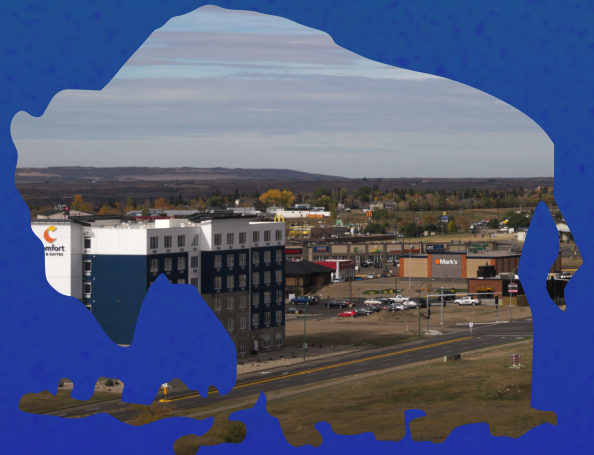




North Battleford

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BUDGET 2021

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Introduction

The City is coming off a very challenging 2020 whereby the City had to make short term operational adjustments that many other cities in Saskatchewan did as well due to Covid 19. Given the current fiscal challenges, the 2020 Budget is being presented with a 1% increase for property tax and 0% increase for utility charges for 2021. A 1% tax increase yields approximately \$135,000 in revenue.

To counter some of the reductions in revenues, the City has looked at efficiencies around ensuring everyone is paying their fair share around areas such as garbage bins, airport fees, and continued refinement of operational expenses such as telephone, fleet supplies and improved financial reporting.

For the upcoming year, the City continues to align activities to improve operations. In 2021 the City needs to:

- Continue to focus on finding efficiencies within City operations through continuous improvement to help better position the City for expected financial challenges coming in the next 24 months;
- Continue to allocate reserve transfers within existing budget documents to ensure money is set aside for future renewals such as fleet as current reserves are insufficient to meet future needs;
- Improve communication and planning around the City's financial state by highlighting the current state of such items such as tax enforcement, reserves and cost per resident;
- Improve interaction around the City's budgetary process with the community by providing sufficient lead time to read the budget ahead of public discussions;
- Continue investing in infrastructure through the Underground Pipe and Asphalt Replacement program, which has a combined budget of \$3.2 million for 2021.

2020 Fiscal Year

The City is coming off a very difficult fiscal year in 2019 and equally difficult in 2020 due to the Covid 19 pandemic. As directed by Council, the City reduced expenses in excess of \$1 million dollars in 2019 to align the City's expenses with reduced revenues. To reduce the impact of Covid 19 additional improvements financially were found in 2020 coupled with short term staffing reductions. Those financial improvements can be found later in the budget.

2021 Budget and Beyond

A continued focus in 2021 of Administration and Financial Services, will be to maintain the continuous improvement processes started in 2019 to realize further financial and non-financial improvements in the future.

One of the non-financial improvements started in 2019 were around communicating financial data in a way that was easy for the City’s taxpayers to understand. The current financial costs by department for the 2021 Budget by resident are as follows:

Cost per Resident for 2021 Budget

Area	2021 Budget	2019 Annual Report ¹	Change (Decrease)
General Government	\$305.92	\$302.43	1.15%
Policing	\$368.40	\$319.25	15.4%
Community Safety Officers	\$43.26	\$43.59	(.8%)
Fire Department	\$158.37	\$183.98	(14%)
Parks & Recreation Services	\$438.12	\$432.92	1.2%
Planning & Development	\$106.78	\$132.29	(19.3%)
Infrastructure	\$346.19	\$332.30	4.1%
Water	\$228.07	\$225.51	1.1%
Sanitary Sewer	\$182.02	\$173.44	4.9%
Waste Management	\$112.97	\$97.12	16.3%

1. – 2019 Annual Report numbers do not include amortization

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 debt associated with 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 2021 is anticipated to be \$1,480,230, which total interest and principal payments estimated to be \$2,079,006 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 capital planning to be done.

2021 Budget – Financial Improvements

The 2021 Budget includes financial improvement targets of \$150,000 for the general fund and \$100,000 for the utility fund and a staffing vacancy target of \$100,000 for the general 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. Septic Receiving Station – finish installing the septic receiving station at the wastewater treatment plant and a move away from the current honour system.
- c. Energy and process assessment – the City will be undertaking a audit of City facilities in 2020 and 2021 to identify processes and systems that can be improved through investment or better management.
- d. Property Tax and Utility Revenue – ensure all properties are paying the correct balances per the City’s bylaws, focus on correct assessments and proper utility billing.
- e. Partnership Opportunities – continue to pursue partnership opportunities with local groups and municipalities around reducing overall costs for all.
- f. Utility Meters – implementing new electronic water meters in 2021 that will allow improved customer service while improving the accuracy and controls around water billing.

2021 Budget – Long Term Planning

In the 2021 Budget, \$44,564 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 previous years 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 2021 and one planned for 2022 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.
3. 2021 CSO Vehicle purchase at \$70,000 to begin repayments in 2022 at \$9,511 per year for 10 years at 6% interest. The fund as developed will be managed by the City’s outside investment manager at RBC.

Reserve Transfers In

Item	2020	2021	2022	2023	2024	2025
Loader Re-Payment	\$44,564	\$44,564	\$44,564	\$44,564	\$44,564	\$44,564
Pumper Truck	\$300,000		\$81,521	\$81,521	\$81,521	\$81,521
CSO vehicle			\$9,511	\$9,511	\$9,511	\$9,511
Total	\$344,564	\$44,564	\$135,596	\$135,596	\$135,596	\$135,596

Reserve Transfers Out

Item	2020	2021	2022	2023	2024	2025
Pumper Truck		\$300,000				
CSO vehicle		\$70,000				
Total		\$370,000				

Final Fleet Reserve Balance

Item	2020	2021	2022	2023	2024	2025
Open Balance	(\$328,000)	(\$16,564)	(\$342,000)	(\$206,404)	(\$70,808)	\$64,788
Transfers In	\$344,564	\$44,564	\$135,596	\$135,596	\$135,596	\$135,596
Transfers out		(\$370,000)				
Ending Balance	(\$16,564)	(\$342,000)	(\$206,404)	(\$70,808)	\$64,788	\$200,384

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, Parks & Recreation Service, 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.



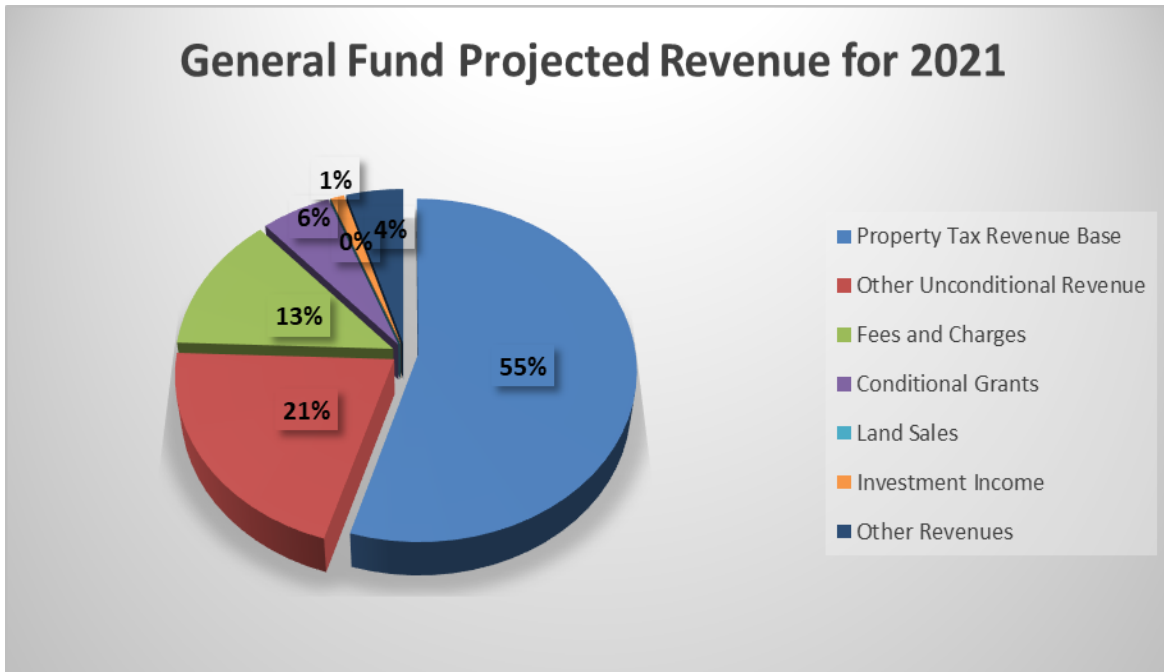
General Fund – 2021 Operating Budget compared to Budget 2020

City of North Battleford General Fund- Consolidated Statement of Operations Forecast for the year ended December 31, 2021

	% change	2021 Budget	2020 Budget	2020 Actual as of Nov. 24, 2020	2019 Actual
Revenues					
Taxes and Other Unconditional Revenue		\$ 22,808,669	\$ 21,991,456	\$ 23,050,928	\$ 21,678,678
Fees and Charges		3,915,298	4,676,188	3,134,095	4,509,086
Conditional Grants		1,714,009	1,717,926	4,251,477	1,263,066
Tangible Capital Asset Sales - Gain		-	-	3,665	82,150
Land Sales - Gain		3,000	3,000	133,721	153,841
Investment Income and Commissions		332,500	367,500	379,369	462,671
Other Revenues		1,399,775	1,368,969	1,196,710	1,351,057
Total Revenues	0%	30,173,251	30,125,039	32,149,965	29,500,550
Expenses, less amortization					
General Government Services	-1%	4,379,202	4,436,979	3,671,212	4,226,359
Policing Services	1%	5,273,614	5,200,063	2,778,298	4,570,098
Fire & Protective Services	3%	3,070,957	2,996,040	2,431,463	3,231,766
Operations Services	11%	4,955,669	4,449,398	2,858,121	3,488,231
Waste Management Services	6%	1,627,133	1,533,655	1,145,203	1,390,319
Planning and Development Services	-1%	1,519,937	1,537,935	1,272,761	1,616,713
Parks & Recreation Services	-8%	6,271,722	6,836,293	4,734,466	7,036,985
Total Expenses	0%	27,098,235	26,990,363	18,891,524	25,560,471
Capital Grant		-	-	-	827,725
Surplus (Deficit) of Revenues over Expenses before Other Capital Contributions		3,075,016	3,134,676	13,258,441	4,767,804
Debt principal due in 2021		(2,424,426)	(2,294,549)	(2,293,609)	(2,434,280)
Debt issue and reserve transfer		1,866,974	791,199	-	-
Transfers to Reserves		(44,564)	(344,564)	-	-
Capital Expenditure		(2,473,000)	(1,286,762)	-	-
Projected Financial Position		\$ 0	\$ 0	\$ 10,964,832	\$ 2,333,524

General Fund Projected Revenue 2021

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 55% of the projected revenue collected by the General Fund in 2021. 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 2021.



General Fund Budget Revenue for 2021 compared to Budget Revenue 2020

	2021	2020	%Change
Property Tax Revenue Base	\$ 16,498,570	\$ 15,526,904	6.3
Other Unconditional Revenue	\$ 6,310,100	\$ 6,464,553	- 2.4
Fees and Charges	\$ 3,915,298	\$ 4,676,188	- 16.3
Conditional Grants	\$ 1,714,009	\$ 1,717,926	- 0.2
Land Sales	\$ 3,000	\$ 3,000	-
Investment Income	\$ 332,500	\$ 367,500	- 9.5
Other Revenues	\$ 1,399,775	\$ 1,368,969	2.3
	\$ 30,173,251	\$ 30,125,039	0.2

Property Tax Revenue Base – 1% increase in Property Tax to both residential and commercial property tax levies, abatements, penalties on arrears and trailer levies. This tax increase is to create a sufficient revenue for ongoing capital improvements.

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 record checks, Fire 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 Parks & Recreation Services Grants.

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

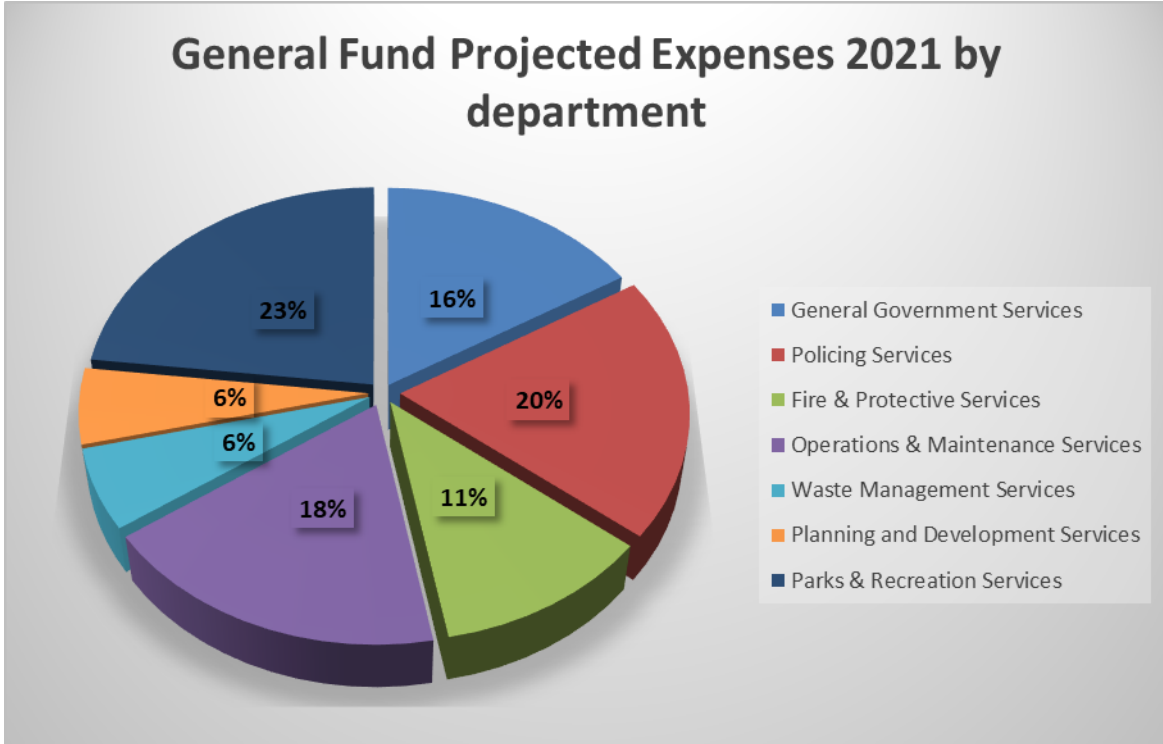
Other Revenues - includes facility rent from the RCMP building and revenue from the residential garbage roll out cart program.

General Fund Projected Expenses 2021

Departmental Expenses

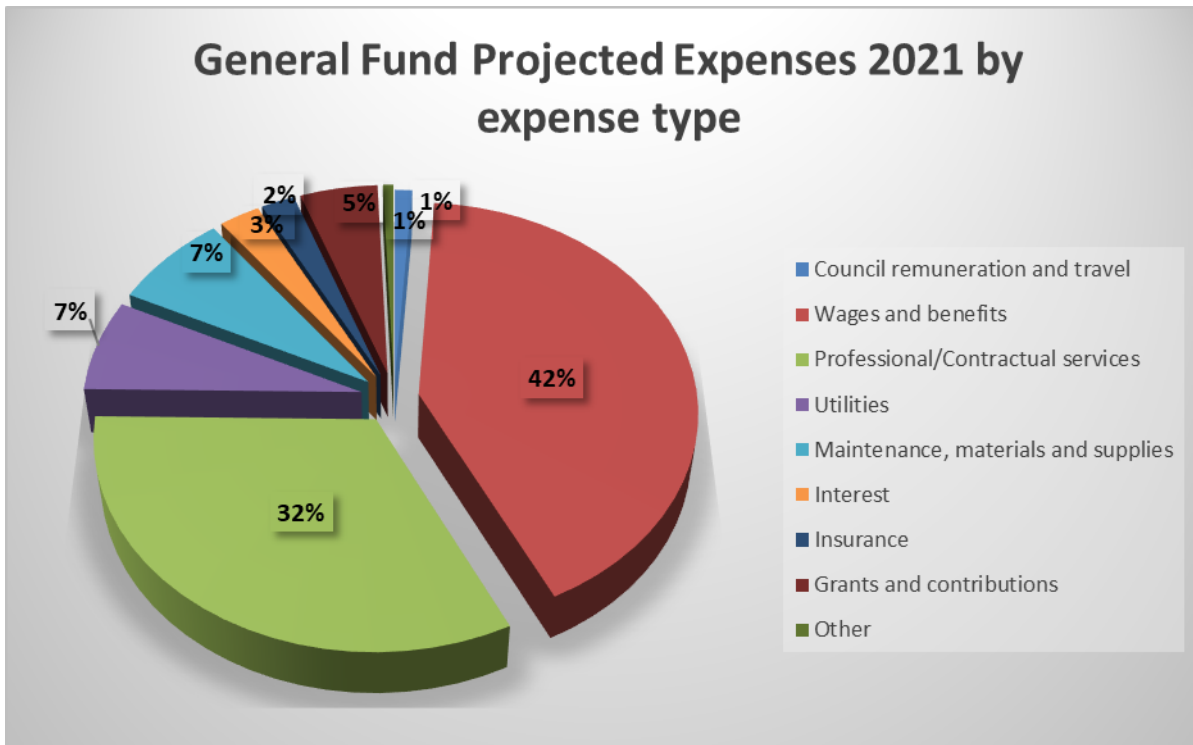
The revenue of the General fund is used to fund the general costs of City Hall, the Fire and Protective services, the RCMP, City Operations, Waste Management services, and Parks & Recreation facilities.

The following chart illustrates where the General funds are expected to be spent in 2021 by department.



2021 Expense by Type compared to 2020 Budget

The following chart illustrates where the General funds are expected to be spent in 2021 by expense type.



2021 Budget	2020 Budget	2020 Actual	2019 Actual
-------------	-------------	-------------	-------------

as of Nov. 24, 2020

General Fund Expenses - Budget 2021

Council remuneration and travel	\$ 295,511	\$ 283,381	\$ 221,592	\$ 266,231
Wages and benefits	11,266,489	11,608,413	8,328,203	11,252,426
Professional/Contractual services	8,826,803	8,227,548	4,913,605	7,078,193
Subscription/Memberships	190,387	208,298	107,898	121,942
Utilities	1,705,573	1,736,882	1,420,356	1,910,105
Maintenance, materials and supplies	2,019,312	2,070,982	1,338,480	1,865,296
Travel	63,203	88,194	16,441	63,052
Amortization	-	-	357	-
Interest	704,757	791,315	525,839	827,141
Allowance for uncollectibles	-	-	14,959	194,660
Insurance	577,800	544,000	546,229	508,070
Medical	3,500	3,500	1,120	2,373
Grants and contributions	1,332,300	1,332,300	1,346,629	1,414,012
Other	112,600	95,550	109,816	56,971
Total General Fund Expenses	\$ 27,098,235	\$ 26,990,363	\$ 18,891,524	\$ 25,560,471

General Fund 2021 Budget - Professional/Contractual Expenses by Department

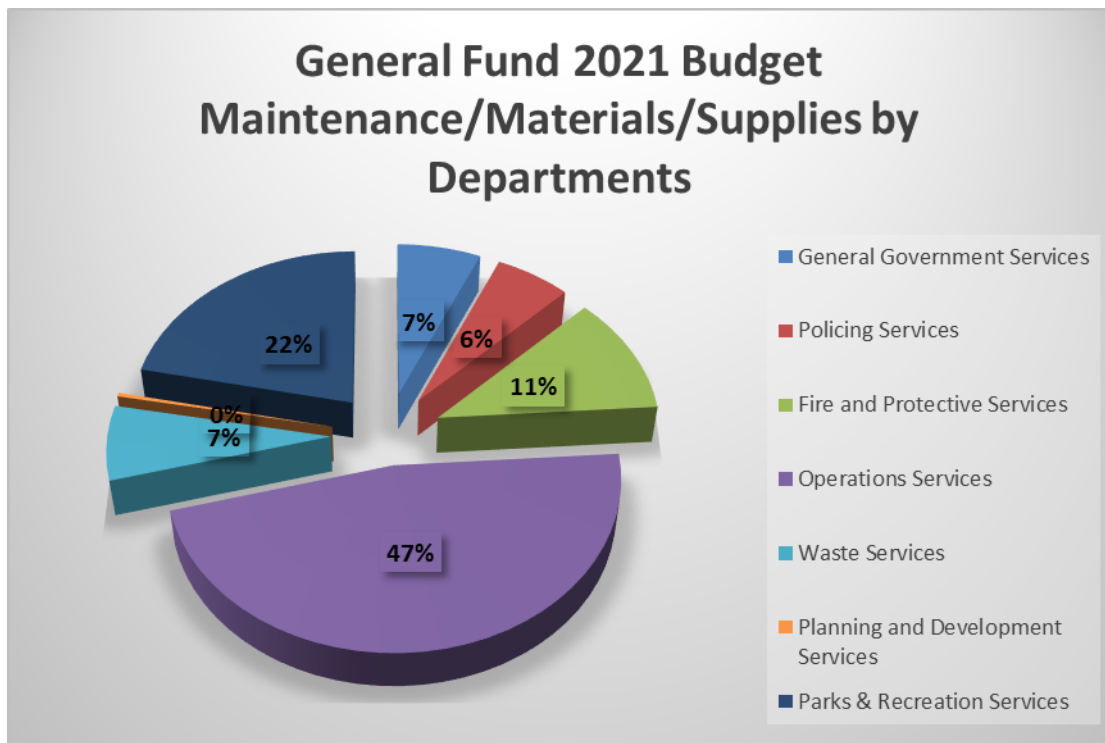


General Fund Professional/Contractual 2021 Budget compared to 2020 Budget

Total budgeted professional contractual expenses 2020	\$8,227,548
<i>Budget 2021 Movement compared to Budget 2020:</i>	
General Government	150,512
Policing Services	106,790
Fire & Protective Services	38,357
Operations & Maintenance Services	235,176
Waste Management Services	54,766
Parks & Recreation Services	66,524
Planning & Development Services	(52,870)
Proposed Budget 2021	\$8,826,803

For details of movement, see the individual departments below.

General Fund 2021 Budget - Maintenance/Materials/Supplies by Department

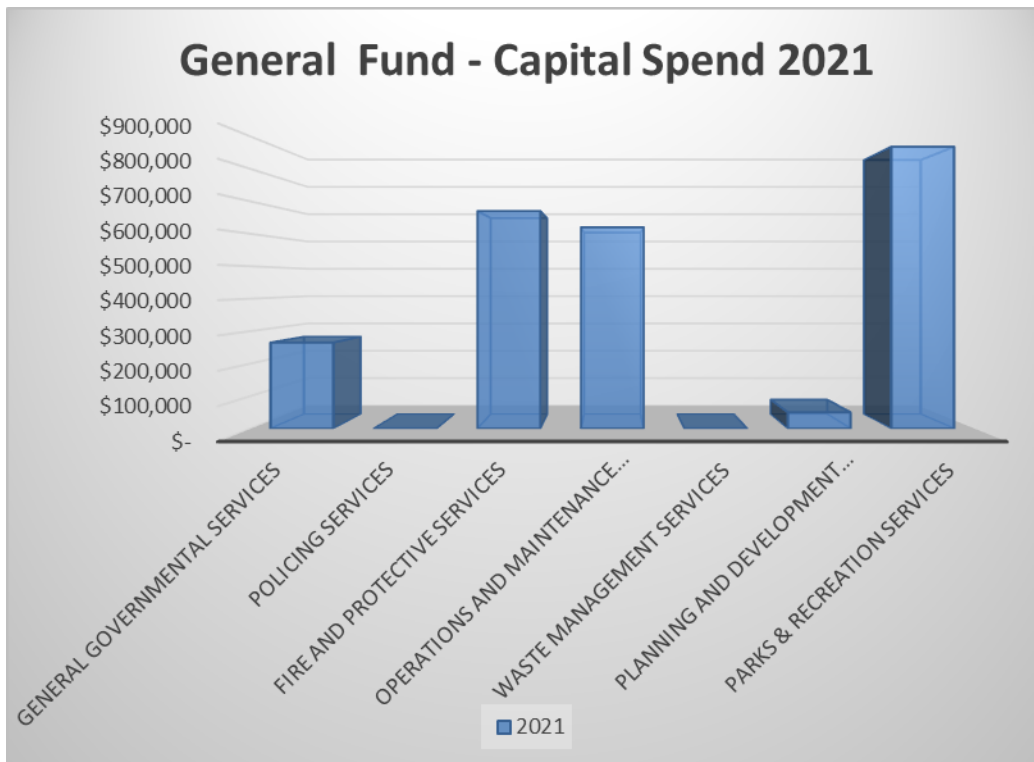


General Fund Maintenance/Materials/Supplies 2021 Budget compared to 2020 Budget

Total budgeted Maintenance/Materials/Supplies expenses 2020	\$2,070,982
Budget 2021 Movement compared to Budget 2020:	
General Government Services	(15,730)
Policing Services	9,000
Fire & Protective Services	18,403
Operations & Maintenance Services	(21,832)
Waste Management Services	(3,250)
Planning & Development Services	500
Parks & Recreation Services	(38,761)
Proposed Budget 2021	\$2,019,312

For details of movement, see the individual departments below.

General Fund – Projected 2021 Capital Spend by Department (Funded)



General Fund - 2021 Capital Spend compared to 2020 (Funded)

	<u>2021</u>	<u>2020</u>
General Governmental Services	\$ 265,000	\$ 30,000
Policing Services		125,000
Fire and Protective Services	670,000	476,333
Operations Services	620,000	599,000
Waste Management Services		
Planning and Development Services	50,000	
Parks & Recreation Services	868,000	233,000
	\$ 2,473,000	\$ 1,463,333

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 - 2021 Operating Budget compared to Budget 2020

City of North Battleford

Utilities Fund - Consolidated Statement of Operations

Forecast for the year ended December 31, 2021

	% change	2021 Budget	2020 Budget	2020 Actual	2019 Actual
as of Nov. 24, 2020					
Revenues					
Fees and charges		\$ 7,505,258	\$ 7,401,023	\$ 6,236,559	\$ 7,585,740
Conditional grants		-	-	-	-
Investment income and commissions		8,730	23,409	12,904	25,223
Total Revenue	1%	7,513,988	7,424,432	6,249,463	7,610,963
Expenses, less amortization					
Water services	-2%	3,264,871	3,315,874	2,474,701	4,023,294
Sanitary sewer services	7%	2,605,649	2,425,408	1,971,644	3,643,515
Total Expenses	2%	5,870,520	5,741,282	4,446,345	7,666,809
Capital Grant		4,288,340	848,000		
Surplus (Deficit) of Revenues over Expenses before Other Capital Contributions		5,931,807	2,531,150	1,803,118	(55,846)
Debt principal due in 2021		(955,363)	(910,130)	(834,286)	(868,718)
Debt issue and reserve transfer		3,014,066	1,803,158	-	-
Capital Expenditure		(7,990,510)	(3,424,178)	-	-
Projected Financial Position		0	0	\$ 968,832	(924,564)

Utility Fund - 2021 Projected Revenue compared to 2020 Budget

Utilities Revenue	Projected 2021 Revenue	Budget 2020	Revenue Variance	% Change
Water Fees	\$3,733,577	\$3,820,615	(\$ 113,988)	(3.05)
Sanitary Sewer Fees	3,771,681	3,580,408	193,906	5.43
Total Revenues	\$7,505,258	\$7,401,023	\$ 11,726	2.38

Utility Fund - 2021 Projected Expense (by Expense Type) compared to 2020 Budget

	2021 Budget	2020 Budget	2020 Actual	2019 Actual
	as of Nov. 16, 2020			
Utility Fund Expenses - Budget 2021				
Wages and benefits	\$ 2,584,865	\$ 2,338,593	\$ 2,055,478	\$ 2,249,205
Professional/Contractual services	1,007,618	1,265,966	682,778	1,335,144
Subscription/Memberships	19,419	23,157	14,021	27,124
Utilities	600,518	603,350	562,219	667,513
Maintenance, materials and supplies	1,036,300	842,260	652,143	735,890
Travel	12,661	9,813	1,157	5,040
Amortization	-	-	-	1,955,876
Interest	604,984	657,988	478,394	717,036
Allowance for uncollectibles	4,000	-	-	(26,165)
Other	155	155	155	147
Total Utility Fund Expenses	\$ 5,870,520	\$ 5,741,282	\$ 4,446,345	\$ 7,666,809

Utilities Fund 2021 Budget - Professional/Contractual compared to 2020 Budget

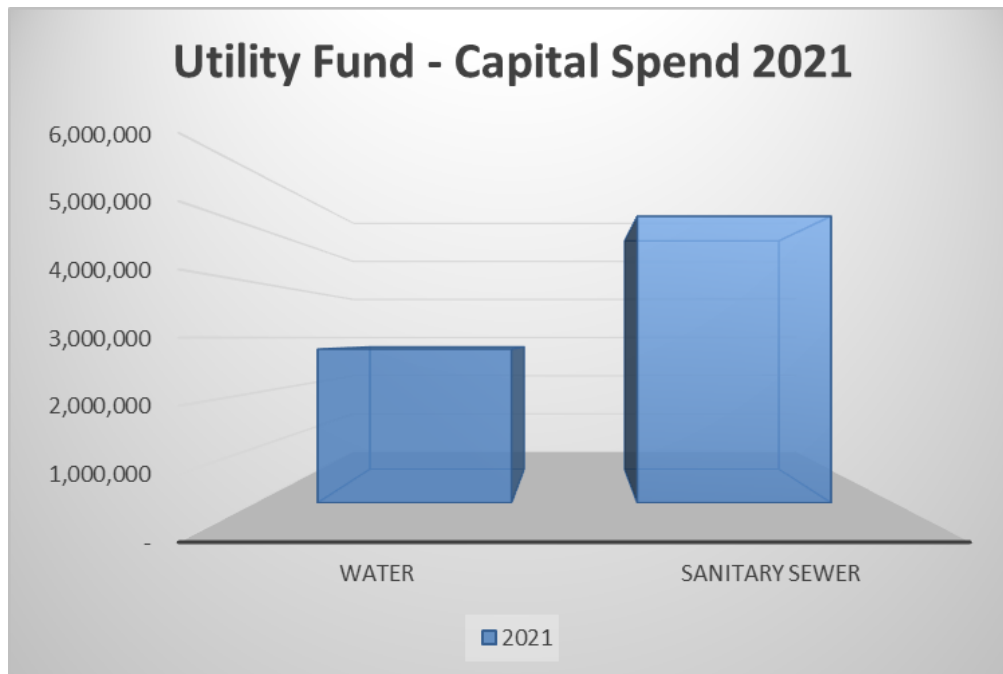
Total budgeted professional contractual expenses 2020	\$1,265,966
Water Services	(323,318)
Sanitary Sewer Services	64,970
Proposed Budget 2021	\$1,007,618

For details of movement, see the individual departments below.

Utilities Fund 2021 Budget – Maintenance/Materials/Supplies compared to 2020 Budget

Total budgeted Maintenance/Materials/Supplies expenses 2020	\$842,260
Water Services	146,490
Sanitary Sewer Services	47,550
Proposed Budget 2021	\$1,036,300

Utilities Fund – Projected 2021 Capital Spend by Department



Utilities Fund - 2021 Capital Spend compared to 2020

	<u>2021</u>	<u>2020</u>
Water	\$ 2,790,000	\$ 1,500,000
Sanitary Sewer	5,200,510	1,924,177
	\$ 7,990,510	\$ 3,424,177

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 has an ever-increasing infrastructure deficit. 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 2021, 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, 2021

	% change	2021 Budget	2020 Budget	2020 Actual as of Nov. 24, 2020	2019 Actual
Revenues					
Frontage Levy		\$ 1,600,000	\$ 1,600,000	\$ 1,485,393	\$ 1,469,383
Base Utility Fees		1,600,000	1,600,000	1,639,328	1,948,919
					-
Total Revenue		3,200,000	3,200,000	3,124,721	3,418,302
Capital Investment					
Surface		1,404,300	1,404,300	1,048,349	1,549,771
Underground		1,866,300	1,866,300	1,951,465	920,172
Total Expenses		3,270,600	3,270,600	2,999,814	2,469,943
Surplus (Deficit) of Revenues over Expenses		(70,600)	(70,600)	124,907	948,359
Carry Over from Previous Year		1,348,252	754,921	1,223,345	274,986
Carry Over Surplus (Deficit)		\$ 1,277,652	\$ 684,321	\$ 1,348,252	\$ 1,223,345

UPAR Fund 2021 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 2021 Projected UPAR budget is as follows:

Carryover Surplus 2019	\$1,223,345
Estimated 2020 revenues	3,120,588
Estimated 2020 expenditures	(3,009,814)
Budgeted Revenue 2021	3,200,000
Projected 2021 Funding	\$ 4,534,119

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, 2020 is \$33.14 Million. The City will be making \$3.27 Million in principal debt repayments and \$1.29 Million in interest payments in 2021.

The following are details of the projected balance by loan outstanding at December 31, 2021.

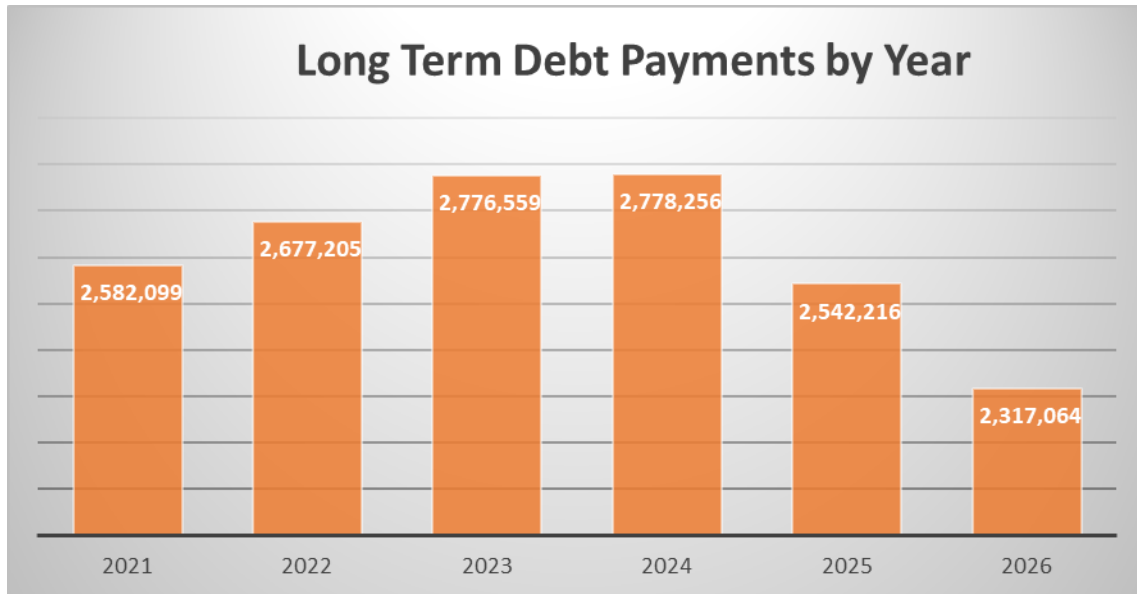
Purpose of Borrowings	General Fund	Utilities Fund	Total
Utilities - New Storm Sewer		\$ 629,000	\$ 629,000
Utilities - New Wastewater Treatment Plant		7,530,000	7,530,000
Utilities - Water Treatment Plant investments		810,000	810,000
General - CUPlex (incl. Pool, Fieldhouse, Arts Centre and Curling Rink)	\$ 8,498,000		8,498,000
General - Land Development	1,938,000		1,938,000
General - Road Infrastructure	1,858,000		1,858,000
General – Parks & Recreation Facilities Betterments	662,000		662,000
General – Land Acquisitions	2,645,000		2,645,000
General – Waste Facility Equipment	414,000		414,000
General – Road Infrastructure	414,000		414,000
Utilities – Water Well		414,000	414,000
General – Parks & Recreation Facilities Betterments	469,000		469,000
General – Road Infrastructure	811,000		811,000
General – Development Projects	1,501,000		1,501,000
General – Parks & Recreation Facilities Betterments	417,000		417,000
General – RCMP Cellblock Upgrade	195,000		195,000
Utilities – Water & Sewer Facilities		667,000	667,000
TOTALS	\$19,822,000	\$10,050,000	\$29,872,000

Long-term Debt per Person

	2019					
	<u>Annual Report</u>	<u>2021</u>	<u>2022</u>	<u>2023</u>	<u>2024</u>	<u>2025</u>
Gross External Debt	\$ 36,874,923	\$ 29,992,590	\$ 27,201,257	\$ 24,799,244	22,241,030	19,916,212
Population	14,315	14,315	14,315	14,315	14,315	14,315
Debt per Person	\$ 2,576	\$ 2,095	\$ 1,900	\$ 1,732	\$ 1,554	\$ 1,391

LONG TERM DEBT 5 YEARS PAYMENT SCHEDULE

	<u>2021</u>	<u>2022</u>	<u>2023</u>	<u>2024</u>	<u>2025</u>	<u>2026</u>
Storm Sewer	\$ 226,716	\$ 226,716	\$ 226,716	\$ 226,716		
Sanitary Sewage	1,112,531	1,108,724	1,104,133	1,103,219	\$ 1,098,061	\$ 1,094,552
Water	222,188	222,188	222,188	222,188	222,188	
Land Development	154,431	154,225	153,612	154,789	154,196	154,516
Sanitary Sewer	147,996	147,799	147,212	148,340	147,771	148,078
Multi purpose Leisure/Operations	329,714	331,083	331,306	330,286	328,880	331,092
Multi purp. Leisure/Transp/Eng	87,108	83,438	87,124	87,860	86,848	86,198
Multi purp. Plann/WatSew/Leis	198,588	197,378	195,790	196,380	195,793	194,150
Sewer trunk 2021 (estimate)	102,826	102,826	102,826	102,826	102,826	102,826
Sewer trunk 2022 (estimate)		102,826	102,826	102,826	102,826	102,826
Sewer Trunk 2023 (estimate)			102,826	102,826	102,826	102,826
	\$ 2,582,099	\$ 2,677,205	\$ 2,776,559	\$ 2,778,256	\$ 2,542,216	\$ 2,317,064



	<u>2021</u>	<u>2022</u>	<u>2023</u>	<u>2024</u>	<u>2025</u>	<u>2026</u>
Debt repayment per person	\$ 180	\$ 187	\$ 194	\$ 194	\$ 178	\$ 178

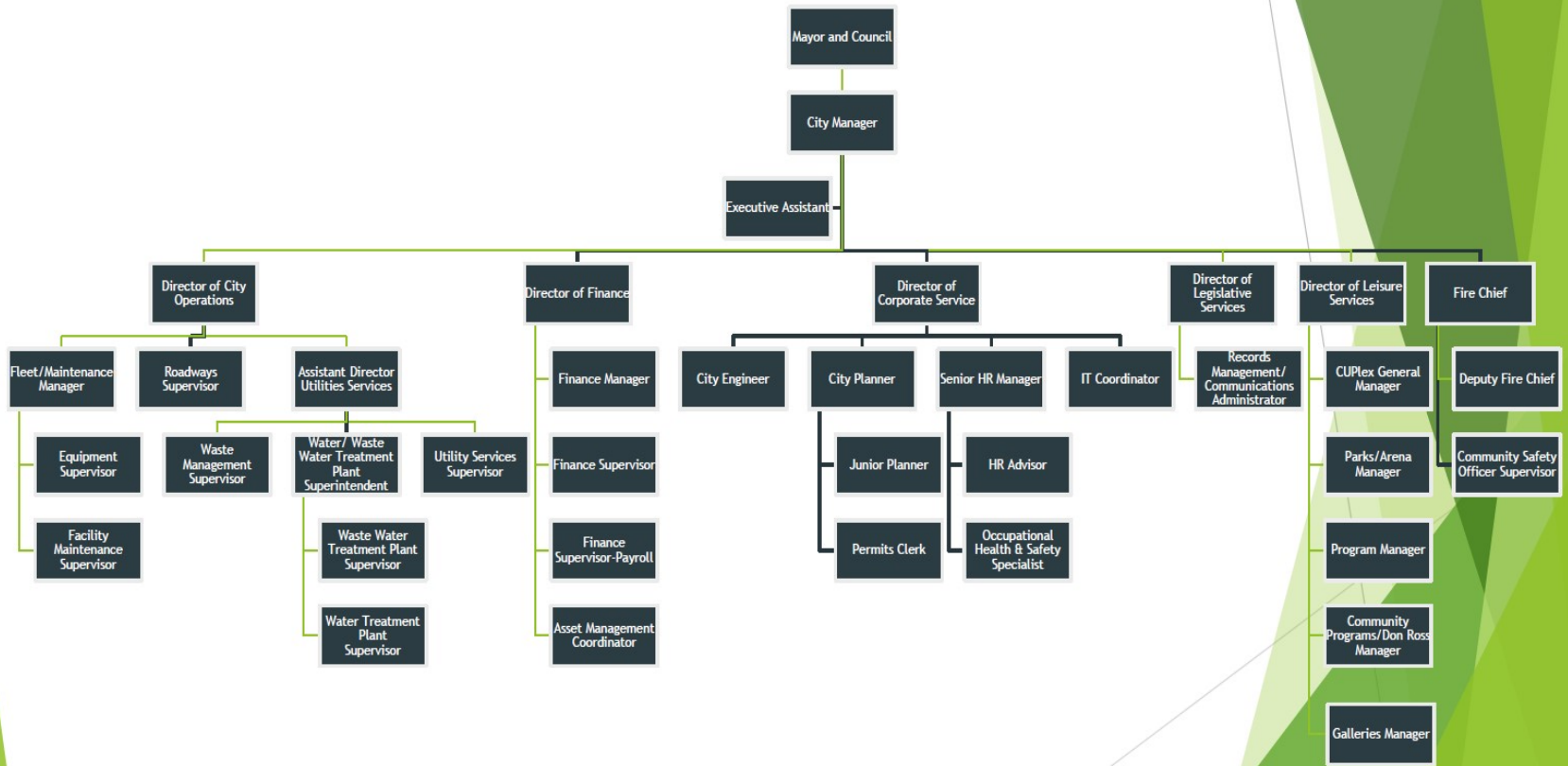
City Administration

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 – **Dr. Randy Patrick**
- Director of Finance – **Steve Brown**
- Director of Parks & Recreation Services – **Cheryl DeNeire**
- Director of Operations Services - **Stewart Schafer**
- Director of Corporate Services – **Jennifer Niesink**
- Director of Protective Services/Fire Chief – **Lindsay Holm**
- Director of Legislative Services - **Debbie Wohlberg**

Organizational Structure



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 2021, 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 \$7,000 for the rented space for the Sports Museum and Hall of Fame. The North Battleford Library is requesting the grant to be \$153,560 **(this request is not reflected in the budget)**.

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 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 the following grants to the Boys and Girls Club:

- \$15,000 capital grant,
- \$25,000 operating grant, to assist with the cost of the new facility and ongoing programming respectively and fits the parameters of the Community Safety Plan. The Boys and Girls Club is requesting the grant to be increased to \$30,000 **(this request is not reflected in the budget)**,

- \$27,000 summer program grant. In 2020, the City partnered with the Club for a trial partnership for the delivery of a free summer day programs in some of the City parks. Due to the success of the program the Boys and Girls have requested operating this program in 2021. The Boys and Girls Club is requesting the grant to be increased to \$28,000 **(this request is not reflected in the budget)**.

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)**.

General Fund Operating Budgets by Department

General Government Services

	2021 Budget	2020 Budget	2020 Actual	2019 Actual
	as of Nov. 24, 2020			
GENERAL GOVERNMENT SERVICES				
Operating Revenue				
Other Segmented Revenue				
Fees and Charges				
- Sales of supplies	\$ 255,000	\$ 249,700	\$ 104,106	\$ 217,107
- Taxation Services	27,000	27,000	12,720	10,867
- Expense Recoveries	-	-	14,895	22,012
Total Fees and Charges	282,000	276,700	131,721	249,985
- Tangible capital asset sales - gain (loss)	-	-	3,665	82,150
- Investment & Interest	332,500	367,500	379,369	462,671
Total Other Segmented Revenue	614,500	644,200	514,755	794,807
Conditional Grants and Donations				
- Grants	-	5,500	20,469	7,420
Total Operating Revenue	614,500	649,700	535,224	802,227
Operating Expenses				
Council remuneration and travel	295,511	283,381	221,592	266,231
Wages and benefits	1,923,374	2,099,487	1,622,554	1,784,997
Professional/Contractual services	1,202,045	1,051,533	794,676	1,033,315
Subscription/Memberships	74,570	91,620	57,536	37,847
Utilities	108,040	142,600	149,076	160,888
Maintenance, materials and supplies	133,424	149,154	94,854	168,873
Travel	25,938	35,554	5,658	20,292
Amortization	-	-	-	-
Allowance for uncollectibles	-	-	14,959	194,660
Insurance	442,800	409,000	421,133	384,558
Medical	2,500	2,500	645	1,884
Grants and contributions	168,000	168,000	198,400	167,557
Other	3,000	4,150	90,129	5,257
Total Government Services Expenses	4,379,202	4,436,979	3,671,212	4,226,359
Capital				
Conditional Grants				
- Capital Grants	-	-	-	-
General Government Services Surplus (Deficit)	\$ (3,764,702)	\$ (3,787,279)	\$ (3,135,988)	\$ (3,424,132)
Capital Expenditure	265,000	30,000	-	-
Total General Government Services Financial Position	\$ (4,029,702)	\$ (3,757,279)	\$ (3,135,988)	\$ (3,424,132)

Revenues

- General Government revenue is projected to increase by approximately \$65,000 mainly due to the following:
 - A proposed 2021 year efficiency target of \$100,000
 - Decrease in investment income and grants of approximately \$35,000

Expenses

- Wages and Benefits are projected to decrease by approximately \$174,000 mainly due to:
 - \$100,000 of staff vacancies,
 - Reallocation of approximately \$117,000 of building maintenance wages, benefits and standby pay to the Public Works department,
 - Reallocation of approximately \$73,000 of wages and benefits from employees who work under the general fund to the Utilities Fund,
 - Reallocation of \$98,000 to the general government department from the Parks & Recreation and Engineer departments
 - Wage adjustment and cost of living of approximately \$16,000

- Professional Contractual expense movement compared to 2020 Budget:

Total budgeted professional/contractual services 2020	\$1,051,533
City Hall Assessment services	5,000
City Hall services contracts	7,500
City Hall service charges	13,900
Civic Elections	(25,000)
CPTED – service contracts	(74,000)
Human Resources – Advertising	4,000
IT annual subscriptions and software	91,000
Legal services	135,000
Safety services	(8,000)
Sundry	1,112
Proposed Budget 2021	\$1,202,045

- Subscriptions and memberships are expected to decrease by approximately \$17,000 per review of safety training needs.

- Utilities are expected to decrease by approximately \$34,000 mainly due to the new telephone agreement.

- Maintenance, materials and supplies is expected to decrease by approximately \$16,000, mainly due to less expected hardware replacement.

Capital expenditures are estimated to be \$335,000. See “General Government and Policing” capital expenditures tab for details:

- TS Server
- City Hall Copier 2
- Recreation Software
- Enterprise Resource Planning (ERP) Software

Policing Services

	2021 Budget	2020 Budget	2020 Actual	2019 Actual
	as of Nov. 24, 2020			
POLICING SERVICES				
Operating Revenue				
Other Segmented Revenue				
Fees and Charges				
- Policing Fees/Fines	\$ 140,000	\$ 85,000	\$ 91,031	\$ 116,724
Total Fees and Charges	140,000	85,000	91,031	116,724
- Total Police Services Other Revenue	339,240	329,240	292,289	335,124
Total Other Segmented Revenue	479,240	414,240	383,320	451,848
Conditional Grants				
- Grants	884,353	884,353	627,239	920,874
Total Operating	1,363,593	1,298,593	1,010,559	1,372,722
Operating Expenses				
Wages and benefits	618,648	649,089	418,785	668,204
Professional/Contractual services	4,448,375	4,341,585	2,209,128	3,711,103
Utilities	78,200	89,700	63,446	84,242
Maintenance, materials and supplies	121,000	112,000	84,957	100,812
Interest	7,391	7,689	1,983	5,738
Total Policing Services Expense	5,273,614	5,200,063	2,778,298	4,570,098
Policing Services Surplus (Deficit)	\$ (3,910,021)	\$ (3,901,470)	\$ (1,767,739)	\$ (3,197,376)
Capital Expenditure		125,000	-	-
Total Policing Services Financial Position	\$ (3,910,021)	\$ (4,026,470)	\$ (1,767,739)	\$ (3,197,376)

Revenues

In 2021, Revenue from Policing is projected to increase by approximately \$65,000, the majority of it is due to increase in towing revenue sharing, increase in prisoners cell block and false alarm revenue.

Expenses

Wages and benefits for 2021 are projected to decrease by approximately \$30,000 mainly due to due to realignment of staffing based on new operational model.

Professional/Contractual Services is the 37 members RCMP Policing Contract with Her Majesty on behalf of the Federal Government. An increase of \$107,000 is budgeted in anticipation of increases in 2021 in the RCMP policing costs.

Utilities are expected to decrease by approximately \$11,500 due to updating the lighting system in 2020.

Fire and Protective Services

	2021 Budget	2020 Budget	2020 Actual	2019 Actual
	as of Nov. 24, 2020			
FIRE & PROTECTIVE SERVICES				
Operating Revenue				
Other Segmented Revenue				
Fees and Charges				
- Total Fire Services Fees/Fines (1)	\$ 47,244	\$ 47,244	\$ 55,302	\$ 101,579
- Total Provincial Fines	150,000	150,000	113,560	203,972
- Total Special Constables Fees/Fines (2)	213,600	213,600	177,264	243,184
Total Fees and Charges	410,844	410,844	346,125	548,735
- Total Fire Services Other Revenue	2,100	2,100	4,572	10,946
- Total Special Constables Other Revenue	-	-	1,550	-
Total Other Segmented Revenue	412,944	412,944	352,247	559,681
Conditional Grants				
- Grants	-	-	-	-
Total Operating Revenue	412,944	412,944	352,247	559,681
Operating Expenses				
Special Constables				
Wages and benefits	519,058	532,927	410,233	554,879
Subscription/Memberships	3,000	3,000	590	490
Utilities	4,689	3,500	4,463	3,978
Maintenance, materials and supplies	90,600	68,597	59,677	64,444
Travel	1,900	1,900	556	250
Total Special Constables Expenses	619,247	609,924	475,519	624,041
Fire Services				
Wages and benefits	1,979,505	1,943,536	1,594,026	2,204,659
Professional/Contractual services	52,250	22,250	35,459	44,487
Subscription/Memberships	51,000	51,000	24,308	34,279
Utilities	40,067	45,600	34,979	38,186
Maintenance, materials and supplies	135,200	139,800	98,995	131,258
Travel	8,000	8,000	536	1,568
Medical	1,000	1,000	475	489
Total Fire Services Expenses	2,267,022	2,211,186	1,788,777	2,454,924
Safety & Emergency Preparedness				
Professional/Contractual services	14,407	6,050	2,788	2,279
Subscription/Memberships	5,400	5,000	5,270	5,000
Maintenance, materials and supplies	550	550	117	201
Travel	1,550	1,550	179	317
Total Safety & Emergency Preparedness Expenses	21,907	13,150	8,355	7,796
Animal, Humane Society Expenses				
Professional/Contractual services	150,000	150,000	150,000	135,947
Utilities	10,280	10,280	7,956	8,108
Maintenance, materials and supplies	2,500	1,500	857	951
Total Animal, Humane Society Expenses	162,780	161,780	158,813	145,005
Total Fire and Protective Services Expenses	3,070,957	2,996,040	2,431,463	3,231,766
Capital				
Conditional Grants				
- Capital Grants	-	-	-	-
Fire & Protective Services Surplus (Deficit)	\$ (2,658,013)	\$ (2,583,096)	\$ (2,079,216)	\$ (2,672,085)
Capital Expenditure	670,000	176,333	-	-
Transfer to Reserves	-	(300,000)	-	-
Transfers from Reserves	-	-	-	-
Total Fire & Protective Services Financial Position	\$ (3,328,013)	\$ (2,459,429)	\$ (2,079,216)	\$ (2,672,085)

Revenues

There are no expected changes in 2021 revenues.

Expenses

Special Constables

- Wages and benefits expense are projected to increase compared to the 2020 Budget by approximately \$38,700 mainly due to step adjustments.
- Maintenance, materials and supplies are expected to increase by \$22,000 due to updating the radio and dispatch system, purchase of additional small tools and uniforms.

Fire Services

- Wages and benefits in 2021 are expected to increase compared to the Budget 2020 by approximately \$36,000 due to cost of living adjustment.
- Professional/Contractual services are expected to increase by approximately \$30,000 mainly due to funds to be used for equipment assessment study.
- Utilities are expected to decrease by \$5,500 mainly due to updating the lighting system in 2020
- Safety & Emergency Preparedness – Contractual services are expected to increase by approximately \$8,000 due to the purchase of some computer equipment and equipment repairs.

Capital expenditures its estimated to be \$370,000. Note that the purchase of a Fire pumper/heavy rescue has been spread over two years. See “Fire & Protection” capital expenditures tab for details:

- Pumper vehicle
- Bylaw vehicle replacement

Operations Services

	2021 Budget	2020 Budget	2020 Actual	2019 Actual
as of Nov. 24, 2020				
OPERATIONS SERVICES				
Operating Revenue				
Other Segmented Revenue				
Fees and Charges				
- Aviation Revenue	\$ 122,650	\$ 182,000	\$ 104,733	\$ 216,225
- Expense Recoveries	2,758	4,000	12,128	74
Total Other Segmented Revenue	125,408	186,000	116,861	216,298
Conditional Grants				
- Grants	404,200	404,200	3,359,495	72,101
Total Operating Revenue	529,608	590,200	3,476,355	288,399
Operating Expenses				
Public Works & Fleet				
Wages and benefits	1,977,631	1,688,257	1,127,494	1,361,427
Professional/Contractual services	1,269,322	1,034,146	542,182	574,168
Subscription/Memberships	20,675	17,695	8,601	21,046
Utilities	487,116	481,020	442,605	513,364
Maintenance, materials and supplies	947,518	969,350	560,439	776,036
Travel	4,730	10,540	3,648	6,192
Interest	83,677	98,391	32,207	92,014
Insurance	135,000	135,000	125,096	123,512
Other	30,000	15,000	15,848	20,473
Total Public Works & Operations Expenses	4,955,669	4,449,398	2,858,121	3,488,231
Total Operations Services Expenses	4,955,669	4,449,398	2,858,121	3,488,231
Capital				
Conditional Grants				
- Capital Grants	-	-	-	1,740,264
Operations Surplus (Deficit)	\$ (4,426,061)	\$ (3,859,198)	\$ 618,234	\$ (1,459,568)
Capital Expenditure	620,000	599,000	-	-
Total Operations Financial Position	\$ (5,046,061)	\$ (4,458,198)	\$ 618,234	\$ (1,459,568)

Revenues

- In 2021, revenue is expected to decrease by approximately \$60,000 due to less airport fuel sales due to less air traffic due to Covid.

Expenses

Public Works & Fleet

- Wages and benefits in 2021 are projected to increase by approximately \$288,000 mainly due to department reallocation from building maintenance employees whose wages and benefits used to be allocated to all different buildings.
- Professional / Contractual services is projected to increase by \$195,000 mainly due to estimated increase in patching and lane marking services in 2021 year.

- Professional Contractual expense movement compared to 2020 Budget:

Total budgeted professional/contractual services 2020	\$1,034,146
Fleet equipment software	6,000
Public works fleet – services contract	11,000
Public Works Shop – janitorial services	(4,600)
Patching and gravel service contracts	165,000
Radar cameras	16,000
Lane marking and work	25,000
Traffic signals study and yearly contract	10,000
Sidewalks repairs and resurfacing	30,000
Storm sewer service contracts	(25,000)
Ditch repairs	30,000
Pump service and general maintenance	4,000
Airport fuel services contract	24,000
Airport repairs	(57,000)
Sundry	776
Proposed Budget 2021	\$1,269,322

- Maintenance, materials and supplies expense movement compared to 2020 Budget:

Total budgeted maintenance, materials and supplies 2020	\$969,350
Public Works supplies	2,300
Public Works clothing	1,500
Public Works supplies	(15,000)
Public Works fuel	10,000
Grading & Graveling supplies	(7,000)
Lane work supplies	15,000
Snow removal supplies	3,000
Street sanding supplies	(10,000)
Decorative lighting supplies	20,000
Traffic signals supplies	6,000
Parking maintenance supplies	2,000
Storm sewer supplies	(6,000)
Airport fuel	(50,000)
Airfield supplies	2,000
Airport equipment fuel	3,000

Sundry	1,368
Proposed Budget 2021	\$947,518

- Interest is expected to decrease by approximately \$15,000 as one long-term debt is getting closer to its maturity date.
- Other expenses are expected to increase by \$15,000 due to additional traffic signal rentals.

Capital expenditures are estimated to be \$785,000. See Operations capital expenditures tab for details:

- Airport security fencing project
- Airport runway signs and lighting
- Sander / Plow Truck
- Tandem truck complete with box
- Generator / Light system - Waterworks
- Generator / Light system – Waste Management Facility
- Grave Tamper machine
- Snowblower Truck and sweeper (Airport)

Waste Management Services

	2021 Budget	2020 Budget	2020 Actual as of Nov. 24, 2020	2019 Actual
WASTE MANAGEMENT SERVICES				
Operating Revenue				
Other Segmented Revenue				
Fees and Charges				
Waste and Disposal Fees	\$ 1,200,000	\$ 1,200,000	\$ 1,201,186	\$ 1,041,666
Total Fees and Charges	1,200,000	1,200,000	1,201,186	1,041,666
Other Revenue, Garbage and Recycling	1,055,676	1,033,629	886,171	1,004,913
Total Other Segmented Revenue	2,255,676	2,233,629	2,087,358	2,046,580
Conditional Grants				
- Grants	143,808	133,800	67,999	132,808
Total Operating Revenue	2,399,485	2,367,429	2,155,356	2,179,388
Operating Expenses				
Wages and benefits	582,490	538,126	441,522	502,308
Professional/Contractual services	801,124	746,358	578,821	721,346
Subscription/Memberships	3,932	3,408	2,568	5,361
Utilities	10,099	9,510	5,281	9,009
Maintenance, materials and supplies	143,500	146,750	104,051	113,468
Travel	1,470	4,170	857	748
Interest	14,518	15,333	12,102	15,534
Other	70,000	70,000	-	22,544
Total Waste Management Services Expenses	1,627,133	1,533,655	1,145,203	1,390,319
Capital				
Conditional Grants				
- Capital Grants	-	-	-	-
Waste Management Services Surplus (Deficit)	\$ 772,352	\$ 833,774	\$ 1,010,153	\$ 789,069
Transfers to Reserves	(44,564)	(44,564)	-	-
Transfers from Reserves	-	-	-	-
Total Waste Management Services Financial Position	\$ 727,788	\$ 789,210	\$ 1,010,153	\$ 789,069

Revenues

- Waste and Disposal fee Revenues in 2021 are projected to be comparable to Budget 2020.

Expenses

- Expenses are projected to increase by approximately \$83,000 mainly due to the following:
 - Building maintenance reallocation of wages and benefits of \$15,000
 - Wages and benefit change of step and cost of living \$29,000
 - Service contracts increase of \$40,000 (assessment study and grinding and mulching)

During 2019, the City purchased a Volvo loader for \$328,183. The purchase was internally financed over 10 years with an internal interest rate of 6% per annum. An annual transfer of \$44,564 to reserves is planned until 2030.

Planning and Development Services

	2021 Budget	2020 Budget	2020 Actual	2019 Actual
	as of Nov. 24, 2020			
PLANNING AND DEVELOPMENT SERVICES				
Operating Revenue				
Other Segmented Revenue				
Fees and Charges				
- Business Licenses	\$ 190,000	\$ 190,000	\$ 214,590	\$ 215,958
- Building & Development Permits	77,400	58,440	139,047	92,230
- Development Agreements	76,854	76,854	63,743	65,474
- Land Rent	43,000	37,000	52,772	54,392
Total Fees and Charges	387,254	362,294	470,151	428,055
- Land - gain (loss)	3,000	3,000	133,721	153,841
Total Other Segmented Revenue	390,254	365,294	603,872	581,896
Conditional Grants				
- Grants	35,223	35,223	-	42,510
Total Operating Revenue	425,477	400,517	603,872	624,406
Operating Expenses				
Business Licenses				
Wages and benefits	90,581	89,770	58,484	73,657
Professional/Contractual services	40,000	20,000	83,300	42,990
Maintenance, materials and supplies	500	-	2,247	3,077
Total Business Licenses	131,081	109,770	144,030	119,723
Economic Development				
Wages and benefits	34,166	52,822	41,930	65,415
Subscription/Memberships	2,150	2,750	696	3,061
Travel	2,100	3,600	2,118	691
Grants and contributions	526,176	526,176	534,608	563,021
Total Economic Development	564,592	585,348	579,352	632,187
Engineering				
Wages and benefits	191,896	153,987	66,746	129,822
Professional/Contractual services	1,000	2,220	5,550	13,175
Subscription/Memberships	2,500	3,000	250	4,039
Maintenance, materials and supplies	6,300	6,300	3,838	4,912
Travel	1,900	2,900	1,099	358
Total Engineering	203,596	168,407	77,482	152,305
Planning				
Wages and benefits	258,330	229,071	179,704	180,814
Professional/Contractual services	70,000	141,650	35,973	208,983
Subscription/Memberships	11,500	11,500	6,278	3,564
Maintenance, materials and supplies	500	500	862	521
Travel	6,000	6,200	453	2,797
Interest	230,838	241,990	161,029	231,213
Grants and contributions	43,500	43,500	87,597	84,605
Total Planning	620,668	674,410	471,896	712,497
Total Planning and Development Services	1,519,937	1,537,935	1,272,761	1,616,713
Total Planning and Development Services Surplus (Deficit)	\$ (1,094,460)	\$ (1,137,418)	\$ (668,888)	\$ (992,306)
Capital Expenditure	50,000	123,429		
Total Planning and Development Services Financial Position	\$ (1,144,460)	\$ (1,260,847)	\$ (668,888)	\$ (992,306)

Revenues

The projected revenues for Planning and Development Services for 2021 is approximately \$425,000, with a projected increase of approximately \$25,000 compared to 2020 mainly due to an expected increase in building & development permits and land rent.

Expenses

Overall expenses are projected to decrease in 2021 compared to Budget 2020 in the approximate amount of \$18,000, with significant details as follows:

Business Licenses and Economic Development

- Wages and benefits are expected to decrease by \$18,000
- Contractual services for Business licenses are expected to increase by \$20,000 as there is an expected increase in development for 2021
- Travel is expected to decrease by approximately \$2,000

Engineering

- Wages and benefits are expected to increase by \$38,000 due to reallocation from the UPAR program and cost of living adjustment
- Professional services and travel are expected to decrease by approximately \$3,000

Planning

- Wages and benefits are expected to increase by \$29,000 due to reallocation of wages from the Economic Development division and corporate realignment
- Professional and contractual services are expected to decrease by approximately \$72,000 as some contracts were a one off in 2020.
- Interest is expected to decrease by approximately \$10,000 due to some loan-term debts are closer to their maturity date.

Capital expenditures are estimated to be \$50,000. See Operations capital expenditures tab for details:

- Sidewalk Connection – 100th Street Service Rd to Territorial

Parks & Recreation Services

	2021 Budget	2020 Budget	2020 Actual	2019 Actual
as of Nov. 24, 2020				
PARKS & RECREATION SERVICES				
Operating Revenue				
Other Segmented Revenue				
Fees and Charges				
- Recreation Fees & Services	\$ 403,250	\$ 939,750	\$ 282,360	\$ 1,025,183
- Galleries	27,300	63,300	20,646	49,855
- Recreation Facilities Rental	787,000	1,001,300	590,874	1,048,882
- Cemetery	155,000	155,000	139,989	172,690
Total Other Segmented Revenue	1,372,550	2,159,350	893,880	2,123,921
Conditional Grants				
- Grants	246,425	254,850	176,275	87,352
Total Operating Revenue	1,618,975	2,414,200	1,070,156	2,211,273
Operating Expenses				
Recreational Facilities & Programing				
Wages and benefits	2,077,311	2,347,760	1,584,365	2,598,787
Professional/Contractual services	527,864	436,986	329,350	408,931
Subscription/Memberships	15,660	19,325	1,801	7,043
Utilities	794,172	789,047	597,379	871,643
Maintenance, materials and supplies	314,020	330,606	252,537	359,699
Travel	8,815	10,980	1,336	29,025
Interest	368,332	427,912	318,518	482,643
Grants and contributions	515,624	515,624	515,024	520,828
Other	9,600	6,400	3,838	8,698
Total Recreational Facilities & Programing	4,631,398	4,884,641	3,604,149	5,287,297
Galleries				
Wages and benefits	267,870	365,216	140,186	225,944
Professional/Contractual services	65,316	77,220	32,297	67,221
Subscription/Memberships	-	-	-	213
Utilities	32,876	30,050	30,265	29,393
Maintenance, materials and supplies	27,100	43,575	19,531	54,502
Travel	800	2,800	-	815
Total Galleries	393,962	518,861	222,279	378,087
Cemeteries				
Wages and benefits	132,732	170,000	157,588	191,466
Professional/Contractual services	9,500	6,500	7,885	4,545
Utilities	18,390	17,675	8,997	20,555
Maintenance, materials and supplies	8,900	10,700	2,034	1,235
Cemeteries Total	169,522	204,875	176,504	217,801
Parks & Forestry				
Wages and benefits	612,896	748,367	484,586	710,048
Professional/Contractual services	175,600	191,050	106,196	109,704
Utilities	121,644	117,900	75,910	170,739
Maintenance, materials and supplies	87,700	91,600	53,485	85,308
Amortization	-	-	357	-
Grants and contributions	79,000	79,000	11,000	78,000
Total Parks & Forestry Expenses	1,076,840	1,227,917	731,534	1,153,800
Total Parks & Recreation Services	6,271,722	6,836,293	4,734,466	7,036,985
Capital				
Conditional Grants				
- Capital grants	-	-	-	-
- Community capital pledges/contributions	-	-	-	(2,400)
Total Capital	-	-	-	(2,400)
Parks & Recreation Services Surplus (Deficit)	\$ (4,652,747)	\$ (4,422,093)	\$ (3,664,311)	\$ (4,825,712)
Capital Expenditure	868,000	233,000	-	-
Total Parks & Recreation Services Financial Position	\$ (5,520,747)	\$ (4,189,093)	\$ (3,664,311)	\$ (4,825,712)

Revenue

Overall revenues are expected to decrease by approximately \$787,000 in 2021 compared to 2020 due to the following:

- Swimming pool registrations, sale of goods and services decrease of \$323,500
- Registrations on recreation programs decrease of \$5,000
- Performing Arts, ticket sales decrease of \$19,000
- Field house rents, registrations and sale of services decrease of \$187,500
- Galleries sale of goods and services decrease of \$36,000
- Decrease in rentals of Civic Centre, Swimming Pool, Don Ross Arena, Don Ross Complex and other City facilities of \$214,300
- Other decrease of revenues \$1,700

The grants are expected to decrease by approximately \$8,000 due to Covid and available grants available within their community.

Expenses

Overall expenses are expected to decrease by \$589,000. The main variances are as follows:

Recreational Facilities & Programming

- Wages and benefits in 2021 are projected to decrease approximately \$270,000. This is due to reallocating building maintenance staff to the Public Works department, reallocation of approximately \$69,000 to the general government department, reduction of 50% of the casual pool staff from January to end of April 2021, reallocation of playground salaries and wage adjustment due to cost of living.
- Professional contractual expenses are projected to increase in 2021 compared to Budget 2020 by approximately \$91,000 mainly due to:
 - Recreation software consultant \$25,000
 - Access Communications Centre accessibility study \$70,000
 - Various reduction of contracts (\$4,000)
- Maintenance, materials and supplies is expected to decrease by approximately \$16,500 as its expected that some facilities will consume less supplies and the playground program will not be run by the City.
- Interest on long-term debt is expected to decrease by \$59,600

Galleries

- Wages and benefits is expected to decrease by \$97,000 mainly due to having less casual staff at the Chapel Gallery and the new format for exhibitions.

- Professional and Contractual services is expected to decrease by \$17,000 due to expecting the galleries to work differently this year.
- Maintenance, materials and supplies are expected to decrease by approximately \$16,000 mainly to reduce inventory purchases and sale of existing inventory.

For further information about galleries, see page 53.

Parks & Forestry

Overall expenses are expected to decrease by \$151,000. The main variances are as follows:

- Wages and benefits are expected to be decreased by \$135,000, mainly due to budget realignment.
- Professional and Contractual services are expected to decrease by approximately \$15,000 due to better pricing on several contracts for 2021.

Capital expenditures are estimated to be \$868,000. See Parks & Recreation capital expenditures tab for details:

- Upgrade bottom Floor – Exhibit Area
- Acoustic Panels
- Heating System Upgrades
- High Efficiency Furnace
- Outside Security Cameras – Civic Centre
- Zamboni
- Floor Wash machine – Nations West Fieldhouse
- Floor Washer - Co-Op Aquatic Centre
- Rooftop / Air Handler units
- Partial Roof Replacement – Dekker Centre
- Irrigation System Replacement
- Beaver Lions Diamond – Mandatory Sask Power retrofit
- Playground – Structure Additions
- Centennial Park – Seniors Fitness Equipment
- Cemetery Disinterment Cage
- Trail Interpretative Signage

CUplex Summary Statement of Operations (all components)

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

Cuplex complex Statement of Operations				
	2021 Budget	2020 Budget	2020 Actual as of Nov. 24, 2020	2019 Actual
Revenue				
Rental	\$ 125,000	\$ 298,500	\$ 100,313	\$ 307,869
Registrations	24,000	46,000	9,247	43,166
Sale of Goods	8,000	40,000	6,308	20,127
Sale of Service	315,750	730,250	228,997	732,176
Total Revenue	\$ 472,750	\$ 1,114,750	\$ 344,866	\$ 1,103,338
Expenses				
Wages and benefits	\$ 1,289,122	\$ 1,372,450	\$ 832,087	\$ 1,631,266
Professional/Contractual services	341,744	342,016	287,964	301,864
Utilities	409,257	413,397	266,295	427,982
Maintenance, materials and supplies	206,520	212,881	191,906	228,998
Travel	2,045	2,930	644	2,719
Bank charges	8,800	5,900	3,942	9,409
Other	8,000	4,800	3,838	7,563
Total Expense	2,265,488	2,354,374	1,586,676	2,609,801
Surplus (Deficit)	\$ (1,792,738)	\$ (1,239,624)	\$ (1,241,810)	\$ (1,506,464)

NationsWest Field House

**Field House
Statement of Operations**

	2021 Budget	2020 Budget	2020 Actual as of Nov. 24, 2020	2019 Actual
Revenue				
Rental	\$ 55,000	\$ 120,500	\$ 37,865	\$ 144,586
Registrations	24,000	46,000	9,247	43,166
Sale of Service	70,000	175,000	47,540	138,524
Total Revenue	\$ 149,000	\$ 341,500	\$ 94,652	\$ 326,276
Expenses				
Wages and benefits	\$ 400,302	\$ 393,664	\$ 237,743	\$ 458,665
Professional/Contractual services	28,500	27,669	11,562	18,876
Utilities	107,864	106,403	67,050	105,111
Maintenance, materials and supplies	41,155	41,115	23,465	52,041
Bank charges	4,000	2,300	2,044	4,764
Total Expense	581,821	571,151	341,863	639,456
Surplus (Deficit)	\$ (432,821)	\$ (229,651)	\$ (247,211)	\$ (313,181)
Cost recovery ratio	25.61%	59.79%	27.69%	51.02%

The Co-Op Aquatic Centre

**Swim Pool
Statement of Operations**

	2021 Budget	2020 Budget	2020 Actual as of Nov. 24, 2020	2019 Actual
Revenue				
Rental	\$ 70,000	\$ 178,000	\$ 62,449	\$ 163,284
Sale of Goods	8,000	40,000	6,308	20,127
Sale of Service	239,500	530,000	178,957	543,722
Donations	-	-	-	-
Total Revenue	\$ 317,500	\$ 748,000	\$ 247,714	\$ 727,132
Expenses				
Wages and benefits	\$ 888,820	\$ 936,496	\$ 567,282	\$ 1,127,220
Professional/Contractual services	32,860	41,263	10,574	15,285
Utilities	291,146	306,994	190,795	321,828
Maintenance, materials and supplies	152,965	155,166	132,929	159,668
Travel	2,045	2,930	644	2,719
Bank charges	4,800	3,600	1,898	4,646
Other	8,000	4,800	3,838	7,563
Total Expense	1,380,636	1,451,249	907,960	1,638,928
Surplus (Deficit)	\$ (1,063,136)	\$ (703,249)	\$ (660,247)	\$ (911,796)
Cost recovery ratio	23.00%	51.54%	27.28%	44.37%

Northland Power Curling Centre

Curling Centre Statement of Operations

	2021 Budget	2020 Budget	2020 Actual as of Nov. 24, 2020	2019 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	\$ 13,330	\$ 20,779
Professional/Contractual services	26,567	23,967	18,343	11,841
Utilities	3,949	-	4,018	-
Maintenance, materials and supplies	8,600	7,800	12,444	9,552
Total Expense	39,116	56,758	48,136	42,171
Surplus (Deficit)	\$ (37,866)	\$ (55,508)	\$ (46,886)	\$ (40,921)

The 2021 Curling Club wages and benefits budget have been reallocated to the Public Works department. All other 2021 expenses are comparable to 2020.

The Dekker Centre for Performing Arts

Performing Arts Centre
Statement of Operations

	2021 Budget	2020 Budget	2020 Actual as of Nov. 24, 2020	2019 Actual
Revenue				
Sale of Service	\$ 5,000	\$ 24,000	\$ 1,250	\$ 48,680
Total Revenue	\$ 5,000	\$ 24,000	\$ 1,250	\$ 48,680
Expenses				
Wages and benefits	\$ -	\$ 15,000	\$ 13,598	\$ 23,566
Professional/Contractual services	253,817	249,117	247,484	255,863
Utilities	6,298	-	4,310	-
Maintenance, materials and supplies	3,800	8,800	23,068	7,727
Total Expense	263,915	272,917	288,461	287,156
Surplus (Deficit)	\$ (258,915)	\$ (248,917)	\$ (287,211)	\$ (238,476)

For the 2021 budget, wages and benefits have been reallocated to the Public Works department.

The Don Ross Complex

Don Ross Complex Statement of Operations

	2021 Budget	2020 Budget	2020 Actual as of Nov. 24, 2020	2019 Actual
Revenue				
Rental	\$ 350,000	\$ 361,000	\$ 297,141	\$ 373,579
Sale of Service	1,500	3,000	253	2,262
Total Revenue	\$ 351,500	\$ 364,000	\$ 297,394	\$ 375,841
Expenses				
Wages and benefits	\$ 229,503	\$ 224,030	\$ 187,021	\$ 227,734
Professional/Contractual services	36,790	28,490	15,812	12,057
Utilities	125,555	120,000	69,557	75,488
Maintenance, materials and supplies	31,600	35,800	18,190	38,406
Travel	-	-	575	3,242
Bank charges	2,200	2,200	2,289	4,530
Total Expense	425,648	410,520	293,444	417,947
Surplus (Deficit)	\$ (74,148)	\$ (46,520)	\$ 3,950	\$ (42,106)
Cost recovery ratio	82.58%	88.67%	101.35%	89.93%

The Don Ross Arena

**Don Ross Arena
Statement of Operations**

	2021 Budget	2020 Budget	2020 Actual as of Nov. 24, 2020	2019 Actual
Revenue				
Rental	\$ 130,000	\$ 141,300	\$ 85,084	\$ 150,009
Total Revenue	\$ 130,000	\$ 141,300	\$ 85,084	\$ 150,009
Expenses				
Wages and benefits	\$ 126,509	\$ 131,975	\$ 78,848	\$ 123,978
Professional/Contractual services	3,000	2,800	1,611	3,367
Utilities	76,400	76,350	98,672	150,620
Maintenance, materials and supplies	13,050	16,425	4,702	6,245
Total Expense	218,959	227,550	183,833	284,210
Surplus (Deficit)	\$ (88,959)	\$ (86,250)	\$ (98,749)	\$ (134,201)
Cost recovery ratio	59.37%	62.10%	46.28%	52.78%

North Battleford Access Communication Centre

Access Communication Centre Statement of Operations

	2021 Budget	2020 Budget	2020 Actual as of Nov. 24, 2020	2019 Actual
Revenue				
Rental	\$ 230,000	\$ 303,000	\$ 143,456	\$ 314,922
Total Revenue	\$ 230,000	\$ 303,000	\$ 143,456	\$ 314,922
Expenses				
Wages and benefits	\$ 247,471	\$ 253,375	\$ 192,552	\$ 281,073
Professional/Contractual services	105,250	39,700	18,154	23,234
Utilities	175,894	172,100	151,331	207,329
Maintenance, materials and supplies	43,100	42,900	19,287	63,190
Total Expense	571,715	508,075	381,323	694,474
Surplus (Deficit)	\$ (341,715)	\$ (205,075)	\$ (237,867)	\$ (379,552)
Cost recovery ratio	40.23%	59.64%	37.62%	45.35%

The Access Communication Centre revenues are expected to decrease by 24% due to less rentals due to Covid.

The budgeted expenses are expected to increase by 12.53% mainly due to the accessibility study.

Galleries

Allen Sapp Gallery

Allen Sapp Gallery
Statement of Operations

	2021 Budget	2020 Budget	2020 Actual as of Nov. 24, 2020	2019 Actual
Revenue				
Sale of Goods	\$ 20,000	\$ 40,000	\$ 14,832	\$ 26,880
Sale of Service	4,000	8,000	2,062	6,175
Donations	3,300	3,300	1,441	4,801
Grants	49,425	57,850	60,890	42,692
Total Revenue	\$ 76,725	\$ 109,150	\$ 79,225	\$ 80,548
Expenses				
Wages and benefits	\$ 241,904	\$ 187,256	\$ 89,005	\$ 124,725
Professional/Contractual services	55,766	43,150	18,157	34,878
Utilities	30,918	29,150	28,872	28,524
Maintenance, materials and supplies	25,900	37,175	17,030	47,582
Travel	800	1,300	-	438
Total Expense	355,288	298,031	153,064	236,311
Surplus (Deficit)	\$ (278,563)	\$ (188,881)	\$ (73,839)	\$ (155,763)
Cost recovery ratio	21.60%	36.62%	51.76%	34.09%

Chapel Gallery

Chapel Gallery Statement of Operations

	2021 Budget	2020 Budget	2020 Actual as of Nov. 24, 2020	2019 Actual
Revenue				
Rental	\$ -	\$ 5,000	\$ 1,078	\$ 4,908
Sale of Service	-	4,000	642	3,982
Donations	-	3,000	591	3,110
Grants	-	-	-	-
Total Revenue	\$ -	\$ 12,000	\$ 2,311	\$ 11,999
Expenses				
Wages and benefits	\$ 25,966	\$ 177,960	\$ 51,181	\$ 101,219
Professional/Contractual services	9,550	34,070	14,141	32,342
Subscription/Memberships	-	-	-	50
Utilities	1,958	900	1,392	870
Maintenance, materials and supplies	1,200	6,400	2,501	6,919
Travel	-	1,500	-	376
Total Expense	38,674	220,830	69,214	141,776
Surplus (Deficit)	\$ (38,674)	\$ (208,830)	\$ (66,904)	\$ (129,777)

Collectively for the Galleries:

The 2021 budget is proposing a shared scenario where the exhibits that come in to the Chapel Gallery will be chosen based on their ability to work with Council Chamber meetings starting in July 2021 due to the expectation that Covid-19 restrictions will still be in place. The Chapel Gallery will be an exhibition gallery only where their exhibitions will allow to have council meetings.

The Allen Sapp Gallery contains all wages relating to gallery operations and archiving regardless of where the programming is taking place.

The smaller exhibits will be displayed at the lower level of the Allen Sapp Gallery on a longer-term basis than the exhibits at the Chapel Gallery.

Water Utility Services

	2021 Budget	2020 Budget	2020 Actual	2019 Actual
	as of Nov. 24, 2020			
WATER SERVICES				
Operating Revenue				
Other Segmented Revenue				
Fees and Charges				
- Water Fees	3,625,627	\$ 3,739,615	\$ 3,083,891	\$ 3,783,450
- Water Works Expense Recovery	107,950	81,000	24,248	82,110
Total Fees and Charges	3,733,577	3,820,615	3,108,140	3,865,560
- Investment & Interest	8,730	23,409	12,904	25,223
Total Other Segmented Revenue	3,742,306	3,844,024	3,121,044	3,890,782
Conditional Grants				
- Grants	-	-	-	-
Total Operating	3,742,306	3,844,024	3,121,044	3,890,782
Operating Expenses				
Wages and benefits	1,479,913	1,341,068	1,205,526	1,344,420
Professional/Contractual services	675,322	998,640	481,163	998,992
Subscription/Memberships	14,619	19,271	10,560	18,457
Utilities	331,392	335,420	300,499	368,353
Maintenance, materials and supplies	687,250	540,760	457,018	436,594
Travel	6,966	7,188	879	4,050
Amortization	-	-	-	795,140
Interest	65,254	73,372	18,900	83,308
Allowance for uncollectibles	4,000	-	-	(26,165)
Other	155	155	155	147
Total Water Services Expenses	3,264,871	3,315,874	2,474,701	4,023,294
Capital				
Conditional Grants				
- Capital Grants	848,000	848,000	-	-
Water Services	\$ 477,435	\$ 528,150	\$ 646,343	\$ (132,512)
Capital Expenditure	2,790,000	1,500,000	-	-
Total Water Services Financial Position	\$ (2,312,565)	\$ (971,850)	\$ 646,343	\$ (132,512)

Revenues

Water fees are expected to decrease by 3% in base water and consumption rates due to less consumption due to Covid.

The water expense recovery has an increase of approximately \$27,000 mainly due to a reduction on the water reconnection fees of \$23,000 and an additional \$50,000 of efficiencies to be found. Total efficiencies target to find in the water fund are expected to be \$100,000.

Interest received on accounts are expected to decrease by \$15,000 due to collecting the arrears faster than in previous years.

Expenses

Overall expenses are projected to decrease in 2021 compared to Budget 2020 in the approximate amount of \$51,000, with details as follows:

- Wages and Benefits are projected to increase by approximately \$139,000 mainly as the water treatment plant superintendent position has been filled.
- Professional contractual expenses are projected to decrease in 2021 compared to Budget 2020 by approximately \$323,000 mainly due to reduction of the ATAP service contract.
- Maintenance Materials and supplies in 2021 are projected to increase by approximately \$146,000 or approximately 27% mainly due to the following:
 - Office supplies and postage is expected to increase by approximately \$5,000
 - No 1 Water Plant equipment replacement is expected to increase by \$2,000
 - No 1 Water Plant equipment chlorine scale replacement its expected to be \$33,000
 - No 1 Water Plant and FE Holliday plant chemicals are expected to increase by \$23,000
 - No 1 Water Plant supplies are expected to increase by \$11,000
 - Building maintenance at No 1 Water Plant and FE Holliday Plant is expected to increase by approximately \$5,000
 - Holliday Water Plant needs replacing some chlorine scales and valves costing approximately \$32,000
 - Hydrants supplies are expected to increase by approximately \$28,000
 - Water tower equipment repairs are expected to increase by \$2,000
 - SaskHospital Reservoir Repairs are estimated to be \$1,500
 - Sundry other increases at both Water Treatment Plant of approximately \$3,500

Capital expenditures are estimated to be \$2,790,000. See Water & Sewer Services capital expenditures tab for details:

- Replacement of John East Hydrants
- 114th Street Reservoir Pump Station Upgrade
- Water Pressure at Borden and Laurier Cres
- Radio Frequency Metering Equipment & Technology
- Technology Upgrades (SCADA)

Sanitary Sewer Utility Services

	2021 Budget	2020 Budget	2020 Actual as of Nov. 24, 2020	2019 Actual
SANITARY SEWER SERVICES				
Operating Revenue				
Other Segmented Revenue				
Fees and Charges				
- Sanitary Sewer Fees	3,763,587 \$	3,569,681 \$	3,108,682 \$	3,706,763
- Sanitary Sewer Expense Recovery	8,094	10,727	19,738	13,418
Total Other Segmented Revenue	3,771,681	3,580,408	3,128,419	3,720,181
Conditional Grants				
- Grants	-	-	-	-
Total Operating Revenue	3,771,681	3,580,408	3,128,419	3,720,181
Operating Expenses				
Wages and benefits	1,104,952	997,526	849,951	904,785
Professional/Contractual services	332,296	267,326	201,615	336,152
Subscription/Memberships	4,800	3,886	3,461	8,667
Utilities	269,126	267,930	261,720	299,160
Maintenance, materials and supplies	349,050	301,500	195,125	299,296
Travel	5,695	2,625	279	989
Amortization	-	-	-	1,160,736
Interest	539,730	584,616	459,494	633,728
Total Sanitary Sewer Services Expenses	2,605,649	2,425,408	1,971,644	3,643,515
Capital				
Conditional Grants				
- Capital Grants	3,440,340	-	-	-
Total Sanitary Sewer Services	\$ 4,606,372	\$ 1,155,000	\$ 1,156,775	\$ 76,666
Capital Expenditure	5,200,510	1,924,177	-	-
Total Sanitary Sewer Services Financial Position	\$ (594,138)	\$ (769,177)	\$ 1,156,775	\$ 76,666

Revenues

Sanitary Sewer Services Revenue is expected to increase by 5% in base water and consumption rates. There is no proposed increase of rates for 2021, the increase reflects a budget realignment and will be reviewing internal systems.

Expenses

Overall expenses are projected to increase in 2021 compared to the 2020 budget in the approximate amount of \$180,000 with the main details as follows:

- Wages and Benefits are projected to increase by approximately \$107,000 due to organizational restructuring, budget alignment and cost of living adjustment.

- Professional contractual expenses are projected to increase in 2021 compared to Budget 2020 by approximately \$65,000 or approximately 24% mainly due to the following:
 - Cleaning bio-reactors increase by \$15,000
 - Alfa Level service contract increase by \$50,000 The Alfa Level work entails the sending the two centrifuges to Edmonton for inspections and required repair. One centrifuge will be sent first to Edmonton for inspections and repair. Once completed, the centrifuge will be sent back and reinstalled. Once the first centrifuge has been installed and is operating properly, the second centrifuge will be sent to Edmonton for inspection and repairs. This work is done once every two years.
- Maintenance, materials and supplies is expected to increase by approximately \$47,000 or approximately 16% mainly due to the following:
 - Building contingency increase of \$4,000. The building contingency includes supplies for heating system repairs at the wastewater treatment plant including but not limited to pump seals, filters, belts, etc.
 - Treatment plant chemicals increase of \$38,000
 - Treatment plant supplies increase of \$3,000
 - Various sundry increases of \$2,000
- Interest Expense in 2021 is projected to decrease by approximately \$45,000 due to repayment of debt and decreasing interest costs.
- Conditional capital grants include the Provincial and Federal contribution towards the Sewer Force Main.

Capital expenditures are estimated to be \$5,200,510. See Water & Sewer Services capital expenditures tab for details:

- Sewer Trunk
- Sewage Dumping Station

**City of North Battleford Third Party Grants
Master Schedule – 2021**

Receiving Organization	2021 Requested
North Battleford Transit System	\$252,000
Battleford's Handi Bus System	\$83,304
The Humane Society	\$150,000
The Lakeland Library	\$361,024
The North Battleford Library	\$153,560
Dekker Centre Performing Arts	\$235,000
Destination Battlefords	\$118,458
North Battleford Boys & Girls Club - capital	\$15,000
North Battleford Boys and Girls Club – Summer Playground program	\$30,000
North Battleford Golf and Country Club (short-term capital)	\$28,000
BTEC Capital Grant	\$10,000
River Valley Board	\$68,000
Catholic Family Services	\$2,500
Empty Stocking Fund	\$6,500
Battlefords and Area Sexual Assault Ctr.	\$10,000
The Lighthouse North Battleford	\$25,000
Concern for Youth	\$5,000
Midwest Food Resources	\$5,830
Citizen on patrol	\$1,000

2021 Budget Information

2018 to 2020 Financial Improvements

The financial improvements over the last three years can be broken down into three categories:

- Levels of Service Improvement – changes impacting internal or external stakeholders within the corporation or property owners within City limits.
- Financial Improvements - changes that have improved the financial sustainability of the City's operations going forward by reducing the ongoing cost of service.
- Financial Management Improvements – accounting changes that have impacted the way the City's accounting and financial processes are managed.

1. Financial Improvements

- Corporate Insurance – moved from a national carrier to SUMA's insurance program called SUMAssure to improve:
 - Fees by approximately \$260,000
 - Improved insurance coverage – City has cyber insurance for the first time
 - Improved management of staff time – responsibilities shifted to SUMAssure staff
 - Improved legal expense management
- Financial Purchasing Power –
 - Municipal Buying Group – leverage improved savings from programs offered by other municipalities, SUMA and national buying program with significant savings realized;
- Tendering of City Services
 - Telephone and internet tender – ended up netting about \$50,000 in annual improvements along with three NFP groups receiving free telephone and internet from the City.
 - Other City services tendered include water chemical supplies, cell phone services, water testing, bank and point of sale services all leading to 10's of thousands in annual improvements
- Facility Sustainability Improvements:
 - LED investment in City facilities that will net improved power costs and lower materials costs going forward;
 - Using outside assistance to review facility costs of operation to identify ways to better manage facilities;
- New Revenue Sources:
 - Implemented a new towing revenue sharing partnership that will generate \$40,000 in 2020;
 - \$150,000 in corporate sponsorship for the Civic Center for a five-year period;
- Internalized services:
 - Corporate coverall improvement - moved away from outside coverall service and bought coveralls to be managed internally which results in a savings of approximately \$40,000 per year;

- Realignment of City services to better match reduced revenues netted a reduction of \$1,000,000 in reduced annual salaries;

2. Financial Management Improvements

- Revised purchasing policy implemented that de-centralized purchasing to department heads and improved accountability for taxpayers money;
- Implemented a purchasing card program comparable to one used by other Saskatchewan Cities coupled with electronically integrating the receipts into the City's accounting software;
- Improved accounting processes to better comply with current accounting guidelines along with setting up better practices to track items such as utility deposits which were missed in the past;
- The implementation of full accrual accounting throughout the City whereby items such as business license receivables are recognized on the financial statements;
- Improved airport fuel accounting and systems as approximately \$36,000 was lost in 2019 and two to three customers have not been billed since 2005.
- Vendor Managed Inventory Setup – utilized vendors to manage City inventory and reduce staff time retrieving parts and supplies from Vendors. Some of the areas completed are:
 - Office Supplies (2019), PPE, Janitorial (2020), and Fleet Supplies (2020)
- Improved equity adjustments on fees and taxes charged:
 - 391 garbage and recycling bins not being billed
 - Property Taxation improvement – continue to correct numerous property errors such as missed additions, incorrect property assessments, missed secondary suites and incorrect taxation classifications.
- Improved financial reporting processes:
 - Corrected cash receipting processes by integrating payments electronically
 - Implemented weekly balance reporting in 2020 to allow for quick identification of issues arising from Covid 19
 - Tighter controls around outstanding A/R balances such as tax and utility
 - Bank reconciliation completion time reduced from months to weeks
 - Beginning to improve tax enforcement in 2020, the City had the worst tax receivable balance amongst Saskatchewan Cities

3. Levels of Service Improvement

- Local group partnerships – Boys and Girls Club, The Lighthouse and others enjoy improved financial performance by accessing City pricing and financial management knowledge;
- Enhanced online payment capabilities for utility, tax, water and other City services via the City's website;
- Free WIFI networks for all major City facilities provided by Access Communications along with a private network for use by the City;
- Implemented a text reminder program for utility customers that allows proactive communication notifying water users of potential disruptions prior to water being turned off.

Amortization reconciliation

City of North Battleford
 General Fund- Amortization Reconciliation
 Forecast for the year ended December 31, 2021

	% change	2021 Budget	2020 Budget	2020 Actual	2019 Actual
	as of Nov. 24, 2020				
Surplus / (Deficit) before Amortization		3,085,016	3,134,676	13,258,441	(305,901)
Amortization		(5,073,705)	-		(8,991,516)
Surplus / (Deficit) with Amortization		\$ (1,988,689)	\$ 3,134,676	\$ 13,258,441	\$ (305,901)

Utilities Fund - Amortization Reconciliation
 Forecast for the year ended December 31, 2021

	% change	2021 Budget	2020 Budget	2020 Actual	2019 Actual
	as of Nov. 24, 2020				
Revenues					
Surplus / (Deficit) before Amortization		5,931,807	2,531,150	1,803,118	(55,846)
Amortization		(1,955,876)	-		(1,957,896)
Surplus / (Deficit) with Amortization		3,975,931	2,531,150	\$ 1,803,118	(55,846)

Reserves December 31, 2019

Consolidated Schedule of Accumulated Surplus
for the year ended December 31, 2019

	2018	Changes	2019
Unappropriated Surplus (Deficit)			
Government activities	\$ 11,247,026	\$ (1,398,951)	\$ 9,848,075
Water	2,314,273	(484,101)	1,830,170
Sanitary sewer	(2,450,738)	(811,738)	(3,262,479)
Total Unappropriated Surplus (Deficit)	11,110,568	(2,694,790)	8,415,778
Appropriated Surplus			
General government	25,000	75,000	100,000
Fire and protective	585,250	649,367	1,234,617
Operations	2,132,815	1,255,134	3,387,949
Waste management	570,833	265,833	836,667
Planning & development	(1,551,316)	618,052	(933,264)
Policing initiatives	-	619,876	619,876
Leisure	688,841	370,004	1,058,845
Water	1,289,748	838,985	2,128,734
Sanitary sewer	1,508,971	(132,510)	1,376,461
Total Appropriated Surplus	5,250,143	4,559,741	9,809,884
Net Investment in Tangible Capital Assets			
Tangible capital assets	174,747,340	(981,366)	173,765,975
Less: Related long term debt	(39,649,910)	3,302,998	(36,346,912)
Less: Related Lease and other obligations	(732,402)	204,391	(528,011)
Net Investment in Tangible Capital Assets	134,365,027	2,526,023	136,891,052
Total Accumulated Surplus	\$ 150,725,738	\$ 4,390,974	\$ 155,116,713

Ten Year Capital Plan - General Fund

Name of project / purchase	Division	Asset Type	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030
RCMP Replace reception office floor	Policing	Machinery & Equipment			40,000							
RCMP Tile Hallways	Policing	Machinery & Equipment			40,000							
TS Server	General Government	Machinery & Equipment	45,000									
City Hall Copier 2	General Government	Machinery & Equipment	10,000									
Recreation Software	General Government	Machinery & Equipment	30,000									
ERP (Enterprise Resource Planning) Software	General Government	Machinery & Equipment	130,000	120,000								
Electronic Timesheets	General Government	Machinery & Equipment	50,000									
Server Hardware	General Government	Machinery & Equipment		60,000								
Firewalls	General Government	Machinery & Equipment		35,000								
Server Rack	General Government	Machinery & Equipment		10,000								
App Server	General Government	Machinery & Equipment			10,000							
DC Server	General Government	Machinery & Equipment			20,000							
Point 2 Point	General Government	Machinery & Equipment			55,000							
City Hall Copier	General Government	Machinery & Equipment				15,000						
SQL Server	General Government	Machinery & Equipment				50,000						
Firewalls	General Government	Machinery & Equipment					35,000					
TS Server	General Government	Machinery & Equipment						45,000				
City Hall Copier 2	General Government	Machinery & Equipment						10,000				
Firewalls	General Government	Machinery & Equipment								35,000		
App Server	General Government	Machinery & Equipment								10,000		
DC Server	General Government	Machinery & Equipment								20,000		
Point 2 Point	General Government	Machinery & Equipment								55,000		
Server Hardware	General Government	Machinery & Equipment									60,000	
Server Rack	General Government	Machinery & Equipment									10,000	
City Hall Copier	General Government	Machinery & Equipment									15,000	
SQL Server	General Government	Machinery & Equipment									50,000	
Sidewalk Connection - 100th Street Service Rd to Territorial	Planning & Development	Engineering Structure	50,000									
Battleford Road and HWY 16 Bypass - Service Road Upgrad	Planning & Development	Engineering Structure		600,000								
98th Street -1100 Block Road Construction	Planning & Development	Engineering Structure		250,000								
Sidewalk - 110th to Territorial Phase 1 - 110th to Battleford	Planning & Development	Engineering Structure		120,000								
Sidewalk - 110th to Territorial Phase 2 - Bford Rd to 114th S	Planning & Development	Engineering Structure			120,000							
Sidewalk - Battleford Road to Railway Avenue	Planning & Development	Engineering Structure			350,000							
Alley/Walking Path 114th From 9th Ave to 13th Ave	Planning & Development	Engineering Structure				500,000						
Sidewalk - 110th to Territorial Phase 3 - 114th Street to Terr	Planning & Development	Engineering Structure				120,000						
Transportation Master Plan #10 - McMillan Road Intersection	Planning & Development	Engineering Structure					200,000					
Yellow Sky Phase 1 - intersections upgrading and sanitary se	Planning & Development	Engineering Structure					1,800,000					
Yellow Sky Phase 2 - Twinning Carlton	Planning & Development	Engineering Structure						1,800,000				
Yellow Sky Phase 3 - Lot Development - Moosomin Avenue	Planning & Development	Engineering Structure							13,000,000			
Repave East side of Territorial Dr	Planning & Development	Engineering Structure								30,000,000		
Fairview Heights Master Plan Phase 2 Cul-de-sac servicing	Planning & Development	Engineering Structure								400,000		
Transportation Master Plan #11 - Railway Ave West and Terr	Planning & Development	Engineering Structure								600,000		
Transportation Master Plan #2 - Railway Avenue East/Hwy 14	Planning & Development	Engineering Structure									2,840,000	
1001-103rd Street Brownfield Remediation	Planning & Development	Engineering Structure									120,000	
Transportation Master Plan #1 - Hwy 4 South Traffic Circle D	Planning & Development	Engineering Structure									500,000	
Transportation Master Plan #1 - Hwy 4 South Traffic Circle C	Planning & Development	Engineering Structure										4,500,000
Pumper Vehicle	Fire & Protective	Vehicle	600,000									
Command Vehicle (Fire Chief)	Fire & Protective	Vehicle						60,000				70,000
Command Vehicle	Fire & Protective	Vehicle				60,000					70,000	
Pumper Rescue Truck	Fire & Protective	Vehicle				800,000						
Aerial Ladder Truck L12	Fire & Protective	Machinery & Equipment					1,500,000					
Rescue Truck RU6	Fire & Protective	Vehicle			500,000							

Ten Year Capital Plan - General Fund

Name of project / purchase	Division	Asset Type	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030
Wildland Fire Truck (combine w/U46) U44	Fire & Protective	Vehicle		90,000								
Rescue Boat RB1	Fire & Protective	Machinery & Equipment						35,000				
Pumper Truck E23	Fire & Protective	Vehicle								900,000		
Polaris Ranger 6X6 U45	Fire & Protective	Vehicle							35,000			
Sure-Trac Trailer	Fire & Protective	Vehicle										
35KW Cummins 3DSFAA Generator on trailer (airport)	Fire & Protective	Machinery & Equipment							40,000			
Ice Suits	Fire & Protective	Machinery & Equipment		8,000								
P25 Radios Replacement	Fire & Protective	Machinery & Equipment			75,000							
Bylaw vehicle replacement	Municipal Enforcement	Vehicle		65,000								
Bylaw vehicle replacement	Municipal Enforcement	Vehicle			65,000							
Bylaw vehicle replacement	Municipal Enforcement	Vehicle				65,000						
Bylaw vehicle replacement	Municipal Enforcement	Vehicle					65,000					
Bylaw vehicle replacement	Municipal Enforcement	Vehicle	70,000									
1 ton 4x4 truck with service body (non designated)	Operations	Vehicle								75,000		
Tractor for the nursery Nursery Unit 1524	Operations	Vehicle				37,500						
Boiler Truck Chasis	Operations	Vehicle							50,000			
Acreage Tractor	Operations	Machinery & Equipment				60,000						
Airport Security Fencing Project (over 10 years)	Operations	Engineering Structure	50,000									
Airport Security Fencing Project (over 10 years)	Operations	Engineering Structure		50,000								
Airport Security Fencing Project (over 10 years)	Operations	Engineering Structure			50,000							
Airport Security Fencing Project (over 10 years)	Operations	Engineering Structure				50,000						
Airport Security Fencing Project (over 10 years)	Operations	Engineering Structure					50,000					
Airport Security Fencing Project (over 10 years)	Operations	Engineering Structure						50,000				
Airport Security Fencing Project (over 10 years)	Operations	Engineering Structure							50,000			
Airport Security Fencing Project (over 10 years)	Operations	Engineering Structure								50,000		
Airport Security Fencing Project (over 10 years)	Operations	Engineering Structure									50,000	
Airport Security Fencing Project (over 10 years)	Operations	Engineering Structure										50,000
Airport runway signs and lighting	Operations	Machinery & Equipment									900,000	
Out Front Mower	Operations	Machinery & Equipment				26,000						
Sweeper	Operations	Machinery & Equipment		300,000								
Sander / Plow Truck Unit 131	Operations	Machinery & Equipment	400,000									
Tandem Truck complete with box	Operations	Vehicle								225,000		
Cemetery Backhoe	Operations	Machinery & Equipment					175,000					
1/2 ton crew cab 4 x 4 pickup truck	Operations	Vehicle						45,000				
1/2 ton 4 x 4 pickup truck	Operations	Vehicle									45,000	
Generator/Light system	Operations	Machinery & Equipment	30,000									
Out front mower	Operations	Machinery & Equipment					26,000					
Gator vehicle for City Cemetary	Operations	Machinery & Equipment					25,000					
1 Ton vehicle	Operations	Vehicle			45,000							
1 ton 4 x 4 unit 1226 with dump	Operations	Vehicle					60,000					
Tractor 30 hp, belly mower unit 1426	Operations	Machinery & Equipment				35,000						
Asphalt Recycler	Operations	Machinery & Equipment		130,000								
Covered Salt Shed (Salt)	Operations	Building		175,000								
Thatch Vacuum	Operations	Machinery & Equipment						40,000				
Grave Tamper machine unit 1543	Operations	Machinery & Equipment	10,000									
Air Compressor unit 432	Operations	Machinery & Equipment							35,000			
1/2 ton extended cab long box truck 4 x 4	Operations	Vehicle		45,000								
1/2 ton extended cab long box truck 4 x 4	Operations	Vehicle		45,000								
1/2 ton crew cab truck 4 x 4	Operations	Vehicle		45,000								
1/2 ton crew cab truck 4 x 4	Operations	Vehicle		45,000								
1/2 ton crew cab truck 4 x 4	Operations	Vehicle			45,000							
1/2 ton crew cab truck 4 x 4	Operations	Vehicle			45,000							
1/2 ton crew cab truck 4 x 4	Operations	Vehicle				45,000						

Ten Year Capital Plan - Utility Fund

Name of project / purchase	Division	Asset Type	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030
Replacement Well #30	Water	Engineering Structure		500,000								
Replacement Well #31	Water	Engineering Structure						500,000				
Replacement Well #32	Water	Engineering Structure										600,000
Replacement of John East Hydrants 2021	Water	Engineering Structure	80,000									
Replacement of John East Hydrants 2022	Water	Engineering Structure		80,000								
Replacement of John East Hydrants 2023	Water	Engineering Structure			85,000							
Replacement of John East Hydrants 2024	Water	Engineering Structure				85,000						
Replacement of John East Hydrants 2025	Water	Engineering Structure					90,000					
Replacement of John East Hydrants 2026 Hopefully completed	Water	Engineering Structure						90,000				
SaskHospital Reservoir Renovations Phase 2 including UV Light installation	Water	Engineering Structure							1,000,000			
114th Street Reservoir Pump Station Upgrade	Water	Machinery & Equipment	250,000									
River Bank Stabilization (Estimate)	Water	Engineering Structure			175,000							
FE Holliday WTP Heating System	Water	Machinery & Equipment			250,000							
Water pressure at Borden and Laurier Cres	Water	Machinery & Equipment	210,000									
Water Distribution Masterplan Piping upgrades (non plant)	Water	Engineering Structure		2,000,000								
Radio Frequency Metering Equipment & Technology Stage 3	Water	Machinery & Equipment	2,000,000									
FE Holliday control room (Moved from Operations)	Water	Machinery & Equipment		40,000								
Leak detection Equipment	Water	Machinery & Equipment			30,000							
Upgrading distribution pump at 114th Street for airport line	Water	Engineering Structure					60,000					
Dedicated waterline from 114th Street to the airport	Water	Engineering Structure					200,000					
New piping from Canola to Hereford Street	Water	Engineering Structure								240,000		
Fairview reservoir upgrade of pumps and fill main	Water	Engineering Structure									3,500,000	
Fairview reservoir dedicated discharge line	Water	Engineering Structure									800,000	
Killdeer Park Pressure Substaining Valve	Water	Machinery & Equipment			30,000					230,000		
Backup Generator at Fairview Reservoir and removal of gas pumps	Water	Machinery & Equipment				250,000						
Technology Upgrades (SCADA)	Water	Machinery & Equipment	250,000									
2025 SCADA computer Upgrades	Water	Machinery & Equipment					25,000					
2030 SCADA computer Upgrades	Water	Machinery & Equipment										25,000
Instalation of a C12 Tonner at WTP#1?	Water	Engineering Structure										1,500,000
Replace Christmas lights on the tower	Water	Machinery & Equipment			150,000							
Waste Water Plant Clarifier Covers	Sanitary Sewer	Engineering Structure							250,000			
Sanitary Sewer Force Main	Sanitary Sewer	Engineering Structure	5,160,510									
Sanitary Sewer Force Main	Sanitary Sewer	Engineering Structure		6,465,510								
Sanitary Sewer Force Main	Sanitary Sewer	Engineering Structure			658,544							
Completion of Sewage Dumping Station	Sanitary Sewer	Engineering Structure	40,000									
Ultraviolet Lamp Upgrade	Sanitary Sewer	Machinery & Equipment				650,000						
Changing fibreglass grating and kickplates (Second Stage, bio-reactor)	Sanitary Sewer	Engineering Structure						400,000				
Design and Paving at WWTP 2019	Sanitary Sewer	Engineering Structure		40,000								
Paving at WWTP Phase 2	Sanitary Sewer	Engineering Structure			20,000							
Paving at WWTP Phase 3	Sanitary Sewer	Engineering Structure				20,000						
Paving at WWTP Phase 4	Sanitary Sewer	Engineering Structure					20,000					
Paving at WWTP Phase 5	Sanitary Sewer	Engineering Structure						20,000				
Increase Influent pumps and VFD \$450,000	Sanitary Sewer	Engineering Structure						450,000				
Additional screen in headworks bypass channel \$200,000	Sanitary Sewer	Engineering Structure								200,000		
4th tray in headcell \$20,000	Sanitary Sewer	Engineering Structure								20,000		
Lagoon Sumpage Meter Dumping Station	Sanitary Sewer	Engineering Structure						175,000				
Fine bubble diffuser replacement	Sanitary Sewer	Machinery & Equipment										300,000
Review of WWTP heating system	Sanitary Sewer	Machinery & Equipment				100,000						
Repair of Parson's Sewage Lift Station	Sanitary Sewer	Engineering Structure						1,200,000				
2023 SCADA computer Upgrades	Sanitary Sewer	Machinery & Equipment			25,000							
2028 SCADA computer Upgrades	Sanitary Sewer	Machinery & Equipment								25,000		
Dredging of lagoons	Sanitary Sewer	Machinery & Equipment				100,000						

Ten Year Capital Plan - Utility Fund												
Name of project / purchase	Division	Asset Type	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030
Backup Power at SEQ	Sanitary Sewer	Machinery & Equipment							300,000			
Reconstruction of the Parson Industrial Park Lift Station	Sanitary Sewer	Machinery & Equipment						1,000,000				
Backup Power at Parson Insustrial Park	Sanitary Sewer	Machinery & Equipment									300,000	
New Heating piping mains at the WWTP	Sanitary Sewer	Machinery & Equipment						200,000				

Underground Pipe and Asphalt Replacement Program (UPAR)

Name of project / purchase	Division	Fund source	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030
CIPP Lining	Water	Levy										
	Sewer	Levy			900,000							
	Roads	Levy										
Engineering Wages - comes from Planning wages budget	Water	Levy	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000
	Sewer	Levy	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000
	Roads	Levy	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000
102nd Street Railway to 16th Avenue	Water	Levy	550,000									
	Sewer	Levy	390,000									
	Roads	Levy	2,095,000									
Henderson Drive	Water	Levy										
	Sewer	Levy										
	Roads	Levy	250,000									
Battleford Road	Water	Levy		80,000								
	Sewer	Levy		80,000								
	Roads	Levy		325,000								
Highway 4 Service Roads Overlay	Water	Levy										
	Sewer	Levy										
	Roads	Levy		1,170,000								
14th Avenue: 102nd -104th Street	Water	Levy		225,000								
	Sewer	Levy		225,000								
	Roads	Levy		530,000								
15th avenue: 99th-100th Street	Water	Levy		112,500								
	Sewer	Levy		112,500								
	Roads	Levy		265,000								
106th Street 900 block, 1100 block and 1300 block	Water	Levy			550,000							
	Sewer	Levy			225,000							
	Roads	Levy			795,000							
Highway 16 Service Roads	Water	Levy										
	Sewer	Levy										
	Roads	Levy			471,250							
Railway Avenue East (Pizza Hut-A and W)	Water	Levy										
	Sewer	Levy										
	Roads	Levy			330,000							
98th Street 1100-1500	Water	Levy				780,000						
	Sewer	Levy				450,000						
	Roads	Levy				1,185,000						
Thatcher Avenue Overlay	Water	Levy										
	Sewer	Levy										
	Roads	Levy				1,105,000						
104th Street 800-1500	Water	Levy				860,000						
	Sewer	Levy				550,000						
	Roads	Levy				2,010,000						
Marquis Overlay and main repairs	Water	Levy					80,000					

