

2005 BUDGET

**2005 – 2009
General Capital Program**

- As Approved by City Council -

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Letter of Transmittal

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Office of the City Manager
May 2, 2005

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

Re: **2005 – 2009 General Capital Program**

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 2005 – 2009 General Capital Program as approved by City Council at its meeting on April 6, 2005.**

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.

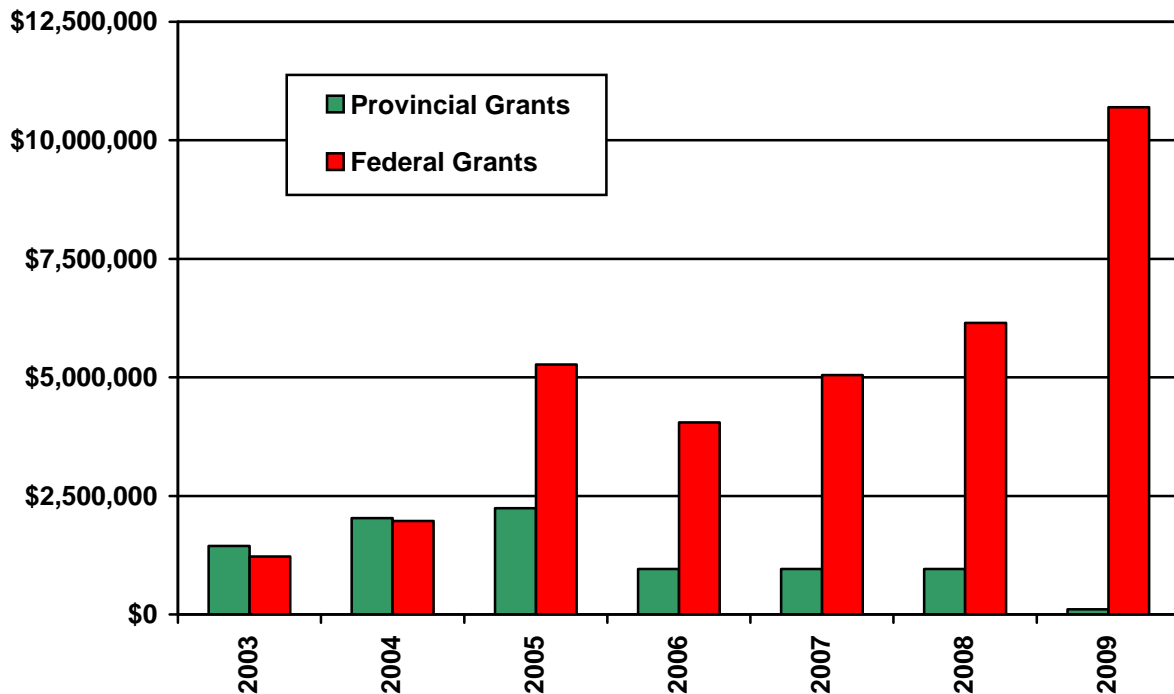
While there is virtually universal recognition of the need to increase capital spending, the challenge continues to be finding sources of funding that are predictable and sustainable. In October 2004, Canada West Foundation released a document titled "**Urban Finance and Economy**". The document included the following comments.

Federal aid, when it eventually does arrive, will be little more than a large drop in an even larger bucket. Even when federal funding is fully in place, it will do little more than complement infrastructure funds raised by provincial and municipal governments. It will be more than small change, but not much.

The cure, therefore, must come primarily from municipal governments themselves, and from the provincial governments within which they are embedded.

The 2005 – 2009 General Capital Program projects a substantial increase in funding from the Federal Government, and a decrease in funding from the Provincial Government. The following graph provides information on the Federal and Provincial grants for 2003 and 2004, along with the projected grants for the 2005 to 2009 period. In the Introduction section of the document (page 4) there is a graph for both the Federal and Provincial grants that provides 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 Multi-Purpose Facility)



The level of funding from the Province will decline unless there are new capital grant programs introduced by the Province. Since most Federal funding for municipalities is transferred to the Province and in turn paid to municipalities, the total funding shown in Provincial documents will likely show a substantial increase in capital funding for municipalities. The reality is that based on current programs, Provincial capital funding will be essentially eliminated by 2009, while Federal funding will substantially increase.

It is essential that the Province implement new capital funding programs to assist municipalities. 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 will receive 1¢ per litre of the provincial gas tax in 2004, 1.5¢ per litre in 2005 and 2¢ per litre in 2006, with the funding dedicated to public transit.

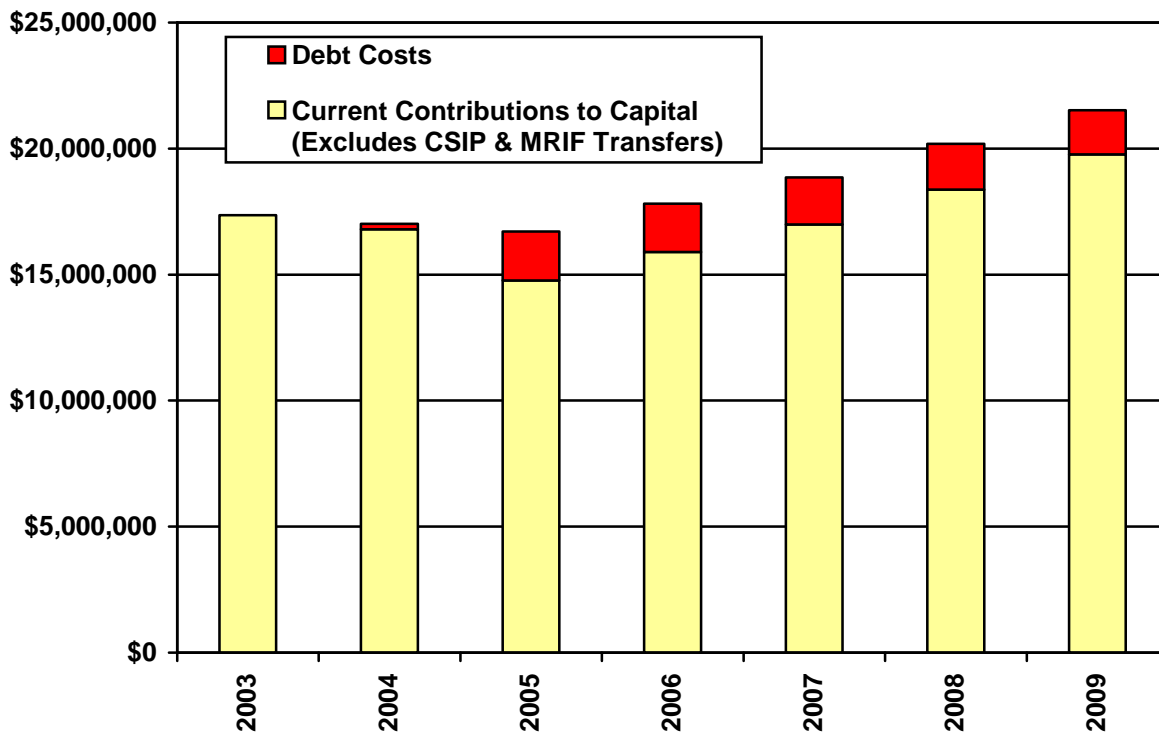
Substantial progress is being made in terms of the commitment of the Federal Government to funding municipal infrastructure requirements. There continues to be steps the Federal Government can pursue to assist in addressing capital requirements. These include:

- Provide detailed information to municipalities on the capital funding that will be available to the municipality for the next five years. Annually, the projections should be updated for the following five years. It is essential for effective infrastructure planning that the level of funding available is known.
- Provide maximum flexibility to municipalities in terms of how the funding is spent. Infrastructure programs in the past have had a focus on “green” investments. In Regina, the pressing need for additional infrastructure investment is for transportation (roads and transit), and not projects in the Water and Sewer Utility. In Regina, utility capital requirements are funded through water and wastewater rates.

- Minimize the bureaucracy with respect to the grant programs. Current requirements such as submitting applications for specific projects; limiting the number of applications and projects; the inability to use internal resources for the work; and the requirement to have a project approved before a tender is awarded are requirements that limit the effectiveness of the funding program. Construction seasons are very short, and there is a significant lead-time to put the necessary resources in place to undertake infrastructure work.

The City must also increase its capital funding. The 2005 – 2009 General Capital Program is based in part on a plan to increase the City's current contributions to capital.

Capital Funding Plan



The capital funding plan shown in the above graph is impacted by the following factors:

- The plan provides for an increase in general capital funding (current contributions and debt costs combined) of \$1.5 million per year, starting in 2006. While the proposed funding plan provides for significant increases as compared to the trend in recent years it will be 20 years before capital funding is the level needed (based on the estimated requirements today) if the infrastructure deficit were to be addressed.
- The current contributions to capital include funding the capital budget submitted by the Board of Police Commissioners. The current contributions to capital for the Police were \$1,681,000 in 2004. The amount increases to \$1,816,000 in 2005, but declines to \$617,000 by 2009. The amounts may change as the Board of Police Commissioners submit capital programs in the future.

The 2005 – 2009 General Capital Program is about \$178.6 million. In comparison, the 2004 – 2008 General Capital Program was \$184.5 million. **The 2005 General Capital Budget is \$37.2 million.** The General Capital Program represents a balance between the fiscal constraints facing the City and the capital requirements.

Key components of the 2005 – 2009 General Capital Program include:

- **Funding for Street Infrastructure Renewal is \$10 million in 2005, an increase of \$500,000 over the funding provided in 2004. By 2009, funding for Street Infrastructure Renewal increases to \$11.3 million. The increase is not sufficient to address the long-term Street Infrastructure Renewal needs.**
- **Roadway Network Improvements** include:
 - In 2005, improvements to **Prince of Wales Drive** between 7th Avenue East and Jenkins Drive.
 - In 2005, Courtney Street will be redeveloped between 9th Avenue North and Sherwood Drive.
 - Design of an east-west arterial in the Northwest Sector in 2005, with development in 2006.
 - Improvements to the intersection of Quance Street and University Park Drive in 2008. In approving the 2005 – 2009 General Capital Program, City Council passed a resolution that will result in this project shifting to 2006 when the 2006 – 2010 General Capital Program is developed.
 - Widening of Winnipeg Street in 2009 between 3rd Avenue North and 5th Avenue North.
- Funding for the **rehabilitation of bridges** totals about \$5.1 million over five years, with one bridge site each year.
- Funding of \$12.6 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 \$2.6 million over the five years for replacement of rear lane waste containers.
- **Funding of about \$5.2 million over the five years for major community and recreation facilities.** The funding is to sustain existing facilities and does not fund the development of new or replacement facilities. Work has been completed on a review of the outdoor pools and arenas. The results of the report will be presented in 2005 and will have an impact on future capital programs.
- Funding of about \$12.5 million over the five years for restoration, upgrading and new development of **athletic fields, open space** and the city's **streetscape**. **The funding includes \$400,000 in 2005 for a new skateboard park, and \$650,000 in 2005 for improvements to Taylor Field, including a new sound system and improvements to washroom facilities on the east side.**
- The five-year capital program provides for the purchase of five front-line **fire apparatus** to replace existing equipment. The equipment to be acquired includes three pumper/rescue units, and two 75' quint units. In 2009, there is \$2 million for the replacement of Fire Hall #4.
- **Transit** capital expenditures include:
 - \$11.2 million over the five years to purchase **25 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 \$25.5 million over the five years for the **replacement of vehicles and equipment**. The fleet expenditures are consistent with the fleet review report and the capital program continues to achieve the recommended fleet size and configuration.
- The capital program provides \$6 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 2005 – 2009 General Capital Program **does not** include funding for the following:

- An interchange at Highway #1 and Lewvan Drive.
- Intersection or interchange improvements in the northwest.
- Replacement of the artificial turf in Taylor Field.
- Replacement of arenas or outdoor pools.
- Special projects in the ROWDA Business Improvement District or through the North Central partnership.
- Funding for Ross Avenue and Fleet Street.
- Funding for Courtney Street from 1st Avenue North to Sherwood Drive.
- Funding for containers for the automated front street collection program. As a result, the previous decision by City Council to implement automated front street collection for all homes not serviced by the rear lane collection program can not be implemented. A further report will be presented to the Works and Utilities Committee.

The 2005 – 2009 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 funding from the Province.**

Respectfully submitted,



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).

The 2005 – 2009 General Capital Program provides an average of about \$39.2 million per year for general capital projects. **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. The combined infrastructure deficit of the six big western Canadian cities (Vancouver, Edmonton, Calgary, Saskatoon, Regina and Winnipeg) for the 2003 fiscal year totals \$564 million, which is a conservative estimate.

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. In general western cities are not reporting huge infrastructure deficits in water and sewer utilities, which are commercial operations and tend to be funded through user fees and self-supporting debt.

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.

Finally, **public infrastructure supports private capital investment**. There may be economic cost of failing to reinvest in Canada's infrastructure.

All infrastructure has a specified lifespan. At certain points in the life of an infrastructure asset, maintenance is required. At the end of its useful life, replacement must occur. When maintenance of existing infrastructure is deferred, its lifespan is shortened. This means that rehabilitation and replacement costs arrive much sooner. To make matters worse, rehabilitation and replacement are much more expensive than regular and ongoing maintenance.

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.

Unlike the municipal sector as a whole, much of the infrastructure challenge in the West's big cities revolves around the financing of tax-supported infrastructure – civic buildings, parks, recreation facilities and especially roads and transit.

There are costs to not addressing the issue. The most tangible cost is higher capital maintenance in the future. Deferred maintenance now means that the more costly rehabilitation and replacement expenses arrive sooner. Other hard costs include increased operating expenditures and foregone economic growth. Soft costs include negative environmental effects and threats to public health and safety.

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 could include 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

In October 2004, Canada West Foundation released a document titled "Urban Finance and Economy". The document included the following comments.

Over the past few years there has been a growing public policy consensus about the precarious infrastructure health of Canadian cities.

Unfortunately, the search for solutions has focused too narrowly on possible federal assistance that might be forthcoming through Prime Minister Paul Martin's long-promised new deal for cities.

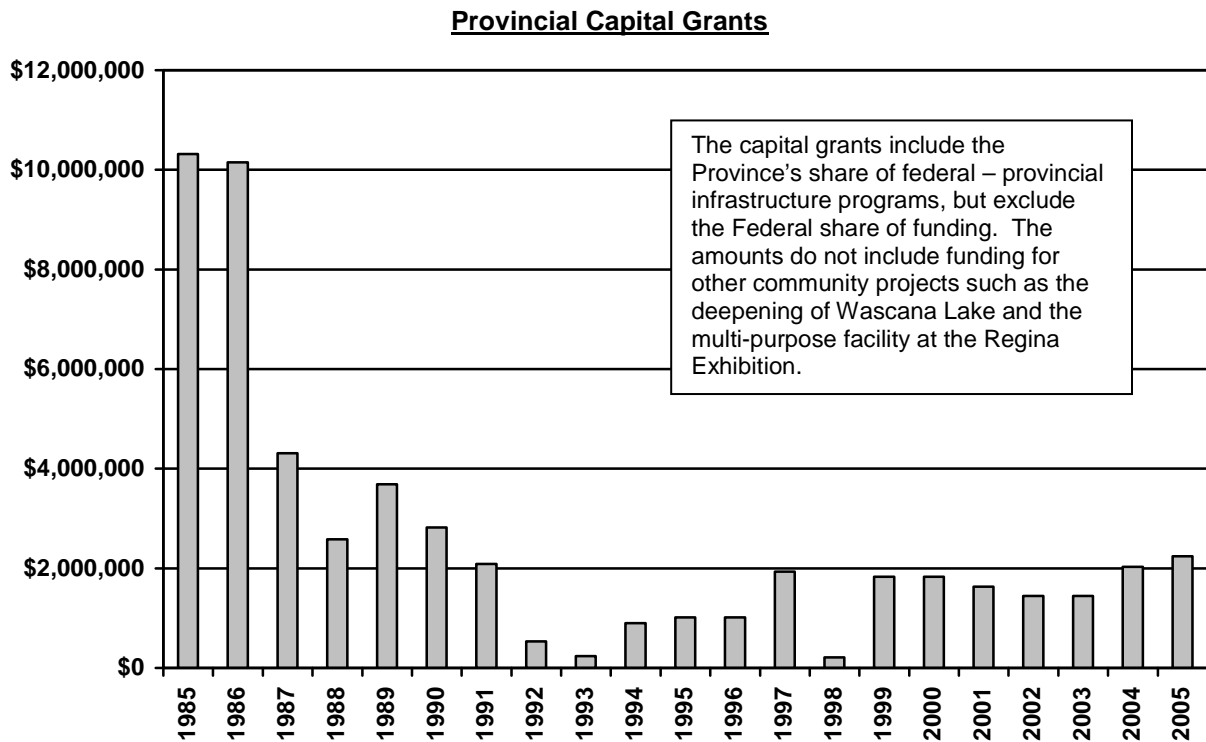
The problem, we should stress, does not stem from a belief that the federal government shouldn't meddle in provincial fields of jurisdiction. We would argue that the federal government has legitimate strategic interests in the sustainability of the country's cities.

No, the problem is that **federal aid, when it eventually does arrive, will be little more than a large drop in an even larger bucket.** Even when federal funding is fully in place, it will do little more than complement infrastructure funds raised by provincial and municipal governments. It will be more than small change, but not much.

The cure, therefore, must come primarily from municipal governments themselves, and from the provincial governments within which they are embedded.

The document from Canada West Foundation raises the question of the level of capital funding from provincial governments and municipalities.

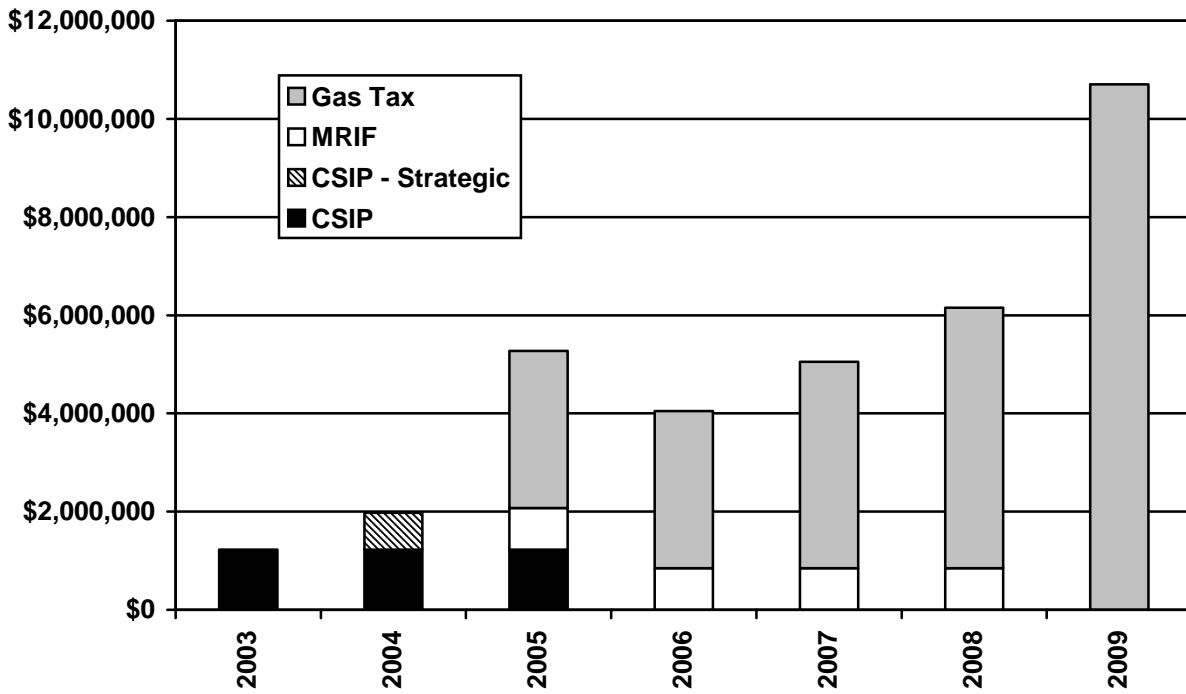
At one time provincial grants were a major source of capital funding for the City. The following graph details the level of provincial capital grants. Grant amounts are reflected in the year of commitment not the year of payment.



In Calgary and Edmonton, each city receives 5¢ per litre of the fuel tax generated in the two cities. In 2003, Edmonton received about \$86.5 million in capital grants (excluding infrastructure grants) and Calgary about \$94.6 million. For both cities, the vast majority of the funding is from fuel tax. **In Ontario, the Province will provide municipalities 1¢ per litre of the provincial fuel tax in 2004, 1.5¢ per litre in 2005, and 2¢ per litre in 2006.**

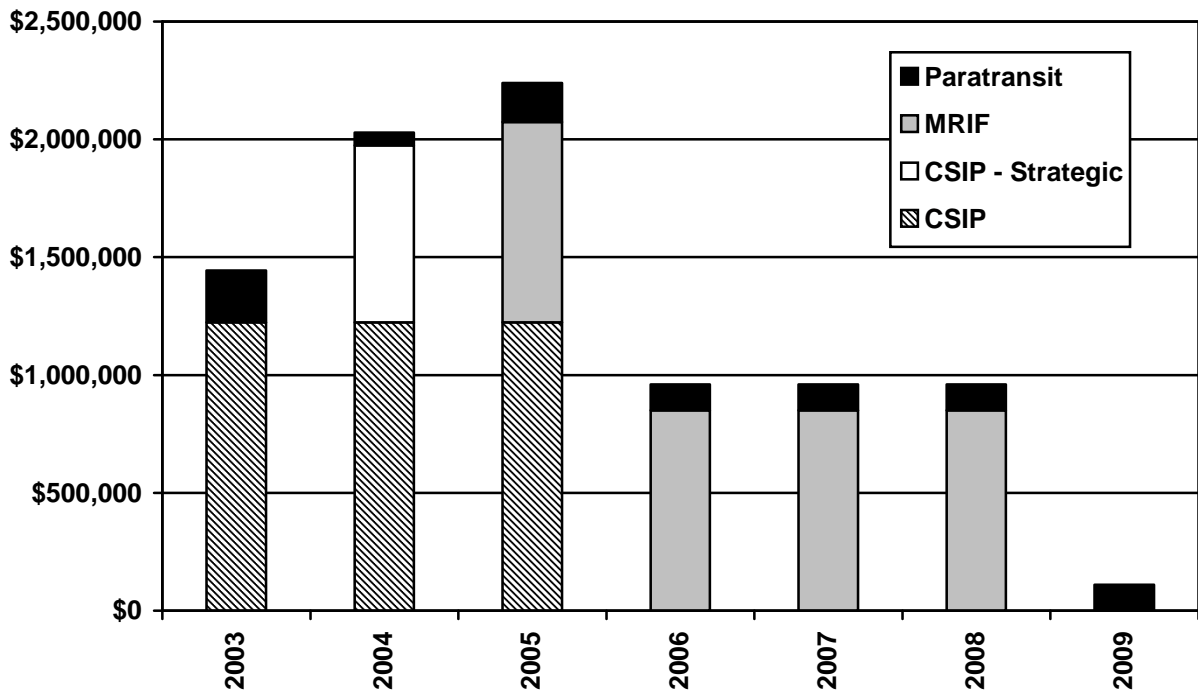
The 2005 – 2009 General Capital Program projects a substantial increase in funding from the Federal Government. The following graph provides information on the Federal grants for 2003 and 2004, along with the projected grants for the 2005 to 2009 period. The grants do not include the contribution from the Federal Government to community projects such as the deepening of Wascana Lake and the multi-purpose facility at Regina Exhibition.

Federal Capital Grants



Capital funding from the Province is projected to decrease in the 2005 – 2009 period. The following graph provides information on the Provincial grants for 2003 and 2004, along with projected grants for the 2005 to 2009 period. The grants do not include the contribution from the Federal Government to community projects such as the deepening of Wascana Lake and the multi-purpose facility at Regina Exhibition.

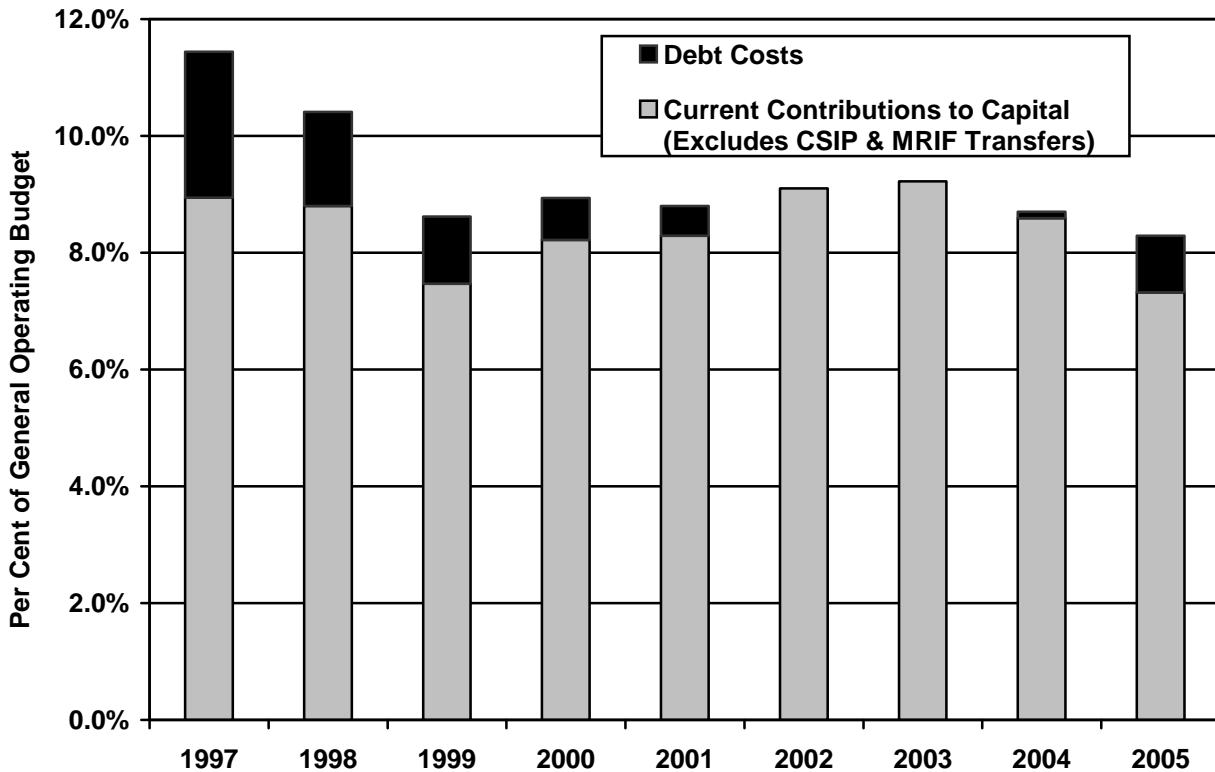
Provincial Capital Grants



As shown in the previous graph, the level of funding from the Province will decline unless there are new capital grant programs introduced by the Province.

The City must also 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 of an amount equal to the CSIP 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 2005
(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 generally declined over the past nine years. In 1997, capital funding was about 11.4% of the total operating budget. For 2005, capital funding is about 8.3% of the total operating budget.

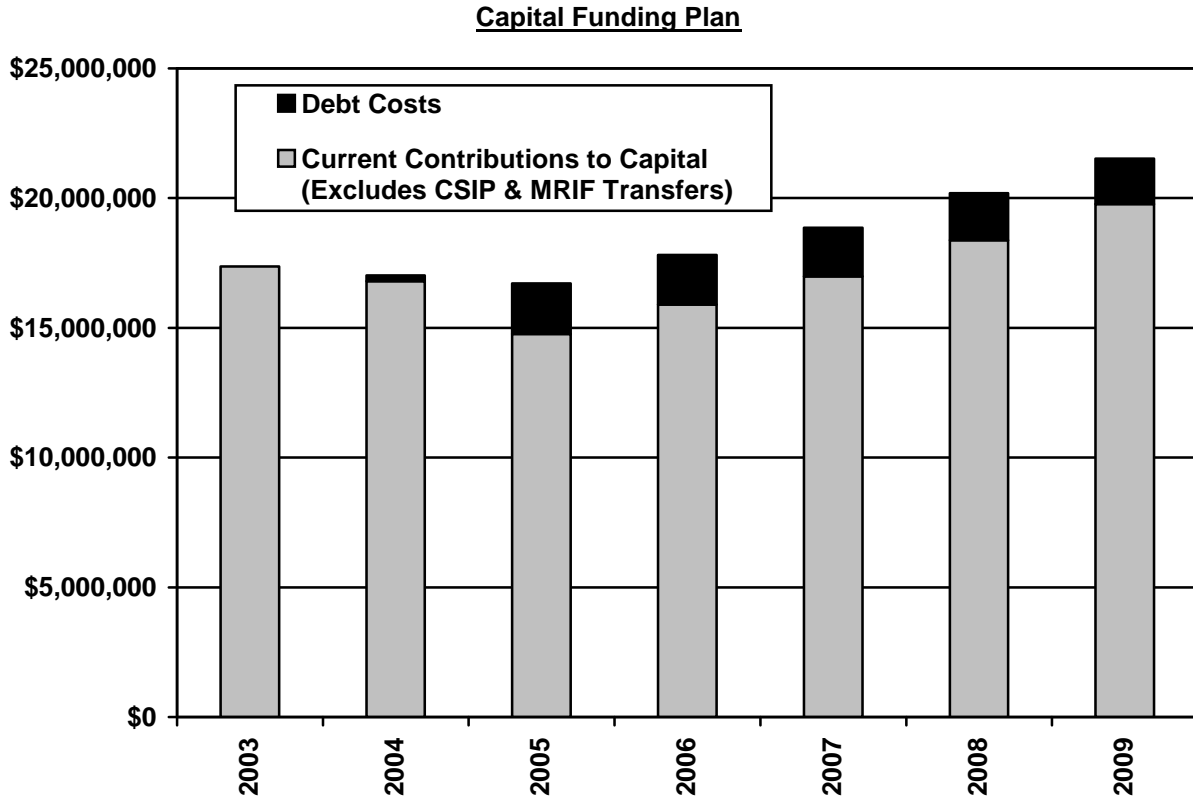
While capital funding from current operations has decreased as a percentage of the total budget, capital requirements have continued to escalate as infrastructure continues to age, and the capital needs of the community increase as the community grows.

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 (Parsons 1992). 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 2005 – 2009 General Capital Program is based in part on a plan to increase the City's current contribution to capital starting in 2006. The funding plan is shown in the following graph.



The capital funding plan shown in the above graph is impacted by the following factors:

- The plan provides for an increase in general capital funding (current contributions and debt costs combined) of \$1.5 million per year starting in 2006. While the proposed funding plan provides for significant increases as compared to the trend in recent years it will be 20 years before capital funding is at the level needed (based on the estimated requirements today) if the infrastructure deficit were to be addressed.
- A portion of the current contributions to capital is for funding the capital budget submitted by the Board of Police Commissioners. The current contributions to capital for the Police were \$1,681,000 in 2004. The amount increases to \$1,816,000 in 2005, but declines to \$617,000 by 2009. The amounts may change as the Board of Police Commissioners submit capital programs in the future.

General Capital Program Funding

Capital Funding Summary

Capital Funding Source (\$000's)	2005	2006	2007	2008	2009	Five Year Total
Current Contributions to Capital						
Civic Capital Projects	12,950	14,500	16,050	17,600	19,150	80,250
Police Capital Projects	1,816	1,396	935	778	617	5,542
	14,766	15,896	16,985	18,378	19,767	85,792
Existing Debt	4,315	2,105	-	-	-	6,420
Internal Reserves and Transfers						
General Fund Reserve	560	1,560	600	-	-	2,720
Transfer From Utility - CSIP ⁽¹⁾	2,500	-	-	-	-	2,500
Transfer From Utility - MRIF ⁽²⁾	1,700	1,700	1,700	1,700	-	6,800
Landfill Reserve	475	400	2,550	1,350	7,800	12,575
Golf Course Reserve	75	230	215	175	160	855
Cemetery Reserve	20	85	20	35	80	240
Equipment Replacement Reserve	5,500	5,235	5,120	5,150	4,530	25,535
Transit Equipment Reserve	-	-	30	-	-	30
Employee Provided Parking Reserve	-	-	-	-	600	600
Asphalt Plant Reserve	550	180	-	200	100	1,030
	11,380	9,390	10,235	8,610	13,270	52,885
Capital Grants						
Gas Tax Grant	3,200	3,200	4,200	5,300	10,700	26,600
Paratransit Capital Grant	165	110	110	110	110	605
	3,365	3,310	4,310	5,410	10,810	27,205
External Funding						
Development Charges - Roadways	1,620	1,500	-	-	-	3,120
Development Charges - Parks	1,090	185	383	305	505	2,468
Payments in Lieu of Land Dedication	54	-	-	-	-	54
Contributions from Developers	570	-	-	-	-	570
Other External Contributions	25	15	15	15	15	85
	3,359	1,700	398	320	520	6,297
Total Capital Funding	37,185	32,401	31,928	32,718	44,367	178,599

Notes:

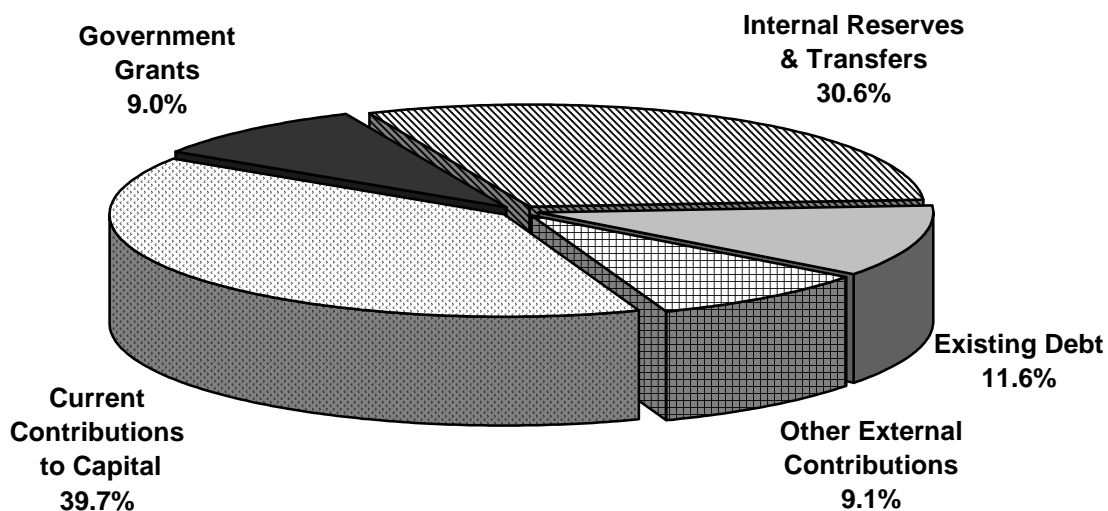
1. From 2001 to 2005, the City received funding through the Canada Saskatchewan Infrastructure Program (CSIP). A portion of the grants received were for Water and Sewer Utility projects. An amount equal to the grants received by the Water and Sewer Utility is transferred to fund general capital projects. CSIP grants and the transfer end in 2005.
2. The City will receive funding from the Municipal Rural Infrastructure Program (MRIF) from 2005 through 2008. The grants will be allocated to Water and Sewer Utility projects, with an equal amount of funding then transferred from the utility to fund general capital projects.

Funding for the 2005 – 2009 General Capital Program has changed substantially from plans adopted for prior programs. The key elements of the funding plan for the 2005 – 2009 General Capital Program include:

- 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 **\$3.2 million in 2005, \$3.2 million in 2006, \$4.2 million in 2007, \$5.3 million in 2008 and \$10.7 million in 2009**. The grant is 1.5 cents per litre in 2005, increasing to 5 cents a litre in 2009.
- There is a new Municipal Rural Infrastructure Program in place for 2005 through 2008. The projected annual City share of the funding is \$1.7 million. The funding available through this program will be directed to Water and Sewer Utility capital projects, with the utility transferring an equal amount to the General Capital Program.
- Current contributions to capital are proposed to increase each year by about \$1.5 million starting in 2006. For 2005, current contributions have been decreased to offset the increase in debt costs.
- There is no additional debenture debt proposed for the 2005 – 2009 General Capital Program. The 2004 – 2008 General Capital Program was based on \$7.0 million in debenture debt each year. The debt requirement for 2004 and 2005 (\$14.0 million in total) was issued in 2004 along with the debt requirement for the Water and Sewer Utility (\$6.0 million).
- 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 2005 – 2009 General Capital Program includes:
 - \$40,000 in 2005 and \$360,000 in 2006 for projects related to Ross Industrial Park.
 - \$520,000 in 2005 to fund a portion of the cost for the maintenance management system.
 - \$1,200,000 in 2006 and \$600,000 in 2007 as general funding to the capital program. This funding is required to offset the reduction in current contributions to capital for that portion of the current contributions linked to transfer from the Water and Sewer Utility of the amount received by the utility from CSIP grants.

The following chart shows the distribution of funding for 2005.

Sources of Capital Funding – 2005



General Capital Funding

Section 129(1) of *The Cities Act* deals with the preparation of the annual operating budget. Included in the budget are the following:

- In accordance with subsection 129(1)(f), “**the amount to be transferred to the capital budget**”; and,
- In accordance with subsection 129(1)(a), “**the amount needed to pay all debt obligations with respect to borrowings of the city**”.

An important step in the development of the capital and operating budgets is determining the amount of current contributions. Since there is outstanding general debt that must also be funded through the General Operating Budget, the consideration of a target for Current Contributions to Capital includes projected debt costs. For the 2005 – 2009 General Capital Program, the current contributions to capital include:

- Current contributions to capital to fund the capital program submitted by the **Board of Police Commissioners. The requirement for 2005 is \$1,816,000** as per the budget submitted to City Council at its meeting of January 24, 2005. The required contributions are **an increase of \$135,000** or an 8.0% increase over the level of current contributions required in 2004.
- Current contributions to fund the general civic portion of the General Capital Program. **The current contributions to capital for 2005 for the civic portion of the General Capital Program are \$12.9 million, excluding the transfers from the Water and Sewer Utility related to CSIP and MRIF funding received by the utility.**

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.

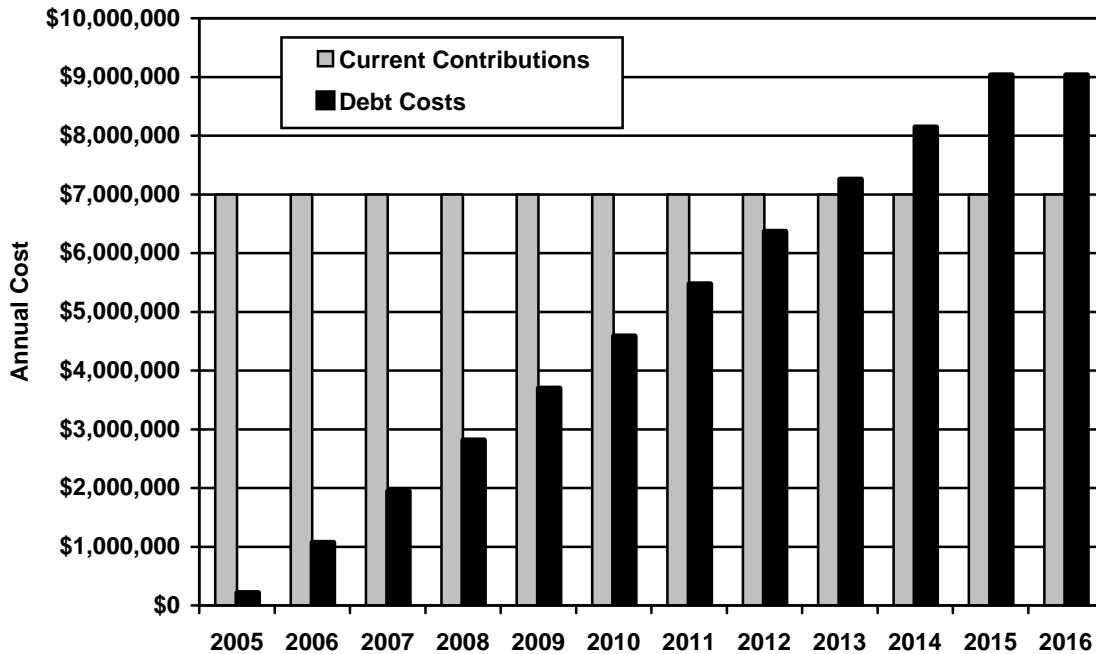
It is difficult to increase capital funding from the General Operating Budget quickly. As such, it is important to develop a funding plan that provides for incremental increases over an extended period of time. **The 2005 – 2009 General Capital Program is based on an annual increase in general capital funding (excluding the Police portion) of \$1.5 million per year starting in 2006. Since debt costs decrease by about \$50,000 per year as the debt matures, the annual increase in civic current contributions to capital is about \$1,550,000.**

Debt Funding

In 1983, City Council adopted a “pay as you go” funding policy for the General Capital Program. Starting in 1983 tax supported debt costs started to decrease and in 2001, debt costs were eliminated. In 2001, City Council amended the “pay as you go” policy to use debt financing for “significant non-recurring” general capital projects. The 2004 – 2008 General Capital Program included \$7 million in debt financing each year. In 2004, there was \$14 million in general debt issued for the debt requirements in 2004 and 2005. The use of additional debt funding is not included in the 2005 – 2009 General Capital Program. The use of debt funding remains an option, particularly if there are large capital projects that require a significant amount of funding in a single year.

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%. The debt is assumed to be issued July 1 each year.

**Comparison of Current Contributions and Debt
(Cost of \$7,000,000 Annual Capital Funding)**



The use of debt is a trade-off. While debt allows for an increase in capital funding initially, in this example, by 2013, the use of debt financing will result in higher annual costs. While there is only a minor cost in 2005 for the debt (about \$220,000), the cost will increase by about \$850,000 per year until the annual cost is about \$9.0 million in 2015. The debt repayment will create pressure on the mill rate unless alternative revenue sources are available to fund the debt costs.

Capital Grants

The 2005 – 2009 General Capital Program was developed based on the following funding from the Province and Federal Government:

- The Federal Government has indicated it plans to implement a program to share a portion of the Federal Gas Tax with municipalities. While details of the funding are not finalized, the 2005 – 2009 General Capital Program is based on \$3.2 million in grant funding in 2005 and 2006, \$4.2 million in 2007, \$5.3 million in 2008 and \$10.7 million by 2009.
- There is a new Municipal Rural Infrastructure Program in place for 2005 through 2008. The projected annual City share of the 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 being 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.
- There is a \$165,000 capital grant projected to be received from the Transit for the Disabled (Paratransit) Capital Grant program in 2005. For the balance of the five-year capital program, the grant is projected to be \$110,000. While in theory the grant program provides 75% of the required capital funding; the grant is limited to \$55,000 per bus (about 60% of the cost). Although the 2005 – 2009 General Capital Program provides for the purchase of four paratransit buses each year, the capital grant may be limited to a lesser number of buses. In 2004, funding for four buses was assumed, although a capital grant was provided for the purchase of only one bus.

The Canada Saskatchewan Infrastructure Program (CSIP) ends in 2005. The CSIP program was for the years 2002 to 2005. Although the program was over four years, the City received the total funding of about \$12.2 million over two years. The allocation of funds and timing of payments is shown in the following chart.

Canada Saskatchewan Infrastructure Program Grants (\$000's)

CSIP Details	2003	2004	Total
General Capital Program:			
Energy Conservation and Facility Upgrade	1,425.0	793.7	2,218.7
Water and Sewer Utility Capital Program:			
Buffalo Pound Pipeline Twinning	3,760.0	4,091.8	7,851.8
Water Meters/AMR	1,079.0	1,087.2	2,166.2
Total CSIP Payments	6,264.0	5,972.7	12,236.7

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.

General Fund Reserve (\$000's)

	2004	2005	2006	2007	2008	2009
Reserve Balance - Start of Year	18,534	8,136	5,733	4,183	3,963	4,343
Projected Contributions	740	400	400	400	400	400
Uses of Reserve Funds:						
Operating Deficit	(355)	-	-	-	-	-
General Operating Budget	(1,718)	(670)	-	-	-	-
2005 Reassessment	(1,015)	(564)	-	-	-	-
Wascana Lake Project	(4,150)	(250)	-	-	-	-
Multi-Purpose Facility	(3,000)	-	-	-	-	-
Core Service Review	(340)	-	-	-	-	-
RCMP Heritage Centre	-	(100)	-	-	-	-
Bower Crescent	(69)	-	-	-	-	-
Rams Clubhouse	-	(175)	-	-	-	-
Land Purchase from Highways	-	(91)	-	-	-	-
Victoria Avenue Widening	(32)	-	-	-	-	-
Pile of Bones Fireworks	(20)	-	-	-	-	-
Government House	-	(20)	(20)	(20)	(20)	(20)
Country Music Awards Bid	-	(10)	-	-	-	-
Civic Election	-	-	(150)	-	-	-
Asset Management System	-	(883)	(220)	-	-	-
General Capital Program	(440)	-	(1,200)	(600)	-	-
Ross Industrial	-	(40)	(360)	-	-	-
Reserve Balance - End of Year	8,136	5,733	4,183	3,963	4,343	4,723

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 residential waste) less the net results of the waste reduction programs. A 20-year landfill financial model is maintained to determine landfill rates, taking into account revenues, operating costs, and capital requirements. In the following table, the amounts for 2006 to 2009 include an adjustment for projected increases in revenues and expenditures.

	<u>Landfill Reserve (\$000's)</u>				
	<u>2005</u>	<u>2006</u>	<u>2007</u>	<u>2008</u>	<u>2009</u>
Reserve Balance - Start of Year	7,177	9,920	12,798	13,486	15,506
Contributions to the Reserve	3,218	3,290	3,393	3,495	3,600
Funding Required for Capital Program	(475)	(412)	(2,705)	(1,475)	(8,469)
Reserve Balance - End of Year	9,920	12,798	13,486	15,506	10,637

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.

	<u>Golf Course Reserve (\$000's)</u>				
	<u>2005</u>	<u>2006</u>	<u>2007</u>	<u>2008</u>	<u>2009</u>
Reserve Balance - Start of Year	86	198	155	127	139
Contributions to the Reserve	187	187	187	187	187
Funding Required for Capital Program	(75)	(230)	(215)	(175)	(160)
Reserve Balance - End of Year	198	155	127	139	166

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.

	<u>Cemetery Reserve (\$000's)</u>				
	<u>2005</u>	<u>2006</u>	<u>2007</u>	<u>2008</u>	<u>2009</u>
Reserve Balance - Start of Year	271	367	398	494	575
Contributions to the Reserve	116	116	116	116	116
Funding Required for Capital Program	(20)	(85)	(20)	(35)	(80)
Reserve Balance - End of Year	367	398	494	575	611

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 and Fire Departments and the Regina Police Service. 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)

	<u>2005</u>	<u>2006</u>	<u>2007</u>	<u>2008</u>	<u>2009</u>
Reserve Balance - Start of Year	2,409	1,353	863	671	569
Contributions - Equipment Depreciation	4,444	4,745	4,928	5,048	5,217
Funding Required for Capital Program	(5,500)	(5,235)	(5,120)	(5,150)	(4,530)
Reserve Balance - End of Year	1,353	863	671	569	1,256

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)

	<u>2005</u>	<u>2006</u>	<u>2007</u>	<u>2008</u>	<u>2009</u>
Reserve Balance - Start of Year	874	539	574	789	804
Contributions to the Reserve	215	215	215	215	215
Funding Required for Capital Program	(550)	(180)	-	(200)	(100)
Reserve Balance - End of Year	539	574	789	804	919

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)

	<u>2005</u>	<u>2006</u>	<u>2007</u>	<u>2008</u>	<u>2009</u>
Reserve Balance - Start of Year	308	388	468	548	628
Contributions to the Reserve	80	80	80	80	80
Funding Required for Capital Program	-	-	-	-	(600)
Reserve Balance - End of Year	388	468	548	628	108

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.

Transit Equipment Reserve (\$000's)

	<u>2005</u>	<u>2006</u>	<u>2007</u>	<u>2008</u>	<u>2009</u>
Reserve Balance - Start of Year	111	133	155	147	169
Contributions to the Reserve	22	22	22	22	22
Funding Required for Capital Program	-	-	(30)	-	-
Reserve Balance - End of Year	133	155	147	169	191

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 \$37,117 per hectare of land within the development area. The development charge levies are paid over time. 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 determined by policy of City Council, 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)

	2005	2006	2007	2008	2009
Balance - Start of Year	(2,709)	(2,913)	(3,468)	(2,523)	(1,578)
Roadways Development Charges	928	945	945	945	945
Surplus Capital Funds	488	-	-	-	-
Funding Required for Capital Program					
Prince of Wales Dr. - 7th Ave. E to Jenkins Dr.	(500)	-	-	-	-
Arens Road Extension	(10)	-	-	-	-
Northwest Sector Road Improvements	(75)	(1,500)	-	-	-
Courtney Street	(1,035)	-	-	-	-
Balance - End of Year	(2,913)	(3,468)	(2,523)	(1,578)	(633)

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 \$12,451 per hectare of land within the development area. The development charge levies are paid over time. 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 are 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)

	2005	2006	2007	2008	2009
Balance - Start of Year	3,267	2,488	2,619	2,552	2,564
Parks and Recreation Development Charges	311	316	316	317	316
Funding Required for Capital Program:					
Sandra Schmirler Centre - Weight Room Equip.	(80)				
North West Leisure Centre - Basketball Courts	(15)	-		-	-
Multi-Purpose Pathway - North	(570)	(30)	(228)	(150)	(350)
Playground Equipment Upgrades	(60)	-	-	-	-
Tree Plantings - New Subdivisions	(50)	(25)	(25)	(25)	(25)
Tree Plantings - Major Arterials	(115)	(130)	(130)	(130)	(130)
New Skateboard Park	(200)		-	-	-
Balance - End of Year	2,488	2,619	2,552	2,564	2,375

Payments in Lieu of Land Dedication

Pursuant to Section 206 of *The Planning and Development Act, 1983*, developers are required to dedicate a certain 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 an eligible expenditure. 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 \$54,614 in deferred revenue related to payments in lieu of land dedication. For 2005, \$54,000 in funding is proposed for the skateboard park.

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 such time as the funds are spent. Eligible expenditures are defined in legislation. As of the end of 2004, there is no deferred revenue for Payments in Lieu of Parking.

Other External Capital Funding Sources

External contributions assumed in the 2005 – 2009 Capital Program include the following:

- The Arens Road Extension project in 2005 (total cost of \$300,000) is partially funded by Development Charges (\$10,000), with the balance of \$290,000 paid by the developer.
- The Pasqua Street South project in 2005 (total cost of \$630,000) is funded in part by Current Contributions to Capital (\$350,000), with the balance of \$280,000 paid by the developer.

General Capital Program Expenditures

Capital Expenditure Summary

Capital Expenditures (\$000's)	2005	2006	2007	2008	2009	Five Year Total
Engineering and Works Department						
Roadways	13,600	12,735	11,020	12,280	14,920	64,555
Traffic and Parking	650	650	650	650	650	3,250
Waste Management	1,205	1,130	3,280	1,800	7,800	15,215
Other Capital Projects	625	645	150	350	400	2,170
	16,080	15,160	15,100	15,080	23,770	85,190
Community Services Department						
Major Recreation Facilities	375	160	250	1,000	1,000	2,785
Community Facilities	570	325	565	500	500	2,460
Outdoor Athletic Surfaces & Facilities	1,205	445	525	620	1,015	3,810
Open Space	1,349	1,030	1,393	1,755	1,920	7,447
Streetscape	300	235	235	235	235	1,240
Golf Courses	75	230	215	175	160	855
Cemeteries	20	85	20	35	80	240
Other Capital Projects	335	310	330	310	250	1,535
	4,229	2,820	3,533	4,630	5,160	20,372
Corporate Services Department						
Fleet	5,500	5,235	5,120	5,150	4,530	25,535
Facilities	2,575	1,800	1,750	1,625	3,330	11,080
Information Technology	1,770	1,250	1,250	1,250	1,250	6,770
Land Development	40	360	-	-	-	400
	9,885	8,645	8,120	8,025	9,110	43,785
Transit Department	3,185	3,235	3,285	3,315	3,365	16,385
Fire Department	1,990	1,145	955	890	2,345	7,325
Police Department	1,816	1,396	935	778	617	5,542
Total Capital Expenditures	37,185	32,401	31,928	32,718	44,367	178,599

Engineering and Works Department

Capital Program Summary

	2005	2006	2007	2008	2009	Five Year Total
Capital Expenditures (\$000's)						
Transportation						
Street Infrastructure Renewal	10,000	10,000	10,000	11,100	11,320	52,420
Roadway Network Improvements	3,080	2,000	-	700	850	6,630
Bridge Infrastructure Renewal	440	600	940	400	2,700	5,080
Traffic Control and Safety	650	680	650	650	650	3,280
Other Transportation Projects	80	105	80	80	50	395
Waste Management						
Landfill	475	400	2,550	1,350	7,800	12,575
Waste Collection	730	730	730	450	-	2,640
Other Capital Projects						
Asphalt Production & Field Services	550	305	-	200	250	1,305
Buildings and Yards	75	150	150	150	150	675
Vehicles	-	190	-	-	-	190
Total Expenditures	16,080	15,160	15,100	15,080	23,770	85,190
Capital Funding (\$000's)						
Current Contributions to Capital ⁽¹⁾	6,350	7,575	8,750	9,230	6,170	38,075
Existing Debt	4,315	2,105	-	-	-	6,420
General Fund Reserve	-	1,200	600	-	-	1,800
Landfill Reserve	475	400	2,550	1,350	7,800	12,575
Asphalt Plant Reserve	550	180	-	200	100	1,030
Gas Tax Grant	2,200	2,200	3,200	4,300	9,700	21,600
Development Charges - Roadways	1,620	1,500	-	-	-	3,120
Developer Contributions	570	-	-	-	-	570
Total Funding	16,080	15,160	15,100	15,080	23,770	85,190

Note:

1. *Current Contributions to Capital include the transfers from the Water and Sewer Utility related to the Canada Saskatchewan Infrastructure Program (\$2.5 million in 2005) and the Municipal Rural Infrastructure Fund (\$1.7 million per year from 2005 to 2008).*

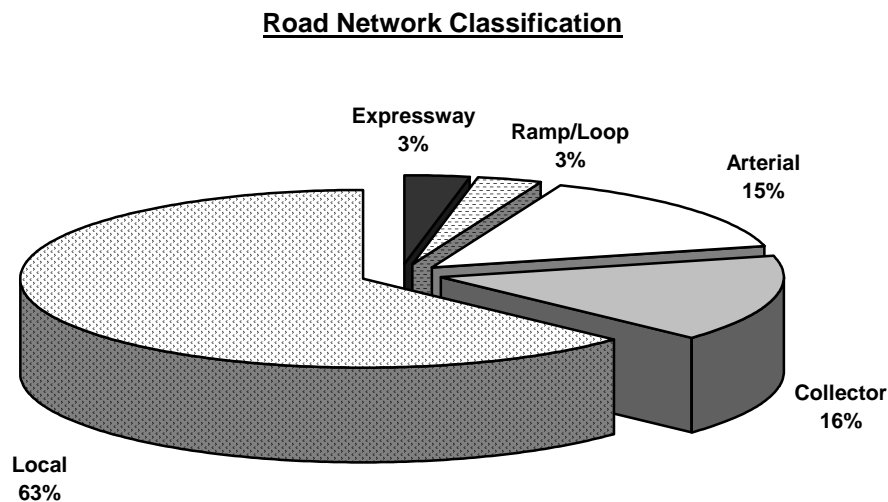
Street Infrastructure Renewal

Capital Summary (\$000's)	2005	2006	2007	2008	2009
Capital Expenditures					
1. Street Infrastructure Renewal - 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	10,000	10,000	11,100	11,320
Total Expenditures	10,000	10,000	10,000	11,100	11,320
Capital Funding					
Current Contributions to Capital	3,485	4,495	6,200	6,800	1,620
Existing Debt	4,315	2,105	-	-	-
General Fund Reserve	-	1,200	600	-	-
Gas Tax Grant	2,200	2,200	3,200	4,300	9,700
Total Funding	10,000	10,000	10,000	11,100	11,320

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 (excludes 9.4 km for the Highway #1 Bypass included in prior years);
- 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 planing 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 life cycles, 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.

Road Rehabilitation (Kilometres)						
Year	Street Reconstruction			Street Recapping	Total Rehabilitation	
	Collectors & Arterials	Local Streets	Total			
1992	0.8	2.5	3.3	10.0	13.3	
1993	3.3	2.3	5.5	7.7	13.2	
1994	0.3	1.6	1.9	26.8	28.7	
1995	0.8	1.5	2.3	8.5	10.8	
1996	0.3	0.8	1.0	10.0	11.0	
1997	2.7	1.3	3.9	12.2	16.1	
1998	0.8	0.2	1.0	9.4	10.4	
1999	1.9	1.3	3.2	16.6	19.8	
2000	2.0	1.8	3.8	13.0	16.8	
2001	1.2	1.4	2.6	17.0	19.6	
2002	0.9	0.8	1.7	15.9	17.6	
2003	0.7	-	0.7	20.3	21.0	
2004	0.5	-	0.5	19.3	19.8	
	Annual Average		2.4	14.4	16.8	

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 2.4 km per year, about one-eighth of the amount required. Road recapping averages 14.4 km per year, or about one-quarter of the amount required.

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 \$52, as compared to a cost of \$22 for recapping.
- For collector streets, the cost per square meter for reconstruction is \$45, as compared to a cost of \$17 for recapping.
- For local streets, the cost per square meter for reconstruction is \$45, as compared to a cost of \$14 for recapping.

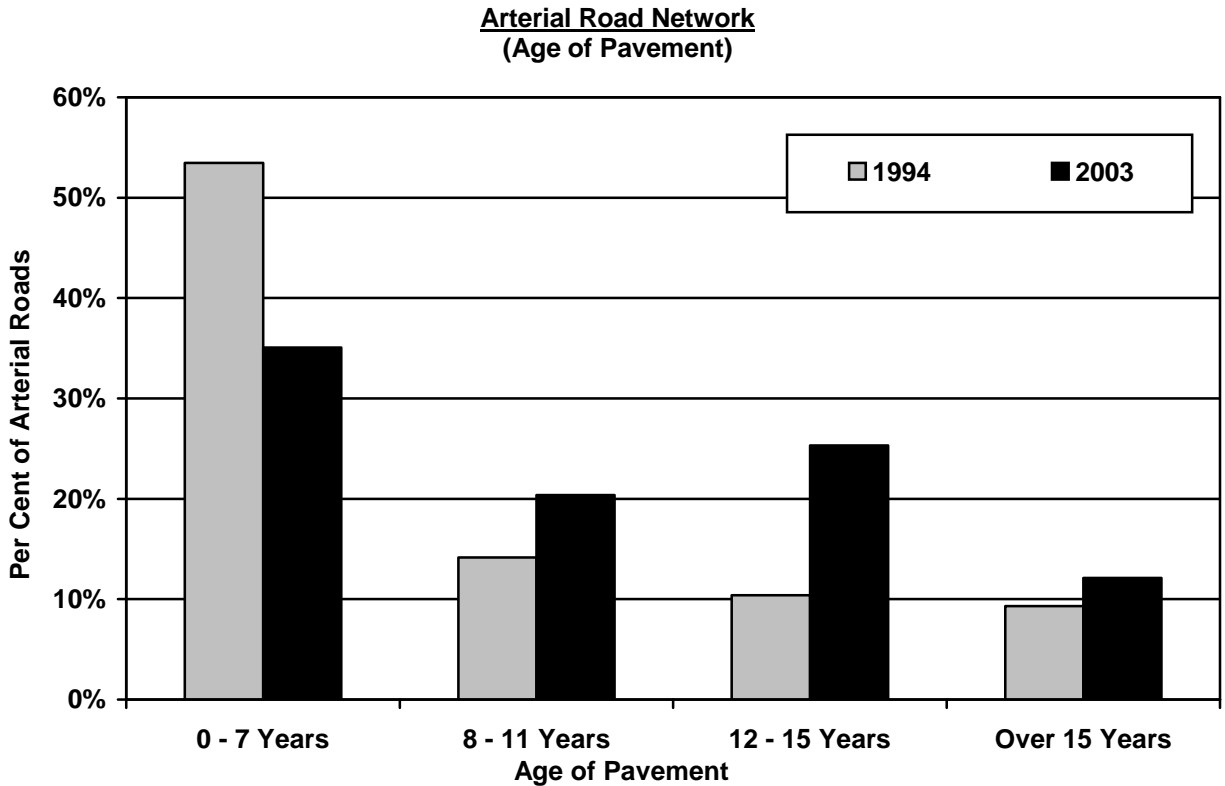
The cost of reconstruction is from 2.4 to 3.2 times the cost of recapping. If the capital investment for recapping does not occur at the right time, there is increased risk that reconstruction will have to occur at an earlier date than otherwise would be the case.

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.

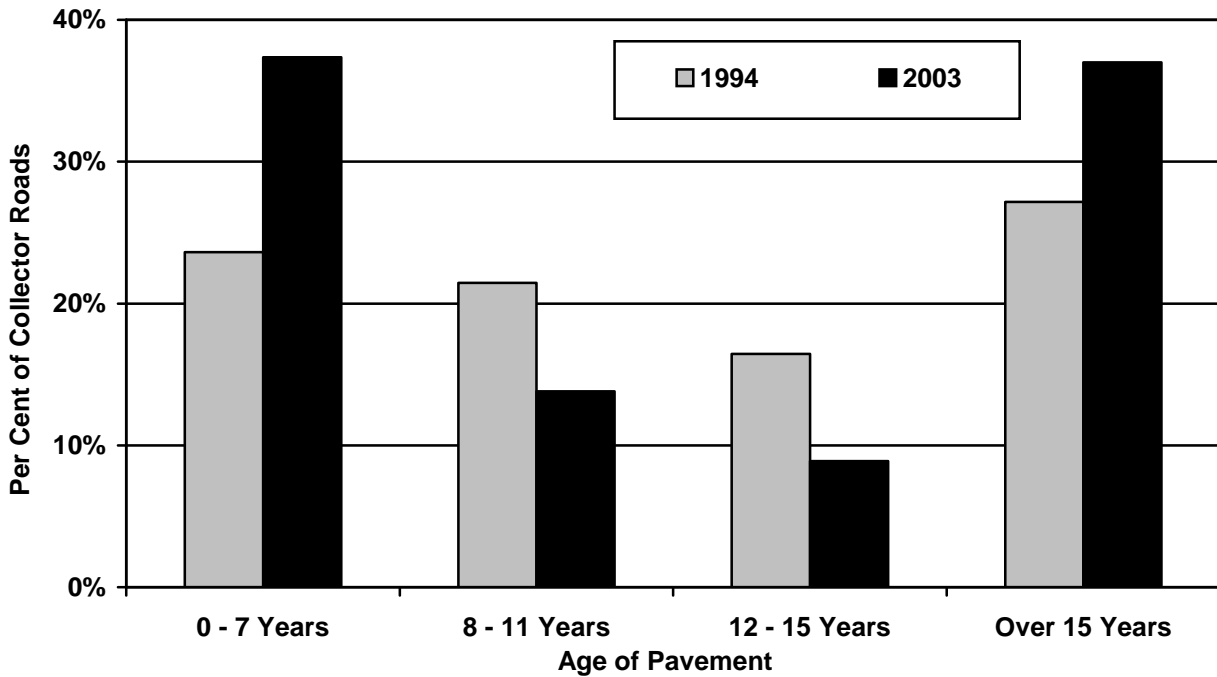
About ten years ago, the City decided to focus rehabilitation on major roadways and collector roadways to provide the most benefit to all motorists. Studies have shown that 80% of the traffic travel occurs on 20% of the total road network. Funding for roadway infrastructure renewal is currently prioritized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

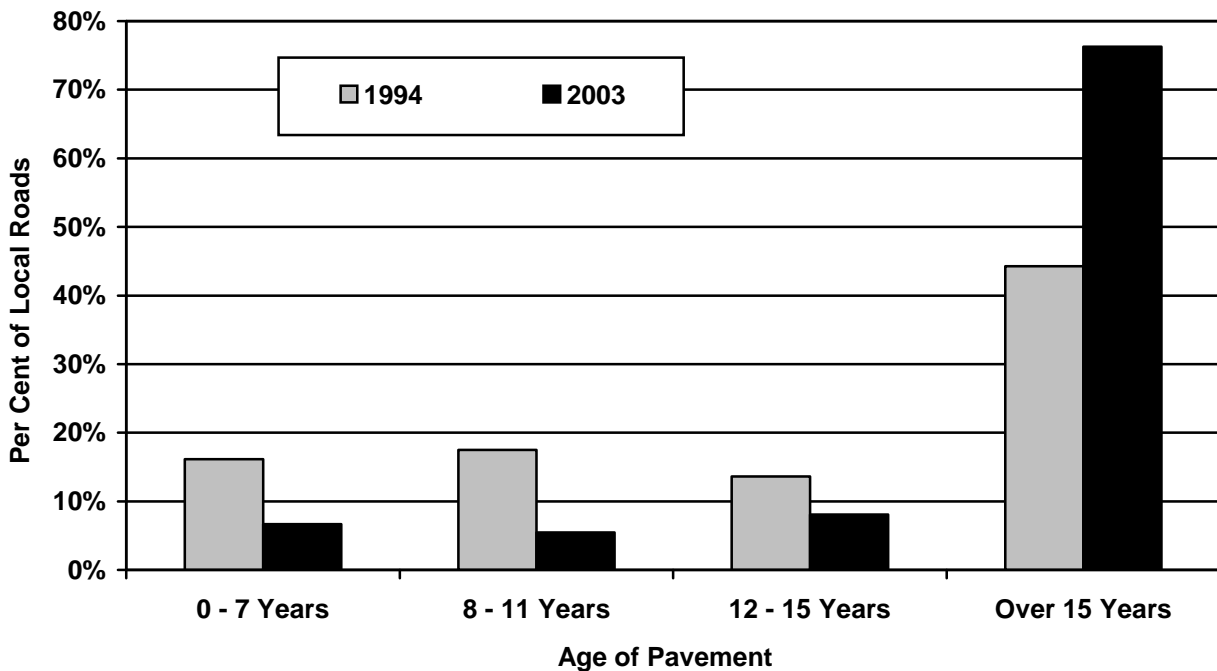
The result of this strategy is reasonable attention to major roads with minimal funding for local streets. As evidenced by the following graph, the majority of the major roads have been resurfaced within the last 20 years. The majority of local streets have pavement ages that are greater than 20 years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



Collector Road Network
(Age of Pavement)



Local Road Network
(Age of Pavement)



The capital funding in 2005 for roadways will provide for the asphalt recap of approximately 25 km of roads. This length is higher than in previous years. The street infrastructure program for 2005 does not include reconstruction and the type of work required for recapping has lower unit costs enabling the increase in length. In 2004 reconstruction and recapping was done on 19.8 km of roads as compared to a thirteen-year average of about 16.8 km. All roads are arterial, collector or

local bus route streets. Local streets, other than bus routes, are only addressed in conjunction with underground utility work or adjacent development.

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 less costly 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.

Roadway Network Improvements

Capital Summary (\$000's)	2005	2006	2007	2008	2009
Capital Expenditures					
1. Prince of Wales Drive - 7th Ave. E. to Jenkins Dr.	670	-	-	-	-
2. Pasqua Street South	630	-	-	-	-
3. Arens Road	300	-	-	-	-
4. Northwest Sector Road Improvements	100	2,000	-	-	-
5. Courtney Street	1,380	-	-	-	-
6. Intersection - Quance Street & University Park Drive	-	-	-	700	-
7. Winnipeg Street Widening	-	-	-	-	850
Total Expenditures	3,080	2,000	-	700	850
Capital Funding					
Current Contributions to Capital	890	500	-	700	850
Development Charges - Roadways	1,620	1,500	-	-	-
Developer Contributions	570	-	-	-	-
Total Funding	3,080	2,000	-	700	850

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)

Year	City Funded	Developer Funded	Total
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

Projects in the 2005 – 2009 General Capital Program include:

- **Prince of Wales Drive – 7th Avenue East to Jenkins Drive** – In 2005, \$670,000 is provided to extend Prince of Wales Drive from 7th Avenue East to Jenkins Drive (west side of road) to accommodate increased traffic in the area. **Funding includes \$500,000 from Development Charges – Roadways.**
- **Pasqua Street South** – In 2005, \$630,000 is provided to construct the road for adjacent development between Koester Road and Ryan Road. **Funding for this project includes \$280,000 from the developer.**
- **Arens Road Extension** – In 2005, \$300,000 is provided to extend Arens Road to Windsor Park Road. **Funding for this project includes \$10,000 from Development Charges – Roadways, and \$290,000 from the developer.**
- **Northwest Sector Road Improvements** – Rapid development adjacent to this corridor has resulted in the need for capacity and safety improvements. In 2004, a study to review the existing and future transportation needs along this corridor and provide a prioritized list of improvements was completed. In 2005, \$100,000 is provided to design the first phase of improvements. In 2006, \$2,000,000 is provided to implement the first phase of improvements. **Funding includes \$75,000 from Development Charges – Roadways in 2005 and \$1,500,000 in 2006.**
- **Courtney Street** – In 2005, \$1,380,000 is provided to develop both sides of Courtney Street between 9th Avenue North and Sherwood Drive. **Funding for this project includes \$1,035,000 from Development Charges – Roadways.**
- **Intersection – Quance Street and University Park Drive** – In 2008, \$700,000 is provided for intersection improvements. The project may require the relocation of utilities. **When City Council approved the 2005 – 2009 General Capital Program; they also passed a resolution that in developing the 2006 – 2010 General Capital Program, that this project be shifted to 2006.**
- **Winnipeg Street Widening** – In 2009, \$850,000 is provided to widen Winnipeg Street from 2 lanes to 4 lanes between 3rd Avenue North and 5th Avenue North. The project will also include widening the CNR crossing. This existing narrow section restricts traffic flow, as Winnipeg Street north and south of this location is 4 lanes wide. The project is included at this time as it coincides with a recap of Winnipeg Street through the Street Infrastructure Renewal program.

Bridge Infrastructure Renewal

Capital Summary (\$000's)	2005	2006	2007	2008	2009
Capital Expenditures					
1. Albert Street/Ring Road Bridge	440	-	-	-	-
2. McDonald Street/Ring Road Bridge (northbound)	-	600	-	-	-
3. Dewdney Avenue/Wascana Creek Bridge	-	-	940	-	-
4. Assiniboine Avenue/Bypass Bridge	-	-	-	400	-
5. Albert Memorial Bridge	-	-	-	-	2,700
Total Expenditures	440	600	940	400	2,700
Capital Funding					
Current Contributions to Capital	440	600	940	400	2,700

The City's transportation network includes 35 bridge or overpass sites, including eight rail overpasses, nine grade separations and bridges, 17 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 35 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. A 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)	2005	2006	2007	2008	2009
Capital Expenditures					
1. Traffic Improvements:					
- Traffic management and parking	150	150	150	150	150
- Pedestrian protection	50	80	50	50	50
- Street lighting	-	35	-	35	-
2. Traffic Signals:					
- New or enhanced traffic signals	200	165	200	165	200
- Traffic signal rehabilitation	250	250	250	250	250
Total Expenditures	650	680	650	650	650
Capital Funding					
Current Contributions to Capital	650	680	650	650	650

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 both traffic and pedestrian users of the transportation system.

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.

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.

In 2006, \$30,000 is provided to construct pathways between Trifunov Crescent and the commercial area north of the pipeline crossing.

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.

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.

Other Transportation Projects

Capital Summary (\$000's)	2005	2006	2007	2008	2009
Capital Expenditures					
1. Bikeway System	30	15	30	30	-
2. Railroad Crossings	50	90	50	50	50
Total Expenditures	80	105	80	80	50
Capital Funding					
Current Contributions to Capital	80	105	80	80	50

Bikeway System

The City's Bikeway System comprises a combination of on-street bicycle routes for use by mostly commuter cyclists and multi-use pathways for use by recreational cyclists. The most recent Bicycle Network Plan was adopted in principle by City Council in 2002. The Plan is designed to encourage an increase in bicycle use in Regina and to improve the safety for cyclists riding on city streets. Funding in 2005 is for a needs assessment that will measure the usage of the existing on-street routes and the value residents place on planned routes. This will help establish funding priorities for implementing on the on-street routes. Design and implementation of a downtown route, in 2006, will be co-ordinated with the plans to designate a pedestrian link as identified in the Open Space Management Strategy. The link will connect Regina's Downtown and Wascana Centre through the Transition Area.

Railroad Crossings

There are a total of 62 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). Also, some at-grade crossings are subject to prohibitions on the blowing of engine whistles (anti-whistling). The following

table provides a summary of the at-grade railway crossings in Regina. Train operators are required by law to blow their whistle at all railway-roadway crossing except when anti-whistling agreements are in place.

<u>Warning Device and Whistling Status</u>	<u>Number of Crossings</u>
Signs only - No Anti-Whistling	18
Signs only - With Anti-Whistling	1
Automated Crossing Protection - No Anti-Whistling	28
Automated Crossing Protection - With Anti-Whistling	15
	<u>62</u>

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

<u>Capital Summary (\$000's)</u>	<u>2005</u>	<u>2006</u>	<u>2007</u>	<u>2008</u>	<u>2009</u>
Capital Expenditures					
1. Fleet Street Landfill:					
- Landfill capping and closure	150	150	600	600	3,000
- Landfill Gas Collection Phase I	75	-	1,700	-	-
2. New Landfill:					
- Environmental Impact Assessments	250	250	250	-	-
- Engineering design	-	-	-	750	4,800
Total Expenditures	475	400	2,550	1,350	7,800
Capital Funding					
Landfill Reserve	475	400	2,550	1,350	7,800

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.

Additional information on projects in the 2005 – 2009 General Capital Program is provided in the rest of this section.

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 m³ and 300,000 m³ results in five to seven years of landfill capacity. A new landfill would be required to be ready for operation sometime between 2008 and 2010.
- Landfill Closure Plan – A 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.
- Groundwater Monitoring/Impacts – 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 Gas Collection Phase I

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. The City will be seeking to involve a third party as a partner in any landfill gas recovery project. Capital costs for the collection system are \$1,700,000 in 2007 for Phase 1 and \$800,000 in 2010 for Phase 2. Operation and maintenance costs are estimated at \$95,000 annually starting in 2012. The energy utilization would be an additional \$1.6 to \$4.5 million. The gas being produced at the Fleet Street Landfill would still have to be managed through collection and flaring.

New Landfill Environmental Impact

- Environmental Impact Assessments – 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
- New 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. \$750,000 is allocated in 2008.

The 2005 – 2009 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.

Waste Collection

Capital Summary (\$000's)	2005	2006	2007	2008	2009
Capital Expenditures					
1. Replace/refurbish rear lane waste containers	730	730	730	450	-
Capital Funding					
Current Contributions to Capital	730	730	730	450	-

Rear Lane Waste Containers – Waste collection capital 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 2005 – 2009 Capital Program continues funding for the replacement of the containers. At the end of 2004, there are approximately 2,500 containers still to be replaced. 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 units will be replaced each year from 2005 to 2007. The program will be completed in 2008 with the replacement of 400 containers.

Other Capital Projects

Capital Summary (\$000's)	2005	2006	2007	2008	2009
Capital Expenditures					
1. Asphalt Production & Field Services					
- Purchase three used silos	550	-	-	-	-
- 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
2. Buildings and Yards					
- General allocation	75	150	150	150	150
3. Vehicles:					
- Purchase new bucket truck	-	155	-	-	-
- Convert and upgrade trucks and van	-	35	-	-	-
Total Expenditures	625	645	150	350	400
Capital Funding					
Current Contributions to Capital	75	465	150	150	300
Asphalt Plant Reserve	550	180	-	200	100
Total Funding	625	645	150	350	400

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:

- Purchase of used silos to increase the storage capacity by at least 400 tonnes. Currently there is a gap between maximum production rate of the asphalt spreader, which is up to 300 tonnes per hour, and the production rate of the plant, which is less than 150 tonnes per hour. Additional storage capacity would allow higher daily output from the plant, reducing the time required paving roads. It is estimated that higher production rate would reduce overtime of the spreader crews by \$50,000 a year. Steady production rate without frequent starts and stops would improve the quality of the pavement. It would also provide a backup supply of asphalt mix during minor breakdowns of the plant. The additional benefit is a reduction of the construction time, reducing the inconvenience to businesses and residents.
- Replace the dryer burners and flights – This would enhance energy efficiency and productivity and provide for a quieter operation.
- Purchase of an Asphalt Pavement Analyzer 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 – This is a general allocation for upgrading major components of the Asphalt Plant such as pugmill, screen deck, conveyors, dryer weight scales, etc. The components selected for replacement or upgrade will be based on a cost/benefit analysis.

Other capital projections include:

- Replace Scale Desks – 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 – 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 – 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 4th Avenue to 6th 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

The budget is a general allocation to maintain and upgrade yards and facilities.

Vehicles

The capital program includes funding of \$190,000 in 2006 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

	2005	2006	2007	2008	2009	Five Year Total
Capital Expenditures (\$000's)						
Recreation Facilities						
Sportplex	185	15	70	950	660	1,880
North West Leisure Centre	60	30	30	-	310	430
Sandra Schmirler Leisure Centre	80	75	95	-	10	260
Neil Balkwill Civic Arts Centre	50	40	55	50	20	215
Arenas	410	150	185	165	270	1,180
Community Facilities & Outdoor Pools	160	175	380	335	230	1,280
Outdoor Athletic Surfaces and Facilities	1,205	445	525	620	1,015	3,810
Open Space	1,349	1,030	1,393	1,755	1,920	7,447
Streetscape	300	235	235	235	235	1,240
Cemeteries	20	85	20	35	80	240
Golf Courses	75	230	215	175	160	855
Other Capital Projects	335	310	330	310	250	1,535
Total Expenditures	4,229	2,820	3,533	4,630	5,160	20,372
Capital Funding (\$000's)						
Current Contributions to Capital	2,965	2,305	2,900	4,100	4,400	16,670
Parks & Recreation Development Charges	1,090	185	383	305	505	2,468
Cemetery Reserve	20	85	20	35	80	240
Golf Course Reserve	75	230	215	175	160	855
Payments in Lieu of Land Dedication	54	-	-	-	-	54
Other External Contributions	25	15	15	15	15	85
Total Funding	4,229	2,820	3,533	4,630	5,160	20,372

Recreation Facilities

Sportplex

Capital Summary (\$000's)	2005	2006	2007	2008	2009
Capital Expenditures					
1. Fieldhouse:					
- Digital video security system	15	-	-	-	-
- Replace cell flooring	-	-	-	850	-
- Equipment storage - re-configure dividers	-	-	30	-	-
- Replace carpet in change rooms	-	-	-	15	-
- Design and install acoustic baffle system	-	-	-	15	-
- Bleacher mover	-	-	-	10	-
- Fitness room expansion - design	-	-	-	-	10
2. Lawson Pool:					
- Repair or replace roof	85	-	-	-	400
- Boiler replacement	70	-	-	-	-
- Replace two diving boards	15	-	15	15	-
- Replace change room partitions	-	15	15	-	-
- Addition of office space	-	-	10	35	-
- Pool main pump	-	-	-	10	-
- Guardroom/classroom ventilation upgrade	-	-	-	-	150
- Weight room air conditioning upgrade	-	-	-	-	80
- On deck steam room and sauna	-	-	-	-	10
- Storage building - design	-	-	-	-	10
Total Expenditures	185	15	70	950	660
Capital Funding					
Current Contributions to Capital	185	15	70	950	660

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 will be 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.
- Weight room.
- 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)	2005	2006	2007	2008	2009
Capital Expenditures					
1. North West Leisure Centre:					
- Repair concrete board around foundation	10	-	-	-	-
- Replace roof top unit	-	30	-	-	-
- Construct a multi-purpose asphalt surface and install basketball standards and hoops	15	-	-	-	-
- Replace lockers in the change room	35	-	-	-	-
- Replace existing pool water heat exchanger	-	-	30	-	-
- Remediation of the retaining walls	-	-	-	-	300
- Blind replacement	-	-	-	-	10
Total Expenditures	60	30	30	-	310
Capital Funding					
Current Contributions to Capital	45	30	30	-	310
Parks & Recreation Development Charges	15	-	-	-	-
Total Funding	60	30	30	-	310

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.
- Weight room.
- Special needs/family change room.

Sandra Schmirler Leisure Centre

Capital Summary (\$000's)	2005	2006	2007	2008	2009
Capital Expenditures					
1. Sandra Schmirler Leisure Centre:					
- Weight room equipment	80	-	-	-	-
- Improve customer service area	-	75	-	-	-
- Replace lockers	-	-	80	-	-
- Upgrade entrance doors to reduce drafts	-	-	15	-	-
- Signage lighting	-	-	-	-	10
Total Expenditures	80	75	95	-	10
Capital Funding					
Current Contributions to Capital	-	75	95	-	10
Parks & Recreation Development Charges	80	-	-	-	-
Total Funding	80	75	95	-	10

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.
- Weight room.
- Outdoor sun area.
- Co-ed dry sauna.
- Special needs/family change rooms.

Neil Balkwill Civic Arts Centre

Capital Summary (\$000's)	2005	2006	2007	2008	2009
Capital Expenditures					
1. Neil Balkwill Arts Centre: (Major Rec Facility)					
- Install larger dust collection system in carpentry shop	40	-	-	-	-
- Flooring	10	-	-	-	-
- Create access from Elphinstone Street and provide additional parking	-	40	30	-	-
- Improve the access road to the centre	-	-	25	50	-
- Fire alarm upgrade	-	-	-	-	20
Total Expenditures	50	40	55	50	20
Capital Funding					
Current Contributions to Capital	50	40	55	50	20

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

Arenas

Capital Summary (\$000's)	2005	2006	2007	2008	2009
Capital Expenditures					
1. Arenas:					
- Balfour - roof upgrade	-	-	-	-	75
- Doug Wickenheiser - roof upgrade	80	-	-	-	-
- Jack Hamilton - re-level the ice field	25	-	-	-	-
- Kinsmen - suspended ceiling	-	-	-	-	10
- Mahon - roof upgrade	75	-	-	-	-
- Mahon - replace deteriorated brine line header	30	-	-	-	-
- Optimist - suspended ceiling	-	-	-	-	10
- Staples - install chain link fence	-	-	15	-	-
- Design/install ammonia exhaust alarm system	80	-	-	-	-
- Replace glass shields	45	45	45	45	45
- Access to de-humidifiers	45	-	-	-	-
- Arena safety netting	15	-	-	-	-
- Furnace replacement	15	15	15	15	15
- Replace chillers	-	50	-	50	60
- Condenser replacement	-	40	40	-	-
- Arena lighting	-	-	40	40	40
- Heated bleacher areas	-	-	30	15	15
Total Expenditures	410	150	185	165	270
Capital Funding					
Current Contributions to Capital	410	150	185	165	270

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 are projected to be completed by the end of 2004. These audits, in conjunction with needs assessment data and the comprehensive arena market study, will drive the future capital program for the indoor arenas.

Community Facilities and Outdoor Pools

Capital Summary (\$000's)	2005	2006	2007	2008	2009
Capital Expenditures					
1. Neighbourhood and Community Centres:					
- General centre improvements	10	10	10	10	10
- Argyle Park Community Centre - roof repairs	-	40	-	-	-
- Glencairn - storm water drainage	-	-	85	-	-
- Glencairn - replace gymnasium floor	-	-	25	-	-
- Glencairn - replace the gym ventilation unit	-	-	-	50	-
- Glencairn - storage cupboards	-	-	-	-	10
- Cathedral - furnace replacement	-	-	20	-	-
- Cathedral - construction of heated storage area	-	-	-	35	-
- Core Ritchie - fitness room	-	-	5	-	-
- Albert Scott - repairs to the roof	-	-	-	40	-
- Pasqua - storage upgrade, replace counters and upgrade public washrooms	-	-	-	20	-
- Pasqua - carpet replacement	-	-	-	10	-
- Pasqua - upper level renovation, relocate offices	-	-	-	-	5
- Eastview - vent crawlspace, replace roof top unit, re-grade site	-	-	-	-	50
- South Leisure Centre - new fitness centre preliminary design	-	-	-	-	5
2. Senior Citizens Centres:					
- 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	-
3. Outdoor Pools	150	125	175	140	150
Total Expenditures	160	175	380	335	230
Capital Funding					
Current Contributions to Capital	160	175	380	335	230

Community recreation facilities include:

- **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.
- **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 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 were completed in December 2004. These audits, in conjunction with needs assessment data, will drive the future capital program for the outdoor pools.

Outdoor Athletic Surfaces and Facilities

Capital Summary (\$000's)	2005	2006	2007	2008	2009
Capital Expenditures					
1. Athletic Fields:					
- Athletic field partnerships	-	200	100	-	350
- Athletic field restoration	70	85	90	75	90
- Athletic field amenities	25	50	40	35	40
- Mount Pleasant soccer washroom support facility	50	-	-	-	-
- Install outfield fence at Kaplan Field	-	40	-	-	-
- Douglas Park facility upgrade	-	-	-	-	300
- Currie Field signage	-	-	-	-	20
2. Taylor Field:					
- Sandblast and repaint structural steel	100	-	100	-	100
- Sound system improvements	350	-	-	-	-
- Practice field irrigation upgrade	-	60	-	-	-
- Replace sections 15-20 with new seating	-	-	-	200	-
- Caulking east side stands	-	-	50	-	-
- Install non-slip waterproof coating on first concourse	-	-	-	120	-
- Pave the concourse under the east side stands	-	-	-	50	-
- Relevel parking lot by Gate C	-	-	-	40	-
- Replace eastside façade	-	-	-	30	-
- Pave the driveway at the south end zone	-	-	-	20	-
- Mesh netting for pigeon control	-	-	-	-	40
- Upgrade washroom facilities	200	-	-	-	-
- Paint east side stands ceiling	-	-	-	-	20
3. Outdoor Rinks & Tennis Courts					
- Outdoor Ice - Water Service Upgrade	10	10	10	-	5
- Refurbish outdoor rinks	-	-	50	-	50
- Tennis Courts	-	-	50	50	-
- W.H. Ford Shelter - install new lighting	-	-	35	-	-
4. New Skateboard Facility	400	-	-	-	-
Total Expenditures	1,205	445	525	620	1,015
Capital Funding					
Current Contributions to Capital	951	445	525	620	1,015
Payment in Lieu of Land Dedication	54	-	-	-	-
Parks & Recreation Development Charges	200	-	-	-	-
Total Funding	1,205	445	525	620	1,015

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 287 sites.

Number	Class	Type	Number	Class	Type
1	1	Softball/Slowpitch	1	1	Athletic Field
1	2A	Softball/Slowpitch	18	2A	Athletic Field
111	3A	Softball/Slowpitch	23	2B	Athletic Field
29	4	Softball/Slowpitch	10	3A	Athletic Field
2	1	Baseball	12	3B	Athletic Field
1	2A	Baseball	30	4	Passive Area
48	3A	Baseball			

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 capital program does not include funding for the replacement of the artificial turf.
- **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 67 outdoor ice surfaces at 47 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. Initiation of construction of a second facility is provided for in 2005.

Open Space

Capital Summary (\$000's)	2005	2006	2007	2008	2009
Capital Expenditures					
1. Multi-Use Pathway System:					
- North Storm Channel - Greenwood Cres. To Dorothy St.	137	-	-	-	-
- North Storm Channel - Dorothy St. to Doiron Rd.	175	-	-	-	-
- North Storm Channel crossings	255				
- North West Link - A.E. Wilson Park to Westhill	33	-	280	-	-
- Hansen Dr. Park to the North Storm Channel Multi-Use Pathway	-	-	-	150	150
- South Storm Channel Pathway	-	30	200	-	200
2. Open Space Development & Restoration:					
- Open space restoration	250	315	320	320	325
- Neighbourhood park upgrades	20	175	40	485	410
- CPTED improvements	9	20	-	20	-
- Bridges	30	-	10	-	-
- Develop Prairie Island interpretative station	-	-	-	75	-
- Restoration of water component features	-	-	-	25	-
- Stewart Russell	-	-	50	50	-
- Kiwanis Waterfall Park	-	-	-	-	125
- Kinsmen Park South	-	-	-	-	35
- Mallard Way tree planting	-	-	-	-	15
- AE Wilson access road to waters edge	-	-	-	-	60
3. Playground Equipment Upgrades	125	125	128	125	200
4. Irrigation System Improvements:					
- Restoration/replacement of components	75	75	75	75	75
- Water service restoration/decommission	150	150	150	130	150
- Pump equipment upgrades	50	50	50	50	75
- Irrigation system upgrades	40	90	90	100	100
5. Wascana Creek Riverside Reach Rehabilitation	-	-	-	150	-
Total Expenditures	1,349	1,030	1,393	1,755	1,920
Capital Funding					
Current Contributions to Capital	719	1,000	1,165	1,605	1,570
Parks & Recreation Development Charges	630	30	228	150	350
Total Funding	1,349	1,030	1,393	1,755	1,920

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.
- Playground equipment upgrades provide for repair and modification of existing play structures and apparatus to adhere to the Canadian Standards Association Guidelines for Children's Playspaces and Equipment. There are currently 146 locations with one or more pieces of play equipment. Much of the equipment has been in use for years and there are many components that do not meet the new standards. Capital funding provides annually, the total replacement cost of two or three structures that can not be modified to meet current safety standards. Capital projects also include enhancements to existing retaining borders and/or the resilient surface under the equipment. There is a continuous need for funding to upgrade or replace equipment to meet standards or because the natural life of the equipment is reached. There are over 22 play structures to be removed and replaced within the next ten years, as the wooden support beams are deteriorating.
- 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 life cycle 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)	2005	2006	2007	2008	2009
Capital Expenditures					
1. Streetscape Development:					
- Tree planting at city gateways, major arterials and intersections	150	170	170	170	210
- Prince of Wales and 7th Avenue - intersection planting	10	-	-	-	-
- Victoria Avenue - Regina Downtown - develop conceptual drawings to improve streetscape and recognize Victoria Avenue from Albert Street to Broad Street as a ceremonial route.	50	-	-	-	-
- Tree planting in new subdivisions	50	25	25	25	25
- Tree replacements and watering	40	40	40	40	-
Total Expenditures	300	235	235	235	235
Capital Funding					
Current Contributions to Capital	125	80	80	80	80
Parks & Recreation Development Charges	165	155	155	155	155
Other External Contributions	10	-	-	-	-
Total Funding	300	235	235	235	235

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)	2005	2006	2007	2008	2009
Capital Expenditures					
1. Cemetery Improvements and Repairs:					
- 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	-
- Columbariums at Riverside Cemetery	-	40	-	-	60
Total Expenditures	20	85	20	35	80
Capital Funding					
Cemetery Reserve	20	85	20	35	80

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)	2005	2006	2007	2008	2009
Capital Expenditures					
1. General Golf Course Projects:					
- Facility conservation at clubhouse buildings	10	35	35	35	35
- Disposal of old maintenance buildings	20	-	-	-	-
- Removal, replacement and planting of new trees	-	10	10	-	10
- Kings Park - resurface internal road	-	10	-	-	10
- Asphalt paving of pathways at major courses	-	-	10	-	-
2. Murray Golf Course:					
- Course renovations and improvements	20	55	80	20	30
- Replace and restore irrigation system	-	-	-	100	-
3. Tor Hill Golf Course:					
- Course renovations and improvements	5	15	15	10	15
- Well Development - install a hardware communication link to the pumpstation	-	10	-	-	-
4. Joanne Goulet Golf Course:					
- Replace and restore irrigation system	10	70	40	-	30
- Course Alterations	10	-	-	-	-
- Course renovations and improvements	-	10	15	10	15
- Shoreline stabilization	-	10	-	-	-
- Compound and security improvements	-	-	10	-	-
5. Lakeview Par 3 Golf Course:					
- Course renovations and improvements	-	5	-	-	15
Total Expenditures	75	230	215	175	160
Capital Funding					
Golf Course Reserve	75	230	215	175	160

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. The course had an average of 35,838 rounds per year from 2001 to 2004.

- **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. Tor Hill had an average of 42,569 rounds per year from 2001 to 2004. The 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. The course had an average of 28,721 rounds per year from 2001 to 2004.
- **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. The course had an average of 24,779 rounds per year from 2001 to 2004.

Other Capital Projects

Capital Summary (\$000's)	2005	2006	2007	2008	2009
Capital Expenditures					
1. Fleet Acquisitions:					
- Pest Management - 1/2 ton extended cab truck	30	-	-	-	-
- Open Space - Overseeder	10	-	-	-	-
- Open Space - Turf Truck	-	15	-	-	-
- Open Space - Two Rotary Mowers	-	-	-	-	55
2. Operational Facilities:					
- Repair Manor Road storage building - remove section that is falling away from the building	-	-	35	-	-
- 13th Avenue & Lewvan maintenance depot door enlargement	-	-	-	15	-
3. Program equipment and furnishings	145	145	145	145	145
4. University of Regina artificial turf field	50	50	50	50	50
5. Globe Theatre renovations	100	100	100	100	-
Total Expenditures	335	310	330	310	250
Capital Funding					
Current Contributions to Capital	320	295	315	295	235
External Funding	15	15	15	15	15
Total Funding	335	310	330	310	250

Other capital projects include:

- **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.

- **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 5 years) 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.
- **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) is in recognition of the role of the Theatre in the revitalization of Regina's downtown and the quality of life for Regina citizens. This contribution is subject to sufficient funding being generated by Globe Theatre to proceed with the project, which is anticipated to begin in January 2005.

Corporate Services Department

Capital Program Summary

	2005	2006	2007	2008	2009	Five Year Total
Capital Expenditures (\$000's)						
Fleet	5,500	5,235	5,120	5,150	4,530	25,535
Facilities						
City Hall & Parkade	790	150	125	80	1,690	2,835
Other Facilities	1,785	1,650	1,625	1,545	1,640	8,245
Land Development	40	360	-	-	-	400
Information Technology	1,770	1,250	1,250	1,250	1,250	6,770
Total Expenditures	9,885	8,645	8,120	8,025	9,110	43,785
Capital Funding (\$000's)						
Current Contributions to Capital	3,825	3,050	3,000	2,875	3,980	16,730
General Fund Reserve	560	360	-	-	-	920
Employer Provided Parking Reserve	-	-	-	-	600	600
Equipment Replacement Reserve	5,500	5,235	5,120	5,150	4,530	25,535
Total Funding	9,885	8,645	8,120	8,025	9,110	43,785

Fleet Services

Capital Summary (\$000's)	2005	2006	2007	2008	2009
Capital Expenditures					
1. Equipment Replacement	5,500	5,235	5,120	5,150	4,530
Capital Funding					
Equipment Replacement Reserve	5,500	5,235	5,120	5,150	4,530

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 2004, the fleet consisted of 951 vehicles and pieces of equipment. This represents a fleet reduction of 13 units in the last year. **Since 1998 the fleet has been reduced by 238 units or almost 20%.** The Fleet Services Division is also responsible for the management and operation of the Small Tools and Equipment program, which includes 657 powered hand tools. This represents a reduction of 40 units in the last year. **The program has also seen a significant reduction to the equipment inventory from the 1998 level of 995 tools.**

Fleet Distribution

<u>Department</u>	<u>Fleet Size</u>
Engineering and Works	445
Community Services	364
Corporate Services	73
Motor Pool	64
Finance	4
Human Resources	1
Fleet Total	<u>951</u>

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.

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 life cycles 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 life cycles, 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.

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 \$60.2 million. Planned reductions to the fleet size will reduce the total replacement value of the fleet by a further \$2.9 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. The following table illustrates the current and planned size of the major segments of the fleet. The table includes previously approved additions but does not include any new vehicles or equipment proposed to be added to the fleet.

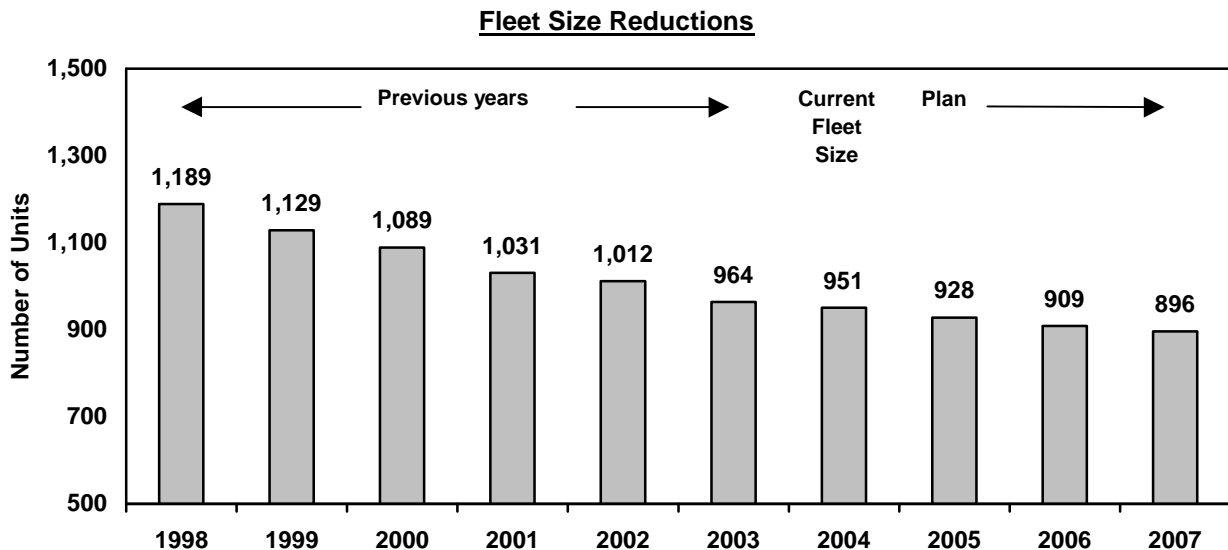
Fleet Size by Equipment Type

<u>Equipment Type</u>	<u>Current</u>	<u>2005 Goal</u>	<u>Planned</u>
Light Trucks	309	300	290
Heavy Trucks	124	120	113
Heavy Equipment	145	135	123
Turf and Light Industrial Equipment	253	253	253
Trailers	120	120	117
Fleet Total	951	928	896

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.

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.

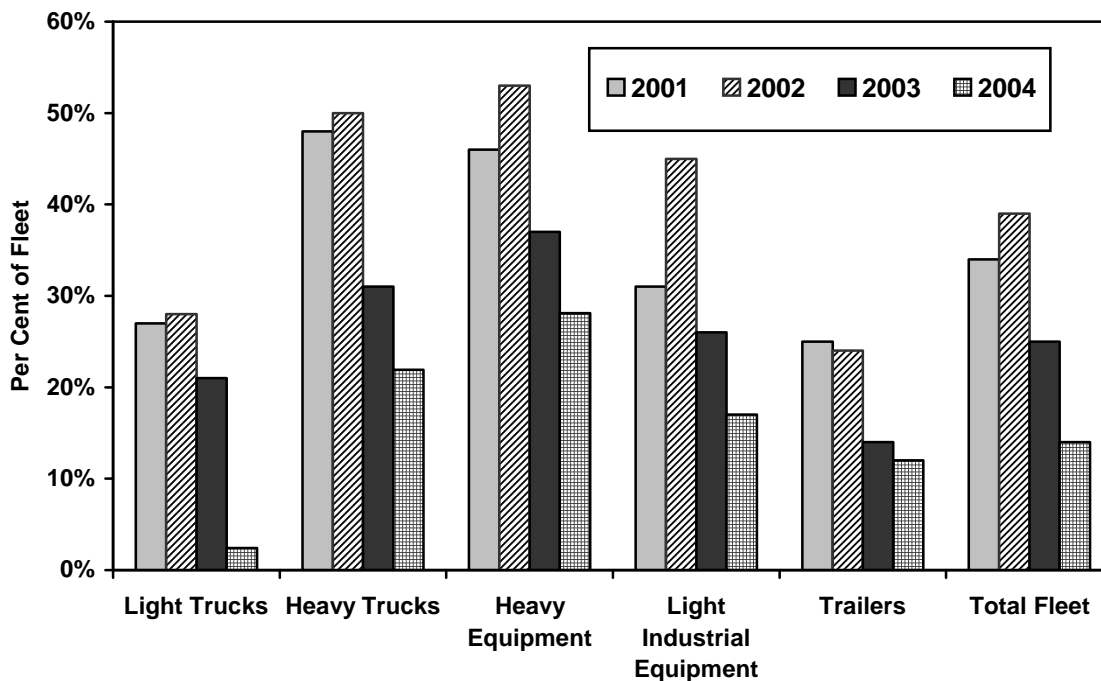


Significant reductions were made in the size of the fleet since 1998. This was accomplished by eliminating equipment that was surplus to needs. Further reductions are being made as new replacement equipment is acquired. The strategy involves increased standardization of fleet units to facilitate sharing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

Based on the recommendations of the Fleet Review, a five-year fleet replacement and rationalization initiative began in 2003. During the five-year period, 385 units will be acquired and 512 will be retired reducing the size of the fleet to 896 units when this initiative is completed in 2007.

The deferral of the acquisition of replacement vehicles and equipment from 2000 to 2002 increased the overall age of the fleet and resulted in a large backlog of overdue replacements. The following chart shows the progress being made to reduce this backlog.

Percentage of Fleet Overdue for Replacement



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 very 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 planned age of the fleet.

Average Vehicle Age

<u>Equipment Type</u>	<u>Current Age (Years)</u>	<u>Goal (Years)</u>
Light Trucks	8.7	7.5-8.5
Heavy Trucks	10.3	7.0-8.5
Heavy Equipment	13.0	8.5-10.0
Turf and Light Industrial Equipment	10.2	6.0-7.0
Trailers	12.0	9.0-10.5

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.

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 following table is a summary of the projected fleet acquisitions and disposals from 2005 – 2009. The table does not include any new vehicles or equipment proposed to be added to the fleet over the five years.

	Projected Fleet Size				
	2005	2006	2007	2008	2009
Light Trucks:					
Number - Start of Year	309	300	290	290	290
Acquisitions	7	13	27	44	48
Disposals	(16)	(23)	(27)	(44)	(48)
Number - End of Year	300	290	290	290	290
Turf & Light Equipment:					
Number - Start of Year	253	253	253	253	253
Acquisitions	36	21	28	11	22
Disposals	(36)	(21)	(28)	(11)	(22)
Number - End of Year	253	253	253	253	253
Heavy Trucks:					
Number - Start of Year	124	121	119	113	113
Acquisitions	11	10	8	8	9
Disposals	(14)	(12)	(14)	(8)	(9)
Number - End of Year	121	119	113	113	113
Heavy Equipment:					
Number - Start of Year	145	135	128	123	123
Acquisitions	12	20	14	12	2
Disposals	(22)	(27)	(19)	(12)	(2)
Number - End of Year	135	128	123	123	123
Trailers:					
Number - Start of Year	120	119	119	117	117
Acquisitions	10	6	6	7	-
Disposals	(11)	(6)	(8)	(7)	-
Number - End of Year	119	119	117	117	117
Total Fleet - End of Year	928	909	896	896	896

The 2005 – 2009 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.

Facilities

Capital Summary (\$000's)	2005	2006	2007	2008	2009
Capital Expenditures					
1. City Hall:					
- Upgrade to Henry Baker Hall	500	-	-	-	-
- Repair roof on the lower portion of City Hall	240	-	-	-	-
- Allocation for general renovations and improvements to City Hall	50	50	50	50	50
- Main floor renovations	-	50	-	-	-
- Front entrance granite floor	-	50	-	-	-
- Replace flooring in City Hall cafeteria	-	-	75	-	-
- City Hall Parkade repair	-	-	-	-	1,200
- Fountain retrofit	-	-	-	30	-
- Elevator upgrades	-	-	-	-	350
- Replace air conditioning system - 2nd floor	-	-	-	-	90
2. Fleet Garages:					
- Allocation for general renovations and improvements to Fleet Garages	10	85	75	15	60
- Renovate and expand Standards Development offices and training room	-	-	-	-	60
3. Central Stores:					
- Fuel system upgrades	150	-	-	-	-
- Salvage building floor	10	-	-	-	-
- Mobile shelving	-	-	50	-	-
- Salvage yard paving	-	-	-	30	-
- Building #4 roof	-	-	-	-	10
- Cold storage door	-	-	-	-	10
4. Other Facilities and Equipment:					
- General allowance - Operational, Yard and Field Administrative Facilities	1,200	1,200	1,200	1,200	1,200
- Allocation for general renovation and improvements for civic facilities	250	250	250	250	250
- Allocation for energy management projects in civic facilities	50	50	50	50	50
- Replace fuel dispensing equipment	90	65	-	-	-
- Fuel station - replace CNG cooler	25	-	-	-	-
Total Expenditures	2,575	1,800	1,750	1,625	3,330
Capital Funding					
Current Contributions to Capital	2,575	1,800	1,750	1,625	2,730
Employee Provided Parking Reserve	-	-	-	-	600
Total Funding	2,575	1,800	1,750	1,625	3,330

The Corporate Services Department is responsible for the maintenance of all civic 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. Upgrades are proposed for 2005 for Henry Baker Hall. A report will be presented to City Council providing additional information on the planned upgrade to Henry Baker Hall.

Repairs are planned for the parkade in 2009. 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. Additional work is also required to correct drainage issues, repair the stair wells and replace the snow removal system in the ramps.

- 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 and office.

The 2005 – 2009 General Capital Program includes \$6.0 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 requirements will be to develop an inventory and analysis of existing yards and facilities, and the condition and shortcomings of the facilities. This phase of the project was initiated in 2004. Funding will be used to develop or acquire new yards or facilities, upgrade existing yards or facilities, and demolish facilities no longer suitable for occupancy. The areas of greatest concerns are the Parks Administration Building and related yards, the former GM Building, and the Engineering and Works yards.

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)	2005	2006	2007	2008	2009
Capital Expenditures					
1. Ross Industrial Land Development					
- Repair existing curbs and gutters and complete the last lift of asphalt on Roulston Street and Bay and MacRae Drive and Bay	40	360	-	-	-
Total Expenditures	40	360	-	-	-
Capital Funding					
General Fund Reserve	40	360	-	-	-

The City is the developer of Ross Industrial Park and is responsible for the developer's share of infrastructure costs. The funding 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 expenditure in 2005 is the planning processes by an engineering consultant, and the 2006 amounts are the construction project.

Information Technology

Capital Summary (\$000's)	2005	2006	2007	2008	2009
Capital Expenditures					
1. Information Technology	1,770	1,250	1,250	1,250	1,250
Capital Funding					
Current Contributions to Capital	1,250	1,250	1,250	1,250	1,250
General Fund Reserve	520	-	-	-	-
Total Funding	1,770	1,250	1,250	1,250	1,250

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 government 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. Initiatives like eGovernment help make services more accessible and responsive to the needs of the citizens, supporting the efficiency, effectiveness, reliability and affordability of services.

The Information Technology capital program is based on the needs of the corporation. Business areas develop project proposals, which are prioritized based on criteria such as business area readiness, corporate benefit, the opportunity to enhance customer service, fitting with established guiding principles and financial consideration. The allocation of funding and resources is targeted to the highest-ranking projects based on these criteria. The portfolio of projects and priority ratings are updated regularly based on internal factors such as a change in urgency and external factors such as legislative changes.

The guiding principles used in the project proposal priority ranking process are listed below.

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.
- 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 the following situations are explored:
 - 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 and/or data?
- Business Area Involvement – Strong business area sponsorship and ownership of an application 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 the Web, 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 over the long-term more costly and time-consuming to maintain, support and enhance. With the municipal software environment maturing, quality applications are now available from external vendors. When investigating the implementation of a new corporate system, the order of preference is:
 - Integrated Suite - Less duplicated data; better training.
 - Best of Breed - Does it fit into the City’s infrastructure? What best practices could be adopted? Which other local governments are using it?
 - Build Internally - No cost-effective third party application available; client area is dynamic; policies and procedures change rapidly.
- Utilize the Web
 - Providing clients 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.
- Supporting technical infrastructure, which provides the foundation of hardware, software and communications upon which the corporate or departmental systems operate. It also provides the means to connect clients and staff to the systems and data they routinely use.

Information Technology capital projects often span more than one fiscal year. Circumstances such as a project being delayed or project priorities changing can impact the specific timing of expenditures.

Initiatives proposed to be funded using the 2005 allocation are outlined in the following points. Individual projects may extend beyond 2005 affecting the timing of expenditures.

- **Departmental/Divisional Initiatives – \$2,100,000**

- **Assessment and Tax System Replacement – \$325,000.** In support of the 2005 and future reassessments, the City has replaced KB (assessment system) and Manta (taxation system) with Municipal Data Services Inc.’s integrated Mass Appraisal/Tax/GIS system. Further customizations will be required in 2005 to support phase-in. The tax and assessment web application was redeveloped and, in 2005 will be enhanced to allow the generation of tax certificates on-line, to authorized users only.

- **Program Registration, Facility Booking and Membership Tracking – \$90,000** (final year of a three-year project). This initiative replaced the previous application, Info2000, with Class. It positions the City to provide functionality over the Web, as well as run on the City's standard database. The first two years involved selecting and implementing replacement software. In the third year, the internet program registration and facility schedule modules will be implemented.
- **Human Resources and Payroll System – \$90,000.** Human Resources will implement VIP's eRecruit module, which enables external candidates to apply for competitions on-line. This database of candidates will allow the City to link position requirements to skills in the database, facilitating matches for competition consideration. The self-service module will also be implemented, allowing existing employees to use their current job profiles when bidding on job bulletins.
- **Maintenance Management Software – \$1,000,000** (second year of a multi-year initiative). Purchase and implement 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 project will commence in January 2005.
- **Bylaw Enforcement Software – \$50,000** (planned for 2004 but other priorities moved it to 2005). 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 along with GIS integration and interfacing and/or integrating with the call tracking software used by City Central.
- **Fire FDM Implementation – \$10,000.** The FDM modules for Computer Aided Dispatch (CAD), Incident Reporting and Inspections were implemented in 2004. In 2005, the Training and Rostering/Scheduling modules will be implemented. The training and certification information will be used in the roster and scheduling module to ensure that the Firehalls are appropriately staffed at all times. Rostering/Scheduling will replace the internally developed Fire Time & Attendance system, providing payroll and vacation/sick usage information to the corporate Payroll system. The Fire Department is funding the Training module purchase, while Information Systems will fund the purchase and integration of the Rostering/Scheduling module.
- **Parking Permits, Prosecutions and Hand-Held Ticketing Equipment – \$200,000.** Provide a system to prosecute non-parking bylaw violations by enhancing the parking ticket/court administration system. Subsequently, implement the parking permit module to support the administration of parking permits. Investigate hand-held parking ticket issuing systems that eliminate the hand written paper tickets and the need for data entry.
- **Planning and Building Permit Software – \$300,000.** 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 would enable the sharing of data between the two divisions, building on the corporate data repository, and improving 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, 2006.
- **Transit Review Initiatives – \$30,000** (second year of a two-year initiative). In support of the Transit Review, a fixed route scheduling system, fully integrated with passenger count and ridership data analysis software, was implemented in the first year. Ten city buses were equipped with automated passenger counting equipment, used to gather data on existing routes and riding patterns for analysis. In the second year, 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.

- **Financial Information Systems – \$5,000.** Implement the accounts receivable module of Oracle Financials. Since the City currently uses other modules of the financial suite, this module can be implemented very cost-effectively.

- **Corporate Initiatives – \$475,000**

- **Records Management – \$45,000.** Pilot the electronic document management functionality of the existing records management solution. If suitable, the system will be extended corporately in subsequent years.
- **Desktop Support – \$35,000.** Upgrade the office suite on all corporate desktops to a current version and provide users with training on the improvements and new functionality.
- **Corporate Training – \$60,000.** Pilot e-Learning modules and upgrade the classroom to facilitate this method of training.
- **Data Management and Reporting – \$30,000.** Corporate reporting tools and business intelligence tools that access the information stored in the warehouse.
- **Enterprise GIS – \$45,000.** To broaden the presence and corporate-wide accessibility to spatial data and related applications. GIS software enhancements will expand the architecture for Internet-ready mapping.
- **Electronic Revenue Collection – \$40,000.** To support the on-line payment of permits, fines, licenses, tax certificates, and passes in addition to an IVR solution for parking ticket payments.
- **Web Enhancements – \$220,000.** Integration of the City's presence to ensure information is collectively housed and secure in addition to timely, consistent, accurate and informative. This will include a web content management tool, search engine, portal presence and related security technology.

- **Supporting Infrastructure – \$560,000**

- **Server Infrastructure – \$250,000.** Over the next 12 to 18 months the City's server farm will become more consolidated. Plans are to implement servers containing multiple processors that can be shared between applications. This will create a virtual processor environment that allows for maximum server utilization and reduced technical administration. Also, the plan is to migrate the City's data into a new storage environment. This will allow more effective utilization of the storage capacity and reduce system downtime required for data backups.
- **Network Infrastructure – \$190,000.** Improve the security and capacity on the existing network. Also expand the network's remote access capability and prepare for wireless data access.
- **Network Operating System Software – \$45,000.** In order to create a virtual processor environment the City will implement virtualization software (VMWare) that will allow us to manage multiple processors. The City will also utilize open source (Linux) operating system software when application requirements allow it.
- **Development Tools/Licenses – \$75,000.** Purchase more Oracle database licenses 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 2004.

Information Technology Capital Projections

Capital Project Descriptions	2004⁽¹⁾	2005	2006	2007	2008	2009
Departmental Applications						
Financial Information Systems	-	5	-	95	-	225
Assessment and Tax Systems	300	325	-	-	275	75
Program Registration/Scheduling	-	90	-	45	20	34
Point of Sale Project	-	-	-	75	10	-
Payroll and Human Resources	130	90	50	30	40	36
Transit Review Initiatives	62	30	-	35	-	40
Maintenance Management	150	1,000	370	60	30	75
Bylaw Enforcement	-	50	-	-	45	-
Fire FDM Implementation	28	10	-	-	45	35
Parking Ticket System	25	200	25	-	-	-
Planning/Building Permit Integration	20	300	40	40	-	-
Subtotal	715	2,100	485	380	465	520
Corporate Applications						
Call Centre	-	-	50	70	-	45
Records Management	108	45	150	60	75	-
Desktop Support	20	35	40	30	60	55
Corporate Training	10	60	25	30	30	10
Data Management & Reporting	10	30	25	40	25	65
Enterprise GIS	-	45	50	60	40	50
Electronic Revenue Collection	-	40	25	20	-	-
Web Enhancements	-	220	150	85	120	110
Subtotal	148	475	515	395	350	335
Supporting Infrastructure						
Server Infrastructure	90	250	120	150	140	125
Network Infrastructure	200	190	160	180	170	160
Network/Security Software	20	45	60	85	75	40
Development Tools/Licenses	15	75	45	60	50	70
Subtotal	325	560	385	475	435	395
Total Allocations	1,188	3,135	1,385	1,250	1,250	1,250
Capital Funding - Start of Year	1,374	1,500	135	-	-	-
Proposed Capital Allocation ⁽²⁾	1,314	1,770	1,250	1,250	1,250	1,250
Projected Allocations for the Year	(1,188)	(3,135)	(1,385)	(1,250)	(1,250)	(1,250)
Capital Funding - End of the Year ⁽³⁾	1,500	135	-	-	-	-

Notes:

1. The amounts shown in 2004 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. In 2005, \$520,000 for the Maintenance Management project is funded from the General Fund Reserve. The 2004 allocation includes a transfer of \$100,000 from the capital allocation for Engineering and Works.
3. 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

	2005	2006	2007	2008	2009	Five Year Total
Capital Expenditures (\$000's)						
Transit Fleet						
Transit Buses and Vehicles	2,455	2,505	2,605	2,635	2,635	12,835
Paratransit Buses	430	430	430	430	430	2,150
Facilities and Equipment	300	300	250	250	300	1,400
Total Expenditures	3,185	3,235	3,285	3,315	3,365	16,385
Capital Funding (\$000's)						
Current Contributions to Capital	2,020	2,125	2,145	2,205	2,255	10,750
Transit Equipment Reserve	-	-	30	-	-	30
Provincial Paratransit Capital Grant	165	110	110	110	110	605
Gas Tax Grants	1,000	1,000	1,000	1,000	1,000	5,000
Total Funding	3,185	3,235	3,285	3,315	3,365	16,385

Transit Buses and Vehicles

Capital Summary (\$000's)	2005	2006	2007	2008	2009
Capital Expenditures					
1. Purchase new transit buses - 5 per year	2,130	2,180	2,250	2,310	2,310
2. Refurbish transit buses - 4 per year	325	325	325	325	325
3. Replace Transit Supervisor vehicle	-	-	30	-	-
Total Expenditures	2,455	2,505	2,605	2,635	2,635
Capital Funding					
Current Contributions to Capital	1,455	1,505	1,575	1,635	1,635
Gas Tax Grants	1,000	1,000	1,000	1,000	1,000
Transit Equipment Reserve	-	-	30	-	-
Total Funding	2,455	2,505	2,605	2,635	2,635

The bus fleet used on the public transit routes consists of 96 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 summarized in the following points and the table that follows.

- Thirty-seven regular transit buses have not been refurbished. These buses were purchased between 1978 and 1992 and have an expected life of about 15 years.
- Thirty-three regular 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.

- Thirteen low floor buses (including one 1999, 30 foot small low floor bus purchased in 2003) purchased between 1997 and 2003 and having 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 purchased in 1999 with an expected life of about five years. The use of small buses is 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.

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. The 2005 – 2009 General Capital Program proposes to increase the number of buses purchased each year to 5 starting in 2005. The increase in the proposed replacement of buses is required to sustain the fleet in the long term. **A multi-year tender for low floor buses was approved in 2004. The tender provides for six buses in 2004 and up to five buses per year between 2005 and 2008.**

In 2005 a tender for smaller 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 passengers as compared to a regular low floor bus carrying 40 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 the Heritage route.

Transit Bus Fleet

Year of Purchase or Refurbishment	Original Large Buses	Refurbished Buses	Low Floor Buses	Small Buses	Total Fleet
1985	1	-	-	-	1
1987	4	-	-	-	4
1989	5	-	-	-	5
1990	20	-	-	-	20
1992	7	-	-	-	7
1997	-	-	7	-	7
1998	-	3	-	-	3
1999	-	5	-	2	8
2000	-	7	1 ^(note)	-	9
2001	-	6	-	-	6
2002	-	4	3	-	7
2003	-	4	-	-	4
2004	-	4	-	-	4
2005	-	-	11	-	11
Totals	37	33	24	2	96

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

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>2005</u>	<u>2006</u>	<u>2007</u>	<u>2008</u>	<u>2009</u>
Capital Expenditures					
1. Purchase new paratransit buses - 4 per year	430	430	430	430	430
Capital Funding					
Current Contributions to Capital	265	320	320	320	320
Provincial Paratransit Capital Grant	165	110	110	110	110
Total Funding	430	430	430	430	430

The Paratransit fleet consists of 24 buses in 2005, with 21 buses scheduled for regular service and three buses available as spares. 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>
1999	1
2000	2
2001	6
2002	4
2003	10
2005	1
Total Buses	24

The current capital program provides for the replacement of four Paratransit buses per year. In 2003 and 2004 the Province provided funding for the replacement of one Paratransit bus per year under the Municipal Transit Assistance for People with Disabilities – Capital funding program. In 2003 the Province also provided funding for three additional Paratransit buses under the Centenary Fund. The Centenary Fund was discontinued at the end of 2003.

The Paratransit Service uses nine minivans in addition to the buses. The minivans are supplied, maintained and operated by FirstBus Canada Limited.

Lift-equipped buses are configured to seat both people who use wheelchairs and people who are ambulatory. The minivans can only seat 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.

Under the new contract with FirstBus the Paratransit fleet will be reconfigured to comprise 26 lift-equipped buses and six minivans. Expanding the bus fleet will greatly assist with the scheduling of service and a smaller contingent of minivans will still allow for optimal trips to be provided.

Facilities and Equipment

Capital Summary (\$000's)	2005	2006	2007	2008	2009
Capital Expenditures					
1. Facilities - General Allocation	100	100	100	100	100
2. Transit Shelters	50	50	50	50	50
3. Other Equipment - General Allocation	150	150	100	100	150
Total Expenditures	300	300	250	250	300
Capital Funding					
Current Contributions to Capital	300	300	250	250	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 bus routes.

The City owns 197 transit shelters, of which 142 are the newer style and 55 the older style (over 25 years old). Under terms of an agreement with Viacom Outdoor Canada Inc., 70 shelters are provided and maintained by that company. Viacom Outdoor Canada Inc. sells advertising to be displayed in the shelters.

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

	2005	2006	2007	2008	2009	Five Year Total
Capital Expenditures (\$000's)						
Fire Facilities	525	120	120	60	2,140	2,965
Front Line Apparatus	1,125	765	765	565	-	3,220
Fire Support Vehicles	135	90	-	95	-	320
Fire Service Vehicles	80	35	45	-	40	200
Communications & Dispatch Equipment	70	-	-	80	90	240
Other Equipment	55	135	25	90	75	380
Total Capital Expenditures	1,990	1,145	955	890	2,345	7,325
Capital Funding (\$000's)						
Current Contributions to Capital	1,990	1,145	955	890	2,345	7,325

Fire Facilities

Capital Summary (\$000's)	2005	2006	2007	2008	2009
Capital Expenditures					
1. Administration Building	90	60	-	-	-
2. Education and Training Centre	375	-	-	-	80
3. Fire Stations					
- General Allocation	60	60	120	60	60
- Replace Fire Station #4	-	-	-	-	2,000
Total Expenditures	525	120	120	60	2,140
Capital Funding					
Current Contributions to Capital	525	120	120	60	2,140

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.

Projects in 2005 include roof repairs, renovations and mechanical, electrical and energy efficiency improvements to the Education and Training Centre in addition to roof repairs to the Administration Building. In 2009, \$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 2005 – 2009 capital program include interior upgrades to various fire stations.

Front Line Apparatus

Capital Summary (\$000's)	2005	2006	2007	2008	2009
Capital Expenditures					
1. Pumper Rescue Units	1,125	-	-	565	-
2. 75 Foot Quint Unit	-	765	765	-	-
Total Expenditures	1,125	765	765	565	-
Capital Funding					
Current Contributions to Capital	1,125	765	765	565	-

The new pumper/rescue units replace pumpers purchased in 1976 and 1989. The 75-foot quint units have the combined capabilities of a 75-foot aerial ladder and a pumper unit. The units replace 1979 and 1986 ladder trucks. The purchase of these units will increase the hydraulic ladder capacity to three front line response units from the current two units. 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	2005	Superior Hendrickson	Pumper
111	1976	2005	Superior Hendrickson	Pumper
205	1979	2006	Pierre Thibault	Spare Ladder
206	1986	2007	Pierre Thibault – IHC	Ladder
104	1989	2008	Superior Pierce Lance	Pumper
106	1992	2010	Superior Pierce Lance	Pumper
105	1994	2010	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
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)	2005	2006	2007	2008	2009
Capital Expenditures					
1. Refurbish Rehab Bus	50	-	-	-	-
2. Public Education Van	85	-	-	-	-
3. Command Unit	-	90	-	-	-
4. Water Rescue Zodiac	-	-	-	50	-
5. Transport/Command Car	-	-	-	45	-
Total Expenditures	135	90	-	95	-
Capital Funding					
Current Contributions to Capital	135	90	-	95	-

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 16 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
4	1991	Not Replaced	Ford E350	Emergency Medical Training
3	1991	2005	Ford Cube Van	Public Information – Chassis
503	1962	2005	GMC	Rehab Bus (refurbish only)
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	Wildland Firefighting
509	1987	2012	Superior Emergency – IHC	Tech Rescue/Mobile Cascade
511	2005	2015	Ford F350	Rapid Attack Truck
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)	2005	2006	2007	2008	2009
Capital Expenditures					
1. Service Truck	35	-	-	-	-
2. Training Division Van	45	-	-	-	-
3. 3/4 Ton Truck - Fuel Delivery and Snow Removal	-	35	-	-	-
4. Administration Van	-	-	45	-	-
5. 1/2 Ton-Mechanic	-	-	-	-	40
Total Expenditures	80	35	45	-	40
Capital Funding					
Current Contributions to Capital	80	35	45	-	40

All units in the capital program are replacement units. The service truck is used to move equipment from station to station. The Suppression and Rescue Unit is also used as a backup Command Unit. There are 12 Service Vehicles in the Fire Department including vans, trucks and a car. The replacement schedule for service vehicles is detailed in the following table.

Unit Number	Vehicle Year	Proposed Replacement Year	Vehicle Make	Other Details
5	1982	Not Replaced	Dodge Diplomat 4 Dr. Sedan	Hazmat Car
11	1979	Not Replaced	GMC	Tow Truck
14	1986	Not Replaced	GMC Sierra Open Box (4WD)	Spare Towing
17	2001	2005	Chevrolet ½ Ton Cargo van	Service Truck
20	1990	2005	Dodge Van	Training
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
15	2004	2013	Ford Expedition	Administration Unit
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)	2005	2006	2007	2008	2009
Capital Expenditures					
1. Mobile Data Terminals	70	-	-	-	-
2. Radio Replacement	-	-	-	25	25
3. Computer Aided Call Handling System	-	-	-	25	-
4. Resource Deployment Software	-	-	-	30	-
5. Voice Logger	-	-	-	-	65
Total Expenditures	70	-	-	80	90
Capital Funding					
Current Contributions to Capital	70	-	-	80	90

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

- **Mobile Data Terminals** – These terminals would be installed in the Fire apparatus. The terminals will enable on-scene firefighters to have immediate access to critical information, improve response time and facilitate the collection of response statistics.
- **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.
- **Resource Deployment Software** – This 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 response capacities within the City. This would also include a backfill realtime analysis and development recommendation for multiple alarm scenarios.

- **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.

Other Equipment

Capital Summary (\$000's)	2005	2006	2007	2008	2009
Capital Expenditures					
1. Extrication Tools (Jaws of Life)	55	110	-	-	-
2. Traffic Signal Pre-emption	-	25	25	-	-
3. Thermal Imaging Cameras	-	-	-	65	-
4. Wellness/Fitness	-	-	-	25	25
5. Joint Emergency Preparedness Program	-	-	-	-	50
Total Expenditures	55	135	25	90	75
Capital Funding					
Current Contributions to Capital	55	135	25	90	75

Additional information on the capital allocation for other equipment includes:

- **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 \$500 each time a Jaws of Life is used in an accident.
- **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.
- **Thermal Imaging Cameras** – This equipment has proven invaluable in locating heat sources in extreme smoke conditions. The Rotary Clubs of Regina purchased four of these cameras in partnership with other local businesses at a cost of \$25,000 each. These cameras have an eight-year life expectancy. The Department currently has seven thermal imaging cameras, one at each fire station. Funding is for the replacement of four of the cameras.
- **Wellness/Fitness** – 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 being \$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

	2005	2006	2007	2008	2009	Five Year Total
Capital Expenditures (\$000's)						
Facilities	117	106	467	396	326	1,412
Communications	-	-	32	-	-	32
Information Technology	1,647	1,277	331	298	224	3,777
Emergency Services Equipment	52	13	105	84	67	321
Total Expenditures	1,816	1,396	935	778	617	5,542
Capital Funding (\$000's)						
Current Contributions to Capital	1,816	1,396	935	778	617	5,542

The information in this summary is based on the 2005 – 2009 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 January 24, 2005.

