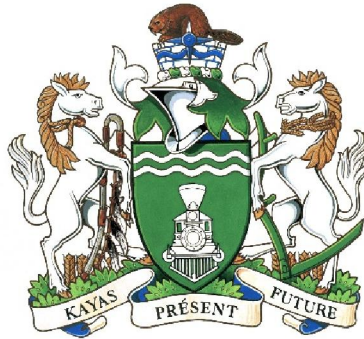


# CITY OF NORTH BATTLEFORD

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# **SPECIAL PLANNING COMMITTEE AGENDA**

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**No. 02/21**

**Wednesday, December 8<sup>th</sup>, 2021**

**5:15 P.M.**

**SPECIAL PLANNING COMMITTEE MEETING NO. 01/21  
TO BE HELD VIA ZOOM  
WEDNESDAY, DECEMBER 8<sup>TH</sup>, 2021 COMMENCING AT 5:15 P.M.**

**AGENDA**

- AGENDA** : Approval
- NEW BUSINESS** : DIRECTOR OF FINANCE  
Re: Council Information for 2022 Budget Discussion and  
Additional Items  
Re: Budget discussions including third party  
Grants  
Re: Additional Budget discussion as necessary
- NEXT MEETING DATE** : Monday, January 17<sup>th</sup>, 2022
- ADJOURNMENT** :



**MEETING DATE:** December 8, 2021**MEETING:** Special Planning Committee**TO:** Randy Patrick, City Manager**FROM:** Brent Nadon, Director of Finance**SUBJECT:** Council Information for 2022 Budget Discussion and Additional Items**Background Information**

Based on Budget 2022 discussion on November 18, Council requested an update on the current proposed tax rate increase and information on other potential cost savings and their related impacts.

**Strategic Goal(s)**

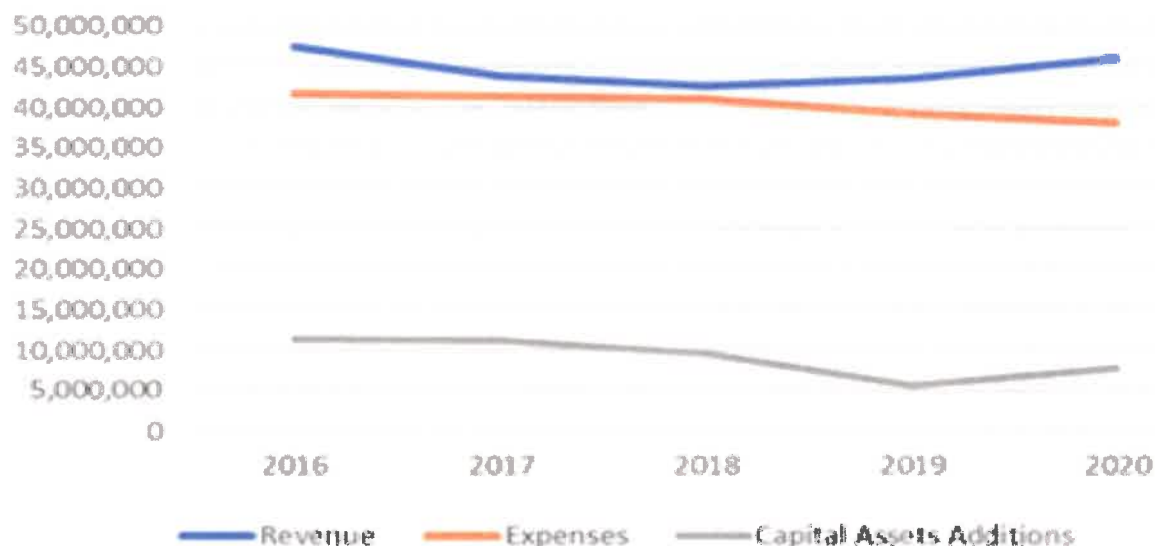
- Sustainability SG2.0
- Economic Vitality SG3.0
- Excellence in Governance and Citizen Focused Services SG7.0

**Discussion and Comment****1. Historical context for decision making**

Over the last five years the City has faced a difficult and rapidly changing operating environment. The impact of the pandemic of over the last two years has only magnified cost and revenue pressures, but the city has been able to mitigate the majority of the negative impact and minimize cost increase while largely maintaining services.

Over the last five years the average tax increase for the General fund has been 2.85% and 3.35% for Utilities, which has been only slightly higher than the average inflation rate of 2.2%. In 2020 and 2021, one percent of that increase did not go to operations, but was dedicated to capital investments. The chart on the next page shows revenues, expenses and tangible capital asset additions over the last five years for the City. Revenue has declined since 2016, and it has grown slightly the last few years but overall remains below 2016 levels. On the other hand, expenses have dropped every year since 2016, and remain below 2016 levels as well, indicating that the City has been very successful in managing expense pressures. What this also indicates is that additional cuts to expenses may not be sustainable without cuts in services, or current service levels.

## 2016-2020 Revenue, Expenses and TCAs chart



You will note our capital additions have dropped over the last five years, which often happens when budgets get tight, but may indicate we are not re-investing enough in our capital assets. Our total capital asset value over the last three years has remained flat, and our depreciation in 2020 was just slightly less than our capital additions for the year. Internal capital work estimates for UPAR projects alone indicate that at our current spending level, if we stopped taking any new projects, it would take 17 years to eliminate the backlog. For sidewalk replacement we have over 110 blocks to replace at an estimated cost of \$12.2 million. This is why, on November 18, Administration suggested allocating an additional \$600,000 to sidewalks in the 2022 budget. These type of measures will not resolve the backlog in the short term, but they are an important step in the right direction.

Over the next five years, our general capital plan requires \$5.1 Million per year and our utilities capital plan requires \$7.2 Million per year. As the majority of our capital funding comes from reserves, with some from grants and cost sharing with provincial or federal governments, we must generate almost the same dollar level of surplus funds in each of the general and utility funds. If funding is not available the City either has to borrow money, or delay required work.

An additional factor we now need to consider is inflation. We have been living in a low inflation environment for a long time, but Canada's headline inflation rate rose to 4.7% in October 2021, the highest inflation rate since 2003. It is hard to over-estimate the negative impacts of inflation, as your buying power shrinks as all your material and resource costs increase. Even investment returns suffer as a 4% inflation rate means even if you receive a 6% return, your real rate of return after inflation is just 2%.

As we have already discussed, the City has very little room to cut costs further, short of reducing or eliminating services. Increasing revenues is our other option, and taxation and fees make up the majority (68% for 2022 budget) of our controllable revenue. Holding taxation revenues down below actual cost will come at the cost of higher future rates as capital spending is delayed to ensure current operations continue.



## 2. Proposed General Tax increase

Starting Point – 4.98% (RCMP related) + 2.5% (Operations) = 7.48%

- Proposed Changes from Nov.18 Meeting:
  - 0.74 RCMP Lease
  - 0.32 Legal Services reduction
  - +0.24 TRCC Grant

November 18 Summary Proposed – 4.24% (RCMP related) + 2.42% (Operations) = 6.66%

- Proposed Changes for Dec.8 meeting:
  - 0.47 RCMP vacancy rate
  - 1.08 Patching work paid from reserve

**December 8 Summarized Proposal: 3.77% (RCMP related) + 1.34% (Operations) = 5.11%**

### **Additional Items to be paid from reserves**

- An additional \$600,000 in sidewalk repairs
- The replacement of the water tower decorative lights for a maximum of \$200,000
- \$20,000 increase for tree planting

## 3. Implications of the proposed rates

RCMP costs cannot be reduced any further without significant risk of creating a budget deficit in this area. As it is now, if the wage increases and improved RCMP recruiting processes improve the FTE utilization by more than 1 position in 2022 we may be over budget. Going forward, as the FTE utilization increases, we will reduce the budgeted vacancy rate and increase taxes by a corresponding amount. What is being proposed is a delay in RCMP costs, not a reduction, so in for the 2023 budget Council will again be considering the implications of the increased RCMP cost from 2022. It is also worth noting that the City will be facing another significant RCMP cost increase when our population grows beyond 15,000. If the 2021 census shows our population over 15,000 our RCMP contract cost will increase by 20% the following year. Otherwise, the increase will not occur until after the 2025 census is complete, but it is a significant item we should plan to fund over the near future term.

Over the last few years there has been a significant increase requested for operational patching work. Administration is proposing that \$160,000 in patching for one large street project be funded through the reserves. While this one-time funding will reduce the required taxation level for 2022, it will not resolve the issue if the need remains for future years.

Originally, the City requested a 2.5% increase for operations, which does not fully cover confirmed wage increases and inflationary pressures. If the approved increase above the RCMP

cost is 1.3% or less, the City will be unable to address the growing infrastructure deficit and instead will focus on maintaining operations and minimizing service level reductions.

While the City has a positive reserve balance this budget already draws upon the reserves in a few different ways beyond funding capital projects. The City will need to draw an estimated \$1.3 Million for RCMP related retro pay, with about \$460,000 of that funding previously set aside for that purpose. In addition, the Utility reserves will be subsidizing Sanitary Sewer services over the next four years as the cost increase from debt financing is being implemented over three or four years rather than all at once. The subsidy is estimated at \$740,000 over a four year period assuming annual increases of 3%.

#### 4. Other potential Cost Reductions

Below you will find additional options for potential cost reductions, based largely on minimizing the number of citizens impacted and the ease of implementing the changes.

**Chapel Gallery** – closing the Chapel Gallery would result in estimated net savings of \$53,000 per year while still maintaining services at the Allen Sapp Gallery. This may also result in some additional revenue from rental of the space to various community groups. The closure could have a significant impact on a relatively small number of citizens.

**RCMP Contract** - One of our largest cost drivers is the RCMP policing contract, and the wage increase negotiated by the federal government is the primary source of our tax increase this year. Reducing our current FTE (full time equivalent) count by one officer would save around 1% on our tax rate. Please note that we would need to provide 1 year's notice to the RCMP for a change of this nature, so it would not impact the current budget. It is very difficult to quantify the impact of a 3% reduction in policing resources, but it may be best described as a small impact on a very large number of users.

**Transit Reduction** – eliminating regular transit service, not the Battlefords Handi-Bus service, would result in savings of at least \$200,000 annually on an ongoing basis. This would be a potentially large impact on a small number of regular users.

#### 5. Potential Revenue Increases

There remains a significant revenue opportunity with respect to improving the cost recovery of our regional assets. The concept of two-tiered pricing, one rate for North Battleford residents and another for non-residents, has been raised previously. This would improve the financial results for the assets and in turn the City. Additional study would need to be undertaken to better estimate the final cost and revenue impact and establish a timeline and full project plan as this would be a significant project.

#### Additional Information

1. To assist with any further discussion on investments, attached you will find the investment bylaw approved in 2018. The bylaw states 'The primary is to protect the principal of the reserve

investments, while accounting for liquidity requirements and maximizing the returns to financially benefit the taxpayers of the city in perpetuity'.

Section 3 of the bylaw notes the overall portfolio objectives are as follows:

- To increase the market value of the investment portfolio and preserve of the real (inflation adjusted) value of the reserves as set aside for future capital projects;
- Sufficient planned liquidity to enable the City to fulfill annual withdrawal requirements, regardless of economic and market conditions

To meet these objectives, the City currently recognizes interest and dividends for all of our banking and investment accounts on a yearly basis as part of our normal operations. Assuming we have positive returns on our investments, the City also funds capital projects when returns exceed targeted levels.

2. Administration has also suggested funding the water tower decorative lights from reserves. We are however asking a potential funder if they might be interested in funding the project. We do not expect a response for a few months, but if that funding is forthcoming, Administration would not draw the funds from reserves as proposed. This would have no impact on the taxation rate in either scenario

3. Attached you will find additional financial statements information from the Twin Rivers Curling Club for 2020-2021.

4. Tree replacement reserve ask – originally there was a capital project ask for \$20,000 per year that was denied. Council instead suggested \$20,000 per year in operating funding for tree planting. The Director of Parks and Recreation would like to briefly revisit the discussion to ensure clarity of direction and expected results.

Respectfully submitted,



Brent Nadon  
Director of Finance

**Approvals:**

City Manager: 

Date: Dec 2/21

**INSTITUTIONAL INVESTMENT POLICY  
CITY OF NORTH BATTLEFORD**

**SCHEDULE "A"  
BYLAW NO. 2056**

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SECTION 4 – RETURN AND RISK EXPECTATIONS

SECTION 5 – INVESTMENT MANAGER MONITORING AND CONTROL

SECTION 6 - ADMINISTRATION



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**SECTION 1 – OVERVIEW & DEFINITIONS**

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**PURPOSE OF STATEMENT**

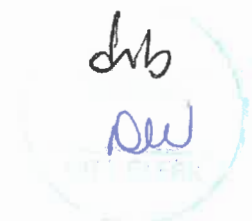
The purpose of this policy is to provide the prudent governance guidelines for the investments of the City of North Battleford. The primary objective is to protect the principal of the reserve investments, while accounting for liquidity requirements and maximizing the returns to financially benefit the taxpayers of the city in perpetuity.

**INVESTMENT & RISK PHILOSOPHY**

An investment allocation has established the guidelines for the total portfolio, which over the long-term should achieve the investment objectives of the City. These guidelines were developed with the following considerations:

- The City has a long-term time horizon;
- Equity investments have historically provided greater returns than fixed income investments over the long-term, although with greater short-term volatility (risk);
- Liquidity must be planned and prioritized in the event that the city requires funds for specified purposes;
- Limits will be set regarding withdrawals from the portfolio to ensure the continued growth of the portfolio;
- The investment return on the Funds is a function of capital market returns, asset allocation, investment manager structure and individual managers;
- The long-term asset mix is the most important component of a portfolio's risk and return;
- Diversification of asset classes, implementation strategies, and security selection can improve the risk and return characteristics of the portfolio;
- Market timing at the policy level is an inefficient strategy for consistently increasing returns;
- Effective manager structure can improve the net returns and lower the risk of the Funds.

In order to achieve long-term investment objectives, the portfolio must utilize assets that provide uncertain returns such as Canadian equities, foreign equities and non-government bonds. Institutional asset allocation, diversification and professional management will be the key tools utilized to manage the overall level of risk.



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**PRUDENT INVESTOR RULE**

The Prudent Investor Rule requires a trustee to act prudently and with caution, discretion, loyalty and care but does not restrict the assets in which a trustee can invest. The Prudent Investor Rule makes use of Modern Portfolio Theory and applies the standard of prudence to the entire portfolio rather than to individual investments. It identifies the fiduciary's central consideration as the trade-off between risk and return as found in the CFA Institute Standards of Practice Handbook.

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**SECTION 2 – ROLES & RESPONSIBILITIES**

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The ultimate responsibility for approval of the Cities investment policy lies with City Council. The most effective management and oversight of the investment portfolio is best achieved through the delegation of its responsibilities to the city administration and investment professionals.

**CITY COUNCIL**

It is the responsibility of City Council to approve the investment policy statement.

**CITY ADMINISTRATION**

It will be the responsibility of the City Manager and Director of Finance, or their delegate(s) to ensure the investment policy is carried out to meet the needs of the city. This includes communication, and scheduled meetings with the investment advisor and monitoring of the investment mix to ensure compliance with the policy in achieving the stated objectives.

**INVESTMENT ADVISOR**

The Investment Advisor is responsible to provide advice, research, guidance and technical expertise to city administration to monitor the compliance of the investment policy, monitor performance and provide a high level of service and reporting to the City North Battleford, including any circumstances that could prevent the attainment of the cities objectives. The advisor shall monitor the overall asset allocation of the portfolio as well as the due diligence, selection and continuous monitoring of the investment managers.

**INVESTMENT MANAGER(S)**

Professional portfolio managers will have full discretion in the day-to-day investment management of the portion of the Fund for which they have been given responsibility, subject to this policy and any amendments thereto. Investment managers will exercise





the care, skill and diligence that can reasonably be expected of a prudent expert. Investment managers must be vetted and portfolio assets retained in the custody of a major Canadian investment firm. These managers will utilize professionally managed segregated portfolios, pooled funds, exchange-traded funds to manage their portion of the portfolio.

### **CUSTODIAN**

The Custodian is responsible to fulfill the regular duties of a Custodian as required by law and in accordance with any agreements between the city and custodian including recording income and expenses of the portfolio, provide periodic portfolio statements of all assets and transactions during the period and in conjunction with the Investment Manager(s), periodically reconcile the list of assets, and provide the City with a copy of such reconciliation. Finally, provide monthly, quarterly and annual performance measurement data to assist in the monitoring process.

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## **SECTION 3 – INVESTMENT OBJECTIVES, ASSET MIX & SPENDING POLICY**

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### **INVESTMENT OBJECTIVES**

The objective of the Cities investments is to provide long-term growth to support municipal operations and/or capital expenditures to the benefit of the taxpayers. Therefore, the overall portfolio objectives are:

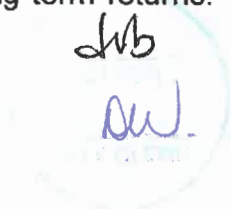
- To increase the market value of the investment portfolio and preserve of the real (inflation adjusted) value of the reserves as set aside for future capital projects;
- Sufficient planned liquidity to enable the City to fulfill annual withdrawal requirements, regardless of economic and market conditions.

### **ASSET MIX**

The asset mix provides the investment parameters and benchmark portfolio, which should, over the long-term, achieve the investment objectives of the City.

In order to achieve the objectives, the City will operate two pools of investments. **The Short Term Pool** includes assets specifically targeted for expenditure within a 5-year period as well as annual spending policy withdrawals from the long-term pool, not immediately required.

**The Long Term Pool** is for investment assets the city does not intend to utilize for a period of 5 years and longer. This pool is will be invested in such a way that it will experience greater volatility in the short term, leading to greater long term returns. The



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long-term pool will have a spending policy to fund capital expenditures on an annual basis.

### **SHORT TERM POOL TARGET ALLOCATION LIMIT**

The short term pool will have an asset allocation of 100% cash equivalents and/or fixed income investments to match a spending requirement. This will include interest savings, guaranteed investment certificates (GICs), and bonds with five years or less to maturity rated AA or higher. Deposits and withdrawals from the Short Term Pool will be in consultation with the City Manager, Director of Finance or delegate, in accordance with the guidelines of the investment policy.

The short term pool will not be recognized in the evaluation of manager performance as its objective will be focused towards capital preservation and liquidity, rather than long term returns.

### **LONG TERM POOL TARGET ALLOCATION LIMITS & SPENDING POLICY**

The long term portfolio is intended to provide greater long term returns in protecting the cities investment reserves against the long term effects of inflation. To achieve this long term investment goal, the long term pool will utilize an asset mix with a bias towards equity investments. Risk is controlled by investing in a well diversified portfolio of asset classes, through multiple investment managers and multiple geographic locations.

Asset Class	Minimum	Neutral	Maximum
Short Term Bonds	2.50%	5.00%	5.00%
Global Fixed Income	22.50%	30.00%	45.00%
<b>TOTAL FIXED INCOME</b>	<b>25.00%</b>	<b>35.00%</b>	<b>50.00%</b>
Canadian Equities	20.00%	22.50%	25.00%
Global Equities	30.00%	37.50%	40.00%
Inflation Sensitive	0.00%	5.00%	10.00%
<b>TOTAL EQUITIES</b>	<b>50.00%</b>	<b>65.00%</b>	<b>75.00%</b>

Below are the withdrawal limits for the city's investment portfolio:

- No more than 4.0% of the portfolio value each year may be targeted for withdrawal and utilized in the upcoming municipal budget for capital expenditures;
- Any withdrawal amounts that exceed 4.0% of the December 1<sup>st</sup> balance in any year must be approved by Council.

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## **SECTION 4 – RETURN EXPECTATIONS**

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### **ABSOLUTE RETURN EXPECTATIONS**

The financial objective of the portfolio is to earn a rate of return in excess of 4.0% on a rolling five-year basis of the Bank of Canada target rate for inflation (2.0%). In order to attain these returns while managing and controlling risk, the city will utilize multiple investment managers within the portfolio. In this way added diversification is obtained for the portion of the city's assets that are invested in a portfolio that is expected to be more volatile. Diversification is a tool to improve risk investment returns, to mitigate exposure to any single risk and to enhance the return per unit of risk to the total return.

### **PERIOD OF PERFORMANCE MEASUREMENT**

For purposes of evaluating the performance of the pool and the Investment Managers the primary time period for evaluation will be five years. Return objectives are net of fees and include realized and unrealized capital gains or losses plus income from all sources.

Recognizing that the returns achieved over such shorter periods may vary significantly from the relevant goals, the general trend of results relative to the goals and the likelihood that satisfactory returns can reasonably be expected over five year moving periods should form the basis for the evaluation of the long term pools performance.

### **RELATIVE RETURN OBJECTIVES**

The relative return objectives for the portfolio are to achieve an annualized return, after investment management fees that exceed the return that would result from the passive management of the Benchmark Portfolio on a five year moving average basis, assuming annual rebalancing. This is an important guide in evaluating the performance of the cities investments in comparison to overall capital markets.

### **INVESTMENT MANAGER MONITORING AND CONTROL**

The primary focus is on the absolute long-term performance of the investment portfolio. However, the short-term performance will be evaluated on an ongoing annual basis. This short-term evaluation will be completed by the investment advisor and made by comparing the actual performance of the portfolio (net of fees) with the returns from an index portfolio constructed with reference to the benchmark asset allocation. The passive index will be the evaluated at the current weightings of the portfolio represented by FTSE TMX Bond Universe (Fixed Income), S&P/TSX Composite (Canadian Equities) and MSCI World Index (Global Equities).



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**SECTION 5 – INVESTMENT MANAGER MONITORING & CONTROL**

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**COMPLIANCE REPORTING**

On a quarterly basis, the investment advisor(s) will provide a report for City Administration and Council to identify the current asset allocation to ensure compliance with the investment policy. The report will outline overall allocation, security holdings, and performance of the portfolio.

On a monthly basis, the investment advisor(s) will provide a report for corporate accounting and audit purposes to outline security holdings, transactions, valuations, income and performance of the portfolio.

**PERMITTED INVESTMENTS**

Investments shall not be made in investment categories other than those mentioned without an amendment of the Investment Policy Statement. The following investments may be made either via segregated holdings of a professional manager or through pooled or mutual funds:

**Cash and Cash Equivalents:** Cash equivalents will consist of interest savings accounts or guaranteed investment certificates (GICs). All fixed income securities with less than 12 months to maturity are considered a cash equivalent.

**Fixed Income:** The Bond portfolio must have a minimum weighted average rating of A by DBRS or an equivalent rating by another recognized rating agency. Bonds rated BBB may not represent more than 20% of the bond portfolio. Up to 20% of the fixed income allocation may be held in bonds denominated in non-Canadian currency or 50% in pooled funds of foreign bonds hedged to Canadian Currency. Bonds rated below investment grade may be held in investment pools only, not as segregated holdings, to a maximum of 10% of the overall portfolio.

**Equities:** Equities include common stocks, preferred stocks and limited liability income trusts. Foreign equity is included to provide diversification to reduce the overall risk profile of the equity portfolio and to enhance returns.

**Derivatives:** The use of derivatives is permitted to replicate a security or to hedge foreign currency exposure utilized in professionally managed pooled funds (mutual funds).



## **INVESTMENT CONSTRAINTS & DIVERSIFICATION REQUIREMENTS**

### **Cash and Cash Equivalents**

Investment in the money market instruments of a single issuer may not exceed 10% of the market value of the total reserve portfolio, except for the securities of the Federal and Provincial governments of Canada and US Federal government. Investments Savings accounts of the custodian are also permissible.

### **Fixed Income**

Investments in the fixed income securities of a single issuer may not exceed 10% of the market value of the Fixed Income portion of the Fund, except for securities of the Federal and Provincial governments of Canada and US Federal government.

### **Equities**

Investments in the equity securities of a single issuer may not exceed 10% of the market value of the Equity portion and multiple managers must be utilized.

### **Total Portfolio**

Investments in any single corporate issuer may not exceed 10% of the total portfolio value.

## **CONFLICTS BETWEEN THE INVESTMENT POLICY AND POOLED FUND INVESTMENT POLICIES**

While this investment policy is intended to guide the management of the Fund, it is recognized that, there may be instances where there is a conflict between the city's investment policy and the investments of a professionally managed pooled (mutual) fund. After a review of the pooled (mutual) funds investment policy and agreement with the City Manager, Director of Finance and Financial Manager, an investment can be made in such a pooled fund to improve the diversification, risk management and/or return potential of the overall portfolio. A maximum weighting of 15% of the total portfolio can be held in these investments. Any amount beyond 15% would require approval from council or an amendment to the investment policy.

## **MONITORING, SELECTING & REPLACING INVESTMENT MANAGERS**

From time to time, the Investment Advisor may recommend adding investment managers or replacing an investment manager from the portfolio. Manager selection and replacement must occur with a significant amount of due diligence including:

- Investment managers firm overview, staff longevity and assets under management;
- Investment managers overall investment style;

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*AW*  
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- Diversification, risk and return improvements to the overall portfolio;
- Investment performance compared to respective benchmarks.

Investment managers may be replaced due to consecutive performance lagging the benchmark, personnel changes within the firm or superior performance of a similar asset class of another firm/investment manager. Manager replacement occurs without the approval of council, unless there is a change to the overall investment policy.

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## **SECTION 6 – ADMINISTRATION**

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### **INVESTMENT POLICY REVIEW**

On an annual basis, the Investment Advisor and City Administration may determine changes are required to the Investment Policy. If no changes are required, no further action is required. Any changes to the Investment Policy must be approved by Council due to:

- Changes in general economic conditions;
- The possible effect of inflation or deflation;
- Needs for liquidity, regularity of income and preservation of capital;
- Changes in expectations of long-term returns and risks associated with the different asset classes of investments;
- Changes to risk tolerance;
- Expectations of the city's future cash flows;
- New investment products; and
- Any practical issues that arise from the application of the Investment Policy.
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### **INVESTMENT REVIEW MEETINGS**

The Investment Advisor(s) shall meet with the City Manager, Director of Finance, Financial Manager and other delegates at least semi-annually to provide a review of portfolio transactions, portfolio performance, capital markets outlook and other relevant matters. From time to time, North Battleford City Council may request meetings with the investment advisors as well.

### **SELECTION OF AN INVESTMENT ADVISOR**

The Investment Advisor must have a demonstrated reputation for expertise in institutional portfolio management, provide proactive advice, high quality client service and competitive investment management/custodial services. The investment consultant must be associated with a reputable Canadian firm.



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**TWIN RIVERS CURLING CLUB INC.**

**FINANCIAL STATEMENTS**

**JUNE 30, 2021**

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**Vantage**  
CHARTERED PROFESSIONAL ACCOUNTANTS

# TWIN RIVERS CURLING CLUB INC.

## FINANCIAL STATEMENTS

JUNE 30, 2021

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## MANAGEMENT REPORT

Twin Rivers Curling Club Inc.

Management is responsible for the preparation and presentation of the accompanying financial statements, including responsibility for significant accounting judgements and estimates in accordance with Canadian generally accepted accounting principles. This responsibility includes selecting appropriate accounting principles and methods and making decisions affecting the measurement of transactions in which objective judgement is required.

In discharging its responsibilities for the integrity and fairness of the financial statements, management designs and maintains the necessary accounting systems and related internal controls to provide reasonable assurance that transactions are authorized, assets are safeguarded and financial records are properly maintained to provide reliable information for the preparation of financial statements.

The board is composed of directors who are not employees of the organization. The board is responsible for overseeing management in the performance of its financial reporting responsibilities. The board fulfils these responsibilities by reviewing the financial information prepared by the administration and discussing relevant matters with external auditors. The board is also responsible for recommending the appointment of the organization's external auditors.

Vantage, an independent firm of chartered professional accountants, is appointed by the board to audit the financial statements and report directly to them; their report follows. The external auditors have full and free access to, and meet periodically and separately with, both the board and administration to discuss their audit findings.

  
Director

October 24, 2021

## INDEPENDENT AUDITORS' REPORT

To the Board of Directors of  
Twin Rivers Curling Club Inc.  
North Battleford, Saskatchewan

### ***Qualified Opinion***

We have audited the accompanying financial statements of Twin Rivers Curling Club Inc., which comprise the statement of financial position as at June 30, 2021, the statements of operations, changes in net assets and cash flows for the year then ended, and notes to the financial statements, including a summary of significant accounting policies.

In our opinion, except for the effects of the matter described in the Basis of Qualified Opinion paragraph, the accompanying financial statements present fairly, in all material respects, the financial position of Twin Rivers Curling Club Inc. as at June 30, 2021, and its financial performance and its cash flows for the year then ended in accordance with Canadian accounting standards for not-for-profit organizations.

### ***Basis for Qualified Opinion***

Twin Rivers Curling Club Inc. derives revenue from fundraising activities the completeness of which is not susceptible of satisfactory audit verification. Accordingly, our audit of these revenues was limited to the amounts recorded in the records of the organization and we were not able to determine whether any adjustments might be necessary to fundraising revenues, excess of revenue over expenses and net assets for the fiscal 2021 and fiscal 2020 years.

We conducted our audit in accordance with Canadian generally accepted auditing standards. Our responsibilities under those standards are further described in the *Auditors' Responsibilities for the Audit of the Financial Statements* section of our report. We are independent of the Twin Rivers Curling Club Inc. in accordance with the ethical requirements that are relevant to our audit of the financial statements in Canada, and we have fulfilled our other ethical responsibilities in accordance with these requirements.

### ***Responsibilities of Management and Those Charged with Governance for the Financial Statements***

Management is responsible for the preparation and fair presentation of the financial statements in accordance with Canadian accounting standards for not-for-profit organizations and for such internal control as management determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, management is responsible for assessing Twin Rivers Curling Club Inc.'s ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless management either intends to liquidate the organization or to cease operations, or has no realistic alternative but to do so.

Those charged with governance are responsible for overseeing the organization's financial reporting process.



### ***Auditors' Responsibilities for the Audit of the Financial Statements***

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditors' report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with Canadian generally accepted auditing standards will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

As part of an audit in accordance with Canadian generally accepted auditing standards, we exercise professional judgement and maintain professional skepticism throughout the audit. We also:

- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the organization's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management.
- Conclude on the appropriateness of management's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the organization's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditors' report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditors' report. However, future events or conditions may cause the organization to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.

We communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

The logo for Vantage Chartered Professional Accountants, featuring the word "Vantage" in a stylized, cursive script font.

Chartered Professional Accountants

North Battleford, Saskatchewan  
October 24, 2021

# TWIN RIVERS CURLING CLUB INC.

## STATEMENT OF FINANCIAL POSITION AS AT JUNE 30, 2021

### ASSETS

	<u>2021</u>	<u>2020</u>
<b>CURRENT ASSETS</b>		
Cash	\$ 195,944	\$ 193,514
Accounts receivable	2,210	10,791
Government remittances receivable	70	
Prepaid expenses	<u>25,590</u>	<u>50,590</u>
	<u>223,814</u>	<u>254,895</u>
<b>INVESTMENTS</b>	<u>365</u>	<u>365</u>
<b>TANGIBLE CAPITAL ASSETS (Note 3)</b>	239,767	230,179
Less accumulated amortization	<u>156,142</u>	<u>136,404</u>
	<u>83,625</u>	<u>93,775</u>
	<u>\$ 307,804</u>	<u>\$ 349,035</u>

### LIABILITIES AND NET ASSETS

<b>CURRENT LIABILITIES</b>		
Accounts payable and accrued liabilities	\$ 16,491	\$ 15,915
Government remittances payable	<u>          </u>	<u>9,683</u>
	16,491	25,598
<b>LONG TERM LIABILITIES (Note 5)</b>		
Long term debt	<u>40,000</u>	<u>40,000</u>
<b>TOTAL LIABILITIES</b>	56,491	65,598
<b>NET ASSETS</b>	<u>251,313</u>	<u>283,437</u>
	<u>\$ 307,804</u>	<u>\$ 349,035</u>

APPROVED ON BEHALF OF THE BOARD

  
Director

See accompanying notes

# TWIN RIVERS CURLING CLUB INC.

## STATEMENT OF OPERATIONS FOR THE YEAR ENDED JUNE 30, 2021

	<u>2021</u>	<u>2020</u>
<b>REVENUE</b>		
Advertising	\$ 36,400	\$ 34,009
Bonspiel operations	793	22,387
Commission		9,071
Curling fees	59,791	105,164
Donations and fundraising	5,000	5,883
Facility rental	3,902	10,779
Grants	11,159	23,223
Interest	211	1,685
Restaurant operations	13,714	13,143
Government wage subsidy (Note 10)	48,242	
CEBA loan debt forgiveness (Note 5)	20,000	
Other	405	10,513
	<u>199,617</u>	<u>235,857</u>
<b>EXPENSES</b>		
Advertising and promotion	7,534	3,143
Amortization	19,738	16,797
Bad debt		1,306
Bonspiel operations	394	15,536
Building fund	25,000	25,000
Business taxes, licenses and memberships	156	246
Curling program and event fees	242	4,120
Interest and bank charges	2,366	3,324
Member discount	1,195	2,875
Office	8,373	10,300
Professional fees	9,417	16,916
Repairs and maintenance	5,172	8,462
Restaurant operations	1,634	1,553
Salaries and wages	58,846	59,490
Sub-contracts		45,857
Supplies	1,571	2,093
Telephone	144	3,455
Travel, meetings and conventions		126
Utilities	89,959	115,338
	<u>231,741</u>	<u>335,937</u>
<b>DEFICIT OF REVENUE OVER EXPENSES</b>	<u>\$ (32,124)</u>	<u>\$ (100,080)</u>

See accompanying notes

# TWIN RIVERS CURLING CLUB INC.

## STATEMENT OF CHANGES IN NET ASSETS FOR THE YEAR ENDED JUNE 30, 2021

	<u>General fund</u>	<u>Invested in capital assets</u>	<u>Restricted funds</u>	<u>2021</u>	<u>2020</u>
<b>NET ASSETS</b> at beginning of year	\$ (94,994)	\$ 93,775	\$ 284,656	\$ 283,437	\$ 383,517
Deficit of revenue over expenses	(32,124)			(32,124)	(100,080)
Amortization	19,738	(19,738)		NIL	
<b>FUND TRANSFERS</b>	<u>275,068</u>	<u>9,588</u>	<u>(284,656)</u>	<u>NIL</u>	<u>          </u>
<b>NET ASSETS</b> at end of year	<u>\$ 167,688</u>	<u>\$ 83,625</u>	<u>\$ NIL</u>	<u>\$ 251,313</u>	<u>\$ 283,437</u>

See accompanying notes

# TWIN RIVERS CURLING CLUB INC.

## STATEMENT OF CASH FLOWS FOR THE YEAR ENDED JUNE 30, 2021

	<u>2021</u>	<u>2020</u>
<b>CASH USED BY OPERATING ACTIVITIES</b>		
Deficit of revenue over expenses	\$ (32,124)	\$ (100,080)
Items not requiring cash		
Amortization	19,738	16,797
Debt forgiveness	<u>(20,000)</u>	<u>          </u>
	<u>(32,386)</u>	<u>(83,283)</u>
Net change in non-cash working capital		
Decrease (increase) in receivables	8,510	(3,832)
Decrease in prepaids	25,000	
Decrease in payables	<u>(9,106)</u>	<u>(3,494)</u>
	<u>24,404</u>	<u>(7,326)</u>
	(7,982)	(90,609)
<b>CASH PROVIDED BY FINANCING ACTIVITIES</b>		
Repayment of long term debt	<u>20,000</u>	<u>40,000</u>
<b>CASH USED BY INVESTING ACTIVITIES</b>		
Purchase of tangible capital assets	<u>(9,588)</u>	<u>(53,708)</u>
<b>INCREASE (DECREASE) IN CASH AND CASH EQUIVALENTS</b>	2,430	(104,317)
<b>CASH AND CASH EQUIVALENTS at beginning of year</b>	<u>193,514</u>	<u>297,831</u>
<b>CASH AND CASH EQUIVALENTS at end of year (Note 9)</b>	<u>\$ 195,944</u>	<u>\$ 193,514</u>

See accompanying notes

# TWIN RIVERS CURLING CLUB INC.

## NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED JUNE 30, 2021

### 1. STATUTES OF INCORPORATION AND NATURE OF ACTIVITIES

Twin Rivers Curling Club Inc. is incorporated under the Saskatchewan Non-Profit Corporation Act, 1995. The organization strives to promote and grow the sport of curling in a social and competitive environment in the City of North Battleford and surrounding area.

### 2. SIGNIFICANT ACCOUNTING POLICIES

The financial statements have been prepared in accordance with Canadian accounting standards for not-for-profit organizations and are in accordance with Canadian generally accepted accounting principles. The more significant accounting policies that have been adopted are as follows:

#### (a) Fund Accounting

The Twin Rivers Curling Club Inc. utilizes fund accounting.

The general fund accounts for the current operations and administrative activities and reports resources which are not restricted.

The capital fund is a restricted fund that reflects the equity in capital assets of the organization after taking into consideration any associated long term debt. Expenses consist primarily of amortization of capital assets.

The restricted fund accounts for funds that are externally or internally restricted. Transfers from such fund will be used for the purpose specified by the Board of Directors.

#### (b) Revenue Recognition

The organization follows the restricted fund method of accounting for externally restricted contributions. Unrestricted contributions are recognized as revenue of the operating fund when received or receivable if the amounts to be received can be reasonably measured and ultimate collection is reasonably assured. Restricted contributions are recognized as revenue of the appropriate fund when received or receivable. Restricted contributions for use in operations are deferred and recognized as revenue in the year in which the related expenses are incurred.

Advertising, restaurant revenue and curling fees are recognized as they are earned over the course of the curling season when received or receivable if the amounts to be received can be reasonably measured and collection is reasonably assured.

#### (c) Tangible Capital Assets

Tangible capital assets are recorded at cost.

# TWIN RIVERS CURLING CLUB INC.

## NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED JUNE 30, 2021

### 2. SIGNIFICANT ACCOUNTING POLICIES (continued)

(d) Amortization

Amortization is provided on a declining balance basis using the following estimates of useful life:

Equipment	20 %
Computer	55 %

Tangible capital assets acquired during the year are amortized at one-half the annual rate. Amortization expense is reported in the capital fund.

(e) Contributed services

Volunteers contribute a significant amount of time each year to Twin Rivers Curling Club Inc. Because of the difficulty of determining the fair value of contributed services, they are not recognized in the financial statements.

(f) Use of Estimates

The preparation of financial statements in accordance with Canadian accounting standards for not-for-profit organizations requires management to make estimates and assumptions that affect the reported amount of assets and liabilities and disclosure of contingent assets and liabilities at the date of the financial statements and the reported amount of revenues and expenses during the reporting period. These estimates are reviewed periodically and adjustments are made to income as appropriate in the period they become known. Significant estimates include the useful life of tangible capital assets.

### 3. TANGIBLE CAPITAL ASSETS

		<b>2021</b>		<b>2020</b>
	<b>Cost</b>	<b>Accumulated amortization</b>	<b>Net</b>	<b>Net</b>
Equipment	\$ 153,545	\$ 105,950	\$ 47,595	\$ 48,707
Computer	14,875	14,845	30	68
Leasehold improvements	<u>71,347</u>	<u>35,347</u>	<u>36,000</u>	<u>45,000</u>
	<u>\$ 239,767</u>	<u>\$ 156,142</u>	<u>\$ 83,625</u>	<u>\$ 93,775</u>

### 4. BANK INDEBTEDNESS

The organization has an operating line of credit of \$30,000 which bears interest at 4.95% per annum of which Nil has been drawn as of June 30, 2021 (2020 - Nil).

# TWIN RIVERS CURLING CLUB INC.

## NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED JUNE 30, 2021

### 5. LONG TERM LIABILITIES

	<u>2021</u>	<u>2020</u>
Long term debt		
(a) CEBA loan	\$ <u>40,000</u>	\$ <u>40,000</u>

- (a) The CEBA loan is a government guaranteed, interest-free loan that requires no repayment until December 31, 2022. If paid prior to that date, \$20,000 of the loan will be forgiven. Any unpaid amounts at January 1, 2023 will be converted to a 3-year term loan at 5% interest with interest-only monthly payments required until December 31, 2025. The loan is not expected to be recalled in the next year.

### 6. COMMITMENTS

In 2016 the organization entered into a fundraising commitment with the City of North Battleford for the construction of the Credit Union Cuplex facility. The organization agreed to pay \$25,000 to the city per year until 2026. \$50,000 of the commitment remains at June 30, 2021.

### 7. FINANCIAL INSTRUMENTS

- (a) Credit Risk

Credit risk is the risk that one party to a financial instrument will cause a financial loss for the other party by failing to discharge its obligation. The company provides credit to customers in the normal course of operations. It carries out, on a continuing basis, credit checks on its customers and maintains provisions for potential credit losses. The company minimizes its credit risk by concluding transactions with a large number of customers.

- (b) Liquidity Risk

Liquidity risk is the risk that the company will encounter difficulty in meeting its obligations associated with financial liabilities. The company is exposed to liquidity risk arising primarily from the long-term debt. The company's ability to meet obligations depends on the receipt of funds from its operations and other related sources.

The carrying value of cash, accounts receivable and accounts payable approximates their fair values because of the short-term maturities of these items.

### 8. COMPARATIVE FIGURES

Certain comparative figures have been reclassified to conform with the current period's financial statement preparation.



# TWIN RIVERS CURLING CLUB INC.

## NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED JUNE 30, 2021

### 9. CASH FLOW INFORMATION

Cash and cash equivalents consist of cash on hand, balances on deposit and investments in money market instruments less short term indebtedness. Cash and cash equivalents included in the cash flow statement comprise the following balance sheet amounts:

	<u>2021</u>	<u>2020</u>
Cash	\$ <u>195,944</u>	\$ <u>193,514</u>

### 10. GOVERNMENT ASSISTANCE

The Canada Emergency Wage Subsidy (CEWS) provides a subsidy of remuneration paid by an eligible employer. CEWS eligibility is dependent upon a revenue or cash flow decline.

The federal government has extended CEWS to October 23, 2021.

There is no known contingent liability for repayment however the amounts could become subject to review by Canada Revenue Agency.

### 11. SUBSEQUENT EVENT

In January 2020, the World Health Organization has declared the outbreak of a novel coronavirus (COVID-19) as a "Public Health Emergency of International Concern," which continues to spread throughout the world and has adversely impacted global commercial activity and contributed to significant declines and volatility in financial markets. The extent of COVID19's effect on the organization's operational and financial performance will depend on future developments, including the duration, spread and intensity of the pandemic, all of which are uncertain and difficult to predict. The rapid development and fluidity of this situation make it impossible to ascertain the ultimate material adverse impact of the coronavirus outbreak. Nevertheless, the outbreak presents uncertainty and risk with respect to the organization, its performance, and its financial results.



**North  
Battleford**

Treaty Six Territory | Saskatchewan | Canada

**BUDGET**

**2022**



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## Introduction

Due to the Covid-19 pandemic and the diminished fiscal environment, the City experienced a challenging year. Difficult decisions were required to ensure operational efficiencies were identified which included a reduction in staff. The establishment of these efficiencies enabled the City to minimize the impact to the taxpayer over the last few years. While the City continually seeks to implement efficiencies as part of our everyday practices, the decisions going forward focus largely on reducing expenses and increasing revenues. Staffing capacity did not increase in 2021, and Administration is recommending that the City hold the line once more in 2022.

In 2022 and beyond we face not only the uncertainty and cost of a Covid-19 recovery, but a significant increase in ongoing operational cost for policing due to a five-year retroactive contract between the federal government and the RCMP. The estimated full cost increase for the City will be just over \$1,000,000 or a 6.94% tax increase. After considerable effort by the City to mitigate the impact, the estimated ongoing cost increase for the 2022 budget year is \$737,534 per year, equivalent to a 4.98% increase in property taxes. As there was no operational increase included in property taxes last year, it is also proposed that an additional 2.5% increase be included to provide for required wage increases and the rapidly rising general inflationary pressures projected for 2022. We are also proposing a 4% increase for Waste Management operations due to contract increases over the last two years.

We have worked to mitigate tax increases for 2022 beyond the RCMP contract. For example, we are not asking for an additional 1% increase for capital projects as was approved for the last two years, nor are we increasing the Recreation & Cultural Capital Facilities Levy. In addition, we have delayed the planned purchase of a number of vehicles due to significant increases in truck purchase prices.

With respect to Utilities, the City is proposing a 3% general increase. While the multi-million-dollar Sanitary Sewer Force Main Project is nearing completion, the project related borrowing is the driving factor behind the requested rate increase. Having said that, a significant one-year increase is required to fund the principal and interest payments for the Sewer Force Main Project going forward, the City is instead proposing a phased in approach which will require additional increases over the next three years.

The 3% increase in Utility Services also includes the City's planned capital reserve needs in the next five years to fund required infrastructure repair and replacement. Further, Utility Services also faces the same wage increases and inflationary pressures that are impacting the property tax side. The other alternative is to reduce or eliminate services. This decision was made in a fiscally responsible manner with the intention of strengthening our financial reserves, to reduce the exposure to rising interest rates and to deliberately minimize the amount of future borrowing required in the next five years.

For the upcoming year, the City will:

- focus on finding operational and cost efficiencies within City operations through continuous improvement;
- improve planning for future capital needs and costs so that funding can be set aside for future infrastructure renewals as current reserves are insufficient to meet future needs;
- continue investing in infrastructure through the Underground Pipe and Asphalt Replacement Program, which has a combined budget of \$3.2 million for 2022; and
- To improve citizen engagement and understanding of the City's financial state through increased communication, education, and outreach through methods such as citizen surveys and open houses.

Overall, the economic climate for the City, the province and even the world remains uncertain. The City is focused on maintaining citizen services, minimizing cost increases and recovering from the impact of the Covid-19 pandemic over the last two years.

## 2021 Fiscal Year

The City was just finishing off a second consecutive difficult fiscal year in 2020 and planned to hold the line on expenses and taxation in 2021. The Covid-19 pandemic has continued to negatively impact our operations, especially Parks & Recreation Services. The City has also experienced significant delays on sourcing some materials for capital project. Based on our recent experiences in working through the pandemic, the City has been able to take advantage of available pandemic related funding while considerably mitigating the continual decline in citizen driven revenues.

## 2022 Budget and Beyond

### **Recreation & Cultural Capital Facilities Levy**

The Recreation & Cultural Capital Facilities Levy (RCCF) was started in 2006 and applies to all property owners in North Battleford. The RCCF levy now generates approximately \$1.499 million annually to pay for the debt associated with the construction of the CUplex, Curling Rink and the Dekker Center. One of the financial challenges is to communicate the full picture on payments and levies taken on the CUplex. The anticipated RCCF levy for 2022 is \$1,499,600, with total interest and principal payments estimated to be \$1,442,847 for the year. The schedule highlighting the total amounts paid and received is as follows:

<b>Recreation long-term borrowing</b>				
<b>Year</b>	<b>Levied</b>	<b>Loan principal and interest</b>		<b>Total</b>
		<b>repayments</b>	<b>Surplus / (Deficit)</b>	
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	1,462,714	2,193,313	(730,599)	(1,060,432)
2020	1,463,227	2,139,062	(675,835)	(1,736,268)
2021	1,499,600	2,079,006	(579,406)	(2,315,674)
2022	1,499,600	1,442,847	56,753	(2,258,920)
2023	1,499,600	998,199	501,402	(1,757,519)
2024	1,499,600	974,422	525,179	(1,232,340)
2025	1,499,600	949,050	550,550	(681,790)
2026	1,499,600	924,886	574,715	(107,075)
2027	1,499,600	899,094	600,506	493,431
2028	1,499,600	873,973	625,628	1,119,059
2029	1,499,600	849,429	650,172	1,769,230
2030	1,499,600	824,513	675,087	2,444,317
2031	1,499,600	799,626	699,974	3,144,291
2032	1,499,600	325,835	1,173,765	4,318,056

The above table demonstrates 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 accomplished.

## **2022 Budget – Targeted Savings and Efficiencies**

The 2022 Budget includes targeted dollar savings of \$200,000 on staffing vacancies. Given previous staffing reductions, our focus in 2022 will be on process improvements and efficiencies, which generally result in increased workload capacity rather than bottom line cost reductions. Due to Covid-19 operational impacts and some key staff changes, a number of opportunities noted from the previous budget will continue to be followed up on and completed in 2022. Some of the improvement and efficiency opportunities are noted below:

- a. Landfill Process Improvements – ensuring the current landfill entrance process captures as much revenue as possible. This process is almost complete and will help ensure we do not lose any expected revenue going forward in 2022.
- b. Septic Receiving Station – finish installing the septic receiving station at the Wastewater Treatment Plant and a move away from the current honour system. This process is still underway and will be complete in 2022.
- c. Energy and process assessment – the City undertook an energy audit of the CUplex and grant applications were submitted for a major solar project. We await funding confirmation from the federal government. In 2022 we plan to perform an energy audit of City Hall. Process assessments and improvements remain a continuous priority throughout the City.
- d. Property Tax and Utility Revenue – given that 2021 was a reassessment year, additional work will be required to ensure all properties are paying the correct balances per the City’s bylaws, with a focus on applying correct assessments and proper and consistent utility billing.
- e. Partnership Opportunities – continue to pursue partnership opportunities with local groups and municipalities to reduce overall costs for all.
- f. Utility Meters – given the delay in fully implementing new electronic water meters, work will continue through early 2022 that will allow improved customer service and greater accuracy and controls within the water billing process.

## **2022 Budget – Long Term Planning**

Within the 2022 Budget, \$135,596 has been identified to be set aside into a separate reserve/bank account to either purchase new equipment (in the near future) or to replace funds drawn in previous years. This is part of City’s effort to move away from use of outside funding or borrowing and to eventually become self-sufficient in funding infrastructure as the need arises. The three reserve transfers being made in 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 anticipated repayment amount is \$81,520.77 per year over 10 years at 6% interest.
3. 2021 CSO Vehicle purchase at \$70,000 at \$9,511 per year for 10 years at 6% interest.



Administration is also proposing a financial reserve study in 2022 with a \$10,000 estimated cost for the purpose of reviewing current reserve balances, policies and regulations and providing best practice guidance on a future reserve strategy that meets City needs.

**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 goal in 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 organized 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 expenses 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 the capital expenses associated with 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.

For comparison purposes, the financial tables that follow report on proposed 2022 Budget amounts along with 2021 actual and budget figures and 2020 actual figures. Please be aware that the 2021 actual and budget figures were significantly impacted by the pandemic.



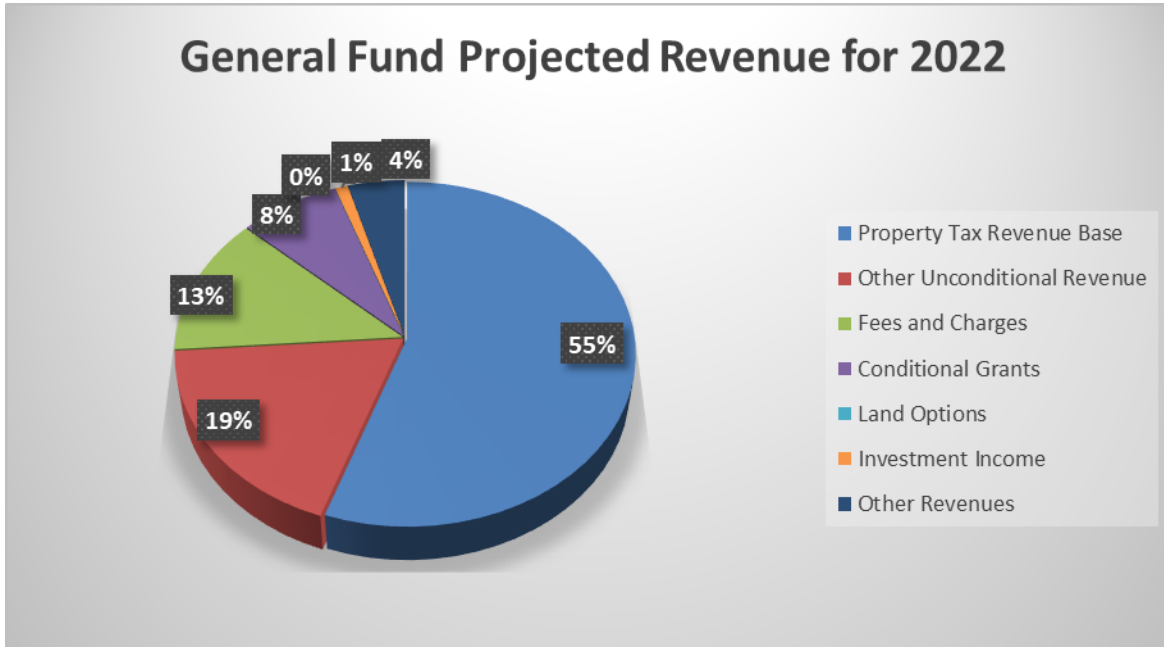
## General Fund – 2022 Operating Budget compared to Budget 2021

### City of North Battleford General Fund- Consolidated Statement of Operations Forecast for the year ended December 31, 2022

	% change	2022 Budget	2021 Budget	2021 Actual	2020 Actual
<b>Revenues</b>					
				as of Nov 8, 2021	
Taxes and Other Unconditional Revenue		\$ 23,398,486	\$ 22,808,669	\$ 21,233,794	\$ 23,363,611
Fees and Charges		4,112,900	3,915,298	3,839,777	3,701,874
Conditional Grants		2,456,401	1,714,009	2,443,770	4,637,199
Tangible Capital Asset Sales - Gain		-	-	12,058	14,812
Lot Options		3,000	3,000	968,528	246,817
Investment Income and Commissions		312,500	332,500	335,774	530,516
Other Revenues		1,394,311	1,399,775	2,231,216	2,861,355
<b>Total Revenues</b>	<b>5%</b>	<b>31,677,598</b>	<b>30,173,251</b>	<b>31,064,917</b>	<b>35,356,185</b>
<b>Expenses, less amortization</b>					
General Government Services	7%	4,707,112	4,381,202	3,300,031	4,518,940
Policing Services	14%	5,991,515	5,273,614	2,476,682	5,253,760
Fire & Protective Services	4%	3,313,895	3,173,957	2,582,476	3,222,448
Operations Services	7%	5,288,265	4,955,669	3,976,264	7,098,192
Waste Management Services	4%	1,693,526	1,627,133	1,174,848	1,855,574
Planning and Development Services	-6%	1,436,156	1,519,937	1,007,533	1,454,841
Parks & Recreation Services	6%	6,701,070	6,299,722	4,522,380	7,685,224
<b>Total Expenses</b>	<b>7%</b>	<b>29,131,538</b>	<b>27,231,235</b>	<b>19,040,214</b>	<b>31,088,979</b>
Capital Grant		-	-	-	827,725
<b>Surplus (Deficit) of Revenues over Expenses before Other Capital Contributions</b>		<b>2,546,059</b>	<b>2,942,016</b>	<b>12,024,703</b>	<b>5,094,932</b>
Debt principal due in 2022		(1,828,289)	(2,424,426)	(2,293,609)	(2,434,280)
Debt issue and reserve transfer		1,663,126	1,999,975	-	2,246,111
Transfers to Reserves		(135,596)	(44,564)	-	(44,564)
Capital Expenditure		(2,245,300)	(2,473,000)	(1,763,388)	(4,862,198)
<b>Projected Financial Position</b>		<b>\$ 0</b>	<b>\$ 0</b>	<b>\$ 7,967,706</b>	<b>\$ 0</b>

## General Fund Projected Revenue 2022

The General Fund Revenue is funded from a variety of sources not solely from property taxation. In fact, general property taxation only accounts for approximately 55% of the projected revenue collected by the General Fund in 2022. 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 2022.



## General Fund Budget Revenue for 2022 compared to Budget Revenue 2021

	2022	2021	%Change
Property Tax Revenue Base	\$ 17,539,560	\$ 16,498,570	6.3
Other Unconditional Revenue	\$ 5,858,926	\$ 6,310,100	- 7.2
Fees and Charges	\$ 4,112,900	\$ 3,915,298	5.0
Conditional Grants	\$ 2,456,401	\$ 1,714,009	43.3
Land Options	\$ 3,000	\$ 3,000	-
Investment Income	\$ 312,500	\$ 332,500	- 6.0
Other Revenues	\$ 1,394,311	\$ 1,399,775	- 0.4
	\$ 31,677,597	\$ 30,173,251	5.0

**Property Tax Revenue Base** – 7.48% increase in Property Tax to both residential and commercial property tax levies, abatements, penalties on arrears and trailer levies. This tax increase is implanted to fund a significant policing cost increase and to cover some of the increased wage and material costs forecast for 2022.

**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.

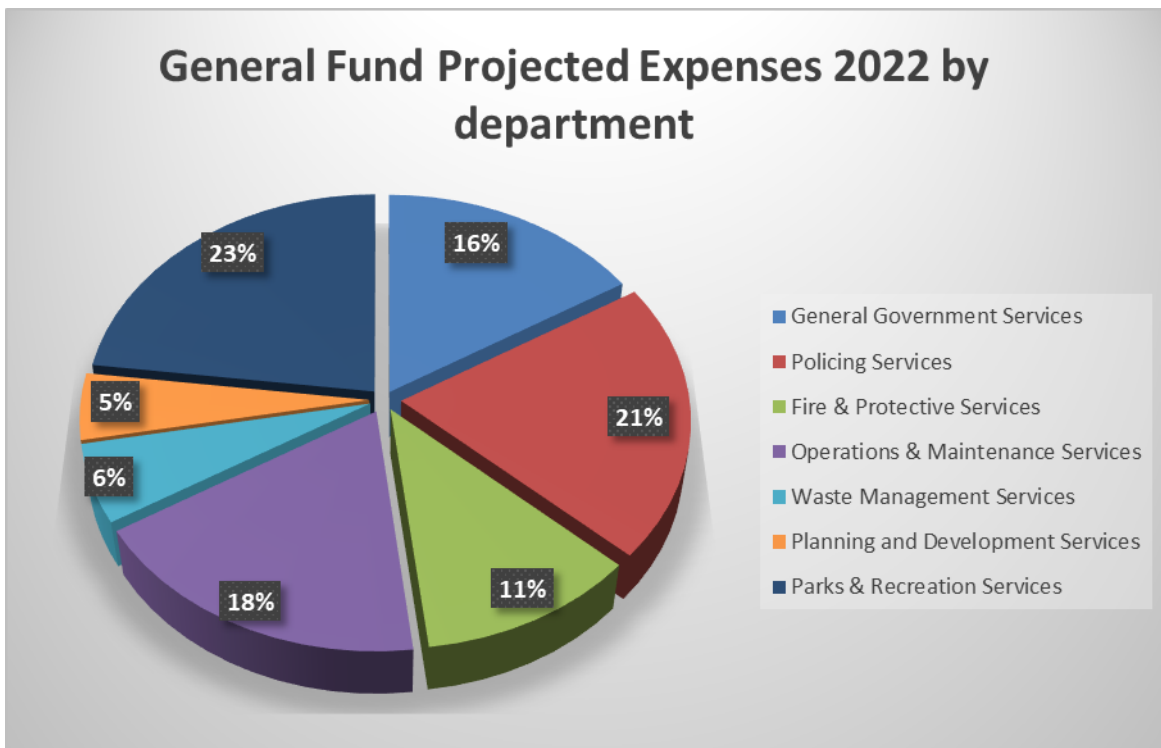
**Other Revenues** - includes facility rent from the RCMP building and revenue from the residential garbage roll out cart program.

## General Fund Projected Expenses 2022

### Departmental Expenses

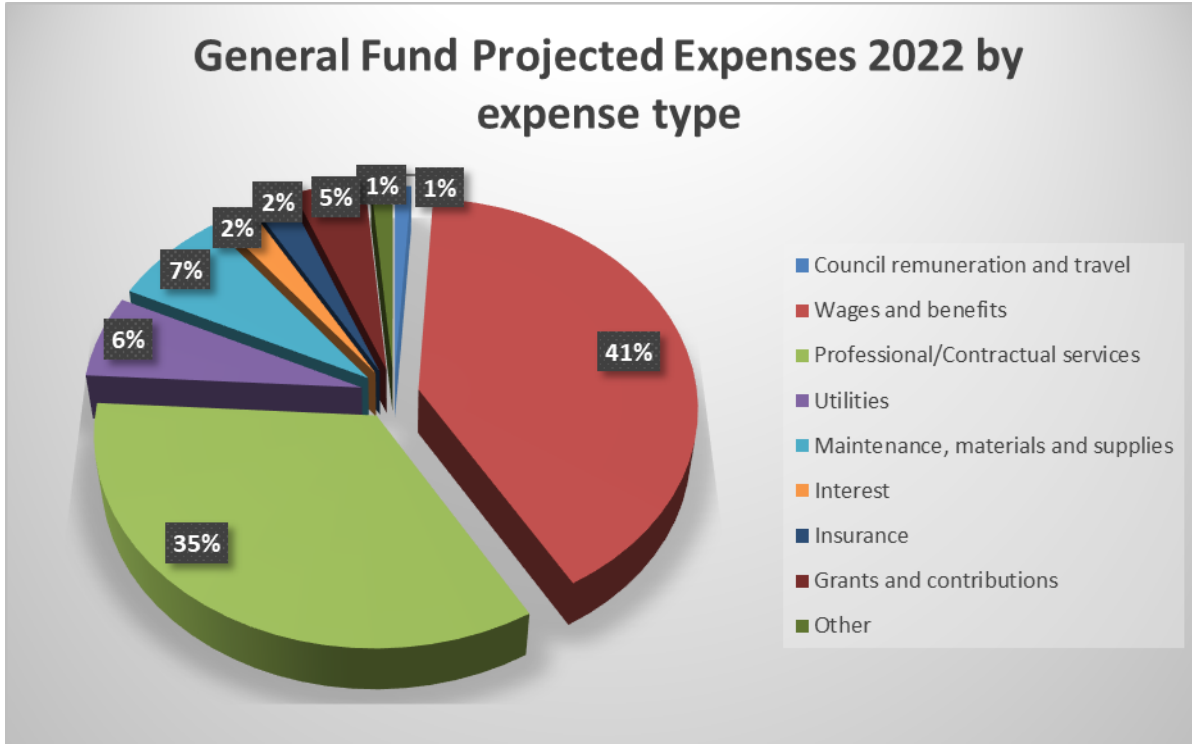
The revenue of the General fund is used to fund the general costs of City Hall, Planning & Development services, Fire and Protective services, the RCMP, City Operations, Waste Management services, and Parks & Recreation services.

The following chart illustrates where the General funds are expected to be spent in 2022 by department.



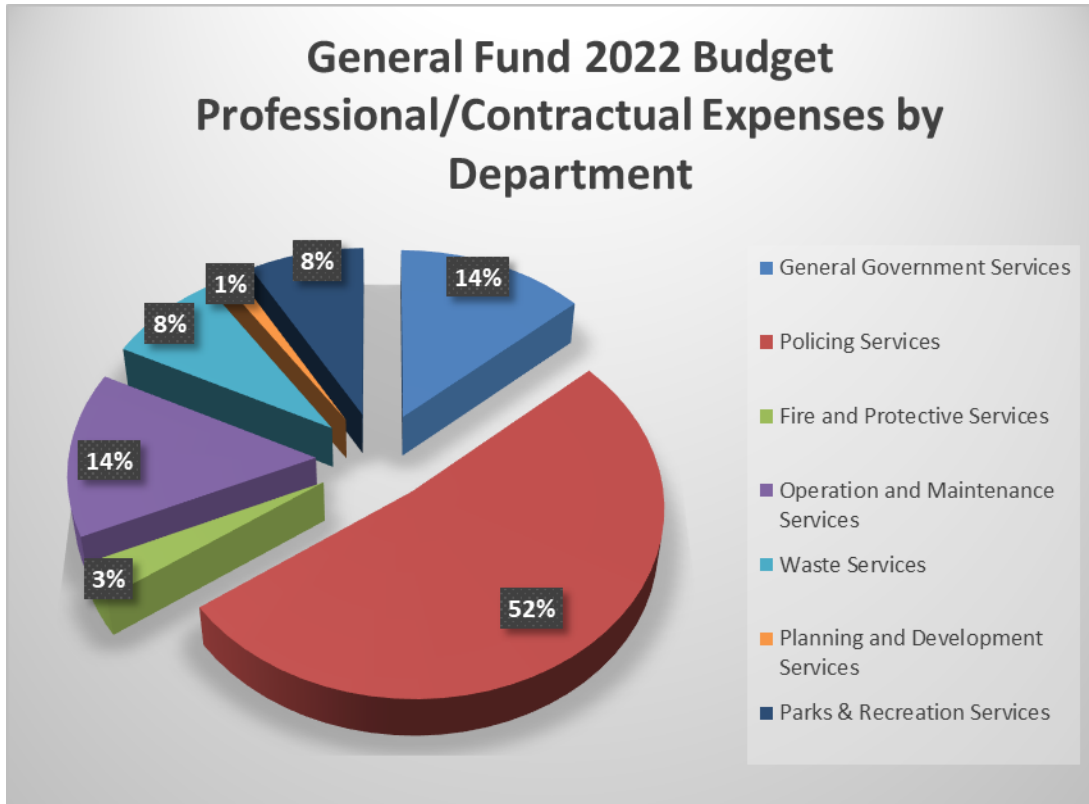
### 2022 Expense by Type compared to 2021 Budget

The following chart illustrates where the General funds are expected to be spent in 2022 by expense type.



	2022 Budget	2021 Budget	2021 Actual as of Nov 8, 2021	2020 Actual
<b>General Fund Expenses - Budget 2022</b>				
Council remuneration and travel	\$ 302,693	\$ 295,511	\$ 221,658	\$ 264,139
Wages and benefits	11,794,840	11,369,489	8,470,233	9,968,264
Professional/Contractual services	10,025,092	8,857,803	5,059,962	7,790,083
Subscription/Memberships	214,181	189,643	87,149	144,002
Utilities	1,829,886	1,705,573	1,335,790	1,769,143
Maintenance, materials and supplies	2,134,542	2,019,312	2,103,110	2,812,629
Travel	73,899	63,203	7,283	19,176
Amortization	-	-	-	5,123,517
Interest	627,984	704,757	451,703	705,601
Allowance for uncollectibles	-	-	1	182,824
Insurance	685,000	577,800	562,740	546,229
Medical	6,030	3,500	2,160	1,120
Grants and contributions	1,324,792	1,332,044	689,402	1,399,328
Other	112,600	112,600	49,023	362,923
<b>Total General Fund Expenses</b>	<b>\$ 29,131,538</b>	<b>\$ 27,231,235</b>	<b>\$ 19,040,214</b>	<b>\$ 31,088,979</b>

## General Fund 2022 Budget - Professional/Contractual Expenses by Department

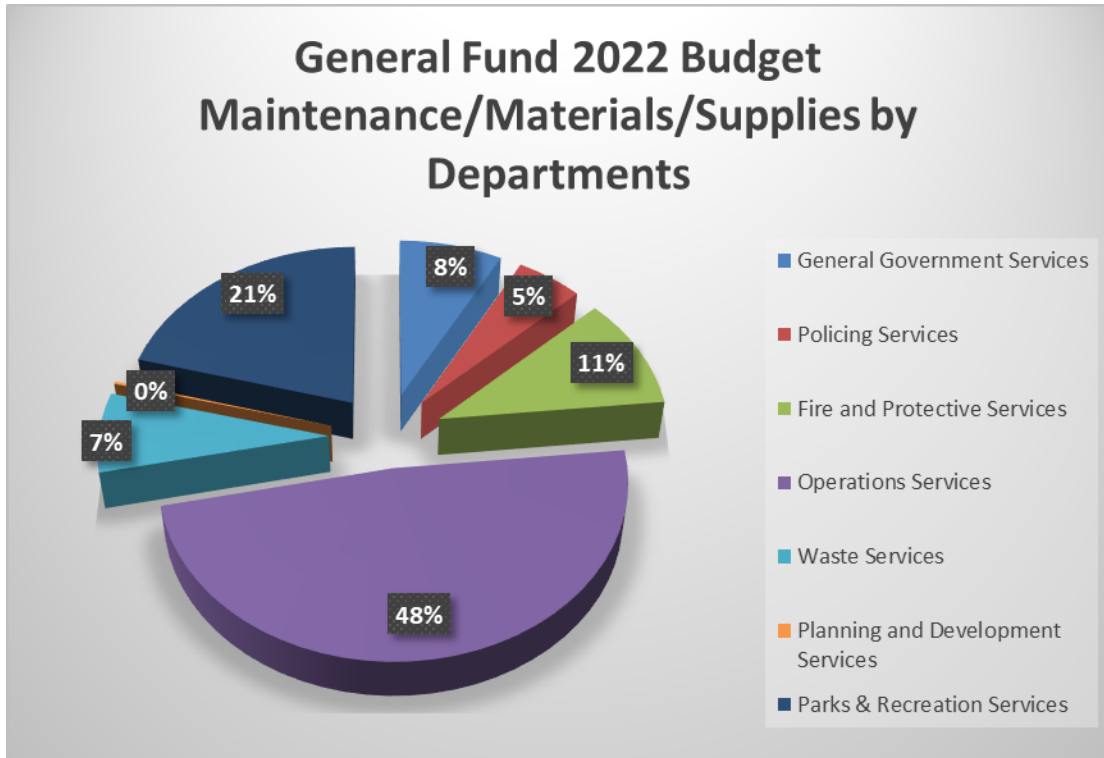


## General Fund Professional/Contractual 2022 Budget compared to 2021 Budget

<b>Total budgeted professional contractual expenses 2021</b>	<b>\$8,857,803</b>
<i>Budget 2022 Movement compared to Budget 2021:</i>	
General Government	<b>143,453</b>
Policing Services	<b>736,759</b>
Fire & Protective Services	<b>89,833</b>
Operations & Maintenance Services	<b>158,349</b>
Waste Management Services	<b>16,330</b>
Planning & Development Services	<b>5,000</b>
Parks & Recreation Services	<b>17,564</b>
<b>Proposed Budget 2022</b>	<b>\$10,025,092</b>
For details of movement, see the individual departments below.	



### General Fund 2022 Budget - Maintenance/Materials/Supplies by Department

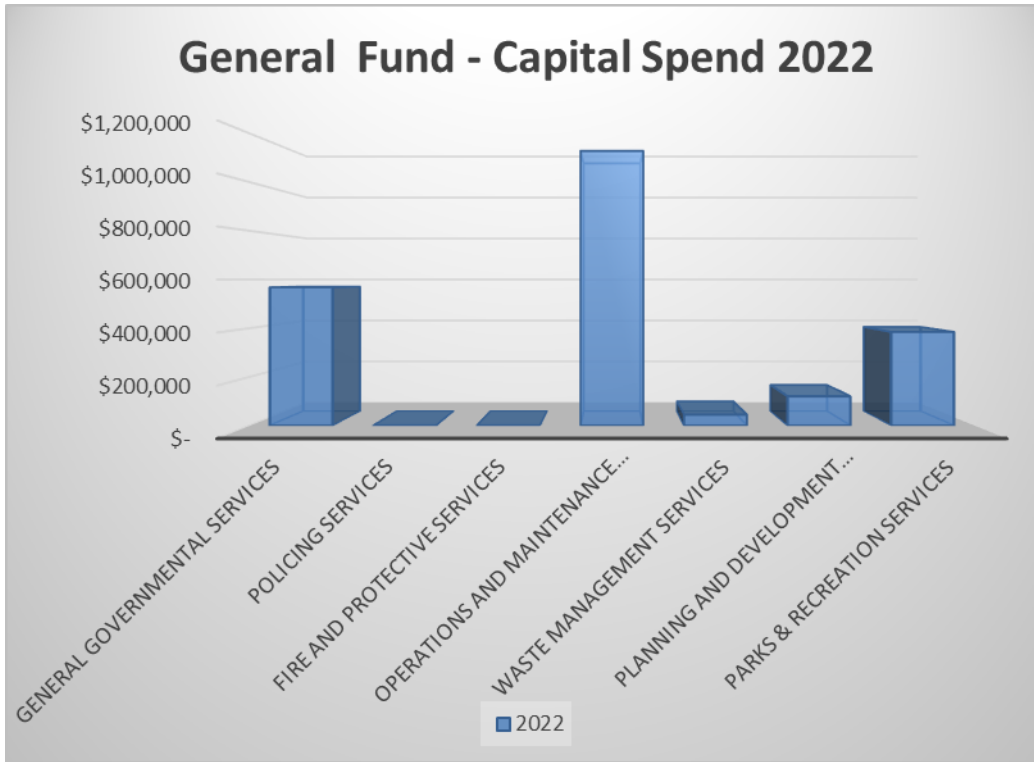


### General Fund Maintenance/Materials/Supplies 2022 Budget compared to 2021 Budget

<b>Total budgeted Maintenance/Materials/Supplies expenses 2021</b>	<b>\$2,019,312</b>
<b>Budget 2022 Movement compared to Budget 2021:</b>	
General Government Services	35,001
Policing Services	(12,000)
Fire & Protective Services	(7,310)
Operations & Maintenance Services	83,100
Waste Management Services	13,508
Planning & Development Services	(2,200)
Parks & Recreation Services	5,130
<b>Proposed Budget 2022</b>	<b>\$2,134,542</b>

For details of movement, see the individual departments below.

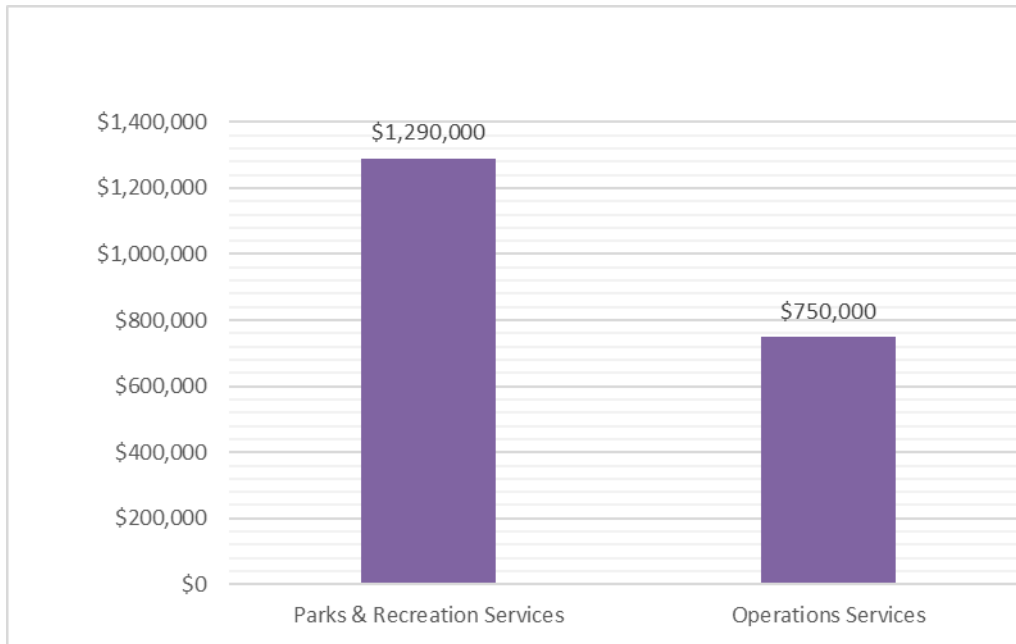
### General Fund – Projected 2022 Capital Spend by Department (Funded)



### General Fund - 2022 Capital Spend compared to 2021 (Funded)

	<u>2022</u>	<u>2021</u>
General Governmental Services	\$ 568,000	\$ 265,000
Policing Services		
Fire and Protective Services		670,000
Operations Services	1,128,000	620,000
Waste Management Services	45,000	
Planning and Development Services	120,000	50,000
Parks & Recreation Services	384,300	868,000
	<b>\$ 2,245,300</b>	<b>\$ 2,473,000</b>

### Capital Projects funded by Existing Gas Tax



## Utilities Fund – Operating

The Utilities Fund Operating includes the revenue and costs associated with delivering potable water to residents and the 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 - 2022 Operating Budget compared to Budget 2021

### City of North Battleford Utilities Fund - Consolidated Statement of Operations Forecast for the year ended December 31, 2022

	% change	2022 Budget	2021 Budget	2021 Actual	2020 Actual
<b>Revenues</b>				as of Nov 8, 2021	
Fees and charges		\$ 7,714,479	\$ 7,505,258	\$ 6,412,302	\$ 7,549,100
Conditional grants		-	-	-	-
Investment income and commissions		16,000	8,730	18,792	17,725
<b>Total Revenue</b>	<b>3%</b>	<b>7,730,479</b>	<b>7,513,988</b>	<b>6,431,094</b>	<b>7,566,824</b>
<b>Expenses, less amortization</b>					
Water services	5%	3,418,170	3,264,871	3,249,040	4,185,235
Sanitary sewer services	11%	2,897,284	2,605,649	2,124,450	3,719,439
<b>Total Expenses</b>	<b>8%</b>	<b>6,315,454</b>	<b>5,870,520</b>	<b>5,373,490</b>	<b>7,904,674</b>
<b>Capital Grant</b>		<b>3,440,340</b>	<b>4,288,340</b>	<b>190,794</b>	<b>267,514</b>
<b>Surplus (Deficit) of Revenues over Expenses before Other Capital Contributions</b>		<b>4,855,365</b>	<b>5,931,807</b>	<b>1,248,398</b>	<b>(70,335)</b>
<b>Debt principal due in 2022</b>		<b>(1,288,871)</b>	<b>(955,363)</b>	<b>(875,749)</b>	<b>(868,718)</b>
<b>Debt issue and reserve transfer</b>		<b>4,679,016</b>	<b>3,014,066</b>	<b>-</b>	<b>939,054</b>
<b>Capital Expenditure</b>		<b>(8,245,510)</b>	<b>(7,990,510)</b>	<b>(6,112,580)</b>	<b>(2,916,767)</b>
<b>Projected Financial Position</b>		<b>0</b>	<b>0</b>	<b>\$ 372,649</b>	<b>0</b>

### Utility Fund - 2022 Projected Revenue compared to 2021 Budget

Utilities Revenue	Projected 2022 Revenue	Budget 2021	Revenue Variance	% Change
Water Fees	\$3,844,406	\$3,742,306	\$102,100	2.73
Sanitary Sewer Fees	3,886,073	3,771,681	114,392	3.03
<b>Total Revenues</b>	<b>\$7,730,479</b>	<b>\$7,513,988</b>	<b>\$216,492</b>	<b>2.88</b>

### Utility Fund - 2022 Projected Expense (by Expense Type) compared to 2021 Budget

	2022 Budget	2021 Budget	2021 Actual as of Nov 8, 2021	2020 Actual
<b>Utility Fund Expenses - Budget 2022</b>				
Wages and benefits	\$ 2,761,999	\$ 2,584,865	\$ 2,136,847	\$ 2,384,765
Professional/Contractual services	1,004,647	1,007,618	859,978	896,002
Subscription/Memberships	19,257	19,419	13,242	14,937
Utilities	689,060	600,518	576,036	679,467
Maintenance, materials and supplies	1,082,400	1,036,300	1,328,768	1,232,896
Travel	14,650	12,661	1,003	1,414
Amortization	-	-	-	2,017,098
Interest	742,288	604,984	457,461	677,941
Allowance for uncollectibles	1,000	4,000	-	-
Other	155	155	155	155
<b>Total Utility Fund Expenses</b>	<b>\$ 6,315,454</b>	<b>\$ 5,870,520</b>	<b>\$ 5,373,490</b>	<b>\$ 7,904,674</b>

### Utilities Fund 2022 Budget - Professional/Contractual compared to 2021 Budget

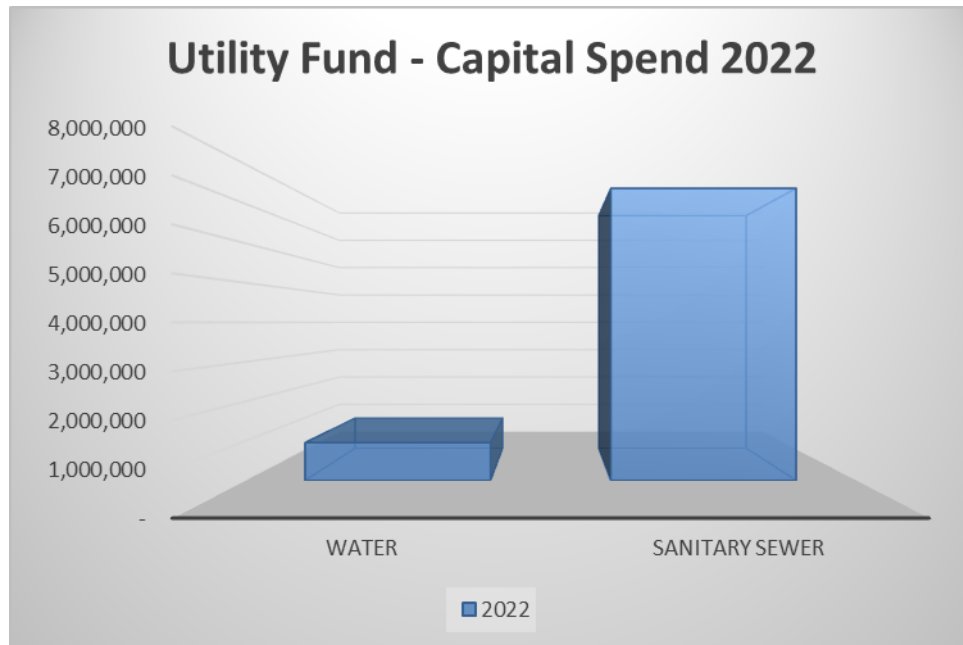
<b>Total budgeted professional contractual expenses 2021</b>	<b>\$1,007,618</b>
Water Services	34,029
Sanitary Sewer Services	(37,000)
<b>Proposed Budget 2022</b>	<b>\$1,004,647</b>

For details of movement, see the individual departments below.

### Utilities Fund 2022 Budget – Maintenance/Materials/Supplies compared to 2021 Budget

<b>Total budgeted Maintenance/Materials/Supplies expenses 2021</b>	<b>\$1,036,300</b>
Water Services	42,900
Sanitary Sewer Services	3,200
<b>Proposed Budget 2022</b>	<b>\$1,082,400</b>

### Utilities Fund – Projected 2022 Capital Spend by Department



### Utilities Fund - 2022 Capital Spend compared to 2021

	<u>2022</u>	<u>2021</u>
Water	\$ 990,000	\$ 2,790,000
Sanitary Sewer	7,385,510	5,200,510
	<b>\$ 8,375,510</b>	<b>\$ 7,990,510</b>

## 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 the rate of replacement, the challenge of aging infrastructure has not diminished. The life expectancy of underground sewer and water pipes is 50 to 100 years, depending on the type of pipe utilized. 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 2022, the City plans to continue investment in UPAR with a planned investment of approximately \$7,147,000 overall.

City of North Battleford  
UPAR Fund - Statement of Operations  
Forecast for the year ended December 31, 2022

	% change	2022 Budget	2021 Budget	2021 Actual as of Nov 8, 2021	2020 Actual
<b>Revenues</b>					
Frontage Levy		\$ 1,600,000	\$ 1,600,000	\$ 1,487,295	\$ 1,483,078
Base Utility Fees		1,600,000	1,600,000	1,635,375	1,963,622
					-
<b>Total Revenue</b>		<b>3,200,000</b>	<b>3,200,000</b>	<b>3,122,670</b>	<b>3,446,700</b>
<b>Capital Investment</b>					
Surface		2,902,638	1,404,300	571,173	2,240,305
Underground		1,209,704	1,866,300	-	941,811
<b>Total Expenses</b>		<b>4,112,342</b>	<b>3,270,600</b>	<b>571,173</b>	<b>3,182,116</b>
<b>Surplus (Deficit) of Revenues over Expenses</b>		<b>(912,342)</b>	<b>(70,600)</b>	<b>2,551,497</b>	<b>264,584</b>
<b>Carry Over from Previous Year</b>		4,039,426	1,348,252	1,487,929	1,223,345
<b>Carry Over Surplus (Deficit)</b>		<b>\$ 3,127,084</b>	<b>\$ 1,277,652</b>	<b>\$ 4,039,426</b>	<b>\$ 1,487,929</b>



## UPAR Fund 2022 Projected Budget:

When the UPAR program was introduced, Administration maintained UPAR revenues and expenses separate from the General Fund and Utility Fund. This was to ensure complete transparency in 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 2022 Projected UPAR budget is as follows:

Carryover Surplus 2020	\$1,487,929
Estimated 2021 revenues	3,502,067
Estimated 2021 expenditures	(573,810)
Budgeted Revenue 2022	3,200,000
<b>Projected 2022 Funding</b>	<b>\$ 8,763,805</b>

## 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, 2021 is \$29.87 Million. The City will be paying \$3.03 Million in principal debt repayments and \$1.35 Million in interest payments in 2022. The following are details of the projected balance by loan outstanding at December 31, 2022.

Purpose of Borrowings	General Fund	Utilities Fund	Total
Utilities - New Storm Sewer		\$ 428,000	\$ 428,000
Utilities - New Wastewater Treatment Plant		6,831,000	6,831,000
Utilities - Water Treatment Plant investments		618,000	618,000
General - CUplex (incl. Pool, Fieldhouse, Arts Centre and Curling Rink)	\$ 7,306,000		7,306,000
General - Land Development	1,862,000		1,862,000
General - Road Infrastructure	1,784,000		1,784,000
General – Parks & Recreation Facilities Betterments	638,000		638,000
General – Land Acquisitions	2,541,000		2,541,000
General – Waste Facility Equipment	398,000		398,000
General – Road Infrastructure	398,000		398,000
Utilities – Water Well		398,000	398,000
General – Parks & Recreation Facilities Betterments	452,000		452,000
General – Road Infrastructure	781,000		781,000
General – Development Projects	1,450,000		1,450,000

General – Parks & Recreation Facilities Betterments	403,000		403,000
General – RCMP Cellblock Upgrade	188,000		188,000
General – Equipment Capital leases	137,000		137,000
Utilities – Water & Sewer Facilities		644,000	644,000
Utilities – Sewer Main Force		7,500,000	7,500,000
<b>TOTALS</b>	<b>\$18,338,000</b>	<b>\$16,919,000</b>	<b>\$35,257,000</b>

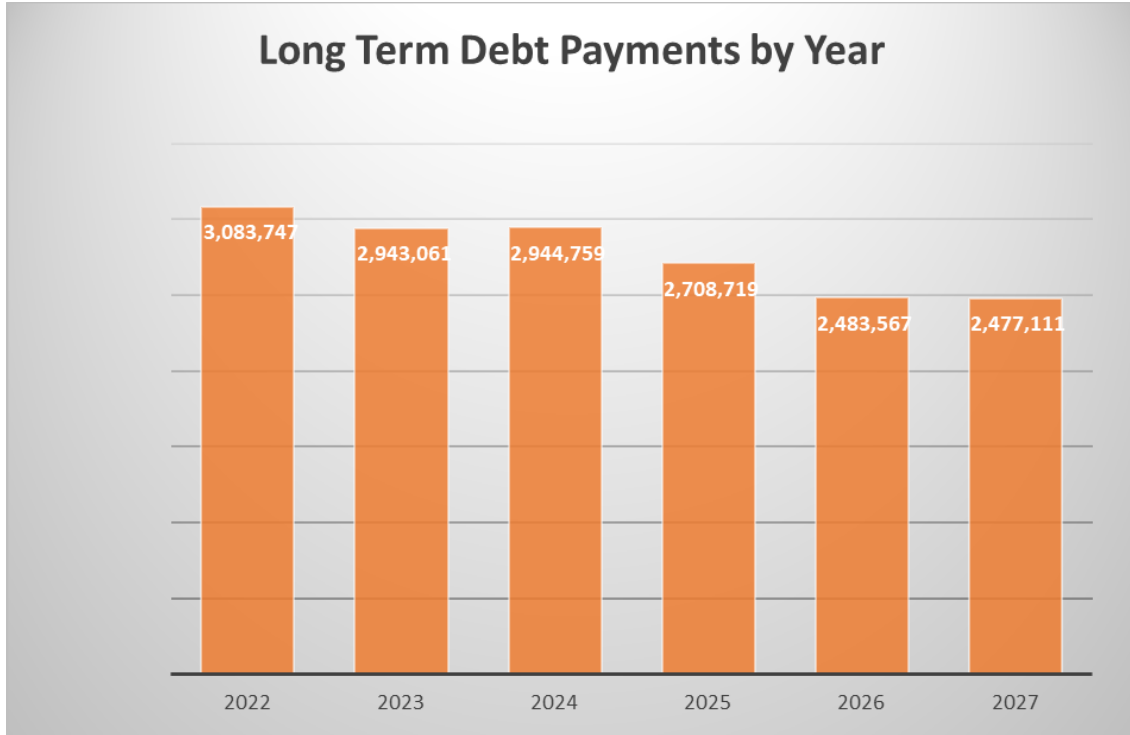
### Long-term Debt per Person

	<b>2020</b>					
	<u>Annual Report</u>	<u>2022</u>	<u>2023</u>	<u>2024</u>	<u>2025</u>	<u>2026</u>
Gross External Debt	\$ 33,462,675	\$ 34,378,899	\$ 31,545,669	28,766,999	26,132,564	23,643,007
Population	14,315	14,315	14,315	14,315	14,315	14,315
Debt per Person	\$ 2,338	\$ 2,402	\$ 2,204	\$ 2,010	\$ 1,826	\$ 1,652

### LONG TERM DEBT 5 YEARS PAYMENT SCHEDULE

	<u>2022</u>	<u>2023</u>	<u>2024</u>	<u>2025</u>	<u>2026</u>	<u>2027</u>
Storm Sewer	\$ 226,716	\$ 226,716	\$ 226,716			
Sanitary Sewage	1,108,724	1,104,133	1,103,219	\$ 1,098,061	\$ 1,094,552	\$ 1,089,925
Water	222,188	222,188	222,188	222,188		
Land Development	154,225	153,612	154,789	154,196	154,516	154,488
Sanitary Sewer	147,799	147,212	148,340	147,771	148,078	148,051
Multi purpose Leisure/Operations	331,083	331,306	330,286	328,880	331,092	328,946
Multi purp. Leisure/Transp/Eng	83,438	87,124	87,860	86,848	86,198	87,580
Multi purp. Plann/WatSew/Leis	197,378	195,790	196,380	195,793	194,150	193,140
Sewer trunk 2021 (estimate)	474,981	474,981	474,981	474,981	474,981	474,981
Equipment Capital Leases	137,213					
	<b>\$ 3,083,747</b>	<b>\$ 2,943,061</b>	<b>\$ 2,944,759</b>	<b>\$ 2,708,719</b>	<b>\$ 2,483,567</b>	<b>\$ 2,477,111</b>

(Excludes CuPlex long-term borrowing)



	<u>2022</u>	<u>2023</u>	<u>2024</u>	<u>2025</u>	<u>2026</u>	<u>2027</u>
Debt repayment per person	\$215	\$206	\$206	\$189	\$189	\$173

## 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**
- City Clerk – **Stacey Hadley**
- Director of Corporate Services – **Jennifer Niesink**
- Director of Finance – **Brent Nadon**
- Director of Operations Services - **Stewart Schafer**
- Director of Parks & Recreation Services – **Cheryl DeNeire**
- Director of Protective Services/Fire Chief – **Lindsay Holm**



## Growing the Community

While the pandemic has stalled much of the world's economy over the last two years, the City of North Battleford expects to return to growing both in population economically in 2022. The city's municipal government is providing services and economic stimulus into various community organizations and services that benefit the greater Battlefords region and communities situated around the beautiful North Saskatchewan River Valley.

In 2022, the City will provide approximately \$1.6 Million in economic stimulus to many organizations in the community. The City provides annual grant funding 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) \$ 373,804**

Provides residents with transportation allowing those who have no other mode of transportation to still be active in the community. The City is providing \$252,000 to the transit system and \$121,804 to the Handi-bus operations.

**The Dekker Centre for the Performing Arts \$ 227,610**

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 \$227,610 operating grant to the Board of the Dekker Centre for the Performing Arts and pays for the cost of maintaining the facility. The Performing Arts is requesting the grant to be \$235,000 **(this request is not reflected in the budget)**.

**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** **\$ 153,560**

The City provides the North Battleford Library with a grant of \$153,560 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.

**River Valley Board** **\$ 53,000**

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** **\$ 43,000**

The City provides the following grants to the Boys and Girls Club:

- \$15,000 capital grant,
- \$28,000 summer program grant. In 2020, the City partnered with the Club for a trial partnership for the delivery of free summer day programs in some of the City parks. Due to the success of the program the Boys and Girls have requested we continue this funding in 2022.

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

The City provides a grant of \$10,000 to BTEC to assist with the cost of the new facility. 2022 is the sixth year of a ten-year agreement.

**Community Development Financial Assistance Program** **\$ 60,000**

Each year the City provides a set amount of discretionary assistance funding to local non-profit groups that apply for assistance. This year a new Sub-Committee was formed and met on October 27<sup>th</sup> to review applications. Funding recommendations from that Committee will be forward brought to Council for approval during budget deliberations. Subject to that final approval, we have included the monetary value of the Committee recommendations in the budget document.

# General Fund Operating Budgets by Department

## General Government Services

	2022 Budget	2021 Budget	2021 Actual	2020 Actual
	as of Nov 8, 2021			
<b>GENERAL GOVERNMENT SERVICES</b>				
<b>Operating Revenue</b>				
Other Segmented Revenue				
Fees and Charges				
- Sales of supplies	\$ 110,700	\$ 255,000	\$ 139,741	\$ 138,387
- Taxation Services	27,000	27,000	17,046	14,382
- Expense Recoveries	-	-	14,623	17,775
Total Fees and Charges	137,700	282,000	171,410	170,545
- Tangible capital asset sales - gain (loss)	-	-	12,058	14,812
- Investment & Interest	312,500	332,500	335,774	530,516
Total Other Segmented Revenue	450,200	614,500	519,243	715,873
Conditional Grants and Donations				
- Grants	-	-	436	227,536
<b>Total Operating Revenue</b>	<b>450,200</b>	<b>614,500</b>	<b>519,679</b>	<b>943,409</b>
<b>Operating Expenses</b>				
Council remuneration and travel	302,693	295,511	221,658	264,139
Wages and benefits	1,948,929	1,923,374	1,412,415	1,948,278
Professional/Contractual services	1,348,498	1,205,045	897,487	942,670
Subscription/Memberships	86,859	73,826	30,006	65,935
Utilities	110,082	108,040	94,842	164,054
Maintenance, materials and supplies	168,425	133,424	81,347	151,039
Travel	23,626	25,938	1,398	6,623
Amortization	-	-	-	75,888
Allowance for uncollectibles	-	-	1	182,824
Insurance	550,000	442,800	447,695	421,133
Medical	5,000	2,500	2,160	645
Grants and contributions	160,000	167,744	83,750	198,400
Other	3,000	3,000	27,272	97,311
<b>Total Government Services Expenses</b>	<b>4,707,112</b>	<b>4,381,202</b>	<b>3,300,031</b>	<b>4,518,940</b>
<b>Capital</b>				
Conditional Grants				
- Capital Grants	-	-	-	-
<b>General Government Services Surplus (Deficit)</b>	<b>\$ (4,256,912)</b>	<b>\$ (3,766,702)</b>	<b>\$ (2,780,352)</b>	<b>\$ (3,575,532)</b>
Capital Expenditure	568,000	265,000	-	-
<b>Total General Government Services Financial Position</b>	<b>\$ (4,824,912)</b>	<b>\$ (4,031,702)</b>	<b>\$ (2,780,352)</b>	<b>\$ (3,575,532)</b>

## Revenues

- General Government revenue is projected to decrease by approximately \$164,000 mainly due to the following:
  - The removal of efficiency target of \$150,000
  - Decrease in investment income and grants of approximately \$14,000



**Expenses**

- Wages and Benefits are projected to increase by approximately \$25,000 due to:
  - (\$200,000) of staff vacancies,
  - Reallocation of approximately \$99,000 from the planning and development budget to general government,
  - Wage adjustment and cost of living of approximately \$126,500
- Professional Contractual expense movement compared to 2021 Budget:

<b>Total budgeted professional/contractual services 2021</b>	<b>\$1,205,045</b>
New City website	20,000
City Hall services contracts – global payments	(5,000)
City Hall – Controls audit	5,000
Regional Study	100,000
Human Resources – Specialized Advertising	31,000
Safety services	2,000
IT annual subscriptions and software	(105,000)
Training initiatives	2,750
Legal services	50,000
Outdoor Security camera assistance	10,000
Battlefords Regional Community Coalition (BRCC) agreement	30,000
Sundry	2,703
<b>Proposed Budget 2022</b>	<b>\$1,348,498</b>

- Maintenance, materials, and supplies is expected to increase by approximately \$35,000, due to the following:
  - Exterior security camera      \$10,000
  - Pest control                         \$ 2,500
  - Small tools and supplies        \$12,000
  - IT hardware                         \$20,500
  - City Hall supplies                 (\$10,000)

Capital expenditures are estimated to be \$568,000. See “General Government” capital expenditures tab for details:

- Enterprise Resource Planning (ERP) Software
- Server Hardware
- Firewalls
- City Hall Copier
- Temporary Council Chambers
- Council Chambers – Phase 1
- Large Format Scanner
- Annual capital renewal

## Policing Services

	2022 Budget	2021 Budget	2021 Actual	2020 Actual
	as of Nov 8, 2021			
<b>POLICING SERVICES</b>				
<b>Operating Revenue</b>				
Other Segmented Revenue				
Fees and Charges				
- Policing Fees/Fines	\$ 150,000	\$ 140,000	\$ 78,427	\$ 115,202
Total Fees and Charges	150,000	140,000	78,427	115,202
- Total Police Services Other Revenue	339,240	339,240	313,868	375,328
Total Other Segmented Revenue	489,240	479,240	392,295	490,529
Conditional Grants				
- Grants	819,353	884,353	435,094	819,739
<b>Total Operating</b>	<b>1,308,593</b>	<b>1,363,593</b>	<b>827,389</b>	<b>1,310,269</b>
<b>Operating Expenses</b>				
Wages and benefits	612,014	618,648	336,936	483,980
Professional/Contractual services	5,185,134	4,448,375	2,021,263	4,472,773
Utilities	78,200	78,200	56,046	77,451
Maintenance, materials and supplies	109,000	121,000	60,734	115,346
Interest	7,166	7,391	1,704	2,568
<b>Total Policing Services Expense</b>	<b>5,991,515</b>	<b>5,273,614</b>	<b>2,476,682</b>	<b>5,253,760</b>
<b>Policing Services Surplus (Deficit)</b>	<b>\$ (4,682,922)</b>	<b>\$ (3,910,021)</b>	<b>\$ (1,649,293)</b>	<b>\$ (3,943,491)</b>
Capital Expenditure		-	-	-
<b>Total Policing Services Financial Position</b>	<b>\$ (4,682,922)</b>	<b>\$ (3,910,021)</b>	<b>\$ (1,649,293)</b>	<b>\$ (3,943,491)</b>

### Revenues

In 2022, Revenue from Policing is projected to decrease by approximately \$55,000. The majority of it is due to the decrease in policing grants for one off payments seen in prior years and is partially offset by increased criminal record checks.

### Expenses

Professional/Contractual Services is the 37 member RCMP Policing Contract with Her Majesty on behalf of the Federal Government. This increase of approximately \$737,000 per year is the ongoing cost of a five-year retroactive increase negotiated between the federal government and the RCMP. While the actual contractual wage increase is over \$1,000,00 per year, the City was able to partially offset the increase with other wage related cost reductions.

## Fire and Protective Services

	2022 Budget	2021 Budget	2021 Actual	2020 Actual
	as of Nov 8, 2021			
<b>FIRE &amp; PROTECTIVE SERVICES</b>				
<b>Operating Revenue</b>				
Other Segmented Revenue				
Fees and Charges				
- Total Fire Services Fees/Fines	\$ 61,500	\$ 47,244	\$ 69,518	\$ 75,053
- Total Provincial Fines	150,000	150,000	127,357	164,909
- Total Special Constables Fees/Fines	213,600	213,600	193,097	256,140
Total Fees and Charges	425,100	410,844	389,972	496,102
- Total Fire Services Other Revenue	2,100	2,100	34,535	10,368
- Total Special Constables Other Revenue	-	-	750	1,550
Total Other Segmented Revenue	427,200	412,944	425,257	508,019
Conditional Grants				
- Grants	-	-	-	-
<b>Total Operating Revenue</b>	<b>427,200</b>	<b>412,944</b>	<b>425,257</b>	<b>508,019</b>
<b>Operating Expenses</b>				
<b>Special Constables</b>				
Wages and benefits	627,041	624,058	436,975	480,041
Professional/Contractual services	9,511	-	-	-
Subscription/Memberships	4,000	3,000	4,169	590
Utilities	4,830	4,689	3,417	4,986
Maintenance, materials and supplies	84,958	90,600	74,305	68,799
Travel	4,500	1,900	1,814	689
<b>Total Special Constables Expenses</b>	<b>734,840</b>	<b>724,247</b>	<b>520,680</b>	<b>555,104</b>
<b>Fire Services</b>				
Wages and benefits	2,023,239	1,977,505	1,685,393	2,033,806
Professional/Contractual services	134,439	52,250	19,654	36,441
Subscription/Memberships	52,530	51,000	22,600	38,631
Utilities	41,269	40,067	25,476	37,796
Maintenance, materials and supplies	133,441	135,200	167,376	162,854
Travel	8,240	8,000	1,696	1,215
Medical	1,030	1,000	-	475
<b>Total Fire Services Expenses</b>	<b>2,394,188</b>	<b>2,265,022</b>	<b>1,922,195</b>	<b>2,494,198</b>
<b>Safety &amp; Emergency Preparedness</b>				
Professional/Contractual services	12,541	14,407	10,382	3,571
Subscription/Memberships	7,000	5,400	7,000	5,270
Maintenance, materials and supplies	567	550	-	117
Travel	1,597	1,550	180	179
<b>Total Safety &amp; Emergency Preparedness Expenses</b>	<b>21,704</b>	<b>21,907</b>	<b>17,562</b>	<b>9,137</b>
<b>Animal, Humane Society Expenses</b>				
Professional/Contractual services	150,000	150,000	112,529	150,000
Utilities	10,588	10,280	7,577	10,088
Maintenance, materials and supplies	2,575	2,500	1,933	3,920
<b>Total Animal, Humane Society Expenses</b>	<b>163,163</b>	<b>162,780</b>	<b>122,039</b>	<b>164,009</b>
<b>Total Fire and Protective Services Expenses</b>	<b>3,313,895</b>	<b>3,173,957</b>	<b>2,582,476</b>	<b>3,222,448</b>
<b>Capital</b>				
Conditional Grants				
- Capital Grants	-	-	-	-
<b>Fire &amp; Protective Services Surplus (Deficit)</b>	<b>\$ (2,886,695)</b>	<b>\$ (2,761,013)</b>	<b>\$ (2,157,219)</b>	<b>\$ (2,714,429)</b>
Capital Expenditure	-	670,000	-	-
Transfer to Reserves	(91,032)	-	-	-
Transfers from Reserves	(300,000)	(300,000)	-	-
<b>Total Fire &amp; Protective Services Financial Position</b>	<b>\$ (3,095,663)</b>	<b>\$ (3,731,013)</b>	<b>\$ (2,157,219)</b>	<b>\$ (2,714,429)</b>

## Revenues

There are no major expected changes in 2022 revenues.

## Expenses

### Special Constables

- Contractual services in 2022 are expected to increase by \$9,511. In 2021, the City purchased a CSO vehicle using reserves. As proposed in the 2021 budget, the purchase was internally financed over 10 years with an internal rate of 6% per annum. An annual transfer of \$9,511 to reserves is planned until 2032.

### Fire Services

- Wages and benefits in 2022 are expected to increase compared to the 2021 Budget by approximately \$46,000 due to cost of living adjustment.
- Contractual services in 2022 are expected to increase by approximately \$82,000. In 2021, the City purchased a fire pumper truck for approximately \$752,000. As proposed in the 2021 Budget, \$300,000 was internally financed over 10 years with an internal rate of 6% per annum. An annual transfer of \$81,521 to reserves is planned until 2032.

## Operations Services

	2022 Budget	2021 Budget	2021 Actual	2020 Actual
as of Nov 8, 2021				
<b>OPERATIONS SERVICES</b>				
<b>Operating Revenue</b>				
Other Segmented Revenue				
Fees and Charges				
- Aviation Revenue	\$ 122,650	\$ 122,650	\$ 121,467	\$ 121,520
- Expense Recoveries	3,435	2,758	986,903	1,416,411
Total Other Segmented Revenue	126,085	125,408	1,108,370	1,537,932
Conditional Grants				
- Grants	1,234,667	404,200	1,814,301	3,136,338
<b>Total Operating Revenue</b>	<b>1,360,752</b>	<b>529,608</b>	<b>2,922,671</b>	<b>4,674,270</b>
<b>Operating Expenses</b>				
<b>Public Works &amp; Fleet</b>				
Wages and benefits	2,063,217	1,977,631	1,438,244	1,346,962
Professional/Contractual services	1,427,671	1,269,322	794,396	634,611
Subscription/Memberships	22,456	20,675	7,540	13,972
Utilities	494,896	487,116	414,166	533,904
Maintenance, materials and supplies	1,030,618	947,518	1,158,094	1,595,922
Travel	14,266	4,730	1,493	4,314
Amortization	-	-	-	2,747,659
Interest	70,141	83,677	31,821	76,821
Allowance for uncollectibles	-	-	-	-
Insurance	135,000	135,000	115,045	125,096
Medical	-	-	-	-
Grants and contributions	-	-	-	-
Other	30,000	30,000	15,465	18,930
<b>Total Public Works &amp; Operations Expenses</b>	<b>5,288,265</b>	<b>4,955,669</b>	<b>3,976,264</b>	<b>7,098,192</b>
<b>Total Operations Services Expenses</b>	<b>5,288,265</b>	<b>4,955,669</b>	<b>3,976,264</b>	<b>7,098,192</b>
<b>Capital</b>				
Conditional Grants				
- Capital Grants	-	-	-	-
<b>Operations Surplus (Deficit)</b>	<b>\$ (3,927,512)</b>	<b>\$ (4,426,061)</b>	<b>\$ (1,053,594)</b>	<b>\$ (2,423,922)</b>
Capital Expenditure	1,128,000	620,000	-	-
<b>Total Operations Financial Position</b>	<b>\$ (5,055,512)</b>	<b>\$ (5,046,061)</b>	<b>\$ (1,053,594)</b>	<b>\$ (2,423,922)</b>

### Revenues

- In 2022, revenue is expected to increase by approximately \$831,000 due to gas tax funding.

### Expenses

#### Public Works & Fleet

- Wages and benefits in 2022 are projected to increase by approximately \$86,000 mainly due to cost of living and a change in the pay scale for employees.

- Professional / Contractual services is projected to increase by \$158,000 mainly due to the following:

<b>Total budgeted professional/contractual services 2021</b>	<b>\$1,269,322</b>
Sidewalk plow lease	30,000
Sweeper lease increase	12,000
PW Fleet one-off projects in 2021	(70,000)
PW shop LED lighting conversion	15,000
PW shop 2021 building maintenance	(5,000)
Patching service contracts – 100 Street and Territorial Dr intersection	160,000
Patching services contracts – Best Canadian/Humpty’s Service Road	45,000
Weed Control	15,000
Road assessment one-off project in 2021	(50,000)
Lighting at Exhibition Rd and Access Communication Centre	14,000
Sidewalk replacement and repairs	27,000
Airport study one-off project in 2021	(17,000)
Airport maintenance one-off in 2021	(19,000)
Sundry contracts increase	1,349
<b>Proposed Budget 2022</b>	<b>\$1,427,671</b>

- Maintenance, materials, and supplies expense movement compared to 2021 Budget:

<b>Total budgeted maintenance, materials and supplies 2021</b>	<b>\$947,518</b>
Public Works admin office supplies	3,000
Fleet equipment hoists	35,000
Fleet supplies	5,000
Public Works decrease in building repairs	(7,000)
Grading and gravelling supplies	2,000
Oil supply	2,000
Street sweeping supplies	8,000
Bollards	10,000
Electronic signs	16,000
Concrete blocks for the Access Communication centre	5,000
Airport supplies	2,000
Airport building maintenance	4,500
Airport fuel	(3,000)
Sundry	600
<b>Proposed Budget 2022</b>	<b>\$1,030,618</b>

- Interest is expected to decrease by approximately \$13,500 as one long-term debt is nearing to its maturity date.

Capital expenditures are estimated to be \$1,878,000. See Operations capital expenditures tab for details:

- Cemetery grass mower
- Airport security fence
- River Valley RTV
- Asphalt recycler
- Drainage for the 110<sup>th</sup> Street building
- Airport Maintenance shop renovation
- Signal installation Territorial Dr, Co-Op and Sobeys
- Stair climber
- Signal lights camera
- Sidewalk replacement
- Reconstruction of Wearing Road
- Bobcat cleanup bucket
- Remote slope lawn mower



## Waste Management Services

	2022 Budget	2021 Budget	2021 Actual	2020 Actual
as of Nov 8, 2021				
<b>WASTE MANAGEMENT SERVICES</b>				
<b>Operating Revenue</b>				
Other Segmented Revenue				
Fees and Charges				
Waste and Disposal Fees	\$ 1,009,000	\$ 1,200,000	\$ 1,515,908	\$ 1,308,749
Total Fees and Charges	1,009,000	1,200,000	1,515,908	1,308,749
Other Revenue, Garbage and Recycling	1,049,536	1,055,676	895,160	1,057,698
Total Other Segmented Revenue	2,058,536	2,255,676	2,411,068	2,366,448
Conditional Grants				
- Grants	143,808	143,808	72,955	134,497
<b>Total Operating Revenue</b>	<b>2,202,344</b>	<b>2,399,485</b>	<b>2,484,023</b>	<b>2,500,945</b>
<b>Operating Expenses</b>				
Wages and benefits	610,257	582,490	461,598	517,097
Professional/Contractual services	817,454	801,124	557,169	783,271
Subscription/Memberships	4,662	3,932	3,266	6,956
Utilities	15,849	10,099	9,452	6,698
Maintenance, materials and supplies	157,008	143,500	131,881	128,852
Travel	4,200	1,470	99	857
Interest	14,097	14,518	11,382	14,654
Other	70,000	70,000	-	238,277
<b>Total Waste Management Services Expenses</b>	<b>1,693,526</b>	<b>1,627,133</b>	<b>1,174,848</b>	<b>1,855,574</b>
<b>Capital</b>				
Conditional Grants				
- Capital Grants	-	-	-	-
<b>Waste Management Services Surplus (Deficit)</b>	<b>\$ 508,817</b>	<b>\$ 772,352</b>	<b>\$ 1,309,175</b>	<b>\$ 645,372</b>
Capital Expenditure	45,000			
Transfers to Reserves	(44,564)	(44,564)	-	-
Transfers from Reserves	-	-	-	-
<b>Total Waste Management Services Financial Position</b>	<b>\$ 508,381</b>	<b>\$ 727,788</b>	<b>\$ 1,309,175</b>	<b>\$ 645,372</b>

### Revenues

- Waste and Disposal fee revenues in 2022 include a 4% increase (garbage and recycling) and a reduction in overall revenues due to the Old Saskatchewan Hospital Project which was a one-off project in 2021.

### Expenses

- Expenses are projected to increase by approximately \$66,000 mainly due to the following:
  - Wages and benefit change of pay scale and cost of living \$28,000
  - Service contracts increase of \$16,000 (mainly due to a required groundwater study)
  - Purchase of garbage bins \$16,500
  - Utilities expense increase of \$5,800

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.

Capital expenditures are estimated to be \$85,000. See Operations capital expenditures tab for details:

- Power Sliding Gate
- Waste Management Trailer

## Planning and Development Services

	2022 Budget	2021 Budget	2021 Actual	2020 Actual
	as of Nov 8, 2021			
<b>PLANNING AND DEVELOPMENT SERVICES</b>				
<b>Operating Revenue</b>				
Other Segmented Revenue				
Fees and Charges				
- Business Licenses	\$ 200,000	\$ 190,000	\$ 229,025	\$ 287,387
- Building & Development Permits	109,400	77,400	352,045	155,940
- Development Agreements	76,000	76,854	119,226	68,885
- Land Rent	50,000	43,000	40,175	77,018
Total Fees and Charges	435,400	387,254	740,470	589,230
- Lot Options	3,000	3,000	968,528	246,817
Total Other Segmented Revenue	438,400	390,254	1,708,998	836,047
Conditional Grants				
- Grants	35,223	35,223	-	94,348
<b>Total Operating Revenue</b>	<b>473,623</b>	<b>425,477</b>	<b>1,708,998</b>	<b>930,396</b>
<b>Operating Expenses</b>				
<b>Business Licenses</b>				
Wages and benefits	51,064	90,581	66,018	75,512
Professional/Contractual services	75,000	40,000	81,322	93,021
Maintenance, materials and supplies	500	500	1,728	2,447
<b>Total Business Licenses</b>	<b>126,564</b>	<b>131,081</b>	<b>149,068</b>	<b>170,980</b>
<b>Economic Development</b>				
Wages and benefits	76,409	34,166	27,554	51,361
Subscription/Memberships	2,250	2,150	590	696
by \$ Travel	2,100	2,100	-	2,118
Grants and contributions	492,261	526,176	118,458	534,306
<b>Total Economic Development</b>	<b>573,020</b>	<b>564,592</b>	<b>146,602</b>	<b>588,481</b>
<b>Engineering</b>				
Wages and benefits	183,811	191,896	104,580	75,939
Professional/Contractual services	5,000	1,000	424	8,156
Subscription/Memberships	-	2,500	-	505
Maintenance, materials and supplies	4,100	6,300	4,471	3,885
Travel	-	1,900	-	1,099
<b>Total Engineering</b>	<b>192,911</b>	<b>203,596</b>	<b>109,475</b>	<b>89,584</b>
<b>Planning</b>				
Wages and benefits	173,613	258,330	360,538	228,248
Professional/Contractual services	36,000	70,000	72,972	84,080
Subscription/Memberships	11,500	11,500	7,927	7,988
Maintenance, materials and supplies	500	500	63	862
Travel	6,000	6,000	44	453
Interest	223,141	230,838	160,844	196,570
Grants and contributions	92,907	43,500	-	87,597
<b>Total Planning</b>	<b>543,661</b>	<b>620,668</b>	<b>602,388</b>	<b>605,797</b>
<b>Total Planning and Development Services</b>	<b>1,436,156</b>	<b>1,519,937</b>	<b>1,007,533</b>	<b>1,454,841</b>
<b>Total Planning and Development Services Surplus (Deficit)</b>	<b>\$ (962,533)</b>	<b>\$ (1,094,460)</b>	<b>\$ 701,465</b>	<b>\$ (524,445)</b>
Capital Expenditure	120,000	50,000		
<b>Total Planning and Development Services Financial Position</b>	<b>\$ (1,082,533)</b>	<b>\$ (1,144,460)</b>	<b>\$ 701,465</b>	<b>\$ (524,445)</b>

## Revenues

The projected revenues for Planning and Development Services for 2022 is approximately \$474,000, with an estimated increase of approximately \$48,000 compared to 2021 mainly due to an expected increase in building and development permits, and business licenses.

## Expenses

Overall expenses are projected to decrease in 2022 compared to Budget 2021 in the approximate amount of \$84,000, with significant details as follows:

### Business Licenses and Economic Development

- Business licenses wages and benefits were reallocated to general government by approximately \$40,000
- Contractual services for building inspections are expected to increase by \$35,000 this will be offset with the additional revenues projected.
- Economic development wages and benefits were reallocated from planning and development by approximately \$42,000

### Engineering

- Wages and benefits are expected to decrease by approximately \$8,000 due to reallocation from the UPAR program

### Planning

- Wages and benefits are expected to decrease by \$85,000 due to reallocation of wages to economic development and engineering.
- Professional and contractual services are expected to decrease by approximately \$34,000 as the purchase of downtown signs were a one-off expense in 2021.
- Interest is expected to decrease by approximately \$7,700 due to some long-term debts are nearing their maturity date.

Capital expenditures are estimated to be \$120,000. See Planning & Development capital expenditures tab for details:

- Sidewalk – 110<sup>th</sup> Street to Territorial Phase 1 – 110<sup>th</sup> to Battleford Road

## Parks & Recreation Services

	2022 Budget	2021 Budget	2021 Actual	2020 Actual
as of Nov 8, 2021				
<b>PARKS &amp; RECREATION SERVICES</b>				
<b>Operating Revenue</b>				
Other Segmented Revenue				
Fees and Charges				
- Recreation Fees & Services	\$ 752,750	\$ 403,250	\$ 361,132	\$ 304,243
- Galleries	34,300	27,300	37,889	22,760
- Recreation Facilities Rental	891,000	787,000	544,569	695,044
- Cemetery	155,000	155,000	128,540	145,039
Total Other Segmented Revenue	1,833,050	1,372,550	943,590	1,022,046
Conditional Grants				
- Grants	223,350	246,425	120,984	224,740
<b>Total Operating Revenue</b>	<b>2,056,400</b>	<b>1,618,975</b>	<b>1,064,574</b>	<b>1,246,787</b>
<b>Operating Expenses</b>				
<b>Recreational Facilities &amp; Programing</b>				
Wages and benefits	2,355,138	2,077,311	1,308,496	1,869,196
Professional/Contractual services	552,124	555,864	324,116	418,170
Subscription/Memberships	22,925	15,660	4,050	3,460
Utilities	851,361	794,172	629,138	755,372
Maintenance, materials and supplies	318,950	314,020	188,155	303,418
Travel	8,570	8,815	559	1,630
Interest	313,438	368,332	245,951	414,988
Grants and contributions	515,624	515,624	476,194	515,024
Other	9,600	9,600	6,286	8,405
<b>Total Recreational Facilities &amp; Programing</b>	<b>4,947,731</b>	<b>4,659,398</b>	<b>3,182,947</b>	<b>4,570,672</b>
<b>Galleries</b>				
Wages and benefits	303,843	267,870	217,167	175,213
Professional/Contractual services	81,820	65,316	26,872	43,826
Subscription/Memberships	-	-	-	-
Utilities	35,926	32,876	32,207	37,027
Maintenance, materials and supplies	24,700	27,100	18,419	27,742
Travel	800	800	-	-
<b>Total Galleries</b>	<b>447,089</b>	<b>393,962</b>	<b>294,664</b>	<b>295,819</b>
<b>Cemeteries</b>				
Wages and benefits	134,187	132,732	137,788	176,533
Professional/Contractual services	12,000	9,500	19,220	8,135
Utilities	23,490	18,390	5,098	24,984
Maintenance, materials and supplies	6,500	8,900	27,309	36,705
<b>Cemeteries Total</b>	<b>176,177</b>	<b>169,522</b>	<b>189,415</b>	<b>246,729</b>
<b>Parks &amp; Forestry</b>				
Wages and benefits	632,079	612,896	476,532	506,098
Professional/Contractual services	177,900	175,600	122,155	111,357
Utilities	163,394	121,644	58,373	116,783
Maintenance, materials and supplies	92,700	87,700	187,294	210,721
Amortization	-	-	-	1,563,046
Grants and contributions	64,000	79,000	11,000	64,000
<b>Total Parks &amp; Forestry Expenses</b>	<b>1,130,073</b>	<b>1,076,840</b>	<b>855,354</b>	<b>2,572,005</b>
<b>Total Parks &amp; Recreation Services</b>	<b>6,701,070</b>	<b>6,299,722</b>	<b>4,522,380</b>	<b>7,685,224</b>
<b>Capital</b>				
Conditional Grants				
- Capital grants	-	-	-	-
- Community capital pledges/contributions	-	-	-	(2,400)
<b>Total Capital</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>(2,400)</b>
<b>Parks &amp; Recreation Services Surplus (Deficit)</b>	<b>\$ (4,644,670)</b>	<b>\$ (4,680,747)</b>	<b>\$ (3,457,806)</b>	<b>\$ (6,438,437)</b>
Capital Expenditure	384,300	868,000	-	-
<b>Total Parks &amp; Recreation Services Financial Position</b>	<b>\$ (5,028,970)</b>	<b>\$ (5,548,747)</b>	<b>\$ (3,457,806)</b>	<b>\$ (6,438,437)</b>

## Revenue

Overall revenues are expected to increase by approximately \$1,322,000 in 2022 compared to 2021 mainly due to the following:

- Swimming pool registrations, sale of goods and services increase of \$248,500
- Performing Arts, ticket sales increase of \$5,000
- Field house rents, registrations and sale of services increase of \$96,000
- Galleries sale of goods and services increase of \$7,000
- Increase in rentals of Access Communication Centre, Don Ross Arena, Don Ross Complex and other City facilities of \$104,000

## Expenses

Overall expenses are expected to increase by \$401,000. The main variances are as follows:

### Recreational Facilities & Programming

- Wages and benefits in 2022 are projected to increase approximately \$278,000. This is due to increase of pool staff back to pre-pandemic levels and wage adjustment due to cost of living. Hours of operation in 2021 were:
  - January to August - 40 hours per week
  - September to December - 84 per week
- The proposed hours of operations for 2022 are as follows:
  - January to December 2022 - 93 hours per week
- A gradual increase towards full operations is planned for 2023.
- Utilities are expected to increase by \$57,000 due to adjusting electric, gas and phones from budgets to actuals
- Interest on long-term debt is expected to decrease by \$54,900

### Galleries

- Wages and benefits are expected to increase by \$36,000 due to the re-opening of the Chapel Gallery, increasing casual staff as required.
- Professional and Contractual services is expected to increase by \$16,500 due to instructors and an interior light controller. Programs are not offered unless there is a full cost recovery.

### Parks & Forestry

Overall expenses are expected to increase by \$53,000. The main variances are as follows:

- Wages and benefits are expected to be increased by \$19,000, due to pay scale and cost of living adjustments.
- Utilities are expected to increase by \$41,700 due to adjustments of electric, gas, water and phones from budgets to actuals.

Capital expenditures are estimated to be \$1,674,300. See Parks & Recreation capital expenditures tab for details:

- Allen Sapp Gallery - Blinds
- Don Ross Arena – Score Clock
- Don Ross Arena – Exit Doors
- Nations Fieldhouse – Metal Cladding
- Co-op Aquatic Centre – Electrical Upgrades
- Don Ross Community Centre – Rooftop / Air Handler unit
- Parks – Irrigation System replacement
- Parks – Full shale replacement
- Parks – Park benches and picnic tables
- Parks – Playground / Splash Park structure
- Parks - Gazebos
- Parks – Stadium storage shed
- Parks – Cemetery columbarium
- Parks – Ball Diamond washroom upgrades
- Tennis Court windscreen
- Tree Replacement Reserve
- Access Communication Centre – Concession Roof Replacement
- Aquatic Centre – Roof Replacement
- Dekker Centre – Roof Replacement



## 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.

<b>Cuplex complex Statement of Operations</b>				
	<b>2022 Budget</b>	<b>2021 Budget</b>	<b>2021 Actual as of Nov 8, 2021</b>	<b>2020 Actual</b>
<b>Revenue</b>				
Rental	\$ 195,000	\$ 125,000	\$ 55,117	\$ 108,453
Registrations	30,000	24,000	7,714	9,159
Sale of Goods	15,000	8,000	7,171	6,550
Sale of Service	589,250	315,750	316,187	247,997
<b>Total Revenue</b>	<b>\$ 829,250</b>	<b>\$ 472,750</b>	<b>\$ 386,190</b>	<b>\$ 372,160</b>
<b>Expenses</b>				
Wages and benefits	\$ 1,525,800	\$ 1,289,122	\$ 721,864	\$ 937,359
Professional/Contractual services	391,804	341,744	225,675	305,438
Utilities	419,757	409,257	297,918	330,874
Maintenance, materials and supplies	212,140	206,520	118,233	208,037
Travel	1,500	2,045	491	815
Bank charges	8,800	8,800	4,188	4,173
Other	8,000	8,000	4,245	7,905
<b>Total Expense</b>	<b>2,567,801</b>	<b>2,265,488</b>	<b>1,372,613</b>	<b>1,794,602</b>
<b>Surplus (Deficit)</b>	<b>\$ (1,738,551)</b>	<b>\$ (1,792,738)</b>	<b>\$ (986,423)</b>	<b>\$ (1,422,442)</b>

NationsWest Field House

**Field House  
Statement of Operations**

	2022 Budget	2021 Budget	2021 Actual as of Nov 8, 2021	2020 Actual
<b>Revenue</b>				
Rental	\$ 125,000	\$ 55,000	\$ 29,329	\$ 40,879
Registrations	30,000	24,000	7,714	9,159
Sale of Service	90,000	70,000	35,449	51,701
<b>Total Revenue</b>	<b>\$ 245,000</b>	<b>\$ 149,000</b>	<b>\$ 72,492</b>	<b>\$ 101,739</b>
<b>Expenses</b>				
Wages and benefits	\$ 424,907	\$ 400,302	\$ 242,781	\$ 273,771
Professional/Contractual services	32,500	28,500	15,166	15,003
Utilities	115,164	107,864	80,622	84,543
Maintenance, materials and supplies	43,200	41,155	18,077	25,484
Bank charges	4,000	4,000	2,090	2,154
<b>Total Expense</b>	<b>619,771</b>	<b>581,821</b>	<b>358,735</b>	<b>400,956</b>
<b>Surplus (Deficit)</b>	<b>\$ (374,771)</b>	<b>\$ (432,821)</b>	<b>\$ (286,243)</b>	<b>\$ (299,216)</b>
<b>Cost recovery ratio</b>	39.53%	25.61%	20.21%	25.37%

## The Co-Op Aquatic Centre

### Swim Pool Statement of Operations

	2022 Budget	2021 Budget	2021 Actual as of Nov 8, 2021	2020 Actual
<b>Revenue</b>				
Rental	\$ 70,000	\$ 70,000	\$ 25,788	\$ 67,574
Sale of Goods	15,000	8,000	7,171	6,550
Sale of Service	488,000	239,500	280,738	189,956
Donations	-	-	-	-
<b>Total Revenue</b>	<b>\$ 573,000</b>	<b>\$ 317,500</b>	<b>\$ 313,697</b>	<b>\$ 264,080</b>
<b>Expenses</b>				
Wages and benefits	\$ 1,100,893	\$ 888,820	\$ 477,766	\$ 631,086
Professional/Contractual services	78,660	32,860	18,134	22,741
Utilities	294,346	291,146	207,145	236,871
Maintenance, materials and supplies	156,540	152,965	91,186	145,863
Travel	1,500	2,045	491	815
Bank charges	4,800	4,800	2,098	2,019
Other	8,000	8,000	4,245	7,905
<b>Total Expense</b>	<b>1,644,739</b>	<b>1,380,636</b>	<b>801,065</b>	<b>1,047,300</b>
<b>Surplus (Deficit)</b>	<b>\$ (1,071,739)</b>	<b>\$ (1,063,136)</b>	<b>\$ (487,368)</b>	<b>\$ (783,219)</b>
<b>Cost recovery ratio</b>	34.84%	23.00%	39.16%	25.22%

Northland Power Curling Centre

**Curling Centre  
Statement of Operations**

	2022 Budget	2021 Budget	2021 Actual as of Nov 8, 2021	2020 Actual
<b>Revenue</b>				
Sale of Service	\$ 1,250	\$ 1,250	\$ -	\$ 1,250
<b>Total Revenue</b>	<b>\$ 1,250</b>	<b>\$ 1,250</b>	<b>\$ -</b>	<b>\$ 1,250</b>
<b>Expenses</b>				
Wages and benefits	\$ -	\$ -	\$ 819	\$ 16,020
Professional/Contractual services	31,717	26,567	13,018	17,160
Utilities	3,949	3,949	3,973	4,410
Maintenance, materials and supplies	8,600	8,600	2,085	13,376
<b>Total Expense</b>	<b>44,266</b>	<b>39,116</b>	<b>19,895</b>	<b>50,966</b>
<b>Surplus (Deficit)</b>	<b>\$ (43,016)</b>	<b>\$ (37,866)</b>	<b>\$ (19,895)</b>	<b>\$ (49,716)</b>

The Dekker Centre for Performing Arts

Performing Arts Centre  
Statement of Operations

	2022 Budget	2021 Budget	2021 Actual as of Nov 8, 2021	2020 Actual
<b>Revenue</b>				
Sale of Service	\$ 10,000	\$ 5,000	\$ -	\$ 5,090
<b>Total Revenue</b>	<b>\$ 10,000</b>	<b>\$ 5,000</b>	<b>\$ -</b>	<b>\$ 5,090</b>
<b>Expenses</b>				
Wages and benefits	\$ -	\$ -	\$ 498	\$ 15,866
Professional/Contractual services	248,927	253,817	179,357	250,533
Utilities	6,298	6,298	6,178	4,927
Maintenance, materials and supplies	3,800	3,800	6,885	23,316
<b>Total Expense</b>	<b>259,025</b>	<b>263,915</b>	<b>192,918</b>	<b>294,642</b>
<b>Surplus (Deficit)</b>	<b>\$ (249,025)</b>	<b>\$ (258,915)</b>	<b>\$ (192,918)</b>	<b>\$ (289,552)</b>

## The Don Ross Complex

### Don Ross Complex Statement of Operations

	2022 Budget	2021 Budget	2021 Actual as of Nov 8, 2021	2020 Actual
<b>Revenue</b>				
Rental	\$ 375,000	\$ 350,000	\$ 317,212	\$ 345,103
Sale of Service	1,500	1,500	2	277
<b>Total Revenue</b>	<b>\$ 376,500</b>	<b>\$ 351,500</b>	<b>\$ 317,213</b>	<b>\$ 345,380</b>
<b>Expenses</b>				
Wages and benefits	\$ 237,990	\$ 229,503	\$ 175,199	\$ 223,412
Professional/Contractual services	59,240	36,790	17,758	25,990
Utilities	144,555	125,555	37,303	47,212
Maintenance, materials and supplies	31,800	31,600	20,967	23,718
Travel	-	-	33	698
Bank charges	3,000	2,200	2,267	2,410
<b>Total Expense</b>	<b>476,585</b>	<b>425,648</b>	<b>253,527</b>	<b>391,351</b>
<b>Surplus (Deficit)</b>	<b>\$ (100,085)</b>	<b>\$ (74,148)</b>	<b>\$ 63,687</b>	<b>\$ (45,970)</b>
<b>Cost recovery ratio</b>	79.00%	82.58%	125.12%	88.25%

**Don Ross Arena**

**Don Ross Arena  
Statement of Operations**

	2022 Budget	2021 Budget	2021 Actual as of Nov 8, 2021	2020 Actual
<b>Revenue</b>				
Rental	\$ 140,000	\$ 130,000	\$ 60,615	\$ 105,819
<b>Total Revenue</b>	<b>\$ 140,000</b>	<b>\$ 130,000</b>	<b>\$ 60,615</b>	<b>\$ 105,819</b>
<b>Expenses</b>				
Wages and benefits	\$ 164,340	\$ 126,509	\$ 75,591	\$ 94,267
Professional/Contractual services	2,800	3,000	2,818	5,281
Utilities	91,285	76,400	128,863	163,559
Maintenance, materials and supplies	13,050	13,050	4,141	7,171
<b>Total Expense</b>	<b>271,475</b>	<b>218,959</b>	<b>211,412</b>	<b>270,277</b>
<b>Surplus (Deficit)</b>	<b>\$ (131,475)</b>	<b>\$ (88,959)</b>	<b>\$ (150,797)</b>	<b>\$ (164,458)</b>
<b>Cost recovery ratio</b>	51.57%	59.37%	28.67%	39.15%

## North Battleford Access Communication Centre

### Access Communications Centre Statement of Operations

	2022 Budget	2021 Budget	2021 Actual as of Nov 8, 2021	2020 Actual
<b>Revenue</b>				
Rental	\$ 275,000	\$ 230,000	\$ 116,892	\$ 171,701
<b>Total Revenue</b>	<b>\$ 275,000</b>	<b>\$ 230,000</b>	<b>\$ 116,892</b>	<b>\$ 171,701</b>
<b>Expenses</b>				
Wages and benefits	\$ 232,090	\$ 247,471	\$ 205,246	\$ 229,830
Professional/Contractual services	35,400	105,250	41,456	22,575
Utilities	176,402	175,894	134,111	199,721
Maintenance, materials and supplies	42,460	43,100	33,689	40,156
<b>Total Expense</b>	<b>486,352</b>	<b>571,715</b>	<b>414,501</b>	<b>609,184</b>
<b>Surplus (Deficit)</b>	<b>\$ (211,352)</b>	<b>\$ (341,715)</b>	<b>\$ (297,609)</b>	<b>\$ (437,482)</b>
<b>Cost recovery ratio</b>	56.54%	40.23%	28.20%	28.19%

The Access Communication Centre revenues are expected to increase by 17% due to increase of rentals.

The budgeted expenses are expected to decrease by 10.95% mainly due to the Accessibility Study being completed.



Galleries

Allen Sapp Gallery

Allen Sapp Gallery  
Statement of Operations

	2022 Budget	2021 Budget	2021 Actual as of Nov 8, 2021	2020 Actual
<b>Revenue</b>				
Sale of Goods	\$ 20,000	\$ 20,000	\$ 21,411	\$ 16,714
Sale of Service	4,000	4,000	8,059	2,186
Donations	3,300	3,300	2,816	1,549
Grants	63,350	49,425	29,239	96,855
<b>Total Revenue</b>	<b>\$ 90,650</b>	<b>\$ 76,725</b>	<b>\$ 61,525</b>	<b>\$ 117,304</b>
<b>Expenses</b>				
Wages and benefits	\$ 151,137	\$ 241,904	\$ 191,550	\$ 116,991
Professional/Contractual services	75,270	55,766	26,308	24,307
Utilities	33,968	30,918	30,013	35,273
Maintenance, materials and supplies	22,500	25,900	17,839	25,206
Travel	800	800	-	-
<b>Total Expense</b>	<b>283,675</b>	<b>355,288</b>	<b>265,709</b>	<b>210,113</b>
<b>Surplus (Deficit)</b>	<b>\$ (193,025)</b>	<b>\$ (278,563)</b>	<b>\$ (204,184)</b>	<b>\$ (92,809)</b>
<b>Cost recovery ratio</b>	31.96%	21.60%	23.16%	55.83%

## Chapel Gallery

### Chapel Gallery Statement of Operations

	2022 Budget	2021 Budget	2021 Actual as of Nov 8, 2021	2020 Actual
<b>Revenue</b>				
Rental	\$ 2,000	\$ -	\$ (445)	\$ 1,078
Sale of Service	3,000	-	-	642
Donations	2,000	-	6,048	591
Grants	-	-	-	-
<b>Total Revenue</b>	<b>\$ 7,000</b>	<b>\$ -</b>	<b>\$ 5,603</b>	<b>\$ 2,311</b>
<b>Expenses</b>				
Wages and benefits	\$ 152,705	\$ 25,966	\$ 21,328	\$ 58,222
Professional/Contractual services	6,550	9,550	564	19,518
Subscription/Memberships	-	-	-	-
Utilities	1,958	1,958	2,194	1,754
Maintenance, materials and supplies	2,200	1,200	580	2,536
Travel	-	-	-	-
<b>Total Expense</b>	<b>163,413</b>	<b>38,674</b>	<b>24,666</b>	<b>85,706</b>
<b>Surplus (Deficit)</b>	<b>\$ (156,413)</b>	<b>\$ (38,674)</b>	<b>\$ (19,063)</b>	<b>\$ (83,395)</b>

## Water Utility Services

	2022 Budget	2021 Budget	2021 Actual	2020 Actual
	as of Nov 8, 2021			
<b>WATER SERVICES</b>				
<b>Operating Revenue</b>				
Other Segmented Revenue				
Fees and Charges				
- Water Fees	\$ 3,802,406	\$ 3,625,627	\$ 3,149,763	\$ 3,737,914
- Water Works Expense Recovery	26,000	107,950	45,606	28,284
Total Fees and Charges	3,828,406	3,733,577	3,195,369	3,766,198
- Investment & Interest	16,000	8,730	18,792	17,725
Total Other Segmented Revenue	3,844,406	3,742,306	3,214,161	3,783,922
Conditional Grants				
- Grants	-	-	-	-
<b>Total Operating</b>	<b>3,844,406</b>	<b>3,742,306</b>	<b>3,214,161</b>	<b>3,783,922</b>
<b>Operating Expenses</b>				
Wages and benefits	1,503,196	1,479,913	1,311,916	1,403,216
Professional/Contractual services	709,351	675,322	570,542	671,595
Subscription/Memberships	14,902	14,619	11,109	11,477
Utilities	395,080	331,392	317,208	355,435
Maintenance, materials and supplies	730,150	687,250	1,019,883	850,659
Travel	6,941	6,966	1,003	1,135
Amortization	-	-	-	826,672
Interest	57,396	65,254	17,225	64,892
Allowance for uncollectibles	1,000	4,000	-	-
Other	155	155	155	155
<b>Total Water Services Expenses</b>	<b>3,418,170</b>	<b>3,264,871</b>	<b>3,249,040</b>	<b>4,185,235</b>
<b>Capital</b>				
Conditional Grants				
- Capital Grants	-	848,000	-	-
<b>Water Services</b>	<b>\$ 426,236</b>	<b>\$ 477,435</b>	<b>\$ (34,879)</b>	<b>\$ (401,313)</b>
Capital Expenditure	860,000	2,790,000	-	-
<b>Total Water Services Financial Position</b>	<b>\$ (433,764)</b>	<b>\$ (2,312,565)</b>	<b>\$ (34,879)</b>	<b>\$ (401,313)</b>

### Revenues

Water fees are expected to increase by:

- 3% in base water and consumption rates for future capital construction of a reservoir.

The water expense recovery has decrease of approximately \$82,000 mainly due to the establishment of efficiencies of \$100,000 from 2021 and realigning the reconnection fees.

### Expenses

Overall expenses are projected to increase in 2022 compared to Budget 2021 in the approximate amount of \$153,000, with details as follows:

- Wages and Benefits are projected to increase by approximately \$23,000 mainly due to pay scale and wage adjustments.

- Professional contractual expenses are projected to increase in 2022 compared to Budget 2021 by approximately \$34,000 mainly due to the following:
  - Reduction on decommissioning of wells (\$12,000)
  - SCADA maintenance \$4,000
  - Main services contract (contract repairs and pavement restoration) increases of \$20,000
  - Decrease of pavement and sidewalks restoration (\$16,000)
  - Service contract for the 114<sup>th</sup> Reservoir \$20,000
  - Fairview Heights HVAC system and fence realignment \$18,000
  
- Utilities have increased \$64,00 to realign with current expenditures.
  
- Maintenance Materials and supplies in 2022 are projected to increase by approximately \$43,000 or approximately 6% mainly due to the following:
  - No 1 Water Plant supplies including distribution pump parts are expected to increase by \$22,500
  - No 1 Water Plant equipment repairs are expected to decrease by \$6,000
  - Holliday water plant equipment repairs are expected to increase by \$6,000
  - Holliday water plant chemicals are expected to increase by \$10,500
  - Holliday water plant supplies are expected to increase by \$10,000

Capital expenditures are estimated to be \$990,000. See Water & Sewer Services capital expenditures tab for details:

- Replacement of John East Hydrants
- FE Holliday Backwash Sump Drain Pipe
- FE Electrical Panel addition
- WTP#1 Ventilation System Service Walkway
- Backup generator at Fairview Reservoir
- Water distribution master plan – Line Douglas to Person Ave
- Water pressure at Borden and Laurier Cres
- FE Holliday control room

## Sanitary Sewer Utility Services

	2022 Budget	2021 Budget	2021 Actual	2020 Actual
	as of Nov 8, 2021			
<b>SANITARY SEWER SERVICES</b>				
<b>Operating Revenue</b>				
Other Segmented Revenue				
Fees and Charges				
- Sanitary Sewer Fees	\$ 3,883,573	\$ 3,763,587	\$ 3,213,345	\$ 3,761,173
- Sanitary Sewer Expense Recovery	2,500	8,094	3,589	21,728
Total Other Segmented Revenue	3,886,073	3,771,681	3,216,933	3,782,902
Conditional Grants				
- Grants	-	-	-	-
<b>Total Operating Revenue</b>	<b>3,886,073</b>	<b>3,771,681</b>	<b>3,216,933</b>	<b>3,782,902</b>
<b>Operating Expenses</b>				
Wages and benefits	1,258,803	1,104,952	824,931	981,549
Professional/Contractual services	295,296	332,296	289,436	224,407
Subscription/Memberships	4,355	4,800	2,133	3,461
Utilities	293,980	269,126	258,828	324,032
Maintenance, materials and supplies	352,250	349,050	308,886	382,237
Travel	7,709	5,695	-	279
Amortization	-	-	-	1,190,426
Interest	684,891	539,730	440,236	613,049
<b>Total Sanitary Sewer Services Expenses</b>	<b>2,897,284</b>	<b>2,605,649</b>	<b>2,124,450</b>	<b>3,719,439</b>
<b>Capital</b>				
Conditional Grants				
- Capital Grants	3,440,340	3,440,340	190,794	267,514
<b>Total Sanitary Sewer Services</b>	<b>\$ 4,429,129</b>	<b>\$ 4,606,372</b>	<b>\$ 1,092,484</b>	<b>\$ 63,463</b>
Capital Expenditure	7,385,510	5,200,510	-	-
<b>Total Sanitary Sewer Services Financial Position</b>	<b>\$ (2,956,381)</b>	<b>\$ (594,138)</b>	<b>\$ 1,092,484</b>	<b>\$ 63,463</b>

### Revenues

Sanitary Sewer Services Revenue is expected to increase by 3% in base water and consumption rates.

### Expenses

Overall expenses are projected to increase in 2022 compared to the 2021 budget in the approximate amount of \$292,000 with the main details as follows:

- Wages and Benefits are projected to increase by approximately \$154,000 due to pay scale and cost of living adjustments.
- Professional contractual expenses are projected to decrease in 2022 compared to Budget 2021 by approximately \$37,000 or approximately 11%.
- Utilities have been increased \$24,900 to realign with current expenditures.
- Interest Expense in 2022 is projected to increase by approximately \$145,000 due to the sewer force main loan and repayment of debt.

Capital expenditures are estimated to be \$7,385,510. See Water & Sewer Services capital expenditures tab for details:

- Sewer Force Main
- WWTP HVAC replacement
- Reline 200 metre of storm sewer pipe
- Hydrovac Truck displacement pump

**City of North Battleford Third Party Grants  
Master Schedule – 2022**

<b>Receiving Organization</b>	<b>2022 Requested</b>
North Battleford Transit System	\$252,000
Battleford’s Handi Bus System	\$121,804
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
The Boys and Girls Club of the Battlefords - capital	\$15,000
The Boys and Girls Club of the Battlefords – Summer Playground program	\$28,000
North Battleford Golf and Country Club (short-term capital)	\$75,000
BTEC Capital Grant	\$10,000
River Valley Board	\$53,000
Discretionary Third-Party Grants	\$60,000

## 2022 Budget Information – Continuous Improvement

The primary focus in previous years has been cost reduction due to the impact of the pandemic on City finances and operations. While the pandemic remains a serious concern, our focus has shifted from survival mode to stabilization and rebuild. This means maintaining or improving current service levels while constraining controllable costs. The City remains committed to continuous improvement in both financial and operational processes. Financial improvements can be broken down into three categories:

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

Below you will find an updated status report on current City activities based on the categories noted above.

### 1. Financial Improvements

- Financial Purchasing Power:
  - Municipal Buying Group – leverage improved savings from programs offered by other municipalities, SUMA and national buying program. Currently exploring savings potential with the Canoe Procurement Group;
- Tendering of City Services:
  - Investigating potential savings through tender for tire and oil suppliers as these are significant costs for the City
- Facility Sustainability Improvements:
  - In 2022 we will be reviewing recent LED investment in City facilities to confirm net improved power costs and lower materials costs;
  - Energy usage review of City Hall planned in 2022 to identify potential savings;
- Recent or New Revenue Sources:
  - Towing revenue sharing partnership implemented in 2020 with an estimate value of \$40,000 is expected to bring in \$49,000 for 2021;
  - Septic receiving station – once completed in 2022 there is potential for additional revenue as we could not track or charge for this type of service before;



## **2. Financial Management Improvements**

- Improved airport fuel accounting and systems – work continues to maximize revenues and minimize costs associated with the airport
- Improved equity adjustments on fees and taxes charged:
  - Over 100 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. As 2021 was a reassessment year, there have been many adjustments this year that will be reviewed further in 2022
- Improved financial reporting processes:
  - Tax enforcement remains an important issue for the City as we work to improve our tax receivable balance. Work to date has focused on the residential side but in 2022 the commercial portfolio will also be reviewed

## **3. Levels of Service Improvement**

- Local group partnerships – numerous local organizations continue to enjoy improved financial performance by accessing City pricing and financial management knowledge;
- Enhanced online payment capabilities for City services like pet licenses were added in 2021;
- Implemented a text reminder program for utility customers that allows proactive communication notifying water users of potential disruptions prior to water being turned off. Further applications of this technology will be investigated for 2022.

## Amortization reconciliation

City of North Battleford  
 General Fund- Amortization Reconciliation  
 Forecast for the year ended December 31, 2022

	% change	2022 Budget	2021 Budget	2021 Actual	2020 Actual
	as of Nov 8, 2021				
Surplus / (Deficit) before Amortization		2,546,059	2,942,016	12,024,703	5,094,932
Amortization		(5,011,684)	-		(5,123,518)
Surplus / (Deficit) with Amortization		\$ (2,465,625)	\$ 2,942,016	\$ 12,024,703	\$ 5,094,932

Utilities Fund - Amortization Reconciliation  
 Forecast for the year ended December 31, 2022

	% change	2022 Budget	2021 Budget	2021 Actual	2020 Actual
	as of Nov 8, 2021				
Revenues					
Surplus / (Deficit) before Amortization		4,855,365	5,931,807	1,248,398	(70,335)
Amortization		(1,993,291)	-		(2,017,097)
Surplus / (Deficit) with Amortization		2,862,074	5,931,807	\$ 1,248,398	(70,335)

Reserves December 31, 2020

## Consolidated Schedule of Accumulated Surplus

for the year ended December 31, 2020

Schedule 7

	2019	Changes	2020
<b>Unappropriated Surplus (Deficit)</b>			
Government activities	\$ 9,848,075	\$ 3,300,225	\$ 13,148,300
Water	1,830,170	(148,790)	1,681,378
Sanitary sewer	(3,262,479)	(1,957,690)	(5,220,171)
<b>Total Unappropriated Surplus (Deficit)</b>	<b>8,415,774</b>	<b>1,193,745</b>	<b>9,609,519</b>
<b>Appropriated Surplus</b>			
General government	100,000	989	100,989
Fire and protective	1,234,617	59,885	1,294,502
Operations	3,387,950	128,290	3,516,240
Waste management	836,667	-	836,667
Planning & development	(933,264)	264,181	(669,083)
Policing initiatives	619,876	(158,256)	461,620
Parks & Recreation	1,058,845	134,544	1,193,389
Water	2,128,734	967,938	3,096,672
Sanitary sewer	1,376,461	1,315,112	2,691,573
<b>Total Appropriated Surplus</b>	<b>9,809,884</b>	<b>2,712,684</b>	<b>12,522,569</b>
<b>Net Investment in Tangible Capital Assets</b>			
Tangible capital assets (Schedule 5)	173,765,975	638,349	174,404,324
Less: Related long term debt	(36,346,912)	3,204,679	(33,142,233)
Less: Related Lease and other obligations	(528,011)	207,569	(320,442)
<b>Net Investment in Tangible Capital Assets</b>	<b>136,891,052</b>	<b>4,050,597</b>	<b>140,941,650</b>
<b>Total Accumulated Surplus</b>	<b>\$ 155,116,710</b>	<b>\$ 7,957,026</b>	<b>\$ 163,073,737</b>

**Ten Year Capital Plan - General Fund**

Name of project / purchase	Division	Asset Type	Risk Rating	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031
ERP (Enterprise Resource Planning) Software	General Government	Machinery & Equipment	15	120,000									
Server Hardware	General Government	Machinery & Equipment	9	60,000									
Firewalls	General Government	Machinery & Equipment	15	35,000									
Server Rack	General Government	Machinery & Equipment	1		10000								
Photocopier	General Government	Machinery & Equipment	15	10,000									
Temporary Council Chambers including electrical work and IT	General Government	Machinery & Equipment	25	20,000									
Council Chambers - Phase 1	General Government	Machinery & Equipment	25	50,000									
Large Format Scanner	General Government	Machinery & Equipment	15	13,000									
Annual capital renewal	General Government	Engineering Structure	25	260,000									
Council Chambers - Phase 2	General Government	Building			200,000								
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								
Renovation of City Hall Council Chambers	General Government	Building				60,000							
City Hall Copier	General Government	Machinery & Equipment				15,000							
SQL Server	General Government	Machinery & Equipment				50,000							
Firewalls	General Government	Machinery & Equipment					35,000						
Financial Statements software	General Government	Machinery & Equipment					30,000						
TS Server	General Government	Machinery & Equipment						45,000					45,000
City Hall Copier 2	General Government	Machinery & Equipment						10,000					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		
Backup and Archive Storage	General Government	Machinery & Equipment					15,000					15,000	
Battleford Road and HWY 16 Bypass - Service Road Upgrades	Planning & Development	Engineering Structure					600,000						
Sidewalk - 110th to Territorial Phase 1 - 110th to Battleford Rd	Planning & Development	Engineering Structure	3	120,000									
Sidewalk - 110th to Territorial Phase 2 - Bford Rd to 114th Street	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 Territorial	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 sewer	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 and	Planning & Development	Engineering Structure								400,000			
Transportation Master Plan #11 - Railway Ave West and Territorial	Planning & Development	Engineering Structure								600,000			
Transportation Master Plan #2 - Railway Avenue East/Hwy 16	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 Design	Planning & Development	Engineering Structure									500,000		
Transportation Master Plan #1 - Hwy 4 South Traffic Circle Construction	Planning & Development	Engineering Structure										4,500,000	
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				850,000							
Aerial Ladder Truck L12	Fire & Protective	Machinery & Equipment					2,000,000						
Rescue Boat RB1	Fire & Protective	Machinery & Equipment						55,000					
Pumper Truck E23	Fire & Protective	Vehicle								900,000			
35KW Cummins 3DSFAA Generator on trailer (airport)	Fire & Protective	Machinery & Equipment							40,000				
P25 Radios Replacement	Fire & Protective	Machinery & Equipment			125,000	125,000							
Parking Lot Resurface and base repair	Fire & Protective	Engineering Structure			40,000								
Bylaw vehicle replacement	Municipal Enforcement	Vehicle			65,000						65,000		
Bylaw vehicle replacement	Municipal Enforcement	Vehicle				65,000						65,000	

**Ten Year Capital Plan - General Fund**

Name of project / purchase	Division	Asset Type	Risk Rating	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031
Bylaw vehicle replacement	Municipal Enforcement	Vehicle					65,000						65,000
Bylaw vehicle replacement	Municipal Enforcement	Vehicle						65,000					
1 ton 4x4 truck with service body (non designated)	Operations	Vehicle								75,000			
Tractor for the nursery Nursery Unit 1524	Operations	Machinery & Equipment				37,500							
Cemetery zero turn grass mowers	Operations	Machinery & Equipment	9	25,000									
Cemetery zero turn grass mowers	Operations	Machinery & Equipment			25,000								
Boiler Truck Chasis	Operations	Machinery & Equipment							50,000				
Acreage Tractor	Operations	Machinery & Equipment				60,000							
Airport Security Fencing Project (over 10 years)	Operations	Land improvement	9	50,000									
Airport Security Fencing Project (over 10 years)	Operations	Land improvement			50,000								
Airport Security Fencing Project (over 10 years)	Operations	Land improvement				50,000							
Airport Security Fencing Project (over 10 years)	Operations	Land improvement					50,000						
Airport Security Fencing Project (over 10 years)	Operations	Land improvement						50,000					
Airport Security Fencing Project (over 10 years)	Operations	Land improvement							50,000				
Airport Security Fencing Project (over 10 years)	Operations	Land improvement								50,000			
Airport Security Fencing Project (over 10 years)	Operations	Land improvement									50,000		
Airport Security Fencing Project (over 10 years)	Operations	Land improvement										50,000	
Airport runway signs and lighting	Operations	Machinery & Equipment							900,000				
Out Front Mower	Operations	Machinery & Equipment				26,000							
Sweeper	Operations	Vehicle			300,000								
Tandem Truck complete with box	Operations	Machinery & Equipment								225,000			
Tandem Truck complete with box	Operations	Machinery & Equipment			225,000								
Cemetery Backhoe	Operations	Machinery & Equipment					175,000						
1/2 ton 4-wheel drive crew cab truck	Operations	Vehicle											45,000
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		
Out front mower	Operations	Machinery & Equipment					26,000						
Side by side vehicle for City Cemetery	Operations	Machinery & Equipment					25,000						
Side by side vehicle woodlawn	Operations	Machinery & Equipment				25,000							
Rivervalley RTV (groomer)	Operations	Machinery & Equipment	15	35,000									
1 Ton vehicle	Operations	Machinery & Equipment			45,000								
1 ton 4 x 4 unit 1226 with dump	Operations	Machinery & Equipment					60,000						
Tractorr 30 hp, belly mower unit 1426	Operations	Machinery & Equipment				35,000							
Asphalt Recycler	Operations	Machinery & Equipment	3	130,000									
Covered Salt Shed (Salt)	Operations	Machinery & Equipment				200,000							
Thatch Vacuum	Operations	Machinery & Equipment						40,000					
Air Compressor unit 432	Operations	Machinery & Equipment							35,000				
1/2 ton crew cab truck 4 x 4	Operations	Vehicle			50,000								
1/2 ton crew cab truck 4 x 4	Operations	Vehicle			50,000								
1/2 ton crew cab truck 4 x 4	Operations	Vehicle				50,000							
1/2 ton crew cab truck 4 x 4	Operations	Vehicle				50,000							
1/2 ton crew cab truck 4 x 4	Operations	Vehicle					55,000						
1/2 ton crew cab truck 4 x 4	Operations	Vehicle					55,000						
1/2 ton crew cab truck 4 x 4	Operations	Vehicle						55,000					
1/2 ton crew cab truck 4 x 4	Operations	Vehicle						55,000					
Drainage issues for the 110th Street Building	Operations	building	15	150,000									
Airport Maintenance Shop renovation (over head doors, etc)	Operations	Building	9	115,000									
Signal Installation Territorial Dr & Co-op & Sobey	Operations	Engineered Structure	9	250,000									
New Grader	Operations	Machinery & Equipment						320,000					
New Snowblower and sweeper (airport)	Operations	Machinery & Equipment			350,000								
City Hall Roof Replacement	Operations	Building			475,000								
602 110th Street Roof Replacement	Operations	Building					360,000						
Public Library Roof Replacement Section 1 of 4	Operations	Building					575,000						
Trackless vehicle c/w sidewalk snow plow	Operations	Machinery & Equipment			150,000								
Stair Climber	Operations	Machinery & Equipment	15	30,000									
Bucket Truck (Traffic Lights)	Operations	Vehicle							200,000				
Signal Lights camera, relamping, new batteries	Operations	Machinery & Equipment	9	60,000									
Signal Lights camera, relamping, new batteries	Operations	Machinery & Equipment			60,000								
Signal Lights camera, relamping, new batteries	Operations	Machinery & Equipment				60,000							
Signal Lights camera, relamping, new batteries	Operations	Machinery & Equipment					60,000						
Signal Lights camera, relamping, new batteries	Operations	Machinery & Equipment						60,000					





**2022 Capital Plan - General Fund**

Name of project / purchase	Division	Asset Type	Risk Rating	2022
ERP (Enterprise Resource Planning) Software	General Government	Machinery & Equipment	15	120,000
Server Hardware	General Government	Machinery & Equipment	9	60,000
Firewalls	General Government	Machinery & Equipment	15	35,000
Photocopier	General Government	Machinery & Equipment	15	10,000
Temporary Council Chambers including electrical work and IT	General Government	Machinery & Equipment	25	20,000
Council Chambers - Phase 1	General Government	Machinery & Equipment	25	50,000
Large Format Scanner	General Government	Machinery & Equipment	15	13,000
Annual capital renewal	General Government	Engineering Structure	25	260,000
<b>Total Capital Assets on proposed Budget</b>				<b>\$ 568,000</b>



**City of North Battleford  
Capital Budget Request**

Project Name:	ERP (Enterprise Resource Planning) Software	Division:	General Government	Business Unit:	City Hall
Requester:	Brent Nadon	Asset Type:	Replacement	Prior Year re-Budget?	
Date Requested:	November 5, 2021	Asset Category:	Machinery & Equipment		

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

Priority area of strategic plan: **Other**

**Project Description/Summary:**  
The City's ERP software is showing its age and inability to provide timely information or handle increasingly complex situations. The current system is not user friendly, based on an old IT architecture and does not connect easily with newer software products we are using. Vadim has been purchased and sold two different times over the last 4 years and the new owners are increasing the fee levels while the customer service and product quality has not kept up.

**Benefit of project/capital purchase:**  
The replacement of the City's ERP software will allow for improved productivity across many city functions and processes, and greater flexibility and capability around reporting for staff and Council. The current owner has identified that they will not be investing money into the software to fix known deficiencies within the software.

**Pros:** Creating a more secure, efficient and modern work environment that will allow us to reduce manual data entry and manipulation, implement more efficient and effective processes and improve reporting on many city activities.

**Cons:** Upfront Cost and the significant efforts to manage a major system change

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

	2021	2022	2023	2024	2025	Total Cost
<b>Major project costs:</b>						
Capital purchase	\$ 130,000	\$ 120,000				\$ 250,000
Other project costs, if any						\$ -
Less prior year spent						\$ -
<b>(A) Total Capital cost</b>	<b>\$ 130,000</b>	<b>\$ 120,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 250,000</b>
<b>(B) Funding Sources:</b>						
Capital reserve/carry forward					\$ -	\$ -
Sale of asset, if applicable						\$ -
External funding, i.e. grants						\$ -
<b>Taxation required (A - B)</b>	<b>\$ 130,000</b>	<b>\$ 120,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 250,000</b>

Prepared by:	Brent Nadon	Director responsible:	Brent Nadon
Date:	November 5 2021	Date:	November 5 2021

Reviewed by Finance: \_\_\_\_\_

**City of North Battleford  
Capital Budget Request**

Project Name:	Server Hardware	Division:	General Government	Business Unit:	City Hall
Requester:	Daniel Aucamp	Asset Type:	Replacement	Prior Year re-Budget?	
Date Requested:	September 13, 2021	Asset Category:	Machinery & Equipment		

**Project Questions:**

**(Yes/No)** Comment, if required

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



Priority area of strategic plan: Quality Infrastructure

**Project Description/Summary:**  
The server hardware is the physical servers and storage SAN that power the virtual environment. The physical server hardware usually has a duty cycle of about 5 years as our primary set and a further 5-7 years as our secondary set. Our current primary hardware set is on year 6 and our secondary set is on year 11. The current primary set will become the secondary set once we purchase a new hardware set.

**Benefit of project/capital purchase:**  
Benefits of renewing our hardware: Reduced risk of hardware failure and potential down time, performance and security from new technology, and improve efficiency and increased capacity to keep up with the growth of the organization.

Risk Management Rating: 9

Pros:

Cons: Upfront Cost.

<b>Risk</b>			
High	5	15	25
Medium	3	9	15
Low	1	3	5
	Low	Medium	High
	<b>Severity</b>		

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

	2022	2023	2024	2025	2026	Total Cost
<b>Major project costs:</b>						
Capital purchase	\$ 60,000.00					\$ 60,000.00
Other project costs, if any						\$ -
Less prior year spent						\$ -
<b>(A) Total Capital cost</b>	<b>\$ 60,000.00</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 60,000.00</b>
<b>(B) Funding Sources:</b>						
Capital reserve/carry forward						\$ -
Sale of asset, if applicable						\$ -
External funding, i.e. grants						\$ -
<b>Taxation required (A - B)</b>	<b>\$ 60,000.00</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 60,000.00</b>

Prepared by: Daniel Aucamp

Director responsible: Jennifer Niesink

Date: September 13 2021

Date: September 13 2021

Reviewed by Finance: \_\_\_\_\_

**City of North Battleford  
Capital Budget Request**

Project Name:	Firewall Renewal	Division:	General Government	Business Unit:	City Hall
Requester:	Daniel Aucamp	Asset Type:	Replacement	Prior Year re-Budget?	
Date Requested:	September 13, 2021	Asset Category:	Machinery & Equipment		

**Project Questions:**

**(Yes/No)** Comment, if required

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

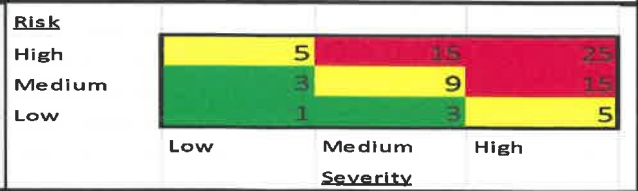
Priority area of strategic plan: **Quality Infrastructure**

**Project Description/Summary:**  
Our firewalls are our perimeter defence systems to protect us from digital external attacks like hackers, BOTS, DDOS, Viruses and Port Scanning but it also provides the security and routing required for our remote workers and sites by securing our VPN, P2P and remote connections. The Firewalls are physical devices that are located between our internet connections and our City networks. Each firewall has an operating system and applications that help with Intrusion Prevention, Data Loss Protection and Anti Virus. Our firewalls are renewed every 3 years.



**Benefit of project/capital purchase:**  
Newer technology found in the new devices provide better security increasing the devices performance to cope with the evolving requirement of the City.

Risk Management Rating **15**



Pros:  
Cons: Upfront Cost.

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

	2022	2023	2024	2025	2026	Total Cost
<b>Major project costs:</b>						
Capital purchase	\$ 35,000.00					\$ 35,000.00
Other project costs, if any						\$ -
Less prior year spent						\$ -
<b>(A) Total Capital cost</b>	<b>\$ 35,000.00</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 35,000.00</b>
<b>(B) Funding Sources:</b>						
Capital reserve/carry forward						\$ -
Sale of asset, if applicable						\$ -
External funding, i.e. grants						\$ -
<b>Taxation required (A - B)</b>	<b>\$ 35,000.00</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 35,000.00</b>

Prepared by: Daniel Aucamp

Director responsible: Jennifer Niesink

Date: September 13 2021

Date: September 13 2021

Reviewed by Finance: \_\_\_\_\_

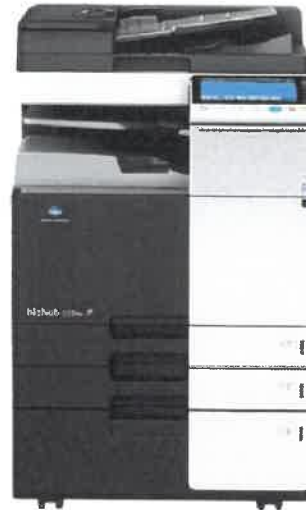
**City of North Battleford  
Capital Budget Request**

Project Name:	Upstairs Color Copier	Division:	General Government	Business Unit:	City Hall
Requester:	Daniel Aucamp	Asset Type:	Replacement	Prior Year re-Budget?	
Date Requested:	September 13, 2021	Asset Category:	Machinery & Equipment		

**Project Questions:**

**(Yes/No)** Comment, if required

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



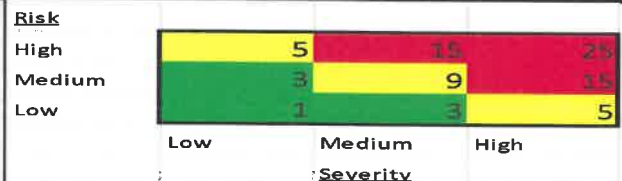
Priority area of strategic plan: **Quality Infrastructure**

**Project Description/Summary:**  
The copier in the City Manager's office is up for renewal after a 14 year duty cycle. The copier is to be replaced by a new low duty copier. The copier will then be relocated to room 10 in the Don Ross Centre for future use.

**Benefit of project/capital purchase:**  
The current copier is end of life and due to its age is prone to issues and breakdowns. A new copier will reduce down time and be more efficient than the current unit.

Risk Management Rating **1**

Pros: More efficient, better features, cost saving (per page)  
Cons: Upfront Cost.



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

	2022	2023	2024	2025	2026	Total Cost
<b>Major project costs:</b>						
Capital purchase	\$ 10,000.00					\$ 10,000.00
Other project costs, if any						\$ -
Less prior year spent						\$ -
<b>(A) Total Capital cost</b>	<b>\$ 10,000.00</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 10,000.00</b>
<b>(B) Funding Sources:</b>						
Capital reserve/carry forward						\$ -
Sale of asset, if applicable						\$ -
External funding, i.e. grants						\$ -
<b>Taxation required (A - B)</b>	<b>\$ 10,000.00</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 10,000.00</b>

Prepared by: Daniel Aucamp

Director responsible: Jennifer Niesink

Date: September 13 2021

Date: September 13 2021

Reviewed by Finance: \_\_\_\_\_

**City of North Battleford  
Capital Budget Request**

Project Name:	Temp Council Chambers	Division:	General Government	Business Unit:	City Hall
Requester:	Daniel Aucamp	Asset Type:	Replacement	Prior Year re-Budget?	
Date Requested:	September 13, 2021	Asset Category:	Machinery & Equipment		

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



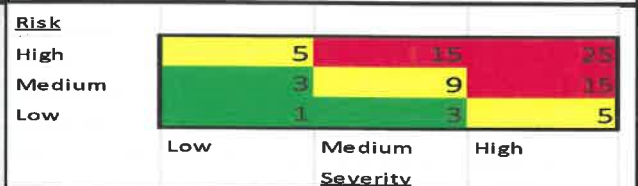
Priority area of strategic plan: Quality Infrastructure

**Project Description/Summary:**  
This project covers the installation and setup of a temporary Council Chamber in the DRC using the recently purchased electronics. Installation of the audio and visual equipment is to be done by a 3rd party specializing in the deployment and fine tuning of AV equipment. Electrical and IT services will be provided in house and will require some hardware to be purchased.

**Benefit of project/capital purchase:**  
The benefit of this project is that Council can meet in person and we can try out the potential new location for a permanent Council Chamber.

**Risk Management Rating** 3

Pros: Council has a location for physical meetings.  
Cons: This will be a temporary installation.



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

	2022	2023	2024	2025	2026	Total Cost
<b>Major project costs:</b>						
Capital purchase	\$ 20,000.00					\$ 20,000.00
Other project costs, if any						\$ -
Less prior year spent						\$ -
<b>(A) Total Capital cost</b>	<b>\$ 20,000.00</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 20,000.00</b>
<b>(B) Funding Sources:</b>						
Capital reserve/carry forward						\$ -
Sale of asset, if applicable						\$ -
External funding, i.e. grants						\$ -
<b>Taxation required (A - B)</b>	<b>\$ 20,000.00</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 20,000.00</b>

Prepared by: Daniel Aucamp

Director responsible: Jennifer Niesink

Date: November 08 2021

Date: November 08 2021

Reviewed by Finance: \_\_\_\_\_



**City of North Battleford  
Capital Budget Request**

Project Name:	Council Chambers Phase 1	Division:	General Government	Business Unit:	City Hall
Requester:	Daniel Aucamp	Asset Type:	Replacement	Prior Year re-Budget?	
Date Requested:	September 13, 2021	Asset Category:	Machinery & Equipment		

**Project Questions:**

**(Yes/No)** Comment, if required

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

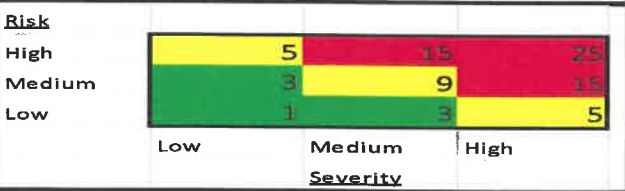


Priority area of strategic plan: Quality Infrastructure

Project Description/Summary:  
This project covers the first phase to convert room 107 in the DRC into a new permanent Council Chamber.

Benefit of project/capital purchase:  
The benefit of this project is that Council can meet in person in a new modernized and functional location.

Risk Management Rating 3



Pros: Council has a location for physical meetings.  
Cons: It might take a few years before this becomes our permanent location.

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

	2022	2023	2024	2025	2026	Total Cost
<b>Major project costs:</b>						
Capital purchase	\$ 50,000.00					\$ 50,000.00
Other project costs, if any						\$ -
Less prior year spent						\$ -
<b>(A) Total Capital cost</b>	<b>\$ 50,000.00</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 50,000.00</b>
<b>(B) Funding Sources:</b>						
Capital reserve/carry forward						\$ -
Sale of asset, if applicable						\$ -
External funding, i.e. grants						\$ -
<b>Taxation required (A - B)</b>	<b>\$ 50,000.00</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 50,000.00</b>

Prepared by: Daniel Aucamp

Director responsible: Jennifer Niesink

Date: November 08 2021

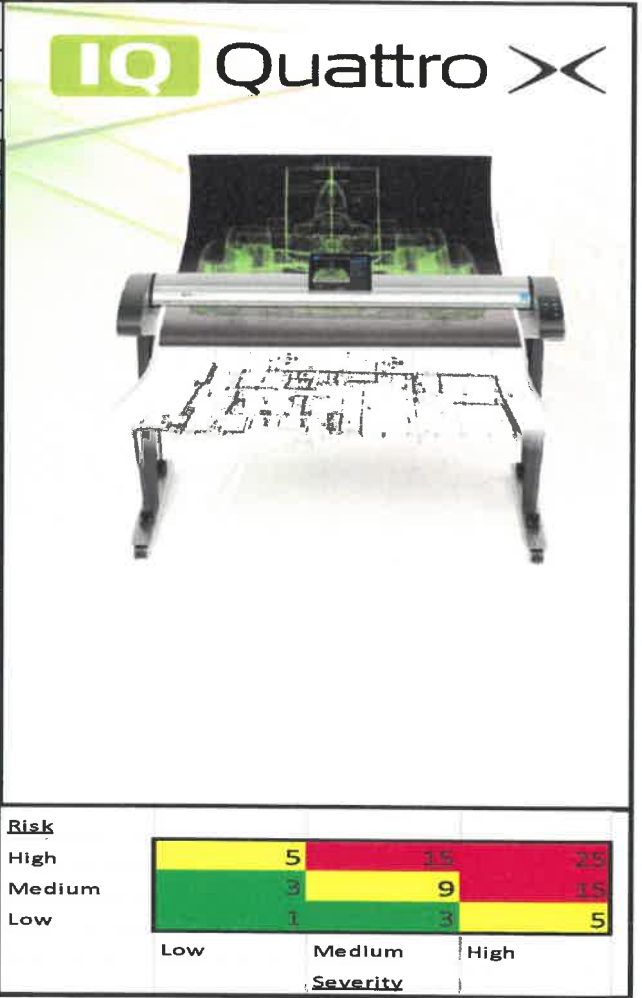
Date: November 08 2021

Reviewed by Finance: \_\_\_\_\_

**City of North Battleford  
Capital Budget Request**

Project Name:	Large Format Scanner	Division:	General Government	Business Unit:	City Hall
Requester:	Daniel Aucamp	Asset Type:	Replacement	Prior Year re-Budget?	
Date Requested:	September 13, 2021	Asset Category:	Machinery & Equipment		

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



**IQ Quattro** ><

**Risk Matrix:**

	5	15	25
High	3	9	15
Medium	1	3	5
Low			
	Low	Medium	High
	Severity		

Priority area of strategic plan: **Quality Infrastructure**

**Project Description/Summary:**  
The City uses the large format scanner in conjunction with our large format plotter printer to scan or copy documents up to 42" wide. This unit is also needed in the process of digitizing the maps and plans that currently only exist on paper.

**Benefit of project/capital purchase:**  
Our current large format scanner is end of life and we are no longer able to get compatible software for the unit. Further to it being end of life, it was also identified as one of our security vulnerabilities in our recent security audit.

Risk Management Rating: **3**

Pros:

Cons: Upfront Cost.

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

	2022	2023	2024	2025	2026	Total Cost
<b>Major project costs:</b>						
Capital purchase	\$ 13,000.00					\$ 13,000.00
Other project costs, if any						\$ -
Less prior year spent						\$ -
<b>(A) Total Capital cost</b>	<b>\$ 13,000.00</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 13,000.00</b>
<b>(B) Funding Sources:</b>						
Capital reserve/carry forward						\$ -
Sale of asset, if applicable						\$ -
External funding, i.e. grants						\$ -
<b>Taxation required (A - B)</b>	<b>\$ 13,000.00</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 13,000.00</b>

Prepared by: Daniel Aucamp

Director responsible: Jennifer Niesink

Date: September 13 2021

Date: September 13 2021

Reviewed by Finance: \_\_\_\_\_

**CITY OF NORTH BATTLEFORD**  
**2022 CAPITAL BUDGET REQUEST**

**Previous 1% Property Tax Increase dedicated to a capital reserve fund.**

Present status – In 2022, the investment earnings from the City' s reserves are being directed to a separate fund to provide funding for future capital projects.

A dedicated levy from property taxes for the past two years has built a current balance of \$260,000 as of the end of 2021. While the City originally planned to request an additional 1% for the 2022 budget, it was decided to forgo the request due to extreme cost pressures already impacting the budget.



**2022 Capital Plan - General Fund**

Name of project / purchase	Division	Asset Type	Risk Rating	2022
Sidewalk - 110th to Territorial Phase 1 - 110th to Battleford Rd	Planning & Development	Engineering Structure	3	120,000
<b>Total Capital Assets on proposed Budget</b>				<b>\$ 120,000</b>

**City of North Battleford  
Capital Budget Request**

Project Name:	Sidewalk-110th to Territorial Dr Phase I	Division:	Planning & Development	Business Unit:	Planning & Development
Requester:	Ryan Mackrell	Asset Type:	New Asset	Prior Year re-Budget?	No
Date Requested:	October 20, 2021	Asset Category:			

Project Questions:	(Yes/No)	Comment, if required
Is the project multi-year in scope?	Yes	Phased over 3 yrs
Are cost savings anticipated?	No	
Are revenues anticipated?	No	
Has external funding been secured?	No	



Priority area of strategic plan: Governance Excellence/Citizen Focused Services

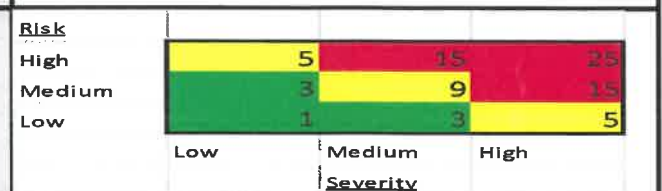
**Project Description/Summary:**  
Construct sidewalk on north side of Pioneer Ave/110th Street towards Territorial Drive. Existing walking trails from users on the grass show need for safe pedestrian movement through the busy corridor. Project would be done over three years, each year with similar a budget amount.

**Benefit of project/capital purchase:**  
Improve walkability towards major developing commercial neighbourhood and core residential area. Also, the closest residential area to the CUplex and there is no existing sidewalk along this key corridor.

Risk Management Rating:

Pros: Improve pedestrian safety in key corridor

Cons: Costs



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

	2022	2023	2024	2025	2026	Total Cost
<b>Major project costs:</b>						
Capital purchase	\$ 120,000.00					\$ 120,000.00
Other project costs, if any						\$ -
Less prior year spent						\$ -
<b>(A) Total Capital cost</b>	<b>\$ 120,000.00</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 120,000.00</b>
<b>(B) Funding Sources:</b>						
Capital reserve/carry forward						\$ -
Sale of asset, if applicable						\$ -
External funding, i.e. grants						\$ -
<b>Taxation required (A - B)</b>	<b>\$ 120,000.00</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 120,000.00</b>

Prepared by: Ryan Mackrell

Director responsible: Jennifer Niesink

Date: October 20, 2021

Date: October 20, 2021

Reviewed by Finance: \_\_\_\_\_

## 2022 Capital Plan - General Fund

Name of project / purchase	Division	Asset Type	Risk Rating	2022
Cemetery zero turn grass mowers	Operations	Machinery & Equipment	9	25,000
Airport Security Fencing Project (over 10 years)	Operations	Land improvement	9	50,000
Rivervalley RTV (groomer)	Operations	Machinery & Equipment	15	35,000
Asphalt Recycler	Operations	Machinery & Equipment	3	130,000
Drainage issues for the 110th Street Building	Operations	building	15	150,000
Airport Maintenance Shop renovation (over head doors, etc)	Operations	Building	9	115,000
Signal Installation Territorial Dr & Co-op & Sobey	Operations	Engineered Structure	9	250,000
Stair Climber	Operations	Machinery & Equipment	15	30,000
Signal Lights camera, relamping, new batteries	Operations	Machinery & Equipment	9	60,000
Sidewalk Replacement 2022	Operations	Engineered Structure	15	100,000
Reconstruction of Wearing Road	Operations	Machinery & Equipment	15	100,000
Bobcat cleanup bucket	Operations	Machinery & Equipment	1	8,000
Remote Slope Lawn Mower	Operations	Machinery & Equipment	15	75,000
Power Sliding Gate (WMF)	Waste Management	Machinery & Equipment	9	20,000
Waste Mangment Trailer	Waste Management	Building		25,000
				<b>1,173,000</b>
<b>PROJECTS FUNDED BY EXISTING GAS TAX / MEEP</b>				
Signal Installation Territorial Dr & Co-op & Sobey	Operations	Engineered Structure	9	750,000
Waste Mangment Trailer	Waste Management	Building	9	35,000
<b>Total Capital Assets funded by existing Gas Tax / MEEP</b>				<b>\$ 785,000</b>
<b>Total Capital Assets to be completed in 2022</b>				<b>1,958,000</b>

**City of North Battleford  
Capital Budget Request**

Project Name:	Cemetery Mower	Division:	Operation Services	Business Unit:	Cemeteries
Requester:	Seton Winterholt	Asset Type:	Replacement	Prior Year re-Budget?	No
Date Requested:	October 18, 2021	Asset Category:	Machinery & Equipment		

**Project Questions:**

**(Yes/No)** Comment, if required

Is the project multi-year in scope?	Yes	1 unit 2022 and 1 in 2023
Are cost savings anticipated?	Yes	Less Fuel and Repairs
Are revenues anticipated?	No	
Has external funding been secured?	No	

Priority area of strategic plan: **Organizational Excellence**

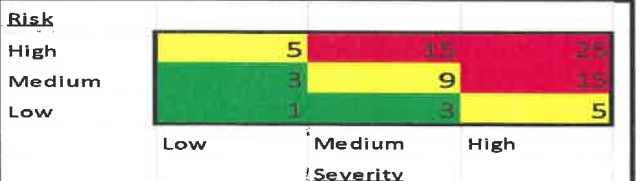
**Project Description/Summary:**  
Current zero turn mowers at both cemeteries have experienced high amounts of repairs over the past two years. Down time has resulted in reduced level of service. Current zero turns are a Grasshopper and Ferris brands purchased in 2014 and 2016. Best of the two mowers would be kept for back up in case of future breakdowns or time needed to service the machines.



**Benefit of project/capital purchase:**  
Part of the City's approach on procurement of equipment is ensuring parts for the equipment we are buying are readily available and easy to access. While a low price at time of purchase is desirable, long term costs of downtime need to be considered.

Risk Management Rating: **9**

Pros: New equipment would reduce downtime for repairs  
Cons: Cost



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

	2022	2023	2024	2025	2026	Total Cost
<b>Major project costs:</b>						
Capital purchase	\$ 25,000.00					\$ 25,000.00
Other project costs, if any						\$ -
Less prior year spent						\$ -
<b>(A) Total Capital cost</b>	<b>\$ 25,000.00</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 25,000.00</b>
<b>(B) Funding Sources:</b>						
Capital reserve/carry forward						\$ -
Sale of asset, if applicable						\$ -
External funding, i.e. grants						\$ -
<b>Taxation required (A - B)</b>	<b>\$ 25,000.00</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 25,000.00</b>

Prepared by: Seton Winterholt

Director responsible:

Date: October 18, 2021

Date:

Reviewed by Finance: \_\_\_\_\_



**City of North Battleford  
Capital Budget Request**

Project Name:	<input type="text" value="Airport Wildlife Fence"/>	Division:	<input type="text" value="Operation Services"/>	Business Unit:	<input type="text" value="Airport"/>
Requester:	<input type="text" value="Fran DeKock"/>	Asset Type:	<input type="text" value="Replacement"/>	Prior Year re-Budget?	<input type="text"/>
Date Requested:	<input type="text" value="September 11, 2021"/>	Asset Category:	<input type="text" value="Engineered Structures"/>		

**Project Questions:**

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



Priority area of strategic plan:

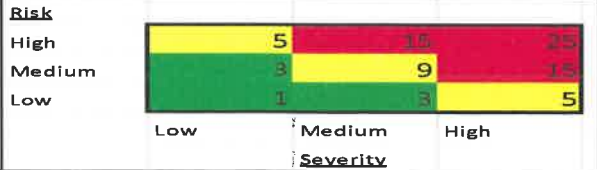
**Project Description/Summary:**

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

**Benefit of project/capital purchase:**

The project will assist in securing the airport airside as well as limiting access to the general public and animals from accessing the taxi ways and runways.

Risk Management Rating



Pros: The fence will secure the airport airside from trespassers and animals.  
Cons: The cost and time to install the fence.

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

	2022	2023	2024	2025	2026	Total Cost
<b>Major project costs:</b>						
Capital purchase	\$ 50,000					\$ 50,000
Other project costs, if any						\$ -
Less prior year spent						\$ -
<b>(A) Total Capital cost</b>	<b>\$ 50,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 50,000</b>
<b>(B) Funding Sources:</b>						
Capital reserve/carry forward						\$ -
Sale of asset, if applicable						\$ -
External funding, i.e. grants						\$ -
<b>Taxation required (A - B)</b>	<b>\$ 50,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 50,000</b>

Prepared by:

Director responsible:

Date:

Date:

Reviewed by Finance: \_\_\_\_\_

**City of North Battleford  
2022 Capital Budget Request**

Project Name:	<b>RTV for Trail Grooming</b>	Division:	<b>Parks &amp; Recreation</b>	Business Unit:	<b>Parks &amp; Recreation</b>
Requester:	<b>Seton Winterholt</b>	Asset Type:	<b>Betterment</b>	Prior Year re-Budget?	<b>No</b>
Date Requested:	<b>Sept 17 2021</b>	Asset Category:	<b>Machinery &amp; Equipment</b>		

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

Is the project multi-year in scope?	No	
Are cost savings anticipated?	Yes	Less Repair Costs
Are revenues anticipated?	No	
Has external funding been secured?	Yes (Please)	River Valley funds 50%



Priority area of strategic plan: **Sustainability**

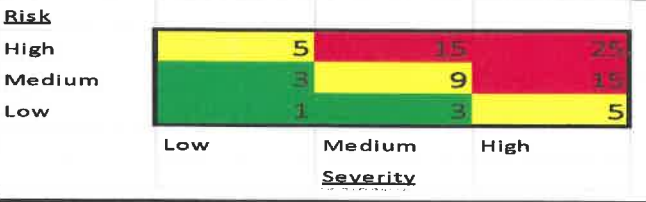
**Project Description/Summary:**  
An RTV with tracks is required to pull the trail groomer for the River Valley Cross Country Ski Trails. The RTV needs a cab with a heater for operator safety. The tracks can be removed and wheels installed for summer parks use. The unit has been breaking down regularly which increases the level of complaints concerning trail conditions.

**Benefit of project/capital purchase:**  
The current unit is aging and requiring frequent repairs and down time due to those repairs. We would keep the older unit as well. Backup equipment will ensure no disruption to service year round.

Risk Management Rating: **15**

Pros: Service interruptions would be reduced. Conditions would be more consistent

Cons: No back-up unit available- if the unit breakdown, service stops.



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

	2022	2023	2024	2025	2026	Total Cost
<b>Major project costs:</b>						
Capital purchase	\$ 35,000.00					\$ 35,000.00
Other project costs, if any						\$ -
Less prior year spent						\$ -
<b>(A) Total Capital cost</b>	<b>\$ 35,000.00</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 35,000.00</b>
<b>(B) Funding Sources:</b>						
Capital reserve/carry forward						\$ -
Sale of asset, if applicable						\$ -
External funding, i.e. grants						\$ -
<b>Taxation required (A - B)</b>	<b>\$ 35,000.00</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 35,000.00</b>

Prepared by: **Seton Winterholt**

Director responsible: **Cheryl DeNeire**

Date: **September 17 2021**

Date: **September 20 2021**

Reviewed by Finance: \_\_\_\_\_

**City of North Battleford  
Capital Budget Request**

Project Name:	Asphalt Recycler	Division:	Operation Services	Business Unit:	Roads
Requester:	Colin Carriere	Asset Type:	New Asset	Prior Year re-Budget?	
Date Requested:	September 8, 2021	Asset Category:	Machinery & Equipment		

**Project Questions:**

Is the project multi-year in scope?

Are cost savings anticipated?

Are revenues anticipated?

Has external funding been secured?

(Yes/No) Comment, if required

No	
Yes	Recycling of existing asphalt will reduce the requirement to purchase new hot asphalt material.
No	
No	



Priority area of strategic plan: Quality Infrastructure

**Project Description/Summary:**

The project would include purchasing an asphalt recycler, used to recycle old asphalt from repair dig. That material is used to fill in potholes and small patches. Old asphalt material is placed into the drum of the asphalt recycler and is heated with blocks of harden asphalt oils. The unit's drum rotates while being heated causing the asphalt oil block to melt and coat the old asphalt. Once coated, the asphalt is dumped out and can be used to fill pot holes and patch small areas. Although there is no limit to the size of the patch that can be filled, the time to create and recycle the asphalt would be a factor to consider. The unit can be used in both the summer months as well as the winter months, and would not require the City's patching crew to rely on a schedule of outside firms as to when they are creating hot asphalt mixes.

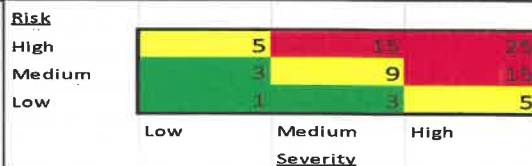
**Benefit of project/capital purchase:**

The asphalt recycler will allow the City crews to make small patches of hot asphalt without waiting for outside firms to decide if they are going to start making hot mixed asphalt.

Risk Management Rating 3

**Pros:** This unit will allow the City's roads crew to have access to small quantities of hot asphalt when they require it to fill pot holes. The unit will also allow the City to start using recycle asphalt from roadway construction digs.

**Cons:** The cost of the unit and limited manpower to operate the equipment.



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

	2022	2023	2024	2025	2026	Total Cost
<b>Major project costs:</b>						
Capital purchase	\$ 130,000					\$ 130,000
Other project costs, if any						\$ -
Less prior year spent						\$ -
<b>(A) Total Capital cost</b>	<b>\$ 130,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 130,000</b>
<b>(B) Funding Sources:</b>						
Capital reserve/carry forward						\$ -
Sale of asset, if applicable						\$ -
External funding, i.e. grants						\$ -
<b>Taxation required (A - B)</b>	<b>\$ 130,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 130,000</b>

Prepared by: Stewart Schafer

Director responsible: Stewart Schafer

Date: September 8, 2021

Date: September 8, 2021

Reviewed by Finance: \_\_\_\_\_



**City of North Battleford  
Capital Budget Request**

Project Name:	Solving Drainage Issues at 110th Street Building	Division:	Operation Services	Business Unit:	Building Infrastructure
Requester:	Stewart Schafer	Asset Type:	Betterment	Prior Year re-Budget?	
Date Requested:	September 10, 2021	Asset Category:	Buildings		

Project Questions:	(Yes/No)	Comment, if required
Is the project multi-year in scope?	No	
Are cost savings anticipated?	Yes	By solving the drainage issues, should stop future damage to the building
Are revenues anticipated?	No	
Has external funding been secured?	No	



**Priority area of strategic plan:** Quality Infrastructure

**Project Description/Summary:**  
In 2020, a major rain event caused severe water damage to the interior of the building and slowed down the Community Safety Officers (CSOs) operations. After closer inspection, it was found that part of the parking lot and surrounding lots were sloped towards the building. The project would address the lot sloping so that surface water would drain away from the building.

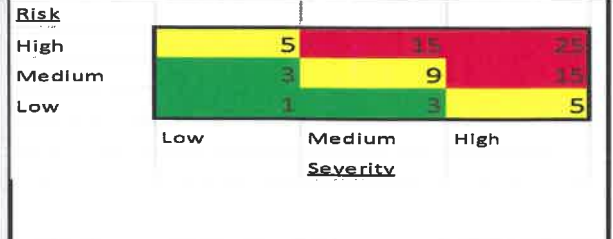
Although Administration is planning to move the Community Safety Officers to a new location, this project will allow time for City Administration to secure funding and properly design a new CSO location. The existing building will then be returned back to heated storage for the City Operations until their new Operations Centre is constructed.

**Benefit of project/capital purchase:**  
The benefit of the project would be to divert surface water away from the building and prevent further damage to the building.

**Risk Management Rating** 15

**Pros:** By diverting surface water away from the building, this will prevent further damage to the building and the items in the building.

**Cons:** The cost to renovate the parking lot and grounds around the 110th Street Building.



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

	2022	2023	2024	2025	2026	Total Cost
<b>Major project costs:</b>						
Capital purchase	\$ 150,000					\$ 150,000
Other project costs, if any						\$ -
Less prior year spent						\$ -
<b>(A) Total Capital cost</b>	<b>\$ 150,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 150,000</b>
<b>(B) Funding Sources:</b>						
Capital reserve/carry forward						\$ -
Sale of asset, if applicable						\$ -
External funding, i.e. grants						\$ -
<b>Taxation required (A - B)</b>	<b>\$ 150,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 150,000</b>

Prepared by: Stewart Schafer

Director responsible: Stewart Schafer

Date: September 9, 2021

Date: September 9, 2021

Reviewed by Finance: \_\_\_\_\_



**City of North Battleford  
Capital Budget Request**

Project Name:	Airport Maintenance Shop	Division:	Operation Services	Business Unit:	Airport
Requester:	Seton Winterholt	Asset Type:	Betterment	Prior Year re-Budget?	No
Date Requested:	October 21, 2021	Asset Category:	Buildings		

**Project Questions:**

**(Yes/No)** Comment, if required

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



Priority area of strategic plan: Governance Excellence/Citizen Focused Services

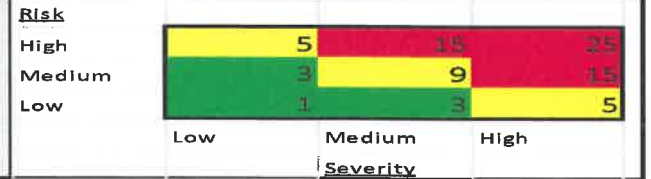
**Project Description/Summary:**  
The airport maintenance shop currently houses the airport plow truck, snowblower and a fuel truck. The building is in need of new exterior metal siding and overhead doors as well as insulation and interior upgrades such as electrical and lighting upgrades, a water connection, and septic tank for washroom services.

**Benefit of project/capital purchase:**  
The benefit of this project would be improved and extended utilization of the space. Currently, there is not enough cold or warm storage for City equipment and crews. Better utilization of this space could be shared with the airport equipment and the building maintenance crew. Further analysis could identify space here to provide further support to transit services.

Risk Management Rating: 9

Pros: Modest renovations provide additional useable heated and cold storage space

Cons: Cost, location is not the most desirable



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

	2022	2023	2024	2025	2026	Total Cost
<b>Major project costs:</b>						
Capital purchase	\$ 115,000.00					\$ 115,000.00
Other project costs, if any						\$ -
Less prior year spent						\$ -
<b>(A) Total Capital cost</b>	<b>\$ 115,000.00</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 115,000.00</b>
<b>(B) Funding Sources:</b>						
Capital reserve/carry forward						\$ -
Sale of asset, if applicable						\$ -
External funding, i.e. grants						\$ -
<b>Taxation required (A - B)</b>	<b>\$ 115,000.00</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 115,000.00</b>

Prepared by: Seton Winterholt

Director responsible: Stewart Schafer

Date: October 21, 2021

Date: October 21, 2021

Reviewed by Finance: \_\_\_\_\_

**City of North Battleford  
Capital Budget Request**

Project Name:	Co-Op/Sobeys Intersection Improvement	Division:	Operation Services	Business Unit:	Planning & Development
Requester:	Stewart Schafer	Asset Type:	Betterment	Prior Year re-Budget?	
Date Requested:	October 12, 2021	Asset Category:	Engineered Structures		

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

**Priority area of strategic plan:** Quality Infrastructure

**Project Description/Summary:**  
The proposed work includes concrete medians to restrict north and south approaches to right in /right out/left in movements only. The project would also look at the possible construction of a roadway from Sobeys to 24th Avenue to connect service road 95th Street and Killdeer Drive. If this is to happen, the installation of a full set of traffic signal lights at intersection of Territorial Drive and 95th Street/Killdeer Drive may be required.

The City has applied to Saskatchewan Highways for assistance in funding the project. Due to the existing speed limits, Saskatchewan Highways would only fund 25% of the Sobeys/Co-Op Intersection project.

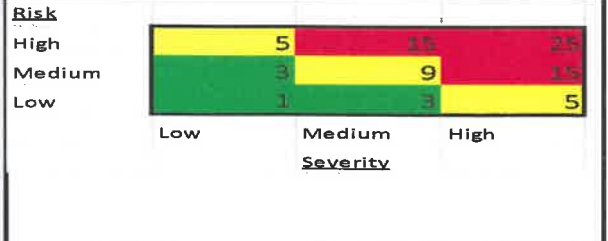


**Benefit of project/capital purchase:**  
The project would see a improved level of service for traffic, as well as improved safety at the Territorial Drive Intersection that access the properties.

**Risk Management Rating** 9

**Pros:** The redesign will improve property accesses and reduce traffic flow conflicts.

**Cons:** The cost to install the new intersection. There could also be delays in accessing and leaving the properties.



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

	2022	2023	2024	2025	2026	Total Cost
<b>Major project costs:</b>						
Capital purchase	\$ 1,000,000					\$ 1,000,000
Other project costs, if any						\$ -
Less prior year spent						\$ -
<b>(A) Total Capital cost</b>	<b>\$ 1,000,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 1,000,000</b>
<b>(B) Funding Sources:</b>						
Capital reserve/carry forward						\$ -
Sale of asset, if applicable						\$ -
External funding, Gas Tax	\$ 750,000					\$ 750,000
<b>Taxation required (A - B)</b>	<b>\$ 250,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 250,000</b>

Prepared by: Stewart Schafer

Director responsible: Stewart Schafer

Date: October 12, 2021

Date: October 12, 2021

Reviewed by Finance: \_\_\_\_\_

**City of North Battleford  
Capital Budget Request**

Project Name:   
 Requester:   
 Date Requested:

Division:   
 Asset Type:   
 Asset Category:

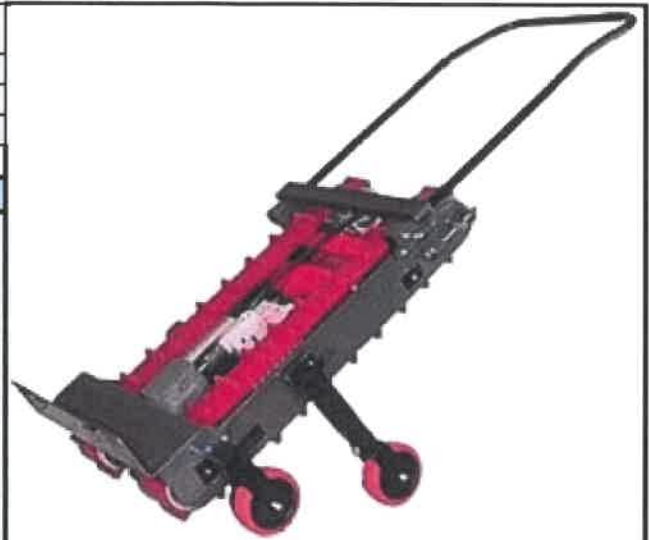
Business Unit:   
 Prior Year re-Budget?:

**Project Questions:**

**(Yes/No)** Comment, if required

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

No	
No	
No	
No	



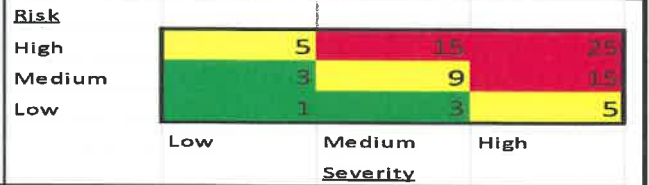
Priority area of strategic plan:

**Project Description/Summary:**  
 On numerous occasions City staff have to move heavy objects such as pumps and motors. For example a pump motor in the Aquatic Centre weighing 600lbs had to be removed from the basement to be sent to Saskatoon for a rebuild. Since the Aquatic Centre has no beam and pulley set up, the motor had to be carried up the stairs by hand. In the last 2 years, there have been over 4 instances like this. Moving these heavy objects by hand puts staff at risk of injury or costs the City in contractor fees for moving.

**Benefit of project/capital purchase:**  
 This piece of equipment substantially reduces the risk of worker injury when moving heavy objects. It will be part of the Equipment Fleet and available for all departments use.

Risk Management Rating

Pros: Reduce risk of staff injury, less contractor costs  
 Cons: Cost



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

	2022	2023	2024	2025	2026	Total Cost
<b>Major project costs:</b>						
Capital purchase	\$ 30,000.00					\$ 30,000.00
Other project costs, if any						\$ -
Less prior year spent						\$ -
<b>(A) Total Capital cost</b>	<b>\$ 30,000.00</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 30,000.00</b>
<b>(B) Funding Sources:</b>						
Capital reserve/carry forward						\$ -
Sale of asset, if applicable						\$ -
External funding, i.e. grants						\$ -
<b>Taxation required (A - B)</b>	<b>\$ 30,000.00</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 30,000.00</b>

Prepared by:

Director responsible:

Date:

Date:

Reviewed by Finance:



**City of North Battleford  
Capital Budget Request**

Project Name:	Signal Light Upgrades	Division:	Operation Services	Business Unit:	Roads
Requester:	Colin Carriere	Asset Type:	New Asset	Prior Year re-Budget?	
Date Requested:	September 8, 2021	Asset Category:	Machinery & Equipment		

**Project Questions:**

**(Yes/No)** Comment, if required

Is the project multi-year in scope?	Yes	One traffic cabinet per year will be reviewed and if necessary refurbished.
Are cost savings anticipated?	No	
Are revenues anticipated?	No	
Has external funding been secured?	No	

*Insert Picture here, if applicable*

Priority area of strategic plan: **Quality Infrastructure**

**Project Description/Summary:**  
The project would include inspecting each traffic-controlled signal light and if necessary, changing out signal light heads, backup batteries and the control cabinets. The project would also include adding new traffic flow cameras that monitor the traffic flows and adjust the timing of the signal lights to compensate for traffic patterns and the direction of flow.

**Benefit of project/capital purchase:**  
The benefit of the project is to begin changing out the systems with more modern controls and installing traffic monitoring cameras to allow signal light timing to be modified depending on the traffic flow and traffic density.

Risk Management Rating: **9**

**Pros:** The signal control will allow traffic to flow better through the traffic controlled intersections and be able to modify signal durations as traffic flows change throughout the day.

**Cons:** The cost of upgrading the existing signal lights.



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

	2022	2023	2024	2025	2026	Total Cost
<b>Major project costs:</b>						
Capital purchase	\$ 60,000					\$ 60,000
Other project costs, if any						\$ -
Less prior year spent						\$ -
<b>(A) Total Capital cost</b>	<b>\$ 60,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 60,000</b>
<b>(B) Funding Sources:</b>						
Capital reserve/carry forward						\$ -
Sale of asset, if applicable						\$ -
External funding, i.e. grants						\$ -
<b>Taxation required (A - B)</b>	<b>\$ 60,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 60,000</b>

Prepared by: Stewart Schafer

Director responsible: Stewart Schafer

Date: October 9, 2021

Date: October 9, 2021

Reviewed by Finance: \_\_\_\_\_

**City of North Battleford  
Capital Budget Request**

Project Name: Sidewalk Replacement Program  
 Requester: Stewart Schafer  
 Date Requested: July 7, 2021

Division: Operation Services  
 Asset Type: Replacement  
 Asset Category: Engineered Structures

Business Unit: Roads  
 Prior Year re-Budget?

**Project Questions:**

**(Yes/No)** Comment, if required

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

Yes	
Yes	Reduced Maintenance
No	
No	



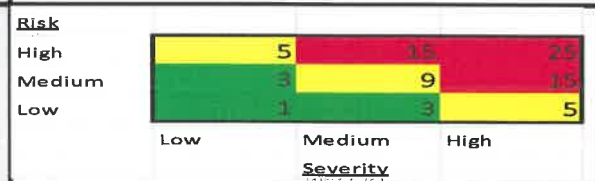
Priority area of strategic plan: Quality Infrastructure

**Project Description/Summary:**  
 Over the past years, the City sidewalks have begun to deteriorate. Although the City has increased its sidewalk budget for the replacements of sidewalk panels and removing trips, the problem continues to increase as the City's infrastructure gets older. In 2020, the City had \$125,000 in the Operations budget to address trips and sidewalk panel repairs, the funding is not sufficient to replace entire sidewalks. In 2020, to replace one block of a typical sidewalk on both sides of the street costs approximately \$100,000. To begin to address the sidewalk concerns, the City is proposing an increase of \$50,000 or approximately 1/3 of a percent in taxes each year for the next 6 years with funds being dedicated to replacing sidewalks in the City. This equates to a sidewalk budget in 2022 of \$175,000 2021.

**Benefit of project/capital purchase:**  
 Although this will only address a small portion of the City sidewalks that have failed, it is a start and will allow Administration to begin replacing sidewalks that have serious safety concerns.

Risk Management Rating: 15

Pros: Reduced maintenance costs and insurance claims.  
 Cons: The cost to replace the existing sidewalks continues to increase.



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

	2022	2023	2024	2025	2026	Total Cost
<b>Major project costs:</b>						
Capital purchase	\$ 100,000	\$ 150,000	\$ 200,000	\$ 300,000	\$ 400,000	\$ 1,150,000
Other project costs, if any						\$ -
Less prior year spent						\$ -
<b>(A) Total Capital cost</b>	<b>\$ 100,000</b>	<b>\$ 150,000</b>	<b>\$ 200,000</b>	<b>\$ 300,000</b>	<b>\$ 400,000</b>	<b>\$ 1,150,000</b>
<b>(B) Funding Sources:</b>						
Capital reserve/carry forward						\$ -
Sale of asset, if applicable						\$ -
External funding, i.e. grants						\$ -
<b>Taxation required (A - B)</b>	<b>\$ 100,000</b>	<b>\$ 150,000</b>	<b>\$ 200,000</b>	<b>\$ 300,000</b>	<b>\$ 400,000</b>	<b>\$ 1,150,000</b>

Prepared by: Stewart Schafer

Director responsible: Stewart Schafer

Date: July 7, 2021

Date: July 7, 2021

Reviewed by Finance: \_\_\_\_\_

**City of North Battleford  
Capital Budget Request**

Project Name:   
 Requester:   
 Date Requested:

Division:   
 Asset Type:   
 Asset Category:

Business Unit:   
 Prior Year re-Budget?:

**Project Questions:**

**(Yes/No)** Comment, if required

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

No	
Yes	Reduced Maintenance
No	
No	



Priority area of strategic plan:

**Project Description/Summary:**

The work would include narrowing the road, rebuilding the sub-base using crushed concrete, packing the road subbase, reshaping of the road and then placement of 2 to 3 inches (50 - 75 mm) of 1" (25 mm) of crushed rock on the road surface. The road width would be reduced from the current 14 metres down to the original 9 metres in width. The work would include the repair of the 130th Street, From Wearing Road to the Waste Management Facility.

**Benefit of project/capital purchase:**

Over the past several years, the roadways condition has begun to deteriorate where City crews are having problems properly maintaining the road. In addition, with the higher usage of the road, the reconstruction of the roadway will ensure safe passage to those using the roadway to and from the Waste Management Facility as well as travelling to the local Rural Municipality.

Risk Management Rating

<b>Risk</b>			
High	5	15	25
Medium	3	9	15
Low	1	3	5
	Low	Medium	High
	<b>Severity</b>		

Pros: Reduced maintenance costs and improves driver safety.

Cons: The cost to replace the existing road as well as the construction will take place while the road is in use.

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

	2022	2023	2024	2025	2026	Total Cost
<b>Major project costs:</b>						
Capital purchase	\$ 100,000					\$ 100,000
Other project costs, if any						\$ -
Less prior year spent						\$ -
<b>(A) Total Capital cost</b>	<b>\$ 100,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 100,000</b>
<b>(B) Funding Sources:</b>						
Capital reserve/carry forward						\$ -
Sale of asset, if applicable						\$ -
External funding, i.e. grants						\$ -
<b>Taxation required (A - B)</b>	<b>\$ 100,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 100,000</b>

Prepared by:

Director responsible:

Date:

Date:

Reviewed by Finance: \_\_\_\_\_



**City of North Battleford  
Capital Budget Request**

Project Name:	Bobcat Cleanup Bucket	Division:	Operation Services	Business Unit:	Roads
Requester:	Colin Carriere	Asset Type:	New Asset	Prior Year re-Budget?	
Date Requested:	September 7, 2021	Asset Category:	Machinery & Equipment		

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

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



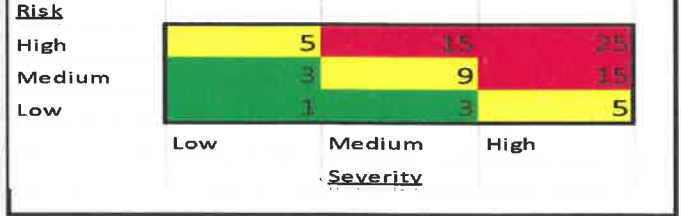
Priority area of strategic plan: Quality Infrastructure

**Project Description/Summary:**  
The bobcat cleanup bucket uses a rotating broom to brush debris into an attached bucket. The cleanup bucket would be used to clean up construction sites as well as around the downtown chicanes where the sweeper can not reach. The project would purchase a new cleanup broom to be used by the large Operations Bobcat skid steer unit.



**Benefit of project/capital purchase:**  
The cleanup bucket can clean larger areas faster than a person and can be used in tight locations that the normal street sweeper can not reach.

Risk Management Rating: 1



Pros: The unit will be used to help keep both construction and the downtown clean  
Con: The cost of the equipment.

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

	2022	2023	2024	2025	2026	Total Cost
<b>Major project costs:</b>						
Capital purchase	\$ 8,000		\$ -	\$ -	\$ -	\$ 8,000
Other project costs, if any						\$ -
Less prior year spent						\$ -
<b>(A) Total Capital cost</b>	<b>\$ 8,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 8,000</b>
<b>(B) Funding Sources:</b>						
Capital reserve/carry forward						\$ -
Sale of asset, if applicable	\$ -			\$ -		\$ -
External funding, i.e. grants						\$ -
<b>Taxation required (A - B)</b>	<b>\$ 8,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 8,000</b>

Prepared by: Stewart Schafer

Director responsible: Stewart Schafer

Date: September 7, 2021

Date: September 7, 2021

**City of North Battleford  
Capital Budget Request**

Project Name: Remote Control Lawnmower  
 Requester: Gord Whitton  
 Date Requested: September 7, 2021

Division: Parks & Recreation  
 Asset Type: New Asset  
 Asset Category: Machinery & Equipment

Business Unit: Parks & Recreation  
 Prior Year re-Budget?

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

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



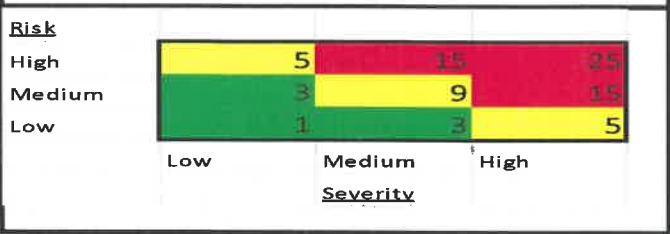
Priority area of strategic plan: Quality Infrastructure

**Project Description/Summary:**  
 There are a number of areas in the City that the Parks Department staff can not safely reach to cut the grass due to the steep slope. To assist the Park's Department crews to perform regular maintenance on these steep sections, it has been suggested that a remote control lawn mower be used. The unit has a low centre of gravity, allowing the unit to mow grass on steep slopes. By using a remote control mower will lower Occupational Health and Safety concerns regarding staff who use power equipment while working on a steep slopes. The operator of the unit can stand on a level area and control the machine while it is on the steep slopes.

**Benefit of project/capital purchase:**  
 The remote lawnmower will be used to cut the steep slopes that have been dangerous for Parks Department staff to cut in the past. This unit will reduce concerns raised by Occupational Health and Safety Committees for operator's safety while using power equipment on the steep slopes.

Risk Management Rating: 15

Pros: The unit will be used to cut the grass on steep slopes that could not be cut safely by Parks crews.  
 Con: The cost of the equipment.



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

	2022	2023	2024	2025	2026	Total Cost
<b>Major project costs:</b>						
Capital purchase	\$ 75,000		\$ -	\$ -	\$ -	\$ 75,000
Other project costs, if any						\$ -
Less prior year spent						\$ -
<b>(A) Total Capital cost</b>	<b>\$ 75,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 75,000</b>
<b>(B) Funding Sources:</b>						
Capital reserve/carry forward						\$ -
Sale of asset, if applicable	\$ -			\$ -		\$ -
External funding, i.e. grants						\$ -
<b>Taxation required (A - B)</b>	<b>\$ 75,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 75,000</b>

Prepared by: Stewart Schafer

Director responsible: Stewart Schafer

Date: September 7, 2021

Date: September 7, 2021



**City of North Battleford  
Capital Budget Request**

Project Name:	Power Sliding Gate	Division:	Operation Services	Business Unit:	Waste Management
Requester:	David Prescesky	Asset Type:	Betterment	Prior Year re-Budget?	
Date Requested:	October 5, 2021	Asset Category:	Machinery & Equipment		

**Project Questions:**

**(Yes/No)** Comment, if required

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

Priority area of strategic plan: **Quality Infrastructure**

Project Description/Summary:  
This is to replace the current manual gate at the WMF with an electrical opening gate.

Benefit of project/capital purchase:  
This will provide increased security for the facility. Staff that require access to the WMF will be able to use their fobs, eliminating the need for keys. Staff will also be able to close and open gates from inside the scalehouse. This will also eliminate risk to staff, especially in the winter as they will no longer have to exit their vehicle to open or close the gate in the dark.



Risk Management Rating **9**

Pros: Safer for staff opening and closing the facility in the dark.

Cons: Cost

<b>Risk</b>			
High	5	15	25
Medium	3	9	15
Low	1	3	5
	Low	Medium	High
	<b>Severity</b>		

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

	2022	2023	2024	2025	2026	Total Cost
<b>Major project costs:</b>						
Capital purchase	\$ 20,000					\$ 20,000
Other project costs, if any						\$ -
Less prior year spent						\$ -
<b>(A) Total Capital cost</b>	<b>\$ 20,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 20,000</b>
<b>(B) Funding Sources:</b>						
Capital reserve/carry forward						\$ -
Sale of asset, if applicable						\$ -
External funding, i.e. grants						\$ -
<b>Taxation required (A - B)</b>	<b>\$ 20,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 20,000</b>

Prepared by: **Tammy MacCormack**

Director responsible: **Stewart Schafer**

Date: **October 5, 2021**

Date: **October 7, 2021**

Reviewed by Finance: \_\_\_\_\_

**City of North Battleford  
Capital Budget Request**

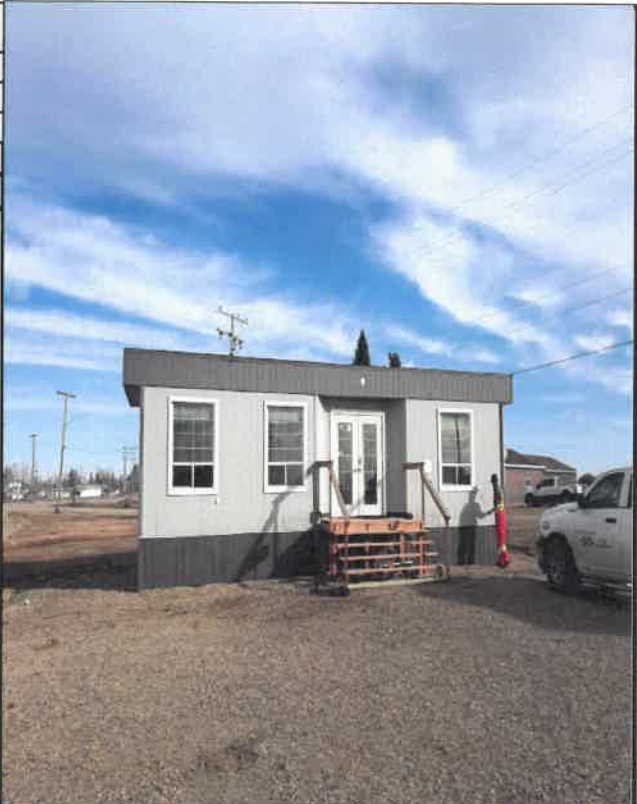
Project Name:	WMF Staff Trailer	Division:	Operation Services	Business Unit:	Waste Mana
Requester:	Seton Winterholt	Asset Type:	New Asset	Prior Year re-Budget?	No
Date Requested:	November 1, 2021	Asset Category:	Buildings		

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

**Priority area of strategic plan:** Governance Excellence/Citizen Focused Services

**Project Description/Summary:**  
The Waste Management Facility currently does not have a separate eating area from where the staff need to change. This does not meet the requirements of Occupational Health and Safety Legislation. A used 12' x 40' trailer has been purchased for the waste management facility with a need for funds to install the septic, power and water services.

**Benefit of project/capital purchase:**  
The benefit of this project would be ensuring the City is compliant with OH&S in providing a safe and healthy workplace. The purchase of a used trailer has considerable savings while meeting the all requirements.



**Risk Management Rating** 15

**Pros:** Creating a safe and healthy workplace

**Cons:** Cost, this is a short term solution

Risk	Low	Medium	High
High	5	15	25
Medium	3	9	15
Low	1	3	5

**Severity**

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

	2022	2023	2024	2025	2026	Total Cost
<b>Major project costs:</b>						
Capital purchase	\$ 60,000.00					\$ 60,000.00
Other project costs, if any						\$ -
Less prior year spent						\$ -
<b>(A) Total Capital cost</b>	<b>\$ 60,000.00</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 60,000.00</b>
<b>(B) Funding Sources:</b>						
Capital reserve/carry forward						\$ -
Sale of asset, if applicable						\$ -
External funding - MEEP	\$ 35,000.00					\$ 35,000.00
<b>Taxation required (A - B)</b>	<b>\$ 25,000.00</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 25,000.00</b>

Prepared by: Seton Winterholt

Director responsible: Stewart Schafer

Date: November 1, 2021

Date: November 1, 2021

Reviewed by Finance: \_\_\_\_\_

## 2022 Capital Plan - General Fund

Name of project / purchase	Division	Asset Type	Risk Rating	2022
<b>Allen Sapp Gallery-</b>				
Blinds- Customized Window Coverings-main floor only	Recreation	Building	15	6,000
Score Clock Replaced	Recreation	Machinery & Equipment	15	60,000
Exit doors	Recreation	Building	25	25,000
<b>Nations West Fieldhouse-</b>				
Metal Cladding Installed- interior	Recreation	Building	9	55,000
<b>COOP Aquatic Centre-</b>				
Electrical Upgrades- basement	Recreation	Building	15	35,000
<b>Don Ross Community Centre-</b>				
Rooftop/Air Handler units replaced	Recreation	Building	9	11,000
<b>Parks-</b>				
Irrigation System Replacement	Parks	Engineering Structure	15	50,000
Full shale replacement- Beaver Lions Stadium	Parks	Machinery & Equipment	25	40,000
Park Benches and Picnic Tables	Parks	Building	9	15,000
Playground/Splash Park Structure Replacement	Parks	Machinery & Equipment	3	10,000
Gazebos for Parks	Parks	Building	3	13,000
BL Stadium Storage Shed	Parks	Building	9	6,000
Cemetery Columbarium	Parks	Building	15	25,000
Ball Diamond washroom upgrades (Kinsmen Park)	Parks	Building	15	6,000
Tennis Court Windscreen Replaced	Parks	Building	9	7,300
Tree Replacement Reserve	Parks	Land Improvement	15	20,000
<b>Total Capital Assets on proposed Budget</b>				<b>\$ 384,300</b>
<b>PROJECTS FUNDED BY EXISTING GAS TAX</b>				
Access Communication Centre - Concession Roof Replacement	Recreation	Building	15	70,000
Aquatic Centre - Roof Replacement	Recreation	Building	25	800,000
Dekker Centre Roof Replacement	Recreation	Building	25	420,000
<b>Total Capital Assets funded by existing Gas Tax</b>				<b>\$ 1,290,000</b>
<b>Total Capital Assets to be completed in 2022</b>				<b>1,674,300</b>



**City of North Battleford  
2022 Capital Budget Request**

Project Name:	<b>Blinds at ASG Main Gallery</b>	Division:	<b>Parks &amp; Recreation</b>	Business Unit:	<b>Parks &amp; Rec</b>
Requester:	<b>Leah Garven</b>	Asset Type:	<b>Replacement</b>	Prior Year re-Budget?	<b>Yes</b>
Date Requested:	<b>Sept 17 2021</b>	Asset Category:	<b>Buildings</b>		

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

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



Priority area of strategic plan: **Sustainability**

**Project Description/Summary:**  
The Allen Sapp Gallery's main floor blinds have not been changed and are now requiring replacement. The art collection on the walls is valuable and needs to be protected from UV light. These blinds are A300, 3% open with 97% UV blockage and a 3" fascia valance.

**Benefit of project/capital purchase:**  
Protection of a valuable asset. Replacement of an item at the end of its lifecycle. Aesthetically pleasing. Safety.

**Risk Management Rating** 15

**Pros:** The collection continues to be protected against UV light.

**Cons:** None

<b>Risk</b>			
High	5	15	25
Medium	3	9	15
Low	1	3	5
	Low	Medium	High
	<b>Severity</b>		

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

	2022	2023	2024	2025	2026	Total Cost
<b>Major project costs:</b>						
Capital purchase	\$ 6,000.00					\$ 6,000.00
Other project costs, if any						\$ -
Less prior year spent						\$ -
<b>(A) Total Capital cost</b>	<b>\$ 6,000.00</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 6,000.00</b>
<b>(B) Funding Sources:</b>						
Capital reserve/carry forward						\$ -
Sale of asset, if applicable						\$ -
External funding, i.e. grants						\$ -
<b>Taxation required (A - B)</b>	<b>\$ 6,000.00</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 6,000.00</b>

Prepared by: Leah Garven

Director responsible: Cheryl DeNeire

Date: September 17 2021

Date: September 20 2021

Reviewed by Finance: \_\_\_\_\_

**City of North Battleford  
2022 Capital Budget Request**

Project Name:	<b>Don Ross Arena Score Clock</b>	Division:	<b>Parks &amp; Recreation</b>	Business Unit:	<b>Parks &amp; Recr</b>
Requester:	<b>Seton Winterholt</b>	Asset Type:	<b>Replacement</b>	Prior Year re-Budget?	<b>No</b>
Date Requested:	<b>Sept 17 2021</b>	Asset Category:	<b>Machinery &amp; Equipment</b>		

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

Is the project multi-year in scope?	No	
Are cost savings anticipated?	Yes	Less repair/energy usage
Are revenues anticipated?	No	
Has external funding been secured?	No	



Priority area of strategic plan: **Sustainability**

Project Description/Summary:  
The Don Ross Arena Score Clock is in need of replacement. The current clock burns out bulbs rapidly and many sockets are beyond repair, causing there to be issues properly reading the board. The existing scoreclock is believed to be over 30 years old.

Benefit of project/capital purchase:  
The current unit is aging and requiring frequent repairs, has obsolete parts and we receive customer complaints due to its state. Rental groups will continue to use the DRA and a consistent scoreclock may encourage more rentals at the facility.

Risk Management Rating: **13**

Pros: User group satisfaction level will increase. New scoreclocks are more energy efficient.  
Cons: If not replaced, user complaints will continue to increase and rental income may be affected.

Risk	Low	Medium	High
High	5	15	25
Medium	3	9	15
Low	1	3	5

Severity

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

	2022	2023	2024	2025	2026	Total Cost
<b>Major project costs:</b>						
Capital purchase	\$ 60,000.00					\$ 60,000.00
Other project costs, if any						\$ -
Less prior year spent						\$ -
<b>(A) Total Capital cost</b>	<b>\$ 60,000.00</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 60,000.00</b>
<b>(B) Funding Sources:</b>						
Capital reserve/carry forward						\$ -
Sale of asset, if applicable						\$ -
External funding, i.e. grants						\$ -
<b>Taxation required (A - B)</b>	<b>\$ 60,000.00</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 60,000.00</b>

Prepared by: **Seton Winterholt**

Director responsible: **Cheryl DeNeire**

Date: **September 17 2021**

Date: **September 20 2021**

Reviewed by Finance: \_\_\_\_\_

**City of North Battleford  
2022 Capital Budget Request**

Project Name:	<b>DR Arena Fire Exit Doors</b>	Division:	<b>Parks &amp; Recreation</b>	Business Unit:	<b>Parks &amp; Recreation</b>
Requester:	<b>Gord Whitton</b>	Asset Type:	<b>Betterment</b>	Prior Year re-Budget?	<b>No</b>
Date Requested:	<b>Oct 27 2021</b>	Asset Category:	<b>Engineered Structures</b>		

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

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



Priority area of strategic plan: **Healthy & Safe Community**

**Project Description/Summary:**  
Recently the Fire Department conducted an occupancy review of the Don Ross Arena. Due to bottlenecking within the facility, the 3 available exit doors require fewer patrons inside in order to meet fire code. The occupancy rate for the entire facility is **190 sitting/standing**. This is extremely low and there are times during games and changeover of games that this limit can be surpassed. The Fire Chief recommended installing **2 extra exit doors** which would alleviate some of the problem and allow upwards of 400-700 patrons inside (final number to be determined once optimal door placement was decided upon). This is a critical fix.

**Benefit of project/capital purchase:**  
Improved occupancy level and safety.

Risk Management Rating **25**

Pros: The facility can function as it should for its size

Cons: Unexpected cost

<b>Risk</b>			
High	5	15	25
Medium	3	9	15
Low	1	3	5
	Low	Medium	High
	<b>Severity</b>		

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

	2022	2023	2024	2025	2026	Total Cost
<b>Major project costs:</b>						
Capital purchase	\$ 25,000.00					\$ 25,000.00
Other project costs, if any						\$ -
Less prior year spent						\$ -
<b>(A) Total Capital cost</b>	<b>\$ 25,000.00</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 25,000.00</b>
<b>(B) Funding Sources:</b>						
Capital reserve/carry forward						\$ -
Sale of asset, if applicable						\$ -
External funding, i.e. grants						\$ -
<b>Taxation required (A - B)</b>	<b>\$ 25,000.00</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 25,000.00</b>

Prepared by: **Gord Whitton**

Director responsible: **Cheryl DeNeire**

Date: **October 27 2021**

Date: **October 27 2021**

Reviewed by Finance: \_\_\_\_\_



**City of North Battleford  
2022 Capital Budget Request**

Project Name:	<b>Field House Wall-Metal Cladding</b>	Division:	<b>Parks &amp; Recreation</b>	Business Unit:	<b>Parks &amp; Recreation</b>
Requester:	Seton Winterholt	Asset Type:	<b>Betterment</b>	Prior Year re-Budget?	<b>No</b>
Date Requested:	Sept 17 2021	Asset Category:	<b>Buildings</b>		

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

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



Priority area of strategic plan: **Sustainability**

**Project Description/Summary:**  
When the Fieldhouse was built, a section of wall was left unfinished. The insulation is exposed and getting damaged, which reduces its ability to insulate.

**Benefit of project/capital purchase:**  
Protect the insulation to provide best thermal protection.  
Cosmetically the repair will complete the building to a finished look.

Risk Management Rating: **9**

<b>Risk</b>			
High	5	15	25
Medium	3	9	15
Low	1	3	5
	Low	Medium	High

**Severity**

**Pros:** Helps to reduce overall heating costs by reducing heat loss.  
**Cons:** If not done, insulation will continue to deteriorate with a loss of heat and the aesthetically poor appearance will remain.

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

	2022	2023	2024	2025	2026	Total Cost
<b>Major project costs:</b>						
Capital purchase	\$ 55,000.00					\$ 55,000.00
Other project costs, if any						\$ -
Less prior year spent						\$ -
<b>(A) Total Capital cost</b>	<b>\$ 55,000.00</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 55,000.00</b>
<b>(B) Funding Sources:</b>						
Capital reserve/carry forward						\$ -
Sale of asset, if applicable						\$ -
External funding, i.e. grants						\$ -
<b>Taxation required (A - B)</b>	<b>\$ 55,000.00</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 55,000.00</b>

Prepared by: Seton Winterholt

Director responsible: Cheryl DeNeire

Date: September 17 2021

Date: September 20 2021

Reviewed by Finance: \_\_\_\_\_

**City of North Battleford  
2022 Capital Budget Request**

Project Name:	<b>Pool Electrical</b>	Division:	<b>Parks &amp; Recreation</b>	Business Unit:	<b>Parks &amp; Recreation</b>
Requester:	<b>Seton Winterholt</b>	Asset Type:	<b>Betterment</b>	Prior Year re-Budget?	<b>No</b>
Date Requested:	<b>Sept 17 2021</b>	Asset Category:	<b>Buildings</b>		

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

Is the project multi-year in scope?	No	
Are cost savings anticipated?	Yes	Less repairs & fire hazard
Are revenues anticipated?	No	
Has external funding been secured?	No	



Priority area of strategic plan: **Quality Infrastructure**

Project Description/Summary:  
When the Aquatic Centre was built, a number of major electrical components were installed in the wave chamber room exposing them to high chlorine and humidity levels. Components should be moved to a safer location.

Benefit of project/capital purchase:  
Avoid failure of equipment and reduce fire hazard due to corrosion.

Risk Management Rating **15**  
Pros: Increased safety level, reduced risk of a system failure, thereby reducing the likelihood of a Centre shutdown due to an electrical failure in that area.  
Cons: Costly

<b>Risk</b>			
High	5	15	25
Medium	3	9	15
Low	1	3	5
	Low	Medium	High
	<b>Severity</b>		

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

	2022	2023	2024	2025	2026	Total Cost
<b>Major project costs:</b>						
Capital purchase	\$ 35,000.00					\$ 35,000.00
Other project costs, if any						\$ -
Less prior year spent						\$ -
<b>(A) Total Capital cost</b>	<b>\$ 35,000.00</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 35,000.00</b>
<b>(B) Funding Sources:</b>						
Capital reserve/carry forward						\$ -
Sale of asset, if applicable						\$ -
External funding, i.e. grants						\$ -
<b>Taxation required (A - B)</b>	<b>\$ 35,000.00</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 35,000.00</b>

Prepared by: **Seton Winterholt**

Director responsible: **Cheryl DeNeire**

Date: **September 17 2021**

Date: **September 20 2021**

Reviewed by Finance: \_\_\_\_\_



**City of North Battleford  
Capital Budget Request**

Project Name:	DRC Roof Top HVAC	Division:	Parks & Recreation	Business Unit:	Parks & Recreation
Requester:	Seton Winterholt	Asset Type:	Replacement	Prior Year re-Budget?	Yes
Date Requested:	October 19, 2021	Asset Category:	Buildings		

**Project Questions:**

**(Yes/No)** Comment, if required

Is the project multi-year in scope?	Yes	Replace 1 unit per year
Are cost savings anticipated?	Yes	Reduced Energy Costs
Are revenues anticipated?	No	
Has external funding been secured?	No	



Priority area of strategic plan: Governance Excellence/Citizen Focused Services

**Project Description/Summary:**  
Replace R22 Roof Top HVAC units due to discontinued R22 refrigerant and aging heat exchangers. A third party mechanical assessment completed in 2019 identified several units at end of life and several with heat exchangers in poor condition. With the discontinuation of R22 refrigerant all units will need to be changed out as they will become unserviceable.

**Benefit of project/capital purchase:**  
Modernize equipment to run more efficiently; fewer breakdowns; limited supply of R22 refrigerant before it is not available at all. A planned approach to new installation reduces the risk of scrambling to change a unit upon total failure.

Risk Management Rating: 9

Pros: Modern, efficient equipment

Cons: Cost

<b>Risk</b>			
High	5	15	25
Medium	3	9	15
Low	1	3	5
	Low	Medium	High
	<b>Severity</b>		

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

	2022	2023	2024	2025	2026	Total Cost
<b>Major project costs:</b>						
Capital purchase	\$ 11,000.00					\$ 11,000.00
Other project costs, if any						\$ -
Less prior year spent						\$ -
<b>(A) Total Capital cost</b>	<b>\$ 11,000.00</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 11,000.00</b>
<b>(B) Funding Sources:</b>						
Capital reserve/carry forward						\$ -
Sale of asset, if applicable						\$ -
External funding, i.e. grants						\$ -
<b>Taxation required (A - B)</b>	<b>\$ 11,000.00</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 11,000.00</b>

Prepared by: Seton Winterholt

Director responsible: Cheryl DeNeire

Date: October 19, 2021

Date: October 21, 2021

Reviewed by Finance: \_\_\_\_\_

**City of North Battleford  
2022 CAPITAL REQUEST**

Project Name:	<b>PARKS- Irrigation System</b>	Division:	<b>Parks &amp; Recreation</b>	Business Unit:	<b>Parks &amp; Recreation</b>
Requester:	<b>Gord Whitton</b>	Asset Type:	<b>Betterment</b>	Prior Year	
Date Requested:	<b>Sept. 20 2021</b>	Asset Category:	<b>Machinery &amp; Equipment</b>	re-Budget?	<b>No</b>

Project Questions:	(Yes/No)	Comment, if required
Is the project multi-year in scope?	Yes	Over 3 years
Are cost savings anticipated?	No	
Are revenues anticipated?	No	
Has external funding been secured?	No	

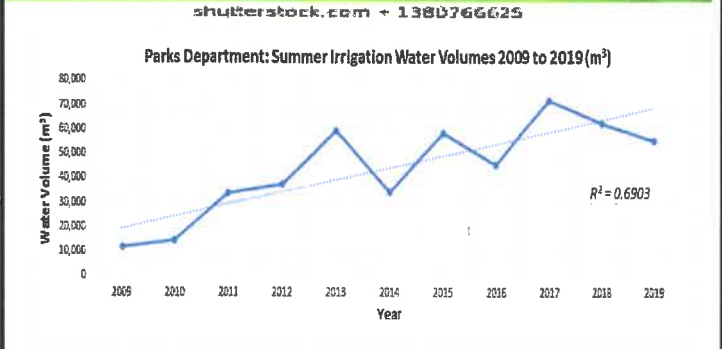
Priority area of strategic plan: **Sustainability**

**Project Description/Summary:**  
There has been a progressive increase in irrigation water usage throughout the City's parks and sportsfields. The current irrigation lines (37 systems) are on average 25 years old and are past their life expectancy of 20 years. Water cost increases occur for a variety of reasons including: rate increases, line or head breaks and seepage due to age of the lines. In order to maintain our parks and sportsfields, a perpetual replacement plan is required. Priority for 2022 will be the continuation of the replacement of the systems in our parks. We are doing this in stages because of the size of the area and the availability of contractors to complete the work.

**Benefit of project/capital purchase:**  
Decrease in water costs, increased field health.

**Risk Management Rating** 15

Pros: Increased field health and aesthetics throughout the city.  
Cons: Cost



Risk	Low	Medium	High
High	5	15	25
Medium	3	9	15
Low	1	3	5
	Low	Medium	High

*Severity*

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

	2022	2023	2024	2025	2026	Total Cost
<b>Major project costs:</b>						
Capital purchase	\$ 50,000.00					\$ 50,000.00
Other project costs, if any						\$ -
Less prior year spent						\$ -
<b>(A) Total Capital cost</b>	<b>\$ 50,000.00</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 50,000.00</b>
<b>(B) Funding Sources:</b>						
Capital reserve/carry forward						\$ -
Sale of asset, if applicable						\$ -
External funding, i.e. grants						\$ -
<b>Taxation required (A - B)</b>	<b>\$ 50,000.00</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 50,000.00</b>

Prepared by: **Gord Whitton**

Director responsible: **Cheryl DeNeire**

Date: **Sept 20 2021**

Date: **Sept 20 2021**

Reviewed by Finance: \_\_\_\_\_

**City of North Battleford  
2022 CAPITAL REQUEST**

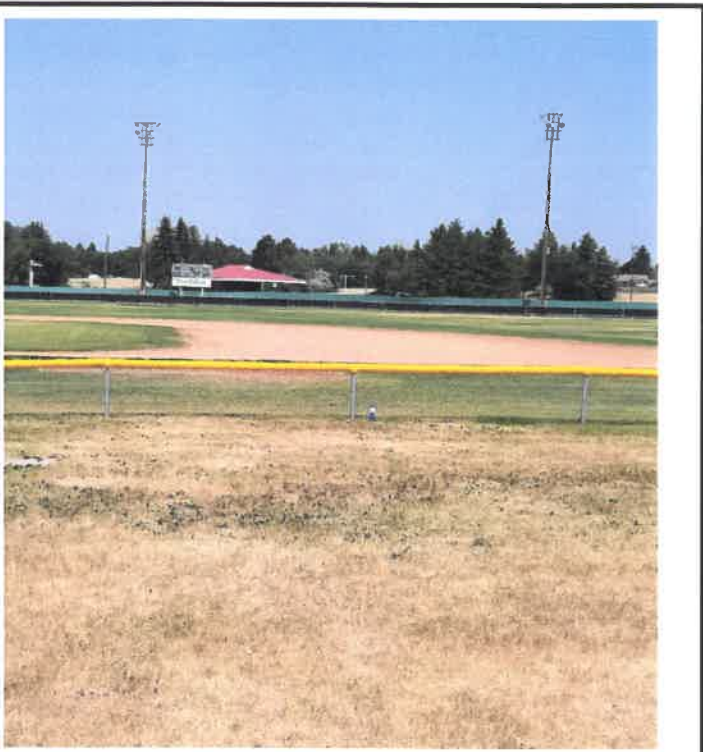
Project Name:	<b>Beaver Lions Shale Replaced</b>	Division:	<b>Parks &amp; Recreation</b>	Business Unit:	<b>Parks &amp; Recreation</b>
Requester:	<b>Gord Whitton</b>	Asset Type:	<b>Replacement</b>	Prior Year re-Budget?	<b>No</b>
Date Requested:	<b>September 20, 2021</b>	Asset Category:	<b>Machinery &amp; Equipment</b>		

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

Priority area of strategic plan: **Sustainability**

**Project Description/Summary:**  
The Shale on the Beaver Lions Diamond has not been fully replaced ever. Shale breaks down over time into more of a powder than shale. When wet, it becomes sludge and when it dries it hardens. Grooming loosens the top of the shale but it is a powder and blows away in the wind and is easily pushed onto the grass area. Poor shale conditions impact playability of the diamond and ultimately impacts a game. The proposed project is the full removal of all the shale to 4" and have it replaced and packed again to the surface.

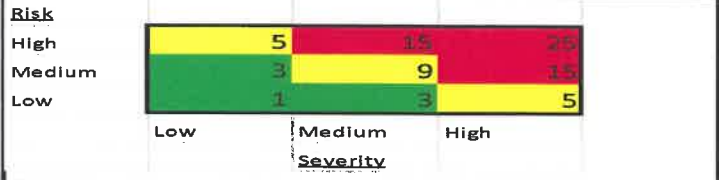
**Benefit of project/capital purchase:**  
Improved playability of the field being our only stadium field in the City. Extend the life of the diamond.



Risk Management Rating: **25**

Pros: Lifecycle extended and rejuvenated.

Cons: Cost and time when it can be done - will impact either ball or football to some degree.



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

	2022	2023	2024	2025	2026	Total Cost
<b>Major project costs:</b>						
Capital purchase	\$ 40,000.00					\$ 40,000.00
Other project costs, if any						\$ -
Less prior year spent						\$ -
<b>(A) Total Capital cost</b>	<b>\$ 40,000.00</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 40,000.00</b>
<b>(B) Funding Sources:</b>						
Capital reserve/carry forward						\$ -
Sale of asset, if applicable						\$ -
External funding, i.e. grants						\$ -
<b>Taxation required (A - B)</b>	<b>\$ 40,000.00</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 40,000.00</b>

Prepared by: **Gord Whitton**

Director responsible: **Cheryl DeNeire**

Date: **Sept 20 2021**

Date: **Sept 20 2021**

Reviewed by Finance: \_\_\_\_\_



**City of North Battleford  
2022 Capital Budget Request**

Project Name:	<b>Parks Benches &amp; Tables</b>	Division:	<b>Parks &amp; Recreation</b>	Business Unit:	<b>Parks &amp; Recreation</b>
Requester:	<b>Gord Whitton</b>	Asset Type:	<b>New Asset</b>	Prior Year re-Budget?	<b>No</b>
Date Requested:	<b>Sept 17 2021</b>	Asset Category:	<b>Machinery &amp; Equipment</b>		

**Project Questions:**

**(Yes/No)** Comment, if required

Is the project multi-year in scope?	Yes	3 year implementation
Are cost savings anticipated?	No	
Are revenues anticipated?	No	
Has external funding been secured?	No	



Priority area of strategic plan: **Healthy & Safe Community**

**Project Description/Summary:**  
The Parks Department does not have a supply of picnic tables or benches on hand. The Recreation Master Plan identified amenities in parks and the #1 outdoor priority. Many of the City's parks and trails require more frequent resting and gathering areas. These areas will be situated along pathways/trails as well as in our parks. Spreading the purchasing over a 3 year period would enable Parks to purchase up to 10 mixed units per year.

**Benefit of project/capital purchase:**  
Improved health and safety levels by providing more rest stops along our trails and in our parks. Improved community wellness by providing more outdoor gathering spaces throughout the City.

**Risk Management Rating** 9

**Pros:** Improved health and wellness. Meeting a need identified by the community in the Recreation Master Plan.  
**Cons:** None

<b>Risk</b>			
High	5	15	25
Medium	3	9	15
Low	1	3	5
	Low	Medium	High
	<b>Severity</b>		

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

	2022	2023	2024	2025	2026	Total Cost
<b>Major project costs:</b>						
Capital purchase	\$ 15,000.00					\$ 15,000.00
Other project costs, if any						\$ -
Less prior year spent						\$ -
<b>(A) Total Capital cost</b>	<b>\$ 15,000.00</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 15,000.00</b>
<b>(B) Funding Sources:</b>						
Capital reserve/carry forward						\$ -
Sale of asset, if applicable						\$ -
External funding, i.e. grants						\$ -
<b>Taxation required (A - B)</b>	<b>\$ 15,000.00</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 15,000.00</b>

Prepared by: **Gord Whitton**

Director responsible: **Cheryl DeNeire**

Date: **September 17 2021**

Date: **September 20 2021**

Reviewed by Finance: \_\_\_\_\_

**City of North Battleford  
2022 Capital Budget Request**

Project Name: 

Playground/Splash Park Equipment
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 Requester: 

Gord Whitton
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 Date Requested: 

Nov. 4 2021
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Division: 

Parks & Recreation
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 Asset Type: 

Betterment
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 Asset Category: 

Land Improvements
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Business Unit: 

Parks & Recreation
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 Prior Year re-Budget? 

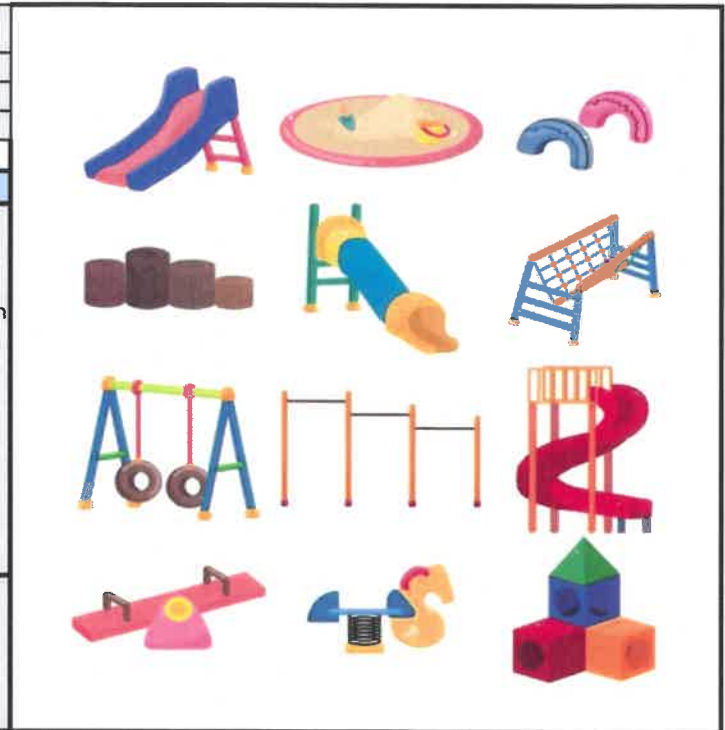
No
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**Project Questions:**

**(Yes/No)** Comment, if required

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

Yes	
Yes	
No	
No	



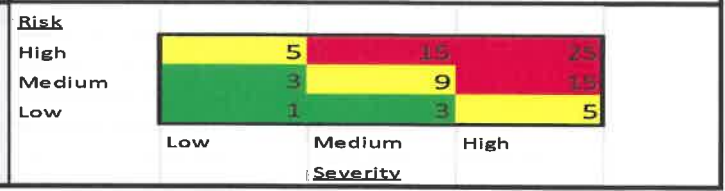
Priority area of strategic plan: **Quality Infrastructure**

Project Description/Summary:  
 Our playgrounds and splash parks are well utilized by city residents throughout the summer months. Individual pieces of our City playgrounds and splash parks require replacement as structures age or get damaged. We have 10 playgrounds and 3 splash parks, which overall is a lot of equipment. \$10,000 will ensure the purchase of 2-3 pieces.

Benefit of project/capital purchase:  
 Increased health and wellness of community residents. Improved sustainability and reduced hazards

Pros: Continuous lifecycle planning  
 Cons: none

9



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

	2022	2023	2024	2025	2026	Total Cost
<b>Major project costs:</b>						
Capital purchase	\$ 10,000					\$ 10,000
Other project costs, if any						\$ -
Less prior year spent						\$ -
<b>(A) Total Capital cost</b>	<b>\$ 10,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 10,000</b>
<b>(B) Funding Sources:</b>						
Capital reserve/carry forward						\$ -
Sale of asset, if applicable						\$ -
External funding, i.e. grants						\$ -
<b>Taxation required (A - B)</b>	<b>\$ 10,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 10,000</b>

Prepared by: Gord Whitton

Director responsible: Cheryl DeNeire

Date: Nov. 4 2021

Date: Nov. 4 2021

Reviewed by Finance: \_\_\_\_\_

**City of North Battleford  
2022 CAPITAL REQUEST**

Project Name:	<b>PARKS- GAZEBOS</b>	Division:	<b>Parks &amp; Recreation</b>	Business Unit:	<b>Parks &amp; Recreation</b>
Requester:	Gord Whitton	Asset Type:	<b>New Asset</b>	Prior Year	
Date Requested:	Sept 20 2021	Asset Category:	<b>Buildings</b>	re-Budget?	<b>No</b>

Project Questions:	(Yes/No)	Comment, if required
Is the project multi-year in scope?	Yes	Over 3 years
Are cost savings anticipated?	No	
Are revenues anticipated?	No	
Has external funding been secured?	No	

**Priority area of strategic plan:** Sustainability

**Project Description/Summary:**  
Our City parks do not have any sheltered seating areas. The Recreation Master Plan identified "Parks Amenities" as the top outdoor priority of interest to residents. Amenities include seating, shelter, washrooms, water fountains, benches and tables. A gazebo addresses the need for sheltered gathering spaces and improves the availability of seating in our parks. With this project we would install 2 gazebos per year over a 3 year period.

**Benefit of project/capital purchase:**  
Community health and wellness, improved outdoor amenities



**Risk Management Rating** 9

**Pros:** Addresses some of the outdoor needs in the Recreation Master Plan

**Cons:** Cost

<b>Risk</b>			
High	5	15	25
Medium	3	9	15
Low	1	3	5
	Low	Medium	High
	<b>Severity</b>		

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

	2022	2023	2024	2025	2026	Total Cost
<b>Major project costs:</b>						
Capital purchase	\$ 13,000.00					\$ 13,000.00
Other project costs, if any						\$ -
Less prior year spent						\$ -
<b>(A) Total Capital cost</b>	<b>\$ 13,000.00</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 13,000.00</b>
<b>(B) Funding Sources:</b>						
Capital reserve/carry forward						\$ -
Sale of asset, if applicable						\$ -
External funding, i.e. grants						\$ -
<b>Taxation required (A - B)</b>	<b>\$ 13,000.00</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 13,000.00</b>

Prepared by: Gord Whitton	Director responsible: Cheryl DeNeire
Date: Sept 20 2021	Date: Sept 20 2021

Reviewed by Finance: \_\_\_\_\_



**City of North Battleford  
2022 Capital Budget Request**

Project Name:	<b>BLStadium Storage Shed Replacement</b>	Division:	<b>Parks &amp; Recreation</b>	Business Unit:	<b>Parks &amp; Rec</b>
Requester:	<b>Gord Whitton</b>	Asset Type:	<b>Replacement</b>	Prior Year re-Budget?	<b>Yes</b>
Date Requested:	<b>Sept 17 2021</b>	Asset Category:	<b>Buildings</b>		

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

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



Priority area of strategic plan: **Sustainability**

**Project Description/Summary:**  
The storage shed inside of the Beaver Lions Stadium is old and needs to be replaced. Parks crew and ball groups using that diamond use the shed to store their equipment including equipment for field and shale grooming/lining. The current shed is falling apart and is too small to properly store all the equipment - causing the interior to be disorganized and hazardous.

**Benefit of project/capital purchase:**  
Equipment, tools, machinery, and supplies would be properly stored, improving their longevity and reducing the hazard level that is inherent to an disorganized space.

Risk Management Rating: **9**

Pros: Improved sustainability.

Cons: None

<b>Risk</b>			
High	5	15	25
Medium	3	9	15
Low	1	3	5
	Low	Medium	High
	<b>Severity</b>		

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

	2022	2023	2024	2025	2026	Total Cost
<b>Major project costs:</b>						
Capital purchase	\$ 6,000.00					\$ 6,000.00
Other project costs, if any						\$ -
Less prior year spent						\$ -
<b>(A) Total Capital cost</b>	<b>\$ 6,000.00</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 6,000.00</b>
<b>(B) Funding Sources:</b>						
Capital reserve/carry forward						\$ -
Sale of asset, if applicable						\$ -
External funding, i.e. grants						\$ -
<b>Taxation required (A - B)</b>	<b>\$ 6,000.00</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 6,000.00</b>

Prepared by: **Gord Whitton**

Director responsible: **Cheryl DeNeire**

Date: **September 17 2021**

Date: **September 20 2021**

Reviewed by Finance: \_\_\_\_\_

**City of North Battleford  
2022 Capital Budget Request**

Project Name:	<b>Parks- Double Niche Columbarium</b>	Division:	<b>Parks &amp; Recreation</b>	Business Unit:	<b>Parks &amp; Recr</b>
Requester:	<b>Gord Whitton</b>	Asset Type:	<b>New Asset</b>	Prior Year re-Budget?	<b>Yes</b>
Date Requested:	<b>Sept 17 2021</b>	Asset Category:	<b>Engineered Structures</b>		

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

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



Priority area of strategic plan: **Healthy & Safe Community**

Project Description/Summary:  
Our City Columbarium is frequently requested and is 90% full. Most requests are for a double niche columbarium which can accommodate 2 cremains per niche. We have been saving funds to pay for this for the past 3 years.

Benefit of project/capital purchase:  
Meet a need in the community and address the issue of capacity in our primary columbarium.

Risk Management Rating **15**

Pros: Relatively affordable over time.

Cons: None

<b>Risk</b>			
High	5	15	25
Medium	3	9	15
Low	1	3	5
	Low	Medium	High
	<b>Severity</b>		

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

	2022	2023	2024	2025	2026	Total Cost
<b>Major project costs:</b>						
Capital purchase	\$ 75,000.00	\$ -	\$ -			\$ 75,000.00
Other project costs, if any						\$ -
Less prior year spent						\$ -
<b>(A) Total Capital cost</b>	<b>\$ 75,000.00</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 75,000.00</b>
<b>(B) Funding Sources:</b>						
Capital reserve/carry forward	\$ 50,000.00					\$ 50,000.00
Sale of asset, if applicable						\$ -
External funding, i.e. grants						\$ -
<b>Taxation required (A - B)</b>	<b>\$ 25,000.00</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 25,000.00</b>

Prepared by: **Gord Whitton**

Director responsible: **Cheryl DeNeire**

Date: **September 17 2021**

Date: **September 20 2021**

Reviewed by Finance: \_\_\_\_\_



**City of North Battleford  
2022 Capital Budget Request**

Project Name: 

Hickson's Hut Washroom Upgrade
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 Requester: 

Gord Whitton
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 Date Requested: 

Nov. 4 2021
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Division: 

Parks & Recreation
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 Asset Type: 

Betterment
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 Asset Category: 

Land Improvements
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Business Unit: 

Parks & Recreation
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 Prior Year re-Budget?: 

No
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**Project Questions:**

**(Yes/No)** Comment, if required

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

No	
Yes	Repairs will be reduced
No	
No	



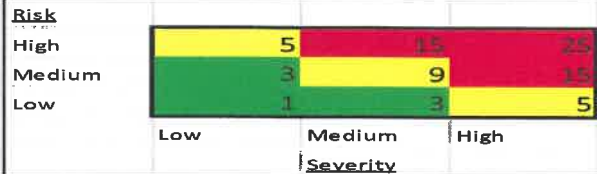
Priority area of strategic plan: 

Quality Infrastructure
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Project Description/Summary:  
 The washrooms at Hickson's Hut require updating to improve aesthetics as well as usage. The washrooms can be improved greatly with only a minor investment at this point.

Benefit of project/capital purchase:  
 Improved aesthetics and efficiency

Pros: Sustainability  
 Cons: none



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

	2022	2023	2024	2025	2026	Total Cost
<b>Major project costs:</b>						
Capital purchase	\$ 6,000	\$ -	\$ -	\$ -	\$ -	\$ 6,000
Other project costs, if any						\$ -
Less prior year spent						\$ -
<b>(A) Total Capital cost</b>	<b>\$ 6,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 6,000</b>
<b>(B) Funding Sources:</b>						
Capital reserve/carry forward						\$ -
Sale of asset, if applicable						\$ -
External funding, i.e. grants						\$ -
<b>Taxation required (A - B)</b>	<b>\$ 6,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 6,000</b>

Prepared by: 

Gord Whitton
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Director responsible: 

Cheryl DeNeire
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Date: 

Nov. 4 2021
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Date: 

Nov. 4 2021
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Reviewed by Finance: 

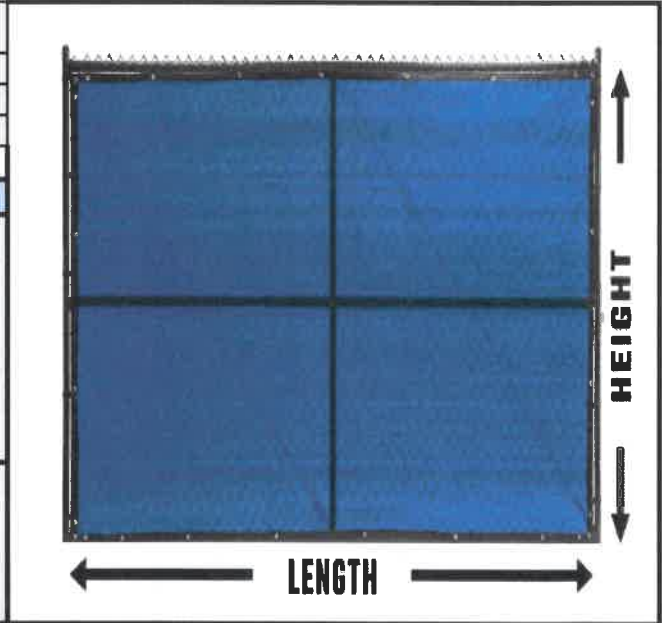
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**City of North Battleford  
2022 Capital Budget Request**

Project Name:	<b>Tennis Court Windscreen</b>	Division:	<b>Parks &amp; Recreation</b>	Business Unit:	<b>Parks &amp; Recreation</b>
Requester:	<b>Gord Whitton</b>	Asset Type:	<b>Replacement</b>	Prior Year re-Budget?	<b>No</b>
Date Requested:	<b>Sept 17 2021</b>	Asset Category:	<b>Machinery &amp; Equipment</b>		

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

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



Priority area of strategic plan: **Healthy & Safe Community**

**Project Description/Summary:**  
The tennis court windscreen requires full replacement. It is at the end of its lifecycle and becomes increasingly difficult to install each year. The current windscreen is 9 feet high- creating a difficulty with the windload on the fence. The tennis court area experiences constant wind and large wind gusts. The new screen will be 5' high which is high enough to protect play on the court but leave part of the fencing open to reduce the windload on the system.

**Benefit of project/capital purchase:**  
Improved safety and sustainability of the fencing.

Risk Management Rating: **9**  
Pros: Relatively affordable over time.  
Cons: None

<b>Risk</b>			
High	5	15	25
Medium	3	9	13
Low	1	3	5
	Low	Medium	High
	<b>Severity</b>		

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

	2022	2023	2024	2025	2026	Total Cost
<b>Major project costs:</b>						
Capital purchase	\$ 7,300.00					\$ 7,300.00
Other project costs, if any						\$ -
Less prior year spent						\$ -
<b>(A) Total Capital cost</b>	<b>\$ 7,300.00</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 7,300.00</b>
<b>(B) Funding Sources:</b>						
Capital reserve/carry forward						\$ -
Sale of asset, if applicable						\$ -
External funding, i.e. grants						\$ -
<b>Taxation required (A - B)</b>	<b>\$ 7,300.00</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 7,300.00</b>

Prepared by: **Gord Whitton**

Director responsible: **Cheryl DeNeire**

Date: **September 17 2021**

Date: **September 20 2021**

Reviewed by Finance: \_\_\_\_\_

**City of North Battleford  
2022 Capital Budget Request**

Project Name: **Tree Replacement Program**  
 Requester: **Gord Whitton**  
 Date Requested: **Nov. 4 2021**

Division: **Parks & Recreation**  
 Asset Type: **Replacement**  
 Asset Category: **Land Improvements**

Business Unit: **Parks & Recreation**  
 Prior Year re-Budget? **No**

**Project Questions:**

**(Yes/No) Comment, if required**

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

No	
Yes	Less tree loss
No	
No	

Priority area of strategic plan: **Quality Infrastructure**

**Project Description/Summary:**  
 The City does not currently have a reserve set up to address the renewal of our urban forest. Park arborists can plan for lifecycle and replacement but not unexpected damage or disease. These funds would be put into a reserve account and accessed when trees are requiring replacement due to lifecycle end/catastrophic damage or disease.

**Benefit of project/capital purchase:**  
 Increased urban vitality, protection against infestation, reduced environmental hazard.

**MANAGING OUR URBAN FOREST**

**WHAT DOES THE URBAN FOREST DO FOR ME?**

Save a moment to consider how many benefits are provided by the urban forest from cherry blossoms and fall colour to summer shade and fresh air. Its food production and carbon storage, trees are a remarkably singular and complex solution for many challenges associated with the sustainable management of our cities and neighbourhoods. The following illustrations show the many benefits of the urban forest canopy across a range of species found throughout New Westminster.

**UNDERSTANDING BENEFITS of the URBAN FOREST**

**REMOVE & REPLANT & RESTORE**

<b>Risk</b>			
High	5	15	25
Medium	3	9	15
Low	1	3	5
	Low	Medium	High
	<b>Severity</b>		

**Pros:** Urban Forest Sustainability improved  
**Cons:** Long term cost

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

	2022	2023	2024	2025	2026	Total Cost
<b>Major project costs:</b>						
Capital purchase	\$ 20,000					\$ 20,000
Other project costs, if any						\$ -
Less prior year spent						\$ -
<b>(A) Total Capital cost</b>	<b>\$ 20,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 20,000</b>
<b>(B) Funding Sources:</b>						
Capital reserve/carry forward						\$ -
Sale of asset, if applicable						\$ -
External funding, i.e. grants						\$ -
<b>Taxation required (A - B)</b>	<b>\$ 20,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 20,000</b>

Prepared by: **Gord Whitton**

Director responsible: **Cheryl DeNeire**

Date: **Nov. 4 2021**

Date: **Nov. 4 2021**

Reviewed by Finance: \_\_\_\_\_



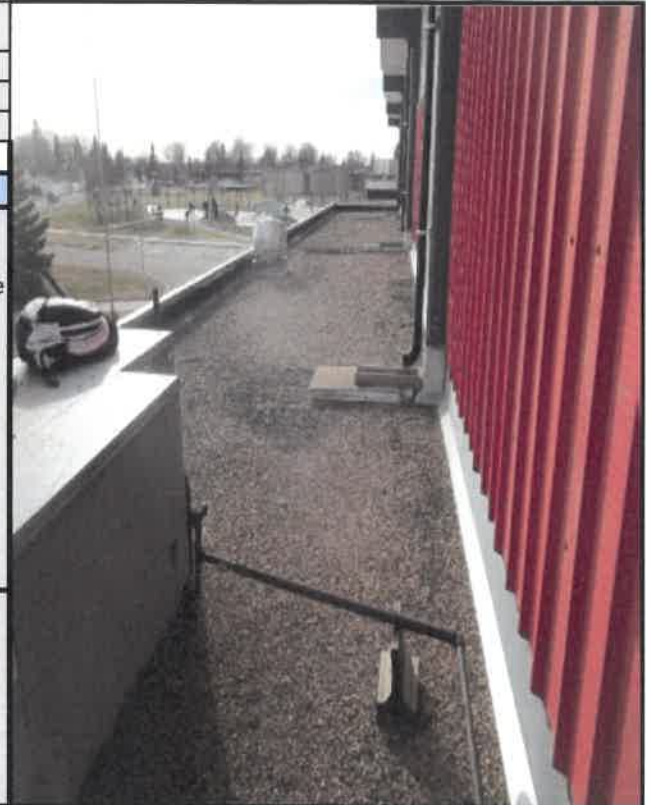
**City of North Battleford  
Capital Budget Request**

Project Name:	ACC Concession Roof	Division:	Parks & Recreation	Business Unit:	Parks & Recr
Requester:	Seton Winterholt	Asset Type:	Replacement	Prior Year re-Budget?	No
Date Requested:	October 18, 2021	Asset Category:	Buildings		

**Project Questions:**

**(Yes/No)** Comment, if required

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



Priority area of strategic plan: Organizational Excellence

**Project Description/Summary:**  
A 2021 roof condition assessment completed by RMIS Engineering for the City of North Battleford identified the concession area of the Access Communications Centre as in need of a full replacement. The area has active leaks into the concession area below. The concession area roof is approximately 25 years old.

**Benefit of project/capital purchase:**  
Stopping the leaks and further damage to the building. Extend the useable life of the concession part of the arena.

Risk Management Rating 15

<b>Risk</b>			
High	5	15	25
Medium	3	9	15
Low	1	3	5
	Low	Medium	High
	<b>Severity</b>		

Pros: No further damage, allows the concession to continue to operate

Cons: Cost

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

	2022	2023	2024	2025	2026	Total Cost
<b>Major project costs:</b>						
Capital purchase	\$ 70,000.00					\$ 70,000.00
Other project costs, if any						\$ -
Less prior year spent						\$ -
<b>(A) Total Capital cost</b>	<b>\$ 70,000.00</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 70,000.00</b>
<b>(B) Funding Sources:</b>						
Capital reserve/carry forward						\$ -
Sale of asset, if applicable						\$ -
External funding, i.e. grants						\$ -
<b>Taxation required (A - B)</b>	<b>\$ 70,000.00</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 70,000.00</b>

Prepared by: Seton Winterholt

Director responsible: Cheryl DeNeire

Date: October 18, 2021

Date: November 4, 2021

Reviewed by Finance: \_\_\_\_\_

**City of North Battleford  
2022 Capital Budget Request**

Project Name:	<b>BCAC Roof Partial Replacemnet</b>	Division:	<b>Parks &amp; Recreation</b>	Business Unit:	<b>Parks &amp; Recr</b>
Requester:	<b>Seton Winterholt</b>	Asset Type:	<b>Replacement</b>	Prior Year re-Budget?	<b>No</b>
Date Requested:	<b>Sept 17 2021</b>	Asset Category:	<b>Buildings</b>		

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

Is the project multi-year in scope?	Yes	50% in 2022, 50% in 2023
Are cost savings anticipated?	No	
Are revenues anticipated?	No	
Has external funding been secured?	No	Potential Grant



Priority area of strategic plan: **Quality Infrastructure**

Project Description/Summary:  
A third party roof assessment was completed by RMIS Engineering. That assessment has identified severe deficiencies in the Aquatic Centre Roof that must be corrected.

Benefit of project/capital purchase:  
Currently there are active leaks and moisure build up within the roofing structure and membranes. This would be rectified with the replacement of the roof in that area.

Risk Management Rating **25**  
Pros: Less damage to the pool structure due to leaks. Improved longevity.  
Cons: Extremely Costly.

<b>Risk</b>			
High	5	15	25
Medium	3	9	15
Low	1	3	5
	Low	Medium	High
	<b>Severity</b>		

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

	2022	2023	2024	2025	2026	Total Cost
<b>Major project costs:</b>						
Capital purchase	\$ 800,000.00					\$ 800,000.00
Other project costs, if any						\$ -
Less prior year spent						\$ -
<b>(A) Total Capital cost</b>	<b>\$ 800,000.00</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 800,000.00</b>
<b>(B) Funding Sources:</b>						
Capital reserve/carry forward						\$ -
Sale of asset, if applicable						\$ -
External funding, Gas Tax	\$ 800,000.00					\$ 800,000.00
<b>Taxation required (A - B)</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

Prepared by: **Seton Winterholt**

Director responsible: **Cheryl DeNeire**

Date: **September 17 2021**

Date: **September 20 2021**

Reviewed by Finance: \_\_\_\_\_

**City of North Battleford  
2022 Capital Budget Request**

Project Name:	Dekker Roof Replacement	Division:	Parks & Recreation	Business Unit:	Parks & Recreation
Requester:	Seton Winterholt	Asset Type:	Betterment	Prior Year re-Budget?	No
Date Requested:	September 20, 2021	Asset Category:	Buildings		

**Project Questions:**

**(Yes/No)** Comment, if required

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



Priority area of strategic plan: Governance Excellence/Citizen Focused Services

**Project Description/Summary:**

A third party roof assessment completed by RMIS Engineering has identified several deficiencies in the Dekker Centre Roof.

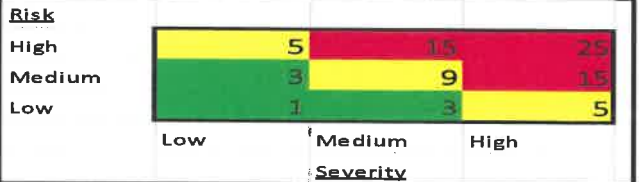
**Benefit of project/capital purchase:**

Currently there are active leaks and moisture build-up within the roofing structure and membranes.

Risk Management Rating 25

Pros: Overall health and safety risk reduced. Structure longevity secured

Cons: Cost



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

	2022	2023	2024	2025	2026	Total Cost
<b>Major project costs:</b>						
Capital purchase	\$ 420,000.00					\$ 420,000.00
Other project costs, if any						\$ -
Less prior year spent						\$ -
<b>(A) Total Capital cost</b>	<b>\$ 420,000.00</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 420,000.00</b>
<b>(B) Funding Sources:</b>						
Capital reserve/carry forward						\$ -
Sale of asset, if applicable						\$ -
External funding, Gas Tax	\$ 420,000.00					\$ 420,000.00
<b>Taxation required (A - B)</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

Prepared by: Seton Winterholt

Director responsible: Cheryl DeNeire

Date: September 20, 2021

Date: October 15, 2021

Reviewed by Finance: \_\_\_\_\_



Ten Year Capital Plan - Utility Fund														
Name of project / purchase	Division	Asset Type	Project Year	Risk Rating	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031
Sewer Force Main	Sanitary Sewer	Engineered Structure	2022	25	6,465,510									
WWTP HVAC Replacement	Sanitary Sewer	Machinery & Equipment	2022	15	70,000									
Sanitary Sewer Masterplan piping upgrades (not incl. Force Main Trunk) Planning	Sanitary Sewer	Engineered Structure	2022											
Relining Stormwater Sewer	Storm Sewer	Engineered Structure	2022	15	100,000									
Hydrovac Truck Positive Displacement Pump	Sanitary Sewer	Machinery & Equipment	2022	15	750,000									
Sewer Force Main	Sanitary Sewer	Engineered Structure	2023			1,645,510								
Design and Paving at WWTP Phase 1	Sanitary Sewer	Engineered Structure	2023			20,000								
Sanitary Sewer Masterplan piping upgrades (not incl. Force Main Trunk) Planning	Sanitary Sewer	Engineered Structure	2023											
2023 SCADA computer Upgrades	Sanitary Sewer	Machinery & Equipment	2023			25,000								
2023 VTSCADA conversion	Sanitary Sewer	Engineered Structure	2023			100,000								
Changing fibreglass grating and kickplates (Second Stage, bio-reactor)	Sanitary Sewer	Engineered Structure	2024				400,000							
Paving at WWTP Phase 2	Sanitary Sewer	Engineered Structure	2024				20,000							
Sanitary Sewer Masterplan piping upgrades (not incl. Force Main Trunk) Planning	Sanitary Sewer	Engineered Structure	2024											
Lagoon Sumpage Dredging	Sanitary Sewer	Engineered Structure	2024						100,000					
Review of WWTP heating system	Sanitary Sewer	Machinery & Equipment	2024						100,000					
Dredging of lagoons	Sanitary Sewer	Machinery & Equipment	2024						100,000					
Ultraviolet Lamp Upgrade	Sanitary Sewer	Machinery & Equipment	2025						650,000					
Phosphorous Removal (Chemical Treatment)	Sanitary Sewer	Engineered Structure	2025											
Paving at WWTP Phase 3	Sanitary Sewer	Engineered Structure	2025					20,000						
Sanitary Sewer Masterplan piping upgrades (not incl. Force Main Trunk) Planning	Sanitary Sewer	Engineered Structure	2025											
Paving at WWTP Phase 5	Sanitary Sewer	Engineered Structure	2026							20,000				
Sanitary Sewer Masterplan piping upgrades (not incl. Force Main Trunk) Planning	Sanitary Sewer	Engineered Structure	2026											
Increase Influent pumps and VFD \$450,000	Sanitary Sewer	Engineered Structure	2026						450,000					
Lagoon Sumpage Meter Dumping Station	Sanitary Sewer	Engineered Structure	2026						350,000					
Reconstruction of the Parson Industrial Park Lift Station	Sanitary Sewer	Machinery & Equipment	2026						1,200,000					
Backup Power at Parson Industrial Park	Sanitary Sewer	Machinery & Equipment	2026						300,000					
New Heating Pipes Mains at the WWTP	Sanitary Sewer	Machinery & Equipment	2026						200,000					
Paving at WWTP Phase 6	Sanitary Sewer	Engineered Structure	2027							20,000				
Waste Water Plant Clarifier Covers	Sanitary Sewer	Engineered Structure	2028								250,000			
Additional screen in headworks bypass channel \$200,000	Sanitary Sewer	Engineered Structure	2028								200,000			
4th tray in headcell \$20,000	Sanitary Sewer	Engineered Structure	2028								20,000			
2028 SCADA computer Upgrades	Sanitary Sewer	Machinery & Equipment	2028								20,000			
Backup Power at SEQ	Sanitary Sewer	Machinery & Equipment	2028								300,000			
Fine bubble diffuser replacement	Sanitary Sewer	Machinery & Equipment	2030										300,000	
Replacement Well #30	Water	Engineered Structure	2022				500,000							
Replacement of John East Hydrants 2022	Water	Engineered Structure	2022	15	80,000									
FE Holiday Backwash Sump Drain Pipe Addition	Water	Engineered Structure	2022	9	40,000									
FE Electrical Panel addition	Water	Engineered Structure	2022	9	20,000									
WTP1 Ventilation System Service Walkway	Water	Engineered Structure	2022	9	20,000									
Backup Generator at Fairview Reservoir and removal of gas pumps	Water	Machinery & Equipment	2022	25	350,000									
Water Distribution Masterplan Piping upgrades (non plant) - New line Douglas to Person	Water	Engineered Structure	2022	15	350,000									
Water pressure at Borden and Laurier Cres	Water	Engineered Structure	2022	15	100,000									
Water Distribution Masterplan Piping upgrades (non plant)	Water	Engineered Structure	2023					2,000,000						
Replacement of John East Hydrants 2023	Water	Engineered Structure	2023					85,000						
FE Holiday WTP Backup Power Generator	Water	Machinery & Equipment	2023					600,000						
Leak Detection Equipment	Water	Machinery & Equipment	2023					30,000						
Fairview Reservoir Ventilation System	Water	Machinery & Equipment	2023					20,000						
Water Distribution Masterplan Piping upgrades (non plant)	Water	Engineered Structure	2024						2,000,000					
Replacement of John East Hydrants 2024	Water	Engineered Structure	2024					85,000						
Killdeer Park Pressure Sustaining Valve	Water	Machinery & Equipment	2024					40,000						
Actiflo at FE Holiday Water Treatment Plant	Water	Machinery & Equipment	2024					1,750,000						
Insulation of Water Tower Fill Pipe	Water	Engineered Structure	2024					200,000						
Water Distribution Masterplan Piping upgrades (non plant)	Water	Engineered Structure	2025						2,000,000					
Replacement of John East Hydrants 2025	Water	Engineered Structure	2025					90,000						
2025 SCADA computer Upgrades	Water	Machinery & Equipment	2025					25,000						
FE Electrical Switchgear Upgrade - North Bank	Water	Machinery & Equipment	2025					400,000						
Backup generator at WTP#1 and well field.	Water	Machinery & Equipment	2025					1,500,000						
Water Distribution Masterplan Piping upgrades (non plant)	Water	Engineered Structure	2026							2,000,000				
Replacement of John East Hydrants 2026	Water	Engineered Structure	2026							90,000				
New Storage Reservoir complete with pumps. (114th Street - 5,000 m <sup>3</sup> )	Water	Building	2026						8,000,000					
FE Holiday Filters 1 & 2 Influent Piping Replacement	Water	Engineered Structure	2026						200,000					

**Ten Year Capital Plan - Utility Fund**

Name of project / purchase	Division	Asset Type	Project Year	Risk Rating	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031
Water Distribution Masterplan Piping upgrades (non plant)	Water	Engineered Structure	2027							2,000,000				
Replacement Well #31	Water	Engineered Structure	2027							500,000				
Replacement of John East Hydrants 2027	Water	Engineered Structure	2027							90,000				
SaskHospital Reservoir Renovations Phase 2 AECOM	Water	Engineered Structure	2027							1,000,000				
FE Holliday control room	Water	Machinery & Equipment	2027	1	30,000									
Water Distribution Masterplan Piping upgrades (non plant)	Water	Engineered Structure	2028								2,000,000			
River Bank Stabilization	Water	Engineered Structure	2028							175,000				
New piping from Canola to Hereford Street	Water	Engineered Structure	2028								400,000			
WTP#1 Valve Service Platform (Design 1st year, construction 2nd year)	Water	Engineered Structure	2028								30,000	250,000		
Fairview reservoir upgrade of pumps and fill and discharge piping	Water	Engineered Structure	2029									4,500,000		
Replacement Well #32	Water	Engineered Structure	2030										600,000	
FE Holliday WTP Heating System	Water	Machinery & Equipment	2030										250,000	
2030 SCADA computer Upgrades	Water	Machinery & Equipment	2030										20,000	
Upgrading distribution pump at 114th Street for airport line	Water	Engineered Structure	2031											60,000
Dedicated waterline from 114th Street to the airport	Water	Engineered Structure	2031											200,000
Road work to the wells, Phase 1	Water	Engineered Structure	2031											300,000
<b>Total Sewer</b>					<b>7,385,510</b>	<b>1,790,510</b>	<b>720,000</b>	<b>670,000</b>	<b>2,520,000</b>	<b>20,000</b>	<b>790,000</b>	<b>-</b>	<b>300,000</b>	<b>-</b>
<b>Total Water</b>					<b>990,000</b>	<b>3,235,000</b>	<b>4,075,000</b>	<b>4,015,000</b>	<b>10,290,000</b>	<b>3,590,000</b>	<b>2,605,000</b>	<b>4,750,000</b>	<b>870,000</b>	<b>560,000</b>

**2022 Capital Plan - Utility Fund**

Name of project / purchase	Division	Asset Type	Project Year	Risk Rating	2022
Sewer Force Main	Sanitary Sewer	Engineered Structure	2022	25	6,465,510
WWTP HVAC Replacement	Sanitary Sewer	Machinery & Equipment	2022	15	70,000
Relining Stormwater Sewer	Storm Sewer	Engineered Structure	2022	15	100,000
Hydrovac Truck Positive Displacement Pump	Sanitary Sewer	Machinery & Equipment	2022	15	750,000
Replacement of John East Hydrants 2022	Water	Engineered Structure	2022	15	80,000
FE Holliday Backwash Sump Drain Pipe Addition	Water	Engineered Structure	2022	9	40,000
FE Electrical Panel addition	Water	Engineered Structure	2022	9	20,000
WTP1 Ventilation System Service Walkway	Water	Engineered Structure	2022	9	20,000
Backup Generator at Fairview Reservoir and removal of gas pumps	Water	Machinery & Equipment	2022	25	350,000
Water Distribution Masterplan Piping upgrades (non plant) - New line Douglas to Person	Water	Engineered Structure	2022	15	350,000
Water pressure at Borden and Laurier Cres	Water	Engineered Structure	2022	15	100,000
FE Holliday control room	Water	Machinery & Equipment	2027	1	30,000
Total Sewer					7,385,510
Total Water					990,000
Total					<b>8,375,510</b>

**City of North Battleford  
Capital Budget Request**

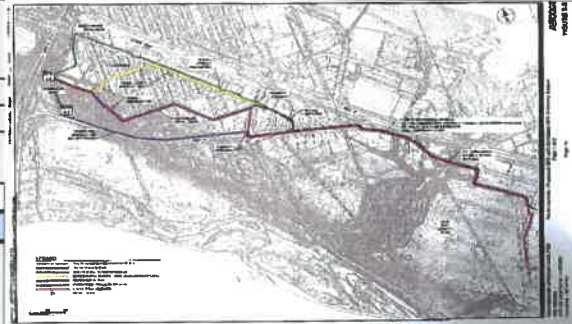
Project Name:	<input type="text" value="Sanitary Sewer Force Main"/>	Division:	<input type="text" value="Operation Services"/>	Business Unit:	<input type="text" value="Waterworks"/>
Requester:	<input type="text" value="Stewart Schafer"/>	Asset Type:	<input type="text" value="New Asset"/>	Prior Year re-Budget?	<input type="text"/>
Date Requested:	<input type="text" value="October 21, 2021"/>	Asset Category:	<input type="text" value="Engineered Structures"/>		

**Project Questions:**

**(Yes/No)** Comment, if required

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

Yes	Construction started in 2021 and will be completed in 2023.
No	
No	
Yes (Please)	2/3 funding from Infrastructure Canada Approval



Priority area of strategic plan:

**Project Description/Summary:**

The project is to twin the main sewer trunk main from the Riverview lift station to the Wastewater Treatment Plant, include the construction of a large sewage pumping station and construction of a new force main where the current lift station exists. The work will include design in the first year and partial construction in the 1st year and the following years. An application for the project has been submitted to Infrastructure Canada for approval of funding. Design and construction will only start when Infrastructure Canada has given their approval for the project.

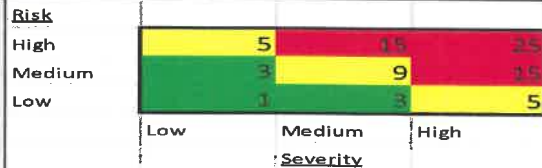
**Benefit of project/capital purchase:**

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

Risk Management Rating

Pros: The new trunk main will allow the City to grow and prevent sewage backups and overflows that could pose a risk to the health of the population and the environment. The new trunk main will also allow the City to expand in the future.

Cons: The cost of the project. Any cost increases will be the responsibility of The City.



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

	2022	2023	2024	2025	2026	Total Cost
<b>Major project costs:</b>						
Capital purchase	\$ 6,465,510					\$ 6,465,510
Other project costs, if any						\$ -
Less prior year spent						\$ -
<b>(A) Total Capital cost</b>	<b>\$ 6,465,510</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 6,465,510</b>
<b>(B) Funding Sources:</b>						
Capital reserve/carry forward						\$ -
Sale of asset, if applicable						\$ -
External funding, i.e. grants	\$ 4,310,340					\$ 4,310,340
<b>Taxation required (A - B)</b>	<b>\$ 2,155,170</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 2,155,170</b>

Prepared by:

Director responsible:

Date:

Date:

Reviewed by Finance:

**City of North Battleford  
Capital Budget Request**

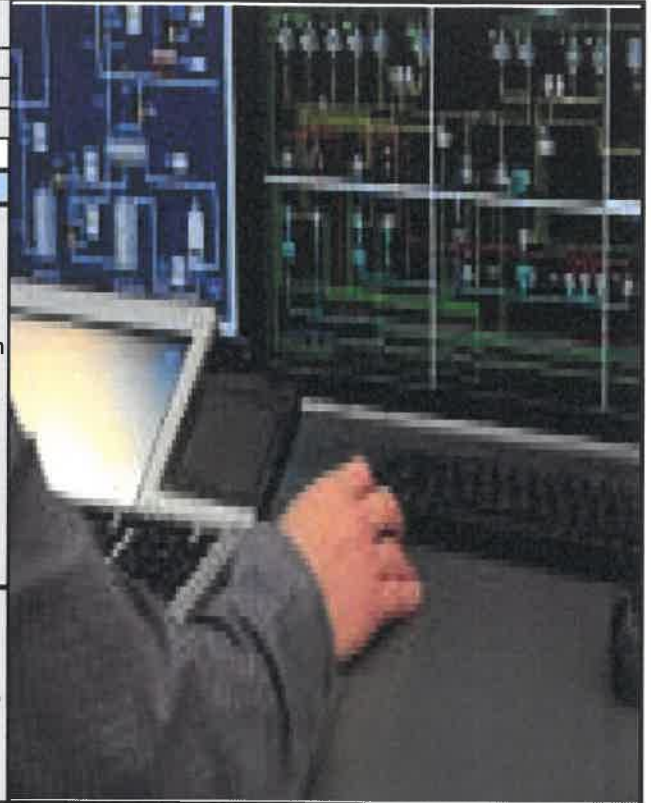
Project Name:	WWTP HVAC Control Replacement	Division:	Operation Services	Business Unit:	Wastewater
Requester:	Seton Winterholt	Asset Type:	Replacement	Prior Year re-Budget?	No
Date Requested:	October 18, 2021	Asset Category:	Buildings		

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

Priority area of strategic plan: **Organizational Excellence**

**Project Description/Summary:**  
The existing HVAC control system at the Wastewater Treatment plant is original to the building and is no longer supported by the manufacturer and requires an upgrade. The majority of all other City facilities are controlled by Johnson Controls. For consistency and longevity the replacement of the existing end of life controls with a new Johnson Control system is recommended.

**Benefit of project/capital purchase:**  
If the existing control system experiences a total failure, the Wastewater Treatment Plant would be without heating / cooling. This could be detrimental to winter operations. The benefit of this project would be to ensure the control system is up to date and supported with current software compatible and comparable to the majority of other City facilities.



Risk Management Rating: **15**

Pros: Supported HVAC controls, opportunity for energy savings  
Cons: Cost

Risk	Low	Medium	High
High	5	15	25
Medium	3	9	15
Low	1	3	5

**Severity**

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

	2022	2023	2024	2025	2026	Total Cost
<b>Major project costs:</b>						
Capital purchase	\$ 70,000.00					\$ 70,000.00
Other project costs, if any						\$ -
Less prior year spent						\$ -
<b>(A) Total Capital cost</b>	<b>\$ 70,000.00</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 70,000.00</b>
<b>(B) Funding Sources:</b>						
Capital reserve/carry forward						\$ -
Sale of asset, if applicable						\$ -
External funding, i.e. grants						\$ -
<b>Taxation required (A - B)</b>	<b>\$ 70,000.00</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 70,000.00</b>

Prepared by: Seton Winterholt

Director responsible: Stewart Schafer

Date: October 18, 2021

Date: October 18, 2021

Reviewed by Finance: \_\_\_\_\_



**City of North Battleford  
Capital Budget Request**

Project Name: **Relining Stormwater sewer Pipe**  
 Requester: **Joe Gagne**  
 Date Requested: **September 8, 2021**

Division: **Operation Services**  
 Asset Type: **Betterment**  
 Asset Category: **Engineered Structures**

Business Unit: **Waterworks**  
 Prior Year re-Budget?

**Project Questions:**

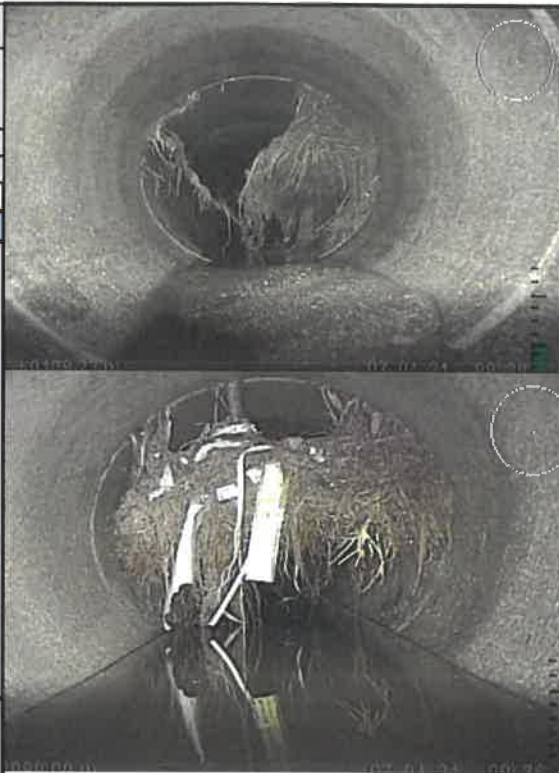
**(Yes/No) Comment, if required**

Is the project multi-year in scope?  
 Are cost savings anticipated?

No	
Yes	Yes, by relining the existing pipe, the existing pipe will have a longer life.
No	
No	

Are revenues anticipated?  
 Has external funding been secured?

No	
No	



Priority area of strategic plan: **Quality Infrastructure**  
**Project Description/Summary:**  
 During the inspection and cleaning of the stormwater sewer pipe between 9th Avenue and 10th Avenue on 114th Street, it was noted that this section of pipe was corroding. In discussions with the City Waterworks Department, Administration believes that the pipe could be relined instead of replaced. In the 201,2 AECOM proposed that the pipe be changed to at 1800 mm storm water pipe from the current 900 pipe. This change would start approximately at Pioneer Avenue running toward 17th Avenue. As this project has not been scheduled in the 5-year capital plan, Administration is recommending that the relining of the existing stormwater sewer pipe be done to the pipe to extend it's lifetime until the existing stormwater pipe is replaced to the larger size pipe.

**Benefit of project/capital purchase:**  
 The work will allow for a faster flow of the stormwater through the pipe reducing the risk of flooding in the upstream residential neighborhoods.

Risk Management Rating: **9**  
**Pros:** By relining the pipe, it will allow the stormwater to flow faster reducing the risk of flooding in upstream residential areas.  
**Cons:** The project was not projected in the five year capital plan. When the stormwater plan is started, this pipe will be replaced with a large pipe. The existing pipe will not be able to be reused.

<b>Risk</b>			
High	5	15	25
Medium	3	9	15
Low	1	3	5
	Low	Medium	High
	<b>Severity</b>		

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

	2022	2023	2024	2025	2026	Total Cost
<b>Major project costs:</b>						
Capital purchase	\$ 100,000					\$ 100,000
Other project costs, if any						\$ -
Less prior year spent						\$ -
<b>(A) Total Capital cost</b>	<b>\$ 100,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 100,000</b>
<b>(B) Funding Sources:</b>						
Capital reserve/carry forward						\$ -
Sale of asset, if applicable						\$ -
External funding, i.e. grants						\$ -
<b>Taxation required (A - B)</b>	<b>\$ 100,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 100,000</b>

Prepared by: **Stewart Schafer**  
 Date: **September 8, 2021**

Director responsible: **Stewart Schafer**  
 Date: **September 8, 2021**

Reviewed by Finance: \_\_\_\_\_



**City of North Battleford  
Capital Budget Request**

Project Name:   
 Requester:   
 Date Requested:

Division:   
 Asset Type:   
 Asset Category:

Business Unit:   
 Prior Year re-Budget?

**Project Questions:**

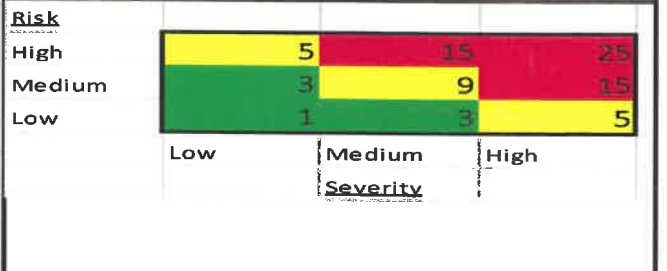
(Yes/No)	Comment, if required
No	
Yes	The existing vehicle is starting to have serious breakdowns due to it's age. The unit is used everyday.
No	
No	



Priority area of strategic plan:   
 Project Description/Summary:  
 The Hydrovac truck is an essential piece of equipment.

Benefit of project/capital purchase:  
 The truck is used every day in a multitude of rolls, including routine and emergency stormwater and sanitary sewer line cleaning, exposing of critical infrastructure (i.e.: underground power, fibre optics and natural gas lines) as well as digging of holes near those critical infrastructures.

Risk Management Rating   
 Pros: The unit is used everyday and is on standby for emergency work.  
 Cons: The cost of the unit.



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

	2022	2023	2024	2025	2026	Total Cost
<b>Major project costs:</b>						
Capital purchase	\$ 750,000.00					\$ 750,000.00
Other project costs, if any						\$ -
Less prior year spent						\$ -
<b>(A) Total Capital cost</b>	<b>\$ 750,000.00</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 750,000.00</b>
<b>(B) Funding Sources:</b>						
Capital reserve/carry forward						\$ -
Sale of asset, if applicable						\$ -
External funding, i.e. grants						\$ -
<b>Taxation required (A - B)</b>	<b>\$ 750,000.00</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 750,000.00</b>

Prepared by:

Director responsible:

Date:

Date:

Reviewed by Finance:

**City of North Battleford  
Capital Budget Request**

Project Name:   
 Requester:   
 Date Requested:

Division:   
 Asset Type:   
 Asset Category:

Business Unit:   
 Prior Year re-Budget?

**Project Questions:**

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

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



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

Benefit of project/capital purchase:

Risk Management Rating

Pros: By replacing the John East Hydrant will ensure that the hydrants will be serviceable for years.  
 Cons: The cost and time to install the fire hydrants. During the replacement, the Fire fighting services will be limited on the block while the hydrant is being replaced.

Risk	Low	Medium	High
High	5	15	25
Medium	3	9	15
Low	1	3	5

Severity

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

	2022	2023	2024	2025	2026	Total Cost
<b>Major project costs:</b>						
Capital purchase	\$ 80,000.00					\$ 80,000.00
Other project costs, if any						\$ -
Less prior year spent						\$ -
<b>(A) Total Capital cost</b>	<b>\$ 80,000.00</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 80,000.00</b>
<b>(B) Funding Sources:</b>						
Capital reserve/carry forward						\$ -
Sale of asset, if applicable						\$ -
External funding, i.e. grants						\$ -
<b>Taxation required (A - B)</b>	<b>\$ 80,000.00</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 80,000.00</b>

Prepared by:

Director responsible:

Date:

Date:

Reviewed by Finance:



**City of North Battleford  
Capital Budget Request**

Project Name: FE Holliday Backwash  
Drain Sump Piping

Requester: Mark Keller

Date Requested: September

Division: Operation Services

Asset Type: Betterment

Asset Category: Machinery & Equipment

Business Unit: Water

Prior Year re-Budget?

**Project Questions:**

**(Yes/No)** Comment, if required

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

No	
No	
No	
No	

Priority area of strategic plan: Governance Excellence/Citizen Focused Services

**Project Description/Summary:**

Adding an additional 12" drain pipe to the FE Holliday Train B filter waste discharge sump to manage the filter backwash flowrate from Filters 3 & 4.



**Benefit of project/capital purchase:**

This additional piping will prevent the flooding of the filter pipe gallery during filter backwashes without having to start/stop the filter backwash process to prevent flooding and/or risk damage to the filter UV disinfection system.

Risk Management Rating

9

Pros: Will prevent flooding of the filter gallery and UV disinfection system while more effectively backwashing filters.

Cons: None.

**Risk**

High  
Medium  
Low

5	15	25
3	9	13
1	3	5
Low	Medium	High
<b>Severity</b>		

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

	2022	2023	2024	2025	2026	Total Cost
<b>Major project costs:</b>						
Capital purchase	\$ 40,000.00					\$ 40,000.00
Other project costs, if any						\$ -
Less prior year spent						\$ -
<b>(A) Total Capital cost</b>	<b>\$ 40,000.00</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 40,000.00</b>
<b>(B) Funding Sources:</b>						
Capital reserve/carry forward						\$ -
Sale of asset, if applicable						\$ -
External funding, i.e. grants						\$ -
<b>Taxation required (A - B)</b>	<b>\$ 40,000.00</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 40,000.00</b>

Prepared by: Mark Keller

Director responsible: Stewart Schafer

Date: October 7, 2021

Date: October 12, 2021

Reviewed by Finance:

**City of North Battleford  
Capital Budget Request**

Project Name:	FE Holliday Electrical Panel Addition	Division:	Operation Services	Business Unit:	Water Treatment
Requester:	Mark Keller	Asset Type:	Betterment	Prior Year re-Budget?	
Date Requested:	September	Asset Category:	Machinery & Equipment		

**Project Questions:**

(Yes/No)	Comment, if required
No	
No	
No	
No	

Priority area of strategic plan: **Governance Excellence/Citizen Focused Services**

**Project Description/Summary:**  
Adding an additional 220/110 V Electrical Panel c/w with spare breakers to manage any future loads at FE Holliday Water Treatment Plant.

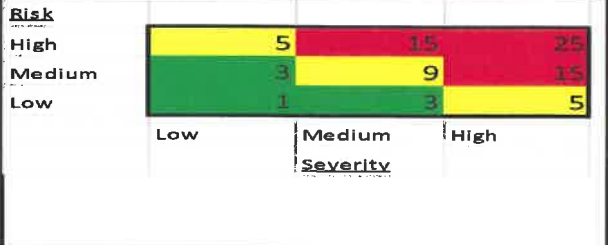


**Benefit of project/capital purchase:**  
There is currently no additional electrical capacity for any future loads at the FE Holliday WTP. This additional 220/110 V breaker panel will allow additional electrical services which will be necessary as we slowly change out the dated air actuated valves for electrically actuated valves.

**Risk Management Rating:** 9

**Pros:** Additional electrical service capacity will allow for future process improvements to take place.

**Cons:** Breakers would have to be doubled up causing circuit overloading and non-compliance.



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

	2022	2023	2024	2025	2026	Total Cost
<b>Major project costs:</b>						
Capital purchase	\$ 20,000.00					\$ 20,000.00
Other project costs, if any						\$ -
Less prior year spent						\$ -
<b>(A) Total Capital cost</b>	<b>\$ 20,000.00</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 20,000.00</b>
<b>(B) Funding Sources:</b>						
Capital reserve/carry forward						\$ -
Sale of asset, if applicable						\$ -
External funding, i.e. grants						\$ -
<b>Taxation required (A - B)</b>	<b>\$ 20,000.00</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 20,000.00</b>

Prepared by: Mark Keller

Director responsible: Stewart Schafer

Date: October 7, 2021

Date: October 12, 2021

Reviewed by Finance: \_\_\_\_\_



**City of North Battleford  
Capital Budget Request**

Project Name:	WTP#1 Ventilation System Service Walkway	Division:	Operation Services	Business Unit:	Water Treatment
Requester:	Mark Keller	Asset Type:	Betterment	Prior Year re-Budget?	
Date Requested:	October 7, 2021	Asset Category:	Buildings		

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

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

Priority area of strategic plan: **Quality Infrastructure**

**Project Description/Summary:**  
To provide assess the current ventilation fan at Water Treatment Plant #1 (WTP#1), a temporary wood access bridge was constructed by a mechanical contractor during the construction of the water treatment plant addition. Over the years, the wood has started to deteriorate due to the high moisture content in the building. The proposal would be to reconstruct the "bridge" using a proper anodized aluminum walkway and support columns.



**Benefit of project/capital purchase:**  
The new access bridge will be more resistant to the moisture while providing better access to the ventilation fan for the maintenance staff.

**Risk Management Rating** 9  
Pros: The maintenance crew will have safer access to the ventilation fan.  
Cons: The cost to install the access walkway.

<b>Risk</b>			
High	5	15	25
Medium	3	9	15
Low	1	3	5
	Low	Medium	High
	<u>Severity</u>		

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

	2022	2023	2024	2025	2026	Total Cost
<b>Major project costs:</b>						
Capital purchase	\$ 20,000					\$ 20,000
Other project costs, if any						\$ -
Less prior year spent						\$ -
<b>(A) Total Capital cost</b>	<b>\$ 20,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 20,000</b>
<b>(B) Funding Sources:</b>						
Capital reserve/carry forward						\$ -
Sale of asset, if applicable						\$ -
External funding, i.e. grants						\$ -
<b>Taxation required (A - B)</b>	<b>\$ 20,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 20,000</b>

Prepared by: Mark Keller

Director responsible: Stewart Schafer

Date: October 7, 2021

Date: October 12, 2021

Reviewed by Finance: \_\_\_\_\_

**City of North Battleford  
Capital Budget Request**

Project Name:	114th Street Reservoir Pump Station Upgrades	Division:	Operation Services	Business Unit:	Water
Requester:	Mark Keller	Asset Type:	Betterment	Prior Year re-Budget?	
Date Requested:	October 7, 2021	Asset Category:	Machinery & Equipment		

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

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



**Priority area of strategic plan:** Quality Infrastructure

**Project Description/Summary:**  
In 2020, a number of serious issue have arose regarding the operations of the 114th Street reservoir. The back-up/fire pump failed and it was determine it could not economically be repaired. In addition the electrical system through out the building has been compromised with the electrical copper conduit being corroded and eaten away by the chlorine atmosphere over the years. The scope of work includes replacing the backup pump and replacing the electrical wiring in the building and installing a backup generator to serve the existing 2 pumps and the additional 75 hp backup pump. The new 75 hp pump will be equipped with a VFD to allow it to operate over a larger system demand range. The existing SaskPower electrical Open Delta power feed will be converted to a 600 V 3 phase system.



**Benefit of project/capital purchase:**  
Additional funding required to change out the existing standby pump c/w with a VFD to serve as a more reliable pumping system to manage both normal system demands and the higher demands of a structural fire. Also included is a new Generator as the one from River View Lift Station is not be adequately sized. The PLC programing logic will be updated for pressure control and service costs for both Electrical and Gas have been added.

**Risk Management Rating** 25

**Pros:** Ensuring that the reservoir has a safe and reliable electrical power system and pumping capacity to meet normal and fire system demands.

**Cons:** For approximately 2 weeks, during the upgrades the reservoir, pumping will not be available to serve the system demands and as a result the Water Tower will be required to supply water to the central and southern sections of the City.

<b>Risk</b>			
High	5	15	25
Medium	3	9	15
Low	1	3	5
	Low	Medium	High
	<b>Severity</b>		

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

	2022	2023	2024	2025	2026	Total Cost
<b>Major project costs:</b>						
Capital purchase	\$ 600,000					\$ 600,000
Other project costs, if any						\$ -
Less prior year spent						\$ -
<b>(A) Total Capital cost</b>	<b>\$ 600,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 600,000</b>
<b>(B) Funding Sources:</b>						
Capital reserve/carry forward	\$ 250,000					\$ 250,000
Sale of asset, if applicable						\$ -
External funding, i.e. grants						\$ -
<b>Taxation required (A - B)</b>	<b>\$ 350,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 350,000</b>

Prepared by: Mark Keller

Director responsible: Stewart Schafer

Date: October 7, 2021

Date: October 12, 2021

Reviewed by Finance: \_\_\_\_\_



**City of North Battleford  
Capital Budget Request**

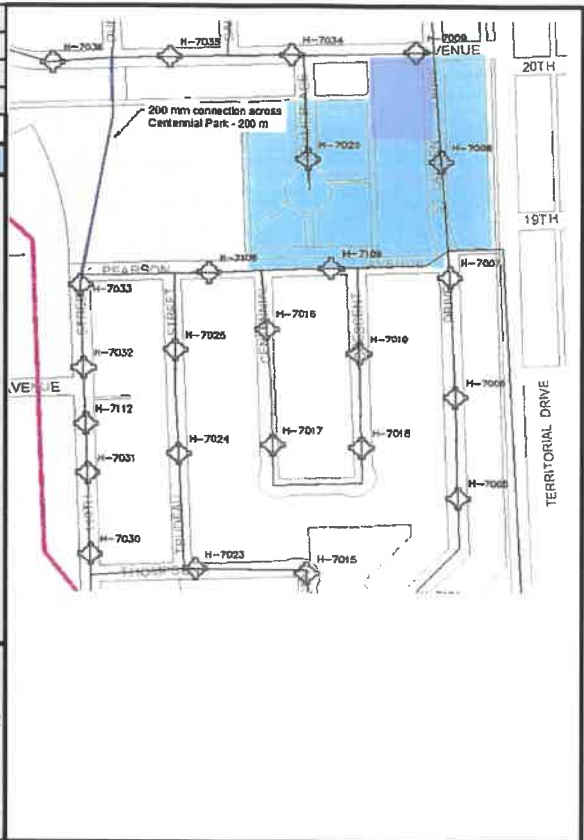
Project Name: **Improved Fire Flow Protection**  
 Requester: **Stewart Schafer**  
 Date Requested: **October 9, 2021**

Division: **Operation Services**  
 Asset Type: **New Asset**  
 Asset Category: **Engineered Structures**

Business Unit: **Waterworks**  
 Prior Year re-Budget?

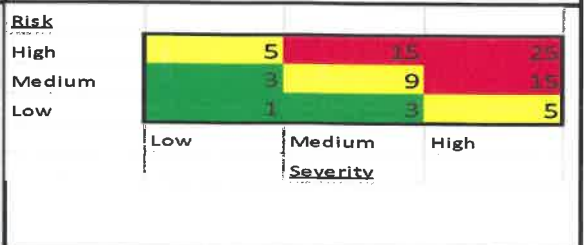
Project Questions:	(Yes/No)	Comment, if required
Is the project multi-year in scope?	No	
Are cost savings anticipated?	No	
Are revenues anticipated?	No	
Has external funding been secured?	No	

Priority area of strategic plan: **Quality Infrastructure**  
 Project Description/Summary:  
 In the AECOM 2016 Water Distribution Master Plan, AECOM noted that fire flow to the fire hydrants on the north end of 110th Street and on Pearson Avenue and St Laurant Drive were poor due to a one point connection. To increase the fire flows, AECOM are recommending that a 200 mm water line be installed through Centennial Park from Douglas Avenue by Dunning Crescent at to the northwest end of 110<sup>th</sup> Street Pearson Avenue. AECOM is also recommending that the pipe be installed using a trenchless method to eliminate damage to the park. In the WaterCAD simulations, the proposed fire water flows would increase by 20 litres/second.



Benefit of project/capital purchase:  
 The construction of the pipe line will improve water fire flows in the area between MacKensie King Crescent and Pearson Avenue and between 110<sup>th</sup> Street to St Laurant Drive. The work will also ensure that this area of the City will have two paths for water to flow into this area.

Risk Management Rating: **15**  
 Pros: The installation of the water line will improve fire flows and provide a water looping in the noted area to provide a more reliable water source.  
 Cons: The cost of installing the water line.



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

	2022	2023	2024	2025	2026	Total Cost
<b>Major project costs:</b>						
Capital purchase	\$ 350,000					\$ 350,000
Other project costs, if any						\$ -
Less prior year spent						\$ -
<b>(A) Total Capital cost</b>	<b>\$ 350,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 350,000</b>
<b>(B) Funding Sources:</b>						
Capital reserve/carry forward						\$ -
Sale of asset, if applicable						\$ -
External funding, i.e. grants						\$ -
<b>Taxation required (A - B)</b>	<b>\$ 350,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 350,000</b>

Prepared by: **Stewart Schafer**

Director responsible: **Stewart Schafer**

Date: **October 9, 2021**

Date: **October 9, 2021**

Reviewed by Finance: \_\_\_\_\_

**City of North Battleford  
Capital Budget Request**

Project Name:	<input type="text" value="Pressure Sustaining Valves"/>	Division:	<input type="text" value="Operation Services"/>	Business Unit:	<input type="text" value="Waterworks"/>
Requester:	<input type="text" value="Stewart Schafer"/>	Asset Type:	<input type="text" value="New Asset"/>	Prior Year re-Budget?	<input type="text" value="2021"/>
Date Requested:	<input type="text" value="November 17, 2020"/>	Asset Category:	<input type="text" value="Machinery &amp; Equipment"/>		

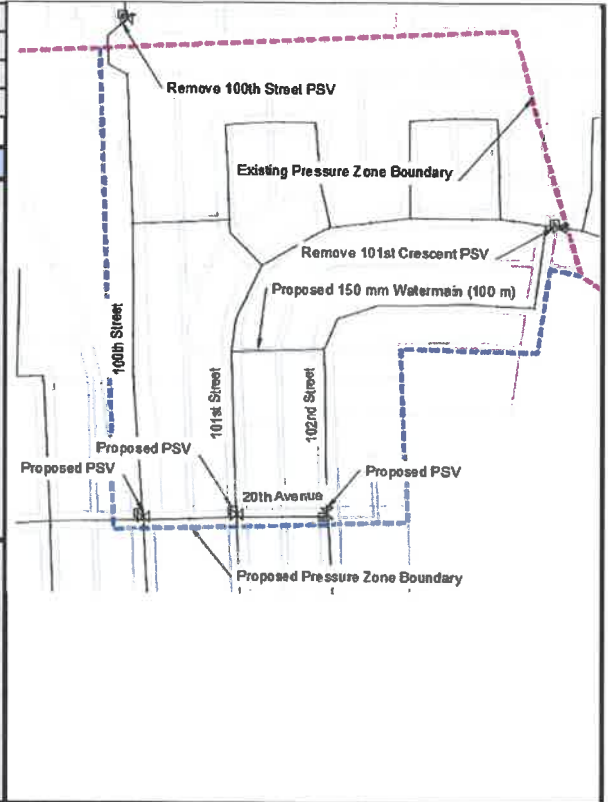
<b>Project Questions:</b>	<b>(Yes/No)</b>	<b>Comment, if required</b>
Is the project multi-year in scope?	No	
Are cost savings anticipated?	No	
Are revenues anticipated?	No	
Has external funding been secured?	No	

**Priority area of strategic plan:**

**Project Description/Summary:**  
In Order to improve water pressure for the residences and businesses in the North Central areas including Borden and Laurier Crescents, Administration and AECOM have suggested that this area of the City be moved into the Fairview Reservoir pressure zone. The work will include relocating one pressure sustaining valve (PSV) and installing 2 new pressure sustaining valves (PSVs) on 20th Avenue. This would result in the water mains would be feed from the Fairview Heights Reservoir and not the water tower.

Although this project was scheduled for 2021, due to lack of available material and increased manufacturing costs because of the COVID-19 pandemic, the project has been carried over to 2022.

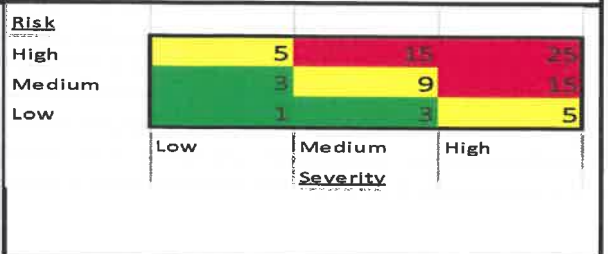
**Benefit of project/capital purchase:**  
By moving this area into Fairview Height pressure zone, approximately 100 residences will notice an increase in their water pressures. Currently, this area is one of the lowest water pressure zones in the City, with water being in the mid 20 psi to low 30 psi range. This was a concern to Administration, as the depressurization of a water line is considered to be at pressures of less than 20 psi. With these change, Administration feels that they property owners will see water pressures increase to approximately 65 psi.



**Risk Management Rating**

**Pros:** This will increase the water pressure to property owners in one of the lowest water pressure areas of the City.

**Cons:** The cost of the project. We are assuming that we can reuse an existing PSV that was installed last year.



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

	2022	2023	2024	2025	2026	Total Cost
<b>Major project costs:</b>						
Capital purchase	\$ 310,000					\$ 310,000
Other project costs, if any						\$ -
Less prior year spent						\$ -
<b>(A) Total Capital cost</b>	<b>\$ 310,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 310,000</b>
<b>(B) Funding Sources:</b>						
Capital reserve/carry forward	\$ 210,000					\$ 210,000
Sale of asset, if applicable						\$ -
External funding, i.e. grants						\$ -
<b>Taxation required (A - B)</b>	<b>\$ 100,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 100,000</b>

Prepared by:

Director responsible:

Date:

Date:

Reviewed by Finance:

**City of North Battleford  
Capital Budget Request**

Project Name:   
 Requester:   
 Date Requested:

Division:   
 Asset Type:   
 Asset Category:

Business Unit:   
 Prior Year re-Budget?

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

Priority area of strategic plan:

**Project Description/Summary:**  
 The project is to expand the control room into the locker room to allow for better monitor of the SCADA control room. A new locker room would be constructed over the disused grit and sand clarifier. The work would include the construction of a floor and installation of lights and plugs over the clarifier, and the movement of lockers and bench seating into the new locker room. The wall between the existing control room, and locker room would be removed and the existing counter would be extended to allow for addition work stations and control monitors.

**Benefit of project/capital purchase:**  
 The benefit would allow our WTP staff a more comfortable and ergonomic work stations to monitor the water distribution system.

**Risk analysis, what are the pros and cons of this project?**  
 Pros: To allow the operators more space in the control room at FE Holliday Water Treatment Plant.  
 Cons: The project was not projected in the 5 year Capital Plan.



Proposed location of the locker room



Control room



Existing Locker Room View from the Control Room

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

	2022	2023	2024	2025	2026	Total Cost
<b>Major project costs:</b>						
Capital purchase	\$ 30,000					\$ 30,000
Other project costs, if any						\$ -
Less prior year spent						\$ -
<b>(A) Total Capital cost</b>	<b>\$ 30,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 30,000</b>
<b>(B) Funding Sources:</b>						
Capital reserve/carry forward						\$ -
Sale of asset, if applicable						\$ -
External funding, i.e. grants						\$ -
<b>Taxation required (A - B)</b>	<b>\$ 30,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 30,000</b>

Prepared by:

Director responsible:

Date:

Date:

Reviewed by Finance:

**Underground Pipe and Asphalt Replacement Program (UPAR)**

Name of project / purchase	Division	Fund source	2022	2023	2024	2025	2026	2027	2028	2029	2030
CIPP Lining	Water	Levy									
	Sewer	Levy									
	Roads	Levy									
Engineering Fees	Water	Levy	40,852	75,000	75,000	75,000	75,000	75,000	75,000	75,000	75,000
	Sewer	Levy	40,852	75,000	75,000	75,000	75,000	75,000	75,000	75,000	75,000
	Roads	Levy	40,582	75,000	75,000	75,000	75,000	75,000	75,000	75,000	75,000
102nd Street Railway to 16th Avenue	Water	Levy	671,000								
	Sewer	Levy	457,000								
	Roads	Levy	2,861,786								
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						
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			
	Sewer	Levy						80,000			
	Roads	Levy						373,750			
Aberdeen Overlay	Water	Levy									
	Sewer	Levy									
	Roads	Levy					195,000				
8th Avenue 105th Street to 111th Street	Water	Levy					337,500				
	Sewer	Levy					537,500				
	Roads	Levy					1,425,000				
103rd Street 900-1400	Water	Levy						465,000			
	Sewer	Levy						225,000			
	Roads	Levy						1,590,000			

Name of project / purchase	Division	Fund source	2022	2023	2024	2025	2026	2027	2028	2029	2030
99th Street 1300-1500	Water	Levy		30,000							
	Sewer	Levy									
	Roads	Levy		795,000							
107th Street 700-900, 1100-1300	Water	Levy							770,000		
	Sewer	Levy							337,500		
	Roads	Levy							1,350,000		
Shorthorn Overlay	Water	Levy									
	Sewer	Levy									
	Roads	Levy						292,500			
Holstein Overlay	Water	Levy									
	Sewer	Levy									
	Roads	Levy							130,000		
110th Street 600-1100	Water	Levy								675,000	
	Sewer	Levy								562,500	
	Roads	Levy								1,590,000	
110th Street 1200-1800	Water	Levy									437,500
	Sewer	Levy									412,500
	Roads	Levy									1,855,000
			4,112,072	3,465,000	3,265,000	3,645,000	3,825,000	3,331,250	2,812,500	3,052,500	2,930,000

**Unbudgeted Requests**

2022 Budget

Item	Department	Amount
<b>Operating Budget</b>		
On-Call staffing	Operations	20,000
Roadways Seasonal Workers	Public Works	100,000
Replacement of Decorative Lighting	Operations	200,000
Parks Seasonal Workers	Parks	30,355



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

Project Name:	On-Call Staffing Increase	Division:	Operation Services	Business Unit:	Waterworks
Requester:	Joe Gagne	Asset Type:	Betterment	Prior Year re-Budget?	
Date Requested:	August 17, 2021	Asset Category:			

**Project Questions:**

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

Priority area of strategic plan: **Quality Infrastructure**

**Project Description/Summary:**  
Over the past several years, the on-call phone has been passed from employees in both the Waterworks and Roadways Department. When a call is received requesting a call out, the person on-call is required find a second person to attend the after hours call out. In several cases, that second person is from the same department.

However, as the needs of the City have diversified, and as a result of stricter changes in the Federal and Provincial regulations for each department, the work by each department has become more specialized. This has resulted in the on-call employees from one department, no longer having a proper working knowledge of the procedures required to conduct the work of the other department which has caused mistakes to happen during after-hour call outs and insurance claims being brought forward against the City.

Administration is proposing that an on-call worker from each department be on standby to address any issues that need to be corrected, and to ensure the on-call request can properly documented and safely addressed.

**Benefit of project/capital purchase:**

The two person on-call system will ensure that the proper on-call work is done and documented, resulting in less claims against the City. In addition, with the second person the issue of safety on the job is greatly enhanced, reducing possible injury to our workers and Occupational Health and Safety claims.

Risk Management Rating **15**

**Pros:**  
There would always be two staff members available to handle after hours emergencies, one person from the Waterworks Department and one person from the Roadways Department. Each call-out would have the required expertise and knowledge to successfully deal with either Roadways or Waterworks situations and protocols.

The change in service would also increase response times as 2 people will be on-call already, eliminating the time it takes to find an available second person to assist with the call-out.

**Cons:**  
The overall staff cost increase will be \$14,604.21 with the staff on-call rotation changing from once every 20 weeks to once every 13-weeks for Roadways crew and once every 7-weeks for the Waterworks crew.  
In addition, another cellular telephone will have to be activated for the second on-call staff member.

Risk	Low	Medium	High
High	5	15	25
Medium	3	9	15
Low	1	3	5
	Low	Medium	High
	Severity		

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

	2022	2023	2024	2025	2026	Total Cost
<b>Major project costs:</b>						
Capital purchase	\$ 20,000.00					\$ 20,000.00
Other project costs, if any						\$ -
Less prior year spent						\$ -
<b>(A) Total Capital cost</b>	<b>\$ 20,000.00</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 20,000.00</b>
<b>(B) Funding Sources:</b>						
Capital reserve/carry forward						\$ -
Sale of asset, if applicable						\$ -
External funding, i.e. grants						\$ -
<b>Taxation required (A - B)</b>	<b>\$ 20,000.00</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 20,000.00</b>

Prepared by: **Mark Keller**

Director responsible: **Stewart Schafer**

Date: **October 7, 2021**

Date: **October 12, 2021**

Reviewed by Finance: \_\_\_\_\_

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

Project Name:	Roadways Seasonals	Division:	Operation Services	Business Unit:	Roads
Requester:	Colin Carriere	Asset Type:	Betterment	Prior Year re-Budget?	
Date Requested:	August 17, 2021	Asset Category:			

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

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

Priority area of strategic plan: Governance Excellence/Citizen Focused Services

*Insert Picture here, if applicable*

**Project Description/Summary:**  
During the summer months, the majority of Roadway Department repairs occur requiring all staff members to participate. In some case three to four crews are assigned specific tasks to be completed, while in other cases, such as the crack sealing of Territorial Drive, all of the Roadways Department staff must participate to complete the project. However, in the summer most of the staff wish to take holidays with their families. To meet both demands, the City has hired seasonal staff to work along side Roadways staff, allowing permanent staff to take scheduled holiday time, while the work continues.

In 2022, The Roadways Department Supervisor is requesting 4 seasonal staff be hired to assist in completing the scheduled work for the summer season.

**Benefit of project/capital purchase:**  
The benefit of the seasonal staff is that major project can be completed while full-time staff are able to take their scheduled holidays.

Risk Management Rating 3

**Pros:** The seasonal workers will allow City projects to be completed while allowing full time Roadways crew to take their holidays during the summer months.

**Cons:** The wages and benefits for the seasonal employees.

<b>Risk</b>			
High	5	15	25
Medium	3	9	15
Low	1	3	5
	Low	Medium	High
		<b>Severity</b>	

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

	2022	2023	2024	2025	2026	Total Cost
<b>Major project costs:</b>						
Capital purchase	\$ 100,000					\$ 100,000
Other project costs, if any						\$ -
Less prior year spent						\$ -
<b>(A) Total Capital cost</b>	<b>\$ 100,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 100,000</b>
<b>(B) Funding Sources:</b>						
Capital reserve/carry forward						\$ -
Sale of asset, if applicable						\$ -
External funding, i.e. grants						\$ -
<b>Taxation required (A - B)</b>	<b>\$ 100,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 100,000</b>

Prepared by: Stewart Schafer

Director responsible: Stewart Schafer

Date: October 8, 2021

Date: October 8, 2021

Reviewed by Finance: \_\_\_\_\_

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

Project Name:	Replacement of Decorative Lighting	Division:	Operation Services	Business Unit:	Building Infrastructure
Requester:	Stewart Schafer	Asset Type:	Replacement	Prior Year re-Budget?	
Date Requested:	July 7, 2021	Asset Category:	Engineered Structures		

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

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

Priority area of strategic plan: **Quality Infrastructure**

**Project Description/Summary:**  
The existing water tower decorative lighting system was installed in 2008. The lighting update was a community project to replace incandescent bulb system that had been installed for the City's 75th celebration. The current wiring, which was designed to last 10-years, has become brittle resulting in the electrical wire cable to break and short out. Over the past few years, the City has had to hire contractors several times to climb to the top of the water tower bowl to reattach and/or repair the electrical wiring system.  
The project involves the replacement of the wiring system including the LED lights. The City may also wish to consider a way of programming the lights to flash in sequence during special event or change colours. Again, this would have to be decided during the design stage for the replacement of the lights.

**Benefit of project/capital purchase:**  
Overtime the lights on the water tower have become a community symbol representing North Battleford. By changing the lights, the tower should remain lit for another 10 years or longer.

Risk Management Rating: **3**  
Pros: Reduced maintenance costs.  
Cons: The cost to replace the existing lights.



<b>Risk</b>			
High	5	15	25
Medium	3	9	15
Low	1	3	5
	Low	Medium	High
	<b>Severity</b>		

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

	2022	2023	2024	2025	2026	Total Cost
<b>Major project costs:</b>						
Capital purchase	\$ 200,000					\$ 200,000
Other project costs, if any						\$ -
Less prior year spent						\$ -
<b>(A) Total Capital cost</b>	<b>\$ 200,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 200,000</b>
<b>(B) Funding Sources:</b>						
Capital reserve/carry forward						\$ -
Sale of asset, if applicable						\$ -
External funding, i.e. grants						\$ -
<b>Taxation required (A - B)</b>	<b>\$ 200,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 200,000</b>

Prepared by: Stewart Schafer

Director responsible: Stewart Schafer

Date: July 7, 2021

Date: July 7, 2021

Reviewed by Finance: \_\_\_\_\_

**City of North Battleford**  
**2022 Capital UNBUDGETED Request**

Project Name:	2 Parks Seasonal Laborers	Division:	Parks & Recreation	Business Unit:	Parks & Recreation
Requester:	Gord Whitton	Asset Type:	Betterment	Prior Year re-Budget?	No
Date Requested:	Nov. 9 2021	Asset Category:	Land Improvements		

**Project Questions:**

(Yes/No) Comment, if required

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



Priority area of strategic plan: **Quality Infrastructure**

**Project Description/Summary:**  
 The Parks Department requires 2 more seasonal positions (17 weeks) May 16 to September 9. The total cost of this request is \$30,355 (based on 2019 CUPE287 rates including benefits and vacation pay). The Parks Department has reduced its staffing from 36 to 18 in the past 6 years. In 2021, we were able to add 3 positions by utilizing the operators from the Access Communications Centre due to the cancellation of programming as a result of Covid-19 restrictions. The 2022 budget currently includes 18 positions. Parks is also now responsible for the maintenance of the cenotaph grounds at the Sask Hospital. The current complement breakdown as follows: 4 forestry crews, 4 ball diamond/sportsfields crews, 1 downtown area crew, 3 flowers/watering crews, 6 greenspace crews along the urban corridor and facilities. This does not include any project work, tree removals, or requests for set up/takedown of events. In 2022 Parks has the following projects slated: the completion of the rest stop area at Destination Battlefords, the changeout of the shale (this would be contracted but prep work will still be required), the Rodeo or Pow Wow (if they book). Levels of service will be impacted at 18 crews instead of 20.

**Benefit of project/capital purchase:**  
 Continue to provide services at the same as in 2021. Increase the beautification of North Battleford.

25

**Pros:**  
 Cons: This will be an ongoing need.

<b>Risk</b>			
High	5	15	25
Medium	3	9	15
Low	1	3	5
	Low	Medium	High
	<b>Severity</b>		

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

	2022	2023	2024	2025	2026	Total Cost
<b>Major project costs:</b>						
Capital purchase	\$ 30,355	\$ -	\$ -	\$ -	\$ -	\$ 30,355
Other project costs, if any						\$ -
Less prior year spent						\$ -
<b>(A) Total Capital cost</b>	<b>\$ 30,355</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 30,355</b>
<b>(B) Funding Sources:</b>						
Capital reserve/carry forward						\$ -
Sale of asset, if applicable						\$ -
External funding, i.e. grants						\$ -
<b>Taxation required (A - B)</b>	<b>\$ 30,355</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 30,355</b>

Prepared by: Gord Whitton

Director responsible: Cheryl DeNeire

Date: Nov. 8 2021

Date: Nov. 4 2021

Reviewed by Finance: \_\_\_\_\_