

2019



# BUDGET

CITY OF NORTH BATTLEFORD

SASKATCHEWAN, CANADA

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# 2019 Budget

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## Message from the Finance Director

On behalf of the City of North Battleford's Department of Finance, it is my privilege to present the 2019 Operations and Capital Budgets. We are presenting a budget with a 4% tax increase on property taxes and a 4.5% increase on utility rates.

Significant financial challenges in 2019 as follows:

- A slow economy has put significant pressure on land sales;
- High interest costs incurred for past capital projects;
- Property assessment challenges for 2019

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

Key initiatives in 2019 include continuation of UPAR (Underground Pipe and Asphalt Replacement) program, UPAR expenditure represent a significant part of the cost overall capital budget, it is not nearly enough to address the overall infrastructure replacement needs of the city. The city plans to continue investment in UPAR with a planned investment of 3.3 million same as last year 2018.

Other improvement opportunities for 2019:

- Continuous improvement implementation;
- Electronic water meter implementation;
- The implementation of long term infrastructure planning;

The upcoming budget year will hold both opportunities and challenges, some of which will be financial and non-financial improvement opportunities. The City administration team has worked hard to put a good budget forward and I would like to thank everyone for their efforts.

Respectfully,

**Steve Brown**

**Finance Director**

## Moving Forward with Fiscal Responsibility

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

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

### **Our key priorities are:**

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

### **Fiscal Cost Responsibility**

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

### **Creating Partnerships**

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

### **Keeping property tax and utility rate increases reasonable**

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

### **Change in Philosophy on Debt**

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

### **Engaging with our community**

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

## **2019 City Budget Financial Summary**

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

### **Budget Overview**

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

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

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

## Divisional Alignment of the City

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

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

### **General Fund – Operating**

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

### **General Fund – Capital**

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

## General Fund – 2019 Operating Budget compared to Budget 2018

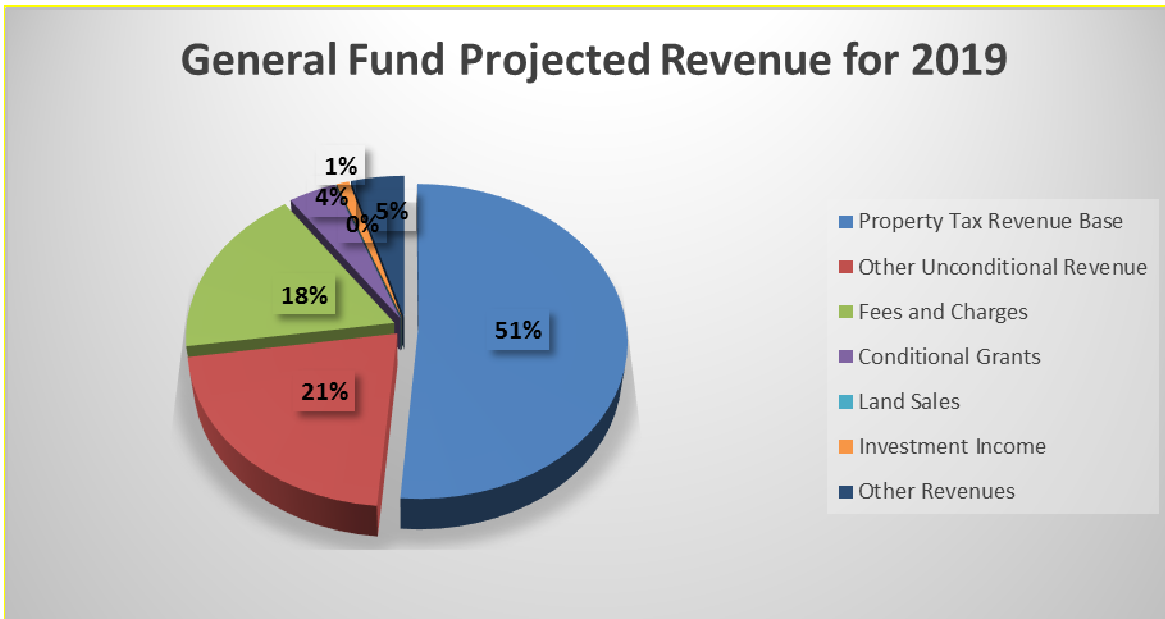
City of North Battleford  
 General Fund- Consolidated Statement of Operations  
 Forecast for the year ended December 31, 2019

	% change	2019 Budget	2018 Budget	2018 Actual	2017 Actual
<b>Revenues</b>				as of Nov. 16, 2018	
Taxes and Other Unconditional Revenue		\$ 21,926,144	\$ 20,559,401	\$ 19,915,869	\$ 20,031,609
Fees and Charges		5,221,426	5,747,242	4,642,563	6,531,375
Conditional Grants		1,232,703	1,563,250	907,143	1,395,395
Tangible Capital Asset Sales - Gain		-	-	(24,606)	51,417
Land Sales - Gain		3,000	1,203,000	111,366	325,545
Investment Income and Commissions		312,150	566,850	267,377	236,734
Other Revenues		1,330,301	1,431,192	1,213,682	1,383,837
<b>Total Revenues</b>	<b>-3%</b>	<b>30,025,724</b>	<b>31,070,935</b>	<b>27,033,395</b>	<b>29,955,911</b>
<b>Expenses, less amortization</b>					
General Government Services	10%	4,535,182	4,130,471	3,765,218	4,327,709
Policing Services	-1%	5,293,917	5,352,906	2,831,908	5,034,706
Fire & Protective Services	11%	3,730,457	3,359,887	2,848,017	3,473,050
Infrastructure & Maintenance Services	6%	6,667,907	6,309,412	4,748,897	9,563,493
Waste Management Services	3%	1,503,280	1,465,447	1,068,934	1,742,171
Planning and Development Services	-4%	1,544,772	1,605,871	1,402,364	1,689,562
Leisure Services	5%	5,853,303	5,579,147	4,923,905	6,111,933
<b>Total Expenses</b>	<b>5%</b>	<b>29,128,818</b>	<b>27,803,142</b>	<b>21,589,243</b>	<b>31,942,624</b>
<b>Surplus (Deficit) of Revenues over Expenses before Other Capital Contributions</b>		<b>896,906</b>	<b>3,267,793</b>	<b>5,444,152</b>	<b>(1,986,713)</b>
Debt principal due in 2019		(2,434,280)	(2,398,195)	(1,998,496)	(2,080,599)
Capital Grant		-	848,557		827,725
Debt issue and Reserve transfers		1,537,375	-		
<b>Projected Surplus (Deficit)</b>		<b>\$ 0</b>	<b>\$ 1,718,155</b>	<b>\$ 3,445,656</b>	<b>\$ (3,239,587)</b>



## General Fund Projected Revenue 2019

The General Fund Revenue is funded from a variety of sources not solely funded by general property taxation. In fact, general property taxation will only account for approximately 51% of the projected revenue collected by the General Fund in 2019. The balance of the revenue comes from provincial transfer payments/grants, user pay fees and charges at City facilities, conditional grants, residential/commercial land sales, curbside garbage collection revenues, and others. The following chart illustrates where the funds are expected to come from in 2019.



## General Fund Budget Revenue for 2019 compared to Budget Revenue 2018

General Fund Revenue	2019	2018	% Change
Property Tax Revenue Base	\$15,491,039	\$14,895,230	4%
Other Unconditional Revenue	6,435,105	5,664,171	13.6%
Fees and Charges	5,221,426	5,747,242	-9.2%
Conditional Grants	1,232,703	1,563,250	-21.1%
Land Sales	3,000	1,203,000	-99.7%
Investment Income	312,150	566,850	-45%
Other Revenues	1,330,301	1,431,192	-7%
<b>Total Revenues</b>	<b>\$30,025,724</b>	<b>\$31,070,935</b>	<b>- 3.4%</b>

**Property Tax Revenue Base** – 4% increase in Property Tax plus included 2018 Provincial Download Class Mill Rates, separate Mill Rate was setup to cover part of lost revenue after reduction in Municipal operation grant and cutback on SaskPower and SaskEnergy Levy on Infrastructure in Provincial Budget 2018/19.

**Other Unconditional Revenue** – includes funds from the Municipal Operating Grant from the province, Saskatchewan Property Management Corporation, SaskPower surcharge, and North Battleford Housing Authority. In 2019, there is an expected increase of approximately 11.4%.

**Fees and Charges** – includes RCMP criminal checks, Fires Services Fees, Bylaw fines (local and provincial), Aviation Fuel, Cemetery Fees, Waste disposal fees, Building Licenses, Building Permits, Fees from Development Agreements, Rent from City property, Recreational Fees, and Galleries Fees. In 2019, the projected decrease compared to 2018 Budget is approximately 9.5%.

**Conditional Grants** – includes a Provincial Grant for policing, Waste Management Grant, Handi Bus Grant. In 2019, there is a projected decrease of approximately 23.5% compared to 2018 Budget.

**Land Sales** – includes sales of City owned residential, commercial and industrial lands. In 2019, sales are expected to be lower than budgeted in 2018 by 99% due mainly to market conditions.

**Investment Income** – includes interest earned on cash reserves of the City, in 2019 investment income is expected to decrease by approximately 45% due mainly to institutional investing.

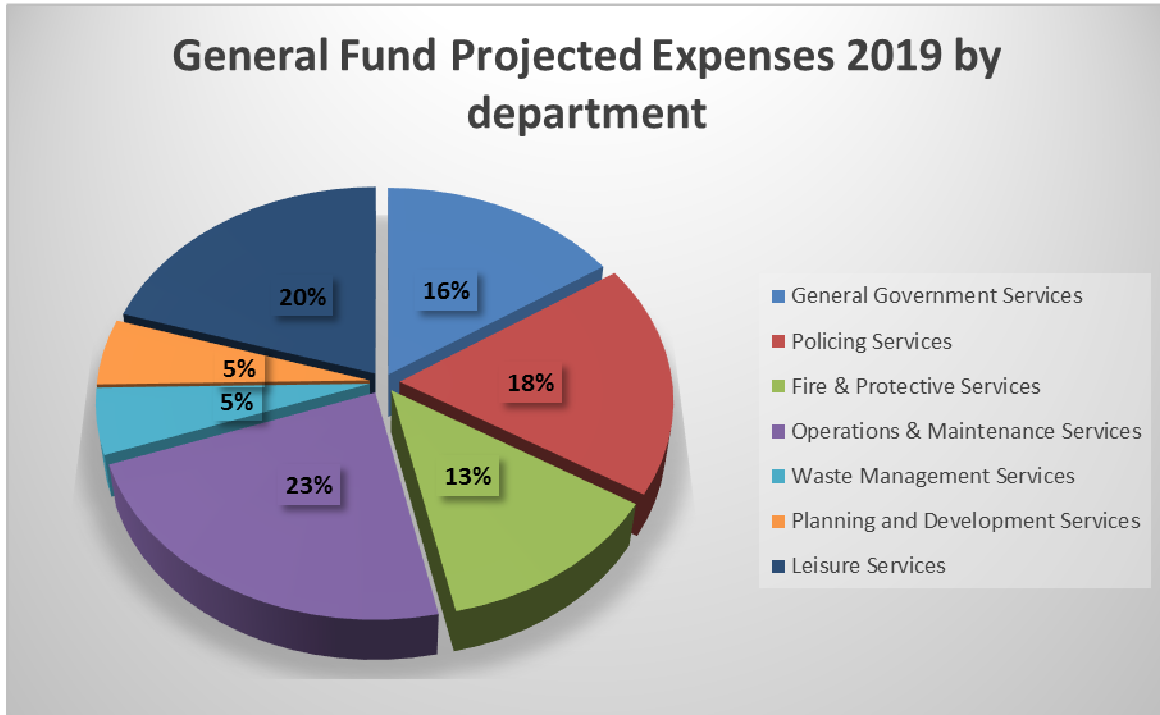
**Other Revenues** - includes facility rent from the RCMP building and revenue from the residential garbage roll out cart program. These revenues are expected to reduce by 7% compared to 2018 Budget, which is mainly due to correction in actual number of garbage roll out carts.

## **General Fund Projected Expenses 2019**

### **Departmental Expenses**

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

The following chart illustrates where the General funds are expected to be spent in 2019 by department.



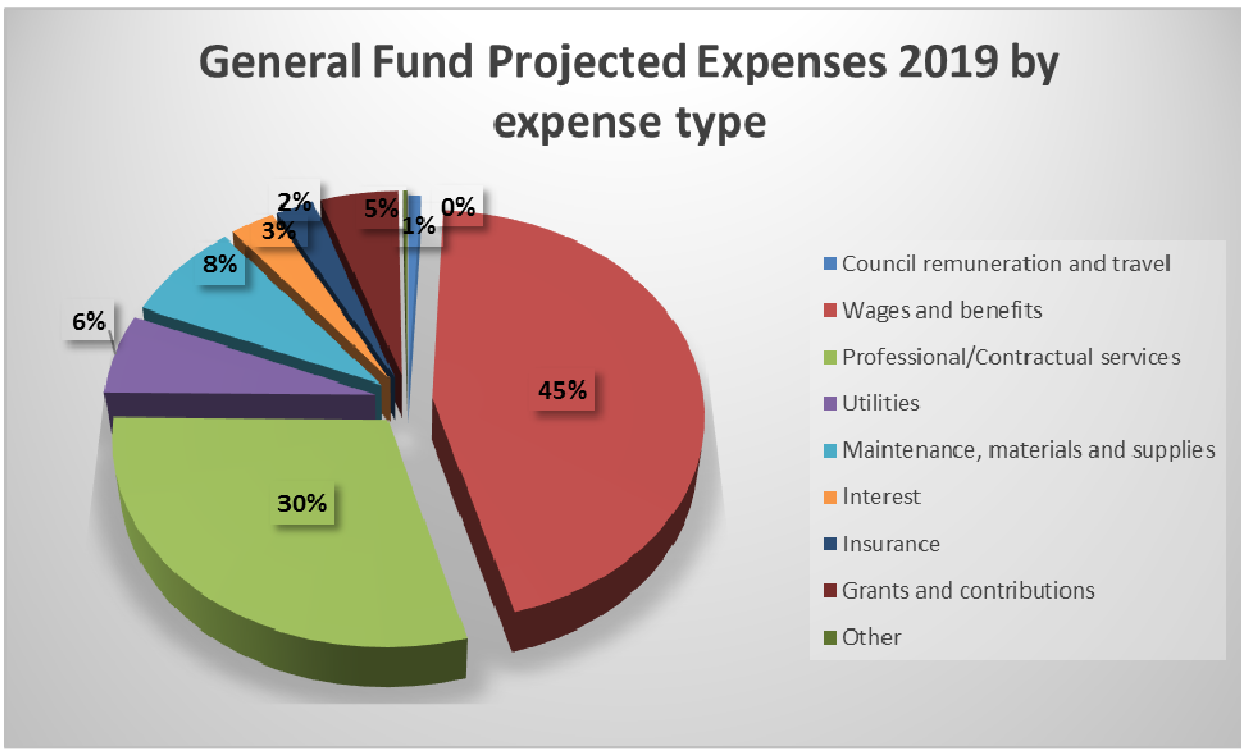
### Expenses by type

The City's main expenses to operate include:

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

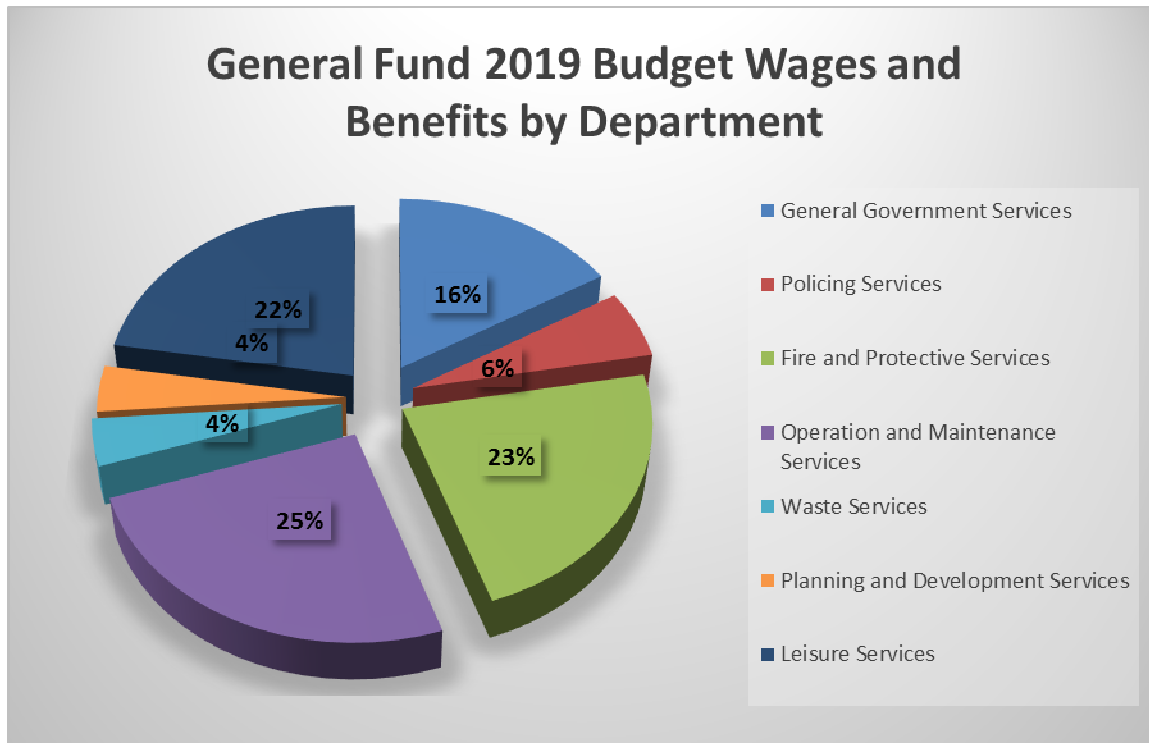
The following chart illustrates where the General funds are expected to be spent in 2019 by expense type.

**General Fund 2019 Projected Expense (by Expense Type) compared to 2018 Budget:**



	2019 Budget	2018 Budget	2018 Actual as of Nov. 16, 2018	2017 Actual
<b>General Fund Expenses - Budget 2019</b>				
Council remuneration and travel	\$ 248,199	\$ 227,629	\$ 208,394	\$ 240,070
Wages and benefits	13,002,334	12,390,443	10,062,679	11,922,020
Professional/Contractual services	8,377,381	8,001,071	4,993,987	7,621,483
Subscription/Memberships	244,484	147,435	124,416	135,082
Utilities	1,819,069	1,778,133	1,481,269	1,951,417
Maintenance, materials and supplies	2,165,665	2,173,467	1,963,930	2,431,044
Travel	109,800	113,167	59,879	67,466
Amortization	-	-	-	4,576,176
Interest	849,672	914,959	597,008	943,948
Allowance for uncollectibles	-	-	(33)	33,474
Insurance	715,000	712,500	730,464	630,170
Medical	4,000	2,000	2,710	4,151
Grants and contributions	1,515,814	1,274,638	1,323,541	1,230,848
Other	77,400	67,700	41,000	155,276
<b>Total General Fund Expenses</b>	<b>\$ 29,128,818</b>	<b>\$ 27,803,142</b>	<b>\$ 21,589,243</b>	<b>\$ 31,942,624</b>

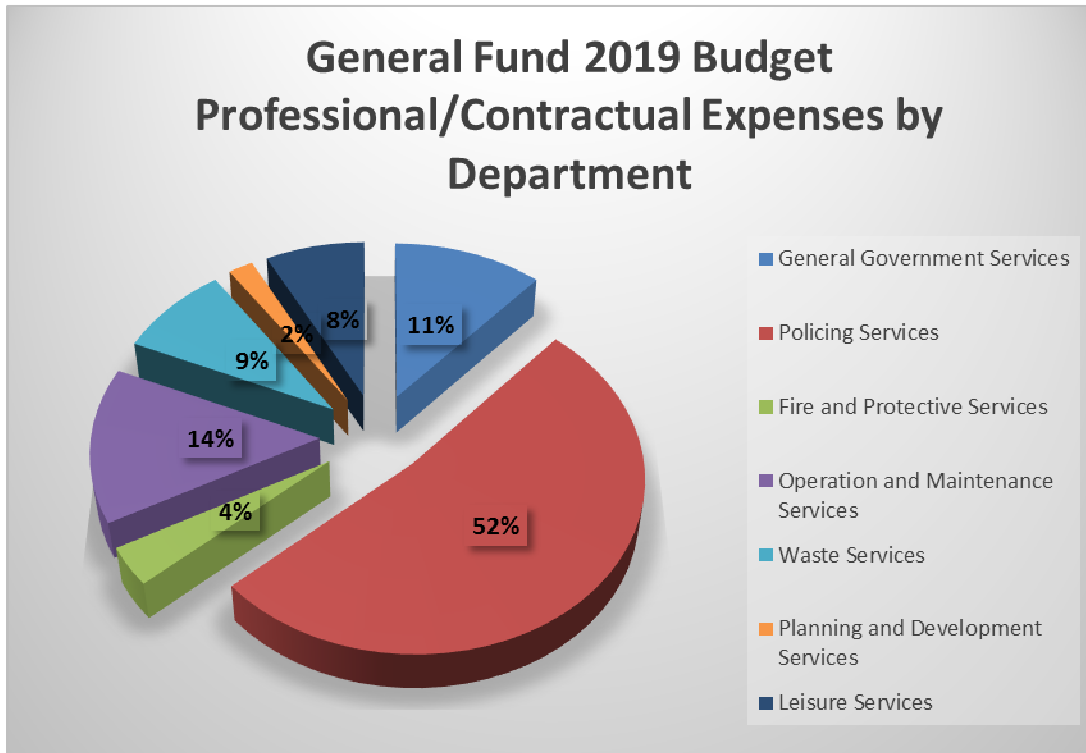
## General Fund 2019 Budget - Wages and Benefits by Department



## General Fund 2019 Budget Wages and Benefits compared to Budget 2018

Budget 2018	\$ 12,390,443	Funded by/Notes
	Increase/(Decrease)	
General Govt.	61,564	Increase due to cost of living and wages increase
Policing	55,973	Increased due to filling of Vacant positions and overtime
Fire Dept.	80,248	Increase due to projected wages adjustment, added part time members, administration assistance and overtime
Infrastructure & Maintenance	344,602	Increase due to reallocation of wages and wage adjustment due to cost of living
Leisure Services	155,474	Increase in scheduling efficiencies, cost of living adjustment and wages increase
Planning & Development	(85,969)	Decreased due to different reallocation to UPAR program
<b>Budget 2019</b>	<b>\$ 13,002,334</b>	

## General Fund 2019 Budget - Professional/Contractual Expenses by Department

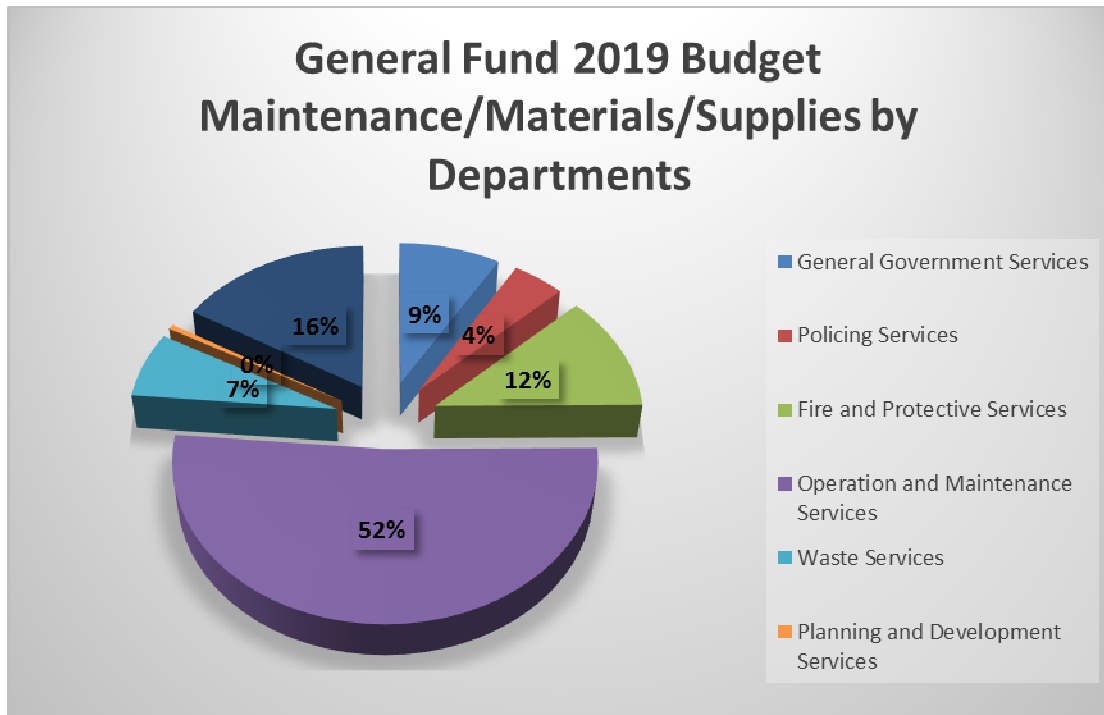


## General Fund Professional/Contractual 2019 Budget compared to 2018 Budget

<b>Total budgeted professional contractual expenses 2018</b>	<b>\$8,001,071</b>
<i>Budget 2019 Movement compared to Budget 2018:</i>	
General Government	<b>8,545</b>
Policing Services	<b>(122,070)</b>
Fire & Protective Services	<b>231,393</b>
Operations & Maintenance Services	<b>54,981</b>
Waste Management Services	<b>40,141</b>
Leisure Services	<b>167,260</b>
Planning & Development Services	<b>(3,940)</b>
<b>Proposed Budget 2019</b>	<b>\$8,377,381</b>

For details of movement, see the individual departments below.

## General Fund 2019 Budget - Maintenance/Materials/Supplies by Department

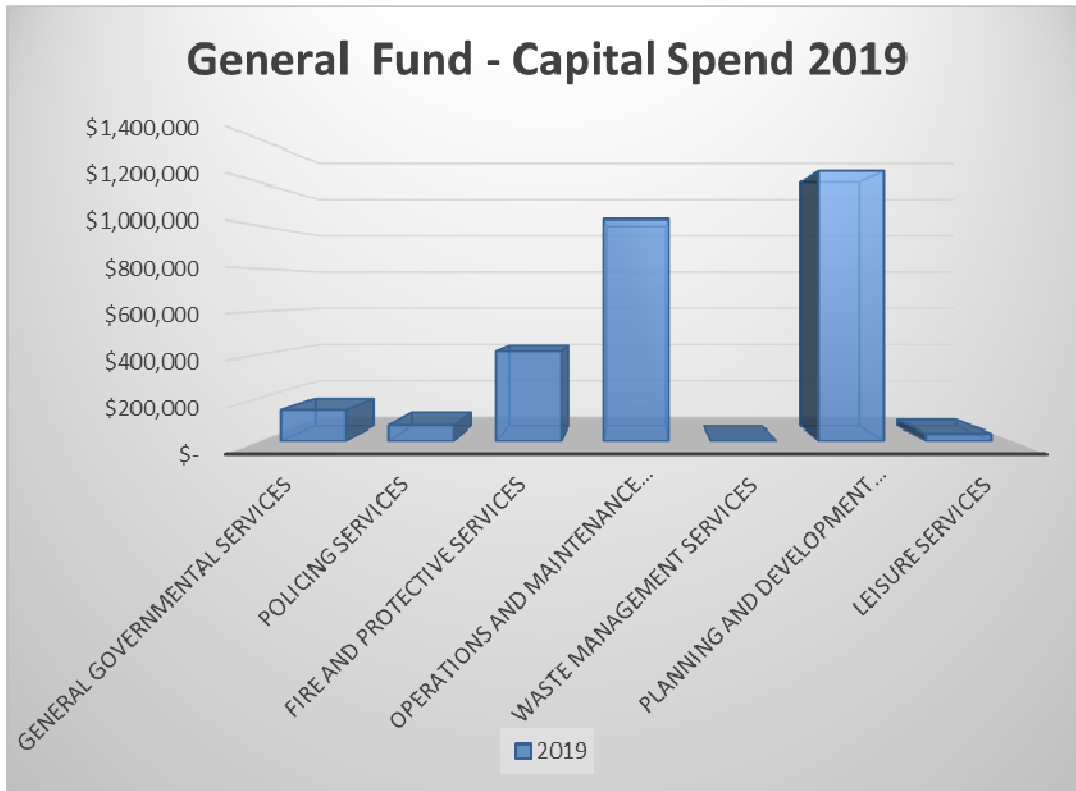


## General Fund Maintenance/Materials/Supplies 2019 Budget compared to 2018 Budget

<b>Total budgeted Maintenance/Materials/Supplies expenses 2018</b>	<b>\$2,173,467</b>
<b>Budget 2019 Movement compared to Budget 2018:</b>	
General Government Services	33,477
Policing Services	7,590
Fire & Protective Services	19,300
Operations & Maintenance Services	(25,693)
Waste Management Services	(28,050)
Planning & Development Services	1,250
Leisure Services	(15,676)
<b>Proposed Budget 2019</b>	<b>\$2,165,665</b>

For details of movement, see the individual departments below.

### General Fund – Projected 2019 Capital Spend by Department (Funded)



### General Fund - 2019 Capital Spend compared to 2018 (Funded)

	<u>2019</u>	<u>2018</u>
General Governmental Services	\$ 145,000	\$ 25,000
Policing Services	72,000	94,167
Fire and Protective Services	415,416	318,418
Operations and Maintenance Services	1,030,000	1,135,353
Waste Management Services	-	400,834
Planning and Development Services	1,253,855	1,412,167
Leisure Services	34,500	333,529
	<b>\$ 2,950,771</b>	<b>\$ 3,719,468</b>



## General Fund 2019 Tax Increase

### Summary of General Fund Budget 2019

Total Surplus from General Fund	\$ 896,906
Debt principal repayments	2,434,280
Debt issue / Reserve transfers	4,570,729
Funds required for General Capital	3,033,355
Surplus (Deficit)	\$NIL

### Utilities Fund - Operating

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

### Utilities Fund – Capital

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

## Utilities Fund - 2019 Operating Budget compared to Budget 2018

City of North Battleford  
 Utilities Fund - Consolidated Statement of Operations  
 Forecast for the year ended December 31, 2019

	% change	2019 Budget	2018 Budget	2018 Actual	2017 Actual
<b>Revenues</b>				as of Nov. 16, 2018	
Fees and charges		\$ 7,301,397	\$ 7,230,182	\$ 6,036,300	\$ 9,373,655
Conditional grants		-	-	-	-
Investment income and commissions		20,000	20,000	24,918	27,537
<b>Total Revenue</b>	<b>1%</b>	<b>7,321,397</b>	<b>7,250,182</b>	<b>6,061,219</b>	<b>9,401,192</b>
<b>Expenses, less amortization</b>					
Water services	10%	3,567,884	3,233,394	2,732,864	6,164,557
Sanitary sewer services	4%	2,734,104	2,622,931	1,764,217	3,324,655
<b>Total Expenses</b>	<b>8%</b>	<b>6,301,988</b>	<b>5,856,325</b>	<b>4,497,080</b>	<b>9,489,212</b>
<b>Surplus (Deficit) of Revenues over Expenses before Other Capital Contributions</b>		<b>1,019,409</b>	<b>1,393,857</b>	<b>1,564,138</b>	<b>(88,020)</b>
Capital Grant		848,557	-	-	-
Debt principal due in 2019		(868,718)	(807,637)	(673,031)	(735,483)
Debt issue and Reserve transfers		-	-	-	-
<b>Projected Surplus (Deficit)</b>		<b>\$ 999,248</b>	<b>\$ 586,220</b>	<b>\$ 891,107</b>	<b>\$ (823,503)</b>

## Utilities Fund 2019 Projected Revenue compared to 2018 Budget

Utilities Revenue	Projected 2019 Revenue	Budget 2018	Revenue Variance	% Change
Water Fees	\$3,664,416	\$3,632,258	\$ 24,626	0.7%
Sanitary Sewer Fees	3,636,981	3,597,924	(12,900)	(0.4%)
<b>Total Revenues</b>	<b>\$7,301,397</b>	<b>\$7,230,182</b>	<b>\$ 11,726</b>	<b>0.16%</b>

### Utilities Fund 2019 Projected Expense (by Expense Type) compared to 2018 Budget:

	2019 Budget	2018 Budget	2018 Actual	2017 Actual
	as of Nov. 16, 2018			
<b>Utility Fund Expenses - Budget 2019</b>				
Wages and benefits	\$ 2,550,325	\$ 2,346,907	\$ 1,817,961	\$ 2,076,028
Professional/Contractual services	1,327,554	1,196,280	741,528	3,258,164
Subscription/Memberships	24,701	34,471	18,029	27,723
Utilities	633,682	583,742	575,186	657,023
Maintenance, materials and supplies	1,045,855	935,230	867,287	893,358
Travel	21,347	20,640	11,785	9,859
Amortization	-	-	-	1,799,238
Interest	698,524	739,055	460,374	752,340
Allowance for uncollectibles	-	-	4,775	15,324
Other	-	-	155	155
<b>Total Utility Fund Expenses</b>	<b>\$ 6,301,988</b>	<b>\$ 5,856,325</b>	<b>\$ 4,497,080</b>	<b>\$ 9,489,212</b>

### Utilities Fund 2019 Budget - Wages and Benefits compared to 2018 Budget

<b>Total budgeted wages and benefits 2018</b>	<b>\$2,346,907</b>
Reallocation of salaries from General to Utility Fund	46,445
Cost of Living Adjustment	156,973
<b>Proposed Budget 2019</b>	<b>\$2,550,325</b>

### Utilities Fund 2019 Budget - Professional/Contractual compared to 2018 Budget

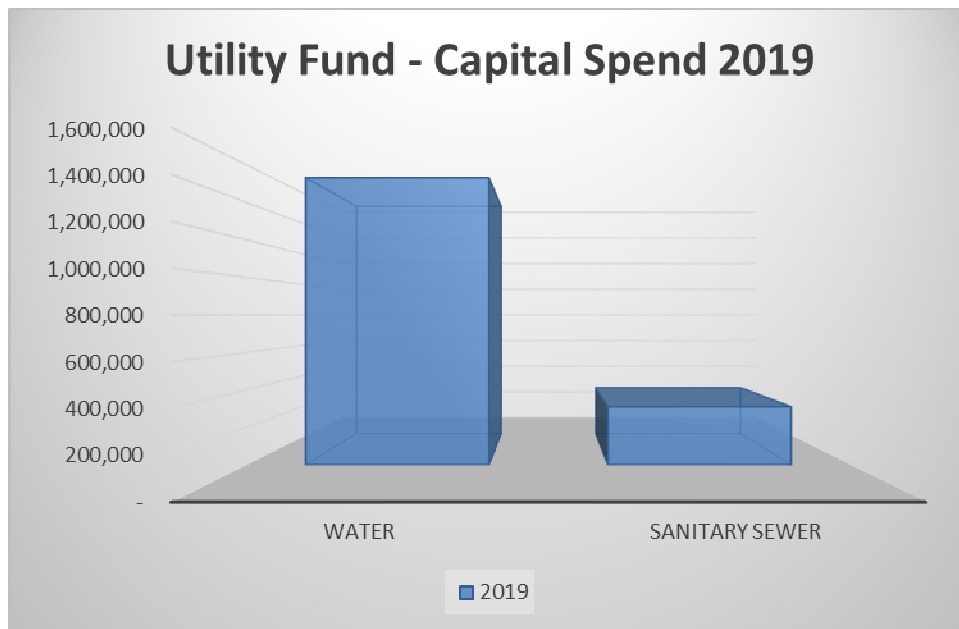
<b>Total budgeted professional contractual expenses 2018</b>	<b>\$1,196,280</b>
Water Services	57,024
Sanitary Sewer Services	74,250
<b>Proposed Budget 2019</b>	<b>\$1,327,554</b>

For details of movement, see the individual departments below.

### Utilities Fund 2019 Budget – Maint./Materials/Supplies compared to 2018 Budget

<b>Total budgeted Maintenance/Materials/Supplies expenses 2018</b>	<b>\$935,230</b>
Water Services	99,775
Sanitary Sewer Services	10,850
<b>Proposed Budget 2019</b>	<b>\$1,045,855</b>

### Utilities Fund – Projected 2019 Capital Spend by Department



### Utilities Fund - 2019 Capital Spend compared to 2018

	<u>2019</u>	<u>2018</u>
Water	\$ 1,531,501	\$ 558,167
Sanitary Sewer	310,000	822,945
	<b>\$ 1,841,501</b>	<b>\$ 1,381,112</b>

## Utility Fund – 2019 Fee Increases

Summary of Utility Fund - 2019

Total Surplus from Utility Fund	<b>\$1,867,966</b>
Debt principal repayments	868,718
Debt issue / Reserve transfers	842,253
Funds required for General Capital	1,841,501
Surplus	<b>\$Nil</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. In 2017, the UPAR budget was approximately \$3.1 million and resulted in the execution of several important infrastructure rehabilitation projects. Rates were increased in 2017 to maintain the investment of \$3.1 million that was established in 2016.

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

The 2019 UPAR program is planned to include a scope of work similar to that of 2018. Projects range from blocks of full pipe replacement with road reconstruction, to sections of surface rehabilitation using asphalt overlays. A program of Cured In Place Pipe (CIPP) sewer lining is also planned for 2019. This trenchless method of rehabilitating pipes reduces disruptions and provides a cost-effective means of addressing some of the most vulnerable pipes in the sanitary sewer collection system.

In 2019, the City plans to continue investment in UPAR with a planned investment of approximately \$3,324,664.

City of North Battleford  
 UPAR Fund - Statement of Operations (Estimated)  
 Forecast for the year ended December 31, 2019

	% change	2019 Budget	2018 Budget	2018 Actual	2017 Actual
<b>Revenues</b>					
				as of Nov. 16, 2018	
Frontage Levy		\$ 1,442,764	\$ 1,442,764	\$ 1,484,984	\$ 1,442,764
Base Utility Fees		1,881,900	1,881,900	1,881,900	1,846,000
					-
<b>Total Revenue</b>		<b>3,324,664</b>	<b>3,324,664</b>	<b>3,366,884</b>	<b>3,288,764</b>
<b>Capital Investment</b>					
Surface		1,374,683	1,404,300	1,221,532	1,222,685
Underground		1,875,928	1,866,300	1,893,030	1,885,676
<b>Total Expenses</b>		<b>3,250,611</b>	<b>3,270,600</b>	<b>3,114,562</b>	<b>3,108,361</b>
<b>Surplus (Deficit) of Revenues over Expenses</b>		<b>74,053</b>	<b>54,064</b>	<b>252,322</b>	<b>180,403</b>
Carry Over from Previous Year		200,933	2,653	-	(181,630)
<b>Carry Over Surplus (Deficit)</b>		<b>\$ 274,986</b>	<b>\$ 56,717</b>	<b>\$ 252,322</b>	<b>\$ (1,227)</b>

**UPAR Fund 2018 Reconciliation:**

When the UPAR program was introduced, administration would maintain UPAR revenues and expenses separate from the General Fund and Utility Fund. This was to ensure complete transparency to the program to assure rate payers that the UPAR revenue raised through the frontage base tax and Utility billing, would always be spent on the projects earmarked during the budget deliberation process. To this effect, Administration provides the following reconciliation of the 2018 UPAR program (year four of the program):

**UPAR Fund 2018 Reconciliation**

	General Fund Contribution (frontage levy)	Utility Fund Contribution (infrastructure fee)	Total
Carryover Surplus (deficit) 2016			\$ (177,728)
Carryover Surplus (deficit) 2017	\$220,079	(\$39,676)	\$180,403
Budgeted Revenue 2018	\$1,442,764	\$1,881,900	\$3,324,664
Actual Revenues Collected 2018 (via Frontage Levy \$4.36/ft)	\$1,484,984		1,484,984

Actual revenues collected 2018 (via current Utility base rates)		\$1,881,900	\$1,881,900
Revenue variance to budget	\$42,220	0	\$42,220
Projected Expenditures 2018	\$1,404,300	\$1,866,300	\$3,270,600
Actual 2018 Expenditures (@ budget date)	\$1,221,532	\$1,893,030	3,114,562
2018 Expenditures variance to budget	\$182,768	(\$26,730)	\$156,038
Carryover Surplus (deficit) 2018	\$224,988	(\$26,730)	\$198,258
<b>Est. Accumulated Surplus</b>			<b>\$200,933</b>

### UPAR Fund 2019 Projected Budget

Projected 2019 Spend	\$ 3,250,611
Est. Surplus 2018	\$200,933
Budgeted Revenue 2019	(\$3,324,664)
<b>Projected 2019 Funding Surplus</b>	<b>\$ 274,986</b>

## City Debt

The maximum borrowing limit which was set by the Saskatchewan Municipal Board (SMB) in 2013 was \$45 Million. The projected outstanding long-term debt amount at December 31, 2018 is \$39.65 Million. The City will be making \$3.3 Million in principal debt repayments and \$1.5 Million in interest payments in 2019.

The following are details of the projected balance by loan outstanding at December 31, 2018.

Purpose of Borrowings	General Fund	Utilities Fund	Total
Utilities - New Storm Sewer		\$ 1,347,000	\$ 1,347,000
Utilities - New Wastewater Treatment Plant		9,420,000	9,420,000
Utilities - Water Treatment Plant investments		1,342,000	1,342,000
General - CUPlex (incl. Pool, Fieldhouse, Arts Centre and Curling Rink)	\$ 13,825,000		13,825,000
General - Land Development	2,150,000		2,150,000
General - Road Infrastructure	2,060,000		2,060,000
General - Leisure Facilities Betterments	734,000		734,000

General – Land Acquisitions	2,934,000		2,934,000
General – Waste Facility Equipment	458,000		458,000
General – Road Infrastructure	458,000		458,000
Utilities – Water Well		458,000	458,000
General - Leisure Facilities Betterments	518,000		518,000
General – Road Infrastructure	896,000		896,000
General – Development Projects	1,647,000		1,647,000
General - Leisure Facilities Betterments	458,000		458,000
General – RCMP Cellblock Upgrade	213,000		213,000
Utilities – Water & Sewer Facilities		732,000	732,000
<b>TOTALS</b>	<b>\$26,116,000</b>	<b>\$13,684,000</b>	<b>\$39,650,000</b>

In order to fund the 2019 Capital investment need plus fund reserves for the purchase of assets scheduled to be purchased in 2019 to 2023, it is necessary to borrow some long term debt and withdraw from reserves.

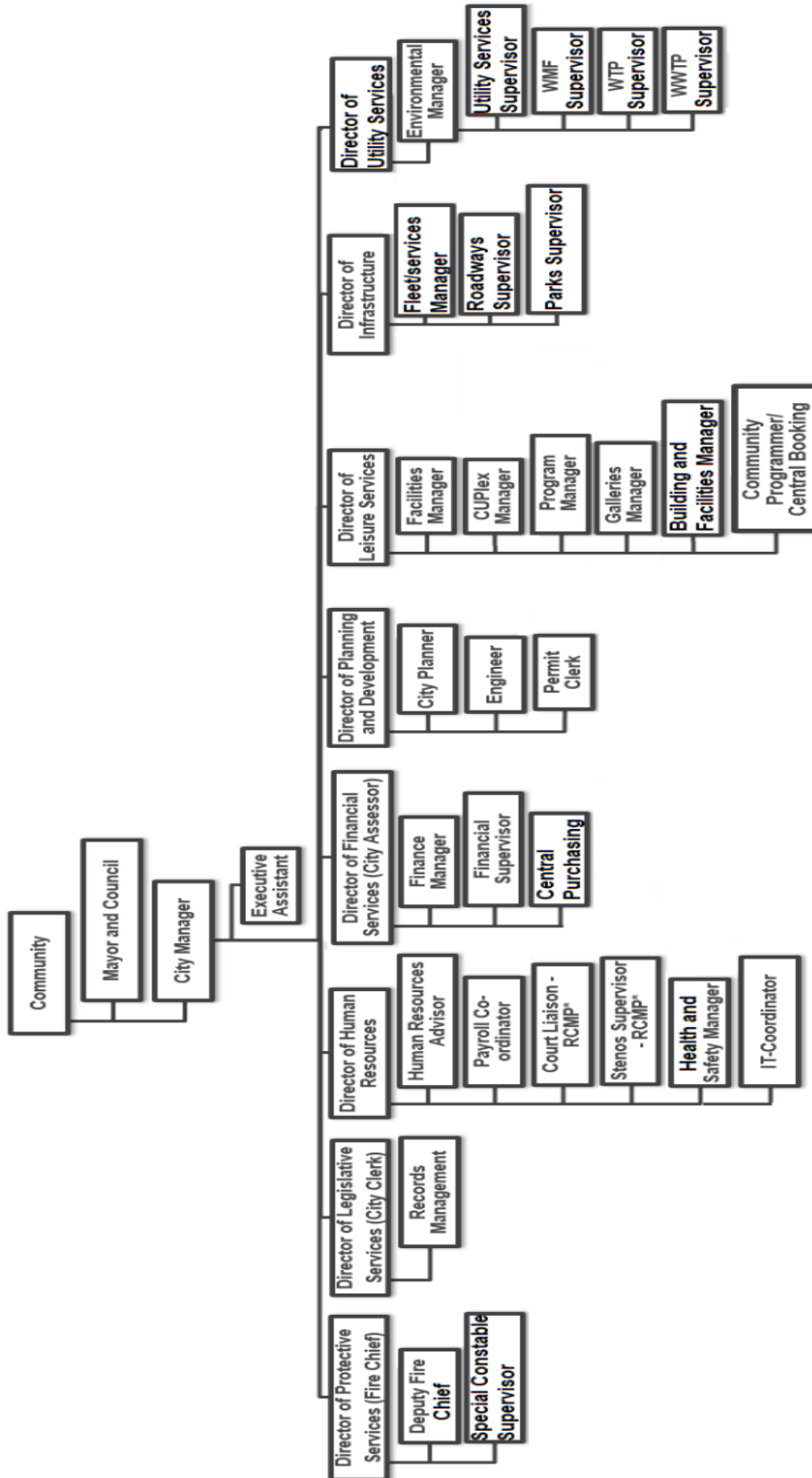
## City Administration

### Senior Management Overview

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

- City Manager – **Randy Patrick**
- Director of Finance – **Steve Brown**
- Director of Leisure Services – **Cheryl DeNeire**
- Director of Infrastructure – **Dan Loewen**
- Director of Utility Services - **Stewart Schafer**
- Director of Planning and Development – **Jennifer Niesink**
- Director of Protective Services/Fire Chief – **Trevor Brice**
- Director of Legislative Services - **Debbie Wohlberg**
- Director of Human Resources – **Trish McConnell**





## Growing the Community

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

In 2019, the City will provide approximately \$2.1 Million in economic stimulus to many organizations in the community. The City pays annual grants to organizations that in turn provide additional social and community support to our fellow citizens. See additional information about the community grants below. For a complete list of the annual grants, see the appendix at the end of this report.

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

**Battlefords Transit System (including Handi-Bus) \$ 361,615**

Provides residents with transportation allowing those who have no other mode of transportation to still be active in the community. The City is providing \$268,750 to the transit system and \$92,865 to the Handi-bus operations. The Transit system and Handi-bus operations are requesting to increase the grants to be \$271,280 and \$103,588 respectively (increases are not reflected on this budget document).

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

The Dekker Centre for Performing Arts is the only modern performing arts centre in the Battlefords. This facility can host many different types of professional acts and entertainment from across North America. The City provides a \$235,000 operating grant to the Board of the Dekker Centre for the Performing Arts and pays for the cost of maintaining the facility. The Centre is requesting to cap the ticket sale revenue to \$15,000, which if approved the City will have approximately \$9,000 less revenues (the loss in revenues is not reflected on this budget document).

**Animal Control / Humane Society \$ 271,893**

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 \$149,000 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. The Society is requesting an additional \$122,893 to cover capital payments and this request is included in the budget document.

**Lakeland Library Region** **\$ 361,024**

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

**North Battleford Library** **\$ 145,605**

The City provides the North Battleford Library with a grant of \$145,605 for the annual facility operations and additional funding for periodic building maintenance. The North Battleford Library is requesting the grant to be increased to \$147,600 (this increase is not reflected on the budget document).

**River Valley Board** **\$ 68,000**

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

**North Battleford Golf and Country Club (NBGCC)** **\$ 275,000**

The City provides an annual \$75,000 short-term capital and is requesting an additional \$200,000 long-term capital grant for capital (this request is included in the budget document).

**Destination Battlefords** **\$ 118,458**

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

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

The City provides a \$15,000 capital grant and \$25,000 operating grant to the Boys and Girls Club, to assist with the cost of the new facility and ongoing programming respectively and fits the parameters of the Community Safety Plan. The Club is requesting to increase the \$25,000 operating grant to \$30,000. This increase is not included in the budget document.

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

The City provides a grant of \$25,000 to Concern for Youth, which is used to help raise the profile of youth issues in the City of North Battleford and fits the parameters of the Community Safety Plan. Their 2019 request is to increase this grant to be \$30,000 (increase is not factored in this budget document).

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

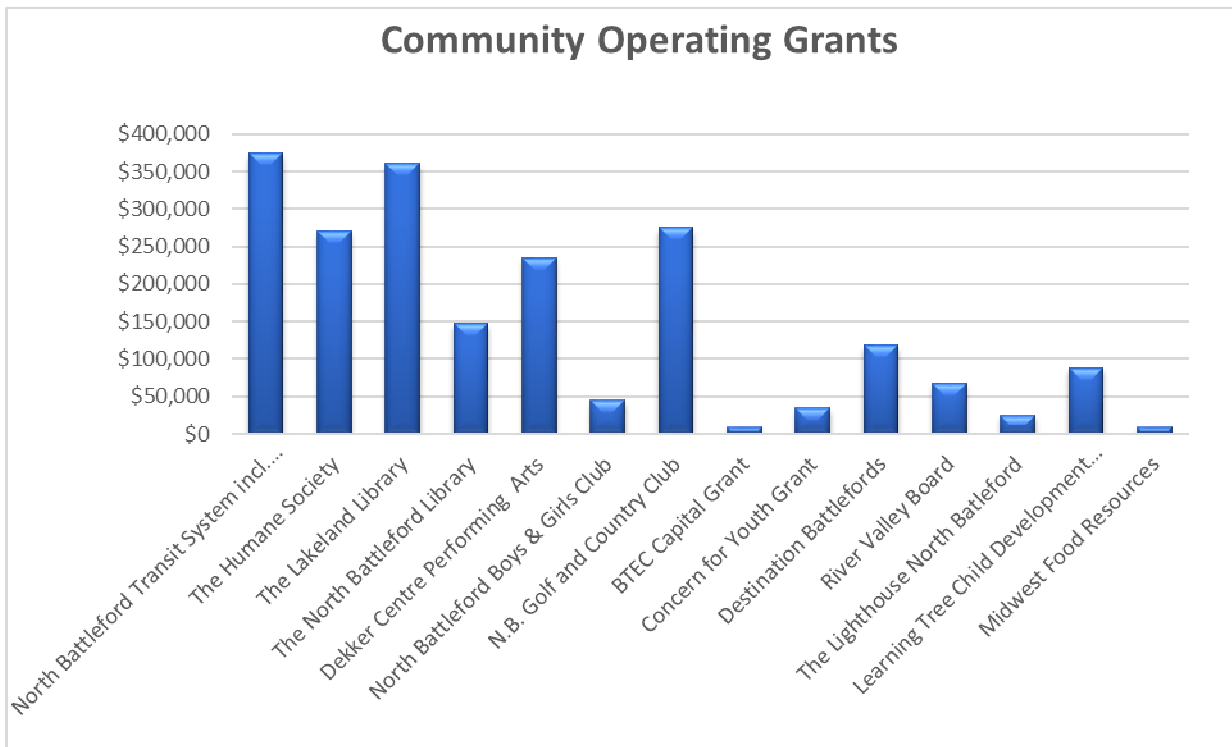
The City provides a grant of \$10,000 to BTEC to assist with the cost of the new facility. 2019 is the fourth year of a ten-year agreement.

**The Lighthouse North Battleford** **\$ NIL**

The Lighthouse is requesting a \$25,000 grant to help with essential needs to those who struggle with homelessness (this request has not been factored in this budget document).

**Learning Tree Child Development Centre** **\$ NIL**

The Learning Tree Child Development Centre is requesting a grant of \$88,125 to help to tear down unused building, haul away the debris and build a fence around it (this request has not been factored in this budget document).



## General Fund Operating Budgets by Department

### General Government Services

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



	2019 Budget	2018 Budget	2018 Actual	2017 Actual
as of Nov. 16, 2018				
<b>GENERAL GOVERNMENT SERVICES</b>				
<b>Operating Revenue</b>				
Other Segmented Revenue				
Fees and Charges				
- Sales of supplies	\$ 89,700	\$ 73,700	\$ 182,779	\$ 361,276
- Taxation Services	16,000	17,000	10,923	13,960
- Expense Recoveries	-	-	10,054	27,907
Total Fees and Charges	105,700	90,700	203,756	403,143
- Tangible capital asset sales - gain (loss)	-	-	(24,606)	51,417
- Investment & Interest	312,150	566,850	267,377	236,734
Total Other Segmented Revenue	417,850	657,550	446,527	691,294
Conditional Grants and Donations				
- Grants	5,500	5,700	5,600	20,700
<b>Total Operating Revenue</b>	<b>423,350</b>	<b>663,250</b>	<b>452,127</b>	<b>711,994</b>
<b>Operating Expenses</b>				
Council remuneration and travel	248,199	227,629	208,394	240,070
Wages and benefits	1,904,438	1,842,873	1,602,024	1,908,346
Professional/Contractual services	964,325	955,780	773,854	963,003
Subscription/Memberships	102,359	35,460	33,405	29,831
Utilities	145,795	137,360	132,204	143,981
Maintenance, materials and supplies	185,551	152,074	114,041	254,291
Travel	30,958	28,538	19,859	16,143
Amortization	-	-	-	60,156
Allowance for uncollectibles	-	-	(33)	33,474
Insurance	580,000	580,000	607,647	468,313
Medical	2,000	2,000	2,220	1,872
Grants and contributions	367,407	167,407	255,407	146,487
Other	4,150	1,350	16,196	61,742
<b>Total Government Services Expenses</b>	<b>4,535,182</b>	<b>4,130,471</b>	<b>3,765,218</b>	<b>4,327,709</b>
<b>Capital</b>				
Conditional Grants				
- Capital Grants	-	-	-	-
<b>Total General Government Services Surplus (Deficit)</b>	<b>\$ (4,111,832)</b>	<b>\$ (3,467,221)</b>	<b>\$ (3,313,091)</b>	<b>\$ (3,615,715)</b>

## Revenues

- General Government revenue is projected to decrease by approximately \$240,000 due mainly to the following:
  - Decrease of investment withdrawals from the Institutional Investment - \$254,700
  - Increase of sale of supplies and decrease of taxation services - \$15,000

## Expenses

- Council remuneration and travel is expected to increase by approximately \$20,600 due to re-evaluation of remuneration.
- Wages and Benefits are projected to increase by approximately \$61,600 due to an increase of the City Manager remuneration and wage increased (COL, merit, promotion, market, etc.)
- Professional Contractual expense movement compared to 2018 Budget:

<b>Total budgeted professional/contractual services 2018</b>	<b>\$955,780</b>
Audit services	1,000
City Hall Assessment services	(8,000)
City Hall services contracts	(75,800)
Human Resources services contract	2,000
IT annual subscriptions and software	(28,500)
Legal services	51,000
Management fees (brokerage fees)	56,000
Safety services	(1,500)
Sundry	12,345
<b>Proposed Budget 2019</b>	<b>\$964,325</b>

- Subscriptions and memberships are expected to increase by approximately \$67,000 due to centralising and budgeting additional safety training needs.
- Maintenance, materials and supplies movement compared to 2018 Budget:

<b>Total budgeted Maintenance/Materials/Supplies expenses 2018</b>	<b>\$152,074</b>
City Hall Assessment computer services	20,200
City Hall building maintenance	(3,000)
Hosting events	8,900
Maintenance and office supplies	5,400
Sundry	1,977
<b>Proposed Budget 2019</b>	<b>\$185,551</b>

- Third party grants and contributions increased by approximately \$37,500 due to a long-term capital contribution to the Golf and Country Club totalling \$275,000 per year.

## Policing Services

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



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

### General Duties

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

### School Liaison / Crime Prevention

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

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



	2019 Budget	2018 Budget	2018 Actual	2017 Actual
	as of Nov. 16, 2018			
<b>POLICING SERVICES</b>				
<b>Operating Revenue</b>				
Other Segmented Revenue				
Fees and Charges				
- Policing Fees/Fines	\$ 89,000	\$ 83,500	\$ 96,547	\$ 96,975
Total Fees and Charges	89,000	83,500	96,547	96,975
- Total Police Services Other Revenue	299,682	370,942	295,127	356,668
Total Other Segmented Revenue	388,682	454,442	391,674	453,643
Conditional Grants				
- Grants	884,353	1,337,000	677,249	817,905
<b>Total Operating</b>	<b>1,273,035</b>	<b>1,791,442</b>	<b>1,068,923</b>	<b>1,271,548</b>
<b>Operating Expenses</b>				
Wages and benefits	771,911	715,939	530,249	578,123
Professional/Contractual services	4,336,410	4,458,479	2,155,178	4,194,140
Utilities	89,846	90,328	65,538	82,919
Maintenance, materials and supplies	95,750	88,160	78,201	85,655
Amortization	-	-	-	93,868
Interest	-	-	2,742	-
<b>Total Policing Services Expense</b>	<b>5,293,917</b>	<b>5,352,906</b>	<b>2,831,908</b>	<b>5,034,706</b>
<b>Total Policing Services Surplus (Deficit)</b>	<b>\$ (4,020,882)</b>	<b>\$ (3,561,464)</b>	<b>\$ (1,762,984)</b>	<b>\$ (3,763,158)</b>

## Revenues

In 2019, Revenue from Policing is projected to decrease by approximately \$518,400, as there were a few one-time grants totalling approximately \$453,000 and a reduction in policing agreement of approximately \$65,000.

## Expenses

Wages and benefits for 2019 are projected to increase by approximately \$56,000 due mainly to filling vacant positions and overtime to help prevent crime in North Battleford.

Professional/Contractual Services is the 35 members RCMP Policing Contract with Her Majesty on behalf of the Federal Government. It is expected to decrease compared to the 2018 Budget by approximately \$122,000 or 2.74% due to a reduction of 1 officer and a one-time equipment payment.

## Fire and Protective Services

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

### **Contractual Fire Protection Agreement**

The City of North Battleford provides fire protection, under contract, to the RM of North Battleford No. 437, this contract is currently under re-negotiation. The City is currently negotiating with the Province fire protection agreements for the Saskatchewan Hospital and Battlefords District Care. Services include:

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

### **Planned highlights for 2019 Budget:**

- The City of North Battleford Fire Department and the secondary education institutions will continue to support the Emergency Services Responder Training (ESRT) program, supporting levels 100-300.
- Eleven POC's will be trained to Saskatchewan Firefighter Level II and we will continue to recruit POC's to reach our target of twenty by the end of 2018, who will be trained initially to Level I and then Level II.
- Introduction of FDM management software system supported and paid for through the Fire Commissioners Office. This will replace our current FireHouse software system, which we find it difficult to obtain support for.
- We will upgrade our online training system that is fully NFPA compatible and gives us medical training support approved by the Saskatchewan Paramedics Association.
- Safety is our number one priority. Training and certification will continue to play a key role to meet and maintain the City Safety Policy expectations and OH&S requirements. In 2019, specialist training in high angle Level II, farm equipment rescue, hazardous materials and boat training will be front and centre. Specialized services require constant refreshers and practiced skill sets.
- Due to Occupational Health requirements, we will establish a new protocol for cleaning the Personal Protective Equipment (PPE) with the purchase of an extractor washing machine to support this initiative.

- We will continue to upgrade and replace our firefighting PPE.
  
- A major capital project will be implemented to replace the department’s SCBA at an estimated cost of \$350,000. This essential equipment is more than fifteen years old and is quickly becoming worn and challenging to maintain this style is discontinued.

**Emergency Preparedness**  
**“Communication is the Key to Success”**

The Emergency Preparedness Division falls under the general direction of the Fire Chief / Director of Protective Services. This includes the operation and maintenance of the Emergency Operations Centre located at the Cameron Macintosh Airport, with backup sites at the Fire Hall or City Hall (depending on the scope and nature of an emergency). 2018 has seen a large turnover of staff throughout the organization. In 2018, we have spent some time familiarizing new staff with the Emergency Plan and EOC. In 2019, this training will expand and include Incident Command Training, ICS 100 and 200 with senior staff progressing to higher levels over the next three years. A tabletop exercise will be planned in the spring of 2019 with partner organizations and surrounding RM’s invited to participate. It is envisaged that the City will re-introduce a regional Emergency Planning Committee to support the region.



**Planned Highlights of the 2019 Budget**

- Internal training for EOC and Emergency Site Management staff will continue in 2019.
  
- Regional tabletop exercise.
  
- We will work with area municipalities to reinstate the Regional Emergency Planning Committee to ensure external processes that are developed, reviewed and modified as and when required.

**2019 Capital purchases for Protective Services:**

North Battleford Fire Department:	\$350,000	Replace Self Contained Breathing Apparatus
North Battleford Fire Department:	\$25,000	Extractor washing machine for PPE
North Battleford Fire Department:	\$60,000	Command Vehicle
North Battleford Community Safety:	\$63,000	Replace Bylaw Vehicle
	-----	
Total	\$498,000	

## Changes to the Five Year Capital Plan

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

## Five Year Capital Plan Forecast

### Fire Department

- Unit 22 used for the rural area will be replaced with a 2000 gal five-seated tanker/pumper estimated at \$650,000.
- In 2019, the department's Self-Contained Breathing Apparatus will be outdated and will require replacement. This replacement program has been extended from its original date with an additional two years' use being achieved from the SCBA. This, however, is no longer tenable with the non-replacement of air bottles and limited availability of parts that have been discontinued - this replacement is already overdue.
- Personal Protective Equipment used by firefighters at all incidents need to be deep cleaned to remove hazardous materials and carcinogens. Currently, the department uses a normal domestic washing machine for this. Although this does appear to get the PPE looking clean, it does not remove all the particles which then continues to expose staff to the hazards. These particles also serve to damage the PPE which is less likely to last as long as it should. An extractor washing machine will clean the PPE and remove more of the particles thus less exposure to staff. This will be brought in with a full decontamination process starting at the incident and reducing the chance of other staff and equipment becoming contaminated.

### The Community Safety Division:

The department is comprised of six full-time sworn Community Safety Officers (CSOs). These six officers have been granted Provincial appointments as Special Constables/Peace Officers. Along with enforcement powers for eleven Provincial statutes, the Community Safety Division has assumed responsibility for traffic enforcement within the City of North Battleford. They continue enforcement of City bylaws with a focus on parking, community patrols, downtown foot patrols, school zone monitoring, heavy truck routes, animal control and property standards.

### **Planned Highlights of the 2019 Budget**

- The CSO Department will work very closely with the RCMP taking on more duties such as “Gas & Dash” and shoplifting.
- North Battleford will work with other CSO area membership to conduct joint training initiatives as well as assist in training new Community Safety Officers in surrounding areas.
- Community Safety will develop an enforcement model with the specific purpose of developing an efficient, dedicated parking enforcement, property standards and animal control team. We would like to do this by possibly growing our enforcement team. Adding a Bylaw Enforcement Officer would greatly increase productivity of all officers. All systems and procedures would be reviewed for efficiency.

### **Community Safety Division**

The Community Safety Division is looking at purchasing a smaller unit and equipping it with an automatic license plate reader to do downtown and residential parking. The estimated cost of the unit would be around \$63,000. This unit would be a great addition to our fleet for downtown parking enforcement where space to park the unit is limited.

### **Emergency Management: EOC**

There are no major expenditures planned and/or required except for IT up-grades. This is a standard review annually by Finance.

### **Note:**

The overall 5-year capital forecast is moderate, 2019 with an estimated capital outlay of \$375,000 for the Fire Department and \$63,000 for Community Safety including replacement of Self Contained Breathing Apparatus, a PPE extractor washer and CSO vehicle. Going forward from 2021/22 the fire division will be looking at a capital outlay of around \$700,000-800,000 which includes a major capital replacement (Tanker/Pumper and a Command Vehicle and repairs to the parking lot). The current forecast for the proceeding 2 years is \$210,000, replacing 5 vehicles with 4.

2019 Budget	2018 Budget	2018 Actual	2017 Actual
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as of Nov. 16, 2018

**FIRE & PROTECTIVE SERVICES**

**Operating Revenue**

Other Segmented Revenue				
Fees and Charges				
- Total Fire Services Fees/Fines (1)	\$ 317,560	\$ 384,300	\$ 322,756	\$ 338,856
- Total Provincial Fines	290,000	300,000	120,726	233,010
- Total Special Constables Fees/Fines (2)	237,000	262,000	188,535	267,151
Total Fees and Charges	844,560	946,300	632,017	839,016
- Total Fire Services Other Revenue	4,950	4,750	65,178	21,099
Total Other Segmented Revenue	849,510	951,050	697,195	860,115
Conditional Grants				
- Grants	-	-	-	-
<b>Total Operating Revenue</b>	<b>849,510</b>	<b>951,050</b>	<b>697,195</b>	<b>860,115</b>

**Operating Expenses**

<b>Special Constables</b>				
Wages and benefits	588,813	575,158	472,526	627,195
Subscription/Memberships	5,000	5,000	7,286	2,207
Utilities	3,780	3,780	3,622	9,130
Maintenance, materials and supplies	82,732	86,432	75,086	93,379
Travel	4,000	5,000	1,323	5,455
Insurance	-	7,500	-	1,001
<b>Total Special Constables Expenses</b>	<b>684,325</b>	<b>682,870</b>	<b>559,844</b>	<b>738,367</b>
<b>Fire Services</b>				
Wages and benefits	2,403,959	2,337,366	1,887,596	2,198,350
Professional/Contractual services	52,200	20,700	32,015	62,510
Subscription/Memberships	63,500	37,400	39,072	44,485
Utilities	43,100	30,546	41,740	46,296
Maintenance, materials and supplies	173,150	150,850	170,967	130,769
Travel	10,550	5,300	7,709	5,789
Amortization	-	-	-	152,982
Medical	2,000	-	490	2,279
<b>Total Fire Services Expenses</b>	<b>2,748,459</b>	<b>2,582,162</b>	<b>2,179,589</b>	<b>2,643,460</b>
<b>Safety &amp; Emergency Preparedness</b>				
Professional/Contractual services	6,100	6,100	2,247	886
Subscription/Memberships	5,000	5,000	5,000	5,000
Maintenance, materials and supplies	800	600	458	871
Travel	2,600	1,550	-	-
<b>Total Safety &amp; Emergency Preparedness Expenses</b>	<b>14,500</b>	<b>13,250</b>	<b>7,705</b>	<b>6,757</b>
<b>Animal, Humane Society Expenses</b>				
Wages and benefits	-	-	-	333
Professional/Contractual services	271,893	72,000	92,500	72,000
Utilities	10,280	9,105	6,872	11,306
Maintenance, materials and supplies	1,000	500	1,507	828
<b>Total Animal, Humane Society Expenses</b>	<b>283,173</b>	<b>81,605</b>	<b>100,879</b>	<b>84,467</b>
<b>Total Fire and Protective Services Expenses</b>	<b>3,730,457</b>	<b>3,359,887</b>	<b>2,848,017</b>	<b>3,473,050</b>

**Capital**

Conditional Grants				
- Capital Grants	-	-	-	-
<b>Total Fire &amp; Protective Services Surplus (Deficit)</b>	<b>\$ (2,880,947)</b>	<b>\$ (2,408,837)</b>	<b>\$ (2,150,822)</b>	<b>\$ (2,612,935)</b>

## Revenues

- Loss in revenues due to change with the Provincial Government agreement \$67,000
- Special Constables fees/fines revenues are expected to decrease by approximately \$25,000 compared to 2018 budget to adjust to actual tickets issued.

## Expenses

### Special Constables

- Wages and benefits expense is projected to increase compared to the 2018 Budget by approximately \$13,600 due mainly to wage increase (merit, promotion, market, cost of living)

### Fire Services

- Wages and benefits in 2019 are expected to increase compared to the Budget 2018 by approximately \$66,000 due to wage increase (merit, promotion, market, cost of living).
- Professional/Contractual services are expected to increase by approximately \$26,000 due to the following:
  - Contract a second Deputy Chief for \$25,000
  - Office supplies increase of \$1,000
- Subscription and membership costs will have increased by \$26,100 due to 2019 training requirements.
- Maintenance, materials and supplies expenses are expected to increase by approximately \$22,300 compared to the 2018 budget due to the following:
  - Protective clothing increase of \$9,550 due to inflation and replacement of uniforms
  - Office supplies increase of \$2,800
  - Equipment repair decrease of \$1,900
  - Building maintenance of \$2,000
  - Fire fuel and small tools increase of \$6,050

### Animal, Humane Society Expenses

- Grants and contributions expenses are expected to increase by \$122,893, to assist The Humane Society with their operations and capital payments totalling \$271,893.

## Infrastructure Services

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



## Fleet Services

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

## Highlights in 2019 Budget

The Fleet Department has identified the following highlights for 2019 budget:

- Fleet training for the mechanics to keep up to date on the new equipment arriving into the City Fleet.
- The annual municipal trade of the two skid steers, one in Parks Department and one in the Roadways Department.
- The purchase of a new grader.
- The purchase of a new tandem dump truck to replace the older three tons.
- The continue fleet replacement of a vehicle.
- The replacement of a 1-ton dump truck.



## Roadways Services

The Roadways Department is responsible for the operation and maintenance of the transportation system. This includes paved roads, gravel roads, back lanes both paved and gravel, road and sidewalk projects, as well as dealing with storm water and signage within the City.

### Highlights in 2019 Budget

- North Battleford will once again be hosting the Pinty's grand slam of curling event. We will aid in the set up and take down for this event.
- Continuing to work on rebuilding more of our service roads.
- We look forward to the addition of a new grader to our fleet.
- Planning to have more sidewalks replaced in some of the worst areas.

## Parks & Cemetery Services

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

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

### Highlights for 2019

- An all double niche Columbarium will be built at City Cemetery.
- The historic sand stone building at City Cemetery will be getting a new roof.

- A new play structure will be built at the boys and girls club to replace the out dated one that is presently there.
- Will be assisting with Pinty's grand slam of Curling.

## Urban Forestry

Urban Forestry Staff is responsible for block pruning and pruning for UPAR, proposed work sites, work orders, the walking trail and CPTED pruning. They also look after tree inventory, continuously replanting and watering of the new trees.



## Highlights for 2019:

- The Weeping Birch trees have been infected with a beetle called the Bronze Birch borer which is causing the trees to die from the top down. The City will be removing all weeping birch over the next 3 years.
- The City is 25 percent Ash. There is an invasive beetle called Emerald Ash Borer coming from the east to west and is currently in Winnipeg. As a precaution the City has stopped planting Ash and will be doing procedures to treat the Ash that is currently in the City.

## Airport Operations

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



**Highlights of the 2019 Budget include the following:**

- The fourth and last phase to resurface the edges of the runway 06-24, the main runway, using the Community Airport Partnership (CAP) program is planned in 2019. However, this project is dependant on the City being approved for the CAP program.
- In 2017, the Airport supervisor noted that the runway/taxiway lighted signs were starting to fail. Installed in the late 70s by Transport Canada, the fiber optic lights are starting to break, and the signs are becoming harder for pilots to read at night. Further, Transport Canada has mentioned that the signs no longer meet Canada Transport standards for lighted signs. The project was to be completed in 2018, however, Transport Canada has stated that if the signs are changed, the entire electrical system must also be brought to meet current standards for a certified airport. Therefore, the project has been pushed back to allow for Administration to save funds for a large scope of work.
- The wildlife fence is used to restrict wildlife, people and vehicles from entering the “airside” of the airport. The current airside fencing is just three strand barb wire and is knocked down by trespassing vehicles or just climbed over by pedestrians. The proposal will be to start placing an 8-foot high chain link fence around the airport to keep out vehicles and pedestrians. The fence would also keep out wildlife, such as deer and coyotes, which use the airside as a safe haven from hunters. The fence will also restrict people out who keep entering the airside and have interfered with aircraft movement.
- The City would like to purchase an airport runway sweeper. The sweeper will be used to "sweep" debris such as stone and other foreign object debris (FOD) off the runways, taxiways and tarmac that could be ingested by aircraft engines, causing premature engine failure. The sweeper will also be used to sweep light snow off the runway without having to use the heavier snow blower or plow truck.

	2019 Budget	2018 Budget	2018 Actual	2017 Actual
	as of Nov. 16, 2018			
<b>OPERATIONS &amp; MAINTENANCE SERVICES</b>				
<b>Operating Revenue</b>				
Other Segmented Revenue				
Fees and Charges				
- Aviation Revenue	\$ 176,000	\$ 176,000	\$ 148,121	\$ 139,489
- Cemetery	155,000	155,000	134,642	198,790
Total Fees and Charges	331,000	331,000	282,764	338,279
- Expense Recoveries	16,500	16,500	14,612	26,561
Total Other Segmented Revenue	347,500	347,500	297,376	364,841
Conditional Grants				
- Grants	54,200	54,200	22,036	66,791
<b>Total Operating Revenue</b>	<b>401,700</b>	<b>401,700</b>	<b>319,412</b>	<b>431,631</b>
<b>Operating Expenses</b>				
<b>Public Works &amp; Fleet</b>				
Wages and benefits	1,950,615	1,763,058	1,283,844	1,419,284
Professional/Contractual services	1,041,976	995,195	793,095	649,724
Subscription/Memberships	21,880	21,180	15,114	25,301
Utilities	499,570	489,090	418,395	493,738
Maintenance, materials and supplies	984,082	992,775	815,182	1,033,516
Travel	12,995	24,308	6,610	15,395
Amortization	-	-	-	2,280,776
Interest	101,049	109,375	41,622	140,474
Insurance	135,000	125,000	122,816	160,855
Other	12,000	12,000	9,975	12,655
<b>Total Public Works &amp; Operations Expenses</b>	<b>4,759,167</b>	<b>4,531,981</b>	<b>3,506,656</b>	<b>6,231,719</b>
<b>Cemeteries</b>				
Wages and benefits	219,050	181,830	147,642	224,769
Professional/Contractual services	6,000	13,000	2,930	5,679
Utilities	19,450	13,050	9,416	25,272
Maintenance, materials and supplies	10,750	12,750	5,765	13,884
Amortization	-	-	-	3,565
<b>Cemeteries Total</b>	<b>255,250</b>	<b>220,630</b>	<b>165,753</b>	<b>273,169</b>
<b>Parks &amp; Forestry</b>				
Wages and benefits	1,151,400	1,053,011	813,504	888,506
Professional/Contractual services	165,500	150,300	74,792	121,339
Utilities	137,540	139,440	74,610	210,318
Maintenance, materials and supplies	121,050	136,050	103,583	170,968
Amortization	-	-	-	1,592,600
Grants and contributions	78,000	78,000	10,000	74,873
<b>Total Parks &amp; Forestry Expenses</b>	<b>1,653,490</b>	<b>1,556,801</b>	<b>1,076,489</b>	<b>3,058,604</b>
<b>Total Operations and Maintenance Services Expenses</b>	<b>6,667,907</b>	<b>6,309,412</b>	<b>4,748,897</b>	<b>9,563,493</b>
<b>Capital</b>				
Conditional Grants				
- Capital Grants	-	-	-	844,390
<b>Total Operations and Maintenance Surplus (Deficit)</b>	<b>\$ (6,266,207)</b>	<b>\$ (5,907,712)</b>	<b>\$ (4,429,486)</b>	<b>\$ (8,287,471)</b>

## Revenues

- In 2019, revenue is expected to remain the same as projected in 2018.

## Expenses

### Public Works & Fleet

- Wages and benefits in 2019 are projected to increase by approximately \$187,600 or approximately 10.64% due to the following:
  - Reallocation of wages increased by \$45,000
  - Operations wages adjustment due to cost of living increased by approximately \$142,600
- Professional contractual expenses in 2019 are projected to increase by approximately \$46,800 or 4.70% due mainly to the following:
  - Freight and supplies decrease of (\$3,500)
  - Dust control increase of \$13,000
  - Snow removal services increase of \$6,000
  - Lane marking increase of \$18,000
  - Traffic signals decrease of (\$20,000)
  - Sidewalk services decrease of (\$10,000)
  - Storm sewer decrease of (\$15,000)
  - Airfield services increase of \$42,281
  - Airport building services contract increase of \$10,000
  - Sundry increase of \$6,019

### Cemeteries

The only significant variance in the 2019 budget is wage adjustments of \$37,000

### Parks & Forestry

- Wages and benefits in 2019 are projected to increase by approximately \$98,400 or approximately 9.3% due to cost of living and wage adjustments.

## Waste Management Services

The Waste Management Division is responsible for the City's residential garbage collection and disposal, as well as the residential recycling collection and processing. The Waste Management Division is also responsible for the operation of the City of North Battleford's Waste Management Facility (WMF), that accepts solid waste material from within the City and surrounding communities. All applicable Federal and Provincial regulations and guidelines are followed during the operation of the WMF.



### Highlights in 2019 Budget

- In 2019, it is proposed to lease a new front-end loader complete with several types of buckets and a set of forks. This will allow the front-end loader to push snow, load and move material, load and unload pallets, etc.
- Administration will continue to schedule two Household Hazardous Waste days for 2019. The first one is tentatively scheduled for the end of April while the second is tentatively scheduled for the end of September. Administration will also continue to schedule the City-wide leaf/garden compost pickup at the end of the October.

	2019 Budget	2018 Budget	2018 Actual	2017 Actual
	as of Nov. 16, 2018			
<b>WASTE MANAGEMENT SERVICES</b>				
<b>Operating Revenue</b>				
Other Segmented Revenue				
Fees and Charges				
Waste and Disposal Fees	\$ 1,218,000	\$ 1,750,000	\$ 1,236,972	\$ 2,048,417
Total Fees and Charges	<b>1,218,000</b>	1,750,000	1,236,972	2,048,417
Other Revenue, Garbage and Recycling	<b>1,009,169</b>	1,039,000	838,765	979,509
Total Other Segmented Revenue	<b>2,227,169</b>	2,789,000	2,075,737	3,027,926
Conditional Grants				
- Grants	<b>133,800</b>	60,000	30,073	60,145
<b>Total Operating Revenue</b>	<b>2,360,969</b>	2,849,000	2,105,809	3,088,071
<b>Operating Expenses</b>				
Wages and benefits	<b>534,992</b>	513,556	382,181	473,691
Professional/Contractual services	<b>731,339</b>	691,198	547,668	874,832
Subscription/Memberships	<b>12,915</b>	6,915	6,750	8,981
Utilities	<b>8,260</b>	9,220	5,578	6,171
Maintenance, materials and supplies	<b>144,850</b>	172,900	110,455	145,106
Travel	<b>7,254</b>	7,494	3,971	2,729
Amortization	-	-	-	135,077
Interest	<b>15,721</b>	16,214	12,333	16,850
Other	<b>47,950</b>	47,950	-	78,733
<b>Total Waste Management Services Expenses</b>	<b>1,503,280</b>	1,465,447	1,068,934	1,742,171
<b>Capital</b>				
Conditional Grants				
- Capital Grants	-	-	-	-
<b>Total Waste Management Services Surplus (Deficit)</b>	<b>\$ 857,689</b>	<b>\$ 1,383,553</b>	<b>\$ 1,036,875</b>	<b>\$ 1,345,900</b>

## Revenues

- Waste and Disposal fee Revenues in 2019 are projected to decrease approximately \$532,000 or 30% compared to Budget 2018 mainly due to the loss of a contract and adjusting the budget to actuals.

## Expenses

- Wages and benefits in 2019 are projected to increase by approximately \$21,400 or approximately 4%.
- Professional contractual expenses in 2019 are projected to increase by \$40,100 or 5.49% compared to Budget 2018 due mainly to the following:

- Loader lease increase of \$55,000
  - Waste audit consultant fee \$15,000
  - Unused 2018 expenses (\$20,000)
  - Consumer price index increase by \$9,900
- 
- Maintenance, materials and supplies expenses in 2019 are projected to decrease by approximately \$28,000 compared to 2018 budget.



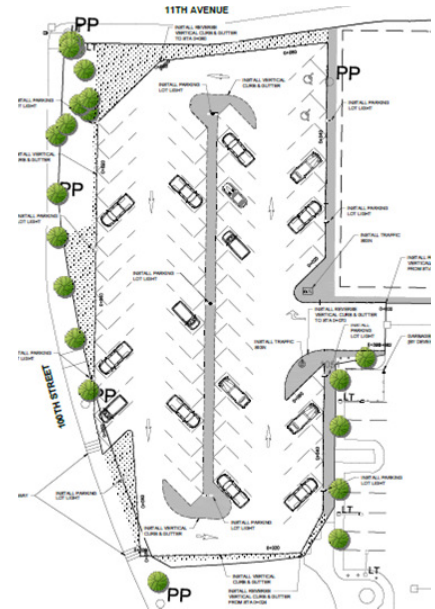
## Planning and Development Services

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



### Highlights in 2019 Budget

- There will also be work completed in King Street station to formalize parking. This will benefit the downtown businesses and provide another option for those who require all day parking.
- Work is planned to continue at the Airport with matched funding to complete the main runway. 2019 marks the fourth year of this project and will see the entire main runway repaved causing significant improvements for the users of the facility.
- 2019 will also see the completion of two longstanding projects for the City. The Service road along 100<sup>th</sup> street will be rehabbed to include proper curbing and a turn around. There will also be work completed along Carlton Trail in line with recommendations from the Transportation Master Plan.



### UPAR 2019

The work planned for UPAR in 2019 will include:

1. Underground and Roadwork along 100th street
2. CIPP lining through various sections of the City
3. Sewer work to the 1200 block of 113th Street
4. Paving along Foley Avenue
5. Underground work to 100th Street Service

2019 Budget	2018 Budget	2018 Actual	2017 Actual
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as of Nov. 16, 2018

**PLANNING AND DEVELOPMENT SERVICES**

**Operating Revenue**

Other Segmented Revenue

Fees and Charges

- Business Licenses	\$ 190,000	\$ 220,000	\$ 233,146	\$ 227,027
- Building & Development Permits	100,240	118,200	148,874	102,228
- Development Agreements	76,903	76,903	84,218	116,438
- Land Rent	43,303	27,495	54,228	89,479

Total Fees and Charges **410,446** 442,598 520,465 535,172

- Land - gain (loss) **3,000** 1,203,000 111,366 325,545

- Investment & Interest - - - -

Total Other Segmented Revenue **413,446** 1,645,598 631,831 860,717

Conditional Grants

- Grants **60,000** 48,500 46,278 334,322

**Total Operating Revenue 473,446 1,694,098 678,109 1,195,039**

**Operating Expenses**

**Business Licenses**

Wages and benefits **89,770** 63,983 47,484 70,296

Professional/Contractual services **90,000** 90,000 94,231 68,874

Maintenance, materials and supplies - - 2,454 2,119

**Total Business Licenses 179,770 153,983 144,168 141,289**

**Economic Development**

Wages and benefits **52,822** 102,353 79,250 87,417

Professional/Contractual services **500** - 482 -

Subscription/Memberships **3,500** 3,500 1,629 2,076

Travel **5,700** 5,700 2,770 3,889

Grants and contributions **522,602** 522,602 520,711 520,729

**Total Economic Development 585,124 634,155 604,843 614,111**

**Engineering**

Wages and benefits **151,987** 243,312 236,433 290,792

Professional/Contractual services **7,360** 11,800 26,437 66,044

Subscription/Memberships **7,150** 7,150 2,469 6,396

Maintenance, materials and supplies **10,200** 8,700 20,435 15,968

Travel **7,900** 7,900 2,398 2,930

**Total Engineering 184,597 278,862 288,173 382,129**

**Planning**

Wages and benefits **229,071** 199,971 167,842 264,444

Professional/Contractual services **63,000** 63,000 24,632 80,121

Subscription/Memberships **5,300** 3,300 1,487 2,956

Maintenance, materials and supplies **1,000** 1,250 811 1,907

Travel **7,700** 8,200 1,750 3,616

Interest **248,035** 263,150 168,659 198,989

Grants and contributions **41,176** - - -

**Total Planning 595,281 538,871 365,180 552,033**

**Total Planning and Development Services 1,544,772 1,605,871 1,402,364 1,689,562**

**Total Planning and Development Services Surplus (Deficit) \$ (1,071,326) \$ 88,228 \$ (724,255) \$ (494,523)**

## **Revenues**

Planning and Development Services total revenue projected for 2019 is approximately \$473,000, a projected decrease of approximately \$1,220,000 compared to Budget 2018 mainly due to not budgeting for land sales in 2019.

## **Expenses**

Overall expenses are projected to decrease in 2019 compared to Budget 2018 in the approximate amount of \$61,000, with significant details as follows:

### **Business Licenses, Economic Development and Engineering**

Overall decrease in expense is projected for 2019 in the approximate amount of \$115,000 due to reallocation of wages.

## **Planning**

- Overall increase in expense is projected for 2019 in the approximate amount of \$56,000 compared to Budget 2018 due mainly to reallocation of wages of \$29,000, decreases on interest on long-term debt of \$15,000, increase on subscriptions/memberships of \$2,000 recognition of a share of the operating loss of North Battleford Housing Authority of \$41,200 and other decrease in expenses of \$1,200.

## Leisure Services

In 2018, The City of North Battleford Leisure Services continued working towards the department's goals that focused on improved service through the following areas:

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

The goals of the Department are in line with many of the strategies identified as priorities of the City's Strategic Plan and of the newly endorsed Framework for Recreation in Canada.

### Highlights in 2019 Budget

A commitment to training will continue into 2019 and annually thereafter. It expands the credibility of the department and increases confidence, safety and productivity. Among others, key indicators that support training that particularly resonate for Leisure Services include:

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

The 2019 training will include:

- Pool Operator 1, Arena Operator 1 & 2 certification
- Standard First Aid certification,
- ARC Flash recertification, confined space certification
- JCI Metasys Controls, Urban work zone, Aerial platform, Fall Protection and Asbestos training
- High Five Play training
- Enhanced PD Galleries training
- Lifeguard and Water Safety Instructor recertification

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

In 2019, Leisure expects to continue to support a safe and viable community (SPM) and Community Wellness and Safety (SP3) by having commissionaires on site at select times at both the Rotary Skate Park, Public Skating and the Coop Aquatic Centre to provide public reassurance for safe visits.

In 2019 the **COOP Aquatic Centre** will once again go forward with a planned closure to perform annual maintenance/repair and inspection of the Centre, the pool basin and its mechanical systems.

- Repair and repaint drywall in many areas
- Repair and repaint deck area drywall
- Repair and recoat rusted bench brackets, benches, doors
- Replace overhead lighting
- Repair lockers, stalls and counters
- Replace grouting
- Repair and recoat rusted bolts and brackets on slides and water features

	2019 Budget	2018 Budget	2018 Actual	2017 Actual
as of Nov. 16, 2018				
<b>LEISURE SERVICES</b>				
<b>Operating Revenue</b>				
Other Segmented Revenue				
Fees and Charges				
- Recreation Fees & Services	\$ 1,114,002	\$ 1,019,502	\$ 765,131	\$ 1,017,563
- Galleries	70,300	70,300	52,597	83,295
- Recreation Facilities Rental	1,038,418	1,013,418	852,314	1,169,515
Total Other Segmented Revenue	2,222,720	2,103,220	1,670,043	2,270,373
Conditional Grants				
- Grants	94,850	57,850	125,908	95,531
<b>Total Operating Revenue</b>	<b>2,317,570</b>	<b>2,161,070</b>	<b>1,795,951</b>	<b>2,365,904</b>
<b>Operating Expenses</b>				
<b>Recreational Facilities &amp; Programing</b>				
Wages and benefits	2,630,371	2,483,514	2,178,629	2,612,603
Professional/Contractual services	557,003	390,791	309,416	375,099
Subscription/Memberships	17,345	21,995	12,094	7,604
Utilities	831,598	825,964	694,656	891,733
Maintenance, materials and supplies	313,200	323,076	421,762	431,982
Travel	16,183	15,217	11,828	8,600
Amortization	-	-	-	245,275
Interest	484,868	526,219	371,652	587,635
Grants and contributions	506,629	506,629	537,423	488,759
Other	13,300	6,400	14,829	2,146
<b>Total Recreational Facilities &amp; Programing</b>	<b>5,370,498</b>	<b>5,099,806</b>	<b>4,552,291</b>	<b>5,651,437</b>
<b>Galleries</b>				
Wages and benefits	323,136	314,519	233,476	277,871
Professional/Contractual services	83,775	82,727	64,508	87,231
Subscription/Memberships	535	535	110	244
Utilities	29,850	30,250	28,638	30,552
Maintenance, materials and supplies	41,550	47,350	43,223	49,803
Travel	3,960	3,960	1,659	2,919
Amortization	-	-	-	11,876
<b>Total Galleries</b>	<b>482,806</b>	<b>479,341</b>	<b>371,614</b>	<b>460,497</b>
<b>Total Parks &amp; Community Services</b>	<b>5,853,303</b>	<b>5,579,147</b>	<b>4,923,905</b>	<b>6,111,933</b>
<b>Capital</b>				
Conditional Grants				
- Capital grants	-	-	-	-
- Community capital pledges/contributio	-	-	-	(2,400)
<b>Total Capital</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>(2,400)</b>
<b>Total Community Services Surplus (Deficit)</b>	<b>\$ (3,535,733)</b>	<b>\$ (3,418,077)</b>	<b>\$ (3,127,954)</b>	<b>\$ (3,746,030)</b>

## **Revenue**

Overall, revenues are projected to increase in 2019 compared to 2018 due to the SPRA conference registrations, PINTY'S expense recovery and ongoing program delivery grants.

## **Expenses**

### **Recreational Facilities & Programming**

- Wages and benefits in 2019 are projected to increase approximately \$147,000 or approximately 6%. This is due to a variety service reduction, some scheduling efficiencies, reversal of 2 main operators to the Field House, not closing the Field House and cost of living.
- Professional contractual expenses are projected to increase in 2019 compared to Budget 2018 by approximately \$160,000 due to hosting the SPRA conference and contracting a recreation master plan.



### Cuplex Summary Statement of Operations (all components)

The following is the Summary Statement of Operations for all the CUplex components combined. The operating cost recovery in 2019 is projected to be approximately 55% (compared to 57% in 2018).

#### Cuplex Complex Statement of Operations

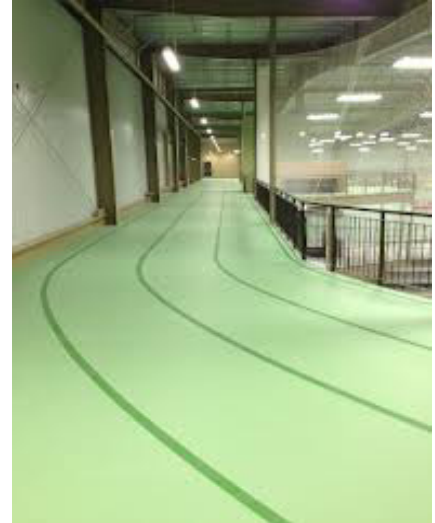
	2019 Budget	2018 Budget	2018 Actual as of Nov. 16, 2018	2017 Actual
<b>Revenue</b>				
Rental	\$ 313,950	\$ 313,950	\$ 243,133	\$ 337,129
Registrations	51,000	51,000	38,631	35,749
Sale of Goods	65,000	65,000	39,048	56,140
Sale of Service	798,470	813,470	606,057	801,120
<b>Total Revenue</b>	<b>\$ 1,228,420</b>	<b>\$ 1,243,420</b>	<b>\$ 926,869</b>	<b>\$ 1,230,138</b>
<b>Expenses</b>				
Wages and benefits	\$ 1,528,911	\$ 1,413,871	\$ 1,293,093	\$ 1,562,595
Professional/Contractual services	307,953	318,141	260,758	296,146
Utilities	450,848	443,728	367,689	475,758
Maintenance, materials and supplies	197,875	194,911	281,105	260,294
Travel	2,950	2,950	1,573	2,395
Bank charges	6,950	6,950	5,846	7,176
Other	11,500	4,600	14,139	936
<b>Total Expense</b>	<b>2,506,988</b>	<b>2,385,152</b>	<b>2,224,202</b>	<b>2,605,299</b>
<b>Surplus (Deficit)</b>	<b>\$ (1,278,568)</b>	<b>\$ (1,141,732)</b>	<b>\$ (1,297,334)</b>	<b>\$ (1,375,161)</b>



## NationsWest Field House

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

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



### Field House Statement of Operations

	2019 Budget	2018 Budget	2018 Actual as of Nov. 16, 2018	2017 Actual
<b>Revenue</b>				
Rental	\$ 114,450	\$ 114,450	\$ 99,414	\$ 145,118
Registrations	51,000	51,000	38,631	35,749
Sale of Service	197,302	197,302	126,119	193,112
<b>Total Revenue</b>	<b>\$ 362,752</b>	<b>\$ 362,752</b>	<b>\$ 264,164</b>	<b>\$ 373,979</b>
<b>Expenses</b>				
Wages and benefits	\$ 478,636	\$ 372,014	\$ 339,287	\$ 383,381
Professional/Contractual services	18,992	19,250	16,576	10,726
Utilities	103,360	102,990	88,065	117,962
Maintenance, materials and supplies	47,395	48,861	97,605	78,047
Bank charges	2,300	2,300	1,945	2,038
<b>Total Expense</b>	<b>650,683</b>	<b>545,415</b>	<b>543,477</b>	<b>592,154</b>
<b>Surplus (Deficit)</b>	<b>\$ (287,931)</b>	<b>\$ (182,664)</b>	<b>\$ (279,313)</b>	<b>\$ (218,175)</b>

In 2019, the reallocating 2 of 3 Maintenance Operator 1's from the Field House to the Operations Department for 5 months per year has been reversed. There is a critical issue at the Aquatic Centre of currently only having one certified aquatic operator. There is no back up or assistance with minor aquatic operator duties. To mitigate the level of risk, the plan is to utilize the Field House Maintenance Operator 1's. Currently 2 of the maintenance operators already possess their Aquatic Operator 1 certification- the level required. The work schedule between the 2 areas will be re-arranged to ensure that extra duties have not been added and the position requirements can be completed within their current work schedule. The maintenance operators will be cross trained (training provided in a job shadowing format by our only Aquatic Operator 2). The cross training will occur over the first 6 months of the year and after that they will begin to perform the functions of an Aquatic Operator 1 as scheduled at the Aquatic Centre as well as continue their duties as Maintenance Operator 1's at the Field House. This would address the risk level and put into place a comprehensive back up of certified aquatic operator staff that are available days, evenings and weekends. The overall cost is approximately \$40,000 for 2 staff for 5 months from Operations.

The 2019 NationsWEST Field house budget is budgeted to recover 48% of its operational expenses, compared to 77% in 2018 and 54% in 2017. The main factors in the drop is:

- the reversal of the two Maintenance Operators for 5 months of the year
- adding 50% of the CUplex Manager's salary to the Field House in order to better reflect actual costs.
- Not closing the Field House for a shutdown at all. The Field House general maintenance can be handled without a shutdown and it will enable the facility to recover lost revenue from the reduction of services and have revenue at the same levels as in 2018.

## The Co-Op Aquatic Centre

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

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

***FUN for everyone!***



### Swim Pool Statement of Operations

	2019 Budget	2018 Budget	2018 Actual as of Nov. 16, 2018	2017 Actual
<b>Revenue</b>				
Rental	\$ 199,500	\$ 199,500	\$ 143,718	\$ 192,011
Sale of Goods	65,000	65,000	39,048	56,140
Sale of Service	575,918	590,918	477,438	581,653
Donations	-	-	-	-
<b>Total Revenue</b>	<b>\$ 840,418</b>	<b>\$ 855,418</b>	<b>\$ 660,204</b>	<b>\$ 829,804</b>
<b>Expenses</b>				
Wages and benefits	\$ 994,374	\$ 990,043	\$ 917,414	\$ 1,129,648
Professional/Contractual services	18,995	21,058	22,366	17,865
Utilities	344,988	337,738	279,624	355,178
Maintenance, materials and supplies	138,580	134,350	169,730	169,081
Travel	2,950	2,950	1,573	2,395
Bank charges	4,650	4,650	3,901	5,138
Other	11,500	4,600	14,139	936
<b>Total Expense</b>	<b>1,516,037</b>	<b>1,495,389</b>	<b>1,408,748</b>	<b>1,680,241</b>
<b>Surplus (Deficit)</b>	<b>\$ (675,619)</b>	<b>\$ (639,971)</b>	<b>\$ (748,543)</b>	<b>\$ (850,437)</b>

The 2019 Co-Op Aquatic Centre budget is budgeted to recover 55% of its operational expenses, vs. 57% in 2018.

In 2019 the **Co-Op Aquatic Centre** will once again go forward with a planned closure to perform annual maintenance/repair and inspection of the Centre, the pool basin and its mechanical systems. 2018 was a test year regarding enacting efficiencies that included a reduction of service and a closure. The loss of income was hard to estimate, and it was larger than anticipated in the sale of services (drop ins/ attendance) category. It took longer than anticipated for clients and members to resume their regular schedule due in part to the three-week closure period. It is the recommendation of the Leisure Services Department to close for a shorter period (7 days instead of 21 days). This reversal increases wage costs for the 14 days that the Centre will remain open (as compared to 2018).

2018 revenue was also impacted due to non-stat holiday closures as well as closing for all statutory holidays. Wages were reduced but revenue loss was slightly higher than anticipated. The plan for 2019 is to continue with these efficiencies and to implement more revenue generated events during periods where overall costs would not be negatively impacted.

50% of the CUplex Manager's salary has now been split 50/50 between the Aquatic Centre and the Field House to better reflect expenses at both locations

Pool Maintenance items during closure period:

- Repair and repaint drywall in many areas
- Repair and repaint deck area drywall
- Repair and recoat rusted bench brackets, benches, doors
- Replace overhead lighting
- Repair lockers, stalls and counters
- Replace grouting
- Repair and recoat rusted bolts and brackets on slides and water features

## Northland Power Curling Centre

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

- Hosted a number of championship tournaments
- Car show that also utilized the Rotary Plaza
- The 2019 Pinty's Grand Slam of Curling will once again be at the Centre and at the Civic Centre Arena in January for 2 weeks.



### Curling Centre Statement of Operations

	2019 Budget	2018 Budget	2018 Actual as of Nov. 16, 2018	2017 Actual
<b>Revenue</b>				
Sale of Service	\$ 1,250	\$ 1,250	\$ 1,250	\$ 1,250
<b>Total Revenue</b>	<b>\$ 1,250</b>	<b>\$ 1,250</b>	<b>\$ 1,250</b>	<b>\$ 1,250</b>
<b>Expenses</b>				
Wages and benefits	\$ 24,991	\$ 23,316	\$ 17,609	\$ 23,209
Professional/Contractual services	16,150	15,667	16,983	31,465
Utilities	-	-	-	117
Maintenance, materials and supplies	8,100	8,100	8,701	6,910
<b>Total Expense</b>	<b>49,241</b>	<b>47,083</b>	<b>43,293</b>	<b>61,701</b>
<b>Surplus (Deficit)</b>	<b>\$ (47,991)</b>	<b>\$ (45,833)</b>	<b>\$ (42,043)</b>	<b>\$ (60,451)</b>

The 2019 Curling Club budget for 2019 has a slight increase due to service contract renewals.

## The Dekker Centre for Performing Arts

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



### Performing Arts Centre Statement of Operations

	2019 Budget	2018 Budget	2018 Actual as of Nov. 16, 2018	2017 Actual
<b>Revenue</b>				
Sale of Service	\$ 24,000	\$ 24,000	\$ 1,250	\$ 25,106
<b>Total Revenue</b>	<b>\$ 24,000</b>	<b>\$ 24,000</b>	<b>\$ 1,250</b>	<b>\$ 25,106</b>
<b>Expenses</b>				
Wages and benefits	\$ 28,320	\$ 25,907	\$ 18,492	\$ 25,800
Professional/Contractual services	253,817	262,167	191,328	236,091
Utilities	-	-	-	-
Maintenance, materials and supplies	3,800	3,600	4,451	5,852
<b>Total Expense</b>	<b>285,937</b>	<b>291,673</b>	<b>214,271</b>	<b>267,742</b>
<b>Surplus (Deficit)</b>	<b>\$ (261,937)</b>	<b>\$ (267,673)</b>	<b>\$ (213,021)</b>	<b>\$ (242,636)</b>

For the 2019 budget, there is a slight decrease in expenses due to a reduction in service contract fees. The Dekker Centre roof has a leak and a planned roof condition assessment (\$4,000) is scheduled to be done to have a clear idea of the scope of the problem and its repair cost. The Dekker Centre has requested a cap on its ticket sale revenue to the City which, if approved, will translate into \$9,000 less revenue.

## The Don Ross Complex

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

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



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

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

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

### Don Ross Complex Statement of Operations

	2019 Budget	2018 Budget	2018 Actual as of Nov. 16, 2018	2017 Actual
<b>Revenue</b>				
Rental	\$ 348,000	\$ 348,000	\$ 333,410	\$ 374,575
Sale of Service	3,000	3,000	3,877	2,940
<b>Total Revenue</b>	<b>\$ 351,000</b>	<b>\$ 351,000</b>	<b>\$ 337,287</b>	<b>\$ 377,516</b>
<b>Expenses</b>				
Wages and benefits	\$ 310,417	\$ 297,603	\$ 222,941	\$ 258,612
Professional/Contractual services	21,090	19,490	15,012	13,229
Utilities	124,600	127,500	42,248	59,734
Maintenance, materials and supplies	39,700	35,800	38,765	38,655
Travel	3,600	3,600	3,144	3,967
Bank charges	2,200	2,200	2,585	2,538
<b>Total Expense</b>	<b>501,607</b>	<b>486,193</b>	<b>324,694</b>	<b>433,986</b>
<b>Surplus (Deficit)</b>	<b>\$ (150,607)</b>	<b>\$ (135,193)</b>	<b>\$ 12,592</b>	<b>\$ (56,471)</b>

Aside from following through with the Fire Alarm upgrade, the current system is not inter-connected and is out-dated, the proposed 2019 budget has no significant changes. Overall, the 2019 budget is projecting a 72% recovery in 2019 vs. a 72% recover in 2018.

### The Don Ross Arena

The Don Ross Arena typically runs from early October to mid-April and in 2019 will not see any significant changes to the operations. The future will bring some significant capital upgrades that will include a new ice plant and improved interior heating for enhanced spectator comfort. Work will begin in 2019 to compile the specifications required for the ammonia ice plant replacement.



The Don Ross Arena is projected to recover 57% of its operating costs, the same as 2018.

#### Don Ross Arena Statement of Operations

	2019 Budget	2018 Budget	2018 Actual as of Nov. 16, 2018	2017 Actual
<b>Revenue</b>				
Rental	\$ 140,000	\$ 140,000	\$ 92,599	\$ 243,195
<b>Total Revenue</b>	<b>\$ 140,000</b>	<b>\$ 140,000</b>	<b>\$ 92,599</b>	<b>\$ 243,195</b>
<b>Expenses</b>				
Wages and benefits	\$ 139,555	\$ 135,092	\$ 92,522	\$ 122,497
Professional/Contractual services	2,500	2,500	8,068	2,447
Utilities	79,350	79,050	133,652	166,571
Maintenance, materials and supplies	13,825	15,425	22,486	18,423
<b>Total Expense</b>	<b>235,230</b>	<b>232,067</b>	<b>256,727</b>	<b>309,938</b>
<b>Surplus (Deficit)</b>	<b>\$ (95,230)</b>	<b>\$ (92,067)</b>	<b>\$ (164,128)</b>	<b>\$ (66,743)</b>



## North Battleford Civic Centre

Central to the community is the North Battleford Civic Centre.

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



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

The Civic Centre is projected to recover 57% of its operating costs vs. 52% in 2018 due to the PINTYS.

### Civic Centre Statement of Operations

	2019 Budget	2018 Budget	2018 Actual as of Nov. 16, 2018	2017 Actual
<b>Revenue</b>				
Rental	\$ 300,000	\$ 275,000	\$ 233,714	\$ 309,185
<b>Total Revenue</b>	<b>\$ 300,000</b>	<b>\$ 275,000</b>	<b>\$ 233,714</b>	<b>\$ 309,185</b>
<b>Expenses</b>				
Wages and benefits	\$ 264,647	\$ 258,621	\$ 226,844	\$ 299,133
Professional/Contractual services	47,400	32,600	18,551	40,998
Utilities	172,100	171,486	143,378	183,958
Maintenance, materials and supplies	38,200	55,990	56,405	93,647
<b>Total Expense</b>	<b>522,347</b>	<b>518,697</b>	<b>445,178</b>	<b>711,220</b>
<b>Surplus (Deficit)</b>	<b>\$ (222,347)</b>	<b>\$ (243,697)</b>	<b>\$ (211,464)</b>	<b>\$ (402,036)</b>

For 2019, a planned rebuild of the compressor of \$13,000 is scheduled as part of a proactive preventative maintenance program which will increase the lifecycle and maintain the safety level of the plant.

## Galleries

### Allen Sapp Gallery

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



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

In 2019, specifications for the scope of work to install a vault for the Gonor Collection will be done as well as arranging new accommodation for the United Way office (where the vault will be placed) at the Don Ross Centre.

#### Allen Sapp Gallery Statement of Operations

	2019 Budget	2018 Budget	2018 Actual as of Nov. 16, 2018	2017 Actual
<b>Revenue</b>				
Sale of Goods	\$ 45,000	\$ 45,000	\$ 30,611	\$ 43,568
Sale of Service	9,000	9,000	5,814	8,545
Donations	3,300	3,300	7,196	3,157
<b>Total Revenue</b>	<b>\$ 57,300</b>	<b>\$ 57,300</b>	<b>\$ 43,622</b>	<b>\$ 55,270</b>
<b>Expenses</b>				
Wages and benefits	\$ 163,846	\$ 161,237	\$ 134,463	\$ 152,117
Professional/Contractual services	37,885	46,007	38,455	51,404
Utilities	28,950	29,350	27,999	29,984
Maintenance, materials and supplies	30,300	36,700	35,351	41,380
Travel	2,460	2,460	717	1,926
<b>Total Expense</b>	<b>263,441</b>	<b>275,754</b>	<b>237,044</b>	<b>285,012</b>
<b>Surplus (Deficit)</b>	<b>\$ (206,141)</b>	<b>\$ (218,454)</b>	<b>\$ (193,423)</b>	<b>\$ (229,742)</b>

## Chapel Gallery

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

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

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



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

### Chapel Gallery Statement of Operations

	2019 Budget	2018 Budget	2018 Actual as of Nov. 16, 2018	2017 Actual
<b>Revenue</b>				
Rental	\$ 5,000	\$ 5,000	\$ 2,447	\$ 21,017
Sale of Service	6,000	6,000	4,666	4,762
Donations	2,000	2,000	1,863	2,246
Grants	57,850	57,850	70,976	57,850
<b>Total Revenue</b>	<b>\$ 70,850</b>	<b>\$ 70,850</b>	<b>\$ 79,952</b>	<b>\$ 85,875</b>
<b>Expenses</b>				
Wages and benefits	\$ 159,289	\$ 153,282	\$ 99,012	\$ 125,754
Professional/Contractual services	45,890	36,720	26,053	35,827
Subscription/Memberships	535	535	50	244
Utilities	900	900	639	568
Maintenance, materials and supplies	11,250	10,650	7,873	8,423
Travel	1,500	1,500	943	993
<b>Total Expense</b>	<b>219,364</b>	<b>203,587</b>	<b>134,569</b>	<b>175,485</b>
<b>Surplus (Deficit)</b>	<b>\$ (148,514)</b>	<b>\$ (132,737)</b>	<b>\$ (54,618)</b>	<b>\$ (89,609)</b>

**Collectively for the Galleries:**

- Wages and benefits in 2019 are projected to increase by 1% as compared to 2018 budget due to the new CUPE contract.
- Professional contractual expenses at the Allen Sapp Gallery are projected to increase by 1% in 2019 as compared to 2018 Budget mainly due to media programming being moved to IT.

**Recreation Programming**

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

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

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

## Water Utility Services

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



### Highlights of the 2019 Budget include the following:

- In 2019, Administration plans to begin a multi-year program to install Automatic Metering Infrastructure (AMI) throughout the City to monitor water consumption in the distribution system. These AMI sensors will be connected to City Hall by way of a software program, allowing for the program to monitor water usage at each AMI unit without sending City staff to read the water meter. The program will then be able to notify Administration of possible water leaks, water theft and other problems with water usages. City Hall staff will then be able to notify homeowners of a possible leaks or notify the police of possible water thefts. On rental properties, the AMI will also be able to regulate the water flow in each building, from being fully on, to life sustaining flows of 1-gallon per minute, to turning the water completely off. This will allow people who have forgotten to pay their utility invoice in a timely manner, to still have water at reduced flows but not fully turned off. Administration also believes that this will reduce the damage to curb stops when water is turned off during the winter months.
- As part of the water tower repair, Administration will continue the next phase of the water tower renovations by installing a cathodic protection system to the water tower in 2019. The cathodic protection was recommended by KGS Group, as a method to maintain the water tower as a potable water storage facility.
- Administration also plans to purchase a hydrant camera which will allow the Waterworks Department to examine broken hydrants without having to dig up and remove the hydrant to determine the problems.
- Administration will continue to replace the John East hydrants throughout the City. Funding will be increased from \$65,000 to \$75,000 allowing for the same number of hydrants, roughly 5-hydrants a year, to be replaced as done in the past years. By increasing the funds, Administration believes that it should have all the John East hydrants replaced by 2026.

➤ The Waterworks Department also plans to purchase a new trailer complete with an enclosed insulated water tank to allow for transportation and supply of water. The trailer will be used to supply water in the cleaning of sewer lines that will be televised during the winter months. The trailer will also be able to supply customers with potable water when water services are interrupted due to unforeseen water breaks. It is planned that the trailer will also be equipped with a water heater to prevent the water tank from freezing during use in the winter months.

➤ The water distribution check valve that is located beside the Valley View Towers, has failed. The check valve is used to prevent water from flowing from the water tower to a possible break in a water line coming from Water Treatment Plant #1 (WTP#1). The valve needs to be either repaired or replaced. The proposed project would be to replace the check valve with a new valve and repair the existing check valve and place it in inventory. The project would also purchase a smaller check valve, similar to the one running from WTP#1 to the Riverview subdivision, and place it into inventory.



➤ At the FE Holliday Water Treatment Plant, a new built-up roof will be installed over the entire building. Three years ago, minor repairs were done to the existing roof membrane to try stop the roof from leaking. Although this did reduce the number of leaks, it did not fully stop the roof leakage. The plan in 2019 is to replace the built-up roof and stop all the roof leaks into the building.

➤ With the construction of the New Saskatchewan Hospital, the Saskatchewan Ministry of Central Services has notified the City that they will turning the power off to the old Saskatchewan Hospital and the Saskatchewan Hospital reservoir. The Saskatchewan Hospital reservoir is used as a source of water to backwash filters 1 & 2 at the FE Holliday Water Treatment Plant (FEH WTP), as well as flush the FEH WTP raw water intake line when it becomes plugged with sand. Administration commissioned AECOM to inspect and determine what repairs would be required if the City was to take over the reservoir. AECOM preliminary report states that the reservoir is old, but in relatively good shape. It will require some repair work done to it before the City takes control of the structure. However, with the Saskatchewan Hospital scheduled to be torn down, a new power line will have to be constructed to the building. Administration has identified funds for a new overhead and underground service to the reservoir as well as renovations to the structure itself.



➤ Administration also plans to commission AECOM to update the WaterCAD model of the City's water distribution system. The WaterCAD program was first used during the 2001 water crisis to model the City water distribution system and develop a flushing program for the City's water mains. The WaterCAD program was later given to AECOM to operate, as Administration staff who knew how to use the program had left the City. The WaterCAD program has also been used to assist the Planning Department in developing new subdivisions and redevelop existing subdivisions, by determining where the water mains need to be extended and/or expanded. However, it has been found that the existing WaterCAD model does have some errors and needs to be revised to be able to calculate actual water flows and pressures. By updating the WaterCAD model of the City's water distribution system, it will allow greater accuracy in calculating water flows and pressures throughout the model that can be comparable to real distribution system. These accurate flows can then be used by the Planning Department to determine where new water mains should be constructed, as well as replacing and upsize existing water mains to provide better water pressures and flows throughout the City's water distribution system.

	2019 Budget	2018 Budget	2018 Actual	2017 Actual
	as of Nov. 16, 2018			
<b>WATER SERVICES</b>				
<b>Operating Revenue</b>				
Other Segmented Revenue				
Fees and Charges				
- Water Fees	\$ 3,624,415	\$ 3,616,732	\$ 2,806,301	\$ 3,303,412
- Water Works Expense Recovery	40,000	15,450	459,922	2,789,397
Total Fees and Charges	<b>3,664,415</b>	3,632,182	3,266,223	6,092,809
- Investment & Interest	20,000	20,000	24,918	27,537
Total Other Segmented Revenue	<b>3,684,415</b>	3,652,182	3,291,142	6,120,347
Conditional Grants				
- Grants	-	-	-	-
<b>Total Operating</b>	<b>3,684,415</b>	3,652,182	3,291,142	6,120,347
<b>Operating Expenses</b>				
Wages and benefits	1,446,886	1,310,124	1,223,327	1,357,937
Professional/Contractual services	982,128	925,104	609,144	3,013,874
Subscription/Memberships	18,196	27,646	13,678	21,556
Utilities	362,652	321,712	325,125	348,346
Maintenance, materials and supplies	661,130	561,355	527,633	585,511
Travel	16,272	13,540	7,296	7,153
Amortization	-	-	-	737,144
Interest	80,620	73,913	21,732	77,558
Allowance for uncollectibles	-	-	4,775	15,324
Other	-	-	155	155
<b>Total Water Services Expenses</b>	<b>3,567,884</b>	3,233,394	2,732,864	6,164,557
<b>Capital</b>				
Conditional Grants				
- Capital Grants	-	-	-	-
<b>Total Water Services</b>	<b>\$ 116,531</b>	<b>\$ 418,789</b>	<b>\$ 558,278</b>	<b>\$ (44,210)</b>

## Revenues

Water Services rate is expected to increase by 4.5% in base water rates as well as consumption rates.

The water expense recovery has an increase of approximately \$25,000 due to an increase in water reconnection services.

## Expenses

Overall expenses are projected to increase in 2019 compared to Budget 2018 in the approximate amount of \$334,500, with details as follows:

- Wages and Benefits are projected to increase by approximately \$136,000 due to a further analysis of administration wages was made and resulted in an increase reallocation from administration salaries to water utility salaries, cost of living and wage adjustment.
- Professional contractual expenses are projected to increase in 2019 compared to Budget 2018 by approximately \$57,000 or approximately 10.44% due mainly to the following:
  - Well rejuvenations increase of \$15,000
  - Decommissioning of the wells increase of \$20,000
  - Emaint software program for water treatment plants increase – \$20,000
  - Various other increases of \$2,000
- Maintenance Materials and supplies in 2019 are projected to increase by approximately \$100,000 or approximately 17.77% mainly due to the following:
  - Replacement of a distribution pump \$25,000
  - Replacement of turbidity meters \$16,000
  - Installation of a VFD on a distribution pump \$35,000
  - Increase in cost of chemicals \$24,000



## Sanitary Sewer Utility Services

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



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

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

### Highlights of the 2019 Budget:

- In 2019, Administration plans to demolish the old sewer treatment plant that is located below Don Ross Centre. Although the initial plan was to try to use the facility to pre-treat storm water, Administration could not identify what the Federal Government wanted to treat in storm water. In addition, the building became a target for vandalism and location where children were attracted to explore and play. An RFP will be developed for the demolition and removal of the buildings and infrastructure. The site will be turned into a fenced compound for possible storage of equipment and supplies.
- The sanitary sewage dumping station will be completed in 2019, allowing the WWTP staff and Administration to monitor and properly invoice haulers who bring sanitary sewer to the WWTP for processing and disposal.
- To assist in maintaining the road structure at the Wastewater Treatment Plant (WWTP), Administration is planning to start in 2019, a multi-year project to pave all the roads and parking lot at the WWTP. The work will define the road system throughout the plant better while keeping dirt and mud being tracked into the plant on workers and guests' footwear.
- A major structural repair is required on the north clarifier at the WWTP and will be done in 2019. The work includes repair and replacement of structural arms that hold the header suction equipment in place as well as the replacement of the header suction equipment.



- It is believed that in 2019, Infrastructure Canada will have approved the proposal to twin the main truck sewer main from the Riverview subdivision to the WWTP. Design and construction will start with the project to be completed in 2021. The work will also include the replacement of the current sewer lift station with a larger sewage lift station that will handle most of the City sanitary sewage. The project is estimated at \$13 million dollars.

	2019 Budget	2018 Budget	2018 Actual	2017 Actual
	as of Nov. 16, 2018			
<b>SANITARY SEWER SERVICES</b>				
<b>Operating Revenue</b>				
Other Segmented Revenue				
Fees and Charges				
- Sanitary Sewer Fees	\$ 3,618,981	\$ 3,567,024	\$ 2,765,565	\$ 3,262,877
- Sanitary Sewer Expense Recovery	18,000	30,900	4,512	17,969
Total Other Segmented Revenue	3,636,981	3,597,924	2,770,077	3,280,846
Conditional Grants				
- Grants	-	-	-	-
<b>Total Operating Revenue</b>	<b>3,636,981</b>	<b>3,597,924</b>	<b>2,770,077</b>	<b>3,280,846</b>
<b>Operating Expenses</b>				
Wages and benefits	1,103,439	1,036,783	594,634	718,092
Professional/Contractual services	345,426	271,176	132,384	244,290
Subscription/Memberships	6,505	6,825	4,351	6,167
Utilities	271,030	262,030	250,061	308,677
Maintenance, materials and supplies	384,725	373,875	339,654	307,847
Travel	5,075	7,100	4,490	2,706
Amortization	-	-	-	1,062,094
Interest	617,904	665,142	438,642	674,782
<b>Total Sanitary Sewer Services Expenses</b>	<b>2,734,104</b>	<b>2,622,931</b>	<b>1,764,217</b>	<b>3,324,655</b>
<b>Capital</b>				
Conditional Grants				
- Capital Grants	4,800,000	-	-	-
<b>Total Sanitary Sewer Services</b>	<b>\$ 902,878</b>	<b>\$ 974,993</b>	<b>\$ 1,005,860</b>	<b>\$ (43,810)</b>

## Revenues

Sanitary Sewer Services Revenue is expected to increase by 4.5% in base water rates as well as consumption rates.

## Expenses

Overall expenses are projected to increase in 2019 compared to Budget 2018 in the approximate amount of \$111,000 with the main details as follows:

- Wages and Benefits are projected to increase by approximately \$66,600 due mainly to an analysis performed of the administration wages and resulted in an increased reallocation from administration salaries to wastewater utilities salaries and wage adjustment.
- Professional contractual expenses are projected to decrease in 2019 compared to Budget 2018 by approximately \$74,000 or approximately 27.38% due mainly to the following:
  - Contract service to remove biosolids \$40,000
  - Rebuilding of centrifuges \$41,000
  - Reduction of the wastewater collection system \$15,000
  - Increase in assessment of work required for lift station (\$10,000)
  - Increase of services contracts for the Golf Course, Waste Management Facility, SE quad and Riverview lift station \$4,500
  - Decrease on various sundry expenses (\$16,500)
- Interest Expense in 2019 is projected to decrease by approximately \$47,000 due to repayment of debt and decreasing interest costs.

**City of North Battleford Third Party Grants  
Master Schedule – 2019**

<b>Receiving Organization</b>	<b>2019 Requested</b>	<b>2018 Approved</b>
North Battleford Transit System (expansion remains)	\$271,280	\$268,750
Battleford's Handi Bus System	\$103,588	\$92,865
The Humane Society	\$271,893	\$197,000
The Lakeland Library	\$361,024	\$361,024
The North Battleford Library	\$147,600	\$145,605
Dekker Centre Performing Arts	\$235,000	\$235,000
Destination Battlefords	\$118,458	\$118,458
North Battleford Boys & Girls Club - capital	\$15,000	\$15,000
North Battleford Golf and Country Club (short-term capital)	\$75,000	\$75,000
North Battleford Golf and Country Club (long term capital)	\$200,000	\$162,500
BTEC Capital Grant	\$10,000	\$10,000
Concern for Youth Grant	\$35,000	\$25,000
River Valley Board	\$68,000	\$68,000
Battlefords Boys and Girls Club - operating	\$30,000	\$25,000
Catholic Family Services	\$2,500	\$2,500
Midwest Food Resources	\$10,000	-
Empty Stocking Fund	\$6,450	\$6,300
Battlefords and Area Sexual Assault Ctr.	\$8,607	\$8,607
The Lighthouse North Battleford	\$25,000	-
Learning Tree Child Development Centre	\$88,125	-

