

# **2006 BUDGET**

**2006 - 2010  
General Capital Budget**

*- As Approved by City Council -*

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Office of the City Manager  
May 8, 2006

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

Re: **2006 – 2010 General Capital Program**

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Each year City Council is required to adopt an operating and capital budget. There are three components to the budgets, the General Operating Budget, the Water and Sewer Utility Operating and Capital Budget and the General Capital Program. **This document is the 2006 – 2010 General Capital Program as approved by City Council at its meeting on April 13, 2006.**

**Regina, like other cities, is facing a problem of ageing infrastructure coupled with requirements resulting from growth and increased standards.** Roads, buildings and other infrastructure built during the city's period of rapid growth are in need of repair or replacement. In October 2003, the Canada West Foundation released a report titled "**A Capital Question, Infrastructure in Western Canada's Big Six**". The report included the following excerpt:

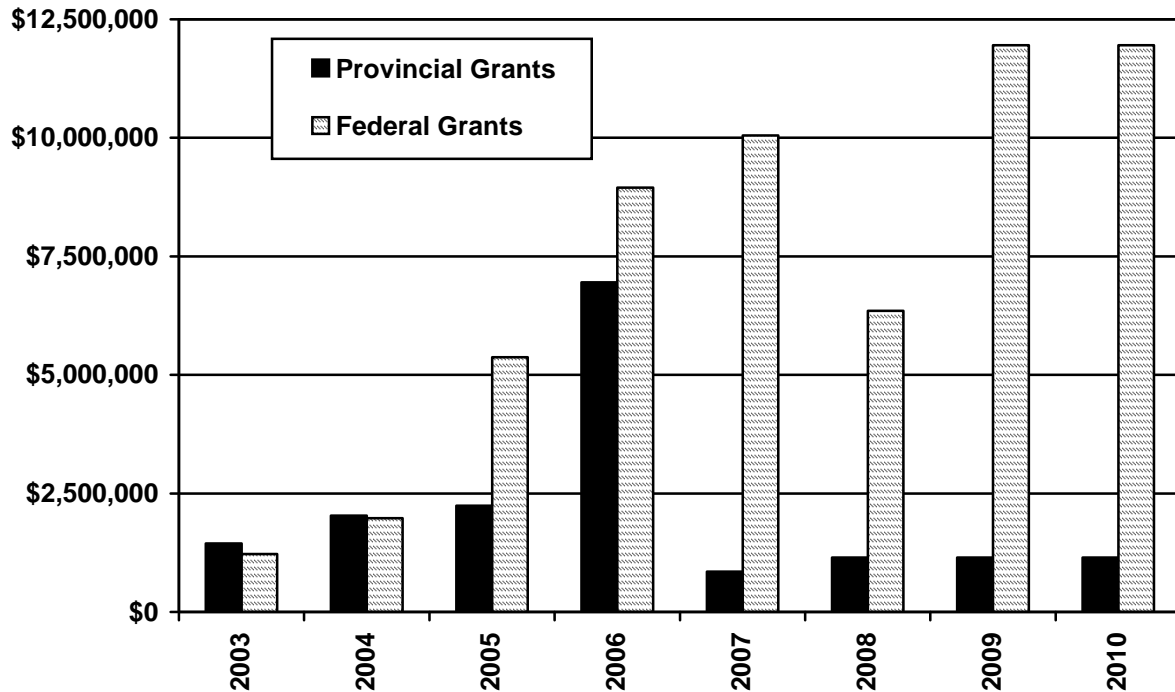
**If governments continue to defer critical maintenance and rehabilitation of ageing infrastructure, the costs down the road will be much higher – infrastructure will need to be replaced rather than repaired.**

Regina, like other cities, has a substantial infrastructure deficit. On an annual basis, the deficit is estimated to be \$30 to \$35 million. Infrastructure is a core component of most services delivered by the City. The capacity to deliver services in the long-term will be compromised unless the infrastructure deficit is addressed.

While there is virtually universal recognition of the need to increase capital spending, the challenge continues to be finding sources of funding that are predictable and sustainable.

**The 2006 – 2010 General Capital Program reflects a substantial increase in funding from the Federal Government, and a significant \$6.1 million one-time funding increase from the Provincial Government.** The following graph provides information on the Federal and Provincial grants for 2003 through 2005, along with the projected grants for the 2006 to 2010 period. In the Introduction section of the document (pages 3 and 4) there are graphs for both the Federal and Provincial grants that provide additional details on the specific grants that total the grants shown in the following graph.

**Federal and Provincial Capital Grants**  
(Excludes funding for Wascana Lake and the Credit Union EventPlex)



**The recent announcement by the Province of \$6.1 million in funding from the Community Share 2006 Program provides a much needed contribution to Regina's infrastructure requirements.** As well, the fact that it provides a high degree of flexibility in the types of eligible projects is positive.

It is essential that the Province implement new capital funding programs to assist municipalities on an ongoing basis. These programs could be direct grant programs, or sharing of provincial gas tax revenue. In Alberta, the cities of Calgary and Edmonton each receive 5¢ per litre of the provincial gas tax. In Ontario, municipalities received 1¢ per litre of the provincial gas tax in 2004, 1.5¢ per litre in 2005 and will receive 2¢ per litre in 2006, with the funding dedicated to public transit.

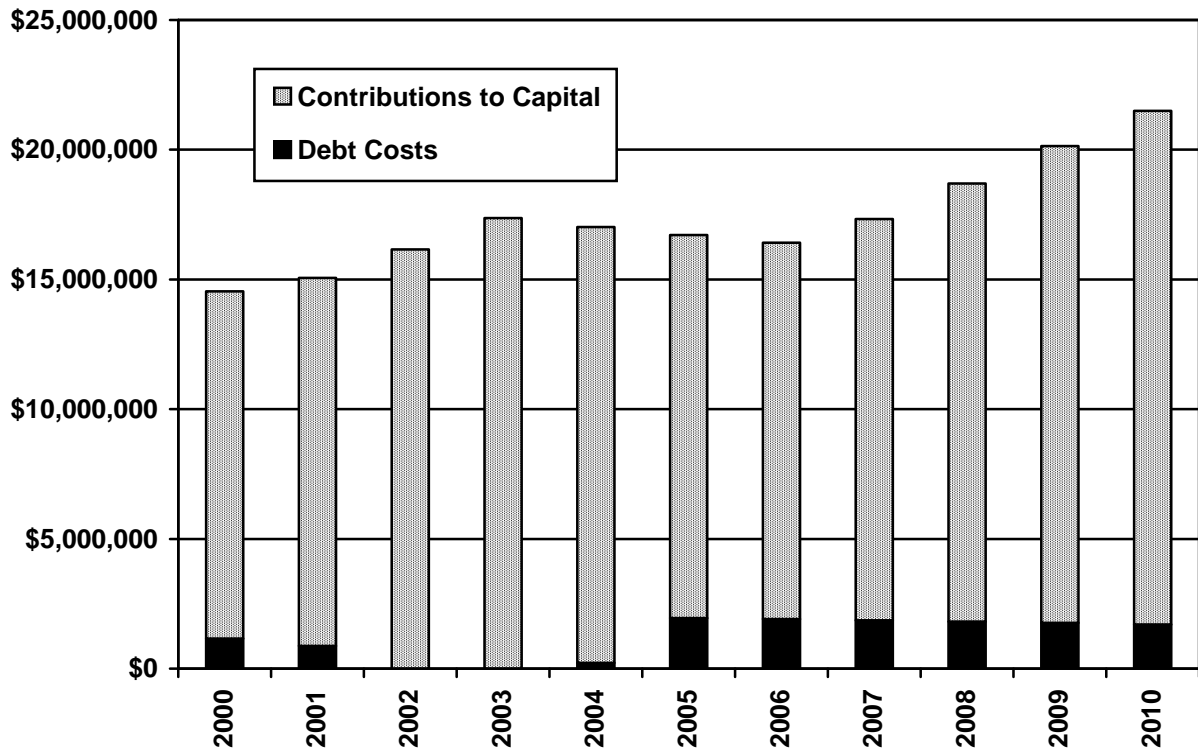
Substantial progress is being made in terms of the commitment of the Federal Government to funding municipal infrastructure requirements.

The Canada/Saskatchewan Agreement on Federal Gas Tax Revenue represents a positive development in addressing concerns that have been raised previously. The program provides information on capital funding available for a five year time frame, which is essential for effective infrastructure planning. It is important that this continue in the future, with projections updated for the next five years on an annual basis.

**The 2006 – 2010 General Capital Program also includes \$4.8 million in both 2006 and 2007 in new Federal Transit Funding.** The Federal Government announced a commitment to the program but full details have not yet been finalized.

**While the additional funding provided by the Federal and Provincial Governments is significant, the City must also increase its capital funding.** The 2006 – 2010 General Capital Program includes a plan to increase the City's current contributions to capital.

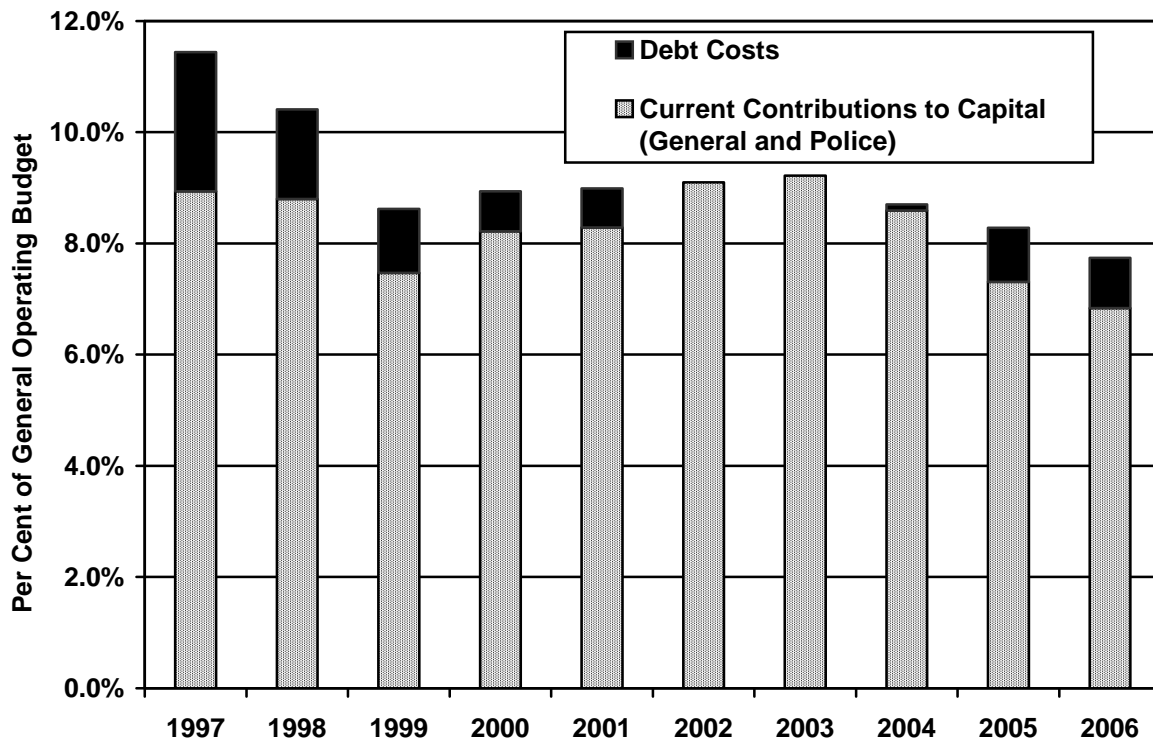
### Capital Funding Plan



**The capital funding plan provides for an increase in current contributions to capital of \$1.5 million per year starting in 2007.** The current contributions to capital for Police are projected to decrease over the five years based on the 2006 - 2010 capital submission of the Board of Police Commissioners.

**The City must consider whether it is providing sufficient funding for capital requirements.** The next graph shows the percentage of the General Operating Budget directed to capital funding since 1997, excluding the transfers from the Water and Sewer Utility linked to the CSIP and MRIF funding received by the utility. The graph shows both the percentage of the General Operating Budget available to fund the capital program and the percentage of the budget for debt costs.

**Capital Funding From Current Operations – 1997 to 2006**  
**(Per Cent of General Operating Budget)**



The portion of the General Operating Budget directed towards funding of capital (current contributions to capital and debt costs) has declined over the past ten years. In 1997, capital funding was about 11.4% of the total operating budget. For 2005, capital funding was about 8.3% of the total operating budget and for 2006, the percentage will decline further to about 7.8%. **The most significant concern is the trend since 2002 in the current contributions to capital as a percentage of the total operating budget. Over the last five years, the portion of the operating budget directed to capital requirements is decreasing. This decrease is occurring even though over the same period of time, concerns about the annual infrastructure deficit were increasing.**

Concerns with respect to the level of capital funding provided through current contributions are:

- **For several years, capital programs have been developed based on projected future increases in current contributions to capital. However, given the fiscal pressures on the general operating budget, increases in current contributions to capital have been deferred.** As an example, the 2005 – 2009 General Capital Program was approved based on an annual increase in current contributions to capital of \$1.5 million starting in 2006. The 2006 – 2010 General Capital Program defers the increase in capital contributions to start in 2007 rather than 2006.
- **While capital funding from current operations has decreased as a percentage of the total budget, capital requirements have continued to escalate as infrastructure continues to age and the capital needs of the community increase as the community grows. While the proposed funding plan provides for increases in capital funding, it will be 20 years or more before capital funding is at the level needed to address the annual infrastructure deficit.**

**The 2006 – 2010 General Capital Program is almost \$206 million.** In comparison, the 2005 – 2009 General Capital Program was about \$179 million. **The 2006 General Capital Budget is \$42.3 million.** The General Capital Program represents a balance between the fiscal constraints facing the City and the capital requirements. Key components of the 2006 – 2010 General Capital Program include:

- **Funding for Street Infrastructure Renewal is \$10 million in 2006, and \$11 million in 2007 and 2008, increasing by \$1 million per year thereafter, with \$13 million in 2010. In addition to the proposed allocation for 2006, about \$1.2 million in funding allocated but unspent in 2005 will be spent in 2006. While there is increased funding for street infrastructure renewal, the increase is not sufficient to address the long-term needs.**
- **Roadway Network Improvements** include:
  - \$1,230,000 in 2006 for intersection improvements at Quance Street and University Park Drive and at Quance Street and Prince of Wales Drive.
  - \$3,650,000 in total in 2006 and 2007 for Northwest Sector road improvements. The majority of the funding is provided in 2006 for construction of a new arterial north of Lakeridge between Pasqua Street and McCarthy Boulevard.
  - \$500,000 in 2006 for the intersection at Victoria Avenue East and Windsor Park Road.
  - \$600,000 in 2007 to construct the east side of Courtney Street between Dalgliesh Drive and Rochdale Boulevard.
  - \$2,000,000 in 2007 toward the construction of an interchange at Highway No. 1 and Lewvan Drive. The total cost would be shared with the Federal and Provincial governments and the developers.
  - \$11,400,000 in total in 2009 and 2010 as a general allocation for roadway network improvements. Planning for roadway network improvement requirements is currently underway. Construction of new roadways and improvements to the existing network will be required to accommodate current and future traffic needs.
- Funding for the **rehabilitation of bridges** totals about \$5.8 million over five years, with one bridge site each year.
- **Funding of \$17 million over the five years for the landfill.** The funding includes the initial costs of a new cell for a new landfill adjacent to the existing landfill. There is also \$4.7 million over five years for replacement of rear lane waste containers and the purchase of new roll out containers for the front street collection program.
- **Funding of about \$7.4 million over the five years for community and recreation facilities.** The funding is to sustain existing facilities and does not fund the development of new or replacement facilities. The funding includes \$950,000 in 2006 to replace the flooring in the fieldhouse.
- Funding of about \$13.8 million over the five years for restoration, upgrading and new development of **athletic fields, open space** and the city's **streetscape**.
- The five-year capital program provides for the purchase of two front-line **fire apparatus in 2010** to replace existing equipment. The equipment to be acquired includes a pumper rescue unit and a 100 foot rescue unit. In 2007 and 2008, there is **\$2 million in total for the replacement of Fire Hall #4.**

- **Transit** capital expenditures include:
  - \$11.2 million over the five years to purchase **27 transit buses**;
  - \$2.2 million over five years for **20 paratransit buses**; and,
  - \$1.6 million over the five years to **refurbish four transit buses** per year.
- The capital program provides for \$23.4 million over the five years for the **replacement of vehicles and equipment**. The capital program is consistent with the recommended fleet size and configuration as determined by the fleet review.
- The capital program provides \$8 million over the five years for the **upgrading of operational, yard and field administrative facilities** used by the City. There has been little investment to maintain existing facilities, resulting in major deficiencies.

The 2006 – 2010 General Capital Program **falls short of meeting the requirements to maintain existing infrastructure and meet the community's long-term needs**. The program is reasonable based on the fiscal constraint faced by the City, however it is essential that the City increase capital funding in future years as provided for in the capital program and continue to seek additional ongoing funding from the Provincial and Federal Governments.

Respectfully submitted,

A stylized, handwritten signature in black ink, appearing to be 'A.R. Linner'.

A.R. Linner  
City Manager



# Introduction

## Determining Infrastructure Needs

In September 2004, Canada West Foundation released a report titled “Foundations of Prosperity”. While the report focused on the infrastructure challenge in Alberta, the issues and options addressed in the report apply to all provinces. The report included the following comment:

Municipal infrastructure touches virtually every aspect of daily life in large urban centres, smaller cities, towns and the province's counties and municipal districts; it has huge impact on our quality of life and economic prosperity. Lately, however, the infrastructure foundations of local communities have come under increasing strain. Local government spending has been on a downward trend. Municipalities routinely run infrastructure deficits (annual shortfalls in funding essential infrastructure projects), and the result of annual deficits is a large and growing infrastructure debt (the accumulated backlog with respect to new infrastructure and the maintenance, rehabilitation or replacement of existing infrastructure).

**Determining the level of infrastructure needs is difficult.** There will be differences of opinion on the standard to which existing infrastructure should be maintained and the capital requirements of a growing community. The annual infrastructure deficit in Regina for the infrastructure funded through the General Capital Program is estimated in the range of \$30 to \$35 million. The specific number used for the infrastructure deficit is subject to debate. Irrespective of the number used, **there is a substantial infrastructure deficit, and the deficit will continue to grow until capital funding is sufficient to reverse the trend.**

In October 2003, the Canada West Foundation released a report titled “**A Capital Question, Infrastructure in Western Canada's Big Six**”. Excerpts from the report are noted below.

**Urban infrastructure in Canada has become a serious issue. Annual infrastructure deficits add to an accumulated infrastructure debt,** which is the backlog of needed maintenance, rehabilitation, and replacement of existing infrastructure assets and unfunded capital projects that are deemed necessary to accommodate growth in the cities.

For most western cities, the largest portion of the infrastructure deficit resides in transportation – roads, traffic control, bridges, interchanges, and public transit. The next largest areas of unfunded infrastructure needs are community buildings, facilities and public works, followed by parks and recreation and community services infrastructure.

The potential long-term costs of failing to address the infrastructure issue are numerous, and include higher government operating costs, negative impacts on the environment, and threats to public health and safety. **If governments continue to defer critical maintenance and rehabilitation of ageing infrastructure, the costs down the road will be much higher** – infrastructure will need to be replaced rather than repaired.

There is no “right” way to estimate or measure an infrastructure deficit or debt. Whether estimates are retrospective or anticipative, whether they emerge from surveys, engineering needs assessments or notions of optimal investment, each method has its own strengths and weaknesses. With that said, all estimates do share one similarity – the numbers are invariably large.

The infrastructure challenge extends beyond the physical preservation of roads, facilities, parks or other forms of infrastructure. There is also a functional challenge. Infrastructure developed in the past was developed based on the standards and needs of the day. Over time, and as the community has grown, the needs and interests of the community have changed. Infrastructure investment is required to meet

current needs, including the requirements resulting from growth of the community. This includes the widening of roads to accommodate traffic volumes, the installation of turning lanes or traffic lights, or changes to facilities to address changes in use that have occurred over time.

In April 2002, the TD Bank Financial Group released a report titled “**A Choice Between Reinvesting in Canada’s Cities or Disinvesting in Canada’s Future**”. The report includes the following statement:

Another significant threat to the quality of life in Canada's urban areas is the erosion of city infrastructure. Until recently, the relative youth of Canadian cities meant that the pressure on Canadian governments to re-invest in infrastructure was relatively modest compared to that faced by their U.S. and European counterparts. But, it is becoming evident to most Canadians that their cities are showing distinct signs of strain. Merely maintaining existing roads, bridges, transit systems and other types of infrastructure is not enough – modernization is also required.

## Funding Capital Requirements

Over the past few years, there has been considerable debate and discussion about the sources of funding to remedy the infrastructure deficit. The problem is so large that there is no one solution. The benefits of adequate municipal infrastructure are shared nationally, provincially, and locally.

In 2004, the Canada West Foundation released a document titled “Addressing Infrastructure Deficits in the Western Big Six”. The document included the following comments:

“Appreciating why municipal infrastructure deficits and debt have appeared is a logical first step before developing any list of potential solutions. Approaches that fail to address the primary drivers of the problem in a meaningful way provide only short-term relief. What is needed are sustainable approaches and alternatives to resolve the matter in the long-term.”

Just as the infrastructure deficit in Regina has grown because of multiple factors, addressing the problem will require action in several areas, including:

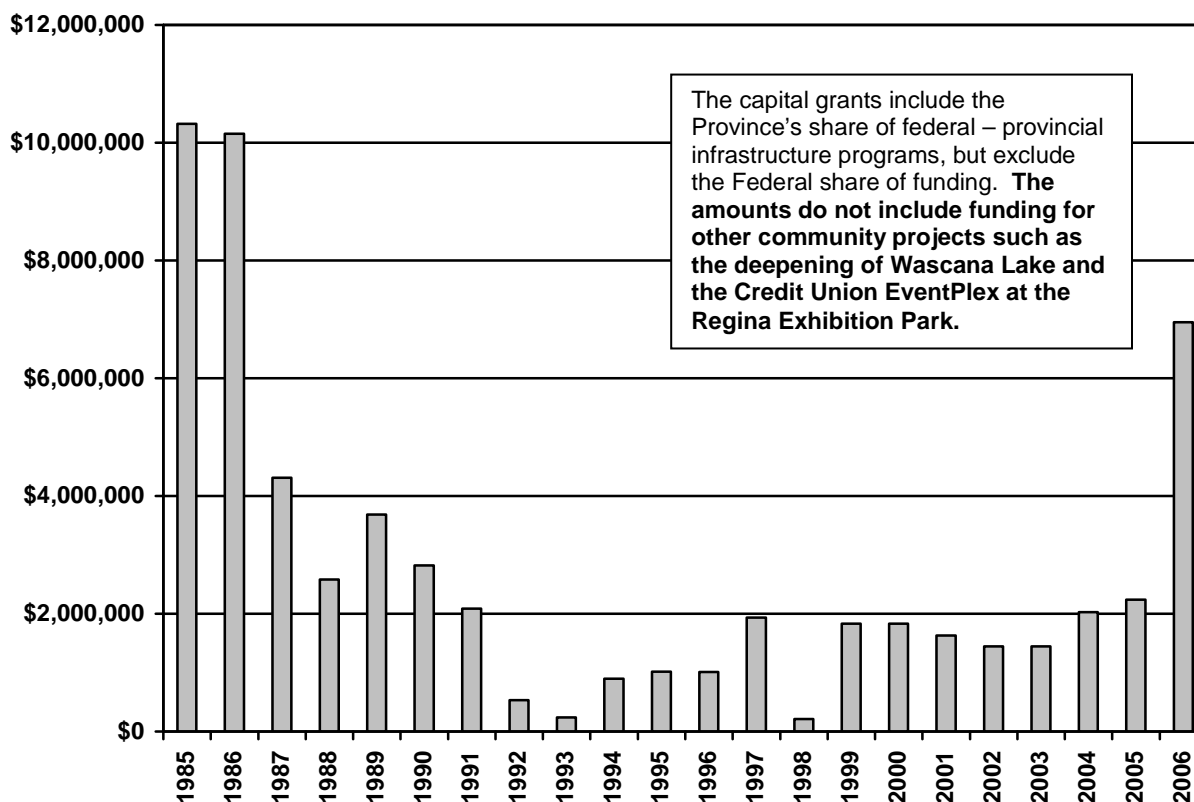
- Stable and long-term funding from the Federal and Provincial Governments, with flexibility to address the priorities within the community;
- Sufficient funding of capital from the City’s operating budget;
- Sustainable policy and development decisions that do not artificially increase the demand for infrastructure;
- Development charges that adequately fund the cost of new development and do not deplete other sources of funding required to address the infrastructure deficit;
- Accurately priced user fees that include the costs of infrastructure;
- A careful combination of “pay as you go” with debt to fund projects with long-term benefits;
- Solid asset management techniques, including long-term capital planning, that maximize value of infrastructure spending.

At one time, Provincial grants were a major source of capital funding for the City. Following sharp reductions in the late 1980’s and early 1990’s, Provincial funding has been a much smaller source.

**For 2006 that trend has been addressed in the short term with the Community Share 2006 Program that will provide Regina with \$6.1 of one-time unconditional capital funding. That is a significant positive development for infrastructure investment.**

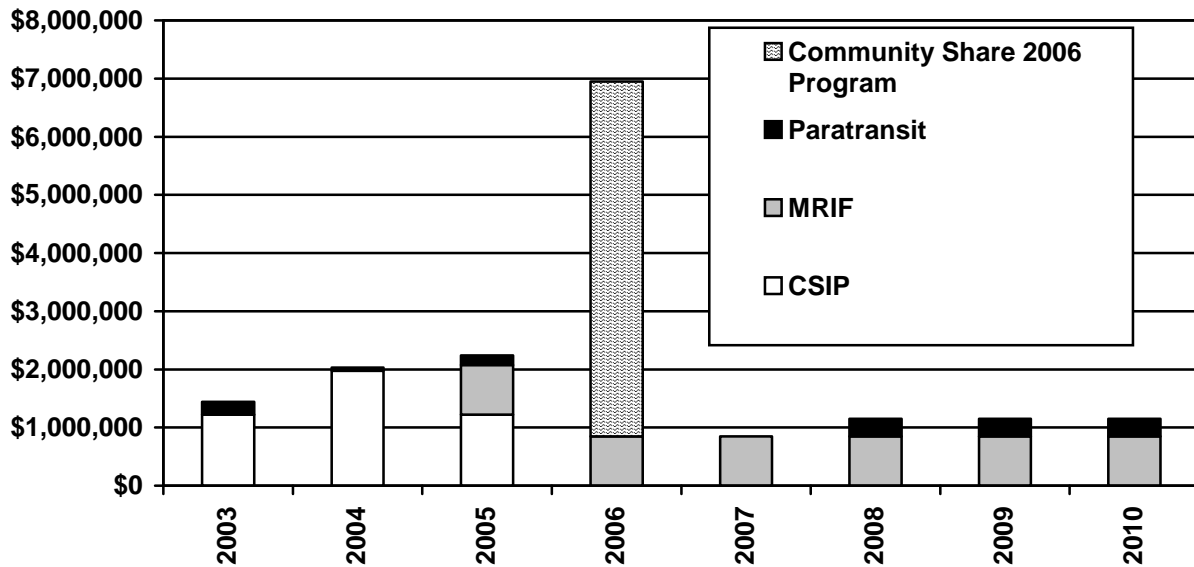
The following graphs detail the level of Provincial capital grants. Grant amounts are reflected in the year of commitment, not the year of payment. The Community Share 2006 Program funding reverses a challenging trend and hopefully will be continued into the future.

### Provincial Capital Grants



The following graph provides information on the Provincial capital grants since 2003, with projections to 2010. The grants do not include the contribution from the Provincial Government to community projects. The Province provided funding for two major community projects - \$5 million in 2004 for the Wascana Lake Deepening project in Wascana Park, and \$4 million in 2005 for the Credit Union EventPlex at Regina Exhibition Park. The projects were part of the Canada Strategic Infrastructure Fund and costs were shared with the City and the Federal Government. The projects are of significant benefit to the community; however, they were not related to reducing the City's infrastructure deficit and are not City facilities.

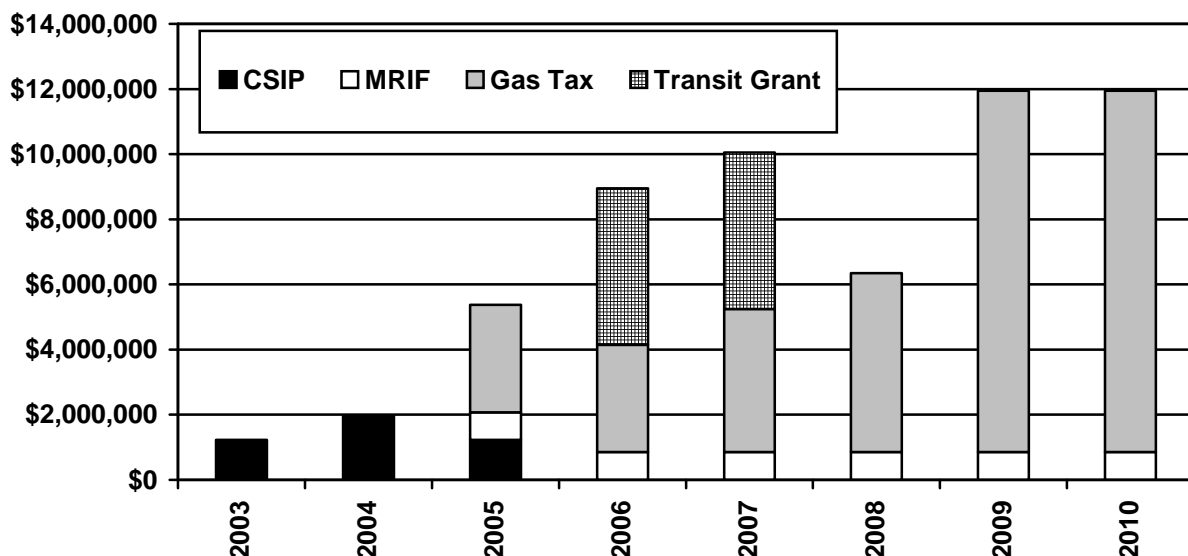
### Provincial Capital Grants



**Additional, ongoing provincial funding is essential in addressing Regina's infrastructure deficit. In Calgary and Edmonton, each city receives 5¢ per litre of the fuel tax generated in the two cities. For 2006, Edmonton expects to receive about \$90 million in capital grants (excluding infrastructure grants) and Calgary about \$91 million. For both cities, the vast majority of the funding is from fuel tax. In Ontario, the Province provided municipalities 1¢ per litre of the provincial fuel tax in 2004 and 1.5¢ per litre in 2005, and will provide 2¢ per litre in 2006.**

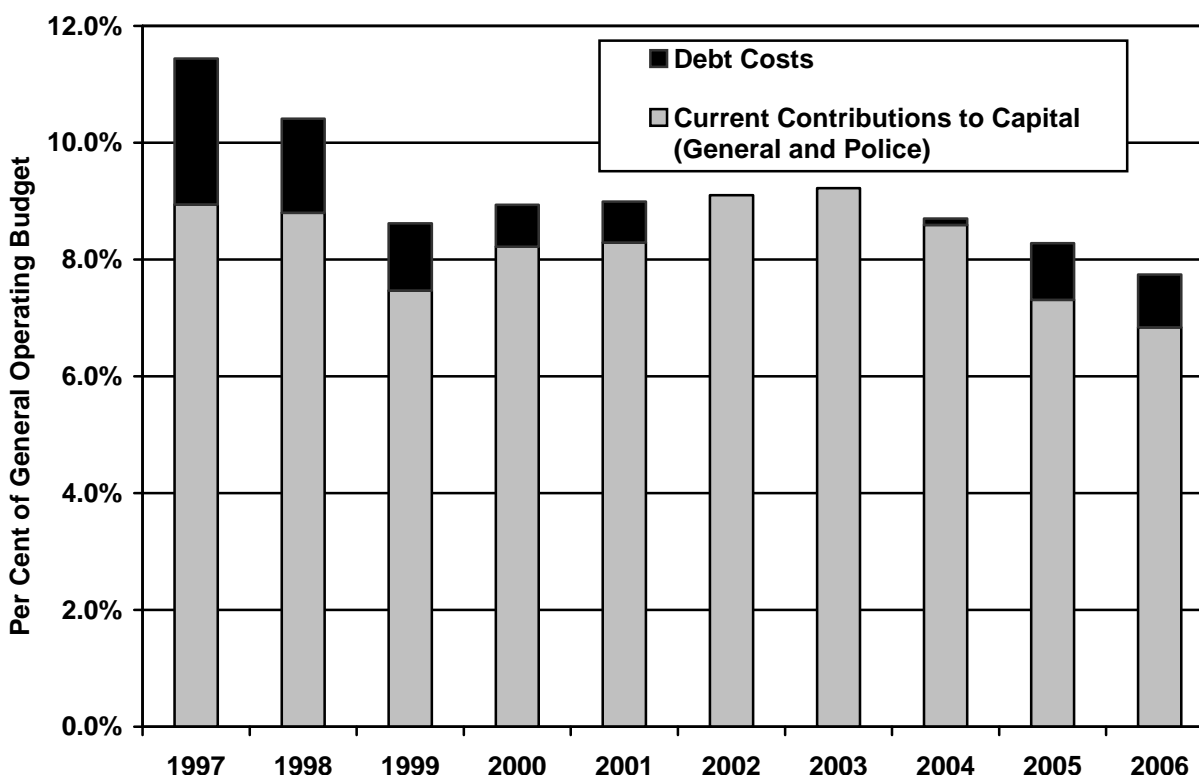
The 2006 – 2010 General Capital Program reflects a substantial increase in funding from the Federal Government due to the gas tax funding. The following graph provides information on the Federal grants since 2003, with projections to 2010. **The grants do not include the contribution from the Federal Government to community projects such as the deepening of Wascana Lake and the Credit Union EventPlex at Regina Exhibition Park.** The projected grants include potential funding through a federal program announced to support transit initiatives. Details of the additional transit funding are not available.

### Federal Capital Grants



While the additional funding received from the Federal and Provincial Governments is significant, the City must consider whether it is providing sufficient funding for capital requirements. The next graph shows the percentage of the General Operating Budget directed to capital funding since 1997, excluding the transfers from the Water and Sewer Utility linked to the CSIP and MRIF funding received by the utility. The graph shows both the percentage of the General Operating Budget available to fund the capital program and the percentage of the budget for debt costs.

**Capital Funding From Current Operations – 1997 to 2006**  
(Per Cent of General Operating Budget)



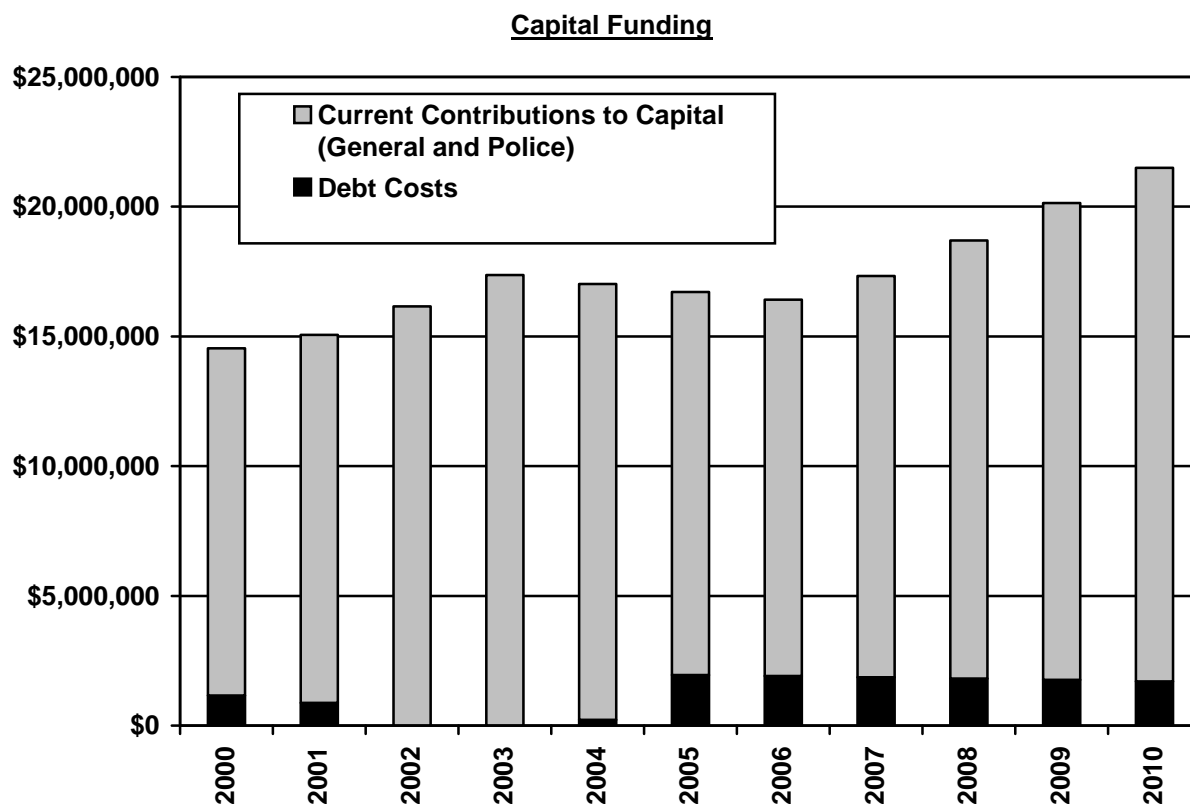
The portion of the General Operating Budget directed towards funding of capital (current contributions to capital and debt costs) has declined over the past nine years. In 1997, capital funding was about 11.4% of the total operating budget. For 2005, capital funding was about 8.3% of the total operating budget, and for 2006, the percentage will decline further to about 7.8%.

While capital funding from current operations has decreased as a percentage of the total budget, capital requirements have continued to escalate as infrastructure continues to age and the capital needs of the community increase as the community grows.

In October 2003, the Canada West Foundation released a report titled “A Capital Question, Infrastructure in Western Canada’s Big Six”. The report included the following comments.

When government expenditures start to exceed revenues, the first thing to go is capital spending. The reason is straightforward – deferring the maintenance, rehabilitation and replacement of infrastructure has a strong political upside and very few short-term downsides. Cutting capital provides immediate fiscal relief and few citizens are likely to complain. **But deferring infrastructure maintenance provides only temporary relief. There are some very significant long-term costs that can accrue from failing to invest in infrastructure.**

The 2006 – 2010 General Capital Program is based on future increases in the City's current contribution to capital starting in 2007. Capital funding since 2000 and the capital funding plan for 2006 -2010 is shown in the following graph.



**The capital funding plan provides for an increase in current contributions to capital of \$1.5 million per year starting in 2007.** The current contributions to capital for Police are projected to decrease over the five years based on the 2006 - 2010 capital submission of the Board of Police Commissioners. Concerns with respect to the level of capital funding provided through current contributions are:

- **For several years, capital programs have been developed based on projected future increases in current contributions to capital. However, given the fiscal pressures on the general operating budget, increases in current contributions to capital have been deferred.** As an example, the 2005 – 2009 General Capital Program was approved based on an annual increase in current contributions to capital of \$1.5 million starting in 2006. The 2006 – 2010 General Capital Program defers the increase in capital contributions to start in 2007 rather than 2006.
- **While the proposed funding plan provides for increases in capital funding it will be 20 years or more before capital funding is at the level needed to address the annual infrastructure deficit.**

The 2006 – 2010 General Capital Budget proposes a total of about \$13 million in external funding for projects that qualify for development charge funding. However, based on the current capital program, inflows from development charges are expected to total only \$6.3 million over the five years. **The development charge rates are not sufficient to fund qualifying projects; and there is also a timing difference in that roadways projects are typically constructed in advance of receipt of development charge payments.** The current rate schedule was approved to the end of 2006. It will be necessary to review development charge rates during 2006 to ensure funding levels are sustainable.

The 2006 – 2010 General Capital Program proposes no new debt financing. There is \$2.1 million available from debt issued in previous years used to fund this year's program. The use of debt is a trade off between of funding now and in the future. The City will have a requirement for a very significant debt issue in the Utility budget within the next five years to finance the expansion of the wastewater treatment plant.

The City has used asset management principles in many areas for several years. The 2006 capital program includes approximately \$450,000 in funding for the second year of implementation of the maintenance management system, which will include an inventory of the City's infrastructure with links to GIS and will be the platform for managing the ongoing operations including preventative maintenance.

Work is progressing in the area of roadway asset management, directed at developing and implementing the most cost efficient maintenance strategies on the right roads at the right times. This is one of many examples underway where best practices in asset management techniques can help to ensure the investment in infrastructure reaches its full potential.

**The 2006 – 2010 General Capital Budget does not fully address the City's identified infrastructure requirements. It does, however, reflect significant progress in a joint effort to address those requirements.**





# General Capital Program Funding

## Capital Funding Summary

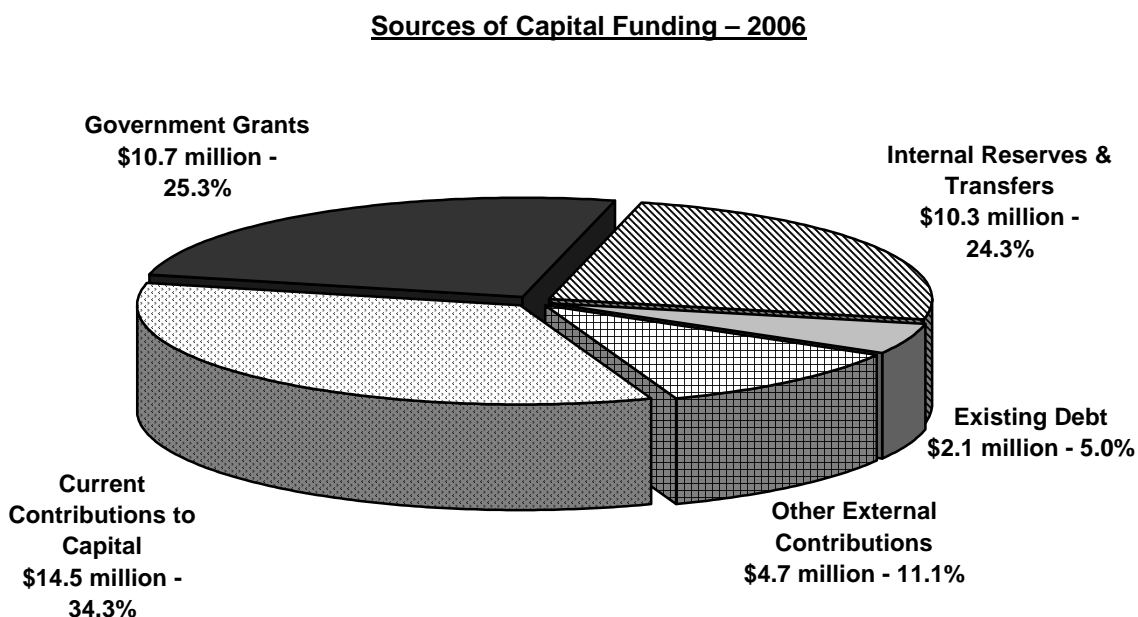
Capital Funding Source (\$000's)	2006	2007	2008	2009	2010	Five Year Total
<b>Current Contributions to Capital</b>						
Civic Capital Projects	13,000	14,500	16,000	17,500	19,000	80,000
Police Capital Projects	1,504	960	879	781	797	4,921
	14,504	15,460	16,879	18,281	19,797	84,921
<b>Existing Debt</b>	2,105	-	-	-	-	2,105
<b>Internal Reserves and Transfers</b>						
General Fund Reserve	730	650	650	-	-	2,030
Transfer From Utility - MRIF	1,700	1,700	1,700	1,700	1,700	8,500
Landfill Reserve	2,450	850	1,375	8,250	4,100	17,025
Golf Course Reserve	150	200	175	230	210	965
Cemetery Reserve	95	20	35	80	35	265
Equipment Replacement Reserve	4,808	4,696	4,662	4,628	4,605	23,399
Transit Equipment Reserve	-	30	-	-	-	30
Employee Provided Parking Reserve	-	-	600	-	-	600
Technology Reserve	235	50	-	-	-	285
Asphalt Plant Reserve	180	-	200	100	-	480
	10,348	8,196	9,397	14,988	10,650	53,579
<b>Capital Grants</b>						
Gas Tax Grant	3,300	4,400	5,500	11,100	11,100	35,400
Transit Grant	4,800	4,800	-	-	-	9,600
Paratransit Capital Grant	-	-	300	300	300	900
Community Share 2006 Program	2,600	3,500	-	-	-	6,100
	10,700	12,700	5,800	11,400	11,400	52,000
<b>External Funding</b>						
Development Charges - Roadways	3,620	525	50	2,500	3,200	9,895
Development Charges - Parks	860	405	463	746	615	3,089
Contributions from Developers	115	-	-	-	-	115
Other External Contributions	60	15	15	15	15	120
	4,655	945	528	3,261	3,830	13,219
<b>Total Capital Funding</b>	<b>42,312</b>	<b>37,301</b>	<b>32,604</b>	<b>47,930</b>	<b>45,677</b>	<b>205,824</b>

Key elements of the funding plan for the 2006 – 2010 General Capital Program include:

- **Current contributions to capital are proposed to increase each year by \$1.5 million per year starting in 2007.** The increases are delayed by one year compared to the increases in the 2005 – 2009 General Capital Program.
- In 2006, the Province announced the **Community Share 2006 Program** which will provide one-time funding of \$6.1 million to Regina for capital projects. The funding will be allocated over two years to various projects.

- The Federal Government has implemented a program to share a portion of the Federal Gas Tax with municipalities. The estimated share for Regina, based on the amounts announced in the Federal Budget for Saskatchewan, are **\$3.3 million in 2005, \$3.3 million in 2006, \$4.4 million in 2007, \$5.5 million in 2008 and \$11.1 million in 2009**. The grant is based on 1.5 cents per litre in 2005, increasing to 5 cents a litre in 2009. While the current program is for five years from 2005 to 2009, the level of funding provided in 2009 is projected to continue for 2010 and future years.
- **The Municipal Rural Infrastructure Program provides funding for four years, 2005 through 2008. The projected annual funding is \$1.7 million.** The funding available through this program is directed to Water and Sewer Utility capital projects, with the utility transferring an equal amount to the General Capital Program. **While the current program ends in 2008, the General Capital Program has been developed based on the program continuing beyond 2008.**
- The Federal Government announced a new transit grant program in 2005. While the details of the program have not been finalized, **the 2006 – 2010 General Capital Program has been developed based on \$4.8 million in Transit Grant funding being available in 2006 and 2007.**
- **There is no additional debenture debt funding proposed for the 2006 – 2010 General Capital Program.** There is \$2,105,000 in debt previously issued in 2004 that is used to fund capital projects in 2006.
- The funding plan incorporates the use of internal reserves such as the Equipment Replacement Reserve, Asphalt Plant Reserve, Golf Course Reserve and Cemetery Reserve. There is also funding required from the **General Fund Reserve**. Capital funding from the General Fund Reserve in the 2006 – 2010 General Capital Program includes:
  - \$430,000 in 2006 for projects related to the ongoing development of Ross Industrial Park.
  - \$300,000 in 2006 and \$650,000 in each of 2007 and 2008 to fund a portion of the City's contribution to the Urban Development Agreement. The City's contribution is \$2.5 million over five years starting in 2006, with \$1.6 million of that amount funded through transfers from the General Fund Reserve.

The following chart shows the distribution of funding for 2006.



## General Capital Funding

For the 2006 General Capital Budget the current contributions to capital include:

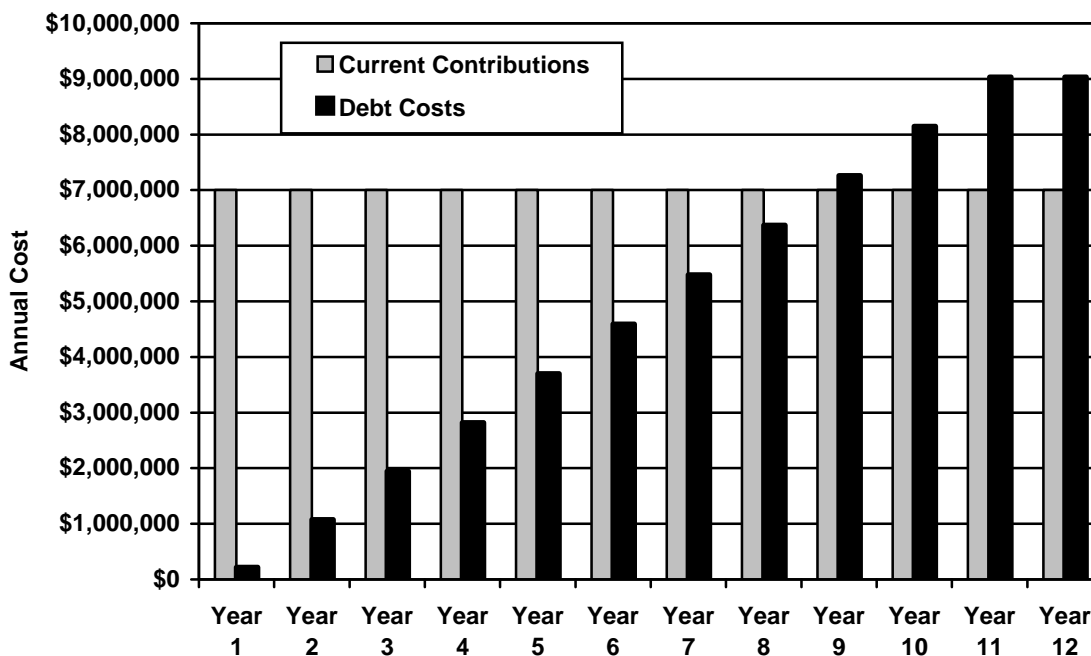
- Current contributions to capital to fund the capital program submitted by the **Board of Police Commissioners. The projected requirement for 2006 is \$1,504,000.** The required contributions are a **decrease of \$312,000** as compared to the current contributions of \$1,816,000 in 2005.
- Current contributions to fund the general portion of the General Capital Program. **The current contributions to capital for 2006 for the general portion of the General Capital Program are \$13.0 million,** excluding the transfer from the Water and Sewer Utility related to MRIF funding.

**In the long-term, an increase in capital funding from local sources is required** if the City is to sustain current assets, or fund the development of assets required to support the growth of the city. The City of Regina, similar to other cities, is faced with a significant infrastructure debt.

It is difficult to increase capital funding from the General Operating Budget quickly. It is important to develop a funding plan that provides for incremental increases over an extended period of time. **The 2006 – 2010 General Capital Program is based on an annual increase in general capital funding (excluding the Police portion) of \$1.5 million per year starting in 2007.**

In 1983, City Council adopted a “pay as you go” funding policy for the General Capital Program. In 2001, City Council amended the “pay as you go” policy to use debt financing for “significant non-recurring” general capital projects. **There is no new debt funding proposed in the 2006 – 2010 General Capital Program.** The following graph compares the annual cost of the \$7.0 million per year in debt as compared to providing \$7.0 million annually through current contributions. The debt costs are based on a ten-year term, and an interest rate of about 5%, with the debt issued July 1 each year.

**Comparison of Current Contributions and Debt - \$7 Million Annual Funding**



While the issuance of debt can provide for increased capital funding, the debt along with the related interest cost must be paid in future years. The use of debt is a trade-off between increased fiscal flexibility in the short term versus reduced fiscal flexibility over the term of the repayment of the debt.

## Capital Grants

The 2006 – 2010 General Capital Program was developed based on the following funding from the Province and Federal Government:

- The Province announced an allocation of \$6.1 million from the one-time **Community Share 2006 Program** for capital projects.
- The Federal Government has implemented a program to share a portion of the **Federal Gas Tax** with municipalities. The estimated funding available to the City of Regina is \$3.3 million in 2006, \$4.4 million in 2007, \$5.5 million in 2008 and \$11.1 million in 2009. The funding program is assumed to continue beyond 2009, with funding at the same level as in 2009.
- The Federal Government announced a new **transit grant program** in 2005. While the details of the program have not been finalized, the 2006 – 2010 General Capital Program has been developed based on \$4.8 million in Transit Grant funding being available in 2006 and 2007.
- **For 2008 through 2010, there is a \$300,000 per year projected to be received from the Transit for the Disabled (Paratransit) Capital Grant program.** As a result of the new Transit Grant program, the 2006 – 2010 General Capital Program does not assume any funding through the Provincial Paratransit Capital Grant Program in 2006 or 2007.

The **Municipal Rural Infrastructure Program (MRIF)** provides funding for four years, 2005 through 2008. The projected annual funding is \$1.7 million. Of the total funding, one-half is from the Province and the other half is from the Federal Government. MRIF funding is directed to Water and Sewer Utility projects. As such, the General Capital Program funding reflects a transfer from the utility in an amount equal to the MRIF funding to be received by the utility. While the current MRIF program is scheduled to end in 2008, the General Capital Program assumes that the funding program will be continued beyond 2008.

## Internal Reserves

### General Fund Reserve

The General Fund Reserve is the primary general-purpose reserve maintained by the City. The major sources of transfers to the reserve are the operating surplus, the net revenue of the Real Estate operations (primarily revenue from the sale of land), and unexpended capital funds that are returned to the reserve. The following table provides a projection for the General Fund Reserve.

<b><u>General Fund Reserve (\$000's)</u></b>					
	<b>2006</b>	<b>2007</b>	<b>2008</b>	<b>2009</b>	<b>2010</b>
<b>Reserve Balance - Start of Year</b>	10,415	8,492	8,152	7,632	7,862
Projected Contributions	1,100	400	400	400	400
Projected Requirements:					
Government House Funding	(20)	(20)	(20)	(20)	-
Country Music Awards Funding	-	(70)	-	-	-
IIHF World Jr Hockey Championship Bid	-	-	(250)	-	-
Operating Budget Requirement	(2,273)	-	-	(150)	-
Capital Program - Ross Industrial	(430)	-	-	-	-
Funding Required for Capital Program	(300)	(650)	(650)	-	-
<b>Reserve Balance - End of Year</b>	<b>8,492</b>	<b>8,152</b>	<b>7,632</b>	<b>7,862</b>	<b>8,262</b>

## Landfill Reserve

The Landfill Reserve is funded through a transfer from the General Operating Budget. The transfer is the net revenue from landfill operations (including an amount for the disposal of waste collected through the residential collection program) less the net cost of the waste minimization programs. A 20-year landfill financial model is maintained to determine landfill rates, taking into account revenues, operating costs, and capital requirements. In 2008 and 2009, in total, funding of \$5.5 million from Gas Tax Grants is used to fund landfill projects. An offsetting amount is used to fund Street Infrastructure Renewal projects.

<b><u>Landfill Reserve (\$000's)</u></b>					
	<b>2006</b>	<b>2007</b>	<b>2008</b>	<b>2009</b>	<b>2010</b>
<b>Reserve Balance - Start of Year</b>	9,797	10,604	13,147	15,267	10,617
Contributions to the Reserve	3,257	3,393	3,495	3,600	3,600
Funding Required for Capital Program	(2,450)	(850)	(1,375)	(8,250)	(4,100)
<b>Reserve Balance - End of Year</b>	<b>10,604</b>	<b>13,147</b>	<b>15,267</b>	<b>10,617</b>	<b>10,117</b>

## Golf Course Reserve

The Golf Course Reserve is used to fund golf course capital projects. Contributions to the reserve are from the annual operations of the golf courses. The net revenue after deducting operating expenditures and an allowance for administrative costs is transferred to the reserve. The following table provides a projection for the reserve for the next five years.

<b><u>Golf Course Reserve (\$000's)</u></b>					
	<b>2006</b>	<b>2007</b>	<b>2008</b>	<b>2009</b>	<b>2010</b>
<b>Reserve Balance - Start of Year</b>	210	128	128	153	123
Contributions to the Reserve	68	200	200	200	200
Funding Required for Capital Program	(150)	(200)	(175)	(230)	(210)
<b>Reserve Balance - End of Year</b>	<b>128</b>	<b>128</b>	<b>153</b>	<b>123</b>	<b>113</b>

## Cemetery Reserve

The Cemetery Reserve is used to fund cemetery capital projects or a loss in the cemetery operations. The annual contribution to the reserve is the net revenue from the cemetery operations after deducting operating expenditures. The following table provides a projection for the reserve for the next five years.

<b><u>Cemetery Reserve (\$000's)</u></b>					
	<b>2006</b>	<b>2007</b>	<b>2008</b>	<b>2009</b>	<b>2010</b>
<b>Reserve Balance - Start of Year</b>	266	171	151	116	36
Contributions to the Reserve	-	-	-	-	-
Funding Required for Capital Program	(95)	(20)	(35)	(80)	(35)
<b>Reserve Balance - End of Year</b>	<b>171</b>	<b>151</b>	<b>116</b>	<b>36</b>	<b>1</b>

## Equipment Replacement Reserve

The Equipment Replacement Reserve is used to fund the replacement of vehicles and equipment, excluding the vehicles and equipment used by the Transit, Fire and Police Departments. The reserve is used to fund the replacement of existing equipment, not expand the equipment fleet. Additional equipment is funded separately through the capital program. The amount transferred to the reserve each year is the depreciation charge on the existing fleet of vehicles and equipment.

### Equipment Replacement Reserve (\$000's)

	2006	2007	2008	2009	2010
<b>Reserve Balance - Start of Year</b>	963	371	131	149	305
Contributions - Equipment Depreciation	4,216	4,456	4,680	4,784	4,936
Funding Required for Capital Program	(4,808)	(4,696)	(4,662)	(4,628)	(4,605)
<b>Reserve Balance - End of Year</b>	371	131	149	305	636

## Asphalt Plant Reserve

The Asphalt Plant Reserve funds the capital requirements and maintenance costs of the asphalt plant. The reserve is funded through a charge on the asphalt produced in the plant. The charge is \$5.00 per tonne. The charge includes \$2.50 per tonne for funding of capital requirements and \$2.50 per tonne for maintenance costs. The following table provides a projection for the reserve for the next five years.

### Asphalt Plant Reserve (\$000's)

	2006	2007	2008	2009	2010
<b>Reserve Balance - Start of Year</b>	624	659	874	889	1,004
Contributions to the Reserve	215	215	215	215	215
Funding Required for Capital Program	(180)	-	(200)	(100)	-
<b>Reserve Balance - End of Year</b>	659	874	889	1,004	1,219

## 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. The facilities include the parkade at City Hall and parking lots at other civic facilities.

### Employer Provided Parking Reserve (\$000's)

	2006	2007	2008	2009	2010
<b>Reserve Balance - Start of Year</b>	364	444	524	4	84
Contributions to the Reserve	80	80	80	80	80
Funding Required for Capital Program	-	-	(600)	-	-
<b>Reserve Balance - End of Year</b>	444	524	4	84	164

## Technology Reserve

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

<b><u>Technology Reserve (\$000's)</u></b>					
	<b>2006</b>	<b>2007</b>	<b>2008</b>	<b>2009</b>	<b>2010</b>
<b>Reserve Balance - Start of Year</b>	503	303	288	323	358
Contributions to the Reserve	35	35	35	35	35
Funding Required for Capital Program	(235)	(50)	-	-	-
<b>Reserve Balance - End of Year</b>	<b>303</b>	<b>288</b>	<b>323</b>	<b>358</b>	<b>393</b>

## Transit Equipment Reserve

The Transit Equipment Reserve funds the replacement of transit vehicles and equipment, other than transit and paratransit buses. On an annual basis, \$22,000 is transferred to the reserve.

<b><u>Transit Equipment Reserve (\$000's)</u></b>					
	<b>2006</b>	<b>2007</b>	<b>2008</b>	<b>2009</b>	<b>2010</b>
<b>Reserve Balance - Start of Year</b>	133	155	147	169	191
Contributions to the Reserve	22	22	22	22	22
Funding Required for Capital Program	-	(30)	-	-	-
<b>Reserve Balance - End of Year</b>	<b>155</b>	<b>147</b>	<b>169</b>	<b>191</b>	<b>213</b>

## External Capital Funding

### Roadways Development Charges

Roadways Development Charges are collected when a development agreement is entered into between the City and a developer. The agreements require a payment to the City of \$37,785 per hectare of land within the development area. Upon execution of a servicing agreement, 30% of the levy is paid, with another 40% within nine months and the balance within a further nine months.

Projects eligible to be funded through Roadways Development Charges, as per City policy, include:

- 75% of the cost for major-arterial roadways in new subdivisions.
- 50% of the cost for major-arterial roadways in developed areas.
- 50% of the additional cost differential over a 14.8 meter collector roadway (bus route standard) for minor-arterial roadways in new subdivisions.
- 25% of the cost for additional lanes of traffic for minor-arterial roadways in developed areas.

Development charge revenue is recognized when the funds are spent on an eligible project. However, in many instances, capital projects eligible for development charge funding have been undertaken ahead of the funds being received from developers. As such, there is a shortfall in development charge funding. The projection for Roadways Development Charges is detailed in the following table. The funding projections have been based on the development of 25 hectares per year.

#### **Roadways Development Charges (\$000's)**

	<b>2006</b>	<b>2007</b>	<b>2008</b>	<b>2009</b>	<b>2010</b>
<b>Balance - Start of Year</b>	(1,615)	(4,290)	(3,870)	(2,975)	(4,530)
Projected Development Charges Received	945	945	945	945	945
<b>Total Available</b>	<b>(670)</b>	<b>(3,345)</b>	<b>(2,925)</b>	<b>(2,030)</b>	<b>(3,585)</b>
<b>Funding Required:</b>					
Haughton Road	60	-	-	-	-
Intersection - Pasqua Street and Pasqua Gate	170	-	-	-	-
Intersection - Quance Street and University Park Drive	440	-	-	-	-
Intersection - Quance Street and Prince of Wales Drive	115	-	-	-	-
Northwest Sector Road Improvements	2,660	75	-	-	-
Intersection - Victoria Avenue and Windsor Park Road	175	-	-	-	-
Courtney Street	-	450	-	-	-
Arcola Avenue	-	-	50	-	-
Roadway Network Improvements - General Allocation	-	-	-	2,500	3,200
<b>Total Required</b>	<b>3,620</b>	<b>525</b>	<b>50</b>	<b>2,500</b>	<b>3,200</b>
<b>Balance - End of Year</b>	<b>(4,290)</b>	<b>(3,870)</b>	<b>(2,975)</b>	<b>(4,530)</b>	<b>(6,785)</b>

### **Parks and Recreation Development Charges**

Parks and Recreation Development Charges are collected when a development agreement is entered into between the City and a developer. The agreements require a payment to the City of \$12,650 per hectare of land within the development area. Within one year of the execution of a servicing agreement, 50% of the levy is paid, with the balance within a further year.

The determination of projects eligible for funding from Parks and Recreation Development Charges is established in *The Planning and Development Act, 1983*. The guidelines adopted by the City include:

- 50% of the cost of zone level parks and facilities. Projects in the zone level category service an area larger than a single subdivision, generally encompassing several subdivisions. Zone level developments are required as a result of growth and new program concepts.
- 100% of the cost of neighbourhood level parks and facilities. Development of neighbourhood level parks is primarily the responsibility of the developer and is generally included in the development of the subdivision. Due to additional development and subsequent population growth, new park components or facilities may be required.
- 10% of the cost of municipal level parks and facilities. Municipal level parks and facilities serve the city as a whole. The timing of these projects generally results from development and subsequent population growth in new subdivisions.
- 100% of the cost of residential street tree plantings.
- 75% of the costs of tree plantings on major arterials serving new subdivisions.

Development charges are deferred revenue, with the revenue not recognized until the funds are spent on an eligible project. The projections for Parks and Recreation Development Charges are detailed in the



next table. The funding projections have been based on the development of an average of 25 hectares per year.

#### **Parks and Recreation Development Charges (\$000's)**

	2006	2007	2008	2009	2010
<b>Balance - Start of Year</b>	3,047	2,503	2,414	2,268	1,838
Projected Development Charges Received	316	316	317	316	316
<b>Total Available</b>	<b>3,363</b>	<b>2,819</b>	<b>2,731</b>	<b>2,584</b>	<b>2,154</b>
<b>Funding Required:</b>					
Multi-Purpose Pathway	30	200	180	350	265
Tree Plantings - New Subdivisions	25	25	25	25	25
Tree Plantings - Major Arterials	145	130	200	160	140
Tree Planting - Mallard Way	15	-	-	-	-
Outdoor Play Amenities	95	50	50	205	155
New Skateboard Park	50	-	-	-	-
Lakeridge Sports Park	500	-	-	-	-
Prairie Island Interpretive Centre	-	-	8	-	-
A.E. Wilson Access Road	-	-	-	6	-
Douglas Park Storage Facility	-	-	-	-	30
<b>Total Required</b>	<b>860</b>	<b>405</b>	<b>463</b>	<b>746</b>	<b>615</b>
<b>Balance - End of Year</b>	<b>2,503</b>	<b>2,414</b>	<b>2,268</b>	<b>1,838</b>	<b>1,539</b>

### **Payments in Lieu of Land Dedication**

Pursuant to Section 206 of *The Planning and Development Act, 1983*, developers are required to dedicate a portion of a development as municipal reserve. The legislation provides that a developer may make a payment in lieu of dedicating the required lands. The funds received are held as deferred revenue until such time as the funds are expended on eligible expenditures. The funds are to be used for the purchase of land to be dedicated for public use or used for the development of and maintenance of existing municipal reserves. There is about \$77,000 in deferred revenue at the end of 2005.

### **Payments in Lieu of Parking**

Payments in lieu of parking are received pursuant to Section 75 of *The Planning and Development Act, 1983*. Funds received are held as deferred revenue until spent on eligible expenditures as defined in legislation. As of the end of 2005, there is no deferred revenue for Payments in Lieu of Parking.

### **Other External Capital Funding Sources**

External contributions assumed in the 2006 – 2010 General Capital Program include the following:

- \$115,000 in 2006 from the developer for improvements to the intersection of Quance Street and Prince of Wales Drive. The total project cost is \$350,000 with the balance of the funding from Roadway Development Charges (\$115,000) and current contributions to capital (\$120,000).
- \$45,000 in 2006 for the relocation of camera platforms in Taylor Field. The total cost is \$90,000 with the balance of the funding provided through current contributions to capital.
- \$15,000 in each of the five years of the General Capital Program for program furnishings and equipment. The funding results from the agreement for the supply of beverages to the facilities.



# General Capital Program Expenditures

## Capital Expenditure Summary

Capital Expenditures (\$000's)	2006	2007	2008	2009	2010	Five Year Total
<b>Engineering and Works Department</b>						
Transportation	16,960	15,315	12,175	20,495	21,400	86,345
Waste Management	3,780	2,180	2,105	9,600	4,100	21,765
Other Capital Projects	475	340	350	400	150	1,715
	21,215	17,835	14,630	30,495	25,650	109,825
<b>Community Services Department</b>						
Recreation and Community Facilities	1,850	845	1,075	1,480	2,145	7,395
Outdoor Athletic Surfaces & Facilities	490	940	575	995	1,080	4,080
Open Space	1,660	1,190	2,105	1,985	1,570	8,510
Streetscape	250	235	305	235	210	1,235
Golf Courses	150	200	175	230	210	965
Cemeteries	95	20	35	80	35	265
Other Capital Projects	865	905	835	780	675	4,060
	5,360	4,335	5,105	5,785	5,925	26,510
<b>Corporate Services Department</b>						
Fleet	4,808	4,696	4,662	4,628	4,605	23,399
Facilities	2,400	2,730	1,913	2,451	2,935	12,429
Information Technology	1,535	1,350	1,300	1,300	1,300	6,785
Land Development	430	-	-	-	-	430
	9,173	8,776	7,875	8,379	8,840	43,043
<b>Transit Department</b>	4,800	4,830	2,205	2,255	2,255	16,345
<b>Fire Department</b>	260	565	1,910	235	2,210	5,180
<b>Police Department</b>	1,504	960	879	781	797	4,921
<b>Total Capital Expenditures</b>	<b>42,312</b>	<b>37,301</b>	<b>32,604</b>	<b>47,930</b>	<b>45,677</b>	<b>205,824</b>



# Engineering and Works Department

## Capital Program Summary

	2006	2007	2008	2009	2010	Five Year Total
<b>Capital Expenditures (\$000's)</b>						
Transportation						
Street Infrastructure Renewal	10,000	11,000	11,000	12,000	13,000	57,000
Roadway Network Improvements	5,550	2,700	100	5,000	6,400	19,750
Bridge Infrastructure Renewal	600	940	400	2,700	1,200	5,840
Traffic Control and Safety	640	595	595	745	750	3,325
Other Transportation Projects	170	80	80	50	50	430
Waste Management						
Landfill	2,450	850	1,375	8,250	4,100	17,025
Waste Collection	1,330	1,330	730	1,350	-	4,740
Other Capital Projects						
Asphalt Production & Field Services	305	-	200	250	-	755
Buildings and Yards	150	150	150	150	150	750
Vehicles	20	190	-	-	-	210
<b>Total Expenditures</b>	<b>21,215</b>	<b>17,835</b>	<b>14,630</b>	<b>30,495</b>	<b>25,650</b>	<b>109,825</b>
<b>Capital Funding (\$000's)</b>						
Current Contributions to Capital	6,420	7,360	6,805	7,845	6,550	34,980
Utility Transfer - MRIF	1,700	1,700	1,700	1,700	1,700	8,500
Landfill Reserve	2,450	850	1,375	8,250	4,100	17,025
Gas Tax Grant	3,300	4,400	4,500	10,100	10,100	32,400
Development Charges - Roadways	3,620	525	50	2,500	3,200	9,895
Asphalt Plant Reserve	180	-	200	100	-	480
Community Share 2006 Program	1,325	3,000	-	-	-	4,325
Existing Debt	2,105	-	-	-	-	2,105
Developer Contributions	115	-	-	-	-	115
<b>Total Funding</b>	<b>21,215</b>	<b>17,835</b>	<b>14,630</b>	<b>30,495</b>	<b>25,650</b>	<b>109,825</b>

# Street Infrastructure Renewal

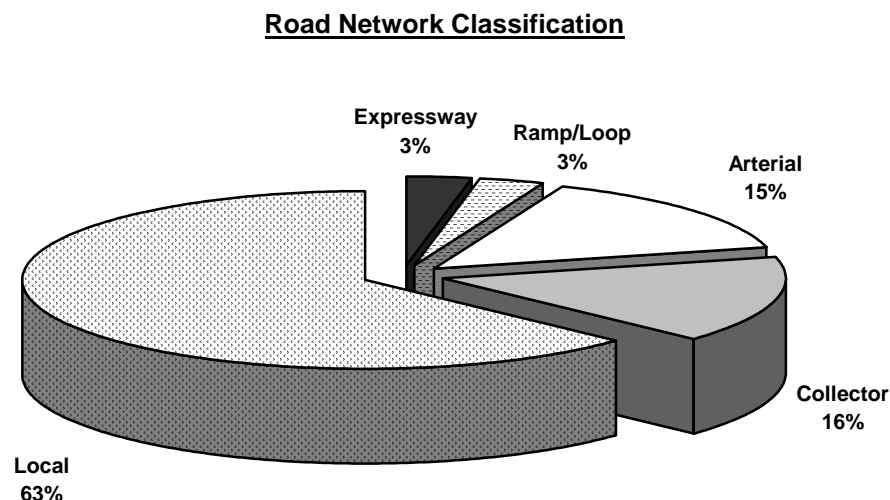
Capital Summary (\$000's)	2006	2007	2008	2009	2010
<b>Capital Expenditures</b>					
1. <b>Street Infrastructure Renewal</b> - Asphalt recapping, upgrading of centre medians in conjunction with recapping, funding of the pavement management information system survey, funding for local improvement walk, curbs and gutter replacement, and reconstruction and recapping of roadways in conjunction with local improvement work.	10,000	11,000	11,000	12,000	13,000
<b>Total Expenditures</b>	10,000	11,000	11,000	12,000	13,000
<b>Capital Funding</b>					
Current Contributions to Capital	2,895	4,900	4,800	200	1,200
Transfer from Utility - MRIF	1,700	1,700	1,700	1,700	1,700
Gas Tax Grant	3,300	4,400	4,000	5,100	10,100
Community Share 2006 Program	1,000	1,000	-	-	-
Existing Debt	2,105	-	-	-	-
Landfill Reserve	-	-	500	5,000	-
<b>Total Funding</b>	10,000	11,000	11,000	12,000	13,000

In addition to the \$10.0 million in funding allocated for 2006, there is an additional \$1.2 million in funding carried over from the 2005 allocation.

Roadways rate the highest in terms of the most important service issue and lowest in terms of satisfaction with the service. In the most recent public survey almost 79% of those surveyed were of the view that there needed to be more spending on fixing streets and roads. Transportation infrastructure includes:

- 899 kilometres of paved roads
- 29 kilometres of gravel roadways; and,
- 1,282 kilometres of sidewalks.

The functional classification of the road inventory is shown in the following graph.



Rehabilitation of existing roads refers to both reconstruction and asphalt recapping. An asphalt recap consists of planning off a layer of old asphalt and replacing it with a new asphalt surface that is usually thicker than the one that was removed. Insufficient funding for street infrastructure renewal has been an issue for decades. While different road designs have different pavement lifecycles, the typical process for rehabilitation involves the following activities over a 45-year cycle:

- Initial construction or reconstruction.
- First asphalt recap in year fifteen.
- Second asphalt recap in year twenty-five.
- Third asphalt recap in year thirty-five.
- Reconstruct in year forty-five.

The amount of road rehabilitation (reconstruction and recapping) that has been accomplished since 1992 is shown in the following table.

<b>Road Rehabilitation (Kilometres)</b>					
<b>Year</b>	<b>Street Reconstruction</b>			<b>Street Recapping</b>	<b>Total Rehabilitation</b>
	<b>Collectors &amp; Arterials</b>	<b>Local Streets</b>	<b>Total</b>		
<b>1992</b>	0.8	2.5	3.3	10.0	13.3
<b>1993</b>	3.3	2.3	5.5	7.7	13.2
<b>1994</b>	0.3	1.6	1.9	26.8	28.7
<b>1995</b>	0.8	1.5	2.3	8.5	10.8
<b>1996</b>	0.3	0.8	1.0	10.0	11.0
<b>1997</b>	2.7	1.3	3.9	12.2	16.1
<b>1998</b>	0.8	0.2	1.0	9.4	10.4
<b>1999</b>	1.9	1.3	3.2	16.6	19.8
<b>2000</b>	2.0	1.8	3.8	13.0	16.8
<b>2001</b>	1.2	1.4	2.6	17.0	19.6
<b>2002</b>	0.9	0.8	1.7	15.9	17.6
<b>2003</b>	0.7	-	0.7	20.3	21.0
<b>2004</b>	0.5	-	0.5	19.3	19.8
<b>2005</b>	0.4	-	0.4	24.1	24.5
<b>Annual Average</b>			<b>2.3</b>	<b>15.1</b>	<b>17.3</b>
<b>2006 Target<sup>(1)</sup></b>					<b>33.0</b>

*Note:*

1. *The 2006 capital budget for roadways will provide for approximately 28 km of road rehabilitation. The street infrastructure program for 2006 will also include approximately 5 km of roadway rehabilitation carried over from 2005.*

If the typical process for rehabilitation was followed, the rehabilitation program would require 20 km of road reconstruction and 60 km of recapping per year. As shown in the previous table, the average amount of road reconstruction is approximately 2.3 km per year, about one-eighth of the amount required. Road recapping averages 15.1 km per year, or about one-quarter of the amount required.

Recently, Engineering and Works began investigating the use of contemporary asset management techniques to develop a holistic approach to the investment in the City's roadways. The focus involves developing and implementing the most cost efficient maintenance strategies on the right roads at the right time. This approach achieves effective investment in roadways, as well as maintaining an acceptable level of service. As the City utilizes more preservation treatments which lower unit costs the length of roadways rehabilitated will increase.

The cost of recapping is substantially less than reconstruction. The estimated cost comparison based on work undertaken in Regina is as follows:

- For arterial streets, the cost per square meter for reconstruction is \$54, compared to a cost of \$22 for recapping.
- For collector streets, the cost per square meter for reconstruction is \$47, compared to a cost of \$18 for recapping.
- For local streets, the cost per square meter for reconstruction is \$45, compared to a cost of \$14 for recapping.

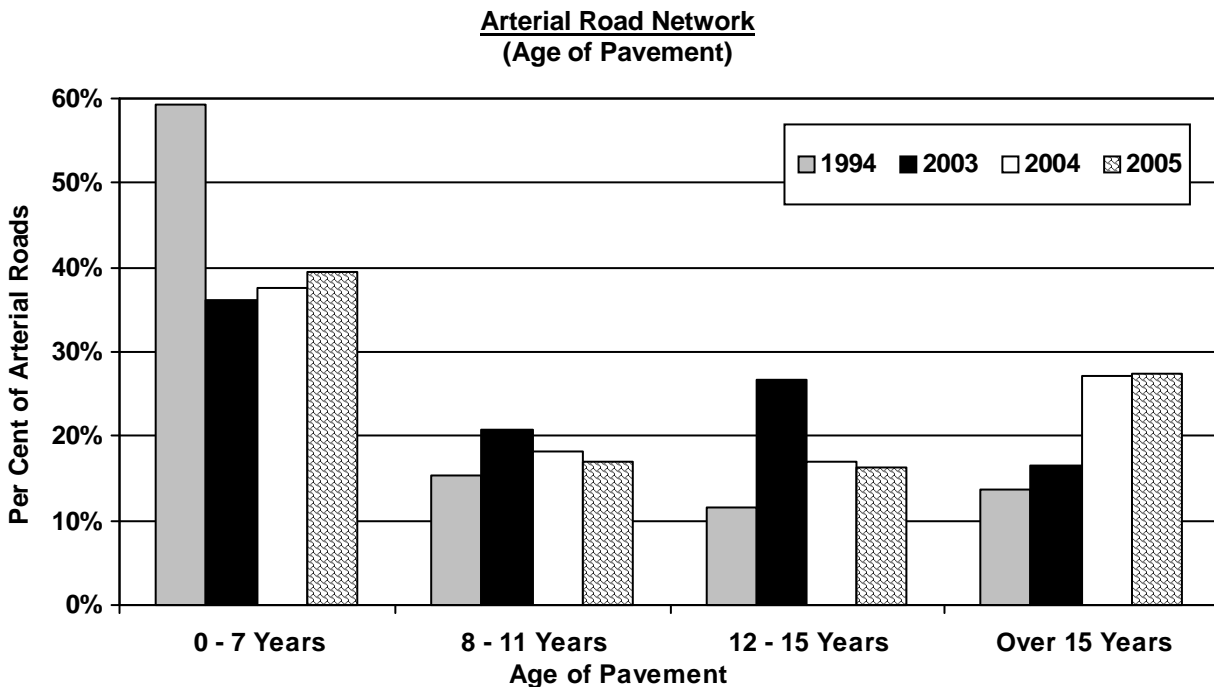
The cost of reconstruction is from 2.5 to 3.2 times the cost of recapping. If the capital investment for recapping does not occur at the right time, there is increased risk that reconstruction will have to occur at an earlier date than otherwise would be the case.

Funding for road rehabilitation is insufficient to meet current requirements, let alone address the backlog created by the shortfall in funding in prior years. In the last three years, increased funding for roadways has resulted in a slight increase in rehabilitation work on the roadways. A greater length of rehabilitation work was completed during the years extra funding was available from infrastructure programs.

About ten years ago, the City decided to focus rehabilitation on major roadways and collector roadways to provide the most benefit to all motorists. Studies have shown that 80% of the traffic travel occurs on 20% of the total road network. Funding for roadway infrastructure renewal is currently prioritized as follows (from highest to lowest priority):

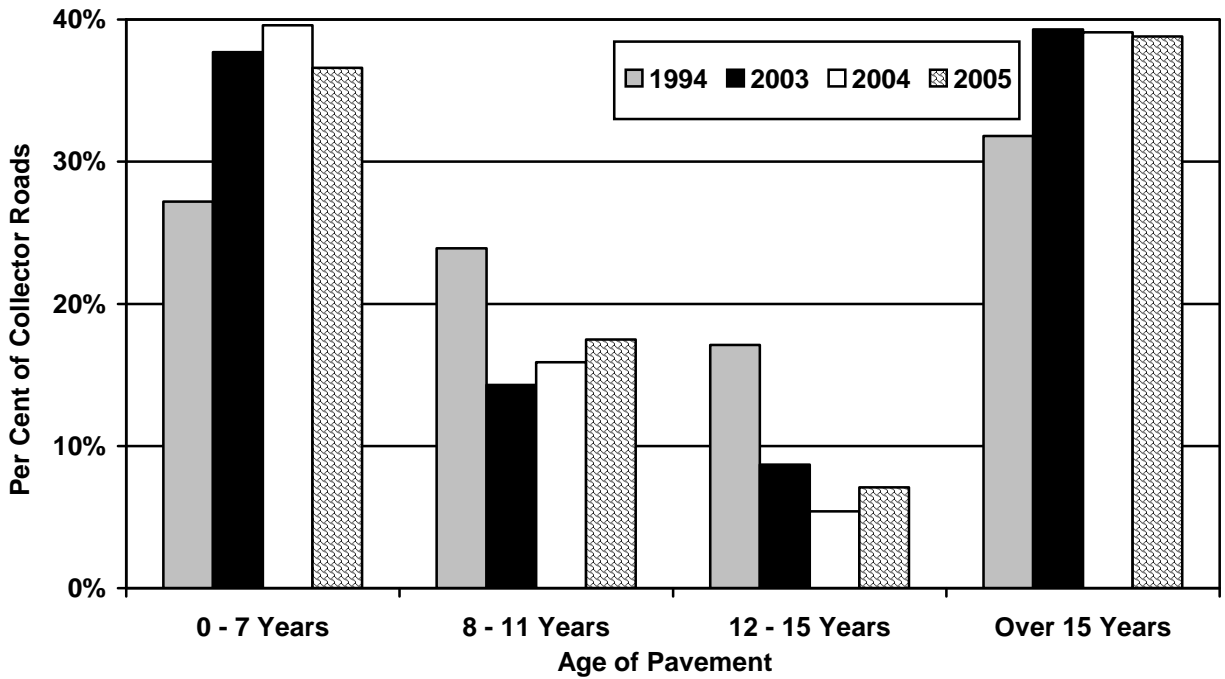
- Expressways and arterial roadways.
- Collector roadways and bus routes.
- Major local roadways – commercial, industrial, institutional, bus routes.
- Local roadways.

The result of this strategy is reasonable attention to major roads with minimal funding for local streets. As evidenced by the following graph, the majority of the major roads have been resurfaced within the last 20 years. The majority of local streets have pavement ages that are greater than 20 years old.

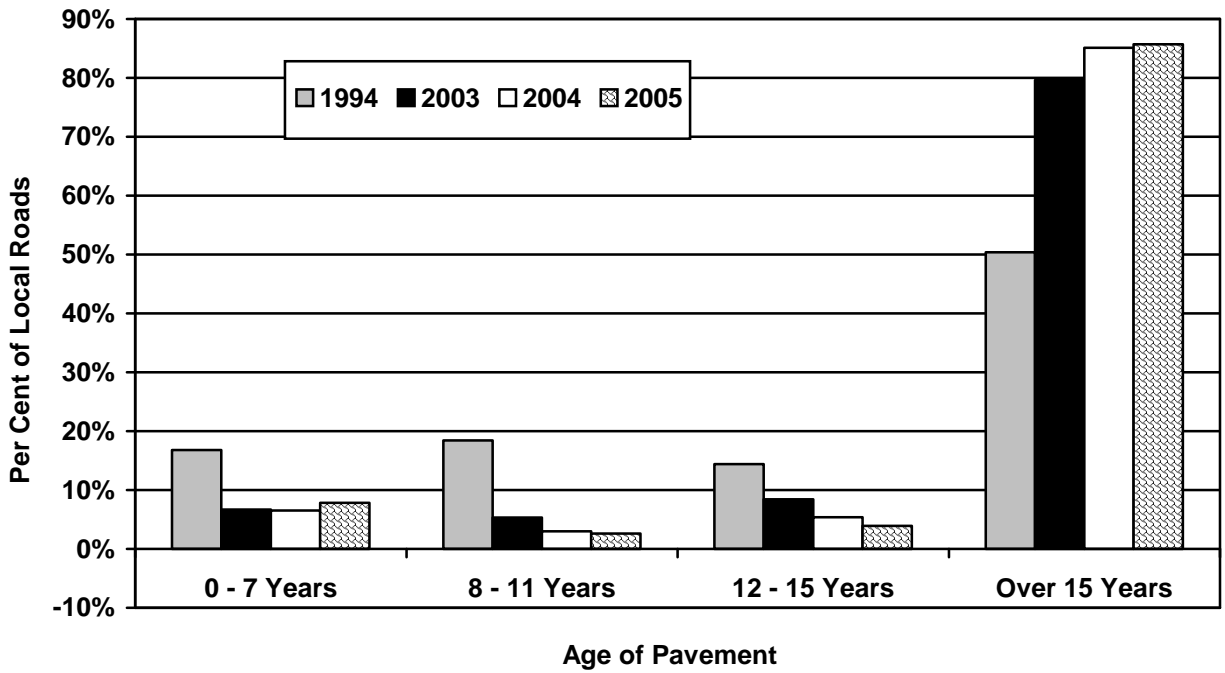




**Collector Road Network**  
**(Age of Pavement)**



**Local Road Network**  
**(Age of Pavement)**



## Roadway Network Improvements

<b>Capital Summary (\$000's)</b>	<b>2006</b>	<b>2007</b>	<b>2008</b>	<b>2009</b>	<b>2010</b>
<b>Capital Expenditures</b>					
1. Haughton Road	60	-	-	-	-
2. Intersection - Pasqua Street & Pasqua Gate	210	-	-	-	-
3. Intersection - Quance Street & University Park Drive	880	-	-	-	-
4. Intersection - Quance Street & Prince of Wales Drive	350	-	-	-	-
5. Northwest Sector Road Improvements	3,550	100	-	-	-
6. Intersection - Victoria Avenue East and Windsor Park Road	500	-	-	-	-
7. Interchange - Highway No. 1 and Lewvan Drive	-	2,000	-	-	-
8. Courtney Street	-	600	-	-	-
9. Arcola Avenue	-	-	100	-	-
10. Roadway Network Improvements - General Allocation	-	-	-	5,000	6,400
<b>Total Expenditures</b>	<b>5,550</b>	<b>2,700</b>	<b>100</b>	<b>5,000</b>	<b>6,400</b>
<b>Capital Funding</b>					
Current Contributions to Capital	1,990	2,175	50	2,500	3,200
Development Charges - Roadways	3,445	525	50	2,500	3,200
Community Share 2006 Program	325	2,000	-	-	-
Developer Contributions	115	-	-	-	-
<b>Total Funding</b>	<b>5,550</b>	<b>2,700</b>	<b>100</b>	<b>5,000</b>	<b>6,400</b>

Roadway Network Improvements consist of new road construction for locations approved as part of the Regina Road Network Plan. The majority of the locations are adjacent to new development areas and are partially funded by development charges. Developers fund construction of new local and collector streets. The following table provides information on new road development (in kilometres) since 1992.

### New Roads (Kilometres)

<b>Year</b>	<b>City Funded</b>	<b>Developer Funded</b>	<b>Total</b>
1992	0.9	4.4	5.3
1993	-	3.5	3.5
1994	0.6	4.9	5.5
1995	0.9	2.1	3.0
1996	0.2	2.2	2.4
1997	0.4	1.7	2.1
1998	-	2.3	2.3
1999	0.8	3.7	4.5
2000	-	2.5	2.5
2001	0.6	3.6	4.2
2002	0.3	3.8	4.1
2003	-	4.2	4.2
2004	-	4.2	4.2
2005	0.4	8.9	9.3

Projects in the 2006 – 2010 General Capital Program include:

- **Haughton Road** – In 2006, \$60,000 is provided to construct left turn lanes at the intersections with Willow Road and Windsor Park Road as required by development agreements. **Funding for this project is from Development Charges – Roadways.**
- **Intersection - Pasqua Street and Pasqua Gate** – In 2006, \$210,000 is provided to improve the capacity and alignment of the existing left turn lanes. The improvements will also reduce through traffic delays at the intersection. A traffic study has indicated that due to future traffic volumes, the initial scope would be inadequate. The 2006 budget of \$210,000 brings the total project funding to \$340,000 in line with the study recommendations. **The 2006 funding for this project includes \$170,000 from Development Charges – Roadways.**
- **Intersection – Quance Street and University Park Drive** – In 2006, \$880,000 is provided to add left turn lanes on Quance Street, thereby improving the safety and capacity of this intersection to handle east-west traffic and turning movements. **Funding for this project includes \$440,000 from Development Charges - Roadways.**
- **Intersection – Quance Street and Prince of Wales Drive** – In 2006, \$350,000 is provided to widen the intersection at Quance Street and Prince of Wales Drive to provide left-turn bays in each direction. The work will improve capacity and safety at this intersection. **The developer will contribute \$115,000 to this project with another \$115,000 funded from Development Charges – Roadways.**
- **Northwest Sector Road Improvements** – In 2006, \$3,550,000 is provided to construct an East West Arterial Road between Pasqua Street and McCarthy Boulevard. The Northwest Sector Road Network Plan approved in 2005 identified construction of the new arterial north of Lakeridge as the most cost effective capacity improvement identified to manage capacity on Pasqua Street. **Funding includes \$2,660,000 from Development Charges – Roadways.** In 2007, \$100,000 is provided for a functional planning study for Pasqua Street from Sherwood Drive to Rochdale Boulevard. The Northwest Sector plan reconfirmed the need to construct an interchange at Pasqua Street and Ring Road and to widen Pasqua Street in order to accommodate commercial development already approved in the Northwest Sector Plan. This infrastructure investment may be needed in five to ten years depending on the type and rate of land development and the level of congestion and neighbourhood shortcutting. A functional planning study is required to update the interchange design that was completed over twenty years ago, to determine the extent of widening and to develop current cost estimates. The Regina Road Network Plan includes widening Pasqua Street between 9<sup>th</sup> Avenue North and Rochdale Boulevard. The Northwest Sector Plan recommends further study of the widening between Sherwood Drive and Ring Road. **Funding includes \$75,000 from Development Charges Roadways.**
- **Intersection – Victoria Avenue East and Windsor Park Road** – In 2006, \$500,000 is provided for the completion of a full intersection along Victoria Avenue at the extension of Windsor Park. The south half of this intersection is proposed for construction in 2006 and is totally funded and constructed by Developers. It was determined that it is appropriate to also construct the north half of this intersection in 2006 to take advantage of savings in design and construction costs by doing both projects simultaneously. **The funding for this project is made up of \$175,000 from development charges and \$325,000 from the Community Share 2006 Program. The total project cost will be \$800,000 including \$300,000 of funding allocated in a previous capital budget.**
- **Interchange – Highway No. 1 and Lewvan Drive** – In 2007, \$2,000,000 is provided as an initial commitment of funding from the City of Regina towards the construction of the interchange which will commence in 2007. The total cost and funding of this project still needs to be resolved and will include the Province of Saskatchewan, potentially the Federal Government, development charges from the southwest sector and the City of Regina. **The \$2 million in funding is provided from the Community Share 2006 Program.**

- **Courtney Street** – In 2007, \$600,000 is provided to construct the east side of Courtney Street between Dalglish Drive and Rochdale Boulevard. **Funding for this project includes \$450,000 from Development Charges – Roadways.**
- **Arcola Avenue** – In 2008, \$100,000 is provided to complete a functional plan review and preliminary design for Arcola Avenue from Victoria Avenue to Winnipeg Street. The Regina Road Network Plan includes the proposed widening and realignment of Arcola Avenue between Winnipeg Street and Victoria Avenue. The rapid development along Victoria Avenue East and in the Southeast Sector will require the increased capacity on this roadway in the near future. This may include reconstructing Arcola Avenue on an adjacent right of way owned by the City to improve safety at the Victoria Avenue intersection and with neighbourhood roadways. This project is required to verify property requirements, adjacent street connections and intersection alignments. **Funding for this project includes \$50,000 from Development Charges – Roadways.**
- **Roadway Network Improvements – General Allocation** – In 2008 and 2009, a total of \$11,400,000 provided as a general allocation for roadway network improvements. Planning for roadway network requirements is currently underway and will require construction of new facilities and improvements to existing infrastructure to accommodate current and future traffic needs. Specific projects will be identified, and funding requirements finalized in the future. **Funding for this project includes \$5,700,000 from Development Charges – Roadways.**

## Bridge Infrastructure Renewal

Capital Summary (\$000's)	2006	2007	2008	2009	2010
<b>Capital Expenditures</b>					
1. McDonald Street/Ring Road Bridge (northbound)	600	-	-	-	-
2. Dewdney Avenue/Wascana Creek Bridge	-	940	-	-	-
3. Assiniboine Avenue/Bypass Bridge	-	-	400	-	-
4. Albert Memorial Bridge	-	-	-	2,700	-
5. Arcola Avenue/Highway No. 1 Bridge	-	-	-	-	1,200
<b>Total Expenditures</b>	<b>600</b>	<b>940</b>	<b>400</b>	<b>2,700</b>	<b>1,200</b>
<b>Capital Funding</b>					
Current Contributions to Capital	600	940	400	2,700	1,200

The City's transportation network includes 36 bridge or overpass sites, including eight rail overpasses, nine grade separations and bridges, 18 water overpasses and one pedestrian overpass.

The Bridge Renewal program provides for major repairs to bridges to extend their life expectancy by another 20 to 25 years. The average life expectancy of a new bridge is 30 years. With the current level of funding, approximately one bridge site per year can be repaired. Based on current funding levels, after repairs are done, it could be 35 years before that particular bridge site will receive major work again. Since the program started in 1988, work on 18 of the City's 36 bridge sites has been completed.

Each year condition surveys are carried out on the bridges. The results of these surveys are used to identify the required work. Based on the results of the surveys and the funding available, priorities are established. Typical bridge rehabilitation includes repairs to deteriorated sidewalks, deck surfaces, asphalt wearing surfaces, concrete barriers, expansion joints, safety curbs, slope protection and the approaches on both ends of the deck. The Albert Memorial Bridge is scheduled for repair in 2009 and is considerably more expensive to rehabilitate than other bridges. The repair work entails repairing the arch, sidewalk and deck slab; filling the voids beneath the bridge deck; and repairing the architectural components.

## Traffic Control and Safety

Capital Summary (\$000's)	2006	2007	2008	2009	2010
<b>Capital Expenditures</b>					
<b>1. Traffic Improvements:</b>					
- Traffic management and parking	210	230	180	280	210
- Pedestrian protection	120	50	50	50	50
- Street lighting	35	-	35	-	30
<b>2. Traffic Signals:</b>					
- New or enhanced traffic signals	165	165	180	180	180
- Traffic signal rehabilitation	110	150	150	235	280
<b>Total Expenditures</b>	<b>640</b>	<b>595</b>	<b>595</b>	<b>745</b>	<b>750</b>
<b>Capital Funding</b>					
Current Contributions to Capital	640	595	595	745	750

There is significant infrastructure in place to provide for the safe and effective use of the transportation system. The infrastructure is intended to address the needs of traffic and pedestrian users of the system.

### Traffic Improvements

- Traffic Management and Parking**

Improvements at intersections include better channelization, signing, lane designation, pavement markings, warning devices, additional turning lanes, improved horizontal and vertical alignments, traffic calming and removal of sightline impediments. Intersections are analyzed for improvements based on accident statistics, traffic counts, public concerns and observations. This program also includes the installation of parking restrictions, loading zones and parking meters. Included in this program are design and installation of a northbound left turn lane on Park Street at 12<sup>th</sup> Avenue for \$100,000. Other initiatives include:

- Ring Road Sign Rehabilitation Program - At the present time, there are 44 large information signs and 13 exit signs along Ring Road from Victoria Avenue to Pasqua Street. These signs are beyond their design life and are deteriorating rapidly. The cost to replace all the information, exit signs and support posts is estimated at \$300,000 if done as a single year project. This program replaces 6-10 signs per year and is on-going until all signs have been replaced.
- Parking Meter Security - This program provides \$60,000 funding to replace the open-type coin canister in each of the City's 1,350 parking meters with a locking canister. It also includes the purchase of four mobile collection devices. Collection staff will no longer have access to coins. Access to coins will only be possible within a high security area located within the Transit Building.
- Tourist Signing – Phase II - This program implements the second phase of the Tourist Signing Program. Phase I occurred in 2003. Work includes two additional gateway signs that welcome visitors to Regina on Highway No. 6 from the north and the south, an array of signs leading visitors to tourist attractions and to motorist services for north Regina, and three variable message signs located at City entrances on the Trans Canada Highway east and west and also along Highway No. 11. These signs can be programmed and provide an opportunity to promote special events like the recent Canada Summer Games.

- Pedestrian Protection**

Improvements include the installation of pedestrian corridors, pedestrian half signals, pedestrian crosswalk signs, park signs in front of schools and the installation of fence adjacent to high-speed

roadways. The program also includes public awareness advertising to educate pedestrians and motorists on the proper usage of pedestrian safety devices particularly for school aged pedestrians.

Operating costs are increased each time a pedestrian protection device is installed. Estimated annual operating costs of each device is as follows: pedestrian half signal – \$1,090 per year; pedestrian corridor – \$850 per year; overhead pedestrian crosswalk – \$240 per year; and sidemount pedestrian crosswalk – \$130 per year.

For 2006, major projects include a new pathway between Argyle Park and the Wal-Mart shopping area, implementation of a special flashing reduced speed school zone at the Regina Christian School, installation of a safety fence along Arcola Avenue between University Park Drive and Pilot Butte Creek and a pedestrian crossing at the new location of the Regina Food Bank on Winnipeg Street.

- **Street Lighting**

Streetlights are installed and maintained by SaskPower, with funding provided by the City. The capital program is intended to install new street lights along roadways that do not have lights or to upgrade lighting levels on streets with lights to meet the City's minimum illumination standard. Operating costs to the City are increased each time a new street light is installed. Estimated increased costs to the City per new streetlight are \$150 per year. For 2006, major projects include installation of street lights on 14 block Fleury and along McKinley Avenue between Pasqua Street and Princess Street. Lights presently do not exist at these locations.

## **Traffic Signals**

- **New or Enhanced Traffic Signals**

Typical projects range from installation of a complete set of new traffic signals at an intersection, to minor phasing changes. Signal phasing changes involve modifying signal plans in response to changing traffic patterns. Locations are determined after analysis, consultation with residents and submission of a report to the Works and Utilities Committee. The proposed funding typically accommodates one new signalized intersection a year with a cost of \$100,000.

- **Traffic Signal Rehabilitation**

This is an ongoing project that will replace traffic signal poles, ducts and wiring. This equipment has an expected life span of 25 years at which time poles and their components should be replaced. Some rehabilitation work will take place through the traffic signal system upgrade. Program locations are selected based on the condition of the signal and coordination with major roadway improvement projects.

## **Other Transportation Projects**

<b>Capital Summary (\$000's)</b>	<b>2006</b>	<b>2007</b>	<b>2008</b>	<b>2009</b>	<b>2010</b>
<b>Capital Expenditures</b>					
1. Bikeway System	80	30	30	-	-
2. Railroad Crossings	90	50	50	50	50
<b>Total Expenditures</b>	<b>170</b>	80	80	50	50
<b>Capital Funding</b>					
Current Contributions to Capital	170	80	80	50	50

## Bikeway System

The City's first on-street bicycle routes were installed in 1998. The City Council approved Bicycle Network Plan identifies several other routes needed to establish a core network of on-street routes to encourage an increase in bicycle use in Regina and to improve the safety for cyclists riding on city streets. The proposed funding in 2006 includes the engineering design and implementation of a downtown route and the engineering design for the link to be implemented in 2007. The downtown route will connect Regina's Downtown and Wascana Centre through the Transition Area. A needs assessment already in progress, is measuring the usage of the existing on-street routes and the value residents place on planned routes. This information will help establish funding priorities for implementing future on-street routes.

## Railroad Crossings

There are a total of 59 at-grade railway crossings in the city. Each crossing is provided with a warning device. The standard warning device consists of railway cross arms (signs) with reflectors. Higher volume crossings have additional warning in the form of automatic warning systems (signals). Some at-grade crossings are subject to prohibitions on the blowing of engine whistles (anti-whistling). Train operators are required by law to blow their whistle at all railway-roadway crossing except when anti-whistling agreements are in place. The following table provides a summary of the at-grade railway crossings in Regina.

Warning Device and Whistling Status	Number of Crossings
Signs only - No Anti-Whistling	15
Signs only - With Anti-Whistling	1
Automated Crossing Protection - No Anti-Whistling	28
Automated Crossing Protection - With Anti-Whistling	15
	<b>59</b>

The City identified twenty of the railway crossing locations with automatic crossing protection where anti-whistling agreements would be requested. All locations that are slated for anti-whistling must pass safety inspections that often result in upgrades to the warning devices. Crossing upgrades have been completed at 15 of the designated locations (eight on Canadian Pacific and seven on Canadian National crossings). Anti-whistling has been approved by Transport Canada and implemented at five of the 15 locations. The funding in the budget is to improve safety at locations where anti-whistling is planned.

## Landfill

Capital Summary (\$000's)	2006	2007	2008	2009	2010
<b>Capital Expenditures</b>					
1. <b>Fleet Street Landfill:</b>					
- Landfill capping and closure	150	600	600	3,250	3,250
- Small Vehicle Station Wind Screen	150	-	-	-	-
- Landfill Gas Collection Phase I	1,900	-	-	-	850
2. <b>New Landfill:</b>					
- Environmental Impact Assessments	250	250	-	-	-
- Engineering design	-	-	775	5,000	-
<b>Total Expenditures</b>	<b>2,450</b>	<b>850</b>	<b>1,375</b>	<b>8,250</b>	<b>4,100</b>
<b>Capital Funding</b>					
Landfill Reserve	2,450	850	875	3,250	4,100
Gas Tax Grants	-	-	500	5,000	-
<b>Total Funding</b>	<b>2,450</b>	<b>850</b>	<b>1,375</b>	<b>8,250</b>	<b>4,100</b>

The City's landfill is located in the northeast corner of the city. The landfill has been in operation at the site since 1961. The site occupies approximately 97 hectares, with the footprint of the landfill disposal mound covering approximately 60 hectares. The current height of the landfill is approximately 30 meters above the surrounding landscape.

In the late 1980s a comprehensive Waste Management Study was initiated and completed in 1989. The study addressed the City's future landfill needs. Following a process for public input, in April 1991, City Council decided to proceed with plans to develop a new sanitary landfill adjacent to the existing site. The development of a landfill requires review and approval by Saskatchewan Environment. Since 1991, additional reports were prepared. In 1995, The Fleet Street Landfill Optimization Study was completed. This study looked at ways to optimize landfill operations to prolong the life of the current site. The current solid waste disposal site has had an expected life of approximately 8 to 10 years as of 2000. Current fill progression is approximately on target with the projections. As a result, the projected time that the current landfill will be at capacity is between 2008 and 2010.

A detailed assessment of the impact of the landfill on the groundwater resources in the area was required to support an application for expansion of the landfill and for closure of the existing landfill. The City had an agreement with the University of Regina to conduct a study that would select and calibrate a groundwater model for the Fleet Street Landfill. The calibrated model will be used to determine the impacts that have occurred on the aquifers in the area due to the landfill operation. The model will also be used to assess potential impacts on the aquifers due to expansion of the landfill site and design of protection measures needed to ensure impacts are minimal. The study and model were completed in 2004.

### **Fleet Street Landfill**

- **Capping and Closure**

Costs for the existing landfill on Fleet Street include closure and post closure costs. The projected costs are in the range of \$10 to \$16 million. Funding is for preliminary engineering related to cover design (test cover plots), a closure plan update and pre-design and design engineering of the cover. Allowances are provided in 2007 and 2008 for engineering design and cover material borrow pit acquisition and development. Starting in 2009, cover placement will begin on portions of the landfill that are at final configuration. The major element of landfill closure is fill progression. Fill progression is the sequencing of garbage placement on the landfill hill so as not to cause problems such as slope instability and also to achieve the most efficient use of air space for garbage. A study undertaken in 2001 recommended a fill progression plan to maximize the capacity of the existing landfill. Assuming a relatively constant yearly volume of between 250,000 m<sup>3</sup> and 300,000 m<sup>3</sup> there is five to seven years of landfill capacity remaining.

A landfill closure plan was developed for the Fleet Street Landfill in 1993. The closure plan presented five cap configurations. The five configurations were multi-layered covers consisting of layers of clay, claytill and/or geosynthetic membranes. The City is conducting further research into the performance of different landfill capping options. The research will form a component study to be used in the overall update of the closure plan. This work will take approximately three years to complete. Capping work for the existing landfill is projected to start about 2008 and continue over several years thereafter.

- **Small Vehicle Transfer Station Upgrade**

The small vehicle transfer station was commissioned in 2005. Operating experience indicates that windy days cause conditions of refuse blowback which is objectionable to customers and also results in increased cleanup labour costs. It is proposed to design and install a windscreen to mitigate this impact. An allowance of \$150,000 is provided for this upgrade in 2006.



- **Gas Collection**

Landfill gas is produced from the anaerobic decomposition of organic wastes deposited in landfills. Landfill gas is mainly composed of methane and carbon dioxide with other gases in trace amounts. The gas produced at the landfill must be managed or it will continue to be a source of pollution and may hinder closure activities.

The University of Regina completed a study from 1997 to 2001 regarding emissions from the Fleet Street landfill. A report titled "Landfill Emissions Study – Final Report" was submitted in 2001 that details the research. This study indicated that the Fleet Street Landfill generates approximately 8,800 tonnes/year of methane and 34,000 tonnes/year of carbon dioxide. The study concluded the landfill would be expected to generate sufficient landfill gas to support a gas recovery project. The study also concluded that an engineering feasibility study would be required to examine the potential for recovery and utilization of landfill gas at the site.

A consultant was commissioned to conduct a landfill gas feasibility study. This study determined how much gas the landfill could generate, for how long and whether it would be sufficient to support an energy project. The feasibility study is favourable for an energy recovery project or other beneficial use type project. The City is currently pursuing the involvement of a third party in a landfill gas beneficial utilization project. The City would undertake to design, install and operate the gas collection project and sell the gas to the third party. Funding for the collection system is \$1,900,000 in 2006 for Phase 1 and \$850,000 in 2010 for Phase 2. Operation and maintenance costs are estimated at \$95,000 annually starting in 2008. The gas being produced at the Fleet Street Landfill would be managed through collection and flaring until implementation of a beneficial use project.

## **New Landfill**

The 2006 – 2010 General Capital Program provides funding for the work to obtain regulatory approval for a new landfill development adjacent to the existing site, and initial design costs for the first cell. The total projected cost for a new landfill based on a 20-year capacity is in the range of \$25 to \$40 million over the next 20 years. Construction of a new landfill would likely involve development of cells with a capacity for five years. The cost of each cell is estimated at \$7 million. Once the capacity of each cell is reached, the cell would be closed.

- **Environmental Impact Assessments**

Funding of \$250,000 is provided in each of 2006 and 2007. A new landfill has to be approved by Saskatchewan Environment. The landfill expansion project may be required to go through their full Environmental Assessment process. The Environmental Impact Assessment from project proposal to Minister's Decision could require three to five years. The length of time could be more or less depending on the type and number of environmental studies necessary in order to identify and assess the potential environmental effects of the project.

An important component of an Environmental Impact Assessment is public participation. The public will be involved early in the project in order to identify the issues that should be addressed in the impact assessment. Documentation of concerns arising out of public consultations is part of the Environmental Impact Assessment.

It is expected that any application for a new and/or expansion of the landfill site will have to include consideration of options for reducing the tonnage of solid waste that is disposed of at the landfill in future years.

Potential environmental impacts, both biophysical and socio-economic effects, will have to be identified and assessed. The assessment of such impacts can be completed with existing information for some of the impacts and a design developed to fully protect the environment and aquifer system at the site. Other impacts will require more detailed studies in order to assess the environmental impact. The issues that have been identified to date include:

- Loss of natural vegetation
- Loss of rare/endangered flora or fauna or habitats
- Disturbance to wildlife species and habitats
- Effects of soil erosion
- Potential disturbance to surface water drainage patterns
- Surface water contamination/monitoring
- Groundwater contamination/monitoring
- Air quality/odours
- Disturbance to heritage resources
- Aesthetics
- Greenhouse gas emissions management
- Opportunities for minimizing landfill disposal

- **Landfill Design and Cell Construction**

Conceptual/preliminary design work for a new landfill will be necessary during the Environmental Impact Assessment process for preparation of the Environmental Impact Statement. Detailed design would likely not be required until the project is approved. \$775,000 is allocated in 2008 for engineering design and \$5,000,000 in 2009 for the first phase of new landfill cell development.

## Waste Collection

Capital Summary (\$000's)	2006	2007	2008	2009	2010
<b>Capital Expenditures</b>					
1. Replace/refurbish rear lane waste containers	730	730	730	450	-
2. Implement automated garbage collection to all front	600	600	-	900	-
	1,330	1,330	730	1,350	-
<b>Capital Funding</b>					
Current Contributions to Capital	1,330	1,330	730	1,350	-

**Rear Lane Waste Containers** – Funding is for the containers used in commercial and residential rear lane collection. There are 6,800 containers serving 28,500 homes with automated rear lane service. The containers are more than 15 years old and must be repaired or replaced. The 2006 – 2010 Capital Program continues funding for the replacement of the containers. The average cost to replace each container (including all program costs) is \$800 per unit, an increase of 9% due to the increased cost of steel. It is projected that about 700 to 1,000 units will be replaced each year from 2006 to 2008, with 400 containers in 2009.

**Automated Front Street Service** – Funding is for replacement of existing containers and the purchase of additional containers for the new residential automated front street collection process. There are 4,000 existing homes with worn out containers requiring replacement and 25,000 homes on manual collection that do not have containers. The average cost to replace each container (including all program costs) is \$70 per unit. This change will be implemented in three stages over five years.

## Other Capital Projects

Capital Summary (\$000's)	2006	2007	2008	2009	2010
<b>Capital Expenditures</b>					
<b>1. Asphalt Production &amp; Field Services</b>					
- Replace the dryer's burners and flights	180	-	-	-	-
- Asphalt pavement analyzer	-	-	200	-	-
- Component Upgrade	-	-	-	100	-
- Replace the scale decks	125	-	-	-	-
- Granular Material - Dust Control	-	-	-	50	-
- Granular Material - Salt Management	-	-	-	100	-
<b>2. Buildings and Yards</b>					
- General allocation	150	150	150	150	150
<b>3. Vehicles:</b>					
- Purchase new van	20	-	-	-	-
- Purchase new bucket truck	-	155	-	-	-
- Convert and upgrade trucks and van	-	35	-	-	-
<b>Total Expenditures</b>	<b>475</b>	<b>340</b>	<b>350</b>	<b>400</b>	<b>150</b>
<b>Capital Funding</b>					
Current Contributions to Capital	295	340	150	300	359
Asphalt Plant Reserve	180	-	200	100	-
<b>Total Funding</b>	<b>475</b>	<b>340</b>	<b>350</b>	<b>400</b>	<b>150</b>

### Asphalt Production and Field Services

The asphalt plant produces asphalt to meet the City's needs for pothole patching, asphalt recapping, and the construction and reconstruction of roads. The charge for asphalt includes funding for the capital requirements and maintenance costs of the asphalt plant. The reserve is funded through a \$5.00 per tonne charge on the asphalt produced. The charge includes \$2.50 per tonne for funding of capital requirements and \$2.50 per tonne for maintenance costs. Capital projects include:

- Replace the dryer burners and flights for \$180,000 - This would enhance energy efficiency and productivity and provide for a quieter operation.
- Purchase of an Asphalt Pavement Analyzer for \$200,000 for testing asphalt mixes prior to application. This equipment provides better correlation of tests with future performance of the pavement in terms of rutting and fatigue resistance, as compared with the currently used test methods.
- Component Upgrade for \$100,000 – This is a general allocation for upgrading major components of the Asphalt Plant such as pugmill, screen deck, conveyors and dryer weight scales. The components selected for replacement or upgrade will be based on a cost/benefit analysis.

Other capital projects include:

- Replace Scale Desks for \$125,000 – The decks are subject to rust as a result of the salty environment and should be replaced to ensure proper safety.
- Granular Material Dust Control for \$50,000 – This project may include paving internal roads, installation of screen type, high walls in some sections of the yard perimeter and/installation of hydrants/sprinklers. This project is to fully comply with The Clean Air Act. More detail will be available prior to the start of the project after further analysis.

- Granular Material Salt Management for \$100,000 – This project may include paving an area where salt mixtures are stockpiled, capturing runoffs to remove salt prior to the water entering the sewer system and constructing a building for storing sand/salt. This project must comply with new Federal Environmental regulations. More detail will be available prior to the start of the project after further analysis.

## **Buildings and Yards**

The Engineering and Works Department's main operations area is between Albert Street and Smith Street from 4<sup>th</sup> Avenue to 6<sup>th</sup> Avenue. The site includes:

- Administration Building that includes administrative offices and the dispatch office
- Water Distribution Workshop Building
- Traffic Building
- Roadways Building
- Sewage Collection Building
- Equipment Storage Buildings

In 2005 a study was undertaken to identify the maintenance requirements of the Engineering and Works Yard buildings for the period from 2006 to 2016. The general allocation is based on the historical annual allocation, and falls short of the required funding based on the requirements identified in the study.

## **Vehicles**

In 2006, \$35,000 (\$20,000 in the General Capital Program) is provided to purchase a new van and retrofitting for survey equipment storage for the Development and Technical Services Division Geomatics (Survey) Section. The van will be used to transport survey crews and equipment to job sites. The cost of this van is split 60/40 between the general and utility budgets.

The capital program includes funding of \$190,000 in 2007 for the following projects:

- \$155,000 for a new bucket truck for the Traffic Operations Section. A new bucket truck is required to facilitate new and increased tasks in the section. Responsibilities have changed due to the substantial increase in the number of overhead devices for traffic signals. In 2005, the City will have approximately 50 cameras, 70 fire pre-emption devices and 80 to 100 vehicle detection devices all mounted between 5 to 12 metres above the ground. All these devices require regular maintenance. The new bucket truck will be capable of reaching devices mounted 12 metres in the air. In the past, the City has relied on private crane rental firms to access these devices.
- \$35,000 for converting and upgrading vehicles to transport Traffic Operations material and equipment to various work sites.

# Community Services Department

## Capital Program Summary

	2006	2007	2008	2009	2010	Five Year Total
<b>Capital Expenditures (\$000's)</b>						
Recreation Facilities						
Sportplex	995	45	220	500	965	2,725
North West Leisure Centre	30	-	110	300	100	540
Sandra Schmirler Leisure Centre	20	80	75	10	100	285
Neil Balkwill Civic Arts Centre	-	-	-	20	-	20
Arenas	30	345	355	440	890	2,060
Community Facilities & Outdoor Pools	775	375	315	210	90	1,765
Outdoor Athletic Surfaces and Facilities	490	940	575	995	1,080	4,080
Open Space	1,660	1,190	2,105	1,985	1,570	8,510
Streetscape	250	235	305	235	210	1,235
Cemeteries	95	20	35	80	35	265
Golf Courses	150	200	175	230	210	965
Other Capital Projects	865	905	835	780	675	4,060
<b>Total Expenditures</b>	<b>5,360</b>	<b>4,335</b>	<b>5,105</b>	<b>5,785</b>	<b>5,925</b>	<b>26,510</b>
<b>Capital Funding (\$000's)</b>						
Current Contributions to Capital	3,120	2,545	3,767	4,714	5,050	19,196
General Fund Reserve	300	650	650	-	-	1,600
Parks & Recreation Development Charges	860	405	463	746	615	3,089
Cemetery Reserve	95	20	35	80	35	265
Golf Course Reserve	150	200	175	230	210	965
Community Share 2006 Program	775	500	-	-	-	1,275
Other External Contributions	60	15	15	15	15	120
<b>Total Funding</b>	<b>5,360</b>	<b>4,335</b>	<b>5,105</b>	<b>5,785</b>	<b>5,925</b>	<b>26,510</b>

# Recreation Facilities

## Sportplex

Capital Summary (\$000's)	2006	2007	2008	2009	2010
<b>Capital Expenditures</b>					
<b>1. Fieldhouse:</b>					
- Replace cell flooring	950	-	-	-	-
- Infrared showers	20	-	-	-	-
- Replace carpet in change rooms	15	-	-	-	-
- Bleacher mover	10	-	-	-	-
- Equipment storage - re-configure dividers	-	30	-	-	-
- Design of an acoustic baffle system	-	-	15	-	-
- Roof replacement	-	-	-	-	420
- Cafeteria furniture	-	-	-	-	25
<b>2. Lawson Pool:</b>					
- Replace two diving boards	-	15	15	-	-
- Guardroom/classroom ventilation upgrade	-	-	150	-	-
- Replace change room partitions	-	-	30	-	-
- Main pump	-	-	10	-	-
- Replace roof	-	-	-	400	-
- Strength and conditioning area air conditioning upgrade	-	-	-	80	-
- On-deck steam room and sauna	-	-	-	10	200
- Design storage building	-	-	-	10	200
- Boiler replacement	-	-	-	-	70
- Paint pool basin	-	-	-	-	50
<b>Total Expenditures</b>	<b>995</b>	<b>45</b>	<b>220</b>	<b>500</b>	<b>965</b>
<b>Capital Funding</b>					
Current Contributions to Capital	995	45	220	500	965

The Sportplex is comprised of the Lawson Aquatic Centre, a legacy of the 1975 Western Canada Summer Games and the Regina Fieldhouse, a legacy of the 1987 Western Canada Summer Games.

The Lawson Aquatic Centre is utilized extensively for recreational swimming and lessons as well as competitive swimming, diving, water polo and synchronized swimming. It was one of the venues for the 2005 Canada Games. The Lawson Aquatic Centre's amenities include:

- 65 metre pool with eight lanes ranging in depth from 3' to 16'.
- Whirl pool.
- Men's and women's dry saunas.
- One and three metre diving boards.
- 5, 7½ and 10 metre diving towers.
- Classroom.
- Tot pool.
- Strength and conditioning area.
- Outdoor sun area.
- Special needs/family change room.

The Fieldhouse is utilized extensively for recreational fitness and general recreation as well as training of high performance sport groups, including tennis, track and field and team handball. The Fieldhouse amenities include:

- 200 metre oval track with six lanes.
- Four badminton courts.
- Two classrooms.
- Tracks Café.
- Four tennis courts.
- Wheelchair accessible weight equipment.
- Sportco Pro Shop.

## North West Leisure Centre

Capital Summary (\$000's)	2006	2007	2008	2009	2010
<b>Capital Expenditures</b>					
<b>1. North West Leisure Centre:</b>					
- Replace roof top units	30	-	-	-	-
- Change room walls	-	-	100	-	-
- Blind replacement	-	-	10	-	-
- Repair of the retaining walls	-	-	-	300	-
- Roof upgrade	-	-	-	-	100
<b>Total Expenditures</b>	<b>30</b>	-	110	300	100
<b>Capital Funding</b>					
Current Contributions to Capital	30	-	110	300	100

The North West Leisure Centre opened in 1982 as the City of Regina's first indoor pool with a leisure and family oriented theme. The centre's amenities include:

- Leisure pool ranging in depth from 8" to 5'.
- Co-ed dry sauna.
- Multi-purpose hall.
- Outdoor sun area.
- Meeting rooms.
- Pool slide and sunflower water structure.
- Whirl pool.
- Snack bar.
- Doug Wickenheiser Arena.
- Strength and conditioning area.
- Special needs/family change room.

## Sandra Schmirler Leisure Centre

Capital Summary (\$000's)	2006	2007	2008	2009	2010
<b>Capital Expenditures</b>					
1. Sandra Schmirler Leisure Centre:					
- Replace humidifier	20	-	-	-	-
- Replace lockers	-	80	-	-	85
- Improve customer service area	-	-	75	-	-
- Advertising board signage	-	-	-	10	-
- Upgrade entrance doors to reduce drafts	-	-	-	-	15
<b>Total Expenditures</b>	<b>20</b>	<b>80</b>	<b>75</b>	<b>10</b>	<b>100</b>
<b>Capital Funding</b>					
Current Contributions to Capital	20	80	75	10	100

The Sandra Schmirler Leisure Centre opened in 1990 with an indoor leisure and family oriented pool and is in the same building as a Public Library. The Sunrise Library includes a multi-purpose room, which is often used for recreation programs. The centre's amenities include:

- Leisure pool ranging in depth from 18" to 10', with a one metre diving board, pool slides and an umbrella tree.
- Whirl pool and tot pool with spray bar.
- Snack bar.
- Strength and conditioning area.
- Outdoor sun area.
- Co-ed dry sauna.
- Special needs/family change rooms.

## Neil Balkwill Civic Arts Centre

Capital Summary (\$000's)	2006	2007	2008	2009	2010
<b>Capital Expenditures</b>					
1. Neil Balkwill Arts Centre: (Major Rec Facility)					
- Fire alarm upgrade	-	-	-	20	-
<b>Total Expenditures</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>20</b>	<b>-</b>
<b>Capital Funding</b>					
Current Contributions to Capital	-	-	-	20	-

The Centre provides specialized studios, classrooms and meeting rooms. The Centre also houses the Rosemont Art Gallery.



## Arenas

Capital Summary (\$000's)	2006	2007	2008	2009	2010
<b>Capital Expenditures</b>					
1. Arenas:					
- General Allocation	-	160	150	170	180
- Replace Chiller	30	-	-	-	-
- Safety shields	-	45	45	45	45
- Furnace replacement	-	15	15	15	15
- Condenser replacement	-	125	40	-	-
- Heated bleacher areas	-	-	45	15	-
- Arena lighting	-	-	40	40	40
- Chain link rink door gates and fencing	-	-	20	-	15
- Boards replacement	-	-	-	60	-
- Al Ritchie - Dehumidifier	-	-	-	-	150
- Balfour - Roof upgrade	-	-	-	75	-
- Balfour - Asphalt upgrade	-	-	-	-	25
- Kinsmen - Suspended ceiling	-	-	-	10	-
- Mahon - Roof replacement	-	-	-	-	200
- Optimist - Suspended ceiling	-	-	-	10	-
- Staples - Roof replacement	-	-	-	-	200
- Beam repaint	-	-	-	-	15
- Indoor air quality equipment	-	-	-	-	5
<b>Total Expenditures</b>	<b>30</b>	<b>345</b>	<b>355</b>	<b>440</b>	<b>890</b>
<b>Capital Funding</b>					
Current Contributions to Capital	<b>30</b>	<b>345</b>	<b>355</b>	<b>440</b>	<b>890</b>

The City has eight indoor arenas. The arenas accommodate public recreational skating, figure skating, ringette, short track speed skating, minor hockey and adult hockey. The arenas are:

- Al Ritchie
- Murray Balfour
- Clarence Mahon
- Jack W. Staples
- Jack Hamilton
- Kinsmen
- Optimist
- Doug Wickenheiser (attached to the North West Leisure Centre).

Facility condition and lifecycle audits have been completed. The facility audits determined that the total replacement cost for the eight indoor arenas was approximately \$31.5 million. The total deferred maintenance for the indoor arenas is approximately \$3.0 million not including parking lot repairs. Funding of \$600,000 per year over the next five years was recommended for deferred maintenance. The funding allocated is less than the recommended allocation.

## Community Facilities and Outdoor Pools

Capital Summary (\$000's)	2006	2007	2008	2009	2010
<b>Capital Expenditures</b>					
<b>1. Neighbourhood and Community Centres:</b>					
- General centre improvements	10	10	10	10	10
- Argyle Park Community Centre - roof replacement	40	-	-	-	-
- Glencairn - storm water drainage	-	85	-	-	-
- Glencairn - replace gymnasium floor	-	25	-	-	-
- Glencairn - replace the gym ventilation unit	-	-	50	-	-
- Glencairn - kitchen renovation	-	-	-	-	15
- Cathedral - furnace replacement	-	20	-	-	-
- Cathedral - construction of heated storage area	-	-	35	-	-
- Albert Scott - repairs to the roof	-	-	40	-	-
- Eastview - vent crawlspace, replace roof top unit, re-grade site	-	-	-	50	-
- South Leisure Centre - upgrades	-	-	-	-	40
- South Leisure Centre - greening of courtyard	-	-	-	-	10
- Core Ritchie - carpet replacement	-	-	-	-	15
<b>2. Outdoor Pools</b>					
- General allocation	710	175	150	150	-
- Replace diving boards	15	-	-	-	-
<b>3. Senior Citizens Centres:</b>					
- Elphinstone Senior Citizens' Centre - construct an enlarged entry to address accessibility	-	60	-	-	-
- Regina Senior Citizens' Centre - Winnipeg Street - replace drapery, sound panels and stain/paint facility	-	-	30	-	-
<b>Total Expenditures</b>	<b>775</b>	<b>375</b>	<b>315</b>	<b>210</b>	<b>90</b>
<b>Capital Funding</b>					
Current Contributions to Capital	100	375	315	210	90
Community Share 2006 Program	675	-	-	-	-
<b>Total Funding</b>	<b>775</b>	<b>375</b>	<b>315</b>	<b>210</b>	<b>90</b>

**Neighbourhood and Community Recreation Centres** – The City of Regina owns 11 neighbourhood and community centres. Five of the centres are managed and operated by volunteer operating committees, and the City operates six centres.

**Outdoor Pools** – The City has five outdoor pools. Three of the pools were constructed in 1947 (Maple Leaf, Dewdney and Wascana), one in 1963 (Regent) and one in 1964 (Massey). In addition, the City has thirteen spray pads. The following chart provides additional information on the pools.

Details	Maple Leaf and Dewdney	Wascana	Massey and Regent
Size	49' x 75'	142' x 75'	120' x 75'
Depth	3' to 10'	2.5' to 10'	1' to 9'
One-Metre Board	Yes	Yes	Yes
Two-Metre Board	Yes	Yes	No
Slide	No	Yes	Yes

Facility condition and lifecycle audits have been completed. The total replacement cost for the five outdoor pools is approximately \$6.2 million. The facility audits identified total deferred maintenance of approximately \$2.8 million for the five pools, not including parking lot repair. The Facility Condition Index (ratio of deferred maintenance to the replacement cost) is greater than 0.5 for three of the five pools, Dewdney, Maple Leaf and Wascana. \$675,000 has been allocated from the Community Share 2006 Program funding from the Provincial Government as an initial allocation toward addressing the condition of the outdoor pools, with first priority to North Central Regina's Dewdney and Regent Pools, in conjunction with the new Urban Development Agreement and the Inner-City Partnership.

**Senior Citizens Centres** – The City has two senior citizens centres, the Regina Senior Citizens' Centre on Winnipeg Street and the Elphinstone Senior Citizens' Centre in Les Sherman Park.

## Outdoor Athletic Surfaces and Facilities

Capital Summary (\$000's)	2006	2007	2008	2009	2010
<b>Capital Expenditures</b>					
<b>1. Athletic Fields:</b>					
- Athletic field partnerships	-	100	100	350	310
- Athletic field restoration	80	90	70	90	110
- Athletic field amenities	50	40	35	40	55
- Douglas Park facility upgrade	-	-	-	300	-
- Douglas Park storage facility	-	-	-	-	300
- Install outfield fence at Kaplan Field	-	-	40	-	-
- Mount Pleasant signage	-	-	-	20	-
<b>2. Taylor Field:</b>					
- Turf Replacement	100	500	-	-	-
- Relocate camera platforms	90	-	-	-	-
- Install mesh netting for pigeon control	60	-	-	-	-
- Sandblast and repaint structural steel	-	100	-	100	-
- Replace sections 15-20 with new seating	-	-	200	-	-
- Pave the concourse under the east side stands	-	-	50	-	-
- Caulking east side stands	-	-	20	20	10
- Paint east side stands ceiling	-	-	-	20	-
- Replace sections 11-14 with new seating	-	-	-	-	150
- Relevel stadium fence	-	-	-	-	60
- Parking lot releveling	-	-	-	-	25
<b>3. Outdoor Rinks &amp; Tennis Courts</b>					
- Outdoor Ice - Water Service Upgrade	10	10	10	5	10
- Refurbish outdoor rink shelters	-	50	-	50	-
- Tennis Courts	-	50	50	-	50
<b>4. Skateboard Facility</b>	100	-	-	-	-
<b>Total Expenditures</b>	<b>490</b>	<b>940</b>	<b>575</b>	<b>995</b>	<b>1,080</b>
<b>Capital Funding</b>					
Current Contributions to Capital	295	440	575	995	1,050
Parks & Recreation Development Charges	50	-	-	-	30
Other External Contributions	45	-	-	-	-
Community Share 2006 Program	100	500	-	-	-
<b>Total Funding</b>	<b>490</b>	<b>940</b>	<b>575</b>	<b>995</b>	<b>1,080</b>

The Athletic Field Study, completed in 1996, organized athletic fields into formal groupings called classes on the basis of use, features and location. The Athletic Field Study provides principles, guidelines, standards and policies to guide development and management of Regina's athletic surfaces. To facilitate

the athletic field development and upgrading process, the system includes criteria for prioritizing capital projects. The Athletic Field Study also identifies those facilities that could be enhanced through partnerships with non-profit community groups. Partnership projects can be initiated either by the City or by an interested community group.

Capital expenditures for athletic fields involve the restoration, upgrading, conversion, and/or development of athletic fields. Restoration restores deteriorated field facilities and support equipment to the original condition; upgrading improves an existing field facility; conversion changes the intended use of a facility; and development creates new field facilities.

The total number of athletic fields and ball diamonds is 273 sites.

**Inventory of Ball Diamonds and Athletic Fields**

<b>Class</b>	<b>1</b>	<b>2A</b>	<b>2B</b>	<b>3A</b>	<b>3B</b>	<b>4</b>	<b>Total</b>
Baseball	2	1	0	48	0	0	51
Softball/Slo-Pitch	1	1	0	104	0	22	128
Athletic Fields	1	18	23	10	12	30	94
							<u>273</u>

Some of the fields are located at the major sport parks/facilities, including:

- **Taylor Field** – This Class 1 field, is the home of the Saskatchewan Roughriders and is also home to the University of Regina Rams, Prairie Thunder, high school football and adult league football. Taylor Field includes the Saskatchewan Roughriders offices, parking lots, the artificial field and an adjacent fine turf practice field. Capital improvements for Taylor Field are being developed jointly with the Saskatchewan Roughriders. The Taylor Field/Saskatchewan Roughriders lease agreement was renewed in 2005 and included a provision to develop a plan prior to December 31, 2007 to replace the existing artificial turf in Taylor Field. Funding of \$100,000 in 2006 and \$500,000 in 2007 from the Community Share 2006 Program from the Province has been included in the budget. Planning and design is scheduled for 2006 with the installation in 2007. The funding provides for the City's contribution as the Saskatchewan Roughriders have agreed to cost share the project.
- **Douglas Park** – This park includes the Canada Games Athletic Complex featuring a newly resurfaced synthetic track; four fastball diamonds (Class 2A); two athletic fields (Class 2A); a bantam baseball diamond (Class 2A); a cricket pitch; winterized change and washroom facilities and five tennis courts.
- **Mount Pleasant Sport Park** – This park features two soccer pitches one practice football field (Scotty Livingstone); one baseball diamond (Currie Field); one fastball diamond (Kaplan Field); and the outdoor speed skating oval. These facilities, with the exception of the slo-pitch diamond, are considered to be municipal level athletic facilities.
- **Leslie Lawn Bowling Greens** – This facility, located at Victoria Avenue and Queen Street, features four full size and one-half size lawn bowling greens. The facility is the home of the Regina Lawn Bowling Club. The Club has agreed to assume some landscape maintenance responsibilities at the facility including flowerbeds and the areas adjacent to the bowling greens.

Other outdoor athletic surfaces or facilities include:

- **Outdoor Rinks** – There are 68 outdoor ice surfaces at 48 locations throughout the City. The ice surfaces include 23 boarded surfaces, 42 pleasure skating surfaces, 2 pleasure skating lake sites and the speed skating oval at Mount Pleasant Sport Park. The speed skating oval is a 400 metre, lighted track. Capital funding for outdoor rinks is used to refurbish rink facilities, upgrade lighting and water services and make energy improvements.

- **Tennis Courts** – There are 57 tennis courts located at 25 sites throughout the City. Douglas Park and A. E. Wilson Park have five and four courts, respectively. Three sites have three courts and all other sites have two courts. Capital funding is to re-surface outdoor tennis courts to the standards established by Tennis Saskatchewan. The proposed allocation accommodates repairs to two sites for each year that funding is provided.
- **Skateboard Facilities** – A skateboard facility was built in 2001 in the Lakeridge Sports Park. Planning, design and construction of a second facility will occur in 2006, with funding from 2005 and 2006.

## Open Space

Capital Summary (\$000's)	2006	2007	2008	2009	2010
<b>Capital Expenditures</b>					
<b>1. Multi-Use Pathway System:</b>					
- North West Link - A.E. Wilson Park to Westhill	-	-	300	-	40
- Hansen Dr. Park to the North Storm Channel Multi-Use Pathway	-	-	150	150	-
- South Storm Channel - design	30	-	-	-	-
- South Storm Channel - Pasqua Street Les Sherman Park to Kings Park Road	-	200	-	-	-
- South Storm Channel - Garner Avenue to 25th Avenue	-	-	-	200	250
- Wascana Lake Crossing at Broad Street	-	-	-	-	120
<b>2. Open Space Development &amp; Restoration:</b>					
- Open space restoration	315	320	320	325	325
- Neighbourhood park upgrades	175	40	485	410	-
- Lakeridge Sports Park - master plan completion	500	-	-	-	-
- CPTED improvements	20	-	20	-	20
- A.E. Wilson Park Mallard Way tree planting	15	-	-	-	-
- Stewart Russell	-	50	50	-	-
- Bridges	-	10	-	-	10
- Prairie Island interpretive station	-	-	75	-	-
- Restoration of water component features	-	-	25	-	-
- Kiwanis Waterfall Park	-	-	-	125	100
- AE Wilson Park access road to waters edge	-	-	-	60	-
- Kinsmen Park South	-	-	-	35	-
- Off-leash dog park	-	-	-	-	25
<b>3. Wascana Creek Riverside Reach Rehabilitation</b>	-	-	150	-	-
<b>4. Outdoor Play Amenities</b>	210	175	175	280	280
<b>5. Irrigation System Improvements:</b>					
- Water service restoration/decommission	180	180	160	180	180
- Restoration/replacement of components	75	75	75	75	100
- Irrigation system upgrades	60	60	70	70	70
- Pump equipment upgrades	50	50	50	75	50
- College Avenue irrigation (Albert Street to Broad Street)	30	30	-	-	-
<b>Total Expenditures</b>	<b>1,660</b>	<b>1,190</b>	<b>2,105</b>	<b>1,985</b>	<b>1,570</b>
<b>Capital Funding</b>					
Current Contributions to Capital	1,020	940	1,867	1,424	1,150
Parks & Recreation Development Charges	640	250	238	561	420
<b>Total Funding</b>	<b>1,660</b>	<b>1,190</b>	<b>2,105</b>	<b>1,985</b>	<b>1,570</b>

The City manages diverse open spaces with various levels of development and use. The open spaces range from high quality, high use parcels such as Kiwanis Park and Victoria Park to minimally developed open spaces such as utility parcels, pipeline rights-of-way and storm channel fringes.

The Open Space Management Strategy provides direction on the allocation of resources to develop and upgrade open spaces. The development of new open space and the upgrading of existing open space have an impact on operating costs. Operating costs for maintaining open space range from approximately \$430 per acre for easements and buffers to \$6,300 per acre for irrigated parks containing trees, shrubs, park furniture and a variety of other amenities. Included in the operating budget is a provision to cover additional expenses for maintenance of new and upgraded open space.

The capital program provides funding for the following types of open space projects:

- Open space restoration returns a deteriorated open space amenity to its original condition. Restoration activities include major turf repair, furniture/fixture replacements, pathway asphalt aggregate surface repairs, renovation and replanting of trees and shrub beds and drainage improvements. Open space upgrading involves improving existing open space amenities. Open space development is the creation of new open space.
- Improvements resulting from Crime Prevention Through Environmental Design (CPTED) evaluations. CPTED evaluations are conducted when residents raise concerns from safety and/or program perspectives. The capital program provides for the modification and renovation of existing facilities to assure compliance with current code and safety requirements and to accommodate new and expanded program offerings or enhanced service levels. Lighting of open spaces may be one of the solutions to enhancing user safety and security, discouraging undesirable activity and providing for maximum usage of recreation opportunities. The Open Space Lighting Policy and Procedures serves as a guide to determine when and where lighting is required in the development or upgrading of open space.
- Pedestrian bridge repairs and upgrades. This includes repairs to decking and rails, painting and in some cases replacing asphalt and concrete. There are 30 pedestrian footbridges in the city.
- Outdoor play amenities – This provides for the repair and modification of existing play apparatus to adhere to the Canadian Standards Association Guidelines for Children's Playspaces; an annual commitment to enhance retaining borders and/or resilient surfaces under the equipment; establishing fully accessible play structures at key geographic locations within the city; and installing new or emerging outdoor play amenities within neighbourhoods to meet needs and trends.
- There are approximately 912 acres of irrigated open space located throughout the city. The inventory of irrigation systems managed consists of 1,191 water services, 29 pump stations, 27,000 sprinklers, 4,500 valves, 905 km of pipe and 796 km of wiring. Projects typically involve lifecycle replacement of coupler valves, sprinklers, automated valves, valve boxes, water lines, water service boxes, pump stations, computer system software and hardware and the decommissioning and abandonment of water service boxes.

## Streetscape

Capital Summary (\$000's)	2006	2007	2008	2009	2010
<b>Capital Expenditures</b>					
<b>1. Streetscape Development:</b>					
- Tree planting at city gateways, major arterials and intersections	170	170	170	210	185
- Prince of Wales streetscaping	15	-	70	-	-
- Tree planting in new subdivisions	25	25	25	25	25
- Tree Replacements and watering	40	40	40	-	-
<b>Total Expenditures</b>	<b>250</b>	<b>235</b>	<b>305</b>	<b>235</b>	<b>210</b>
<b>Capital Funding</b>					
Current Contributions to Capital	80	80	80	50	45
Parks & Recreation Development Charges	170	155	225	185	165
<b>Total Funding</b>	<b>250</b>	<b>235</b>	<b>305</b>	<b>235</b>	<b>210</b>

The Regina Urban Forest Management Strategy is the primary planning tool for determining the allocation of resources to tree planting and streetscape projects. Streetscape capital projects provide for the design and installation of landscaping along major roadways such as the entrances to the city and ceremonial routes. Landscape development plans for these projects typically include trees, shrubs, grass, flowerbeds, hard-surface landscaping, irrigation, furnishings and other amenities. The capital program also provides for the supply and planting of trees on the boulevard in front of residential lots in newly developed subdivisions. Capital funding includes a provision to replace trees or shrubs that do not survive in the first year of planting and for watering the plant material for the first three years. Long-term tree management costs are reflected within the operating budget. For subdivision plantings, responsibility for watering new plantings is assumed by the adjacent homeowner. Long-term tree management costs such as pruning and pest control are the responsibility of the City. There is sufficient capacity within current operating budgets to provide for proper care of the additional plantings.

## Cemeteries

Capital Summary (\$000's)	2006	2007	2008	2009	2010
<b>Capital Expenditures</b>					
<b>1. Cemetery Improvements and Repairs:</b>					
- Repair asphalt at the two cemeteries	10	10	10	10	10
- Installation of strip foundations for headstones	10	10	10	10	10
- Irrigation upgrading at the Riverside Cemetery	25	-	15	-	15
- Columbariums at Riverside Cemetery	50	-	-	60	-
<b>Total Expenditures</b>	<b>95</b>	<b>20</b>	<b>35</b>	<b>80</b>	<b>35</b>
<b>Capital Funding</b>					
Cemetery Reserve	95	20	35	80	35

The City owns and operates the Riverside Memorial Park Cemetery and the Regina Cemetery. The City has operated a cemetery since 1883 when the Regina Cemetery commenced operation. The Riverside Memorial Park Cemetery was opened in 1953. The cemeteries provide a complete range of interment options, including in-ground interments for traditional and cremated remains and columbaria niches for cremated remains. In 1995, a crematorium was constructed at the Regina Cemetery.

The municipal cemeteries operate on a cost recovery basis. Fees and charges are established to offset annual operating costs, as well as the capital needs of the cemeteries. The Cemetery Management Strategy, approved by City Council in 1996, and the 2004 – 2006 Cemetery Financial Plan serve as the primary planning tools in managing the cemeteries operation.

## Golf Courses

Capital Summary (\$000's)	2006	2007	2008	2009	2010
<b>Capital Expenditures</b>					
<b>1. General Golf Course Projects:</b>					
- Murray/Tor Hill water quality upgrade	100	-	-	-	-
- Facility conservation at clubhouse buildings	-	25	25	25	25
- New equipment	-	5	-	10	-
- Kings Park - resurface internal road	-	5	-	10	-
- Kings Park - security	-	-	10	-	-
- Removal, replacement and planting of new trees	-	-	10	10	-
- Green covers	-	-	-	20	20
<b>2. Murray Golf Course:</b>					
- Course renovations and improvements	10	20	30	30	30
- Replace and restore irrigation system	-	100	50	50	90
<b>3. Tor Hill Golf Course:</b>					
- Course renovations and improvements	10	10	10	15	15
- Well Development - install a hardware communication link to the pump station	-	-	10	-	-
- Replace and restore irrigation system	-	-	-	10	-
<b>4. Joanne Goulet Golf Course:</b>					
- Replace and restore irrigation system	10	20	-	30	30
- Shoreline stabilization	10	-	20	-	-
- Course Alterations	10	-	-	-	-
- Course renovations and improvements	-	5	10	10	-
- Compound and security improvements	-	10	-	-	-
<b>5. Lakeview Par 3 Golf Course:</b>					
- Course renovations and improvements	-	-	-	10	-
<b>Total Expenditures</b>	<b>150</b>	<b>200</b>	<b>175</b>	<b>230</b>	<b>210</b>
<b>Capital Funding</b>					
Golf Course Reserve	150	200	175	230	210

The City of Regina owns five golf courses. Four of the courses are maintained by the City, with the Craig Golf Course operated by a private company under agreement with the City. Western Golf Management Ltd. provides the clubhouse and pro-shop services for four of the Municipal golf courses. In December 1999, City Council approved the Golf Course Management and Financial Plan for the municipal golf courses (excluding the Craig). The plan established the capital development strategy for golf courses in the context of course revenues. This capital program reflects the capital development strategy adopted by City Council.

- **Murray Golf Course** – The Murray Golf Course is a mature, fully developed championship golf course located in King's Park northeast of the city. The course layout plays at 6,762 yards and features large greens. The course also includes a driving range, practice chipping green and practice putting green area. The course has a full service clubhouse and pro-shop.



- **Tor Hill Golf Course** – The Tor Hill Golf Course is a mature, fully developed championship golf course located in King's Park northeast of the city. The course layout is 9,337 yards for the 27 holes. The course also includes a driving range, a practice chipping green and a practice putting green. The course has a full service clubhouse and pro-shop. An additional nine holes were developed at Tor Hill and opened for play in April 2003. The addition of the nine holes provides golfers with three different 18 hole opportunities.
- **Joanne Goulet Golf Course** – The Joanne Goulet Golf Course is an 18-hole executive length course located in the northwest portion of the city. The course layout follows the Wascana Creek, and plays at 4,944 yards. The course includes a driving range, practice chipping green and a practice putting green area and is complemented by a full service clubhouse and pro-shop. The first nine holes were constructed in 1988 with the nine additional holes completed in 1995.
- **Lakeview Par 3 Golf Course** – The Lakeview course is an 18-hole, par three course located on Kings Road in southwest Regina. The course was constructed in the early 1960s. The course has a small concession, pro-shop, and a putting and chipping area.

## Other Capital Projects

Capital Summary (\$000's)	2006	2007	2008	2009	2010
<b>Capital Expenditures</b>					
1. Urban Development Agreement	500	500	500	500	500
2. Program Equipment and Furnishings	175	175	150	175	175
3. Globe Theatre renovations	100	100	100	-	-
4. University of Regina artificial grass field	50	50	50	50	-
5. Fleet Acquisitions:					
- Open Space - Turf Truck	15	-	-	-	-
- Open Space - One Ton Dump Truck for landscape trades	-	45	-	-	-
- Athletic Fields - All Terrain Vehicle and Trailer	-	-	20	-	-
- Open Space - Two Rotary Mowers	-	-	-	55	-
6. Operational Facilities:					
- Kiwanis Park irrigation pump house	25	-	-	-	-
- Repair Manor Road storage building - remove section that is falling away from the building	-	35	-	-	-
- 13th Avenue & Lewvan maintenance depot - convert two single doors to one large door	-	-	15	-	-
<b>Total Expenditures</b>	<b>865</b>	<b>905</b>	<b>835</b>	<b>780</b>	<b>675</b>
<b>Capital Funding</b>					
Current Contributions to Capital	550	240	170	765	660
General Fund Reserve	300	650	650	-	-
External Funding	15	15	15	15	15
<b>Total Funding</b>	<b>865</b>	<b>905</b>	<b>835</b>	<b>780</b>	<b>675</b>

Other capital projects include:

- **Urban Development Agreement** – The City, Province and Federal Government have entered into an Urban Development Agreement that provides \$10 million over five years, with \$2.5 million in funding from each of the City and the Province, and \$5 million from the Federal Government. The allocation of the funding to specific projects or initiatives has not been determined.

- **Program Equipment and Furnishings** – City-owned recreation facilities require a variety of furnishings and equipment for program operations. The furniture and equipment are subject to wear and breakdown and require regular maintenance and periodic replacement. This allocation provides for the annual planned replacement of program furniture and equipment for the recreation facilities and for the purchase of new program equipment, including fitness equipment, required to meet increasing program demand.
- **Globe Theatre Renovations** – The Globe Theatre is planning a facility expansion and increased public programming at a total cost of \$2.4 million. The City's contribution of \$400,000 (\$100,000 per year for four years from 2005 to 2008) is in recognition of the role of the Theatre in the revitalization of Regina's downtown and the quality of life for Regina citizens.
- **University of Regina Artificial Grass Field** – The University of Regina constructed Phase I of an artificial grass athletic field in 2004 at a total cost of \$2.5 million. The City's contribution of \$250,000 (\$50,000 per year for five years from 2005 to 2009) is in recognition of the value to the community for this facility and in exchange for a minimum level of community access to the facility for at least ten years as outlined in an agreement.

## Corporate Services Department

### Capital Program Summary

	2006	2007	2008	2009	2010	Five Year Total
<b>Capital Expenditures (\$000's)</b>						
Fleet	4,808	4,696	4,662	4,628	4,605	23,399
Facilities	2,400	2,730	1,913	2,451	2,935	12,429
Land Development	430	-	-	-	-	430
Information Technology	1,535	1,350	1,300	1,300	1,300	6,785
<b>Total Expenditures</b>	<b>9,173</b>	<b>8,776</b>	<b>7,875</b>	<b>8,379</b>	<b>8,840</b>	<b>43,043</b>
<b>Capital Funding (\$000's)</b>						
Current Contributions to Capital	3,200	4,030	2,613	3,751	4,235	17,829
General Fund Reserve	430	-	-	-	-	430
Employer Provided Parking Reserve	-	-	600	-	-	600
Technology Reserve	235	50	-	-	-	285
Equipment Replacement Reserve	4,808	4,696	4,662	4,628	4,605	23,399
Community Share 2006 Program	500	-	-	-	-	500
<b>Total Funding</b>	<b>9,173</b>	<b>8,776</b>	<b>7,875</b>	<b>8,379</b>	<b>8,840</b>	<b>43,043</b>

### Fleet Services

Capital Summary (\$000's)	2006	2007	2008	2009	2010
<b>Capital Expenditures</b>					
1. Equipment Replacement	4,808	4,696	4,662	4,628	4,605
<b>Capital Funding</b>					
Equipment Replacement Reserve	4,808	4,696	4,662	4,628	4,605

The Fleet Services Division of the Corporate Services Department manages all City vehicles and equipment, excluding those used by the Transit and Fire Departments and the Regina Police Service. At the end of 2005, the fleet consisted of 946 vehicles and pieces of equipment. This represents a fleet reduction of five units in the last year. **Since 1998 the fleet has been reduced by 243 units or 20%.**

The Fleet Services Division is also responsible for the management and operation of the Small Tools and Equipment program, which includes 659 powered hand tools. **The program has also seen a significant reduction to the equipment inventory from the 1998 level of 995 tools.**

### Fleet Distribution and Composition

<u>Fleet Distribution</u>	
<u>Department</u>	<u>Fleet Size</u>
Engineering and Works	443
Community Services	359
Corporate Services	75
Motor Pool	63
Finance	5
Human Resources	1
Fleet Total	946

These figures include 19 units replaced in 2005 that were retained on a temporary basis to address operational requirements. Long-term retention of these units is subject to approval by the Fleet Utilization Review Committee.

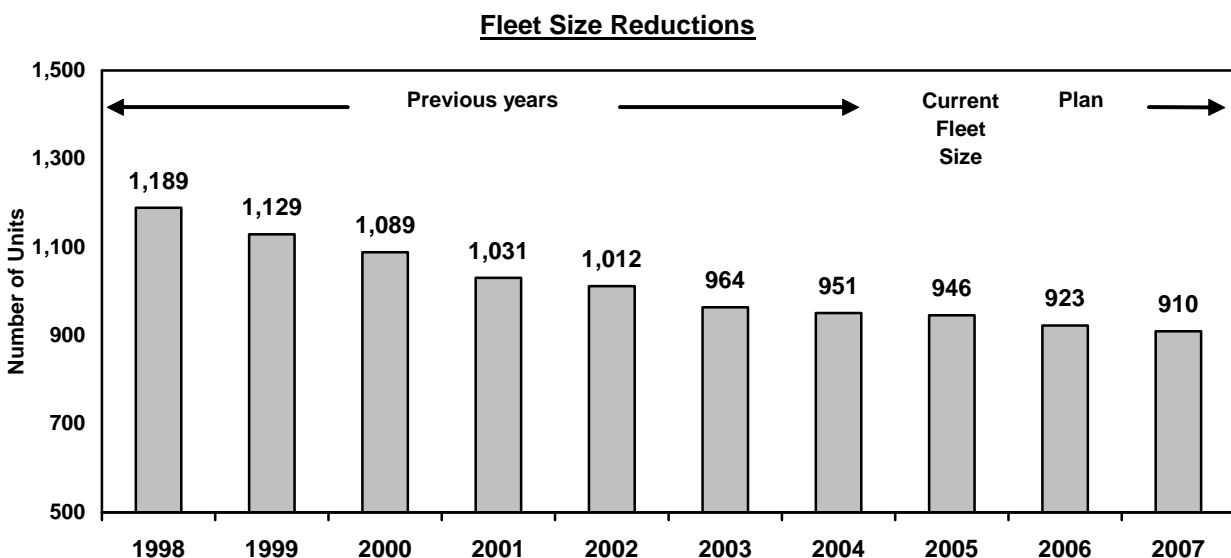
The categories of vehicles or equipment are:

- **Light truck** refers to all trucks up to one-ton rating. Included are full size pickups and vans, downsize pickups and vans, crewcab pickups, and allied equipment such as aerial lifts and service bodies.
- **Heavy truck** refers to all trucks greater in size than a one-ton truck. These will include three-ton, five-ton, seven-ton and semi-tractor-trailer combinations, as well as any allied equipment mounted to the chassis. Examples of allied equipment are garbage packers, sewer jets, sanders, port-a-patchers and aerial lifts.
- **Heavy equipment** refers to all equipment used to construct and maintain infrastructure such as roadways, utilities, retention ponds and parks. The equipment associated with this area includes graders, dozers, packers, pavers, sweepers, loaders, rollers and loader-backhoes.
- **Turf and light industrial equipment** refers to landscape and golf course maintenance equipment such as mowers, turf trucks and tractors.
- **Trailers** refer to any non-motorized van or wagon towed by a car, truck or tractor and is used to haul materials and goods or act as temporary shelter for work crews. These trailers range in capacity from 600 kg to 22,500 kg.

## Fleet Size

Significant reductions have been made in the size of the fleet since 1998. This was accomplished by eliminating equipment that was surplus to needs. Further reductions are being made as new replacement equipment is acquired. The strategy involves increased standardization of fleet units to facilitate sharing of equipment between departments, and replacing units with equipment that is more properly suited to the work.

The following chart shows the fleet size reductions achieved in recent years and planned future reductions. The chart includes previously approved additions but does not include any new vehicles or equipment proposed to be added to the fleet.



After 2007, the fleet size will stabilize, and any further additions or deletions will be subject to review and approval of the Fleet Utilization Review Committee. The following table illustrates the current and planned size of the major segments of the fleet. The table includes previously approved additions and some temporarily retained replaced units, but does not include any new vehicles or equipment proposed to be added to the fleet.

**Projected Fleet Size by Equipment Type**

<b><u>Equipment Type</u></b>	<b><u>2005</u></b>	<b><u>2006</u></b>	<b><u>2007</u></b>
Light Trucks	319	300	300
Heavy Trucks	123	120	119
Heavy Equipment	142	135	123
Turf and Light Industrial Equipment	242	242	242
Trailers	120	126	126
Fleet Total	946	923	910

### **Fleet Replacement and Rationalization**

A comprehensive Fleet Utilization and Requirements Review was completed in 2002. The fleet was configured to meet peak demands and fleet utilization could be improved through a more appropriate fleet size. There are opportunities to further reduce the size of the fleet and supplement as required with rentals, hired equipment, contractors, or employee-supplied vehicles on a cost-effective basis. A more suitable fleet size will improve the utilization of the remaining units.

Based on the recommendations of the Fleet Review, a five-year fleet replacement and rationalization initiative began in 2003. When this initiative is completed, 385 units will have been acquired (not including approved additions) and 512 will be retired, reducing the size of the fleet by 127 units.

Fleet requirements are somewhat dynamic and a process must be in place to manage changing needs. The Fleet Utilization Review Committee meets on a regular basis to review all proposed acquisitions of additional or replacement equipment and requested retention of replaced equipment. The following controls are used to manage the fleet size:

- Departments are required to present a business case to the Fleet Utilization Review Committee when requesting additional vehicles or enhanced replacements. Approval is contingent on meeting all of the following criteria:
  - The additional vehicle/equipment is required as a result of a change in the service delivery strategy or quantity of work to be done;
  - There are no other suitable fleet units that could be re-deployed, and
  - Ownership is the best option to obtain the equipment.
- Fleet replacements – Approval for replacement of fleet vehicles and equipment is contingent on satisfactory utilization of the equipment being replaced. Where the utilization of the existing equipment does not meet the minimum utilization criteria, the replacement must be supported by a business case.

An analysis of economic lifecycles of fleet vehicles and equipment was completed in 2004. Equipment replacement analysis involves determining the optimum economic life or “replacement cycle” for each type of equipment. This identifies the period in the life of the equipment where the equivalent annual cost is lowest. It is also recognized that individual vehicles can have unique lifecycles, depending on usage and operating environments. The methodology for developing replacement criteria includes consideration of the following factors:

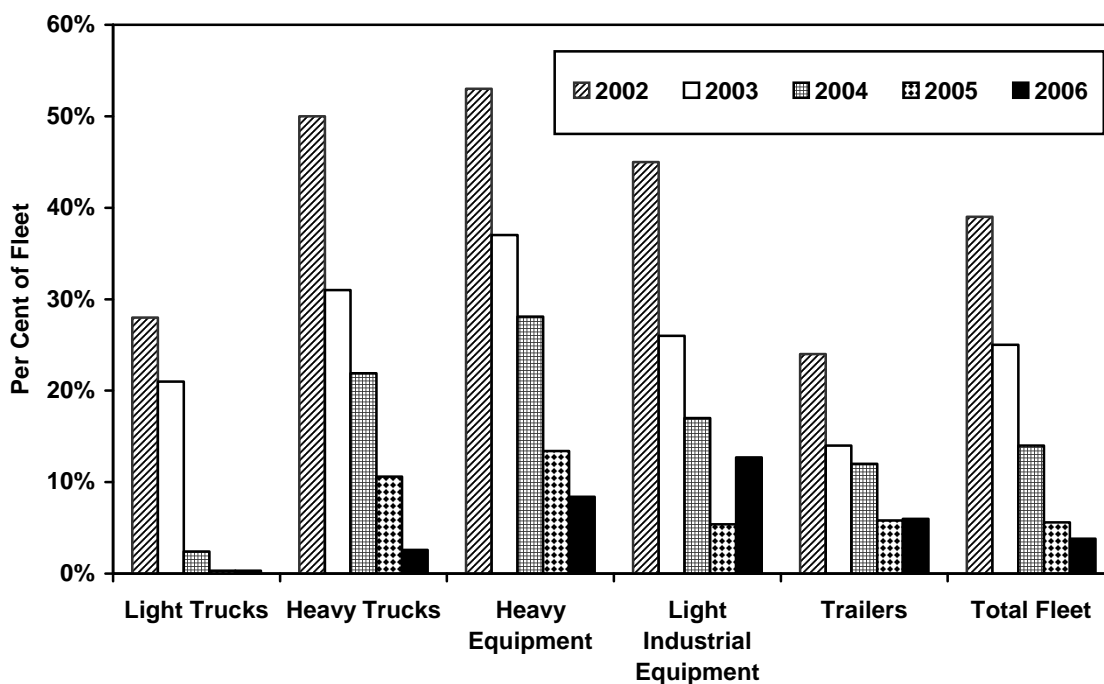
- **Service Life:** The length of time that the unit is capable of delivering its designed level of service.

- **Technological Life:** The decline in productivity of a unit compared with a new design.
- **Economical Life:** The length of time the average annual cost of a unit declines or remains at a minimum.
- **Downtime Sensitivity:** The effect on program delivery when the equipment is not available for use.

**Operating departments are able to provide services most effectively and efficiently when provided with reliable equipment that is properly matched to the work performed.** An example is the replacement of the asphalt cold planer. The new unit has a better balance between horsepower, production and manoeuvrability, is sized for urban applications, is capable of high-production work, does not damage the planed surface, and produces a much smoother surface for repaving. The planer crew reports that “the new machine is two to three times more productive” than the old unit.

At the end of 2002, almost 40% of fleet units were overdue for replacement. The following chart shows the progress made to reduce this backlog. At the end of 2005, 6% of the equipment was overdue for replacement. At the end of 2005, only the Heavy Equipment and Heavy Truck categories have a backlog higher than the target of less than 10%.

**Percentage of Fleet Overdue for Replacement**



In 1998, the fleet included 1,189 vehicles and equipment units, and would have a replacement value today of more than \$70 million. **Reductions to the size of the fleet achieved in recent years have significantly reduced the replacement value.** The total replacement value of the current vehicle and equipment fleet is estimated to be \$62.8 million. A major factor affecting the replacement value of the fleet is the fluctuating value of the Canadian dollar, as the majority of the heavy fleet is manufactured in the United States.

## **Fleet Age**

The success of achieving and maintaining a reduced fleet size is largely dependent on the ability to properly manage the age of the fleet. In the past, as the fleet aged and equipment reliability declined, some replaced vehicles were retained as spares to provide the required availability. The result was an old, large and under utilized fleet that was costly to maintain. An appropriate average fleet age requires fewer spare units, and consequently a smaller, better utilized and cost efficient fleet. The next table shows the current and target age of the fleet.

### **Fleet Vehicle Age (Years)**

<b><u>Equipment Type</u></b>	<b><u>Current</u></b>	<b><u>Target</u></b>
Light Trucks	8.3	7.5-8.5
Heavy Trucks	8.5	7.0-8.5
Heavy Equipment	12.5	8.5-10.0
Turf and Light Industrial Equipment	7.3	6.0-7.0
Trailers	11.9	10-0-12.0

The immediate challenge is to reduce the age of the fleet in a planned and fiscally responsible manner. Replacements are prioritized based on highest cost benefit and urgent operating department needs. Each year, a replacement plan is produced that identifies replacements for the following year and projections for the next five and twenty years. This long-term planning is required to stabilize the capital requirements from year to year.

**The 2006 – 2010 General Capital Program is consistent with the fleet replacement initiative and achieves the fleet size, configuration and age reduction goals recommended by the Fleet Review.**

# Corporate Services Facilities

Capital Summary (\$000's)	2006	2007	2008	2009	2010
<b>Capital Expenditures</b>					
<b>1. City Hall:</b>					
- General allocation for renovations and improvements	50	50	50	50	50
- Main floor renovations	50	-	-	-	-
- Replace flooring in City Hall cafeteria	-	75	-	-	-
- City Hall Parkade repair	-	-	1,200	-	-
- Fountain retrofit	-	-	30	-	-
- Elevator upgrades	-	-	-	350	360
- Replace air conditioning system - 2nd floor	-	-	-	90	-
- Safety tie offs - lower roof	-	-	-	-	25
- Cafeteria ventilation	-	-	-	-	20
- Forum repairs	-	-	-	-	120
<b>2. Fleet Garages:</b>					
- General allocation for renovations and improvements	85	75	15	60	65
- Renovate and expand Standards Development offices and training room	-	-	-	60	-
<b>3. Central Stores:</b>					
- Mobile shelving	-	50	-	-	-
- Building #4 roof	-	-	-	10	-
- Cold storage door	-	-	-	10	-
<b>4. Other Facilities and Equipment:</b>					
- General allowance - Operational, Yard and Field Administrative Facilities	1,945	2,230	368	1,521	1,995
- General allocation for renovations and improvements for civic facilities	180	200	200	250	250
- Allocation for energy management projects in civic facilities	50	50	50	50	50
- New vehicle for trades	40	-	-	-	-
<b>Total Expenditures</b>	<b>2,400</b>	<b>2,730</b>	<b>1,913</b>	<b>2,451</b>	<b>2,935</b>
<b>Capital Funding</b>					
Current Contributions to Capital	1,900	2,730	1,313	2,451	2,935
Employee Provided Parking Reserve	-	-	600	-	-
Community Share 2006 Program	500	-	-	-	-
<b>Total Funding</b>	<b>2,400</b>	<b>2,730</b>	<b>1,913</b>	<b>2,451</b>	<b>2,935</b>

The Corporate Services Department is responsible for the space planning, construction project management, physical plant maintenance and the operation of the majority of City-owned facilities. Capital requirements for facilities associated with the delivery of programs are reflected in the capital budgets of the departments responsible for the program delivery. This includes Community Services, Engineering and Works, Transit and Fire. Facilities used by the Board of Police Commissioners are addressed in their capital program. The facilities funded through this section of the General Capital Program include:

- City Hall – City Hall was opened in 1976 and includes Henry Baker Hall, and the majority of the office space used by the Civic Administration, along with a parkade. Repairs are planned for the parkade in 2008. The total cost is \$1.2 million, with \$600,000 funded from the Employer Provided Parking Reserve. In 2004, a consultant was engaged to undertake an investigation of the condition of the



parkade structure and develop a maintenance plan. The study determined that deterioration of the deck structure due to corrosion had increased. In order to extend the life of the parking deck, the consultant recommended the installation of a waterproof membrane to the top two deck surfaces. Work to correct drainage issues and repair of the stair wells was started in 2005 and will be completed in 2006. Replacing the snow removal system in the ramps is included in the 2008 project.

- Operational facilities used by Corporate Services, including the garages used by the Fleet Services Division and facilities used by the Facilities and Energy Management Division.
- Facilities owned by the City and used by the Administration and/or leased to other entities. This would include the Old No. 1 Fire Hall and the former General Motors plant.

**The 2006 – 2010 General Capital Program includes \$8.0 million for operational, yard and field administrative facilities. Many existing facilities are in very poor condition and do not meet current requirements.** The first step in the process of determining the requirements was to develop an inventory and analysis of existing yards and facilities, including the condition and shortcomings of the facilities. This phase of the project was completed in 2005. The study identified solutions for the current yard facility issues and developed preliminary cost estimates for the plan that have been used to develop the 2006 – 2010 capital program. Funding will be used to construct new or upgrade existing yard facilities, and demolish facilities no longer suitable for occupancy. The areas of greatest concerns are the Parks Administration Building and related yard facilities, the former GM Building, and the Engineering and Works Yard facilities. Design work was started in 2005 for the retrofit of Traffic Building C in the Engineering and Works Yard. Work will begin on new and retrofitted facilities in the Parks Yard in 2006. **Funding of \$500,000 was provided from the Community Share 2006 Program.**

The capital program also includes a general allocation for capital repairs to civic facilities. The allocation is intended for minor facility conservation or facility upgrade projects. The projects could include roof repairs, HVAC replacements or repairs, accessibility improvements, replacement of kitchen equipment, parking lot improvements, or other facility expenditures.

## Land Development

Capital Summary (\$000's)	2006	2007	2008	2009	2010
<b>Capital Expenditures</b>					
<b>1. Ross Industrial Land Development:</b>					
- Repair curbs and gutters and complete the asphalt on Roulston Street/Bay and MacRae Drive/Bay	360	-	-	-	-
<b>2. Eastgate Land Development:</b>					
- Completion of Dakota Drive and Neville Drive	70	-	-	-	-
<b>Total Expenditures</b>	<b>430</b>	-	-	-	-
<b>Capital Funding</b>					
General Fund Reserve	430	-	-	-	-

The City is the developer of Ross Industrial Park and more recently the Eastgate subdivision. As developer, the City is responsible for the developer's share of infrastructure costs. The funding for Ross Industrial in 2006 is to repair existing curbs and gutters and complete the last lift of asphalt on Roulston Street, Roulston Bay, MacRae Drive and MacRae Bay. The development of the roads in Eastgate has a total cost of \$240,000. There is funding of \$170,000 currently available, leaving a further requirement of \$70,000.

# Information Technology

Capital Summary (\$000's)	2006	2007	2008	2009	2010
<b>Capital Expenditures</b>					
1. <b>Print and Mail Services:</b>					
- Replace Postage Equipment	40	-	-	-	-
- Replace Printing Equipment	195	50	-	-	-
2. <b>Information Technology:</b>					
- General Allocation	1,300	1,300	1,300	1,300	1,300
<b>Total Expenditures</b>	<b>1,535</b>	<b>1,350</b>	<b>1,300</b>	<b>1,300</b>	<b>1,300</b>
<b>Capital Funding</b>					
Current Contributions to Capital	1,300	1,300	1,300	1,300	1,300
Technology Reserve	235	50	-	-	-
<b>Total Funding</b>	<b>1,535</b>	<b>1,350</b>	<b>1,300</b>	<b>1,300</b>	<b>1,300</b>

## Print and Mail Services

Funding of \$40,000 is provided in 2006 for the replacement of the postage meter. Canada Post requires corporations to have postage meters that comply with new requirements. The existing postage meter does not meet the Canada Post requirements. Funding of \$195,000 in 2006 is for the replacement of the existing digital print equipment used by Print Services. The existing equipment has reached the end of its lifecycle. The new equipment is more cost effective due to lower service costs. The new equipment is also more effective as it is faster and includes a web submission tool that allows customers who previously emailed their requests, delivered them or sent them through inter-office mail, to do so on-line. Funding of \$50,000 is provided in 2007 to replace the existing press equipment with a 14x20 two colour analog press. Annually, Print Services handles 1,400 print requests on the press equipment, producing two million impressions. Upgrading the existing press will enable the work to be produced with better quality and in a more timely and efficient manner.

Funding for the equipment is from the Technology Reserve. The reserve is funded from the net revenue generated through the Print Services and Office Services (computer leasing) programs.

## Information Technology – General Allocation

The role of technology is to support the delivery of civic services. Service delivery includes water and sewer services, waste collection and disposal, traffic control, transit, road and infrastructure maintenance, fire control, recreation facilities and programs, land-use planning, permits, building inspections, property assessment and taxation, regulatory functions and many others.

The City uses technology to enhance the quality and delivery of services for the benefit of citizens. The goal is to fully integrate all aspects of the City's business, including service delivery, workflow, staffing, front-line and support activities. eGovernment initiatives help make services more accessible and responsive to the needs of citizens. Technical initiatives such as the wireless expansion of the municipal area network allow employees to access information and be more responsive to work requirements. Both types of initiatives support the efficiency, effectiveness, reliability and affordability of services.

The Information Technology capital program is based on the needs of the corporation. Project proposals are prepared by the business area and prioritized based on criteria such as business area readiness, fit with the Information Systems Guiding Principles, the opportunity to enhance customer service and financial considerations. The allocation of funding and resources is targeted to the highest-ranking projects based on these criteria. The portfolio of projects and priority rating are updated regularly based on internal review and external factors such as legislative changes. Information Technology capital

projects often span more than one fiscal year. Circumstances such as a project being delayed, corporate priorities changing or refocusing on essential services can impact the specific timing of expenditures and project completions.

The principles guiding the choices for determining the initiatives that will most effectively move the City forward fall into three broad categories – foundational, client-focused and positioning for the future.

### **Foundational Principles**

- **Reliable, Flexible Infrastructure** – Ensuring proper test, development and production environments, as well as redundant storage and data communication methods, and just-in-time capacity planning for processing, storage and desktops. The City has a Technology Architecture Plan and a Municipal Area Network Strategy that are being followed.
- **Standardization** – Ensuring effective use of limited resources, including the funding for training. This principle affects the technical infrastructure such as desktops and servers, development tools, office productivity suites, databases and project management methodology.

### **Client-Focused Principles**

- **Think “Corporate” First** – When considering a potential new initiative, questions considered include:
  - Does this initiative impact multiple departments/divisions?
  - Is there an existing application within the City that will address 80% of the requirement?
  - Is the data already being captured somewhere else?
  - Could another department make use of the same system’s functionality and/or data?
- **Business Area Involvement** – Strong business area sponsorship and ownership of an application is essential and results in a much better chance of success, initially and going forward. Involvement of the affected business area is key to:
  - Setting direction for areas like GIS and eGovernment, along with desktop development.
  - Project sponsorship, including initiating and prioritizing project proposals, and participating in the project teams that select and implement the solution.
  - Providing application-specific training to internal users; querying and reporting on information using corporate reporting tools; and using corporate desktop development tools to create solutions for area-specific issues.
  - Ownership, including application administration and keeping data current.

### **“Positioning for the Future” Principles**

- **“Buy versus Build” Philosophy** – Corporate applications developed internally are more costly and time-consuming to maintain, support and enhance over the long-term. With the municipal software environment maturing, quality applications are now available from external vendors. When investigating the selection and implementation of a new corporate system, the order of preference is:
  - **Integrated Suite** - Less duplication of data; better training.
  - **Best of Breed** - Does it fit into the City’s standard infrastructure? What best practices could be adopted? Which other local governments are using it?
  - **Build Internally** – Only if no cost-effective third party application is available; the client area is dynamic; or policies, procedures and legislation change rapidly.

- Utilize the Web
  - Providing clients with access to information, functionality and systems for customer service, inquiries, facility bookings, class registrations, city maps, bus routes, and e-commerce functionality.
  - Allowing all clients easy access to information such as Council agendas, reports and bylaws along with customer information such as assessments, tax or other information.
  - Ensuring data security and information privacy is in place.

The Information Technology capital program assists in advancing the City's various initiatives, including funding in the following areas:

- Corporate or departmental/divisional systems used by those internal to the organization, along with external clients or customers, to obtain information or assist in the delivery of services.
- Technical infrastructure that provides the foundation of hardware, software and communications for the corporate or departmental systems. It also provides the means to connect clients and staff to the systems and data they routinely use.

Initiatives proposed to be funded from the 2006 allocation are outlined in the following points. Individual projects may extend beyond 2006 affecting the timing of expenditures.

- **Departmental/Divisional Initiatives – \$1,285,000**

- **Assessment and Tax System Replacement – \$250,000.** The City is in the final stages of implementing an integrated Tax and Assessment system called TAS. Further customizations will be required in 2006 to prepare for the income approach of assessment. The tax and assessment web application was redeveloped and, in 2006 will be enhanced to allow the generation of tax certificates online for authorized users.
- **Online Program Registration and Facility Booking – \$90,000.** This phase of the initiative positions the City to provide functionality over the Web. The Internet Program Registration and Facility Schedule modules will be implemented. Security concerns had the City delay until a new version of Class is released, which will happen in 2006.
- **Human Resources and Payroll System – \$50,000.** Human Resources is implementing VIP's eRecruit module, enabling external candidates to apply for competitions online. This database of candidates will allow the City to link position requirements to skills in the database, facilitating matches for competition consideration. These funds are to rectify bugs and add small enhancements required as the module is used by the public.
- **Maintenance Management – \$450,000.** Finalize implementation of the SPL software package for use by Engineering and Works, Community Services and Corporate Services. Functionality includes asset maintenance management, work order management, mobile workforce capabilities, and preventative maintenance. The application will integrate and/or interface with GIS, the call tracking software used by City Central, financial and payroll systems, and departmental applications. The implementation will be completed in April, 2006. A Facility Forecasting system will subsequently be explored.
- **Bylaw Enforcement Software – \$75,000.** (Planned for 2005 but other corporate priorities have moved it to 2006). Purchase and implement a system to manage the tracking of a complaint or incident from the initial call, through inspection, to its eventual closure (pending compliance method). The application should provide the ability for the inspectors to work from the field rather than having to be dispatched from City Hall, as well as GIS integration and interfacing and/or integrating with the call tracking software used by City Central.

- **Parking Ticket System – \$200,000.** Modifications are necessary for the existing system to handle changes to legislation. Also initiating the use of handheld devices to issue parking tickets which will eliminate the hand written paper tickets and the need for data entry.
- **Planning and Building Permit Software – \$150,000.** The chosen solution will make use of spatial data, workflow methodologies and best business practices to streamline and integrate the processes between the Urban Planning and Building Permit Divisions. The application will enable the sharing of data between the two divisions, build on the corporate data repository, and improve the review process of the required documents between these divisions and other departments. The solution should position the City to offer permits over the web in the future. Tentative implementation is January 1, 2007.
- **Transit Review Initiatives – \$20,000.** A web-based Schedule Lookup and Trip Planner will be implemented in an effort to improve customer service levels by providing alternate methods to transit schedule information.
- **Corporate Initiatives – \$453,000**
  - **eGovernment Initiatives - \$225,000.** Integration of the City's web presence to ensure information is collectively housed and secure in addition to timely, consistent, accurate, and informative. Content, usability, and navigation will drive the focus for initiatives. This will include a web rebuild of the City's web presence, a content management tool, search engine, and related security technology.
  - **Records Management – \$110,000.** Complete implementation of Records Management. Investigate the Electronic Document Management functionality of our existing Records Management solution. If suitable, the system will be extended corporately.
  - **Corporate Training – \$35,000.** e-Learning modules and Authorware to develop customized City courses.
  - **Data Management and Reporting – \$33,000.** Corporate reporting tools and Business Intelligence Tools that access the information stored in the warehouse.
  - **Enterprise GIS – \$50,000.** To broaden the presence and corporate-wide accessibility to spatial data and related applications. Implement ArcGIS server software for mobile display of infrastructure data. This will provide the back office foundation for GIS related field data gathering and mobile workforce capabilities.
- **Supporting Infrastructure – \$804,000**
  - **Server Infrastructure – \$134,000.** Continue to consolidate the City's server farm to maximize server utilization, reduce technical administration and replace aging servers. Expand the storage environment to take advantage of disk-to-disk backup technology and accommodate data growth.
  - **Network Infrastructure - \$130,000.** Upgrade fiber cable and switches to ensure redundancy along the entire fiber loop and start preparations for VOIP, video and virtual LAN technology.
  - **Network/Security Software - \$60,000.** Continue to license virtualization software to support server consolidation. Investigate intrusion detection and prevention devices to augment the City's existing security posture.
  - **Municipal Area Network - \$300,000.** First phase of wireless network expansion which will save leased line costs and create the infrastructure to support mobile data access. Includes AVL pilots in Transit and Engineering and Works.

- **Desktop Software/Support - \$60,000.** Initial investigation into the appropriate desktop operating system upgrade step.
- **Development Tools/Licenses - \$120,000.** Increase Oracle database licenses for compliance. Need is due to increased access through web-based applications.

The following table provides information on the projected capital funding and capital expenditures for Information Systems, taking into account the projected authorized but unspent capital funds as of the end of 2005.

**Information Technology Capital Projections for General Allocation Funding**

<b>Capital Project Descriptions</b>	<b>2005</b>	<b>2006</b>	<b>2007</b>	<b>2008</b>	<b>2009</b>	<b>2010</b>
<b>Departmental Applications</b>						
Financial Information Systems	10	-	95	-	200	-
Assessment and Tax Systems	623	250	130	335	75	120
Program Registration/Scheduling	-	90	-	-	-	-
Point of Sale Project	-	-	100	10	-	-
Payroll and Human Resources	110	50	30	40	36	180
Transit Review Initiatives	-	20	35	-	40	-
Maintenance Management	760	450	60	30	75	50
Bylaw Enforcement	-	75	-	45	-	-
Fire FDM Implementation	10	-	20	45	35	-
Parking Ticket System	50	200	60	-	-	40
Planning/Building Permit Integration	150	150	50	30	16	-
<b>Subtotal</b>	<b>1,713</b>	<b>1,285</b>	<b>580</b>	<b>535</b>	<b>477</b>	<b>390</b>
<b>Corporate Applications</b>						
Corporate Customer Service (Call Centre)	-	-	80	-	50	300
Records Management	30	110	70	75	15	-
Corporate Training	5	35	25	30	10	15
Data Management & Reporting	22	33	40	25	65	45
Enterprise GIS	5	50	60	40	50	60
eGovernment Initiatives	5	225	130	120	135	110
<b>Subtotal</b>	<b>67</b>	<b>453</b>	<b>405</b>	<b>290</b>	<b>325</b>	<b>530</b>
<b>Supporting Infrastructure</b>						
Server Infrastructure	118	134	120	140	125	105
Network Infrastructure	72	130	110	65	160	75
Network/Security Software	70	60	85	75	40	50
Municipal Area Network	-	300	200	120	53	75
Desktop Software and Support	32	60	30	25	50	25
Development Tools and Licenses	-	120	60	50	70	50
<b>Subtotal</b>	<b>292</b>	<b>804</b>	<b>605</b>	<b>475</b>	<b>498</b>	<b>380</b>
<b>Total Allocations</b>	<b>2,072</b>	<b>2,542</b>	<b>1,590</b>	<b>1,300</b>	<b>1,300</b>	<b>1,300</b>
Capital Funding - Start of Year	1,724	1,532	290	-	-	-
Proposed Capital Allocation	1,880	1,300	1,300	1,300	1,300	1,300
Projected Allocations for the Year	(2,072)	(2,542)	(1,590)	(1,300)	(1,300)	(1,300)
Capital Funding - End of the Year	1,532	290	-	-	-	-

**Notes:**

1. The amounts shown in 2005 are the actual and/or planned expenditures for the year. If there were amounts unexpended at year-end, the funds would be expended on the planned project in subsequent years.
2. The timing and dollar value of projects is subject to change. Capital funding will be reviewed on an annual basis to ensure the funding is available in a given year. If necessary, projects would be deferred to ensure a funding shortfall did not occur.

## Transit Department

### Capital Program Summary

	2006	2007	2008	2009	2010	Five Year Total
<b>Capital Expenditures (\$000's)</b>						
Transit Fleet:						
Transit Buses and Vehicles	4,120	4,150	1,525	1,525	1,525	12,845
Paratransit Buses	430	430	430	430	430	2,150
Facilities and Equipment	250	250	250	300	300	1,350
<b>Total Expenditures</b>	<b>4,800</b>	<b>4,830</b>	<b>2,205</b>	<b>2,255</b>	<b>2,255</b>	<b>16,345</b>
<b>Capital Funding (\$000's)</b>						
Current Contributions to Capital	-	-	905	955	955	2,815
Transit Equipment Reserve	-	30	-	-	-	30
Provincial Paratransit Capital Grant	-	-	300	300	300	900
Transit Grant	4,800	4,800	-	-	-	9,600
Gas Tax Grants	-	-	1,000	1,000	1,000	3,000
<b>Total Funding</b>	<b>4,800</b>	<b>4,830</b>	<b>2,205</b>	<b>2,255</b>	<b>2,255</b>	<b>16,345</b>

### Transit Buses and Vehicles

Capital Summary (\$000's)	2006	2007	2008	2009	2010
<b>Capital Expenditures</b>					
1. Purchase new transit buses - 9/9/3/3/3 per year	3,800	3,800	1,200	1,200	1,200
2. Refurbish transit buses - 4 per year	320	320	325	325	325
3. Replace Transit Supervisor vehicle	-	30	-	-	-
<b>Total Expenditures</b>	<b>4,120</b>	<b>4,150</b>	<b>1,525</b>	<b>1,525</b>	<b>1,525</b>
<b>Capital Funding</b>					
Current Contributions to Capital	-	-	525	525	525
Transit Grant	4,120	4,120	-	-	-
Gas Tax Grants	-	-	1,000	1,000	1,000
Transit Equipment Reserve	-	30	-	-	-
<b>Total Funding</b>	<b>4,120</b>	<b>4,150</b>	<b>1,525</b>	<b>1,525</b>	<b>1,525</b>

The Public Transit fleet consists of 69 high floor and 24 low floor buses for a total of 93 buses. The peak scheduled winter requirement for buses is 77 buses in the morning and 73 in the afternoon. In the extreme winter months, depending on the weather, there may be a requirement for another six buses. Typically 10 to 12 buses are out of service on a daily basis for repairs and maintenance. Details on the buses are as follows:

- Thirty-four high floor transit buses have not been refurbished. These buses were purchased between 1987 and 1992 and have an expected life of about 15 years.
- Thirty-five high floor transit buses have been refurbished. These buses were purchased between 1977 and 1987. The refurbishing program is necessary to meet Highway Traffic Board requirements and reduce the requirement to purchase new buses. Refurbishment results in an estimated additional ten years of service for each bus.

- Twenty-four low floor buses (including one 1999, 30 foot small low floor bus purchased in 2003) purchased between 1997 and 2005 have an expected life of about 15 years. The low floor buses provide easy access for passengers that experience some degree of disability. Low floor buses will relieve some of the demand on the Paratransit System.
- Five small buses were purchased in 1999 with an expected life of about five years. The use of small buses was part of a pilot project to determine the suitability of the smaller buses. In 2004 it was determined that three of these buses could not be repaired at a reasonable cost and were removed from service. Prior to the disposal of two buses, parts were salvaged to extend the life of the two buses that remain in service. The third small bus was a total loss due to a fire. In 2005, the last two buses were decommissioned due to their condition.

#### Transit Bus Fleet

<u>Year of Purchase or Refurbishment</u>	<u>Original Large Buses</u>	<u>Refurbished Buses</u>	<u>40 Foot Low Floor Bus</u>	<u>30 Foot Low Floor Bus</u>	<u>Total Fleet</u>
1987	2	-	-	-	2
1989	5	-	-	-	5
1990	20	-	-	-	20
1992	7	-	-	-	7
1997	-	-	7	-	7
1998	-	3	-	-	3
1999	-	5	-	1 (note)	6
2000	-	7	-	-	7
2001	-	6	2	-	8
2002	-	4	3	-	7
2003	-	3	-	-	3
2004	-	4	-	-	4
2005	-	3	11	-	14
Totals	34	35	23	1	93

*Note: A 1999, 30 foot low floor bus was purchased in 2003. The other low floor buses are 40 foot buses.*

City Council adopted a recommendation (Report CR03-18) that the City refurbish four buses and purchase four buses each year to ensure the long-term viability of the fleet. As a result of the new transit grant program announced by the Federal Government, the acquisition plan for new buses has been revised in the 2006 – 2010 General Capital Program. The program has been developed based on the purchase of 9 buses in each of 2006 and 2007, with three buses per year for the last three years of the program. **A multi-year tender for low floor buses was approved in 2004. The tender provides for up to five buses per year between 2005 and 2008.** Flexibility is available to extend that in 2006 and 2007 to accommodate the proposed purchase of nine per year.

In 2006, a tender for smaller low floor buses will provide a mix of small and larger low floor transit buses in the transit fleet. The smaller buses will range from 28 to 30 feet with a capacity of carrying 30 seated passengers as compared to a regular low floor bus carrying 40 seated passengers. The number of smaller low floor buses required will be determined from passenger data collected from the Automatic Passenger Counting equipment (APC). Currently one 30-foot bus is being utilized primarily on Routes 14 and 16.

The Transit Department has other vehicles, with replacement funded through the Transit Equipment Reserve. The following table provides a list of the vehicles, along with the proposed year of replacement.



### Other Transit Vehicles

<u>Year of Purchase</u>	<u>Year of Replacement</u>	<u>Details</u>
2003	2007	Chev Impala
1999	2010	Ford 1 Ton Truck
1999	2011	Dodge 1/2 Ton Truck
1978	2012	Ford 4x4 - 1 Ton Truck
2000	2012	Fork Lift

## Paratransit Buses

<u>Capital Summary (\$000's)</u>	<u>2006</u>	<u>2007</u>	<u>2008</u>	<u>2009</u>	<u>2010</u>
<b>Capital Expenditures</b>					
1. Purchase new paratransit buses - 4 per year	<b>430</b>	430	430	430	430
<b>Capital Funding</b>					
Current Contributions to Capital	-	-	130	130	130
Transit Grant	<b>430</b>	430	-	-	-
Provincial Paratransit Capital Grant	-	-	300	300	300
<b>Total Funding</b>	<b>430</b>	430	430	430	430

The Paratransit fleet consists of 26 buses in 2006, with 24 buses scheduled for regular service and two buses available as spares. The expansion of the bus fleet in 2005 and corresponding reduction in the minivan fleet has greatly assisted with providing more scheduling flexibility. The City owns the lift-equipped buses with FirstBus Canada Limited contracted to maintain and operate the buses. The following table provides a summary of the bus fleet.

### Paratransit Bus Fleet

<u>Year of Purchase</u>	<u>Number of Paratransit Buses</u>
2000	1
2001	6
2002	4
2003	10
2005	5
Total Buses	<b>26</b>

The current capital program provides for the replacement of four Paratransit buses per year. In 2005, the Province provided funding for the replacement of three Paratransit buses. The Paratransit Service uses six minivans in addition to the buses. The minivans are supplied, maintained and operated by FirstBus Canada Limited.

Lift-equipped buses are configured to accommodate both people who use wheelchairs and people who are ambulatory. The minivans can only accommodate people who are ambulatory. Both types of vehicle are used because more than half of the passengers are ambulatory and the van service is faster and more cost effective to operate. The combination of vehicles was very effective to provide service in the past. In recent years, many of the passengers considered to be ambulatory still have significant disabilities and

require the use of mobility assisted devices such as walkers. The minivans have a limited ability to store and transport these types of devices.

## Facilities and Equipment

Capital Summary (\$000's)	2006	2007	2008	2009	2010
<b>Capital Expenditures</b>					
1. Facilities - General Allocation	100	100	100	100	150
2. Transit Shelters	50	50	50	50	50
3. Other Equipment - General Allocation	100	100	100	150	100
<b>Total Expenditures</b>	<b>250</b>	250	250	300	300
<b>Capital Funding</b>					
Current Contributions to Capital	-	-	250	300	300
Transit Grant	250	250	-	-	-
<b>Total Funding</b>	<b>250</b>	250	250	300	300

Facilities used in the delivery of public transit and paratransit services are:

- Transit Operations Centre at 333 Winnipeg Street – This facility includes space for storage and servicing of the buses, along with office or other space for the majority of the Transit staff.
- Transit Garage at 1157 Albert Street – When the Operations Centre was constructed, this facility was retained for repairing and maintaining the bus fleet.
- Transit Information Centre on 11th Avenue – This facility is located in downtown Regina and is used to sell bus passes and tickets, along with providing information on transit routes and schedules. The Centre is located near one of the major transfer points for passengers.

The City owns 249 transit shelters, of which 239 are the newer style and 10 the older style (over 25 years old). In 2005, the City purchased 69 shelters from Viacom Outdoor Inc. Forty-nine of these shelters have lighted advertising signs. A shelter advertising agreement with Rawlco Radio Ltd. provides the City with a minimum of \$70,000 annually.

The general allocation for other equipment has been used to fund a variety of transit capital projects, including hardware and software, information posts, shop equipment and initiatives to address Occupational Health and Safety issues.

## Fire Department

### Capital Program Summary

	2006	2007	2008	2009	2010	Five Year Total
<b>Capital Expenditures (\$000's)</b>						
Fire Facilities	50	500	1,620	140	60	2,370
Front Line Apparatus	-	-	-	-	1,795	1,795
Fire Support Vehicles	90	-	95	-	65	250
Fire Service Vehicles	45	40	-	45	-	130
Communications & Dispatch Equipment	50	-	50	25	160	285
Other Equipment	25	25	145	25	130	350
<b>Total Capital Expenditures</b>	<b>260</b>	<b>565</b>	<b>1,910</b>	<b>235</b>	<b>2,210</b>	<b>5,180</b>
<b>Capital Funding (\$000's)</b>						
Current Contributions to Capital	260	565	1,910	235	2,210	5,180

### Fire Facilities

Capital Summary (\$000's)	2006	2007	2008	2009	2010
<b>Capital Expenditures</b>					
1. Administration Building	50	-	-	-	-
2. Education and Training Centre	-	-	-	80	-
3. Fire Stations					
- General Allocation	-	-	120	60	60
- Replace Fire Station #4	-	500	1,500	-	-
<b>Total Expenditures</b>	<b>50</b>	<b>500</b>	<b>1,620</b>	<b>140</b>	<b>60</b>
<b>Capital Funding</b>					
Current Contributions to Capital	50	500	1,620	140	60

The following Fire Department facilities support the delivery of fire prevention and suppression services:

- Seven fire stations:
  - No. 1 Fire Station (William White Station) – 2585 – 13th Avenue.
  - No. 2 Fire Station (William Moffatt Station) – 1770 – 9th Avenue North.
  - No. 3 Fire Station (Tom Yarnton Station) – 2640 – 31st Avenue.
  - No. 4 Fire Station (Percy Wilson Station) – 1175 Pasqua Street.
  - No. 5 Fire Station (Harold Button Station) – 2700 East Arens Road.
  - No. 6 Fire Station (Omar Dixon Station) – 303 Rink Avenue.
  - No. 7 Fire Station (Louis Yanko Station) – 123 Victoria Avenue.
- The Fire Administration Building (E. C. Bun Allin Building) located at 1205 Ross Avenue.
- The Education and Training Centre located adjacent to the Fire Administration Building at 1201 Ross Avenue.

In 2006 repairs and renovations to the Administration Building will be undertaken. In 2007/2008, \$2,000,000 is included to replace Fire Station #4. The station requires major repairs. Replacement of the fire station is more cost effective than undertaking major renovations and repairs. Other projects in the capital program include interior upgrades to various fire stations and upgrades to the mechanical shop in the Education and Training Centre.

## Front Line Apparatus

Capital Summary (\$000's)	2006	2007	2008	2009	2010
<b>Capital Expenditures</b>					
1. Pumper Rescue Unit	-	-	-	-	565
2. 100' Rescue/Ladder Unit	-	-	-	-	1,230
<b>Total Expenditures</b>	-	-	-	-	1,795
<b>Capital Funding</b>					
Current Contributions to Capital	-	-	-	-	1,795

The new pumper/rescue unit replaces the pumper purchased in 1989. The 100-foot rescue/ladder unit has the combined capabilities of a 100-foot aerial ladder platform and a 2,000 gallon per minute pump. The unit has two articulating booms with a crew platform that swivels up to ninety degrees. Front-line Apparatus in the Fire Department fleet includes 18 front-line apparatus vehicles, including 13 in-service vehicles and five spare vehicles. These vehicles include:

- Seven pumpers and three pumper/rescues in-service, along with four spare pumpers. The average age of the pumpers is 15 years.
- One ladder truck in-service along with one spare ladder unit.
- One rescue unit in-service.
- One platform unit in-service.

The Woods Gordon Study guideline for vehicle retention is 15 years for a pumper truck and 20 years for an aerial (ladder) truck. The replacement schedule for front-line apparatus is in the following table.

Unit Number	Vehicle Year	Proposed Replacement Year	Vehicle Make	Type of Apparatus
101	1968	---	Mack Custom	Spare Pumper
113	1979	---	Superior Emergency – IHC	Spare Pumper
108	1984	---	Pierre Thibault – IHC	Spare Pumper
114	1985	---	Superior Emergency– IHC	Spare Pumper
110	1976	On order - 2005	Superior Hendrickson	Pumper
111	1976	On order - 2005	Superior Hendrickson	Pumper
205	1979	2010	Pierre Thibault	Spare Ladder
104	1989	2010	Superior Pierce Lance	Pumper
106	1992	2011	Superior Pierce Lance	Pumper
105	1994	2012	Superior Pierce Lance	Pumper
102	1998	2013	Superior Hurricane – E-One	Pumper/Rescue
103	2000	2015	Superior Hurricane – E-One	Pumper/Rescue
109	2000	2015	Superior Hurricane – E-One	Pumper/Rescue
302	1995	2015	Superior	Rescue
206	1986	2016	Pierre Thibault – IHC	Ladder
402	1996	2016	Superior E-One	Platform/Pumper
115	2004	2019	Superior Hurricane – E-One	Pumper
116	2004	2019	Superior Hurricane – E-One	Pumper

## Fire Support Vehicles

Capital Summary (\$000's)	2006	2007	2008	2009	2010
<b>Capital Expenditures</b>					
1. Command Unit	90	-	-	-	-
2. Water Rescue Zodiac	-	-	50	-	-
3. Transport/Command Car	-	-	45	-	-
4. Training Unit	-	-	-	-	65
<b>Total Expenditures</b>	<b>90</b>	<b>-</b>	<b>95</b>	<b>-</b>	<b>65</b>
<b>Capital Funding</b>					
Current Contributions to Capital	90	-	95	-	65

Units in the capital program are generally replacement units with the exception of the Water Rescue Zodiac. The Water Rescue Zodiac is a jet propulsion unit. There are 17 support vehicles in the Fire Department fleet including several vans, trucks and trailers, equipped for special purposes such as water rescue, investigation or public education. The replacement schedule for support vehicles is detailed in the following table.

Unit Number	Vehicle Year	Proposed Replacement Year	Vehicle Make	Other Details
502	1987	Not Replaced	Fire Safe House	Trailer – 8' x 24'
505	1955	Not Replaced	GMC	Tri-Command Bus
506	1996	Not Replaced	Ford Cube Van	Public Education
501	1987	Not Replaced	Decon/Hazmat – 20' x 8'	Spare Trailer
3	1991	On order - 2005	Ford Cube Van	Public Information – Chassis
2	1995	2006	Chevrolet – One-Ton Modular	Command Unit – Chassis
10	1988	2008	Plymouth V6 M-Voyager	Transport/Command Car
507	2000	2010	One-Ton Truck	Training
503	1962	2011	GMC	Rehab Bus
509	1987	2012	Superior Emergency – IHC	Tech Rescue/Mobile Cascade
15	2004	2013	Ford Expedition	Chief's Command Unit
511	2005	2015	Ford F350	Wildland Firefighting
512	2006	2016	Ford F350	Wildland Firefighting
23	2005	2017	GMC	Investigation Unit
508	1998	2018	Ford E Super Duty	Water Rescue Van
504	2002	2022	Fort Garry	Water Tanker/Pumper
510	2003	2023	Decon/Hazmat – 35' x 8'	Trailer

## Fire Service Vehicles

Capital Summary (\$000's)	2006	2007	2008	2009	2010
<b>Capital Expenditures</b>					
1. 3/4 Ton Truck - Fuel Delivery and Snow Removal	45	-	-	-	-
2. Administration Van	-	40	-	-	-
3. 3/4 Ton-Mechanic	-	-	-	45	-
<b>Total Expenditures</b>	<b>45</b>	<b>40</b>	<b>-</b>	<b>45</b>	<b>-</b>
<b>Capital Funding</b>					
Current Contributions to Capital	45	40	-	45	-

All units in the capital program are replacement units. The service truck is used to move equipment from station to station. There are 9 Service Vehicles in the Fire Department including vans and trucks. The replacement schedule for service vehicles is detailed in the following table.

Unit Number	Vehicle Year	Proposed Replacement Year	Vehicle Make	Other Details
14	1986	Not Replaced	GMC Sierra Open Box (4WD)	Spare Towing
20	1990	Not Replaced	Dodge Van	Training
17	2001	2005	Chevrolet ½ Ton Cargo van	Service Truck
7	1995	2006	GMC Open Box (4WD) ¾ Ton	Fuel Delivery/Snow Removal
1	1994	2007	Plymouth Van	Administration Unit
19	1992	2009	Chevrolet Open Box ¾ Ton	Mechanics
18	2000	2015	Ford F150 – Regular Cab	Building Maintenance
22	1999	2019	Ford E450 Super Duty	Troop Transport
21	2005	2020	GMC Cargo Van	Electrician

## Communications and Dispatch Equipment

Capital Summary (\$000's)	2006	2007	2008	2009	2010
<b>Capital Expenditures</b>					
1. Resource Deployment Software	50	-	-	-	-
2. Radio Replacement	-	-	25	25	25
3. Computer Aided Call Handling System	-	-	25	-	-
4. Voice Logger	-	-	-	-	65
5. Mobile Data Technology	-	-	-	-	70
<b>Total Expenditures</b>	<b>50</b>	<b>-</b>	<b>50</b>	<b>25</b>	<b>160</b>
<b>Capital Funding</b>					
Current Contributions to Capital	50	-	50	25	160

Additional information on the capital allocations for communications and dispatch equipment includes:

- **Resource Deployment Software** – The software will assist in analyzing factors such as risk, population, occupancy and previous emergency response data to ensure the resource allocation is achieving the most effective and efficient capacity within the city. This would also include a backfill, real-time analysis and develop recommendations for multiple alarm scenarios.
- **Radio Replacement** – This funding is to begin a replacement program of four portable radios and one mobile radio per year.
- **Computer Aided Call Handling System** – Communication centre personnel identify response requirements based on initial assessment of information received from a caller reporting an emergency incident. Computer aided call handling systems assist the calltaker in quickly determining the appropriate response code for each incident, improving response times, increasing responder safety and reducing liability risks.
- **Voice Logger** – Funding is for replacement of the voice logger system. The Fire Department has one voice-logging device that was purchased in 1998. This device records the telephone lines and all radio communications and is a legal requirement of a dispatch operation. The device has a five-year life expectancy.
- **Mobile Data Technology** – With the implementation of mobile data terminals in Front Line Fire Apparatus, additional technology is required for wireless “at speed” data transmission. The results of

the municipal area network strategy leveraging wireless technology will determine the specifics of the technology required to complement the corporate plan.

## Other Equipment

Capital Summary (\$000's)	2006	2007	2008	2009	2010
<b>Capital Expenditures</b>					
1. Traffic Signal Pre-emption	25	25	-	-	-
2. Extrication Tools (Jaws of Life)	-	-	55	-	55
3. Thermal Imaging Cameras	-	-	65	-	-
4. Wellness/Fitness Equipment	-	-	25	25	25
5. Joint Emergency Preparedness Program	-	-	-	-	50
<b>Total Expenditures</b>	<b>25</b>	<b>25</b>	<b>145</b>	<b>25</b>	<b>130</b>
<b>Capital Funding</b>					
Current Contributions to Capital	25	25	145	25	130

Additional information on the capital allocation for other equipment includes:

- **Traffic Signal Pre-emption** – This is an ongoing project. It is projected that in 2006 and 2007 there will be an additional 10 intersections ready for pre-emption. This system will allow fire apparatus responding to an incident to control the flow of traffic, thereby improving the response time.
- **Extrication Tools** – The Fire Department has five sets of extrication tools (Jaws of Life). The Jaws of Life are placed on the rescue vehicles located at No. 2, No. 3, No. 6 and No. 7 Fire Stations. There is one spare set of extrication tools used for training and as a backup. This funding is for the replacement of the ageing equipment. The department responds to approximately 200 Jaws of Life calls each year. Saskatchewan Government Insurance is charged \$550 each time a Jaws of Life is used in an accident.
- **Thermal Imaging Cameras** – The department currently has seven thermal imaging cameras, one at each fire station. This equipment has proven invaluable in locating heat sources in extreme smoke conditions. The Rotary Clubs of Regina purchased four cameras in partnership with other local businesses at a cost of \$25,000 each. These cameras have an eight-year life expectancy. Funding is for the replacement of four cameras.
- **Wellness/Fitness Equipment** – This equipment will be used to promote fitness and well-being among existing staff. The equipment will also be utilized for testing new recruits as part of the hiring process.
- **Joint Emergency Preparedness Program** – In 2009, a joint emergency preparedness program proposal will be submitted to the Federal Government to introduce training and equipment to enhance the department's structural response capabilities. The City's share of the cost is \$50,000. This will enhance the Fire Department's capability to respond to and mitigate an emergency involving a structural collapse. The funds will be used to train the trainer as well as purchase equipment.





## Police Department

### Capital Program Summary

	2006	2007	2008	2009	2010	Five Year Total
<b>Capital Expenditures (\$000's)</b>						
Facilities	147	453	407	291	528	1,826
Communications	-	32	-	-	-	32
Information Technology	1,335	306	371	397	205	2,614
Emergency Services Equipment	22	169	101	93	64	449
<b>Total Expenditures</b>	<b>1,504</b>	960	879	781	797	4,921
<b>Capital Funding (\$000's)</b>						
Current Contributions to Capital	1,504	960	879	781	797	4,921

The information in this summary is based on the 2006 – 2010 Capital Budget submission of the Board of Police Commissioners. Additional information on the capital expenditures is provided in the budget of the Board of Police Commissioners submitted to City Council on February 27, 2006 (Report CR06-3).

