

2020

BUDGET



**City of
North Battleford
Saskatchewan, Canada**



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2020 Budget

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Introduction

The City is coming off a very challenging 2019 whereby the City had to reduce staffing levels to align with revenue challenges and continue to challenge operations to improve. Given the current fiscal challenges, the 2020 Budget is being presented with a 2% increase in taxes and utility charges for 2020. To counter some of the reduction in revenues, efficiencies around insurance, office supplies, fuel and others were found in 2019 that helped offset some of those fiscal challenges.

For the upcoming year, the City needs to align its operations into a proactive position versus a reactive position and communicate accordingly. In 2020 the City needs to:

- Continue to focus on finding efficiencies within City operations through continuous improvement to help better position the City for unexpected revenue losses into the future;
- Start allocating reserve transfers within existing budget documents to ensure money is set aside for future projects;
- Improve communication and planning around the City's financial state by highlighting the current state of such items as the Recreation Capital Levy to help the City better plan for future recreational capital needs;
- Improve interaction around the City's budgetary process with the community as a whole by soliciting public feedback;
- Continue investing in infrastructure through the Underground Pipe and Asphalt Replacement program, which has a combined budget of \$3.2 million for 2020.

2019 Fiscal Year

The City is coming off one of the more difficult budgetary cycles in recent times, revenue losses from property tax appeals, fire service contracts and regional revenues at the landfill impacted the City's overall financial state in excess of \$2 million dollars. As directed by Council, the City reduced expenses in excess of \$1 million dollars in 2019 to align the City's expenses with the reduced revenues and stay within budget. Rather than find the full reduction within City salaries, the City realized the following fiscal improvements in 2019:

- \$253,000 in insurance expense reduction that also provided increased levels of service to the City;
- Streamlining and improving the City's procurement activities realized an improvement in excess of \$100,000;

- Improving revenue controls around property tax and utility revenues that generated approximately \$50,000 in increased revenue for 2019;
- Leveraging existing municipal buying programs that improved the City’s bottom line by reducing fuel costs, courier costs and other reoccurring expenses.

The City has also established an internal group of staff that meets periodically to discuss ideas as presented above and help implement ones that are given permission to start. This has proven very effective in implementing ideas and improving corporate communications.

2020 Budget and Beyond

A continued focus in 2020 for Financial Services will be to maintain the continuous improvement processes started and realize further financial and non-financial improvements in 2020. Some of the non-financial improvements started in 2019 was around communicating financial data in a way that was easy to understand for the City’s tax payers. The current financial costs by department for the 2020 Budget by resident is as follows:

Cost per Resident for 2020 Budget

Area	2020 Budget	2018 Annual Report
General Government	\$314.18	\$314.08
Policing	\$363.26	\$349.41
Community Safety Officers	\$42.61	\$46.35
Fire Department	\$154.47	\$195.40
Leisure Services	\$494.36	\$435.14
Planning & Development	\$107.43	\$108.58
Infrastructure	\$306.57	\$707.83 * • without amortization \$341.44
Water	\$231.64	\$303.35 * * without amortization \$249.56
Sanitary Sewer	\$169.43	\$231.96 * * without amortization \$156.36
Waste Management	\$106.45	\$98.56 * • without amortization \$90.14

Recreation & Cultural Capital Facilities Levy

One of the more significant taxes that the City levies on property owners is the Recreation & Cultural Capital Facilities Levy (RCCF). Starting in 2006, the levy now generates approximately \$1.480 million annually to pay for the construction of the CUPlex, Curling Rink and the Dekker Center. One of the challenges during 2019 was to communicate the full picture on payments and levies taken on the CUPlex. The anticipated RCCF levy for 2020 is anticipated to be \$1,480,230, which total interest and principal payments estimated to be \$2,139,062 in the debt. The schedule highlighting the total amounts paid and received is as follows:

Recreation long-term borrowing				
Year	Levied	Loan principal and interest repayments	Surplus / (Deficit)	Total
2006	381,588	-	381,588	381,588
2007	381,603	-	381,603	763,190
2008	776,729	-	776,729	1,539,919
2009	773,656	-	773,656	2,313,575
2010	772,172	-	772,172	3,085,747
2011	1,367,987	45,471	1,322,516	4,408,264
2012	1,375,274	1,524,849	(149,575)	4,258,689
2013	1,354,977	2,141,801	(786,825)	3,471,864
2014	1,365,489	2,096,283	(730,794)	2,741,070
2015	1,416,413	2,054,058	(637,644)	2,103,426
2016	1,453,396	2,123,240	(669,843)	1,433,583
2017	1,440,275	2,305,793	(865,518)	568,065
2018	1,352,446	2,250,343	(897,898)	(329,833)
2019	1,480,230	2,193,313	(713,083)	(1,042,916)
2020	1,480,230	2,139,062	(658,832)	(1,701,749)
2021	1,480,230	2,079,006	(598,777)	(2,300,525)
2022	1,480,230	1,442,847	37,383	(2,263,143)
2023	1,480,230	998,199	482,031	(1,781,112)
2024	1,480,230	974,422	505,808	(1,275,304)
2025	1,480,230	949,050	531,179	(744,125)
2026	1,480,230	924,886	555,344	(188,781)
2027	1,480,230	899,094	581,135	392,355
2028	1,480,230	873,973	606,257	998,612
2029	1,480,230	849,429	630,801	1,629,413
2030	1,480,230	824,513	655,716	2,285,129
2031	1,480,230	799,626	680,603	2,965,732
2032	1,480,230	325,835	1,154,394	4,120,126

The above table shows that the levy being generated annually will be sufficient to pay the annual CUplex debt cumulatively by the end of 2026. The increased debt room will allow for future recreational planning to be done.

2020 Budget – Financial Improvements

The 2020 Budget includes financial improvement targets of \$150,000 for the general fund and \$50,000 for the utility fund. Some of the improvement opportunities exist around:

- a. Landfill Process Improvements – ensuring the current landfill entrance process captures as much revenue as possible.
- b. Safety Training Consolidation – utilizing and enhancing existing staff skill sets to replace the use of outside consultants to conduct safety training.
- c. Property Tax and Utility Revenue – ensure all properties are paying the correct balances per the City’s bylaws.
- d. Partnership Opportunities – continue to pursue partnership opportunities with local groups and municipalities around reducing overall costs.
- e. Utility Meters – implementing new electronic water meters in 2020 that will allow improved customer service while improving the accuracy and controls around water billing.

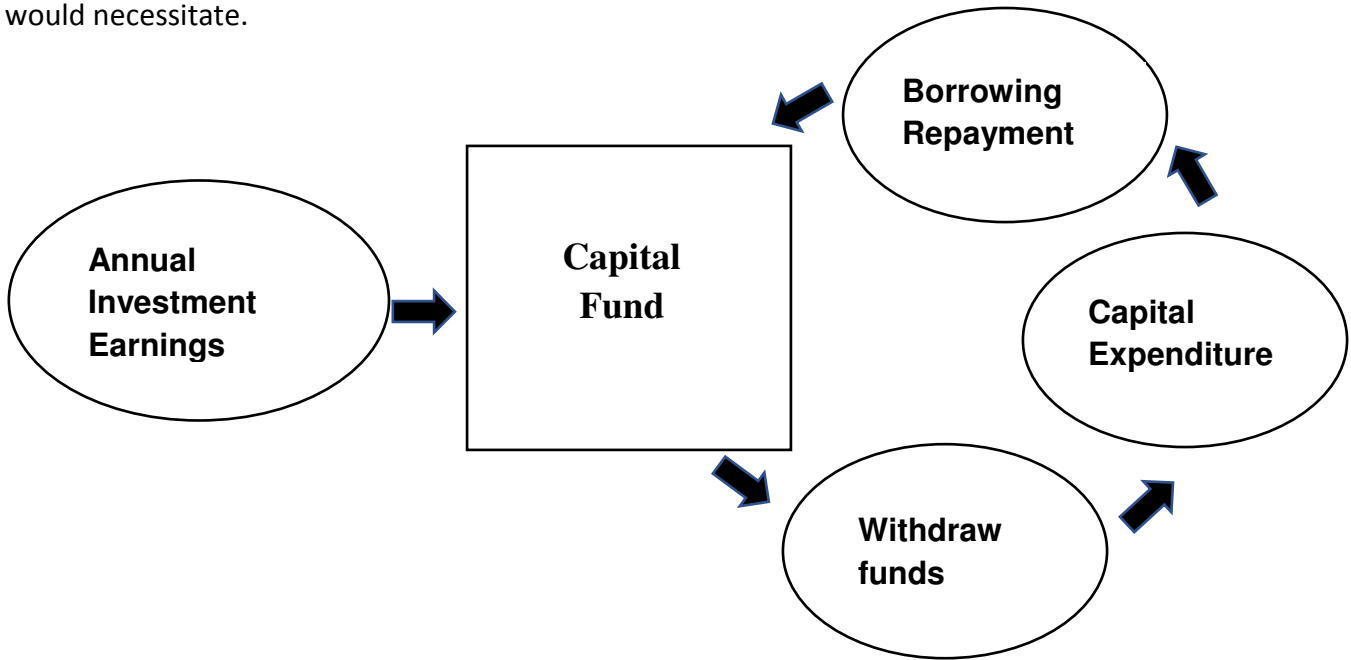
2020 Budget – Long Term Planning

In the 2020 Budget, \$344,564 has been identified to be set aside into a separate reserve/bank account to either purchase new equipment in the near future or replacing funds drawn in 2019 to purchase equipment. This is part of City’s effort to move away from use of outside funding and eventually become self-sufficient for funding more infrastructure as the need arises. The two reserve transfers being made in 2020 are as follows:

1. 2019 Waste Management Loader Purchase \$44,564 per year over 10 years at 6% interest
2. 2021 Fire Department Pumper Truck Purchase - \$300,000, the remainder to be funded out of the 2021 Budget. The anticipated repayment amount for 2022 is \$81,520.77 per year over 10 years at 6% interest.

The proposed strategy would be to take the annual investment earnings gained from existing reserves and create a capital investment fund. The fund would still be managed by the City’s existing investment manager; however it would allow more accessibility to capital funding rather than being dependant on existing revenues such as property taxes. As the City borrows from the fund, the

existing revenues would need to be adjusted just as the use of funding from a financial institution would necessitate.



It should be noted that if the existing investment pool falls below the original amount at the start of the year, no draw down of investment earnings will be made until the original investment balance is recovered.

For the future budget allocations of repayments to reserves:

Item	2019	2020	2021	2022	2023	2024
Loader	(\$328,000)	\$44,564	\$44,564	\$44,564	\$44,564	\$44,564
Pumper Truck		\$300,000	(\$300,000)	\$81,521	\$81,521	\$81,521
Investments	\$800,000					
Reserve Transfer	\$328,000					
Cumulative Total	\$800,000	\$1,144,564	\$889,128	\$1,015,213	\$1,141,298	\$1,267,383

The key to achieving the above table will be implementing a disciplined approach to repaying the amounts drawn down from the capital fund through increases to existing revenue streams.

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, City Operations, 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 and taxes in lieu from Government agencies.

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.

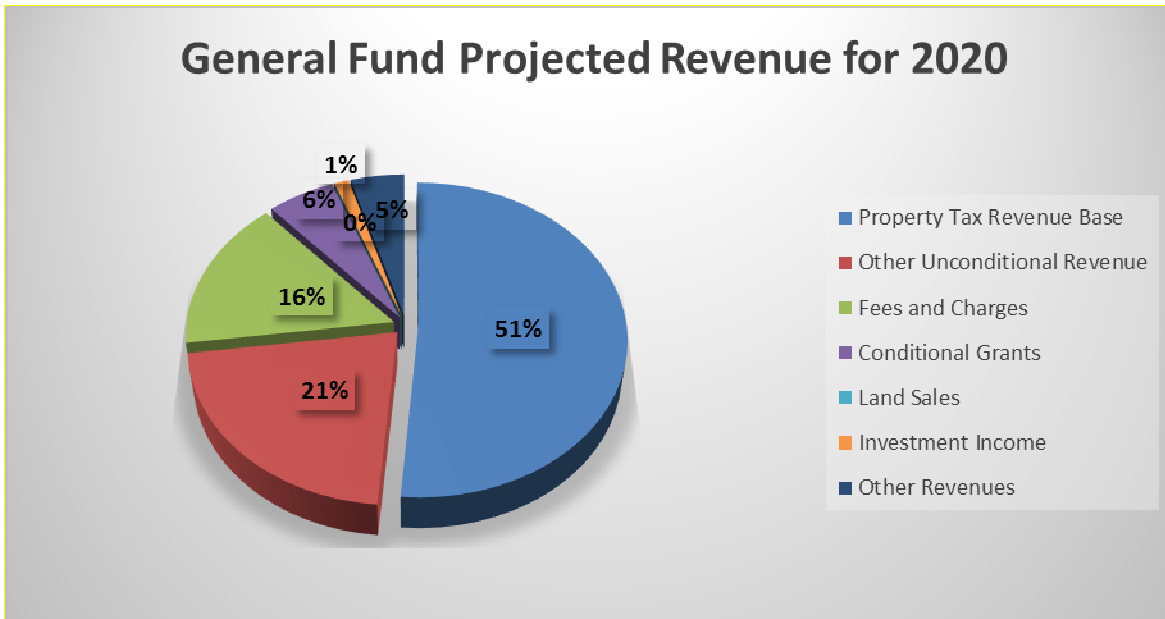
General Fund – 2020 Operating Budget compared to Budget 2019

City of North Battleford
 General Fund- Consolidated Statement of Operations
 Forecast for the year ended December 31, 2020

	% change	2020 Budget	2019 Budget	2019 Actual as of Nov. 22, 2019	2018 Actual
Revenues					
Taxes and Other Unconditional Revenue		\$ 21,861,457	\$ 21,449,074	\$ 20,707,597	\$ 20,163,164
Fees and Charges		4,676,188	5,290,426	3,821,428	5,285,253
Conditional Grants		1,717,926	1,232,703	836,416	1,659,759
Tangible Capital Asset Sales - Gain		-	-	82,150	(105,441)
Land Sales - Gain		3,000	3,000	128,019	1,100,457
Investment Income and Commissions		367,500	312,150	271,456	557,961
Other Revenues		1,368,969	1,329,301	1,129,705	1,386,367
Total Revenues	1%	29,995,039	29,616,654	26,976,772	30,047,519
Expenses, less amortization					
General Government Services	1%	4,497,430	4,455,182	3,421,509	4,501,098
Policing Services	-2%	5,200,063	5,324,394	2,454,816	5,001,782
Fire & Protective Services	-20%	2,996,040	3,730,457	2,702,856	3,620,299
Operations Services	-8%	4,388,553	4,759,166	2,830,705	6,860,327
Waste Management Services	2%	1,533,655	1,503,280	1,185,146	1,410,943
Planning and Development Services	-1%	1,537,807	1,559,188	1,263,561	1,554,283
Leisure Services	-12%	6,830,243	7,764,039	5,925,277	9,571,228
Total Expenses	-7%	26,983,791	29,095,705	19,783,869	32,519,960
Capital Grant		-	-	-	827,725
Surplus (Deficit) of Revenues over Expenses before Other Capital Contributions		3,011,248	520,949	7,192,903	(1,644,716)
Debt principal due in 2020		(2,294,549)	(2,355,037)	(1,998,496)	(2,080,599)
Debt issue and reserve transfer		-	1,834,088	-	-
Transfers to Reserves		(344,564)	-	-	-
Transfers from Reserves		791,198	-	-	-
Capital Expenditure		(1,163,333)	-	-	-
Projected Financial Position		\$ 0	\$ 0	\$ 5,194,406	\$ (3,725,315)

General Fund Projected Revenue 2020

The General Fund Revenue is funded from a variety of sources not solely funded by general property taxation. In fact, general property taxation only account for approximately 51% of the projected revenue collected by the General Fund in 2020. The balance of the revenue comes from provincial transfer payments/grants, user pay fees and charges at City facilities, conditional grants, curbside garbage collection revenues, and others. The following chart illustrates where the funds are expected to come from in 2020.



General Fund Budget Revenue for 2020 compared to Budget Revenue 2019

General Fund Revenue	2020	2019	% Change
Property Tax Revenue Base	\$15,396,905	\$15,201,702	1.3%
Other Unconditional Revenue	6,464,552	6,247,372	3.5%
Fees and Charges	4,676,188	5,290,426	(11.6%)
Conditional Grants	1,717,926	1,232,703	39.4%
Land Sales	3,000	3,000	0%
Investment Income	367,500	312,150	17.7%
Other Revenues	1,368,969	1,329,301	3%
Total Revenues	\$29,995,039	\$29,616,654	1.3%

Property Tax Revenue Base – 2% increase in Property Tax includes residential and commercial property tax levies, abatements, penalties on arrears and trailer levies.

Other Unconditional Revenue – includes funds from the Municipal Operating Grant from the province, Saskatchewan Property Management Corporation, SaskPower surcharge, and North Battleford Housing Authority.

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 Gallery Fees.

Conditional Grants – includes a Provincial Grant for policing, Waste Management, Handi Bus, Airport and Leisure Grants.

Investment Income – includes interest earned on cash reserves of the City.

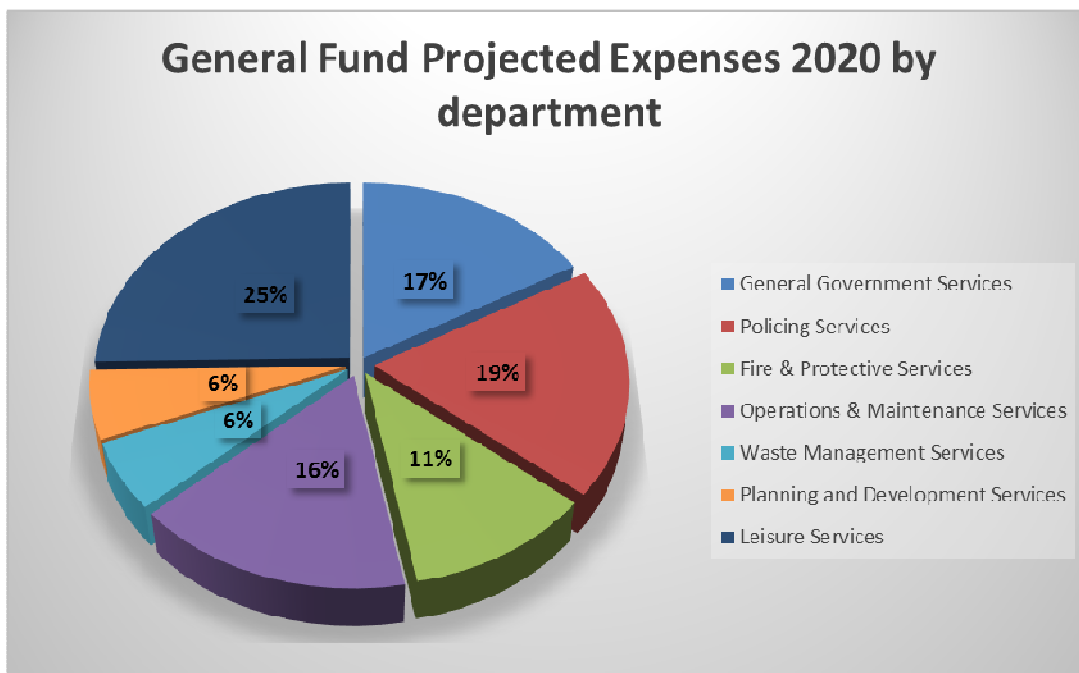
Other Revenues - includes facility rent from the RCMP building and revenue from the residential garbage roll out cart program.

General Fund Projected Expenses 2020

Departmental Expenses

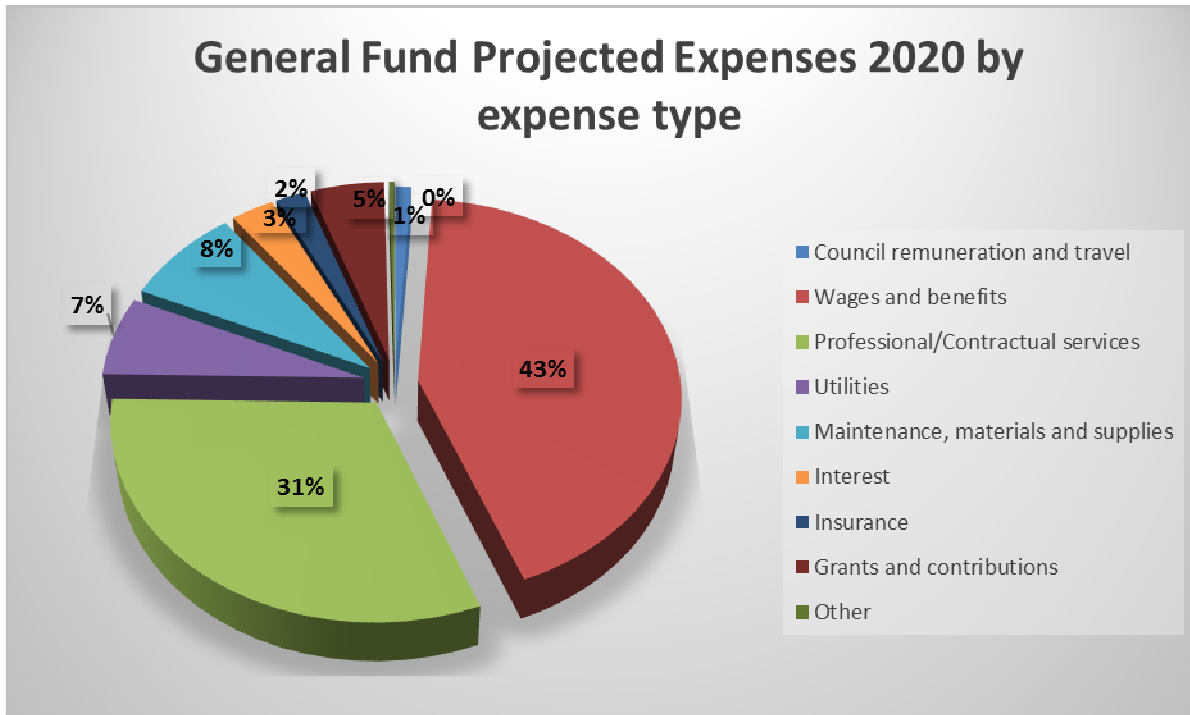
The revenue of the General fund is used to fund the general costs of City Hall, the Fire and Protective services, the RCMP, City Operations, Waste Management services, and Leisure facilities.

The following chart illustrates where the General funds are expected to be spent in 2020 by department.



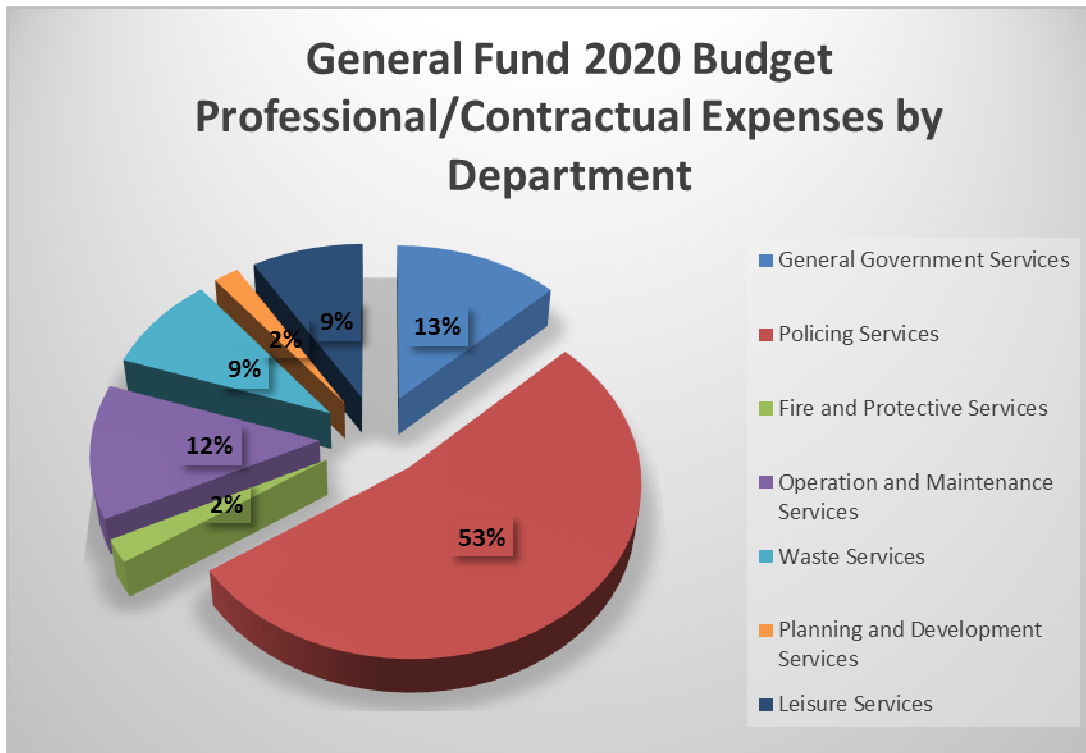
2020 Expense by Type compared to 2019 Budget

The following chart illustrates where the General funds are expected to be spent in 2020 by expense type



	2020 Budget	2019 Budget	2019 Actual	2018 Actual
as of Nov. 22, 2019				
General Fund Expenses - Budget 2020				
Council remuneration and travel	\$ 283,381	\$ 248,199	\$ 226,133	\$ 243,854
Wages and benefits	11,602,413	13,152,811	9,569,070	12,132,220
Professional/Contractual services	8,227,596	8,387,380	4,369,118	7,805,777
Subscription/Memberships	208,298	244,484	93,210	172,764
Utilities	1,736,882	1,819,069	1,582,467	1,949,014
Maintenance, materials and supplies	2,070,932	2,166,665	1,502,386	2,297,030
Travel	88,194	109,800	53,707	67,555
Amortization	-	-	-	4,676,191
Interest	791,315	849,672	614,573	936,728
Allowance for uncollectibles	-	-	(148)	(25,559)
Insurance	544,000	715,000	506,545	734,603
Medical	3,500	4,000	1,864	3,056
Grants and contributions	1,331,729	1,321,225	1,241,008	1,436,672
Other	95,550	77,400	23,936	90,055
Total General Fund Expenses	\$ 26,983,791	\$ 29,095,705	\$ 19,783,869	\$ 32,519,960

General Fund 2020 Budget - Professional/Contractual Expenses by Department

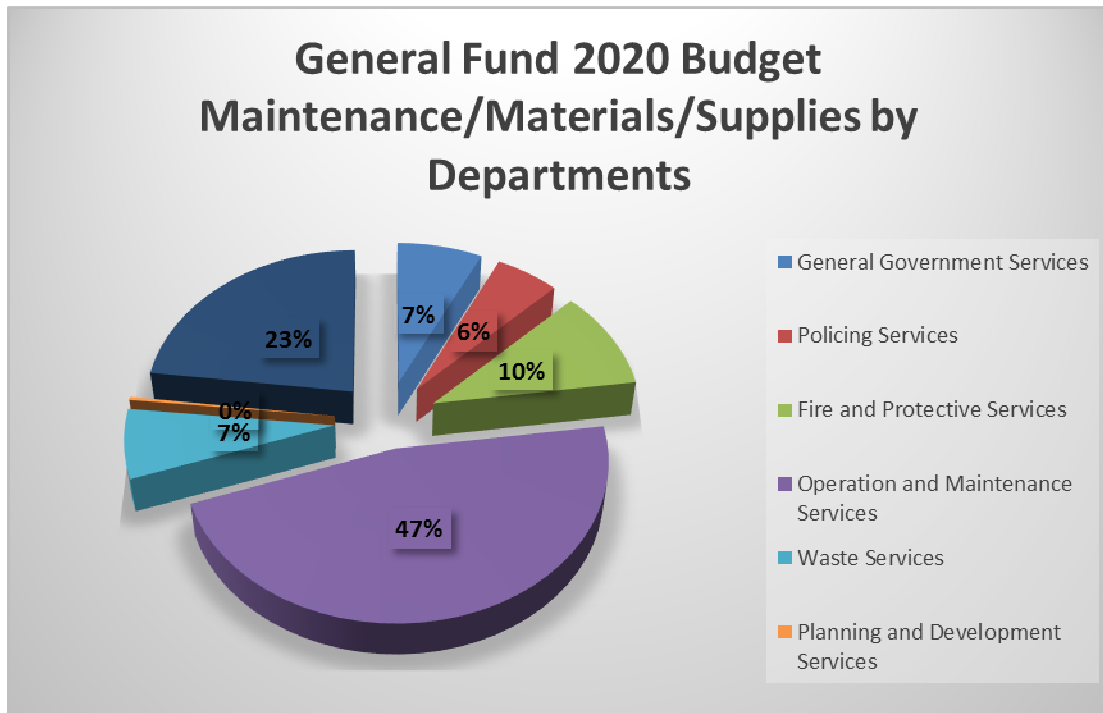


General Fund Professional/Contractual 2020 Budget compared to 2019 Budget

Total budgeted professional contractual expenses 2019	\$8,387,380
<i>Budget 2020 Movement compared to Budget 2019:</i>	
General Government	87,208
Policing Services	5,175
Fire & Protective Services	(151,894)
Operations & Maintenance Services	(7,780)
Waste Management Services	15,019
Leisure Services	(100,522)
Planning & Development Services	(6,990)
Proposed Budget 2020	\$8,227,596

For details of movement, see the individual departments below.

General Fund 2020 Budget - Maintenance/Materials/Supplies by Department

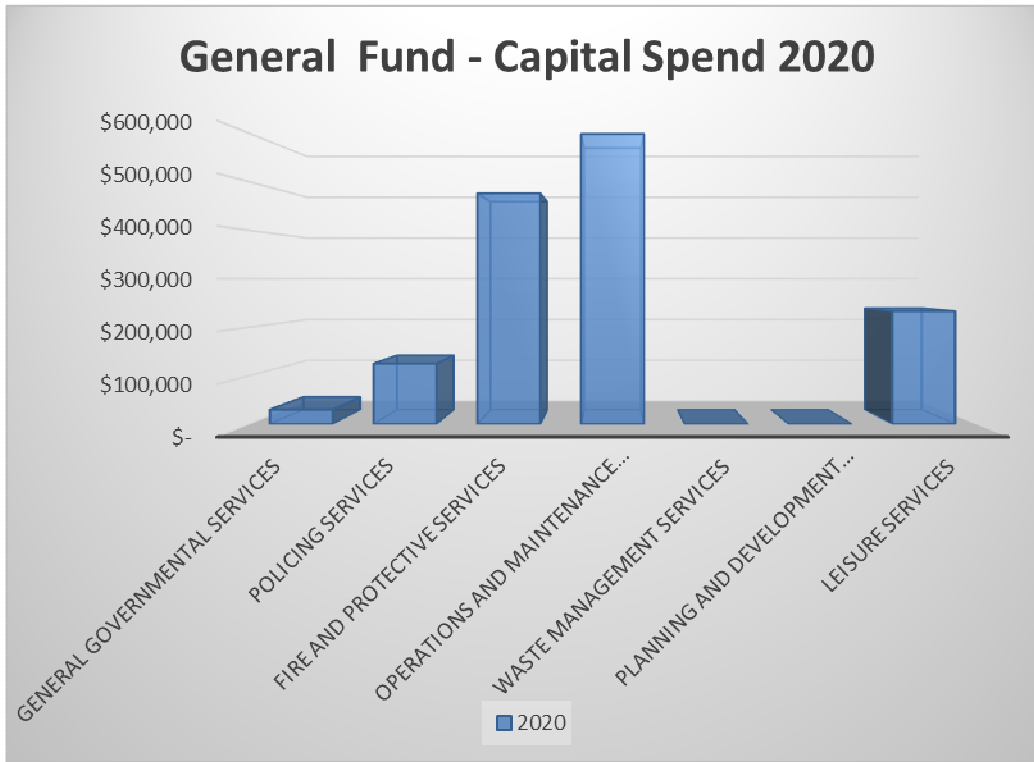


General Fund Maintenance/Materials/Supplies 2020 Budget compared to 2019 Budget

Total budgeted Maintenance/Materials/Supplies expenses 2019	\$2,166,665
Budget 2020 Movement compared to Budget 2019:	
General Government Services	(36,397)
Policing Services	16,250
Fire & Protective Services	(47,235)
Operations & Maintenance Services	(14,732)
Waste Management Services	1,900
Planning & Development Services	(5,400)
Leisure Services	(10,119)
Proposed Budget 2020	\$2,070,932

For details of movement, see the individual departments below.

General Fund – Projected 2020 Capital Spend by Department (Funded)



General Fund - 2020 Capital Spend compared to 2019 (Funded)

	<u>2020</u>	<u>2019</u>
General Governmental Services	\$ 30,000	\$ 145,000
Policing Services	125,000	72,000
Fire and Protective Services	476,333	308,667
Operations Services	599,000	1,030,000
Waste Management Services	-	-
Planning and Development Services	-	1,253,855
Leisure Services	233,000	97,500
	\$ 1,463,333	\$ 2,907,022

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 - 2020 Operating Budget compared to Budget 2019

City of North Battleford
 Utilities Fund - Consolidated Statement of Operations
 Forecast for the year ended December 31, 2020

	% change	2020 Budget	2019 Budget	2019 Actual	2018 Actual
Revenues				as of Nov. 22, 2019	
Fees and charges		\$ 7,401,023	\$ 7,401,397	\$ 6,346,234	\$ 7,097,463
Conditional grants		-	-	-	-
Investment income and commissions		23,409	20,000	21,762	28,543
Total Revenue	0%	7,424,432	7,421,397	6,367,996	7,126,007
Expenses, less amortization					
Water services	-7%	3,315,874	3,567,884	2,558,694	4,342,452
Sanitary sewer services	-11%	2,425,408	2,734,104	1,991,149	3,320,475
Total Expenses	-9%	5,741,282	6,301,988	4,549,843	7,662,927
Capital Grant		848,000	848,557		
Surplus (Deficit) of Revenues over Expenses before Other Capital Contributions		2,531,150	1,967,966	1,818,153	(536,920)
Debt principal due in 2020		(910,130)	(868,718)	(562,296)	(742,703)
Long-term debt issued		1,803,158	(1,099,248)	-	-
Transfers to Reserves		-	-	-	-
Transfers from Reserves		-	-	-	-
Capital Expenditure		(3,424,177)	-	-	-
Projected Financial Position		\$ 0	\$ 0	\$ 1,255,858	(1,279,623)

Utility Fund - 2020 Projected Revenue compared to 2019 Budget

Utilities Revenue	Projected 2020 Revenue	Budget 2019	Revenue Variance	% Change
Water Fees	\$3,844,024,	\$3,784,416	\$ 59,609	1.57
Sanitary Sewer Fees	3,580,408	3,636,981	(56,573)	(1.56)
Total Revenues	\$7,424,432	\$7,421,397	\$ 11,726	0.01

Utility Fund - 2020 Projected Expense (by Expense Type) compared to 2019 Budget

	2020 Budget	2019 Budget	2019 Actual	2018 Actual
	as of Nov. 22, 2019			
Utility Fund Expenses - Budget 2020				
Wages and benefits	\$ 2,338,593	\$ 2,550,325	\$ 1,887,160	\$ 2,195,816
Professional/Contractual services	1,265,966	1,327,554	928,173	1,111,335
Subscription/Memberships	23,157	24,701	25,724	20,518
Utilities	603,350	633,682	554,907	694,126
Maintenance, materials and supplies	842,260	1,045,855	646,921	1,051,775
Travel	9,813	21,347	4,317	12,571
Amortization	-	-	-	1,852,243
Interest	657,988	698,524	502,296	742,703
Allowance for uncollectibles	-	-	198	(18,314)
Other	155	-	147	155
Total Utility Fund Expenses	\$ 5,741,282	\$ 6,301,988	\$ 4,549,843	\$ 7,662,927

Utilities Fund 2020 Budget - Professional/Contractual compared to 2019 Budget

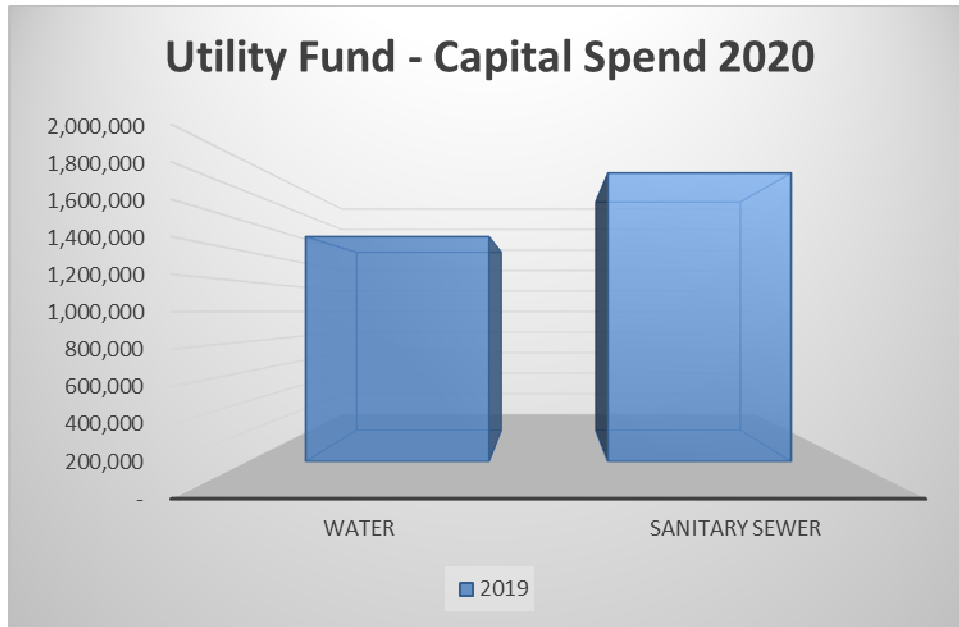
Total budgeted professional contractual expenses 2019	\$1,327,554
Water Services	16,512
Sanitary Sewer Services	(78,100)
Proposed Budget 2020	\$1,265,966

For details of movement, see the individual departments below.

Utilities Fund 2020 Budget – Maint./Materials/Supplies compared to 2019 Budget

Total budgeted Maintenance/Materials/Supplies expenses 2019	\$1,045,855
Water Services	(120,370)
Sanitary Sewer Services	(83,225)
Proposed Budget 2020	\$842,260

Utilities Fund – Projected 2020 Capital Spend by Department



Utilities Fund - 2020 Capital Spend compared to 2019

	<u>2020</u>		<u>2019</u>	
Water	\$	1,500,000	\$	1,531,501
Sanitary Sewer		1,924,177		310,000
	\$	3,424,177	\$	1,841,501

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.

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.

In 2020, the City plans to continue investment in UPAR with a planned investment of approximately \$3,200,000.

City of North Battleford
UPAR Fund - Statement of Operations
Forecast for the year ended December 31, 2020

	% change	2020 Budget	2019 Budget	2019 Actual	2018 Actual
Revenues					
Frontage Levy		\$ 1,600,000	\$ 1,442,764	\$ 1,470,647	\$ 1,488,343
Base Utility Fees		1,600,000	1,881,900	1,630,166	1,902,061
					-
Total Revenue		3,200,000	3,324,664	3,100,814	3,390,404
Capital Investment					
Surface		1,404,300	1,125,305	1,410,705	1,828,061
Underground		1,866,300	2,125,306	1,034,058	1,664,406
Total Expenses		3,270,600	3,250,611	2,444,763	3,492,467
Surplus (Deficit) of Revenues over Expenses		(70,600)	74,053	656,051	(102,063)
Carry Over from Previous Year		754,921	200,933	98,870	200,933
Carry Over Surplus (Deficit)		\$ 684,321	\$ 274,986	\$ 754,921	\$ 98,870

UPAR Fund 2020 Projected Budget:

When the UPAR program was introduced, administration would maintain UPAR revenues and expenses separate from the General Fund and Utility Fund. This was to ensure 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, the 2020 Projected UPAR budget is as follows:

Carryover Surplus 2018	\$ 200,933
Actual revenues collected 2019	3,446,175
Estimated 2019 expenditures	(2,444,763)
Budgeted Revenue 2020	3,200,000
Projected 2020 Funding Surplus	\$ 4,402,345

City Debt

The maximum borrowing limit which was set by the Saskatchewan Municipal Board (SMB) in 2019 was \$55 Million. The projected outstanding long-term debt amount at December 31, 2019 is \$36.35 Million. The City will be making \$3.2 Million in principal debt repayments and \$1.42 Million in interest payments in 2020.

The following are details of the projected balance by loan outstanding at December 31, 2020.

Purpose of Borrowings	General Fund	Utilities Fund	Total
Utilities - New Storm Sewer		\$ 1,010,000	\$ 1,010,000
Utilities - New Wastewater Treatment Plant		8,822,000	8,822,000
Utilities - Water Treatment Plant investments		1,171,000	1,171,000
General - CUPlex (incl. Pool, Fieldhouse, Arts Centre and Curling Rink)	\$ 12,050,000		12,050,000
General - Land Development	2,082,000		2,082,000
General - Road Infrastructure	1,996,000		1,996,000
General - Leisure Facilities Betterments	710,000		710,000
General – Land Acquisitions	2,841,000		2,841,000
General – Waste Facility Equipment	444,000		444,000
General – Road Infrastructure	444,000		444,000
Utilities – Water Well		444,000	444,000
General - Leisure Facilities Betterments	503,000		503,000
General – Road Infrastructure	868,000		868,000

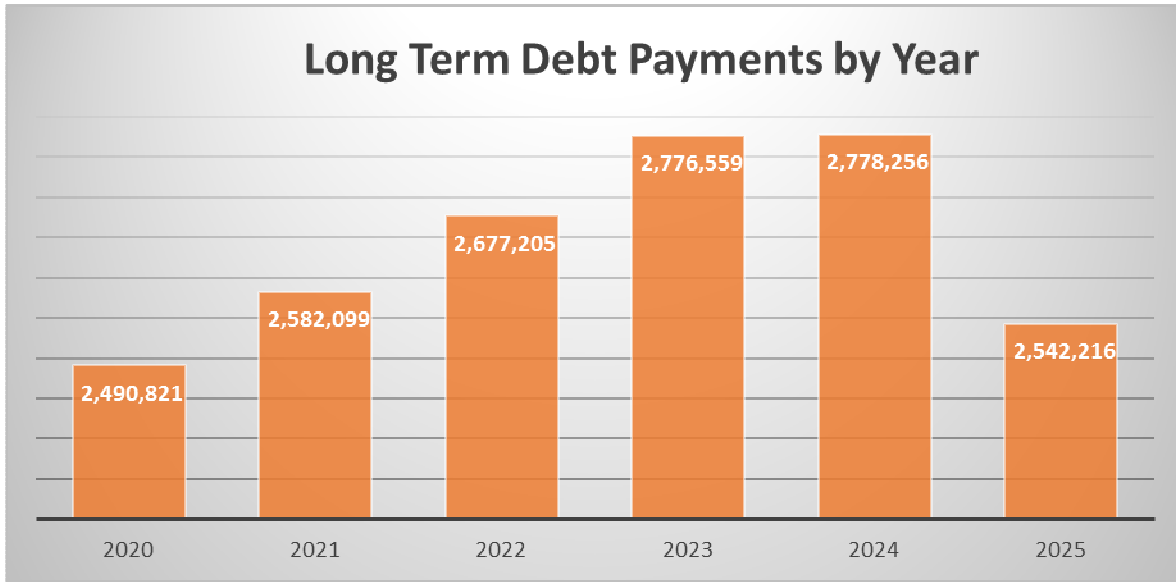
General – Development Projects	1,600,000		1,600,000
General - Leisure Facilities Betterments	444,000		444,000
General – RCMP Cellblock Upgrade	207,000		207,000
Utilities – Water & Sewer Facilities		711,000	711,000
TOTALS	\$24,189,000	\$12,158,000	\$36,346,000

Long-term Debt per Person

	2018				
	<u>Annual Report</u>	<u>2020</u>	<u>2021</u>	<u>2022</u>	<u>2023</u>
Gross External Debt	\$ 40,382,312	\$ 33,362,485	\$ 29,992,590	\$ 27,201,257	\$ 24,799,244
Population	14,315	14,315	14,315	14,315	14,315
Debt per Person	\$ 2,821	\$ 2,331	\$ 2,095	\$ 1,900	\$ 1,732

LONG TERM DEBT 5 YEARS PAYMENT SCHEDULE

	<u>2020</u>	<u>2021</u>	<u>2022</u>	<u>2023</u>	<u>2024</u>	<u>2025</u>
Storm Sewer	\$ 226,716	\$ 226,716	\$ 226,716	\$ 226,716	\$ 226,716	
Sanitary Sewage	1,119,424	1,112,531	1,108,724	1,104,133	1,103,219	\$ 1,098,061
Water	222,188	222,188	222,188	222,188	222,188	222,188
Land Development	155,000	154,431	154,225	153,612	154,789	154,196
Sanitary Sewer	148,542	147,996	147,799	147,212	148,340	147,771
Multi purpose Leisure/Operations	332,684	329,714	331,083	331,306	330,286	328,880
Multi purp. Leisure/Transp/Eng	87,420	87,108	83,438	87,124	87,860	86,848
Multi purp. Plann/WatSew/Leis	198,847	198,588	197,378	195,790	196,380	195,793
Sewer trunk 2021 (estimate)		102,826	102,826	102,826	102,826	102,826
Sewer trunk 2022 (estimate)			102,826	102,826	102,826	102,826
Sewer Trunk 2023 (estimate)				102,826	102,826	102,826
	\$ 2,490,821	\$ 2,582,099	\$ 2,677,205	\$ 2,776,559	\$ 2,778,256	\$ 2,542,216



		<u>2020</u>	<u>2021</u>	<u>2022</u>	<u>2023</u>	<u>2024</u>	<u>2025</u>
Debt repayment per person	\$	174	\$ 180	\$ 187	\$ 194	\$ 194	\$ 178

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 – **Randy Patrick**
- Director of Finance – **Steve Brown**
- Director of Leisure Services – **Cheryl DeNeire**
- Director of Operations Services - **Stewart Schafer**
- Director of Planning and Development – **Jennifer Niesink**
- Director of Protective Services/Fire Chief – **Vacant**
- Director of Legislative Services - **Debbie Wohlberg**
- Director of Human Resources – **Trish McConnell**

Organizational Structure

Out of Scope



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 2020, the City will provide approximately \$1.7 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) \$ 372,496

Provides residents with transportation allowing those who have no other mode of transportation to still be active in the community. The City is providing \$274,156 to the transit system and \$98,340 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 can host many different types of professional acts and entertainment from across North America. The City provides a \$235,000 operating grant to the Board of the Dekker Centre for the Performing Arts and pays for the cost of maintaining the facility.

Animal Control / Humane Society \$ 150,000

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 \$150,000 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 **\$ 154,000**

The City provides the North Battleford Library with a grant of \$147,000 for the annual facility operations and additional funding for periodic building maintenance and a \$7,000 for the rented space for the Sports Museum and Hall of Fame.

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 \$75,000 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 Destination Battlefords 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.

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

The City provides a grant of \$10,000 to BTEC to assist with the cost of the new facility. 2020 is the fourth year of a ten-year agreement.

The Lighthouse North Battleford **\$ 25,000**

The City provides a grant of \$25,000 to help with essential needs to those who struggle with homelessness (this request has not been factored in this budget document). The Lighthouse North Battleford is requesting the grant to be increased to \$35,000 (this request is not reflected in the budget).

Concern for Youth **\$ NIL**

Concern for Youth is requesting a \$20,000 grant to help guide youth between the ages 5-19 to enhance self-esteem, self-regulation and social skills within the Battlefords community (this request has not been factored in this budget document).

General Fund Operating Budgets by Department

General Government Services

	2020 Budget	2019 Budget	2019 Actual	2018 Actual
as of Nov. 22, 2019				
GENERAL GOVERNMENT SERVICES				
Operating Revenue				
Other Segmented Revenue				
Fees and Charges				
- Sales of supplies	\$ 249,700	\$ 489,700	\$ 100,692	\$ 185,411
- Taxation Services	27,000	16,000	9,185	12,271
- Expense Recoveries	-	-	20,519	21,971
Total Fees and Charges	276,700	505,700	130,396	219,652
- Tangible capital asset sales - gain (loss)	-	-	82,150	(105,441)
- Investment & Interest	367,500	312,150	271,456	557,961
Total Other Segmented Revenue	644,200	817,850	484,002	672,172
Conditional Grants and Donations				
- Grants	5,500	5,500	6,300	5,600
Total Operating Revenue	649,700	823,350	490,302	677,772
Operating Expenses				
Council remuneration and travel	283,381	248,199	226,133	243,854
Wages and benefits	2,160,381	2,024,438	1,553,290	1,918,366
Professional/Contractual services	1,051,533	964,325	780,651	940,407
Subscription/Memberships	91,620	102,359	33,576	60,335
Utilities	142,600	145,795	132,953	161,138
Maintenance, materials and supplies	149,154	185,551	139,234	143,915
Travel	35,554	30,958	14,029	22,518
Amortization	-	-	-	57,623
Allowance for uncollectibles	-	-	(148)	(25,559)
Insurance	409,000	580,000	382,774	611,744
Medical	2,500	2,000	1,689	2,550
Grants and contributions	167,557	167,407	155,057	330,407
Other	4,150	4,150	2,270	33,800
Total Government Services Expenses	4,497,430	4,455,182	3,421,509	4,501,098
Capital				
Conditional Grants				
- Capital Grants	-	-	-	-
General Government Services Surplus (Deficit)	\$ (3,847,730)	\$ (3,631,832)	\$ (2,931,207)	\$ (3,823,326)
Capital Expenditure	30,000	-	-	-
Total General Government Services Financial Position	\$ (3,877,730)	\$ (3,631,832)	\$ (2,931,207)	\$ (3,823,326)

Revenues

- General Government revenue is projected to decrease by approximately \$174,000 due mainly to the following:
 - A proposed 2020 year efficiency target of \$150,000 as opposed to \$400,000 in 2019
 - Increases of taxation services and investment income of approximately \$66,000

Expenses

- Council remuneration and travel is expected to increase by approximately \$35,000
- Wages and Benefits are projected to increase by approximately \$136,000 mainly due to the addition of the two new positions added in 2019 and wage increases.
- Professional Contractual expense movement compared to 2019 Budget:

Total budgeted professional/contractual services 2019	\$964,325
Audit services	(2,000)
City Hall Assessment services	5,000
City Hall services contracts	30,000
Civic Elections	25,000
IT annual subscriptions and software	39,000
Legal services	(35,000)
Management fees (brokerage fees)	15,000
Safety services	11,000
Sundry	(792)
Proposed Budget 2020	\$1,051,533

- Subscriptions and memberships are expected to decrease by approximately \$11,000 per review of safety training needs.
- Maintenance, materials and supplies movement compared to 2018 Budget

Total budgeted Maintenance/Materials/Supplies expenses 2019	\$185,551
City Hall Assessment computer services	(44,000)
City Hall building maintenance	0
Hosting events	(2,700)
Maintenance and office supplies	8,300
Sundry	2,003
Proposed Budget 2020	\$149,154

Capital expenditures are estimated to be \$30,000. See “General Government and Policing” capital expenditures tab for details:

- Backup / Archive storage
- Agenda and meeting minute management software

Policing Services

	2020 Budget	2019 Budget	2019 Actual	2018 Actual
	as of Nov. 22, 2019			
POLICING SERVICES				
Operating Revenue				
Other Segmented Revenue				
Fees and Charges				
- Policing Fees/Fines	\$ 85,000	\$ 89,000	\$ 108,579	\$ 108,859
Total Fees and Charges	85,000	89,000	108,579	108,859
- Total Police Services Other Revenue	329,240	299,682	280,406	321,098
Total Other Segmented Revenue	414,240	388,682	388,985	429,957
Conditional Grants				
- Grants	884,353	884,353	535,874	997,769
Total Operating	1,298,593	1,273,035	924,859	1,427,727
Operating Expenses				
Wages and benefits	649,089	802,388	568,642	621,976
Professional/Contractual services	4,341,585	4,336,410	1,742,619	4,101,797
Subscription/Memberships	-	-	-	-
Utilities	89,700	89,846	70,217	77,507
Maintenance, materials and supplies	112,000	95,750	69,073	93,018
Amortization	-	-	-	101,643
Interest	7,689	-	4,265	5,842
Total Policing Services Expense	5,200,063	5,324,394	2,454,816	5,001,782
Policing Services Surplus (Deficit)	\$ (3,901,470)	\$ (4,051,359)	\$ (1,529,957)	\$ (3,574,055)
Capital Expenditure	125,000	-	-	-
Total Policing Services Financial Position	\$ (4,026,470)	\$ (4,051,359)	\$ (1,529,957)	\$ (3,574,055)

Revenues

In 2020, Revenue from Policing is projected to increase by approximately \$26,400, the majority of it is due to increase in rent as there are currently 39 provincial officers.

Expenses

Wages and benefits for 2020 are projected to decrease by approximately \$153,000 due mainly to due to budget realignment and reorganization.

Professional/Contractual Services is the 36 members RCMP Policing Contract with Her Majesty on behalf of the Federal Government. It is expected to increase compared to the 2019 Budget by approximately \$5,000.

Maintenance, materials and supplies is expected to increase by approximately \$16,000 for additional costs to maintain the policing parking lot.

Capital expenditures are estimated to be \$125,000. See "General Government and Policing" capital expenditures tab for details:

- Lighting

Fire and Protective Services

	2020 Budget	2019 Budget	2019 Actual	2018 Actual
	as of Nov. 22, 2019			
FIRE & PROTECTIVE SERVICES				
Operating Revenue				
Other Segmented Revenue				
Fees and Charges				
- Total Fire Services Fees/Fines (1)	\$ 47,244	\$ 317,560	\$ 89,521	\$ 355,651
- Total Provincial Fines	150,000	290,000	131,080	169,782
- Total Special Constables Fees/Fines (2)	213,600	237,000	220,111	511,390
Total Fees and Charges	410,844	844,560	440,712	1,036,823
- Total Fire Services Other Revenue	2,100	4,950	4,831	40,448
- Total Special Constables Other Revenue	-	-	-	200
Total Other Segmented Revenue	412,944	849,510	445,543	1,077,471
Conditional Grants				
- Grants	-	-	-	-
Total Operating Revenue	412,944	849,510	445,543	1,077,471
Operating Expenses				
Special Constables				
Wages and benefits	532,927	588,813	447,978	566,875
Professional/Contractual services	-	-	-	-
Subscription/Memberships	3,000	5,000	490	7,286
Utilities	3,500	3,780	3,324	4,435
Maintenance, materials and supplies	68,597	82,732	54,545	83,650
Travel	1,900	4,000	250	1,323
Total Special Constables Expenses	609,924	684,325	506,587	663,570
Fire Services				
Wages and benefits	1,943,536	2,403,959	1,856,561	2,285,009
Professional/Contractual services	22,250	52,200	33,305	32,369
Subscription/Memberships	51,000	63,500	17,452	51,348
Utilities	45,600	43,100	32,623	50,785
Maintenance, materials and supplies	139,800	173,150	104,759	194,637
Travel	8,000	10,550	1,332	8,148
Amortization	-	-	-	166,500
Medical	1,000	2,000	175	506
Total Fire Services Expenses	2,211,186	2,748,459	2,046,208	2,789,304
Safety & Emergency Preparedness				
Professional/Contractual services	6,050	6,100	1,771	2,396
Subscription/Memberships	5,000	5,000	5,000	5,000
Maintenance, materials and supplies	550	800	201	458
Travel	1,550	2,600	317	-
Total Safety & Emergency Preparedness Expenses	13,150	14,500	7,288	7,854
Animal, Humane Society Expenses				
Professional/Contractual services	150,000	271,893	135,947	149,000
Utilities	10,280	10,280	6,285	8,399
Maintenance, materials and supplies	1,500	1,000	542	2,172
Total Animal, Humane Society Expenses	161,780	283,173	142,774	159,571
Total Fire and Protective Services Expenses	2,996,040	3,730,457	2,702,856	3,620,299
Capital				
Conditional Grants				
- Capital Grants	-	-	-	-
Fire & Protective Services Surplus (Deficit)	\$ (2,583,096)	\$ (2,880,947)	\$ (2,257,313)	\$ (2,542,828)
Capital Expenditure	176,333	-	-	-
Transfer to Reserves	(300,000)	-	-	-
Transfers from Reserves	-	-	-	-
Total Fire & Protective Services Financial Position	\$ (2,459,429)	\$ (2,880,947)	\$ (2,257,313)	\$ (2,542,828)

Revenues

- Fire services fees/charges are expected to decrease by approximately \$270,000 due to loss of service agreements
- Provincial fines have been projected per previous years actuals and are expected to decrease by \$140,000
- Special Constables fees/fines revenues are expected to decrease by approximately \$23,000 compared to 2019 budget to adjust to actual tickets issued

Expenses

Special Constables

- Wages and benefits expense are projected to decrease compared to the 2019 Budget by approximately \$56,000 due mainly to the 2019 organization restructuring.

Fire Services

- Wages and benefits in 2020 are expected to decrease compared to the Budget 2019 by approximately \$460,000 due to the following:
 - The Special Constable administrative assistant wages and benefits has been reallocated from the fire division to the special constable division
 - 2019 organization restructuring to align operations within budget.
- Professional/Contractual services are expected to decrease by approximately \$30,000 as a contract for a second Deputy Chief will not be available in 2020.
- Maintenance, materials and supplies expenses are expected to decrease by approximately \$33,000 compared to the 2019 budget due to the following:
 - Protective clothing decrease of \$30,000
 - Office supplies decrease of \$2,000
 - Building maintenance increase of \$4,000
 - Fire fuel and small tools decrease of \$5,000

Animal, Humane Society Expenses

- Grants and contributions expenses are expected to decrease by \$122,000.

Capital expenditures its estimated to be \$176,333 and the proposed purchase of a Fire pumper/heavy rescue spread over two years. See "Fire & Protection" capital expenditures tab for details:

- Pumper vehicle
- Self contained breathing apparatus replacement
- Fire tanker

Operations Services

	2020 Budget	2019 Budget	2019 Actual	2018 Actual
	as of Nov. 22, 2019			
OPERATIONS SERVICES				
Operating Revenue				
Other Segmented Revenue				
Fees and Charges				
- Aviation Revenue	\$ 182,000	\$ 176,000	\$ 205,596	\$ 159,014
- Expense Recoveries	4,000	15,500	(1,038)	27,330
Total Other Segmented Revenue	186,000	191,500	204,558	186,344
Conditional Grants				
- Grants	404,200	54,200	87,902	146,235
Total Operating Revenue	590,200	245,700	292,460	332,579
Operating Expenses				
Public Works & Fleet				
Wages and benefits	1,627,363	1,950,615	1,114,503	1,576,913
Professional/Contractual services	1,034,195	1,041,975	470,938	1,172,628
Subscription/Memberships	17,695	21,880	17,428	17,909
Utilities	481,020	499,570	425,781	505,338
Maintenance, materials and supplies	969,350	984,082	616,372	952,452
Travel	10,540	12,995	6,157	7,973
Amortization	-	-	-	2,362,549
Interest	98,391	101,049	39,796	130,739
Insurance	135,000	135,000	123,771	122,859
Other	15,000	12,000	15,958	10,967
Total Public Works & Operations Expenses	4,388,553	4,759,166	2,830,705	6,860,327
Total Operations Services Expenses	4,388,553	4,759,166	2,830,705	6,860,327
Capital				
Conditional Grants				
- Capital Grants	-	-	-	848,557
Operations Surplus (Deficit)	\$ (3,798,353)	\$ (4,513,466)	\$ (2,538,245)	\$ (5,679,192)
Capital Expenditure	599,000	-	-	-
Total Operations Financial Position	\$ (4,397,353)	\$ (4,513,466)	\$ (2,538,245)	\$ (5,679,192)

Revenues

- In 2020, revenue is expected to increase by approximately \$350,000 subject to the application and approval of a capital grant for the airport.

Expenses

Public Works & Fleet

- Wages and benefits in 2020 are projected to decrease by approximately \$323,000 mainly due to the 2019 organization restructuring and budget realignment.

Capital expenditures are estimated to be \$599,000. See Operations capital expenditures tab for details:

- Airport security fencing project
- Plow truck
- Library patio replacement
- Territorial Dr – King Hill Hwy 4 intersection
- Snow blade for front end loader

Waste Management Services

	2020 Budget	2019 Budget	2019 Actual	2018 Actual
as of Nov. 22, 2019				
WASTE MANAGEMENT SERVICES				
Operating Revenue				
Other Segmented Revenue				
Fees and Charges				
Waste and Disposal Fees	\$ 1,200,000	\$ 1,218,000	\$ 933,436	\$ 1,354,383
Total Fees and Charges	1,200,000	1,218,000	933,436	1,354,383
Other Revenue, Garbage and Recycling	1,033,629	1,009,169	845,506	997,290
Total Other Segmented Revenue	2,233,629	2,227,169	1,778,942	2,351,674
Conditional Grants				
- Grants	133,800	133,800	107,856	60,324
Total Operating Revenue	2,367,429	2,360,969	1,886,798	2,411,998
Operating Expenses				
Wages and benefits	538,126	534,992	421,553	465,628
Professional/Contractual services	746,358	731,339	637,865	637,591
Subscription/Memberships	3,408	12,915	4,961	7,258
Utilities	9,510	8,260	7,441	6,703
Maintenance, materials and supplies	146,750	144,850	99,802	123,515
Travel	4,170	7,254	615	3,988
Amortization	-	-	-	120,548
Interest	15,333	15,721	12,909	16,590
Other	70,000	47,950	-	29,122
Total Waste Management Services Expenses	1,533,655	1,503,280	1,185,146	1,410,943
Capital				
Conditional Grants				
- Capital Grants	-	-	-	-
Waste Management Services Surplus (Deficit)	\$ 833,774	\$ 857,689	\$ 701,652	\$ 1,001,055
Transfers to Reserves	(44,564)	-	-	-
Transfers from Reserves	-	-	-	-
Total Waste Management Services Financial Position	\$ 789,210	\$ 857,689	\$ 701,652	\$ 1,001,055

Revenues

- Waste and Disposal fee Revenues in 2020 are projected to increase approximately \$6,500 compared to Budget 2019. The main adjustment is due to a 2% increase on waste management and recycling fees.

Expenses

- Expenses are projected to increase by approximately \$30,500 due mainly to the following:
 - Wages and benefits increase of \$3,000

- Decommissioning levies increase of \$22,000
- Service contracts increase of \$15,000
- Maintenance, materials and supplies increase of \$2,000
- Utilities increase by \$1,500
- Waste registrations decrease of \$10,000
- Travelling expenses decrease by \$3,000

During 2019, the City purchased a Volvo loader for \$328,183. The purchase was internally financed over 10 years with an interest rate of 6% per annum. A transfer of \$44,564 to reserves is planned for 2020.

Planning and Development Services

	2020 Budget	2019 Budget	2019 Actual	2018 Actual
as of Nov. 22, 2019				
PLANNING AND DEVELOPMENT SERVICES				
Operating Revenue				
Other Segmented Revenue				
Fees and Charges				
- Business Licenses	\$ 190,000	\$ 190,000	\$ 212,713	\$ 237,241
- Building & Development Permits	58,440	100,240	91,372	162,741
- Development Agreements	76,854	76,903	49,776	80,288
- Land Rent	37,000	43,303	53,492	54,892
Total Fees and Charges	362,294	410,446	407,354	535,162
- Land - gain (loss)	3,000	3,000	128,019	1,100,457
- Investment & Interest	-	-	-	-
Total Other Segmented Revenue	365,294	413,446	535,373	1,635,619
Conditional Grants				
- Grants	35,223	60,000	31,275	294,423
Total Operating Revenue	400,517	473,446	566,648	1,930,042
Operating Expenses				
Business Licenses				
Wages and benefits	89,770	89,770	57,822	53,430
Professional/Contractual services	20,000	90,000	9,207	104,533
Maintenance, materials and supplies	-	1,000	2,957	2,506
Total Business Licenses	109,770	180,770	69,986	160,469
Economic Development				
Wages and benefits	52,822	52,822	56,157	93,436
Professional/Contractual services	-	500	-	482
Subscription/Memberships	2,750	3,500	3,061	1,629
Travel	3,600	5,700	527	2,770
Grants and contributions	526,048	526,018	512,621	521,636
Total Economic Development	585,220	588,540	572,366	619,953
Engineering				
Wages and benefits	153,987	151,987	116,721	257,089
Professional/Contractual services	2,220	7,360	13,175	29,378
Subscription/Memberships	3,000	7,150	1,433	3,719
Maintenance, materials and supplies	6,300	10,200	4,864	21,232
Travel	2,900	7,900	358	2,398
Total Engineering	168,407	184,597	136,551	313,817
Planning				
Wages and benefits	229,071	229,071	149,892	188,122
Professional/Contractual services	141,650	73,000	54,428	24,768
Subscription/Memberships	11,500	5,300	3,564	1,487
Maintenance, materials and supplies	500	1,000	521	848
Travel	6,200	7,700	2,797	1,995
Interest	241,990	248,035	188,850	242,824
Grants and contributions	43,500	41,176	84,605	-
Total Planning	674,410	605,281	484,657	460,044
Total Planning and Development Services	1,537,807	1,559,188	1,263,561	1,554,283
Total Planning and Development Services Surplus (Deficit)	\$ (1,137,290)	\$ (1,085,742)	\$ (696,912)	\$ 375,759

Revenues

The projected revenues for Planning and Development Services for 2020 is approximately \$400,000, with a projected decrease of approximately \$73,000 compared to 2019 mainly due to an expected decrease in building & development permits and grants.

Expenses

Overall expenses are projected to decrease in 2020 compared to Budget 2019 in the approximate amount of \$21,000, with significant details as follows:

Business Licenses, Economic Development and Engineering

- Contractual services for Business licenses are expected to decrease by \$70,000
- Travel and memberships for economic development are expected to decrease by \$3,000
- Overall engineering expenses are expected to be reduced by \$16,000
- Planning expenses are expected to increase by \$69,000 mainly due to an air photo and planned economic development trip to ICSC in Whistler

Leisure Services

	2020 Budget	2019 Budget	2019 Actual	2018 Actual
as of Nov. 22, 2019				
LEISURE SERVICES				
Operating Revenue				
Other Segmented Revenue				
Fees and Charges				
- Recreation Fees & Services	\$ 939,750	\$ 1,114,002	\$ 867,454	\$ 914,162
- Galleries	63,300	70,300	46,979	64,233
- Recreation Facilities Rental	1,001,300	1,038,418	886,518	1,051,979
- Cemetery	155,000	155,000	142,856	142,922
Total Other Segmented Revenue	2,159,350	2,222,720	1,800,951	2,030,374
Conditional Grants				
- Grants	254,850	94,850	67,209	155,407
Total Operating Revenue	2,414,200	2,317,570	1,868,160	2,185,781
Operating Expenses				
Recreational Facilities & Programing				
Wages and benefits	2,347,760	2,630,371	2,223,754	2,734,415
Professional/Contractual services	436,986	557,003	304,957	381,916
Subscription/Memberships / Registrations	19,325	17,345	6,032	16,208
Utilities	789,047	831,598	704,818	878,431
Maintenance, materials and supplies	340,156	313,200	292,520	496,841
Travel	10,980	16,183	26,910	14,103
Amortization	-	-	-	262,900
Interest	427,912	484,868	368,752	540,733
Grants and contributions	515,624	508,624	478,724	506,629
Other	6,400	13,300	5,708	16,166
Total Recreational Facilities & Programing	4,894,191	5,372,493	4,412,176	5,848,344
Galleries				
Wages and benefits	359,216	323,136	192,547	276,329
Professional/Contractual services	77,220	83,775	53,618	78,583
Subscription/Memberships	-	535	213	585
Utilities	30,050	29,850	23,905	33,632
Maintenance, materials and supplies	33,975	41,550	40,805	47,186
Travel	2,800	3,960	415	2,339
Amortization	-	-	-	12,012
Total Galleries	503,261	482,806	311,503	450,665
Cemeteries				
Wages and benefits	170,000	219,050	170,535	165,529
Professional/Contractual services	6,500	6,000	4,530	4,298
Utilities	17,675	19,450	18,322	21,851
Maintenance, materials and supplies	10,700	10,750	1,204	10,003
Amortization	-	-	-	3,565
Cemeteries Total	204,875	255,250	194,590	205,247
Parks & Forestry				
Wages and benefits	748,367	1,151,400	639,116	929,101
Professional/Contractual services	191,050	165,500	126,107	145,630
Utilities	117,900	137,540	156,799	200,794
Maintenance, materials and supplies	91,600	121,050	74,986	124,597
Amortization	-	-	-	1,588,851
Grants and contributions	79,000	78,000	10,000	78,000
Total Parks & Forestry Expenses	1,227,917	1,653,490	1,007,008	3,066,972
Total Parks & Leisure Services	6,830,243	7,764,039	5,925,277	9,571,228
Capital				
Conditional Grants				
- Capital grants	-	-	-	-
- Community capital pledges/contributio	-	-	-	(2,400)
Total Capital	-	-	-	(2,400)
Community Services Surplus (Deficit)	\$ (4,416,043)	\$ (5,446,469)	\$ (4,057,116)	\$ (7,385,447)
Capital Expenditure	233,000	-	-	-
Total Community Services Financial Position	\$ (4,649,043)	\$ (5,446,469)	\$ (4,057,116)	\$ (7,385,447)

Revenue

Overall revenues are expected to be steady in 2020 compared to 2019. The grants are expected to increase by \$160,000 due to a recreational grant provided by the Town of Battleford.

Expenses

Recreational Facilities & Programming

Overall expenses are expected to decrease by \$478,000. The main variances are as follows:

- Wages and benefits in 2020 are projected to decrease approximately \$283,000. This is due to the 2019 restructuring and 2020 wage increases.
- Professional contractual expenses are projected to decrease in 2020 compared to Budget 2019 by approximately \$120,000 as in 2019 North Battleford hosted the SPRA conference and contracted the recreation master plan.
- Utilities is expected to decrease by approximately \$43,000 as we are adjusting to previous years actuals.
- Maintenance, materials and supplies is expected to increase by approximately \$27,000 as there will be maintenance at the Civic Centre building and swimming pool.
- Interest on long-term debt is expected to decrease by \$57,000

Parks & Forestry

Overall expenses are expected to decrease by \$426,000. The main variances are as follows:

- Wages and benefits are expected to be decreased by \$403,000, mainly due to the 2019 restructuring and budget realignment.
- Professional and Contractual services are expected to increase by approximately \$26,000 due to an increase in the number of boulevards and parks services contracts (including flowers).
- Utilities are expected to decrease by approximately \$20,000 mainly due to the closure of the greenhouse during 2019.
- Maintenance, materials and supplies are expected to decrease by \$29,000

Capital expenditures are estimated to be \$233,000. See Leisure capital expenditures tab for details:

- Parks irrigation system replacement
- Allen Sapp Cornice repair
- Aquatic Centre locker replacement
- Fieldhouse security entrance system
- Playground Structure rehabilitation
- Stump grinder

CUpex Summary Statement of Operations (all components)

The following is the Summary Statement of Operations for all the CUpex components (Swim Pool, Fieldhouse, Curling Centre, Performing Arts and CUpex Grounds) combined.

Cuplex complex Statement of Operations				
	2020 Budget	2019 Budget	2019 Actual 2019	2018 Actual
Revenue				
Rental	\$ 298,500	\$ 313,950	\$ 274,989	\$ 338,452
Registrations	46,000	51,000	41,073	41,475
Sale of Goods	40,000	65,000	18,068	40,708
Sale of Service	730,250	798,470	625,004	709,187
Total Revenue	\$ 1,114,750	\$ 1,228,420	\$ 959,134	\$ 1,129,822
Expenses				
Wages and benefits	\$ 1,263,735	\$ 1,528,911	\$ 1,375,623	\$ 1,590,302
Professional/Contractual services	342,016	307,953	232,001	322,188
Utilities	413,397	450,848	347,028	451,930
Maintenance, materials and supplies	222,431	197,875	191,755	328,824
Travel	2,930	2,950	1,981	2,819
Bank charges	5,900	6,950	7,361	6,932
Other	4,800	11,500	4,983	15,041
Total Expense	2,255,209	2,506,988	2,160,732	2,718,035
Surplus (Deficit)	\$ (1,140,459)	\$ (1,278,568)	\$ (1,201,598)	\$ (1,588,213)

The operating cost recovery in 2020 is projected to be approximately 49.4% compared to 49% in 2019.

NationsWest Field House

**Field House
Statement of Operations**

	2020 Budget	2019 Budget	2019 Actual 2019	2018 Actual
Revenue				
Rental	\$ 120,500	\$ 114,450	\$ 124,651	\$ 165,077
Registrations	46,000	51,000	41,073	41,475
Sale of Service	175,000	197,302	123,884	150,071
Total Revenue	\$ 341,500	\$ 362,752	\$ 289,607	\$ 356,623
Expenses				
Wages and benefits	\$ 393,664	\$ 478,636	\$ 387,700	\$ 421,794
Professional/Contractual services	27,669	18,992	18,358	18,068
Utilities	106,403	103,360	85,901	106,789
Maintenance, materials and supplies	50,665	47,395	37,987	106,535
Bank charges	2,300	2,300	3,812	2,649
Total Expense	580,701	650,683	533,758	655,834
Surplus (Deficit)	\$ (239,201)	\$ (287,931)	\$ (244,150)	\$ (299,211)

The 2020 NationsWEST Field house budget is budgeted to recover 58.8% of its operational expenses, compared to 55.7% in 2019.

The Co-Op Aquatic Centre

Swim Pool Statement of Operations

	2020 Budget	2019 Budget	2019 Actual as of Nov. 22, 2019	2018 Actual
Revenue				
Rental	\$ 178,000	\$ 199,500	\$ 150,339	\$ 173,375
Sale of Goods	40,000	65,000	18,068	40,708
Sale of Service	530,000	575,918	474,490	556,616
Donations	-	-	-	-
Total Revenue	\$ 748,000	\$ 840,418	\$ 642,897	\$ 770,699
Expenses				
Wages and benefits	\$ 827,780	\$ 994,374	\$ 947,637	\$ 1,120,012
Professional/Contractual services	41,263	18,995	14,441	23,181
Utilities	306,994	344,988	260,727	342,538
Maintenance, materials and supplies	155,166	138,580	136,731	203,687
Travel	2,930	2,950	1,981	2,819
Bank charges	3,600	4,650	3,550	4,283
Other	4,800	11,500	4,983	15,041
Total Expense	1,342,533	1,516,037	1,370,050	1,711,560
Surplus (Deficit)	\$ (594,533)	\$ (675,619)	\$ (727,154)	\$ (940,861)

The 2020 Co-Op Aquatic Centre budget is budgeted to recover 55.7% of its operational expenses compared to 55.4% in 2019.

Northland Power Curling Centre

**Curling Centre
Statement of Operations**

	2020 Budget	2019 Budget	2019 Actual 2019	2018 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	\$ 24,991	\$ 24,991	\$ 17,932	\$ 22,644
Professional/Contractual services	23,967	16,150	11,462	16,983
Utilities	-	-	-	-
Maintenance, materials and supplies	7,800	8,100	9,548	10,780
Total Expense	56,758	49,241	38,941	50,408
Surplus (Deficit)	\$ (55,508)	\$ (47,991)	\$ (37,691)	\$ (49,158)

The 2020 Curling Club budget has a slight expense increase by 15% due to service contract expenses.

The Dekker Centre for Performing Arts

Performing Arts Centre Statement of Operations

	2020 Budget	2019 Budget	2019 Actual 2019	2018 Actual
Revenue				
Sale of Service	\$ 24,000	\$ 24,000	\$ 25,380	\$ 1,250
Total Revenue	\$ 24,000	\$ 24,000	\$ 25,380	\$ 1,250
Expenses				
Wages and benefits	\$ 15,000	\$ 28,320	\$ 21,338	\$ 25,561
Professional/Contractual services	249,117	253,817	187,741	250,451
Utilities	-	-	-	103
Maintenance, materials and supplies	8,800	3,800	7,478	7,204
Total Expense	272,917	285,937	216,556	283,319
Surplus (Deficit)	\$ (248,917)	\$ (261,937)	\$ (191,176)	\$ (282,069)

For the 2020 budget, there is a slight decrease in expenses due to a reduction in service contract fees and wages.

The Don Ross Complex

**Don Ross Complex
Statement of Operations**

	2020 Budget	2019 Budget	2019 Actual 2019	2018 Actual
Revenue				
Rental	\$ 361,000	\$ 348,000	\$ 333,005	\$ 377,352
Sale of Service	3,000	3,000	2,104	4,879
Total Revenue	\$ 364,000	\$ 351,000	\$ 335,109	\$ 382,231
Expenses				
Wages and benefits	\$ 224,030	\$ 310,417	\$ 232,629	\$ 345,598
Professional/Contractual services	28,490	21,090	10,784	20,379
Utilities	120,000	124,600	97,395	73,489
Maintenance, materials and supplies	35,800	39,700	22,468	52,367
Travel	-	3,600	2,857	3,703
Bank charges	2,200	2,200	3,719	3,090
Total Expense	410,520	501,607	369,852	555,117
Surplus (Deficit)	\$ (46,520)	\$ (150,607)	\$ (34,743)	\$ (172,886)

Overall, the 2020 budget is projecting 88.6% recovery compared to 70% in 2019.

The Don Ross Arena

**Don Ross Arena
Statement of Operations**

	2020 Budget	2019 Budget	2019 Actual 2019	2018 Actual
Revenue				
Rental	\$ 141,300	\$ 140,000	\$ 104,049	\$ 147,419
Total Revenue	\$ 141,300	\$ 140,000	\$ 104,049	\$ 147,419
Expenses				
Wages and benefits	\$ 131,975	\$ 139,555	\$ 97,141	\$ 126,457
Professional/Contractual services	2,800	2,500	2,467	8,757
Utilities	76,350	79,350	80,584	147,092
Maintenance, materials and supplies	16,425	13,825	4,319	25,161
Total Expense	227,550	235,230	184,511	307,467
Surplus (Deficit)	\$ (86,250)	\$ (95,230)	\$ (80,462)	\$ (160,047)

North Battleford Civic Centre

Civic Centre
Statement of Operations

	2020 Budget	2019 Budget	2019 Actual 2019	2018 Actual
Revenue				
Rental	\$ 303,000	\$ 300,000	\$ 251,469	\$ 302,590
Total Revenue	\$ 303,000	\$ 300,000	\$ 251,469	\$ 302,590
Expenses				
Wages and benefits	\$ 362,090	\$ 264,647	\$ 229,669	\$ 276,258
Professional/Contractual services	39,700	47,400	19,874	20,476
Utilities	172,100	172,100	171,567	199,805
Maintenance, materials and supplies	42,900	38,200	56,002	64,627
Total Expense	616,790	522,347	477,112	673,034
Surplus (Deficit)	\$ (313,790)	\$ (222,347)	\$ (225,643)	\$ (370,445)

The 2020 Civic Centre budget has a slight expense increase by 18% due to mainly wage increase and budget realignment.

Overall, the 2020 Civic Centre budget is projecting 49% recovery compared to 57% in 2019.

Galleries

Allen Sapp Gallery

Allen Sapp Galleries
Statement of Operations

	2020 Budget	2019 Budget	2019 Actual 2019	2018 Actual
Revenue				
Sale of Goods	\$ 40,000	\$ 45,000	\$ 24,976	\$ 40,111
Sale of Service	8,000	9,000	6,085	5,838
Donations	3,300	3,300	4,599	7,758
Total Revenue	\$ 51,300	\$ 57,300	\$ 35,660	\$ 53,706
Expenses				
Wages and benefits	\$ 181,256	\$ 163,846	\$ 105,295	\$ 157,988
Professional/Contractual services	43,150	37,885	27,953	47,029
Utilities	29,150	28,950	23,177	32,851
Maintenance, materials and supplies	27,575	30,300	34,842	38,662
Travel	1,300	2,460	171	1,091
Total Expense	282,431	263,441	191,600	286,017
Surplus (Deficit)	\$ (231,131)	\$ (206,141)	\$ (155,940)	\$ (232,311)

Chapel Gallery

Chapel Galleries Statement of Operations

	2020 Budget	2019 Budget	2019 Actual 2019	2018 Actual
Revenue				
Rental	\$ 5,000	\$ 5,000	\$ 4,508	\$ 3,641
Sale of Service	4,000	6,000	3,982	4,896
Donations	3,000	2,000	2,830	1,990
Grants	57,850	57,850	22,349	100,415
Total Revenue	\$ 69,850	\$ 70,850	\$ 33,668	\$ 110,942
Expenses				
Wages and benefits	\$ 177,960	\$ 159,289	\$ 87,252	\$ 118,342
Professional/Contractual services	34,070	45,890	25,666	31,554
Subscription/Memberships	-	535	50	525
Utilities	900	900	728	781
Maintenance, materials and supplies	6,400	11,250	5,963	8,524
Travel	1,500	1,500	244	1,247
Total Expense	220,830	219,364	119,902	164,648
Surplus (Deficit)	\$ (150,980)	\$ (148,514)	\$ (86,234)	\$ (53,707)

Collectively for the Galleries:

The 2020 Galleries budget has a slight overall increase of 12% due to service contract and wages.

Water Utility Services

	2020 Budget	2019 Budget	2019 Actual	2018 Actual
	as of Nov. 22, 2019			
WATER SERVICES				
Operating Revenue				
Other Segmented Revenue				
Fees and Charges				
- Water Fees	3,739,615	\$ 3,624,415	\$ 3,173,883	\$ 3,638,946
- Water Works Expense Recovery	81,000	140,000	78,902	82,049
Total Fees and Charges	3,820,615	3,764,415	3,252,785	3,720,996
- Investment & Interest	23,409	20,000	21,762	28,543
Total Other Segmented Revenue	3,844,024	3,784,415	3,274,547	3,749,539
Conditional Grants				
- Grants	-	-	-	-
Total Operating	3,844,024	3,784,415	3,274,547	3,749,539
Operating Expenses				
Wages and benefits	1,341,068	1,446,886	1,131,710	1,460,250
Professional/Contractual services	998,640	982,128	667,358	930,838
Subscription/Memberships	19,271	18,196	17,260	15,172
Utilities	335,420	362,652	311,431	380,023
Maintenance, materials and supplies	540,760	661,130	399,729	705,275
Travel	7,188	16,272	3,328	7,922
Amortization	-	-	-	769,991
Interest	73,372	80,620	27,532	91,142
Allowance for uncollectibles	-	-	198	(18,314)
Other	155	-	147	155
Total Water Services Expenses	3,315,874	3,567,884	2,558,694	4,342,452
Capital				
Conditional Grants				
- Capital Grants	-	-	-	-
Water Services	\$ 528,150	\$ 216,531	\$ 715,853	\$ (592,913)
Capital Expenditure	1,500,000	-	-	-
Total Water Services Financial Position	\$ (971,850)	\$ 216,531	\$ 715,853	\$ (592,913)

Revenues

Water Services rate is expected to increase by 2% in base water and consumption rates.

The water expense recovery has a decrease of \$59,000 mainly due to custom work not expected to be performed during 2020.

Expenses

Overall expenses are projected to decrease in 2020 compared to Budget 2019 in the approximate amount of \$252,000, with details as follows:

- Wages and Benefits are projected to decrease by approximately \$106,000 mainly as the water treatment plant supervisor has been budgeted under contract services expenditures.
- Professional contractual expenses are projected to increase in 2020 compared to Budget 2019 by approximately \$17,000 due mainly to the following:
 - No 1 Water Plant service contract decreases of \$55,000
 - Holliday Water Plant services contract its expected to increase by approximately \$130,000
 - Mains services contracts are expected to decrease by \$75,000
 - Pumping services contracts are expected to increase by \$12,500
 - Water tower services contract are expected to increase by \$4,000
 - Various other increases of \$500
- Maintenance Materials and supplies in 2020 are projected to decrease by approximately \$120,000 or approximately 18% mainly due to the following:
 - No 1 Water plant equipment repairs its expected to decrease by \$60,000
 - Special equipment expenditure at both water plants are expected to decrease by \$12,000
 - No 1 Water plant building maintenance its expected to increase by \$5,000
 - No 1 Water plant chemicals its expected to decrease by \$10,000
 - Holliday Water Plant supplies are expected to decrease by \$8,000
 - Services supplies are expected to increase by \$10,000
 - Water works – laundry expenditure its expected to decrease by \$8,000 as this service will be provided internally
 - Pumping equipment repairs are expected to decrease by \$15,000
 - Water tower equipment repairs are expected to decrease by \$2,500
 - Water works equipment repairs and supplies are expected to decrease by \$12,000
 - Various other sundry expenses are expected to decrease by \$7,500

Capital expenditures are estimated to be \$1,500,000. See Water & Sewer Services capital expenditures tab for details:

- Replacement of John East Hydrants
- Technology Upgrades (SCADA)
- Radio Frequency Metering Equipment & Technology
- WTP1 HVAC upgrades

Sanitary Sewer Utility Services

	2020 Budget	2019 Budget	2019 Actual	2018 Actual
as of Nov. 22, 2019				
SANITARY SEWER SERVICES				
Operating Revenue				
Other Segmented Revenue				
Fees and Charges				
- Sanitary Sewer Fees	3,569,681	\$ 3,618,981	\$ 3,081,050	\$ 3,369,287
- Sanitary Sewer Expense Recovery	10,727	18,000	12,399	7,181
Total Other Segmented Revenue	3,580,408	3,636,981	3,093,449	3,376,468
Conditional Grants				
- Grants	-	-	-	-
Total Operating Revenue	3,580,408	3,636,981	3,093,449	3,376,468
Operating Expenses				
Wages and benefits	997,525	1,103,439	755,449	735,567
Professional/Contractual services	267,326	345,426	260,815	180,497
Subscription/Memberships	3,886	6,505	8,465	5,346
Utilities	267,930	271,030	243,476	314,103
Maintenance, materials and supplies	301,500	384,725	247,192	346,500
Travel	2,625	5,075	989	4,649
Amortization	-	-	-	1,082,252
Interest	584,616	617,904	474,764	651,561
Total Sanitary Sewer Services Expenses	2,425,408	2,734,104	1,991,149	3,320,475
Capital				
Conditional Grants				
- Capital Grants	-	4,800,000	-	-
Total Sanitary Sewer Services	\$ 1,155,000	\$ 902,878	\$ 1,102,300	\$ 55,993
Capital Expenditure	1,924,177	-	-	-
Total Sanitary Sewer Services Financial Position	\$ (769,177)	\$ 902,878	\$ 1,102,300	\$ 55,993

Revenues

Sanitary Sewer Services Revenue is expected to increase by 2% in base water and consumption rates.

Expenses

Overall expenses are projected to decrease in 2020 compared to the 2019 budget in the approximate amount of \$309,000 with the main details as follows:

- Wages and Benefits are projected to decrease by approximately \$106,000 due to organizational restructuring and budget alignment.

- Professional contractual expenses are projected to decrease in 2020 compared to Budget 2019 by approximately \$78,000 or approximately 23% due mainly to the following:
 - Treatment plant services contract reduction of \$70,000
 - Industrial park lift services contracts reduction of \$10,000
 - Increase on various sundry expenses \$2,500

- Maintenance, materials and supplies its expected to decrease by \$83,000 or approximately 22% due mainly to the following:
 - Treatment plant equipment repairs increase of \$20,000
 - Treatment plant chemicals reduction of \$39,000
 - Treatment plant supplies reduction of \$67,500
 - Sanitary sewer mains, equipment repairs increase of \$40,000
 - Sanitary sewer main supplies reduction of \$17,000
 - Various sundry decreases of \$19,500

- Interest Expense in 2020 is projected to decrease by approximately \$33,000 due to repayment of debt and decreasing interest costs.

Capital expenditures are estimated to be \$1,924,177. See Water & Sewer Services capital expenditures tab for details:

- Sewer Trunk

**City of North Battleford Third Party Grants
Master Schedule – 2020**

Receiving Organization	2020 Requested
North Battleford Transit System (expansion remains)	\$274,156
Battleford's Handi Bus System	\$98,340
The Humane Society	\$150,000
The Lakeland Library	\$361,024
The North Battleford Library	\$154,000
Dekker Centre Performing Arts	\$235,000
Destination Battlefords	\$118,458
North Battleford Boys & Girls Club - capital	\$15,000
North Battleford Golf and Country Club (short-term capital)	\$75,000
BTEC Capital Grant	\$10,000
River Valley Board	\$68,000
Battlefords Boys and Girls Club - operating	\$25,000
Catholic Family Services	\$2,500
Empty Stocking Fund	\$6,500
Battlefords and Area Sexual Assault Ctr.	\$9,000
The Lighthouse North Battleford	\$35,000
Concern for Youth	\$20,000
Midwest Food Resources	\$3,000
Citizen on patrol	\$1,000

Five Year Capital Plan - Projects

Name of project / purchase	Division	2020
RCMP / Firehall lighting	Policing	125,000
Backup/Archive Storage	General Govt.	10,000
Software purchase - Agenda and meeting minute management	General Govt.	20,000
Pumper Vehicle	Fire & Protective	300,000
Self Contained Breathing Apparatus replacement	Fire & Protective	116,333
Fire tanker	Fire & Protective	60,000
Airport Security Fencing Project (over 10 years)	Operations	50,000
Plow Truck Unit 131	Operations	350,000
Library Patio replacement	Operations	100,000
Territorial Dr - King Hill Hwy 4 intersection	Operations	75,000
Snow blade for front end loader	Operations	24,000
Parks irrigation system replacement	Leisure Services	30,000
Allen Sapp Cornice repair	Leisure Services	50,000
Aquatic Centre Locker Replacement	Leisure Services	60,000
Fieldhouse Security Entrance System	Leisure Services	15,000
Playground Structure Rehabilitation	Parks	70,000
Stump Grinder	Parks	8,000

**City of North Battleford
Capital Budget Request**

Project Name:
 Requester:
 Date Requested:

Division:
 Asset Type:
 Asset Category:

Business Unit:
 Prior Year re-Budget?

Project Questions:

(Yes/No) Comment, if required

Is the project multi-year in scope?	No	
Are cost savings anticipated?	Yes	Potential Savings on Electricity
Are revenues anticipated?	No	
Has external funding been secured?	No	

Priority area of strategic plan:

Project Description/Summary:

As both the Fire and Police Department buildings run a 24/7 operation lighting costs for both buildings are higher than normal City operations. A switch from T8 lights to a combination of motion sensors and LED lighting will reduce the annual power consumption at both buildings.

Benefit of project/capital purchase:

The combined power consumption for both buildings is approximately \$70,000 per year. A 20% reduction in power cost is achievable and a typical repayment on from savings occurs around 3 years. This project will offer local trades an opportunity to work in a slowing economy.

Pros: Savings on power and consumables such light bulbs and disposal costs

Cons: Up front investment is needed to realized the savings

Financial Information/Estimated Capital Costs: (\$ CDN)

	2020	2021	2022	2023	2024	Total Cost
Major project costs:						
Capital purchase	\$ 125,000					\$ 125,000
Other project costs, if any						\$ -
Less prior year spent						\$ -
(A) Total Capital cost	\$ 125,000	\$ -	\$ -	\$ -	\$ -	\$ 125,000
(B) Funding Sources:						
Capital reserve/carry forward					\$ -	\$ -
Sale of asset, if applicable						\$ -
External funding, i.e. grants						\$ -
Taxation required (A - B)	\$ 125,000	\$ -	\$ -	\$ -	\$ -	\$ 125,000

Prepared by:

Director responsible:

Date:

Date:

Reviewed by Finance:

**City of North Battleford
Capital Budget Request**

Project Name: Backup/Archive Storage
 Requester: Daniel Aucamp
 Date Requested: November 22, 2019

Division: General Government
 Asset Type: Replacement
 Asset Category: Machinery & Equipment

Business Unit: City Hall
 Prior Year re-Budget?

Project Questions:

(Yes/No) Comment, if required

Is the project multi-year in scope?
 Are cost savings anticipated?
 Are revenues anticipated?
 Has external funding been secured?

No	
Yes	
No	
No	

Priority area of strategic plan: Other

Project Description/Summary:

Our backups are becoming very expensive and limits our growth and development of some projects. I would like to setup a online cold storage solution at one of our City sites to function as a off-site backup location. We will then deploy an internal backup solution that will backup our server and data to our main NAS storage at City Hall and then replicate to the off-site location using the Point to Point wireless solution installed this year. Combined with our host server upgrade from this year it will provide very fast recovery time in case of a failure and will have the security of having off-site copies should City Hall become unavailable thus following the 3-2-1 industry best practice. This solution will also become the new home of our archive and dormant data as it is an inexpensive big storage solution.

Benefit of project/capital purchase:

All of the data for the City is being backed up to a local (Datto Serus) backup server that synchronizes to a secure cloud servers belonging to the Datto company. This cloud copy functions as our off site data copy. This system works really well but the city has grown to a point where it is becoming very expensive to do backups to a third party vendor. Setting up our own off-site storage location will allow us to manage our backup internally and store our backups in our own data centres saving the cost of renting cloud space. This will also allow us to expand our data storage capability to protect our archive data and allow for big data projects like moving to paperless processes.

Pros: Reduced cost and the ability to expand ur capability.

Cons: Upfront cost more internal resources needed to mange backups.

Financial Information/Estimated Capital Costs: (\$ CDN)

	2020	2021	2022	2023	2024	Total Cost
Major project costs:						
Capital purchase	\$ 10,000					\$ 10,000
Other project costs, if any						\$ -
Less prior year spent						\$ -
(A) Total Capital cost	\$ 10,000	\$ -	\$ -	\$ -	\$ -	\$ 10,000
(B) Funding Sources:						
Capital reserve/carry forward					\$ -	\$ -
Sale of asset, if applicable						\$ -
External funding, i.e. grants						\$ -
Taxation required (A - B)	\$ 10,000	\$ -	\$ -	\$ -	\$ -	\$ 10,000

Prepared by: Daniel Aucamp

Director responsible: Trish McConnell

Date: November 22 2019

Date: November 22 2019

Reviewed by Finance:

**City of North Battleford
Capital Budget Request**

Project Name: **Agenda/Minutes
Mgmt. Software**
Requester: **Debbie Wohlberg**
Date Requested: **November 25, 2019**

Division: **General Government**
Asset Type: **New Asset**
Asset Category: **Machinery & Equipment**

Business Unit: **City Hall**
Prior Year re-Budget?

Project Questions:	(Yes/No)	Comment, if required
Is the project multi-year in scope?	No	
Are cost savings anticipated?	Yes	Potential savings on total Administrative time
Are revenues anticipated?	No	
Has external funding been secured?	No	

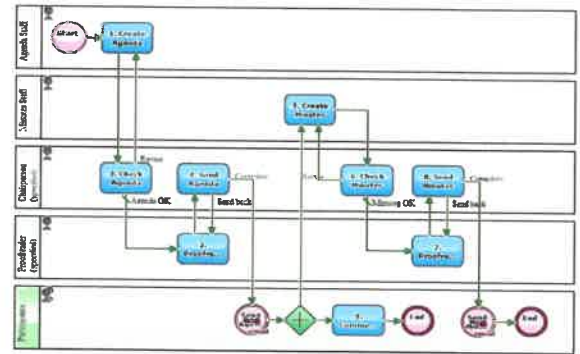
Priority area of strategic plan: **Other**

Project Description/Summary:
Software program to assist with streamlining the process of preparing reports for Council and Committee Agenda packages, the minutes from these meetings and task trackers after the meetings. The program would also provide accessibility to the public for the information from these meetings.

Benefit of project/capital purchase:
Electronic management of documents for agenda packages ensures efficient use of Administration's time in the preparation of documents for meetings, strengthens workflow processes, and saves on paper usage.

Pros: Improves efficiencies and time management for Administration. Ensures documents do not get missed from inclusion on agendas, as well as speeds up minute preparation and tracking of tasks.

Cons: The time it takes to set up the software and training of Administration to use the programs.



Financial Information/Estimated Capital Costs: (\$ CDN)

	2020	2021	2022	2023	2024	Total Cost
Major project costs:						
Capital purchase	\$ 20,000					\$ 20,000
Other project costs, if any						\$ -
Less prior year spent						\$ -
(A) Total Capital cost	\$ 20,000	\$ -	\$ -	\$ -	\$ -	\$ 20,000
(B) Funding Sources:						
Capital reserve/carry forward					\$ -	\$ -
Sale of asset, if applicable						\$ -
External funding, i.e. grants						\$ -
Taxation required (A - B)	\$ 20,000	\$ -	\$ -	\$ -	\$ -	\$ 20,000

Prepared by: **Debbie Wohlberg**

Director responsible: **Randy Patrick**

Date: **November 25, 2019**

Date: **November 25, 2019**

Reviewed by Finance: _____

**City of North Battleford
2020 Capital Budget**

Name of project/
purchase: Automotive Fire
Apparatus-Pumper
Requester: Lindsay Holm
Date Requested: 25-Nov-19

Asset Type: Replacement
Asset Category: Vehicle

Department: Fire
Division: Fire & Protective

Project Questions:

	(Yes/No)	Comment, if required
Is the project multi-year in scope?	Yes	
Are cost savings anticipated?	No	
Are revenues anticipated?	Yes	Sale of Engine 22
Has external funding been secured?	No	

Priority area of strategic plan: Managing Growth

Capital project or purchase Description/Summary:

In order to maintain apparatus that meet the age requirement of UL ratings, the fire department is proposing to replace the 1996 Freightliner pumper E22 in 2021. This replacement will ensure we are inside of the maximum 25 year industry and UL standards. The proposed engine being ordered would be a heavy Rescue Pumper to try and consolidate some equipment. This will allow E23 to be placed into reserve status and ensure that the most current and efficient apparatus is responding to emergencies within city limits. Due to extended build times we are projecting the tender process to start mid year 2020 with delivery late year in 2021. The Capital purchase is being spread over two years to lessen the cost to ratepayers in each year.



	2020	2021	2022	2023	2024	Total Cost
Major project costs:						
Capital purchase		\$600,000.00				\$600,000
Other project costs, if any						
Less prior year spent						
(A) Total Capital cost	\$ -	\$ 600,000.00	\$ -	\$ -		\$600,000
(B) Funding Sources:						
Capital reserve/carry forward	\$ 300,000	\$ 300,000.00				\$ 600,000.00
Sale of asset, if applicable	-\$ 20,000					-\$ 20,000
2021 committed budget						\$ -
Taxation required (A - B)	-\$ 280,000	\$ 300,000.00	\$ -	\$ -	\$ -	\$580,000.00

Prepared by: Lindsay Holm

Director responsible: Lindsay Holm

Date: 25-Nov-19

Date: 25-Nov-19

Reviewed by Finance: _____

**City of North Battleford
2020 Capital Budget**

Name of project/
purchase: SCBA Replacement

Requester: Lindsay Holm

Date Requested: 25-Nov-19

Asset Type: Replacement

Asset Category: Machinery & Equipment

Department: Fire

Division: Fire & Protective

Project Questions:

- Is the project multi-year in scope?
- Are cost savings anticipated?
- Are revenues anticipated?
- Has external funding been secured?

(Yes/No) Comment, if required

Yes	
Yes	
No	
No	

Priority area of strategic plan: Other

Capital Project or Purchase Description/Summary

This request is being made for the second stage of the SCBA replacement. Council has previously approved replacing the Fire Departments SCBA with 2/3rds being replaced in 2019 and the remaining 1/3rd being replaced in 2020.



	2020	2021	2022	2023	2024	Total Cost
Major project costs:						
Capital purchase	\$ 350,000					\$350,000
Other project costs, if any						
Less prior year spent						
(A) Total Capital cost	\$ 350,000	\$ -	\$ -	\$ -		\$350,000
(B) Funding Sources:						
Capital reserve/carry forward	\$ 233,667					\$ 233,667
Sale of asset, if applicable						\$ -
External funding, i.e. grants						\$ -
Taxation required (A - B)	\$ 116,333	\$ -	\$ -	\$ -	\$ -	\$240,000

Prepared by: Lindsay Holm

Director responsible: Lindsay Holm

Date: 25-Nov-19

Date: 25-Nov-19

Reviewed by Finance: _____

**City of North Battleford
2020 Capital Budget**

Name of project/
purchase: Automotive Fire
Apparatus Tanker
Requester: Lindsay Holm
Date Requested: 25-Nov-19

Asset Type: New Asset
Asset Category: Vehicle

Department: Fire
Division: Fire & Protective

Project Questions: (Yes/No) Comment, if required

Is the project multi-year in scope? No

Are cost savings anticipated? No

Are revenues anticipated? No

Has external funding been secured? No

Priority area of strategic plan: Managing Growth

Capital Project or Purchase Description/Summary:
This apparatus is to replace the tanker that was previously in our fleet that was owned by the RM of North Battleford. This apparatus is a vital piece of equipment to support fire fighting operations in areas of the City that are not supported by the Cities water distribution system. Areas such as the airport, waste management facility and some urban wildland interface areas are unprotected. During the current year we have had two fires to date that required water shuttle operations that took considerable time to allocate resources for shuttle operations.



	2020	2021	2022	2023	2024	Total Cost
Major project costs:						
Capital purchase	\$ 60,000.00					\$60,000
Other project costs, if any						
Less prior year spent						
(A) Total Capital cost	\$ 60,000.00	\$ -	\$ -	\$ -		\$60,000
(B) Funding Sources:						
Capital reserve/carry forward						\$ -
Sale of asset, if applicable						\$ -
External funding, i.e. grants						\$ -
Taxation required (A - B)	\$ 60,000.00	\$ -	\$ -	\$ -	\$ -	\$60,000

Prepared by: Lindsay Holm

Director responsible: Lindsay Holm

Date: 25-Nov-19

Date: 25-Nov-19

Reviewed by Finance: _____

**City of North Battleford
Capital Budget Request**

Project Name:
 Requester:
 Date Requested:

Division:
 Asset Type:
 Asset Category:

Business Unit:
 Prior Year re-Budget?

Project Questions: (Yes/No) Comment, if required

Is the project multi-year in scope?	Yes	10-year program
Are cost savings anticipated?	No	
Are revenues anticipated?	No	
Has external funding been secured?	No	



Priority area of strategic plan:

Project Description/Summary:
 The existing airside of the aerodrome (airport) only uses barbed wire to keep both animals and people out of the airside. The airport contractor has in the past, reported near misses with deer, coyotes and dogs being on the runway. However, more serious, the contractor has reported more intrusion by people entering the restricted airside without permission or proper safety equipment. These people have been seen driving trucks, motorcycles and all-terrain vehicles on to the runway believing the airport is closed. In addition, airport staff have had to ask people walking dogs to leave the airport's airside. In cases where the airport contractor were able to stop those people on airside, they reported that they ignored the signs and crossed the barbed wire fence believing that the keep out signs were not being enforced. The project would be carried out over a 10-year period and once completed, a chain link fence complete with gates, will have been installed around the airport's airside to try to keep both animals and unauthorized people out of the airport's airside.

Benefit of project/capital purchase:
 The project will assist in securing the airport airside as well as limiting access of the general public and animals from accessing the taxi ways and runways.

Risk analysis, what are the pros and cons of this project?
 Pros: The fence will secure the airport airside from trespassers and animals.
 Cons: The cost and time to install the fence.

Financial Information/Estimated Capital Costs: (\$ CDN)

	2020	2021	2022	2023	2024	Total Cost
Major project costs:						
Capital purchase	\$ 50,000					\$ 50,000
Other project costs, if any						\$ -
Less prior year spent						\$ -
(A) Total Capital cost	\$ 50,000	\$ -	\$ -	\$ -	\$ -	\$ 50,000
(B) Funding Sources:						
Capital reserve/carry forward						\$ -
Sale of asset, if applicable						\$ -
External funding, i.e. grants						\$ -
Taxation required (A - B)	\$ 50,000	\$ -	\$ -	\$ -	\$ -	\$ 50,000

Prepared by:

Director responsible:

Date:

Date:

Reviewed by Finance:

**City of North Battleford
Capital Budget Request**

Project Name:
 Requester:
 Date Requested:

Division:
 Asset Type:
 Asset Category:

Business Unit:
 Prior Year re-Budget?

Project Questions:

	(Yes/No)	Comment, if required
Is the project multi-year in scope?	No	
Are cost savings anticipated?	No	
Are revenues anticipated?	No	
Has external funding been secured?	No	Administration will be applying for a federal grant.



Priority area of strategic plan:
 Project Description/Summary:
 In the fall of 2018, while the airport maintenance crews were plowing the runway, the plow frame broke making the plow unusable. The truck was taken back to the fleets' shop for repair at which time it was found that damage was more extent. After further investigation, it was found that the plow could not be repaired and that the truck also had structural issue. It was recommended by the Fleet Supervisor that the truck and plow be replaced.
 The three-ton truck size was selected as it is small enough to fit into the maintenance shed.
 Administration will be applying for Federal funds to offset the cost of the equipment.

Benefit of project/capital purchase:
 The project is to purchase a new 3-ton single axle plow truck complete with a high-speed snow plow and will be used to keep the runways, taxiways and tarmac clean of snow. The truck will also be used for towing the sweeper when the sweeper is purchased.

Risk analysis, what are the pros and cons of this project?
 Pros: The snow plow and truck will be used to clean the runways, taxiways and tarmac throughout the airport.
 Cons: The cost of the equipment.

Financial Information/Estimated Capital Costs: (\$ CDN)

	2020	2021	2022	2023	2024	Total Cost
Major project costs:						
Capital purchase	350,000					350,000
Other project costs, if any						-
Less prior year spent						-
(A) Total Capital cost	350,000	-	-	-	-	350,000
(B) Funding Sources:						
Capital reserve/carry forward						-
Sale of asset, if applicable						-
External funding, i.e. grants						-
Taxation required (A - B)	350,000	-	-	-	-	350,000

Prepared by:

Director responsible:

Date:

Date:

Reviewed by Finance:

**City of North Battleford
2020 - Capital Budget Request**

Name of project/ purchase:	Library Patio	Asset Type:	Replacement	Department:	Parks & Recreation
Requester:	Seton Winterholt	Asset Category:	Buildings	Division:	Parks & Community
Date Requested:	25-Nov-19				

Project Questions:

	(Yes/No)	Comment, if required
Is the project multi-year in scope?	No	
Are cost savings anticipated?	No	
Are revenues anticipated?	No	
Has external funding been secured?	No	



Priority area of strategic plan: **Other**

Capital project or purchase Description/Summary:
Complete patio remediation that was started several years ago with underground pipe replacement by removing and replacing paving stone patio

Benefit of project/capital purchase:
In the current state the patio is not useable space at the library
The area was built for childrens programming and is part of the facility landscaping
Replacement of the patio creates a safe space for library programing and will avoid further deterioration of the area

Risk analysis, what are the pros and cons of this project?
Risk analysis is Medium. The patio has been in this state for a number of years
Not replacing the patio will result in the library not using the space
Re-landscaping the entire area is more costly than replacing the patio
An added fence or enclosure would align with CPTED initiatives

Financial Information/Estimated Capital Costs: (\$ CDN)

	2020	2021	2022	2023	2024	Total Cost
Major project costs:						
Capital purchase	\$ 100,000.00		\$ -	\$ -	\$ -	\$ 100,000.00
Other project costs, if any						\$ -
Less prior year spent						\$ -
(A) Total Capital cost	\$ 100,000.00	\$ -	\$ -	\$ -	\$ -	\$ 100,000.00
(B) Funding Sources:						
Capital reserve/carry forward						\$ -
Sale of asset, if applicable	\$ -			\$ -		\$ -
External funding, i.e. grants						\$ -
Taxation required (A - B)	\$ 100,000.00	\$ -	\$ -	\$ -	\$ -	\$ 100,000.00

Prepared by:
Seton Winterholt

Director responsible:

Date: 25-Nov-19

Date:

Reviewed by Finance:

**City of North Battleford
Capital Budget Request**

Project Name: Repair of South Bound Lanes of Territorial Drive and Highway 4 North By-Pass Intersection

Requester: Stewart Schafer

Date Requested: September 11, 2016

Division: City Operations

Asset Type: Replacement

Asset Category: Engineered Structures

Business Unit: Roadways

Prior Year re-Budget?

Project Questions: (Yes/No) Comment, if required

Is the project multi-year in scope?	No	
Are cost savings anticipated?	No	
Are revenues anticipated?	No	
Has external funding been secured?	No	



Priority area of strategic plan: Other

Project Description/Summary:
The existing asphalt intersection has been experiencing heavier trucks traffic and heavier trucks causing the southbound lanes to badly rut. The project would include the milling out approximately 300 metres of asphalt and pouring reinforced concrete slabs where the trucks are stopping and causing the rutting. It is hoped that the Province will participate with the project on a cost share agreement. If the Province does not decide to participate, the size and scope of the project will be limited.

Benefit of project/capital purchase:
The project will improve the driving surface on the south bound lanes of Territorial Drive approaching Highway 4 bypass intersection.

Risk analysis, what are the pros and cons of this project?
Pros: The project will slow or eliminate the rutting of the south bound lanes at the intersection Territorial Drive and Highway 4 Bypass.
Cons: The cost and time to repair the south bound lanes.

Financial Information/Estimated Capital Costs: (\$ CDN)

	2020	2021	2022	2023	2024	Total Cost
Major project costs:						
Capital purchase	\$ 75,000					\$ 75,000
Other project costs, if any						\$ -
Less prior year spent						\$ -
(A) Total Capital cost	\$ 75,000	\$ -	\$ -	\$ -	\$ -	\$ 75,000
(B) Funding Sources:						
Capital reserve/carry forward						\$ -
Sale of asset, if applicable						\$ -
External funding, i.e. grants						\$ -
Taxation required (A - B)	\$ 75,000	\$ -	\$ -	\$ -	\$ -	\$ 75,000

Prepared by: Stewart Schafer

Director responsible: Stewart Schafer

Date: September 11, 2017

Date: September 11, 2017

Reviewed by Finance: _____

**City of North Battleford
Capital Budget Request**

Project Name:	<input type="text" value="Snow Blade Bucket"/>	Division:	<input type="text" value="Operations Services"/>	Business Unit:	<input type="text" value="Operation Services"/>
Requester:	<input type="text" value="Colin Carriere"/>	Asset Type:	<input type="text" value="New Asset"/>	Prior Year re-Budget?	<input type="text"/>
Date Requested:	<input type="text" value="September 13, 2019"/>	Asset Category:	<input type="text" value="Machinery & Equipment"/>		

Project Questions:	(Yes/No)	Comment, if required
Is the project multi-year in scope?	No	
Are cost savings anticipated?	Yes	Faster clean up of downtown streets
Are revenues anticipated?	No	
Has external funding been secured?	No	

Priority area of strategic plan:

Project Description/Summary:
Given the new street scape the Roads Services branch has recommended the purchase of a new snow wind plow to allow them better maneuverability around the chicanes in the downtown core. The snow plow blade will be attached to the front end loader and the wings can be controlled to extend or contract around obstacles.

Benefit of project/capital purchase:
It is believed that the benefits will be less damage to the concrete curbs and better cleaning ability by the Roads Services. In addition, the Roads Services Supervisor believes that the blade will allow the city crews to conduct the clean ups after a snow storm faster.

Risk analysis, what are the pros and cons of this project?
Pros: The new blade will allow road crews to better clean the downtown streets faster without damaging the concrete curbs.
Cons: The cost for purchasing a new piece of equipment. Was not in the 5-year capital budget.



Financial Information/Estimated Capital Costs: (\$ CDN)

	2020	2021	2022	2023	2024	Total Cost
Major project costs:						
Capital purchase	\$ 24,000					\$ 24,000
Other project costs, if any						\$ -
Less prior year spent						\$ -
(A) Total Capital cost	\$ 24,000	\$ -	\$ -	\$ -	\$ -	\$ 24,000
(B) Funding Sources:						
Capital reserve/carry forward						\$ -
Sale of asset, if applicable						\$ -
External funding, i.e. grants						\$ -
Taxation required (A - B)	\$ 24,000	\$ -	\$ -	\$ -	\$ -	\$ 24,000

Prepared by:

Director responsible:

Date:

Date:

Reviewed by Finance:

**City of North Battleford
2020 Capital Budget Request**

Name of project/
purchase: **Parks Irrigation System
Replacement**
Requester: **Gord Whitton**
Date Requested: **20/11/2019**

Asset Type: **Replacement**
Asset Category: **Machinery & Equipment**

Department: **Parks & Recreation**
Division: **Parks & Community**

Project Questions:

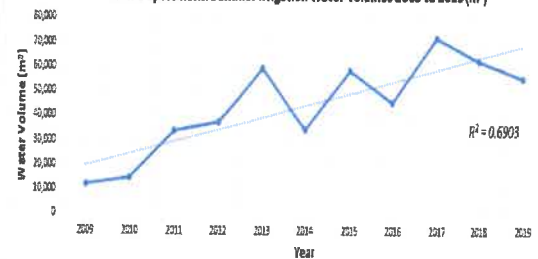
Is the project multi-year in scope?
Are cost savings anticipated?
Are revenues anticipated?
Has external funding been secured?

(Yes/No)	Comment, if required
Yes	Full Replacement in stages
Yes	Water costs lowered
No	
No	



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Parks Department: Summer Irrigation Water Volumes 2009 to 2019 (m³)



Priority area of strategic plan: **Other**

Capital project or purchase Description/Summary:

There has been a progressive increase in irrigation water usage throughout the City's parks and sportsfields. The current irrigation lines are on average 25 years old and are past their life expectancy of 20 years. Water cost increases occur for a variety of reasons including: rate increases, line or head breaks and seepage due to age of the lines. In order to maintain our parks and sportsfields a perpetual plan to replace the irrigation system is needed. Priority for 2020 will be on an area where the system has failed due to age- The Blue Jays Ball Diamond. The entire system requires replacement. This would be outsourced to a company that specializes in irrigation systems.

Benefit of project/capital purchase:

Decrease in water costs, increase in field health, decrease of staff time to water the ball diamond manually.

Risk analysis, what are the pros and cons of this project?

This Ball Field has recently been renovated. Introducing a proper irrigation system would be a long term solution to a heavily used diamond.

Financial Information/Estimated Capital Costs: (\$ CDN)

	2020	2021	2022	2023	2024	Total Cost
Major project costs:						
Capital purchase	\$ 30,000.00		\$ -	\$ -	\$ -	\$ 30,000.00
Other project costs, if any						\$ -
Less prior year spent						\$ -
(A) Total Capital cost	\$ 30,000.00	\$ -	\$ -	\$ -	\$ -	\$ 30,000.00
(B) Funding Sources:						
Capital reserve/carry forward						\$ -
Sale of asset, if applicable	\$ -			\$ -		\$ -
External funding, i.e. grants						\$ -
Taxation required (A - B)	\$ 30,000.00	\$ -	\$ -	\$ -	\$ -	\$ 30,000.00

Prepared by: **Cheryl DeNeire**

Director responsible: **Cheryl DeNeire**

Date: **20/11/2019**

Date: **20/11/2019**

Reviewed by Finance: _____

**City of North Battleford
2020 Capital Budget Request**

Name of project/
purchase:
Requester:
Date Requested:

Asset Type:
Asset Category:

Department:
Division:

Project Questions: (Yes/No) Comment, if required

Is the project multi-year in scope?

Are cost savings anticipated?

Are revenues anticipated?

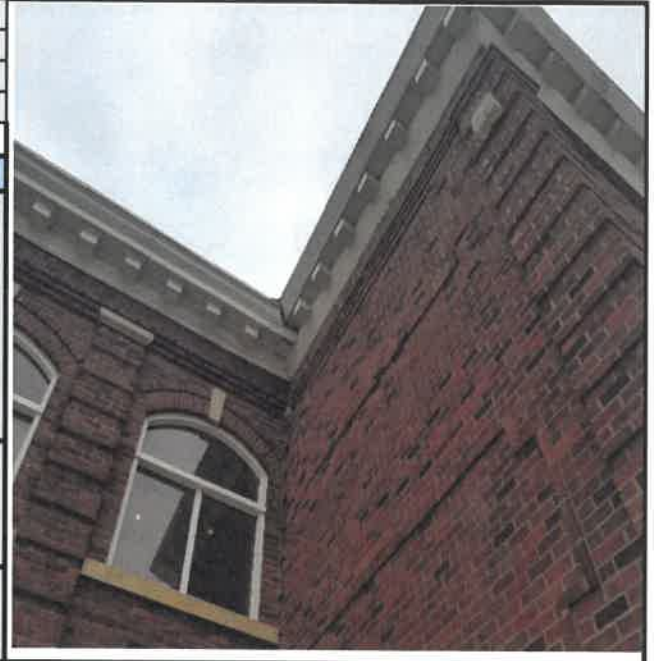
Has external funding been secured?

Priority area of strategic plan:

Capital project or purchase Description/Summary:
The cornice on the addition of the Allen Sapp Gallery has deteriorated significantly. This has led to recent infestations of bats and bee's. The cornice on the addition must be removed and replaced to protect the building from further damage. The cornice on the rest of the building needs to be examined closely with minor short term repairs completed as part of a future plan for replacement. Grant opportunities possibly exist for this project and will be explored

Benefit of project/capital purchase:
Protection of building asset
Life cycle replacement

Risk analysis, what are the pros and cons of this project?
Conditions will deteriorate further if not addressed
Risk assesment is high



Financial Information/Estimated Capital Costs: (\$ CDN)

	2020	2021	2022	2023	2024	Total Cost
Major project costs:						
Capital purchase	\$ 50,000.00		\$ -	\$ -	\$ -	\$ 50,000.00
Other project costs, if any						\$ -
Less prior year spent						\$ -
(A) Total Capital cost	\$ 50,000.00	\$ -	\$ -	\$ -	\$ -	\$ 50,000.00
(B) Funding Sources:						
Capital reserve/carry forward						\$ -
Sale of asset, if applicable	\$ -			\$ -		\$ -
External funding, i.e. grants						\$ -
Taxation required (A - B)	\$ 50,000.00	\$ -	\$ -	\$ -	\$ -	\$ 50,000.00

Prepared by:

Date:

Director responsible:

Date:

Reviewed by Finance:

**City of North Battleford
2020 Capital Budget Request**

Name of project/
purchase: Aquatic Centre Lockers
Requester: Jodi Hargreaves
Date Requested: 20/11/2019

Asset Type: Replacement
Asset Category: Buildings

Department: Parks & Recreation
Division: Parks & Community

Project Questions:

Is the project multi-year in scope?
Are cost savings anticipated?
Are revenues anticipated?
Has external funding been secured?

(Yes/No) Comment, if required

No
yes Ensure locker access is paid
yes \$1.00/token
No



Priority area of strategic plan: Other

Capital project or purchase Description/Summary:

The Aquatic Centre locker mechanisms are not operating correctly. The \$1.00 token system on the lockers consistently do not lock causing a replacement token to be given out or patrons choosing to leave their valuables in an unlocked locker or on the pool deck. Approximately 80% of all lockers currently have locking mechanism issues due primarily to a product quality issue. not known when initially installed The locking mechanism cannot be exchanged with a better brand thus requiring a complete replacement. The current lockers could potentially be sold or relocated to other facilities. The overall locker replacement cost would be \$180,000 with one section being replaced each year for the next 3 years at \$60,000 per year.

Benefit of project/capital purchase:

The Aquatic Centre has historically made approximately \$40,000 annually off of locker and towel rentals. This has decreased to under \$20,000 annually. This purchase could renew that account and provide patrons with better security

Risk analysis, what are the pros and cons of this project?

Risk analysis is medium. New lockers would improve revenue and security but there is a risk that the same issue could recurr. There are better products with a longer shelf life but it is a risk.

Financial Information/Estimated Capital Costs: (\$ CDN)

	2020	2021	2022	2023	2024	Total Cost
Major project costs:						
Capital purchase	\$ 60,000.00		\$ -	\$ -	\$ -	\$ 60,000.00
Other project costs, if any						\$ -
Less prior year spent						\$ -
(A) Total Capital cost	\$ 60,000.00	\$ -	\$ -	\$ -	\$ -	\$ 60,000.00
(B) Funding Sources:						
Capital reserve/carry forward						\$ -
Sale of asset, if applicable	\$ -			\$ -		\$ -
External funding, i.e. grants						\$ -
Taxation required (A - B)	\$ 60,000.00	\$ -	\$ -	\$ -	\$ -	\$ 60,000.00

Prepared by: Jodi Hargreaves

Director responsible: Cheryl DeNeire

Date: 20/11/2019

Date: 20/11/2019

Reviewed by Finance:

**City of North Battleford
2020 Capital Budget Request**

Name of project/
purchase: FH Enhanced Entry
Security System
Requester: Seton Winterholt
Date Requested: 20/11/2019

Asset Type: Betterment
Asset Category: Buildings

Department: Parks & Recreation
Division: Parks & Community

Project Questions:	(Yes/No)	Comment, if required
Is the project multi-year in scope?	No	
Are cost savings anticipated?	yes	Ensure all users pay
Are revenues anticipated?	No	
Has external funding been secured?	No	



Sample of one style being considered.

Repositioning of the desk with an entry/exit also being considered.

Priority area of strategic plan: Other

Capital project or purchase Description/Summary:
The Field House experiences numerous unpaid patrons entering unauthorized into the facility. Having a controlled access system will provide some additional revenue and will enhance patron counts to exact numbers. This enhanced control and submission was identified and requested by the Director of Leisure Services. The specific system has not yet been finalized but it will be accessible and multi-functional.

Benefit of project/capital purchase:
An enhanced security entry system at the Field House will reduce the amount of unpaid users gaining access and will provide more accurate patron counts

Risk analysis, what are the pros and cons of this project?
Risk analysis is low. There is little known cost of loss due to unpaid patrons

Financial Information/Estimated Capital Costs: (\$ CDN)

	2020	2021	2022	2023	2024	Total Cost
Major project costs:						
Capital purchase	\$ 15,000.00		\$ -	\$ -	\$ -	\$ 15,000.00
Other project costs, if any						\$ -
Less prior year spent						\$ -
(A) Total Capital cost	\$ 15,000.00	\$ -	\$ -	\$ -	\$ -	\$ 15,000.00
(B) Funding Sources:						
Capital reserve/carry forward						\$ -
Sale of asset, if applicable	\$ -			\$ -		\$ -
External funding, i.e. grants						\$ -
Taxation required (A - B)	\$ 15,000.00	\$ -	\$ -	\$ -	\$ -	\$ 15,000.00

Prepared by: Seton Winterholt

Date: 20/11/2019

Director responsible: Cheryl DeNeire

Date: 20/11/2019

Reviewed by Finance: _____

**City of North Battleford
2020 Capital Budget Request**

Name of project/
purchase: **Playground Structure
Rehabilitation**
Requester: **Gord Whitton**
Date Requested: **20/11/2019**

Asset Type: **Replacement**
Asset Category: **Machinery &
Equipment**

Department: **Parks & Recreation**
Division: **Parks & Community**

Project Questions:

Is the project multi-year in scope?
Are cost savings anticipated?
Are revenues anticipated?
Has external funding been secured?

(Yes/No) Comment, if required

No	
No	
No	
No	

Priority area of strategic plan: **Other**

Capital project or purchase Description/Summary:

Playground structures must be maintained at Canadian Playground standards. Some of our structures are now non-compliant with those standards and need to be replaced. We will be seeking community financial assistance as well as allocating \$70,000 towards a new structure. An average medium-sized playground structure can easily cost in excess of \$100,000 with the Natural Play Space Playground as an example of that cost. The \$70,000 cost would cover a main play structure and additional funding would allow for other pieces of equipment to be added to the overall structure both immediately and over time.

Benefits of project/ Capital Purchase

Increased safety, up to date play structure themes, meets Canadian Playground standards.

Risk analysis, what are the pros and cons of this project?

Medium Risk: Out of date play structures can be a play hazard.



Sample of a themed playground structure with add-ons and a sand base

Financial Information/Estimated Capital Costs: (\$ CDN)

	2020	2021	2022	2023	2024	Total Cost
Major project costs:						
Capital purchase	\$ 70,000.00		\$ -	\$ -	\$ -	\$ 70,000.00
Other project costs, if any						\$ -
Less prior year spent						\$ -
(A) Total Capital cost	\$ 70,000.00	\$ -	\$ -	\$ -	\$ -	\$ 70,000.00
(B) Funding Sources:						
Capital reserve/carry forward						\$ -
Sale of asset, if applicable	\$ -			\$ -		\$ -
External funding, i.e. grants						\$ -
Taxation required (A - B)	\$ 70,000.00	\$ -	\$ -	\$ -	\$ -	\$ 70,000.00

Prepared by: **Cheryl DeNeire**

Director responsible: **Cheryl DeNeire**

Date: **20/11/2019**

Date: **20/11/2019**

Reviewed by Finance: _____

**City of North Battleford
2020 Capital Budget Request**

Name of project/
purchase:
Requester:
Date Requested:

Asset Type:
Asset Category:

Department:
Division:

Project Questions:

(Yes/No) Comment, if required

Is the project multi-year in scope?
Are cost savings anticipated?
Are revenues anticipated?
Has external funding been secured?

Priority area of strategic plan:

Capital project or purchase Description/Summary:
Stump grinding is part of the tree removal process. We do not own a stump grinder. Currently we include the stump removal with a tree removal contract or rent a machine to remove stumps from City trees that our crews have removed. The purchase of the grinder would enable stump grinding to occur as needed throughout the year instead of seasonally and reduce the rental fees.



Benefits of project/ Capital Purchase
More stumps can be processed in a season because we would could do much of it in house throughout the year.

Risk analysis, what are the pros and cons of this project?
Low risk. There will be blade changes and maintenance costs

Financial Information/Estimated Capital Costs: (\$ CDN)

	2020	2021	2022	2023	2024	Total Cost
Major project costs:						
Capital purchase	\$ 8,000.00		\$ -	\$ -	\$ -	\$ 8,000.00
Other project costs, if any						\$ -
Less prior year spent						\$ -
(A) Total Capital cost	\$ 8,000.00	\$ -	\$ -	\$ -	\$ -	\$ 8,000.00
(B) Funding Sources:						
Capital reserve/carry forward						\$ -
Sale of asset, if applicable	\$ -			\$ -		\$ -
External funding, i.e. grants						\$ -
Taxation required (A - B)	\$ 8,000.00	\$ -	\$ -	\$ -	\$ -	\$ 8,000.00

Prepared by:

Director responsible:

Date:

Date:

Reviewed by Finance:

Five Year Capital Plan - Utility Fund

Name of project / purchase	Division	2020
Sewer Trunk	Sanitary Sewer	1,924,177
Replacement of John East Hydrants	Water	75,000
Technology Upgrades (SCADA)	Water	800,000
Radio Frequency Metering Equipment & Technology - Stage 2	Water	500,000
WTP1 HVAC upgrades	Water	125,000

**City of North Battleford
Capital Budget Request**

Project Name:
 Requester:
 Date Requested:

Division:
 Asset Type:
 Asset Category:

Business Unit:
 Prior Year re-Budget?

Project Questions:

(Yes/No Comment, if required)

Is the project multi-year in scope?
 Are cost savings anticipated?
 Are revenues anticipated?
 Has external funding been secured?

Yes	The replacement of John East Hydrants which are no longer made.
Yes	As the hydrants are replaced as parts become harder to find and more expensive to purchase.
No	
No	



Priority area of strategic plan:

Project Description/Summary:
 The John East Iron Works Foundry was located in Saskatoon and was responsible for a number of fire hydrants still being used by the City of North Battleford. The foundry ceased operations, as a result parts for the hydrants slowly became scarce to find and expensive to purchase. Because of these reasons, the City has been slowly replacing the John East with Canada Hydrant Service units. The replacement was in the operations and maintenance budget, but in 2017, this was transferred to the Capital plan. The goal is to replace all of the John East Hydrants with 10 years.

Benefit of project/capital purchase:
 By replacing the John East Hydrants will ensure that the City Hydrants are serviceable and parts for the hydrants are readily available when the hydrant is damaged. The replacement of the John East hydrants will ensure that costs for parts remain reasonable

Risk analysis, what are the pros and cons of this project?
 Pros: By replacing the John East Hydrant will ensure that the hydrants will be serviceable for years.

Cons: The project were part of operations but moved to capital plans, consequently, was not projected in the five year capital plan.



Financial Information/Estimated Capital Costs: (\$ CDN)

	2020	2021	2022	2023	2024	Total Cost
Major project costs:						
Capital purchase	\$ 75,000					\$ 75,000
Other project costs, if any						\$ -
Less prior year spent						\$ -
(A) Total Capital cost	\$ 75,000	\$ -	\$ -	\$ -	\$ -	\$ 75,000
(B) Funding Sources:						
Capital reserve/carry forward						\$ -
Sale of asset, if applicable						\$ -
External funding, i.e. grants						\$ -
Taxation required (A - B)	\$ 75,000	\$ -	\$ -	\$ -	\$ -	\$ 75,000

Prepared by:

Director responsible:

Date:

Date:

Reviewed by Finance:

**City of North Battleford
Capital Budget Request**

Project Name:
 Requester:
 Date Requested:

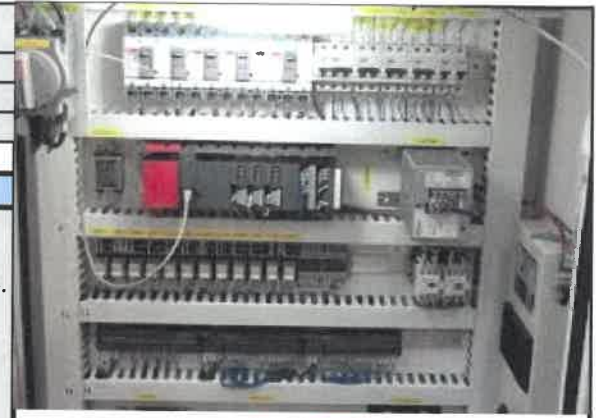
Division:
 Asset Type:
 Asset Category:

Business Unit:
 Prior Year re-Budget?

Project Questions: (Yes/No) Comment, if required

Is the project multi-year in scope?
 Are cost savings anticipated?
 Are revenues anticipated?
 Has external funding been secured?

No	
No	
No	
No	



Priority area of strategic plan:

Project Description/Summary:
 In 2015, MPE Engineering examined the SCADA system as well as the programmable logic circuits (plc) at the Water Treatment Plant and found that they were out of date. In their reports, MPE reported that the plc were no longer made and would become harder to find replacements. In addition, it was found that the SCADA program had a number of faults that made the system unreliable. Their recommendation was that the City should plan to replace both the existing plc and the SCADA system at the time, in the future.

Benefit of project/capital purchase:
 By changing the older plc models with newer plc models, it will ensure that if a plc does "burns out", that it can be changed quickly with minimum of disruption to the plants operations. Currently, the existing plc are hard to find when they are required to be replaced. Similarly, by developing the SCADA program, the system will be able to better track the required parameters required by the WSA, as well as handle the new plc models and the treatment processes that have been installed over the past years.

Risk analysis, what are the pros and cons of this project?
Pros: By updating the SCADA plcs in a timely manner will ensure that there will be no major interrupting in the the wastewater treatment plant operations.
Cons: The cost to the change over to the new plcs and SCADA program. In addition the new plcs will also have a limited lifetime and will need to be changed in approximately 15 years as the plcs become obsolete and no longer made.

Financial Information/Estimated Capital Costs: (\$ CDN)

	2020	2021	2022	2023	2024	Total Cost
Major project costs:						
Capital purchase	\$ 800,000					\$ 800,000
Other project costs, if any						\$ -
Less prior year spent						\$ -
(A) Total Capital cost	\$ 800,000	\$ -	\$ -	\$ -	\$ -	\$ 800,000
(B) Funding Sources:						
Capital reserve/carry forward						\$ -
Sale of asset, if applicable						\$ -
External funding, i.e. grants						\$ -
Taxation required (A - B)	\$ 800,000	\$ -	\$ -	\$ -	\$ -	\$ 800,000

Prepared by:

Director responsible:

Date:

Date:

Reviewed by Finance:

**City of North Battleford
Capital Budget Request**

Project Name:	AMI water metering	Division:	Utility Service	Business Unit:	Waterworks
Requester:	Tammay MacCormack	Asset Type:	Replacement	Prior Year re-Budget?	
Date Requested:	June 15, 2019	Asset Category:	Machinery & Equipment		

Project Questions:	(Yes/No)	Comment, if required
Is the project multi-year in scope?	Yes	This project will be done over two years.
Are cost savings anticipated?	Yes	By identifying leaks in the distribution system.
Are revenues anticipated?	Yes	By identifying leaks in the
Has external funding been secured?	No	

Priority area of strategic plan: Other

Project Description/Summary:
The project is to replace all of the existing 5500 water meters in the City of North Battleford to Advanced Metering Infrastructure (AMI) meters. The conversion of the water meters will be done within five years of the project starting.

Benefit of project/capital purchase:
The Waterworks staff each month are turning on and off 200 to 400 water meters from rental properties due to tenants forgetting or are unable to pay the water invoice for the month. In addition, a number of these tenants either accidentally or intentionally waste water causing the landlords to have to absorb the costs. The Advanced Metering Infrastructure (AMI) meters will monitor the daily water consumption and can notify City Hall of possible leaks from constant running water in toilets, sinks or water softeners, lawn sprinkler systems, etc. The meters can also slow down or shut off the water to a property without the use of field personnel, allowing field personnel to work on other necessary projects. The AMI units will also inform City Hall if water systems have been illegally turned on or the meters turned around that results in water being stolen and reduced revenue to the City. The units can also read water meters immediately when properties are sold, and new owners take over the properties, allowing for more accurate invoicing by the City. Finally, the AMIs will reduce the carbon foot print of the City, as waterworks staff will not be required to drive to properties to read the meters or turn off the water supplies for lack of payment.

Risk analysis, what are the pros and cons of this project?
Pros: It will allow the City to assist property owners to track their water consumption more accurately while reducing the wasting of water and help City carbon footprint. Further, it will help keep staff away from disgruntle people who have forgotten to pay their water invoices and want to take their frustration out on field staff.
Cons: The cost of the project.



Financial Information/Estimated Capital Costs: (\$ CDN)

	2020	2021	2022	2023	2024	Total Cost
Major project costs:						
Capital purchase	\$ 500,000	\$ 500,000	\$ 500,000	\$ 500,000	\$ 500,000	\$ 2,500,000
Other project costs, if any						\$ -
Less prior year spent						\$ -
(A) Total Capital cost	\$ 500,000	\$ 500,000	\$ 500,000	\$ 500,000	\$ 500,000	\$ 2,500,000
(B) Funding Sources:						
Capital reserve/carry forward					\$ -	\$ -
Sale of asset, if applicable						\$ -
External funding, i.e. grants						\$ -
Taxation required (A - B)	\$ 500,000	\$ 500,000	\$ 500,000	\$ 500,000	\$ 500,000	\$ 2,500,000

Prepared by: Stewart Schafer

Director responsible: Stewart Schafer

Date: October 15, 2019

Date: October 15, 2019

Reviewed by Finance: _____

**City of North Battleford
Capital Budget Request**

Project Name: **WTP #1 HVAC
Upgrades**
Requester: **Tammy MacComack**
Date Requested: **October 13, 2019**

Division: **Operations Services**
Asset Type: **New Asset**
Asset Category: **Machinery & Equipment**

Business Unit: **Water Plants.**
Prior Year re-Budget?

Project Questions:	(Yes/No)	Comment, if required
Is the project multi-year in scope?	No	
Are cost savings anticipated?	No	
Are revenues anticipated?	No	
Has external funding been secured?	No	

Priority area of strategic plan: **Other**

Project Description/Summary:

During an inspection by Provincial Occupational Health and Safety officers, they identified that there are areas in the WTP#1, the chlorine levels in the building do become too high for staff. In their report, OH&S requested that City of North Battleford develop a solution to rectify the problem. Administration had hired MPE to review the HVAC system and identify the problem and possible solutions. In their report, it was noted that the problem was occurring from off gassing of the prechlorination and the vacuum in the building due to lack of air balancing. It was also noted by MPE that the off gassing of the chlorine is causing problems with electronic in the building (PLCs, telephones, computers, printers, etc.). MPE is recommending that additional heater be placed in the building, adding further ventilation ducts to direct the heat better, and rebalancing of the existing ventilation system to increase the air changes to the building.

Benefit of project/capital purchase:

It is believed that the benefits will be less damage to the electronic equipment while providing better air quality in the building, as identified the Provincial Occupational Health and Safety inspectors.

Risk analysis, what are the pros and cons of this project?

Pros: If the HVAC system can be properly be balanced, the chlorine gas will stop the destruction of electronics in the building while improving air quality to the staff.

Cons: The cost for project for the purchase of new equipment and rebalancing of HVAC system . Was not in the 5-year capital budget.



Financial Information/Estimated Capital Costs: (\$ CDN)

	2020	2021	2022	2023	2024	Total Cost
Major project costs:						
Capital purchase	\$ 125,000					\$ 125,000
Other project costs, if any						\$ -
Less prior year spent						\$ -
(A) Total Capital cost	\$ 125,000	\$ -	\$ -	\$ -	\$ -	\$ 125,000
(B) Funding Sources:						
Capital reserve/carry forward						\$ -
Sale of asset, if applicable						\$ -
External funding, i.e. grants						\$ -
Taxation required (A - B)	\$ 125,000	\$ -	\$ -	\$ -	\$ -	\$ 125,000

Prepared by: **Stewart Schafer**

Director responsible: **Stewart Schafer**

Date: **September 16, 2019**

Date: **September 16, 2019**

Reviewed by Finance: _____

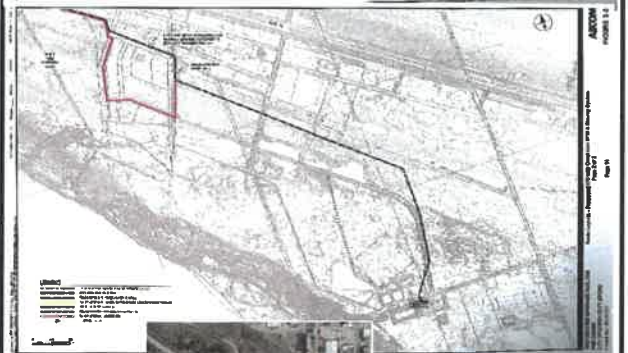
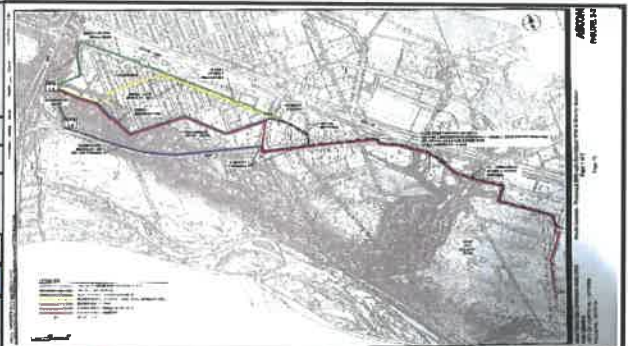
**City of North Battleford
Capital Budget Request**

Project Name:	Twinning of Sewer Main	Division:	City Operations	Business Unit:	Waterworks
Requester:	Stewart Schafer	Asset Type:	New Asset	Prior Year re-Budget?	
Date Requested:	November 21, 2019	Asset Category:	Engineered Structures		

Project Questions:

(Yes/No) Comment, if required

Is the project multi-year in scope?	Yes	Design in the first year, Construction starting in the end of the first year and completed in the third year.
Are cost savings anticipated?	No	
Are revenues anticipated?	No	
Has external funding been secured?	No	Waiting for approval from Infrastructure Canada Approval



Priority area of strategic plan: **Other**

Project Description/Summary:
The project is to twin the main sewer trunk main from the Riverview lift station to the wastewater treatment plant and include the construction of a large sewage pumping station and construction of a new force main where the current lift station exists. The work will include design in the first year and partial construction in the 1 year and the 2 following years. An application for the project has been submitted to Infrastructure Canada for approved funding. Design and construction will only start when Infrastructure Canada has given their approval for the project.

Benefit of project/capital purchase:
Sewage flow studies have indicated that during a "wet" summer, the gravity trunk main would not be able to handle the full sewage flow from the City, causing backups in basements and overflowing to the surface. The trunk would also allow the City to grow in the future.

Risk analysis, what are the pros and cons of this project?
Pros: The new trunk main will allow the City to grow, and prevent sewage backups and overflows that could pose a risk to the health of the population and the environment. The new truck main will also allow the city to expand in the future.
Cons: The cost of the project.

Financial Information/Estimated Capital Costs: (\$ CDN)

	2020	2021	2022	2023	2024	Total Cost
Major project costs:						
Capital purchase	\$ 1,924,177.00					\$ 1,924,177.00
Other project costs, if any						\$ -
Less prior year spent						\$ -
(A) Total Capital cost	\$ 1,924,177.00	\$ -	\$ -	\$ -	\$ -	\$ 1,924,177.00
(B) Funding Sources:						
Capital reserve/carry forward						\$ -
Sale of asset, if applicable						\$ -
External funding, i.e. grants						\$ -
Taxation required (A - B)	\$ 1,924,177.00	\$ -	\$ -	\$ -	\$ -	\$ 1,924,177.00

Prepared by: Stewart Schafer

Director responsible: Stewart Schafer

Date: November 23, 2019

Date: November 23, 2019

Reviewed by Finance: _____

Underground Pipe and Asphalt Replacement Program (UPAR)

Name of project / purchase	Division	Fund source	2020
UPAR 2020			
100th Street 12-14 Ave	Water	Levy	650,000
	Sewer	Levy	100,000
	Roads	Levy	1,250,000
100th Amenities	Water	Levy	
	Sewer	Levy	
	Roads	Levy	250,000
1500 Blk 95th	Water	Levy	125,000
	Sewer	Levy	125,000
	Roads	Levy	275,000
800 Blk 110th	Water	Levy	
	Sewer	Levy	75,000
	Roads	Levy	75,000
1900 Blk 101st	Water	Levy	125,000
	Sewer	Levy	125,000
	Roads	Levy	275,000
CIPP Lining	Water	Levy	
	Sewer	Levy	375,000
	Roads	Levy	
Engineering Wages - comes from Planning wages budget	Water	Levy	83,333
	Sewer	Levy	83,333
	Roads	Levy	83,334