

# City of North Battleford

## General Operating Budget & Five Year Capital Plan *2011*

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**North  
Battleford**

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## **GENERAL GOVERNMENT SERVICES**

The General Government section has relatively small revenue generating capabilities. Refer to the summary section which identifies the various sources of revenue streams followed by the expenditure functions. The areas of note in this section are:

### **1. Legislative**

In the latter part of 2010 Council commenced a new strategic plan exercise. An outside consultant was contracted to put together key strategic initiatives. The work on the plan will be completed in 2011. Funds of \$5,000 have been set aside to complete the plan which will be tabled at a future Council meeting.

### **2. City Hall and Human Resources**

The City Hall section includes the City Manager, Clerk, and Finance Sections. There are 16 employees (11 out-of-scope and 5 in-scope) that carry out most of the general administrative duties.

In 2011 the City will begin to conform to Public Sector Accounting Board 3150 requirements as it pertains to tangible capital assets. The proposed policy has not identified computers as a tangible capital asset (TCA) as hardware and software changes rapidly. This requirement means that computers and related operating system purchases will be expensed in the year acquired. This will account for 55% of the increase.

For 2011 the City needs to upgrade our computer capacity (This is our storage devices which consist of 16 – 14GB hard drives and two controllers). The cost of the upgrade is \$80,020. The servers are used by all departments.

In addition to servers the Council Chambers will be upgraded for wireless access. The cost of the work will be \$3,250. Other computer purchases of \$15,697 are required for General Government.

The remaining noticeable increase centers on salaries (\$38,376), advertising (\$12,500) and memberships (\$8,430).

### **3. Assessment, Taxation and Consulting Services**

The assessment services section will increase by 6% or \$6,838. The City is not anticipating extra legal work and a slight increase is being projected for audit services.

#### 4. Maintenance and City Buildings

This account group partially funds the staff salaries of four maintenance personnel and a percentage of a foreman's salary. These employees maintain the structural and mechanical aspects of City-owned buildings as well as maintaining and performing minor repairs to traffic lights. The costs listed in this area relate mostly to daily building checks and standby pay.

Direct costs of repairing buildings and associated mechanical are charged directly to specific facilities.

In addition to City properties, costs associated with clean up of other properties are reported here. The costs of the work are charged back to the owners.

In 2011 the City will be contracting an architect/building engineer service to address two key City Hall issues. The first deals with the revision of Council Chambers. The second, building enhancement to redesign the lower level of City Hall to be more functional. In addition to these changes it will be the intention to make City Hall completely accessible, which will require the installation of an elevator. For the development of the preliminary design \$15,000 has been set aside.

Other special projects on City property being proposed for 2011 are;

Flag corridor replacement	\$ 12,000
City Entrance sign refinish	3,000
Banner replacement	<u>15,000</u>
Total	<u>\$ 30,000</u>

#### 5. General Government Special Projects

There are two projects in this area. The first deals with the conclusion of the tangible capital asset work. AECOM is in the process of itemizing the costs to the linear infrastructure. Administration has set aside \$30,000 to finish the work. The second project pertains to the records management work.

#### 6. Third Party Grants, Archives and Other

The City provides most of the third party grants in the form of cash. Through the Community Development Assistance Program the City approved \$22,000 earlier this year. An additional \$25,000 has been set aside for **Concern for Youth** and \$500 for travel grants requested periodically throughout the year.

The City of North Battleford Historic Archives is located in the Don Ross Centre with a collection of over 7,000 photographs, numerous newspaper clippings, negatives, and scrapbooks depicting the history of the City of North Battleford. The larger collections include materials from Lorne Cooper, Les Guthrie, Pearl and Alex Balych and the Allied Arts Council. The Archives efficiently operates because of a dedicated committee and with a part- time City staff member. If grant funding is approved, a summer student will be hired through the Young Canada Works program. As well the Archives receive assistance from the Provincial Archives Association. Expenses shown are for salaries, supplies, room rental, telephone, computer updates/maintenance and committee remuneration.

## **7. General Government Capital**

The City will be looking to expend \$40,800 in capital expenditures. Refer to the ***Five Year Capital Plan Appendix*** which lists the planned expenditures for the next five year. The City will set aside \$1,000,000 in 2012 to make renovations to City Hall. This will cover off the second floor, lower level of City Hall and the installation of an elevator. The reserve contributions of \$200,000 are required to finance this work.

<b>GENERAL GOVERNMENT SERVICES</b>	<b>2011 Budget</b>	<b>2010 Actual</b>	<b>2010 Budget</b>
<b>Revenue</b>			
Total Conditional Grants	(7,405)	(4,048)	(7,080)
Total Capital Grants	-	(97,019)	-
<b>Fees &amp; Charges</b>			
Custom Work	(69,400)	(70,850)	(80,400)
Internal Equipment	-	(22,000)	(19,000)
Donations	-	(600)	-
Investment Income & Interest	(297,000)	(469,233)	(268,200)
Sundry	(10,000)	(9,972)	(10,000)
Capital Asset Sales	(50,000)	(18,627)	(103,475)
<b>Total Fees and Charges</b>	<b>(426,400)</b>	<b>(591,282)</b>	<b>(481,075)</b>
<b>General Government Revenue</b>	<b>(433,805)</b>	<b>(692,349)</b>	<b>(488,155)</b>
<b>Expenses</b>			
Elected Officials	208,320	203,559	199,639
City Hall	996,540	818,913	830,526
Human Resources	175,425	151,616	171,525
Assessment	125,517	118,681	118,679
Taxation	3,520	3,413	4,000
City Hall Maintenance/Special Projects	148,215	144,257	131,245
Computer Service	135,417	125,130	130,000
General Government Training	-	-	2,500
General Administrative Safety	2,772	1,141	-
Legal Services	40,000	22,566	39,000
Audit	32,000	29,984	30,000
General Government Special Project	37,033	41,213	30,000
Civic Elections	-	74	-
Conference/Meeting	19,200	14,017	17,700
Insurance - Premium Registration	327,203	310,052	312,323
Archives	19,034	10,933	17,455
Hosting Events	11,600	13,767	13,845
Maintenance	75,960	70,636	76,452
Special Projects	30,000	7,135	20,900
City Buildings	24,500	31,475	51,285
Third Party Payments - Grants	47,500	42,416	45,000
Miscellaneous	5,000	(6,162)	3,500
General Government Capital	40,800	373,032	270,150
<b>Total Operating Expenses and Capital</b>	<b>2,505,556</b>	<b>2,527,850</b>	<b>2,515,724</b>
<b>Internal Transfers/Debt Transactions</b>			
General Appropriation - Reserve	(62,715)	(269,744)	(1,639,650)
General Govt Contribution Reserv	5,589,115	547,307	1,019,263
<b>General Government Deficit (Surplus)</b>	<b>7,598,151</b>	<b>2,113,064</b>	<b>1,407,182</b>

## **PROTECTIVE SERVICES**

This section is made up of four parts being Policing, Bylaw Enforcement, Fire, and Safety Operations. The summary section identifies the various sources of revenue streams followed by the expenditures functions.

### **1. Police Services**

This area is one of the largest expenses to the City. The City has a contract with the RCMP to supply 31 members. As the City is below 15,000 in population we are required to pay 70% of the cost per officer. The estimate for the 2011 contract has been put at \$137,235 per officer. With staff changes and sick time experience there is approximately 10% of the force absent over the year. The City's contract is based on actual strength of the force therefore the City is not responsible for vacancies. The projected cost of the 2011 contract is \$2.8 million. In this amount overtime, RCMP reporting software utilization and service radios deployment are included.

It is the responsibility of the City to provide support staff for the RCMP members that allocated fro City use. Salaries for the steno pool have increased by 4% and as well, employee benefits (including Mepp, EI, CPP) have increased by 3%. In addition, we have increased one full-time support staff in the clerk steno pool to follow the new system of 2 stenos to a watch to coincide with the shifts that the RCMP members are currently following. The cost of labour increased by \$63,805 from the previous year's budget.

The City will be making another debt payment of \$326,547 for the RCMP building. After 2011 there will be one year left on the repayment schedule. The capital work being proposed is \$20,000 for cell modifications. The City will be looking recoup the cost from the RCMP.

### **2. Bylaw Enforcement**

Community safety and suitable neighborhood standards are the focal points of bylaw enforcement in North Battleford. Engaging the community in a proactive manner will be enhanced by the addition of a summer student to assist with property maintenance enforcement.

Fines and fees have been increased in the divisions of animal control, parking and traffic enforcement and property maintenance to shift more of the funding of the department to offenders.

The City provides a grant of \$55,718 to the animal shelter through Animal Control Services. This is an increase of \$22,500 in two years.

### **3. Fire Protection**

With a billion dollars in infrastructure being developed within the response area of the fire and emergency services, the fire department's responsibilities are growing. It is the Fire Departments responsibility to protect this new infrastructure as well as maintain the status quo.

The North Battleford Fire and Emergency Services have 12 full time firefighters and a capacity for approx 20 live in and community part time firefighters. Recruitment strategies have bolstered the ranks of part – time firefighters to the highest levels in a decade. The department is one of a few in the province with comprehensive and formalized service purchase agreements, which were updated to reflect increases in expenses. Fire Department fees have been increased to reflect the realities of service costs. The Fire Department has taken all the necessary steps to ensure that whenever service agreements are entered into with other municipalities and agencies, costs of service are covered. Future opportunities and partnerships are being actively pursued to enhance service levels and provide new revenue streams.

#### Fire Administration

This section includes salaries for the Chief, two Deputy Chiefs and the Secretary. As well, conference, meeting budgets and office upkeep are included.

#### Firefighting

The salaries of career and part-time members make up the biggest components of this section. The line item of clothing includes station wear, but the largest apportion is protective turn out gear, which has a life span and needs replacing on a regular basis. Fire Fighting Water includes hydrant rental.

#### Fire Communications

Radio registration and operation fees will increase this year with the new radio system in place and functioning.

#### Fire Preventions

This component of the budget is to purchase educational supplies and consumables to promote life safety and aid in inspections.

#### Fire Training

Over 2,300 hours were spent training in 2010 between the career and part time divisions of the fire service to maintain response capabilities. Confined space technical rescue certification has been targeted as a priority given the construction and hazards identified; partnering with Public Works Department will help to defray costs. The part-time firefighters are being trained to an accredited NFPA level for the first time; previously in house training was offered. With a spate of retirements in recent years, Fire Officer training as part of a mentorship program is important to fill these gaps. Life safety and prevention training is, as always, ongoing.

#### Fire Hall

The fire hall serves as both a workplace for all the members as well as a home for the (part-time) live-in firefighters. Building maintenance requirements include general upkeep on the facility, repairs and replacement of furnishings.

#### Fire Fleet

The fleet consists of three ULC rated fire engines, a 104' ladder truck, a rescue truck, a utility / brush fire truck, a chief's command unit and two deputy chief command vehicles. The department also owns two hazardous materials trailers, a fire prevention trailer and a rescue boat. Last year a tanker was supplied by the RM to enhance response capabilities. Small tools anticipated to be purchased this year include thermal imaging cameras, self contained breathing apparatus and technical rescue gear.

#### Emergency Preparedness

The flood of 2010 underscored the need for an effective response to large-scale incidents. The City Emergency Operations Center at the airport as well as emergency planning for personnel are the components of this section.

### Capital

The capital work being proposed is \$103,000. The cost of a replacement command vehicle is entirely funded by reserves. Proposed enhancements to the Emergency Operations Center would be offset approximately 50% by a grant from the Joint Emergency Preparedness Program. Refer to the ***Five Year Capital Plan Appendix*** which lists the planned expenditures for the next five year.

#### **4. Safety Operations**

In 2010 the City hired a Health and Safety Coordinator to guide the departments' in augmenting and implementing its safety program. A movement towards accredited standards will help the City achieve its vision of zero harm.

<b>PROTECTIVE SERVICES</b>	<b>2011 Budget</b>	<b>2010 Actual</b>	<b>2010 Budget</b>
<b>Revenue</b>			
Policing Services Cond. OP. Grants	(539,000)	(505,567)	(515,000)
Policing Revenue - Other	-	(766)	-
<b>Total Conditional Grants</b>	<b>(539,000)</b>	<b>(506,332)</b>	<b>(515,000)</b>
<b>Fees &amp; Charges</b>			
Policing Fees & Charges	(543,000)	(537,249)	(551,906)
Fire - Fees & Charges	(148,500)	(125,941)	(131,938)
Bylaw - Fees & Charges	(120,500)	(68,180)	(86,400)
<b>Total Fees and Charges</b>	<b>(812,000)</b>	<b>(731,369)</b>	<b>(770,244)</b>
<b>Protective Services Revenue</b>	<b>(1,351,000)</b>	<b>(1,237,701)</b>	<b>(1,285,244)</b>
<b>Expenses</b>			
RCMP Contract	2,805,974	2,699,906	2,892,548
Police Station Operations	536,642	510,603	472,687
Police Station Maintenance	197,745	195,730	215,705
Special Constables	118,208	111,733	108,023
Parking Enforcement	25,220	21,102	22,606
Animal Control	121,690	111,022	115,780
Bylaw Fleet	15,100	31,214	19,500
Fire Administration	354,265	362,070	347,998
Fire Fighting	1,140,688	1,030,229	1,110,637
Fire Communications	57,637	47,559	46,837
Fire Prevention	6,000	4,272	5,000
Fire Training	29,700	20,184	24,500
Fire Hall	38,000	45,420	29,649
Fire Fleet	83,500	72,317	90,500
Emergency Operating Centre	4,500	6,793	6,000
Safety Services	88,698	86,584	84,400
Protective Service Safety	-	219	-
Protective Service Capital	122,000	101,865	134,000
Police Blding - Interest	26,750	42,942	42,942
<b>Total Operating Expenses and Capital</b>	<b>5,772,318</b>	<b>5,501,765</b>	<b>5,769,312</b>
<b>Internal Transfers/Debt Transactions</b>			
Protective Appropriation - Reserve	(388,000)	(399,875)	(376,000)
Protective Contribution Reserves	5,658	250,000	-
Protective Ser Debt - Loss on Capital	-	-	-
Police Blding - Debt Repayment	299,797	283,605	283,605
<b>Protective Deficit (Surplus)</b>	<b>4,338,773</b>	<b>4,397,793</b>	<b>4,391,673</b>

## **TRANSPORTATION SERVICES**

### **1. Administration**

The Administration Section of the Public Works Department includes salaries, office expenses, staff training, travel, and car allowances. The majority of the expenses relates to salaries of the Director, Engineering Coordinator and Public Works secretary with portions of these salaries being distributed to other sectors of the Public Works and Utilities accounts.

The increases in this area are attributed to redistribution of salaries to reflect changes in work load from other areas, redistribution of travel and convention expenses and some increases to cover new endeavors such as the Communities of Tomorrow workshops.

### **2. Engineering, Special Projects, and Training**

The engineering area provides technical work, contract administration and supervision to in-house and contracted projects. In 2011 a number of technical reports will be undertaken, the first being a Traffic Master Plan, in partnership with the Ministry of Highways at a 25%/75% cost split. This will set the needs of traffic management and roadway upgrades as part of the Urban Connector Program. To move forward with growth and to address existing needs the Department will commission a City Wide Storm Sewer Drainage plan to tie together existing reports, fill in missing data and provide a plan for improving the current system and set design goals for future development. The Department will also move forward with beginning of an Asset Management Plan to utilize the Tangible Capital Asset Data completed this spring. This will be the beginning of providing a tool to better manage infrastructure renewal. It is estimated that these reports will be approximately \$180,000.

### **3. Public Works Fleet and Shop**

This section covers maintenance of the fleet, fuel for equipment and operation of the shop buildings. In 2011 there is a slight decrease in actual expenditures from 2010 and shows a increase from the 2010 budget amount and is attributable to increases in service contracts.

### **4. Road Maintenance**

Roadways are one of the most visible and widely used entities provided and maintained by the City. This area encompasses all rear lanes, gravel surfaced

streets and approximately 115 km of paved roadways and has grown over the last few years with additions in Fairview Heights and the Parsons Industrial Park.

Considerable time and effort is required to maintain this network. Weather plays a major role in the yearly maintenance requirements: Freeze - thaw cycles and extremely wet or dry summers have a great impact on the infrastructure. Citizens have expressed concern with the condition of the roads. The City must continue to recognize the value of maintaining this asset which not only enhances the quality of life for its residents but helps to develop North Battleford as a regional centre.

Last year proved to be a very difficult year with the amount and timing of rainfall throughout the summer. The high rainfall reduces the City's ability to complete pavement patching during the summer as well as additional pressures to maintain graveled roadways. In 2011 one full time staff member will be added to Public Works to aid in completion of the tasks required. This staff member will be able to fill in for staff on vacation or sick leave and allow crews to continue on assigned projects. In 2011 the Department will be contracting line marking until equipment is purchased to replace the unit removed from service in 2010. The road restoration service contract of \$120,000 to redo intersections has been moved to this section from the Capital Budget.

## **5. Snow Clearing**

Snow clearing is entirely dependent on snowfall amounts and level of service to be provided. The budgeted amounts reflect an average year and no change to the traditional level of service provided. Costs for snow removal were down from the budgeted amount in 2010 and are up in 2011 to handle the snowfall we have experienced to date this year. Snow plowing is also up, street sanding is expected to be about the same and sidewalk plowing is projected to be down from the 2010 actual expenditure. Snow clearing shows an overall increase of 1% over the 2010 budget.

## **6. Street Lighting**

This section covers costs of City's street light energy costs as well as energy and maintenance costs for decorative and water tower lighting. New to 2011 is the addition of cost for installation of new street lights, moved from Capital Budget, for connector roads. For 2011 there is \$26,000 worth of work planned. This accounts for residential and commercial areas as these costs will be under the Planning section.

## **7. Traffic Control, Counts, Parking, Sidewalks and Storm Sewers**

Lane marking was down in 2010 due to weather throughout the summer as well as equipment breakdowns. In 2011 the City will contract the majority of the roadway marking and concentrate on curb and crosswalk marking internally.

Traffic signal area will be up slightly with service contracts for signal maintenance with consultants.

Sidewalk expenditures has increased due to the addition of Pedestrian Ramp Installation being move from the Capital Budget. Expenditures were down in 2010 due to less repair work completed as influenced by weather.

Storm sewers and culvert and ditch maintenance will see a slight increase to cover salaries and equipment charges.

## **8. Airport**

The Airport serves as an important component of the City's strategic vision of becoming a regional center. The addition of the fixed base operator and improved fueling system has raised fuel sales and the airport has experienced more non - residential air traffic to the site.

The City commissioned an external engineering report in 2010 to provide technical data to move forward with a plan to refurbish the main runway to an acceptable standard to light commercial passenger aircraft in the 40-50 passenger range. This report will be coming forward in the next month.

Changes in budget amounts are attributable to lower fuel purchases and completion of external reports on runway and the continuation of the Safety Management System completed in 2010. The City will be accessing funding through the Community Airport Partnership program administered by Saskatchewan Highways and Transportation. This program will provide 50% assistance to communities that perform increased maintenance on their airfields. The City will be repairing transverse cracking on 12-30 and 06-24 runways at a cost of \$75,000.

## **9. Transportation Capital Expenditures**

For 2011 the City will be looking to spend \$3,299,220 in capital works. Refer to the ***Five Year Capital Plan*** in the appendix which lists the planned expenditures for the next five years.

<b>TRANSPORTATION SERVICES</b>	<b>2011 Budget</b>	<b>2010 Actual</b>	<b>2010 Budget</b>
<b>Revenue</b>			
Transportation Grant - Operating	(112,500)	(27,025)	(35,000)
Transportation Grants - Capital	(355,861)	(10,590)	-
<b>Fees &amp; Charges</b>			
Local Improvement	(296,600)	(27,968)	(471,900)
Airport Rent & Fuel	(96,000)	(107,510)	(87,000)
Total Custom Work & Equipment Usage	(720,000)	(688,981)	(780,000)
<b>Total Fees and Charges</b>	<b>(1,112,600)</b>	<b>(824,459)</b>	<b>(1,338,900)</b>
<b>Transportation Revenue</b>	<b>(1,580,961)</b>	<b>(862,074)</b>	<b>(1,373,900)</b>
<b>Expenses</b>			
Public Works Administration	121,083	89,938	95,572
Engineering	120,252	109,369	105,332
Engineering Special Projects	185,000	15,060	55,000
Public Works Operations	9,800	22,271	7,700
Public Works Special Projects	-	12,039	25,200
Public Works Safety	24,205	21,200	-
Public Works Training	11,000	6,240	-
Public Works Fleet	369,696	356,129	351,653
Public Works Shop	123,722	139,922	99,031
Public Works Custom Work	-	17,737	5,000
Grade & Graveling	71,924	99,985	65,875
Oiling	3,410	4,383	20,934
Patching	303,410	258,580	301,915
Street Sweeping	121,775	132,649	114,041
Street Flushing	-	-	-
Litter	33,633	29,808	29,380
Lane Work	32,502	38,395	30,564
Road Restoration	120,000	-	-
Snow Removal	115,249	79,623	105,150
Snow Plowing	63,208	38,657	60,431
Street Sanding	75,948	71,817	77,212
Lane Snow Clearing	1,700	9,928	676
Sidewalk Plowing	27,508	45,674	24,488
Street Lighting	396,000	366,253	350,000
Special Lighting	8,375	11,238	13,200
Traffic Services	205,774	191,633	216,225
Parking	4,766	4,986	4,760
Sidewalks	106,508	46,368	97,422
Storm Sewers, Culverts & Ditches	99,139	71,607	96,960
Airport Management	270,095	290,440	235,451
Transportation Capital	3,299,220	770,753	2,515,970
Transportation - Interest	156,561	126,183	165,953
<b>Total Operating Expenses and Capital</b>	<b>6,481,465</b>	<b>3,478,866</b>	<b>5,271,095</b>



<b>TRANSPORTATION SERVICES</b>	<b>2011 Budget</b>	<b>2010 Actual</b>	<b>2010 Budget</b>
<b>Internal Transfers/Debt Transactions</b>			
Transportation Appropriation - Reserve	(2,060,459)	(948,726)	(1,488,070)
Trans. Approp - Debt	-	-	-
Transportation Contibution Reserve	277,203	1,005,409	829,834
Transportation - Debt Repayment	284,276	220,675	275,343
<b>Transportation Deficit (Surplus)</b>	<b>3,401,524</b>	<b>2,894,150</b>	<b>3,514,302</b>

## **ENVIRONMENTAL & PUBLIC HEALTH**

Environmental Services and Public Health & Welfare Services were two separate sections but with statement format changes both sections are now merged into one. The sanitation budget was dealt with in 2010. The financial data that was approved is listed in the budget as this operation is not set up as a full utility. Refer to the ***Environmental & Public Health Budget Summary*** which identifies the various sources of revenue streams followed by the expenditures functions.

### **1. City Cemetery**

All municipalities are required by legislation to provide a Municipal cemetery. The City Cemetery is almost full with most remaining grave sites being reserved. A portion of a foreman's salary, a sub-foreman, one seasonal and two students make up the staff at this facility. There are two operational projects in 2011 with a value of \$2,500 for updating the cemetery maps and an additional \$3,500 for gravelling roadways. The Cemetery rates were last revised in November of 2009 and are due for revision in 2011.

### **2. Woodlawn Cemetery**

Woodlawn Cemetery is a 20 acre dry-land site on Hwy #16 that is only half developed. This cemetery will be utilized by the City into the future once the City Cemetery is completely occupied. A portion of a foreman's salary, one seasonal and portions of other City staff make up the staffing at this facility. There is only one operational project planned here for this year: replacement of the entrance sign for \$1,500.

### **3. Environmental & Public Health Capital**

For 2011 the City will be looking to expend \$10,000 in capital expenditures. Refer to the ***Five Year Capital Plan Appendix*** which lists the planned expenditures for the next five years.

<b>ENVIRONMENTAL &amp; PUBLIC HEALTH</b>	<b>2011 Budget</b>	<b>2010 Actual</b>	<b>2010 Budget</b>
<b>Revenue</b>			
Envir & Pub Hlth Grtrs - Cond Op Grants	(35,000)	(36,407)	-
Envir & Public Hlth Grants - Capital	-	-	-
<b>Total Grants</b>	<b>(35,000)</b>	<b>(36,407)</b>	<b>-</b>
<b>Fees &amp; Charges</b>			
Waste Management Fees	(1,486,970)	(1,817,345)	(1,468,617)
Cemetery Fees	(130,000)	(124,672)	(140,000)
<b>Total Fees and Charges</b>	<b>(1,616,970)</b>	<b>(1,942,017)</b>	<b>(1,608,617)</b>
<b>Environmental &amp; Public Health Operating</b>	<b>(1,651,970)</b>	<b>(1,978,424)</b>	<b>(1,608,617)</b>
<b>Expenses</b>			
Solid Waste Collection	338,600	312,265	310,223
Waste Management Facility	537,253	489,743	510,169
Waste Management Special Projects	-	46,387	-
Waste Management Training	3,250	2,128	-
Recycling	236,638	255,255	231,013
City Cemetery	177,181	171,111	163,450
City Cemetery Special Projects	-	-	2,500
Woodlawn	67,801	60,215	61,665
Pest Control	7,500	8,426	6,550
Env & Public Health Safety	2,950	117	-
Environment & Public Health Capital	1,910,000	5,537	6,500
<b>Total Operating Expenses and Capital</b>	<b>3,281,173</b>	<b>1,351,183</b>	<b>1,292,070</b>
<b>Internal Transfers/Debt Transactions</b>			
Environment & Public Health Appr - Reser	(1,910,000)	(5,496)	(6,500)
Envir & Public Health Contrib Reserve	217,385	290,423	229,437
<b>Environment &amp; Public Health Deficit (Surpl)</b>	<b>(63,412)</b>	<b>(342,314)</b>	<b>(93,610)</b>

## **PLANNING & DEVELOPMENT**

This section is made up of four parts which have been combined. Refer to the ***Planning & Development Summary*** which identifies the various sources of revenue streams followed by the expenditures functions.

### **1. Building and Licensing**

This department employs two full time staff members along with assistance from the Public Works Secretary. The activities of all businesses and those associated with building and construction are monitored by this department. Two main revenue streams are generated: business licensing and building permits.

### **2. Planning**

This division administers the Planning and Development services within the Public Works and Utilities Department. Expenses included cover salaries (City Planner, Planning Technologist and Secretarial Support), office expenses, staff training, and travel and car allowances.

The majority of the Budget is allocated to Professional Services for preparation of the Official Community Plan and Zoning Bylaw. The cost of the work is being financed by the planning reserve.

Significant provisions are also made for review of the structure plan for the Fairview Heights neighbourhood and subdivision of additional lots for future residential development. Street light installation in commercial and residential areas as well as utility services in the South East Quadrant are being projected. The cost of the work will be financed by the Land Development Reserve.

To assist in financing the completion of the development plan, the City will transfer from the Engineering Reserve. Other areas being covered from the previous year are a legal survey in Fairview Heights for 25 lots and Neighborhood design.

### **3. Community Initiatives**

The City supports several programs by agreement. Listed below is a summary which explains each one and the upcoming activity.

- a) **Tourism Development** – The City provides a grant to Battlefords Tourism to assist them in promoting the community (\$73,000) and to Battlefords Chamber of Commerce to operate the tourism information booth (\$28,000).
- b) **Regular Transit Subsidy** –The City has an agreement with First Bus to provide a public transit service for our city. This agreement expires on June 30, 2011. At the direction of Council, administration ordered two new buses with the idea of enhancing the public transit system. The final details of the new system have not been finalized but for budget purposes we will be following a model used by the City of Swift Current. First Bus' contract until June 30 is \$16,692. The estimate for the enhanced service from July 1 to December 31 is \$57,000.
- c) **Handicap Transit** – The City and Town of Battleford, along with the Province, finance the operation of the Handi-bus service. The cost of operating has increased from \$109,000 to \$137,100. The province's share of this service is \$55,000.
- d) **North Battleford Housing Corp.** – The City, along with the federal and provincial governments, assist in the provision of housing in the community. When North Battleford Housing experiences shortfalls the City shares in the cost of the deficit. The 2010 City share of their deficit is projected to be \$35,000.
- e) **Other Community Development** – There are three grants expensed here. The first relates to the \$150,000 contribution for the golf course irrigation project, second is the standard capital grant to the golf course of \$50,000; and the third is for \$10,000 to be paid to the Western Development Museum for the City's commitment to "Winning the Prairie Gamble" exhibition.

#### **4. Economic Development**

The Department of Economic Development 2011 work plan will primarily focus on a major downtown project and process to create positive change and investment to support the redevelopment of the City core. This project will include community engagement and the assistance from City administration.

Further, by investing in research, marketing and communications, promotion, land development and by leveraging our existing economic strength, together each initiative will ensure the residents and businesses of North Battleford enjoy prosperity, well into the future. The following highlights are key goals within the economic development work plan, focused on a strategy to position North Battleford as the regional centre of North West Saskatchewan:

## **Key Goals**

- a) Facilitate policy development and the implementation of the Downtown Work Plan to address identified issues from the public and businesses related to the City core.
- b) Launch a positive and well-recognized marketing campaign to promote the City and area.
- c) Maintain and update the economic profile data online.
- d) Continue to grow the Business Development Program through survey and interviews focusing on the industrial businesses in 2011.
- e) Create awareness on the benefits of the Mining Connection Program that will educate and engage our local supply and service businesses to tap into mining sector procurement.
- f) Continue to increase the effectiveness of all City communication to business and the public through the launch of the new civic website and the Marketing and Communication Coordinator work plan.
- g) Continue to review with Council and recommend residential and business incentives to accommodate the growing market to encourage investment in housing and industry.
- h) Work with the University of Saskatchewan and the Feeds Innovation Institute to develop an education corridor that builds on the success of the Canadian Feed Technology Research Facility and identifies spin-off opportunities.
- i) Implement a targeted prospecting program to encourage new commercial and industrial investments.

## **5. Capital Expenditures**

For 2011 the City will be looking to spend \$3,649,600 in capital works. Refer to the ***Five Year Capital Plan*** in the appendix which lists the planned expenditures for the next five years.

<b>PLANNING &amp; DEVELOPMENT</b>	<b>2011 Budget</b>	<b>2010 Actual</b>	<b>2010 Budget</b>
Planing & Development Grants Cond. OP.	(87,016)	(103,885)	(98,367)
<b>Fees &amp; Charges</b>			
Business - Licenses	(160,000)	(170,802)	(150,000)
Permits	(226,850)	(214,198)	(202,250)
Lot Options - Forfeiture	(5,000)	(8,694)	(5,000)
Planning Fees	(750)	(2,635)	(250)
Service Agreements	(922,300)	(139,736)	(822,500)
Gain on Sale of Property	(1,500,000)	(1,259,968)	(500,000)
<b>Total Fees and Charges</b>	<b>(2,814,900)</b>	<b>(1,796,033)</b>	<b>(1,680,000)</b>
<b>Total Planning &amp; Development Revenue</b>	<b>(2,901,916)</b>	<b>(1,899,917)</b>	<b>(1,778,367)</b>
<b>Expenses</b>			
Building & Licensing	169,825	157,206	158,319
Planning	169,875	143,248	236,609
Planning Special Projects	155,234	76,629	202,115
Commercial Land Development	260,000	17,928	1,900
Residential Land Development	55,800	19,889	-
Land Sale Losses	-	-	-
Planning & Development Training	5,330	-	-
Tourism	101,000	99,100	101,000
Transit	210,792	142,095	146,812
Community Promotion	-	-	-
Community Initiatives	210,000	360,000	360,000
Housing	35,000	32,004	35,000
Economic Development	164,951	162,795	170,858
Economic Development Training	6,175	3,817	8,915
Economic Development Projects	37,500	50,735	60,000
Planing & Development Safety	2,311	611	-
Planning & Development - Interest	32,016	40,088	41,367
Planning & Development Capital	3,649,000	1,654,229	3,393,600
<b>Total Operating Expenses and Capital</b>	<b>5,264,808</b>	<b>2,960,373</b>	<b>4,916,495</b>
<b>Internal Transfers/Debt Transactions</b>			
Planning & Development Appropriation - R	(4,393,262)	(2,050,720)	(2,970,878)
P & D Approp - Debt	-	-	-
Planning & Development Contribution Rese	2,017,826	1,327,443	563,183
Planning & Development - Debt Repayment	296,228	288,209	287,278
<b>Planning &amp; Development Deficit (Surplus)</b>	<b>283,685</b>	<b>625,388</b>	<b>1,017,711</b>

## **RECREATION, CULTURE & PARKS**

Refer to the *Recreation, Culture, and Parks Operating Budget section* which identifies the various sources of revenue streams followed by the expenditures functions.

### **1. Administration**

The Administration section includes the salaries for the Director of Parks and Recreation, Parks Director, one full-time secretary, Recreation Programmer at 25%, and the Communications and Marketing Coordinator at 25%. Car allowances, office supplies, and the training and conference budget for both in-scope and out-of-scope employees from all department business units make up the rest of the costs.

In 2010 there was an adjustment to the maintenance inventory as proper record keeping of inventory use was not being carried out. A review is in process.

### **2. Civic Centre**

For 2011 the City is not proposing any operational changes for the Civic Centre. The main increase centers on utility charges. For capital projects there are three small projects listed in the capital section.

### **3. Aquatic Centre**

The Kinsmen Aquatic Centre will be in operation for one last year. To maintain the pool the costs have remained static. To determine the future viability of the building \$15,000 has been set aside to contract consultants to provide a report.

### **4. Don Ross Arena & Don Ross Centre**

The Don Ross facilities operational budget increases are tied to an increase in labour (1 FTE) and utility rates. The capital projects amount to \$175,000 and are listed in the capital appendix.

### **5. Agriplex**

No maintenance projects or capital projects are being planned for this facility

The Agriplex is well used by Minor Hockey, Female Hockey and Figure Skating. Over the past few years, it has also developed a following of adult users who

prefer the smaller ice surface. Revenue increases in the future will be mainly due to rate increases, as the facility is well booked.

## **6. Outdoor Rinks**

There are seven outdoor rinks located in various neighborhoods in the City. Salaries account for \$25,000 of the budget group. The City will expend an additional \$3,000 on board replacements.

## **7. Allen Sapp Gallery**

This section includes 70% of the Director of Galleries' salary and the wages of four part-time gallery assistants and one contractor for projects, grants and website maintenance. There is \$50,000 in grants already approved for operation projects in this section. There is an additional \$18,800 in grants pending approval.

## **8. Chapel Gallery**

This section includes 30% of the Director's salary, 100% of the Curator's salary and the wages of four part-time gallery assistants and one contractor for projects and grants. The Chapel Gallery is also in the second year of a two year Artist in Residence program. There are \$67,400 in approved grants offsetting the projects and operations of this section

## **9. Library – Regional and City**

The City provides funding to the Lakeland Regional Library based on the regional formula. For 2011 the levy will be \$250,742 which is an increase of \$18,600 from the previous year.

For 2011 the City capital work on the library will amount to \$88,000 which is for the replacement of the air chiller for the air conditioning system. There will be additional maintenance work around the Library being brick work, pavement work and repairing the clock.

## **10. Playground Program and Recreation Program**

Operational costs include 40% of the Recreation Coordinator salary plus one seasonal playground coordinator and 8 full time summer playground leaders who organize and run one of the four, City supervised playground programs. Currently the City operates a supervised program at Fairview Heights, Centennial Park, Kinsmen Park, and Connaught School.

All special interest programs fall under this category: preschool, child/youth/adult and senior programs. Area of Interest: fitness, arts and crafts, education and community special events. The labour costs include 40% of the DRC booking secretary and 50% of the Recreation Coordinator salaries. Service contracts (instructors), supplies and facility rental directly related to programs are also included.

### **11. Other Facilities**

The Centennial Park Activity Centre operation budget will increase by \$4,000 to cover over maintenance salaries, blinds and a tournament board placement. For capital there is \$120,000 planned for the Cold Storage Building in the Parks compound.

### **12. Credit Union CU Plex**

Based on the previous Council approvals the CU Plex will see all four components built over the next two years. To finance the construction the City increased the Recreation Culture Capital Facilities levy by \$75 per door for residences and 1.643 mills for commercial/industrial. Refer to the ***Five Year Capital Appendix*** which provides more detail on the projections.

### **13. Parks**

This section covers maintenance costs of all City parks.

Duties include mowing, trimming, and other turf maintenance activities as well as ball diamond grooming and field preparation. Maintenance and repair of playground equipment and park furnishings is also included in this account group.

The staff component includes part of one foreman, time from four other seasonal employees and six students for the summer months.

### **14. Boulevards**

This section includes expenses attributed to the care and maintenance of the City's 11,000+ trees along the streets. Pruning, planting, watering, monitoring for disease or insects and treating if warranted, are some of the activities in this section. Salaries include a percentage of a foreman's salary, an arborist, portions of three seasonal workers and two student salaries. We have budgeted for a pruning contract to continue with the block pruning program initiated in 2010.

**15. Green House**

This section allows for the operation of a greenhouse which produces seasonal crops that included annuals for Parks and planters. There is a collection of tropical plants that are periodically exchanged out to City buildings and offices. Staffing is composed of a percentage of a foreman's salary, a full time greenhouse Parks Assistant, portion of two seasonal workers and parts of three student's salaries

**16. Tree Nursery**

The tree nursery is located north of the City Cemetery and is home to about 1500 trees in various stages of growth.

Trees are purchased as whips and grown to about three inch caliper before being mechanically transplanted out onto City boulevards and into City parks and buffers.

Staffing is composed of a percentage of a foreman's salary, and portions of an arborist, seasonal workers and student positions.

**17. Buffer Strip**

The City's buffer strips include the tree rows around Territorial Drive as well as the old Sask Hospital road and others. The mowing of all storm water ditches, the industrial park, the large unused area at David Laird Campground, are also charged to this account group.

Portions of an arborist salary, three seasonal workers, and two student salaries make up the staff component in this area.

**18. River Valley**

Any dollars spent in the River Valley are eligible for partial matching by way of a Provincial government partnership agreement negotiated in 2006.

This section is responsible for the maintenance of trails and existing infrastructure throughout the river valley and on Finlayson Island.

As part of the Battlefords River Valley Agreement, the City is required to match the provincial funding. The agreement specifies that the Saskatchewan Health census data be used to determine the annual funding contribution and this is based on \$3.85 per person. This amount is consistent with the other Urban Parks in the province.

An additional seasonal worker will be hired to assist in carrying forward the work in the valley.

#### **19. David Laird Campground**

This facility is managed by Portage Vocational Society for the City.

There are 22 full-serviced sites and 39 non-serviced sites.

The campground receives an annual subsidy of up to \$10,000 plus money for wear and tear items or minor upgrades such as picnic tables, gravel for parking pads and roadways, barbeque replacements and the set up of internet service. We have put money in the capital budget for a power upgrade, pull-through site development and some playground equipment.

#### **20. Equipment Maintenance & Repair**

This account group covers the day-to-day and seasonal maintenance and repair of equipment in the Parks fleet. A full time maintenance mechanic and a part-time mechanic's helper are included in this section. The foreman's salary portion is no longer charged to the fleet. That portion can be found under the Parks Shop account group.

#### **21. Recreation, Culture and Parks Capital**

For 2011 the City will be looking to spend \$1,380,554 in capital works excluding the Credit Union CU Plex project. Refer to the ***Five Year Capital Plan*** which list the planned expenditures for the next five years.

<b>RECREATION, CULTURE &amp; PARKS</b>	<b>2011 Budget</b>	<b>2010 Actual</b>	<b>2010 Budget</b>
<b>Revenue</b>			
Recreation Grants-Capital Donations	(4,483,178)	(5,516,822)	-
Recreation Grants - Operating	-	(21,920)	(2,000)
Recreation Grants - Capital	(6,060,474)	(7,114,015)	(285,000)
Cultural Centre Cond. OP. Grants	(131,260)	(133,745)	(177,350)
Parks Conditional Op. Grants	(16,475)	(12,765)	(7,250)
<b>Total Conditional Grants</b>	<b>(10,691,387)</b>	<b>(12,799,267)</b>	<b>(471,600)</b>
<b>Fees &amp; Charges</b>			
Civic Centre - Rental	(197,500)	(205,804)	(188,750)
Swim Pool	(305,000)	(310,280)	(285,000)
Don Ross Complex & Arena	(344,000)	(349,010)	(313,000)
Agriplex - Rental	(51,000)	(51,257)	(48,000)
Other Rec Facilities	(22,000)	(21,483)	(22,000)
Allen Sapp Gallery	(62,000)	(62,544)	(63,500)
Chapel Gallery	(14,500)	(11,106)	(7,000)
Recreation & Special Projects	(37,500)	(35,957)	(40,700)
Green House	(3,500)	(3,485)	(3,500)
Parks Works - Custom Work	(30,000)	(32,401)	(20,000)
Parks Fleet - Equipment Usage	(310,000)	(302,245)	(350,000)
<b>Total Fees and Charges</b>	<b>(1,377,000)</b>	<b>(1,385,570)</b>	<b>(1,341,450)</b>
<b>Total Recreation, Culture &amp; Parks Operating</b>	<b>(12,068,387)</b>	<b>(14,184,837)</b>	<b>(1,813,050)</b>
<b>Expenses</b>			
Recreation & Culture Administration	289,059	325,803	289,848
Rec. Cult & Parks Safety	9,000	8,940	8,300
Civic Centre	473,617	446,254	449,760
Swim Pool Facility	464,600	417,724	434,782
Swim Pool Program	202,906	196,248	175,655
Don Ross Complex	452,604	428,902	404,467
Don Ross Arena	220,073	196,091	209,084
AgriPlex	96,800	94,429	93,179
Outdoor Rinks	41,078	34,440	35,830
Centennial Activity Centre	8,750	5,713	4,800
Ball Park	5,500	21,084	-
Allen Sapp Gallery	258,332	247,747	257,632
Allen Sapp Gallery Projects	30,000	33,857	91,000
Chapel Gallery	154,700	138,811	149,115
Chapel Gallery Projects	48,728	70,731	91,850
Public Library	171,855	165,133	166,219
Regional Library	250,742	232,144	232,144
Recreation Special Projects	7,500	47,747	57,500
Playground	88,430	54,997	80,450
Recreation	74,300	45,473	68,900

<b>Expenses (continued)</b>			
Parks	434,775	405,564	418,641
Tree Pest Control	-	14,991	-
Boulevards	152,855	131,017	150,940
Greenhouse	139,400	132,327	128,585
Tree Nursery	74,650	65,155	71,650
Buffer Strip	70,900	66,564	64,850
Finlayson Island	-	914	-
River Valley	98,950	82,470	82,500
David Laird Campground	27,500	27,388	29,500
Decorative Planters	13,500	8,549	16,500
Special Projects - Parks	23,500	12,234	17,100
Parks Fleet	196,720	185,168	201,442
Parks Shop	78,525	107,613	79,183
Parks Custom Work	21,200	24,293	9,200
Recreation, Culture & Parks Capital	37,250,688	7,506,357	2,124,125
<b>Total Operating Expenses and Capital</b>	<b>41,931,737</b>	<b>11,982,875</b>	<b>6,694,731</b>
<b>Internal Transfers/Debt Transactions</b>			
Recreation & Culture Appropriation - Res	(15,364,121)	(7,329,695)	(2,026,650)
Recreation & Culture Appropriation - debt	(16,000,000)	-	-
Rec, Cult & Parks Contrib Reserve	2,504,024	14,783,891	1,977,093
<b>Recreation, Culture, &amp; Parks Deficit (Surplu</b>	<b>1,003,253</b>	<b>5,252,234</b>	<b>4,832,124</b>

## RESERVES

The City of North Battleford financial position is comprised of Unappropriated Net Assets and Appropriated Net Assets. Unappropriated Net Assets come about from the various surpluses and deficits since incorporation. The Appropriated Net Assets are the amounts the City uses to finance capital and some specific operational arrangements. The most common name for this area is Reserves.

The Appropriated Net Assets or Reserves are designed to fund future projects. This is not to be confused with cash reserves. It has been the practice of the City to use Reserves primarily to finance capital projects and some operational projects. This method is a sound way to plan and perform the necessary capital works. To successfully manage long-range planning initiatives, the City should establish a means to have the necessary financing in place to carry forward its plan. This policy will assist in carrying forward the City's long-range planning directives.

The current position of the City's general Reserves is listed below with the required withdrawals for capital work and special projects.

### 1. Contributions

The funding of the Reserves is guided by the City Reserve Policy which maintains a process of replenishing the balances on a five-year cycle. What this means is if a Reserve is to maintain a certain level over five years, taking into consideration the five year capital plan of withdrawals, scheduled contributions must be made to ensure the level is maintained. This ensures the Reserve will be in a stable position throughout the five-year cycle.

### 2. Withdrawals

Listed below is a summary of reserve withdrawals;

	31-Dec-10			31-Dec-11
Government Functions	Balance	Withdrawals	Contributions	Balance
General Government	\$ 12,784,814	\$ 8,382,223	\$ 5,589,115	\$ 9,991,706
Protective	1,539,652	354,000	5,658	1,191,310
Transportation	2,491,238	926,190	277,203	1,842,251
Environment & Public Health *	188,159	10,000	12,868	191,027
Planning & Development	4,944,970	4,393,262	2,017,826	2,569,534
Recreation, Culture & Parks	6,294,452	8,212,881	2,504,024	585,594
<b>Total</b>	<b>\$ 28,243,285</b>	<b>\$ 22,278,556</b>	<b>\$ 10,406,694</b>	<b>\$ 16,371,423</b>

\* This section does not include funds and contributions for the Sanitation, Sewage or Water Reserve

Operational withdrawals of note are as follows;

<b>Operational Withdrawals</b>				
Policing Operating				\$ 300,000
Tangible Capital Assets Set up				30,000
Asset Management - Create strategy plan				50,000
Street Lighting	Transportation		26,000	
	Commercial Land Development		90,000	
	Residential Land Development		27,800	
				143,800
Snow Removal Contribution				100,000
Storm Sewer Capacity Study				30,000
Official Community Plan				115,234
Neighbourhood Design - Fairview - Update 1976 Design				40,000
Shallow Buried Utilities				100,000
Lot Development Detailed Design - Fairview				70,000
Legal Survey - Fairview Heights Park & 25 Lots				28,000
SIGI - Principal Payment for Infrastructure Projects				296,228
Golf Course - Capital Grant			50,000	
- Irrigation Project			150,000	
				200,000
<b>Total Operational Withdrawals</b>				<b>\$ 1,503,262</b>

## **GRANTS**

There are only two unconditional grant programs that assist the City in financing operations: The Municipal Operating Grant and Utility Surcharge Programs.

### **1. Municipal Operating Grant**

For 2011 the Province reinstated their commitment to provide municipalities with a full 1 % of the PST revenue. This increase will amount to \$558,000 in additional revenue. The total grant the City will receive in 2011 amounts to \$2,468,001.

### **2. Utility Surcharge Programs**

Sask Power and Sask Energy pay out grants to the City. These are charges on customer's bills called municipal payments or surcharges. The total amount of these transfers expected in 2011 is \$2,452,000.

## TAXATION

The City of North Battleford has been using tax tools to levy taxes in the City. To manage these tools the City has tax policies in place that provide guidelines on how municipal property taxes are to be applied. Changes to policy come about during the budget process and when Council instructs the Committee to review changes in assessment.

For 2011 the City needs to raise \$11,597,252 in property taxes to meet the operating and capital financing commitments put forward. This is an increase of \$916,902 or a 8.58 % increase. Refer to the next page for a summary.

### 1. Tax Policy Adjustments

The City will not be addressing any changes to tax policy for 2011. The present split remains at 62% residential and 38% commercial.

### 2. Uniform Mill Rate

To raise the necessary funds identified the uniform mill rate will go from 17.63 mills to 18.18. To adjust the mill rate factors with the by the residential commercial split of 62/38; the addition of new assessment; and the increased mill rate the following class mill rates are to be established.

<i>Property Class</i>	<i>Class Mill Rate</i>	<i>Property Class</i>	<i>Class Mill Rate</i>
<i>Single Family &amp; Condo</i>	10.177	<i>Agriculture</i>	57.028
<i>Multi - family</i>	29.243	<i>Commercial/Industrial</i>	32.973
<i>Vacant Residential Land</i>	69.927		

### 3. Protective Services Base Tax

To cover the cost of protective service and maintain the same percentage as experienced by the uniform mill rate the protective services base tax will go down to \$559 from \$574. This tax is only assessed to single family and condo properties with a 1/3 portion placed on vacant residential.

### 4. Recreation Culture Capital Facilities Levy

Earlier this year Council approved the construction of all four components of the Credit Union CU Plex. To carry out the financing of this project Council agreed to

the Recreation Culture Capital Facilities levy to be increased by \$75 per living unit levy and the commercial mill rate was increased by 78%. Instead of assessing 2.162 mills this would change to 3.858. This levy is projected to raise \$1,449,036. (\$1,014,325 or 70% from residential and \$434,711 from commercial and industrial). This increase amounts to \$645,553 of the total increase in levy,

<b>City of North Battleford 2011 General Operating Budget</b>			
<b>Summary</b>	<b>2011 Budget</b>	<b>2010 Actual</b>	<b>2010 Budget</b>
General Municipal Levy **	(10,873,230)	(9,984,329)	(10,024,512)
Abatements and Adjustments	233,008	288,321	261,521
Discount on Current Year	14,000	10,283	7,500
Trailer Licence Fees	(30,681)	(27,405)	(27,405)
Penalty on Taxes	(164,000)	(163,558)	(140,000)
<b>Total Property Taxes</b>	<b>(10,820,904)</b>	<b>(9,876,688)</b>	<b>(9,922,896)</b>
Municipal Operating Grant - Prov.	(2,468,001)	(1,905,643)	(1,910,000)
Total Grants in Lieu of **	(3,277,494)	(3,179,192)	(3,236,795)
<b>Total Taxation &amp; Unconditional Funding</b>	<b>(16,566,399)</b>	<b>(14,961,524)</b>	<b>(15,069,691)</b>
<b>Government Activities</b>			
General Government Deficit (Surplus)	7,598,151	2,113,064	1,407,182
Protective Deficit (Surplus)	4,338,773	4,397,793	4,391,673
Transportation Deficit (Surplus)	3,401,524	2,894,150	3,514,302
Environment & Public Health Deficit (Surplus)	(63,412)	(342,314)	(93,610)
Planning & Development Deficit (Surplus)	283,685	625,388	1,017,711
Recreation, Culture, & Parks Deficit (Surplus)	1,003,253	5,252,234	4,832,124
<b>Total Government Activities</b>	<b>16,561,973</b>	<b>14,940,315</b>	<b>15,069,382</b>
<b>(Surplus) or Deficit</b>	<b>(4,426)</b>	<b>(21,209)</b>	<b>(309)</b>

\*\* It should be noted the property taxes on government property, which includes crown corporations are listed under the Grant in Lieu section.

## BUDGET IMPACT

Looking at the comparison on the properties with a market value of \$100,000, adjusted by reassessment, in terms of percentage and change in dollars from the previous year the following can be observed.

Market Value of \$100,000	Assessment	2010 Municipal Taxes	2011 Municipal Taxes	Change	
Residential	70,000	1,360.66	1,446.34	86	6.3%
Condo	70,000	1,360.66	1,446.34	86	6.3%
Multi Family - 4 plex	70,000	2,353.36	2,747.01	394	16.7%
Commercial	100,000	3,419.59	3,683.02	263	7.7%

Refer to a sample of properties for the separate groups listed below:

Single Family	2010	2011	(\$75 is RCCF)		Previous Municipal		
Property	Assessment	Mun. Taxes	Change	%	2010	2009	2008
103 St 1400 Block	21,210	\$ 949.80	\$ 67.74	7.7%	\$ 882	\$ 858	\$ 839
105 St 900 Block	31,150	\$ 1,050.96	\$ 71.40	7.3%	\$ 980	\$ 953	\$ 1,018
111 St 1400 Block	38,500	\$ 1,125.76	\$ 74.10	7.0%	\$ 1,052	\$ 1,024	\$ 1,032
104 St 500 Block	49,980	\$ 1,242.59	\$ 78.32	6.7%	\$ 1,164	\$ 1,133	\$ 1,098
91 St 1800 Block	69,020	\$ 1,436.36	\$ 85.32	6.3%	\$ 1,351	\$ 1,315	\$ 1,307
5 Ave. 10000 Block	89,670	\$ 1,646.52	\$ 92.91	6.0%	\$ 1,554	\$ 1,512	\$ 1,451
Blue Jay Cres.	128,730	\$ 2,044.03	\$ 107.26	5.5%	\$ 1,937	\$ 1,886	\$ 1,724
Henderson 10000 Bl	167,440	\$ 2,437.98	\$ 121.49	5.2%	\$ 2,316	\$ 2,256	\$ 2,010
Condominium	2010	2011	(\$75 is RCCF)		Previous Municipal		
Property	Assessment	Mun. Taxes	Change	%	2010	2009	2008
1442 - 102 St	60,060	\$ 1,345.18	\$ 82.02	6.5%	\$ 1,263	\$ 1,230	\$ 1,362
1002 - 108 St	63,770	\$ 1,382.93	\$ 83.39	6.4%	\$ 1,300	\$ 1,265	\$ 1,428
1152 - 103 St	84,210	\$ 1,590.95	\$ 90.90	6.1%	\$ 1,500	\$ 1,460	\$ 1,611
1391 - 98 St	85,050	\$ 1,599.50	\$ 91.21	6.0%	\$ 1,508	\$ 1,468	\$ 1,501
10000 Henderson	110,530	\$ 1,858.81	\$ 100.58	5.7%	\$ 1,758	\$ 1,712	\$ 1,522
Multi Family	2010	2011	(\$75 per unit is RCCF)		Previous Municipal		
Property	Assessment	Mun. Taxes	Change	%	2010	2009	2008
4 Plex on Pantan Av	73,220	\$ 2,841	\$ 398	16.3%	\$ 2,443	\$ 2,471	\$ 3,023
12 unit 103 St	118,650	\$ 5,570	\$ 1,059	23.5%	\$ 4,511	\$ 4,556	\$ 4,662
8 unit on 108 St	128,730	\$ 5,164	\$ 772	17.6%	\$ 4,392	\$ 4,441	\$ 4,683
18 unit Killdeer	656,740	\$ 22,355	\$ 2,229	11.1%	\$ 20,126	\$ 20,375	\$ 16,148
Commercial	2010	2011	(48% is RCCF)		Previous Municipal		
Property	Assessment	Mun. Taxes	Change	%	2010	2009	2008
Strip Mall	92,700	\$ 3,414	\$ 254	8.2%	\$ 3,161	\$ 3,089	\$ 3,670
Restaurant	140,900	\$ 5,189	\$ 385	8.2%	\$ 4,804	\$ 4,695	\$ 7,103
Coffee Shop	222,700	\$ 8,202	\$ 609	8.2%	\$ 7,593	\$ 7,421	\$ 12,247
Supplier	303,700	\$ 11,185	\$ 831	8.2%	\$ 10,354	\$ 10,120	\$ 12,780
Fast Food Outlet	461,400	\$ 16,993	\$ 1,262	8.2%	\$ 15,731	\$ 15,374	\$ 18,860
Grocery Store	1,081,700	\$ 39,839	\$ 2,959	8.2%	\$ 36,880	\$ 36,043	\$ 44,736
Banking/Office Build	3,335,200	\$ 122,836	\$ 9,125	8.2%	\$ 113,712	\$ 111,133	\$ 99,824
Mall	5,586,300	\$ 205,745	\$ 15,283	8.2%	\$ 190,462	\$ 186,142	\$ 160,406

**CAPITAL PLAN – FIVE YEAR PLAN (Appendix)**



City of North Battleford  
Five Year Capital Plan  
Red totals are the funding sources

PROJECT DESCRIPTION	FIVE YEAR					
	Total	2011	2012	2013	2014	2015
<b>GENERAL GOVERNMENT</b>						
<b>City Hall</b>	<b>1,034,000</b>					
Variable Speed Fan		14,000				
Complete Digital Controls		20,000				
Renovations of City Hall per recommendation			1,000,000			
<b>Sub-Total</b>		<b>34,000</b>	<b>1,000,000</b>	-	-	-
<b>City Hall Reserve</b>		<b>34,000</b>	-	-	-	-
<b>Specified Reserve</b>		-	<b>1,000,000</b>	-	-	-
<b>Office Equipment</b>	<b>31,800</b>					
Smart Board for meeting room		6,800		-		
Digital Copier - Main Floor City Hall			25,000			-
<b>Sub-Total</b>		<b>6,800</b>	<b>25,000</b>	-	-	-
<b>Office Equipment Reserve</b>		<b>6,800</b>	<b>25,000</b>	-	-	-
<b>TOTAL GENERAL GOVERNMENT</b>	<b>1,065,800</b>	<b>40,800</b>	<b>1,025,000</b>	-	-	-
<b>Funding</b>	<b>1,065,800</b>	<b>40,800</b>	<b>1,025,000</b>	-	-	-
<b>PROTECTIVE SERVICES</b>						
<b>Police</b>	<b>90,000</b>					
Cell Block Revisions		20,000				
Tile hallways			35,000			
Replace flooring in reception and office pool				35,000		
<b>Sub-Total</b>		<b>20,000</b>	<b>35,000</b>	<b>35,000</b>	-	-
<b>RCMP Building Reserve</b>		<b>20,000</b>	<b>35,000</b>	<b>35,000</b>		-
<b>FIRE</b>	<b>740,000</b>					
Fire Service Van		34,000			120,000	
Fire Service Van				36,000		
Pumper Fire Truck						550,000
<b>Sub-Total</b>		<b>34,000</b>	-	<b>36,000</b>	<b>120,000</b>	<b>550,000</b>
<b>Equipment Replacement Reserve</b>		<b>34,000</b>	-	<b>36,000</b>	<b>120,000</b>	<b>550,000</b>
<b>Fire Fighting Equipment/Facilities</b>	<b>392,000</b>					
Renovations and Expansion of Living Space to Fire Hall			250,000			
Extraction Tools				34,000		
Breathing Air Compressor						40,000
Emergency Operating Center upgrades		68,000				
<b>Sub-Total</b>		<b>68,000</b>	<b>250,000</b>	<b>34,000</b>	-	<b>40,000</b>
<b>Fire Department Reserve</b>		<b>34,000</b>		<b>34,000</b>		<b>40,000</b>
<b>Grants - Joint Emergency Preparedness Plan</b>		<b>34,000</b>				-
<b>Specified Reserve</b>			<b>250,000</b>			
<b>Bylaw Enforcement</b>	<b>24,000</b>					
Replacement of Bylaw Vehicle				24,000		
<b>Sub-Total</b>		-	-	<b>24,000</b>	-	-
<b>Equipment Replacement Reserve</b>				<b>24,000</b>		
<b>TOTAL PROTECTIVE SERVICES</b>	<b>1,246,000</b>	<b>122,000</b>	<b>285,000</b>	<b>129,000</b>	<b>120,000</b>	<b>590,000</b>
<b>Funding</b>	<b>1,246,000</b>	<b>122,000</b>	<b>285,000</b>	<b>129,000</b>	<b>120,000</b>	<b>590,000</b>



City of North Battleford  
Five Year Capital Plan  
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PROJECT DESCRIPTION	FIVE YEAR					
	Total	2011	2012	2013	2014	2015
<b>TRANSPORTATION SERVICES</b>						
<b>Streets/Roads</b>	<b>560,000</b>					
Battleford Road		560,000				
		-	-	-	-	-
<b>Sub-Total</b>		<b>560,000</b>	-	-	-	-
<b>Streets/Roads Reserve</b>				-	-	-
<b>Specified Reserve</b>		<b>97,019</b>				
<b>Grants - New Deal</b>		<b>89,681</b>				
<b>Property Owners - Service Agreement</b>		<b>373,300</b>				
<b>Local Improvements - Roads</b>	<b>1,594,970</b>					
19th Avenue 100th to 97th Street		110,000				
25th Ave 100st to Hwy 4N		87,000				
27th Ave Campbell to 100th Street		78,000				
100th Street 25th Ave. to 27th Avenue		401,970				
100th Street (Service Rd) 20th Ave. to Mall Crossing		440,000				
19th Avenue 97th to 94th Street			110,000			
Pioneer Ave 110th to 114th St				138,000		
19th Ave Pavement Overlay LIP				110,000		
19th Ave Pavement Overlay LIP					120,000	
<b>Sub-Total</b>		<b>1,116,970</b>	<b>110,000</b>	<b>248,000</b>	<b>120,000</b>	-
<b>Local Improvements Reserve</b>		<b>531,190</b>	<b>100,000</b>	<b>238,000</b>	<b>90,000</b>	
<b>Grants - New Deal</b>		<b>266,180</b>				
<b>Property Owners - Local Improvement</b>		<b>319,600</b>	<b>10,000</b>	<b>10,000</b>	<b>30,000</b>	
<b>Parson Park</b>	<b>340,000</b>					
Surface Fyfe from Shorthorn to Aberdeen				110,000		
Develop Roadway on Thatcher Lots				230,000		
<b>Sub-Total</b>		-	-	<b>340,000</b>	-	-
<b>Streets/Roads Reserve</b>				<b>340,000</b>	-	-
<b>Property Owners - Local Improvement</b>		-	-	-	-	-
<b>Sidewalks/Walkways</b>	<b>790,000</b>					
Residential Sidewalk Replacement Program, 3 Blocks per Year		150,000	150,000	150,000	170,000	170,000
<b>Sub-Total</b>		<b>150,000</b>	<b>150,000</b>	<b>150,000</b>	<b>170,000</b>	<b>170,000</b>
<b>Other Transportation Reserve - Sidewalk</b>						
<b>Local Improvements Reserve</b>		<b>24,000</b>	<b>24,000</b>	<b>24,000</b>	<b>44,000</b>	<b>44,000</b>
<b>Property Owners - Local Improvement</b>		<b>126,000</b>	<b>126,000</b>	<b>126,000</b>	<b>126,000</b>	<b>126,000</b>
<b>Traffic Control System Upgrade</b>	<b>495,000</b>					
System Upgrades -Traffic Control		115,000	-	80,000	-	
Full Signal Territorial Drive at Co-op/Sobey Crossing		300,000				
<b>Sub-Total</b>		<b>415,000</b>	-	<b>80,000</b>	-	-
<b>Traffic Signals Reserve</b>		<b>115,000</b>	-	<b>80,000</b>	-	-
<b>Property Owners -</b>		<b>300,000</b>	-	-	-	-
<b>Street Lights/Decorative</b>	-					
<b>Sub-Total</b>		-	-	-	-	-
<b>Street Lighting Reserve</b>		-	-	-	-	-
<b>Other</b>		-	-	-	-	-



City of North Battleford  
Five Year Capital Plan  
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PROJECT DESCRIPTION	FIVE YEAR					
	Total	2011	2012	2013	2014	2015
<b>Storm Drainage</b>	<b>170,000</b>					
Riverview Outfall		20,000				
Thatcher Ave from Holstein to Hereford				150,000		
<b>Sub-Total</b>		<b>20,000</b>	-	<b>150,000</b>	-	-
<b>Storm Drainage Reserve</b>		<b>20,000</b>	-	<b>150,000</b>	-	-
<b>Debt</b>		-	-	-	-	-
<b>General Operations</b>		-	-	-	-	-
<b>Airport</b>	<b>3,559,000</b>					
Restore Access Road & Air Terminal Parking Lot			259,000			
Wildlife Fence at Airport			300,000			
Runway Improvements					3,000,000	
<b>Sub-Total</b>		-	<b>559,000</b>	-	<b>3,000,000</b>	-
<b>Specified Expenditure Reserve - Airport</b>						
<b>Grants - New Deal</b>			<b>559,000</b>	-		
<b>Grants - Transport Canada</b>					<b>200,000</b>	
<b>Debt</b>			-	-	<b>2,800,000</b>	-
<b>Transportation Service Buildings</b>	<b>425,000</b>					
Roadways Out Building		80,000				
Cold Storage Building		20,000				
Expansion of Roadway Shop			325,000			
<b>Sub-Total</b>		<b>100,000</b>	<b>325,000</b>	-	-	-
<b>Specified Expenditure Reserve - Transportation Service Buildings</b>		<b>100,000</b>	<b>325,000</b>	-	-	-
<b>Other Sources</b>		-	-	-	-	-
<b>Equipment Replacement</b>	<b>1,952,250</b>					
1/2 Ton Truck		24,000	48,000	24,000	24,000	24,000
Tandem Truck and box		150,000				
Truck- Sewer Vac Truck		450,000				
Small Bobcat on track with Attachments		60,000				
Tandem End Dump trailer (new)		13,250				
Traffic Paint Machine		80,000				
Boiler		60,000				
Valve Turning and Vac System		75,000				
Yearly Bobcat upgrade		6,000				
Excavation Cage		19,000				
1 ton truck			50,000			60,000
Grader			390,000			
Backhoe				200,000		
Air Compressor				30,000		
Frost Hog				15,000		
Tandem Truck and Box						150,000
<b>Sub-Total</b>		<b>937,250</b>	<b>488,000</b>	<b>269,000</b>	<b>24,000</b>	<b>234,000</b>
<b>Equipment Replacement Reserve</b>		<b>937,250</b>	<b>488,000</b>	<b>269,000</b>	<b>24,000</b>	<b>234,000</b>
<b>TOTAL TRANSPORTATION SERVICES</b>	<b>9,886,220</b>	<b>3,299,220</b>	<b>1,632,000</b>	<b>1,237,000</b>	<b>3,314,000</b>	<b>404,000</b>
<b>Funding</b>	<b>9,886,220</b>	<b>3,299,220</b>	<b>1,632,000</b>	<b>1,237,000</b>	<b>3,314,000</b>	<b>404,000</b>



City of North Battleford  
Five Year Capital Plan  
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PROJECT DESCRIPTION	FIVE YEAR					2015
	Total	2011	2012	2013	2014	
<b>PUBLIC HEALTH &amp; WELFARE SERVICES</b>						
<b>City Cemetery</b>	<b>82,500</b>					
Cremation Garden Path and Pad - City		10,000				
Second Columbarium - City			50,000			
Cremation beam - City				7,500		
Cremation Section Pathways and Parking - City					15,000	
<b>Sub-Total</b>		<b>10,000</b>	<b>50,000</b>	<b>7,500</b>	<b>15,000</b>	<b>-</b>
<b>CEMETERIES City Reserve</b>		<b>10,000</b>	<b>50,000</b>	<b>7,500</b>	<b>15,000</b>	
<b>Woodlawn Cemetery</b>	<b>95,000</b>					
Perimeter Drainage Swale - Woodlawn			15,000			
Survey New Area - Woodlawn				15,000		
Perimeter Drainage Swale - Woodlawn				15,000		
Interment Registry Kiosk - Woodlawn				20,000		
Roads between the Grave Blocks - Woodlawn					30,000	
<b>Sub-Total</b>		<b>-</b>	<b>15,000</b>	<b>50,000</b>	<b>30,000</b>	<b>-</b>
<b>CEMETERIES Woodlawn Reserve</b>			<b>15,000</b>	<b>50,000</b>	<b>30,000</b>	
<b>Social Projects</b>	<b>-</b>					
<b>Sub-Total</b>		<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	
<b>Specified Expenditure - Reserve Grants</b>						
<b>TOTAL PUBLIC HEALTH &amp; WELFARE Funding</b>	<b>177,500</b>	<b>10,000</b>	<b>65,000</b>	<b>57,500</b>	<b>45,000</b>	<b>-</b>
	<b>177,500</b>	<b>10,000</b>	<b>65,000</b>	<b>57,500</b>	<b>45,000</b>	<b>-</b>



City of North Battleford  
Five Year Capital Plan  
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PROJECT DESCRIPTION	FIVE YEAR					2015
	Total	2011	2012	2013	2014	
<b>PLANNING &amp; DEVELOPMENT SERVICES</b>						
<b><u>SE Quadrant</u></b>	<b>1,118,000</b>					
Carlton Trail Extension		95,000				
Heritage Way Extension		95,000				
Sanitary Sewer - Multi Purpose Facility Internal Network (Multi Purpose Underground Inter.)		23,000				
Continue Underground Piping to Outfall on Carlton				150,000		
Traffic Lights East Wal-Mart				300,000		
Hwy 16 East , North Service Rd west of Territorial					175,000	
Sanitary Sewer Expansion LIP					280,000	
<b>Sub-Total</b>		<b>213,000</b>	<b>-</b>	<b>450,000</b>	<b>455,000</b>	<b>-</b>
<b>Specified Expenditure Reserve</b>						
<b>Land Development Reserve</b>		<b>190,000</b>	<b>-</b>	<b>450,000</b>	<b>86,000</b>	
<b>RCCF -Reserve</b>		<b>23,000</b>				
<b>Development Levies</b>					<b>369,000</b>	
<b><u>Red Pheasant Reserve Developments</u></b>	<b>508,500</b>					
Sanitary Sewer - 13th Ave -113th Street			253,500			
Sanitary Sewer - 9th Ave and 114th Street			255,000			
<b>Sub-Total</b>		<b>-</b>	<b>508,500</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Property Owners - Local Improvement</b>		<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Planning &amp; Development Reserve</b>		<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Land Development Reserve</b>		<b>-</b>	<b>508,500</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Service Agreements</b>		<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Debt</b>		<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b><u>114th Street Land Development</u></b>	<b>2,335,000</b>					
Storm Sewer Upgrade - 114th Street		440,000				
Upgrade storm sewer from 114th st to outfall		127,000				
Upgrade culverts across Territorial Drive		165,000				
Sanitary mains - Pioneer to Railway		350,000				
Sanitary mains - Railway to Main Sewer Trunk		403,000				
Underground - internal to parcel E		140,000				
Roadway - 114th Street		320,000				
Roadway - internal to Parcel E		170,000				
South end 114th St realignment			220,000			
<b>Sub-Total</b>		<b>2,115,000</b>	<b>220,000</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Property Owners - Local Improvement</b>		<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Planning &amp; Development Reserve</b>		<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Land Development Reserve</b>		<b>2,115,000</b>	<b>220,000</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Service Agreements</b>		<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Debt</b>		<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b><u>Fairview Heights</u></b>	<b>2,286,000</b>					
Roadways Amos Buhler - Fairview		332,000				
Underground Amos Buhler - Fairview		568,000				
Site Grading Amos Buhler - Fairview		421,000				
Develop Amos Dr and Buler Ave			295,000			
Expansion - Fairview						670,000
<b>Sub-Total</b>		<b>1,321,000</b>	<b>295,000</b>	<b>-</b>	<b>-</b>	<b>670,000</b>
<b>Planning &amp; Development Reserve</b>		<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Land Development Reserve</b>		<b>1,321,000</b>	<b>295,000</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Other - Land Inventory for Sale</b>		<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>670,000</b>
<b>Debt</b>		<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>



City of North Battleford  
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PROJECT DESCRIPTION	FIVE YEAR					2015
	Total	2011	2012	2013	2014	
<b>Parsons Industrial Park</b>	<b>430,000</b>					
Drainage & Site Improvements - Parsons Park			250,000			
Lot Development					180,000	
<b>Sub-Total</b>		-	<b>250,000</b>	-	<b>180,000</b>	
Planning & Development Reserve		-	-	-	-	
Other Transportation Reserve - Engineering		-	-	-	-	
Land Development Reserve		-	<b>250,000</b>	-	-	
Land Sales		-		-	<b>180,000</b>	
Debt		-	-	-	-	
<b>Downtown</b>	<b>150,000</b>					
CN Station Street Scape and Parking			80,000			
CN Station Street Scape Parking Lot				70,000		
<b>Sub-Total</b>		-	<b>80,000</b>	<b>70,000</b>	-	-
Planning & Development Reserve		-	-	-	-	
Downtown Revitalization Reserve		-	<b>80,000</b>	<b>70,000</b>	-	-
Land Sales		-	-	-	-	
<b>TOTAL PLANNING &amp; DEVELOPMENT</b>	<b>6,827,500</b>	<b>3,649,000</b>	<b>1,353,500</b>	<b>520,000</b>	<b>635,000</b>	<b>670,000</b>
<b>Funding</b>	<b>6,827,500</b>	<b>3,649,000</b>	<b>1,353,500</b>	<b>520,000</b>	<b>635,000</b>	<b>670,000</b>

PROJECT DESCRIPTION	FIVE YEAR					
	Total	2011	2012	2013	2014	2015
<b>PARKS, RECREATION &amp; CULTURE FACILITIES</b>						
<b>Civic Centre</b>	<b>414,000</b>					
Electrical Panel Replacement		50,000				
Rebuild Compressor		10,000				
Rebuild Boiler		16,000				
Hallway flooring			50,000			
Continue Energy/Building Upgrades			25,000	25,000		25,000
Replace Lower AudTile as required			10,000	10,000	10,000	
Architect Fees Re: Windows Ceiling - Upper Aud. Renov.				8,000		
Building Improvements					25,000	
Replace Major Mechanical Systems					150,000	
<b>Sub-Total</b>		<b>76,000</b>	<b>85,000</b>	<b>43,000</b>	<b>185,000</b>	<b>25,000</b>
<b>Civic Centre Reserve</b>		<b>76,000</b>	<b>85,000</b>	<b>43,000</b>	<b>185,000</b>	<b>25,000</b>
<b>Grants and Donations</b>		-	-	-	-	-
<b>Swim Pool</b>	-	-	-	-	-	-
<b>Sub-Total</b>		-	-	-	-	-
<b>SWIM POOL Reserve</b>		-	-	-	-	-
<b>Don Ross Centre</b>	<b>795,000</b>					
Window Upgrade		15,000				
Craft Room Heat - Don Ross		10,000				
Gym Air Conditioning - Don Ross		95,000				
Roof Consult		10,000				
Fire Alarm System		30,000				
New Transit Office		5,000				
Remove Sisters Residence		10,000				
Replace Elevator			180,000			
Window Replacement			15,000	15,000		
Don Ross Roof Replace - Multi year project			50,000	50,000	50,000	75,000
Heating Upgrade				-		
Gym Floor Replacement				60,000		
Bleachers				60,000		
Building Mechanical Upgrades					25,000	
Environmental Monitoring Hardware					10,000	
Begin Roof top heater replacement						30,000
<b>Sub-Total</b>		<b>175,000</b>	<b>245,000</b>	<b>185,000</b>	<b>85,000</b>	<b>105,000</b>
<b>Don Ross Centre Reserve</b>		<b>175,000</b>	<b>245,000</b>	<b>185,000</b>	<b>85,000</b>	<b>105,000</b>
<b>Other</b>		-	-	-	-	-
<b>Don Ross Arena</b>	<b>315,000</b>					
Compressor Replacement			130,000			
Ice Surface Lighting Boards					35,000	
						150,000
<b>Sub-Total</b>		-	<b>130,000</b>	-	<b>35,000</b>	<b>150,000</b>
<b>Don Ross Centre Arena Reserve</b>			<b>130,000</b>	-	<b>35,000</b>	<b>150,000</b>
<b>Other</b>						

PROJECT DESCRIPTION	FIVE YEAR					
	Total	2011	2012	2013	2014	2015
<b>Chapel Gallery</b>	<b>55,000</b>					
Gazebo - Chapel		-				
Chapel Gallery - Develop Hosting Centre		15,000				
Chapel Gallery - Storage		40,000				
<b>Allen Sapp Gallery</b>	<b>334,500</b>					
Art Storage Facility Planning and design		10,000				
Cultural Path Walkway Design		13,000				
Front Counter - Allen Sapp		6,500				
Window Replacement - Allen Sapp		10,000	10,000			
Art storage facility as per 2011 plan			125,000			
Roof Replacement				80,000		
Gallery Lighting Controls					15,000	
Racks and furnishings storage						50,000
Convert former Vault to media lab						15,000
<b>Sub-Total</b>		<b>94,500</b>	<b>135,000</b>	<b>80,000</b>	<b>15,000</b>	<b>65,000</b>
<b>Galleries Reserve</b>		<b>94,500</b>	<b>72,500</b>	<b>80,000</b>	<b>15,000</b>	<b>65,000</b>
<b>Other</b>		-	<b>62,500</b>	-	-	-
<b>Multi Purpose Recreation &amp; Culture Facility</b>	<b>47,907,051</b>					
Barr Ryder/other engineering		147,448	63,192			
Performing Arts		10,432,864	1,159,207			
Aquatic		14,374,063	1,597,118			
Field House		7,050,600	4,700,400			
Curling		3,681,000	3,681,000			
Site Services		132,659	-			
Financing Debt		87,500	800,000			
<b>Sub-Total</b>		<b>35,906,134</b>	<b>12,000,917</b>	-	-	-
<b>REC. FAC. CAPITAL PROJECT RESERVE</b>		<b>4,482,126</b>	<b>3,240,917</b>	-	-	
<b>SWIM POOL Reserve</b>		<b>1,326,755</b>	<b>200,000</b>	-	-	
<b>CURLING RINK RESERVE</b>		<b>1,137,000</b>	<b>100,000</b>	-	-	
<b>Specified Reserve - Pro-Terr Base</b>		<b>309,057</b>				
<b>Building Communities Fund</b>		<b>6,568,807</b>	-			
<b>Provincial - Territorial Base Fund</b>		<b>5,600,474</b>	-	-	-	
<b>CDC Funding</b>		<b>300,000</b>	<b>300,000</b>	-	-	
<b>Other Municipalities</b>		<b>160,000</b>	<b>160,000</b>			
<b>Specified Reserve - Donations</b>		<b>21,915</b>	-	-	-	
<b>Debt</b>		<b>16,000,000</b>	<b>8,000,000</b>	-	-	



City of North Battleford  
Five Year Capital Plan  
Red totals are the funding sources

PROJECT DESCRIPTION	FIVE YEAR					
	Total	2011	2012	2013	2014	2015
<b>Other Projects</b>	<b>563,000</b>					
Air Cooled Chiller (AC) Library		88,000				
Facility Maintenance Shop/Cold storage		-				
Parks Shop Electrical Work		10,000				
Replace Ice Plant - Agri Plex 30 yrs old			200,000			
Building Revisions to Accommodate Equipment			60,000			
Reroof Outbuildings			10,000			
Paving Around Shop			20,000			
Agriplex Lobby, changeroom upgrades				40,000		
Ice Surface Lighting - Agriplex					35,000	
Library Boiler replacement high efficiency						90,000
Reroof or side outbuildings						10,000
<b>Sub-Total</b>		<b>98,000</b>	<b>290,000</b>	<b>40,000</b>	<b>35,000</b>	<b>100,000</b>
<b>Specified Expenditures - Reserve</b>			<b>260,000</b>	<b>40,000</b>	<b>35,000</b>	
<b>Other Facilities Reserve</b>		<b>10,000</b>	<b>30,000</b>	-		<b>10,000</b>
<b>Library Reserve</b>		<b>88,000</b>	-	-	-	<b>90,000</b>
<b>Grants/Other</b>			-			
<b>Total Facilities Funding</b>	<b>50,383,551</b>	36,349,634	12,885,917	348,000	355,000	445,000
	<b>50,383,551</b>	<b>36,349,634</b>	<b>12,885,917</b>	<b>348,000</b>	<b>355,000</b>	<b>445,000</b>
<b>PARKS</b>						
<b>Centennial Park</b>	<b>875,000</b>					
Parking Lot Pavement - Civic Centre		75,000				
Convert Centennial Park Pool to Spray Park		200,000				
Pave Walking Pathways		25,000				
Surface Tennis Court		30,000				
Pathway Paving			25,000	25,000	25,000	25,000
Parking Lot Paving			75,000	75,000	75,000	75,000
Backstops			10,000			15,000
Replace Playground Equipment				45,000		
Fencing & Backstops				15,000		
Re-do Horseshoe Pitches					10,000	
Slo Pitch Evening and weekend public bathrooms						50,000
<b>Sub-Total</b>		<b>330,000</b>	<b>110,000</b>	<b>160,000</b>	<b>110,000</b>	<b>165,000</b>
<b>Centennial Park Reserve</b>		<b>330,000</b>	<b>110,000</b>	<b>160,000</b>	<b>110,000</b>	<b>165,000</b>
<b>Other</b>						
<b>Fairview Park</b>	<b>15,000</b>					
Fairview Park Lighting					15,000	
<b>Sub-Total</b>		-	-	-	<b>15,000</b>	-
<b>Parks (Subdivision) Fairview Reserve</b>		-	-	-	-	
<b>Other Facilities Reserve</b>						
<b>Other Parks Reserve</b>					<b>15,000</b>	

PROJECT DESCRIPTION	FIVE YEAR					
	Total	2011	2012	2013	2014	2015
<b>Killdeer Park</b>	<b>35,000</b>					
Killdeer Buffer Irrigation Replacement		35,000				
<b>Sub-Total</b>		<b>35,000</b>	-	-	-	-
<b>Parks (Subdivision) Killdeer Reserve</b>		<b>35,000</b>	-	-	-	-
<b>Recreation Reserve</b>						
<b>Playground/Neighbourhood Parks</b>	<b>285,000</b>					
Replace Kinsmen Park Equipment		50,000				
Playground Equipment Upgrades		15,000	15,000	15,000	15,000	
Lighting Upgrade Parks - Centennial		10,000	10,000	10,000	10,000	10,000
Lighting Upgrade Parks - Kinsmen		15,000				
Addition to Kinsmen Spray Park					40,000	
Heritage Park Pathing, Landscaping					20,000	
Boys and Girls Playstructure						40,000
Irrigation Upgrades						10,000
<b>Sub-Total</b>		<b>90,000</b>	<b>25,000</b>	<b>25,000</b>	<b>85,000</b>	<b>60,000</b>
<b>Recreation Reserve</b>		<b>65,000</b>	<b>15,000</b>	<b>15,000</b>	<b>55,000</b>	<b>40,000</b>
<b>Other Parks Reserve</b>		<b>25,000</b>	<b>10,000</b>	<b>10,000</b>	<b>30,000</b>	<b>20,000</b>
<b>David Laird Campground</b>	<b>255,000</b>					
Pull Through Sites Development		20,000				
Pad mount transformer		20,000				
Playground Equipment Upgrades		25,000				
Building Improvements - Roofs, Fixtures			10,000			
Summer sewer - final block				40,000		
Infrastructure improvements				10,000		
Office Replacement					100,000	
shower house upgrade						30,000
<b>Sub-Total</b>		<b>65,000</b>	<b>10,000</b>	<b>50,000</b>	<b>100,000</b>	<b>30,000</b>
<b>David Laird Campground Reserve</b>		<b>65,000</b>	<b>10,000</b>	<b>50,000</b>	<b>100,000</b>	<b>30,000</b>
<b>Other Sources</b>						
<b>Walking Trails</b>	<b>350,500</b>					
Recap Railway Ave to 19th		30,000				
8th Avenue Carleton East side Territorial Tr.		30,000				
Walmart to Heritage Way		14,000				
Canadian Tire to Carleton Trail		6,500				
Kinsmen Park Trails			15,000	15,000	15,000	
Recap Territorial Trail section by priority			35,000	35,000	25,000	25,000
Kildeer buffer walking trail				35,000	35,000	
Begin Fairview Walking trail						35,000
<b>Sub-Total</b>		<b>80,500</b>	<b>50,000</b>	<b>85,000</b>	<b>75,000</b>	<b>60,000</b>
<b>Other Parks Reserve</b>		<b>80,500</b>	<b>50,000</b>	<b>85,000</b>	<b>75,000</b>	<b>60,000</b>
<b>Total Parks</b>	<b>1,815,500</b>	<b>600,500</b>	<b>195,000</b>	<b>320,000</b>	<b>385,000</b>	<b>315,000</b>
<b>Funding</b>		<b>600,500</b>	<b>195,000</b>	<b>320,000</b>	<b>385,000</b>	<b>315,000</b>
		-	-	-	-	-

PROJECT DESCRIPTION	FIVE YEAR					
	Total	2011	2012	2013	2014	2015
<b>Killdeer Park</b>	<b>35,000</b>					
Killdeer Buffer Irrigation Replacement		35,000				
<b>Sub-Total</b>		<b>35,000</b>	-	-	-	-
<b>Parks (Subdivision) Killdeer Reserve Recreation Reserve</b>		<b>35,000</b>	-	-	-	-
<b>Playground/Neighbourhood Parks</b>	<b>285,000</b>					
Replace Kinsmen Park Equipment		50,000				
Playground Equipment Upgrades		15,000	15,000	15,000	15,000	
Lighting Upgrade Parks - Centennial		10,000	10,000	10,000	10,000	10,000
Lighting Upgrade Parks - Kinsmen		15,000				
Addition to Kinsmen Spray Park					40,000	
Heritage Park Pathing, Landscaping					20,000	
Boys and Girls Playstructure						40,000
Irrigation Upgrades						10,000
<b>Sub-Total</b>		<b>90,000</b>	<b>25,000</b>	<b>25,000</b>	<b>85,000</b>	<b>60,000</b>
<b>Recreation Reserve</b>		<b>65,000</b>	<b>15,000</b>	<b>15,000</b>	<b>55,000</b>	<b>40,000</b>
<b>Other Parks Reserve</b>		<b>25,000</b>	<b>10,000</b>	<b>10,000</b>	<b>30,000</b>	<b>20,000</b>
<b>David Laird Campground</b>	<b>255,000</b>					
Pull Through Sites Development		20,000				
Pad mount transformer		20,000				
Playground Equipment Upgrades		25,000				
Building Improvements - Roofs, Fixtures			10,000			
Summer sewer - final block				40,000		
Infrastructure improvements				10,000		
Office Replacement					100,000	
shower house upgrade						30,000
<b>Sub-Total</b>		<b>65,000</b>	<b>10,000</b>	<b>50,000</b>	<b>100,000</b>	<b>30,000</b>
<b>David Laird Campground Reserve</b>		<b>65,000</b>	<b>10,000</b>	<b>50,000</b>	<b>100,000</b>	<b>30,000</b>
<b>Other Sources</b>						
<b>Walking Trails</b>	<b>350,500</b>					
Recap Railway Ave to 19th		30,000				
8th Avenue Carleton East side Territorial Tr.		30,000				
Walmart to Heritage Way		14,000				
Canadian Tire to Carleton Trail		6,500				
Kinsmen Park Trails			15,000	15,000	15,000	
Recap Territorial Trail section by priority			35,000	35,000	25,000	25,000
Kildeer buffer walking trail				35,000	35,000	
Begin Fairview Walking trail						35,000
<b>Sub-Total</b>		<b>80,500</b>	<b>50,000</b>	<b>85,000</b>	<b>75,000</b>	<b>60,000</b>
<b>Other Parks Reserve</b>		<b>80,500</b>	<b>50,000</b>	<b>85,000</b>	<b>75,000</b>	<b>60,000</b>
<b>Total Parks</b>	<b>1,815,500</b>	<b>600,500</b>	<b>195,000</b>	<b>320,000</b>	<b>385,000</b>	<b>315,000</b>
<b>Funding</b>		<b>600,500</b>	<b>195,000</b>	<b>320,000</b>	<b>385,000</b>	<b>315,000</b>
		-	-	-	-	-



City of North Battleford  
Five Year Capital Plan  
Red totals are the funding sources

PROJECT DESCRIPTION	FIVE YEAR					
	Total	2011	2012	2013	2014	2015
<b>EQUIPMENT REPLACEMENT</b>	<b>1,082,054</b>					
1/2 Ton		22,000		22,000	22,000	
3 ton Cab and Chassis for Aerial Lift		80,000				
Aerial Lift and Tool Box Body		90,000				
Thatcher		30,000				
Out-Front Mower		22,000		20,000	20,000	19,000
HP Sprayer fr 2010 - buy only if required		20,000				
Utility Truckster		9,000				
Bobcat Replacement Muni program		27,554				
1 ton with Dump Box Body			50,000			
3 ton Dump Truck			95,000			
Tractor/Mower			24,000			
Ice Conditioner			95,000			
Tractor Mounted Snow Blower			15,000			
Utility Trailer			7,000			
Passenger Van				35,000		
Backhoe				80,000		
Topdresser				14,000		
Snow machine				10,000		
Loader					120,000	
Sprayers - Herbicide					15,000	
Stump Grinder					14,000	
Panel Van						32,000
Tractor/Nursery						25,000
Pull behind rough mower						20,000
Sprayers/Foggers						20,000
Electric Ice edger						7,500
<b>Sub-Total</b>		<b>300,554</b>	<b>286,000</b>	<b>181,000</b>	<b>191,000</b>	<b>123,500</b>
<b>Equipment Replacement Reserve</b>		<b>273,375</b>	<b>286,000</b>	<b>181,000</b>	<b>191,000</b>	<b>123,500</b>
<b>Sale/Trade In</b>		<b>27,179</b>				
<b>TOTAL PARKS, RECREATION &amp; CULTURE</b>	<b>53,281,105</b>	<b>37,250,688</b>	<b>13,366,917</b>	<b>849,000</b>	<b>931,000</b>	<b>883,500</b>
<b>Funding</b>	<b>53,281,105</b>	<b>37,250,688</b>	<b>13,366,917</b>	<b>849,000</b>	<b>931,000</b>	<b>883,500</b>
	(0)	-	(0)	-	-	-
<b>TOTAL GENERAL FUND</b>	<b>72,484,125</b>	<b>44,371,708</b>	<b>17,727,417</b>	<b>2,792,500</b>	<b>5,045,000</b>	<b>2,547,500</b>
<b>Funding</b>	<b>72,484,125</b>	<b>44,371,708</b>	<b>17,727,417</b>	<b>2,792,500</b>	<b>5,045,000</b>	<b>2,547,500</b>