

2018



BUDGET

CITY OF NORTH BATTLEFORD

SASKATCHEWAN, CANADA

2018 Budget

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Message from the City Manager

It is my pleasure, on behalf of the Leadership Team, to present to Council, and the citizens of North Battleford, the 2018 Budget. This Budget includes the General Fund, Utility Fund, and the UPAR Fund, as well as the capital plan for 2018-2022. This is the third year of the major restructure of the budget and its completion before Christmas. This is key to being able to complete the work scheduled for 2018, as it allows us “to hit the ground running”.

Our efforts were guided more than ever by the Strategic Plan completed in May 2017. Budget recommendations were aligned to the Strategic Plan to ensure that progress is made towards the established objectives.



Community Safety remains the highest priority for the City. The Community Safety Strategy, developed in 2014, is comprised of 5 pillars:

- Creating Opportunities
- Helping Individuals and Complex Families
- Co-ordinating Existing Programs and Seeking New Programs
- Preventing and Suppressing Crime
- Engaging People Within the Regional Community

This budget allocate funds towards the Community Safety Strategy and we will continue to engage the community and expand this engagement to the region. A component of the Community Safety Strategy is the Community Safety Officers, and in July 2017, the RCMP and the Province agreed to the enhanced duties for the Community Safety Program. These enhanced duties created the first true two-tiered system in Canada, where a Municipal Bylaw Force is enforcing municipal, provincial and federal legislation, with the authority to investigate low-risk, not in progress criminal code offenses, such as vandalism or theft under \$5,000.

This also allows the RCMP to focus on more serious crime activities and the City is proud to be a pioneer in this innovative approach to policing.

The final changes that were implemented because of the Customer Service Review were completed in 2017, and the changes are noticeable in the 2018 budget as we have been able to drive costs down.

The Customer Service Review also positioned the City to be able to manage the massive reduction in revenue that we faced in March 2017, 3 months after the completion of our budget. The Province, without notice or consultation, determined that they would stop paying royalties that had been paid more than 50 years by agreement when Saskpower purchased the City’s electrical and steam heat utilities.

This has forced us to modify our existing business practices to realize substantive cost savings and revenue generation opportunities by:

- Aligning hours of operations and programming
- Eliminating positions and amalgamating responsibilities
- Tracking clients of leisure facilities
- Proposing institutional investing to realize more investment income
- Forcing partners such as the Province to pay their fair share in policing, prison facilities, and time protection.
- Having the utility fund pay its share of administration costs

The work that has been done, and Councils' willingness to provide guidance and make challenging decisions, has allowed us to propose a 3% increase in Property tax for 2018. This is a major achievement, as when the long-term ramifications of the loss in revenue and increased costs in the 2017 Provincial Budget were considered at that time, there were projections of a 10 to 12% increase in property taxes would be required in 2018. We are very proud of our staff and Council for having the foresight and fortitude to make this possible.

The 3% increase would also allow the City to break the long term cycle of borrowing our debt repayment every year. In 2018, a reduction in long term borrowing of \$358,938.

Considering the North American economic downturn in 2015 and 2016, a strong emphasis on economic development and growth in the community saw building permits continue to be strong. 2017 was another strong year as well and there are many major projects already scheduled or being considered in 2018. North Battleford is truly "Open for Business".

A natural evaluation of the Battlefords Regional Opportunity Plan occurred late in 2016, when the Battlefords Agency Tribal Chief and the City of North Battleford entered into the Federation of Canadian Municipalities - Community Economic Development Initiative Partnership Agreement. BATC and North Battleford are the first Partnership Agreement in Canada under this program between a Tribal Council and a Municipality and the first communities in Saskatchewan in the program. Extensive work has been carried out under this partnership, and there is some exciting news that will be available early in 2018 about a Joint Indigenous Employment Strategy for the Region.

This Budget proposes an extensive capital program to maintain the quality of current infrastructure, as well as support renewal and growth to meet North Battleford's anticipated needs. We will continue to implement the Downtown Master Plan, and look forward to exciting developments downtown that will revitalize the area and continue to prove that the City's investment was necessary to attract new business.

General Fund

- **3.0 %** increase in revenue generated from property taxation

Utilities Fund

- **4.5 %** increase in base water and sewer rates as well as consumption rates

UPAR SPECIAL TAX

The first three years of the Underground Pipe and Asphalt Replacement Program were very successful and, as promised, the funds have been accounted for separately and broken out of the water and sewer rates to provide even greater visibility. In 2017, the City replaced 2 kilometers of the 2.9 kilometers that were estimated to be required to be replaced every year to correct the issue in a timely fashion.

This budget proposes maintaining the current spend of approximately \$3.3 million in 2018 to ensure that we continue to work towards our goal of total replacement of all undergrounds within a reasonable period.

Current municipal property taxes and user fees are not at a level required to correct this massive problem, and the average house in North Battleford, at \$144 per month for municipal property tax, is charged less than what many people pay for cable/cell phones/internet.

Special thanks go to Amarjit Mahil, Director of Finance, Margarita Pena, Finance Manager, Tetiana Polishchuk, Financial Accountant and, of course, all the City Directors, the Leadership Team and their staff for the extra time and energy they committed to the preparation of this Budget.

Again, it must be mentioned that without a massive effort by Council and Staff, we would not have been able to present a budget with a 3% proposed increase in property taxes.

Sincerely,

James Puffalt
City Manager

Message from the Finance Director

On behalf of the City of North Battleford's Department of Finance, it is my privilege to present the 2018 Operations and Capital Budgets.

Provincial Budget 2017/18 was particularly harsh on Cities of Saskatchewan.

- Reduction in Municipal Operating Grant
- 100 % Cut back on SaskEnergy levy on Infrastructure grant;
- 100 % Cut back on SaskPower levy on Infrastructure grant; and
- Application of 6% PST on all services to real property.

Other significant financial challenges in 2018 as follows:

- Highest debt load \$43 million, with \$3.2 million in annual principal payments;
- Highest annual interest expense of over; 1.65 million and
- Highest annual operating costs exceeding \$33.5 million.



Municipal budgets tend to be relatively intensive with respect to operating expenses, making it difficult, if not impossible, to find "room" for major capital assets and infrastructure projects within the budget, unless unprecedented significant additional revenues are generated from increased taxes and/or new increased user fees.

Key initiatives in 2018 include continuation of UPAR (Underground Pipe and Asphalt Replacement) program, UPAR expenditure represent a significant part of the cost overall capital budget, it is not nearly enough to address the overall infrastructure replacement needs of the city. The city plans to continue investment in UPAR with a planned investment of 3.3 million same as last year 2017.

Year 2018 is a challenging year for the City of North Battleford and there are considerable challenges ahead as we work hard to continue to build upon and improve the City we call home. I trust in the abilities of our experienced senior management team and rely upon the good work of our in-scope employees as we take on the challenges ahead.

Finally, I want to thank my Finance staff, my fellow City Directors and the City Manager for their guidance, feedback, input and assistance.

Respectfully,

Amarjit Mahil

Finance Director

Moving Forward with Fiscal Responsibility

North Battleford like most municipalities in Saskatchewan, has seen unprecedented growth since 2007 and like our residents, we also want our growth to continue. We also know however that growth comes with cost. The time is now as delaying until tomorrow means an effective “kick the can down the road” something ill-advised for the sake of future generations of our great City.

Growth (and the associated investment) at all cost is not the goal, instead we promote a measured, focused, planned approach that can meet the needs of the City while not over burdening the rate payers of North Battleford who ultimately are the long term beneficiaries of actions taken today.

Our key priorities:

- Fiscal cost responsibility
- Creating Partnerships
- Keeping property tax and utility rates reasonable
- Change in philosophy on external debt
- Engaging with our community

Fiscal Cost Responsibility

Municipal governments throughout Saskatchewan and indeed throughout Canada face “financial stress” of an ever increasing need to re-invest in aging infrastructure which creates “infrastructure deficit”. Cutting operating costs cannot fill this demand alone however Administration as a first and foremost step must work to alleviate cost increases that are inevitable such as utility cost, wage cost, and sub-contractor cost. Council and Administration must continually seek efficiencies as a means of partially offsetting cost pressures so municipal operating costs are always moving within manageable parameters. Operating costs must be balanced and never financed with external debt or reserves.

Creating Partnerships

Establishing partnerships with the business community and neighbouring urban and rural municipalities is an endeavour by which we hope to create new streams of revenue or reduce cost through collaboration. Partnerships open up the possibility of assistance in funding facility operations and capital commitments and allows us to recover some of the costs associated with these expenses.

Keeping property tax and utility rate increases reasonable

Keeping property tax and utility rate increases reasonable means different things to different people. Depending on the technical background of the individual, this can be seen as a simple year on year calculation or seen as a complex issue related to long-term rejuvenation cycles that most cities face. No one likes increases but there is an inherent danger of not budgeting for long-term actual needs of the city.

Change in Philosophy on Debt

Municipalities greatly depend on provincial, federal transfers and grants however this is not sufficient to correct the infrastructure deficit. Therefore, measured and efficient use of borrowing will be necessary for municipal governments to address long term large infrastructure needs.

Engaging with our community

We all have a hand in building our tomorrows. Sustained growth is fueled by ideas and driven by hard work. As elected officials and Administration, it is our responsibility to listen and share ideas and create opportunities that will contribute to our collective future. As citizens, it is also each resident's responsibility to join in and be a part of the conversation in a constructive and professional manner as that is how we will succeed and grow our community.

2018 City Budget Financial Summary

This budget has been prepared by administration with the guidance of Council and a primary focus of providing the tax payers and stakeholders of the City with services that offer the best value for money.

Budget Overview

As required by provincial legislation, the City of North Battleford must balance its operating revenues with its operating expenditures including capital funding needs. Although a surplus or a deficit may arise at year-end, the operating budget must be balanced.

The budget deliberations are about discussing how that money will be spent to deliver the services you expect, improve the services to make the City a better place and increase your investment, i.e., your property value.

Municipalities in general have limited revenue streams, namely property taxes, government transfers, grants in lieu of paying taxes, usage fees and charges as well as land sales. Municipal spending is predominantly centered around Wages, External Professional Contracts, Maintenance Materials, and Supplies, Utility expenses and others. Delivering a base service to the citizens of North Battleford continually puts upward pressure on the above expenses given the increases annually from contractors, utilities and minimum increases to staff wages.

Divisional Alignment of the City

The City is aligned into two major funds (divisions), each with its own separate operating and capital budget. The City also has a third Fund, the Underground Pipe and Asphalt Replacement (UPAR) Fund, which was established in 2015. The revenues and expenditures of the UPAR Fund are separately accounted for. The Funds (divisions) include:

- **General Fund**
- **Utilities Fund**
- **Underground Pipe and Asphalt Replacement (UPAR) Fund**

General Fund – Operating

The General Fund Operating includes the revenue and costs associated with delivering basic City services such as Administrative Services, Operations and Maintenance of the City, Leisure Service delivery of City facilities, Policing, Fire Protection, and Solid Waste Management. The General Fund receives various revenue streams such as general taxation based on assessed property values, government transfers, grants, taxes in lieu from Government agents and proceeds from City land sales.

General Fund – Capital

The General Fund Capital includes capital purchases of the General Fund whether that be betterments/replacement of existing assets or purchase of new assets. The General Fund Capital is planned with a minimum five-year horizon with assets funded through reserves (savings) or debt over a minimum five-year period.

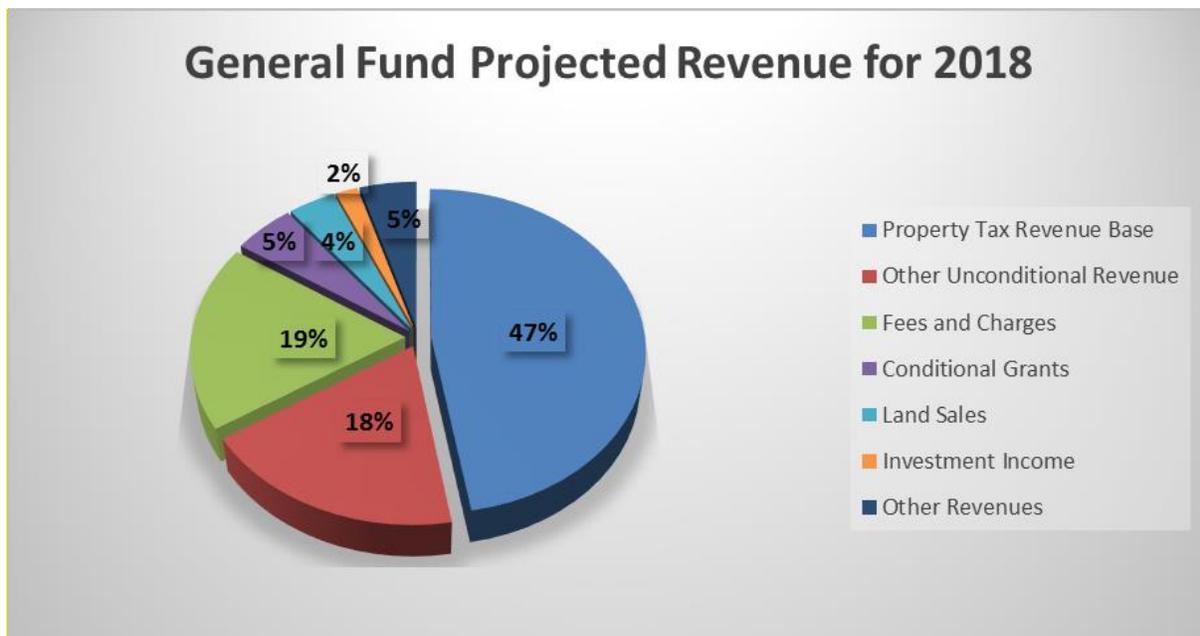
General Fund – 2018 Operating Budget compared to Budget 2017

City of North Battleford
 General Fund- Consolidated Statement of Operations
 Forecast for the year ended December 31, 2018

	% change	2018 Budget	2017 Budget	2017 Actual as of Nov. 20, 2017	2016 Actual
Revenues					
Taxes and Other Unconditional Revenue		\$ 20,558,381	\$ 21,357,402	\$ 18,811,679	\$ 20,633,046
Fees and Charges		5,747,318	6,304,335	5,418,487	7,029,946
Conditional Grants		1,563,250	1,237,134	926,972	1,630,847
Tangible Capital Asset Sales - Gain		-	-	51,053	152,072
Land Sales - Gain		1,203,000	1,353,000	927,401	1,316,430
Investment Income and Commissions		566,850	192,200	246,321	233,907
Other Revenues		1,431,192	1,434,540	1,213,109	1,285,151
Total Revenues	-3%	31,069,991	31,878,611	27,595,021	32,281,399
Expenses, less amortization					
General Government Services	3%	4,130,471	4,001,754	3,306,459	3,965,737
Policing Services	4%	5,352,906	5,146,703	2,585,133	4,683,791
Fire & Protective Services	2%	3,359,887	3,310,015	2,917,612	3,418,540
Infrastructure & Maintenance Services	-1%	6,345,812	6,426,978	4,874,309	9,543,647
Waste Management Services	-17%	1,465,447	1,760,622	1,317,334	1,780,448
Planning and Development Services	1%	1,605,871	1,592,160	1,582,946	1,899,223
Leisure Services	-4%	5,579,747	5,829,735	4,857,043	6,036,429
Total Expenses	-1%	27,840,142	28,067,967	21,440,835	31,327,815
Surplus (Deficit) of Revenues over Expenses before Other Capital Contributions					
		3,229,849	3,810,643	6,154,186	953,584
Debt principal due in 2018		(2,398,195)	(2,355,037)	(1,998,496)	(2,080,599)
Capital Grant		848,557	827,725		818,000
Carry forward		-	-		
Projected Surplus (Deficit)		\$ 1,680,211	\$ 2,283,331	\$ 4,155,690	\$ (309,015)

General Fund Projected Revenue 2018

The General Fund Revenue is funded from a variety of sources not solely funded by general property taxation, in fact general property taxation will only account for approximately 47% of the projected revenue collected by the General Fund in 2018. The balance of the revenue comes from provincial transfer payments/grants, user pay fees and charges at City facilities, conditional grants, residential/commercial land sales, curbside garbage collection revenues, and others. The following chart illustrates where the funds are expected to come from in 2018.



General Fund Budget Revenue for 2018 compared to Budget Revenue 2017

General Fund Revenue	2018	2017	% Change
Property Tax Revenue Base	\$14,895,230	\$14,115,000	2.5%
Other Unconditional Revenue	5,663,151	7,242,402	-21.8%
Fees and Charges	5,747,318	6,304,335	-9.6%
Conditional Grants	1,563,250	1,237,134	26.4%
Land Sales	1,203,000	1,353,000	-11%
Investment Income	566,850	192,200	195%
Other Revenues	1,431,192	1,434,540	-2%
Total Revenues	\$31,069,991	\$31,878,611	- 4%

Property Tax Revenue Base – 3% increase in Property Tax plus included 2017 Provincial Download Class Mill Rates, separate Mill Rate was setup to cover part of lost revenue after reduction in Municipal operation grant and cutback on SaskPower and SaskEnergy Levy on Infrastructure in Provincial Budget 2017/18.

Other Unconditional Revenue – includes funds from the Municipal Operating Grant from the province, Saskatchewan Property Management Corporation, SaskPower surcharge, and North Battleford Housing Authority. In 2018, there is an expected reduction of approximately 21.8%.

Fees and Charges – includes RCMP criminal checks, Fires Services Fees, ByLaw fines (local and provincial), Aviation Fuel, Cemetery Fees, Waste disposal fees, Building Licenses, Building Permits, Fees from Development Agreements, Rent from City property, Recreational Fees, and Galleries Fees. In 2018, the projected decrease compared to 2017 Budget is approximately 8.8%.

Conditional Grants – includes a Provincial Grant for policing, Waste Management Grant, Handi Bus Grant. In 2018, there is a projected increase of approximately 26.4% compared to 2017 Budget.

Land Sales – includes sales of City owned residential, commercial and industrial lands. In 2018, sales are expected to be lower than budgeted in 2017 by 11% due mainly to market conditions.

Investment Income – includes interest earned on cash reserves of the City, in 2018 investment income is expected to increase by approximately 195% due mainly to institutional investing.

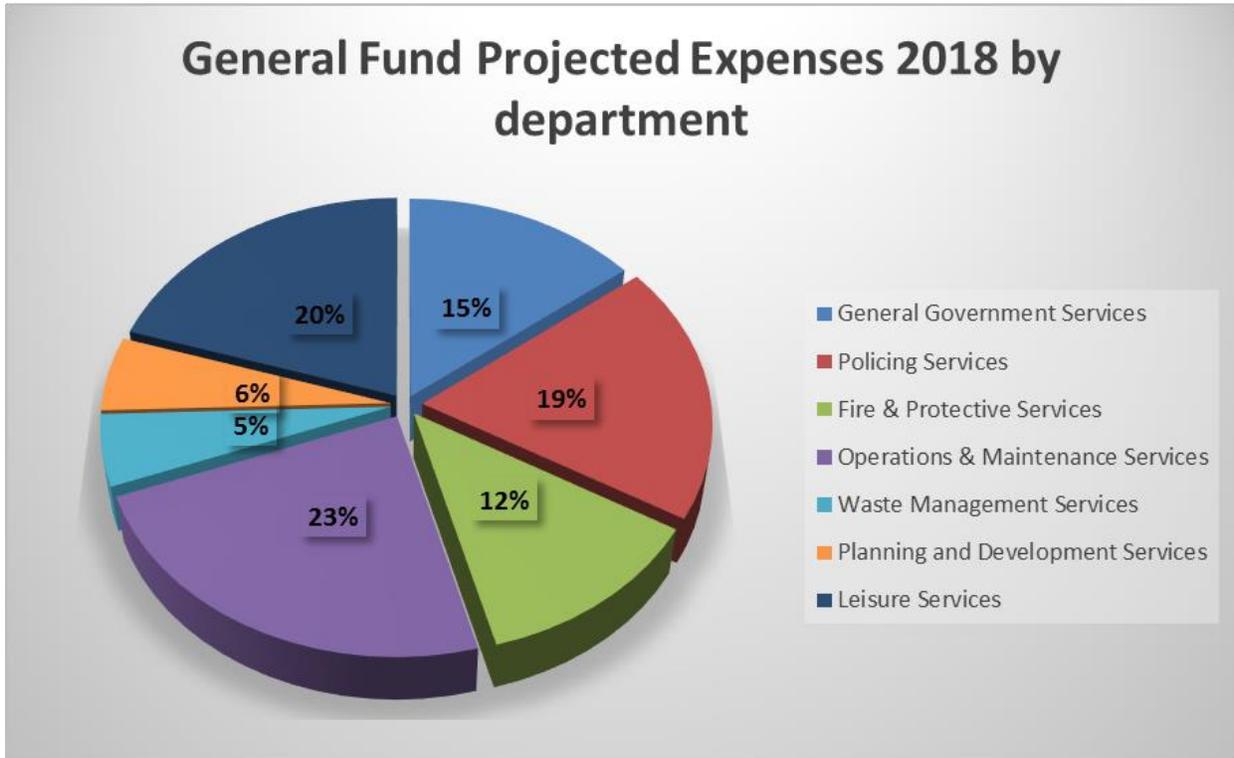
Other Revenues - includes facility rent from the RCMP building and revenue from the residential garbage roll out cart program. These revenues are expected to reduce by 2% compared to 2017 Budget, which is mainly due to correction in actual number of garbage roll out carts.

General Fund Projected Expenses 2018

Departmental Expenses

The revenue of the General fund is used to fund the general costs of City Hall, the Fire and Protective Services Department, the RCMP, Operations and Maintenance of the City infrastructure, Waste Management Services, and City Leisure services and facilities.

The following chart illustrates where the General funds are expected to be spent in 2018 by department.

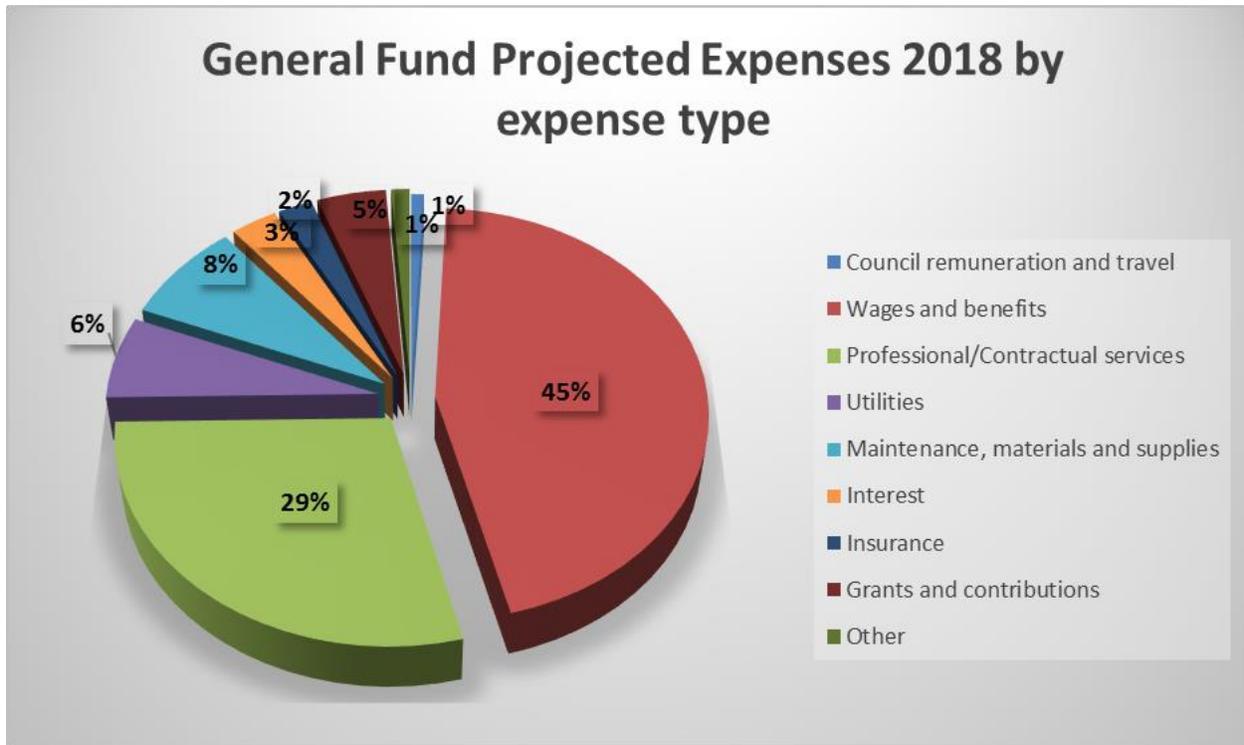


Expenses by type

The City's main expenses to operate include:

- Wages and benefits (approximately 45%),
- Professional / contractual services (approximately 29%, of which approximately 50% is the cost of the RCMP alone),
- Maintenance, materials, supplies (approximately 8%),
- Utilities (approximately 6%),
- Third party grants to local organizations (approximately 4%),
- Interest on long term debt (approximately 3%),
- Insurance and others (approximately 5%),

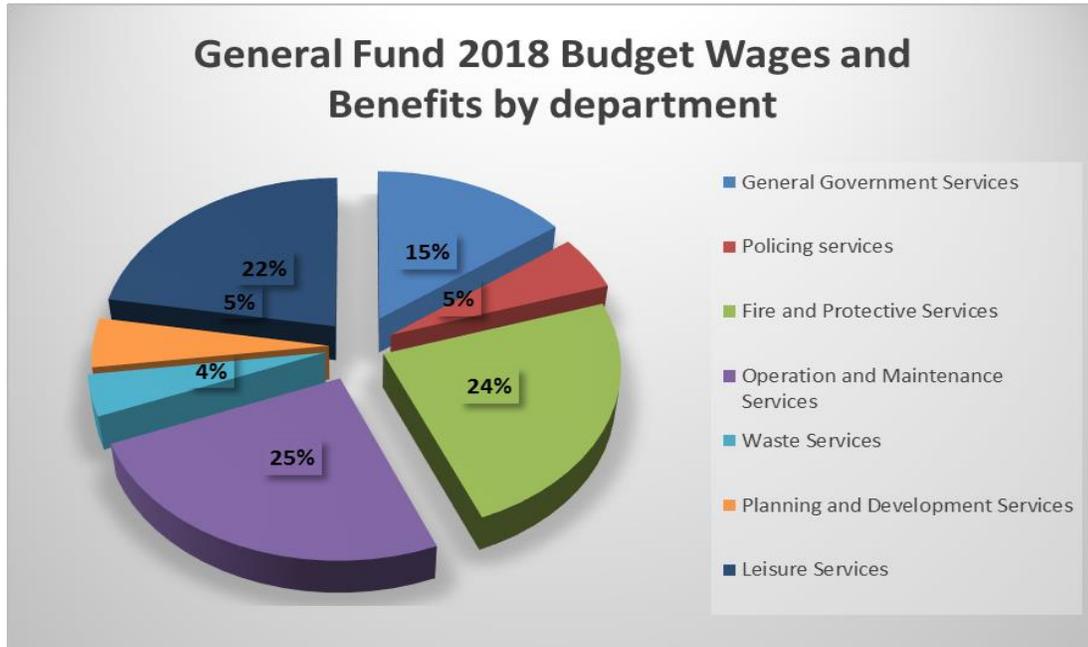
The following chart illustrates where the General funds are expected to be spent in 2018 by expense type.



General Fund 2018 Projected Expense (by Expense Type) compared to 2017 Budget:

	2018 Budget	2017 Budget	2017 Actual as of Nov. 20, 2017	2016 Actual
General Fund Expenses - Budget 2018				
Council remuneration and travel	\$ 227,629	\$ 261,325	\$ 203,165	\$ 221,452
Wages and benefits	12,390,443	12,551,455	9,905,543	11,918,655
Professional/Contractual services	8,001,071	7,992,490	5,226,799	7,305,284
Subscription/Memberships	147,435	185,897	108,165	150,907
Utilities	1,778,133	1,774,094	1,402,770	1,818,161
Maintenance, materials and supplies	2,210,467	2,344,723	2,088,055	2,482,475
Travel	113,167	131,393	65,686	87,513
Amortization	-	-	298	4,332,722
Interest	914,959	913,501	611,526	978,166
Allowance for uncollectibles	-	-	2	(1)
Insurance	712,500	561,500	631,882	592,201
Medical	2,000	3,200	2,396	2,490
Grants and contributions	1,274,638	1,251,560	1,105,452	1,308,329
Other	67,700	96,830	89,097	129,462
Total General Fund Expenses	\$ 27,840,142	\$ 28,067,967	\$ 21,440,835	\$ 31,327,815

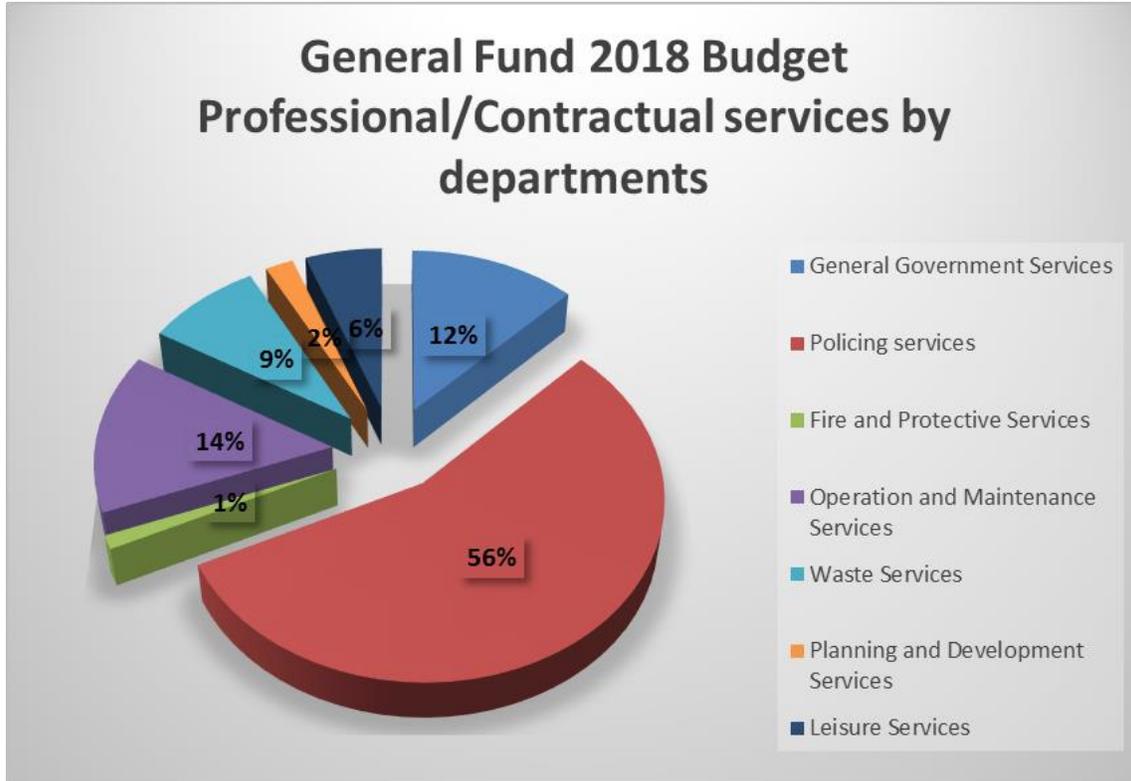
General Fund 2018 Budget - Wages and Benefits by department



General Fund 2018 Budget Wages and Benefits compared to Budget 2017

GENERAL FUND - WAGES CHANGES FROM 2017 TO 2018		
Budget 2017	\$ 12,551,455	
	Increase/(Decrease)	Funded by/Notes
General Govt.	(203,430)	Reallocation from General Govt to Utilities, elimination of Finance Supervisor Position, and wages increase
Policing	98,794	Increased due to filling of Vacant positions and overtime, \$50,000 increase RCMP Safety
Fire Dept.	87,741	Increase due to projected wages adjustment, added part time members, administration assistance and overtime
Infrastructure & Maintenance	68,687	Added Infrastructure director position, reallocated wages of former director, and deletion of foreman position
Leisure Services	(167,447)	Services reductions, and Scheduling efficiencies.
Planning & Development	(45,357)	Decreased due to carry over car allowance, and overtime
Budget 2018	\$ 12,390,443	

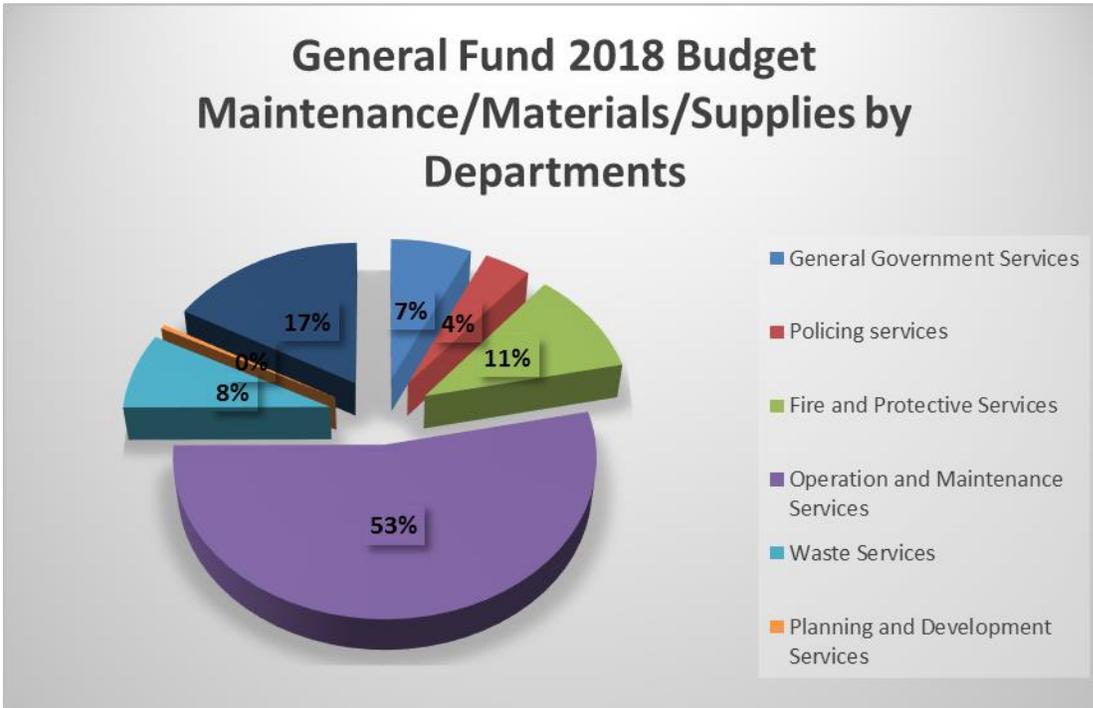
General Fund 2018 Budget - Professional/Contractual expenses by Department



General Fund Professional/Contractual 2018 Budget compared to 2017 Budget

Total budgeted professional contractual expenses 2017	\$7,992,490
<i>Budget 2018 Movement compared to Budget 2017:</i>	
General Government	272,790
Policing Services	107,190
Fire & Protective Services	(\$550)
Operations & Maintenance Services	(\$65,928)
Waste Management Services	(\$297,313)
Leisure Services	(\$3,708)
Planning & Development Services	(\$3,900)
Proposed Budget 2018	\$8,001,071

For details of movement, see the individual departments below.



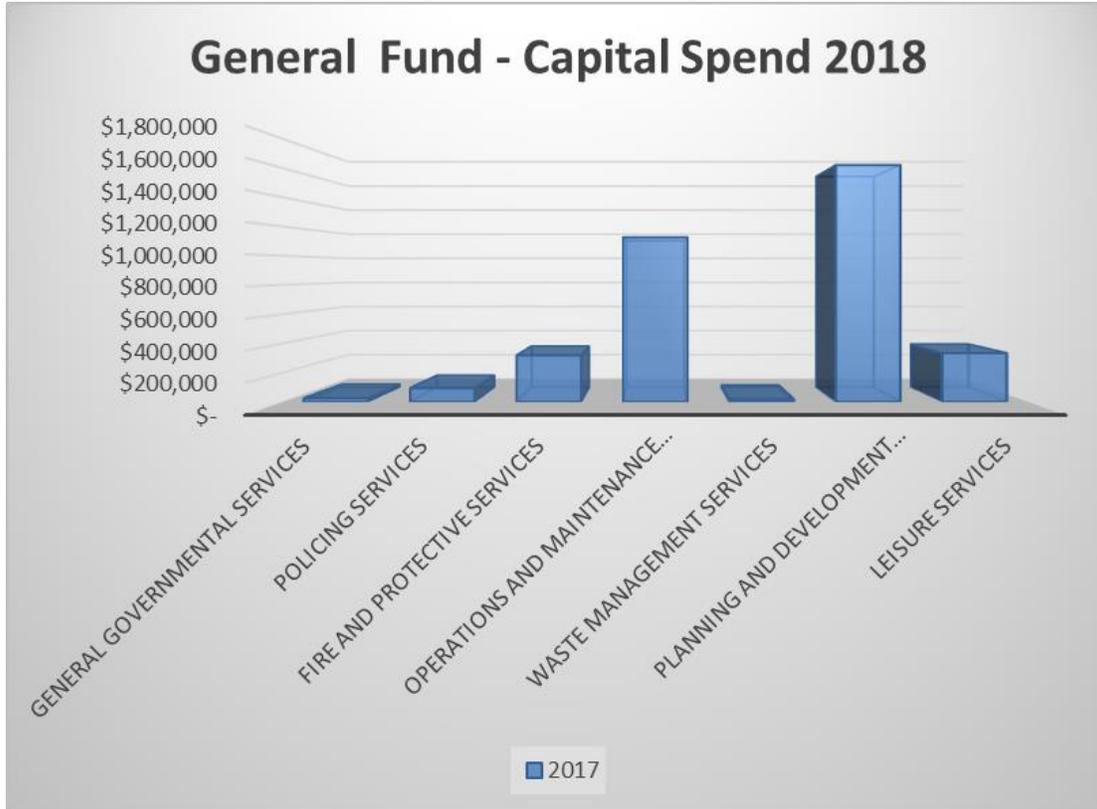
General Fund 2018 Budget - Maintenance/Materials/Supplies by Department

General Fund Maintenance/Materials/Supplies 2018 Budget compared to 2017 Budget

Total budgeted Maintenance/Materials/Supplies expenses 2017	\$2,344,723
Budget 2018 Movement compared to Budget 2017:	
General Government Services	(\$67,026)
Policing Services	\$5,120
Fire & Protective Services	\$17,550
Operations & Maintenance Services	(\$66,900)
Waste Management Services	(\$350)
Planning & Development Services	(\$11,400)
Leisure Services	(\$11,250)
Proposed Budget 2018	\$2,210,467

For details of movement, see the individual departments below.

General Fund – Projected 2018 Capital Spend by Department (Funded)



General Fund - 2018 Capital Spend compared to 2017 (Funded)

	<u>2018</u>	<u>2017</u>
General Governmental Services	\$ 25,000	-
Policing Services	94,167	\$ 242,250
Fire and Protective Services	318,418	306,000
Operations and Maintenance Services	1,135,353	910,000
Waste Management Services	400,834	540,000
Planning and Development Services	1,412,167	7,344,500
Leisure Services	333,529	1,396,000
	\$ 3,719,468	\$ 10,738,750

General Fund 2018 Tax Increase

Summary of General Fund Budget 2018

Total Surplus from General Fund	\$ 1,680,211
Debt 2018 (Principal Payment in 2018 is \$2,398,195)	2,039,257
Funds required for General Capital in 2018	\$ 3,719,468
Surplus (Deficit)	NIL

For General Fund, we will borrow \$358,938 less than payment of principal in 2018.

Utilities Fund - Operating

The Utilities Fund Operating includes the revenue and costs associated with delivering potable water to residents and transporting/processing of sanitary sewer. The Utility Fund revenues rely solely on fees from consumers, whether that be residential, commercial, or industrial city users.

Utilities Fund – Capital

The Utilities Fund Capital includes purchases whether that be betterments/replacement of existing assets or purchase of new assets. The Utilities Fund Capital is also planned with a minimum five year horizon with assets funded through reserves (savings). Examples of the type of investments include equipment, infrastructure and plants (or the associated betterment).

Utilities Fund - 2018 Operating Budget compared to Budget 2017

City of North Battleford
 Utilities Fund - Consolidated Statement of Operations
 Forecast for the year ended December 31, 2018

	% change	2018 Budget	2017 Budget	2017 Actual	2016 Actual
Revenues				as of Nov. 20, 2017	
Fees and charges		\$ 7,230,182	\$ 7,027,995	\$ 6,733,100	\$ 11,698,220
Conditional grants		-	-	-	-
Investment income and commissions		20,000	20,000	23,356	24,238
Total Revenue	3%	7,250,182	7,047,995	6,756,456	11,722,459
Expenses, less amortization					
Water services	12%	3,233,394	2,886,834	4,384,736	7,044,505
Sanitary sewer services	1%	2,622,931	2,589,100	1,761,269	3,393,096
Total Expenses	7%	5,856,325	5,475,934	6,146,005	10,437,601
Surplus (Deficit) of Revenues over Expenses before Other Capital Contributions		1,393,857	1,572,061	610,451	1,284,857
Debt principal due in 2018		807,637	757,124	673,031	735,483
Projected Surplus (Deficit)		\$ 586,220	\$ 814,937	\$ (62,580)	\$ 549,374

Utilities Fund 2018 Projected Revenue compared to 2017 Budget

Utilities Revenue	Projected 2018 Revenue	Budget 2017	Revenue Variance	% Change
Water Fees	\$3,652,258	\$3,522,615	\$ 129,643	3.7%
Sanitary Sewer Fees	3,597,924	3,525,380	72,544	2.1%
Total Revenues	\$7,250,182	\$7,047,995	\$ 202,187	3.0%

Utilities Fund 2018 Projected Expense (by Expense Type) compared to 2017 Budget:

	2018 Budget	2017 Budget	2017 Actual	2016 Actual
	as of Nov. 20, 2017			
Utility Fund Expenses - Budget 2018				
Wages and benefits	\$ 2,346,907	\$ 2,024,006	\$ 1,779,291	\$ 2,023,330
Professional/Contractual services	1,199,280	1,193,312	2,604,000	4,294,523
Subscription/Memberships	34,471	30,135	23,256	15,915
Utilities	583,742	584,050	516,599	649,584
Maintenance, materials and supplies	932,230	870,272	739,879	916,898
Travel	20,640	18,515	9,296	6,077
Amortization	-	-	-	1,728,295
Interest	739,055	752,644	471,795	796,567
Allowance for uncollectibles	-	3,000	1,735	6,259
Other	-	-	155	155
Total Utility Fund Expenses	\$ 5,856,325	\$ 5,475,934	\$ 6,146,005	\$ 10,437,601

Utilities Fund 2018 Budget - Wages and Benefits compared to 2017 Budget

Total budgeted wages and benefits 2017	\$2,024,006
Reallocation from General Fund, and transfer Full cost of Utility Director from General Fund to Utility Fund	282,421
Cost of Living Adjustment	40,480
Proposed Budget 2018	\$2,346,907

Utilities Fund 2018 Budget - Professional/Contractual compared to 2017 Budget

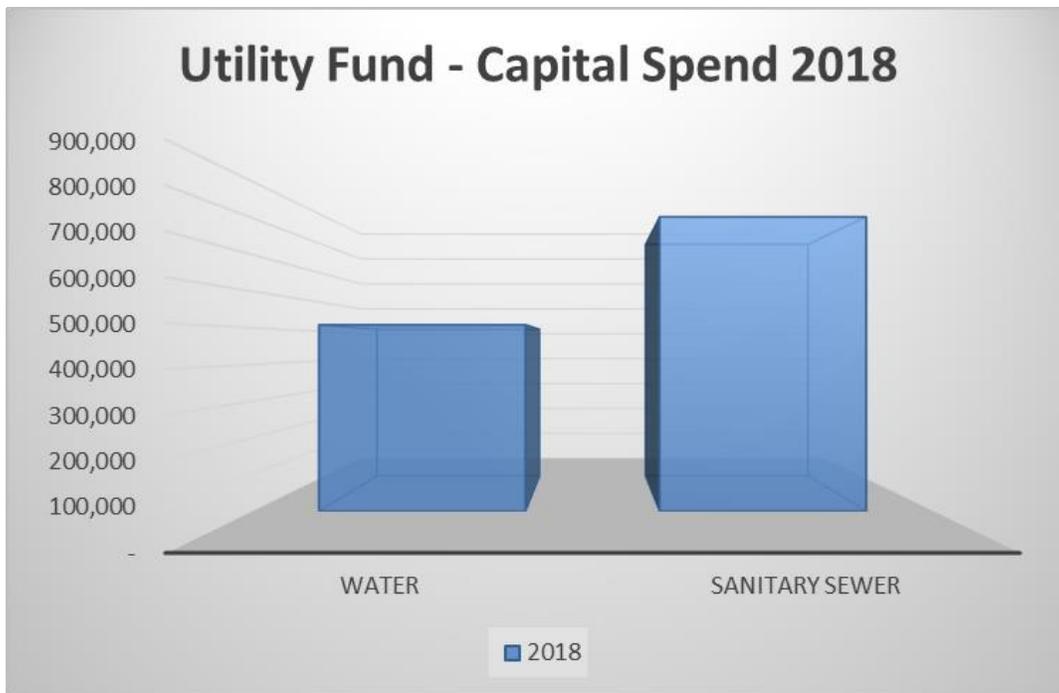
Total budgeted professional contractual expenses 2017	\$1,193,312
Water Services	58,100
Sanitary Sewer Services	(52,132)
Proposed Budget 2018	\$1,199,280

For details of movement, see the individual departments below.

Utilities Fund 2018 Budget – Maint./Materials/Supplies compared to 2017 Budget

Total budgeted Maintenance/Materials/Supplies expenses 2017	\$870,272
Water Services	20,225
Sanitary Sewer Services	41,733
Proposed Budget 2018	\$932,230

Utilities Fund – Projected 2018 Capital Spend by Department



Utilities Fund - 2018 Capital Spend compared to 2017

	<u>2018</u>	<u>2017</u>
Water	\$ 558,167	\$ 739,433
Sanitary Sewer	822,945	\$ 62,500
	\$ 1,381,112	\$ 801,933

Utility Fund – 2018 Fee Increases

Summary of Utility Fund - 2018

Total Surplus from Utility Fund	\$ 586,220
Debt 2018 (Principal Payment in 2018 is \$807,637)	794,892
Funds required for General Capital in 2018	\$ 1,381,112
Deficit	NIL

For Utility Fund, we will borrow \$12,745 less than payment of Principal in 2018.

Underground Pipe and Asphalt Replacement (UPAR) Fund

The UPAR program was implemented in 2015 to provide clear and predictable funding for the replacement of aging and deteriorating infrastructure. Prior to the UPAR program projects were funded through either utility rates, or the local improvement process which charges project costs directly to the fronting property owners. The UPAR program collects revenue from all properties through a combination of a frontage based levy, and an infrastructure utility fee. In 2017 the UPAR budget was approximately \$3.1 million, and resulted in the execution of several important infrastructure rehabilitation projects. Rates were increased in 2017 to maintain the investment of \$3.1 million that was established in 2016.

While the implementation of the UPAR program in 2015 has significantly accelerated rate of replacement, the challenge of aging infrastructure is not diminished. The life expectancy of underground sewer and water pipes is 50 to 100 years, depending on pipe type. The City currently has approximately 19 km of mains older than 100 years, and there will be approximately 60 km reaching 60 years of age in the next 10 years. At current funding levels, approximately 2 km per year is being replaced. A replacement rate of 6 km per year would be required just to keep up with the aging that will occur over the next decade.

The 2018 UPAR program is planned to include a scope of work similar to that of 2017. Projects range from blocks of full pipe replacement with road reconstruction, to sections of surface rehabilitation using asphalt overlays. A program of Cured In Place Pipe (CIPP) sewer lining is also planned for 2018. This trenchless method of rehabilitating pipes reduces disruptions and provides a cost-effective means of addressing some of the most vulnerable pipes in the sanitary sewer collection system.

In 2018, the City plans to continue investment in UPAR with a planned investment of approximately \$3.3 million.

City of North Battleford
 UPAR Fund - Statement of Operations
 Forecast for the year ended December 31, 2018

	% change	2018 Budget	2017 Budget	2017 Actual	2016 Actual
Revenues					
Frontage Levy	\$	1,442,764	\$ 1,419,748	\$ 1,442,764	\$ 1,172,016
Base Utility Fees		1,881,900	1,881,900	1,846,000	1,526,320
					-
Total Revenue		3,324,664	3,301,648	3,288,764	2,698,336
Capital Investment					
Surface		1,404,300	1,613,137	1,222,685	1,661,407
Underground		1,866,300	1,510,763	1,885,676	1,479,559
Total Expenses		3,270,600	3,123,900	3,108,361	3,140,966
Surplus (Deficit) of Revenues over Expenses		54,064	177,748	180,403	(442,630)
Carry Over from Previous Year		2,653	(181,630)	(181,630)	261,000
Carry Over Surplus (Deficit)	\$	56,717	\$ (3,882)	\$ (1,227)	\$ (181,630)

UPAR Fund 2017 Reconciliation:

When the UPAR program was introduced, administration would maintain UPAR revenues and expenses separate from the General Fund and Utility Fund in order to bring complete transparency to the program to assure rate payers that the UPAR revenue raised through the frontage base tax and Utility billing, would always be spent on the projects earmarked during the budget deliberation process. To this effect, Administration provides the following reconciliation of the 2017 UPAR program (year three of the program):

UPAR Fund 2017 Reconciliation

	General Fund Contribution (frontage levy)	Utility Fund Contribution (infrastructure fee)	Total
Carryover Surplus (deficit) 2016	\$ (621,932)	\$ 444,203	\$ (177,728)
Projected Revenues 2017	1,419,748	1,881,900	3,301,648
Actual Revenues Collected 2017 (via Frontage Levy \$4.36/ft)	1,442,764		1,442,764
Actual revenues collected 2017 (via current Utility base rates)		1,846,000	1,846,000
Revenue variance to budget	23,016	(35,900)	(12,884)
Projected Expenditures 2017	1,613,137	1,510,763	3,123,900

(incl. carryover surplus)			
Actual 2017 Expenditures	1,222,685	1,885,676	3,108,361
2017 Expenditures variance to budget	\$390,452	(\$374,913)	15,539
Carryover Surplus (deficit) 2017			\$2,653

UPAR Fund 2018 Projected Budget

Projected 2018 Spend	\$ 3,270,600
Surplus 2017	2,653
Projected 2018 Revenue Need	3,267,947
Budgeted Revenue 2018	3,324,664
Projected 2018 Funding Surplus	\$ 56,717

City Debt

The maximum borrowing limit which was set by the Saskatchewan Municipal Board (SMB) in 2013 was \$45 Million. The projected outstanding long-term debt amount at December 31, 2017 is \$39.8 Million, plus 3.2 Million loan for which the City is in process to borrow for capital projects completed in 2017 related to Leisure, Operation and Utilities departments.

The City will be making \$3.2 Million in principal debt repayments and \$1.65 Million in interest payments in 2018.

The following are details of the projected balance by loan outstanding at December 31, 2017.

Purpose of Borrowings	General Fund	Utilities Fund	Total
Utilities - New Storm Sewer		\$ 1,722,000	\$ 1,722,000
Utilities - New Wastewater Treatment Plant		9,990,000	9,990,000
Utilities - Water Treatment Plant investments		1,500,000	1,500,000
General - CUPlex (incl. Pool, Fieldhouse, Arts Centre and Curling Rink)	\$ 15,600,000		15,600,000
General - Land Development	2,214,000		2,214,000
General - Road Infrastructure	2,122,000		2,122,000
General - Leisure Facilities Betterments	756,000		756,000
General - Land Acquisitions	3,024,000		3,024,000
General - Waste Facility Equipment	472,000		472,000
General - Road Infrastructure	472,000		472,000
Utilities - Water Well		472,000	472,000
General - Leisure Facilities Betterments	534,000		534,000

General – Road Infrastructure	922,000		922,000
TOTALS	\$26,116,000	\$13,684,000	\$39,800,000

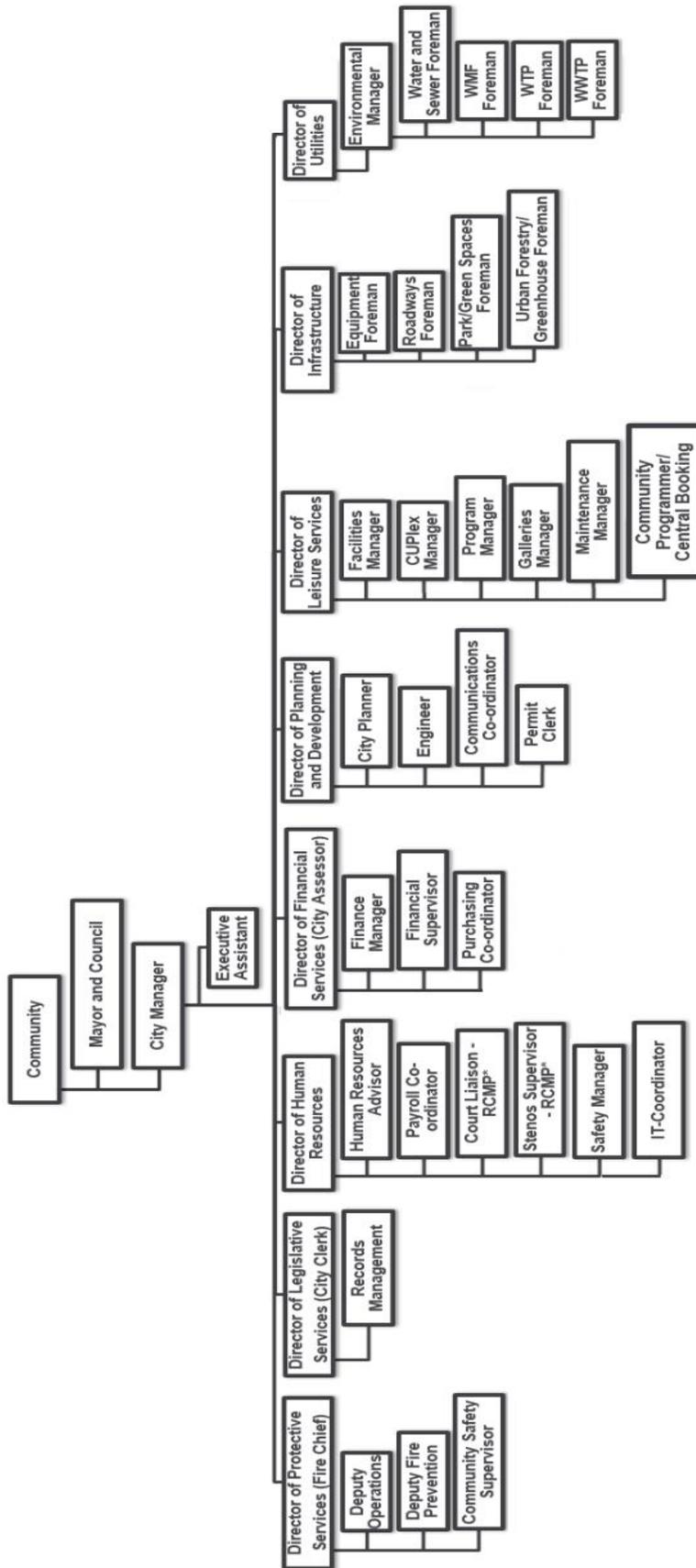
In order to fund the 2018 Capital investment need plus fund reserves for the purchase of assets scheduled to be purchased in 2019 to 2022, it is necessary to re-borrow up to the amount of principal which is scheduled for repayment in 2017. This allows the City to maintain what is known as a “Pay-As-You-Go” strategy, however when one looks at the current short term five year capital plan for the City coupled with the projected medium term needs as defined by numerous recently commissioned consulting studies, clearly, there is a significant requirement for future capital investment to be taken into consideration in outlining the policy implications for the City, especially as they relate to long-term debt financing.

City Administration

Senior Management Overview

The City Directors along with their departmental employees are responsible for carrying out everyday duties at the City, per their job descriptions and functional responsibilities. The City's management team includes:

- City Manager - **James Puffalt**
- Director of Finance – **Amarjit Mahil**
- Director of Leisure Services - **Bill Samborski**
- Director of Infrastructure – **Dan Loewen**
- Director of Utility Services - **Stewart Schafer**
- Director of Planning and Development – **Jennifer Niesink**
- Director of Protective Services/Fire Chief – **Trevor Brice**
- Director of Legislative Services - **Debbie Wohlberg**
- Director of Human Resources - **Vacant**



Key Accomplishments in 2017

Community Safety Program

The City of North Battleford for many years has been top or near the top of the Stats Canada crime severity index. This not only adds to the cost of policing but also creates a negative issue to potential newcomers who are considering settling and investing in North Battleford. In order to proactively address the underlying issues that continue to keep North Battleford at or near the top of the crime severity index, in 2014 the Community Safety Plan was created and implemented to address community safety issues and this Plan continues to be fine-tuned of a holistic, service based Community Safety Plan based upon four pillars:

In 2017, the CPTED Review Committee continued to work with the public on community safety initiatives and focused on 5 key areas.

➤ **Neighbourhoods**

Over the past 10 months, Administration has been working on formalizing neighbourhoods in North Battleford through engaging residents at over 17 different events in North Battleford. Well over 1,000 people were in attendance at these events and almost 300 surveys have been completed to date. There has been significant research into the importance of the neighbourhood unit, and the benefits that can be attributed to a highly engaged populous. One area of particular importance for the City of North Battleford is the research that shows engaged neighbourhoods can play a role in reducing petty crime. Formalizing neighbourhoods has participated in several key activities in the City for this initiative such as Stakeholder Meeting with RCMP, Realtors, etc., Wintertainment Events, Online Survey, Community Block Parties, and several Summer BBQ's with Leisure Services.

One specific project from the Formalizing Neighbourhood engagement initiative was creating



street murals in the City. Two Street Murals were completed in 2017, one on Clements Drive and one on 95th Street. These murals help bring the community together and build relationships amongst neighbours while having a spin off effect to calm traffic in the area. The projects help beautify the neighbourhood with more than 50 residents coming out for each event.

➤ **Block Parties**

The Crime Prevention Through Environmental Design Review (CPTED) Committee has been working with the community to find ways to foster neighbourhood cohesion and encourage positive interactions between neighbours. Our research has shown that although an overwhelming majority of residents feel it's important to know their neighbours, accomplishing this task can be difficult. One of the best methods to achieve communication between your neighbours is hosting a block party on your street. The City had a total of 13 Block Parties in 2017, comparable to the 14 in 2016 which was a significant increase from 2 in 2014 and 2015.



➤ **Art Alley**

Art Alley is a collaborative project between The City of North Battleford, Downtown North Battleford BID and the RCMP. Art alley is the first project of its kind in North Battleford and will help transform the walls of downtown into a vibrant, positive space for the community. Research shows that beautifying an area that regularly attracts negative activity helps create more ownership and interest in a space, thereby reducing unfavourable activity. This is the goal of Art Alley – North Battleford. In 2017, Art Alley completed two wall projects, utilizing the talents of local artists.



➤ **Safety Audits**

A Safety Audit is a partnership among residents, community groups, local businesses, neighbourhood institutions and government. It helps your neighbourhood feel like a safer place by enabling you to assess how safe or unsafe you and your neighbours currently feel in your surroundings. It facilitates communication with your neighbours, local merchants, neighbourhood schools, Community Services Centre, Police Neighbourhood Foot Patrol, and other stakeholders to address safety problems and bring about solutions that will make your



neighbourhood a safer place for you and your family. The perception of being safe enhances the feelings of security in our living environment. Government alone cannot make us feel safer nor can they create safer neighbourhoods. Our feelings of safety are our own and each of us must work for the solutions that satisfy our own feelings. The City of North Battleford CPTED Review Committee completed 4 different Safety Audits throughout the 2017 year. These safety audits are analyzed and incorporated into an action plan which is followed up with on a monthly basis from the group.

➤ **Networking**

The CPTED Review Committee was honoured to present at the 2017 International CPTED Conference in Calgary, Alberta. This conference had 24 presentations in 2 days from 14 different countries. Many good relationships were formed, and several key networks were established. The conference also helped serve as a platform to work with the organization and realize the work in North Battleford is on the



right path and to continue to work collaboratively as a community towards our goals to be successful. Gathering data and feedback along the way can help measure our successes.

Further to these 5 initiatives the City of North Battleford is working with other agencies and organizations regarding Community Safety such as the Eyes that Care Campaign. Several other programs and strategies exist as part of the Community Safety Co-ordinator Herb Sutton's work.

➤ ***Eyes that Care Campaign***

The July 2017 release of the Statistics Canada Crime Severity Index for 2016 revealed that the City of North Battleford violent crime index has dropped from the previous year. However, the non-violent crime index had increased. Part of the City's response to this information was to create a media release indicating that non-violent crimes are preventable, and that efforts would be made to reduce the non-violent crimes. This campaign is called the Eyes that Care Campaign and holds the assumption that many of these crimes are



preventable, and that with a public awareness campaign, reductions in non-violent crimes could be realized, and as a result, an overall reduction in the Crime Severity Index. Having being recently launched, there are over 100 people that have signed up for the Eyes that Care Campaign.

Underground Pipe and Asphalt Replacement Program (UPAR)

Once again in 2017 significant provisions have been made for the replacement of aging infrastructure. This comes in the form of underground utility pipelines and surface improvements. The UPAR program has been making good progress and has represented a significant portion of the City's overall capital budget, but this still falls short of addressing the overall infrastructure replacement needs of the City.

As an example of this benefit consider a block where \$450,000 worth of underground and surface work is required. Under the former local improvement program individual households would face approximately \$22,600 worth of fees that would be payable over 10 years. The UPAR General Base Tax combined with the contribution from utilities now distributes the cost of the infrastructure replacement between both utility customers and all properties in the City of North Battleford. The clear, predictable funding from the UPAR program allows the City to meet stated budgeted objectives while maintaining predictable cost impacts to the rate payers.

Building and Licensing Permits

In 2018, Building Permit values are expected to exceed \$16.5 million dollars with over 100 permits issued. Investment has been spread across all sectors of residential, commercial and industrial development.

Leisure Facility Improvements

In 2017, the **Civic Centre** saw a lighting upgrade and CPTED recommendations that included cameras, security gates, and egress improvements. It is expected these changes will provide for more off season evening and weekend use of washroom areas by local field groups without compromising the security of the building. The lighting upgrade was required due to an obsolete system currently in place. Exterior sheathing will be installed on the North Side, improving aesthetics but also protecting the envelope of the building. These projects are in line with enhanced Community Safety by applying CPTED principles and Asset Management.

Also in 2017, the north parking lot behind the Civic Centre was retrofitted with new drainage, soil and elevation. This parking lot will be easier to maintain, keeping the area safer for vehicles to drive and visitors to walk, and useable all year long.

In 2017 Mechanical and Building remediation continued to the **COOP Aquatic Centre** with minimal interruption to the patrons and programs. After five years, cosmetic remedy began in the fall of 2016 and continued into 2017 with interior items that include:

- Insulate and repair Front Vestibule Area
- Repair and repaint drywall in many areas
- Repair and repaint deck area drywall
- Repair and recoat rusted bench brackets, benches, doors
- Rebuild and retile steam room ceiling due to collapsing ceiling

Key Initiatives 2018

Continuation of the Underground Pipe and Asphalt Replacement (UPAR) Program

In 2018, the fourth year of the UPAR Program, most of engineering resources will be focused on UPAR projects. In 2018 two blocks of complete pipe replacement along with road reconstruction are planned, along with approximately 9 blocks of roadway surface overlays, and 18 blocks of CIPP sewer lining. In total, the plan represents about 2 km of roadway rehabilitation and 4 km of pipeline replacement and rehabilitation. This work is expected to cost approximately \$3.3 Million dollars, consistent with the spend for 2017 UPAR Work.

Expansion of Debt to Carryout Required Capital Investment

In the recent years the City of North Battleford has commissioned numerous studies on City infrastructure, including roads, plants, distribution systems and City facilities in an attempt to develop a longer-term plan (beyond the normal 5 years capital planning cycle) for the replacement of certain large-scale City infrastructure in a planned and timely fashion. These studies included:

- **Wastewater Treatment Plant Master Plan,**
- **Water Treatment Plant Study,**
- **Waste Water Collection Study,**
- **Water Distribution Masterplan,**
- **Civic Centre Assessment Study,**
- **Facilities Energy Efficiency Study,**
- **Airport Runway Rehab Study, and**
- **Transportation Master Plan.**

The above studies allow the City to plan beyond the traditional 5 years plan to better prepare the City to meet the larger investments necessary in key infrastructure and facilities. To do this, the City must expand its current debt limit but this can be risky for the City, thus planning again is the key to successfully utilizing debt to meet the long term investment needs of the City. However to accomplish this, fears need to be allayed.

After the debt and deficit scares of the 1990's, and the fiscal belt tightening that followed, conventional wisdom in Municipalities moved from long-term borrowing to a "Pay-As-You-Go" mentality. This called for all local government expenditures, including capital assets and infrastructure projects, to be funded from current revenues.

Given the City's budgeted operating expenditures for basic services such as policing, leisure, road maintenance, etc., this level of capital asset funding would simply not be possible. A Pay-As-You-Go approach is simply not in line with current municipal debt management best practices and would either require a decreased capital budget, or significantly increased taxes.

Current best practices around debt financing in Canadian municipalities appears to focus on the question of, "How much debt is appropriate?". "Runaway" debt and a "debt-free" City are both extremes to be avoided, and that a reasonable and sustainable level of debt (the appropriate level) lies somewhere between these two poles.

The City of North Battleford faces a significant infrastructure deficit; particularly in terms of water and sewer infrastructure and, to a lesser extent, City Government infrastructure including Leisure facilities. Undertaking these challenges represents significant costs; however, not undertaking these necessary projects within a reasonable time frame also carries significant costs. These "deferral" costs include negative impacts on economic growth, property values and population growth within the municipality, as well as inflation with respect to the eventual cost of deferred capital projects.

The generally accepted definition of infrastructure covers the basic physical systems of a country or community's population including roads, utilities, water, sewage and facilities required by essential services such as fire, recreation and public transportation. These assets are seen as providing a significant component of the foundation for the maintenance and growth of the economy. In that sense, the assets, and the investment in creating such growth, are directly related to productivity, skills development and competitiveness. These relationships create the basis for intergovernmental interest

and investment. In turn, this assists with building the capacity of municipalities to take on the debt necessary to finance these investments.

The debt dilemma facing the City of North Battleford is one which challenges municipalities across the country. There appears to be an ever present requirement for municipalities to invest in infrastructure. The need is highlighted by what has come to be known as the “infrastructure deficit” – the gap between service requirements in light of forward planning and advanced technology and the ability of existing systems to keep pace with the needs. The challenge must be met in an environment of economic uncertainty, and at a time when governments at all levels are tackling fiscal deficits and experiencing significant public resistance to strategies, which result in increasing the level of debt for government. However, governments understand that there is a significant cost to deferring much needed investment in infrastructure. It must be done, however it cannot be done without incurring new debt. This dilemma must be addressed by understanding, in a comprehensive way, the implications of incurring new long-term debt and the costs of avoiding it by deferring the required investment.

Long-term Financing

At present, municipalities in Canada commonly use some form of long-term debt financing for the acquisition of major capital assets and infrastructure projects. The City of North Battleford has financed much of its acquisition of significant capital assets and infrastructure projects with long-term financing supported only by a pledge of the City’s full faith and good credit, and its unlimited taxing power.

Best practices around debt financing in Canadian municipalities appear to focus on the question of, how much debt is appropriate versus the question of whether to utilize debt or not. “Runaway” debt and a “debt-free” city are both extremes to be avoided, and that a reasonable and sustainable level of debt (the appropriate level) lies somewhere between these two poles.

In an attempt to answer the question of “How much debt is appropriate?” individual municipalities have developed guidelines and benchmarks relating to their own financial capacity to service debt in a responsible and sustainable manner. Some of the more common best practices adopted by municipal governments in Canada to control or limit the amount of long-term debt outstanding include reference to the following factors:

- Setting reasonable limits while permitting a sufficient degree of financial flexibility;
- Defining the specific purposes for which debt may be issued;
- Taking a comprehensive approach to measuring affordability and sustainability
- Being sufficiently broad in scope to allow for flexible financial planning that supports the attainment of Council/management objectives and goals;

- Providing for a mandatory, periodic review of guidelines/policies, in the light of ever-changing financial and economic factors (e.g. interest rates, population growth);
- Allowing sufficient flexibility for the municipality to take advantage of available grant funding from federal and provincial governments and/or to take advantage of the limited availability of low-cost financing; and
- Reflecting the attitude and philosophy of Council (and hence the community) towards acceptable debt levels.

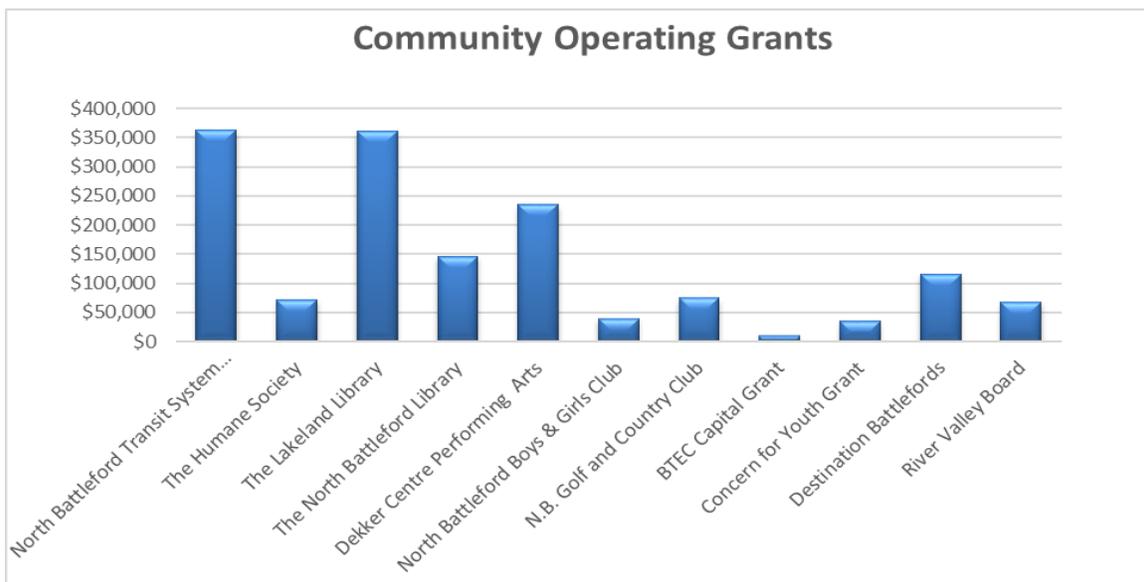
Many Canadian municipalities have adopted a combination of specific financial ratios or indicators to provide guidance and limitations in determining acceptable levels of debt outstanding and sustainable levels of debt service on this outstanding debt. The specific ratios or indicators chosen vary among municipalities and are superseded by governing provincial legislation in Saskatchewan.

Growing the Community

The City of North Battleford is growing both in population and economy. The City municipal government is providing services and economic stimulus into various community organizations and services that benefits the greater Battleford region and communities situated around the beautiful North Saskatchewan River Valley.

In 2018, the City will provide approximately \$1.8 Million in economic stimulus to many organizations in the community. The City pays annual grants to organizations that in turn provide additional social and community support to our fellow citizens. See additional information about the community grants below. For a complete list of the annual grants, see the appendix at the end of this report.

The City's operating budget includes funding the following shared services and organizations:



Battlefords Transit System (including Handi-Bus) \$ 361,645

Provides residents with transportation allowing those who have no other mode of transportation to still be active in the community. The City is providing \$268,780 to the transit system and \$92,865 to the Handi-bus operations.

The Dekker Centre for the Performing Arts \$ 235,000

The Dekker Centre for Performing Arts is the only modern performing arts centre in the Battlefords. This facility is capable of hosting many different types of professional acts and entertainment from across North America. The City provides a \$220,000 operating grant to the Board of the Dekker Centre for the Performing Arts and also pays for the cost of maintaining the facility.

Animal Control / Humane Society \$ 72,000

The Humane Society provides a shelter for many animals in the Battlefords. This initiative encourages responsible pet ownership and provides an alternative to buying animals from a pet store. The City provides a \$72,000 operating grant to the Humane Society and incurs other annual costs for building maintenance, building improvements, and the use of Special Constables for animal control.

Lakeland Library Region \$ 361,024

The Lakeland Library Region acts as the head office for the libraries in our region. The City, who is the largest funder for the Lakeland region, helps pay for the annual operating costs that support improved literacy in our communities.

North Battleford Library \$ 145,605

The City provides the North Battleford Library with a grant for the annual facility operations, and additional funding for periodic building maintenance. The additional funding for maintenance includes janitorial salaries, janitorial supplies, utilities and other maintenance needs.

River Valley Board \$ 68,000

The City in partnership with the Town of Battleford provides funding based on an agreed formula to fund the cost of upkeep and beautification of the River Valley.

North Battleford Golf and Country Club (NBGCC) \$ 75,000

The City provides an annual \$50,000 grant for capital equipment and pays to maintain the water and sewer utility infrastructure at the golf course.



Destination Battlefords **\$ 118,458**

The City, in conjunction with the Town of Battleford and the Hotels Association, provides annual funding to Battleford’s Tourism.

Boys and Girls Club **\$ 40,000**

The City provides a \$15,000 capital grant and \$25,000 operating grant to the Boys and Girls Club, to assist with the cost of the new facility and ongoing programming respectively and fits the parameters of the Community Safety Plan.



Concern for Youth Grant **\$ 25,000**

The City provides a grant of \$25,000 to Concern for Youth, which is used to help raise the profile of youth issues in the City of North Battleford and fits the parameters of the Community Safety Plan.

BTEC Capital Grant **\$ 10,000**

The City provides a grant of \$10,000 to BTEC to assist with the cost of the new facility. 2017 is the second year of a ten-year agreement.

General Fund Operating Budgets by Department

General Government Services

General Government Services are responsible for the day-to-day transactions that occur within the City. This consists of Legislative Services, Administrative Services, Human Resources, Assessment and Taxation, Buildings, Computer Services, special projects, civic elections, insurance, legal advice, audit and other service providers, and Archives.



	2018 Budget	2017 Budget	2017 Actual	2016 Actual
as of Nov. 20, 2017				
GENERAL GOVERNMENT SERVICES				
Operating Revenue				
Other Segmented Revenue				
Fees and Charges				
- Sales of supplies	\$ 73,700	\$ 57,500	\$ 117,708	\$ 556,000
- Taxation Services	17,000	17,000	11,551	17,575
- Expense Recoveries	-	-	12,997	23,859
Total Fees and Charges	90,700	74,500	142,255	597,434
- Tangible capital asset sales - gain (loss)	-	-	51,053	152,072
- Investment & Interest	566,850	192,200	246,321	233,907
Total Other Segmented Revenue	657,550	266,700	439,629	983,414
Conditional Grants and Donations				
- Grants	5,700	11,385	20,700	5,684
Total Operating Revenue	663,250	278,085	460,329	989,097
Operating Expenses				
Council remuneration and travel	227,629	261,325	203,165	221,452
Wages and benefits	1,842,873	2,046,303	1,311,810	1,831,773
Professional/Contractual services	955,780	682,990	783,189	792,711
Subscription/Memberships	35,460	35,200	29,020	32,696
Utilities	137,360	133,795	149,434	135,155
Maintenance, materials and supplies	152,074	219,100	171,011	214,425
Travel	28,538	28,134	15,634	20,490
Amortization	-	-	-	47,426
Allowance for uncollectibles	-	-	2	(1)
Insurance	580,000	430,000	468,313	475,262
Medical	2,000	500	1,642	805
Grants and contributions	167,407	162,557	95,809	165,775
Other	1,350	1,850	77,431	27,768
Total Government Services Expenses	4,130,471	4,001,754	3,306,459	3,965,737
Capital				
Conditional Grants				
- Capital Grants	-	-	-	-
Total General Government Services Surplus (Deficit)	\$ (3,467,221)	\$ (3,723,669)	\$ (2,846,130)	\$ (2,976,640)

Revenues

- General Government revenue is projected to increase by approximately \$385,000 due mainly to the following:
 - Return on conservatively invested funds - \$374,000
 - Alarm subscription fees - \$8,000
 - Criminal record check increase of - \$8,000
 - Decrease on archives grants of \$5,000

Expenses

- Council remuneration and travel decreased by approximately \$33,000 due to reductions in funding.
- Wages and Benefits are projected to decrease by approximately \$203,000 due to the following:
 - An analysis of the administration wages was made and resulted in a decreased reallocation from administration salaries to water utility sanitary sewer salaries by \$158,000
 - Wage decreases due to an unfilled finance position of \$79,000
 - Wage increased (COL, merit, promotion, market, etc.) - \$34,000
- Professional Contractual expense movement compared to 2017 Budget:

Total budgeted professional/contractual services 2017	\$682,990
Audit services	2,500
City Hall advertising	(17,000)
City Hall Assessment services	20,000
Human Resources services contract	(8,000)
IT annual subscriptions and software	93,000
Legal services	61,000
Safety community services	116,500
Safety services	(5,000)
Sundry	9,790
Proposed Budget 2018	\$955,780

Total budgeted Maintenance/Materials/Supplies expenses 2017	\$219,100
City Hall Assessment computer services	(20,000)
City Hall building maintenance	2,000
City Hall janitorial services	(34,450)
Maintenance supplies	(10,500)
Computer Equipment	(8,000)
Sundry	3,924
Proposed Budget 2018	\$152,074

- Insurance expenses are to increase by approximately \$150,000 due to reductions in funding and Provincial Sales Tax (PST).
- Third party grants and contributions increased by approximately \$5,000

Policing Services

The Battlefords RCMP Detachment provides policing services to the City of North Battleford, Town of Battleford and surrounding area. Under the command of an Inspector the police resources are split to provide services based on budget lines. The overall establishment of the Detachment is 59 full time members (23 are funded by the Provincial Government or under Community Tripartite Agreements to provide policing services in the rural area).



The City of North Battleford contracts for 36 RCMP member positions and 9 support staff. The Province of Saskatchewan provides an annual grant for seven RCMP positions through the Enhanced Policing Policy Initiative up to a maximum of \$770,000. The school divisions provide partial funding for one dedicated School Liaison Position \$48,000.

General Duties

Four Watches per day, each consisting of a Corporal Supervisor/Investigator and six Constable Investigators. The watches work 10-12 hour shifts on a rotation and provide policing services to the detachment 24 hours per day and seven days per week

School Liaison / Crime Prevention

The school liaison officer works in the three North Battleford high schools, to provide educational awareness on police-related issues. The Community Policing member works on community / crime prevention projects.

Two officers work in conjunction with the Provincial ISHOP Program (Intensive Supervision Habitual Offender Program). These officers help supervise youth who are the subject of court ordered supervision. In addition, they take on the supervision of other youth and adults as time permits.

	2018 Budget	2017 Budget	2017 Actual	2016 Actual
	as of Nov. 20, 2017			
POLICING SERVICES				
Operating Revenue				
Other Segmented Revenue				
Fees and Charges				
- Policing Fees/Fines	\$ 83,500	\$ 82,000	\$ 84,050	\$ 150,501
Total Fees and Charges	83,500	82,000	84,050	150,501
- Total Police Services Other Revenue	370,942	349,800	321,814	348,051
Total Other Segmented Revenue	454,442	431,800	405,863	498,552
Conditional Grants				
- Grants	1,337,000	818,000	593,468	817,198
Total Operating	1,791,442	1,249,800	999,332	1,315,750
Operating Expenses				
Wages and benefits	715,939	617,145	491,989	644,291
Professional/Contractual services	4,458,479	4,351,290	1,952,272	3,775,874
Utilities	90,328	95,227	64,592	80,259
Maintenance, materials and supplies	88,160	83,040	76,280	89,499
Amortization	-	-	-	93,868
Total Policing Services Expense	5,352,906	5,146,703	2,585,133	4,683,791
Total Policing Services Surplus (Deficit)	\$ (3,561,464)	\$ (3,896,903)	\$ (1,585,801)	\$ (3,368,041)

Revenues

In 2018 Revenue from Policing is projected to increase by approximately \$541,500 due mainly to a one off cell upgrade reimbursement of \$454,000, RCMP inspection grant of \$65,000, increase of building rent by approximately \$21,000 and increase of police fines of \$1,500

Expenses

Wages and benefits for 2018 are projected to increase by approximately \$99,000 due mainly to filling the vacant position and overtime to help prevent crime in North Battleford.

Professional/Contractual Services is the 36 member RCMP Policing Contract with Her Majesty on behalf of the Federal Government. It is expected to increase compared to the 2017 Budget by approximately \$107,000 or 2.46% due to estimate increase in member wages and a one time in-car digital video system for each officer costing \$41,000 and an increase on the provincial contract agreement of approximately \$66,000.

Fire and Protective Services

North Battleford Fire Department is a highly trained team of professionals dedicated to provide an outstanding level of Public Education and Awareness, Fire Prevention and Code Enforcement, Emergency Response (suppression) to promote and enhance community safety in the protection of the citizens of North Battleford and surrounding area.



The fire department is a combination fire department staffed by career, and paid-on-call fire fighters. Coverage is provided 365 days per year by 4 shifts which consist of 16 career Fire Fighters, 2 Deputy Chiefs, 1 Director of Protective Services/Fire Chief, 1 Administrative Assistant and 15-20 paid on call firefighters.

Career fire fighters are augmented by our paid on-call fire fighters for structural fires and major incidents. A call-back of off-duty personnel is initiated through our Provincial Communication network. Our Emergency Communication Centre (ECC) provides the necessary framework to ensure fire fighter safety through an accountability and benchmark program in order to mitigate emergency incidents and achieve successful outcomes.

North Battleford Fire Department is a progressive, proactive organization that manages by objectives to promote fire prevention and educational services throughout our community using the three lines of defence: Public Education / Awareness, Fire Prevention and Code Enforcement, Fire Suppression.



Fire Chief for the Day

Fire Administration & Organization

The department provides the following Operational services:

- Fire suppression,
- Rescue services which includes heavy & farm extrication,
- Ice/water & boat rescue,
- Confined space,
- High/low angle rope rescue,
- Hazardous materials operations to NFPA 472, and
- EMS assistance when and as required.

Community Engagement: Public Safety, Planning & Prevention

- Public Education/Awareness Activities and Community Engagement
- Plan review and site Inspections
- Fire Inspection and code enforcement,
- Fire investigations, to determine cause, origin and circumstance, and
- Fire extinguisher training when and as requested



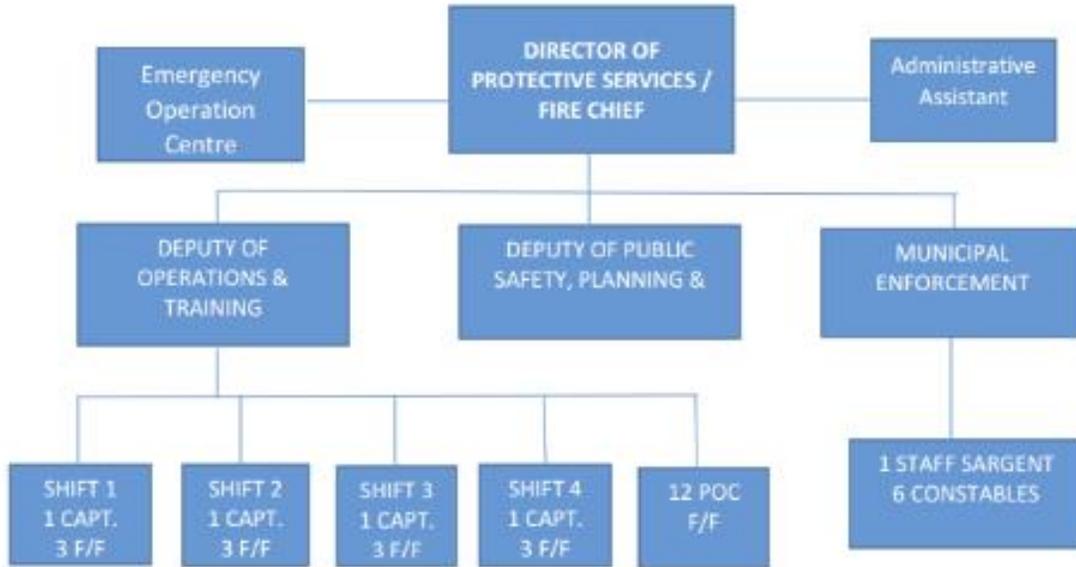
Fire Extinguisher training in a controlled environment is undertaken as part of our Fire Safety initiatives

Contractual Fire Protection Agreement

The City of North Battleford provides fire protection, under contract, to the RM of North Battleford No. 437, Saskatchewan Hospital and Battlefords District Care Facility. Services include:

- Fire Suppression & Rescue Services
- Inspection & Investigation (pending resource availability)

NORTH BATTLEFORD FIRE DEPARTMENT ORGANIZATIONAL CHART



MISSION STATEMENT

The North Battleford Fire Department is a highly trained team of professionals who are dedicated to provide a superior level of emergency response, fire prevention and education services to promote community safety & quality of life enhancement for “The Citizens of North Battleford”



VISION STATEMENT

The North Battleford Fire Department will be the leader in our profession in customer service excellence, employee development, use of technology & developing partnerships in the on-going evaluation to ensure community needs and circumstances are achieved.

2017 Accomplishments

NBFD conducted in excess of 80 Public Education and Awareness initiatives reaching over 2,000 participants of all ages. This was accomplished through tours, school and community interactions, displays and Fire Prevention Week.

Operationally, our emergency response figures are up from 2016 with a number of protracted structure fires which reflected in overtime costs associated with call-back of staff for extended periods.

The Emergency Services Responder Training (ESRT) course was attended by 24 young adults from three schools who received certificates of achievement and credits for their work. This course will be expanded in 2018 to levels 100 and 200.

Emergency Responses

There were 12 structure fires to-date (to November 6th 2017) with an average response time of 4 minutes, 23 seconds. Response time falls within NFPA 1710 guidelines 90% of the time. A critical component to maintain our new insurance grading by underwriters in 2015.

Rescue calls increased in 2017 with the services boat and line rescue equipment being put into good use.

Hydrants

Department personnel tested over 50% of the City's hydrants this year, this included painting hydrants throughout the City and the replacement of older models.

Operational Guidelines

Operating Guidelines, covering all aspects of Fire Department administration and operations are under review and modification. A new process has been developed and will be fully instigated in 2018 with a review of existing SOGs.

New Equipment

Following a number of protracted incidents, we have procured a used bus to utilize as firefighter welfare and rehabilitation whilst at fires. This will ensure firefighters safety and fitness to continue working in extreme conditions.

Four chemical suits were replaced in 2017 due to normal replacements, the de commissioned suits are used for training purposes.

Fire Hall

General maintenance of the Fire Hall continued throughout the year which included the repair of the apparatus bay floor and the compressor needing a new motor.

Training Ground

The training ground requires investment to reach its potential. A scoping study will be conducted in 2018 from which a plan for the facility will be produced.

Fire Fleet

All major apparatus received safety and pump tests in 2017 and minor defects are in the process of being attended to.

Staffing/Recruitment

We are currently searching for a new Fire Chief and Deputy Fire Chief Prevention which we hope to have in place early 2018.

We have made a concerted effort to recruit and train additional paid-on-call (POC) staff. A successful campaign resulted in an additional 11 recruits who will all be trained to Saskatchewan Firefighter Level 1 by the end of 2017 and Saskatchewan Firefighter Level 2 by the end of 2018.

Training

In order to fulfill the mission of the Fire Department and to comply with health and safety regulations, all Fire Fighters and Officers must receive accredited training and evaluation appropriate for the level of service provided and defined in the Fire Prevention & Emergency Services Bylaw 1829.

We continue to implement the three-year training plan for all staff and have done a comprehensive training schedule for two groups of POC firefighters. At the end of this period the focus will shift to continuing education toward skill/knowledge maintenance and ensuring an adequate pool of future officers is developed. Due to budgetary pressures, some training has been rescheduled from 2017 to 2018, including a high angle course. In addition, other planned training was contingent on the certificating bodies being ready to certify, this has also been rescheduled to 2018 due to reasons beyond the departments control.

The following training has been conducted in 2017:

- 6 firefighters completed the NFPA 1041 Fire Service Instructor training and can now support the training of POC firefighters. This course was provided in house to reduce costs, being evaluated for Certification by Emergency Management Fire Safety.
 - 7 fire fighters successfully completed NFPA 1021 L1 Fire Officer training as part of their development, this included practical and theoretical training and evaluation. This course was provided in house to reduce costs and assessed by Emergency Management Fire Safety for certification;
 - All staff completed a WHMIS 2015 course, online;
 - 7 firefighters successfully completed the ICS (Incident Command System) 200 on-line course through the Justice Institute of British Columbia (JIBC);
 - 10 POC firefighters completed ICS 100 training;
 - 1 firefighter completed NFPA 1031 Fire Inspector L1 through JIBC;
 - All staff were put through practical fire behaviour training at the refurbished fire training house.
- The training identified above is in addition to normal maintenance training required to keep all our firefighters prepared and up to date which is carried out through a training matrix.

Planned highlights for 2018 Budget include the following:

- The City of North Battleford Fire Department and the Secondary Educational Institutions will continue to support the Emergency Services Responder Training (ESRT) program, supporting level 200 and level 100 courses.
- We will complete a review of paid-on-call firefighters pay and conditions, whilst training POCs to Saskatchewan Firefighter Level 2. We will continue to recruit POC's to reach our target of 20 by the end of 2018.
- Safety is our number one priority. Training and certification will continue to play a key role to meet and maintain the City Safety Policy expectations and OH&S requirements. In 2018 specialist training in high angle, surface ice, water rescue and boat training will be front and centre. Specialized services require constant refreshers and practiced skill sets.
- Purchase and install a purpose built hot fire training unit and put all staff through training at least once annually.

Full-time Staff

- 2 to complete their probationary period;
- 2 Firefighters to complete Fire Officer Level 2;
- 10 fire fighters to complete NFPA 1006 High Angle Rescue;
- 10 fire fighters to complete Surface Water rescue;
- Chiefs/Captains/Senior fire fighter (10) personnel in total to complete Incident Safety Officer NFPA 1521;
- One Captain to progress through Fire Offices 1021 L3 courses.

Paid-on-Call Firefighters

- New recruit paid-on-call firefighters will be trained to Saskatchewan Level 2 standard, NFPA 472 HazMat awareness and NFPA 1052 wildland

Emergency Preparedness "Communication is the Key to Success"

The Emergency Preparedness Division falls under the general direction of the Director of Protective Services/Fire Chief. This includes the operation and maintenance of the Emergency Operations Centre located at the Cameron Macintosh Airport, with backup sites at the Fire Hall or City Hall (depending on the scope and nature of an emergency). City staff who have received basic training will be incorporated in the City's revised emergency plan. In 2018 this training will expand and include Incident Command Training, ICS 100 and 200 with senior staff progressing to higher levels over the next three years.



Our division is also responsible for ensuring adequate provisions are maintained at the Emergency Operations Centre (EOC) to support City Staff during an emergency with basic food, water and sanitary supplies.

2017 Accomplishments

- The City of North Battleford trained additional staff to maximize mass public notifications in case of disasters and /or significant events such as floods, tornados. One was the training of staff on a Provincial initiative called Sask Alert that is a public alerting program used through the local media such as public and national Radio and TV and personal app application for the general public.

Planned Highlights of the 2018 Budget

- More internal training for EOC and Emergency Site Management staff will continue in 2018.
- An Airport mock disaster was launched in the late fall of 2016 with the appropriate internal and external stakeholders involved. A more complex model will be developed and implemented in the spring of 2018.
- We will work with area municipalities to reinstate the regional emergency planning committee to ensure external processes that are developed be reviewed and modified as and when required.

2018 Capital Plan

2018 Capital purchases for Protective Services will be.

North Battleford Fire Department:	\$20,000 (Emergency generator replacement)
North Battleford Fire Department:	\$90,000 (Flash over training unit)
North Battleford Municipal Enforcement:	\$50,000.00 (includes new equipment installation)

Total	\$160,000.00

Changes to the Five Year Capital Plan

A review of current apparatus was conducted in 2017 and a 12-year replacement plan was identified for all vehicles ensuring that they still have resale value at the end of their service life with Nbfd. Other items of equipment have been identified for replacement such as chemical suits on a four-year turnaround.

Five Year Capital Plan Forecast

The majority of large purchases for the replacement of fire apparatus are completed for the present time.

Fire Department

- Underwriters have been approached to extend the frontline capacity rating to our 1996 pumper to 2020. This unit is used for the rural area and will be replaced with a 2000 gal five seated Tanker/Pumper estimated around \$450,000 to \$550,000.
- In 2019 the departments Self Contained Breathing Apparatus will be outdated and will require replacement. This SCBA exchange will suffice for about 15 to 20 years and will cost between \$175,000 to \$200,000.
- In 2022 a replacement wildland unit is required. Currently the department has two wildland units, these will be consolidated into one purpose built unit.
- The fire department 2012 Command Units (2) were originally due for replacement in 2018. We will replace one in 2019 and one in 2020 following which all three command vehicles will be put on a six-year replacement cycle with one unit being replaced every 2 years. Mileage for each unit would range from 125,000 to 130,000. The estimated cost would be around \$100,000 that will be split between 2019/2020. These crew cab units are well maintained and would be transferred to public works.
- The Fire Hall generator has come to the end of its useful life and requires replacement, this will cost approximately \$20,000. This important equipment enables the Fire Hall to be used as a secondary Emergency Operating Centre.
- A self contained breathing apparatus flash over unit for training of all staff in real fire conditions has been requested. This unit will cost \$90,000 fully installed and will improve safety of firefighters giving them realistic training in hot fire conditions.

The Community Safety Division:

MISSION STATEMENT

To engage our community to create and nurture a healthy and sustainable environment in which we can live and work safely?



VISION STATEMENT

A successful municipal enforcement unit, engaging a great community, promoting an exceptional place to call home for our residents and recurrent visitors.

The Municipal Enforcement Division is under the direction of the Director of Protective Services/Fire Chief. The department is comprised of seven full-time sworn Special Community Safety Officers (CSOs). These seven Officers have been granted Provincial appointments as Special Constables/Peace Officers. Along with enforcement powers for several Provincial statutes, the Municipal Enforcement Unit has assumed responsibility for Traffic enforcement within the City of North Battleford. They continue enforcement of City bylaws, with a particular focus on parking, community patrols, down town foot patrols, school zone monitoring, heavy truck route, and animal control and property standards.



CSOs pictured with RCMP colleagues

Our Community Safety Officers operate fully equipped emergency vehicles and assist other agencies with traffic control at Traffic Collisions, Fires, and other special events in the community

Community Safety 2017 Accomplishments



Announcement of CSOs new enhanced duties

2017 has been a busy year to date with many significant changes.

In July 2017, the Community Safety Division became the first true two-tiered municipal policing system in Canada where a Community Safety Division is enforcing Municipal, Provincial and Federal Legislation. The RCMP transferred the ability to investigate low risk, not -in-progress criminal code offenses such as vandalism and theft under \$ 5,000 to a non-police force agency.

This will allow the RCMP resources to be focused on more serious investigations or crimes in progress.

This also allows a closer relationship and partnership between Community Safety Division and the RCMP.

Our continuous school zone monitoring and enforcement program has been a great success. The enforcement efforts are unprecedented in North Battleford. The safety of children is a top priority with the municipal enforcement unit.

A Traffic Safety Plan was developed with a focus on high collision locations, speed, distracted driving activities and vehicle equipment standards. Historical collision location data was obtained from SGI, and used to plan targeted enforcement in those areas. Our officers have planned and conducted full unit operations at various locations throughout the City.



Community Safety Officers supporting Bike Rodeo

Our officers continue to enforce Property Standards. A formal plan was prepared and executed, resulting in enhanced levels of enforcement and compliance.

The Community Safety Unit has made significant individual and group progress engaging the community head on.

- We assisted the Agriculture Society with parking and traffic operations at the annual Fair.
- We have attended Schools providing exploration and interaction access to emergency equipment and personnel with the goal of positive relationship building.
- We carried out two Bike Rodeos in collaboration with the Town of Battleford.
- We partnered with local citizen groups in projects such as Safe Halloween and Habitat for Humanity.
- Our officers conduct regular foot and vehicle patrols in the downtown core to assist citizens in numerous ways including referral to other agencies.
- We conducted a number of vehicles safety check stops which included distracted drivers using cell phones at various locations throughout the city, keeping unregistered vehicles and unauthorized drivers off the road.
- We facilitated a Heavy Vehicle Weight and Measures Inspection Course which was attended by other enforcement officers throughout the province.
- Internally, we provide advice and assistance with all City Departments.

Community Safety has been enhanced in appearance with uniform and unit markings which provide part of the key elements required to embrace additional community safety initiatives and the quality of life expected from the citizens of the City of North Battleford. All Municipal Enforcement vehicles have been outfitted with laptop computers, Stalker Radar, WatchGuard Cameras and radio equipment to fulfill the ministry requirements, and the expectations of the Citizens of North Battleford. We are one of only a few agencies, in Canada, to adopt body cameras. WatchGuard Body Cameras have been provided to the Community Safety Officers to compliment vehicle equipped video systems. These body cameras have proved valuable as an evidentiary law enforcement tool and for occasional dispute resolution.

The Automatic Licence Plate Reader and related network hardware purchased in 2016 with our partner, Battleford Agency Tribal Chiefs, Community Development Corporation has enhanced our ability to locate and take appropriate enforcement action concerning vehicles being operated without registration/insurance by disqualified operators. In addition, based on our traffic enforcement efforts to date, Saskatchewan Public Insurance has also sponsored an additional reader. We now have two such equipped vehicles, fully operational within our unit. There are only a dozen or so units in operation throughout Saskatchewan.

Statistical Analysis High Lights
January to October 2017

Report Exec Categories	<u>2017 YTD #</u>	<u>2016 Final #</u>
School Zone Patrols	523	660
Community Patrols	1149	1628
Downtown Foot Patrols	142	188
Mall Patrols	248	83
Pipeline Patrol	198	0
Assist. Agencies (FD, RCMP, EMS, etc.)	305	428
Animal Complaint & Investigation	126	347
Public Intox & Investigation	151	218
Residential Parking	317	430
Downtown Parking	95	87
School Zone Violations	61	192
Fire Lane Violations	4	30
Handicap Violations	9	139
Unregistered Vehicle Violations	272	461
Passenger Under 7 (NPS) (BS)	21	50
Suspended Driver Violations	81	118
Speeding HTSA Violations	417	653
Distracted Driving Violations	120	104
Heavy Truck Off Route Violation	74	70
Property Unsightly Inspection	429	492
Bylaw Warning/Investigation	33/241	45/683
School PRT/Public Relations	2/15	2/36
Court Attendance	28	21
Citations Issued Provincial	1286	1967
Citations Issued Municipal	3616	7066
Enhanced Duties	47	0

Planned Highlights of the 2018 Budget

- NB will work collectively with other CSO area membership to conduct joint training initiatives.
- Municipal enforcement will develop, for discussion, a supplementary enforcement model with the specific purpose of developing an efficient dedicated parking enforcement, property standards and animal control team. All systems and procedures would be reviewed for efficiency, minimizing the amount of clerical support in comparison to our present situation.
- **Community Safety Division**

Municipal Enforcement units should be replaced after 130,000 miles. These units are crew cabs, well serviced and maintained and can be transferred to public works. The estimated cost to replace would be around \$50,000 (Police Pkg). The 2010 unit will be replaced in 2018 and we are recommending a three-year replacement program be put in place.



Emergency Management: EOC

At this time, there is no major expenditures planned and/or required except for IT up-grades. This is a standard review annually by Finance.

Note:

The overall 5-year capital forecast is moderate from 2018 to 2019 with an estimated capital outlay of \$160,000 including enhancement to the fire training facility, fire hall and two replacement vehicles. Going forward from 2019/21 the fire division will be looking at a capital outlay of around \$700-800,000 which includes two major capital replacements. (Self-Contain Breathing Apparatus and a Tanker/Pumper). The current forecast for the proceeding 2 years is \$210,000, replacing 5 vehicles with 4.

	2018 Budget	2017 Budget	2017 Actual	2016 Actual
as of Nov. 20, 2017				
FIRE & PROTECTIVE SERVICES				
Operating Revenue				
Other Segmented Revenue				
Fees and Charges				
- Total Fire Services Fees/Fines (1)	\$ 384,300	\$ 314,300	\$ 310,764	\$ 362,676
- Total Provincial Fines	300,000	350,000	154,790	242,092
- Total Special Constables Fees/Fines (2)	262,000	232,000	223,274	224,131
Total Fees and Charges	946,300	896,300	688,827	828,899
- Total Fire Services Other Revenue	4,750	5,200	24,647	11,635
- Total Special Constables Other Revenue	-	5,000	-	525
Total Other Segmented Revenue	951,050	906,500	713,474	841,058
Conditional Grants				
- Grants	-	-	-	-
Total Operating Revenue	951,050	906,500	713,474	841,058
Operating Expenses				
Special Constables				
Wages and benefits	575,158	554,626	553,970	638,814
Subscription/Memberships	5,000	15,200	1,609	5,488
Utilities	3,780	5,500	5,609	9,199
Maintenance, materials and supplies	86,432	87,482	82,770	90,273
Travel	5,000	3,500	7,973	2,811
Insurance	7,500	6,500	1,001	5,485
Total Special Constables Expenses	682,870	672,808	652,931	752,070
Fire Services				
Wages and benefits	2,337,366	2,269,657	1,949,301	2,166,533
Professional/Contractual services	20,700	21,000	62,762	20,685
Subscription/Memberships	37,400	64,100	30,304	53,546
Utilities	30,546	38,000	31,355	46,555
Maintenance, materials and supplies	150,850	131,650	99,329	110,821
Travel	5,300	12,650	4,393	5,606
Amortization	-	-	-	155,746
Medical	-	2,700	754	1,685
Total Fire Services Expenses	2,582,162	2,539,757	2,178,198	2,561,177
Safety & Emergency Preparedness				
Wages and benefits	-	500	-	-
Professional/Contractual services	6,100	6,350	738	8,574
Subscription/Memberships	5,000	5,000	5,000	5,945
Maintenance, materials and supplies	600	1,200	-	1,925
Travel	1,550	3,100	-	3,526
Total Safety & Emergency Preparedness Expenses	13,250	16,150	5,738	19,970
Animal, Humane Society Expenses				
Wages and benefits	-	-	39	197
Professional/Contractual services	72,000	72,000	72,000	72,000
Utilities	9,105	8,800	8,358	11,866
Maintenance, materials and supplies	500	500	348	1,260
Total Animal, Humane Society Expenses	81,605	81,300	80,745	85,323
Total Fire and Protective Services Expenses	3,359,887	3,310,015	2,917,612	3,418,540
Capital				
Conditional Grants				
- Capital Grants	-	-	-	-
Total Fire & Protective Services Surplus (Deficit)	\$ (2,408,837)	\$ (2,403,515)	\$ (2,204,137)	\$ (2,577,482)

Revenues

- Fire Service Fees/fines are expected to increase compared to 2017 budget by approximately \$70,000 or approximately 22% due to an increase in the renewal of services contracts.
- Provincial fines revenues are expected to decrease by approximately \$50,000 compared to 2017 budget due mainly to reduced net revenue received from the Province of Saskatchewan.
- Local municipal fines are projected to increase in 2018 compared to 2017 Budget by approximately \$30,000 or 13% due to enhanced local enforcement.

Expenses

Special Constables

- Wages and benefits expense is projected to increase compared to the 2017 Budget by approximately \$20,500 due mainly to:
 - New administration position - \$37,500
 - Wage increase (merit, promotion, market, cost of living) - \$68,500
 - Unfilled position until further notice – (\$85,500)
- Subscription and membership cost is projected to decrease due to a carry over of \$10,000.

Fire Services

- Wages and benefits in 2018 are expected to increase compared to the Budget 2017 by approximately \$68,000 or 3% due to:
 - Increase of part time members from 5 to 16 - \$45,000
 - Wage increase (merit, promotion, market, cost of living) - \$23,000.
- Subscription and membership costs will not be budgeted in 2018 due to carry over of \$27,000.
- Maintenance, materials and supplies expenses are expected to increase by approximately \$19,000 compared to the 2017 budget due to the following:
 - Protective clothing increase of \$25,000 due to inflation and increase in staff members
 - Office supplies decrease of \$1,500
 - Equipment repair decrease of \$1,800
 - Fire fleet supplies and parts decrease of \$1,500
 - Sundry decrease \$1,200

Infrastructure Services

The Operations Department is responsible for the operation and maintenance of the transportation system, the storm water drainage infrastructure and parks in the City. This includes roads and bridges, street lighting, traffic control, waste reduction and recycling, garbage collection and disposal, storm water drainage, park operation and maintenance.



Fleet Services

The infrastructure fleet service mechanics repair and maintain most of the City equipment including the Waste Management Facility equipment, Community Safety Officers vehicles, Fire Department vehicles, Transit busses, Parks equipment, Building and Maintenance equipment, Urban Forestry equipment, and the Roadways equipment. The equipment includes light vehicle trucks, medium trucks, front end loaders, graders, backhoes, tractors, wheeled excavator, vac- truck, steamer truck, as well as numerous other specialized heavy-duty equipment. The mechanics also maintain a fleet of small engines for the parks department in the summer, and repair the City's ice grooming equipment in the winter months.

2017 Accomplishments:

- The purchase of a half ton quad cab 4x4 for the Waste Water Treatment Plant.
- Added a new half ton crew cab 4x4 for the Fire Department.
- Replaced a Building and maintenance half ton with a 1-ton 4x4 service body. This will improve efficiencies, as they can carry all the tools and supplies needed.
- Purchased a Ferris zero turn mower for the Woodlawn Cemetery.
- Replaced a Water Works half ton with a three-quarter ton 4x4, so they can haul the space cap without being over weight.
- The annual municipal trade of the two skid steers, 1 in the Parks Department and 1 in the Roadways Department.
- A John Deere Zero turn mower was added to the Parks Department.
- Community Safety Officers received a new half ton crew cab 4x4.
- The purchase of a low hour, used, 2015 John Deere loader to be used in the Roadways Department.
- A new Aerator was purchased for the Parks Department.
- The 2015 street sweeper was replaced with a new one per the lease agreement, the agreement states the leased sweeper can't be older than three years. This is a five-year agreement, with three years remaining.

- The City purchased the 109th street building that had been leased for warm storage, as it proved to be an asset for equipment longevity.

Highlights in 2018 Budget

The Fleet Department has identified the following highlights for 2018 budget

- Fleet training for the mechanics to keep up to date on the new equipment arriving into the City Fleet
- The annual municipal trade of the two skid steers, one in Parks Department and one in the Roadways Department
- The purchase of a new tandem dump truck to replace the older three tons
- The continue fleet replacements of the fleets half ton trucks. In this case, the purchase of two half ton 4x4 quad cab trucks (one for Parks Department and one for the Forestry Department)
- The purchase and replacement of a 1-ton 4x4 for the Parks Department.
- The purchase of a new 1-ton for the Water Works Department.
- The replacement of one large acreage mower.
- The purchase of a 1-ton quad cab 4x4 service body for Building and Maintenance
- The purchase and replacement of a UTV for the Parks Department.
- The purchase of a new CSO vehicle.



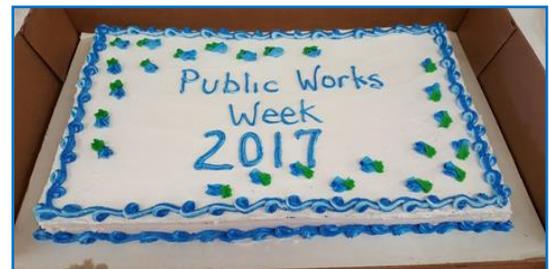
Roadways Services

The Roadways Department is responsible for the operation and maintenance of the transportation system. This includes paved roads, gravel roads, road projects, road resurfacing and sidewalks.

2017 Accomplishments:

- Contractor continued to repair and replace damaged paving stones in the downtown area.
- Contractor continued to remove sidewalk trip hazards on the west side of the City. They are working their way east.
- City forces continued to work on road repairs, using cold mix asphalt, hot mix asphalt, as well as the infra-red asphalt repair system and the spray on patching unit we have in our fleet.
- We once again hired a contractor this Spring to repair several frost boils that caused damage to our roadways during the Spring thaw.

- Continued with our sweeping schedule throughout the year. The two-week schedule system we adopted in 2016 has worked well for us, as due to new development, we are not able to get through some of the schedules in one week.
- During the Spring and Fall clean up, we have been using two sweepers to aid in the amount of product that needs to be picked up.
- Our concrete crew aided in the installation of the new fuel pumps at the airport. We installed the concrete pads for the fueling stations and card reading booth to sit on.
- Contractor installed more inlaid thermoplastic lines on the streets. Location done this year was 100th Street from 14th Ave to 20th Ave. Both the double yellow centre lines and the white dash lane divider lines were done along with the stop bars.
- We continued to refurbish our back lanes. Since the garbage bins have been removed from the back lanes, we have been able to reshape and widen out our alley's again.
- We started a major yard clean up and re-organization at the City Yard site. This will aid in keeping better track of our bulk products, as well as promoting safer vehicle and equipment travel within our yard.
- We installed the "Blessing Box" in the park behind the City Library on behalf of the 2017 Junior Citizen of the Year, Natalya Shevchuk.
- We hosted our first Public Works Week BBQ, in conjunction with Bready School. We showed off some of our equipment to the kids, explained some of the jobs we do, and how the equipment works, and fed the entire school hot dogs and drinks.
- Built a large snowboarding ramp in front of the CU-Plex to aid in promoting our bid to host the 2018 Saskatchewan Winter Games.
- Assisted in the set up and tear down at the Civic Centre for the Pinty's Grand Slam of Curling event held here in North Battleford.



- Once again, we organized and implemented a City Wide Compost Pick Up program. This has been a tremendous success.

Park & Cemetery Services

The department provides many services and properties to enhance the aesthetics of North Battleford. During the summer months, staff is increased to twenty-six people ranging from fulltime, seasonal and students. They are responsible for the maintenance of eleven baseball diamonds, six soccer fields, a lawn bowling green, and a horse shoe pit. The parks department maintains several parks through out the City that contain fourteen composite play structures, a skate park, several miles of walking trails, a disc golf course, and a four hundred metre rubberized track. In addition to maintaining the city parks, the staff are also responsible for maintenance and upkeep of the City Cemetery and Woodlawn Cemetery. Within the cemeteries, the cemetery staff maintain over sixty acres of land containing over 16,000 graves and four columbaria.



In the winter months, the park staff is reduced to four people that maintain seven outdoor rinks, clean many city owned parking lots and remove the snow from the cemetery roads. The staff also conduct the opening and closing of all cemetery burials.

Accomplishments in 2017

- Before and after the Pinty's Grand slam of Curling event, staff were tasked with removal and installation of all 160 pieces of glass at the civic center. This required the department to do practice rehearsals with all pieces of equipment. The removal and install of the glass was a success, because the staff were ahead of schedule and managed to not break a single piece of glass.
- The City invested over \$70,000.00 into rehabilitation of our eleven ball fields. This included replacing an old drain cap on our outfield fences with a yellow poly cap. Also, a 20-foot fence was installed on Diamond 3 to prevent foul balls from going into backyards.
- A new ball diamond was constructed at the Don Ross field.
- 240 yards of shale was purchased and spread on all the diamonds.

- Centennial park open drainage ditch was cleaned out, enabling the water to flow into the Lawrence school wet land project.
- Kinsmen park drainage was cleaned out to allow the water to flow free, and will result in no standing water.
- Installed the fourth flag pole at City Hall.
- Constructed a new play structure at the Don Ross Centre.



Highlights for 2018

- A new play structure to be added at Centennial park.
- The continued upgrade and replacement of playground equipment and neighbourhood furniture in the parks.
- Centennial drainage ditch/swale will be landscaped
- Kinsmen open drainage ditch/swale will be landscaped and hand rails installed on bridge.
- Have staff updated on courses that pertain to their jobs.

Urban Forestry & Greenhouse Services

The Urban Forestry division is responsible for the health/maintenance and assessment of the city trees as well as working towards educating the public in the importance the Urban Forest adds to our City. The Greenhouse is a year round facility which works hard to deliver top quality plant material for displays found through a variety of different events in any given year. The Greenhouse also works hard to showcase our planting program during the summer months through our delivery of planter barrels, hanging baskets, planting boxes and flower beds.

Accomplishments 2017

- Downtown revitalization along 101st street and 12th avenue from 100th street to 102nd street saw new benches and garbage bins and tree guards installed.
- A total of 41 tree (Brandon Elm and Trojan Ash) have been planted along these corridors to add some life to the downtown area.





- Greenhouse provided flowers for approximately 200 barrels, 8 planting boxes, 24 hanging baskets and 7 beds through out the City. This year's floral display was exceptional and was well received by those who live in and visited the City during the 2017 season.



FORESTRY

Block pruning, pruning for UPAR proposed work sites, work orders, walking trail and CPTED pruning were the main focus of Urban Forestry Staff this year.

A change in focus this year was the need to address the walking trail and the many dead, diseased or dying trees that had become a liability to the City and to those users of the walking trail. Not only did we address the removal of the trees, specifically along the 13th Avenue to 100th street walking trail corridor, but also the removal of the stumps in preparation of the re-forestation to take place in the Spring of 2018.

2017 Season Up to the end of October 2017

- Commitment to prune/remove/assess and plant as required – 2880 trees in 2017
- Main focus this year has been on the removals of Dead, Diseased or Dying trees, specifically the buffer strips – South Railway, Discovery Coop, Walking trail from 13th Avenue to 100th street along Territorial Walking Trail.

Pruning/removal breakdown:

- **1949 trees** have been looked at and the break down is as follows: **923 Trees Pruned, 949 removals, 77 completed plantings and 61 completed work orders.**



Highlights for 2018:

- The hiring of a new arborist to assist in maintaining the trees within the City and along the River Valley pathways. The new arborist will be the key component to finalizing the ability to run 2 fulltime crews through out the year.
- To continue to work towards 2800 trees visited and worked on in the 2018 season.
- To continue focusing in on a well-balanced tree planting program that provides the proper tree in the proper location providing enjoyment and benefits for all.
- To start the next stage of tree inventory, assessment and documentation we will begin to input current data into the “i-Tree” program. This program will allow us to document our current inventory, place values on trees, photo document, create full health assessments on trees and allow us to input current and future work needing to be done. Once this inventory and documentation is completed this will provide the City with a great tool to use in helping to establish the true value of our urban forest.

- Continue to work on a strategy for reforestation of our walking trail system and roll out a 5-year plan to see this completed. There has been plenty of feed back from Customers who wish to see more sound proofing of the buffer from road noise, so planting of more evergreens, pine and some deciduous trees will help to accomplish this.
- To provide a well received floral display for the **2018** season

Airport Operations

The City operates, by way of contractors, a certified aerodrome within the City limits. Although the airport does not have scheduled passenger services, it is busy handling traffic from private companies and recreational pilots.

2017 Accomplishments

In 2017, Administration replaced the existing self serve fuel dispenser station with a newer self serve fuel dispenser station. The old “station” had been installed in the 1980 and parts were becoming hard to acquire when required. In addition, the old station was beginning to have problems and would not operate, requiring the airport supervisor to manually override the dispenser to pump fuel. The new fuel dispenser was installed in the Summer and appears to be operating peffectively.

The second year of a four-year program to resurface the main runway was completed this Fall. The centre section of the runway 12-30 has now been completely repaved. The work included milling out 50 mm of asphalt and repaving. Before this work was done, Administration received complaints from pilots about the surface spalling and small rocks being blown from the runway surface by jet and prop wash. This resulted in a number of corporate jets not landing at the City airport, but flying to either Saskatoon or Lloydminster and the occupants then driving into North Battleford. It is planned that the next two phases will address the asphalt at the edges of the runway. The CAP program has so far been 50% funded by the Saskatchewan Highways Community Airport Partnership (CAP) program up to a maximum of \$275,000.

Highlights of the 2018 Budget include the following:

As indicated above, the third phase of the program is to resurface one of the edges of the runway using the Community Airport Partnership (CAP) program. The amount of resurfacing will depend on the amount approved by the CAP program.

In 2017, the Airport supervisor noted that the runway/taxiway lighted signs were starting to fail. Installed in the late 70s by Transport Canada, the fiber optic lights are starting to break and the signs are becoming hard for pilots to read at night. Further, Transport Canada has mentioned that the signs no longer meet Canada Transport standards for lighted signs. It is proposed to change the signs to meet current standards for a certified airport.

Finally, due to budget constraints the Airport wildlife fence has been deferred until 2019. The wildlife fence is used to restrict wildlife, people and vehicles from entering the “airside” of the airport. The current airside fencing is just three strand barb wire and is knocked down by trespassing vehicles or just climbed over by pedestrians. The proposal will be to start placing an 8-foot high chain link fence around the airport to keep out vehicles and pedestrians. The fence would also keep out wildlife such as deer and coyotes which use the airside as a safe haven to keep away from hunters.

	2018 Budget	2017 Budget	2017 Actual	2016 Actual
	as of Nov. 20, 2017			
OPERATIONS & MAINTENANCE SERVICES				
Operating Revenue				
Other Segmented Revenue				
Fees and Charges				
- Aviation Revenue	\$ 176,000	\$ 164,600	\$ 125,033	\$ 137,656
- Cemetery	155,000	135,000	169,022	186,259
Total Fees and Charges	331,000	299,600	294,055	323,915
- Expense Recoveries	16,500	40,000	14,157	23,988
Total Other Segmented Revenue	347,500	339,600	308,212	347,903
Conditional Grants				
- Grants	54,200	54,199	66,791	54,199
Total Operating Revenue	401,700	393,799	375,003	402,102
Operating Expenses				
Public Works & Fleet				
Wages and benefits	1,763,058	1,560,568	1,193,573	1,436,707
Professional/Contractual services	995,195	1,005,623	664,359	734,650
Subscription/Memberships	21,180	33,553	17,197	23,910
Utilities	489,090	454,260	397,620	452,513
Maintenance, materials and supplies	1,027,775	1,036,425	920,004	1,176,717
Travel	24,308	30,208	14,849	21,112
Amortization	-	-	117	2,065,432
Interest	109,375	129,216	47,943	127,174
Insurance	125,000	125,000	162,567	111,454
Other	12,000	12,000	10,671	14,219
Total Public Works & Operations Expenses	4,566,981	4,386,853	3,428,901	6,163,888
Cemeteries				
Wages and benefits	181,830	208,798	204,758	214,335
Professional/Contractual services	13,000	15,000	4,968	26,929
Utilities	13,050	10,950	7,697	19,724
Maintenance, materials and supplies	12,750	10,250	12,891	14,491
Amortization	-	-	-	3,565
Cemeteries Total	220,630	244,998	230,315	279,045
Parks & Forestry				
Wages and benefits	1,053,011	1,168,888	795,340	946,253
Professional/Contractual services	150,300	203,800	170,435	130,317
Utilities	139,440	136,240	64,582	188,015
Maintenance, materials and supplies	137,450	198,200	174,554	170,711
Amortization	-	-	182	1,590,546
Grants and contributions	78,000	88,000	10,000	74,873
Total Parks & Forestry Expenses	1,558,201	1,795,128	1,215,093	3,100,714
Total Operations and Maintenance Services Expenses	6,345,812	6,426,978	4,874,309	9,543,647
Capital				
Conditional Grants				
- Capital Grants	-	-	-	808,282
Total Operations and Maintenance Surplus (Deficit)	\$ (5,944,112)	\$ (6,033,179)	\$ (4,499,306)	\$ (8,333,263)

Revenues

- In 2018 revenue is expected to remain approximately the same as projected in 2017.

Expenses

Public Works & Fleet

- Wages and benefits in 2018 are projected to increase by approximately \$202,000 or approximately 16.8% due to the following:
 - The City has now hired an Infrastructure Director - \$110,000
 - Reallocation of wages from former director decrease by \$34,000
 - Reallocation of storm sewer wages increased by \$151,000
 - Operations wages were over budgeted by approximately \$25,000 in the prior year
- Professional contractual expenses in 2018 are projected to decrease by approximately \$10,000 or 1% due mainly to the following:
 - A global freight expense has been created – \$7,200
 - Lease reductions – (\$98,000)
 - Equipment service contract reduction – (\$15,000)
 - Street lighting services contract reduction – (\$7,700)
 - Panel repairs - \$20,000
 - Sidewalk trip repairs – (\$25,000)
 - Library patio repairs - \$15,000
 - Drainage improvements - \$25,000
 - Storm sewer master plan - \$25,000
 - Cleaning and televising – \$20,000
 - Design of storm sewer drainage – (\$16,000)
 - Repair of culvert at Battleford Road - \$10,000
 - Repair of drainage ditch at Killdeer - \$10,000
 - Repair of drainage ditch in the Industrial area - \$25,000
 - Janitorial services at the Airport - \$9,000
 - Sundry - \$5,500
- Subscription/Membership expenses in 2018 are projected to decrease by approximately \$12,000 or 36.88%.
- Utilities expenses in 2018 increase by approximately \$35,000 due to cost price index

Cemeteries

The only significant variance in the 2018 budget is an unfilled position of approximately \$27,000.

Parks & Forestry

- Wages and benefits in 2018 are projected to decrease by approximately \$116,000 or approximately 10% due to reallocation of staff positions and an unfilled position of approximately \$67,000.
- Professional Contractual expense in 2018 are projected to decrease by approximately \$53,000 compared to 2017 budget due to the following:
 - CUplex grounds service contracts – (\$25,000)
 - Boulevard repairs - \$20,000
 - Fence repairs - \$5,000
 - Fire smart contract – (\$30,000)
 - David Laird campground contracts (\$23,000)
- Maintenance, materials and supplies expenses in 2018 are projected to decrease by approximately \$61,000 compared to 2017 budget due to the following:
 - CUplex grounds supplies – (\$13,500)
 - Skate park lights and camera – (\$25,000)
 - Grass seeds - \$13,000
 - General supplies – (\$38,000)
 - Reclaim City owned property at Fairview - \$2,500

Waste Management Services

The Waste Management Division operates the Waste Management Facility (WMF) for the City of North Battleford. The WMF accepts waste material from within the City and surrounding communities. The Waste Management Division also deals with residential garbage collection and disposal, residential recycling collection and processing. The Waste Management Division follows the applicable Federal and Provincial regulations and guidelines.



2017 Accomplishments:

- In 2017, the City conducted two household hazardous collection events. The first collection day was held in the Spring while the second was held in the Fall. The household hazardous collection days were well received. The purpose of the household hazardous collection is to keep hazardous materials such as pesticides, herbicides, and poisonous household cleaning materials out of the landfill and ensure that they are properly disposed of. In addition, keeping this type of materials out of the landfill helps to protect the equipment, the environment and the workers at the WMF.
- Administration tendered the household garbage pick-up contract for the next five-year and an option to extend the contract for an additional 5-years. The contract was awarded to Loraas Environmental. In addition to the tendering of the household garbage pickup, Administration extend the household recycling contract for pickup and processing for 1 year. In 2019, the City will be sending out a Request for Proposals for the pickup and processing of household recyclable materials.
- The annual City-wide leaf pick-up program was conducted a week before the end of October. For 6 days, City Operations crews picked up clear or translucent bags of leaves and garden waste materials. The leaf pick-up collection was again well received by residents of the City and approximately 112 tonnes of leaves and garden waste materials was picked up during this event. In addition to 1 week pickup program, household compostable materials may still be disposed of at the WMF at no charge
- In July, the City hired a Contractor who crushed approximately 8,450 tonnes of concrete and 1,225 tonnes of asphalt. The material will be used as a base gravel in City projects or sold to contractors. In addition, the City chipped



approximately 1,000 cubic metres of untreated wood chips that will be used by the City park staff as mulch. Excess material will also be sold to the public for their use.

- In 2017, the City signed a lease contract for a new landfill pit dozer, to be delivered at the end of 2017. The dozer will be used to move waste materials in the landfill pit from where it was unloaded to its final locations, where it will then be compacted and covered.
- The WMF also obtained a new tool shed from the FE Holliday water treatment plant. The building was part of the oil spill GE pre-filtration system and was given to the City by Husky Energy. The building was refurbished to be the tool shed for the WMF staff.
- During the airport runway restoration, milled asphalt was brought to the WMF to be stored. The staff at the WMF used the milled asphalt to cover the equipment storage parking area as well as the roads inside the WMF. The millings create a clean working surface. The milled material is keeping the dirt and mud down while defining the edges of the working areas. The staff at the WMF have received a number of appreciative comments on how the milled airport asphalt has been making the WMF a cleaner place.
- The City purchased the last of three roll off bins complete with wind fences that will be used at the drop off area. The drop off area is used by the public to dispose of household garbage they bring to the WMF for disposal. Once a bin is full, WMF staff haul the roll off bin to the landfill pit, dump the material and haul the bin back to the drop off area to await further garbage.
- Finally, additional cameras were placed at the weigh scale allowing the scale house attendant to look down into large vehicles to identify waste material being brought into the WMF for disposal.



Highlights in 2018 Budget

In 2018, the WMF will begin accepting and processing fluorescent tubes and compact fluorescent bulbs on site. Currently large quantities of burnt out fluorescent tubes are taken to the central purchasing office to be stored and processed at a later date. It is hoped that by taking the “tubes” to the WMF, will encourage residents to recycle the tubes instead of throwing them away.

	2018 Budget	2017 Budget	2017 Actual	2016 Actual
	as of Nov. 20, 2017			
WASTE MANAGEMENT SERVICES				
Operating Revenue				
Other Segmented Revenue				
Fees and Charges				
Waste and Disposal Fees	\$ 1,750,000	\$ 2,185,000	\$ 1,768,865	\$ 1,762,425
Total Fees and Charges	1,750,000	2,185,000	1,768,865	1,762,425
Other Revenue, Garbage and Recycling	1,039,000	1,034,540	852,491	900,952
Total Other Segmented Revenue	2,789,000	3,219,540	2,621,356	2,663,378
Conditional Grants				
- Grants	60,000	60,000	-	45,109
Total Operating Revenue	2,849,000	3,279,540	2,621,356	2,708,487
Operating Expenses				
Wages and benefits	513,556	504,514	402,505	470,020
Professional/Contractual services	691,198	988,511	750,743	909,193
Subscription/Memberships	6,915	6,915	8,061	5,898
Utilities	9,220	9,184	5,095	5,943
Maintenance, materials and supplies	172,900	173,250	135,632	155,529
Travel	7,494	6,749	2,597	2,105
Amortization	-	-	-	136,204
Interest	16,214	-	12,702	17,241
Other	47,950	71,500	-	78,315
Total Waste Management Services Expenses	1,465,447	1,760,622	1,317,334	1,780,448
Capital				
Conditional Grants				
- Capital Grants	-	-	-	-
Total Waste Management Services Surplus (Deficit)	\$ 1,383,553	\$ 1,518,918	\$ 1,304,021	\$ 928,039

Revenues

- Waste and Disposal fee Revenues in 2018 are projected to decrease approximately \$435,000 or 20% compared to Budget 2017 due to the following:
 - Decrease in the quantity of household waste material brought to the landfill from the Town of Battleford with a projected decrease in annual revenue of \$435,000
- Grant Revenues from Multi Material Stewardship Western are forecasted to remain the same in 2018.

Expenses

- Professional contractual expenses in 2018 are projected to decrease by \$297,000 or 30% compared to Budget 2017 due mainly to the following:
 - Curbside Collection Contract decrease by \$332,000

- Curbside collection of household recyclable materials is expected to decrease by \$48,000
 - One time purchases of services and equipment have decrease by \$11,000
 - Special equipment rentals increase by \$20,000
 - Maintenance of wind fence increase by \$7,500
 - New Dozer Lease increase by \$20,000
 - Repair on scale deck increase by \$9,500
 - Crushing concrete of asphalt increase by \$25,000
 - Consumer price index increase by \$12,000
- Interest expenses in 2018 are projected to be \$16,000
 - Other expenses in 2018 are projected to decrease by \$23,500 due to reduction in decommissioning levy.

Planning and Development Services

It has been another exciting year in the Planning and Development Department as we continue to grow under new organizational structures. New staff filling out existing vacant positions has introduced new and exciting approaches to Customer Service within the Department. We are fortunate to have an ambitious group of professionals that are dedicated to the delivery of customer service excellence as well as finding an approach that creates a community that is Open for Business service excellence.

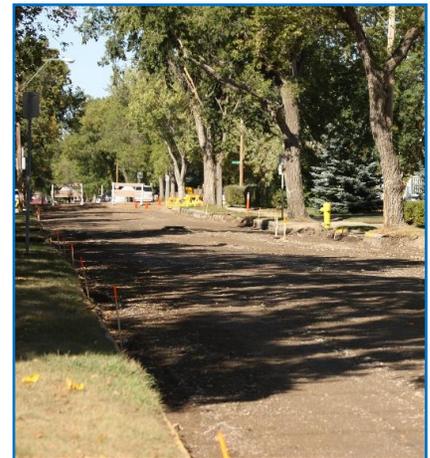


Underground Pipe and Asphalt Repair Program (UPAR)

As an alternative to the local improvement process in 2015 City Council approved the creation of a special base tax to fund infrastructure replacement. Enacted by bylaw, the special tax along with the sewer and water utility raised approximately 3.2 million dollars for the UPAR fund in 2017.

The UPAR work completed in 2017 included:

- Various hydrant replacements
 - 17th Avenue, 105th to 107th Street
 - Improvements to water mains
 - Full road reconstruction, sidewalk repairs
- 105th Street, 11th to 12th Avenue
 - Sewer and watermains replacement
 - Sewer connection replacements
 - Replace connections to water tower
 - Full road reconstruction
- 101st Street, 11th to 12th Avenue and 12th Avenue, 100th to 102nd Street
 - Replaced water main on 12 Avenue
 - Replaced service connections along 101 Street
 - Storm sewer improvements
 - Full road reconstruction
- 97th Street, 13th to 15th Avenue
 - Sewer and water mains replacement
 - Service connection replacements
 - Full road reconstruction
- 99th Street, 12th to 13th Avenue



- Sewer and water mains replacement
- Service connection replacements
- Full road reconstruction
- 18th Avenue/Diefenbaker Drive/St. Laurent Drive-100th Street-McKenzie King Crescent
 - Part asphalt overlay
 - Part full road reconstruction

The UPAR program has resulted in the burden being removed from individual property owners facing large local improvement taxes. Spreading this annual expenditure across all properties helps to ensure that the finances are available to continue to work towards decreasing the City’s infrastructure deficit.

In 2018, UPAR spend is projected at approximately the same as 2017, \$3.1million. After Budget 2018 approval by Council, City engineering will focus resources on identifying the streets and mains to be rehabilitated in 2018.

Land Development

- Killdeer Residential Development
- In 2016 the City acquired 64 acres of land in the Killdeer neighbourhood. Work on preparing a new subdivision has continued through 2017 and resulted in 49 lots available for sale to the public.
- SE Quadrant Masterplan
 - In the Fall of 2017 the City of North Battleford began working with a third-party consultant, Urban Systems to plan for residential and commercial expansion in the SE Quadrant of the City. This plan will guide servicing, roadway, amenities and uses for the area. It is expected that the plan will be completed mid-2018.

Economic Development

2017 marks another year of investment attraction success for North Battleford. The Planning and Development department continues to operate on an ‘open for business’ basis. Working closely with developers as well as provincial officials, the City continues to pursue large scale investment that will have a significant positive impact.

In 2015 the City completed a Regional Opportunities Plan. Through the recommendations made in this plan the City has been able to confidentially pursue ventures that compliment the strengths of the region as a whole. As



recommended in the Regional Opportunities Plan, economic activities have been focused on the following:

- Regional relationships have been cultivated creating a network of key individuals who can work together in the event that an economic opportunity is identified. This comes with the understanding that development anywhere in the region benefits the region as a whole.
- The City has been hard at work with the BATC on the Community Economic Development Initiative (CEDI). This program is funded through FCM and is intended to foster economic development work between Municipalities and First Nations organizations. Currently work is being completed around employment which will have a significant positive impact on not only the regional labour force availability, but to the economy as a whole. The BATC/City of North Battleford initiative is the 1st in Saskatchewan and the 1st in Canada between a Tribal Council and City
- Value Chain manufacturing has been identified as an area where the region has significant activity and capacity. Work with the Provincial Government has resulted in a significant investment in Parsons Industrial Park that will see the addition of 100-150 jobs in the coming 18 months.
- The City will continue to foster these relationships and work with all potential ventures.
- The City will continue to work with the Ministry of the Economy and pursue potential mineral processing projects that are deemed beneficial to the region.
- The City will continue to work with large oil and gas companies on sourcing outlying oil and gas operations. Maintaining these relationships will ensure that opportunities within the region are realized and considered.
- Agriculture has always been an important part of the regional economy and continues to be a priority. Expansion and value-added opportunities will be sought and fostered.
- The City of North Battleford is committed to green energy. Much effort has been put forward to promote the region as an opportunity for solar power generation. The City has also demonstrated their commitment to green energy through the installation of solar lights in the downtown core and parks spaces.

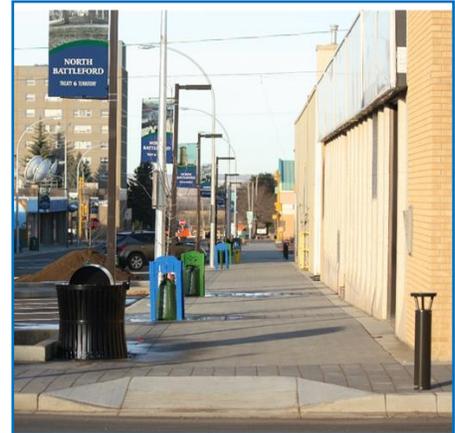


The City has also seen an increase in investment in the retail, restaurant and tourism sectors. All of which demonstrate confidence in the stable economy enjoyed by the region.

Downtown Redevelopment Phase 1

The adoption of the Downtown Master Plan in March of 2017 concluded two years of consultation and planning to revitalize the City's downtown core. Work began in the summer of 2017 on the first phase of this project completing work along 101st Street from 11th to 12th Avenue and along 12th Avenue from 100th Street to 102nd Street.

This project was a combination of UPAR and a Capital project. The UPAR work completed includes the replacement of individual services, a new water main along 12th Avenue, storm sewer upgrades and roadway reconstruction.



There were also a number of upgrades that were intended not only to beautify the area but also to create a pedestrian friendly downtown that encourages people to shop and spend time downtown. These amenities include solar powered pedestrian lights and bollards, new benches, upgraded crosswalks and the installation of trees and custom tree guards. Bringing a theme to the area is achieved through the addition of metal banners along the pedestrian lighting and matching amenities throughout the area. This work is intended to continue over the next several years. The downtown is already benefiting from increased investment with more announcements expected in the near future.

2018 Budget	2017 Budget	2017 Actual	2016 Actual
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as of Nov. 20, 2017

PLANNING AND DEVELOPMENT SERVICES

Operating Revenue

Other Segmented Revenue

Fees and Charges

- Business Licenses	\$ 220,000	\$ 190,000	\$ 223,441	\$ 234,341
- Building & Development Permits	118,200	126,000	100,033	117,238
- Development Agreements	76,903	322,737	192,243	798,535
- Land Rent	27,495	99,113	120,528	145,080

Total Fees and Charges **442,598** 737,850 636,245 1,295,194

- Land - gain (loss) **1,203,000** 1,353,000 927,401 1,316,430

- Investment & Interest - - - -

Total Other Segmented Revenue **1,645,598** 2,090,850 1,563,646 2,611,624

Conditional Grants

- Grants **48,500** 56,500 62,197 327,331

Total Operating Revenue **1,694,098** 2,147,350 1,625,843 2,938,955

Operating Expenses

Business Licenses

Wages and benefits **63,983** 83,137 47,951 52,581

Professional/Contractual services **90,000** 70,900 67,142 71,895

Subscription/Memberships - - - (75)

Maintenance, materials and supplies - - 1,350 2,903

Travel - 150 - -

Total Business Licenses **153,983** 154,187 116,443 127,304

Economic Development

Wages and benefits **102,353** 92,445 97,744 105,656

Subscription/Memberships **3,500** 3,700 2,076 1,628

Maintenance, materials and supplies - - 0 56

Travel **5,700** 12,850 3,889 8,149

Grants and contributions **522,602** 512,312 510,884 548,053

Total Economic Development **634,155** 621,307 614,593 663,542

Engineering

Wages and benefits **243,312** 262,124 233,279 242,137

Professional/Contractual services **11,800** 37,300 123,699 202,779

Subscription/Memberships **7,150** 4,950 5,486 3,359

Maintenance, materials and supplies **8,700** 20,100 14,272 26,128

Travel **7,900** 4,700 2,930 4,233

Total Engineering **278,862** 329,174 379,665 478,636

Planning

Wages and benefits **199,971** 217,270 234,544 284,680

Professional/Contractual services **63,000** 60,500 81,315 95,328

Subscription/Memberships **3,300** 4,350 2,030 5,331

Maintenance, materials and supplies **1,250** 1,250 1,865 1,481

Travel **8,200** 5,575 3,186 3,989

Interest **263,150** 198,547 149,305 206,527

Grants and contributions - - - 32,405

Total Planning **538,871** 487,492 472,246 629,741

Total Planning and Development Services **1,605,871** 1,592,160 1,582,946 1,899,223

Total Planning and Development Services Surplus (Deficit) **\$ 88,228** **\$ 555,190** **\$ 42,896** **\$ 1,039,732**

Revenues

Planning and Development Services total revenue projected for 2018 is approximately \$1,690,000, a projected decrease of approximately \$453,000 compared to Budget 2017 mainly due to a projected decrease in development agreements of approximately \$246,000, decrease on land rent of approximately \$72,000, land sales decrease approximately \$150,000 due mainly to economic conditions, increase in business licenses of \$30,000 and other decreases of approximately \$15,000.

Expenses

Overall expenses are projected to increase in 2018 compared to Budget 2017 in the approximate amount of \$14,000, with significant details as follows:

Economic Development

Overall increase in expense is projected for 2018 in the approximate amount of \$13,000 due to an increase in wages of approximately \$10,000, a decrease in travel of approximately \$7,000 and an increase in grants and contributions of \$10,000.

Engineering

Overall decrease in expense is projected for 2018 in the approximate amount of \$50,000 compared to Budget 2017 due mainly to the following:

- Wages and benefits are expected to decrease by approximately \$19,000 due to carry over of car allowances and overtime.
- Professional/Contractual Services decrease \$25,000 as follows:
 - Auto cad subscriptions – (\$15,000)
 - Survey equipment maintenance - (\$3,000)
 - Engineering consultants – (\$7,000)
- Maintenance, materials and supplies are expected to decrease by approximately \$11,000 due to carry over of \$11,000
- Subscriptions/Memberships and travel are expected to increase by approximately \$5,000 combined.

Planning

- Overall increase in expense is projected for 2018 in the approximate amount of \$51,000 compared to Budget 2017 due mainly to reallocation of wages within planning and economic development of (\$18,000), increases on interest on long-term debt of \$65,000, professional services of \$2,500, travel of \$2,500 and a decrease on subscriptions/memberships of \$1,000.

Leisure Services

In 2017, The City of North Battleford Leisure Services continued working towards the department's goals that focused on improved service through the following areas:

1. Efficient operation of facilities
2. Capital planning with a purpose, increasing sustainability for long term outcomes
3. Increasing community opportunities that consider:
 - Diversity through cultural appreciation programs
 - Low cost drop-in, low time commitment leisure opportunities and events
 - Increased community leisure capacity and awareness via relationship building with community organizations and groups
 - Incorporate and promote a philosophy of “get involved, join the community” engage, participate, value and enjoy a quality of life.

Leisure Services is very proud that many of these goal specific items are in line with many of the strategies identified as priorities of the newly adopted Strategic Plan that include:

Mission points (in part)

- Wise stewardship of public assets
- Provide services, facilities and other things that are necessary and desirable to all or a part of the City
- to provide services, facilities and other things in the opinion of council are necessary and desirable for all or a part of the City.
- to foster economic, social and environmental well-being

S1 Residents & Neighbors

Excellence in the provision of quality services, safety, and support for diversity

S3 Visitors

A regional destination that is welcoming and offers exciting and compelling services

SP3.0 Community Wellness and Safety

FS4 Operating costs are funded through taxation, user fees & charges, and provincial government revenue transfers

PE1 Develop a positive culture and engaged employees

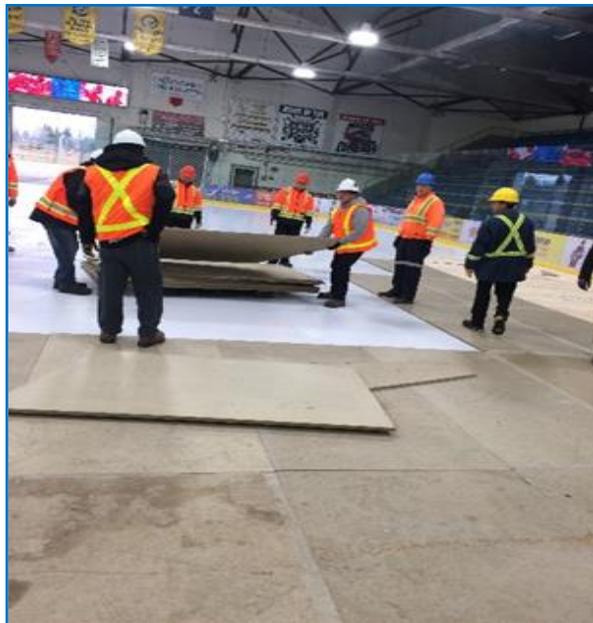
GE1

Strengthen public engagement

GE3

Strengthening regional relationships

Staff sharing amongst departments and facilities continues to allow Leisure Services to operate with increased capacity for hosting and turning events over, creative team approaches to public opportunity and engagement, with the end goal of increased service to the community and to each other. By fostering a positive culture and engaging employees, (PE1) our department can continue to accomplish more. Committed to the values and working together to improve, by investing in training, safety and communication, by listening to understand, and working side by side, Leisure continues to evolve.



Gold Eagle Casino staff working alongside City Staff for Pow Wow set up

As identified through monthly highlight reporting, major events such as Rodeos, PBR's, Hall of Fame Banquets, Pow Wows, and Drive – in Movies are just some examples where this increased capacity lends itself to meeting a number of the mission points aimed to enhance the quality of life through diverse services and events that draw many regional visitors that have a substantial economic benefit to the community.



While land and neighborhood developments are crucial to investment attraction, a quality of life opportunity through Leisure Services that include affordable and accessible programs and facilities can often be the tipping point in individuals, families and business to invest.

From the largest and most desirable Aquatic Centre in the province, which offers a diverse and eclectic set of programs that cannot be found elsewhere, to the superb Cuplex facilities, along with outstanding outdoor Recreation facilities in the Region, we are situated to showcase the province a true model of leisure opportunities abound. Our community truly is a Regional destination that is both welcoming and offers exciting and compelling services. (S3). This was clearly showcased at an international level through the Pinty's Grand Slam of Curling and will be well demonstrated to the Province through the 2018 Winter Games!





Working along side Community Safety increases the effectiveness of community engagement and collaboration to offer quality services and support to the residents, and can only enhance the goals for community Wellness and Safety. (SP3.0). In 2017, Leisure was a proud partner in delivering program support to neighbourhood BBQ's and meet and greets, as well as invited participation with CPTED and Planning and Development in Public Community Engagement evenings, Cultural Appropriation learning, and other Leisure events.



Community Picninc in the Park, Leisure, Community Safety and Planning Dept



Community Picnic at Connaught



- Volunteer appreciation was the focus of the third Annual Leisure Services Free Community evening, held at the Nations **WEST** Field House. The annual event was a great success with over 300 people attending. There were various activities for children and adults including court sports, bouncy house, snacks and door prizes. Volunteer and non- profit agencies in the Battlefords were invited to set up a display table and provide information on their organization’s programs and services



Employees in Leisure Services are rarely settled into a 9 – 5 work day. Most of Leisure Services occurs after 4pm, and often later in the evening and most weekends. As such, the demands of the job often takes away from family time. These employees are dedicated to the enjoyment of others, and gain momentum upon the satisfaction of the community. These workers invest in the community through the delivery of our services as such, there is an inherent need to invest back into these employees which among others includes training. For Leisure, in 2017 this included safety, cultural and professional development training.

Among others, the 2017 Leisure commitment to training included:

- Fall Arrest
- Aerial Platform
- Power Mobile Equipment
- First Aid\AED\CPR
- Arena Operator Level I and II
- Various Fitness Leadership Training
- Cultural Appropriation training
- High Five Play
- Museum modular training
- Building Maintenance Automated (BMS) training



A commitment to training will continue into 2018 and annually thereafter. It expands the credibility of the department, increases confidence, safety and productivity. Among others, key indicators that support training that particularly resonate for Leisure Services include:

- Increased job satisfaction and morale among employees
- Increased employee motivation
- Increased efficiencies in processes, resulting in financial gain
- Increased capacity to adopt new technologies and methods
- Increased innovation in strategies and products
- Reduced employee turnover
- Enhanced company image
- Risk management awareness and appreciation



The 2018 training will include:

- Heritage Saskatchewan training for Gallery Staff
- Arena ice making
- Fall Arrest
- Arc Flash recertification for working around high voltage equipment
- Confined space
- Aerial work platform

Employee engagement, training working alongside all lend itself towards (PE1), TO Develop a Positive Culture and Engaged Employees, and this will continue.

In 2018, Leisure expects to continue to support a safe and viable community (SPM) and Community Wellness and Safety (SP3) by having commissionaires on site at select times at both the Rotary Skate Park, Public Skating and the Coop Aquatic Centre to provide public reassurance for safe visits.

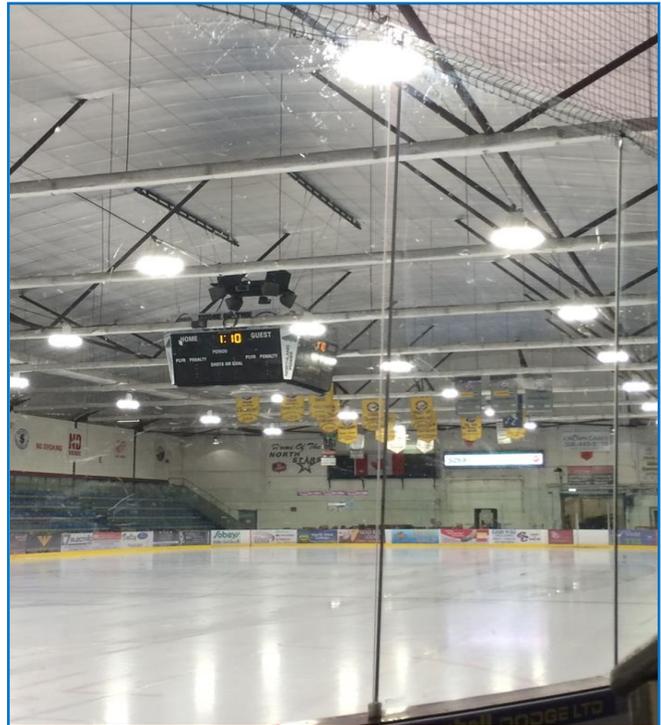
Additionally, through the expansion of outdoor lighting completed in 2017 at the Rotary Skate Park, and the enhanced video surveillance cameras at the Civic Centre (in conjunction with CPTED recommendations), it is expected to create an improved set of eyes in the area.



Capital planning with a purpose, increasing sustainability for long term outcomes

In 2017, the **Civic Centre** saw a lighting upgrade and CPTED recommendations that included cameras, security gates, and egress improvements. It is expected these changes will provide for more off season evening and weekend use of washroom areas by local field groups without compromising the security of the building. The lighting upgrade was required due to an obsolete system currently in place. Exterior sheathing will be installed on the North Side, improving aesthetics but also protecting the envelope of the building. These projects are in line with enhanced Community Safety by applying CPTED principles and Asset Management.

Also in 2017, the north parking lot behind the Civic Centre was retrofitted with new drainage, soil, elevation. This parking lot will be easier to maintain, keeping the area safer for vehicles to drive and visitors to walk, and useable all year long.



Before



During



After

In 2017 Mechanical and Building remediation continued to the **COOP Aquatic Centre** with minimal interruption to the patrons and programs. After five years, cosmetic remedy began in the fall of 2016 and continued into 2017 with interior items that include:

- Insulate and repair Front Vestibule Area
- Repair and repaint drywall in many areas
- Repair and repaint deck area drywall
- Repair and recoat rusted bench brackets, benches, doors

- Rebuild and retile steam room ceiling due to collapsing ceiling



In 2018, additional insulating with a specialized product to certain mechanical HVAC units and ducting will still be required. 2018 (Winter) will truly be an evaluation period to see how effective the remediation has gone. It is hoped that the building will perform well, and bring most of the remediation process to a close. Once that is deemed to be, components of the building will begin to be factored into long range capital planning for asset management to assist council in providing wise stewardship of public assets, as per a key mission item in the Strategy plan document.

Among other more notable projects completed in 2017 was the installation of the new arena boards installed in the **Don Ross Arena**. This project was completed in budget, on time and will show the arena very well for the upcoming 2018 Winter Games. Also, as part of the legacy of the games, a much needed new sound system was also installed through the Winter Games Budget!





Leisure Services continues to increase community opportunities with a focus on low cost, low commitment (time) events and programs that are additional to traditional facility registration programs, keeping in mind the guiding principles below:

- Diversity through cultural appreciation programs
- Low cost drop-in, low time commitment leisure opportunities and events
- Increase community leisure capacity and awareness via relationship building with community organizations and groups
- Incorporate and promote a philosophy of “get involved, join the community” – engage, participate, value and enjoy a quality of life.

Further guided by the Strategy plan, Leisure uses the principles above to provide excellence in quality services, safety and support for diversity, and through its many special events, Leisure facilities and programs can be a mechanism to bring the region together, welcoming visitors through compelling services. Often, this involves working together with community agencies, partners and friends.

Diversity through cultural awareness programs:

Among many fantastic programs offered in 2017, two particular notable mentions include:

A very special event was held on July 11th from 5-8pm in a partnership with Fort Battleford, the Rendezvous Voyageurs Canoe Race, and Leisure Services. The 2017 Voyageurs Rendezvous Canoe Race launched on July 1 from Rocky Mountain House, Alberta, headed for The Pas, Manitoba. The 2017 race was inspired by the 1967 Centennial Canoe Pageant from Rocky Mountain House to Montreal. The 1967 race traced the river routes of the Voyageurs and First Nations peoples who used the river system for exploration and trade. This event was generously funded by Saskatchewan Lotteries through SPRA and ASUPCA. The event was originally slated to take place at Finlayson Island but was relocated to the Don Ross Gymnasium due to inclement weather.

This event included 70 Voyageurs and about 40 members of the public. Both tribal councils were

invited to attend the event that encompassed, First Nations drummers and an Elder who gave a welcome and blessing, First Nation dancers, dreamcatcher making with an Elder, horse and wagon rides, and a rendezvous with the Voyageur racers. Hot dogs, cookies, coffee, juice, and salads was also included.



Various cultures do not accept male presences in certain situations. Women only and Family Swim lessons have been created in efforts to promote community and inclusion opportunities with respect to cultural needs.

Family only lessons Saturday morning are targeted for ESL participants, where children who might speak English more fluently will be able to help their parents who may struggle more so with the language barriers.)

Women only lessons Saturday morning (targeted for those more comfortable with female to female learning style or due to cultural or religious beliefs.)



The Gonor Legacy Project:

In 2016, Gallery Staff began the lengthy task of photographing, cataloguing and condition reporting the 418 additional pieces of art that Mr. Gonor is intending to donate to the City of North Battleford. This is the early stages of a long process of cataloguing, appraising, and preparing the City's application to Canada Cultural Properties.

Condition reporting means to fully describe the item, measuring every blemish, crack and identifying future risk factors, safe handling and care.



Curator Leah Garven, and donor Saul Gonor condition report Inuit Carvings
Art donor, Saul Gonor positions 1960's Indian elephant ivory carvings

The Gallery Curator has submitted the first two series of Gonor Legacy Project applications to the Canada Cultural Property Review Board in the Fall of 2017, requesting the Review Board to certify these objects to be of "outstanding significance" and of "national importance" to Canadians which will deem "that if it were loss to Canada it would diminish our National Heritage".

This process included art cataloguing, photographing, art appraising, and an 8800-word essay describing why these items are important to Canadian's identity and National Heritage. The Gallery will be submitting another intake for the next application due date of January 5th 2018 and it is expected this process will continue until June 2018.

Throughout 2017, The Gallery Curator as well as Leisure Services Management have been working with Heritage Canada to determine the best practical site to house this collection, keeping in line with National Museum standards relating to security, building, mechanical and environmental standards. This will provide direction on building and financial needs for such a "vault" to be established in North Battleford, likely in 2019.

While maintaining a responsible approach to operational recovery through a very careful application of fees, it is important to ensure accessibility remains available to all. Several low costs or no cost drop-in, low time commitment leisure opportunities and events are planned and provided for affordable inclusion.

In 2017, Leisure Services provided hundreds of hours of such opportunities to thousands of people. Among many, some mentions include:

- Forever in Motion - a free fitness class for seniors in partnership with Caleb Village a local senior residence.



CHI KUNG/TAI CHI

- Through partnerships with Midwest Food Resources we were able to offer affordable programming for all ages, with several different cooking classes. Kids in the Kitchen, Foodie Families and adult Cultural Cooking



- Free public skating on Saturday afternoons and pre-school and senior skating three times per week. Nine service clubs fund this.
- Additional Free family skating on PD days and during the holidays.
- Wintertainment free public skating/tobogganing at the Don Ross Arena



Public skating funds donated by the following service clubs:

Bonaventure Lions Club, North Battleford Lions Club, Kiwanis Club of the Battlefords, North Battleford Kinsmen Club, The Royal Canadian Legion Branch #70, North West Hockey Development, Rotary Club of the Battlefords, North Battleford Elks club, and St. Josephs Knights of Columbus #7336.



- Free Indoor Playground with Territorial Alliance Church volunteers. This program runs once a week September – April.

FREE Playground Program 3274 visits to four playgrounds from July 4 – August 16

Many partnerships utilized through this program included the North Battleford Library, Catholic Family Services, Battlefords District Food and Resource Centre, Living Faith Chapel, and Riverswest District for Sport, Culture and Recreation.



Additional 2017 Playground Donations:

- \$500 Innovation Credit Union
- \$100 SaskTel
- \$100 Sask Energy
- \$100 No Frills

- Summer day Camp: First time offering a day camp in conjunction with the playground program. Many partnerships made this camp possible

- Connaught Community School (use of the facility and play equipment)
- CIF Community Initiatives Fund (\$5,000) for supplies, staff, equipment
- Midwest Food Resources – supplied an instructor to teach cooking classes once a week
- North Battleford Transit – provided low cost transportation

- A Riverswest District for Sport, Culture and Recreation partnership allowed us to offer the High 5 and Play leadership workshops for the playground leaders at no cost. As members of the organization, Leisure was able to utilize Riverswest summer staff on three occasions to help with special events with the playground program.



- \$6,000 in Funding from Heritage Canada for July 1st Fireworks

- \$4,164.88 BATC Community Development Corporation for Publication of the annual Leisure guide

- River City Plumbing and Heating
Don Ross Arena Monday Shiny sponsor



- Walking with Our Sisters – Round Dance - Free



And the list goes on:

- ✓ Toonie Tuesdays
- ✓ Senior \$2 walk at field house
- ✓ Coffee walk 'n talk at the Field House Mon & Wed 9am-12pm (Free coffee and company)
- ✓ Find Your Fit – free fitness classes for 1 week (held in September and January)
- ✓ Senior's Valentine's Tea – free after drop in fitness class (sweetie for a freebie deal – 2 for 1)
- ✓ Wintertainment Week – free events through the week including kick off at Destination Battlefords with horse & wagon rides, wiener roast & hot chocolate, Tues- Fri FREE Public Skating 1-3pm @ Don Ross Arena, crafts and traditional games at Allen Sapp Gallery (\$2 drop in), \$2 movies at Dekker Centre, Winter Games Kick-Off on Family Day at Field House (FREE), drop in curling at Northland Power Curling Centre, Ice Games at the Aquatic Centre, Free chili cook off with trophy and family game night with snacks at Field House (Adults Free, regular children admission), Wintertainment Classic hockey game with wiener roast (FREE), and wrap up at Central Park with Immigration Resources (cancelled due to weather)
- ✓ Hop & Hunt – Easter event at Field House, free for adults

- ✓ Tim Horton's FREE swimming in March/April 1-5pm for 2 days (\$4000)
- ✓ Eggstravaganza event at Aquatic Centre
- ✓ Red Cross Day of Pink – 50% off swimming if wearing pink to the pool
- ✓ Mother's Day – 50% off swimming and field house for ladies, door prizes
- ✓ World's largest swim lesson – FREE event
- ✓ Picnic on the Plaza – FREE event
- ✓ Send off to summer Drive in Movie – FREE
- ✓ Rec n' Roll – Free program with \$2 roller skate rentals
- ✓ Shamrockathon – only \$10 registration
- ✓ Lacrosse clinic \$5 per person, Ultimate Frisbee clinic FREE for league players
- ✓ Teen Takeover at Aquatic Centre (glow swimming, Live DJ)
- ✓ Father's Day 2K at Aquatic Centre (river run race with prizes for everyone)
- ✓ Parent's Week (a caregiver can join their child on the last day of swim lessons for FREE, Spring session, 72 classes over 6 days & passes given to each adult participant)
- ✓ Aquatic Centre birthday (Free cake as part of Drive in Movie)
- ✓ Lil' Sports Sampler - Only \$15 for 3 days of sports with coach, ages 2-6
- ✓ PD ACTIWAVE camps. Only \$42 per child (15% discount for registering 2 or more kids). All day childcare for PD days at school with themed games, crafts, snacks, swimming, and sports
- ✓ Halloween Howl event at Field House – FREE for adults, children admission applies
 - Community & Volunteer Appreciation Evening – FREE event at Civic Centre
 - Noon Year's Eve (celebrate New Year's at 12 noon including cake, hot chocolate, dance, photo booth, beach ball drop, crafts, and more) - Free for adults, children admission applies

In addition to the above, the City's Building and Maintenance Department falls under the umbrella of Leisure Services and provides equipment repair and building maintenance service to every Civic Building, including traffic lights.

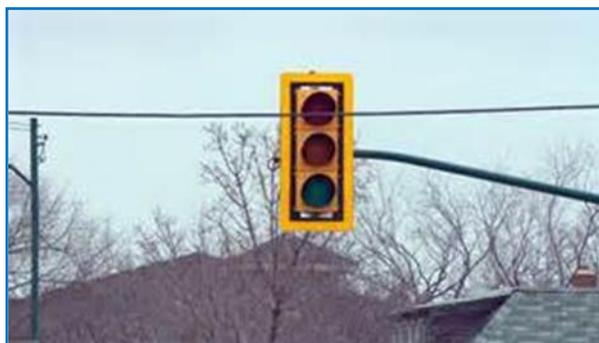




Salaries for this department are distributed throughout all civic operating budgets.

This crew continues to consist of 3 journeymen electricians, a plumber and a handyman. The City is fortunate that every crew member's skill set exceeds the specialized trade in which they are educated in. In addition to providing typical building maintenance support to the City, this crew also responds to middle of the night call - ins for building component alerts such as freeze alarms, intrusion and mechanical failure.

Winter months are particularly difficult for this crew when dealing with countless roof top units that tend to fail under extremely cold conditions and traffic lights that fail to operate due to malfunction or collision!



In line with the Strategic Plan, Leisure Services will proudly continue to create opportunities for collaboration and engagement in 2018 through the success of program partnerships, outreach initiatives that include many demographics of our community.

	2018 Budget	2017 Budget	2017 Actual	2016 Actual
as of Nov. 20, 2017				
LEISURE SERVICES				
Operating Revenue				
Other Segmented Revenue				
Fees and Charges				
- Recreation Fees & Services	\$ 1,019,502	\$ 997,550	\$ 877,701	\$ 992,452
- Galleries	70,300	77,800	60,295	68,629
- Recreation Facilities Rental	1,013,418	953,735	866,195	1,010,496
Total Other Segmented Revenue	2,103,220	2,029,085	1,804,191	2,071,577
Conditional Grants				
- Grants	57,850	237,050	183,816	381,327
Total Operating Revenue	2,161,070	2,266,135	1,988,007	2,452,904
Operating Expenses				
Recreational Facilities & Programing				
Wages and benefits	2,483,514	2,636,621	2,158,073	2,611,135
Professional/Contractual services	390,791	403,295	421,401	398,855
Subscription/Memberships	21,995	12,445	7,307	12,541
Utilities	825,964	852,038	649,088	841,768
Maintenance, materials and supplies	323,676	332,026	356,502	376,788
Travel	15,217	19,813	7,426	11,920
Amortization	-	-	-	234,050
Interest	526,219	585,738	401,576	627,224
Grants and contributions	506,629	488,691	488,759	487,223
Other	6,400	11,480	994	9,159
Total Recreational Facilities & Programing	5,100,406	5,342,146	4,491,127	5,610,663
Galleries				
Wages and benefits	314,519	328,859	230,667	273,544
Professional/Contractual services	82,727	73,931	71,777	65,493
Subscription/Memberships	535	485	75	640
Utilities	30,250	30,100	19,340	27,164
Maintenance, materials and supplies	47,350	50,250	41,246	49,469
Travel	3,960	3,964	2,811	3,571
Amortization	-	-	-	5,884
Total Galleries	479,341	487,589	365,915	425,766
Total Parks & Community Services	5,579,747	5,829,735	4,857,043	6,036,429
Capital				
Conditional Grants				
- Capital grants	-	-	-	-
- Community capital pledges/contributio	-	-	-	2,400.00
Total Capital	-	-	-	(2,400)
Total Community Services Surplus (Deficit)	\$ (3,418,677)	\$ (3,563,600)	\$ (2,869,036)	\$ (3,583,525)

Revenue

While the overall revenue projected for 2018 looks to be a reduction of approximately \$105,000, that is almost entirely a result of reduced Conditional Grants, specifically the \$179,200 Cuplex *SIGI* interest was paid off.

The *SIGI* grant aside, Leisure Service's total revenue projected for 2018 is approximately \$2,161,000. There is a projected increase of approximately \$59,748 or approximately 6% compared to Budget 2017 mainly due to slight increases in admission fees and rental rates that took effect in September of 2017.

Recreation Fees and Services increase of \$21,952 due to admission fees up in September 2017. Recreation Rental fees increase by approximately \$60,000 due to increased rental rates and lease rates, which were implemented in Fall of 2017.

Gallery revenue is projected \$7,500 less in 2017. This is to reflect a more realistic target in today's market. The high US dollar has affected supply costs and sales on many corporate gifting items. Corporate gifting is down from previous years by approximately \$1,200. Additionally, Chapel Gallery rent revenue can be restricted by the type of art exhibitions and can be fluid year to year as a result.

Expenses

Recreational Facilities & Programming

- Wages and benefits in 2018 are projected to decrease approximately \$153,000 or approximately 6%. This is due to a variety of service reductions and some scheduling efficiencies.
- Professional contractual expenses are projected to decrease in 2018 compared to Budget 2017 by approximately \$12,500. As mentioned in prior budgets, this expense line consists of many annual expenses that stay constant each year, and includes most building projects or equipment purchases that are not capitalized. As such, the line varies year to year based on number of projects. In 2018, there are no significant projects scheduled, and the most notable decrease in this expense line is at the Curling rink, a decrease of \$25,700, as there are no projects scheduled in that facility this coming year.
- Subscriptions/Memberships is a line that is increased slightly. This is a result of two initiative items:
 1. ARC Flash recertifying – \$4,500 needed every two years for the electricians who work around high voltage equipment. This is a must have.
 2. Supervision training and professional development to various Leisure Managers. Through consultation with Human Resources, it is believed there is a need for formalized training that will enhance the skills of managers, and provide effective techniques that can be

utilized in staff management, project mapping and improve service operations. This is budgeted for \$1,500 for one person.

- Despite an increase to electrical rates, Utilities are projected to decrease by approximately \$26,000. This is a direct result of gas savings through the Connect Energy gas contract, which has reduced its supply rate to the City.
- Maintenance materials and supplies in 2018 are projected to decrease by approximately \$8,000. The majority of supply lines are adjusted up somewhat for inflationary reasons, in some cases due to inventory on hand, slight reduction opportunities were found for 2018:
 - Don Ross Complex building maintenance reduced by \$6,000
 - Civic Centre building maintenance reduced by \$2,000

Grants and Contributions is made up of:

- \$145,605 in Public Library Funding
- \$361,024 in Regional Library Funding

The “OTHER” category is made up of Leadership training manuals for the Aquatic Centre and Logie Hall at the United Church for Yoga. These are cost recovery items based on registration fees and minimum numbers. The amount is reduced for 2018 primarily due to existing inventory on hand for manuals.

Galleries

- Wages and benefits in 2018 are projected to decrease by approximately \$14,000 compared to 2017 budget due mainly to cancelling the expanded evening hours on Tuesday and Thursday evenings as part of the service reductions.
- Professional contractual expenses are projected to increase in 2018 by approximately \$9,000 compared to 2017 Budget mainly due to the following:
 - Allen Sapp Gallery:
 - Install Humidifiers for humidity control - \$2,000
 - Install automated locking devices on front door - \$2,000
 - Cornice Repair consult fees - \$5,000
- Maintenance Materials and supplies in 2018 are projected to decrease by approximately \$2,900 mainly due to the following:
 - Computer equipment\Support \$2,500 – 2018 needs can be done in house by IT Services.
 - Allen Sapp Supplies reduced by \$400

CUpex Summary Statement of Operations (all components)

The following is the Summary Statement of Operations for all the CUpex components combined. The operating cost recovery in 2018 is projected to be approximately 52% (compared to 44% in 2017). The expense projection for 2018 is a decrease of \$270,472, or approximately 9% which is primarily a result of service reductions to the Aquatic Centre and Field House. The overall CUpex recoveries projected for 2018 is indicative of good performance by a facility of this size. Revenue is on the update, and expenses are projected to decrease.



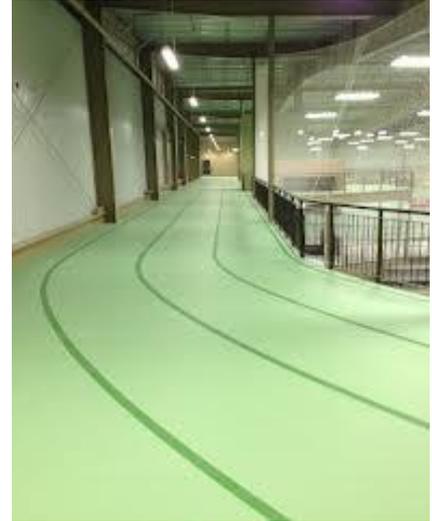
Cuplex complex Statement of Operations

	2018 Budget	2017 Budget	2017 Actual 2017	2016 Actual
Revenue				
Rental	\$ 313,950	\$ 299,735	\$ 261,433	\$ 278,241
Registrations	51,000	51,000	33,319	35,177
Sale of Goods	65,000	62,000	51,347	53,993
Sale of Service	813,470	771,550	696,164	796,629
Total Revenue	\$ 1,243,420	\$ 1,184,285	\$ 1,042,262	\$ 1,164,040
Expenses				
Wages and benefits	\$ 1,413,871	\$ 1,566,086	\$ 1,300,951	\$ 1,621,917
Professional/Contractual services	318,141	358,475	298,925	345,258
Utilities	443,728	474,888	361,403	443,051
Maintenance, materials and supplies	195,411	220,646	263,126	243,786
Travel	2,950	3,580	1,822	3,360
Bank charges	6,950	8,300	5,378	6,092
Other	4,600	9,500	154	7,572
Total Expense	2,385,652	2,641,474	2,231,759	2,671,036
Surplus (Deficit)	\$ (1,142,232)	\$ (1,457,189)	\$ (1,189,497)	\$ (1,506,996)

NationsWest Field House

A multi sport recreational facility, this facility has been very well received by our community, and continues to grow in program development and rentals!

The Field House has hosted large trade shows, a variety of tournaments and many programs that attract users of all ages. The track has proven to be a popular venue by seniors, families and individuals alike. Several patrons also rely on this space for rehabilitation and health care recovery!



Field House Statement of Operations

	2018 Budget	2017 Budget	2017 Actual as of Nov. 20, 2017	2016 Actual
Revenue				
Rental	\$ 114,450	\$ 109,000	\$ 113,025	\$ 123,572
Registrations	51,000	51,000	33,319	35,177
Sale of Service	197,302	194,250	168,457	187,812
Total Revenue	\$ 362,752	\$ 354,250	\$ 314,801	\$ 346,561
Expenses				
Wages and benefits	\$ 372,014	\$ 443,089	\$ 317,876	\$ 416,531
Professional/Contractual services	19,250	28,400	11,431	19,688
Utilities	102,990	111,200	91,600	99,967
Maintenance, materials and supplies	48,861	67,778	103,020	69,552
Bank charges	2,300	2,300	1,322	1,864
Total Expense	545,415	652,767	525,249	607,602
Surplus (Deficit)	\$ (182,664)	\$ (298,517)	\$ (210,448)	\$ (261,041)

The 2018 Field house operation was reviewed systematically for responsible cost savings through service reductions. Over a period of 6 months, the Leisure team undertook a microscopic review of where it was felt that costs could be reduced with as minimal impact to Field House patrons as possible, and with as minimal impact to the program momentum achieved over the past few years.

Despite a 2% inflationary increase to the overall wages, the review resulted in net savings to wages by approximately \$71,000 and includes the following service reductions:

1. Reduce the Summer Hours of Operation – this is a reduction of Field House Summer Operational Hours (June 1st – September 30th) by **closing 30 minutes earlier** each night throughout the Summer months. This is a \$4,000 service reduction.
2. Closing NON-Stat Holidays (Thanksgiving Sunday, Easter Sunday & Easter Monday) – this is to close the days that are traditionally slower, as many of our patrons perceive these particular days as Holidays. This is a \$2,400 service reduction.
3. Three weeks Shutdown – this is a time scheduled in conjunction of the Aquatic Centre shutdown to the use of full time staff in both buildings for cleaning, repairs, maintenance and upkeep that cannot be done through normal operational hours. This is a \$4,567 service reduction.
4. Reducing Year Round Programming & Operational Hours – this is to reduce some of programming from “Year Round” to Winter/Spring/Fall only. This includes Coffee Walk& Talk, Drop-in Fitness, Tots& Track classes. This is also to close Winter/Spring/Fall at 9:00pm for general public, closing 1 hour earlier. This is approximately a \$ 40,000 service reduction.
5. Reallocating 2 of 3 Maintenance Operators from the Field House to the Operations Department – 5 months per year. This is a cost savings of approximately \$40,000.

Professional Contract Services are reduced in 2018 by approximately \$9,000, due to no scheduled projects.

The 2018 NationsWEST Field house budget is budgeted to recover 66% of its operational expenses, compared to 54% in 2017.

The CO-OP Aquatic Centre

The programs and services provided in the CO-OP Aquatic Centre are second to none in the province, with foundational learn to swim and water safety programs, and endless leisure and fitness opportunities, the Aquatic center provides programs that are available to our community anytime throughout the day. Within the operational hours, this allows us to expand Aquatic center use into limitless possibilities. Creative pool sharing and qualified staff dedicated to customer service is creating a user model for all pools.

The Aquatic Centre offers unique programs including enhanced SCUBA, White Water kayak, Zumba, Hydro Ryder Fitness, River Run, Senior Fit and Social, Therapeutic and Rehabilitation programs, and Special Events year round!

FUN for everyone!



Swim Pool Statement of Operations

	2018 Budget	2017 Budget	2017 Actual as of Nov. 20, 2017	2016 Actual
Revenue				
Rental	\$ 199,500	\$ 190,735	\$ 148,408	\$ 154,669
Sale of Goods	65,000	62,000	51,347	53,993
Sale of Service	590,918	552,050	525,207	584,748
Donations	-	-	-	-
Total Revenue	\$ 855,418	\$ 804,785	\$ 724,961	\$ 793,410
Expenses				
Wages and benefits	\$ 990,043	\$ 1,071,744	\$ 951,828	\$ 1,158,822
Professional/Contractual services	21,058	18,950	21,186	24,738
Utilities	337,738	361,188	267,186	343,084
Maintenance, materials and supplies	134,350	125,768	149,102	155,819
Travel	2,950	3,580	1,822	3,360
Bank charges	4,650	6,000	4,057	4,228
Other	4,600	9,500	154	7,572
Total Expense	1,495,389	1,596,730	1,395,335	1,697,624
Surplus (Deficit)	\$ (639,971)	\$ (791,945)	(670,374)	\$ (904,214)

The COOP Aquatic Centre has undergone the same extensive review of services and efficiencies in a direct response to the Provincial Funding issue as the Field House has.

Several service reductions were elected that represents as minimal impact to the annual operation as possible. Combined, the 2018 operational budget sees a wage reduction of over \$80,000 and overall savings in the subsidy amount to the ratepayer by over \$152,000. Other than an additional \$9,000 in electrical costs, the Aquatic Centre has no notable areas of increases over 2017. Of note, the 2018 Aquatic Centre budget is budgeted to recover 57% compared to 50% in 2017. For Aquatic Centres, many in the country are recovering on average 35% - 40%.

An overview of the service reductions factored into the 2018 budget is:

1. Reducing various Drop-in Fitness Classes – this is a reduction of the number of Fitness classes offered year round at the cost of an admission or with membership. This is approximately a \$16,500 service reduction.
2. Customer Service Representative Reduction – this is using full time staff that are trained to provide customer service at the front desk during slower periods of the day on Mondays and Wednesdays to shorten the shifts of our part time CSR staff. This is a \$4,300 savings gained through scheduling efficiencies
3. Close NON-STAT Holidays (Thanksgiving Sunday, Easter Sunday & Easter Monday) – this is to close the days that are traditionally slow, as many of patrons perceive these particular days as Holidays. This is a \$7,648 service reduction.
4. Close all Statutory Holidays – this will close the facility for the remaining 3 Stat Holidays that we were open in 2017; Family Day, Labor Day and Remembrance Day. This is a \$8,520 service reduction.
5. End of Day Janitorial Support – this is to reduce the amount of Lifeguard staff by 30 minutes for the end of day clean-up that support the Maintenance Caretaker in the day to day cleaning and appearance of the facility. This is a \$6,660 service reduction.
6. Summer Hours “Surf’s UP” Features Reduction – this is to remain closed in the summer until 1:00pm for leisure swimming, (instead of opening the entire pool at 9:00am). The pool will be open for High Tide spray, waves and waterslides from 1:00-4:00pm & 6:00-9:00pm for the summer months. These times are traditionally the busiest times of day in the summer time. This is approximately a \$8,130 service reduction.
7. Three weeks SHUTDOWN Reduction – this is traditionally a time when cleaning, repairs and maintenance is completed. The shutdown would be conducted in conjunction with the Field House Shutdown to provide optimum staff resources. This is approximately \$23,000 service reduction.

Northland Power Curling Centre

A premium curling facility that is the envy of many other communities! This facility enjoyed its full operating season, and faced minor building issues related to the initial build.

- Hosted a number of championship tournaments
- Car show that also utilized the Rotary Plaza



Curling Centre Statement of Operations

	2018 Budget	2017 Budget	2017 Actual as of Nov. 20, 2017	2016 Actual
Revenue				
Sale of Service	\$ 1,250	\$ 1,250	\$ 1,250	\$ 1,250
Total Revenue	\$ 1,250	\$ 1,250	\$ 1,250	\$ 1,250
Expenses				
Wages and benefits	\$ 23,316	\$ 23,064	\$ 15,592	\$ 19,788
Professional/Contractual services	15,667	42,475	31,295	64,761
Utilities	-	-	117	-
Maintenance, materials and supplies	8,100	9,100	6,507	3,727
Total Expense	47,083	74,639	53,511	88,276
Surplus (Deficit)	\$ (45,833)	\$ (73,389)	\$ (52,261)	\$ (87,026)

The 2018 Curling Club budget has a reduction of \$26,808 in Professional/Contractual Services due to no projects being planned for 2018, and \$1,000 removed for lift rentals under the maintenance line.

The Dekker Centre for Performing Arts

From Community Players to Elvis Presley, and almost everything in between. The facility has provided our community with a kaleidoscope of events that cater to everyone's distinctive tastes!



Performing Arts Centre Statement of Operations

	2018 Budget	2017 Budget	2017 Actual 2017	2016 Actual
Revenue				
Sale of Service	\$ 24,000	\$ 24,000	\$ 1,250	\$ 22,820
Total Revenue	\$ 24,000	\$ 24,000	\$ 1,250	\$ 22,820
Expenses				
Wages and benefits	\$ 25,907	\$ 25,626	\$ 15,332	\$ 25,851
Professional/Contractual services	262,167	243,650	235,013	236,071
Utilities	-	-	-	-
Maintenance, materials and supplies	4,100	4,500	4,447	4,545
Total Expense	292,173	273,776	254,792	266,467
Surplus (Deficit)	\$ (268,173)	\$ (249,776)	\$ (253,542)	\$ (243,647)

For 2018, contractual services include the replacement of the remaining incandescent bulbs with LED bulbs for approximately \$3,500 and increasing the Dekker Centre grant by \$15,000.

The Don Ross Complex

Managed by the Facilities Manager, this facility includes 4 full time staff. It was purchased in 1984 with the intention of providing a community recreation complex. It is well utilized annually.

Unique to our community, despite the CUplex, it still remains the facility that can host the largest indoor festivals, public meetings, or provide one stop conference amenities, which include various sized break out rooms and planning areas.



The Don Ross Gym can host weddings and banquets for up to 450 people, and requires very little tear down to accommodate. It can provide spectator seating for 800 people for a staged event. This in itself cannot be found anywhere in the Battlefords.

The Craft Room area is an open and sun filled room that was once a cafeteria! This space is well utilized by the North Battleford Art Club, Rivers Edge Quilters, Socials, and in house recreation programs, among others!

Other space is leased to the Prairie North Health Region, Saskatchewan Property Management, Early Childhood Intervention Program, Battlefords Transit Services, and Rivers District for Sport and Recreation (formally known as Zone 7).

Don Ross Complex Statement of Operations

	2018 Budget	2017 Budget	2017 Actual as of Nov. 20, 2017	2016 Actual
Revenue				
Rental	\$ 348,000	\$ 336,000	\$ 319,845	\$ 362,284
Sale of Service	3,000	3,000	2,698	3,341
Total Revenue	\$ 351,000	\$ 339,000	\$ 322,543	\$ 365,625
Expenses				
Wages and benefits	\$ 297,603	\$ 304,119	\$ 203,249	\$ 246,640
Professional/Contractual services	19,490	19,700	12,426	14,746
Utilities	127,500	123,250	95,346	81,122
Maintenance, materials and supplies	35,800	38,950	24,511	36,811
Travel	3,600	3,600	3,365	3,711
Bank charges	2,200	1,500	1,912	2,478
Total Expense	486,193	491,119	340,809	441,169
Surplus (Deficit)	\$ (135,193)	\$ (152,119)	(18,266)	\$ (75,544)

Asides from an increase in electrical expense due to rates going up, the Don Ross Complex’s proposed 2018 budget has no significant changes. Due to slight increase in revenue, which is attributed to lease fees and a small increase in rental rates, the DRC is proposed to recover 72% compared to 69% in 2017, and continues to perform very well.

The Don Ross Arena

The Don Ross Arena typically runs from early October to mid April and in 2018 will not see any significant changes to the operations, however the future will bring some significant capital upgrades that will include a new ice plant and improved interior heating for enhanced spectator comfort. Recent improvements the past few years include a new dasher board in 2017, new sound system in 2017, a new roof, an asbestos study and newer hot water tanks.



Don Ross Arena Statement of Operations

	2018 Budget	2017 Budget	2017 Actual as of Nov. 20, 2017	2016 Actual
Revenue				
Rental	\$ 140,000	\$ 135,000	\$ 133,659	\$ 155,271
Total Revenue	\$ 140,000	\$ 135,000	\$ 133,659	\$ 155,271
Expenses				
Wages and benefits	\$ 135,092	\$ 134,828	\$ 93,240	\$ 109,229
Professional/Contractual services	2,500	2,325	2,447	1,912
Utilities	79,050	89,050	66,360	128,308
Maintenance, materials and supplies	15,425	13,325	9,445	13,995
Total Expense	232,067	239,528	171,492	253,444
Surplus (Deficit)	\$ (92,067)	\$ (104,528)	\$ (37,834)	\$ (98,172)

North Battleford Civic Centre

Central to the community is the North Battleford Civic Centre.

Built in 1962, this 2500 seat arena continues to host a variety of events that include Junior a Hockey, AAA Midget and Minor Hockey, Figure Skating, Grads, Pow-Wows, Concerts, Galas, and more! It is a year-round facility that employs 3 full-time and a variety of part time staff.



Significant improvements over the past few years include LED light replacement, replacement of all Domestic Water lines, replacement of exhaust and heating units in Dressing rooms, reclaim ice plant heat and transfer it to the lobby vestibule area, added emergency exit doors to increase capacity to 3,000 people, new metal cladding on the North side exterior, enhanced security system and interior security gates, the centre ice score clock, low E ceiling, energy efficient lighting system, new boards and glass system, new flooring in the upper auditorium, lower auditorium and public washrooms, improved handicapped parking and continued parking lot improvements.

Civic Centre Statement of Operations

	2018 Budget	2017 Budget	2017 Actual as of Nov. 20, 2017	2016 Actual
Revenue				
Rental	\$ 275,000	\$ 269,000	\$ 218,909	\$ 294,371
Total Revenue	\$ 275,000	\$ 269,000	\$ 218,909	\$ 294,371
Expenses				
Wages and benefits	\$ 258,621	\$ 255,534	\$ 250,493	\$ 287,980
Professional/Contractual services	32,600	24,085	81,510	17,526
Utilities	171,486	161,900	124,941	182,386
Maintenance, materials and supplies	55,990	44,890	43,874	63,511
Total Expense	518,697	486,409	500,818	635,116
Surplus (Deficit)	\$ (243,697)	\$ (217,409)	\$ (281,909)	\$ (340,745)

For 2018, two hot water holding tanks will need to be replaced due to leaks. This is a \$10,000 expense to Professional/Services Contracts and a brine leak will need to be located and repaired under the cement ice surface, which is an added expense to maintenance, materials and supplies.

Galleries

Allen Sapp Gallery

Leisure Services will continue to provide world class recognition and tourism through the Allen Sapp Gallery. With one full time Curator of Galleries, one Arts Educator, one ft. Gallery Assistant and a variety of support staff, the department will continue to showcase the Goner Collection of Allan Sapp Paintings.

Through an extensive and state of the art audio\visual program, the gallery is able to provide numerous cultural and educational programs to schools that continue to share and educate the value of history and cultural awareness.



2018 will earmark the third year of what could be a multi year acquisition process of obtaining the remaining substantial collection of Mr. Gonor's.

Allen Sapp Galleries Statement of Operations

	2018 Budget	2017 Budget	2017 Actual as of Nov. 20, 2017	2016 Actual
Revenue				
Sale of Goods	\$ 45,000	\$ 47,000	\$ 38,214	\$ 41,494
Sale of Service	9,000	9,000	8,156	9,112
Donations	3,300	3,300	2,834	3,537
Total Revenue	\$ 57,300	\$ 59,300	\$ 49,204	\$ 54,143
Expenses				
Wages and benefits	\$ 161,237	\$ 163,952	\$ 125,338	\$ 147,488
Professional/Contractual services	46,007	35,676	40,554	27,816
Utilities	29,350	29,200	18,772	26,313
Maintenance, materials and supplies	36,700	37,100	34,286	40,662
Travel	2,460	2,464	1,833	2,644
Total Expense	275,754	268,392	220,784	248,325
Surplus (Deficit)	\$ (218,454)	\$ (209,092)	\$ (171,580)	\$ (194,182)

Chapel Gallery

Under the direction of the Curator of Galleries, the staff are shared with the Allan Sapp Gallery.

The Chapel Gallery houses the City's permanent collection and exposes the community to a variety of different art displays through a diverse range of exhibitions throughout the year. This facility also provides local artists a venue to display their work.

In addition, the gallery is a popular venue for weddings, receptions and other events requiring elegance to their function.



Both of galleries receive Cultural centre conditional operating grants, which totals a combined \$57,850.

It was noted in 2017 by many of town Artists and Art agencies and experts, that the renovations to the Chapel gallery that has taken place in recent years sends a strong message to the Art world to the viability of Arts in the Battlefords, and further entices exhibitions that otherwise would not have been available to the community.

Chapel Galleries Statement of Operations

	2018 Budget	2017 Budget	2017 Actual as of Nov. 20, 2017	2016 Actual
Revenue				
Rental	\$ 5,000	\$ 7,000	\$ 4,132	\$ 4,447
Sale of Service	6,000	9,000	5,110	8,123
Donations	2,000	2,500	1,849	1,917
Grants	57,850	57,850	57,850	119,700
Total Revenue	\$ 70,850	\$ 76,350	\$ 68,941	\$ 134,187
Expenses				
Wages and benefits	\$ 153,282	\$ 164,907	\$ 105,329	\$ 126,056
Professional/Contractual services	36,720	38,255	31,223	37,678
Subscription/Memberships	535	485	75	510
Utilities	900	900	568	852
Maintenance, materials and supplies	10,650	13,150	6,960	8,808
Travel	1,500	1,500	978	927
Total Expense	203,587	219,197	145,132	177,441
Surplus (Deficit)	\$ (132,737)	\$ (142,847)	\$ (76,190)	\$ (43,254)

Collectively for the Galleries:

- Wages and benefits in 2018 are projected to decrease by approximately \$14,000 compared to 2017 budget due mainly to cancelling the expanded evening hours on Tuesday and Thursday evenings as part of the service reductions.
- Professional contractual expenses at the Allen Sapp Gallery are projected to increase in 2018 by approximately \$9,000 compared to 2017 Budget mainly due to the following:
 - Allen Sapp Gallery:
 - Install Humidifiers for humidity control - \$2,000
 - Install automated locking devices on front door - \$2,700
 - Cornice Repair consult fees - \$5,000
- Maintenance Materials and supplies in 2018 are projected to decrease by approximately \$2,900 mainly due to the following:
 - Computer equipment\Support \$2,500 – 2018 needs can be done in house by IT Services.
 - Allen Sapp Supplies reduced by \$400

In the Chapel Gallery:

- Chapel Gallery advertising reduced by \$1,400 (falls in Professional/Services Contracts)

Recreation Programming

Recreation Programs are under the umbrella of the Field House Manager\Special Event Coordinator, and include a variety of summer playground leaders, and contract Instructors.

The summer playground program continues to provide free summer experiences to over 4000 children!

Our playground staffs are excellent role models for the children and provide safe activities that promote emotional/physical well being of children. Often there will be many parents and grandparents accompany their children to these activities! This helps to promote a sense of community and inclusion for all.



Community programs also delivered by the department include:

- Fitness classes
- Babysitting courses
- First Aid
- Arts and Crafts
- Senior programs
- And more!

Water Utility Services

The Plants Division operates facilities for the supply, treatment, and storage of potable water. The Waterworks Division deals with the distribution of potable water to property owners through a network of underground piping. The Water Treatment Plants and Water Works Departments operate under Provincial and Federal regulations and guidelines to provide safe and reliable water for consumption.



2017 Accomplishments

- In 2017, the City Officials and Administration were still cautious about the quality of the water in the North Saskatchewan River due to the 2016 oil pipeline spill that dumped approximately 225 cubic metres of crude oil upstream of the City. The City Administration continued the measures that were started in 2016 to protect the citizens of North Battleford. The waterline

from the Town of Battleford was drained in December of 2016 due to winter temperatures, but was reactivated in April 2017 and provided the City with approximately 20 litres of water per second. In addition, water from the North Saskatchewan River was processed through a GE pre-filtration system to remove any possible oil particulates before being further filtered using the F.E. Holliday water treatment plant.



The GE pre-filtration system allow approximately 40 litres per second of water to be processed and filtered at the F.E. Holliday water treatment plant. Additional testing was



initiated to ensure the water was free on any oil contamination. At the end of September, approximately one year after the oil spill, it was proven by a robust sampling program that water could be safely taken from the North Saskatchewan River without further pre-filtration systems. Both the Town waterline and the GE prefiltration system were decommissioned and dismantled. However, the City water

treatment plants' staff will continue to monitor for hydrocarbon levels and will shutdown the F. E. Holliday intake if hydrocarbons are detected entering the plant.

- During the beginning of 2017, the existing wells were tested and rejuvenated. As mentioned in other budget reports, the existing wells tend to become bio-fouled, reducing water production. WaterMark was commissioned by the City to monitor the bio-fouling rate and conduct rejuvenations on the wells. WaterMark noted that wells 16 and 19 had dropped in production and they were not sure if the wells had experienced biofouling and physically failed. To this end, WaterMark closely examined the wells to determine if the wells failed due to a pump/screen failure or if the loss in production is due to biofouling. If the wells can not be repaired, an additional well will be drilled in 2018 to make up the lost of water from the lost wells.
- Over the years, the Supervisory Controls and Data Acquisition (SCADA) system for the water treatment plant has been added on without consideration of how one SCADA module may affect another SCADA module. The current SCADA system was initially installed as a requirement from the water inquiry in 2001. However, the SCADA program was taken from another water treatment and distribution system with minimum of modifications to work with the City's system. As a result, a number of SCADA components have no reason to be in our system and have caused problems as the SCADA system grows. MPE Engineering was commissioned to review the SCADA program and determine what components are necessary and develop an SCADA manual which would allow City's WTP staff to properly operate the SCADA system.
- In the summer of 2017, 5 automatic pressure reading sensors were installed throughout the City to measure and report City water pressure back to the Supervisory Control and Data Acquisition (SCADA) system. This will permit operators to watch and ensure water pressures through out the city are meeting acceptable guidelines. 2 addition sensors were to be installed in a pressure sustaining valve chamber however this was delayed until 2018 due to budget constraints. In 2018, further pressure monitoring sensors will be installed in the City to monitor distribution pressures throughout the City.
- A new safety cage used to holdback dirt was bought for the Waterworks Department. The cage is used to hold back the surrounding dirt when waterworks staff are doing underground work on pipes.
- During the 2015 Water Security (WSA) inspection, it was noted that the hatch covers for the water reservoirs and clear wells in the water treatment plants and reservoirs were not of an approved standard by the America Water and Wastewater Association (AWWA). It was recommended by the WSA that they be replaced. In 2017, all hatch covers were changed to approved AWWA standards.

- In 2017, the Water Security Agency conducted an audit of the water treatment plant operations with the results of the audit being presented to Council. Although the auditor made some suggestions for minor improvements in recording procedures, overall the City was found to be in compliance with the both federal and provincial guidelines and regulations.
- Finally, a report of the water tower condition was prepared by KGS Group and Kova Engineering. The report identified several items to be repaired including structural work on the tower legs. Administration will be conducting the structure work in 2018.

Highlights of the 2018 Budget include the following:

- The plants have begun developing an electronic maintenance program for the water treatment department. The software program selected by the staff, in consultation with KGS is eMaint. The work was started in late 2017 and will be completed in 2018. The project included identifying all of the components for the water treatment, booster station, water tower and reservoirs. Once the items have been identified, maintenance schedules will be developed for each piece of equipment.
- In the 2017 Administration received WaterMark's water well rejuvenation report, it was noted that wells 16 and 19 were not producing much water and the rejuvenation had not improved well production. The report recommended that Administration explore the wells to see if there have had been a physical failure (i.e.: screens rusting out or pump failure) or if it is due to biofouling. If the wells can not be repaired, a new well will be drilled in 2018 to replace the older wells.
- During the construction of the WTP #1 plant, plant operators asked that a door be installed from the rear of the chlorine storage room to the rear exterior plant platform, allowing for chlorine bottles to be moved directly from the storage room to the chlorine rooms. The work will entail closing the hallway from the old section of the water treatment plant to the new section of the water treatment plant.
- At the FE Holliday Water Treatment Plant (FEH WTP), Administration planning to conduct several maintenance items. The first is to change out the UV reactor from filters 1 and 2. Over the past number of years, the reactor has been having problems starting. The new reactor will replace the older reactor and will be able to communicate with the SCADA system and the plant operators.
- Administration also plans to install a number of chlorine valves through out the FEH WTP plant. The chlorine valves that will be added are in the pre and post chlorination system for filters 1 and 2 and the post chlorination system on filters 3 and 4 side.

- Administration will budget for the concrete grade beam, piles and floor for the new storage building. Although the work was completed in 2017, funding was diverted from other projects to complete the work and need to be replaced back into those projects.
- The Saskatchewan Ministry of Central Services has stated that once the new SaskHospital has been completed and operating, that the old SaskHospital and its reservoir will be decommissioned and demolished as early as 2018. The FE Holliday water treatment plant uses the SaskHospital reservoir for backwashes of filters 1 & 2 and back flushing the raw water intake line. Realizing this, the Ministry of Central Services has asked if the City wishes to purchase the reservoir. In the beginning of 2018, Administration will prepare a RFP to determine the structural integrity of the SaskHospital reservoir and determine if the City should purchase it or look to alternative solutions to flush the filters and the raw water intake line.
- Finally, Administration will have the heating system for the FEH WTP reviewed and determine if the different heating components need to be replaced. The plant uses a number of heating systems including, unit heaters, roof top unit, hot water boiler unit, and electric heat. In 2017, a cracked heat exchanger in one of the unit heaters caused CO alarms to be set off in the plant and resulting in the plant having to shutdown until the problem could be identified and repaired.
- In 2017, City crews replaced 5 John East hydrants and plan to replace a further 5 John East hydrant in 2018.
- In 2017, Administration planned to install a pressure sustaining valve at 101st Crescent. However, the cost to install a valve chamber and valve exceeded the budgeted funding and the project was held until 2018.
- During 2018, additional pressure sensor will be placed throughout the City water distribution system to monitor the water pressures. These pressure sensors will be connected to the Supervisory Control and Data Acquisition (SCADA) system, permitting the water treatment plant operators to monitor and ensure water pressures through out the city are meeting acceptable guidelines.
- In 2017, Administration received a report from the engineering firms KGS & Kova regarding the structural assessment of the water tower. It was pointed out that some of the legs of the water tower had degraded and required some structural repair. The work will be carried out in 2018.
- It is also Administration's goal to move the supply water line for the North Battleford Golf and Country Club (NBGCC) from the 12-inch water main to the 18-inch water main. The NBGCC are the only active service on the 12-inch line main and as such, the line must be flushed repeatedly to keep proper chlorine levels in the lateral line.
- Administration is proposing to apply for funding from the Federation of Canadian Municipalities in 2018, for a pilot project to install an Advanced Metering Infrastructure (AMI) within the City.

The proposed properties would be on water meters for rental properties. The advanced meters will allow the City to monitor usage and identify possible problems for both the landlords and tenants of the property. The meters will also allow the water to be shut off and turned on from City Hall, without the Waterworks Department staff being asked to turn the curb stop. If the pilot project was a success, the AMI program would be expanded to be installed on all City services within the City. However, if the Federation of Canadian Municipalities turns down the project in 2018, the City would delay the AMI project until an alternative external source of funding could be found.

	2018 Budget	2017 Budget	2017 Actual	2016 Actual
	as of Nov. 20, 2017			
WATER SERVICES				
Operating Revenue				
Other Segmented Revenue				
Fees and Charges				
- Water Fees	\$ 3,616,808	\$ 3,471,490	\$ 2,586,635	\$ 3,514,962
- Water Works Expense Recovery	15,450	31,125	1,600,415	4,912,712
Total Fees and Charges	3,632,258	3,502,615	4,187,050	8,427,674
- Investment & Interest	20,000	20,000	23,356	24,238
Total Other Segmented Revenue	3,652,258	3,522,615	4,210,406	8,451,912
Conditional Grants				
- Grants	-	-	-	-
Total Operating	3,652,258	3,522,615	4,210,406	8,451,912
Operating Expenses				
Wages and benefits	1,310,124	1,050,716	1,164,492	1,287,488
Professional/Contractual services	928,104	870,004	2,434,291	4,020,258
Subscription/Memberships	27,646	18,510	20,100	9,863
Utilities	321,712	314,800	295,107	343,426
Maintenance, materials and supplies	558,355	538,130	449,565	607,054
Travel	13,540	11,215	6,590	4,105
Amortization	-	-	-	681,994
Interest	73,913	80,458	12,702	83,905
Allowance for uncollectibles	-	3,000	1,735	6,259
Other	-	-	155	155
Total Water Services Expenses	3,233,394	2,886,834	4,384,736	7,044,505
Capital				
Conditional Grants				
- Capital Grants	-	-	-	-
Total Water Services	\$ 418,864	\$ 635,781	\$ (174,330)	\$ 1,407,407

Revenues

Water Services Revenue is expected to increase by approximately \$130,000 due to 4.5% increase in base water rates as well as consumption rates.

Expenses

Overall expenses are projected to increase in 2018 compared to Budget 2017 in the approximate amount of \$346,000, with details as follows:

- Wages and Benefits are projected to increase by approximately \$259,000 due to the following:
 - An analysis of the administration wages was made and resulted in an increase reallocation from administration salaries to water utility salaries by \$79,000
 - An additional water treatment plant operator - \$29,000
 - Water mains salaries of \$151,000 were not allocated to the utilities department but are showing this year

- Professional contractual expenses are projected to increase in 2018 compared to Budget 2017 by approximately \$58,000 or approximately 7% due mainly to the following:
 - Emaint software program for water treatment plants increase – \$80,000
 - Wells rehabilitation increase by \$25,000
 - Installation of small air exchanger for lab increase by \$7,500
 - Decommissioning of old wells decrease by \$17,000
 - Wonderware contract decrease of \$5,000
 - Sask Hospital reservoir structural study \$65,000
 - Repair of totalizer \$16,000
 - SCADA O&M maintenance increase by \$20,000
 - Hach Total Organic Carbon (TOC) increase by \$4,000
 - Miscellaneous testing increase by \$500
 - Contact time testing decrease by \$7,500
 - Safety lift for filters and raw water well decrease of \$14,000
 - Sewage holding tank decrease by \$10,000
 - Unicorn contract increase by \$15,000
 - Pumping study AECOM decrease by \$15,000
 - Expansion of concrete pad decrease by \$2,000
 - Water tower structural study decrease by \$100,000
 - Asbestos survey decrease by \$4,500

- Maintenance Materials and supplies in 2017 are projected to increase by approx. \$20,000 or approximately 4% mainly due to the following:
 - Plant No 1
 - UPS for SCADA software application (one time) increase by \$18,000
 - Supplies increase compared to 2017 Budget by \$2,000

- Plant No 2 (FE Holliday)
 - Wonderware license was reallocated in 2017 to a different location - decrease by \$11,000
 - Computer purchase by \$3,000
 - Chemicals increase compared to 2017 Budget by \$16,000
 - Repairs and Maintenance of valves decrease compared to 2017 Budget by \$2,000
 - Building maintenance for chlorine increase by \$2,000
 - Supplies increase compared to 2017 Budget by \$5,000
 - Postage decrease compared to 2017 Budget \$3,000
- Pumping equipment replacement of valves increase by \$10,000
- Additional water meters increase by \$12,000
- Valve replacement service contracts will not be budgeted in 2017 due to carry over of \$7,500
- General water supplies decrease by \$8,500

Sanitary Sewer Utility Services

The Waterworks Division handles the collection of sanitary sewage through underground piping to the Wastewater Treatment Plant (WWTP). The WWTP staff also monitors and maintains five sewage lift stations that assist in pumping sewage to the WWTP.

The Waterworks Division maintains all of the sewer lines within the City limits. This includes regular maintenance to cleaning of the sewer lines.



Both the WWTP and Waterworks Divisions operate under Provincial and Federal regulations and guidelines to meet proper wastewater treatment transportation, treatment and sewage disposal methods.

2017 Accomplishments:

- In 2017, Administration purchased several sewage flow meters that were temporarily installed in sanitary sewer main to measure the flows. The meters are placed in different locations of the City's sewer system through out the year, to measure sewer flows and record events that occur. The information is being used to calibrate and improve the WaterCAD model of the City's sewer collection system that is currently with AECOM consultants. The WaterCAD model is used to test and plan for possible sewer flows from future expansions.
- At the beginning of the year, AECOM looked at the main sewer trunk and determined that the most economical method for increasing the capacity of the main sewer line to the wastewater treatment plant was to double the line. The proposed solution was to twin the existing line to handle a higher capacity of sewage flows.

Highlights of the 2018 Budget include the following:

- In 2018, Administration is planning to purchase a sewer camera to inspect main storm and sanitary sewer lines within the city. The camera will be used to look at maintenance concerns regard possible blockages from damaged pipe and tree roots enter sanitary and storm sewer. The camera will also be used by the Planning and Development Department when they are in preliminary selections for UPAR pipes. It is believed by Administration, that the camera will pay for itself in the first year of operations.

- Administration is planning a number of major capital project at the wastewater treatment plant (WWTP) in 2018. These include:
- The programmable logic control (plc) systems for the SCADA system will be changed for newer plc systems at the wastewater treatment plant. PLC are essentially small computers that help run the wastewater treatment plant. These plc have a useful life and have become hard to find and replace when they “burn out”.
 - The fiberglass kick plate and floor grate at the wastewater treatment plant are starting to wear out and break. The capital plan proposed that in 2018, the fibreglass kick plates and floor grates would be replaced with either stainless steel or aluminum materials throughout the plant.
 - As part of scheduled maintenance, the rubber membrane covers for the fine bubble diffusers in the biological nutrients removal reactors (BNR) will be changed out this year. The work will be done on one BNR reactor at a time, and it is believed that it will cause little to no interruptions in the WWTP plants operations.
 - Finally, Administration wants to add a metering dumping station at the WWTP sewage dumping station. The metering dumping station would allow for Administration to determine who is dumping sanitary sewage at the station and bill accordingly.



	2018 Budget	2017 Budget	2017 Actual	2016 Actual
as of Nov. 20, 2017				
SANITARY SEWER SERVICES				
Operating Revenue				
Other Segmented Revenue				
Fees and Charges				
- Sanitary Sewer Fees	\$ 3,567,024	\$ 3,463,130	\$ 2,533,896	\$ 3,252,606
- Sanitary Sewer Expense Recovery	30,900	62,250	12,154	17,941
Total Other Segmented Revenue	3,597,924	3,525,380	2,546,050	3,270,547
Conditional Grants				
- Grants	-	-	-	-
Total Operating Revenue	3,597,924	3,525,380	2,546,050	3,270,547
Operating Expenses				
Wages and benefits	1,036,783	973,289	614,798	735,842
Professional/Contractual services	271,176	323,308	169,709	274,265
Subscription/Memberships	6,825	11,625	3,157	6,052
Utilities	262,030	269,250	221,492	306,158
Maintenance, materials and supplies	373,875	332,142	290,313	309,844
Travel	7,100	7,300	2,706	1,973
Amortization	-	-	-	1,046,301
Interest	665,142	672,186	459,093	712,662
Total Sanitary Sewer Services Expenses	2,622,931	2,589,100	1,761,269	3,393,096
Capital				
Conditional Grants				
- Capital Grants	-	-	-	-
Total Sanitary Sewer Services	\$ 974,993	\$ 936,280	\$ 784,781	\$ (122,550)

Revenues

Sanitary Sewer Services Revenue is expected to increase by approximately \$72,000 due to a 4.5% increase in sewer rates as well as consumption rates.

Expenses

Overall expenses are projected to decrease in 2018 compared to Budget 2017 in the approximate amount of \$28,000 with the main details as follows:

- Wages and Benefits are projected to increase by approximately \$79,000 due mainly to an analysis performed of the administration wages and resulted in an increased reallocation from administration salaries to wastewater utilities salaries.

- Professional contractual expenses are projected to decrease in 2018 compared to Budget 2017 by approximately \$52,000 or approximately 16% due mainly to the following:
 - SCADA repairs decrease - \$15,000
 - Maxxam routine test solids decrease by \$10,000
 - Biosolids groundwater monitoring contract decrease by \$3,000
 - Boiler inspection increase by \$3,800
 - Vac truck service decrease by \$35,000
 - Wonderware cost increase by \$7,500
 - Testing of effluent discharge decrease by \$1,300
 - Inspection of bio-solids liner increase by \$10,000
 - House replacement connections of carry over of \$15,000
 - Monitoring of rain gauges increase by \$1,000
 - Manhole renovations increase by \$40,000
 - Sewer TV inspections decrease by \$35,000

- Utilities in 2018 are projected to decrease by approximately \$7,000 due mainly to reduction on some services rates.

- Interest Expense in 2018 is projected to decrease by approximately \$32,000 due repayment of debt and decreasing interest cost.

- Maintenance, materials and supplies is expected to increase mainly due to repairs to the wastewater “Teacup” grit separator for \$37,000.

**City of North Battleford Third Party Grants
Master Schedule – 2018**

Receiving Organization	2018 Approved	2017 Approved
North Battleford Transit System (expansion remains)	\$268,750	\$259,280
Battleford's Handi Bus System	\$92,865	\$92,865
The Humane Society	\$72,000	\$72,000
The Lakeland Library	\$361,024	\$350,186
The North Battleford Library	\$145,605	\$138,505
Dekker Centre Performing Arts	\$235,000	\$220,000
Destination Battlefords	\$118,458	\$115,569
North Battleford Boys & Girls Club	\$15,000	\$15,000
North Battleford Golf and Country Club	\$75,000	\$50,000
BTEC Capital Grant	\$10,000	\$10,000
Concern for Youth Grant	\$25,000	\$25,000
River Valley Board	\$68,000	\$68,000
Battlefords Boys and Girls Club	\$25,000	\$25,000
Catholic Family Services	\$2,500	\$2,500
Empty Stocking Fund	\$6,300	\$6,000
Battlefords and Area Sexual Assault Ctr.	\$10,000	\$8,607
Battlefords Allied Arts Council	\$0	\$8,450