensures that infrastructure is constructed to the City's most current engineered specifications. The branch also coordinates review of the City of Regina construction specifications and is responsible for locating city infrastructure, as well as reviewing and monitoring third party utility companies.

Geospatial Services and Business Support

- Provides coordination of business functions including: performance measurement, process improvement, business planning, budgeting, procedures, document management practices, business systems and reliable customer service.

Expenditures (\$000s)

Expenditures	2014 Actuals	2015 Actuals	2016 Budget	2016 Forecast (Sept)	2017 Budget	Budget Change	
						Dollar Change	Per Cent Change
General Fund							
Director, Development Services	128.5	170.9	77.9	76.8	5,469.5	5,391.6	6,920.3
Geospatial & Business Support	894.8	814.3	953.4	819.1	1,056.6	103.2	10.8
Development Engineering	1,057.8	1,940.7	1,567.4	1,622.0	1,861.7	294.3	18.8
Current Planning	510.3	501.4	664.6	608.4	759.4	94.8	14.3
Building Standards	3,467.4	4,485.5	5,239.1	4,986.6	-	(5,239.1)	(100.0)
Total General Operating Expenditures	6,058.8	7,912.9	8,502.5	8,112.8	9,147.2	644.7	7.6
Utility Fund							
Development Engineering	235.7	78.9	875.4	885.9	839.1	(36.3)	(4.1)
Development Services	128.5	112.3	137.9	77.1	82.1	(55.8)	(40.4)
Business Support - Development Engineering	474.4	542.2	560.0	567.0	688.8	128.8	23.0
Construction Services	(3.6)	-	-	-	-	-	-
Development & Technical Services	3.7	1.0	-	-	-	-	-
New - Water & Sewer Connections	23.2	13.4	310.0	310.0	310.0	-	-
Replace - Water & Sewer Connections	388.7	181.2	146.5	110.0	143.1	(3.4)	(2.3)
Total Utility Operating Expenditures	1,250.7	928.9	2,029.8	1,950.0	2,063.1	33.3	1.6
Total Operating Expenditures (All funds)	7,309.5	8,841.8	10,532.2	10,062.8	11,210.3	678.0	6.4

Full Time Equivalents (FTEs)

Full Time Equivalents (FTEs)	2015	2016	2017
General Fund			
Permanent	83.0	94.0	96.0
Casual	4.1	4.1	4.1
Total (General Fund)	87.1	98.1	100.1

Services

- Development Approval – Oversee the management and issuing of development applications under the *Regina Zoning Bylaw*, the *Subdivision Bylaw*, and *Design Regina: The Official Community Plan*. This service also includes representing the City of Regina at Development Appeals Board and Saskatchewan Municipal Board hearings and administering the City of Regina heritage property portfolio.
- Building Approvals – Oversee the issuing of building permits for construction, renovation and demolition projects and perform related inspections within the City of Regina for the protection of public health and safety by ensuring compliance with the *National Building Code of Canada* under the *Provincial Uniform Building and Accessibility Standards Act* and the *Regina Building Bylaw*.

- New Development Construction – Develop new infrastructure needed for the provision of city services such as water, wastewater, drainage, landscaping and transportation, including the administration of side walk crossing permits, execution of the projects identified through servicing agreements and the administration and approval of three-way agreements for water and sewer connections.
- Drafting and Infrastructure Records – Maintaining infrastructure records and preparing drawings for other city services for the construction and maintenance of city infrastructure. The service includes inputting records into the City's GIS system and using GIS information for asset management.

2016 Accomplishments

- The Department implemented the construction program for growth for 2016, as well as participated in multiple projects including Regina Revitalization Initiatives, Wastewater Treatment Plant, and Infill/Laneway Housing project and the Servicing Agreement Fees Review.
- A comprehensive Zoning Bylaw Review was initiated to address alignment with the OCP policy directions and to ensure that the regulations that shape new development reflect contemporary construction practice, market demand and changes in demographics that affect the way land is being used. The project will be completed using a phased approach.
- A project to implement Planning and Building software was initiated to update the technology and processes for issuing and tracking development and building permits
- The Department executed servicing agreements for approximately 160 hectares of land for green field development in response to the servicing agreement policy approved by Council in 2015.
- The Department initiated a review of its service request process and implemented changes which have resulted in improved customer service that includes quicker response times and more frequent resolution to inquiries at first point of contact.
- Renovations to the customer center on floor 9 were completed to create more customer-friendly, functional space to support the goal of reducing both the amount of time a customer spends at City Hall and the approval time for residential building permit applications.

Strategic Issues and Opportunities

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

Key Deliverables for 2017

- Deliver the 2017 Capital Growth Construction Program
- Continue to advance the comprehensive Zoning Bylaw Review
- Continue to advance a project to implement Building and Planning software
- Review the City of Regina framework for adult entertainment land use and report on alignment with provincial and federal regulations
- Assess the implementation on municipal bylaws of potential changes in federal legislation regarding medical marijuana
- Work with provincial and industry leaders to implement the *National Building Code of Canada, 2015*, and review the municipal *Building Bylaw*
- Initiate a policy and program review related to heritage property
- Continue to focus on process improvements in the review of building permit applications including improved communication with industry and the general public to increase awareness of projects, important notices and process changes
- In accordance with the OCP, work on reviewing its fees to move towards full cost recovery
- Support the development of the Water Master Plan

Performance Measures

MBN Canada benchmarks were reported for Building Permits and Inspections. Influencing factors for Building Permits and Inspections measures include:

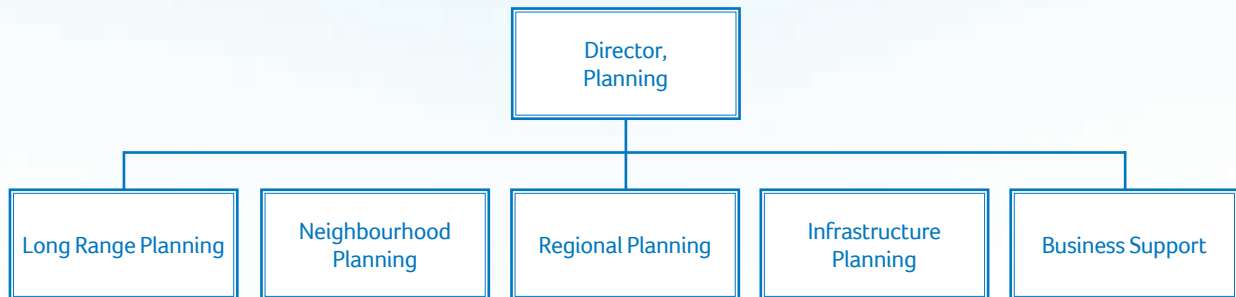
- **Complexity** – Size and technical complexity of permit applications and construction work requiring varying amounts of review/inspection times e.g. Industrial, Institutional, Commercial (ICI) and High Rise Residential applications offer more unique circumstances to review and assess, while residential construction tends to require more inspections and attention.
- **Geography** – Can lead to more travel time, fewer inspections per day resulting in higher costs per permit. Some municipalities deliver services from more than one location which requires more resources and raises costs.
- **Inspection Services** – Nature of the inspection process varies by project, and by municipality.
- **Legislative Changes** – Administering new requirements of the Building Code Act and provincial regulations adds to the process for review and inspection and increases operating costs, short term and long term (this does not take into consideration the regulatory regime in other provinces).
- **Municipal Policy** – Permit requirements will vary between jurisdictions, e.g. phasing of permits (one for the foundation, one for plumbing, one for the structure, etc.; vs. one that covers all phases of construction).

Measure	2015 Regina Result	2015 MBN Canada Median	2015 MBN Canada Range
Number of Building Permits Issued in the calendar year	3,343	7,706	1,307 – 23,063
New Residential Units Created per 100,000 Population	621	440	205 – 1,179
Operating Cost for Building Permits and Inspection Services per \$1,000 of Construction Activity (based on permits issued)	\$5.01	\$7.74	\$5.01 – \$13.47

Planning

Mandate

The Planning Department co-ordinates and balances stakeholder interests in the creation and implementation of land development policy that sustains the vibrancy of the City and region. The Department coordinates land use and infrastructure with developers and regional partners to ensure long-term planning objectives, as outlined in the OCP, are achieved. The Department is also responsible for social development and housing policy.



Overview

The Department is divided into four branches and delivers two primary services:

Long Range Planning

- Reviews and approves neighbourhood plans for new, long-term development within the City
- Studies demographic trends and profiles of the population within specific neighbourhoods and zones
- Researches and develops new planning policy

Neighbourhood Planning

- Develops policy to realize the OCP's infill goals
- Develops neighbourhood plans for existing neighbourhoods

Regional Planning

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

Infrastructure Planning

- Through the creation of standards and policies, oversees infrastructure development to proactively guide Regina's growth
- Oversees the Comprehensive Housing Strategy and coordinates social policy to address emerging community issues

Expenditures (\$000s)

Expenditures	2014 Actuals	2015 Actuals	2016 Budget	2016 Forecast (Sept)	2017 Budget	Budget Change	
						Dollar Change	Per Cent Change
General Fund							
Director, Planning	1,500.2	644.0	612.3	382.4	631.1	18.8	3.1
Business Support, Planning	(0.2)	0.0	124.0	112.9	392.1	268.1	216.1
Infrastructure Planning	905.5	818.4	724.9	568.2	715.7	(9.2)	(1.3)
Long Range Planning	1,037.1	977.1	1,192.3	911.1	957.6	(234.7)	(19.7)
Regional Planning	211.6	369.8	542.5	485.7	544.9	2.4	0.4
Neighbourhood Planning	2,163.3	3,155.7	3,494.8	3,308.2	3,422.7	(72.1)	(2.1)
Total General Operating Expenditures	5,817.5	5,965.0	6,690.9	5,768.5	6,664.2	(26.7)	(0.4)
Utility Fund							
City Centre	340.6	148.8	225.7	219.3	225.1	(0.6)	(0.3)
Planning	605.2	383.7	543.0	480.0	577.3	34.4	6.3
Total Utility Operating Expenditures	945.7	532.5	768.7	699.3	802.4	33.7	4.4
Total Operating Expenditures (All funds)	6,763.2	6,497.6	7,459.6	6,467.8	7,466.6	7.1	0.1

Full Time Equivalents (FTEs)

Full Time Equivalents (FTEs)	2015	2016	2017
General Fund			
Permanent	45.1	40.0	40.0
Casual	-	-	-
Total (General Fund)	45.1	40.0	40.0

Services

- Neighbourhood and Infrastructure Planning – Review and prepare neighbourhood plans for existing and new neighbourhoods. Includes developing long-range plans for provision of city services and working with regional partners.
- Growth Management and Land Development – Define, document and implement policy and standards for new growth areas including fostering adequate land and housing supply, protecting the City's long-term growth objectives, financial policies to address sustainable growth, and public realm and infrastructure servicing.

2016 Accomplishments

- Council approved the Southeast Neighborhood Plan and the Towns and East Victoria Concept Plans.
- The Laneway and Garden Suite Pilot Project was implemented in 2016 and six laneway suites were approved.
- The City of Regina and Sakimay First Nation/Four Horse Developments Ltd. entered into an agreement for the City to provide potable water and fire protection services to their development lands located on Regina's west side.

Strategic Issues and Opportunities

- The City of Regina is finding it a challenge to meet the 30% infill target that was established by Council through the adoption of the OCP. In order to assist the City to meet the 30% infill target, the Laneway and Garden Suites Pilot Project was implemented and the Infill Guidelines will be implemented in 2017. These challenges will be considered during the review of the Infill Development Levy Policy.
- Recruitment will be a challenge as there is currently a shortage of planners and engineers in Saskatchewan. Although the City currently pays slightly under market rate, a market supplement for engineers has been implemented to meet this challenge.
- The City has prioritized strengthening relationships with other municipalities and First Nations in the region. In 2017, the City will continue to work toward regional collaboration through the White Butte Regional Planning Committee, the Moose Jaw-Regina Industrial Corridor and through the Joint Planning Area Committee structure with the RM of Sherwood.

Key Deliverables in 2017

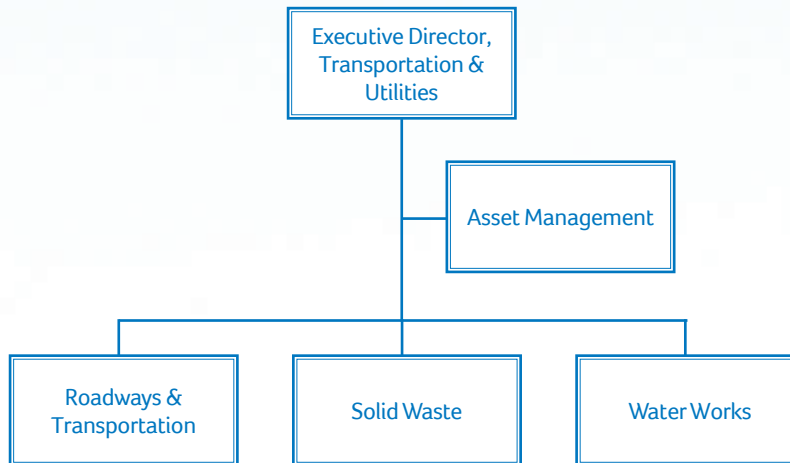
- Undertake a comprehensive review of the Development Standards manual. This manual contains all the guidelines for engineering and servicing standards for new neighbourhoods in the City
- Work to establish a sustainable funding source for the Social Development Reserve, in support of the City's Housing Incentives Policy
- Continue to work with other municipalities and First Nations to establish partnerships and opportunity for shared services. This includes the next steps in examining an eastern wastewater treatment plant
- Implementation of the Infill Housing Guidelines to ensure infill development considers the neighbourhood context
- Review of Infill Development Levy Policy in continuation of the City's Servicing Agreement Fee and Development Levy Policy review
- Examine the cost/benefits of different types of development (residential/commercial/industrial) to better understand the impact to the financial well-being of the City of Regina as development continues
- Undertake an Underutilized Land Study which will be used to establish a strategy to encourage development of underutilized land

Performance Measures

The City of Regina will begin reporting on MBN Canada Planning benchmarks in 2017.

Transportation and Utilities Division

Transportation and Utilities Division is comprised of three departments: Waterworks, Roadways and Transportation and Solid Waste. Its responsibilities include ensuring that infrastructure for transportation as well as water works and waste services meets the community's expectations.



Key Strategic Issues

- The development of City-wide consistent asset management practices, including an asset management governance policy framework.
- Aligning infrastructure investments with future community needs.
- Providing and promoting conservation, stewardship and environmental responsibility to the City's plans and operations.

Expenditures (\$000s)

Expenditures	2014 Actuals	2015 Actuals	2016 Budget	2016 Forecast (Sept)	2017 Budget	Budget Change	
						Dollar Change	Per Cent Change
General Fund							
Administration - Transportation Utilities	100.3	158.7	110.4	144.9	110.0	(0.4)	(0.3)
Roadways & Transportation	34,438.9	37,998.7	38,843.0	33,721.2	40,256.7	1,413.7	3.6
Solid Waste	18,549.4	18,802.7	21,491.6	20,912.0	21,986.7	495.1	2.3
Asset Management	-	7.1	159.6	253.8	206.3	46.7	29.3
Total General Operating Expenditures	53,088.5	56,967.2	60,604.6	55,031.9	62,559.7	1,955.1	3.2
Utility Fund							
Administration - Transportation Utilities	17.5	149.5	107.1	107.1	106.7	(0.4)	(0.3)
Asset Management	-	-	78.6	78.6	72.1	(6.6)	(8.3)
Solid Waste	757.8	491.7	884.0	884.0	699.2	(184.8)	(20.9)
Water Works Services	29,659.8	30,744.6	33,760.0	32,605.2	27,488.8	(6,271.1)	(18.6)
Wastewater Treatment	7,262.8	8,538.0	9,183.7	7,763.0	8,757.7	(426.0)	(4.6)
Total Utility Operating Expenditures	37,697.9	39,923.9	44,013.4	41,437.9	37,124.6	(6,888.8)	(15.7)
Costing Fund							
Roadways & Transportation	13,479.6	13,687.3	9,263.5	9,046.6	9,390.6	127.1	1.4
Solid Waste	-	0.2	-	-	11.8	11.8	-
Water Works	416.7	287.1	-	-	154.9	154.9	-
Facilities Management Services	37.1	25.8	49.2	36.9	49.0	(0.2)	(0.4)
Total Costing Operating Expenditures	13,933.5	14,000.5	9,312.7	9,083.5	9,606.2	293.5	3.2
Total Operating Expenditures (All funds)	104,719.9	110,891.6	113,930.7	105,553.3	109,290.5	(4,640.2)	(9.3)
General Fund Transfers							
Roadways & Transportation	40.1	338.4	-	-	-	-	-
Solid Waste	13,468.9	13,349.3	13,950.8	13,648.5	13,944.4	(6.4)	(0.0)
Total General Fund Transfers	13,509.0	13,687.8	13,950.8	13,648.5	13,944.4	(6.4)	(0.0)
Total General Operating Expenditures (with Transfers)	118,228.9	124,579.4	127,881.5	119,201.8	123,234.9	(4,646.6)	(3.6)

Full Time Equivalents (FTEs)

Staff Complement (General Fund)								
Full Time Equivalents (FTEs)						2015	2016	2017
						-	-	-
Permanent						217.6	227.1	231.5
Casual						70.1	66.2	70.0
						-	-	-
Total (General Fund)						287.7	293.2	301.5
Staff Complement (Costing Fund)								
Full Time Equivalents (FTEs)						2015	2016	2017
						-	-	-
Permanent						9.7	10.7	9.7
Casual						2.8	2.8	2.8
						-	-	-
Total (Costing Fund)						12.4	13.5	12.4
Staff Complement (Utility Operating Fund)								
Full Time Equivalents (FTEs)						2015	2016	2017
						-	-	-
Permanent						146.8	154.2	153.2
Casual						28.1	24.0	25.1
						-	-	-
Total (Utility Operating Fund)						174.9	178.2	178.3
Staff Complement (Utility Capital Fund)								
Full Time Equivalents (FTEs)						2015	2016	2017
						-	-	-
Permanent						21.1	21.1	16.7
Casual						3.2	3.2	4.0
						-	-	-
Total (Utility Capital Fund)						24.2	24.2	20.7
Staff Complement (General Capital Fund)								
Full Time Equivalents (FTEs)						2015	2016	2017
						-	-	-
Permanent						17.1	17.1	16.7
Casual						1.1	1.1	0.7
						-	-	-
Total (General Capital Fund)						18.2	18.2	17.4
Total All Funds						517.4	527.3	530.2

Administration – Transportation & Utilities

Expenditures (\$000s)

Expenditures	2014 Actuals	2015 Actuals	2016 Budget	2016 Forecast (Sept)	2017 Budget	Budget Change	
						Dollar Change	Per Cent Change
General Fund							
Administration - Transportation & Utilities	100.3	158.7	110.4	144.9	110.0	(0.4)	(0.3)
Total General Operating Expenditures	100.3	158.7	110.4	144.9	110.0	(0.4)	(0.3)
Utility Fund							
Administration - Transportation & Utilities	17.5	149.5	107.1	107.1	106.7	(0.4)	(0.3)
Total Utility Operating Expenditures	17.5	149.5	107.1	107.1	106.7	(0.4)	(0.3)
Total Operating Expenditures (All Funds)	117.8	308.3	217.5	252.0	216.7	(0.8)	(0.3)

Full Time Equivalents (FTEs)

Full Time Equivalents (FTEs)	2015	2016	2017
Permanent	3.0	1.0	2.0
Casual			
Total (General Fund)	3.0	1.0	2.0

Asset Management

Expenditures (\$000s)

Expenditures	2014 Actuals	2015 Actuals	2016 Budget	2016 Forecast (Sept)	2017 Budget	Budget Change	
						Dollar Change	Per Cent Change
General Fund							
Asset Management		7.1	159.6	253.8	206.3	46.7	29.3
Total General Operating Expenditures		7.1	159.6	253.8	206.3	46.7	29.3
Utility Fund							
Asset Management			78.6	78.6	72.1	(6.6)	(8.3)
Total Utility Operating Expenditures			78.6	78.6	72.1	(6.6)	(8.3)
Total Operating Expenditures (All Funds)		7.1	238.3	332.5	278.4	40.2	16.9

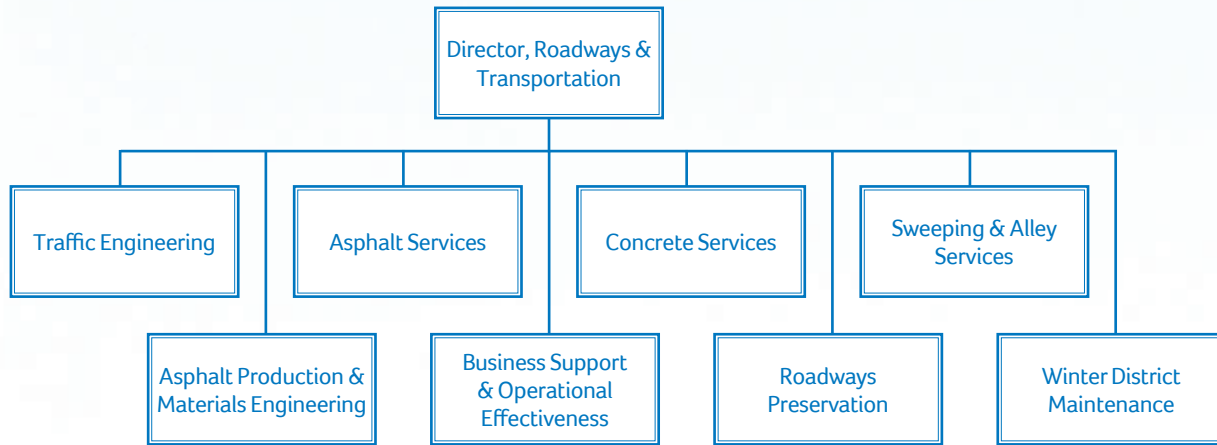
Full Time Equivalents (FTEs)

Full Time Equivalents (FTEs)	2015	2016	2017
Permanent		2.0	2.0
Casual			
Total (General Fund)		2.0	2.0

Roadways and Transportation

Mandate

Roadways and Transportation is responsible for effectively building and maintaining roadways, sidewalks, alleys, easements and bridges to ensure a safe, reliable transportation system for the City.



Overview

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

Traffic Engineering

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

Asphalt Production and Materials Engineering

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

Asphalt Services

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

Business Support and Operational Effectiveness

- Provides business consulting oversight and administrative functions
- Leads the Roadways and Transportation Business Transformation process

Concrete Services

- Maintains and rehabilitates concrete sidewalks and asphalt-capped sidewalks

Roadways Preservation

- Oversees the renewal of transportation infrastructure including the development of asset management plans

Sweeping and Alley Services

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

Winter District Maintenance

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

Expenditures (\$000s)

Expenditures	2014 Actuals	2015 Actuals	2016 Budget	2016 Forecast (Sept)	2017 Budget	Budget Change	
						Dollar Change	Per Cent Change
General Fund							
Director, Roadways	2,816.7	857.9	549.2	549.2	550.0	0.8	0.1
Asphalt Services	3,645.2	4,813.3	5,456.5	3,798.4	5,587.3	130.8	2.4
Concrete Services	3,174.1	3,439.7	3,467.0	3,466.5	3,674.6	207.6	6.0
Sweeping & Alley Services	6,072.6	7,762.5	7,748.8	7,805.5	7,948.8	200.0	2.6
Winter Road Maintenance	6,757.1	8,607.5	9,068.3	5,766.8	9,289.1	220.8	2.4
Traffic	8,590.6	9,227.9	8,846.0	8,846.0	9,407.2	561.2	6.3
Manager, Business Support	787.2	907.0	1,401.3	1,136.5	1,418.5	17.1	1.2
Roadway Preservation	1,833.4	1,766.6	1,524.2	1,524.2	1,553.2	29.0	1.9
Asphalt Production & Field Services	321.8	230.1	326.3	312.3	368.8	42.5	13.0
Maintenance of Public Works Buildings & Yards	4.7	-	85.6	66.2	82.9	(2.7)	(3.1)
Facilities Costs - Roadways & Transportation	435.5	386.1	369.9	449.6	376.6	6.7	1.8
Total General Operating Expenditures	34,438.9	37,998.7	38,843.0	33,721.2	40,256.7	1,413.7	3.6
Costing Fund							
Asphalt Services	1,252.3	1,132.4	757.4	1,151.2	825.1	67.7	8.9
Concrete Services	1,490.7	1,294.2	473.4	473.4	510.5	37.1	7.8
Granular Materials	729.3	864.0	753.0	861.8	706.5	(46.5)	(6.2)
Asphalt Production	10,007.3	10,396.7	7,279.7	6,560.2	7,348.5	68.8	0.9
Facilities Costs - Roadways & Transportation	37.1	25.8	49.2	36.9	49.0	(0.2)	(0.4)
Total Costing Operating Expenditures	13,516.8	13,713.2	9,312.7	9,083.5	9,439.6	126.9	1.4
Total Operating Expenditures (All funds)	47,955.6	51,711.8	48,155.7	42,804.7	49,696.3	1,540.6	3.2

Full Time Equivalents (FTEs)

Staff Complement (General Fund)							
Full Time Equivalents (FTEs)							
					2015	2016	2017
					-	-	-
Permanent					152.6	159.2	159.2
Casual					46.7	39.7	43.4
					-	-	-
Total (General Fund)					199.3	198.9	202.6
Staff Complement (Costing Fund)							
Full Time Equivalents (FTEs)							
					2015	2016	2017
					-	-	-
Permanent					9.7	10.7	9.7
Casual					2.8	2.8	2.8
					-	-	-
Total (Costing Fund)					12.4	13.5	12.4
Staff Complement (General Capital Fund)							
Full Time Equivalents (FTEs)							
					2015	2016	2017
					-	-	-
Permanent					17.1	17.1	16.7
Casual					1.1	1.1	0.7
					-	-	-
Total (General Capital Fund)					18.2	18.2	17.4
Total All Funds					230.0	230.5	232.4

Services

- Material Supply – Procures and provides various materials for construction, rehabilitation and maintenance of roads and alleys, including providing inventory control. Also provides materials to Parks and Open Spaces and Solid Waste.
- Roadways and Infrastructure construction – Oversees construction activities/operations required to build, maintain or preserve the assets related to the Transportation Network.
- Seasonal Road Maintenance – Provides activities designed to maintain the Transportation Network so it is safe and operational for all seasons. Winter activities include, but are not limited to storm response, systematic plowing and residential plowing. Summer activities include, but are not limited to spring sweep, summer sweep and fall sweep, snow storage, ice control and pothole patching.
- Traffic Control Management – Provides safe and efficient flow of traffic including traffic signal, signage, barricade permits and construction signage/detours.
- Transportation Network Maintenance Services – Provides maintenance activities on assets to ensure safety and functionality.
- Asphalt Plant Operations – Produces and distributes asphalt and manages the asphalt plant.
- Asset Management – Develops long-term strategies and plans to support policy objectives for specific assets or systems.

- Construction Coordination Services – Coordinating, scheduling, project execution, quality assurance and safety for construction activities related to the maintenance and preservation of the Transportation Network and road right of ways.
- Engineering and Support Services – Provides engineering, planning and project management for activities and services that aid in the delivery of a safe, efficient and effective, inclusive, sustainable and responsible Transportation Network.

2016 Accomplishments

- Replace the Victoria Avenue bridges at the south east end of the City. The project will also include road widening to alleviate traffic congestion.
- A new user fee system for snow storage was approved by City Council. The service will operate at full cost recovery starting November 2016. This change is in line with the OCP's emphasis on financing programs and services using a benefits model.
- Recycled asphalt products were sold to outside sources as a cost recovery mechanism
- Major rehabilitation of the Ring Road was completed ahead of schedule and under budget.
- The second year of the Residential Roadway Renewal Program was implemented, completing 87 projects covering 19.2 km of roadways.

Strategic Issues and Opportunities

- The dedicated funding of 1% of a mill rate to the Residential Renewal Program is an example of how the City of Regina is making long-term financial plans to address the infrastructure challenges. Delayed infrastructure repair and renewal are challenges facing many municipalities across the country and each are working to find solutions.
- Succession planning, talent retention and impending retirements are challenges for Roadways and Transportation. It is actively working to document policies and procedures to offset knowledge loss and maintain business continuity.
- Although not unique to any particular year, construction work in Regina is extremely weather dependent making the duration of the construction season hard to predict. This unpredictability makes it difficult to forecast adequate funding and plan the necessary work. This year's warm dry weather helped us to complete many road projects ahead of schedule.

Key Deliverables in 2017

- A State of the Infrastructure Report will be prepared to provide an update on Regina's network of roads. The report will allow necessary changes to the road maintenance schedule and/or re-evaluate how we plan and stage our work.

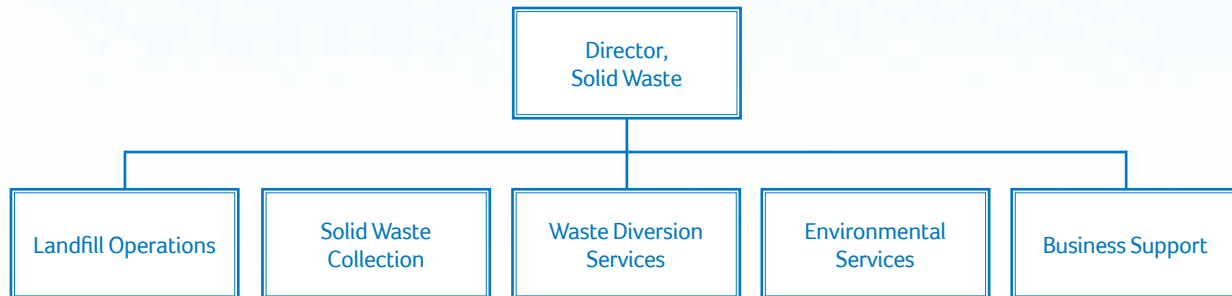
Performance Measures

The City of Regina will begin reporting on MBN Canada Roads benchmarks in 2018.

Solid Waste

Mandate

Solid Waste provides reliable waste management services and environmental stewardship for the City of Regina and surrounding communities to ensure public health, safety and the protection of the natural environment now and for future generations.



Overview

The Department is made up of five branches:

Landfill Operations

- Operates the Fleet Street Landfill, accepting residential and commercial solid waste
- Accepts, processes and repurposes construction and demolition waste delivered to the Landfill
- Manages a gas collection system that reduces greenhouse gas emissions from the Landfill

Solid Waste Collection

- Provides weekly collection of household waste to more than 63,000 single-family residential properties
- Maintains inventory of garbage carts

Waste Diversion Services

- Develops, designs and implements waste diversion services as outlined in Waste Plan Regina
- Manages the residential curbside recycling service and other recycling initiatives such as the Leaf and Yard Waste depots, the Big Blue Bin Program, Household Hazardous Waste Days and "Treecycle" events
- Delivers educational events and community outreach programs focused on waste reduction and diversion

Environmental Services

- Monitors regulatory compliance of City operations, permitted by the Ministry of Environment and Water Security Agency
- Coordinates environmental spill response
- Provides environmental engineering support to corporate projects

Business Support

- Provides coordination of business functions including strategy and business planning, process improvement, policy and procedure development, performance measurement and financial support
- Oversees general administrative functions

Expenditures (\$000s)

Expenditures	2014 Actuals	2015 Actuals	2016 Budget	2016 Forecast (Sept)	2017 Budget	Budget Change	
						Dollar Change	Per Cent Change
General Fund							
Administration - Solid Waste	74.7	252.9	241.9	437.3	528.6	286.7	118.5
Solid Waste Collection	8,319.2	7,877.6	8,833.9	8,403.0	8,954.8	120.9	1.4
Waste Diversion	0.2	300.8	422.6	424.6	419.2	(3.5)	(0.8)
Landfill Operations	9,986.5	10,112.6	11,624.9	11,432.4	11,713.3	88.4	0.8
Spill Response	23.7	130.1	242.9	89.4	246.7	3.8	1.6
Facilities Costs - Solid Waste	145.2	128.7	125.4	125.3	124.1	(1.2)	(1.0)
Total General Operating Expenditures	18,549.4	18,802.7	21,491.6	20,912.0	21,986.7	495.1	2.3
Costing							
Solid Waste	-	0.2	-	-	11.8	11.8	-
Total Costing Operating Expenditures	-	0.2	-	-	11.8	11.8	-
Utility Fund							
Solid Waste	757.8	491.7	884.0	884.0	699.2	(184.8)	(20.9)
Total Utility Operating Expenditures	757.8	491.7	884.0	884.0	699.2	(184.8)	(20.9)
Total Operating Expenditures (All funds)	19,307.2	19,294.6	22,375.5	21,796.0	22,697.7	322.1	(18.6)

Full Time Equivalentents (FTEs)

Full Time Equivalentents (FTEs)	2015	2016	2017
General Fund			
Permanent	62.0	64.9	68.3
Casual	23.4	26.5	26.6
Total (General Fund)	85.4	91.3	94.9

Services

- **Garbage collection and disposal** – Collects and hauls residential garbage to the Landfill and operation of the Landfill.
- **Recycling and diversion** – Oversees the curbside residential and multi-family recycling program, and community-based diversion programs.
- **Environmental compliance** – Provides environmental response, monitors environmental compliance and provides environmental engineering support.

2016 Accomplishments

- Completed construction of the Landfill Gas to Energy System, converting landfill gas to electrical power, with expected gross revenue of \$21 million over a 20 year period
- Delivered a Landfill Closure Plan, detailing the requirements and estimated costs to close and monitor the area of the Landfill that has reached full capacity
- Performed a review of waste collection routes optimizing route sizes to improve efficiency and customer service
- Introduced a smaller curbside garbage cart, recognizing residents' successful efforts in reducing household waste
- Delivered a residential curbside collection for household waste and recyclables to over 63,000 single-family residential properties
- Conducted residential curbside waste studies to understand current waste behaviours
- Hosted Household Hazardous Waste events diverting 91 tonnes from the Landfill, representing a 70% increase in volume from the previous year
- Developed and delivered a waste education program to over 1,500 elementary and secondary school students

Strategic Issues and Opportunities

- The City's Landfill operates as a regional facility, serving Regina as well as the surrounding communities. The volume of waste generated from outside the City is increasing, putting significant strain on the Landfill's ability to meet future capacity requirements. A regional approach to waste management may provide opportunities to reduce waste volumes from surrounding towns and rural areas through shared efforts to divert recyclable materials away from the Landfill.
- Currently, garbage collection and disposal is funded through general revenues, while recycling is paid through a user fee. The feasibility of a user fee structure will be explored where all regularly-scheduled curbside waste services, including garbage, recycling, and potentially leaf and yard waste, and food and organic curbside collection services, would comprise a single solid waste user fee. This fee would bring awareness to residents of the cost to provide curbside waste services. An all-inclusive fee structure would transition all solid waste curbside services to full-cost recovery.

Key Deliverables in 2017

- Develop a framework to manage unwanted substances entering our wastewater and Landfill
- Continue naturalization initiatives, such as planting of native plants, at storm water retention ponds
- Implement the recommendations brought forward through the Airspace Efficiency Audit, a report outlining best practices for the City's Landfill
- Review landfill and recycling fees to increase compliance and enhance alignment with the guidelines outlined in the OCP
- Advance work on the remaining residential services approved in Waste Plan Regina, including a permanent solution for leaf and yard waste, organics, and the future of the Big Blue Bin Program

Performance Measures

MBN Canada benchmarks were reported by Solid Waste. Influencing factors for Waste Management measures include:

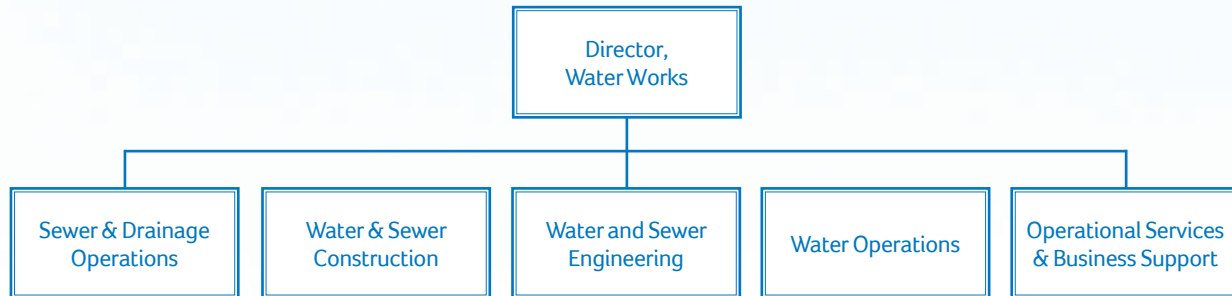
- **Diversions Efforts** – Nature and extent of a municipality’s diversion efforts, e.g. enforcement of various programs, impacts the type and amount of material included in waste collection.
- **Education** – How municipalities promote, manage and enforce garbage collection, disposal, recycling and diversion programs and services.
- **Geography** – Urban/rural population, seasonal population, socio-economic factors and the mix of single-family residences and multi-unit residential buildings that impact service provision.
- **Government Structure** – Services can be provided by a single-tier or a two-tier system – a combination of Regional and Municipal service.
- **Infrastructure** – Distance to transfer facilities; accessibility of local landfill sites with available capacity; number of active landfill sites; soil conditions on the landfill site(s) and surrounding sites; and the number of sites under perpetual care.
- **Organizational Form** – Different service levels and standards; difference in the age of infrastructure; frequency of pickups; hours of operations; average number of people per household; residential vs. commercial and industrial service.

Measure	2015 Regina Result	2015 MBN Canada Median	2015 MBN Canada Range
Percent of Residential Solid Waste Diverted – Single and Multi-Residential	17.8%	46.2%	17.8% – 63.5%
Tonnes of All Residential Material Collected per Household	1.04	0.90	0.81 – 1.04
Tonnes of Residential Solid Waste Disposed per Household	0.83	0.52	0.38 – 0.83
Tonnes of Residential Solid Waste Diverted per Household	0.25	0.41	0.25 – 0.66
Total Cost for Garbage Collection per Tonne – All Property Classes (includes amortization)	\$130	\$109	\$72 – \$230
Total Cost for Solid Waste (All Streams) Disposal per Tonne – All Property Classes	\$28	\$92	\$17 – \$202
Total Cost for Solid Waste Diversion per Tonne – All Property Classes (includes amortization)	\$330	\$208	\$106 – \$401

Water Works

Mandate

The Department is responsible for the planning, designing, constructing, operating and maintenance of water, wastewater and drainage services for the Regina area.



Overview

Water Works is organized into five branches and delivers three services:

Sewer and Drainage Operations

- Operates and maintains sewer and drainage infrastructure, including underground pipe systems and lift stations

Water and Sewer Construction

- Undertakes the construction and maintenance of the underground pipe infrastructure for water, sewer and drainage systems

Water and Sewer Engineering

- Manages construction projects and programs and provides engineering services and asset management planning for the Water Works department

Water Operations

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

Operational Services and Business Support

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

Expenditures (\$000s)

Expenditures	2014 Actuals	2015 Actuals	2016 Budget	2016 Forecast (Sept)	2017 Budget	Budget Change	
						Dollar Change	Per Cent Change
Utility Fund							
Water Operations	13,019.2	14,448.9	14,169.3	15,973.8	6,091.2	(8,078.1)	(57.0)
Water & Sewer Construction	8,359.4	6,477.1	9,104.5	6,215.7	9,946.1	841.5	9.2
Sewer & Drainage Operations	5,030.2	6,734.5	7,238.6	6,845.7	7,248.8	10.2	0.1
Water & Sewer Engineering	1,658.9	1,598.8	2,017.9	1,894.5	2,358.5	340.6	16.9
Domestic Lift Station	-	-	-	-	487.0	487.0	-
Waste Water Treatment	7,228.7	8,538.0	9,183.7	7,763.0	8,757.7	(426.0)	(4.6)
Water Works Services - Administration	1,626.2	1,485.3	1,229.6	1,675.5	1,357.2	127.6	10.4
Total Utility Operating Expenditures	36,922.6	39,282.7	42,943.7	40,368.2	36,246.6	(6,697.1)	(15.6)
Costing Fund							
Manager, Water Operations	416.7	287.1	-	-	154.9	154.9	-
Total Costing Operating Expenditures	416.7	287.1	-	-	154.9	154.9	-
Total Operating Expenditures (All Funds)	37,339.3	39,569.8	42,943.7	40,368.2	36,401.4	(6,542.3)	(15.2)

Full Time Equivalents (FTEs)

Staff Complement (Utility Operating Fund)								
Full Time Equivalents (FTEs)					2015	2016	2017	
					-	-	-	
Permanent					146.8	154.2	153.2	
Casual					28.1	24.0	25.1	
					-	-	-	
Total (Utility Operating Fund)					174.9	178.2	178.3	
Staff Complement (Utility Capital Fund)								
Full Time Equivalents (FTEs)					2015	2016	2017	
					-	-	-	
Permanent					21.1	21.1	16.7	
Casual					3.2	3.2	4.0	
					-	-	-	
Total (Utility Capital Fund)					24.2	24.2	20.7	
Total All Funds					199.1	202.4	199.0	

Services

- Stormwater Collection and Flood Control – Collect and control drainage within Regina to minimize inconvenience, decrease property damage, and ensure public safety.
- Wastewater Collection and Treatment – Collect and deliver residential, commercial and industrial wastewater. Also responsible for proactive and reactive maintenance to wastewater operations and response to service disruptions throughout the collection and delivery of wastewater to the treatment plant.
- Water Supply and Distribution – Provide water that meets or exceeds provincial water quality standards and objectives. Includes providing water at adequate pressure and in sufficient quality and quantity to satisfy the requirements for domestic and commercial use, irrigation and fire protection.

2016 Accomplishments

- A new Hauled Wastewater station was constructed to provide service to the City and the region.
- An updated *Sewer Service Bylaw* was approved by Council. The updated *Sewer Service Bylaw* implements more effective source control and establishes discharge rates for hauled wastewater.
- The Wastewater Treatment Plant Upgrade project reached substantial completion and will provide a higher level of treatment for generations to come.
- The Water Master Plan is nearing completion and provides clarity for the capital upgrades required for the water system for the next 25 years.
- Construction of another detention pond along Arcola Avenue, north of Victoria Street was completed.

Strategic Issues and Opportunities

- The Utility uses a model to assess the benefits of proposed capital investments and prioritize projects across the Utility networks for the next 10 years. The capital investment plan forms the basis of longer term utility rate and financial models.
- Succession planning and tradespeople retention has been a challenge. The Department is redirecting resources to assist in addressing shortfalls in trades.
- The City continued budgeting of multi-year projects across the length of the project rather than asking for the full amount in the first year. This change in budgeting will reduce the amount of capital carry-forward and in turn produce a more accurate financial picture of our current operations.

Key Deliverables in 2017

- Phase 1 of the Wastewater Master Plan will be completed. The Plan will provide direction for capital investments in the wastewater collection system over the next 25 years.
- A third forcemain will be constructed from the McCarthy Boulevard Pumping Station to the Waste Water Treatment Plant to allow the City to pump more wastewater during major rainfall events and reduce the risk of wastewater overflows and sewer backups.
- Construction will be completed on a new Ultra Violet system at the Buffalo Pound Water Treatment Plant.

Performance Measures

The City of Regina will begin reporting on MBN Canada Water and Wastewater benchmarks in 2017.

Regina Police Service

Mandate

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

The Regina Police Service core functions – 1) emergency and non-emergency response, 2) quality investigations, 3) traffic safety and 4) crime prevention/community building – provide the framework for organizational objectives and provision of services to the community.

2016 Accomplishments

The Strategic Plan 2015-2018 is based on four strategic themes – service, communication, our people and improvements. Below are highlights from 2016.

Service

- The Regina Police Service continued to develop and support proactive policing initiatives by Patrol in an effort to prevent or reduce the conditions that may lead to crime rather than respond to crime after it occurs.
- The two-year pilot of automated speed enforcement (photo radar) is in its second year. This pilot has been a partnership with Saskatchewan Government Insurance (SGI).

Communication

- The Regina Police Service and File Hills Qu'Appelle Tribal Council signed the Cooperation and Community Safety Protocol, which formalized communication protocols between the two organizations to enhance community safety efforts in the Treaty Four area.
- The Regina Police Service hosted two stakeholder sessions with various community-based organizations. These sessions enabled the Regina Police Service to communicate current pressures on policing to the attendants, who in turn provided their candid feedback. These stakeholder sessions will be held annually going forward to ensure the Regina Police Service maintains a strong understanding of community perceptions.
- The Regina Police Service developed a new internal website, using Microsoft SharePoint as the platform, to improve the organization and ease of internal communication and document sharing.

Our People

- The Regina Police Service began training and equipping Patrol members with carbine rifles. These rifles are to be utilized in crisis situations, during which they would provide a more effective and accurate option than shotguns. This transition will be phased in over multiple years to mitigate costs and accommodate training requirements.
- The Regina Police Service's Tactical Training Facility has been electrified to accommodate expanded forms of training and to increase the amount of training hours during which it can be utilized.

Improvements

- Renovations to the Headquarters Building were completed. These renovations have made better use of available office space, as well as improved the public areas of the building, such as the Front Desk and Criminal Record Check areas.
- The Regina Police Service developed a technology crime lab, which greatly increases our capacity to extract evidence from electronic devices, such as cell phones, tablets, lap tops and computers.
- The Regina Police Service launched E-ticketing among its Traffic Safety Unit vehicles. This electronic ticketing system replaces the traditional hand-written traffic ticket. E-ticketing will be expanded to all Patrol vehicles in 2017.

Revenues (\$000s)

Revenue	2014 Actuals	2015 Actuals	2016 Budget	2016 Forecast (Sept)	2017 Budget	Budget Change	
						Dollar Change	Per Cent Change
Provincial Programs	6,751.1	7,067.0	6,812.5	6,812.5	6,272.2	(540.3)	(7.9)
Federal Programs	405.6	155.6	125.6	125.6	125.6	-	-
Other Police Revenues	2,002.1	2,117.0	2,218.0	2,218.0	2,452.0	234.0	10.6
Total General Operating Revenues	9,158.8	9,339.5	9,156.1	9,156.1	8,849.8	234.0	2.6

Expenditures (\$000s)

Expenditures	2014 Actuals	2015 Actuals	2016 Budget	2016 Forecast (Sept)	2017 Budget	Budget Change	
						Dollar Change	Per Cent Change
General Fund							
Salaries & Benefits	63,926.2	67,840.0	71,341.7	71,341.7	74,427.8	3,086.1	4.3
Office & Administration	1,894.2	2,030.1	2,613.7	2,613.7	2,772.8	159.1	6.1
Professional Services	3,530.3	2,444.7	2,369.1	2,369.1	2,435.5	66.4	2.8
Goods & Materials	1,854.5	2,531.6	1,873.3	1,873.3	1,895.3	22.0	1.2
Other Expenses	1,638.5	1,550.8	1,743.0	1,743.0	2,072.9	329.9	18.9
Intramunicipal	902.6	878.4	891.8	891.8	900.3	8.5	1.0
Community Investments	5.2	5.2	5.2	5.2	5.2	-	-
Transfers to Reserves	188.2	105.2	-	-	-	-	-
Total General Operating Expenditures	73,939.7	77,386.1	80,837.8	80,837.8	84,509.8	3,672.0	4.5

Appendices

Appendix A – Glossary of Terms

Accrual Accounting

Accrual accounting is an accounting method that records revenues and expenses when they are incurred, regardless of when cash is exchanged. The term “accrual” refers to any individual entry recording revenue or expense in the absence of a cash transaction.

Balanced Scorecard

The balanced scorecard is a strategic planning and performance management system that is used extensively in business and industry, government, and non-profit organizations worldwide to align business activities to the vision and strategy of the organization, improve internal and external communications, and monitor organization performance against strategic goals. It was originated by Drs. Robert Kaplan (Harvard Business School) and David Norton as a performance measurement framework that added strategic non-financial performance measures to traditional financial metrics to give managers and executives a more ‘balanced’ view of organizational performance.

Benchmarking

An exercise whereby one organization’s results are compared to those of another comparable organization providing the same or similar services based on similar methods of measurement or accounting for cost.

Capital Budget

A multi-year program adopted by Council comprised of an approved program of capital projects for the current year and a planned program for the succeeding five years. The multi-year plan covers longer term and one-time expenditures for asset purchase, construction and renewal.

Capital Carry Forward

The projected year-end unspent amount of Council approved previous year cash flow that is necessary to carry forward, in full or part, to complete the capital project in the subsequent budget year.

Committed Projects

Projected cash flow expenditures beyond the Council approved budget year which require future year cash flow to complete the approved project. In essence, it allows a project tender to be executed in the current budget year for projects that require future year cash flows to complete.

Consumer Price Index (CPI)

A statistical description of price levels provided by Statistics Canada. This index is used to measure the cost of living.

Costing Fund

The City of Regina uses fund accounting to separate the general operations of the City of Regina from areas where the cost of providing a service is fully recovered from revenues associated with the service. Within the City of Regina, various divisions and departments provide services to other divisions and departments. The Costing Fund is the fund used to track those costs associated with the delivery internal services to other departments of the City and allocate them appropriately.

Debt

The amount of all obligations for the payment of interest and principal due by certain agreements and bylaws as incurred by the City of Regina such as debentures, promissory notes, leases, letters of credit, and other financial commitments and guarantees.

Debt Financing

The amount of capital project gross cost that is to be financed with long-term debentures. This is the net amount determined after all other sources are considered.

Fiscal Year

A 12-month period designated as the operating year for accounting and budgeting purposes in an organization. The fiscal year for the City is the calendar year (January 1 to December 31).

Fixed Assets

Assets that are long term in nature that are intended to continue to be held or used, such as land, buildings, machinery, furniture, and other equipment.

Gross Domestic Product (GDP)

A statistical description of the economic output of a particular region. This statistic is used to measure economic productivity and changes in economic productivity (i.e. economic growth or contraction).

General Fund

The City of Regina uses fund accounting to separate the general operations of the City of Regina from areas where the cost of providing a service is fully recovered from revenues associated with the service. The General Fund is the fund used to track those services that are supported, in full or in part, by property tax revenues. The vast majority of services provided by the City of Regina are supported by the General Fund.

Government Finance Officers Association (GFOA)

The GFOA represents public finance officials throughout the United States and Canada. The GFOA's mission is to enhance and promote the professional management of governmental financial resources by identifying, developing, and advancing fiscal strategies, policies, and practices for the public benefit.

Key Performance Indicators (KPIs)

A key performance indicator (KPI) is a business metric used to evaluate factors that are crucial to the success of an organization. The City of Regina has launched a plan to adopt measures of operational effectiveness and efficiency through MBN Canada. These measures will allow the City to compare its performance with other municipalities using a range of standardized approaches to performance measurement.

Levy

Any taxation or rate setting authority of the City is referred to as a levy. However, generally, the City uses this term to represent special payments over and above the base property tax rate or utility rate. For example, the City currently charges a 1% property tax levy for the renewal of residential roads. The City also charges a utility levy for the renewal of drainage infrastructure.

Mill Rate

The amount of tax payable per dollar of the assessed value of a property. The mill rate is based on "mills"; as each mill is one-thousandth of a currency unit, one mill is equivalent to one-tenth of a cent or \$0.001.

Revenue Sharing Grant

An annual grant provided to all municipalities in Saskatchewan by the Province. The total grant pool available is one-fifth of all Provincial Sales Tax (PST) revenue, less the amount refunded to low income individuals through the GST/PST rebate program. Funds are allocated through a formula established by the Province based primarily on population.

Municipal Benchmarking Network Canada (MBN Canada)

MBN Canada is an initiative collecting data for more than 700 measures across 37 municipal service areas. The purpose of MBN Canada is to foster and support a culture of service excellence in municipal government by creating new ways to measure, share and compare performance data and operational practices. MBN Canada acts as a source of credible information to assist Council, senior management, staff and residents to understand how their municipality is performing over time and in relation to others.

Operating Budget

The financial, operating and management plan for the City that establishes annual planned revenues and operating expenditures in accordance with *The Cities Act* for a 12-month period (i.e: a fiscal year).

Operating Reserves

Operating reserves are designated to support the general operations and general capital. There are 21 operating reserves. They are defined in Appendix B.

Public Private Partnership (P3)

The term “public-private partnership” carries a specific meaning in the Canadian context. First, it relates to the provision of public services or public infrastructure. Second, it necessitates the transfer of risk between partners. Arrangements that do not include these two concepts are not technically “public-private partnerships”. P3s are frequently described based on the structure of the partnership and typically include two or more of the following elements: Design, Build, Finance, Operate, and Maintain.

Public Sector Accounting Board (PSAB)

The PSAB is an independent Canadian body responsible for establishing high-quality accounting standards for public sector entities, including local governments, in service to the public interest. The Accounting Standards Oversight Council (ASOC) oversees the activities of PSAB.

Reserve/Reserve Funds

Reserves and reserve funds have designated purposes and are created through specific authorizations of Council. The City of Regina’s reserves are described in Appendix B.

Service

Delivery of an output that meets one or more recognized needs of a resident or a group of residents (e.g. winter road maintenance; recreation services; water service).

Service Levels

Service levels describe the standard of service provided to residents or resident groups. Service levels may reflect an agreed standard of service (e.g.: water pressure during peak use hours; processing time; etc.) or a quantitative level of resources or the frequency of service provided (e.g.: frequency of park mowing; hectares of recreational neighbourhood open space per 1,000 population).

Service Agreement Fees

The City enters into agreements with private developers to undertake development. In addition to delivering basic servicing, developers must also pay a Service Agreement Fee (SAF) when entering into a servicing or development agreement. The developers are required to pay the City a predetermined amount per hectare of land within the development area. The SAF funds are put towards the construction of system-wide infrastructure, such as traffic signals, wider roads and increased capacity of water and sewer trunk lines, which adds capacity and provides service to new development.

Subsidy

A benefit given by the City to groups or individuals usually in the form of a cash payment or cost reduction. The subsidy is usually given to remove some type of burden and is often considered to be in the interest of the public. If transit users were to pay the full cost of transit service, transit fares would be almost three times what they are now. However, it is considered in the public interest to have public transit. Traffic is reduced, residents are able to get to work without necessarily owning a car, etc. So City tax funds are used to reduce the cost, or provide a subsidy, for public transit.

User Fees and Charges

This includes all service generated fees for the use of the service, such as transit fares, recreation program fees, etc.

Utility Fund

The City of Regina uses fund accounting to separate the general operations of the City of Regina from areas where the cost of providing a service is fully recovered from revenues associated with the service. The Utility Fund is the fund used to track those revenues and costs associated with the delivery of water, wastewater and drainage services, which operate on a full cost recovery basis, including the cost of renewing the infrastructure required to deliver the service.

Appendix B

Description of Reserves

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

Asphalt Plant Reserve

The Asphalt Plant Reserve funds the capital requirements and maintenance costs of the asphalt plant. It is funded through a \$5 per tonne charge on the asphalt produced in the plant, which is split between funding capital requirements and maintenance.

Asset Revitalization Reserve

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

Cemetery Reserve

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

Community Investments Grants Reserve

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

Employer Provided Parking Reserve

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

Facilities Reserve

The Facilities Reserve is used to fund capital upgrades for Regina's new stadium. The funding comes from rent collected from the Saskatchewan Roughriders.

Fleet Replacement Reserve

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

General Fund Reserve

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

Golf Course Reserve

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

Land Development Reserve

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

Operational Commitments Reserve

The Operational Commitments Reserve is funded through annual operating budgets to smooth the financial impact for items that only happen once every three or four years, such as municipal elections and property assessment revaluations.

Pest Management Reserve

The Pest Management Reserve manages the difference from the budget and actual expenditures associated with the pest control program. Over expenditures are funded from the Reserve and under expenditures are transferred to it.

Planning and Sustainability Reserve

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

Regina Police Service General Reserve

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

Regina Police Service Radio Equipment Reserve

The Regina Police Service Radio Equipment Reserve funds capital or operating expenditures for communications investments. It is funded by the Regina Police Service's radio shop, which provides maintenance for the trunked radio system used by both Regina Police Service and the City.

Regina Revitalization Initiative Stadium Reserve

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

Small Tools Reserve

The Small Tools Reserve is used to fund the replacement of the existing small tools inventory, not for the purchase of new tools. The amount transferred to the Reserve each year represents the depreciation on the tools.

Social Development Reserve

The Social Development Reserve is funded with transfers from the Council-approved general operating budget and revenues from the Land Development Agreement with Saskatchewan Housing Corporation. The funds are used for capital projects that advance affordable housing and social development initiatives in Regina.

Solid Waste Reserve

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

Technology Reserve

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

Winter Road Maintenance Reserve

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

Appendix C

Utility Rate Policies

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

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

15 mm	1.0
18 mm	1.0
25 mm	1.4
40 mm	1.8
50 mm	2.9
75 mm	11
100 mm	14
150 mm	21
200 mm	29

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

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

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

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

5. In the setting of rates, the Utility must present a balanced budget, with any surplus directed to the following:
- Transfer to the General Utility Reserves: The purpose of the reserve is to provide a source of financing for capital projects and funding emergency expenditures. The balance of the Utility’s surplus, after other transfers, is transferred to the General Utility Reserve. The transfer is budgeted at \$58,907,500 for 2017. An overall requirement for capital funding is set through the Utility Model. Utility rates are set to provide sufficient surpluses to cover the capital costs over the next 25 years.

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

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

For 2017, these amounts total \$9.9 million.

7. The Utility Operating Expenses also include a Utility Administration Charge, which is an approximate measure of corporate administration costs attributable to the Utility. It is calculated as 5% of the budgeted utility revenues for the previous year. Most corporate functions, including City Council, Committees, Office of the City Manager, Human Resources, City Solicitor’s Office, Office of the City Clerk and Finance, are involved in activities related to the Water and Sewer Utility. The percentage transfer is used in lieu of a more detailed cost allocation process. A more detailed process would still involve arbitrary decisions and would significantly increase the effort and cost required compared to the current policy. The total charge for 2017 is \$6.3 million.

Appendix D

Detailed General Fund Capital Plan

Detailed General Fund Capital Budget by Department (\$000s)

Division	Department	Project/Program Name	2017	2018	2019	2020	2021	Grand Total
City Manager	Communications	Regina.ca & CityApp Redesign	860.0	395.0	-	-	-	1,255.0
City Manager Total			860.0	395.0	-	-	-	1,255.0
City Planning & Development	Assessment, Tax & Real Estate	South East Land Development	16,000.0	5,000.0	-	-	-	21,000.0
	City Planning	Diefenbaker Drive - Skyview Subdivision access to Courtney Street	-	-	-	-	3,850.0	3,850.0
	Development Services	13th Avenue Corridor Improvements (Lewvan to Campbell)	-	-	-	-	100.0	100.0
		Arcola Avenue - Victoria Avenue to Winnipeg Street	500.0	5,880.0	-	-	-	6,380.0
		Comprehensive Zoning Bylaw Review	1,400.0	850.0	650.0	-	-	2,900.0
		Diefenbaker Drive - McCarthy Boulevard to Balzer Road	100.0	-	-	-	-	100.0
		Implementation of Planning and Building Software	1,600.0	250.0	-	-	-	1,850.0
		Lewvan Drive and 13th Avenue Intersection Improvements	500.0	-	-	-	-	500.0
		Prince of Wales Drive Twinning - Eastgate Drive to Dewdney Avenue	1,950.0	-	-	-	-	1,950.0
		Geospatial Printer/Plotter/Scanner	70.0	-	-	-	-	70.0
		Argyle Street North extension - Sangster Boulevard to Rochdale	4,500.0	-	-	-	-	4,500.0
		Fleet Addition - Building Standards Inspection	-	397.5	-	-	-	397.5
		Geodimeters	-	90.0	-	-	-	90.0
		Pasqua Street South of Dewdney Ave Roadway Improvements	50.0	1,100.0	-	-	-	1,150.0
		Chuka Boulevard - Primrose Green Drive to Arens Road	4,000.0	-	-	-	-	4,000.0
		Winnipeg Street Extension - 12th Avenue North to Somerset North Access	460.0	-	-	-	-	460.0
	Planning	Neighbourhood and Corridor Plans	-	200.0	-	200.0	-	400.0
		Saskatchewan Drive Corridor Plan and Coordination Initiative	300.0	500.0	-	-	-	800.0
		City-Wide Travel Survey	150.0	-	-	-	-	150.0
		On-Street Bike Lanes and Multi-Use Pathways	-	250.0	250.0	250.0	250.0	1,000.0
		Pasqua and 9th Avenue North - Property Purchase	476.0	-	-	-	-	476.0
		Underutilized Land Study (ULS)	115.0	-	-	-	-	115.0

Detailed General Fund Capital Budget by Department (\$000s) – Continued

Division	Department	Project/Program Name	2017	2018	2019	2020	2021	Grand Total	
City Planning & Development Total			32,171.0	14,517.5	900.0	450.0	4,200.0	52,238.5	
City Services	Community Services	Athletic Fields/Sport Facilities Restoration, Repair and Upgrades	150.0	150.0	150.0	150.0	150.0	750.0	
		CPTED Improvements	25.0	25.0	25.0	25.0	25.0	125.0	
		Mâmwâyâtîân Centre (formerly North Central Shared Facility)	2,255.0	-	-	-	-	2,255.0	
		Parking Meter Replacement Program	15.0	15.0	15.0	15.0	15.0	75.0	
		Playground Replacement and Restoration Program	220.0	220.0	500.0	220.0	220.0	1,380.0	
		Recreation Equipment and Furnishings	200.0	200.0	200.0	200.0	200.0	1,000.0	
		Neighbourhood Park Planning and Development	-	200.0	300.0	300.0	300.0	1,100.0	
		Recreation Master Plan Development	100.0	-	-	-	-	100.0	
		Zone Level Off-Leash Dog Parks	-	160.0	-	160.0	-	320.0	
	Major Projects	RRI Multi Use Pathway	-	-	-	-	2,700.0	2,700.0	
	Parks & Open Space	Backstop Restoration	25.0	25.0	30.0	30.0	30.0	140.0	
		Cemeteries General Allocation	150.0	100.0	150.0	100.0	150.0	650.0	
		City Square Plaza Restoration	30.0	30.0	30.0	30.0	30.0	150.0	
		Golf Courses General Allocation	250.0	200.0	300.0	300.0	200.0	1,250.0	
		Irrigation System Restoration	400.0	150.0	400.0	575.0	400.0	1,925.0	
		Multi-use Pathway Asphalt Recapping	200.0	200.0	195.0	195.0	-	790.0	
		Parks and Open Space Restoration	325.0	150.0	225.0	250.0	225.0	1,175.0	
		Plant Material Establishment Funding	125.0	125.0	144.2	144.2	144.2	682.6	
		Tree Replacement along Arterials, Buffers and Parks	84.0	42.0	125.0	167.0	125.0	543.0	
		Parks Maintenance - Fleet Equipment Requirements	240.0	-	-	-	-	240.0	
		Transit	Arcola Express Bus Route	-	1,725.0	-	-	-	1,725.0
	Paratransit Bus Addition Spare Ratio Increase	130.0	-	-	-	-	130.0		
	Transit Scheduling Software	900.0	200.0	-	-	-	1,100.0		
	Transit Customer Service and Safety	1,548.0	-	-	-	-	1,548.0		
	Transit Technology Improvements	300.0	-	-	-	-	300.0		
	City Services Total			7,672.0	3,917.0	2,789.2	2,861.2	4,914.2	22,153.6
	Corporate Services	Finance	Chart of Accounts Project	200.0	24.0	-	-	-	224.0
			Corporate Payments Project	-	150.0	-	-	-	150.0
		Fleet Services	Civic Fleet Replacement	8,204.7	8,366.0	8,382.0	8,384.0	8,173.0	41,509.7
			Fire Fleet Replacement	1,695.0	1,100.0	1,285.0	275.0	1,100.0	5,455.0
Fleet Addition - Transit Buses			1,725.0	-	-	-	-	1,725.0	
Small Tools Replacement			84.0	84.0	84.0	84.0	84.0	420.0	
Transit Fleet Replacement			8,255.0	3,210.0	850.0	910.0	4,925.0	18,150.0	

Detailed General Fund Capital Budget by Department (\$000s) – Continued

Division	Department	Project/Program Name	2017	2018	2019	2020	2021	Grand Total
	Information Technology Services	ITS Sustainable Infrastructure	250.0	250.0	250.0	250.0	250.0	1,250.0
		ITS Technology Growth	200.0	200.0	200.0	200.0	200.0	1,000.0
		Business Transformation Program - Consolidated	3,273.6	1,000.0	2,000.0	2,000.0	2,000.0	10,273.6
	Facilities Management	Corporate Office Space for New Employees	75.0	75.0	75.0	75.0	75.0	375.0
		Corporate Office Space Upgrades	1,950.0		4,050.0	2,100.0	2,150.0	10,250.0
		Employee Provided Parking Improvements (Non-City Hall)	75.0	100.0	125.0	150.0	150.0	600.0
		Employee Provided Parking Revitalization (City Hall)	-	50.0	50.0	50.0	-	150.0
		Facilities Security Infrastructure Program	49.5	25.0	-	29.0	-	103.5
		Landfill Operations Centre	2,900.0	10,600.0	8,700.0			22,200.0
		Outdoor Rink Board Improvements	200.0	125.0	175.0	225.0	175.0	900.0
		Tennis Court Redevelopment	235.0	235.0	235.0	235.0	235.0	1,175.0
		Transit Fleet Maintenance Facility		12,415.0	12,375.0			24,790.0
		Transit Shelters Improvements	50.0	50.0	50.0	50.0	50.0	250.0
		City Hall Fire Suppression Upgrades		600.0				600.0
		Workspace Improvement Program	250.0		250.0	500.0	250.0	1,250.0
		Cemeteries Facilities Asset Management	10.0	20.0	20.0	20.0	20.0	90.0
		Golf Course Facilities Asset Management	50.0	100.0	100.0	200.0	200.0	650.0
		Consolidated Public Works Facility				1,200.0	2,000.0	3,200.0
		Neil Balkwill Renovations	100.0	1,000.0				1,100.0
		Parks and Facilities Yard Facilities Development	3,490.0	5,970.0	1,070.0	-	-	10,530.0
		Facilities Asset Management - formerly FARS	5,651.0	4,450.0	11,850.0	15,700.0	15,700.0	53,351.0
		Mosaic Stadium Decommissioning	1,200.0	1,800.0				3,000.0
		Roadways Equipment Storage – Repurpose Building D	-	-	-	750.0	-	750.0
	Regina Police Service New Headquarters Development	-	-	-	20,000.0	20,000.0	40,000.0	
	Municipal Justice Building Decommissioning	100.0	-	-	-	-	100.0	
	Corporate Services Total		40,272.8	51,999.0	52,176.0	53,387.0	57,737.0	255,571.8
	Transportation & Utilities	Roadways & Transportation Services	Bridge Infrastructure Renewal	5,970.0	4,880.0	7,773.0	5,070.0	5,027.0
Fleet Addition - Motor Graders				460.0				460.0
Ice Control Equipment Upgrade			405.0		190.0			595.0
New/Enhanced Traffic Signals			800.0	800.0	1,000.0	1,000.0		3,600.0
Residential Roads Improvement Program			7,532.0	8,872.0	10,572.0	10,572.0	10,572.0	48,120.0
Street Infrastructure Renewal			18,000.0	18,000.0	18,000.0	18,000.0	22,000.0	94,000.0
Traffic Infrastructure Renewal			666.7	666.7	666.7	666.7		2,666.7
Traffic Signal Pre-emption				69.2	258.9	448.6	258.9	1,035.6
Upgrade of major components of asphalt plant			42.0	500.0	150.0	250.0	150.0	1,092.0
Oil Distributor Procurement			325.0					325.0
Eastgate Drive – Long Term Solution			300.0	2,700.0	-	-	-	3,000.0

Detailed General Fund Capital Budget by Department (\$000s) – Continued

Division	Department	Project/Program Name	2017	2018	2019	2020	2021	Grand Total
		Trans-Canada Highway 1 Bypass Expressway Lighting	-	450.0	-	-	-	450.0
		Snow Routes - pilot project	82.0					82.0
	Solid Waste Management	Landfill - Annual Infrastructure Renewal	200.0	200.0	200.0	200.0	200.0	1,000.0
		Landfill Cap and Closure		2,500.0	2,500.0	2,500.0	2,500.0	10,000.0
		Refuse Cart Replacement	200.0	200.0	200.0	200.0	200.0	1,000.0
		Waste Plan Regina - Implementation	850.0	-	-	-	-	850.0
Transportation & Utilities Total			35,372.7	40,297.9	41,510.6	38,907.3	40,907.9	196,996.3
Fire & Protective Services	Fire & Protective Services	Civic Radio System Replacement	1,082.0	569.0				1,651.0
		Fleet Addition - Bylaw Enforcement and Fire Inspection	-	726.0	-	-	-	726.0
		Enterprise Ticketing Software Project - Bylaw Enforcement	-	300.0	-	-	-	300.0
		Fire Capital Equipment Restoration/Replacement	40.0	40.0	40.0	40.0	40.0	200.0
		Future Radio System Enhancement/Upgrade	-	-	-	400.0	-	400.0
Fire & Protective Services Total			1,122.0	1,635.0	40.0	440.0	40.0	3,277.0
Police	Police Administration	Fleet	800.0	800.0	800.0	800.0	800.0	4,000.0
		Info Management/Projects	1,025.0	200.0	300.0			1,525.0
		Info Technology Infrastructure	780.0	2,740.4	3,725.0	3,100.0	1,775.0	12,120.4
		Communications	126.0	170.5	400.0			696.5
		Emergency Services Equipment	185.0	644.7	275.0	25.0	30.0	1,159.7
		Facilities Development	227.0	80.0	80.0	80.0	80.0	547.0
Police Total			3,143.0	4,635.6	5,580.0	4,005.0	2,685.0	20,048.6
General Capital Total			120,613.5	117,396.9	102,995.8	100,050.5	110,484.1	551,540.8

General Capital - Funding Sources (\$000s)

Funding Name	2017	2018	2019	2020	2021	Grand Total
Building Canada Plan (BCP)		8,415.0	8,363.3			16,778.3
Cemetery Reserve	160.0	120.0	170.0	120.0	170.0	740.0
Current Contributions	42,968.0	44,257.0	45,584.8	46,952.3	48,360.9	228,123.1
Debentures		-	-	20,000.0	20,000.0	40,000.0
Developer Contributions	4,155.0	-	-			4,155.0
Employer Parking Reserve	75.0	150.0	175.0	200.0	150.0	750.0
Fleet Replacement Reserve	9,983.7	10,070.0	10,601.0	9,653.0	14,282.0	54,589.7
Gas Tax (GT)	11,448.8	12,363.8	11,088.1	12,000.0	12,000.0	58,900.6
Golf Course Reserve	300.0	300.0	400.0	500.0	400.0	1,900.0
Land Development Reserve	16,000.0	5,000.0	-			21,000.0
Planning & Sustainability Reserve	3,000.0	1,497.5	650.0			5,147.5
Service Agreement Fees (Parks)	125.0	598.8	287.0	177.0	137.0	1,324.8
Service Agreement Fees (Roads)	9,121.0	3,775.0	875.0	875.0	4,835.0	19,481.0
Solid Waste Reserve	4,150.0	13,500.0	11,600.0	2,900.0	2,900.0	35,050.0
Utility Reserve	28.0	36.0	-			64.0
Asphalt Plant Reserve	42.0	500.0	150.0	250.0	150.0	1,092.0
Dedicated Lands Reserve		140.0	300.0	300.0	300.0	1,040.0
Asset Revitalization Reserve	11,346.0	6,999.1	3,929.4	492.2	4,929.4	27,696.0
Winter Road Maintenance Reserve	82.0	-	-			82.0
Other External		90.0	-			90.0
Federal/Provincial Grants	6,429.0	2,207.5	-			8,636.5
Carry Forward		200.0	-			200.0
General Fund Reserve		6,340.2	8,822.2	5,631.0	1,869.8	22,663.2
Facilities Reserve	1,200.0	260.0	-			1,460.0
Regina Revitalization Initiative Stadium Reserve		577.1	-			577.1
Grand Total	120,613.5	117,396.9	102,995.8	100,050.5	110,484.1	551,540.8

Detailed Project/Program Descriptions (General Fund Capital)

Project/Program Name	Project/Program Description
13th Avenue Corridor Improvements (Lewvan to Campbell)	This project includes the addition of turn lanes and removal of on-street parking along portions of 13th Avenue from Lewvan Drive to Campbell Street through the adjustment of the painted pavement markings and signage. These adjustments will be necessary to accommodate increases in traffic flow along 13th Avenue as a result of growth in Northwest and Southwest Regina. Bike lanes will also be added to 13th Avenue. Funding for this program is provided through 100% Roads and Related Servicing Agreement Fees.
Arcola Avenue - Victoria Ave to Winnipeg Street	Arcola Avenue is an important expressway corridor for the City of Regina. The current Asphalt is near the end of its life cycle and requires replacement. The overall city growth requires that the corridor be widened and improved to sustain the level of service for traffic. As part of the widening, new roadside landscaping will be provided.
Arcola Express Bus Route	<p>This project will establish a new Express route in the south east area of the City and would service the communities of Greens on Gardiner, Woodland Grove, Windsor Park, and Gardiner Heights with a quick trip into the downtown core to support commuters in that area.</p> <p>The Federal Government is contributing to this project through the Public Transit Infrastructure Fund (PTIF).</p>
Argyle Street North extension - Sangster Boulevard to Rochdale Boulevard	The City is constructing an extension of Argyle Street North from Sangster Boulevard up to Rochdale Boulevard to serve as the new arterial road to the Capital Crossing and Hawkstone Developments. The project is complex because it will be crossing various pipeline corridors which include main lines of Enbridge, a company that operates a liquid hydrocarbon pipeline transportation system within Canada.
Athletic Fields/Sport Facilities Restoration, Repair and Upgrades	The City schedules, operates and maintains outdoor athletic facilities including 110 athletic fields, 160 ball diamonds and the Canada Games Athletic Complex (CGAC). Capital funding is required annually to ensure playing fields, surfaces and facilities are maintained in accordance with current operating and safety standards. Capital funding is also used to improve facilities, amenities, address growth and to ensure participants and spectators have access to quality facilities.
Backstop Restoration	This program provides funding for the restoration or decommissioning of ball diamond backstops. Based on the recommendation of the Athletic Field Study, which provides principles, guidelines, standards and policies to guide the development and management of athletic surfaces, the Study includes criteria for prioritizing capital projects. Ball diamond backstops typically deteriorate as a result of significant use of the ball diamond. Restoration is prioritized by ball diamond use as well as consideration for the safety of users and spectators.
Bridge Infrastructure Renewal	<p>The Bridge Infrastructure Renewal program funds all activities related to maintaining the City's bridge infrastructure network. These activities include bridge maintenance, various engineering studies, bridge inspections, bridge designs, bridge construction projects, project management, and administration.</p> <p>The Bridge Infrastructure Renewal program's capital plans are developed based on the results of the condition assessments, detailed field testing and engineering judgement. Priorities are also established based on the current funding level, structural capacity, and impacts on city's transportation network system. Bridges on major roads and high volume traffic roads are typically given more priority.</p>

Detailed Project/Program Descriptions (General Fund Capital) – Continued

Project/Program Name	Project/Program Description
Business Transformation Program - Consolidated	<p>Access to data for informed, strategic and timely reporting and decision making has been hampered by outdated technology and processes. Two interdependent Business Transformation initiatives have been planned for 2016 and 2017:</p> <ul style="list-style-type: none"> – The Planning, Budget & Analysis (PBA) initiative provides enhanced reporting capabilities using a new Hyperion budget system that is fully integrated with the Financial and HR system providing stronger linkages from strategy to funding plans to actual spending. This project will also enable us to view budget by service and to introduce a service inventory that relates to MBN Canada benchmarking. – The next step after implementing the Human Resources Management Software foundation is to implement Oracle Employee and Manager Self-Service as well as introduce Business Intelligence (BI) and HR Analytics. This project will provide access to HR data and pre-built reports. The BI technology is also a required component of the PBA project above as a foundation for financial reporting.
Cemeteries Facilities Asset Management	<p>This funding is allocated to cemetery facilities for asset management projects identified in the Facilities Management Services capital planning program through condition assessments. Projects include structural, architectural, mechanical, electrical and code or safety requirements in order to maintain the integrity of the facility systems such that the City programs and operations can continue to effectively operate.</p>
Cemeteries General Allocation	<p>The Cemeteries General Allocation, funded entirely through the Cemeteries Reserve, is used to sustain the cemeteries' assets to ensure the cemetery program continues to effectively operate its two locations: Regina Cemetery and Riverside Memorial Park Cemetery. The work typically funded through the General Allocation includes the construction of monument strip foundations, columbarium purchases and installation, new and infill tree and shrub plantings, landscape upgrades, road repairs, sign installations, and irrigation restoration. The cemetery program operates on a cost-recovery basis. Fees and charges are established to offset annual operating costs, as well as the cemeteries' capital needs.</p>
Chart of Accounts Project	<p>The City of Regina's current Chart of Accounts is causing challenges with the City's ability to streamline financial reporting and analysis in advance of implementing a new budgeting system and considerations around the requirements for MBN Canada.</p>
Chuka Boulevard - Primrose Green Drive to Arens Road	<p>This project includes the design and construction of Chuka Boulevard from Primrose Drive to Arens Road to facilitate The Towns development. This project will include roadway design, construction and landscaping. Funding for this project is provided through 60% Developer Contributions and 40% Roads and Related Servicing Agreement Fees.</p>

Detailed Project/Program Descriptions (General Fund Capital) – Continued

Project/Program Name	Project/Program Description
City Hall Fire Suppression Upgrades	This project involves the installation of a new fire suppression sprinkler system at City Hall. Recent floor renovations to the main, 2nd, 14th and 15th floors at City Hall have included a sprinkler system. The remainder of floors at City Hall do not currently have a sprinkler system for fire suppression, but would be implemented as part of this capital project. This upgrade would be consistent with modern construction practices, as City Hall is one of the last office towers in Regina without a full sprinkler system. The sprinkler system upgrade would complement the recent upgrade of the fire alarm system at City Hall to bring the entire facility up to current fire codes.
City Square Plaza Maintenance	This funding is used to restore or replace deteriorated, vandalized or damaged elements within the City Square Plaza. It is also used to repair or replace amenities such as the paving stone surface, plaza furniture and other components within the Plaza.
City-Wide Travel Survey	Detailed inspections on the City's inventory of roadway bridges are completed on a 3-year cycle and pedestrian bridges on a 5-year cycle. The City also performs regular safety inspections between these detailed inspections to identify any additional damage, identify any new issues, and monitor any previously identified issues in the detailed inspection reports.
Civic Fleet Replacement	This project addresses the replacement of civic fleet assets that have completed or exceeded their economic service life. In 2017, 133 vehicles and equipment units are scheduled for replacement.
Civic Radio System Replacement	The Trunked Radio System Infrastructure was upgraded in 2003 and many of the existing components are at the end of their life cycle. This project will facilitate a gradual, financially and technically feasible system migration to the P25 System that began in 2014 and will conclude in 2018.
Comprehensive Zoning Bylaw Review	<p>Through the Design Regina process, the City completed the OCP which establishes a comprehensive policy direction that guides the physical, environmental, economic, social and cultural development of Regina into the future. This was developed in accordance with Section 32 of <i>The Planning and Development Act, 2007</i> (the Act). Accordingly, 40(2) of the Act states that "no development shall be carried out that is contrary to the official community plan."</p> <p>To ensure this occurs, the municipality's Zoning Bylaw must be consistent with the OCP. The Zoning Bylaw supports the OCP by establishing specific rules, regulations, and standards governing land development which translate OCP policy into development on the ground. The new Zoning Bylaw is essential for fully realizing the vision of the OCP.</p>
Consolidated Public Works Facility	There are currently 84 structures in the City's infrastructure network, which includes 39 roadway bridges, 36 pedestrian bridges, eight rail overpasses, and one pedestrian tunnel. Eleven roadway bridges were transferred to the City of Regina from the Ministry of Highways and infrastructure as part of the Urban Highway Connector Program in 2011. The current estimated replacement cost of the City's infrastructure network is approximately \$208 million.

Detailed Project/Program Descriptions (General Fund Capital) – Continued

Project/Program Name	Project/Program Description
Corporate Office Space for New Employees	This is an annual program involving placeholder funding for office space as well as office furniture and equipment for new FTE's approved through the annual operating and capital budget process. Funding is to be adjusted based on the actual FTE's approved every year.
Corporate Office Space Upgrades	This program provides funding for the renovation of an entire floor of City Hall or other corporate office space equivalent in size to one floor of City Hall as per the contemporary office space guidelines. Space is at a premium at the City of Regina and the office space and furniture available to staff does not meet current functional and operational requirements. This program will, over time, provide for enhanced work space and quality of work experience for employees throughout the organization. The contemporary open office space guidelines provide for a more modern and efficient approach to designing office space. The alternative to completing renovations in existing space will be the requirement to lease, which would come at an additional cost. This funding is for office space renovations and includes funding for project management resources. The funding being requested in 2017 is specifically to fund office space renovations on the 6th floor of City Hall.
Corporate Payments Project	The Corporate Payment System is intended to replace Point of Sale technology that will be unsupported in the future. The current Point of Sale system interfaces with almost half of the City's lines of business to collect \$250 million to \$300 million in revenue annually. The Project will be undertaken to ensure the City has an adequate and supported solution in place so that the revenue collection process is not interrupted.
Crime Prevention Through Environmental Design Improvements	Currently, the City's inventory of 39 roadway bridges has the following condition ratings; 23 in good (59%), three in fair (8%), and 13 in poor (33%). A 'poor' condition rating does not necessarily imply an imminent safety danger; however it implies that a major rehabilitation is required within the near future (e.g. within 10 years). The City's current inventory of 36 pedestrian bridges has the following condition ratings; 23 in good (64%), 11 in fair (30%), and two in poor (6%).
Diefenbaker Drive - McCarthy Boulevard to Balzer Road	This project includes the detailed design and construction of Diefenbaker Drive from McCarthy Boulevard to Balzer Road, the north access to the Skyview development. It will include road construction, street trees and landscaping. The road construction will help meet long-term transportation needs in northwest Regina by providing a second access into the Skyview subdivision.
Diefenbaker Drive - Skyview Subdivision access to Courtney Street	This project includes the detailed design and construction of Diefenbaker Drive to create an access from Skyview Subdivision to Courtney Road. It will include road construction, street trees and landscaping. The road construction will help meet long-term transportation needs in northwest Regina by providing a second access into the Skyview subdivision.
Eastgate Drive – Long Term Solution	In 2015, the City completed the widening of Victoria Avenue between Coleman Crescent and Prince of Wales Drive and the replacement of the Victoria Avenue bridges over Pilot Butte Creek. In order to improve traffic safety at the intersection of Coleman Crescent and Eastgate Drive and allow for the widening of Victoria Avenue, the Eastgate Drive Bridge over Pilot Butte Creek was removed and a right-in/right-out access was installed to provide direct access to Eastgate Drive. To address access concerns, a temporary bridge was constructed. This project will result in a permanent solution to the access concerns.

Detailed Project/Program Descriptions (General Fund Capital) – Continued

Project/Program Name	Project/Program Description
Employee Provided Parking Improvements (Non-City Hall)	This funding is allocated from the employee parking reserve (non-City Hall) to provide for the long-term sustainability of employee provided parking lots. The work includes new asphalt, paving overlays, lighting, electrified receptacle infrastructure and fencing at parking sites other than at City Hall.
Employee Provided Parking Revitalization (City Hall)	This capital program includes the ongoing capital renewal and asset management of the City Hall Parkade. Parkade structures are exposed to extreme temperatures and the rigors of vehicles, snow removal, road salt, etc. and require significant renewal approximately every 10 years, with ongoing regular maintenance and renewal. In 2016, the City Hall Parkade was assessed and a report detailing the existing condition and renewal requirements was developed. The report reviewed a number of Life Cycle Assessment and Repair and Rehabilitation Strategies resulting in a recommendation for the lowest total cost of ownership for the next 50 years. The funding requested through this program is consistent with the recommendations within the report and includes minor renewal every couple of years, to address small membrane patches, or other items.
Enterprise Ticketing Software Project - Bylaw Enforcement	The project is intended to implement a ticketing system for use by multiple city departments in a phased-in approach. The first phase will see the implementation of ticketing functionality for fire inspectors and bylaw enforcement officers as well as key staff in the Water Works Department. Future phases will see the implementation of functionality for summary offense ticket information (SOTI), prosecutions, parking tickets and the decommissioning of Ticket Tracer.
Facilities Asset Management - formerly FARS	<p>Consistent with the Corporate Facilities Master Plan, this program involves allocating funding to key facilities for projects identified in Facilities Management Services capital planning program (VFA) and other condition assessments. Projects include roof replacements, structural, architectural, mechanical, electrical and code or safety requirements in order to maintain the integrity of the facility systems such that city programs and services can continue to be delivered. The work does not include enhancements, replacement or additions to facilities. Examples of facilities that this asset management funding is focused on includes City Hall, Fire Stations, Police Facilities, Outdoor Pools, Yard Garages, Recreation Centres, Arenas, Community Centres as well as the Sandra Schmirler Leisure Centre, Northwest Leisure Centre and the Sportplex.</p> <p>This program is intended to preserve existing City facility assets through prudent asset management planning and prioritization.</p>

Detailed Project/Program Descriptions (General Fund Capital) – Continued

Project/Program Name	Project/Program Description
Facilities Security Infrastructure Program	Facilities Management Services has made significant progress in enhancing corporate facilities' security by providing protection to corporate physical assets including City staff, public, and information resources. New security additions and upgrades including card access control, alarm monitoring equipment, video cameras (CCTVs), ID cards, etc. have been implemented in several City facilities. Part of these ongoing security initiatives is the development of a Corporate Facilities Security Strategy which outlines the priorities for future security infrastructure investments. One of the priorities identified is the continuous expansion and upgrading of security infrastructure in critical locations. This funding is to provide new and/or upgraded access and monitoring controls at prioritized facilities.
Fire Capital Equipment Restoration/Replacement	This program addresses unfunded equipment replacement needs. Equipment life cycle analysis has identified funding gaps based on life expectancy and upgrades to equipment as identified by National Fire Protection Association Standards, Canadian Standards Association Standards and Occupational Health and Safety regulations. With no identified funding programs to replace these assets this equipment is or has surpassed its safe working life or is functionally obsolete placing our employees and the citizens at risk. Items in this category are related to fire appliances, specialized tools, personal protective equipment and equipment including thermal imaging cameras.
Fire Fleet Replacement	Replacement of frontline fire apparatus and support vehicle assets that have reached or exceeded their planned economic life. In 2017, one Pumper Apparatus, one SUV Support Vehicle, one Pick-up Support Vehicle and one Delivery Van Support Vehicle are planned.
Fleet Addition - Bylaw Enforcement and Fire Inspection	The enhanced visibility of the marked fleet vehicles will ultimately increase Bylaw Enforcement Officer and Fire Inspector safety when responding to resident concerns, as well as assisting the Regina Fire & Protective Services in creating a greater awareness of inspection and prevention activity in neighborhoods throughout Regina.
Fleet Addition - Building Standards Inspection	Building Inspectors perform a variety of inspections and investigations to ensure effective enforcement of municipal bylaws, building codes and related provincial statutes in order to achieve regulatory compliance. Inspections and investigations occur for both commercial and residential buildings in all areas of the City. Inspectors spend the majority of their work day outside of a standard office setting attending multiple and varying locations. Currently, Inspectors use their personal vehicles for business travel from worksite to worksite. An opportunity exists to increase operational effectiveness by using leased vehicles to deliver building inspection services.
Fleet Addition - Motor Graders	<p>The City has a staged plan to acquire one motor grader per year for three years. Since 2006, the City's road network has grown by 20% from 891 km in 2006 to 1072 km in 2015. Due to ongoing rapid development, this network will further grow in the near future. Over this same period of time, the alley network in Regina has increased by approximately 2.6%.</p> <p>In addition, the 2013 Annexation of the RM of Sherwood resulted in the acquisition of an additional 35 km of grid roads around the perimeter of the City of Regina. This is over a 100% increase to the number of gravel roads we are responsible to maintain year round. Ownership of this equipment is the most cost effective and reliable solution.</p>

Detailed Project/Program Descriptions (General Fund Capital) – Continued

Project/Program Name	Project/Program Description
Fleet Addition - Transit Buses	<p>In March 2014, seven replaced buses were temporarily retained in service to ensure enough buses are available to meet daily operational requirements; this increased the number of buses in service from 108 to 115. However, the funding available for the Transit Fleet Replacement Program is designed to sustain a fleet of 108 conventional transit buses.</p> <p>The on-going size of the conventional transit bus fleet has been assessed and it has been concluded that the number of buses in the fleet should be increased from 108 to 112 on a permanent basis to ensure bus availability on an on-going basis. While that is a decrease from the current 115 buses in service, it is expected that replacing the seven retained buses with four new buses will continue to provide the required fleet availability.</p>
Future Radio System Enhancement/Upgrade	<p>The City owns and operates a P25 grade trunked radio system that includes a main site located at McCallum Hill Towers, a back-up site at City Hall and an antenna site at #6 Fire Station.</p> <p>As the City's footprint grows and development increases, the coverage of the radio system to all areas of the City is reduced. Coverage map analysis indicates that a future antenna site will be required in the City's south east to ensure adequate radio coverage for public safety and public service in this growing area.</p> <p>This project is to erect a third antenna site in southeast Regina in 2019. The site will improve/extend day-to-day coverage in that area of the City as well as provide redundancy in the system to replace the back-up system currently residing at City Hall.</p>
Geodimeters	<p>Geomatics requires Geodimeters (Total Station) to perform survey activities. A Total Station is an electronic instrument used in surveying. One of the existing geodimeters is current generation (Trimble S7) while three other geodimeters are from an older generation (M3). The older models are limited in function. Moving to newer, robotic equipment allows for more efficient surveying, imaging and 3D scanning.</p>
Geospatial Printer/Plotter/Scanner	<p>Geospatial Services (Geomatics, Drafting and Infrastructure Services) as well as Development Engineering Branch require specialized equipment to print large size maps and drawings. The current equipment provides printer, plotter and scanner functions. The scanner and printer are no longer supportable with a service contract and are at risk of a significant breakdown. The current equipment is at the end of its lifespan. New technology is available that is capable of printing faster than current equipment and is more compact.</p>
Golf Course Facilities Asset Management	<p>This funding is allocated to golf course facilities for asset management projects identified in the Facilities Management Services capital planning program through condition assessments. Projects include structural, architectural, mechanical, electrical and code or safety requirements in order to maintain the integrity of the facility systems such that the City's programs and operations can continue to effectively operate.</p>

Detailed Project/Program Descriptions (General Fund Capital) – Continued

Project/Program Name	Project/Program Description
Golf Courses General Allocation	<p>The Golf Courses General Allocation, funded entirely through the Golf Course Reserve, is used to sustain the golf courses' assets to ensure that the golf course program continues to operate effectively at its four locations: Tor Hill, Murray, Joanne Goulet and Lakeview Par 3. The capital work typically funded through the General Allocation includes mitigation of water erosion, course restoration and improvements, tree removal and replacement and irrigation systems restoration. The Golf Course Management and Financial Plan, approved by City Council in 1999, establishes the capital development strategy for golf courses in the context of course revenues.</p>
Ice Control Equipment Upgrade	<p>Many of the trucks in the Roadways and Transportation fleet used in activities such as ice control and asphalt maintenance are up for replacement over the next number of years. Many of these trucks are underutilized and inefficient due to the smaller size and stature of the trucks. With the growth of the City, and our ever increasing push to find efficiencies and maximize resources, there is a need to upgrade to larger and more capable trucks, as well as to continue to introduce proven enhancements in the slide-in sander technology that allow us to use material more effectively and efficiently, and to reduce labour costs and seasonal transition costs. As the time comes for replacement of single axle dump trucks, it makes economical and operational sense to replace them with bigger, tandem axle trucks. By adding a slide-in sander the truck becomes suitable for more activities as the change from one box to the other take significantly less time. Under the Fleet replacement program the Fleet Reserve affords for straight replacement of equipment. Any upgrades need to be funded as a new budget request.</p> <p>The operational saving resulting from conversion of three single axle sanders to three tandem axle slide-in sanders is estimated to be over \$450,000, so this investment provides quick payback.</p>
Implementation of Planning and Building Software	<p>The demand for development and building approvals has increased significantly in response to strong growth conditions in the City. This has challenged the City to look for new and innovative ways to improve business processes and efficiencies in work flow to meet these demands and customer expectations for service delivery. The opportunity to implement a software module is an important initiative in this regard as currently there is an over-reliance on a manual, paper based system for monitoring and accessing information and tracking work flow.</p> <p>Implementing a software module will allow for the automation of existing manual processes, increased efficiency and capacity in responding to internal and external requests, improved customer service and response times, less data duplication, centralized data storage which is organized by address and overall less reliance on a paper based data storage system.</p>
Irrigation System Restoration	<p>Funding is used for restoring and replacing deteriorated irrigation system components to ensure effective operation in the City's parks and open space. This typically includes vandalism repairs, lifecycle replacement of quick coupler valves, sprinklers, automated valves, valve boxes, water lines, water service boxes including backflow devices, pump stations, computer system software and hardware, and the decommissioning and abandonment of water service boxes.</p>

Detailed Project/Program Descriptions (General Fund Capital) – Continued

Project/Program Name	Project/Program Description
ITS Sustainable Infrastructure	Provides the ongoing funding to replace aging and end of life Information Technology Services infrastructure components including hardware, software, storage and networking equipment. In most cases, core ITS infrastructure hardware components are refreshed/ replaced on a five year lifecycle and are purchased with five years of support and warranty based on that lifecycle plan. There are some non-core components that may have a lifecycle slightly longer or shorter than five years based on the specific technology and use case. Software generally has a greater rate of technology/feature change and requires upgrade/replacement on a shorter lifecycle.
ITS Technology Growth	This program provides the ongoing funding to allow the City to expand IT infrastructure services to accommodate the needs of new employees, new services and new City network locations as well as the growing needs of existing employees and services. It allows for business area growth in usage of IT infrastructure services such as data storage, computer capacity and network connectivity. This includes new server hardware, growth in storage infrastructure and backup capacity, switches and other network hardware, new infrastructure related software and licenses, Wi-Fi hardware/software/licenses and other related infrastructure growth costs.
Landfill - Annual Infrastructure Renewal	<p>The Landfill manages a number of infrastructure assets. These assets require ongoing maintenance as well as renewal. Two significant assets which require an ongoing maintenance program are the Landfill fences and roadways. This program is funded from the Solid Waste Reserve.</p> <ul style="list-style-type: none"> – Fencing: Through the Permit to Operate, the Ministry of Environment requires the City to control the volume of litter blown out of the Landfill site as well as providing a means around our designated boundaries to prevent unauthorized access. – Roadways: In 2015 the Landfill had over 200,000 vehicles use our roadway system. The Landfill has a requirement to provide safe and adequate roadways to our different landfilling areas. These roadways are built and maintained by the Landfill. Proper Landfill management requires that the tipping faces be moved regularly, resulting in the need for significant resources to move, rebuild and maintain the roads that lead to these areas. With these roadways, the Landfill is required to have sufficient directional and instructional signage which needs to be maintained and updated whenever a road is moved.

Detailed Project/Program Descriptions (General Fund Capital) – Continued

Project/Program Name	Project/Program Description
Landfill Cap and Closure	<p>A Landfill that has reached its full capacity is required to install a final cover system to minimize infiltration of liquids and soil erosion. As well, the City must continue to monitor and maintain the site to protect against the release of hazardous constituents to the environment.</p> <p>Landfill closure ensures compliance with the requirement of Saskatchewan Ministry of Environment (SMOE)'s Permit to Operate and Waste Management regulations. Currently, approved budget for the Cap and Closure capital program will result in an up-to-date closure plan, identify material to be used for construction, a closure progression schedule and estimate of all future costs associated with the closure plan. This estimate is the basis for the Landfill Closure and Post Closure Liability, as reported within the City's financial statements. Funding requested for 2018 and onward will support the construction of an engineered cover. The closure plan is scheduled for completion in 2016 with closure work anticipated to begin in 2018. The closure plan will also allow us to stage closure and budget accordingly as we fill additional portions of the Landfill. This project is funded from the Solid Waste Reserve.</p>
Landfill Operations Centre	<p>Consistent with the recommendations of the Corporate Facilities Master Plan, the new Waste Management Centre will centralize Solid Waste Operations and associated programs at the Landfill in a facility that will meet current and future program needs. The facility will provide a model of efficiency between the Landfill and Solid Waste Collection branches by sharing crew spaces and office support areas. The facility will be designed so that all operational functions, including truck parking, are indoors to make operations more efficient during severe weather conditions. The location of the building adjacent to the Landfill will provide a visual identity for customers as well as separating the public vehicle traffic from the Landfill and Solid Waste Collection trucks and equipment to mitigate traffic hazards. The facility will have the capability for expansion for future needs of Landfill and Solid Waste Collection and will consider the remaining services within the Public Works Yard. Fleet service for the Landfill and Solid Waste Collection equipment will be provided on site within the facility for improved efficiencies. Fleet Training space will also be accommodated in the facility to eliminate the need for a new Fleet Training facility next to the Landfill.</p>
Lewvan Drive and 13th Avenue Intersection Improvements	<p>Regina is growing and new developments located west side of the City increased traffic volumes at 13th Avenue and at the intersection of Lewvan Drive and 13th Avenue. Traffic congestion is evident during rush hours and levels of service of traffic movements are low and failing. The project would include widening 13th Avenue and creating new turning lanes and bike lanes on 13th Avenue. The project would also include rehabilitation of traffic signals and provision of painted pavement markings and signage.</p> <p>The proposed improvements will increase the levels of service and solve current and future traffic situations in said location by construction of a dedicated left turn lane on 13th Avenue. The project would also include construction of sidewalk on the south side of 13th Avenue from Lewvan Drive to Pasqua Street to improve pedestrian movements and address pedestrian safety. Drainage and relocation of utilities and traffic signals resulting from road widening will also be completed. A bike lane will also be provided on the westbound lanes. With these additional items to the project, an increased budget is necessary for funding and implementation.</p>

Detailed Project/Program Descriptions (General Fund Capital) – Continued

Project/Program Name	Project/Program Description
Mâdawêyatitân Centre (formerly North Central Shared Facility)	<p>Since 2003, the City of Regina, Regina Public School Board and Regina Public Library, as well as other government entities and community stakeholders have been working towards the creation of the Mâdawêyatitân Centre. It has evolved into a fully integrated model where stakeholders share common goals and work together to achieve them. It supports a new way of community leadership and a new way of educating students. This initiative contributes to the development of a stronger, healthier and more engaged community which has a positive impact on the overall neighbourhood. The Mâdawêyatitân Centre also contributes to the North Central community's vision for a safe, healthy and caring community and is consistent with the City's efforts to revitalize neighbourhoods.</p> <p>Using an integrated approach the Mâdawêyatitân Centre is used to provide a unique mix of cultural, social, educational, recreational and community programs and services.</p> <p>The Development and Master Use Agreements were finalized in February 2015 and construction has begun. Funds will be used to honour those agreements and invest in the City's portion of the building construction, with a projected opening of early 2017.</p>
Mosaic Stadium Decommissioning	<p>As part of the RRI project and in preparation of the Taylor Field Neighbourhood Development, the existing Mosaic Stadium at Taylor Field will be decommissioned following the full operation of the new Mosaic Stadium at Evraz Place.</p>
Multi-use Pathway Asphalt Recapping	<p>Residents and visitors enjoy 37 kilometres of multi-use pathway throughout Regina. Some sections of the pathway are in need of immediate recapping, with the remainder needing to be recapped over the next few years to keep them in usable and safe condition. The program will also address park pathways that pose a safety risk to users.</p> <p>Recapping includes cleaning and applying tack oil to the area to be recapped and supplying and installing 50 mm of hot mix asphalt.</p>
Municipal Justice Building Decommissioning	<p>The Municipal Justice Building has exceeded its useful life and needs to be decommissioned. As of the summer of 2015, the Regina Police Service is no longer utilizing the building and has turned operation and maintenance of the building back over to the City. This funding will permit the demolition of the 1957 portion of the facility so that land can be reclaimed for future site development and prepare the original 1930 portion of the facility for sale.</p>
Neighbourhood and Corridor Plans	<p>Corridor and neighbourhood plans are secondary plans that provide, among other things, specific land use, urban design, infrastructure investment policies consistent with the OCP for a defined geographic area within the city. Neighbourhood and corridor plans are required to direct new development throughout the City in order to meet the 30% infill/intensification goal established in the OCP Growth Plan as well as Citywide OCP policies D2 - D11. Updates to existing Neighbourhood plans are also required to ensure consistency between these older plans and the new OCP.</p>
Neighbourhood Park Planning and Development	<p>The purpose of the Open Space Management Strategy is to provide direction for planning, managing and sustaining Regina's open space system. The document establishes principles, guidelines and policies that assist in setting priorities for the development and redevelopment of the City's parks to achieve equity and ensure the community's needs are being met. The current policy was approved by Council in 2007 and requires updating to consider the current condition of the open space system as well as provide direction for areas of growth in Regina, in alignment with the City's intensification planning.</p>

Detailed Project/Program Descriptions (General Fund Capital) – Continued

Project/Program Name	Project/Program Description
Neil Balkwill Renovations	<p>The Neil Balkwill Civic Arts Center was built in 1982 and has not undergone any significant improvements or renovations since that time. Although well maintained by the City, the 34 year old building has reached the point in its life cycle where significant investment is required to maintain its physical integrity and use, as well as to ensure it meets current and future cultural needs of an increasingly diverse demographic and forecasted population increases in the surrounding neighbourhood and the City. The courtyard and former photo laboratory have been flagged as underutilized space and with the demand for more programming to support community and public requests, an adaptive reuse is necessary. Since the facility was constructed, the condition of the crawlspace has declined and requires improvements to drainage. By combining these two projects, the crawlspace and programming deficiencies can be addressed, resulting in a dual benefit and cost savings.</p>
New/Enhanced Traffic Signals	<p>New and/or enhanced traffic signals are required based on new development and growth, changes in traffic flow, increasing traffic congestion, pedestrian accessibility needs and public transit schedule adherence considerations. Projects included within this program are: traffic signal design and installation, new/additional/enhanced vehicle detection device installation, signal timing/phasing changes (including the addition of left turn signal displays), and accessible pedestrian signals installation and intersection evaluation. Labour (including design and evaluation time), materials, supplies, equipment, analysis tools, software, and consulting/contracted services to complete this work are within the scope of the program.</p> <p>In 2017 projected growth in the City and changes in traffic flow due to new developments requires the installation of up to eight new traffic signals. Other planned enhancements and upgrades for 2017 include Accessible Pedestrian Signals installations, new left-turn arrow installations, additional vehicle detection devices and other miscellaneous signal upgrades. Location selections are determined annually based on traffic signal warrant analysis (calculated from traffic volume data collected by the City's traffic counting program), delay studies, safety evaluations and growth projections.</p>
Oil Distributor Procurement	<p>Over the next few years, Asphalt Services has committed to performing work on the Street Infrastructure Renewal program, Residential Road Renewal program, maintenance paving under the patching budget as well as work with other departments such as Facilities parking lots and Major projects stadium parking lots. In 2016, the Council approved funding for an additional paving crew to support the expanded paving program. One 18 year old distributor serves three paving crews. The process of repaving the road is to close traffic first, then mill off old asphalt, apply coating of asphalt emulsion with oil distributor and repave the street. Failure of the oil distributor causes high reputational risk as potentially high traffic area could be closed to traffic until the oil distributor is fixed with no construction activity being performed. There have also been new initiatives regarding asset management practices and improved work processes on asphalt maintenance repairs that have dictated the need for an additional oil distributor. Furthermore, the cost savings from the additional capacity created by having an extra distributor would cover the cost of the new equipment in one year.</p>

Detailed Project/Program Descriptions (General Fund Capital) – Continued

Project/Program Name	Project/Program Description
On-Street Bike Lanes and Multi-Use Pathways	This project includes the design and construction of on street bikeways and multi-use pathways throughout the City in existing areas. This will be an ongoing program aimed at meeting the sustainable transportation goals identified in the OCP as well as the Transportation Master Plan. Initial emphasis will be on completing missing links as well as provision of on-street bike lanes along high demand routes. Funding for this project is 70% Current Contributions and 30% Roads and Related Servicing Agreement Fees.
Outdoor Rink Board Improvements	The City's boarded outdoor rink sites have received little investment over the past 10 years and some sites have deteriorated to poor condition. These sites require foundation and lighting upgrades in conjunction with complete board replacement in order to maintain the integrity of the rink board systems such that the City programs and operations can continue to effectively operate.
Paratransit Bus Addition Spare Ratio Increase	<p>The Government of Canada has established the Public Transit Infrastructure Fund for Canadian Municipalities for specific projects that must be completed by March 2018. The Federal Government will fund 50% of the cost of the project and the City of Regina will fund the other 50%. Paratransit requires an additional bus to bring its spare ratio up to an acceptable level. The City would ultimately be responsible for 50% of the total cost.</p> <p>Paratransit currently has 32 buses with 28 operating in peak service resulting in a 12.5% spare ratio. The industry standard is a 15% spare ratio. Adding a bus to the paratransit fleet will give paratransit a 15% spare ratio.</p>
Parking Meter Replacement Program	Approximately 2/3 of the parking meters in the downtown have reached the end of their life cycle, which is 10 to 12 years, resulting in more parking spaces being unavailable for use due to failure of the meter. The intent of this program is to allow for the gradual replacement of aging parking meters and associated equipment (eg: meter poles).
Parks and Facilities Yard Facilities Development	The purpose of this project is to construct a new building and associated site development to accommodate the Parks and Facilities field maintenance staff in one facility to improve the working conditions, generate the savings expected of a shared facility and facilitate the delivery of services of maintaining parks space and civic facilities throughout the community. The project will see the consolidation of the Parks and Facilities field maintenance staff and the Fleet Coordination staff into one building. The construction of the new building will complete the major construction necessary to consolidate the Facilities and Parks Departments at the Parks and Facilities Yard.

Detailed Project/Program Descriptions (General Fund Capital) – Continued

Project/Program Name	Project/Program Description
Parks and Open Space Restoration	<p>This funding is used to restore or replace deteriorated open space amenities to a safe and useable condition. Funding is used for activities such as major turf repair, furniture and fixture replacement, hard-surface pathway repairs, tree and shrub bed replacement, drainage repairs and retaining wall replacement.</p> <p>As a result of damage to athletic fields during the voluntary water restriction in May 2015, an additional "one-time" ask of \$100,000 is being requested for turf restoration on athletic fields.</p>
Parks Maintenance - Fleet Equipment Requirements	<p>The Parks Maintenance Branch currently maintains 2,470 hectares of open space which is equivalent to the surface area of 5,600 football fields. As a result, various equipment is required for day to day operations in parks, athletic fields and other open space areas.</p> <p>The Department expects to take over 47 hectares of additional open space in 2017 and requires the purchase of a 16' Mower, 72" Mower, Mini Excavator as well as a Zero Turn Mower to maintain service levels.</p>
Pasqua and 9th Avenue North - Property Purchase	<p>Land is required for the future upgrade of Pasqua Street and 9th Avenue intersection to accommodate growth and increased capacity through either an intersection upgrade or a grade separated interchange. This acquisition is funded 100% by the Service Agreement Fees - Roads and Related Reserve.</p>
Pasqua Street South of Dewdney Avenue Roadway Improvements	<p>Pasqua Street south of Dewdney Avenue has outgrown its road cross section. Pasqua Street also provided access to the Pasqua Hospital as well as a new hotel which recently opened on the west side of Pasqua Street. The intent of this project is to upgrade Pasqua Street south of Dewdney to improve functionality and level of service as well as provide additional access to Evraz Place.</p>
Plant Material Establishment Funding	<p>Newly planted trees and shrubs in parks and open space in new developments are watered weekly for a three-year period to ensure establishment and survival of the new plant material. Any plantings that fail to survive this three-year period are replaced. Funded substantively through Servicing Agreement Fees, this program supports plant establishment, which significantly impacts and enhances the attractiveness of Regina's urban forest.</p>
Playground Replacement and Restoration Program	<p>The City's service standard is to provide a playground, either City-owned or on a school site, within 800 m walking distance of the majority of households in Regina; as well as one fully accessible playground in each of the City's five zones. There are currently 174 playgrounds on City property. Of these, over 35 are considered to be in poor condition or have little play value. Funding from this program is used to replace playgrounds as well as to address urgent safety concerns related to playgrounds. This may include the removal of a structure without replacement, replacing parts of a playground, and replacing and treating synthetic surfacing to extend its life. In 2017, funds will be used to replace two play structures and repair synthetic surfacing at another site.</p>
Prince of Wales Drive Twinning - Eastgate Drive to Dewdney Avenue	<p>This project includes the detailed design and construction of the east half of the existing Prince of Wales Drive. It may include the addition of vehicle lanes, relocation of utilities and installing landscaping. The addition of these lanes will serve to meet increased traffic demands resulting from development in east Regina. Funding is provided through 100% Roads and Related Service Agreement Fees.</p>

Detailed Project/Program Descriptions (General Fund Capital) – Continued

Project/Program Name	Project/Program Description
Recreation Equipment and Furnishings	The City of Regina operates a number of arts, culture, recreation and sport facilities. Funds from this program budget are used for the replacement, revitalization and sustainability of recreation equipment and furnishings. A life cycle replacement plan has been developed to guide purchases and ensure customers have access to safe, reliable equipment that satisfies program needs and customer expectations.
Recreation Master Plan Development	The City's Recreation Facility Plan was approved by Council in 2010. The Plan has been used to guide capital planning and investments in relation to City-owned facilities; to provide input into new developments; and to assess and pursue community partnership opportunities. In the six years since the Plan was approved there have been significant changes that require a refresh. First, the City is growing at a more significant rate than anticipated when the Plan was developed. There is a need for the plan to provide recommendations to respond to the growing and diverse community. Second, the City has adopted the OCP. There is an opportunity to align the Recreation Master Plan with the OCP. Third, the City has new information related to the condition of aging recreation facilities. This information should influence the future direction. Lastly, there is an opportunity to consider regional growth, access by the region to city facilities and potential future partnerships. A refresh of the Plan will include the updating of condition assessment data for all major recreation facilities as well as extensive consultation with citizens. The revised Plan will be used to inform investments in recreation to respond to growth and aging infrastructure. It will also provide an assessment tool for considering community partnerships. This is the second year of a two-year project.
Refuse Cart Replacement	The Garbage Collection and Disposal service requires all single-family residential properties be provided a roll out garbage cart. New residential development results in the need to purchase carts as our service expands to more homes. As well, damaged and lost carts are replaced. Based on our data, on-going annual funding of \$200,000 is required to ensure we have an adequate inventory of new carts on hand to meet these service requirements. This capital program is funded from the Solid Waste Reserve.
Regina Police Service New Headquarters Development	The existing Regina Police Service Headquarters facility was constructed in 1978, with a third floor addition added in 1986. It has not undergone any significant redevelopment since that time. Space and programming challenges have increased over time due to staff growth and program requirements. This has resulted in the need to lease offsite space that creates operational challenges. As the current facility is landlocked, it is restricted with respect to renovations and additions and there would be a need for alternate space during redevelopment. The recently completed Corporate Facilities Master Plan therefore identifies the priority and urgency of the development of a new Headquarters facility for the Regina Police Service on a new site. The new facility and location will have a connection to the community with opportunities to co-locate city administration, community programming or sport and recreation facilities.

Detailed Project/Program Descriptions (General Fund Capital) – Continued

Project/Program Name	Project/Program Description
Regina.ca & CityApp Redesign	<p>Regina.ca is the face of the City and the gateway to all e-services offered. Residents expect interactions with government to be as rapid and intuitive as the online services they use for banking and shopping. Over 60% of residents cite Regina.ca as their preferred method of interacting with the City, yet Regina.ca is outdated and unintuitive, making it challenging for residents to find information and conduct business online quickly. Regina.ca fares poorly on all parameters (e.g. navigation, usability, design, and look and feel) compared to other Canadian municipalities. Despite Regina's growing population, traffic on Regina.ca shows a declining trend with 40% of users unable to find what they need and leaving the site immediately.</p> <p>Despite over 50% of Regina.ca's traffic coming from mobile devices and tablets, the website is not mobile friendly. The CityApp is limited in functionality, crashes often and is slow to load because it downloads the entire database each time. The website and mobile app are not integrated with the customer relationship management solution used by Service Regina (Infor Hansen), creating significant manual data entry and higher call volumes.</p> <p>Redesigning Regina.ca and CityApp will lead to a number of qualitative and quantitative benefits for the City and for residents.</p>
Residential Roads Improvement Program	<p>This program is in place to improve the condition of existing City's local roads. The program funds planning, design, project co-ordination, and contract administration for Residential Renewal Program.</p> <p>The residential road network is in less favourable condition than the entire road infrastructure network and its condition has deteriorated significantly during the last 20 years. Approximately 48% of the asphalt surface of the residential network is in 'fair' or 'good' condition, and 52% of the asphalt surface is beyond an assumed useful life of 25 years. The Administration recommended focusing on stabilizing the residential road network by directing resources to roads in 'good' or 'fair' condition followed by a gradual improvement in the level of service over the longer term, depending on available financial resources. This strategy will reduce or slow down the deterioration of roads and sidewalks to a 'poor' condition, and thus minimize the expensive reconstruction (rebuild) of roads in 'poor' condition. To achieve this plan, City Council established funding for the Residential Road Network Improvement through an incremental 1% dedicated mill rate increase over each of the budget years from 2014 to 2019.</p> <p>With this ongoing funding, it is estimated that the overall residential road network condition can be improved to 85% in 'fair' condition within approximately 15 years.</p>
Roadways Equipment Storage – Repurpose Building D	<p>The project involves the repurposing of the Transit Garage portion of Building D in the Public Works yard so that it can be used for Roadways equipment storage once the construction of a new Transit Fleet Maintenance Facility is completed.</p>

Detailed Project/Program Descriptions (General Fund Capital) – Continued

Project/Program Name	Project/Program Description
Regina Revitalization Initiative Multi Use Pathway	<p>The RRI has always planned for a multi-use pathway that would link Regina’s Downtown to the Taylor Field Neighbourhood and the new stadium along the north side of the railway tracks. Renderings of the new stadium have shown a conceptual pathway between the south edge of the building and the railway tracks, although its design and construction were to be considered as part of the Taylor Field Neighbourhood. The pathway is proposed to start at the intersection of Albert Street and 10th Avenue, and progress west on the north side of the railway tracks. It will cross Elphinstone Street and connect to the gates of the new stadium and Confederation Park.</p> <p>The current pedestrian connections between Downtown and EVRAZ Place are limited and not pedestrian-friendly. Pedestrians can choose to walk along Victoria Avenue to Elphinstone Street in relative comfort, but then must cross Saskatchewan Drive and the railway tracks to proceed north. Alternatively, they can walk north along Albert Street and use the underpass sidewalks, but encounter a lack of a sidewalk and a gravel road surface as they move west on 10th Avenue. The location of the new stadium to the west of the existing facility will make this walk less appealing.</p> <p>The pathway design will include landscaping, seating and lighting. A phased approach to design could be used, with space left for smaller patios/plazas, seating walls and public art in the future. It is expected that the pathway will experience regular use and function as a community amenity every day. The location and design of the pathway is congruent with the recommendations of the draft Transportation Master Plan, providing a key east-west link in the heart of the city. With a paved surface, landscaping and lighting, this new facility also supports the objectives related to sustainable and active transportation in the approved OCP.</p>
Saskatchewan Drive Corridor Plan and Coordination Initiative	<p>The desired outcome of the project is completion of a Corridor Plan and Functional Engineering Study for Saskatchewan Drive from Princess Street to Winnipeg Street to create a coordinated effort for infrastructure improvement that is aligned with planning and design principles for the corridor. The project will:</p> <ul style="list-style-type: none"> – Establish a vision for the corridor through community engagement and information gathering; – Create a land use plan and policy framework (Corridor Plan) for future development within the corridor that is consistent with the OCP, the Downtown Neighbourhood Plan and Transportation Master Plan; and, – Complete a functional engineering study, including analysis of transportation, servicing and utility upgrades necessary to implement the Plan.
Small Tools Replacement	Replacement of small tools under the civic Fleet Replacement Reserve.
Snow Routes - Pilot Project	The proposal is to implement a pilot project of snow route program on selected Category 1 and 2 streets in the City. The program will recover a portion of the operational cost through parking tickets and towing fees. A phased in approach for implementation of this Program is recommended to support the community’s adjustment to the variable parking restrictions, to assess the appropriateness of the routes, and to manage to necessary operational changes to support the communication and enforcement of program.
South East Land Development	In 2015, construction began on the land development project in South East Regina. The project will be done in four phases with the first phase being 16.3 hectares. The project requires an upfront investment in infrastructure with a return occurring in two to three years.

Detailed Project/Program Descriptions (General Fund Capital) – Continued

Project/Program Name	Project/Program Description
Street Infrastructure Renewal	<p>The Street Infrastructure Renewal program is in place to improve the condition of existing city street infrastructure assets.</p> <p>The City's street infrastructure network consists of 1,068 km paved roads and 1,598 km sidewalks. About 59% of the network length is made up of residential roads, 16% collectors, 20% arterials, and 5% industrial/ commercial. There is also 29.57 km identified as an urban highway connector and therefore falls under the Urban Highway Connector Program (UHCP).</p> <p>Administration conducts street infrastructure condition assessment program based on surface distress, structural capacity, rideability and visual inspection of road and sidewalk condition. Using the data from this assessment program, a condition rating per road section is established. The condition rating is an indicator for the health of the road network, approximately 72% of the paved surface of the arterial, collector and industrial sub-network is in a fair or good condition and stable during the last 20 years.</p> <p>Street infrastructure condition is consistently a high priority with the public. These assets are highly visible, not only to our citizens, but also our visitors. Every citizen experiences the condition of the street infrastructure: as a pedestrian, a cyclist, a transit user, or a driver. Well maintained roads have a positive effect on the quality of life for every citizen, supports economic development in our community and helps to reduce fuel consumption and wear of vehicles. The City's roads carry approximately 5,800 vehicles on a daily basis. This program is planned to implement an average of 20 road renewal projects, the total length of improved roads is 20 km per year and improved roads will support reducing 19,053 tonnes of CO2 over the next five years.</p>
Tennis Court Redevelopment	<p>The City currently provides four synthetic surface tennis sites (with a total of 14 courts) that are intended for city-wide and competitive use as well as 20 asphalt sites (with a total of 42 courts) that allow for participation at the neighbourhood level.</p> <p>In 2012, a plan for investment in tennis court facilities was approved by Council. The plan recommended a quality over quantity approach, with investments being made in a select number of courts with other lesser used asphalt courts being decommissioned over time. The plan was endorsed by Tennis Saskatchewan and local tennis clubs and was generally supported by the public. Implementation began in 2014 focusing on the four synthetic surface tennis sites. Starting in 2016, the focus shifted to the City's asphalt sites.</p> <p>The plan for 2017 is to upgrade two more asphalt court sites – Gocki Park and Harvest City Church.</p>

Detailed Project/Program Descriptions (General Fund Capital) – Continued

Project/Program Name	Project/Program Description
Traffic Infrastructure Renewal	<p>Traffic Infrastructure renewal will be a program in 2017 that will be comprised of the following:</p> <ul style="list-style-type: none"> – Pedestrian Protection Program – Traffic Safety – Expressway Lighting – Traffic Signal Detection Replacement Program – Traffic Signal Rehabilitation – Pole Maintenance Program – Residential Street light upgrading – Audible Pedestrian Signals – LED replacements
Traffic Signal Pre-emption	<p>Response times for fire/rescue and other emergency vehicles are important measures of effectiveness for local agencies and are key elements in service planning. These vehicles routinely experience delays due to other traffic vehicles impeding their movement and the requirement to slow down at intersections to ensure their safe passage through each signalized location along the route. Traffic signal pre-emption systems provide the capability to have signals respond with green lights on the emergency vehicle approach to disperse any waiting vehicles queued at the intersection thus providing open lane space for the emergency vehicle's efficient and safe passage through movement on the green light. The systems reduce driver confusion, reduce traffic conflicts, reduce crash risk and improve fire and other emergency response times.</p> <p>Currently the City uses the Opticom infrared system. This system requires clear line of sight between vehicle emitter and intersection detector to operate reliably. New GPS technology systems will overcome certain limitations of the Opticom infrared system to enhance the quality and reliability of pre-emption service for emergency response. Placement of GPS technology at all 200 signalized intersections will improve fire response to a wider service area surrounding existing fire station facilities and have the capacity to service growth areas in outer lands adjacent to city boundaries.</p> <p>This initiative emphasizes fire response. However, once the GPS technology is deployed at signalized intersections other emergency response services can use the system through acquisition and installation of vehicle emitters and, transit and fleet priority could consider a future application.</p>
Trans-Canada Highway 1 Bypass Expressway Lighting	<p>Through The Urban Highway Connector Program, the City has management and operation responsibility for the Highway 1 Bypass from Assiniboine Avenue to Albert Street. Roadway lighting has a purpose to provide an adequate visual environment to support driver lane keeping as well as to support the prevention or reduction of crashes. The remaining portions of the Ring Road have roadway lighting and lighting should be installed on this section to provide continuous lighting for the entire Ring Road.</p>

Detailed Project/Program Descriptions (General Fund Capital) – Continued

Project/Program Name	Project/Program Description
Transit Customer Service and Safety	<p>The Government of Canada has established the Public Transit Infrastructure Fund for Canadian Municipalities to access for specific projects that must be completed by March 2018. The Federal Government will fund 50% of the cost and the City of Regina will fund the remaining 50% of the project. These projects would include:</p> <ul style="list-style-type: none"> – Bus stop accessibility – Bus shelter replacement – External bus stop announcements and internal stop display – Install Q-Pod securement systems on conventional buses – Install quantum securement systems on conventional buses – Purchase and installation of paratransit driver seats <p>All the above projects will improve employee and customer safety, as well as improving the overall experience of customers using the Transit system.</p>
Transit Fleet Maintenance Facility	<p>The project involves the construction of a new Transit Fleet Maintenance Facility co-located with the current Transit Operations Centre. The existing Transit Fleet Maintenance Facility no longer meets the functional requirements necessary to provide the appropriate level of service to the Transit Fleet. A new facility will enable the City of Regina to meet the service level needs of the community into the future with the delivery of transit to existing and new neighborhoods to support complete communities. An effective transit service is important to building a contemporary city that attracts people and businesses and supports economic growth. The physical features of the facility includes full service bays with hoists for the maintenance of the City's Transit Fleet as well as storage of the Fleet to accommodate growth.</p>
Transit Fleet Replacement	<p>The Fleet Replacement Program includes the replacement of Transit Fleet assets that have reached or exceeded their planned economic life. For 2017, the original plan was for the replacement of six Paratransit buses only as sufficient funding was not available for the replacement of any 40 ft conventional transit buses in 2017.</p> <p>The new Public Transit Infrastructure Fund (PTIF) provides funding for Canadian municipalities to access for specific transit-related projects that must be completed by March 2018.</p> <p>Under the provisions of the PTIF, the Federal Government will fund 50% of the cost and the City of Regina will fund 50% of the cost of the project. The capital cost of six replacement Paratransit buses and 13 replacement 40-ft buses is \$8,255,000 with the City paying 50% of that cost for a total of \$4,127,500.</p>
Transit Scheduling Software	<p>Transit requires a means to automate their scheduling of vehicles and operators, the bid process for operators, run cutting of routes, operator assignment management and rosters for personnel.</p>
Transit Shelters Improvements	<p>The primary function for transit shelters is to protect customers from the weather both directly (e.g. from rain), and indirectly (e.g. from splashing caused by passing cars). Every year shelters may be added or relocated to accommodate changes in patronage. This funding is to add new shelters or relocate shelters as a result of route revisions and additions. It is consistent with the Transit Investment Plan and will benefit transit passengers resulting in the wait for a transit bus a more pleasurable experience.</p>

Detailed Project/Program Descriptions (General Fund Capital) – Continued

Project/Program Name	Project/Program Description
Transit Technology Improvements	<p>The Government of Canada has established the Public Transit Infrastructure Fund (PTIF) for Canadian Municipalities to access for specific projects that must be completed by March 2018. The Federal Government will fund 50% of the cost and the City of Regina will fund the remaining 50% of the costs. Regina Transit current technology is outdated and requires upgrades. There are five projects that would improve the current technology being used and have a positive impact on Transit by increasing the efficiency of how we do our business.</p> <p>The five projects are as follows:</p> <ul style="list-style-type: none"> – BEA VeriFone - Convert all agents phone lines that sell Transit product from analog to digital lines. This will allow Transit to recruit additional agents to sell Transit products. – Update Trapeze Map - Maps in our current Paratransit and Conventional Routing/Scheduling called Trapeze requires updating as they do not include all parts of the City and manual work is required to determine Paratransit and Conventional routes. – New Modems for Mobile Data Terminals - There are issues with current modems not being powerful enough which causes problems with the units. – Handheld Fare collection units for Paratransit - Replace current units that are nearing the end of their lifespan. – Five additional Mobile Data Terminals - To have additional Mobile Data Terminals on hand to replace Mobile Data Terminals that are out of service for repairs.
Tree Replacement along Arterials, Buffers and Parks	<p>Over the past several years, tree vacancy has become noticeable along arterial roads, buffers and within park space. Tree vacancy is a result of tree mortality after a 3-year establishment period. Newly planted trees are maintained and watered during the establishment period. Most trees survive, however some die as a result of damage caused by vehicles, vandalism, rodents, wildlife, environmental conditions and road construction. This program will replace these vacancies.</p>
Underutilized Land Study (ULS)	<p>There are approximately 460 hectares of vacant land within Regina’s built boundary and several hundred other hectares of land that is underutilized for one reason or another (i.e. site contamination, servicing constraints, land use restrictions, market forces) and have not been pursued by the development community. In order to achieve the OCP’s Intensification goal of directing at least 30% of new population to existing urban areas to attract new private investment in vacant sites, the City can positively shift the viability of developing these lands. By utilizing existing infrastructure and services while generating new property assessment, intensification projects have a two-fold positive budget impact.</p> <p>The Underutilized Land Study will identify potential regulatory, environmental and economic barriers to private sector redevelopment through stakeholder engagement, data collection and analysis, and provide recommendations on how the City can improve the viability of these sites. The findings of the Study will be used by City Administration to present recommendations to City Council on specific actions the City can undertake to improve the viability of underutilized sites through the creation of an Underutilized Land Improvement Strategy. Implementation of any recommendations identified within the Study is not within the scope of this project.</p>

Detailed Project/Program Descriptions (General Fund Capital) – Continued

Project/Program Name	Project/Program Description
Upgrade of Major Components of Asphalt Plant	This funding is designed to ensure the ongoing sustainability of the asphalt plant by upgrading major components over the next five years. Each component is evaluated at the end of the current year's construction program and scheduled for replacement during the winter months if there is a high probability of total failure within one year. The components selected for replacement are based on a cost/benefit ratio.
Waste Plan Regina - Implementation	<p>The City of Regina promotes recycling as part of Waste Plan Regina (WPR), our waste management strategy. We provide all single-family homes with a curbside recycling service and require all multi-family properties to have recycling services on site for their residents. Moving forward with WPR recommendations, the City will introduce recycling to non-residential properties.</p> <p>Currently, the City has limited recycling in its own facilities and wishes to increase those opportunities. This program will have two objectives:</p> <ul style="list-style-type: none"> – Demonstrate the City's commitment to diverting waste from the landfill – Serve as a pilot, developing, implementing and evaluating recycling opportunities which will form Administration's recommendations for a recycling program directed to non-residential properties
Winnipeg Street Extension - 12th Avenue North to Somerset North Access	This project is the upgrading of Winnipeg Street as per the Somerset Concept plan. The road will be upgraded structurally (paved) in order to support the Somerset development. The Canadian Pacific Railway crossing will also be upgraded and widened as part of this project. The completion of this project will achieve an engineered road capable of handling the expected increased traffic as a result of development. This will provide professional services for design and construction of the aforementioned project. The additional request is the increased cost of the rail crossing safety improvements.
Workspace Improvement Program	This is an annual program aiming to improve employee engagement through improvements to employee spaces. The funding will be allocated towards smaller workspace improvement projects each year that have a direct impact on employee engagement.
Zone Level Off-Leash Dog Parks	<p>Currently the City of Regina has two off-leash dog parks and five seasonal off-leash areas, which are contained in boarded rinks throughout the summer months. In 2016, Council approved a plan for three additional zone level off-leash parks to be developed in new development areas in the south, east and north/northwest as developers are only required to develop parks to a neighbourhood level. These funds would be used to add the amenities required for a dog park, such as fencing and parking.</p> <p>Knowing that it may take years for new areas to develop, as an interim measure Council approved the opening of an off-leash park in the East Industrial area in 2016.</p>

Appendix E

Detailed Utility Fund Capital Plan

Detailed Utility Fund Capital Budget by Department (\$000s)

Division	Department	Project/Program Name	2017	2018	2019	2020	2021	Grand Total	
City Planning & Development	City Planning	Detention pond in future new development area to be determined		-	-	-	500.0	500.0	
	Development Services	Sanitary Mains Oversizing							
		Water Distribution Main Oversizing		100.0	100.0	100.0	100.0	400.0	
		Detention Pond and Drainage Route – The Towns		1,750.0	-	-	-	1,750.0	
		Fleet Street Sewage Pumping Station				4,500.0		4,500.0	
		Sanitary Trunk Main Oversizing - Westerra - Pump Station to Dewdney Avenue	500.0	-	-	-	-	500.0	
		Twinning of Trunk Sewer Main: 9th Avenue North and CNR Row		-	-	600.0	600.0	1,200.0	
		SE New Development - Detention Pond & Drainage Channel		-	-	500.0	-	500.0	
		Water Distribution Main Oversizing - Gordon Road - Campbell St to West Boundary of Harbour Landing West Phase 1	350.0	-	-	-	-	350.0	
		Courtney Street Trunk Water Main - Whelan Dr to Diefenbaker Dr		-	1,000.0	-	-	1,000.0	
		Water Main Oversizing, Westerra - Courtney St to Pinkie Rd	800.0	-	-	-	-	800.0	
		Sanitary Trunk Main - Kensington - Kingbird Rd to CPR Lanigan Line	190.0	-	-	-	-	190.0	
		Buffalo Pound Water Supply Line Casing – CPR K+S Rail Spur	245.0	-	-	-	-	245.0	
		Eastbrook Phase 1 Linear Detention Pond	1,500.0	-	-	-	-	1,500.0	
		Eastbrook Phase 2 Linear Detention Pond	2,700.0	-	-	-	-	2,700.0	
		Sanitary Main Oversizing - Eastbrook Phase 1	1,050.0	-	-	-	-	1,050.0	
		Storm Trunks - Eastbrook Subdivision Phase 1	2,000.0	-	-	-	-	2,000.0	
		Storm Trunks - Eastbrook Subdivision Phase 2	2,500.0	-	-	-	-	2,500.0	
		Storm Trunks - Towns South Subdivision Stage 1F	850.0	-	-	-	-	850.0	
		Storm Water Detention Pond - Somerset Neighbourhood.	2,000.0	-	-	-	-	2,000.0	
		Trunk Water Main, Kensington - Kingbird Rd to CPR Lanigan Line	140.0	-	-	-	-	140.0	
		Water Main Oversizing - Eastbrook Phase 1	140.0	-	-	-	-	140.0	
		Water Main Oversizing - Eastbrook Phase 2	250.0	-	-	-	-	250.0	
		Planning	The Creeks Wastewater Pump Station Expansion - Design and Construction	3,500.0	-	-	-	-	3,500.0
			Eastern Pressure Solution		10,000.0	20,000.0	20,000.0	13,500.0	63,500.0
			Serviceability Study for 300K+ Lands		500.0				500.0

Detailed Utility Fund Capital Budget by Department (\$000s) – Continued

Division	Department	Project/Program Name	2017	2018	2019	2020	2021	Grand Total
City Planning & Development Total			18,715.0	12,350.0	25,600.0	21,200.0	14,700.0	92,565.0
Corporate Services	Finance	Utility Billing Equipment Replacement Program	20.0	20.0	40.0	20.0	20.0	120.0
		Utility Billing System Upgrade and Maintenance	750.0	350.0	150.0	240.0	100.0	1,590.0
	Information Technology Services	Corporate Infrastructure – Utility Portion	325.0	325.0	325.0	325.0	325.0	1,625.0
Corporate Services Total			1,095.0	695.0	515.0	585.0	445.0	3,335.0
Transportation & Utilities	Solid Waste Management Water Works	Environmental Compliance – Storm Water Retention Ponds	50.0	50.0	50.0	50.0	50.0	250.0
		Area 1 & 17 - Location 1	3,500.0					3,500.0
		Area 1 & 17 - Location 2		500.0	4,000.0			4,500.0
		Area 1 & 17 - Location 3			500.0	4,000.0		4,500.0
		Area 1 & 17 - Location 4				500.0	4,000.0	4,500.0
		Area 13 Upgrades - Imperial Park Detention Facility and Relief Trunk Upgrade		-	500.0	5,500.0	5,000.0	11,000.0
		Area 8 Upgrades - Arcola Avenue Detention Facility	4,000.0	-	-	-	-	4,000.0
		Buffalo Pound Water Treatment Plant Substation	3,000.0	3,000.0	-	-	-	6,000.0
		Drainage Infrastructure Renewal	2,930.0	2,930.0	2,930.0	2,930.0	2,930.0	14,650.0
		Drainage Master Plan		650.0				650.0
		Drainage Pump/Lift Station Replacements		-	230.0	-	690.0	920.0
		Drainage Pump/Lift Station Upgrades	200.0	200.0	200.0	200.0	200.0	1,000.0
		Dykes, Drainage Channels and Lake Improvements	400.0	400.0	400.0	400.0	200.0	1,800.0
		Fire & Security Vulnerability Upgrade - Monitoring		800.0	800.0	-	-	1,600.0
		Future Equipment Purchase		250.0	250.0	250.0	250.0	1,000.0
		Groundwater Well Renewals	1,000.0					1,000.0
		Hydrant Nozzle Replacement		120.0	120.0	120.0	120.0	480.0
		Reservoir Inspection and Rehabilitation	600.0	2,500.0	-	-	500.0	3,600.0
		Second Pressure Zone Upgrades			945.0			945.0
		Supply Line Improvements	1,300.0	1,000.0	1,000.0	1,000.0	1,000.0	5,300.0
		Trench Settlement Remediation	300.0		300.0	300.0	300.0	1,200.0
		Wastewater Infrastructure Renewal	6,030.0	8,530.0	9,530.0	9,530.0	9,530.0	43,150.0
		Wastewater Pump/Lift Station Replacements		2,182.0	-	230.0	-	2,412.0
		Water Infrastructure Renewal	9,905.0	8,705.0	9,905.0	9,905.0	9,905.0	48,325.0
		Water Meter Installations	500.0	500.0	500.0	500.0	500.0	2,500.0
		Water Meters and AMR Replacement	750.0	750.0	1,300.0	9,145.0	15,370.0	27,315.0
		Water Pumping Station Upgrades and Equipment Replacement	2,300.0	2,000.0	2,000.0	2,000.0	2,000.0	10,300.0
Water Supply (Storage) Capacity Expansion		-	4,000.0	12,000.0	12,000.0	28,000.0		

Detailed Utility Fund Capital Budget by Department (\$000s) – Continued

Division	Department	Project/Program Name	2017	2018	2019	2020	2021	Grand Total
		Trunk Relief Initiative	5,500.0	10,000.0	4,000.0	4,000.0		23,500.0
		Variable Frequency Drive installation to BPWTP pumps		-	-	500.0	-	500.0
		West Well Radio Upgrades	15.0	20.0	15.0			50.0
		Hydro-vac Truck	450.0					450.0
		NPS Chlorine Booster Station		2,500.0				2,500.0
		Ross Chlorine Booster Station		500.0				500.0
		Water Control System Upgrades	64.0	80.0	64.0			208.0
		Lift Station Radio Upgrades	18.0	12.0	9.0			39.0
		MBPS UCP Unity Upgrade	45.0					45.0
		Wastewater Capacity Upgrade			5,000.0	5,000.0	5,000.0	15,000.0
		Wastewater Control System Upgrades	16.0	32.0	16.0			64.0
		Drainage Control System Upgrades	32.0	32.0	48.0	32.0		144.0
		SDO Catch Basin Cleaner Truck	450.0					450.0
		SDO Easement Cleaning Machine	95.0					95.0
		Area 1 & 17 - Location 5					500.0	500.0
		Area 10 Upgrades - Location 1					500.0	500.0
		Area 13- Avonhurst Relief Trunk		500.0	3,000.0			3,500.0
		McCarthy Boulevard Pumping Station – New Garage Construction Project – Analysis of Scope Change (Crane Addition)	250.0	-	-	-	-	250.0
		Area 13 Upgrades - St. Anne Park Detention	500.0	3,000.0	-	-	-	3,500.0
		Wastewater Lift Station Upgrade	300.0	300.0	300.0	300.0	300.0	1,500.0
		Large Diameter Cast Iron rehabilitation and resurfacing	1,400.0	2,000.0	2,000.0	2,000.0	2,000.0	9,400.0
		Equipment for Modified Crew	725.0					725.0
		Water Meter Test Bench		500.0				500.0
			46,625.0	54,543.0	53,912.0	70,392.0	72,845.0	298,317.0
Utility Capital Total			66,435.0	67,588.0	80,027.0	92,177.0	87,990.0	394,217.0

Utility Capital by Program (\$000s)

Program Name	Project Name	2017	2018	2019	2020	2021	Grand Total
Water Supply & Distribution	Buffalo Pound Water Supply Line Casing – CPR K+S Rail Spur	245.0	-	-	-	-	245.0
	Buffalo Pound Water Treatment Plant Substation	3,000.0	3,000.0	-	-	-	6,000.0
	Corporate Infrastructure – Utility Portion	325.0	325.0	325.0	325.0	325.0	1,625.0
	Eastern Pressure Solution		10,000.0	20,000.0	20,000.0	13,500.0	63,500.0
	Fire & Security Vulnerability Upgrade - Monitoring		800.0	800.0	-	-	1,600.0
	Future Equipment Purchase		250.0	250.0	250.0	250.0	1,000.0
	Groundwater Well Renewals	1,000.0					1,000.0
	Hydrant Nozzle Replacement		120.0	120.0	120.0	120.0	480.0
	Hydro-vac Truck	450.0					450.0
	NPS Chlorine Booster Station		2,500.0				2,500.0
	Reservoir Inspection and Rehabilitation	600.0	2,500.0			500.0	3,600.0
	Ross Chlorine Booster Station		500.0				500.0
	Second Pressure Zone Upgrades				945.0		945.0
	Serviceability Study for 300K+ Lands		500.0				500.0
	Supply Line Improvements	1,300.0	1,000.0	1,000.0	1,000.0	1,000.0	5,300.0
	Trench Settlement Remediation	300.0		300.0	300.0	300.0	1,200.0
	Trunk Water Main, Kensington - Kingbird Rd to CPR Lanigan Line	140.0	-	-	-	-	140.0
	Utility Billing Equipment Replacement Program	20.0	20.0	40.0	20.0	20.0	120.0
	Variable Frequency Drive installation to BPWTP pumps		-	-	500.0	-	500.0
	Water Control System Upgrades	64.0	80.0	64.0			208.0
	Water Distribution Main Oversizing		100.0	100.0	100.0	100.0	400.0
	Water Infrastructure Renewal	9,905.0	8,705.0	9,905.0	9,905.0	9,905.0	48,325.0
	Water Main Oversizing - Eastbrook Phase 1	140.0					140.0
	Water Main Oversizing - Eastbrook Phase 2	250.0					250.0
	Water Meter Installations	500.0	500.0	500.0	500.0	500.0	2,500.0
	Water Meter Test Bench		500.0				500.0
	Water Meters and AMR Replacement	750.0	750.0	1,300.0	9,145.0	15,370.0	27,315.0
	Water Pumping Station Upgrades and Equipment Replacement	2,300.0	2,000.0	2,000.0	2,000.0	2,000.0	10,300.0
	Water Supply (Storage) Capacity Expansion			4,000.0	12,000.0	12,000.0	28,000.0
	West Well Radio Upgrades	15.0	20.0	15.0			50.0
	Courtney Street Trunk Water Main - Whelan Dr to Diefenbaker Dr		-	1,000.0	-	-	1,000.0
	Water Distribution Main Oversizing - Gordon Road - Campbell St to West Boundary of Harbour Landing West Phase 1	350.0	-	-	-	-	350.0
Water Main Oversizing, Westerra - Courtney St to Pinkie Rd	800.0	-	-	-	-	800.0	
Utility Billing System Upgrade and Maintenance	750.0	350.0	150.0	240.0	100.0	1,590.0	
Total Water Supply &		23,204.0	34,520.0	42,814.0	56,405.0	55,990.0	212,933.0

Utility Capital by Program (\$000s) – Continued

Program Name	Project Name	2017	2018	2019	2020	2021	Grand Total
Distribution							
Wastewater Collection and Treatment	Lift Station Radio Upgrades	18.0	12.0	9.0			39.0
	MBPS UCP Unity Upgrade	45.0					45.0
	Sanitary Main Oversizing - Eastbrook Phase 1	1,050.0	-	-	-	-	1,050.0
	Sanitary Mains Oversizing						
	Sanitary Trunk Main - Kensington - Kingbird Rd to CPR Lanigan Line	190.0	-	-	-	-	190.0
	The Creeks Wastewater Pump Station Expansion - Design and Construction	3,500.0	-	-	-	-	3,500.0
	Trunk Relief Initiative	5,500.0	10,000.0	4,000.0	4,000.0		23,500.0
	Wastewater Capacity Upgrade			5,000.0	5,000.0	5,000.0	15,000.0
	Wastewater Control System Upgrades	16.0	32.0	16.0			64.0
	Wastewater Infrastructure Renewal	6,030.0	8,530.0	9,530.0	9,530.0	9,530.0	43,150.0
	Wastewater Lift Station Upgrade	300.0	300.0	300.0	300.0	300.0	1,500.0
	Wastewater Pump/Lift Station Replacements		2,182.0	-	230.0	-	2,412.0
	Fleet Street Sewage Pumping Station			4,500.0			4,500.0
	Sanitary Trunk Main Oversizing - Westerra - Pump Station to Dewdney Avenue	500.0	-	-	-	-	500.0
	Twinning of Trunk Sewer Main - 9th Avenue North and CNR Row		-	-	600.0	600.0	1,200.0
Total Wastewater Collection & Treatment		17,149.0	21,056.0	23,355.0	19,660.0	15,430.0	96,650.0
Drainage & Stormwater Collection	Area 1 & 17 - Location 1	3,500.0					3,500.0
	Area 1 & 17 - Location 2		500.0	4,000.0			4,500.0
	Area 1 & 17 - Location 3			500.0	4,000.0		4,500.0
	Area 1 & 17 - Location 4				500.0	4,000.0	4,500.0
	Area 1 & 17 - Location 5					500.0	500.0
	Area 10 Upgrades - Location 1					500.0	500.0
	Area 13- Avonhurst Relief Trunk		500.0	3,000.0			3,500.0
	Area 13 Upgrades - Imperial Park Detention Facility and Relief Trunk Upgrade		-	500.0	5,500.0	5,000.0	11,000.0
	Area 13 Upgrades - St. Anne Park Detention	500.0	3,000.0				3,500.0
	Area 8 Upgrades - Arcola Avenue Detention Facility	4,000.0	-	-	-	-	4,000.0
	Drainage Control System Upgrades	32.0	32.0	48.0	32.0		144.0
	Drainage Infrastructure Renewal	2,930.0	2,930.0	2,930.0	2,930.0	2,930.0	14,650.0
	Drainage Master Plan		650.0				650.0
	Drainage Pump/Lift Station Replacements			230.0		690.0	920.0
	Drainage Pump/Lift Station Upgrades	200.0	200.0	200.0	200.0	200.0	1,000.0
	Dykes, Drainage Channels and Lake Improvements	400.0	400.0	400.0	400.0	200.0	1,800.0
	Eastbrook Phase 1 Linear Detention Pond	1,500.0					1,500.0
	Eastbrook Phase 2 Linear Detention Pond	2,700.0					2,700.0
	Equipment for Modified Crew	725.0					725.0
Large Diameter Cast Iron rehabilitation and resurfacing	1,400.0	2,000.0	2,000.0	2,000.0	2,000.0	9,400.0	

Utility Capital by Program (\$000s) – Continued

Program Name	Project Name	2017	2018	2019	2020	2021	Grand Total
	McCarthy Boulevard Pumping Station – New Garage Construction Project – Analysis of Scope Change (Crane Addition)	250.0	-	-	-	-	250.0
	SDO Catch Basin Cleaner Truck	450.0					450.0
	SDO Easement Cleaning Machine	95.0					95.0
	Storm Trunks - Eastbrook Subdivision Phase 1	2,000.0	-	-	-	-	2,000.0
	Storm Trunks - Eastbrook Subdivision Phase 2	2,500.0	-	-	-	-	2,500.0
	Storm Trunks - Towns South Subdivision Stage 1F	850.0	-	-	-	-	850.0
	Storm Water Detention Pond - Somerset Neighbourhood.	2,000.0	-	-	-	-	2,000.0
	Detention pond in future new development area to be determined		-	-	-	500.0	500.0
	SE New Development - Detention Pond & Drainage Channel		-	-	500.0	-	500.0
	Detention Pond and Drainage Route – The Towns		1,750.0	-	-	-	1,750.0
Total Drainage & Stormwater Collection		26,032.0	11,962.0	13,808.0	16,062.0	16,520.0	84,384.0
Solid Waste	Environmental Compliance – Storm Water Retention Ponds	50.0	50.0	50.0	50.0	50.0	250.0
Total Solid Waste		50.0	50.0	50.0	50.0	50.0	250.0
Utility Capital Total		66,435.0	67,588.0	80,027.0	92,177.0	87,990.0	394,217.0

Utility Capital - Funding Sources (\$000s)

Funding Name	2017	2018	2019	2020	2021	Grand Total
Service Agreement Fees (Utility)	18,470.0	12,350.0	27,745.0	22,400.0	14,700.0	95,665.0
Utility Reserve	36,065.0	46,358.0	51,682.0	69,177.0	72,690.0	275,972.0
Moose Jaw	780.0	780.0	-	-	-	1,560.0
Other External	245.0	-	-	-	-	245.0
Federal/Provincial Grants	10,875.0	7,500.0	-	-	-	18,375.0
General Fund Reserve	-	600.0	600.0	600.0	600.0	2,400.0
Grand Total	66,435.0	67,588.0	80,027.0	92,177.0	87,990.0	394,217.0

Detailed Project/Program Descriptions (Utility Fund Capital)

Project/Program Name	Project/Program Description
Area 1 & 17 - Location 1	This project will upgrade the drainage system in Area 1 and 17 to reduce surface flooding and improve level of service in this area. The project is part of a multi-year improvement plan in the area.
Area 1 & 17 - Location 2	This project will upgrade the drainage system in Area 1 and 17 to reduce surface flooding and improve level of service in this area. The project is part of a multi-year improvement plan in the area.
Area 1 & 17 - Location 3	This project will upgrade the drainage system in Area 1 and 17 to reduce surface flooding and improve level of service in this area. The project is part of a multi-year improvement plan in the area.
Area 1 & 17 - Location 4	This project will upgrade the drainage system in Area 1 and 17 to reduce surface flooding and improve level of service in this area. The project is part of a multi-year improvement plan in the area.
Area 1 & 17 - Location 5	This project will upgrade the drainage system in Area 1 and 17 to reduce surface flooding and improve level of service in this area. The project is part of a multi-year improvement plan in the area.
Area 10 Upgrades - Location 1	This project will upgrade the drainage system in Area 10 to reduce surface flooding problems and improve the level of service in this area. The project is part of a multi-year improvement plan in the area.
Area 13 – 5th Avenue North Road Work	This project provides the opportunity for renewal of associated roadways in conjunction with the upgrades to the drainage system in Area 13 to be constructed in 2017.
Area 13- Avonhurst Relief Trunk	This project will upgrade the drainage system in Area 13 to reduce surface flooding and improve level of service in this area. The project is part of a multi-year improvement plan in the area.
Area 13 Upgrades - Imperial Park Detention Facility and Relief Trunk Upgrade	This project will upgrade the drainage system in Area 13 to reduce surface flooding and improve level of service in this area. The project is part of a multi-year improvement plan in the area.
Area 13 Upgrades - St. Anne Park Detention	This project will upgrade the drainage system in Area 13 to reduce surface flooding and improve level of service in this area. The project is part of a multi-year improvement plan in the area.
Area 8 Upgrades - Arcola Avenue Detention Facility	This project will provide for the Phase 2 construction of the Arcola Avenue upgrades to the drainage system in Area 8 to reduce surface flooding and improve level of service in this area. The project is part of a multi-year improvement plan in the area.

Detailed Project/Program Descriptions (Utility Fund Capital) – Continued

Project/Program Name	Project/Program Description
Buffalo Pound Water Supply Line Casing – CPR K+S Rail Spur	<p>In 2015 the Canadian Pacific Railway (CPR) executed a Crossing Agreement with the City of Regina to build a new rail spur line connecting Belle Plaine with the K+S Legacy Potash Mine overtop of the City's two Buffalo Pound Water Supply Lines. It was identified in the design review of the crossing location that a future water supply line will be required to cross the new rail spur line. The future water supply line is anticipated to be constructed in the next 15 to 25 year timeframe, dependent on population growth.</p> <p>The future water supply line will need a protective casing at the CPR rail spur line crossing. The City identified an opportunity to design and construct the protective casing required for the future water supply line concurrently with the CPR Crossing of the existing Buffalo Pound Water Supply Lines. Completing construction of the protective casing prior to the CPR spur line being active significantly reduces the risk and costs of crossing.</p>
Buffalo Pound Water Treatment Plant Substation	<p>Improvements are required at the Buffalo Pound Water Treatment Plant to continue meeting quantity and quality of treated water delivered to Regina and Moose Jaw. Work includes design studies, detailed design engineering, and several installation construction contracts over a multiple year upgrade schedule. Funding is provided by the City of Regina's Utility Reserve (73%) and the City of Moose Jaw (27%).</p>
Corporate Infrastructure – Utility Portion	<p>This program provides for the Utility contribution to Information Technology projects that support the Utility as approved in the General Capital Program. Funding is provided from the Utility Reserve.</p>
Courtney Street Trunk Water Main - Whelan Drive to Diefenbaker Drive	<p>This project involves the design and construction of a trunk water main along Courtney Street from Whelan Drive to Diefenbaker Drive. The project is required for the servicing of the 235K lands north of the Mapleridge neighbourhood and south of Diefenbaker Drive. The project is 100% through Utility Servicing Agreement Fees.</p>
Detention Pond and Drainage Route – The Towns	<p>This project provides for the design and construction of a detention pond and drainage channel or storm trunk main to Chuka Creek in the Towns subdivision. The project includes design and construction for the excavation, outlet and landscaping. This project is 100% funded from Utility Servicing Agreement Fees.</p>
Drainage Control System Upgrades	<p>This project provides for the renewal and upgrade of drainage control systems to maintain operational reliability of drainage lift stations within the system.</p>
Drainage Infrastructure Renewal	<p>The drainage system requires ongoing rehabilitation and upgrading to maintain and improve the level of service and to ensure the system's reliability. This program includes inspections, assessments, cleaning, relining, replacement, and rehabilitation for the pipes, manholes and catch basins. The condition assessments may be done in conjunction with scheduled roadway renewal projects or proactively at locations as warranted.</p>
Drainage Master Plan	<p>This project will update the 2009 drainage master plan study to guide future renewal and upgrade plans to the drainage system to improve level of service.</p>
Drainage Pump/Lift Station Replacements	<p>The City's drainage pumping stations are aging and require replacement to restore or improve the level of service and function within the system.</p>
Drainage Pump/Lift Station Upgrades	<p>The drainage pumping stations are aging and require upgrading to restore or improve the level of service and to reduce emergency repair costs. This program will include assessment, pre-design, design, rehabilitation, and/or upgrades of existing pumping stations. The Utility Reserve funds this program.</p>

Detailed Project/Program Descriptions (Utility Fund Capital) – Continued

Project/Program Name	Project/Program Description
Dykes, Drainage Channels and Lake Improvements	This program rehabilitates and improves the level of service of facilities such as dikes, channels, streams, lakes and ponds. Periodic assessments, repairs, modifications and improvements are required to ensure the integrity and capacity of these systems. The Utility Reserve funds this program.
Eastbrook Phase 1 Linear Detention Pond	This project involves the construction of a linear detention facility in the Eastbrook subdivision of the Towns concept plan area. The facility will accept storm water drainage from the region and conveys it through the system and is 100% funded through Utility Servicing Agreement Fees.
Eastbrook Phase 2 Linear Detention Pond	This project involves the construction of a linear detention facility in the Eastbrook subdivision of the Towns concept plan area. The facility will accept storm water drainage from the region and conveys it through the system and is 100% funded through Utility Servicing Agreement Fees.
Eastern Pressure Solution	In order to maintain current service levels as the City grows an Eastern Water Pressure solution is required. The project will include design and construction of pipelines, reservoirs and pump station.
Environmental Compliance – Storm Water Retention Ponds	Storm retention ponds are landscaped and are intended as recreation areas within residential neighbourhoods. The Environmental Services Branch will test the effectiveness of new technologies available to reduce algae blooms in these areas and to conduct planning of aquatic plants on reducing algae blooms. The intent of the program is to find a low cost solution to the algae problems which will reduce future maintenance costs. A five-year program is proposed to conduct a trial at each of the ponds on a different year.
Equipment for Modified Crew	Coordination of water and sewer infrastructure renewal with the Residential Road Renewal Program has increased the annual work plan for the Water and Sewer Construction branch. This provides for the addition of equipment to support a modified construction crew for continued renewal and operations work and redeployment of a full size crew to the increased work associated with the residential road renewal program.
Fire & Security Vulnerability Upgrade - Monitoring	This work is intended to upgrade safety and security measures at key water assets to improve the integrity of the system.
Fleet Street Sewage Pumping Station	This project involves the construction of a sewage pumping station, force main, and in-line storage to serve the Fleet Street Business Park. The project is 100% funded through Utility Servicing Agreement Fees.
Future Equipment Purchase	As equipment requirements change within the utility, additional or new specialized pieces of equipment are required to manage ongoing operations. This program is intended as a placeholder for planning purposes based on average expected new or specialized equipment purchases over a five year history. Funding is provided from the Utility Reserve.
Groundwater Well Renewals	Existing groundwater wells in the City are used to supplement Buffalo Pound Water Treatment Plant (BPWTP) water supply during emergency shortage periods. Well renewal work is planned to improve the robustness of the system in emergency situations.
Hydrant Nozzle Replacement	The objective of this project is to upgrade the pumper nozzle for fire hydrants to a new standard nozzle. The new nozzle will allow the Fire Department to more efficiently and effectively connect to a hydrant.

Detailed Project/Program Descriptions (Utility Fund Capital) – Continued

Project/Program Name	Project/Program Description
Hydro-vac Truck	Currently Water Operations focuses hydro-vac use on branch operations and maintenance work. The addition of another hydro-vac truck supports the increased demand for water operations and maintenance work to increase levels of service and reduce downtime for the Water Operations branch as well as other internal departments.
Large Diameter Cast Iron Rehabilitation and Resurfacing	This program rehabilitates the large diameter cast iron pipes. Through age-related deterioration these pipes are at risk to failure, which will lead to loss of service and capacity. A relining and replacement program, in conjunction with roadways renewal work, will rehabilitate/replace sections of cast iron pipe over several years.
Lift Station Radio Upgrades	This project provides for the upgrade of communications systems within the pumping stations to improve operational management and response to issues in the stations and improve system resiliency.
MBPS UCP Unity Upgrade	This project provides for the renewal and upgrade of control systems to maintain operational resiliency of pumps within the McCarthy Boulevard Pump Station.
McCarthy Boulevard Pumping Station – New Garage Construction Project – Analysis of Scope Change (Crane Addition)	This addition of a crane to the McCarthy Boulevard Pumping Station (MBPS) garage is needed to support both reactive and preventative maintenance work of the Sewer and Drainage Operations branch.
North Pumping Station Chlorine Booster Station	This project provides the required disinfection to ensure the safety of water for consumption during emergency well water usage from the water wells.
Reservoir Inspection and Rehabilitation	This program inspects, repairs and rehabilitates the water reservoirs in the City. As the reservoirs age, these program activities are necessary to ensure the reliability of the water quality and supply to the City and reduce emergency repairs.
Ross Chlorine Booster Station	This project provides the required disinfection to ensure the safety of water for consumption during emergency well water usage from the water wells.
Sanitary Main Oversizing - Eastbrook Phase 1	This project involves the construction of an oversized trunk sanitary sewer along Chuka Boulevard and Buckingham Drive in the Eastbrook subdivision of the Towns concept plan area. The oversizing rebate is 100% funded through Utility Servicing Agreement Fees.
Sanitary Mains Oversizing	This project involves the construction of a sanitary main at increased depth through Greens on Gardiner Phase 6, on Green Lily Road from the existing stub south of Green Brooks Way to Primrose Green Drive. The oversizing rebate is 100% funded through Utility Servicing Agreement Fees.
Sanitary Trunk Main - Kensington - Kingbird Road to CPR Lanigan Line	This project provides for the design engineering and construction of approximately 420 m of 600 mm sanitary trunk main through Kensington Greens from Kingbird Road to the CPR tracks to support development to the north and east. The project rebate is fully funded through Utility Servicing Agreement Fees as supported by the Administration of Servicing Agreement Fees and Development Levies policy and is alignment with the recommendations of the Interim Phasing and Financing Policy.
Sanitary Trunk Main Oversizing - Westerra - Pump Station to Dewdney Avenue	This project involves the construction of an oversized sanitary trunk main from the Sewage Pumping Station along yet to be named road within the Westerra development lands to Dewdney Ave. The oversizing rebate is 100% funded through Utility Servicing Agreement Fees.

Detailed Project/Program Descriptions (Utility Fund Capital) – Continued

Project/Program Name	Project/Program Description
Sewer and Drainage Operations Catch Basin Cleaner Truck	This new truck supports the Sewer & Drainage Operations branch in completing regular catch basin cleaning and maintenance work to reduce street flooding and damage to underground infrastructure systems.
SDO Easement Cleaning Machine	This equipment supports the Sewer & Drainage Operations (SDO) branch in completing regular cleaning of system assets within property easements to maintain the reliability of the system.
SE New Development - Detention Pond & Drainage Channel	South East (SE) New Development - Detention Pond & Drainage Channel
Serviceability Study for 300K+ Lands	This study is to support the future phasing of lands beyond the 300K growth horizon of the City of Regina. It will consider serviceability and impacts on the existing system on all the aspects of the City utility services. The study is funded 100% by the SAF Utility Reserve.
Storm Trunks - Eastbrook Subdivision Phase 1	This project involves the construction of a trunk storm sewers along Buckingham Drive in the Eastbrook subdivision of the Towns concept plan area. These trunk mains over 1350 mm in diameter are 100% funded through Utility Servicing Agreement Fees.
Storm Trunks - Eastbrook Subdivision Phase 2	This project involves the construction of a trunk storm sewers along Kaufman Avenue in the Eastbrook subdivision of the Towns concept plan area. These trunk mains over 1350 mm in diameter are 100% funded through Utility Servicing Agreement Fees.
Storm Trunks - Towns South Subdivision Stage 1F	This project involves the construction of a trunk storm sewers through the Towns South subdivision of the Towns concept plan area. These trunk mains over 1350 mm in diameter are 100% funded through Utility Servicing Agreement Fees.
Storm Water Detention Pond - Somerset Neighbourhood.	New drainage infrastructure including new storm water detention ponds, storm channel extensions are required to support growth to 235,000 population growth scenario. The Somerset location is required to allow for the development to properly allocate and store its storm water during a rain event.
Supply Line Improvements	This program inspects, repairs and replaces main valves, valve structures and other miscellaneous work on the Buffalo Pound Water Treatment Plant supply pipeline and other major supply mains within the city. As the pipelines age, inspection, rehabilitation, and improvements are necessary to ensure the reliability of the water quality and supply to the city and reduce the number of emergency repairs. The Utility Reserve funds this work.
The Creeks Wastewater Pump Station Expansion - Design and Construction	<p>The Creeks Wastewater Pumping Station is unable to meet the City's standard of a 1 in 25 year, 24 hour rainfall event, which has resulted in release of sanitary flows to the environment during wet weather events. During the June 20, 2013 rainfall event, which was estimated at a 1 in 5 year event, The Creeks Pumping station release to Chuka Creek was estimated at 0.7ML (700,000 Litres). During the June 29, 2014 rainfall event, which was estimated at a 1 in 15 year event, The Creeks Pumping station release to Chuka Creek was estimated at 3.5ML (3,500,000 Litres).</p> <p>The Creeks Pump Station expansion is anticipated to provide additional wastewater storage and conveyance capacity for The Towns, The Greens on Gardiner, and The Creeks subdivisions with a Level of Service equivalent to a 1 in 25, 24 hour rainfall event, as set by the Saskatchewan Ministry of Environment.</p>
Trench Settlement Remediation	Cracking and settling of sidewalks, curbs, gutter and pavement occur as a result of backfill settlement at water main work locations. This program corrects settlement at these locations. The Utility Reserve funds this program.

Detailed Project/Program Descriptions (Utility Fund Capital) – Continued

Project/Program Name	Project/Program Description
Trunk Relief Initiative	Wastewater capacity improvements are required on the wastewater system to meet regulatory commitments to reduce bypasses to Wascana Creek during heavy precipitation events and improve the levels of service. Work includes detailed design and construction of several staged upgrades and infrastructure renewals over multiple years.
Trunk Water Main, Kensington - Kingbird Road to CPR Lanigan Line	This project provides for the design engineering and construction of approximately 420 m of 600 mm trunk water main through Kensington Greens from Kingbird Road to the CPR tracks to support development to the north and east. The project rebate is fully funded through Utility Servicing Agreement Fees as supported by the Administration of Servicing Agreement Fees and Development Levies policy and is alignment with the recommendations of the Interim Phasing and Financing Policy.
Twining of Trunk Sewer Main: 9th Avenue North and CNR Row	Design and construction of twinned sewer trunk main in the North West to facilitate new developments.
Utility Billing Equipment Replacement Program	This program replaces the hand-held and vehicle-mounted radio-read devices used for utility billing operations and is funded from the Utility Reserve.
Utility Billing System Upgrade	This funding is to ensure that the Utility Billing system is maintained in a supportable condition and allows for the ongoing review of improved functionality of the system, implementation of selected functionality, as well as required updates to system architecture.
Variable Frequency Drive installation to BPWTP pumps	Currently the Buffalo Pound Water Treatment Plant (BPWTP) does not have standby generator sets (gensets) to continuously run the treatment plant in case of utility power failure. BPWTP is investing in gensets to minimize service outages, and the investment of a variable frequency drive will reduce the requirements of the genset.
Wastewater Capacity Upgrade	This project will develop wastewater system solutions to meet regulatory commitments to improve wastewater capacity and minimize bypasses to Wascana Creek during heavy precipitation events. The solutions will be further defined by the Wastewater Master Plan scheduled to be completed in 2018.
Wastewater Control System Upgrades	This project provides for the renewal and upgrade of wastewater control systems to maintain operational reliability of wastewater pump stations within the system.
Wastewater Infrastructure Renewal	The wastewater collection system requires ongoing rehabilitation and upgrading to maintain and improve the level of service and to ensure the system's reliability. This program includes inspections, assessments, relining, replacement, and rehabilitation of the pipes, service connections, and manholes. The condition assessment and rehabilitation is done both in conjunction with scheduled roadway renewal projects and proactive locations identified in the system. The Utility Reserve funds this program.
Wastewater Lift Station Upgrade	The City's wastewater pumping stations are aging and require upgrading to restore or improve the level of service and to reduce emergency repair costs. This program will include assessment, pre-design, rehabilitation, and/or upgrades of existing pumping stations. The Utility Reserve funds this program.
Wastewater Pump/Lift Station Replacements	The City's wastewater pumping stations are aging and require replacement to restore or improve the level of service and function within the system. This work will be further defined once the Wastewater Master Plan is completed in 2018.

Detailed Project/Program Descriptions (Utility Fund Capital) – Continued

Project/Program Name	Project/Program Description
Water Control System Upgrades	This project provides for the renewal and upgrade of water control systems to maintain operational reliability of water pump stations within the system.
Water Distribution Main Oversizing - Gordon Road - Campbell Street	This program provides for the construction of new water distribution mains requiring oversizing to allow for distribution of water to future developments beyond the concept plan area. This project is 100% funded from Utility Servicing Agreement Fees.
Water Distribution Main Oversizing - Gordon Road - Campbell Street to West Boundary of Harbour Landing West Phase 1	This project involves the construction of an oversized trunk water main along Gordon Road from Campbell Street to the West Boundary of Harbour Landing West Phase 1. The oversizing rebate is 100% funded through Utility Servicing Agreement Fees.
Water Infrastructure Renewal	The underground water distribution system requires ongoing rehabilitation and upgrading to maintain expected level of service and ensure the reliability and safety of the water distribution system. This program typically includes studies, inspection, assessment, relining, replacement, rehabilitation, and upgrading of water mains, fire hydrants, service connections, water valves, and other appurtenances and associated structures. The condition assessment and rehabilitation is done both in conjunction with scheduled roadway renewal projects and proactive locations identified in the system. The Utility Reserve funds this program.
Water Main Oversizing - Eastbrook Phase 1	This project involves the construction of an oversized trunk water main along Chuka Boulevard and Arens Road in the Eastbrook subdivision of the Towns concept plan area. The oversizing rebate is 100% funded through Utility Servicing Agreement Fees.
Water Main Oversizing - Eastbrook Phase 2	This project involves the construction of an oversized trunk water main along Chuka Boulevard and Arens Road in the Eastbrook subdivision of the Towns concept plan area. The oversizing rebate is 100% funded through Utility Servicing Agreement Fees.
Water Main Oversizing, Westerra - Courtney Street to Pinkie Road	This project involves the construction of an oversized trunk watermain through Westerra from Courtney Street to Pinkie Road. The oversizing rebate is 100% funded through Utility Servicing Agreement Fees.
Water Meter Installations	The City's expanding community requires the installation of water meters in new homes. This program includes the purchase and installation of new water meters for new construction. Funding is provided from the Utility Reserve.
Water Meter Test Bench	This funding is to upgrade the water meter test bench to enable testing of larger meters in-house as opposed to sending away for testing. Meter testing supports the accuracy of meter reads and associated water bills to reflect actual consumption.
Water Meters and AMR Replacement	The City's water meters and Automated Meter Reading (AMR) system are aging and require upgrading to restore and improve the system reliability and reduce downtime and repair costs. This work includes project development, assessment, pre-design, design, installation and construction over multiple years.
Water Pumping Station Upgrades and Equipment Replacement	This work is intended to ensure that the water pumping stations throughout the city are maintained in good operating condition. Work required includes lifecycle upgrades to replace obsolete equipment as well as upgrades to improve energy efficiency and to ensure reliable service. The Utility Reserve funds this work.

Detailed Project/Program Descriptions (Utility Fund Capital) – Continued

Project/Program Name	Project/Program Description
Water Supply (Storage) Capacity Expansion	The objective of this work is to reduce the potential for key supply infrastructure and service failures arising from various causes (including natural and accidental) to minimize potential risks to the water supply system and reduce system vulnerability.
West Well Radio Upgrades	This project provides for the renewal and upgrade of radios to prevent unplanned down time due to equipment failure and maintain operational reliability of the west groundwater wells.



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