



TO: Margarita Pena, Director of Finance
FROM: Kelcey Maksymchuk, Finance Manager
DATE: October 30, 2023
SUBJECT: Budget 2024 Deliberations

Anticipated Agenda for the Budget 2024 Deliberations for Monday, November 20, 2023:

5:00pm to 5:30pm – General overview of budget
5:30pm to 6:30pm – General Government Services
6:30pm to 8:00pm – Parks & Recreation Services

Anticipated Agenda for the Budget 2024 Deliberations for Thursday, November 23rd, 2023:

5:00pm to 5:15pm – Response to Council's previous session questions
5:15pm to 6:00pm – Police Services
6:00pm to 7:00pm – Fire & Protective Services
7:00pm to 9:00pm – Operations Services (Infrastructure, Waste Management, Water & Sanitary Sewer)

Anticipated Agenda for the Budget 2024 Deliberations for Thursday, November 30, 2023:

5:00pm to 5:15pm – Response to Council's previous session questions
5:15pm to 6:15pm – EPAI Services (including UPAR)
6:15pm to 9:00pm – Budget discussions including Third Party Grants

Optional Budget 2024 Deliberation Dates

- Tuesday, December 5, 2023
- Thursday, December 7, 2023

2024 BUDGET

City of North Battleford



Responsible financial management benefitting all residents of our community.



**North
Battleford**

Treaty Six Territory | Heartland of the Métis | Saskatchewan | Canada



2024 Budget

Budget Overview	4
Key Pressures	4
Budget At a Glance.....	4
2024 Budget and Beyond	5
Recreation & Cultural Capital Facilities Levy	5
2024 Budget – Targeted Savings and Efficiencies.....	6
2024 Budget – Long Term Planning.....	6
Self-funding through reserves	6
City Long-Term Debt	8
Long-term Debt per Person	9
Long-term Debt – 5 Year Payment Schedule.....	9
Growing the Community	10
City Administration	14
Senior Management Overview	14
Divisional Alignment of the City	14
General Fund	15
Budget Impact.....	15
General Fund – Operating.....	16
General Fund – Capital.....	24
Utility Fund	26
Budget Impact.....	26
Utilities Fund – Operating.....	27
Utilities Fund – Capital.....	29
Underground Pipe and Asphalt Replacement (UPAR) Fund	30
General Fund Operating Budgets by Department	32
General Government Services	32
Policing Services.....	35
Fire and Protective Services.....	37
Operations Services	39
Waste Management Services	42
Engineering & Planning Services.....	44
Parks & Recreation Services.....	47
Facilities Statement of Operations	51
Utility Fund Operating Budgets by Department	61
Water Utility Services.....	61
Sanitary Sewer Utility Services	64
Appendices	66
Appendix 1 – Community Development Financial Assistance Program Grants.....	66
Appendix 2 - Organizational Chart 2023.....	67

Appendix 3 - 2023 Budget Information – Continuous Improvement.....	68
Appendix 4 - Amortization reconciliation.....	70
Appendix 5 – Consolidated Schedule of Accumulated Surplus December 31, 2022	71
Appendix 6 – Five Year Financial Overview	72

Budget Overview

With revenues nearly back to pre-pandemic levels, the economy is currently facing elevated inflation rates and supply chain constraints, resulting in high construction and machinery costs for the City. The proposed 2024 budget aims to maintain a level of service consistent with previous years, aligning with the City's strategic plan. Ongoing discussions regarding budget priorities and expenditure alignment will continue throughout the coming year.

Building on the operational efficiencies achieved in recent years, City Administration remains dedicated to recognizing opportunities for cost containment and exploring innovative cost-saving measures. This commitment will be balanced with our active support for pivotal projects and expansion initiatives.

Key Pressures

In the process of formulating and reviewing the general and utility fund budgets, City Administration has identified several key concerns, primarily:

1. **Inflation and Supply Chain Challenges:** The persistent rise in inflation and challenges within the supply chain present significant risks with the potential to impact the City's operations. To address these issues, the City is actively working to enhance and optimize operations and introduce new cost-effective initiatives, in conjunction with the tax increase.
2. **Aging Infrastructure:** Similar to many municipalities across the country, a substantial portion of the City's infrastructure is aging, demanding ongoing and increasing investments to maintain current service levels and ensure public safety.

Budget At a Glance

Given the complexities of the current fiscal year, the 2024 budget is presented with the following increases:

- Property Tax: 5.12%
- Waste Management (recycling and garbage collection): 4.4%
- Water Services: 4.5%
- Sanitary Sewer Services: 4%

On behalf of the City, I extend my gratitude to City staff for their dedicated efforts and the extensive hours invested in the development of the 2024 budget. I am also appreciative of the City Council for their thorough review of this document, our numerous discussions, and their support. I eagerly anticipate working with our staff and City Council to effectively implement the 2024 budget.

2024 Budget and Beyond

Recreation & Cultural Capital Facilities Levy

The Recreation & Cultural Capital Facilities Levy (RCCF) was started in 2006 and applies to all property owners in North Battleford. The RCCF Levy now generates approximately \$1.4 million annually to pay for the debt associated with the construction of the InnovationPlex, Curling Rink, and the Dekker Centre. The anticipated RCCF Levy for 2024 will remain the same as 2023. The 2024 anticipated payments on interest and principal are estimated to be \$974,422. The schedule highlighting the total amounts paid and received is as follows:

Recreation long-term borrowing				
Year	Levied	Loan principal and interest repayments	Levies less loan repayments	Total Surplus / (Deficit)
2006	382,636	-	382,636	382,636
2007	385,172	-	385,172	767,808
2008	776,654	-	776,654	1,544,462
2009	772,756	-	772,756	2,317,218
2010	772,147	-	772,147	3,089,365
2011	1,366,475	45,471	1,321,004	4,410,369
2012	1,375,148	1,524,849	(149,701)	4,260,668
2013	1,354,977	2,141,801	(786,824)	3,473,843
2014	1,365,358	2,096,283	(730,925)	2,742,919
2015	1,414,389	2,054,058	(639,669)	2,103,250
2016	1,446,640	2,123,240	(676,600)	1,426,651
2017	1,440,057	2,305,793	(865,736)	560,914
2018	1,318,682	2,250,343	(931,661)	(370,747)
2019	1,462,714	2,193,313	(730,599)	(1,101,346)
2020	1,463,227	2,139,062	(675,835)	(1,777,181)
2021	1,490,120	2,079,006	(588,886)	(2,366,067)
2022	1,498,598	1,442,847	55,751	(2,310,316)
2023	1,483,682	998,199	485,483	(1,824,833)
2024	1,483,682	974,422	509,260	(1,315,572)
2025	1,483,682	949,050	534,632	(780,940)
2026	1,483,682	924,886	558,796	(222,144)
2027	1,483,682	899,094	584,588	362,444
2028	1,483,682	873,973	609,709	972,153
2029	1,483,682	849,429	634,253	1,606,407
2030	1,483,682	824,513	659,169	2,265,575
2031	1,483,682	799,626	684,056	2,949,631
2032	1,483,682	325,835	1,157,847	4,107,478

The above table demonstrates that the levy being generated annually will be sufficient to pay the annual InnovationPlex debt cumulatively in 2027. A recommendation for Council to consider is that as loans mature, the payment amount be saved for any future major capital purchases or upgrades within the recreation department.

2024 Budget – Targeted Savings and Efficiencies

The 2024 budget includes a targeted dollar savings of \$300,000 (2023: \$334,000) on staffing vacancies which is a decrease of \$34,000 compared to the previous year. Vacancies may occur due to staffing shortages or any special programs that could be required to operate at reduced capacity. Due to the current state of the economy which has required the City try to adapt to high inflationary rates, a few opportunities noted from the 2023 budget may continue into 2024. Some of the improvement and efficiency opportunities are noted below:

- a. Household Hazardous Waste Depot – by having this Depot, the City will be able to offer a year-round household hazardous waste disposals and will eliminate the current two semi-annual collection dates. This process will free-up staffing hours and reduce contractor costs.
- b. Septic Receiving Station – the Septic Receiving Station at the Wastewater Treatment Plant has been installed. This process is currently in the live testing stage. However, delays with the sewer force main have caused a belated operation of the receiving station. Rates are being developed and will be presented to Council for consideration in 2024.
- c. Energy and Process Assessment – the City completed an energy audit of the InnovationPlex and grant applications were submitted for a major solar project in 2022. This project was not selected at this time, but a revised project application will again be submitted when another grant opportunity becomes available. Due to rising energy costs, continuous assessments and improvements remain a priority for City Administration.
- d. Partnership Opportunities – the City continues to explore opportunities for group purchasing with local and national level groups to reduce overall costs.
- e. Utility Meters – the installation of the water meters has been completed. The City has also implemented a customer portal which gives citizens the opportunity to check their water usage and detect leaks by themselves in a timely manner.

2024 Budget – Long Term Planning

Self-funding through reserves

Within the 2024 budget, \$135,596 has been identified to be set aside into a separate reserve/bank account to replace funds drawn in previous years to support the acquisition of new equipment.

This is all part of Administration’s goal to move away from use of outside funding or borrowing to eventually become self-sufficient to fund infrastructure as needs arise.

Reserve “Transfers-In”

The three reserve “transfers-in” being made in 2024 are as follows:

1. 2019 Waste Management Loader Purchase - \$328,000. Repayment amount is \$44,564 per year over 10 years at 6% interest.
2. 2023 Fire Department Pumper Truck Purchase - \$460,895. Repayment of \$300,000 over 4 years at 6% interest at \$81,521 per year.
3. 2021 CSO Vehicle purchase - \$45,000. Repayment amount is \$9,511 per year for 5 years at 6% interest.

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

Reserve “Transfers-Out”

Item	2020	2021	2022	2023	2024	2025
Pumper Truck		\$300,000		\$160,895		
CSO vehicle		45,000				
Total		\$345,000		\$160,895		

Final Fleet Reserve Balance

Item	2020	2021	2022	2023	2024	2025
Open Balance	(\$328,000)	(\$283,436)	(\$583,872)	(\$448,276)	(\$473,575)	(\$337,979)
Transfers In	44,564	44,564	135,596	135,596	135,596	135,596
Transfers out		(345,000)		(160,895)		
Ending Balance	(\$283,436)	(\$583,872)	(\$448,276)	(\$ 473,575)	(\$337,979)	(\$202,383)

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

City Long-Term Debt

Long-term debt is a tool that helps the City fund major capital projects by allowing the City to meet its goals and make payments for a certain number of years. The maximum borrowing limit which was set by the Saskatchewan Municipal Board (SMB) in 2019 was \$55 million. The 2024 budget does not propose any additional borrowing and all the loan repayments will continue throughout the 2024 year. The projected outstanding long-term debt amount as of December 31, 2024, is \$29.112 million.

The City will be paying \$2.69 million in principal debt repayments and \$1.18 million in interest payments in 2024. The following are details of the projected balance, by loan outstanding, as of December 31, 2024, this information is to be used for future reference and planning.

Purpose of Borrowing	General Fund	Utilities Fund	Maturity Date
Utilities - New Wastewater Treatment Plant		\$ 5,321,000	October 2030
Utilities - Water Treatment Plant investments		214,000	July 2025
General – Innovation Plex (incl. Pool, Field House, Dekker Centre, and Curling Rink)	\$ 5,754,000		May 2032
General - Land Development	1,700,000		September 2039
General - Road Infrastructure	1,628,000		September 2039
General – Parks & Recreation Facilities Betterments	583,000		November 2040
General – Land Acquisitions	2,329,000		November 2040
General – Waste Facility Equipment	364,000		November 2040
General – Road Infrastructure	364,000		November 2040
Utilities – Water Well		364,000	November 2040
General – Parks & Recreation Facilities Betterments	418,000		January 2043
General – Road Infrastructure	723,000		January 2043
General – Development Projects	1,346,000		January 2043
General – Parks & Recreation Facilities Betterments	369,000		November 2041
General – RCMP Cellblock Upgrade	172,000		November 2041
Utilities – Water & Sewer Facilities		592,000	November 2041
Utilities – Sewer Main Force		6,871,000	October 2046
TOTALS	\$ 15,750,000	\$ 13,272,000	\$ 29,112,000

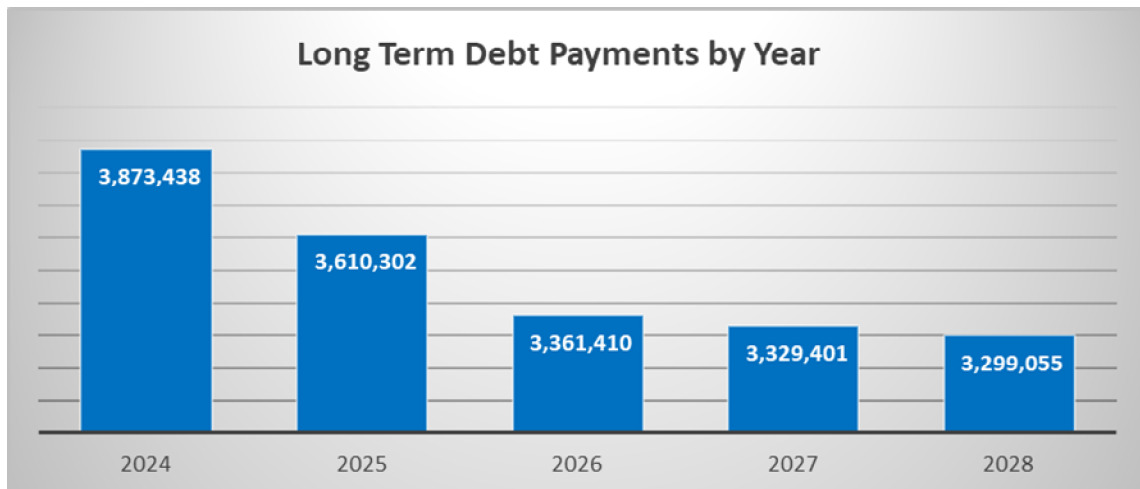
Long-term Debt per Person

	<u>2024</u>	<u>2025</u>	<u>2026</u>	<u>2027</u>	<u>2028</u>
Gross External Debt	\$ 29,112,030	\$ 26,564,212	\$ 24,163,386	\$ 21,687,562	\$ 19,136,736
Population	13,836	13,836	13,836	13,836	13,836
Debt per Person	\$ 2,104	\$ 1,920	\$ 1,746	\$ 1,567	\$ 1,383

Long-term Debt – 5 Year Payment Schedule

LONG TERM DEBT 5 YEARS PAYMENT SCHEDULE

	<u>2024</u>	<u>2025</u>	<u>2026</u>	<u>2027</u>	<u>2028</u>
Storm Sewer	\$ 226,716				
Sanitary Sewage	1,103,098	\$ 1,097,768	\$ 1,094,192	\$ 1,089,682	\$ 1,084,629
Water	222,188	222,188	-	-	-
Land Development	154,789	154,196	154,516	154,488	154,019
Sanitary Sewer	148,340	147,771	148,078	148,051	147,601
Multi purpose Leisure/Operations	330,248	328,593	330,804	328,891	329,914
Multi purp. Leisure/Transp/Eng	87,860	86,848	86,199	87,580	86,896
Multi purp. Plann/WatSew/Leis	196,380	195,793	194,150	193,140	193,418
Sewer trunk	429,398	428,095	428,585	428,475	428,606
Innovationplex	974,421	949,050	924,886	899,094	873,973
	\$ 3,873,438	\$ 3,610,302	\$ 3,361,410	\$ 3,329,401	\$ 3,299,055

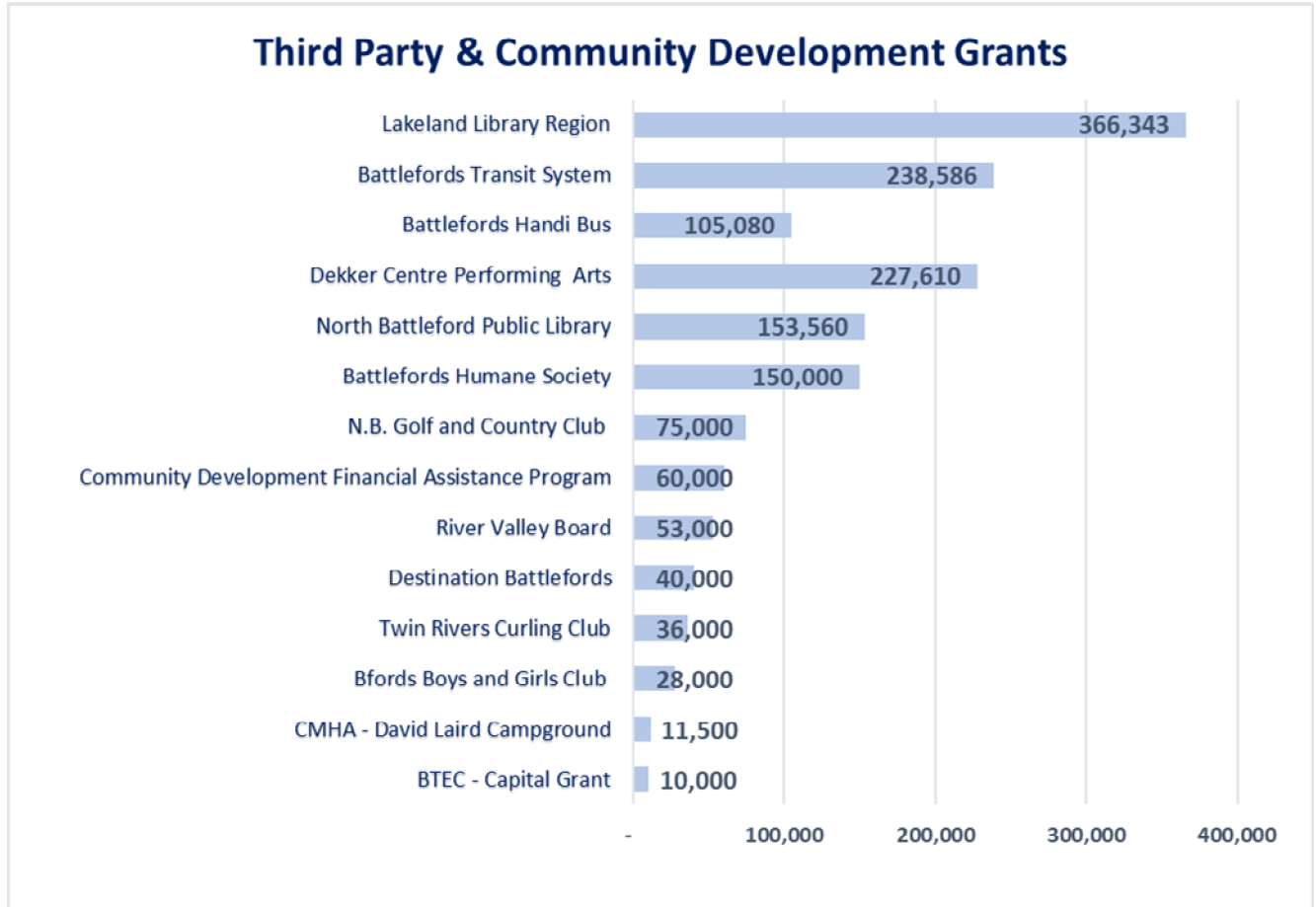


	<u>2024</u>	<u>2025</u>	<u>2026</u>	<u>2027</u>	<u>2028</u>
Debt repayment per person	\$ 280	\$ 261	\$ 243	\$ 241	\$ 238

Growing the Community

The City continues to grow in both population and economy, therefore it is important to continue providing services and funding to community organizations which help grow the City of North Battleford and communities situated on the North Saskatchewan River Valley.

The City's operating budget includes approximately \$1.58 million in funding requests to the noted organizations below to help provide additional social and community support for citizens.



Lakeland Library Region **\$366,343**

The Lakeland Library Region acts as the head office for the libraries in our region. The City of North Battleford is the largest funder for the Lakeland Region, providing \$366,343 (2023 - \$351,567). This amount helps pay for the annual operating costs that support improved literacy in our communities. **There was an increase in the per capita Levy for 2024. The additional request has been included in the budget.**

Battlefords Transit System (including Handi-Bus) **\$343,666**

Battlefords Transit System provides residents with transportation allowing those who have no other mode of transportation to still be active members of the community. The City is providing \$238,586 to the transit system and \$105,080 to Handi-Bus operation, same as in 2023. **The organization requested an additional \$12,021 for 2024, for an amount totaling \$250,607. The additional request has not been included in the budget.**

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

The Dekker Centre for Performing Arts is the only modern performing arts centre in the Battlefords. This facility can host many different types of professional acts and entertainment from across North America.

The City provides a \$227,610 operating grant (2023 – \$227,610) to the Board of the Dekker Centre for the Performing Arts and pays for the cost of maintaining the facility. **In 2024, there was additional funding requested of \$7,390 - total of \$235,000. The additional request has not been included in the budget.**

North Battleford Library **\$153,560**

The City provides the North Battleford Library with an annual grant of \$153,560 (2023 - \$153,560) for facility operations. The City also provides building maintenance, which includes janitorial supplies, utilities, and other maintenance needs. **In 2024, additional funding in the amount of \$47,000 was requested, bringing the total requested from the City to \$200,560. The additional request of \$47,000 has not been included in the budget.**

Animal Control/Battlefords Humane Society **\$150,000**

The Humane Society provides a shelter for many animals in the Battlefords. This initiative encourages responsible pet ownership and provides an alternative to adopt rather than buy.

The City provides a \$150,000 annual operating grant (2023 - \$150,000), and the City incurs additional costs for building maintenance and improvements. The City's Community Safety Officers are also called by the Humane Society to assist with animal control.

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

The City provides a \$75,000 grant (2023 - \$75,000) to NBGCC to be used for capital asset purchases. **In 2024, an additional \$25,000 in funding was requested, for a total request of \$100,000. The additional request has not been included in the budget.**

Community Development Financial Assistance Program \$60,000

Each year, the City provides a set amount of discretionary assistance funding to local non-profit organizations which play strategic, unique, and essential roles in the community. The subcommittee annually reviews applications and funding recommendations from that committee are brought to Council for approval during budget deliberations. For more details on the organizations which receive assistance, see Appendix 1.

River Valley Board \$53,000

The City, in partnership with the Town of Battleford, provides funding of \$53,000 (2023 - \$53,000) based on an agreed formula to fund the cost of upkeep and beautification of the River Valley.

Destination Battlefords \$40,000

The City, in conjunction with Hotels Association, provides annual funding of \$40,000 (2023 - \$40,000) to Destination Battlefords. December 2025 is the final year of the agreement.

Twin Rivers Curling Club \$36,000

The City provides an operating grant to the Twin Rivers Curling Club to assist the Curling Club with operations of the Northland Power Curling Centre.

Battlefords Boys and Girls Club (BGC) \$28,000

The City provides the Boys and Girls Club with a \$28,000 grant (2023 - \$28,000) for their summer program. In addition, the City provides costs of the water and sewer consumption for the splash parks.

Canadian Mental Health Association, Battlefords Branch \$11,500

The City provides Canadian Mental Health Association with \$11,500 annually. This amount includes an operating grant of \$10,000, \$1,500 for internet costs, and 50% of the costs associated with maintenance of the septic tanks at the David Laird Campground. The CMHA staff and program participants help provide customer service to campers. **In 2024, there was additional funding requested of \$3,000 - total of \$14,500. The additional request has not been included in the budget.**

BTEC Capital Grant \$10,000

The City provides a grant of \$10,000 to BTEC to assist with the cost of their new facility. Next year, 2024, is the final year in this ten-year agreement.

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 senior management team includes:

- City Manager – **Dr. Randy Patrick**
- City Clerk – **Stacey Hadley**
- Director of Engineering, Planning, Asset Management, and Infrastructure – **James Johansen**
- Director of Finance – **Margarita Pena**
- Director of Operations Services - **Stewart Schafer**
- Director of Parks & Recreation Services – **Cheryl DeNeire**
- Director of Protective Services/Fire Chief – **Lindsay Holm**

The City of North Battleford (out-of-scope) organization chart is in Appendix 2.

Divisional Alignment of the City

The City is organized into two major funds (divisions), general and utilities, 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. Revenues and expenditures are separately accounted for within the UPAR Fund.

The Funds (divisions) include:

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

General Fund

Budget Impact

The 2024 budget still reflects recovery from high inflationary prices and rising increases in policing costs. City Administration is proposing a 5.12% tax increase to municipal and base taxes for both residential and commercial property tax levies. The 2024 budget recognizes the following pressures:

2024 Plan increase	Impact (\$)	Tax Rate impact
RCMP Contract ¹	\$538,171	3.47%
Wages and Benefits ²	341,779	2.21%
Utility rates ³	269,378	1.74%
Capital increase (Infrastructure levy) ⁴	155,000	1.00%
Increase in Revenue Sharing ⁵	(510,729)	(3.30%)
Total	\$638,599	5.12%

¹ The RCMP increase, contains the 2024 contractual (settled and unsettled) commitments, benefit premiums, capital, operations, and maintenance expenses. This increase has been based with the assumption of having 3 vacancies for the year. This assumption is based on challenges including sick leaves and low recruitment levels nationally. The table below contains the unfilled positions since 2018:

	Historical RCMP vacancies				
	2022	2021	2020	2019	2018
NB Officers	37	37	37	36	36
FTE Utilization	34.57	31.81	33.47	34.86	30.49
Unfilled positions	2.43	5.19	3.53	1.14	5.51

² Wage & benefits costs are the largest cost to the City. The increases are mainly due to step increases and leveling up. This increase includes a \$300,000 vacancy rate assumption. For the last number of years, the City is still finding some positions to be a challenge to fill.

³ The City as every other commercial and residential property has seen constant increases on the utility and carbon tax rates. City Administration has aligned the budget to current expenditure and allowed for some small increases.

⁴ Capital increase, The City has requested a 1% property tax increase dedicated to annual capital renewal. If approved, the total funds raised on this fund will be \$570,000 per year. On the capital budget section, Administration has indicated which projects will be funded with this balance.

⁵ The City's budget includes funding for Municipal Revenue Sharing from the province which is projected to increase due to an increase in the overall revenue sharing pool.

General Fund – Operating

The General Fund Operating budget includes the revenue and expenses associated with delivering basic City services such as Administrative Services, City Operations, Parks & Recreation Services, Policing, Fire Protection, and Solid Waste Management. The General Fund is comprised of various revenue streams such as: general taxation based on assessed property values, government transfers, grants, and taxes in lieu from other Government agencies.

General Fund – 2024 Operating Budget compared to Budget 2023

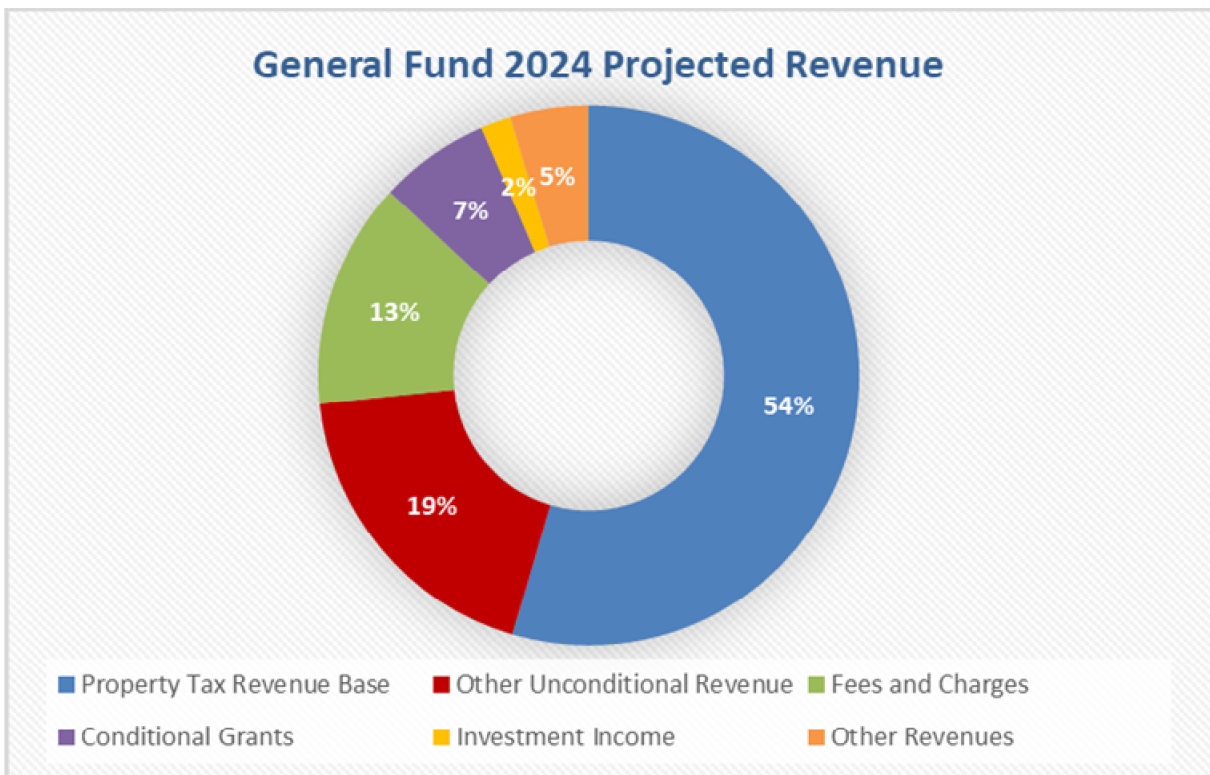
City of North Battleford
General Fund- Consolidated Statement of Operations
Forecast for the year ended December 31, 2024

	% change	2024 Budget	2023 Budget	2023 Actual as of November 9, 2023	2022 Actual
Revenues					
Taxes and Other Unconditional Revenue	6%	\$ 25,501,319	\$ 24,166,943	\$ 23,056,516	\$ 23,369,014
Fees and Charges	-5%	4,708,500	4,980,250	3,886,311	4,484,755
Conditional Grants	2%	2,306,569	2,254,079	1,303,606	1,976,226
Tangible Capital Asset Sales - Gain	0%	-	-	93,969	11,999
Lot Options		-	-	13,994	(3,889)
Investment Income and Commissions	35%	629,000	465,000	650,594	450,634
Other Revenues	9%	1,628,836	1,490,434	1,336,329	1,593,611
Total Revenues	4%	34,774,224	33,356,707	30,341,319	31,882,349
Expenses, less amortization					
General Government Services	4%	4,971,127	4,788,829	3,951,217	4,504,311
Policing Services	8%	6,854,255	6,320,084	3,434,272	6,290,299
Fire & Protective Services	3%	3,552,358	3,445,880	2,751,141	3,517,036
Operations Services	5%	6,412,984	6,116,480	4,823,710	8,473,657
Waste Management Services	1%	1,939,769	1,917,359	1,354,095	1,814,269
Engineering and Planning Services	13%	1,844,859	1,639,339	960,002	1,291,468
Parks & Recreation Services	4%	7,245,924	6,949,300	5,709,648	8,455,443
Total Expenses	5%	32,821,276	31,177,270	22,984,084	34,346,483
Capital Grant		100,000	-	-	-
Surplus (Deficit) of Revenues over Expenses before Other Capital Contributions		2,052,948	2,179,437	7,357,235	(2,464,134)
Debt principal due in 2024		(1,374,859)	(1,490,056)	(1,675,932)	(2,424,426)
Debt issue and reserve transfer		2,542,589	2,849,215	(2,102,425)	9,087,328
Transfers to Reserves		(135,596)	(135,596)	(135,596)	(44,564)
Capital Expenditure		(3,085,082)	(3,403,000)	(5,404,881)	(3,133,996)
Projected Financial Position		\$ 0	\$ 0	\$ (1,961,599)	\$ 1,020,208

General Fund Projected Revenue 2024

The General Fund Revenue is funded from a variety of sources and not solely from property taxation. In fact, general property taxation only accounts for approximately 54% of the projected revenue collected by the General Fund in 2024. The balance of the revenue comes from provincial transfer payments and/or grants, user fees and charges at City facilities, conditional grants, curbside garbage collection revenues, and more. The following chart outlines the sources of anticipated funds for 2024.

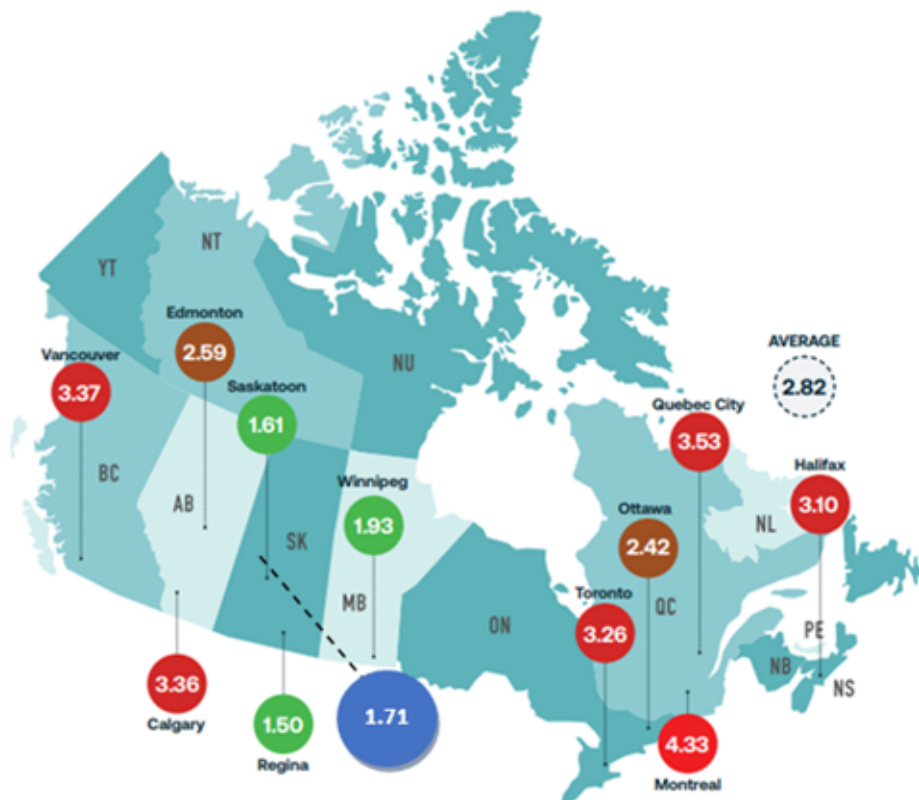
Revenue Type	2024	2023	% Change
Property Tax Revenue Base	\$ 18,973,313	\$ 18,219,663	4.14%
Other Unconditional Revenue	6,528,006	5,947,281	9.76%
Fees and Charges	4,708,500	4,980,250	-5.46%
Conditional Grants	2,306,569	2,254,079	2.33%
Investment Income	629,000	465,000	35.27%
Other Revenues	1,628,836	1,490,434	9.29%
	\$ 34,774,224	\$ 33,356,707	4.25%



Financial Impact on Property Tax Notice

If Council should approve the proposed tax increase of 5.12%, the table below shows the financial impact to residential and commercial properties with average taxable assessments of \$153,120 and \$287,385 respectively:

Residential Property			Commercial Property		
2023 average taxable value:	153,120		2023 average taxable value:	287,385	
Frontage	50		Frontage	50	
	Projected	Actual		Projected	Actual
	2024	2023		2024	2023
Municipal Tax	1048.52	997.45	Municipal Tax	5,673.27	5,396.95
RCCF	189.33	189.33	RCCF	456.94	456.94
Base Tax	862.52	820.51	Total Levies	6,130.21	5,853.89
Total Levies	2,100.37	2,007.29	UPAR	253.00	253.00
UPAR	253.00	253.00	Total	6,383.21	6,106.89
Total	2,353.37	2,260.29	Net increase over 2023	276.32	
Net increase over 2023	93.08		Per Month	23.03	
Per Month	7.76				



Altus Group | Canadian Property Tax Rate Benchmark Report 2023

Commercial-to-residential tax ratio

Altus Group Limited (“Altus”) completed a report in October 2023 comparing commercial and residential tax rates of major cities across Canada and found that the average ratio between the two is 2.82. This means that, on average, the commercial tax rate is 2.82x the residential tax rate.

The City of North Battleford has a ratio of 1.71, therefore the City maintains one of the fairer commercial-to-residential ratios.

Other Unconditional Revenue – includes funds from the Municipal Operating Grant from the province, Saskatchewan Property Management Corporation, SaskPower surcharge, the North Battleford Housing Authority, as well as grants-in-lieu of taxes, received from the federal and provincial governments to offset their exemptions from paying local property taxes.

Fees and Charges – includes RCMP criminal record checks, fire services fees, bylaw fines (local and provincial), aviation fuel, cemetery fees, waste disposal fees, building licenses, building permits, fees from development agreements, rent from City properties, recreational fees, and gallery fees.

Conditional Grants – includes provincial grants for policing, planning, waste management, Handi-Bus accessible transit, the airport, and parks & recreation service grants.

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

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

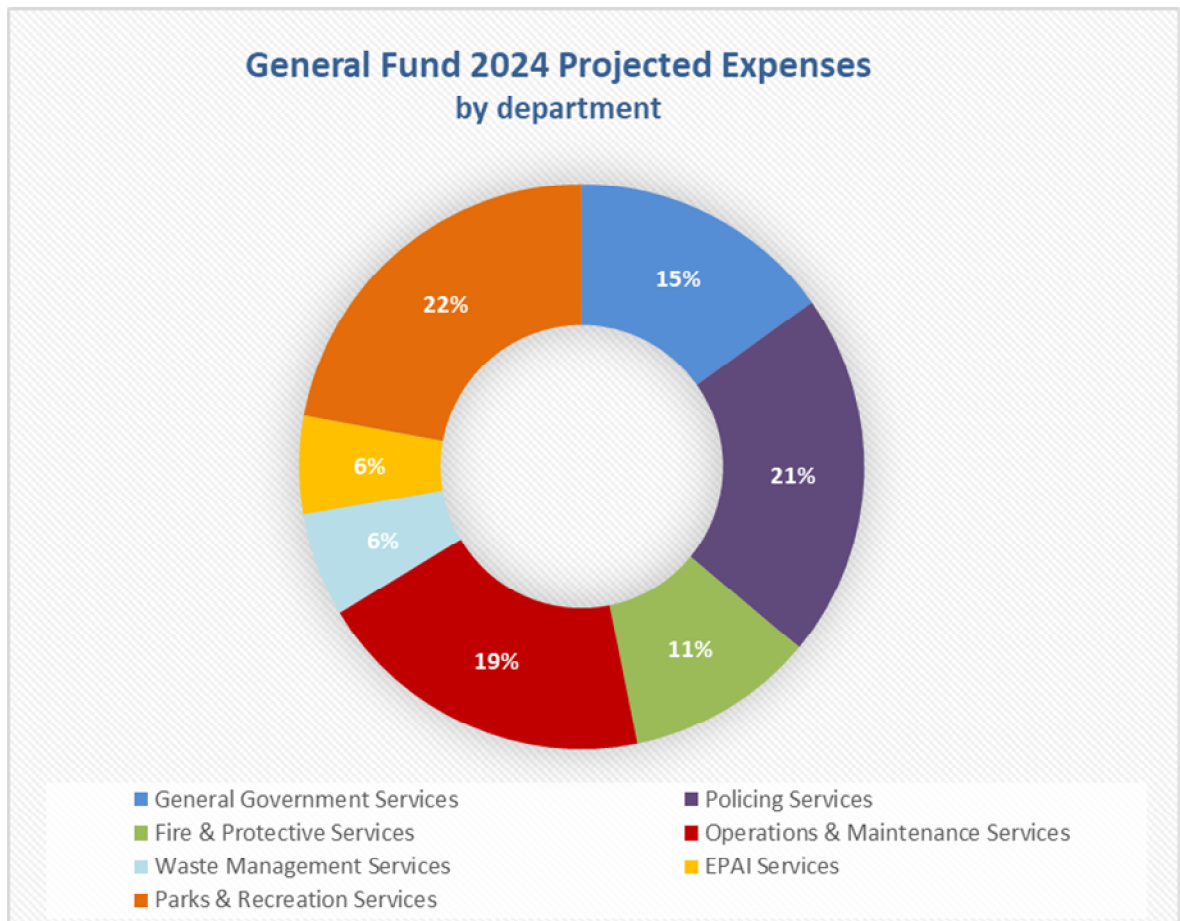
General Fund Projected Expenses 2024

Departmental Expenses

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

2024 Expense by Department

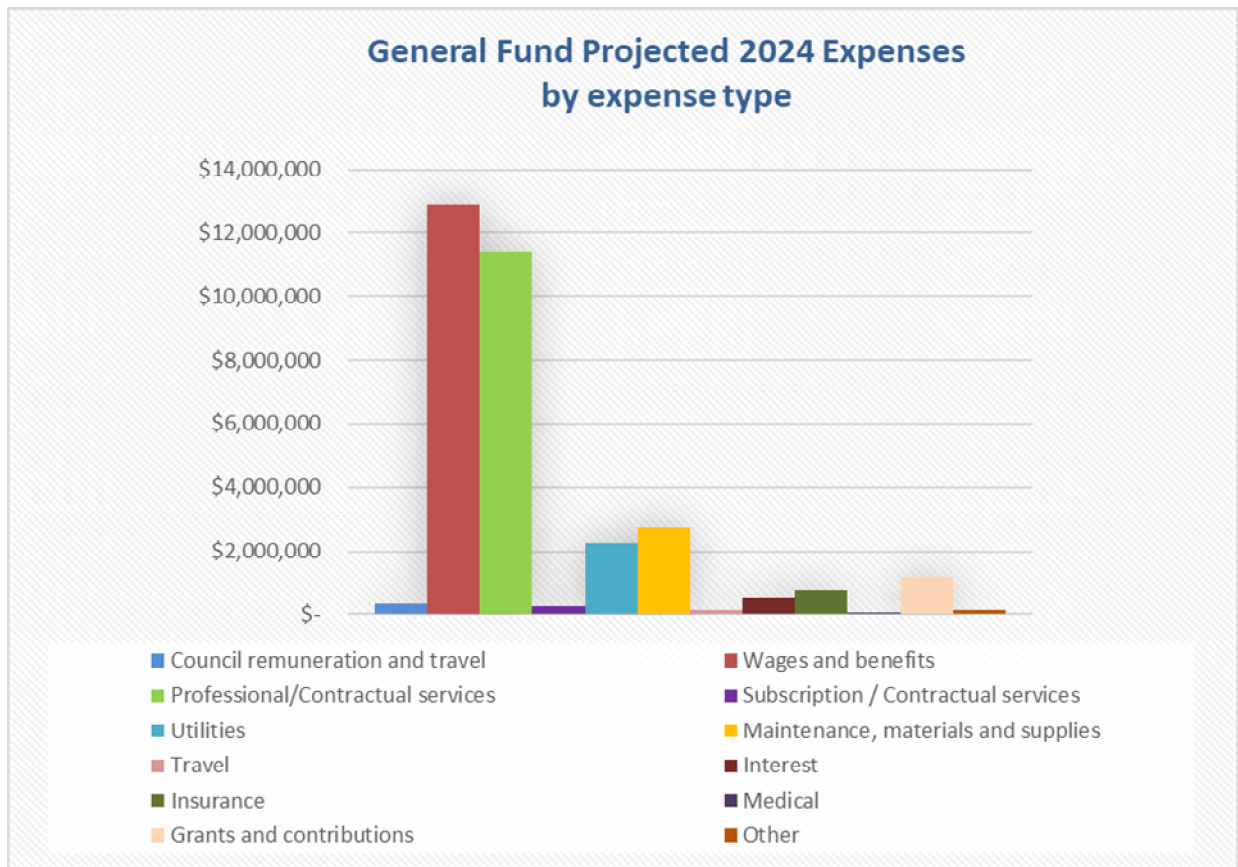
The following chart illustrates where the General funds are expected to be spent in 2024 by department:



2024 expense by type compared to 2023 Budget

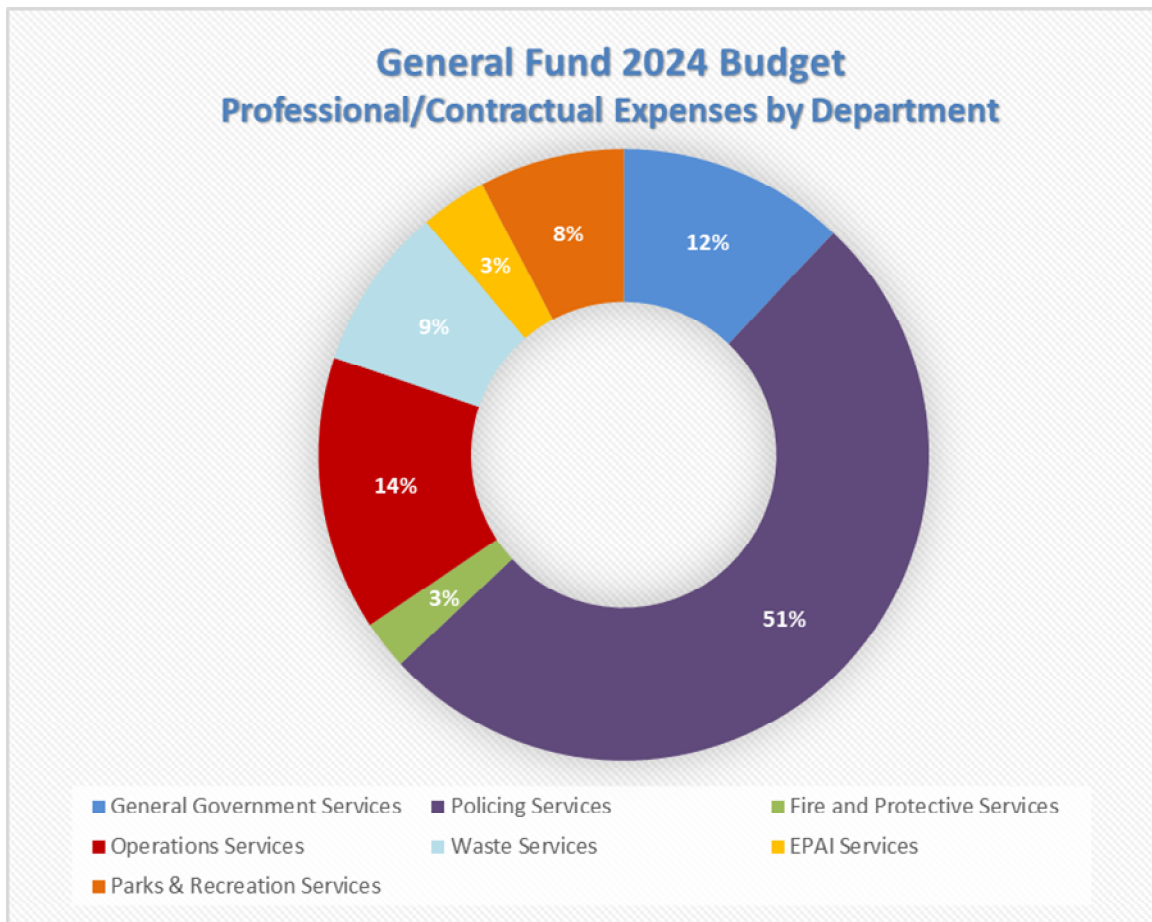
The following chart illustrates where the General funds are expected to be spent in 2024, indicated by expense type:

General Fund Expenses - Budget 2024	2024 Budget	2023 Budget	2023 Actual	2022 Actual
			as of November 9, 2023	
Council remuneration and travel	\$ 324,265	\$ 314,549	\$ 257,519	\$ 309,815
Wages and benefits	12,895,371	12,553,592	9,917,055	11,429,494
Professional/Contractual services	11,555,676	10,731,348	6,612,595	9,917,083
Subscription/Memberships	248,516	231,724	130,996	122,856
Utilities	2,248,579	1,979,201	1,711,192	2,001,096
Maintenance, materials and supplies	2,788,812	2,599,086	2,323,588	2,883,786
Travel	106,924	88,015	43,815	38,508
Amortization	-	-	-	5,285,080
Interest	532,204	577,065	524,435	664,556
Allowance for uncollectibles	-	-	60,933	(14,029)
Insurance	791,559	785,099	691,527	681,967
Medical	3,500	6,061	1,307	595
Grants and contributions	1,207,069	1,206,030	685,941	955,346
Other	118,800	105,500	23,181	70,329
Total General Fund Expenses	\$ 32,821,276	\$ 31,177,270	\$ 22,984,084	\$ 34,346,483



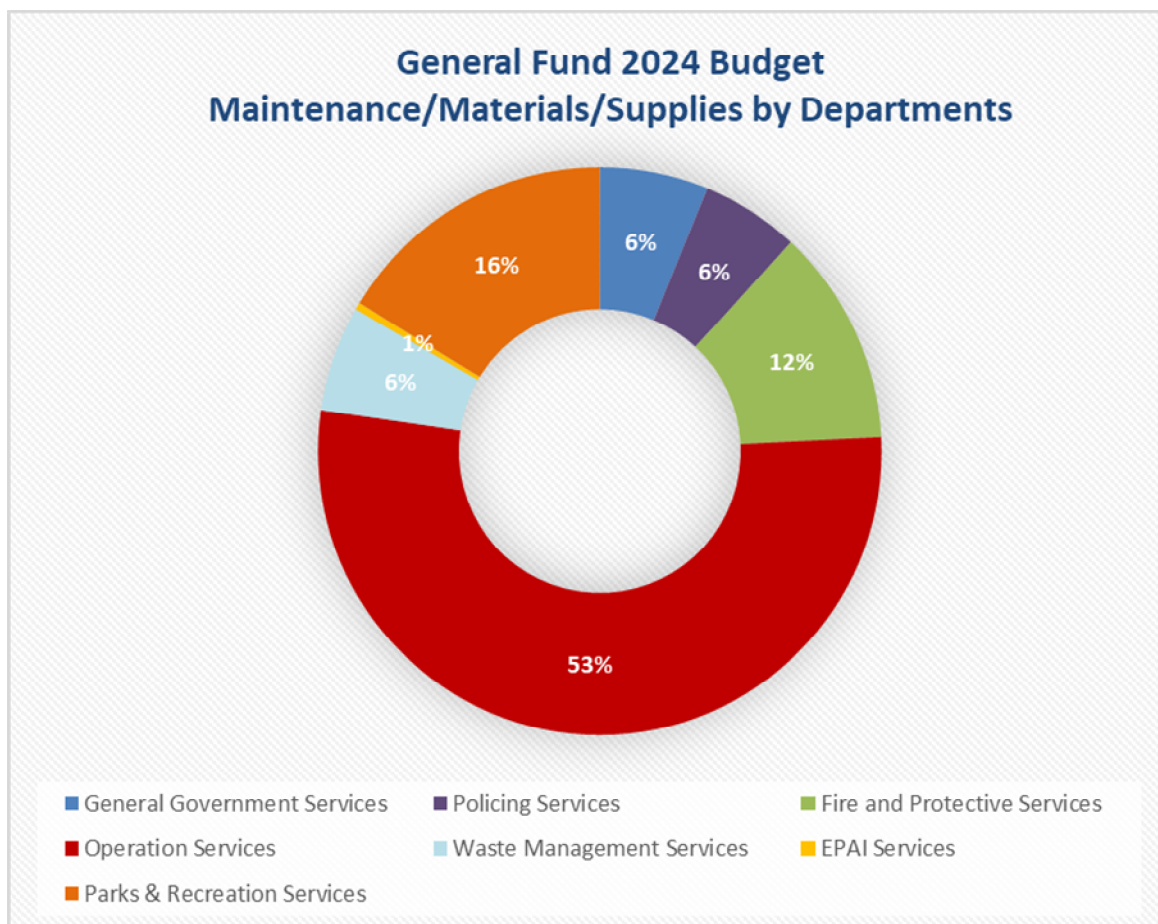
General Fund 2024 Budget - Professional/Contractual Expenses by Department

Department	2024	2023	Difference
General Government Services	\$ 1,393,172	\$ 1,291,434	\$ 101,738
Policing Services	5,892,956	5,504,548	338,408
Fire and Protective Services	296,957	292,693	4,264
Operations Services	1,679,006	1,586,429	92,577
Waste Services	1,000,480	992,895	7,586
EPAI Services	406,000	178,000	228,000
Parks & Recreation Services	887,105	885,349	1,756
	\$ 11,555,676	\$ 10,731,348	\$ 824,328



General Fund 2024 Budget - Maintenance/Materials/Supplies by Department

Department	2024	2023	Difference
General Government Services	\$ 170,910	\$ 169,745	\$ 1,165
Policing Services	154,200	109,000	45,200
Fire and Protective Services	338,292	251,051	87,241
Operation Services	1,503,414	1,429,613	73,801
Waste Management Services	165,392	169,792	(4,400)
EPAI Services	11,300	5,100	6,200
Parks & Recreation Services	445,304	464,785	(19,481)
	\$ 2,788,812	\$ 2,599,086	\$ 189,726



General Fund – Capital

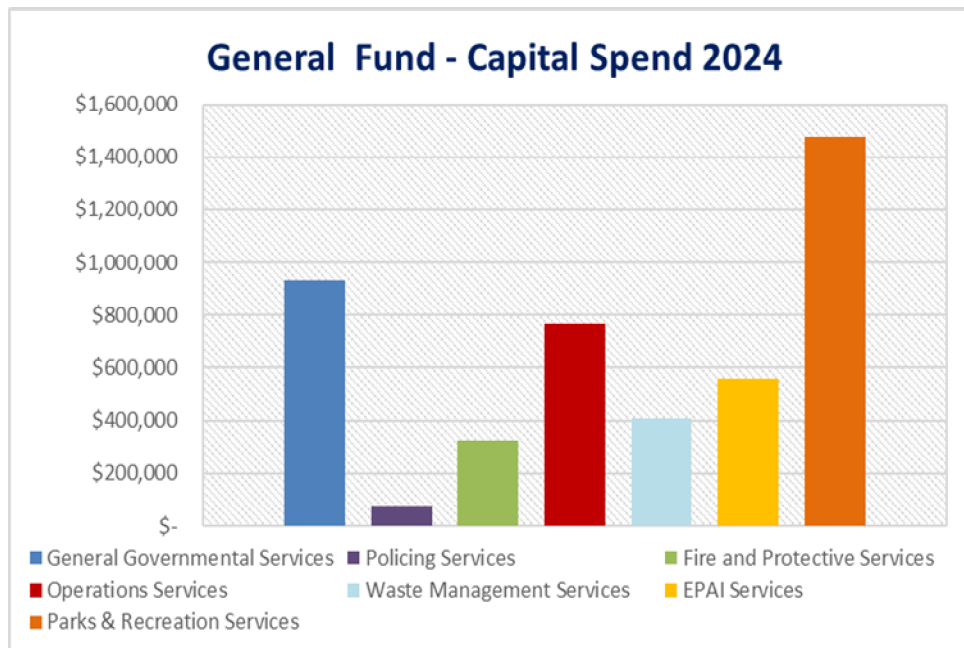
The General Fund Capital includes the capital expenses associated with capital purchases of the General Fund, whether they be betterments or replacement of existing assets, or purchase of new assets. The General Fund Capital is planned with a ten-year horizon, with assets funded either through reserves (savings) or debt.

For comparison purposes, the financial tables that follow report on proposed 2024 budget amounts, along with 2023 actual and budget figures.

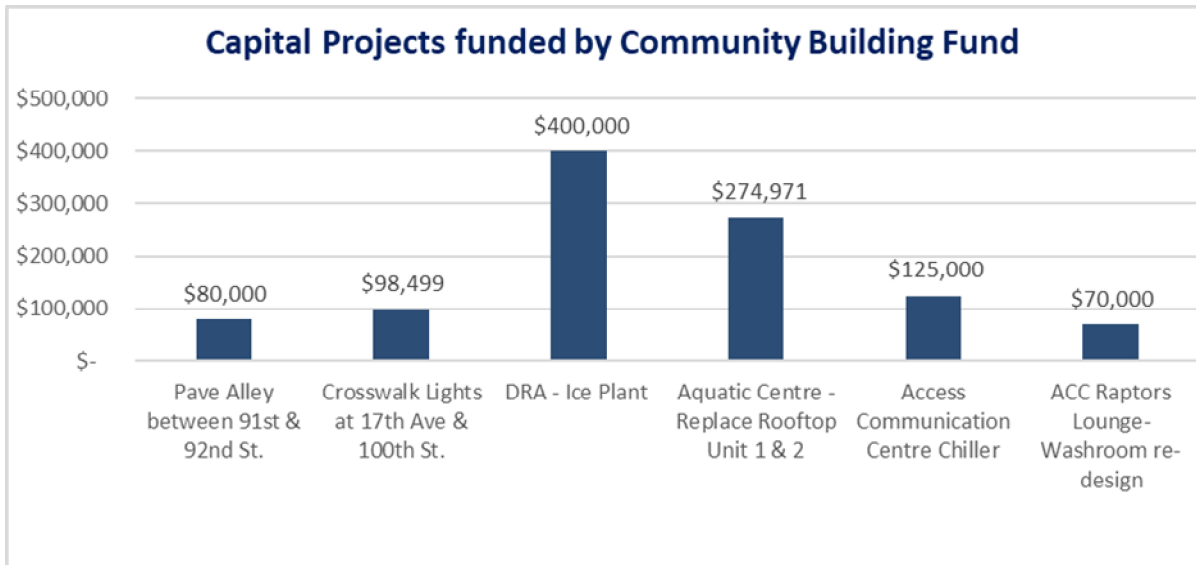
General Fund – Projected 2024 Capital Spend by Department (Funded) as compared to 2023

Department	2024	2023
General Governmental Services <i>(Note 1)</i>	\$ 932,000	\$ 1,639,500
Policing Services	76,000	-
Fire and Protective Services	325,000	240,000
Operations Services	767,749	618,000
Waste Management Services	408,333	110,000
EPAI Services	558,999	200,000
Parks & Recreation Services	1,474,471	2,095,500
	\$ 4,542,552	\$ 4,903,000

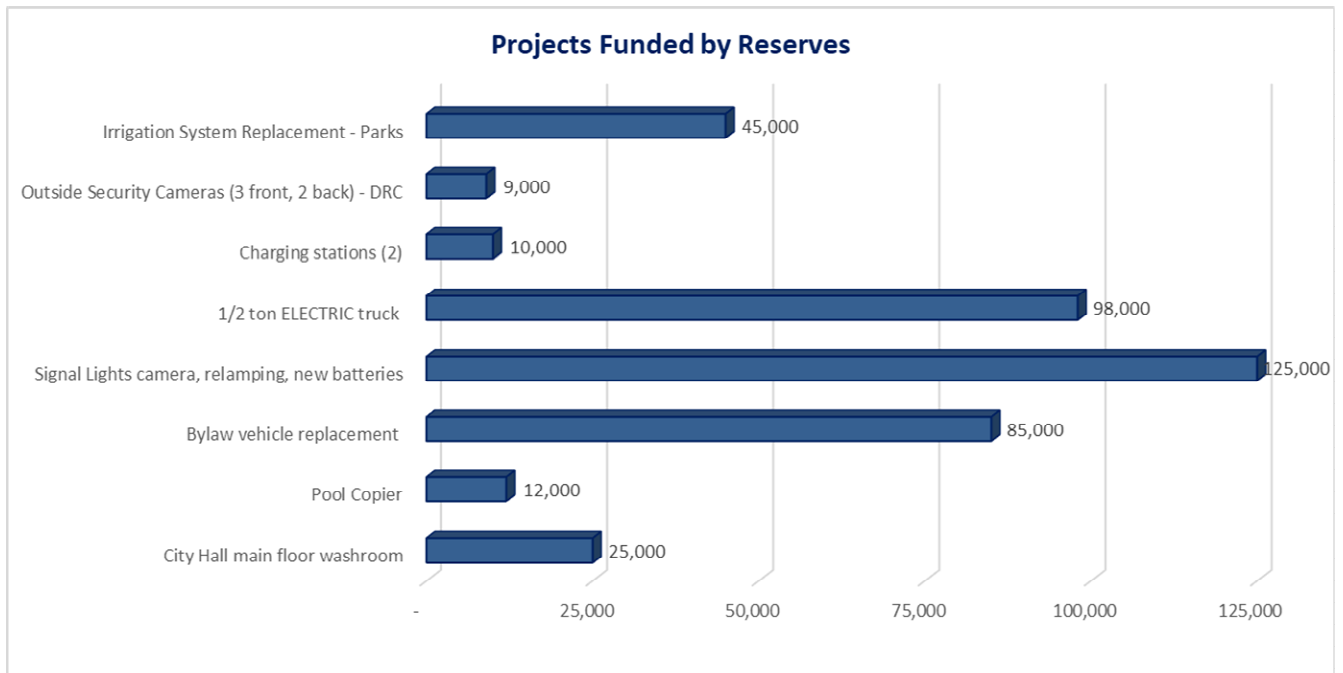
Note 1: - Includes \$570,000 per the General Fund 1% increase.



2024 Capital Projects funded by the Community Building Fund (formerly Gas Tax Fund)



2024 Projects funded by Reserves



Utility Fund

Budget Impact

Factors that have been taken into consideration when setting utility rates included things like high inflationary prices, volume of water produced, and water services billed for the last several years.

City Administration is proposing the following rate increases:

- Water base and consumption rates – 4.5%
- Sewer base and consumption rates – 4%

Considerations made while setting rates up are as follows:

- Service contract costs have significantly increased. City Administration has adjusted the contracts accordingly to reflect current market costs.
- Utility Rates – There have been constant increases for utility and carbon tax rates for all commercial and residential properties across the province. City Administration has aligned the current expenditure and allowed for some small increases.
- Wages and benefits increases have been adjusted to the settled contracts.

Impact to the Utility Bill

The table below shows the monthly financial impact to residential utility rates if Council should approve the proposed rates:

	2023		2024	Increased Rate Impact
	Rate	10 m ³	10 m ³	
Water consumption	\$ 1.72	\$ 17.20	\$ 17.97	\$ 0.77
Water base	\$ 18.27	18.27	19.09	0.82
Sewer consumption	\$ 1.54	15.40	16.02	0.62
Sewer base	\$ 26.34	26.34	27.39	1.05
Recycling	\$ 7.48	7.48	7.81	0.33
Garbage	\$ 11.32	11.32	11.82	0.50
	\$ 96.01		\$ 100.10	\$ 4.09 per month
				49.12 per year

Note that the Waste Management increase will be reflected within the garbage and recycling collection services. The financial impact is reflected in the above table.

Utilities Fund – Operating

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

Utilities Fund - 2024 Operating Budget compared to Budget 2023

City of North Battleford
Utilities Fund - Consolidated Statement of Operations
Forecast for the year ended December 31, 2024

	% change	2024 Budget	2023 Budget	2023 Actual as of November 9, 2023	2022 Actual
Revenues					
Fees and charges		\$ 8,659,467	\$ 8,436,977	\$ 6,932,588	\$ 8,195,253
Conditional grants		-	-	-	-
Investment income and commissions		19,000	18,000	12,429	112,186
Total Revenue	3%	8,678,467	8,454,977	6,945,016	8,307,439
Expenses, less amortization					
Water services	11%	4,158,905	3,736,438	3,491,773	5,036,522
Sanitary sewer services	5%	3,207,165	3,040,769	2,354,705	4,015,619
Total Expenses	9%	7,366,070	6,777,207	5,846,477	9,052,141
Capital Grant		-	-	(632,238)	3,132,416
Surplus (Deficit) of Revenues over Expenses before Other Capital Contributions		1,312,396	1,677,771	466,301	2,387,714
Debt principal due in 2024		(1,318,103)	(1,259,171)	(1,104,929)	(955,363)
Debt issue and reserve transfer		1,760,707	1,996,400	(1,102,790)	(6,108,176)
Capital Expenditure		(1,755,000)	(2,415,000)	(4,614,033)	(13,147,467)
Projected Financial Position		\$ 0	\$ 0	\$ (1,741,419)	\$ (4,675,825)

Utility Fund - 2024 Projected Revenue compared to 2023 Budget

Utilities Revenue	Projected 2024	Budget 2023	Variance	% Change
Water Fees	\$ 4,167,355	\$ 4,071,821	\$ 95,534	2.35%
Sanitary Sewer Fees	4,511,112	4,383,157	127,955	2.92%
Total Revenues	\$ 8,678,467	\$ 8,454,977	\$ 223,489	2.64%

Utility Fund - 2024 Projected Expense (by Expense Type) compared to 2023 Budget

Utility Fund Expenses - Budget 2024	2024 Budget	2023 Budget	2023 Actual	2022 Actual
	as of November 9, 2023			
Wages and benefits	\$ 3,051,538	\$ 2,870,986	\$ 2,225,332	\$ 2,776,749
Professional/Contractual services	1,566,494	1,252,251	1,500,571	1,414,139
Subscription/Memberships	24,759	26,447	13,016	16,284
Utilities	915,707	756,372	732,434	770,688
Maintenance, materials and supplies	1,119,281	1,125,050	820,186	1,132,918
Travel	25,965	24,612	4,709	14,312
Amortization	-	-	-	2,008,731
Interest	662,072	721,235	550,229	918,321
Allowance for uncollectibles	100	100	-	-
Other	155	155	-	-
Total Utility Fund Expenses	\$ 7,366,070	\$ 6,777,207	\$ 5,846,477	\$ 9,052,141

Utilities Fund 2024 Budget - Professional/Contractual compared to 2023 Budget

Utility Fund - Department	2024	2023	Difference
Water Services	\$ 1,112,694	\$ 880,901	\$ 231,793
Sanitary Sewer Services	453,800	371,350	82,450
	\$ 1,566,494	\$ 1,252,251	\$ 314,243

Utilities Fund 2024 Budget – Maintenance/Materials/Supplies compared to 2023 Budget

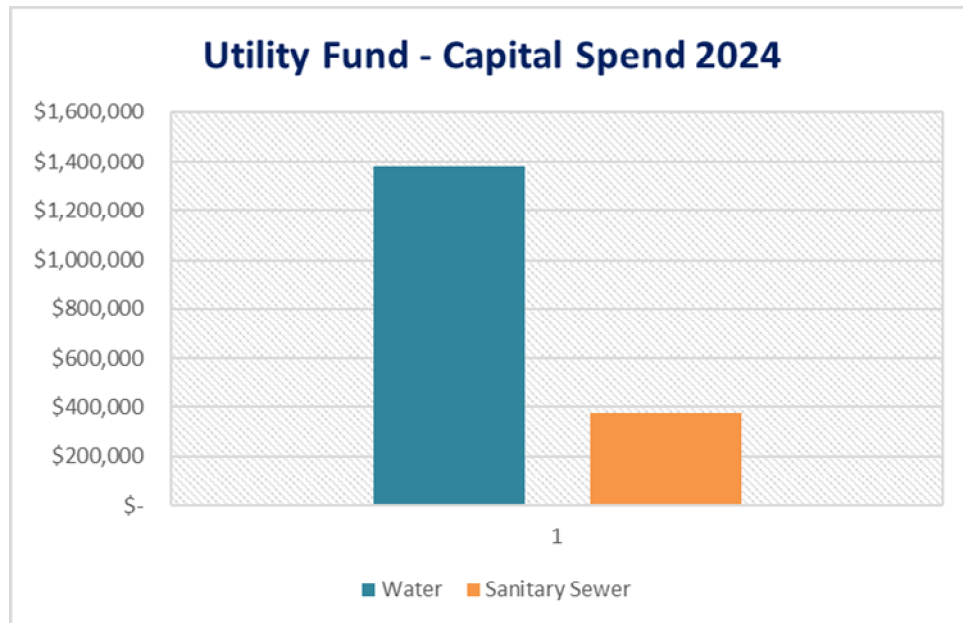
Utility Fund - Department	2024	2023	Difference
Water Services	\$ 710,850	\$ 743,950	\$ (33,100)
Sanitary Sewer Services	408,431	381,100	27,331
	\$ 1,119,281	\$ 1,125,050	\$ (5,769)

Utilities Fund – Capital

The Utilities Fund Capital budget includes betterments or replacement of existing assets or the purchase of new assets. The Utilities Fund Capital is also planned with a ten-year horizon with assets funded through reserves (savings) and/or debt.

Utilities Fund – Projected 2024 Capital Spend by Department as compared to 2023

Department	2024	2023
Water	\$ 1,380,000	\$ 1,795,000
Sanitary Sewer	375,000	620,000
	\$ 1,755,000	\$ 2,415,000



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. While the program has significantly accelerated the rate of replacement, the challenge of aging infrastructure has not diminished, and the rising rate of inflation is dramatically impacting the amount of work that can be done with the funds available.

Life expectancy of different roadway infrastructure components is 25 to 100 years. The City has an ever-increasing infrastructure deficit. At current funding levels, approximately 3.5 blocks (0.65 km) per year is being replaced. To keep up with the City's projected aging existing infrastructure, a replacement rate of 33 blocks, or 6 kilometers per year, would be required.

To align with the City's strategic goal of providing quality infrastructure, the UPAR program will continue to collect revenue from all properties through a combination of a frontage-based levy and an infrastructure utility fee. These revenues will be used to complete projects that will include replacement of potable water and sanitary sewer mains and services, removal and installation of sidewalks, accessibility ramps, lane crossings, curbs, and gutters.

To complete this work, the planned investment is \$5,156,606 overall. Administration proposes the following UPAR projects to be completed in 2024:

1. \$560,000 - Mill and top lift road pavement on roads that should not require infrastructure replacement for at least the next 25 years. For 2024, the following roads are proposed to be rehabilitated:
 - \$100,000 - 15th Avenue from 97th Street to 100th Street
 - \$130,000 - Douglas Avenue from 20th Avenue to Borden Crescent
 - \$100,000 - 17th Avenue/Bowers Drive from 91st Street to 19th Avenue
2. \$3.6 million - 110th Street between Railway Avenue and 8th Avenue – water and sewer replacements
 - This area has cast-iron water pipes and the highest number of water line breakages in the City. There are also very few service connections off this water main.
3. \$776,606 - Marquis & Thatcher Overlay and main repairs
 - These roads which have been identified are in very poor condition and require major rehabilitation work. The poor condition of these roads has been identified as a barrier for business recruitment and expansion to the Parsons Industrial Park.
4. \$300,000 - Sidewalk replacement program
 - This project helps reduce the quantity of sidewalks that are in poor condition.
 - Consideration has been given to involve the residents in nominating a sidewalk they consider to be among the worst in the City. Ongoing public engagement will be the

focus of future budget considerations as Administration moves toward priority-based budgeting.

City of North Battleford
UPAR Fund - Statement of Operations
Forecast for the year ended December 31, 2024

	% change	2024 Budget	2023 Budget	2023 Actual as of November 9, 2023	2022 Actual
Revenues					
Frontage Levy		\$ 1,760,733	\$ 1,760,733	\$ 1,740,353	\$ 1,496,321
Base Utility Fees		1,957,638	1,957,638	1,626,026	1,947,091
					-
Total Revenue		3,718,371	3,718,371	3,366,378	3,443,412
Capital Investment					
Surface		2,723,806	3,111,250	4,133,252	160,395
Underground		2,432,800	2,027,600	-	6,058,028
Total Expenses		5,156,606	5,138,850	4,133,252	6,218,423
Capital Grant		-	734,000	734,000	-
Surplus (Deficit) of Revenues over Expenses		(1,438,235)	(686,479)	(32,874)	(2,775,011)
Carry Over from Previous Year (Estimated)		1,547,214	1,633,895	-	-
Carry Over from Previous Year		-	-	1,264,415	4,039,426
Carry Over Surplus (Deficit)		\$ 108,979	\$ 947,416	\$ 1,231,541	\$ 1,264,415

UPAR Fund 2024 Projected Budget:

Administration maintains UPAR revenues and expenses separate from the General & Utility Fund to provide complete transparency to rate payers that the UPAR revenue raised is always spent on the assigned projects outlined in the budget. It should be noted that there will not be a revitalization grant received for the 2024 year.

Therefore, the 2024 Projected UPAR budget is as follows:

Carryover Surplus 2022	\$ 1,264,415
Estimated 2023 revenues	3,682,051
Estimated 2023 expenditures	(4,133,252)
2023 Revitalization grant received	734,000
Estimated Carryover Surplus 2023	\$1,547,214
Budgeted Revenue 2024	3,718,371
Projected 2024 Budget	\$ 5,265,585

General Fund Operating Budgets by Department

General Government Services

General Government Services provide for the Administration of the City and includes Legislative Services, Information Technology, City Council, Human Resources, Communications, and Financial Services.

	2024 Budget	2023 Budget	2023 Actual as of November 9, 2023	2022 Actual
GENERAL GOVERNMENT SERVICES				
Operating Revenue				
Other Segmented Revenue				
Fees and Charges				
- Sales of supplies	\$ 99,700	\$ 96,700	\$ 129,976	\$ 321,520
- Taxation Services	19,000	19,500	(8,193)	20,120
- Expense Recoveries	5,000	-	8,693	12,795
Total Fees and Charges	123,700	116,200	130,476	354,435
- Tangible capital asset sales - gain (loss)	-	-	93,969	11,999
- Investment & Interest	629,000	465,000	650,594	450,634
Total Other Segmented Revenue	752,700	581,200	875,038	817,068
Conditional Grants and Donations				
- Grants	3,000	-	44,825	18,995
Total Operating Revenue	755,700	581,200	919,863	836,063
Operating Expenses				
Council remuneration and travel	324,265	314,549	257,519	309,815
Wages and benefits	1,997,295	1,959,925	1,692,097	1,891,604
Professional/Contractual services	1,393,172	1,291,434	961,541	1,113,183
Subscription/Memberships	111,952	86,854	59,723	63,719
Utilities	143,293	125,188	117,924	134,693
Maintenance, materials and supplies	170,910	169,745	132,097	154,190
Travel	29,581	24,035	9,869	11,302
Amortization	-	-	-	84,582
Allowance for uncollectibles	-	-	60,933	(14,029)
Insurance	650,359	650,099	576,098	564,430
Medical	3,000	5,000	1,065	395
Grants and contributions	145,000	159,000	81,750	159,000
Other	2,300	3,000	601	31,426
Total Government Services Expenses	4,971,127	4,788,829	3,951,217	4,504,311
General Government Services Surplus (Deficit)	\$ (4,215,427)	\$ (4,207,629)	\$ (3,031,353)	\$ (3,668,248)
Capital Expenditure	810,000	1,582,000	-	-
Total General Government Services Financial Position	\$ (5,025,427)	\$ (5,789,629)	\$ (3,031,353)	\$ (3,668,248)

Revenues

- General Government revenue is projected to increase by \$174,500 mainly due to the following:
 - **Investment & Interest income** has increased by \$164,000. The net institutional investment income is projected to be \$300,000 for 2024. Administration proposes this

revenue be allocated as part of the City Hall roof replacement and the fire pumper truck capital projects.

Expenses

- General Government expenses are projected to increase by \$182,298 mainly due to the following:
 - **Council remuneration and travel** increased by approximately \$9,716, mainly due to cost-of-living adjustments and the Mayor’s planned attendance at an upcoming economic development conference in 2024.
 - **Wages and Benefits** are projected to increase by approximately \$37,000 due to:
 - Reduction of staffing vacancies and wage and cost-of-living adjustments, adjustments to reflect current employees’ actual salaries, and group benefit adjustments.
 - **Professional/contractual services** expenses increased by \$101,738. Larger increases in 2024 compared to the 2023 Budget are outlined below:

Large changes in expense compared to prior year	
Use of talent scouting agency for Human Resources	\$ 46,500
Brokerage fees for RBC and Global charges	55,000
City Hall service contract	(19,000)
Increase SAMA Assessment costs	20,000
Increase software costs	22,936
Decrease to leadership training and WCB consulting	(18,500)
Decrease to legal services	(70,000)
New accounting standard implementation – increased audit fee	15,000
City Hall roof patching costs	30,000
Civic election costs	34,500

- **Subscriptions/memberships** have increased by \$25,298 mainly due to:
 - Ongoing support of staff who are obtaining higher education
 - New safety course to be completed on defensive driving for staff who required to operate equipment and/or vehicles.
- **Utilities** are expected to increase by \$18,105 due to the increases in rates for electricity and gas in 2024.

Capital Expenditures

Capital expenditures are estimated to be \$810,000 (see “General Government & Policing” capital expenditures tab for more details on total project costs, funding, etc.):

Name of project / purchase	Division	Asset Type	2024
Annual capital renewal	General Government	Engineering Structure	\$415,000
Annual capital renewal (2024)	General Government	Engineering Structure	155,000
City Hall Roof Replacement	General Government	Building	200,000
Renovation of City Hall OLD Council Chambers	General Government	Building	40,000
City Hall Main Floor Washroom	General Government	Building	<i>Reserves</i>
TOTAL			\$810,000

Policing Services

Policing services is one of the City's largest expenses funded through Property Tax notice and it is the main driver for tax increases. The City has a contract with the RCMP, on behalf of the Federal Government, and is responsible for paying a large portion of the salaries for 37 members within the Battlefords RCMP Detachment. In addition to these 37 RCMP members, the City is required to provide support staff at the detachment. The City is eligible to receive grants to cover some of these costs through the Province's Ministry of Justice and shares the revenue of ticketing fines generated by traffic offences occurring within city limits.

POLICING SERVICES	2024 Budget	2023 Budget	2023 Actual	2022 Actual
Operating Revenue			as of November 9, 2023	
Other Segmented Revenue				
Fees and Charges				
- Policing Fees/Fines	\$ 122,000	\$ 150,000	\$ 103,626	\$ 121,570
Total Fees and Charges	122,000	150,000	103,626	121,570
- Total Police Services Other Revenue	423,792	406,292	329,994	427,320
Total Other Segmented Revenue	545,792	556,292	433,621	548,890
Conditional Grants				
- Grants	851,500	819,353	51,608	836,245
Total Operating Revenue	1,397,292	1,375,645	485,229	1,385,135
Operating Expenses				
Wages and benefits	710,012	616,860	467,093	490,925
Professional/Contractual services	5,892,956	5,504,548	2,801,989	5,505,676
Utilities	90,410	82,760	69,324	72,881
Maintenance, materials and supplies	154,200	109,000	85,970	111,470
Interest	6,677	6,915	9,895	7,705
Total Policing Services Expense	6,854,255	6,320,084	3,434,272	6,290,299
Policing Services Surplus (Deficit)	\$ (5,456,963)	\$ (4,944,439)	\$ (2,949,043)	\$ (4,905,164)
Capital Expenditure	76,000	-	-	-
Total Policing Services Financial Position	\$ (5,332,963)	\$ (4,944,439)	\$ (2,949,043)	\$ (4,905,164)

Revenues

In 2024, revenue from policing is projected to increase by approximately \$21,647. This is mainly comprised of a \$32,147 increase in grant revenue, changes to projected RCMP cell block rental, 55% expense reimbursement for increase janitorial services cost and a change in allocation of towing revenue between two departments in 2024 (policing and fire & protective services).

Expenses

- **Professional/Contractual Services** - the current National Police Federation Collective Bargaining Agreement expired on March 31, 2023. A conservative increase of 3% has been included in this budget to ensure adequate preparation for unsettled increases. This increase includes salaries for RCMP officers, commissionaires, fleet, training, and equipment costs. The 2024 budget also includes vacancies totalling \$294,000. The National Police Federation is currently testing a body-worn camera program which is expected to be implemented later in 2024. The City's budget does contain a small budget of \$30,000 for this initiative.
- **Maintenance, materials and supplies** has increased by \$45,200 due to increased janitorial services contracts

Capital Expenditures

Capital expenditures are estimated to be \$76,000 (see “General Government & Policing” capital expenditures tab for more details on total project costs, funding, etc.):

Name of project / purchase	Division	Asset Type	2024
RCMP Detachment Building Parking Lot Key System Box Installation	Policing	Building	42,000
RCMP Detachment Building Mobile Shelving	Policing	Building	34,000
TOTAL			\$76,000

Fire and Protective Services

Fire and Protective Services comprise of expenses for fire protection, bylaw enforcement and safety initiatives.

FIRE & PROTECTIVE SERVICES	2024 Budget	2023 Budget	2023 Actual	2022 Actual
Operating Revenue			as of November 9, 2023	
Other Segmented Revenue				
Fees and Charges				
- Total Fire Services Fees/Fines	\$ 80,000	\$ 79,500	\$ 136,112	\$ 91,446
- Total Provincial Fines	175,000	150,000	184,657	186,442
- Total Special Constables Fees/Fines	270,000	244,000	190,650	74,310
Total Fees and Charges	525,000	473,500	511,420	352,199
- Total Fire Services Other Revenue	7,100	2,100	6,552	23,004
- Total Special Constables Other Revenue	-	-	6,470	2,125
Total Other Segmented Revenue	532,100	475,600	524,442	377,327
Conditional Grants				
- Grants	-	-	-	-
Total Operating Revenue	532,100	475,600	524,442	377,327
Operating Expenses				
Special Constables				
Wages and benefits	595,635	630,779	479,416	597,266
Professional/Contractual services	9,511	9,511	17,488	1,917
Subscription/Memberships	4,200	4,120	3,484	1,434
Utilities	5,250	4,975	5,631	4,186
Maintenance, materials and supplies	90,521	87,124	85,231	95,676
Travel	4,800	4,635	1,606	2,372
Total Special Constables Expenses	709,917	741,143	592,857	702,851
Fire Services				
Wages and benefits	2,178,316	2,133,038	1,730,618	2,155,171
Professional/Contractual services	124,075	120,126	36,823	31,616
Subscription/Memberships	51,966	53,488	33,090	8,585
Utilities	44,737	42,744	36,202	36,763
Maintenance, materials and supplies	244,725	160,692	171,115	174,876
Travel	6,362	7,471	7,688	3,333
Medical	500	1,061	242	200
Total Fire Services Expenses	2,650,681	2,518,620	2,015,778	2,633,031
Safety & Emergency Preparedness				
Professional/Contractual services	13,371	13,056	14,240	8,836
Subscription/Memberships	7,000	7,210	-	7,106
Maintenance, materials and supplies	604	583	277	1,205
Travel	1,696	1,644	-	-
Total Safety & Emergency Preparedness Expenses	22,671	22,494	14,517	17,147
Animal, Humane Society Expenses				
Professional/Contractual services	150,000	150,000	112,561	150,206
Utilities	16,647	10,971	11,715	12,429
Maintenance, materials and supplies	2,442	2,652	3,714	1,372
Total Animal, Humane Society Expenses	169,089	163,623	127,990	164,006
Total Fire and Protective Services Expenses	3,552,358	3,445,880	2,751,141	3,517,036
Fire & Protective Services Surplus (Deficit)	\$ (3,020,258)	\$ (2,970,280)	\$ (2,226,699)	\$ (3,139,708)
Capital Expenditure	325,000	297,500	-	-
Transfer to Reserves	(91,032)	(91,032)	-	-
Total Fire & Protective Services Financial Position	\$ (3,254,226)	\$ (3,176,748)	\$ (2,226,699)	\$ (3,139,708)

Revenues

In 2024, revenues are expected to increase by approximately \$56,500 due to anticipated increases in provincial and special constable fines as well as reallocation of towing revenue that is now split between two departments in 2024 (policing and fire and protection services).

Expenses

Special Constables

- **Wages and benefits** are expected to decrease by \$35,144 which is mainly due to hiring new constables that are at different pay levels.
- **Professional/contractual services** is an annual transfer of \$9,511 to reserves which is planned until 2026 that resulted from a purchase being internally financed over 5 years with an internal rate of 6% per annum (*see long-term planning section of this document for further discussion*).

Fire Services

- **Wages and benefits** in 2024 are expected to increase compared to the 2023 Budget by approximately \$45,278 due to cost of living, group benefits, and overtime adjustments.
- **Maintenance, materials, and supplies** are expected to increase by \$84,033 which is due to a new expense being added of \$100,000 for demolitions of properties that are derelict.
- **Professional/contractual services** - In 2021, the City purchased a fire pumper truck for \$760,895. As proposed in the 2021 Budget, \$300,000 was internally financed over 4 years with an internal rate of 6% per annum. An annual transfer of \$81,521 to reserves is planned until 2032 (*see long term planning section of this document for further discussion*).

Capital Expenditures

Capital expenditures are estimated to be \$325,000 (*see Fire & Protection capital expenditures tab for more details on total project costs, funding, etc.*):

Name of project / purchase	Division	Asset Type	2024
Firehall roof re-coating	Fire & Protective	Building	<i>Reserves</i>
Pumper Rescue Truck	Fire & Protective	Machinery & Equipment	\$100,000
Aerial Ladder Truck L12	Fire & Protective	Machinery & Equipment	225,000
Bylaw Vehicle Replacement	Municipal Enforcement	Vehicle	<i>Reserves</i>
TOTAL			\$325,000

Operations Services

Operations services are responsible for the delivery of public works services related to the development and maintenance of roadway systems, street lighting, fleet services, building maintenance, airport maintenance, and storm collection.

OPERATIONS SERVICES	2024 Budget	2023 Budget	2023 Actual	2022 Actual
Operating Revenue			as of November 9, 2023	
Other Segmented Revenue				
Fees and Charges				
- Aviation Revenue	\$ 324,000	\$ 383,150	\$ 235,148	\$ 302,082
- Expense Recoveries	4,750	4,250	7,400	31,591
Total Other Segmented Revenue	328,750	387,400	242,548	333,673
Conditional Grants				
- Grants	1,019,000	1,001,845	127,980	736,292
Total Operating Revenue	1,347,750	1,389,245	370,528	1,069,965
Operating Expenses				
Public Works & Fleet				
Wages and benefits	2,350,014	2,276,515	1,722,008	1,953,751
Professional/Contractual services	1,679,006	1,586,429	1,200,663	1,238,350
Subscription/Memberships	26,476	30,811	14,266	15,795
Utilities	614,466	559,492	498,056	562,527
Maintenance, materials and supplies	1,503,414	1,429,613	1,185,298	1,620,263
Travel	25,366	22,813	8,823	6,267
Amortization	-	-	-	2,863,671
Interest	45,042	55,807	63,609	76,931
Insurance	141,200	135,000	115,429	117,537
Other	28,000	20,000	15,559	18,565
Total Public Works & Operations Expenses	6,412,984	6,116,480	4,823,710	8,473,657
Total Operations Services Expenses	6,412,984	6,116,480	4,823,710	8,473,657
Capital				
Conditional Grants				
- Capital Grants	100,000	-	-	-
Operations Surplus (Deficit)	\$ (4,965,234)	\$ (4,727,235)	\$ (4,453,182)	\$ (7,403,692)
Capital Expenditure	534,749	618,000	-	-
Total Operations Financial Position	\$ (5,499,983)	\$ (5,345,235)	\$ (4,453,182)	\$ (7,403,692)

Revenues

Operations revenue is expected to decrease by \$41,495 from its projected revenue in 2023.

- In 2024, aviation revenue is expected to decrease by \$59,150 as fuel costs are anticipated to level out next year.
- Grant amount totals from the Canada Community-Building Fund (CCBF), formerly called the federal Gas Tax Fund, are expected to increase by \$17,155 in 2024.

Expenses

Public Works & Fleet

- **Wages and benefits** in 2024 are projected to increase by approximately \$73,499 due to cost-of-living increases and a change in employees' pay scales.
- **Professional/Contractual services** is projected to increase by \$92,577 mainly due to the following more significant changes:

Large changes in expense compared to prior year	
Public Works Fleet Service Contract (total budget \$406,230)	
New tracked skid steer rental cost (including maintenance)	\$33,000
Office renovations of Public Works shop	15,000
Snow Removal Service Contract (total budget - \$20,000)	
	20,000
Patching Service Contract (total budget \$637,600) increase (see more details below)	
	146,100
Traffic Signals Service Contract (total budget - \$35,000) – reduction due to 2023 having feasibility study	
	(15,000)
Culverts & Ditches Service Contract (total budget \$30,000) – reduction due to 2023 Parsons Park storm sewer drainage issues	
	(30,000)
Airport Building Services Contract (total budget \$2,600) – reduction due to 2023 having roof repairs	
	(25,000)

- The larger change in patching was due to:
 - Patching contractor cost was increased by 30% from \$127,000 to \$165,100.
 - Territorial Drive Crack Sealing increased by \$50,000.
 - Additional grinding and patching planned for various spots \$60,000.
- Utilities increased by \$54,794 due to the adjusting to current year actuals and anticipated new rates for both SaskEnergy and SaskPower.
- Maintenance, materials, and supplies expenses are projected to increase by \$73,801, mainly due to the following more significant changes:

Large changes in expense compared to prior year	
Fleet Equipment repairs (total budget of \$305,096)	
Tire replacement of 2 large pieces of equipment – <i>non-recurring cost</i>	54,000
Grading & gravelling supplies (total budget \$54,000)	
	18,000
Airport fuel (total budget \$250,000)	
	(46,000)
Patching supplies (including plate tamper \$3,000) Total budget \$160,500	
	29,500

- Interest is expected to decrease by approximately \$10,765 as some long-term debt nears maturity.
- Other expenses increased by \$8,000 for a total of \$28,000. This is related to the cost for traffic signal rent for multiple CN Rail crossings.

Capital Expenditures

Capital expenditures are estimated to be \$534,749. (See *Operations Capital Expenditures* tab for more details on total project costs, funding, etc.)

Name of project / purchase	Division	Asset Type	2024
Tandem Truck complete with box set up for sander	Operations	Vehicle	\$231,250
Wheel Loader without front snowblower	Operations	Machinery & Equipment	125,000
Crosswalk Lights at 17th Avenue and 100th Street	Operations	Machinery & Equipment	98,499
Pave Alley between 91st Street and 92nd Street 1800 block	Operations	Engineered Structure	80,000
Signal Lights camera, re-lamping, new batteries	Operations	Machinery & Equipment	<i>Reserves</i>
1/2-ton ELECTRIC truck	Operations	Vehicle	<i>Reserves</i>
Charging stations (2)	Operations	Buildings	<i>Reserves</i>
Airport Security Fencing Project	Operations	Land improvement	<i>Annual Capital Renewal (*)</i>
Stormwater Improvements	Operations	Engineered Structure	<i>Annual Capital Renewal (*)</i>
1.5-ton crane/boom lift truck	Operations	Vehicles	<i>Annual Capital Renewal (*)</i>
Hot Box & Oiler - KM 8000 Tedd 4-ton trailer mounted asphalt hot box	Operations	Machinery & Equipment	<i>Annual Capital Renewal (*)</i>
TOTAL			\$534,749

(*) See General Government section and capital budget tab for more details - *proposed 1% increase to fund smaller projects <\$200k.*

Waste Management Services

The Waste Management Division operates the Waste Management facility (WMF) for the City of North Battleford. The WMF accepts waste material, construction recyclables (concrete and asphalt), household recyclables and specific hazardous waste streams (used oil) from within the City and surrounding communities.

WASTE MANAGEMENT SERVICES	2024 Budget	2023 Budget	2023 Actual	2022 Actual
Operating Revenue			as of November 9, 2023	
Other Segmented Revenue				
Fees and Charges				
Waste and Disposal Fees	\$ 1,111,000	\$ 1,411,000	\$ 1,021,723	\$ 1,329,462
Total Fees and Charges	1,111,000	1,411,000	1,021,723	1,329,462
Other Revenue, Garbage and Recycling	1,193,194	1,077,792	985,913	1,109,571
Total Other Segmented Revenue	2,304,194	2,488,792	2,007,635	2,439,033
Conditional Grants				
- Grants	143,808	143,808	112,533	185,548
Total Operating Revenue	2,448,002	2,632,600	2,120,168	2,624,581
Operating Expenses				
Wages and benefits	656,302	634,944	503,517	601,977
Professional/Contractual services	1,000,480	992,895	620,386	817,626
Subscription/Memberships	11,132	8,932	4,826	3,429
Utilities	13,677	17,909	9,661	11,094
Maintenance, materials and supplies	165,392	169,792	203,091	183,618
Travel	9,764	9,316	1,164	4,892
Amortization	-	-	-	162,568
Interest	13,021	13,572	11,450	15,451
Other	70,000	70,000	-	13,613
Total Waste Management Services Expenses	1,939,769	1,917,359	1,354,095	1,814,269
Waste Management Services Surplus (Deficit)	\$ 508,233	\$ 715,241	\$ 766,074	\$ 810,312
Capital Expenditure	408,333	110,000		
Transfers to Reserves	(44,564)	(44,564)	-	(44,564)
Total Waste Management Services Financial Position	\$ 144,464	\$ 649,805	\$ 766,074	\$ 765,748

Revenues

Total revenues are expected to decrease by \$184,599 due to:

- Tipping fees revenue decreased by \$300,000 to align with actual revenues.
- Increase planned for other residential garbage and recycling due to inflation.

Expenses

Expenses are projected to increase by \$22,410 which is mainly due to:

- **Wages and benefits** changes because of pay scale changes and cost-of-living increases.
- **Professional/Contractual services** - In 2019, the City purchased a Volvo loader for \$328,183. The purchase was internally financed over 10 years with an internal interest rate of 6% per annum. An annual transfer of \$44,564 to reserves is planned until 2030.
- **Other** – Relates to the decommissioning of the landfill. There is a new standard that Public Sector entities will need to adopt in 2023. Administration is currently calculating the financial impact that this change of standard will bring.

Capital Expenditures

Capital expenditures are estimated to be \$408,333. (See *Operations Capital Expenditures* tab for more details on total project costs, funding, etc.)

Name of project / purchase	Division	Asset Type	2024
New Compactor	Waste Management	Machinery & Equipment	\$333,333
Household Hazardous Waste Depot	Waste Management	Building	75,000
TOTAL			\$408,333

Unbudgeted Request

See *Unbudgeted Requests* tab of binder for information about the request to hire a new environmental staff member.

Engineering & Planning Services

Engineering & planning services assists with business licenses, neighborhood development, and sustainability.

ENGINEERING AND PLANNING SERVICES	2024 Budget	2023 Budget	2023 Actual as of November 9, 2023	2022 Actual
Operating Revenue				
Other Segmented Revenue				
Fees and Charges				
- Business Licenses	\$ 220,000	\$ 240,000	\$ 201,718	\$ 215,167
- Building & Development Permits	149,100	139,900	84,780	221,675
- Development Agreements	76,000	76,000	78,996	45,847
- Land Rent	63,000	63,000	66,299	61,028
Total Fees and Charges	508,100	518,900	431,792	543,717
- Lot Options/ Land gain/(loss)	-	-	13,994	(3,889)
Total Other Segmented Revenue	508,100	518,900	445,786	539,828
Conditional Grants				
- Grants	35,223	35,223	734,267	-
Total Operating Revenue	543,323	554,123	1,180,053	539,828
Operating Expenses				
Business Licenses				
Wages and benefits	83,601	53,409	57,190	79,492
Professional/Contractual services	75,000	75,000	26,876	143,904
Maintenance, materials and supplies	500	500	2,212	2,574
Total Business Licenses	159,101	128,909	86,279	225,970
Economic Development				
Wages and benefits	151,121	216,576	146,703	37,485
Professional/Contractual services	21,000	17,000	7,791	-
Subscription/Memberships	12,500	17,750	7,228	1,056
Travel	7,050	5,500	1,530	-
Grants and contributions	383,666	383,666	40,000	40,000
Total Economic Development	575,337	640,492	203,261	78,540
Engineering				
Wages and benefits	240,072	269,429	59,475	35,237
Professional/Contractual services	44,000	26,000	8,265	5,649
Subscription/Memberships	2,400	-	-	-
Maintenance, materials and supplies	10,300	4,100	3,732	19,288
Travel	1,500	-	-	-
Total Engineering	298,272	299,529	71,473	60,174
Planning				
Wages and benefits	233,747	190,536	271,400	460,500
Professional/Contractual services	266,000	60,000	9,087	32,475
Subscription/Memberships	5,500	5,500	3,013	11,557
Maintenance, materials and supplies	500	500	394	462
Travel	6,000	6,000	203	5,519
Interest	206,402	214,676	217,439	241,808
Grants and contributions	94,000	93,197	97,455	174,462
Total Planning	812,149	570,409	598,989	926,783
Total Engineering and Planning Services Expenses	1,844,859	1,639,339	960,002	1,291,468
Total Engineering and Planning Services Surplus (Deficit)	\$ (1,301,536)	\$ (1,085,216)	\$ 220,051	\$ (751,640)
Capital Expenditure	380,500	200,000		
Total Engineering and Planning Services Financial Position	\$ (1,682,036)	\$ (1,285,216)	\$ 220,051	\$ (751,640)

Revenues

The projected revenues for Engineering & Planning Services for 2024 is approximately \$543,323, with an estimated decrease of \$10,800 compared to 2023. This is mainly due to:

- A \$20,000 revenue decrease due to a lower number of out-of-town permit applications. These are 3x the cost of in-town licenses.
- Increase of \$9,200 for building and development permits. Actual numbers were lower in 2023 than 2022 due to a \$14 million project occurring in 2022 that was not anticipated to reoccur in the current year. The 2024 budget was adjusted to what is expected to occur in the upcoming year.
- The City received a conditional revitalization grant for the UPAR program in 2023. This funding is not expected to be available in 2024 and therefore, no change to the budget was made.

Expenses

A projected increase to expenses for the 2024 budget, compared to the 2023 budget, is \$55,520. Some major changes are due to:

Business Licenses

- **Wages and benefits** have increased by \$30,192 due to cost-of-living adjustments and the reallocation of wages for 2024 to reflect what staff more accurately are working on.
- **Professional/Contractual services** outlines the budget for building permit inspections. There are discussions of new projects in 2024 that could result in inspection costs of \$75,000 therefore the budget was determined to remain at that amount.

Economic Development

- **Wages and benefits** have decreased by \$65,455 due to reallocation of wages for 2024 to reflect what staff more accurately are working on.
- **Grants and contributions** are expected to remain consistent due to the same number of grants being provided to Destination Battlefords Tourism, Public Transit, and Handi-Bus services.

Engineering

- **Wages and benefits** are expected to decrease by \$29,357 due to reallocation of wages for 2024 to reflect what staff more accurately are working on.
- **Professional and Contractual Services** increased by \$18,000 mainly due to increased new costs for survey equipment maintenance and a study for roof maintenance.

Planning

- **Wages and benefits** are expected to increase by \$43,211 due to cost-of-living adjustment and due to reallocation of wages for 2024 to reflect what staff more accurately are working on.
- **Professional and Contractual Services** are expected to increase by approximately \$206,000 mainly due to:

- Continued evaluation of contaminated sites and commencing updates to multi-year projects like the Official Community Plan (\$10,000) and the Zoning Bylaw (\$40,000).
- Arena concept plan - \$150,000 – Administration is currently looking for additional external funding. If external funding cannot be secured, this concept will be paid by using reserves.

Capital Expenditures

Capital expenditures are estimated to be \$558,999. *(See EPAI Capital Expenditures tab for more details on total project costs, funding, etc.)*

Name of project / purchase	Division	Asset Type	2024
Sidewalk - 110th to Territorial Phase 3 - 114th Street to Territorial Drive	EPAI	Engineering Structure	\$87,500
East Territorial Drive overlay	EPAI	Engineering Structure	243,000
Transportation Master Plan			
East approach - Highway 4 & West Territorial Drive /South Railway Avenue	EPAI	Engineering Structure	178,499
Intersection of Territorial Drive & Carlton Trail/ Pioneer Avenue Intersection Upgrade	EPAI	Engineering Structure	50,000
TOTAL			\$558,999

Parks & Recreation Services

Parks & Recreation provides services through community recreation, parks and green spaces, cemeteries, and recreation programming.

PARKS & RECREATION SERVICES	2024 Budget	2023 Budget	2023 Actual as of November 9, 2023	2022 Actual
Operating Revenue				
Other Segmented Revenue				
Fees and Charges				
- Recreation Fees & Services	\$ 901,900	\$ 809,200	\$ 861,582	\$ 864,082
- Galleries	34,800	44,800	50,343	47,408
- Recreation Facilities Rental	878,000	903,500	775,349	871,882
- Cemetery	180,000	170,000	186,345	168,285
Total Other Segmented Revenue	1,994,700	1,927,500	1,687,274	1,783,372
Conditional Grants				
- Grants	254,038	253,850	232,393	199,146
Total Operating Revenue	2,248,738	2,181,350	1,919,668	1,982,518
Operating Expenses				
Recreational Facilities & Programing				
Wages and benefits	2,574,987	2,478,652	1,944,514	2,137,718
Professional/Contractual services	596,749	557,904	412,585	590,495
Subscription/Memberships	14,490	17,060	5,366	10,021
Utilities	1,057,012	904,645	830,222	897,167
Maintenance, materials and supplies	320,404	334,785	332,317	398,326
Travel	5,800	6,200	9,592	4,823
Interest	261,062	286,096	222,042	322,661
Grants and contributions	519,903	506,167	466,737	517,884
Other	18,500	12,500	7,021	6,725
Total Recreational Facilities & Programing	5,368,907	5,104,008	4,230,398	5,174,380
Galleries				
Wages and benefits	317,665	303,016	229,643	254,968
Professional/Contractual services	69,120	99,645	76,588	73,901
Subscription/Memberships	200	-	-	154
Utilities	53,218	38,238	40,385	43,632
Maintenance, materials and supplies	31,850	35,200	33,547	37,106
Travel	600	400	383	-
Total Galleries	472,653	476,499	380,547	422,664
Cemeteries				
Wages and benefits	141,303	138,100	128,000	157,548
Professional/Contractual services	2,000	3,000	1,035	500
Utilities	27,650	22,290	6,514	21,136
Maintenance, materials and supplies	7,400	8,300	5,167	3,827
Cemeteries Total	178,353	171,690	140,715	183,010
Parks & Forestry				
Wages and benefits	665,300	651,813	485,380	575,852
Subscription/Memberships	700	-	-	-
Professional/Contractual services	219,236	224,800	304,676	202,749
Utilities	182,220	169,990	85,558	204,587
Maintenance, materials and supplies	85,650	86,500	79,416	79,532
Travel	8,405	-	2,958	-
Amortization	-	-	-	1,548,668
Grants and contributions	64,500	64,000	-	64,000
Total Parks & Forestry Expenses	1,226,011	1,197,103	957,989	2,675,389
Total Parks & Recreation Services Expenses	7,245,924	6,949,300	5,709,648	8,455,443
Capital				
Conditional Grants				
- Community capital pledges/contributions	-	-	-	(2,400)
Total Capital	-	-	-	(2,400)
Parks & Recreation Services Surplus (Deficit)	\$ (4,997,186)	\$ (4,767,950)	\$ (3,789,981)	\$ (6,472,925)
Capital Expenditure	550,500	595,500	-	-
Total Parks & Recreation Services Financial Position	\$ (5,547,686)	\$ (5,363,450)	\$ (3,789,981)	\$ (6,472,925)

Revenues

Overall revenues are expected to increase by \$67,388 in 2024 compared to 2023 mainly due to the following:

- Swimming pool registrations, increase of \$70,000 for sales of goods and services, revised operating hours due to continued staffing shortages, and an extended shutdown due to rooftop unit replacements.
- Field House rentals, registrations, and anticipate increase of \$22,000 for sale of services.
- Increase of \$10,000 in cemetery fees.
- Don Ross Arena will not be able to open early due to ice plant upgrade, therefore no expected increase in rental fee revenues is expected.
- The Allen Sapp Gallery is facing decreased inventory of goods in the shop, and it is expected that revenues will continue to decrease as inventory is not being replenished. It should be noted that in 2023 there was a large purchase from the Gallery which resulted in increased revenue, but this is atypical.
- There are fewer grants available for this facility and there are no longer any COVID-related grants.

Expenses

Overall expenses are expected to increase by \$289,103. The main differences are as follows:

Recreational Facilities & Programming

- **Wages and Benefits** in 2024 are projected to increase approximately \$96,334. This is due to changes in steps and wage adjustment per employee agreements.
- **Professional and Contractual Services** are expected to increase by \$38,845 mainly due to the larger items noted below:

Large changes in expense compared to prior year	
Aquatic Centre - Snow removal contract	\$3,000
Field House - Divider Curtain Inspections	6,300
Field House - HVAC Damper repair & moving thermostat – non-recurring cost	15,000
Curling Centre - HVAC Damper, coil and sensor repair – non-recurring cost	7,000
Curling Centre - Carpet tile replacement at Curling Centre	1,500
Dekker Centre - HVAC Damper, valve repair & programming – non-recurring cost	5,000
Don Ross Community Centre – Roof repairs and leak mitigation	7,000
Access Communications Centre - Emergency Repairs - Door slab replacements with hardware and removable mullion	12,500
Access Communications Centre - Compressor rebuild	1,300

- **Utilities** are expected to increase by \$152,367 due to the adjusting to current year actuals and anticipated new rates for both SaskEnergy and SaskPower

- **Maintenance, materials, and supplies** are expected to decrease by \$14,381, however, some larger items planned for 2024 expenditures are:

Large changes in expense compared to prior year	
Swimming Pool	
Change light wall packs (exterior lighting)	\$1,625
Shutdown expenses: Paint Water Slides \$10,000 Grate replacements: \$6,000 - Other misc. Materials: \$5,000	21,000
Underwater lights - cost increase	3,000
VFD rebuild - cost increase	2,600
Touch up grout - additional work planned due to be completed during shutdown	5,000
Dekker Centre	
Change wall light packs (exterior lighting)	2,500

- **Interest** on long-term debt is expected to decrease by \$25,034 due to some long-term loans moving closer to maturity.
- **Grants and contributions** have increased due to the change in levy amount to \$366,343 (increase of \$14,776) for the Public Library.

Galleries

- **Professional and Contractual Services** are expected to decrease by \$30,525 due to completion of significant upgrades in 2023, such as the surveillance system upgrade, interior light controller, new monitoring for exhibition tour, and shelving.
- **Archives** – no major changes, however, comparatives did not have all archival expenses in one place. These expenses will be under Parks & Recreation moving forward beginning in 2024.

Parks & Forestry

Overall expenses are expected to increase by \$37,313. The main variances are as follows:

- **Wages and benefits** are expected to be increased by \$13,487, due to pay scale and cost-of-living adjustments.
- **Professional and Contractual Services & Maintenance, materials and supplies** are expected remain constant.
- **Utilities** are expected to increase by \$12,230 due to the adjusting to current year actuals and anticipated new rates for both SaskEnergy and SaskPower

Capital Expenditures

Capital expenditures are estimated to be \$1,332,971. (See Parks & Recreation Capital Expenditures tab for more details on total project costs, funding, etc.)

Name of project / purchase	Division	Asset Type	2024
Reconditioning of Access Communications Centre - Phase 1	Recreation	Building	\$250,000
Reconditioning of Access Communications Centre - Phase 2	Recreation	Building	\$10,000
Concession Shelves/Counter	Recreation	Building	15,000
Fire Suppression Guards (Sprinklers)	Recreation	Building	13,000
Recreation improvements in Connaught School Area	Parks	Engineering Structure	50,000
King Hill Play Structure Enhancement	Parks	Engineering Structure	37,500
Permanent Outdoor Rink Dasher Board	Parks	Engineering Structure	175,000
DRA - Ice Plant (2024 build)	Recreation	Machinery & Equipment	400,000
Aquatic Centre - Replace Rooftop Unit 1 & 2 (2024 builds)	Recreation	Building	274,971
Access Communications Centre Chiller	Recreation	Machinery & Equipment	125,000
Raptors Lounge: washroom re-design for enhanced accessibility	Recreation	Building	70,000
Pool Copier	Recreation	Machinery & Equipment	Reserves
Outside Security Cameras (3 front, 2 back) - DRC	Recreation	Machinery & Equipment	Reserves
Irrigation System Replacement - Parks	Parks	Engineering Structure	Reserves
Rooftop/Air Handler Units replaced - Don Ross Community Centre	Recreation	Building	Annual Capital Renewal (*)
Lighting for McPhail Park	Parks	Land Improvement	Annual Capital Renewal (*)
TOTAL			\$1,420,471

(*) See General Government Section and Capital Budget tab for more details - *proposed 1% increase to fund smaller projects <\$200k.*

Unbudgeted Request

See *Unbudgeted* tab of binder for information on the request to hire six new additional students for Parks Department.

Facilities Statement of Operations

InnovationPlex Recreation & Cultural Centre (all components)

The following is the Summary Statement of Operations for all InnovationPlex components (Swimming Pool, Field House, Curling Arena, Performing Arts Centre, and InnovationPlex grounds) **combined**:

**Innovationplex Recreation & Cultural Centre
Statement of Operations**

	2024 Budget	2023 Budget	2023 Actual as of November 9, 2023	2022 Actual
Revenue				
Rental	\$ 170,000	\$ 210,000	\$ 164,905	\$ 180,633
Registrations	35,000	30,000	26,691	19,301
Sale of Goods	20,000	20,000	10,790	19,727
Sale of Service	715,000	628,000	694,534	675,040
Total Revenue	940,000	888,000	896,920	894,702
Expenses				
Wages and benefits	1,645,891	1,589,373	1,207,481	1,281,614
Professional/Contractual services	415,529	380,084	280,702	406,092
Utilities	506,699	446,006	403,857	413,283
Maintenance, materials and supplies	230,824	219,935	239,520	251,620
Travel	1,000	1,500	1,271	1,701
Bank charges	10,600	10,000	9,146	9,980
Other	14,500	8,500	6,721	6,395
Total Expense	2,825,043	2,655,398	2,148,698	2,370,686
Surplus (Deficit)	\$ (1,885,043)	\$ (1,767,398)	\$ (1,251,777)	\$ (1,475,985)

NationsWEST Field House

**Field House
Statement of Operations**

	2024 Budget	2023 Budget	2023 Actual as of November 9, 2023	2022 Actual
Revenue				
Rental	\$ 145,000	\$ 140,000	\$ 138,286	\$ 157,803
Registrations	35,000	30,000	26,691	19,301
Sale of Service	110,000	98,000	93,519	102,770
Total Revenue	290,000	268,000	258,496	279,875
Expenses				
Wages and benefits	462,452	449,449	386,149	422,343
Professional/Contractual services	49,030	28,430	17,573	30,050
Utilities	145,355	123,058	110,719	116,763
Maintenance, materials and supplies	49,800	51,000	34,512	71,776
Bank charges	3,800	4,000	3,165	3,575
Total Expense	710,437	655,937	552,118	644,507
Surplus (Deficit)	\$ (420,437)	\$ (387,937)	\$ (293,622)	\$ (364,632)

Cost recovery ratio 40.82% 40.86% 46.82% 43.42%

Assumptions considered in preparation of budget:

- Provincial court rentals increased revenues in 2022, however this is no longer occurring and is now booked at the Don Ross Centre.
- Rental income is consistent for 2024. While the provincial Fire Chiefs Convention and 55+ Senior Fitness Games will be held in 2024 at City facilities, they are complimentary rentals for the City and will result in the facilities being unavailable for external public rentals.

Variance details

- **Professional/Contractual Services:**
 - **New:** \$6,300 Divider Curtain Inspections - The curtains & pulley system are 10 years old. An inspection will be done first with work to be done in 2025/2026 as recommended after the inspection.
 - **New:** HVAC Damper repair and thermostat moves - \$15,000. The heating/cooling system on the main floor is not properly installed which causes the front walkway areas to be very cold in the winter months.
- **Maintenance, Materials, and Supplies**
 - **Remove:** \$2,500 for lift rentals - it is now in the capital project associated with it.

The CO-OP Aquatic Centre

**Swim Pool
Statement of Operations**

	2024 Budget	2023 Budget	2023 Actual as of November 9, 2023	2022 Actual
Revenue				
Rental	\$ 25,000	\$ 70,000	\$ 26,619	\$ 22,830
Sale of Goods	20,000	20,000	10,790	19,727
Sale of Service	590,000	515,000	601,015	555,193
Donations	-	-	-	-
Total Revenue	635,000	605,000	638,424	597,751
Expenses				
Wages and benefits	1,183,438	1,139,925	821,332	859,271
Professional/Contractual services	24,655	26,310	51,239	78,096
Utilities	350,046	311,650	281,846	281,782
Maintenance, materials and supplies	169,399	153,535	194,209	142,407
Travel	1,000	1,500	1,271	1,701
Bank charges	6,800	6,000	5,980	6,405
Other	14,500	8,500	6,721	6,395
Total Expense	1,749,838	1,647,419	1,362,599	1,376,057
Surplus (Deficit)	\$ (1,114,838)	\$ (1,042,419)	\$ (724,174)	\$ (778,306)

Cost recovery ratio 36.29% 36.72% 46.85% 43.44%

Assumptions considered in preparation of budget:

- Revenues have been reallocated by the Facility General Manager with additional detail to better reflect actual usage.
- Revenue amounts reflect shortened hours of operations and the 4-6 week estimated shutdown period planned for renovations and upgrades in 2024.
- Revenues in 2023 were higher than typical due to an increased sales of swim passes for wildfire evacuees from other parts of the province.

Variance details

- **Professional and Contractual Services:**
 - **New:** \$3,000 for roof snow removal to lighten load on roof regularly
- **Building Maintenance:**
 - **New:** \$1,625 to change light wall packs
 - **Shutdown expenses:** \$21,000 (paint water slides: \$10,000, grate replacements: \$6,000, other misc. materials: \$5,000)
 - **Increases:** Underwater lighting cost increase: \$3000, variable frequency drives (VFD) rebuild cost increase: \$2600, grout touch-ups: \$5000 increase due to work to be done during shutdown.
- **Other:** Additional \$2000 for certifications, re-certifications, and First-Aid training.

Northland Power Curling Centre

**Curling Centre
Statement of Operations**

	2024 Budget	2023 Budget	2023 Actual as of November 9, 2023	2022 Actual
Revenue				
Sale of Service	\$ -	\$ -	\$ -	\$ -
Total Revenue	0	0	0	0
Expenses				
Professional/Contractual services	82,517	71,017	33,236	52,653
Utilities	5,000	5,000	4,461	4,819
Maintenance, materials and supplies	6,200	11,600	4,581	29,559
Total Expense	93,717	87,617	42,278	87,031
Surplus (Deficit)	\$ (93,717)	\$ (87,617)	\$ (42,278)	\$ (87,031)

Assumptions considered in preparation of budget:

- No change requested for operating grant provided - \$36,000.

Variance details

- **Professional and Contractual Services:**
 - **New:** Carpet tiles and replacement: \$1500, painting: \$3000, HVAC damper, coil, and sensor repair: \$7000
- **Maintenance, materials and supplies**
 - **New:** Change light wall packs (exterior lighting): \$1600

The Dekker Centre for Performing Arts

**Performing Arts Centre
Statement of Operations**

	2024 Budget	2023 Budget	2023 Actual as of November 9, 2023	2022 Actual
Revenue				
Sale of Service	\$ 15,000	\$ 15,000	\$ -	\$ 17,076
Total Revenue	15,000	15,000	0	17,076
Expenses				
Professional/Contractual services	259,327	254,327	178,654	245,294
Utilities	6,298	6,298	6,831	9,920
Maintenance, materials and supplies	5,425	3,800	6,218	7,878
Total Expense	271,050	264,425	191,703	263,091
Surplus (Deficit)	\$ (256,050)	\$ (249,425)	\$ (191,703)	\$ (246,015)

Assumptions considered in preparation of budget:

- A \$7,390 funding increase was requested, however, the operating grant which is part of *Professional and Contractual Services* above does not reflect that increase. The same funding amount as 2023, \$227,610, is currently reflected in the budget.

Variance details

- ***Professional/Contractual Services:***
 - **New:** HVAC damper, coil and sensor repair: \$5,000
- ***Maintenance, materials, and supplies***
 - **New:** Change light wall packs (exterior lighting): \$2,500

The Don Ross Complex

**Don Ross Complex
Statement of Operations**

	2024 Budget	2023 Budget	2023 Actual as of November 9, 2023	2022 Actual
Revenue				
Rental	\$ 385,000	\$ 380,000	\$ 342,859	\$ 383,300
Sale of Service	1,200	1,200	1,629	1,279
Total Revenue	386,200	381,200	344,488	384,579
Expenses				
Wages and benefits	272,463	258,722	205,822	255,335
Professional/Contractual services	57,465	61,265	21,769	41,677
Utilities	195,255	151,355	156,429	92,110
Maintenance, materials and supplies	24,280	28,150	14,835	39,316
Travel	-	-	-	-
Amortization	-	-	-	65,868
Bank charges	3,200	3,200	1,982	2,986
Total Expense	552,663	502,692	400,836	497,292
Surplus (Deficit)	\$ (166,463)	\$ (121,492)	\$ (56,349)	\$ (112,713)
Cost recovery ratio	69.88%	75.83%	85.94%	77.33%

Variance details

➤ **Professional/Contractual Services:**

New: Roof repairs/leak mitigation: \$7,000

Don Ross Arena

**Don Ross Arena
Statement of Operations**

	2024 Budget	2023 Budget	2023 Actual as of November 9, 2023	2022 Actual
Revenue				
Rental	\$ 150,000	\$ 145,000	\$ 144,390	\$ 183,204
Total Revenue	150,000	145,000	144,390	183,204
Expenses				
Wages and benefits	164,378	157,508	117,159	125,928
Professional/Contractual services	8,350	13,350	3,276	7,611
Utilities	138,500	96,226	106,367	177,756
Maintenance, materials and supplies	11,900	18,350	9,165	29,152
Total Expense	323,128	285,434	235,967	340,448
Surplus (Deficit)	\$ (173,128)	\$ (140,434)	\$ (91,577)	\$ (157,245)
Cost recovery ratio	46.42%	50.80%	61.19%	53.81%

Assumptions considered in preparation of budget:

- Revenues are expected to be consistent or a bit lower due to the uncertainty of when ice plant installation will be completed.

Access Communications Centre

**Access Communications Centre
Statement of Operations**

	2024 Budget	2023 Budget	2023 Actual as of November 9, 2023	2022 Actual
Revenue				
Rental	\$ 275,000	\$ 275,000	\$ 213,173	\$ 250,997
Total Revenue	275,000	275,000	213,173	250,997
Expenses				
Wages and benefits	277,330	269,373	237,310	291,640
Professional/Contractual services	62,825	49,225	60,946	70,039
Utilities	186,100	185,010	145,962	189,131
Maintenance, materials and supplies	40,700	48,900	60,988	59,002
Amortization	-	-	-	120,338
Total Expense	566,955	552,508	505,206	730,150
Surplus (Deficit)	\$ (291,955)	\$ (277,508)	\$ (292,033)	\$ (479,153)
Cost recovery ratio	48.50%	49.77%	42.20%	34.38%

Assumptions considered in preparation of budget:

- Increased usage of the facility during the day with NBCHS hockey program (Sports Academy).
- Continued analysis into future of ACC and ongoing maintenance costs compared to planning for a new arena in the future.

Variance details

- **Professional/Contractual Services:**
 - **New:** Emergency Repairs: \$12,500 (includes door slab replacements with hardware and some removable mullion) - shifting foundation has made some of the doors difficult to open and close.
 - **Increase:** Compressor rebuild cost increase: \$1,300

Allen Sapp Gallery

**Allen Sapp Gallery
Statement of Operations**

	2024 Budget	2023 Budget	2023 Actual as of November 9, 2023	2022 Actual
Revenue				
Sale of Goods	\$ 15,000	\$ 25,000	\$ 29,098	\$ 25,797
Sale of Service	5,500	5,500	6,954	6,301
Donations	4,500	5,000	3,876	6,071
Grants	65,850	93,850	82,409	120,412
Total Revenue	90,850	129,350	122,337	158,580
Expenses				
Wages and benefits	187,133	179,210	107,392	157,816
Professional/Contractual services	62,970	90,395	71,239	71,488
Utilities	50,218	35,680	38,184	41,117
Maintenance, materials and supplies	22,800	25,600	22,255	27,270
Travel	600	400	383	-
Amortization	-	-	-	8,336
Archives	2,950	1,800	2,038	1,898
Total Expense	326,671	333,085	241,491	307,925
Surplus (Deficit)	\$ (235,821)	\$ (203,735)	\$ (119,154)	\$ (149,346)
Cost recovery ratio	27.81%	38.83%	50.66%	51.50%

Assumptions considered in preparation of budget:

- **Donations:** Donations were considered higher than normal in 2022 due to a one-time donation. Current 2023 actuals are lower than projections.
- **Sale of Goods:** A reduced inventory in the shop, which is not being replenished, will lead to a lower expected revenue. The actuals for 2023 had a large purchase which is not anticipated to repeat in 2024.
- **Grants:** There are less grant opportunities available to assist with funding and all COVID-related grants are now finished.

Chapel Gallery

**Chapel Gallery
Statement of Operations**

	2024 Budget	2023 Budget	2023 Actual as of November 9, 2023	2022 Actual
Revenue				
Rental	\$ 3,800	\$ 3,800	\$ 4,232	\$ 4,796
Sale of Service	3,000	3,000	4,327	1,705
Donations	3,000	2,500	1,856	2,739
Grants	-	-	-	-
Total Revenue	9,800	9,300	10,415	9,240
Expenses				
Wages and benefits	130,532	123,806	122,251	97,152
Professional/Contractual services	6,150	9,250	5,349	2,413
Utilities	2,400	1,958	2,201	2,515
Maintenance, materials and supplies	6,900	8,400	9,255	8,092
Amortization	-	-	-	4,567
Total Expense	145,982	143,414	139,056	114,739
Surplus (Deficit)	\$ (136,182)	\$ (134,114)	\$ (128,641)	\$ (105,499)

Utility Fund Operating Budgets by Department

Water Utility Services

Water Services provides the delivery of clean, potable water.

WATER SERVICES	2024 Budget	2023 Budget	2023 Actual	2022 Actual
Operating Revenue			as of November 9, 2023	
Other Segmented Revenue				
Fees and Charges				
- Water Fees	\$ 4,120,355	\$ 4,025,821	\$ 3,267,740	\$ 3,999,942
- Water Works Expense Recovery	28,000	28,000	48,930	71,994
Total Fees and Charges	4,148,355	4,053,821	3,316,670	4,071,937
- Investment & Interest	19,000	18,000	12,429	112,186
Total Other Segmented Revenue	4,167,355	4,071,821	3,329,099	4,184,123
Conditional Grants				
- Grants	-	-	-	-
Total Operating	4,167,355	4,071,821	3,329,099	4,184,123
Operating Expenses				
Wages and benefits	1,750,910	1,603,832	1,296,488	1,703,076
Professional/Contractual services	1,112,694	880,901	1,202,708	1,189,067
Subscription/Memberships	16,414	18,352	9,503	14,718
Utilities	511,676	425,912	399,712	439,106
Maintenance, materials and supplies	710,850	743,950	515,681	818,024
Travel	15,551	14,118	2,304	12,941
Amortization	-	-	-	790,400
Interest	40,556	49,119	65,376	69,190
Allowance for uncollectibles	100	100	-	-
Other	155	155	-	-
Total Water Services Expenses	4,158,905	3,736,438	3,491,773	5,036,522
Capital				
Conditional Grants				
- Capital Grants	-	-	-	270,200
Water Services	\$ 8,450	\$ 335,383	\$ (162,673)	\$ (852,399)
Capital Expenditure	1,380,000	1,795,000	-	-
Total Water Services Financial Position	\$ (1,371,550)	\$ (1,459,617)	\$ (162,673)	\$ (852,399)

Revenue

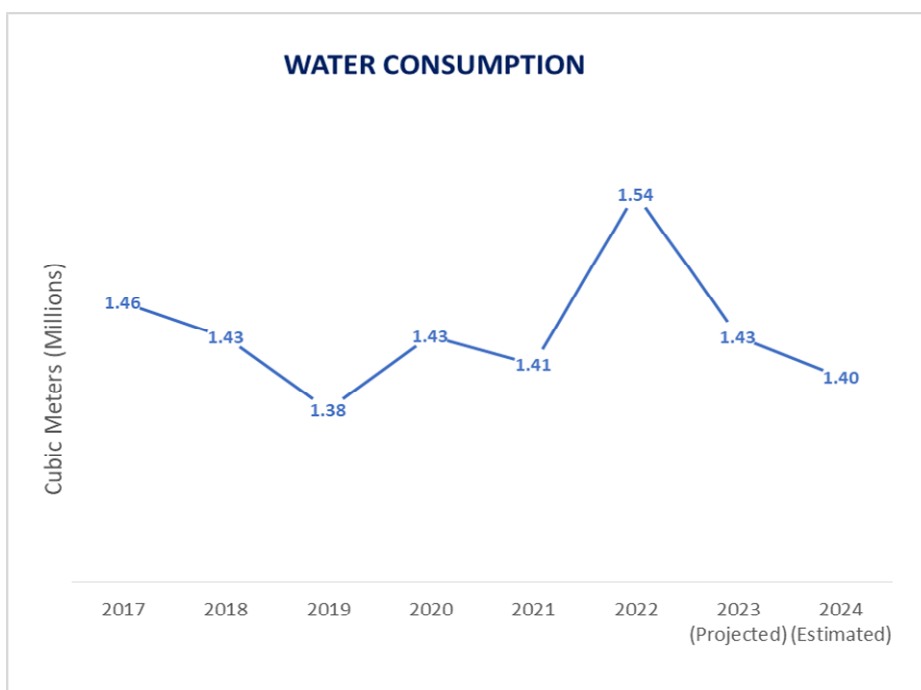
Expense recoveries are anticipated to be steady as it is planned to replace the same number (six) of house connections. If more can be completed, additional expense recovery would be expected.

Fees and charges

As displayed on the chart below, water consumption levels have been starting to decrease over the last number of years. This is a combination of several factors: more energy-efficient appliances and fixtures, conscientious residents and businesses that have worked toward water management strategies, and the effects of the pandemic.

In 2023, the budget was prepared with an assumption that water consumption would increase by 2%. Administration has determined that this assumption increase was too high and therefore, a 1%

increase in consumption is used in planning for the 2024 budget and will be monitored throughout the year for accuracy.



Expenses

Overall expenses are projected to increase in 2024 compared to Budget 2023 by \$440,467 mainly due to:

- **Wages and Benefits** are projected to increase by approximately \$147,077 due to pay scale and wage adjustments for cost-of-living.
- **Professional/contractual services** are projected to increase in 2024 compared to Budget 2023 by \$231,793 (a 26% increase from last year) mainly due to the following:

Large changes in expense compared to prior year	
No. 1 Water Plant Service Contract (total budget \$392,989)	
VTSCADA Technical Support and Licensing Contract – new software in 2022	\$ 9,500
SCADA maintenance – with new software, the first 2 years’ costs are anticipated to be higher to work out any inefficiencies	35,000
Well rejuvenations – additional maintenance required due to continual high usage of wells	70,000
Back Wash and Effluent Discharge Assessment required by Code (Two time) – non-recurring item	20,000
Well field optimization changes – non-recurring cost that will decrease power usage after completion	15,000
FE Holliday Water Plant- Service Contract (total budget \$162,354)	

Sand pump and intake study	40,000
Back Wash and Effluent Discharge Assessment required by Code (Two time) <i>– non-recurring item</i>	20,000
Mains – Service Contract (total budget \$300,000)	
Contract Repairs	25,000
Pavement restoration	20,000
Flushing	20,000
Killdeer Park Pressure Sustaining Valve Assessment	10,000
Services - Service Contracts (total budget \$165,000)	
Service line repairs	30,000

- **Utilities** have increased by \$85,764 due to the adjusting to current year actuals and anticipated new rates for both SaskEnergy and SaskPower

Capital Expenditures

Capital expenditures are estimated to be \$1,380,000 (see *Water & Sewer Services capital expenditures tab for more details on total project costs, funding, etc.*):

Name of project / purchase	Division	Asset Type	2024
FE Holliday WTP Backup Power Generator and Electrical Upgrades (40% cost share)	Water	Machinery & Equipment	\$500,000
Water Tower Backup Generator and Electrical Upgrade (40% cost share)	Water	Machinery & Equipment	480,000
Replacement of Canada Valve Darling Hydrants 2024	Water	Engineered Structure	100,000
Replacement Well #30	Water	Engineered Structure	300,000
TOTAL			\$1,380,000

Unbudgeted Request

See *Unbudgeted tab of binder for information on the request to hire an additional seasonal staff member for the Waterworks Department.*

Sanitary Sewer Utility Services

Sanitary sewer services provide collection and treatment of wastewater, and collection and disposal of solid waste.

SANITARY SEWER SERVICES	2024 Budget	2023 Budget	2023 Actual as of November 9, 2023	2022 Actual
Operating Revenue				
Other Segmented Revenue				
Fees and Charges				
- Sanitary Sewer Fees	\$ 4,494,422	\$ 4,378,157	\$ 3,610,150	\$ 4,114,759
- Sanitary Sewer Expense Recovery	16,689	5,000	5,767	8,558
Total Other Segmented Revenue	4,511,112	4,383,157	3,615,917	4,123,316
Conditional Grants				
- Grants	-	-	-	-
Total Operating Revenue	4,511,112	4,383,157	3,615,917	4,123,316
Operating Expenses				
Wages and benefits	1,300,628	1,267,154	928,844	1,073,672
Professional/Contractual services	453,800	371,350	297,863	225,072
Subscription/Memberships	8,345	8,095	3,514	1,565
Utilities	404,031	330,460	332,722	331,583
Maintenance, materials and supplies	408,431	381,100	304,505	314,894
Travel	10,414	10,494	2,405	1,371
Amortization	-	-	-	1,218,331
Interest	621,516	672,116	484,852	849,131
Total Sanitary Sewer Services Expenses	3,207,165	3,040,769	2,354,705	4,015,619
Capital				
Conditional Grants				
- Capital Grants	-	-	(632,238)	2,862,215
Total Sanitary Sewer Services	\$ 1,303,947	\$ 1,342,388	\$ 1,261,212	\$ 107,697
Capital Expenditure	375,000	620,000	-	-
Total Sanitary Sewer Services Financial Position	\$ 928,947	\$ 722,388	\$ 1,261,212	\$ 107,697

Revenues

Sanitary Sewer Services revenue is expected to increase by \$116,265, which includes a cost recovery on six house reconnections.

Expenses

Overall expenses are projected to increase by \$166,396 in 2024 compared to the 2023 budget with the main details as follows:

- **Professional and contractual services** are projected to increase in 2024 compared to Budget 2023 by \$82,450 (approximately 22%) mainly due to the following:

Large changes in expense compared to prior year	
Treatment Plant Service Contract (total budget \$251,300)	
Dredging of sumpage lagoons – <i>annual maintenance</i>	\$50,000
Sanitary Sewer Mains – Service Contract (total budget \$116,000)	
Manhole renovations	15,000
Sewer main repairs	15,000

- **Utilities** have been increased \$73,571 due to the adjusting to current year actuals and anticipated new rates for both SaskEnergy and SaskPower
- **Maintenance, materials, and supplies** are expected to increase in 2024 by \$27,331 due to the following:

Large changes in expense compared to prior year	
Treatment Plant – Chemicals (total budget \$200,000)	(\$ 15,000)
Sanitary Sewer Mains – Supplies (total budget \$80,160): Scrubber filter cartridges for the new force main	38,160

Capital Expenditures

Capital expenditures are estimated to be \$375,000. (See *Water & Sewer Services capital expenditures tab for more details on total project costs, funding, etc.*)

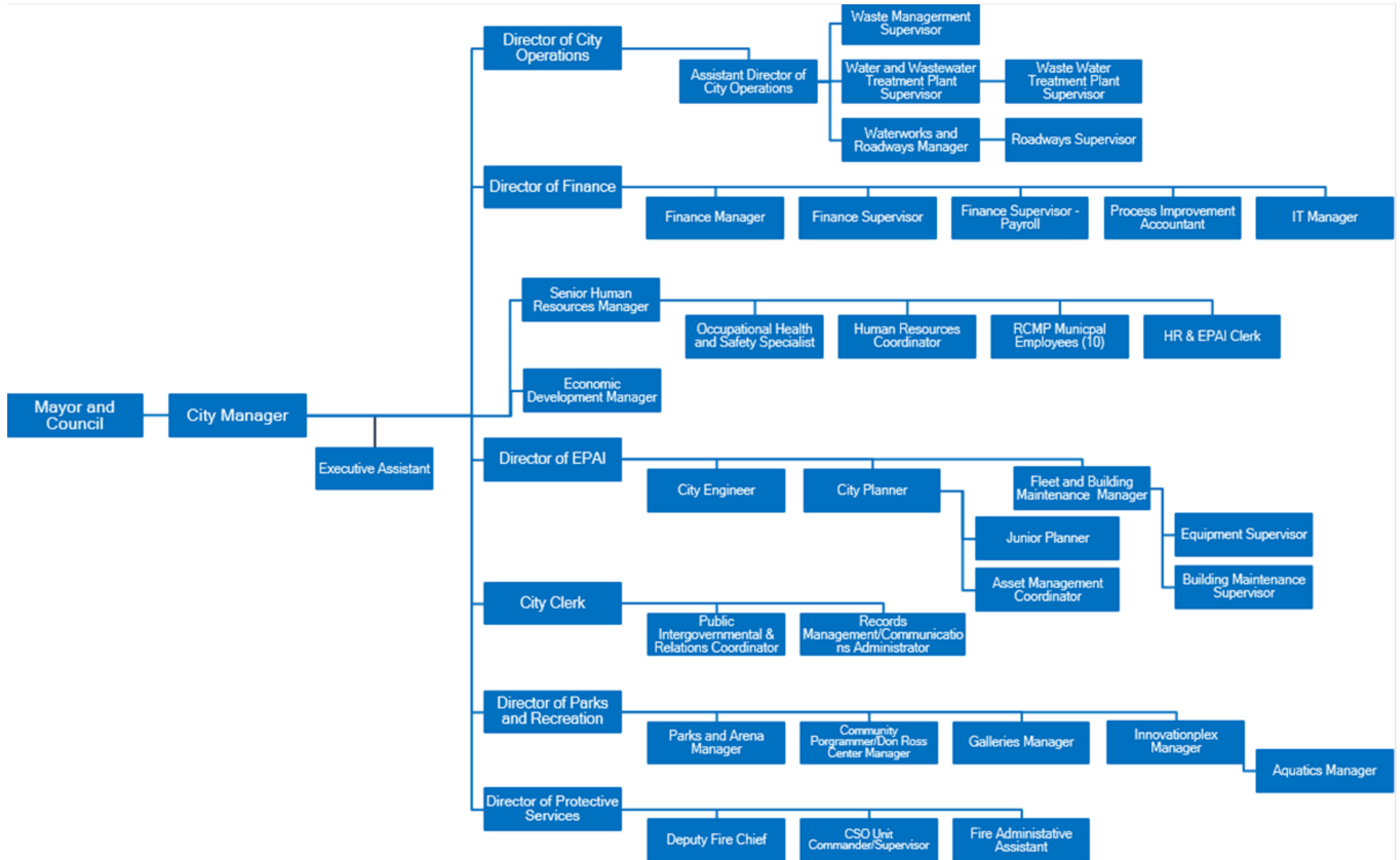
Name of project / purchase	Division	Asset Type	2024
Wastewater Plant - Ventilation, H2S from force main	Sanitary Sewer	Engineered Structure	\$150,000
Paving at WWTP Phase 2	Sanitary Sewer	Engineered Structure	20,000
Sanitary Sewer Master Plan piping upgrades (not incl. Force Main Trunk) Planning	Sanitary Sewer	Engineered Structure	75,000
New Heating Pipes Mains at the WWTP	Sanitary Sewer	Machinery & Equipment	50,000
Replacement of Bioreactor and Head Cell valve	Sanitary Sewer	Machinery & Equipment	80,000
TOTAL			\$375,000

Appendices

Appendix 1 – Community Development Financial Assistance Program Grants

Organization	Adjudication Committee Approval
	2024
Boys and Girls Club	\$ 20,000
Concern for Youth	5,000
Battlefords Sexual Assault Centre	5,000
Midwest Food Resources	3,000
Miwasin Kikanow (BATC)	10,000
Citizens on Patrol	2,000
Battlefords Family Health Centre Community Garden (BRT6HC)	3,000
Subtotal	48,000
Un-assigned funding	12,000
Total	\$ 60,000

Appendix 2 - Organizational Chart 2023



Appendix 3 - 2023 Budget Information – Continuous Improvement

The City remains committed to continuous improvement in financial, operational, and capital processes. Financial improvements can be broken down into three categories:

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

Below you will find an updated status report on some current City activities and new information on risk management activities.

1. Financial Improvements

- Financial Purchasing Power:
 - Municipal Buying Groups – leverage improved savings from programs offered by other municipalities, SUMA, and national buying programs. The City continues to explore potential savings through larger procurement groups.
- Recent/New/Improved Revenue Sources:
 - Septic receiving station – has been installed and is in live testing stage. Rates will be developed and discussed with Council in 2024.

2. Financial Management Improvements

- Improved equity adjustments on fees and taxes charged:
 - Work continues to properly track and charge for garbage and recycling bins to ensure proper billing.
- Improved financial reporting processes:
 - Tax enforcement remains an important issue for the City as we work to improve our tax receivable balance in 2024.
 - Quarterly financial reporting for Council and the public has been re-introduced. This assists Council in monitoring budget implementation.
 - A review of the current Business Licensing payment process by Planning & Development, the CSO group, and Finance led to improved tracking and a significant effort to resolve outstanding license payments. *Special thanks to the CSOs for their work on this issue.*

3. Levels of Service Improvement

- Local group partnerships – numerous local organizations continue to enjoy improved financial performance by accessing City pricing and financial management knowledge.

- The Voyent Alert! text-based application was used extensively this year to inform citizens about emergencies, traffic issues, and property tax-related deadlines in a proactive manner.
- Water Utility Customer Portal – Citizens can now monitor their water usage, identify leaks and create alerts.

4. Risk Management

Risk management is a critical aspect of the City's overall financial management plan. To this end, we wanted to note some examples of proactive activities we have implemented or plan to achieve for that purpose.

- Building appraisals – in reviewing our current insurance coverage, we noted we may be under-insured in some areas or on some specific buildings. A small amount of funding has been set aside to seek current appraisals for some of our high-risk or high-value buildings next year. Depending on the results, this program may expand in the future.

5. Reserves

Due to the ongoing inflationary environment which has resulted in cost increases for large projects and Administration's efforts to improve on planning for future purchases, reserves have been allocated for specific purposes by Council to many capital projects in the 2024 budget. Refer to the General Fund and Utility Fund Capital sections of the budget binder for the noted allocations to 2024 capital projects.

6. Citizen Engagement

Administration is working on a 2025 pre-budget citizen engagement survey to assist Administration and Council build a budget that meets the City's strategic goals and align with local priorities.

Appendix 4 - Amortization reconciliation

City of North Battleford
General Fund- Amortization Reconciliation
Forecast for the year ended December 31, 2024

	% change	2024 Budget	2023 Budget	2023 Actual as of November 9, 2023	2022 Actual
Surplus / (Deficit) before Amortization		2,069,903	2,179,437	7,354,277	(2,464,134)
Amortization		(5,369,928)	(5,289,279)		(5,289,279)
Surplus / (Deficit) with Amortization		\$ (3,300,025)	\$ (3,109,842)	\$ 7,354,277	\$ (7,753,413)

City of North Battleford
Utilities Fund - Amortization Reconciliation
Forecast for the year ended December 31, 2024

	% change	2024 Budget	2023 Budget	2023 Actual as of November 9, 2023	2022 Actual
Surplus / (Deficit) before Amortization		1,312,396	1,677,771	466,301	2,387,714
Amortization		(2,008,731)	(2,368,275)		(2,018,275)
Surplus / (Deficit) with Amortization		(696,335)	(690,504)	466,301	369,439

Appendix 5 – Consolidated Schedule of Accumulated Surplus December 31, 2022

This is an excerpt from the December 31, 2022, Audited Financial Statement.

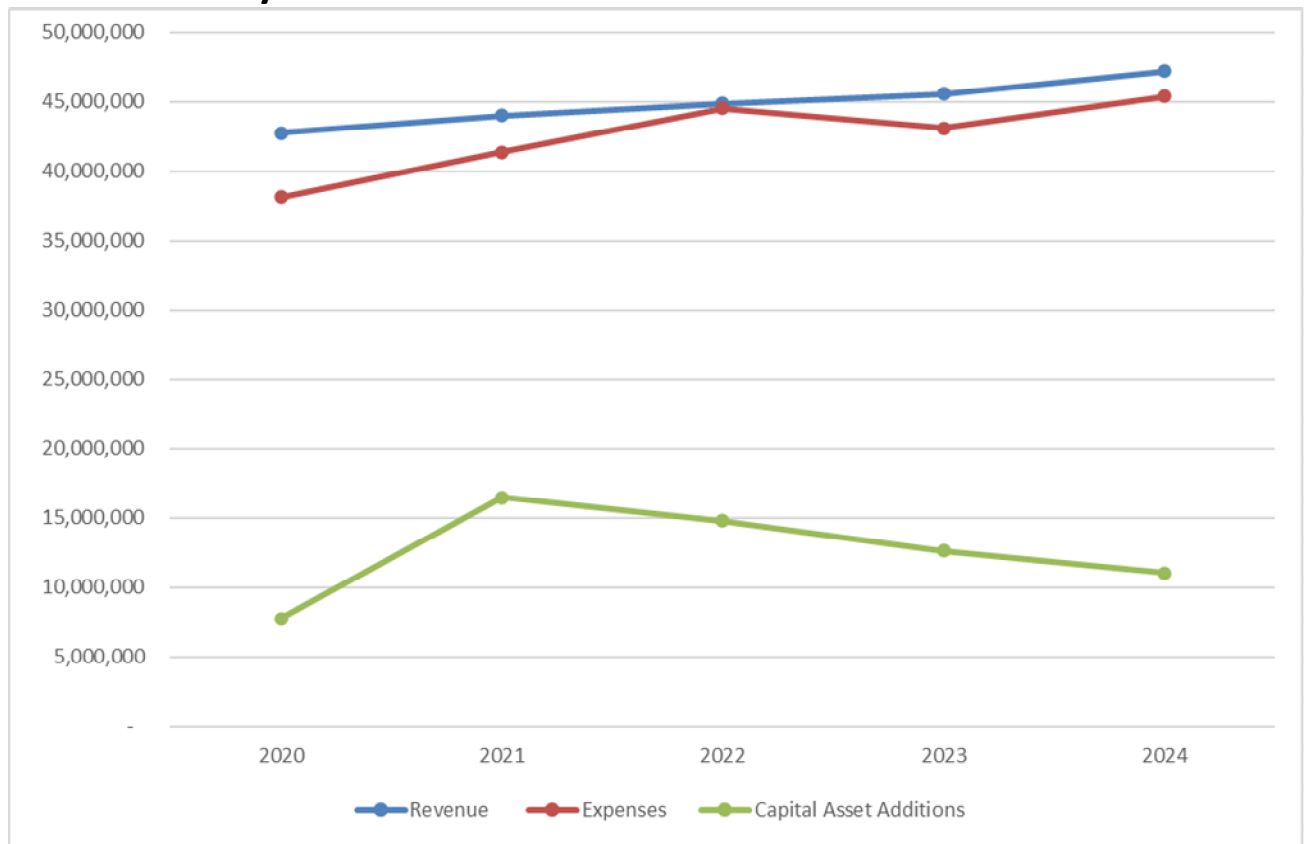
**Consolidated Schedule of Accumulated Surplus
for the year ended December 31, 2022**

	2021	Changes	Schedule 2 2022
Unappropriated Surplus (Deficit)			
Government activities	\$ 9,647,441	\$ 1,385,514	\$ 11,032,955
Water	166,949	1,766,897	1,933,846
Sanitary sewer	(9,922,407)	(3,047,431)	(12,969,838)
Consolidated entities	180,780	(69,085)	111,695
Transit services	(63,810)	244,261	180,451
Total Unappropriated Surplus (Deficit)	8,963	280,156	289,108
Appropriated Surplus			
General government	581,283	422,964	1,004,247
Fire and protective	1,848,718	(341,806)	1,506,912
Operations	3,738,536	637,721	4,376,257
Waste management	1,219,456	(331,560)	887,895
Planning & development	(56,196)	346,383	290,187
Policing initiatives	(491,142)	(416,820)	(907,962)
Parks & Recreation	1,698,756	(159,893)	1,538,864
Water	5,832,717	(1,917,118)	3,915,599
Sanitary sewer	2,801,732	2,111,909	4,913,641
Total Appropriated Surplus	17,173,859	351,780	17,525,639
Net Investment in Tangible Capital Assets			
Tangible capital assets (Note 21)	183,838,240	7,407,171	191,245,411
Less: Related long-term debt	(29,872,338)	(4,544,668)	(34,417,006)
Less: Related Lease and other obligations	(210,547)	73,334	(137,213)
Net Investment in Tangible Capital Assets	153,755,356	2,935,837	156,691,192
Total Accumulated Surplus	\$ 170,938,178	\$ 3,567,762	\$ 174,505,940

Appendix 6 – Five Year Financial Overview

	2020	2021	2022	2023	2024
Revenue	42,744,591	44,012,671	44,842,041	45,530,055	47,171,062
Expenses	38,117,778	41,355,367	44,528,785	43,093,327	45,352,357
Capital Asset Additions	7,779,182	16,468,258	14,785,830	12,631,850	11,454,158

City of North Battleford - Five Year Financial Overview



GENERAL FUND CAPITAL SUMMARY

	Savings for future purchase
	New capital items
	New capital items being saved for future purchase
	Large Capital >\$5M

Ten Year Capital Plan - General Fund															
Name of project / purchase	Division	Asset Type	\$ Capital Reserve / Grant	Risk Rating	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	Total Project
ERP (Enterprise Resource Planning) Software	General Government	Machinery & Equipment	2022 R = 250,000 2023 R = 250,000	9		100,000	100,000	100,000							800,000
Annual capital renewal	General Government	Engineering Structure			415,000	570,000	725,000	885,000	1,045,000	1,045,000	1,045,000	1,045,000	1,045,000	1,045,000	8,865,000
Annual capital renewal (2024)	General Government	Engineering Structure			155,000	155,000	160,000	160,000							630,000
City Hall Roof Replacement	General Government	Building	2023 R = 155,000 2024 Investm Return = 200,000	12	200,000	200,000	200,000	200,000							955,000
Renovation of City Hall OLD Council Chambers	General Government	Building		9	40,000	40,000									80,000
City Hall Boiler & Controls replacements Breton Wing	General Government	Building	2022 R = 100,000	10		162,500	162,500								425,000
City Hall Air Conditioner	General Government	Building	2022 R = 175,000	10				93,750	93,750	93,750	93,750				550,000
City-wide security camera solution	General Government	Machinery & Equipment		9		100,000									100,000
City-wide security camera solution	General Government	Machinery & Equipment					100,000								100,000
City-wide security camera solution	General Government	Machinery & Equipment					100,000								100,000
City-wide security camera solution	General Government	Machinery & Equipment							100,000						100,000
City-wide security camera solution	General Government	Machinery & Equipment								100,000					100,000
City-wide security camera solution	General Government	Machinery & Equipment										100,000			100,000
City-wide security camera solution	General Government	Machinery & Equipment											100,000		100,000
City-wide security camera solution	General Government	Machinery & Equipment												100,000	100,000
Asset Management Software	General Government	Machinery & Equipment		10		100,000	50,000	50,000							200,000
City Hall renovations - washrooms	General Government	Building		15		40,000									40,000
SQL Server	General Government	Machinery & Equipment				50,000									50,000
SQL Server	General Government	Machinery & Equipment									50,000				50,000
Firewalls	General Government	Machinery & Equipment				55,000									55,000
Firewalls	General Government	Machinery & Equipment							55,000						55,000
Firewalls	General Government	Machinery & Equipment										55,000			55,000
Server Rack	General Government	Machinery & Equipment				10,000									10,000
Backup and Archive Storage	General Government	Machinery & Equipment				18,000									18,000
Backup and Archive Storage	General Government	Machinery & Equipment									18,000				18,000
Don Ross Copier	General Government	Machinery & Equipment				12,000									12,000
TS/RDS Server	General Government	Machinery & Equipment					45,000								45,000
TS/RDS Server	General Government	Machinery & Equipment										45,000			45,000
Financial Statements software	General Government	Machinery & Equipment						30,000							30,000
App Server	General Government	Machinery & Equipment							12,000						12,000
APP Server	General Government	Machinery & Equipment												12,000	12,000
DC Server	General Government	Machinery & Equipment							25,000						25,000
DC Server	General Government	Machinery & Equipment												25,000	25,000
FP Server	General Government	Machinery & Equipment							12,000						12,000
FP Server	General Government	Machinery & Equipment												12,000	12,000
Point 2 Point	General Government	Machinery & Equipment								55,000					55,000
Point 2 Point	General Government	Machinery & Equipment												55,000	55,000
Server Hardware	General Government	Machinery & Equipment								75,000					75,000
City Hall Copier 3	General Government	Machinery & Equipment						12,000							12,000
City Hall Copier 2	General Government	Machinery & Equipment							15,000						15,000
City Hall Copier 1	General Government	Machinery & Equipment								15,000					15,000
Pool Copier	General Government	Machinery & Equipment									12,000				12,000
Fieldhouse Copier	General Government	Machinery & Equipment										12,000			12,000
City Hall Copier 2	General Government	Machinery & Equipment											15,000		15,000
Don Ross Copier	General Government	Machinery & Equipment											12,000		12,000
City Hall Copier 1	General Government	Machinery & Equipment												15,000	15,000
City Hall Copier 3	General Government	Machinery & Equipment												12,000	12,000
Other major projects	General Government	Building												10,000,000	10,000,000
RCMP Detachment Building Parking Lot Key System Box Installation	Policing	Building		15	42,000										42,000
RCMP Detachment Building Mobile Shelving	Policing	Building		15	34,000										34,000
RCMP Detachment Building Replace All Flooring	Policing	Building		15		180,000									180,000
RCMP Cell Renovations	Policing	Building		10						500,000					500,000
RCMP Roof Replacement	Policing	Building		10				125,000			1,500,000				1,625,000

	Savings for future purchase
	New capital items
	New capital items being saved for future purchase
	Large Capital >\$5M

Ten Year Capital Plan - General Fund															
Name of project / purchase	Division	Asset Type	\$ Capital Reserve / Grant	Risk Rating	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	Total Project
Firehall roof re-coating	Fire & Protective	Building	2023 R= 320,000	25	-										320,000
Pumper Rescue Truck	Fire & Protective	Machinery & Equipment	2022 R = 625,000 2023 R = 225,877 2024 Investm return = 100,000	25	100,000	112,500	112,500								1,175,877
Aerial Ladder Truck L12	Fire & Protective	Machinery & Equipment	2022 R = 500,000	25	225,000	225,000	225,000	225,000	225,000	225,000	225,000	225,000	225,000		2,300,000
Fire Equipment (>\$400k)	Fire & Protective	Machinery & Equipment									200,000	200,000	315,000	235,000	950,000
Command Vehicle	Fire & Protective	Vehicle						85,000							85,000
Command Vehicle	Fire & Protective	Vehicle										90,000			90,000
Command Vehicle (Fire Chief)	Fire & Protective	Vehicle							85,000						85,000
Command Vehicle (Fire Chief)	Fire & Protective	Vehicle												90,000	90,000
35KW Cummins 3DSFAA Generator on trailer (airport)	Fire & Protective	Machinery & Equipment						40,000							40,000
Rescue Boat RB1	Fire & Protective	Machinery & Equipment								75,000					75,000
Fire hall upgrades/replacement	Fire & Protective	Building										1,000,000	9,000,000		10,000,000
Bylaw vehicle replacement (includes lights, tech and outfitting)	Municipal Enforcement	Vehicle		9		85,000									85,000
Bylaw vehicle replacement (includes lights, tech and outfitting)	Municipal Enforcement	Vehicle		9			85,000								85,000
Bylaw vehicle replacement (includes lights, tech and outfitting)	Municipal Enforcement	Vehicle		9				90,000							90,000
Bylaw vehicle replacement (includes lights, tech and outfitting)	Municipal Enforcement	Vehicle		9					90,000						90,000
Bylaw vehicle replacement (includes lights, tech and outfitting)	Municipal Enforcement	Vehicle		9						90,000					90,000
Bylaw vehicle replacement (includes lights, tech and outfitting)	Municipal Enforcement	Vehicle		9								95,000			95,000
Bylaw vehicle replacement (includes lights, tech and outfitting)	Municipal Enforcement	Vehicle		9									95,000		95,000
Bylaw vehicle replacement (includes lights, tech and outfitting)	Municipal Enforcement	Vehicle		9										95,000	95,000
Airport Security Fencing Project	Operations	Land improvement		9		50,000									50,000
Airport Security Fencing Project	Operations	Land improvement		9			50,000								50,000
Airport Security Fencing Project	Operations	Land improvement		9				50,000							50,000
Airport Security Fencing Project	Operations	Land improvement		9					50,000						50,000
Airport Security Fencing Project	Operations	Land improvement		9						50,000					50,000
Airport Security Fencing Project	Operations	Land improvement		9							50,000				50,000
Airport Security Fencing Project	Operations	Land improvement		9								50,000			50,000
Airport Security Fencing Project	Operations	Land improvement		9									50,000		50,000
Airport runway signs and lighting	Operations	Machinery & Equipment	2022 R= 400,000	9					1,200,000						1,600,000
Airport Maintenance Shop renovation (over head doors, roofing, etc.)	Operations	Building		9		200,000									200,000
Terminal Parking Lot	Operations	Land improvement		3							112,200				112,200
Runway 06-24 Asphalt Milling and Overlay	Operations	Engineered structure						551,200							551,200
Signal Lights camera, relamping, new batteries	Operations	Machinery & Equipment		9		130,000									130,000
Signal Lights camera, relamping, new batteries	Operations	Machinery & Equipment		9			140,000								140,000
Signal Lights camera, relamping, new batteries	Operations	Machinery & Equipment		9				150,000							150,000
Signal Lights camera, relamping, new batteries	Operations	Machinery & Equipment		9					160,000						160,000
Signal Lights camera, relamping, new batteries	Operations	Machinery & Equipment		9						170,000					170,000
Signal Lights camera, relamping, new batteries	Operations	Machinery & Equipment		9							180,000				180,000
Signal Lights camera, relamping, new batteries	Operations	Machinery & Equipment		9								190,000			190,000
Signal Lights camera, relamping, new batteries	Operations	Machinery & Equipment		9									200,000		200,000
Signal Lights camera, relamping, new batteries	Operations	Machinery & Equipment		9										200,000	200,000
Repair of Battleford Road From Territorial Drive to Pioneer Avenue	Operations	Engineered Structure		9		42,000									42,000
Marquis Avenue Road Gridding and hot asphalt West Side	Operations	Engineered Structure		15		100,000									100,000
Rehabilitation of Alley Between Amos and Henderson	Operations	Engineered Structure		9			45,000								45,000
Holstein Avenue Grinding and asphalt	Operations	Engineered Structure					200,000								200,000
Stormwater Improvements	Operations	Engineered Structure		15		225,000									225,000
Stormwater Improvements	Operations	Engineered Structure		15			225,000								225,000
Stormwater Improvements	Operations	Engineered Structure		15				225,000							225,000
Stormwater Improvements	Operations	Engineered Structure		15					225,000						225,000
Stormwater Improvements	Operations	Engineered Structure		15							225,000				225,000
Stormwater Improvements	Operations	Engineered Structure		15								225,000			225,000
Stormwater Improvements	Operations	Engineered Structure		15									225,000		225,000

	Savings for future purchase
	New capital items
	New capital items being saved for future purchase
	Large Capital >\$5M

Ten Year Capital Plan - General Fund															
Name of project / purchase	Division	Asset Type	\$ Capital Reserve / Grant	Risk Rating	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	Total Project
Fitness Equipment Replaced	Recreation	Machinery & Equipment		15											-
Fitness Equipment Replaced	Recreation	Machinery & Equipment		15											-
Court Floor Re-lining	Recreation	Building		9		100,000									100,000
InnovationPlex Outdoor Digital Sign Add On -All bldgs. Lit for night viewing	Recreation	Machinery & Equipment		15		14,000									14,000
Landscaping- drainage on building side by BCAC	Recreation	Lands improvement		15		40,000									40,000
Landscaping- drainage on building side by BCAC	Recreation	Lands improvement		15									40,000		40,000
Landscaping- drainage on building side by BCAC	Recreation	Lands improvement		15											-
Indoor Play Structure	Recreation	Machinery & Equipment		15		40,000									40,000
Screen Projector and Screen	Recreation	Machinery & Equipment		9		5,000									5,000
Batting Cages/Protection for Glass	Recreation	Building		9		30,000									30,000
Inflatables	Recreation	Machinery & Equipment		9		15,000									15,000
Inflatables	Recreation	Machinery & Equipment		9			15,000								15,000
Inflatables	Recreation	Machinery & Equipment		9				15,000							15,000
Curtain	Recreation	Machinery & Equipment		9		50,000	50,000	50,000	50,000	50,000					250,000
Track Floor- patch replacement & relining	Recreation	Building		9			75,000								75,000
Security cameras system replacement	Recreation	Machinery & Equipment		15			25,000								25,000
Electric Scissor Lift	Recreation	Machinery & Equipment		9			25,000								25,000
TV's- Display and Usage	Recreation	Machinery & Equipment		9			5,000								5,000
Front Reception Desk Replaced	Recreation	Building		9			30,000								30,000
Floor Wash machine	Recreation	Machinery & Equipment		9			35,000								35,000
Floor Wash machine	Recreation	Machinery & Equipment		9								40,000			40,000
Floor Wash machine	Recreation	Machinery & Equipment		9											-
LED Lights- Throughout Facility	Recreation	Building		9				80,000							80,000
Exterior Volleyball Pit/system	Recreation	Machinery & Equipment		5				25,000							25,000
Track Netting	Recreation	Building	2022 R = 150,000	9		137,500	137,500	137,500	137,500						700,000
Shed	Recreation	Building		9			10,000								10,000
Accessible Main Washroom Sinks (X2 washrooms)	Recreation	Building		9					20,000						20,000
Sound System	Recreation	Machinery & Equipment		9					20,000						20,000
Turf	Recreation	Building		5					100,000	100,000	100,000				300,000
Court/Turf Divider (X 2- court, X 1- turf)	Recreation	Building	2022 R = 100,000	9				137,500	137,500	137,500	137,500				650,000
COOP Aquatic Centre															
Entries Fobbed	Recreation	Building		9			8,000								8,000
Air flow distribution system upgrades	Recreation	Building	2022 R = 165,000	15		165,000	165,000	165,000							660,000
Replace deck chairs	Recreation	Machinery & Equipment		3		25,000									25,000
Projector & Screen	Recreation	Machinery & Equipment		9		50,000									50,000
Landscaping- far end of pool (change to zero scape)	Recreation	Land improvements		9		25,000									25,000
Concession Cooler/Fridge/Stove/Microwave	Recreation	Machinery & Equipment		15			20,000								20,000
Pool Fitness Equipment	Recreation	Machinery & Equipment		9			20,000								20,000
Pool Fitness Equipment	Recreation	Machinery & Equipment		9											-
New Filters	Recreation	Machinery & Equipment		9			90,000								90,000
New Filters	Recreation	Machinery & Equipment		9				90,000							90,000
New Filters	Recreation	Machinery & Equipment		9					90,000						90,000
Replace Spray Features	Recreation	Machinery & Equipment		9			13,000			90,000					90,000
Replace Spray Features	Recreation	Machinery & Equipment		9				20,000							20,000
Replace Spray Features	Recreation	Machinery & Equipment		9					20,000						20,000
Lockers	Recreation	Building		9		83,333	83,333	83,333							250,000
Tot Deck	Recreation	Building		9				15,000							15,000
Front Reception Desk Replaced	Recreation	Building		9				50,000							50,000
Front Reception Desk Replaced	Recreation	Building		9											-
Washing Machine	Recreation	Machinery & Equipment		5					5,000						5,000
Aquatic Wheelchair	Recreation	Machinery & Equipment		5					10,000						10,000
Aquatic Wheelchair	Recreation	Machinery & Equipment		5										12,000	12,000
Aquatic Handi-lift	Recreation	Machinery & Equipment		5						20,000					20,000
Inflatables	Recreation	Machinery & Equipment		5					20,000						20,000
Inflatables	Recreation	Machinery & Equipment		5											-
Floor Washer	Recreation	Machinery & Equipment		5					40,000						40,000
Floor Washer	Recreation	Machinery & Equipment		5										40,000	40,000
Replace Shed	Recreation	Building		5							20,000				20,000
Replace Slides	Recreation	Building	2022 R = 90,000	5				132,000	132,000	132,000	132,000	132,000	132,000	132,000	750,000
Employee Area and Change Room replaced	Recreation	Building		5					25,000	25,000	25,000	25,000			100,000

	Savings for future purchase
	New capital items
	New capital items being saved for future purchase
	Large Capital >\$5M

Ten Year Capital Plan - General Fund															
Name of project / purchase	Division	Asset Type	\$ Capital Reserve / Grant	Risk Rating	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	Total Project
Bleachers - baseball and/or soccer fields	Parks	Machinery & Equipment		9			18,000								18,000
Bleachers - baseball and/or soccer fields	Parks	Machinery & Equipment		9		18,000									18,000
Park Benches and Picnic Tables	Parks	Building		9		5,000									5,000
Park Benches and Picnic Tables	Parks	Building		9			5,000								5,000
Park Benches and Picnic Tables	Parks	Building		9		18,000									18,000
TransCanada Trail Dog Waste Stations (3)	Parks	Machinery & Equipment		9		5,000									5,000
New Playground/Park signs	Parks	Land Improvement		9		28,000									28,000
Swing Sets New or replaced	Parks	Machinery & Equipment		9		22,500									22,500
Swing Sets New or replaced	Parks	Machinery & Equipment		9			22,500								22,500
Metal Benches & Picnic Tables for Playground Areas	Parks	Engineering Structure		9		16,800									16,800
Metal Benches & Picnic Tables for Playground Areas	Parks	Engineering Structure		9			9,800								9,800
Metal Benches & Picnic Tables for Playground Areas	Parks	Engineering Structure		9				19,400							19,400
Kitchenette/Washroom upgrade- Kinsmen	Parks	Building		9		30,000									30,000
Gazebos for Parks	Parks	Building		25		50,000									50,000
Gazebos for Parks	Parks	Building		25			50,000								50,000
Gazebos for Parks	Parks	Building		25				55,000							55,000
Gazebos for Parks	Parks	Building		25					55,000						55,000
Woodlawn Cemetery Expansion	Parks	Land Improvement		9			50,000	1,000,000							1,050,000
DLC- Add sites& lane/remove sites that are under water	Parks	Land Improvement		5			80,000								80,000
DLC- Replace Septic Tanks (2)	Parks	Machinery & Equipment					70,000								70,000
Skate Park resurfacing	Parks	Land Improvement		9			40,000	40,000							80,000
Replace Asphalt on Kinsmen Splash pad	Parks	Engineering Structure		15			10,000								10,000
Kitchenette/Washroom upgrade- Centennial	Parks	Building		9			30,000								30,000
Trail Interpretative Signage (not River Valley)	Parks	Machinery & Equipment		9			15,000								15,000
Trail Interpretative Signage (not River Valley)	Parks	Machinery & Equipment		9							15,000				15,000
Adult Fitness Expansion- Seniors Equipment	Parks	Engineering Structure		9			70,000								70,000
Total Capital Assets on proposed Budget					3,085,082	16,260,384	19,976,550	25,654,767	72,366,416	19,436,200	7,232,750	5,397,250	18,659,000	15,480,000	203,548,400
GAS TAX FUNDING															
Pave Alley between 91st Street and 92nd Street 1800 block.	Operations	Engineered Structure		15	80,000										80,000
Crosswalk Lights at 17th Avenue and 100th Street	Operations	Machinery & Equipment	100,000	15	98,499										198,499
DRA - Ice Plant (2024 build)	Recreation	Machinery & Equipment	600,000	25	400,000										1,000,000
Aquatic Centre - Replace Rooftop Unit 1 & 2 (2024 builds)	Recreation	Building	425,029	25	274,971										700,000
Access Communications Centre Chiller	Recreation	Machinery & Equipment		25	125,000										125,000
Raptors Lounge-Washroom re-design for accessibility	Recreation	Building		15	70,000										70,000
Total Gas Tax projects					1,048,470										1,048,470
RESERVES SAVED FROM THE 1% - 2023 BALANCE															
City Hall Main Floor Washroom	General Government	Building		25	25,000										25,000
Pool Copier	General Government	Machinery & Equipment		3	12,000										12,000
Bylaw vehicle replacement (includes lights, tech and outfitting)	Municipal Enforcement	Vehicle		9	85,000										85,000
Signal Lights camera, relamping, new batteries	Operations	Machinery & Equipment		9	125,000										125,000
1/2 ton ELECTRIC truck	Operations	Vehicle		5	98,000										98,000
Charging stations (2)	Operations	Buildings	10,000	5	10,000										20,000
Outside Security Cameras (3 front, 2 back) - DRC	Recreation	Machinery & Equipment		25	9,000										9,000
Irrigation System Replacement - Parks	Parks	Engineering Structure	2023 R = 50,000	15	45,000										95,000
Total Capital Assets funded by savings of 1% increases					409,000										409,000
PROJECTS FROM THE 2024 1% INCREASE															
Airport Security Fencing Project	Operations	Land improvement		9	50,000										50,000
Stormwater Improvements	Operations	Engineered Structure		15	200,000										200,000
1.5 ton Crane / boom lift truck	Operations	Vehicles		15	200,000										200,000
Hot Box & Oiler - KM 8000 Tedd 4 ton trailer mounted asphalt hot box	Operations	Machinery & Equipment		15	100,000										100,000
Rooftop/Air Handler units replaced - Don Ross Community Centre	Recreation	Building		9	17,000										17,000
Lighting for McPhail Park	Parks	Land Improvement		15	12,000										12,000
Total Capital Assets funded by 2024 1% increase					579,000										579,000
Total General Fund Capital Assets for 2024					4,133,552	16,260,384	19,976,550	25,654,767	72,366,416	19,436,200	7,232,750	5,397,250	18,659,000	15,480,000	204,771,870

**GENERAL
GOVERNMENT &
POLICING**

	<i>Savings for future purchase</i>
	<i>New capital items</i>
	<i>New capital items being saved for future purchase</i>
	<i>Large Capital >\$5M</i>

2024 Capital Plan - General Fund							
Name of project / purchase	Division	Asset Type	Fund source (Reserve/Debt/Tax)	\$ Capital Reserve / Grant	Risk Rating	Requested 2024	Adjusted 2024
						20-Sep-23	20-Nov-23
ERP (Enterprise Resource Planning) Software	General Government	Machinery & Equipment	Reserve	500,000	9	100,000	-
Annual capital renewal	General Government	Engineering Structure				415,000	415,000
Annual capital renewal (2024)	General Government	Engineering Structure				155,000	155,000
City Hall Roof Replacement	General Government	Building	Reserve	R = 155,000 2024 Investm Return = 200,000	12	200,000	200,000
Renovation of City Hall OLD Council Chambers	General Government	Building			9	40,000	40,000
City-wide security camera solution	General Government	Machinery & Equipment			9	100,000	-
RCMP Detachment Building Parking Lot Key System Box Installation	Policing	Building			15	42,000	42,000
RCMP Detachment Building Mobile Shelving	Policing	Building			15	34,000	34,000
Total General Fund Capital Assets for 2024						1,086,000	886,000

RESERVES SAVED FROM THE 1% - 2023 BALANCE							
City Hall Main Floor Washroom	General Government	Building			25	25,000	25,000
Pool Copier	General Government	Machinery & Equipment			3	12,000	12,000
Total Capital Assets funded by savings of 1% increases						37,000	37,000

Changes to Proposed Capital Requests

Changes after draft presentation on **September 20, 2023**:

- ERP (Enterprise Resource Planning) software deferred to 2025
- City wide security cameras were deferred to 2025 and will have further discussion in the next year with RCMP to see where they are best located, capabilities, etc.

- Projects allocated to be funded with reserves saved from the 1% - 2023 balance
 - City hall main floor washroom
 - Pool photocopier

CITY OF NORTH BATTLEFORD
2024 CAPITAL BUDGET REQUEST

1% Property Tax increase dedicated to Annual Capital Renewal

The estimated balance of the dedicated levy fund from property taxes, as of December 31st, 2023, is \$418,000.

2024 Budget Proposal:

A proposed Property Tax increase of 1% for 2024, totaling approximately \$155,000, would be dedicated to a capital reserve fund for future capital projects. With this proposal, a total of \$570,000 would be taxed on an annual basis.

Proposed Plan for 2025 Budget:

The 2025 Budget document will outline suggested allocations for the 2023 and 2024 reserves in the amount of approximately \$988,000.

2025 Budget and Beyond:

Administration has reviewed the historical capital asset purchases for under \$200,000. Based on this analysis, Administration suggests the City should continue to increase this request on an annual basis until at least 2027.

**City of North Battleford
Capital Budget Request**

Project Name:	City Hall Roof Replacement	Department:	Operation Services	Division:	City Hall
Requester:	Seton Winterholt	Asset Type:	Betterment	Implementation:	Building Infrastructure
Date Requested:	September 11, 2023	Asset Category:	Buildings		

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

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



Priority area of strategic plan: Quality Infrastructure

Project Description/Summary:
In 2021, a roofing engineering firm was engaged by the City to complete a roof analysis on several City buildings. The City Hall roof was noted as severely deteriorated and in need of a full replacement. With the entire roof beyond 25 years old, there is little-to-no asphalt remaining on all of City Hall's roof sections. A large area has wind scoured membrane with splits and separation of the membrane. Typical life expectancy in Saskatchewan of the roof style on City Hall is 20 years.

Benefit of project/capital purchase:
Eliminate the risk of active leaks damaging the interior of the building.

Risk Management Rating 15

Pros: New roof will protect the building for the next 20 years.

Cons: Cost

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

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

	Reserve	2024	2025	2026	2027	Total Cost
Major project costs:						
Capital purchase	\$ 475,000	\$ 200,000	\$ 200,000	\$ 200,000	\$ 200,000	\$ 1,275,000
Other project costs, if any						\$ -
Reallocated	\$ 320,000					\$ 320,000
(A) Total Capital cost	\$ 155,000	\$ 200,000	\$ 200,000	\$ 200,000	\$ 200,000	\$ 955,000
(B) Funding Sources:						
Capital reserve/carry forward						\$ -
Sale of asset, if applicable						\$ -
External funding, i.e. grants						\$ -
Taxation required (A - B)	\$ 155,000	\$ 200,000	\$ 200,000	\$ 200,000	\$ 200,000	\$ 955,000

Prepared by: Kelcey Maksymchuk

Director responsible: Margarita Pena

Date: September 11, 2023

Date: September 11, 2023

Reviewed by Finance: Kelcey Maksymchuk

**City of North Battleford
Capital Budget Request**

Project Name: Renovation of OLD City Hall Council Chambers
 Requester: Margarita Pena
 Date Requested: September 12, 2023

Department: General Government
 Asset Type: Betterment
 Asset Category: Buildings

Division: City Hall
 Implementation: Building Infrastructure

Project Questions:

(Yes/No) Comment, if required

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

Yes	
No	
No	
No	

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

Project Description/Summary:
 The old Council Chambers could be renovated to better utilize the space. The proposal would be to create additional office spaces and a meeting room. The 2024 proposal is saving 50% of the projected cost to renovate the area in 2025.

Benefit of project/capital purchase:
 The benefit of this project is to have more office and meeting room space.

Risk Management Rating 9

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

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

	2024	2025	2026	2027	2028	Total Cost
Major project costs:						
Capital purchase	\$ 40,000	\$ 40,000				\$ 80,000
Other project costs, if any						\$ -
Less prior year spent						\$ -
(A) Total Capital cost	\$ 40,000	\$ 40,000	\$ -	\$ -	\$ -	\$ 80,000
(B) Funding Sources:						
Capital reserve/carry forward						\$ -
Sale of asset, if applicable						\$ -
External funding, i.e. grants						\$ -
Taxation required (A - B)	\$ 40,000	\$ 40,000	\$ -	\$ -	\$ -	\$ 80,000

Prepared by: Margarita Pena

Director responsible: Margarita Pena

Date: September 12, 2023

Date: September 12, 2023

Reviewed by Finance: Kelcey Maksymchuk

**City of North Battleford
Capital Budget Request**

Project Name:	RCMP Detachment Building Mobile Shelving	Department:	Policing	Division:	RCMP
Requester:	Kyle Palfy & Jesse Gilbert	Asset Type:	New Asset	Implementation:	EPAI
Date Requested:	September 11, 2023	Asset Category:	Buildings		

Project Questions:

(Yes/No) Comment, if required

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



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

Project Description/Summary:
SpaceSaver High Density Mobile Shelving Sections

Benefit of project/capital purchase:
Consolidation of files in North Battleford

Risk Management Rating **15**

Pros: Reduce travel back and forth between North Battleford and Regina for movement/maintenance of files. Reduction in costs associated to staff being away for that purpose. Reduce preparation time for transport of files. Decrease the vulnerability of sensitive material being out in the public. Reduced OH and S concerns for risk of injuries due to unnecessary of movement of heavier boxes of files. The system has been in use since the initial implementation with minimal operating costs.

Cons:

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

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

	2024	2025	2026	2027	2028	Total Cost
Major project costs:						
Capital purchase	\$ 34,000					\$ 34,000
Other project costs, if any						\$ -
Less prior year spent						\$ -
(A) Total Capital cost	\$ 34,000	\$ -	\$ -	\$ -	\$ -	\$ 34,000
(B) Funding Sources:						
Capital reserve/carry forward						\$ -
Sale of asset, if applicable						\$ -
External funding, i.e. grants						\$ -
Taxation required (A - B)	\$ 34,000	\$ -	\$ -	\$ -	\$ -	\$ 34,000

Prepared by: Insp. Jesse Gilbert

Director responsible: Margarita Pena

Date: September 12, 2023

Date: September 13, 2023

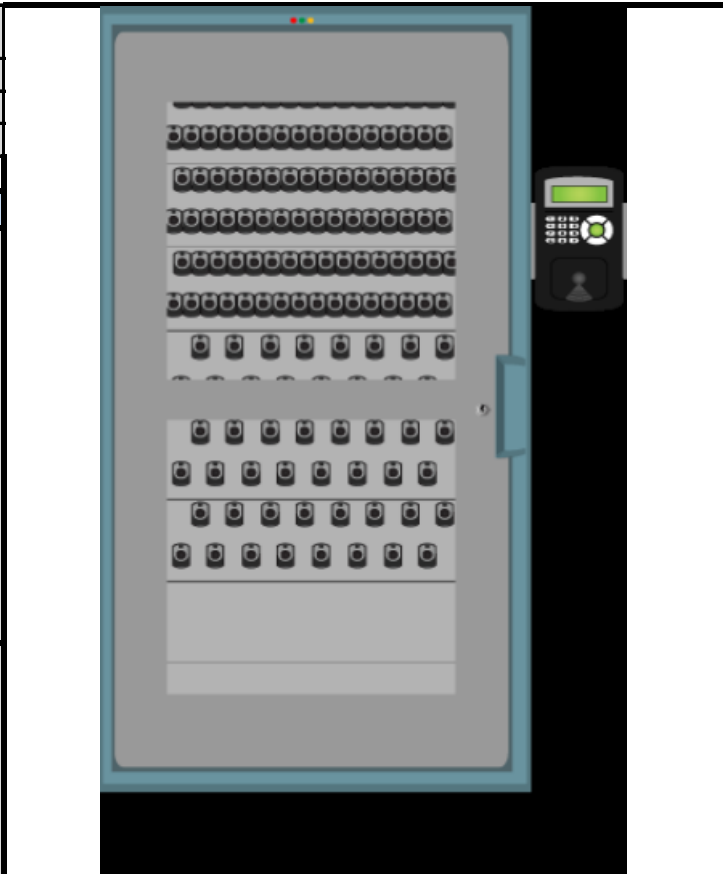
Reviewed by Finance: Kelcey Maksymchuk

**City of North Battleford
Capital Budget Request**

Project Name:	RCMP Detachment Building Parking Lot Key System Box Installation	Department:	Policing	Division:	RCMP
Requester:	Kyle Palfy & Jesse Gilbert	Asset Type:	New Asset	Implementation:	EPAI
Date Requested:	September 11, 2023	Asset Category:	Buildings		

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

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



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

Project Description/Summary:
Real Time Networks Inc. - Key Tracer: 144 Key System: The total costs covers Remote Technical Services, Installation, Training and Shipping, excluding all duties, fees, import taxes and other charges

Benefit of project/capital purchase:
The system will allow the RCMP to secure and control access to keys used for their fleet and moveable high value assets.

Risk Management Rating **15**

Pros: The ability to secure all RCMP vehicles (34) and moveable assets and track their usage. Restrict access to those not authorized to use equipment or vehicles. Restrict access when there are issues to be repaired, preventing additional damage and increased costs. Reduce impact to Admin Staff tracking vehicle assignments, monthly logs, completing inventory of high value items, which allows more time to focus on operational priorities. Increase time of operational members on the road by decreasing time lost in relation to tracking down equipment for regular servicing, maintenance, or deployment.

Cons: Increased costs associated to the potential for additional damage incurred when items or vehicles are not taken out of service. Increased costs in relation to replacement of lost or damaged assets.

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

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

	2024	2025	2026	2027	2028	Total Cost
Major project costs:						
Capital purchase	\$ 42,000					\$ 42,000
Other project costs, if any						\$ -
Less prior year spent						\$ -
(A) Total Capital cost	\$ 42,000	\$ -	\$ -	\$ -	\$ -	\$ 42,000
(B) Funding Sources:						
Capital reserve/carry forward						\$ -
Sale of asset, if applicable						\$ -
External funding, i.e. grants						\$ -
Taxation required (A - B)	\$ 42,000	\$ -	\$ -	\$ -	\$ -	\$ 42,000

Prepared by: Insp. Jesse Gilbert

Director responsible: Margarita Pena

Date: September 12, 2023

Date: September 13, 2023

Reviewed by Finance: Kelcey Maksymchuk

**City of North Battleford
Capital Budget Request**

Project Name:	City Hall Main Floor Washroom	Department:	General Government	Division:	City Hall
Requester:	Marianne Nero	Asset Type:	Betterment	Implementation:	EPAI
Date Requested:	September 13, 2023	Asset Category:	Buildings		

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

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

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

Project Description/Summary:
This project is to create a single staff washroom on the main floor of City Hall similar to the single washroom in the Breton Building.

Currently there are washrooms on the floor with the Old Council Chambers and in the basement level. There are no washrooms on the main floor. This has the potential to be an accessibility issue for some staff.

Benefit of project/capital purchase:
Staff will be able to quickly and safely access a washroom without having to negotiate stairs.

Risk Management Rating: **25**

Pros: Improves staff working conditions and improves accessibility

Cons: Cost

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

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

	2024	2025	2026	2027	2028	Total Cost
Major project costs:						
Capital purchase	\$ 25,000					\$ 25,000
Other project costs, if any						\$ -
Less prior year spent						\$ -
(A) Total Capital cost	\$ 25,000	\$ -	\$ -	\$ -	\$ -	\$ 25,000
(B) Funding Sources:						
Capital reserve/carry forward						\$ -
Sale of asset, if applicable						\$ -
External funding, i.e. grants						\$ -
Taxation required (A - B)	\$ 25,000	\$ -	\$ -	\$ -	\$ -	\$ 25,000

Prepared by: James Johansen

Director responsible: James Johansen

Date: September 12, 2023

Date: September 11, 2023

Reviewed by Finance: Kelcey Maksymchuk

**City of North Battleford
Capital Budget Request**

Project Name:	Aquatic Centre Copier	Department:	General Government	Division:	Parks & Recreation
Requester:	Daniel Aucamp	Asset Type:	Replacement	Implementation:	City Hall
Date Requested:	September 7, 2023	Asset Category:	Machinery & Equipment		

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

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



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

Project Description/Summary:
The copier at the Aquatic Centre has been there for eight years and has become a risk for failure due to the printing volume of this location. The copier is to be replaced by a new medium duty copier. This copier will be moved to another department for the rest of its duty.

Benefit of project/capital purchase:
The new copier will provide more reliable and higher volume service to the Aquatic Centre and provide a replacement for another department.

Risk Management Rating **3**

Pros: More efficient, better features, cost savings (per page).

Cons: Initial up-front cost.

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

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

	2024	2025	2026	2027	2028	Total Cost
Major project costs:						
Capital purchase	\$ 12,000					\$ 12,000
Other project costs, if any						\$ -
Less prior year spent						\$ -
(A) Total Capital cost	\$ 12,000	\$ -	\$ -	\$ -	\$ -	\$ 12,000
(B) Funding Sources:						
Capital reserve/carry forward						\$ -
Sale of asset, if applicable						\$ -
External funding, i.e. grants						\$ -
Taxation required (A - B)	\$ 12,000	\$ -	\$ -	\$ -	\$ -	\$ 12,000

Prepared by: Daniel Aucamp

Director responsible: Margarita Pena

Date: September 7, 2023

Date: September 7, 2023

Reviewed by Finance: Kelcey Maksymchuk

EPAI

2024 Capital Plan - General Fund							
Name of project / purchase	Division	Asset Type	Fund source (Reserve/Debt/Tax)	\$ Capital Reserve / Grant	Risk Rating	Requested 2024	Adjusted 2024
						20-Sep-23	20-Nov-23
Alley/Walking Path 114th From 9th Ave to 13th Ave	EPAI	Engineering Structure	Grant	180,000	9	40,000	-
Sidewalk - 110th to Territorial Phase 3 - 114th Street to Territorial Dr	EPAI	Engineering Structure	Grant	87,500	15	87,500	87,500
East Territorial Drive Overlay	EPAI	Engineering Structure	Grant	747,000	15	-	243,000
Transportation Master Plan							
Highway 4 & West Territorial Drive / South Railway Avenue	EPAI	Engineering Structure			15	235,000	-
East approach Highway 4 & West Territorial Dr/ South Railway Ave	EPAI	Engineering Structure			15	-	178,499
Intersection of Territorial Drive & Carlton Trail / Pioneer Avenue Intersection Upgrade	EPAI	Engineering Structure	Grant	862,500	15	50,000	50,000
Total General Fund Capital Assets for 2024						412,500	558,999

Changes to Proposed Capital Requests

Changes after draft presentation on **September 20, 2023**:

- Alley/Walking Path 114th From 9th Ave to 13th Ave deferred to start saving in 2026
- Highway 4 & West Territorial Drive/South Railway Avenue project was split up into 3 projects. The East approach is included as an option for 2024 and the other two are planned for future years and/or depending on grant funding availability
- New project added - East Territorial Drive Overlay

**City of North Battleford
Capital Budget Request**

Project Name: **Pioneer Drive
Pedestrian Connection**

Requester: **James Johansen**

Date Requested: **September 9, 2023**

Department: **EPAI**

Asset Type: **New Asset**

Asset Category: **Engineered Structures**

Division: **EPAI**

Implementation: **EPAI**

Project Questions:

(Yes/No) Comment, if required

Is the project multi-year in scope?	Yes	Phase 1 and Phase 2 are approved.
Are cost savings anticipated?	No	
Are revenues anticipated?	No	
Has external funding been secured?	No	Grants may be available.



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

Project Description/Summary:
Project is to install a pedestrian connection between 110th Street (near KAL Tire) to the intersection of Territorial Drive and Pioneer Drive.

This will provide a good pedestrian connection between the city downtown and the commercial area located at and near the Frontier Mall. It also improves the pedestrian connection to the InnovationPlex facilities.

Benefit of project/capital purchase:
Improves the City's active transportation system.

Risk Management Rating **15**

Pros: Improved public safety.

Cons: Cost

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

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

	2024	2025	2026	2027	2028	Total Cost
Major project costs:						
Capital purchase	\$ 175,000					\$ 175,000
Other project costs, if any						\$ -
Less prior year spent						\$ -
(A) Total Capital cost	\$ 175,000	\$ -	\$ -	\$ -	\$ -	\$ 175,000
(B) Funding Sources:						
Capital reserve/carry forward						\$ -
Sale of asset, if applicable						\$ -
External funding, i.e. grants	\$ 87,500					\$ 87,500
Taxation required (A - B)	\$ 87,500	\$ -	\$ -	\$ -	\$ -	\$ 87,500

Prepared by: **James Johansen**

Director responsible: **James Johansen**

Date: **September 9, 2023**

Date: **September 9, 2023**

Reviewed by Finance: **Kelcey Maksymchuk**

**City of North Battleford
Capital Budget Request**

Project Name: **East Territorial Drive Overlay**
 Requester: **James Johansen**
 Date Requested: **November 1, 2023**

Department: **EPAI**
 Asset Type: **Rehabilitation**
 Asset Category: **Land Improvements**

Division: **EPAI**
 Implementation: **EPAI**

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

Is the project multi-year in scope?	Yes	
Are cost savings anticipated?	No	
Are revenues anticipated?	No	
Has external funding been secured?	No	UHCP Grant has been applied for

Priority area of strategic plan: **Healthy & Safe Community**
 Project Description/Summary:
 Project is to overlay Territorial Drive from Highway 4 to Airport Road and includes widening the northbound section of Territorial Drive to 2 lanes past the Airport Road intersection.

Benefit of project/capital purchase:
 Extends the life of the infrastructure and improves the safety as the location of the transition of the 2 lane to one lane for north bound traffic is at the end of a curve.

Risk Management Rating: **15**
 Pros: Extends infrastructure life, Improved public safety
 Cons: Cost



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

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

	2024	2025	2026	2027	2028	Total Cost
Major project costs:						
Capital purchase	\$ 990,000		\$ 1,150,000			\$ 2,140,000
Other project costs, if any						\$ -
Less prior year spent						\$ -
(A) Total Capital cost	\$ 990,000	\$ -	\$ 1,150,000	\$ -	\$ -	\$ 2,140,000
(B) Funding Sources:						
Capital reserve/carry forward						\$ -
Sale of asset, if applicable						\$ -
External funding, i.e. grants	\$ 747,000					\$ 747,000
Taxation required (A - B)	\$ 243,000	\$ -	\$ 1,150,000	\$ -	\$ -	\$ 1,393,000

Prepared by: **James Johansen**

Director responsible: **James Johansen**

Date: **November 1, 2023**

Date: **November 1, 2023**

Reviewed by Finance: _____

**City of North Battleford
Capital Budget Request**

Project Name:

South Railway Avenue Rebuild

 Requester:

James Johansen

 Date Requested:

September 11, 2023

Department:

EPAI

 Asset Type:

Rehabilitation

 Asset Category:

Engineered Structures

Division:

EPAI

 Implementation:

EPAI

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

Is the project multi-year in scope?	Yes	
Are cost savings anticipated?	No	
Are revenues anticipated?	No	
Has external funding been secured?	No	Grants may be available.



Priority area of strategic plan:

Healthy & Safe Community

 Project Description/Summary:
 Project is to rebuild South Railway Avenue (Don Ross Hill) for the weight of vehicles using this road.



Benefit of project/capital purchase:
 Fixes the east approach to the Highway 4 intersection that continually ruts and require repairs.

Risk Management Rating

15

 Pros: Fixes infrastructure that is continually failing. Improved public safety
 Cons: Cost

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

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

	2024	2025	2026	2027	2028	Total Cost
Major project costs:						
Capital purchase	\$ 178,499	\$ 271,501				\$ 450,000
Other project costs, if any						\$ -
Less prior year spent						\$ -
(A) Total Capital cost	\$ 178,499	\$ 271,501	\$ -	\$ -	\$ -	\$ 450,000
(B) Funding Sources:						
Capital reserve/carry forward						\$ -
Sale of asset, if applicable						\$ -
External funding, i.e. grants						\$ -
Taxation required (A - B)	\$ 178,499	\$ 271,501	\$ -	\$ -	\$ -	\$ 450,000

Prepared by:

James Johansen

Director responsible:

James Johansen

Date:

November 1, 2023

Date:

November 1, 2023

Reviewed by Finance:

Kelcey Maksymchuk

UPDATED - NOVEMBER 10, 2023

**City of North Battleford
Capital Budget Request**

Project Name: Territorial Drive & Carlton Trail / Pioneer
 Requester: James Johansen
 Date Requested: September 11, 2023

Department: EPAI
 Asset Type: Betterment
 Asset Category: Engineered Structures

Division: EPAI
 Implementation: EPAI

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

Is the project multi-year in scope?	Yes	
Are cost savings anticipated?	No	
Are revenues anticipated?	No	
Has external funding been secured?	No	Grants may be available.



Priority area of strategic plan: **Healthy & Safe Community**
 Project Description/Summary:
 Design and planning to be done in 2024. Project is to upgrade the intersection of Territorial Drive & Carlton Trail/Pioneer Avenue. The project consists of:
 - Improvement of pedestrian crossings
 - Rebuilding the road structure
 - Upgrading traffic signals



Benefit of project/capital purchase:
 Improves the safety at this intersection

Risk Management Rating: **15**
 Pros: Improved public safety.
 Cons: Cost

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

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

	2024	2025	2026	2027	2028	Total Cost
Major project costs:						
Capital purchase	\$ 50,000		\$ 1,150,000			\$ 1,200,000
Other project costs, if any						\$ -
Less prior year spent						\$ -
(A) Total Capital cost	\$ 50,000	\$ -	\$ 1,150,000	\$ -	\$ -	\$ 1,200,000
(B) Funding Sources:						
Capital reserve/carry forward						\$ -
Sale of asset, if applicable						\$ -
External funding, i.e. grants			\$ 862,500			\$ 862,500
Taxation required (A - B)	\$ 50,000	\$ -	\$ 287,500	\$ -	\$ -	\$ 337,500

Prepared by: James Johansen

Director responsible: James Johansen

Date: September 11, 2023

Date: September 11, 2023

Reviewed by Finance: Kelcey Maksymchuk

FIRE & PROTECTION

	<i>Savings for future purchase</i>
	<i>New capital items</i>
	<i>New capital items being saved for future purchase</i>
	<i>Large Capital >\$5M</i>

2024 Capital Plan - General Fund							
Name of project / purchase	Division	Asset Type	Fund source (Reserve/D ebt/Tax)	\$ Capital Reserve / Grant	Risk Rating	Requested 2024	Adjusted 2024
						20-Sep-23	20-Nov-23
Firehall roof re-coating	Fire & Protective	Building	Reserve	320,000	25	-	-
Pumper Rescue Truck	Fire & Protective	Machinery & Equipment	Reserve	2022 R = 625,000 2023 R = 225,877 2024 Investm return = 100,000	25	100,000	100,000
Aerial Ladder Truck L12	Fire & Protective	Machinery & Equipment		2022 R = 500,000	25	200,000	225,000
Total General Fund Capital Assets for 2024						300,000	325,000

RESERVES SAVED FROM THE 1% - 2023 BALANCE							
Bylaw vehicle replacement (includes lights, tech and outfitting)	Municipal Enforcement	Vehicle			9	85,000	85,000
Total Capital Assets funded by savings of 1% increases						85,000	85,000

Changes to Proposed Capital Requests

Changes after draft presentation on **September 20, 2023:**

- Aerial ladder truck - change to funding strategy with \$500,000 allocated from reserves to project
- Projects allocated to be funded with reserves saved from the 1% - 2023 balance
 - Bylaw vehicle replacement (includes lights, tech and outfitting)

**City of North Battleford
Capital Budget Request**

Project Name:	NBFD Roof Re-Coating	Department:	Fire & Protective	Division:	Fire
Requester:	Seton Winterholt	Asset Type:	Replacement	Implementation:	EPAI
Date Requested:	Sept. 7, 2023	Asset Category:	Buildings		

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

Is the project multi-year in scope?	No	
Are cost savings anticipated?	Yes	Prevention of costs of interior damage
Are revenues anticipated?	No	
Has external funding been secured?	No	

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

Project Description/Summary:
Due to active leaking in the North Battleford Fire Department building, a roofing consultant was brought in to complete an assesment of the roof. The building was built in 1980. In 2007, a spray polyurethane foam (SPF) was applied to the metal roof to address leaking at that time. The SPF coating has not been re-applied since and is now deteriorated, becoming water saturated and leaking into the building. The consultant recommends a removal of the existing SPF, installation of additional insulation and a new SPF coating. There are also several false facia sections that are trapping snow on the roof, which the consultant has recommended be removed.



Benefit of project/capital purchase:
Extending the life expectancy of the building. Eliminate risk of damage to building, components, and equipment inside the building.

Risk Management Rating: **25**

Pros: Planning to replacement and rehabilitation has began before any major damage to the building. Life expectancy of building to be extended.

Cons: Cost

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

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

	2024	2025	2026	2027	2028	Total Cost
Major project costs:						
Capital purchase	\$ 320,000					\$ 320,000
Other project costs, if any						\$ -
Less prior year spent						\$ -
(A) Total Capital cost	\$ 320,000	\$ -	\$ -	\$ -	\$ -	\$ 320,000
(B) Funding Sources:						
Capital reserve/carry forward	\$ 320,000					\$ 320,000
Sale of asset, if applicable						\$ -
External funding, i.e. grants						\$ -
Taxation required (A - B)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

Prepared by: Seton Winterholt

Director responsible: Lindsay Holm / James Johansen

Date: Sept. 7, 2023

Date: Sept. 7, 2023

Reviewed by Finance: Kelcey Maksymchuk

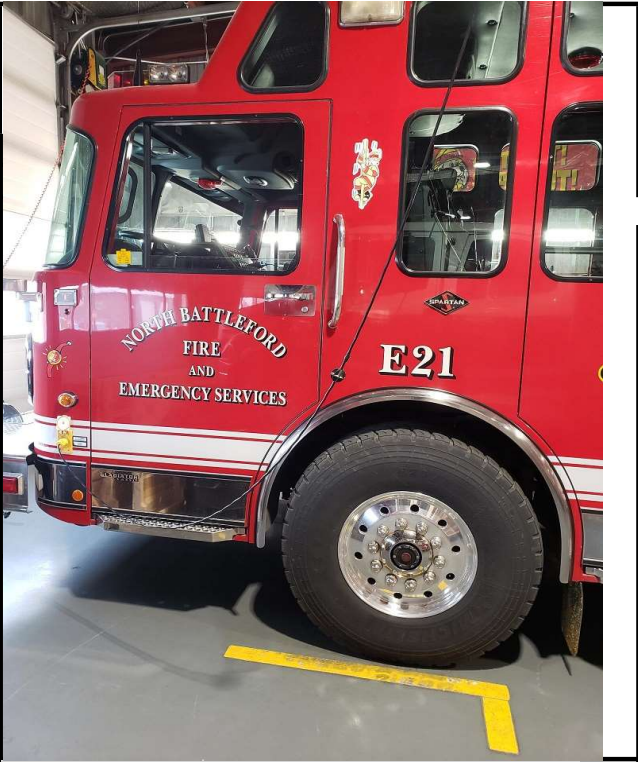
**City of North Battleford
Capital Budget Request**

Project Name:	Pumper Truck Replacement	Division:	Fire & Protective	Division:	Fire
Requester:	Lindsay Holm	Asset Type:	Replacement	Implementation:	Fleet
Date Requested:	September 11, 2023	Asset Category:	Machinery & Equipment		

Project Questions:

(Yes/No) Comment, if required

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



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

Project Description/Summary:
This engine replaces the existing Engine 21 that will reach its maximum age for certification of ULC Rating for front-line use. This engine will be purchased in 2026 to ensure certification of all fleet vehicles as required by ULC standards. Currently there is a two-year build cycle on fire apparatuses. Due to this lengthy delay, Administration would request Council's permission to order this replacement apparatus in January 2024.

Benefit of project/capital purchase:
This purchase will ensure that the City is meeting its obligations for community safety by ensuring ULC compliance for its firefighting fleet. Having engines within their respective underwriters' service life reduces maintenance costs.

Risk Management Rating **25**

Pros: Ensures emergency equipment is always operationally ready and within lifecycle standards.

Cons: Cost, length of build cycle requires early ordering.

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

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

	Reserves	2024	2025	2026	2027	Total Cost
Major project costs:						
Capital purchase	\$ 850,877	\$ 100,000	\$ 112,500	\$ 112,500		\$ 1,175,877
Other project costs, if any						\$ -
Less prior year spent						\$ -
(A) Total Capital cost	\$ 850,877	\$ 100,000	\$ 112,500	\$ 112,500	\$ -	\$ 1,175,877
(B) Funding Sources:						
Capital reserve/carry forward						\$ -
Sale of asset, if applicable						\$ -
External funding, i.e. grants						\$ -
Taxation required (A - B)	\$ 850,877	\$ 100,000	\$ 112,500	\$ 112,500	\$ -	\$ 1,175,877

Prepared by: Lindsay Holm

Director responsible: Lindsay Holm

Date: September 11, 2023

Date: September 11, 2023

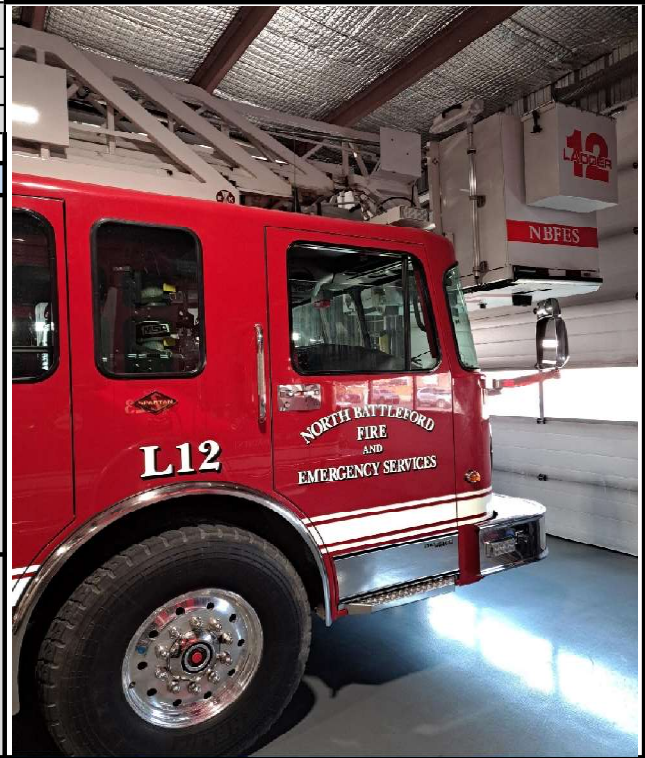
Reviewed by Finance: Kelcey Maksymchuk

**City of North Battleford
Capital Budget Request**

Project Name:	Aerial Ladder Truck	Department:	Fire & Protective	Division:	Fire
Requester:	Lindsay Holm	Asset Type:	Replacement	Implementation:	Fleet
Date Requested:	September 11, 2023	Asset Category:	Machinery & Equipment		

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

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



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

Project Description/Summary:
The existing ladder truck is reaching the end of its front line use lifecycle for Underwriter certification. Due to the cost of replacing this apparatus, Administration recommends the pushing back the purchase of this unit until 2028. The cost of this unit is high and this allows the City a longer budgeting period to allocate approximately \$2.3 million to purchase a replacement for the existing ladder truck.

Benefit of project/capital purchase:
Deferring the purchase to the 2028 budget year will lessen the burden on taxpayers, allowing for the purchase to come out of capital dollars versus the City incurring costs of borrowing to purchase this apparatus. This deferral will require additional maintenance to achieve extra use on this apparatus, but the unit has been well maintained with extremely low mileage and engine hours.

Risk Management Rating **25**

Pros: Replacing at a later date will allow the City to save up and purchase through Capital budget expenses versus incurring costs of borrowing.

Cons: Maintenance and additional work will be required to ensure the existing ladder truck can achieve its life cycle until it is replaced in 2028.

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

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

	Reserves	2024	2025	2026	2027 - 2031	Total Cost
Major project costs:						
Capital purchase	\$ 500,000	\$ 225,000	\$ 225,000	\$ 225,000	\$ 1,125,000	\$ 2,300,000
Other project costs, if any						\$ -
Less prior year spent						\$ -
(A) Total Capital cost	\$ 500,000	\$ 225,000	\$ 225,000	\$ 225,000	\$ 1,125,000	\$ 2,300,000
(B) Funding Sources:						
Capital reserve/carry forward						\$ -
Sale of asset, if applicable						\$ -
External funding, i.e. grants						\$ -
Taxation required (A - B)	\$ 500,000	\$ 225,000	\$ 225,000	\$ 225,000	\$ 1,125,000	\$ 2,300,000

Prepared by: Lindsay Holm

Director responsible: Lindsay Holm

Date: September 11, 2023

Date: September 11, 2023

Reviewed by Finance: Kelcey Maksymchuk

**City of North Battleford
Capital Budget Request**

Project Name:	Bylaw Office Vehicle	Division:	Fire & Protective	Division:	Municipal Enforcement
Requester:	Lindsay Holm	Asset Type:	New Asset	Implementation:	Fleet
Date Requested:	September 11, 2023	Asset Category:	Vehicle		

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

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

Priority area of strategic plan: Organizational Excellence

Project Description/Summary:
Administration recommends the purchase of a second Plug-In Hybrid vehicle (PHEV). A new PHEV unit would replace the oldest unit in the fleet, Unit 91. A new unit will be retrofitted with a police package, complete with watchguard video and radar.



Benefit of project/capital purchase:
This unit will reduce emissions and fuel costs for daily operations.

Risk Management Rating 9

Pros: Newer vehicles require less repairs, better fuel efficiency, lower carbon footprint with fewer gas emissions.

Cons: Cost of the unit.

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

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

	2024	2025	2026	2027	2028	Total Cost
Major project costs:						
Capital purchase	85,000					85,000
Other project costs, if any						-
Less prior year spent						-
(A) Total Capital cost	85,000	-	-	-	-	85,000
(B) Funding Sources:						
Capital reserve/carry forward						-
Sale of asset, if applicable						-
External funding, i.e. grants						-
Taxation required (A - B)	85,000	-	-	-	-	85,000

Prepared by: Lindsay Holm

Director responsible: Lindsay Holm

Date: September 11, 2023

Date: September 11, 2023

Reviewed by Finance: Kelcey Maksymchuk

OPERATIONS

	Savings for future purchase
	New capital items
	New capital items being saved for future purchase
	Large Capital >\$5M

2024 Capital Plan - General Fund							
Name of project / purchase	Division	Asset Type	Fund source (Reserve/Debt/ Tax)	\$ Capital Reserve / Grant	Risk Rating	Requested	Adjusted
						20-Sep-23	20-Nov-23
Tandem Truck complete with box set up for sander	Operations	Vehicle	Reserve	2022 R = 43,750 2023 R = 29,300	15	275,000	231,250
Wheel Loader without front snowblower	Operations	Machinery & Equipment		2022 R = 600,000	15	200,000	125,000
Compactor	Waste Management	Machinery & Equipment		2022 R = 500,000	15	100,000	333,333
Household Hazardous Waste Depot	Waste Management	Building			15	75,000	75,000
Total General Fund Capital Assets for 2024						650,000	764,583
Gas Tax Funding							
Pave Alley between 91st Street and 92nd Street 1800 block.	Operations	Engineered Structure			15	80,000	80,000
Crosswalk Lights at 17th Avenue and 100th Street	Operations	Machinery & Equipment	Grant - SGI	100,000	15	85,000	98,499
Total Gas Tax Funding						165,000	178,499
RESERVES SAVED FROM THE 1% - 2023 BALANCE							
Signal Lights camera, relamping, new batteries	Operations	Machinery & Equipment			9	125,000	125,000
1/2 ton ELECTRIC truck	Operations	Vehicle			5	98,000	98,000
Charging stations (2)	Operations	Buildings			5	10,000	10,000
Total Capital Assets funded by savings of 1% increases						233,000	233,000
PROJECTS FROM THE 2024 1% INCREASE							
Airport Security Fencing Project	Operations	Land improvement			9	50,000	50,000
Stormwater Improvements	Operations	Engineered Structure			15	200,000	200,000
1.5 ton Crane / boom lift truck	Operations	Vehicles			15	200,000	200,000
Hot Box & Oiler - KM 8000 Tedd 4 ton trailer mounted asphalt hot box	Operations	Machinery & Equipment			15	100,000	100,000
Total Capital Assets funded by 2024 1% increase						550,000	550,000

Changes to Proposed Capital Requests

Changes after draft presentation on **September 20, 2023**:

- Tandem Truck complete w/ box set up for sander - change to funding strategy with \$43,750 allocated from reserves to project therefore reducing 2024 request
- Wheel loader and snow blower increased from \$600k to \$1.1 M. Change to funding strategy with \$600,000 allocated from reserves
- Crosswalk lights @ 17th avenue & 100th street increased from \$185,000 to \$198,499. Change to funding strategy noted on one-page document
- Compactor project date moved from 2028 to 2026 therefore increased change to funding strategy required

- Projects allocated to be funded with reserves saved from the 1% - 2023 balance
 - o Signal Lights camera, relamping, new batteries
 - o 1/2 ton Electric Truck
 - o Charging stations (2) for electric vehicles

- Projects allocated to be funded with Annual Capital Renewal funding (2024 - 1% tax increase)
 - o Airport Security Fencing Project
 - o Stormwater improvements
 - o 1.5 ton Crane/Boom Lift Truck
 - o Hot Box & Oiler

**City of North Battleford
Capital Budget Request**

Project Name:	Tandem Dump Truck	Department:	EPAI	Division:	Roads
Requester:	Fleet	Asset Type:	Replacement	Implementation:	Roads
Date Requested:	September 8, 2023	Asset Category:	Machinery & Equipment		

<u>Project Questions:</u>	(Yes/No)	Comment, if required
Is the project multi-year in scope?	No	
Are cost savings anticipated?	Yes	New equipment is more fuel efficient
Are revenues anticipated?	No	
Has external funding been secured?	Yes (Please)	Insurance payout from 1333

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

Project Description/Summary:
The tandem dump truck is a crucial part of our fleet of equipment. In the winter months the tandem dump trucks are utilized primarily for snow clearing. In the summer months they are used to haul road products such as gravel and dirt to a worksite, or haul materials such as dirt and mud away from a dig site. The tandem truck hauls approximately 4 tonnes (4,000 kgs) more product in one load than one of our older 3-ton trucks. They also increase additional capacity for snow clearing than the capacity of a 3-ton truck. In 2023, the unit PK 1333 was written off in a roll-over and the unit needs to be replaced. We also require a back-up truck for our slide-in sander. By outfitting this unit for our slide-in sander, it would fulfill both needs. Other sanding units are aging and down time is increasing, so a back-up for the slide-in sander ensures a sanding truck is always available in the winter months.



Benefit of project/capital purchase:
Added capacity for snow clearing and product hauling
Replacement unit for PK1333 that was a total loss
would be covered by warranty and have parts more available
provide down time coverage for slide-in Sander
carbon and greenhouse gasses
New unit
Unit would
New units emit less

Risk Management Rating **15**
Risk Management Rating due to total loss of previous unit
Pros: See benefit of project. Cost includes outfitting for slide-in sander
Cons: Cost of unit, Delivery time of new units can be lengthy

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

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

	2024	2025	2026	2027	2028	Total Cost
Major project costs:						
Capital purchase	\$ 304,300					\$ 304,300
Other project costs, if any						\$ -
Less prior year spent						\$ -
(A) Total Capital cost	\$ 304,300	\$ -	\$ -	\$ -	\$ -	\$ 304,300
(B) Funding Sources:						
Capital reserve/carry forward	\$ 73,050					\$ 73,050
Sale of asset, if applicable						\$ -
External funding, i.e. grants						\$ -
Taxation required (A - B)	\$ 231,250	\$ -	\$ -	\$ -	\$ -	\$ 231,250

Prepared by: Trevor Gray	Director responsible: James Johaneson
Date: September 8, 2023	Date: September 8, 2023

Reviewed by Finance: **Kelcey Maksymchuk**

UPDATED - NOVEMBER 10, 2023

**City of North Battleford
Capital Budget Request**

Project Name:	Wheel loader with snow blower	Department:	Operation Services	Division:	Fleet
Requester:	Fleet	Asset Type:	Replacement	Implementation:	Roads
Date Requested:	September 7, 2023	Asset Category:	Machinery & Equipment		

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

Is the project multi-year in scope?	Yes	
Are cost savings anticipated?	Yes	Existing Equipment moved to Airport use
Are revenues anticipated?	No	
Has external funding been secured?	No	



Priority area of strategic plan: Organizational Excellence

Project Description/Summary:
The wheel loader and snowblower is used by the Roadways department. The wheel loader is used year-round for loading gravel and other road products. The snowblower is used to load trucks during snow removal operations with the following advantages:
- vastly improving on the productivity of snow clearing; fills six tandem trucks in the same time it takes a loader to fill four
- less wear and tear on equipment than loading trucks with a loader
- less stress on operators, and
- does a better job cleaning streets. The current wheel loader is a highly utilized piece of equipment. Due to high usage hours, it is approaching the need for replacement. It can still perform in an intermittent and/or backup role. The current snowblower has been well used and has reached a point where it is not reliable and is costly to repair. It can still effectively perform in an intermittent and/or backup role.
The Fleet optimization action plan calls for the replacement of the wheel loader and snowblower. The plan indicates that the current wheel loader and snowblower will replace the existing units at the airport, where a standby unit is always required. The units to be disposed of are:
- PW 300: a 1978 SMI 5250 Airport Snowblower with 1937 engine hours
- PK 1702: a 2002 Case 521D loader with 1768 engine hours
The current wheel loader and snowblower to be stationed at the Airport are:
- PW 217: a 2015 John Deere 644K with 5642 Engine hours
- PW 557: a 2015 RPM Snow Thrower with 565 engine hours (note: this unit has low hours, but needs to be replaced due to parts are not or not easily available)
The old units located at the airport would serve as backups for a new unit.

Benefit of project/capital purchase:
Ensures service delivery for snow removal, updates necessary equipment at the Airport

Risk Management Rating 15

Pros: Better dependability for snow removal.
The 1978 snowblower currently at the airport does not have much utilization and it is a critical piece of equipment for airport operations.

Cons: Cost of equipment

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

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

	2024	2025	2026	2027	2028	Total Cost
Major project costs:						
Capital purchase	\$ 275,000	\$ 275,000	\$ 275,000	\$ 275,000		\$ 1,100,000
Other project costs, if any						\$ -
Less prior year spent						\$ -
(A) Total Capital cost	\$ 275,000	\$ 275,000	\$ 275,000	\$ 275,000	\$ -	\$ 1,100,000
(B) Funding Sources:						
Capital reserve/carry forward	\$ 150,000	\$ 150,000	\$ 150,000	\$ 150,000		\$ 600,000
Sale of asset, if applicable						\$ -
External funding, i.e. grants						\$ -
Taxation required (A - B)	\$ 125,000	\$ 125,000	\$ 125,000	\$ 125,000	\$ -	\$ 500,000

Prepared by: Trevor Gray

Director responsible: James Johaneson

Date: September 7, 2023

Date: September 7, 2023

Reviewed by Finance: Kelcey Maksymchuk

**City of North Battleford
Capital Budget Request**

Project Name:	Landfill Compactor	Department:	Operation Services	Division:	Waste Management
Requester:	Fleet	Asset Type:	Replacement	Implementation:	EPAI
Date Requested:	September 8, 2023	Asset Category:	Machinery & Equipment		

Project Questions:

(Yes/No) Comment, if required

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



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

Project Description/Summary:
The landfill compactor is one of the most important machines at the Waste Management Facility. When waste is dumped off, it is pushed into position by the landfill dozer. The landfill compactor will then level the waste and pack it into place. The cleats on the compactor wheels are specifically designed to maximize both traction and compaction. Proper compaction in a landfill can optimize incoming revenue and even delay the need to build new cells. With even a 5% increase in compaction over time, it can substantially increase the life of existing landfill cells. Our current landfill compactor has been well utilized, and has far surpassed its life expectancy and is wearing out. An investment in a new landfill compactor will help to ensure the future success and lengthen the capacity of our Waste Management Facility. The information on our current unit is as follows: Unit # WM0600 - a 2004 Caterpillar 826G with 21,089 engine hours on existing hour meter.

Benefit of project/capital purchase:
New units are scientifically designed to substantially increase compaction. New units are more fuel efficient, and emit less carbon and greenhouse gases. Improved compaction can extend the life of existing landfill cells. New unit would be covered by warranty. The existing compactor could fail at any time.

Risk Management Rating **15**

The Risk Management Rating takes into account the condition of the existing unit
Pros: New units are scientifically designed to substantially increase compaction. New units are more fuel efficient, and emit less carbon and greenhouse gases. Improved compaction can extend the life of existing landfill cells. New unit would be covered by warranty. The existing compactor could fail at any time.
Cons: Cost of the unit. Delivery of new equipment can sometimes be delayed.

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

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

	2024	2025	2026	2027	2028	Total Cost
Major project costs:						
Capital purchase	\$ 500,000	\$ 500,000	\$ 500,000			\$ 1,500,000
Other project costs, if any						\$ -
Less prior year spent						\$ -
(A) Total Capital cost	\$ 500,000	\$ 500,000	\$ 500,000	\$ -	\$ -	\$ 1,500,000
(B) Funding Sources:						
Capital reserve/carry forward	\$ 166,667	\$ 166,667	\$ 166,667			\$ 500,000
Sale of asset, if applicable						\$ -
External funding, i.e. grants						\$ -
Taxation required (A - B)	\$ 333,333	\$ 333,333	\$ 333,333	\$ -	\$ -	\$ 1,000,000

Prepared by: Trevor Gray

Director responsible: James Johansen

Date: September 8, 2023

Date: September 8, 2023

Reviewed by Finance: Kelcey Maksymchuk

**City of North Battleford
Capital Budget Request**

Project Name:	Household Hazardous Waste Depot	Department:	Operation Services	Division:	Waste Management
Requester:	Jeff Blanchard	Asset Type:	New Asset	Implementation:	Waste Management
Date Requested:	September 11, 2023	Asset Category:	Buildings		

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

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



Priority area of strategic plan: Healthy & Safe Community

Project Description/Summary:
In 2021 the City started dialogue with a new Environmental Stewardship Program - Product Care. Product Care is working with communities to partially fund Household Hazardous Waste Days (HHWD) and depots. The City would purchase/build a permanent regional HHWD depot. A third-party contractor would pick up waste from the facility on a scheduled or as-needed basis. A permanent depot would reduce the cost of the HHWD program while increasing the program's effectiveness and reach. Product Care covers a portion of the disposal costs (items covered by the program) and would rent a portion of the Depot Space. The City would continue paying for non-product HHWD disposal.

Benefit of project/capital purchase:
The City and regional community would benefit from a year-round receiving facility located at the Waste Management Facility. This will keep more contaminants out of the landfill and reduce risk to the environment.

Risk Management Rating 15

Pros: Reducing the amount of HHWD that enters the environment. Providing a regional asset that is accessible year round.

Cons: Initial cost and continued expenses for a non-stewardship HHWD.

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

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

	2024	2025	2026	2027	2028	Total Cost
Major project costs:						
Capital purchase	\$ 75,000					\$ 75,000
Other project costs, if any						\$ -
Less prior year spent						\$ -
(A) Total Capital cost	\$ 75,000	\$ -	\$ -	\$ -	\$ -	\$ 75,000
(B) Funding Sources:						
Capital reserve/carry forward						\$ -
Sale of asset, if applicable						\$ -
External funding, i.e. grants						\$ -
Taxation required (A - B)	\$ 75,000	\$ -	\$ -	\$ -	\$ -	\$ 75,000

Prepared by: Jeff Blanchard

Director responsible: Steward Schafer

Date: September 12, 2023

Date: September 12, 2023

Reviewed by Finance: Kelcey Maksymchuk

**City of North Battleford
Capital Budget Request**

Project Name:	Paving 1800 Block Back Alley from 91st to 92nd Street	Department:	Operation Services	Division:	Roads
Requester:	Stewart Schafer	Asset Type:	Betterment	Implementation:	Roads
Date Requested:	September 12, 2023	Asset Category:	Engineered Structures		

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

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



Priority area of strategic plan: Quality Infrastructure

Project Description/Summary:
Due to the flat nature of the back alley of the 1800 block between 91st and 92nd Streets and the issue of properties on 91st Street being lower lying than the alley, normal grading of the alley has not been able to successfully direct water toward the street for proper drainage.

Operations suggests the back alley be paved with a slight concave shape with the lower section located towards the west side to the center of the alley. Operations also suggests that a slight 2- to 3- inch (50mm to 75 mm) curb be formed at the east side of alley, directing water away from the properties. Homeowners could then drive over the curb to get access to their back alley driveways. This project will have to be designed and tendered.

Benefit of project/capital purchase:
Prevents flooding for properties on 91st Street, allows appropriate drainage of excess water and precipitation.

Risk Management Rating 9

Pros: The paved alley will direct rainwater/snow melt to the street to be collected by storm water sewer catch basins.

Cons: The cost to pave the back alley. During lengthy rainfall periods or during a large amount of fast-melting snow, water may cross over the curb and cause property flooding.

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

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

	2024	2025	2026	2027	2028	Total Cost
Major project costs:						
Capital purchase	\$ 80,000					\$ 80,000
Other project costs, if any						\$ -
Less prior year spent						\$ -
(A) Total Capital cost	\$ 80,000	\$ -	\$ -	\$ -	\$ -	\$ 80,000
(B) Funding Sources:						
Capital reserve/carry forward						\$ -
Sale of asset, if applicable						\$ -
External funding, i.e. grants	\$ 80,000					\$ 80,000
Taxation required (A - B)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

Prepared by: Stewart Schafer

Director responsible: Stewart Schafer

Date: September 12, 2023

Date: September 12, 2023

Reviewed by Finance: Kelcey Maksymchuk

**City of North Battleford
Capital Budget Request**

Project Name:	Crosswalk Lights - 17th Ave/100th St	Department:	Operation Services	Division:	Roads
Requester:	Stewart Schafer	Asset Type:	New Asset	Implementation:	Roads
Date Requested:	September 13, 2023	Asset Category:	Machinery & Equipment		

Project Questions:

(Yes/No)	Comment, if required
No	
No	
No	
No	A application has been placed with the SGI Provincial Traffic Safety program



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

Project Description/Summary:
 The project would involve the installation of two overhead crosswalk signal lights over 100th Street at the 100th Street/17th Avenue intersection. The signs will be equipped with flashing lights to indicate a stoppage of traffic when activated by pedestrians wishing to cross 100th Street.
 This project has been submitted to the SGI Provincial Safety Fund grant program and this project is pending successful grant application. Should the grant application be unsuccessful, this project will not proceed.



Benefit of project/capital purchase:
 The installation of crosswalk lights will stop traffic at a busy intersection to allow pedestrians a safe crossing at 100th Street/17th Avenue.

Risk Management Rating 15

Pros: The crosswalk light will warn drivers of pedestrians trying to cross the road. Grant funding would allow this improvement to be covered by SGI.

Cons: If the SGI grant is not approved, the project will not move forward.

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

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

	2024	2025	2026	2027	2028	Total Cost
Major project costs:						
Capital purchase	\$ 198,499					\$ 198,499
Other project costs, if any						\$ -
Less prior year spent						\$ -
(A) Total Capital cost	\$ 198,499	\$ -	\$ -	\$ -	\$ -	\$ 198,499
(B) Funding Sources:						
Capital reserve/carry forward						\$ -
Sale of asset, if applicable						\$ -
External funding, i.e. grants	\$ 198,499					\$ 198,499
Taxation required (A - B)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

Prepared by: Stewart Schafer

Director responsible: Stewart Schafer

Date: September 13, 2023

Date: September 13, 2023

Reviewed by Finance: Kelcey Maksymchuk

**City of North Battleford
Capital Budget Request**

Project Name:	Signal Light Upgrades	Division:	Operation Services	Division:	Roads
Requester:	Stewart Schafer	Asset Type:	New Asset	Implementation:	Roads
Date Requested:	September 8, 2023	Asset Category:	Machinery & Equipment		

Project Questions:

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



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

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

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

Risk Management Rating 9

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

Cons: The cost of upgrading the existing signal lights.

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

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

	2023	2024	2025	2026	2027	Total Cost
Major project costs:						
Capital purchase	\$ 125,000					\$ 125,000
Other project costs, if any						\$ -
Less prior year spent						\$ -
(A) Total Capital cost	\$ 125,000	\$ -	\$ -	\$ -	\$ -	\$ 125,000
(B) Funding Sources:						
Capital reserve/carry forward						\$ -
Sale of asset, if applicable						\$ -
External funding, i.e. grants						\$ -
Taxation required (A - B)	\$ 125,000	\$ -	\$ -	\$ -	\$ -	\$ 125,000

Prepared by: Stewart Schafer

Director responsible: Stewart Schafer

Date: September 8, 2023

Date: September 8, 2023

Reviewed by Finance: Kelcey Maksymchuk

**City of North Battleford
Capital Budget Request**

Project Name:	1/2 ton fully electric pick-up truck	Department:	EPAI	Division:	Parks & Recreation
Requester:	Fleet	Asset Type:	Replacement	Implementation:	Fleet
Date Requested:	September 8, 2023	Asset Category:	Vehicle		

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

Is the project multi-year in scope?	No	
Are cost savings anticipated?	No	
Are revenues anticipated?	No	
Has external funding been secured?	Yes (Please)	Grants may be available



Priority area of strategic plan: Sustainability

Project Description/Summary:
A first for the City of North Battleford, the electric pick-up truck would give the City an opportunity to see how electric vehicles fit in and would be utilized within the City's fleet. The Government of Canada has passed legislation stating that all light trucks and passenger vehicles sold in Canada must be zero-emissions vehicles by 2035. Early entry into the electric-vehicle movement would provide the City's fleet services department an opportunity to learn about the benefits of EVs (electric vehicles) and determine maintenance needs. Longterm, it allows the City to be a leading community in lowering of its carbon footprint. Many cities are already making large-scale changes and this investment in an EV would be a good way to move toward this energy-efficient vehicle era. The information on the unit to be replaced is as follows: Unit # PK1005: a 2002 Ford F-150 Regular Cab truck, odometer at 221,512 Kilometers. Current unit condition: Very rusty and worn out.

Benefit of project/capital purchase:
This unit would help lower the City's carbon footprint. A project like this would help us learn how electric vehicles fit in to a City fleet and get used to the potential benefits and draw backs of these units. Help the City be seen as a leader in addressing climate change. The new unit comes with warranty and the unit it would replace could fail at any time due to its current condition.

Risk Management Rating 5
The Risk Management Rating will increase yearly as we approach 2035.
Pros: See benefits of project. The price includes unit setup (Charging station, headache rack, beacons, etc.)
Cons: Cost of unit, delays in delivery, unknown draw backs of unit.

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

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

	2024	2025	2026	2027	2028	Total Cost
Major project costs:						
Capital purchase	\$ 98,000					\$ 98,000
Other project costs, if any						\$ -
Less prior year spent						\$ -
(A) Total Capital cost	\$ 98,000	\$ -	\$ -	\$ -	\$ -	\$ 98,000
(B) Funding Sources:						
Capital reserve/carry forward						\$ -
Sale of asset, if applicable						\$ -
External funding, i.e. grants						\$ -
Taxation required (A - B)	\$ 98,000	\$ -	\$ -	\$ -	\$ -	\$ 98,000

Prepared by: Trevor Gray

Director responsible: James Johansen

Date: September 8, 2023

Date: September 8, 2023

Reviewed by Finance: Kelcey Maksymchuk

**City of North Battleford
Capital Budget Request**

Project Name:	EV Charging Station	Department:	EPAI	Division:	Building Infrastructure
Requester:	Seton Winterholt	Asset Type:	New Asset	Implementation:	EPAI
Date Requested:	September 13, 2023	Asset Category:	Buildings		

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

Is the project multi-year in scope?	No	
Are cost savings anticipated?	Yes	Reduced Fuel Consumption
Are revenues anticipated?		
Has external funding been secured?	Yes (Please)	Grant



Priority area of strategic plan: Sustainability

Project Description/Summary:
In 2022, Administration hired Fleet Challenge to review the size and type of fleet vehicles and equipment to determine the number and types of vehicles required by the City in the future. One item that was brought forward was that the Federal Government has mandated that internal combustion engines will no longer be produced by 2035 (12 years from now). Fleet Challenge is recommending that the City start budgeting and installing level-2 charging stations (250 volt) for a future electric fleet. Fleet Challenge has also recommended that the City start purchasing several electric vehicles and begin to downsize the internal combustion engine fleet. The first proposed charging station would be located at the Parks Shop or at the Waste Water Treatment Plant as a pilot project. Data from one unit would assist in building out electrification plans for the future.

Benefit of project/capital purchase:
The installation of the charging station would allow for remote charging of the plug-in vehicle. The charging stations will also allow the City to start the conversion of its fleet from existing internal combustion engine vehicles to plug-in electric vehicles. This should ultimately reduce the City's carbon footprint over time.

Risk Management Rating 5

Pros: Charging station installation will allow for remote charging of the plug-in vehicles. The charging stations will also allow the city to start the conversion of its existing internal combustion engine fleet vehicles to plug-in electric vehicles, which should ultimately reduce the City's carbon footprint and cut down on fuel expenses.

Cons: The cost to install the charging units. It is anticipated that the proposed locations outlined in this project will require the least amount of infrastructure change to accommodate the charging station.

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

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

	2024	2025	2026	2027	2028	Total Cost
Major project costs:						
Capital purchase	\$ 20,000					\$ 20,000
Other project costs, if any						\$ -
Less prior year spent						\$ -
(A) Total Capital cost	\$ 20,000	\$ -	\$ -	\$ -	\$ -	\$ 20,000
(B) Funding Sources:						
Capital reserve/carry forward						\$ -
Sale of asset, if applicable						\$ -
External funding, i.e. grants	\$ 10,000					\$ 10,000
Taxation required (A - B)	\$ 10,000	\$ -	\$ -	\$ -	\$ -	\$ 10,000

Prepared by: Seton Winterholt

Director responsible: James Johansen

Date: September 13, 2023

Date: September 13, 2023

Reviewed by Finance: Kelcey Maksymchuk

**City of North Battleford
Capital Budget Request**

Project Name:	Airport Wildlife Fence	Department:	Operation Services	Division:	Airport
Requester:	Fran DeKock	Asset Type:	New Asset	Implementation:	Airport
Date Requested:	September 11, 2023	Asset Category:	Land Improvements		

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

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



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

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

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

Risk Management Rating **9**

Pros: The fence will secure the airport airside from trespassers and animals.

Cons: The cost and time to install the fence.

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

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

	2024	2025	2026	2027	2028	Total Cost
Major project costs:						
Capital purchase	\$ 50,000					\$ 50,000
Other project costs, if any						\$ -
Less prior year spent						\$ -
(A) Total Capital cost	\$ 50,000	\$ -	\$ -	\$ -	\$ -	\$ 50,000
(B) Funding Sources:						
Capital reserve/carry forward						\$ -
Sale of asset, if applicable						\$ -
External funding, i.e. grants						\$ -
Taxation required (A - B)	\$ 50,000	\$ -	\$ -	\$ -	\$ -	\$ 50,000

Prepared by: Stewart Schafer

Director responsible: Stewart Schafer

Date: September 11, 2023

Date: September 11, 2023

Reviewed by Finance: Kelcey Maksymchuk

**City of North Battleford
Capital Budget Request**

Project Name: **Stormwater Improvements**
 Requester: **Stewart Schafer**
 Date Requested: **September 12, 2023**

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

Division: **Waterworks**
 Implementation: **Waterworks**

Project Questions:

(Yes/No) Comment, if required

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

Yes	As part of a multi-year drainage fix in Parsons Industrial Park
No	
No	
No	Operations has invited SaskWater to participate in the study.



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

Project Description/Summary:
 As part of a study to try to mitigate flooding in the Parsons Industrial Park, AllNorth Consulting Ltd. has been commissioned to study that area and determine the best way to drain surface runoff from properties to the North Saskatchewan River. The study started in September 2023 and is to be completed in the late fall or early spring of 2024. As part of the study, AllNorth must develop a multi-year program on improving drainage through Parsons Industrial Park, with each stage costing no more than \$200,000.

Benefit of project/capital purchase:
 The benefit of the project will improve property values and reduce insurance claims by preventing flood damage to buildings, equipment, and properties by directing surface water through proper drainage.

Risk Management Rating 15
 Pros: Reduction of insurance claims against the City while increasing property values.
 Cons: The cost to develop and implement a surface water drainage system.

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

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

	2024	2025	2026	2027	2028	Total Cost
Major project costs:						
Capital purchase	\$ 200,000					\$ 200,000
Other project costs, if any						\$ -
Less prior year spent						\$ -
(A) Total Capital cost	\$ 200,000	\$ -	\$ -	\$ -	\$ -	\$ 200,000
(B) Funding Sources:						
Capital reserve/carry forward						\$ -
Sale of asset, if applicable						\$ -
External funding, i.e. grants						\$ -
Taxation required (A - B)	\$ 200,000	\$ -	\$ -	\$ -	\$ -	\$ 200,000

Prepared by: **Stewart Schafer**

Director responsible: **Stewart Schafer**

Date: **September 12, 2023**

Date: **September 12, 2023**

Reviewed by Finance: **Kelcey Maksymchuk**

**City of North Battleford
Capital Budget Request**

Project Name: 1.5 ton crane / boom lift truck
 Requester: Fleet
 Date Requested: Sept 07 / 2023

Division: Operation Services
 Asset Type: Replacement
 Asset Category: Vehicle

Division: Fleet
 Implementation: Fleet

Project Questions:

(Yes/No) Comment, if required

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



Priority area of strategic plan: Quality Infrastructure

Project Description/Summary:

As part of our action plan for the fleet study done in 2022, the 1.5 ton crane/boom lift truck will replace two current units that are aging; one of which is nearly beyond use at present time. This unit is to be shared between departments needing occasional use of a crane/boom including Parks, Fleet and Building Maintenance. This unit will also cover the regular crane/boom needs of the Water and Waste Water treatment plants for lifting pumps and other large items where other apparatuses that assist with lifts cannot access. It will also act as a service truck for the mechanics at the fleet shop and replace the existing service truck. The mechanics in the fleet shop often require a crane and the fleet shop is not set up for an overcrane - this unit would fill that need.

The ability to replace two units with this proposed single unit will help reach the goal to reduce the size of the fleet while still maintaining the same level of service. The units to be replaced are:

- PW133: a 1989 Ford F-700 with a 1976 HIAB articulating crane. This unit is in "rough shape" with 5187 engine hours and 135,450 Kilometers.
- PK 1636: a 2008 F-450 service truck with 1,191 engine hours and 19,894 Kilometers.

The PK 1636 unit could be utilized elsewhere to replace a fleet vehicle that is in worse condition.

Pros:

Reduces fleet by one unit, adds a dependable unit for water treatment plant which often deals with after-hours emergency calls, reduces maintenance costs with one less unit, and the crane allows fleet mechanics to lift heavy equipment components and attachments

Risk Management Rating

15

Risk Management rating due to the old age of the existing crane truck

Pros: Parts availability, replaces aging units

Cons: The cost of the unit, added communication and determining process for sharing unit

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

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

	2023	2024	2025	2026	2027	Total Cost
Major project costs:						
Capital purchase	\$ 200,000					\$ 200,000
Other project costs, if any						\$ -
Less prior year spent						\$ -
(A) Total Capital cost	\$ 200,000	\$ -	\$ -	\$ -	\$ -	\$ 200,000
(B) Funding Sources:						
Capital reserve/carry forward						\$ -
Sale of asset, if applicable						\$ -
External funding, i.e. grants						\$ -
Taxation required (A - B)	\$ 200,000.00	\$ -	\$ -	\$ -	\$ -	\$ 200,000

Prepared by: Trevor Gray

Director responsible: James Johaneson

Date: September 7, 2023

Date: August 15, 2023

Reviewed by Finance: Kelcey Maksymchuk

**City of North Battleford
Capital Budget Request**

Project Name:	4-ton Asphalt hot box/oiler	Division:	Operation Services	Division:	Roads
Requester:	Fleet	Asset Type:	New Asset	Implementation:	Fleet
Date Requested:	September 7, 2023	Asset Category:	Machinery & Equipment		

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



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

Project Description/Summary:
The asphalt hot box and oiler is used every working day without rain in the summer months to carry hot asphalt from the asphalt recycler to roads throughout the city that require patching or pot hole filling. The addition of the asphalt recycler has improved the City's ability to provide hot asphalt to this unit.

The existing asphalt hot box is near the end of its useful life and requires frequent repairs, causing substantial delays in the repair of patches and potholes. This unit should only be used in a backup and intermittent role.

The new asphalt hot box will allow the Roadways department to complete patching and filling of potholes in a reliable manner. Having a backup/intermittent-use unit will allow the Roadways department to:

- a. have a backup unit so the patching crew remains active in the case of a breakdown
- b. occasionally run two separate crews with existing staff

As there is no current backup unit, asphalt repair work does not occur during an equipment breakdown.

The new unit also has a tack oiler, a feature not on the current unit. The tack oiler saves time and is cleaner as staff will not have to pour or paint cold oil out of pails when preparing patches to receive hot asphalt.

Benefit of project/capital purchase:
Increase in productivity, increased and expedited road repairs with the ability to occasionally run two separate crews.

Risk Management Rating **15**

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

Cons: Cost of unit purchase

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

	2024	2025	2026	2027	2028	Total Cost
Major project costs:						
Capital purchase	\$ 100,000.00					\$ 100,000.00
Other project costs, if any						\$ -
Less prior year spent						\$ -
(A) Total Capital cost	\$ 100,000.00	\$ -	\$ -	\$ -	\$ -	\$ 100,000.00
(B) Funding Sources:						
Capital reserve/carry forward						\$ -
Sale of asset, if applicable						\$ -
External funding, i.e. grants						\$ -
Taxation required (A - B)	\$ 100,000.00	\$ -	\$ -	\$ -	\$ -	\$ 100,000.00

Prepared by: Trevor Gray

Director responsible: James Johansen

Date: September 7, 2023

Date: September 7, 2023

Reviewed by Finance: Kelcey Maksymchuk

PARKS & RECREATION

	Savings for future purchase
	New capital items
	New capital items being saved for future purchase
	Large Capital >\$5M

2024 Capital Plan - General Fund								
Name of project / purchase	Division	Asset Type	Fund source (Reserve/D ebt/Tax)	\$ Capital Reserve / Grant	Risk Rating	Requested 2024	Adjusted 2024	
						20-Sep-23	20-Nov-23	
Access Communications Centre								
Reconditioning of facility - Phase 1 & 2	Recreation	Building			25	1,400,000	260,000	
Don Ross Arena								
Arena radiant heater replacement	Recreation	Building			15	50,000	-	
Nations West Fieldhouse								
Concession Shelves/Counter	Recreation	Building			15	15,000	15,000	
Fire Suppression Guards (Sprinklers)	Recreation	Building		27,000	15	13,000	13,000	
COOP Aquatic Centre								
Spot Grout Replacement	Recreation	Building			15	40,000	-	
Parks								
Recreation improvements in Connaught School Area	Parks	Engineering Structure			9	60,000	50,000	
King Hill Play Structure Enhancement	Parks	Engineering Structure	Grant	20,000	9	37,500	37,500	
Permanent Outdoor Rink Dasher Board	Parks	Engineering Structure			15	75,000	175,000	
Total General Fund Capital Assets for 2024						1,690,500	550,500	
Gas Tax Funding								
DRA - Ice Plant (2024 build)	Recreation	Machinery & Equipment		600,000	25	600,000	400,000	
Aquatic Centre - Replace Rooftop Unit 1 & 2 (2024 builds)	Recreation	Building		425,029	25	274,971	274,971	
Access Communications Centre Chiller	Recreation	Machinery & Equipment			25	125,000	125,000	
Raptors Lounge-Washroom re-design for accessibility	Recreation	Building			15	70,000	70,000	
Total Gas Tax Funding						1,069,971	869,971	
TOTAL						2,760,471	1,420,471	
RESERVES SAVED FROM THE 1% - 2023 BALANCE								
Outside Security Cameras (3 front, 2 back) - DRC	Recreation	Machinery & Equipment			25	9,000	9,000	
Irrigation System Replacement - Parks	Parks	Engineering Structure	Reserve	50,000	15	45,000	45,000	
Total Capital Assets funded by savings of 1% increases						54,000	54,000	
PROJECTS FROM THE 2024 1% INCREASE								
Rooftop/Air Handler units replaced - DRC	Recreation	Building			9	17,000	17,000	
Lighting for McPhail - Parks	Parks	Land Improvement			15	12,000	12,000	
Total Capital Assets funded by 2024 1% increase						29,000	29,000	

Changes to Proposed Capital Requests

Changes after draft presentation on September 20, 2023:

- Reconditioning of ACC - change to planned work to only include projects needing to be completed for next 5 years
- Arena radiant heater replacement project deferred to 2025
- Spot grouting removed from capital requests - ongoing maintenance will be completed instead which was added to operating budget
- Recreation improvements in Connaught School Area decreased from \$180,000 to \$100,000
- Outdoor Rink cost increased from \$150,000 (save over 2 years) to \$175,000 and due to a change to funding strategy

- Projects allocated to be funded with reserves saved from the 1% - 2023 balance
 - DRC - Outside Security Cameras (3 front, 2 back)
 - Parks - Irrigation systems replacement

- Projects allocated to be funded with Annual Capital Renewal funding (2024 - 1% tax increase)
 - DRC - Rooftop/Air Handler units replaced
 - Lighting for McPhail Park

**City of North Battleford
Capital Budget Request**

Project Name:	Access Center Structural Rehabilitation	Department:	Parks & Recreation	Division:	Parks & Recreation
Requester:	James Johansen	Asset Type:	Rehabilitation	Implementation:	EPAI
Date Requested:	September 11, 2023	Asset Category:	Buildings		

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

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

Project Description/Summary:
 2024 Project is to fix the emergency structural issues with the Access Center
 Replace north section of wall with large wooden door.
 Install new steel lintels for doors 10A and 10B.
 The following list of Projects is to fix the structural issues with the Access Center to
 Excavate to expose Foundation for inspection
 Engineering inspection of foundation
 Install Drainage system around building
 Repair damaged/spalling foundation concrete.
 Install waterproofing membrane on foundation.
 Backfill and restore surface
 Remediate vermiculite insulation in the block walls.
 Structural restoration of the exterior block walls, replacing damaged face shells or entire blocks, repointing mortar joints etc.
 Repair damaged concrete columns on south side of the building.
 Remove the interior roof insulation over the ice surface so trusses can fully inspected.
 Engineering inspection of roof trusses
 Repair roof trusses
 Reinstall insulation
 Remove the Auditorium ceiling finishes
 Replace Auditorium Roof Membrane
 Engineering inspection of roof rib arches during roof membrane replacement
 Repair roof rib arches
 Install insulation and ceiling finishes in Auditorium
 Restore and better protect exposed portions of the exterior sections of glulam beams
 Replace Arena Roof Membrane
 New exterior façade and wall envelope.



Benefit of project/capital purchase:
 The intent is to first address emergency structural issues and second to extend the buildings life to 2038

Risk Management Rating **25**

Pros: Improved public safety

Cons: Cost

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

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

	2024	2025	2026	2027	2028 - 2033	Total Cost
Major project costs:						
Capital purchase	\$ 260,000	\$ 4,550,000	\$ 5,907,000	\$ 1,190,000	\$ 250,000	\$ 12,157,000
Other project costs, if any					\$ 2,000,000	\$ 2,000,000
Less prior year spent						\$ -
(A) Total Capital cost	\$ 260,000	\$ 4,550,000	\$ 5,907,000	\$ 1,190,000	\$ 2,250,000	\$ 14,157,000
(B) Funding Sources:						
Capital reserve/carry forward						\$ -
Sale of asset, if applicable						\$ -
External funding, i.e. grants						\$ -
Taxation required (A - B)	\$ 260,000	\$ 4,550,000	\$ 5,907,000	\$ 1,190,000	\$ 2,250,000	\$ 14,157,000

Prepared by: James Johansen

Director responsible: James Johansen

Date: September 11, 2023

Date: September 11, 2023

Reviewed by Finance: Kelcey Maksymchuk

UPDATED - NOVEMBER 10, 2023

**City of North Battleford
2024 Capital Budget Request**

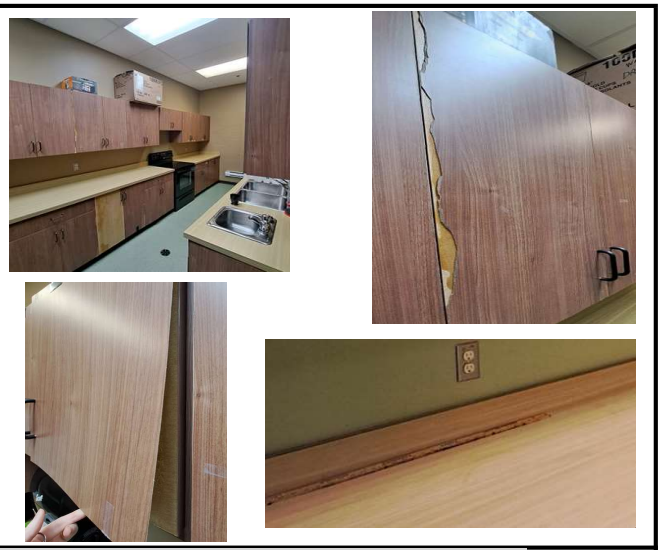
Project Name:	FH- CONCESSION UPGRADE	Department:	Parks & Recreation	Division:	Parks & Recreation
Requester:	Michelle Horncastle	Asset Type:	Replacement	Implementation:	EPAI
Date Requested:	Sept. 2023	Asset Category:	Buildings		

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

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

Project Description/Summary:
The NWFH Concession is heavily used by rental groups/individuals and the City. The shelves/counters are made of laminate on particle board. The laminate has been re-glued numerous times but it continues to separate and break. This has affected the look of the concession as well as its cleanliness - food particles and exhaust are impacting the particle board itself. Seamless counter tops and new shelving at this time would ensure continued utilization of the space.

Benefit of project/capital purchase:
Continue to provide a space that rental groups are willing to use and that the Health Inspector would deem safe for use. More durable products would extend the life of the concession which in turn would have a positive impact on its usage.



Risk Management Rating: **15**

Pros: Better durability. Improved and continued utilization.

Cons: Nil

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

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

	2024	2025	2026	2027	2028	Total Cost
Major project costs:						
Capital purchase	\$ 15,000					\$ 15,000
Other project costs, if any						\$ -
Less prior year spent						\$ -
(A) Total Capital cost	\$ 15,000	\$ -	\$ -	\$ -	\$ -	\$ 15,000
(B) Funding Sources:						
Capital reserve/carry forward	\$ -					\$ -
Sale of asset, if applicable						\$ -
External funding, i.e. grants						\$ -
Taxation required (A - B)	\$ 15,000	\$ -	\$ -	\$ -	\$ -	\$ 15,000

Prepared by: Michelle Horncastle

Director responsible: Cheryl DeNeire

Date: September 6, 2023

Date: September 6, 2023

Reviewed by Finance: Kelcey Maksymchuk

**City of North Battleford
2024 Capital Budget Request**

Project Name:	FH Fire Suppression Guards	Department:	Parks & Recreation	Division:	Parks & Recreation
Requester:	Seton Winterholt	Asset Type:	New Asset	Implementation:	EPAI
Date Requested:	September 9, 2023	Asset Category:	Engineered Structures		

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

Is the project multi-year in scope?	Yes	Reserves 2023
Are cost savings anticipated?	No	
Are revenues anticipated?	No	
Has external funding been secured?	No	

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

Project Description/Summary:
In 2022 a fire suppression system sprinkler head was dislodged from under the track area causing a major flood that ruined the artificial turf at the Field House. Sprinkler protection was added to all under the track sprinkler heads. This project would see the protection extended to the fire suppression heads that are at the main ceiling area of the building (turf/court side). This work was planned for 2023, however, the increase in costs associated to this project has required the project to be delayed to 2024 for completion. Closure of the facility will be required. A plan to address the length of the closure is being developed - to determine the least amount of impact on the facility.



Benefit of project/capital purchase:
Reduces risk of future flood due to a damaged fire suppression sprinkler head.

Risk Management Rating 15

Pros: Risk of future damage reduced

Cons: Cost, facility operation will be impacted by installation

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

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

	2024	2025	2026	2027	2028	Total Cost
Major project costs:						
Capital purchase	\$ 40,000					\$ 40,000
Other project costs, if any						\$ -
Less prior year spent						\$ -
(A) Total Capital cost	\$ 40,000	\$ -	\$ -	\$ -	\$ -	\$ 40,000
(B) Funding Sources:						
Capital reserve/carry forward	\$ 27,000					\$ 27,000
Sale of asset, if applicable						\$ -
External funding, i.e. grants						\$ -
Taxation required (A - B)	\$ 13,000	\$ -	\$ -	\$ -	\$ -	\$ 13,000

Prepared by: **Seton Winterholt**

Director responsible: **Cheryl DeNeire**

Date: **September 9, 2023**

Date: **September 9, 2023**

Reviewed by Finance: **Kelcey Maksymchuk**

**City of North Battleford
2024 Capital Budget Request**

Project Name:	Connaught School Area-Splash Park	Department:	Parks & Recreation	Division:	Parks & Recreation
Requester:	Gord Whitton	Asset Type:	New Asset	Implementation:	Parks & Recreation
Date Requested:	September, 2023	Asset Category:	Engineered Structures		

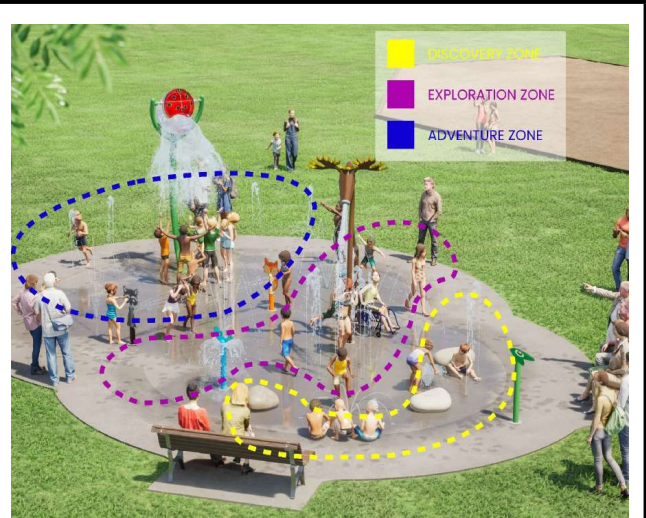
Project Questions: (Yes/No) Comment, if required

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

Priority area of strategic plan: Healthy & Safe Community

Project Description/Summary:

Our summers are getting hotter and the Connaught School area does not have a splash park for its surrounding residents. This area is known for its family population. The closest splash park is at the Senator Herb Sparrow Park on 104th Street. Gaining access to this park via walking includes crossing two busier streets (11th and 13th Avenues). This is a request to allocate funds to our reserve account with the potential of building a splash park in 2026. This will potentially be a joint venture with another organization. If that partnership does not occur, a smaller splash park could still be considered.



Example of a themed splash park

Benefit of project/capital purchase:

Improve outdoor recreational activities to community residents.

Risk Management Rating

9

Pros: Improved safety, community wellness and aesthetics.

Cons: Will take time to secure the necessary funds.

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

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

	2024	2025	2026	2027	2028	Total Cost
Major project costs:						
Capital purchase	\$ 250,000	\$ 50,000	\$ -	\$ -	\$ -	\$ 300,000
Other project costs, if any						\$ -
Less prior year spent						\$ -
(A) Total Capital cost	\$ 250,000	\$ 50,000	\$ -	\$ -	\$ -	\$ 300,000
(B) Funding Sources:						
Capital reserve/carry forward						\$ -
Sale of asset, if applicable						\$ -
External funding, i.e. grants	\$ 200,000	\$ -				\$ 200,000
Taxation required (A - B)	\$ 50,000	\$ 50,000	\$ -	\$ -	\$ -	\$ 100,000

Prepared by: Gord Whitton

Director responsible: Cheryl DeNeire

Date: September 6, 2023

Date: September 6, 2023

Reviewed by Finance: Kelcey Maksymchuk

**City of North Battleford
2024 Capital Budget Request**

Project Name:	King Hill Playground	Department:	Parks & Recreation	Division:	Parks & Recreation
Requester:	Gord Whitton	Asset Type:	New Asset	Implementation:	Parks & Recreation
Date Requested:	September, 2023	Asset Category:	Engineered Structures		

Project Questions:

(Yes/No Comment, if required)

Is the project multi-year in scope?	No	
Are cost savings anticipated?	No	
Are revenues anticipated?	No	
Has external funding been secured?	Yes (Plea	\$20,000



Priority area of strategic plan: **Regional Hub**

Project Description/Summary:
Purchase and installation of a play structure/learning centre at King Hill. The structure is designed for children 18 months to 12 years of age.



Sample

Benefit of project/capital purchase:
Improved outdoor recreational opportunities, improved health and wellness for area families, improved safety, less travel time for area residents to participate in an outdoor activity.

Risk Management Rating **9**

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

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

	2024	2025	2026	2027	2028	Total Cost
Major project costs:						
Capital purchase	\$ 57,500			\$ -	\$ -	\$ 57,500
Other project costs, if any						\$ -
Less prior year spent						\$ -
(A) Total Capital cost	\$ 57,500	\$ -	\$ -	\$ -	\$ -	\$ 57,500
(B) Funding Sources:						
Capital reserve/carry forward						\$ -
Sale of asset, if applicable						\$ -
External funding, i.e. grants	\$ 20,000					\$ 20,000
Taxation required (A - B)	\$ 37,500	\$ -	\$ -	\$ -	\$ -	\$ 37,500

Prepared by: **Seton Winterholt**

Director responsible: **Cheryl DeNeire**

Date: **September 6, 2023**

Date: **September 6, 2023**

Reviewed by Finance: **Kelcey Maksymchuk**

**City of North Battleford
2024 Capital Budget Request- OPTIONAL**

Project Name:	Parks- Outdoor Permanent Rink (Dasher Board System)	Department:	Parks & Recreation	Division:	Parks & Recreation
Requester:	Gord Whitton	Asset Type:	New Asset	Implementation:	Parks & Recreation
Date Requested:	Sept. 2023	Asset Category:	Engineered Structures		

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

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



Example of materials used



Priority area of strategic plan: Healthy & Safe Community

Project Description/Summary:
The City has outdoor rinks that have increased in popularity since COVID. The City does not have a permanent outdoor rink and most of the rinks are small. This rink would be permanent and suggested dimensions are: 175' X 75' X 25' (or smaller if needed). It would have 48" high welded steel dasher frames, HMWPE white cladding, a yellow sill plate and 8" yellow kick strip, official line markings, 2 access gates, 1 split wing machine gate (for equipment to enter), double self-contained sliding closure bars, gusset support walls, partial puck containment fencing and a galvanized steel threshold. It would sit on a hard-packed gravel pad. Summer usage could range from basketball (see picture) to ball hockey, etc. The area chosen will have lights (example- Centennial Park - the current location of a rink) so that play could continue after dark. This would be for recreational hockey purposes only and free to utilize.

Administration is currently looking into funding for this project.

Risk Management Rating 15

Pros: Provide a sturdy, large and permanent outdoor rink to the community.

Cons: Cost and increased maintenance requirements. It will take more time to maintain this size of ice surface. Voluntary community assistance as found in other communities may need to be explored.

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

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

	2024	2025	2026	2027	2028	Total Cost
Major project costs:						
Capital purchase	\$ 175,000					\$ 175,000
Other project costs, if any						\$ -
Less prior year spent						\$ -
(A) Total Capital cost	\$ 175,000	\$ -	\$ -	\$ -	\$ -	\$ 175,000
(B) Funding Sources:						
Capital reserve/carry forward	\$ -					\$ -
Sale of asset, if applicable						\$ -
External funding, i.e. grants						\$ -
Taxation required (A - B)	\$ 175,000	\$ -	\$ -	\$ -	\$ -	\$ 175,000

Prepared by: Gord Whitton

Director responsible: Cheryl DeNeire

Date: September 1, 2023

Date: September 1, 2023

Reviewed by Finance: Kelcey Maksymchuk

UPDATED - NOVEMBER 10, 2023

**City of North Battleford
2024 Capital Budget Request**

Project Name:	DRA AMMONIA PLANT	Department:	Parks & Recreation	Division:	Parks & Recreation
Requester:	Seton Winterholt	Asset Type:	Replacement	Implementation:	EPAI
Date Requested:	Sept. 2023	Asset Category:	Machinery & Equipment		

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

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



Current Plant (above), Proposed (below)



Priority area of strategic plan: Economic Vitality

Project Description/Summary:
Replace original Freon Ice Plant with an Ammonia Ice Plant at the Don Ross Arena. Use heat byproduct (free heat) to assist in remote heating in spectators area. Freon gas for ice plants has now been retired. We will not be able to purchase Freon for the plant if we lose it.

Benefit of project/capital purchase:
Provides a reliable and safe system that is industry supported.

Risk Management Rating 25

Pros: Reliable plant - ensures that the demand for ice can be met

Cons: Cost, Sand pad - limits facility use to Sept- April only with no ability for off-season usage.

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

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

	2024	2025	2026	2027	2028	Total Cost
Major project costs:						
Capital purchase	\$ 1,000,000					\$ 1,000,000
Other project costs, if any						\$ -
Less prior year spent						\$ -
(A) Total Capital cost	\$ 1,000,000	\$ -	\$ -	\$ -	\$ -	\$ 1,000,000
(B) Funding Sources:						
Capital reserve/carry forward	\$ 400,000					\$ 400,000
Sale of asset, if applicable						\$ -
External funding, i.e. grants	\$ 600,000					\$ 600,000
Taxation required (A - B)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

Prepared by: Seton Winterholt

Director responsible: Cheryl DeNeire

Date: September 1, 2023

Date: September 1, 2023

Reviewed by Finance: Kelcey Maksymchuk

**City of North Battleford
Capital Budget Request**

Project Name:	Aquatic Air Handling	Department:	Parks & Recreation	Division:	Parks & Recreation
Requester:	Seton Winterholt	Asset Type:	Replacement	Implementation:	EPAI
Date Requested:	Sept. 7, 2023	Asset Category:	Buildings		

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

Is the project multi-year in scope?	Yes	
Are cost savings anticipated?	Yes	Rebuilding cost is half of new
Are revenues anticipated?	No	
Has external funding been secured?	No	



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

Project Description/Summary:
There are two large air handling units on the roof of the Aquatic Centre that have been problematic for the past several years. In the winter of 2022, a third-party aquatics HVAC consultant was engaged to review the issues with the units. With the proposed shut down of the Aquatic Centre in 2024, the opportunity is created to do a full re-build/re-furbish on both units. A trial re-build was done on the return side of one unit where all internal components, including the blower, shaft and bearings, were replaced with new parts. The trial was successful. A full re-build/re-furbish will include components for both return and supply sides, repairs to sheet metal, and anti-corrosion coatings.



Benefit of project/capital purchase:
A re-build/re-furbish of the units will be half the cost of a new unit. Once completed, the re-built unit would have the same life expectancy as a new unit. There is also no disruption to the roof, as there would be with a new install.

Risk Management Rating **25**

Pros: Cost savings of rebuilding vs new install; aost savings to do both units at the same time.

Cons: Cost, work on both units needs to be completed during pool shutdown.

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

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

	2024	2025	2026	2027	2028	Total Cost
Major project costs:						
Capital purchase	\$ 700,000					\$ 700,000
Other project costs, if any						\$ -
Less prior year spent						\$ -
(A) Total Capital cost	\$ 700,000	\$ -	\$ -	\$ -	\$ -	\$ 700,000
(B) Funding Sources:						
Capital reserve/carry forward	\$ 425,029					\$ 425,029
Sale of asset, if applicable						\$ -
External funding, i.e. grants	\$ 274,971					\$ 274,971
Taxation required (A - B)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

Prepared by: Seton Winterholt

Director responsible: Cheryl DeNeire

Date: September 8, 2023

Date: September 8, 2023

Reviewed by Finance: Kelcey Maksymchuk

**City of North Battleford
2024 Capital Budget Request**

Project Name:	ACCESS ICE PLANT CHILLER	Department:	Parks & Recreation	Division:	Parks & Recreation
Requester:	Seton Winterholt	Asset Type:	Replacement	Implementation:	EPAI
Date Requested:	Sept. 2023	Asset Category:	Machinery & Equipment		

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

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



Current (above), Proposed (below)



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

Project Description/Summary:
The Access Communication Centre's chiller has met its life expectancy. Running a chiller beyond 25 years is not allowed as per industry standards. A chiller is where the brine returns with heat from the ice rink surface to be absorbed by the much colder liquid refrigerant (ammonia). The ammonia will then boil and vaporize as it absorbs the brine's heat. The cooled brine then re-circles to the rink. This is a critical and high risk component of an ammonia ice plant and must function properly.

Benefit of project/capital purchase:
Provides a reliable and safe system that is industry supported. Reduces the risk of an ammonia breach due to age and condition.

Risk Management Rating **25**

Pros: Meets risk management requirements. Reduces ammonia breach hazard.

Cons: Nil

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

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

	2024	2025	2026	2027	2028	Total Cost
Major project costs:						
Capital purchase	\$ 125,000					\$ 125,000
Other project costs, if any						\$ -
Less prior year spent						\$ -
(A) Total Capital cost	\$ 125,000	\$ -	\$ -	\$ -	\$ -	\$ 125,000
(B) Funding Sources:						
Capital reserve/carry forward	\$ -					\$ -
Sale of asset, if applicable						\$ -
External funding, i.e. grants	\$ 125,000					\$ 125,000
Taxation required (A - B)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

Prepared by: Seton Winterholt

Director responsible: Cheryl DeNeire

Date: September 1, 2023

Date: September 1, 2023

Reviewed by Finance: Kelcey Maksymchuk

**City of North Battleford
Capital Budget Request**

Project Name:	Access Arena Raptor Lounge Washrooms	Department:	Parks & Recreation	Division:	Parks & Recreation
Requester:	Seton Winterholt	Asset Type:	Betterment	Implementation:	EPAI
Date Requested:	Sept. 8, 2023	Asset Category:	Buildings		

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

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

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

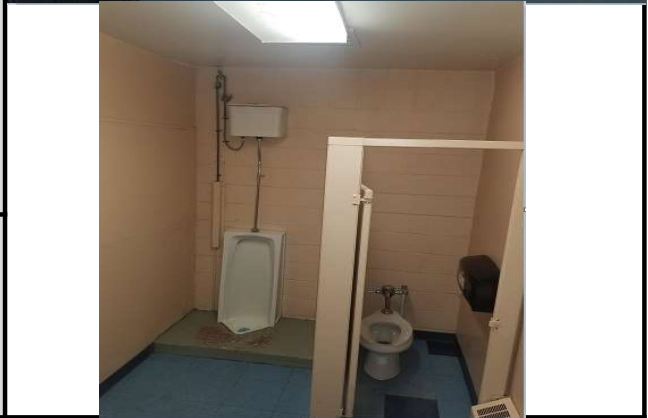
Project Description/Summary:
Existing bathrooms at the Raptor Lounge in the upper auditorium of the Access Communications Centre have the original configuration of the 1962 build. They are very small, dated, and are not considered accessible.

Benefit of project/capital purchase:
A renovated washroom space would provide new fixtures and a redesign to be as accessible as possible with the addition of extra space.

Risk Management Rating **15**

Pros: Modern new washrooms provide patron comfort and improve accessibility.

Cons: Cost



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

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

	2024	2025	2026	2027	2028	Total Cost
Major project costs:						
Capital purchase	\$ 70,000					\$ 70,000
Other project costs, if any						\$ -
Less prior year spent						\$ -
(A) Total Capital cost	\$ 70,000	\$ -	\$ -	\$ -	\$ -	\$ 70,000
(B) Funding Sources:						
Capital reserve/carry forward						\$ -
Sale of asset, if applicable						\$ -
External funding, i.e. grants	\$ 70,000					\$ 70,000
Taxation required (A - B)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

Prepared by: Seton Winterholt

Director responsible: Cheryl DeNeire

Date: September 8, 2023

Date: September 8, 2023

Reviewed by Finance: Kelcey Maksymchuk

UPDATED - NOVEMBER 10, 2023

**City of North Battleford
2024 Capital Budget Request**

Project Name:	DRC Security Cameras-Exterior	Department:	Parks & Recreation	Division:	Parks & Recreation
Requester:	Siobhan Gormley	Asset Type:	New Asset	Implementation:	Building Infrastructure
Date Requested:	Sept. 2023	Asset Category:	Machinery & Equipment		

Project Questions:

(Yes/No) Comment, if required

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



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

Project Description/Summary:
Vandalism/vagrancy around the DRC is increasing and currently there are no exterior cameras on the Don Ross Centre facility. Having security cameras near the main entrances to the facility may deter and/or assist in reducing criminal activity in the area. This plan would include the installation of five cameras on the facility - three in the front and two behind the facility.

Benefit of project/capital purchase:
Improved safety for both users and staff. Potential of deterring criminal activity or vagrancy around the facility. Potentially provide assistance to the RCMP and Community Safety Officers.

Risk Management Rating **25**

Pros: Improved Safety

Cons: Nil

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

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

	2024	2025	2026	2027	2028	Total Cost
Major project costs:						
Capital purchase	\$ 9,000					\$ 9,000
Other project costs, if any						\$ -
Less prior year spent						\$ -
(A) Total Capital cost	\$ 9,000	\$ -	\$ -	\$ -	\$ -	\$ 9,000
(B) Funding Sources:						
Capital reserve/carry forward	\$ -					\$ -
Sale of asset, if applicable						\$ -
External funding, i.e. grants						\$ -
Taxation required (A - B)	\$ 9,000	\$ -	\$ -	\$ -	\$ -	\$ 9,000

Prepared by: Siobhan Gormley

Director responsible: Cheryl DeNeire

Date: September 6, 2023

Date: September 6, 2023

Reviewed by Finance: Kelcey Maksymchuk

**City of North Battleford
2024 Capital Budget Request**

Project Name:	PARKS- IRRIGATION	Department:	Parks & Recreation	Division:	Parks & Recreation
Requester:	Gord Whitton	Asset Type:	Betterment	Implementation:	Parks & Recreation
Date Requested:	September, 2023	Asset Category:	Engineered Structures		

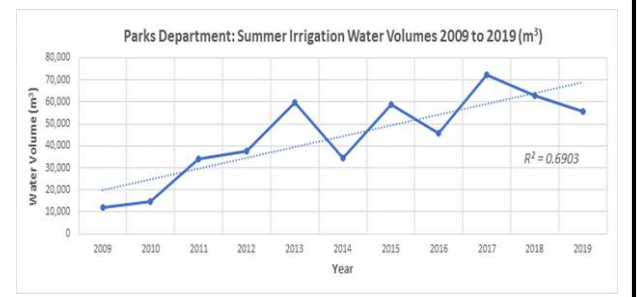
Project Questions: (Yes/No) Comment, if required

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



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

Project Description/Summary:
There has been a progressive increase in irrigation water usage throughout the City's parks and sports fields. The current irrigation lines (37 systems) are, on average, 25 years old and are past their 20-year life expectancy. Annual maintenance and system repairs are also increasing, requiring more parts and staffing time to maintain. Water cost increases occur for a variety of reasons including rate increases, line or head breaks, vandalism, and seepage due to age. In order to maintain our parks and sports fields, a perpetual replacement plan is required. Irrigation system replacement costs have increased by approximately 45% since 2020 - due mainly to a supply shortage and a high demand volume. Our 2023 plan was deferred to 2024 due to this issue.



Benefit of project/capital purchase:
Decrease in water loss and cost, increase in field & park health.

Risk Management Rating: **15**

Pros: Increased field health and aesthetics throughout the city.

Cons: Cost

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

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

	2024	2025	2026	2027	2028	Total Cost
Major project costs:						
Capital purchase	\$ 95,000				\$ -	\$ 95,000
Other project costs, if any						\$ -
Less prior year spent						\$ -
(A) Total Capital cost	\$ 95,000	\$ -	\$ -	\$ -	\$ -	\$ 95,000
(B) Funding Sources:						
Capital reserve/carry forward	\$ 50,000					\$ 50,000
Sale of asset, if applicable						\$ -
External funding, i.e. grants						\$ -
Taxation required (A - B)	\$ 45,000	\$ -	\$ -	\$ -	\$ -	\$ 45,000

Prepared by: Gord Whitton

Director responsible: Cheryl DeNeire

Date: September 6, 2023

Date: September 6, 2023

Reviewed by Finance: Kelcey Maksymchuk

**City of North Battleford
2024 Capital Budget Request**

Project Name:	DRC Roof Top HVAC	Department:	Parks & Recreation	Division:	Parks & Recreation
Requester:	Seton Winterholt	Asset Type:	Replacement	Implementation:	EPAI
Date Requested:	September 6, 2023	Asset Category:	Buildings		

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

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

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

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

Benefit of project/capital purchase:
Modernize equipment to run more efficiently; less breakdowns. A planned approach to new installation reduces the risk of unexpected expenses due to a total failure.

Risk Management Rating **9**

Pros: Modern, efficient equipment

Cons: Ongoing cost



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

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

	2024	2025	2026	2027	2028	Total Cost
Major project costs:						
Capital purchase	\$ 17,000					\$ 17,000
Other project costs, if any						\$ -
Less prior year spent						\$ -
(A) Total Capital cost	\$ 17,000	\$ -	\$ -	\$ -	\$ -	\$ 17,000
(B) Funding Sources:						
Capital reserve/carry forward						\$ -
Sale of asset, if applicable						\$ -
External funding, i.e. grants						\$ -
Taxation required (A - B)	\$ 17,000	\$ -	\$ -	\$ -	\$ -	\$ 17,000

Prepared by: Seton Winterholt

Director responsible: Cheryl DeNeire

Date: September 1, 2023

Date: September 1, 2023

Reviewed by Finance: Kelcey Maksymchuk

**City of North Battleford
2024 Capital Budget Request**

Project Name:	Lighting for McPhail Park	Department:	Parks & Recreation	Division:	Parks & Recreation
Requester:	James Johansen	Asset Type:	New Asset	Implementation:	EPAI
Date Requested:	September 9, 2023	Asset Category:	Land Improvements		

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

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

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

Project Description/Summary:
Project is to install area lighting in McPhail Park.

Currently McPhail Park has Christmas lighting on some of the trees and uplighting on the Cenotaph. The Christmas lighting is only used seasonally and the Cenotaph lighting does not appear to be functioning. None of the lighting can light up the northwest back corner, the central area, and the trail to the southwest corner. Due to the trees, the street lights do not cover much of the park. It is not well lit at night, creating numerous dark and sheltered areas.

Benefit of project/capital purchase:
Lighting of the park will improve safety at the park and eliminate what appears to be a dark area at night along 100th Street.



Risk Management Rating **15**

Pros: Improved public safety.

Cons: Cost

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

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

	2024	2025	2026	2027	2028	Total Cost
Major project costs:						
Capital purchase	\$ 12,000					\$ 12,000
Other project costs, if any						\$ -
Less prior year spent						\$ -
(A) Total Capital cost	\$ 12,000	\$ -	\$ -	\$ -	\$ -	\$ 12,000
(B) Funding Sources:						
Capital reserve/carry forward						\$ -
Sale of asset, if applicable						\$ -
External funding, i.e. grants						\$ -
Taxation required (A - B)	\$ 12,000	\$ -	\$ -	\$ -	\$ -	\$ 12,000

Prepared by: James Johansen

Director responsible: Cheryl DeNeire

Date: September 9, 2023

Date: September 9, 2023

Reviewed by Finance: Kelcey Maksymchuk

UTILITY FUND CAPITAL

WATER & SEWER SERVICES

2024 Capital Plan - Utility Fund

Name of project / purchase	Division	Asset Type	Fund source (Reserve/Debt/Tax)	\$ Capital Reserve / Grant	Risk Rating	Requested 2024
						20-Nov-23
Wastewater Plant - Ventilation, H2S from force main	Sanitary Sewer	Engineered Structure		Reserve	25	150,000
Paving at WWTP Phase 2	Sanitary Sewer	Engineered Structure			3	20,000
Sanitary Sewer Masterplan piping upgrades (not incl. Force Main Trunk) Planning	Sanitary Sewer	Engineered Structure			5	75,000
New Heating Pipes Mains at the WWTP	Sanitary Sewer	Machinery & Equipment				50,000
Replacement of Bioreactor and Head Cell valve	Sanitary Sewer	Machinery & Equipment		2022 R = 100,000	15	80,000
Subtotal						
FE Holliday WTP Backup Power Generator and Electrical Upgrades (40% cost share)	Water	Machinery & Equipment	Reserve / Grant	2023 R= \$700,000 G=\$800,000	9	500,000
Water Tower Backup Generator and Electrical Upgrade (40% cost share)	Water	Machinery & Equipment	Grant	320,000	15	480,000
Replacement of Canada Valve Darling Hydrants 2024	Water	Engineered Structure			15	100,000
Replacement Well #30	Water	Engineered Structure		2022 R = 300,000	15	300,000
Subtotal						
Total Sewer						375,000
Total Water						1,380,000
Total						1,755,000

**City of North Battleford
Capital Budget Request**

Project Name:	Wastewater Treatment Plant Ventilation of H ₂ S	Department:	Operation Services	Division:	Wastewater
Requester:	Nathan Martell	Asset Type:	New Asset	Implementation:	Wastewater
Date Requested:	September 1, 2023	Asset Category:	Engineered Structures		

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



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

Project Description/Summary:
With the installation and start up of the new force main, the design engineering firm did not anticipate the amount of H₂S (Hydrogen Sulfide) that would be generated. This has resulted in high concentrations of H₂S being generated and forced into the Wastewater Treatment Plant Headworks. The suggested solution is to remove the H₂S from the influent flows using manholes and power vents before it reaches the Wastewater Treatment Plant.

Benefit of project/capital purchase:
H₂S is a dangerous gas that can erode metals and cause serious health problems for people. In high concentrations, it is a poisonous and explosive gas. The project is to vent the gas through the manholes and disperse it into the atmosphere.

Risk Management Rating 25

Pros: By venting the gas before it reaches the headworks building, there is a reduced chance of potential harm resulting from gases built up in the building.

Cons: The gas will cause an odor around the Wastewater Treatment Plant; cost of the project.

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

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

	2024	2025	2026	2027	2028	Total Cost
Major project costs:						
Capital purchase	\$ 150,000					\$ 150,000
Other project costs, if any						\$ -
Less prior year spent						\$ -
(A) Total Capital cost	\$ 150,000	\$ -	\$ -	\$ -	\$ -	\$ 150,000
(B) Funding Sources:						
Capital reserve/carry forward						\$ -
Sale of asset, if applicable						\$ -
External funding, i.e. grants						\$ -
Taxation required (A - B)	\$ 150,000	\$ -	\$ -	\$ -	\$ -	\$ 150,000

Prepared by: Stewart Schafer

Director responsible: Stewart Schafer

Date: September 1, 2023

Date: September 1, 2023

Reviewed by Finance: Kelcey Maksymchuk

**City of North Battleford
Capital Budget Request**

Project Name:	Design and Paving at WWTP Phase 2	Division:	Operation Services	Division:	Wastewater Treatment
Requester:	Nathan Martel	Asset Type:	Betterment	Implementation:	Wastewater Treatment
Date Requested:	September 12, 2023	Asset Category:	Engineered Structures		

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

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



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

Project Description/Summary:
The placement of asphalt paving in the parking lot and roads within the Wastewater Treatment Plant.



Benefit of project/capital purchase:
The benefit of the project is to reduce the amount of mud being tracked into the administration building and extending the life of the floor. The asphalt will also better define the roads and parking lot.

Risk Management Rating **3**

Pros: The pavement will ensure that less mud is tracked into the buildings building by staff and visiting guest, and thus extend the life of the administration building flooring. The pavement will also better define the roads and parking lots.

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

Cons: The cost to install payment.

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

	2024	2025	2026	2027	2028	Total Cost
Major project costs:						
Capital purchase	\$ 20,000					\$ 20,000
Other project costs, if any						\$ -
Less prior year spent						\$ -
(A) Total Capital cost	\$ 20,000	\$ -	\$ -	\$ -	\$ -	\$ 20,000
(B) Funding Sources:						
Capital reserve/carry forward						\$ -
Sale of asset, if applicable						\$ -
External funding, i.e. grants						\$ -
Taxation required (A - B)	\$ 20,000	\$ -	\$ -	\$ -	\$ -	\$ 20,000

Prepared by: Stewart Schafer

Director responsible: Stewart Schafer

Date: September 12, 2023

Date: September 12, 2023

Reviewed by Finance: Kelcey Maksymchuk

**City of North Battleford
Capital Budget Request**

Project Name: Sanitary Sewer Masterplan piping upgrades (not incl. Force Main Trunk)
 Requester: Kevin Kristian
 Date Requested: September 12, 2023

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

Division: Waterworks
 Implementation: Waterworks

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



Priority area of strategic plan: Quality Infrastructure
 Project Description/Summary: The sewer piping system in the City of North Battleford is at various life expectancy stages. This plan will provide the City with a predictable and logical replacement strategy and outlines future expansion.

Benefit of project/capital purchase:
 Plan and manage the existing assets and future growth of the system.

Risk Management Rating: 5
 Pros: Inventory and rate the existing system for scheduled replacement. Plan for future development. Prevent new pavement over failing pipes.
 Cons: Cost of the study/plan.

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

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

	2024	2025	2026	2027	2028	Total Cost
Major project costs:						
Capital purchase	\$ 75,000					\$ 75,000
Other project costs, if any						\$ -
Less prior year spent						\$ -
(A) Total Capital cost	\$ 75,000	\$ -	\$ -	\$ -	\$ -	\$ 75,000
(B) Funding Sources:						
Capital reserve/carry forward						\$ -
Sale of asset, if applicable						\$ -
External funding, i.e. grants						\$ -
Taxation required (A - B)	\$ 75,000	\$ -	\$ -	\$ -	\$ -	\$ 75,000

Prepared by: Stewart Schafer

Director responsible: Stewart Schafer

Date: September 12, 2023

Date: September 12, 2023

Reviewed by Finance: Kelcey Maksymchuk

**City of North Battleford
Capital Budget Request**

Project Name:	WWTP Heating system	Division:	Operation Services	Division:	Wastewater Treatment
Requester:	Stewart Schafer	Asset Type:	Betterment	Implementation:	
Date Requested:	September 12, 2023	Asset Category:	Machinery & Equipment		

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

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



Priority area of strategic plan: Quality Infrastructure

Project Description/Summary:
The Wastewater Treatment Plant's heating system was constructed with PVC lines. These lines continually fail, causing a heating system shutdown. This then requires emergency repairs. The lines will be replaced with suitable materials for the WWTP environment.

Benefit of project/capital purchase:
To improve the heat of the buildings and protect our assets from freezing and damage in extreme winter cold.

Risk Management Rating 9

Pros: Improved building and plant climate control

Cons: Capital Expense

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

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

	2024	2025	2026	2027	2028	Total Cost
Major project costs:						
Capital purchase	\$ 50,000	\$ 60,000	\$ 70,000	\$ 80,000		\$ 260,000
Other project costs, if any						\$ -
Less prior year spent						\$ -
(A) Total Capital cost	\$ 50,000	\$ 60,000	\$ 70,000	\$ 80,000	\$ -	\$ 260,000
(B) Funding Sources:						
Capital reserve/carry forward						\$ -
Sale of asset, if applicable						\$ -
External funding, i.e. grants						\$ -
Taxation required (A - B)	\$ 50,000	\$ 60,000	\$ 70,000	\$ 80,000	\$ -	\$ 260,000

Prepared by: Stewart Schafer

Director responsible: Stewart Schafer

Date: September 12, 2023

Date: September 12, 2023



Reviewed by Finance: Kelcey Maksymchuk

**City of North Battleford
Capital Budget Request**

Project Name:	Replacement of Bioreactor and Head Cell Valves, Stage 1	Department:	Operation Services	Division:	Wastewater
Requester:	Nathan Martell	Asset Type:	Replacement	Implementation:	Wastewater
Date Requested:	September 6, 2023	Asset Category:	Machinery & Equipment		

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

Is the project multi-year in scope?	Yes	This is a 2-year project.
Are cost savings anticipated?	No	
Are revenues anticipated?	No	
Has external funding been secured?	No	

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

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

Project Description/Summary:
During the 2023 summer cleaning of the bio-reactors and headwork at the Wastewater Treatment Plant, Wastewater Treatment Plant crews discovered a number of main valves were eroded. The project will be broken into two parts where the valves will be replaced over a 2-year period to reduce financial pressures for the City.

Benefit of project/capital purchase:
The project will replace valves that control the flow of wastewater through the Wastewater Treatment Plant that allow operators to better treat wastewater entering the plant.

Risk Management Rating 15

Pros: The replacement of the valves will be done when staff have better control of the wastewater flows that are pasting through plant.

Cons: The cost of the project.

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

	2024	2025	2026	2027	2028	Total Cost
Major project costs:						
Capital purchase	\$ 130,000	\$ 130,000				\$ 260,000
Other project costs, if any						\$ -
Less prior year spent						\$ -
(A) Total Capital cost	\$ 130,000	\$ 130,000	\$ -	\$ -	\$ -	\$ 260,000
(B) Funding Sources:						
Capital reserve/carry forward	\$ 50,000	\$ 50,000				\$ 100,000
Sale of asset, if applicable						\$ -
External funding, i.e. grants						\$ -
Taxation required (A - B)	\$ 80,000	\$ 80,000	\$ -	\$ -	\$ -	\$ 160,000

Prepared by: Stewart Schafer	Director responsible: Stewart Schafer
Date: September 1, 2023	Date: September 1, 2023

Reviewed by Finance: Kelcey Maksymchuk

**City of North Battleford
Capital Budget Request**

Project Name:	FE Holliday Renovations	Division:	Operation Services	Division:	Water
Requester:	Mark Keller	Asset Type:	New Asset	Implementation:	Water
Date Requested:	October 10, 2021	Asset Category:	Machinery & Equipment		

Project Questions:

(Yes/No)	Comment, if required
Yes	
No	
No	
Yes (Please)	The City has applied to the Investing in Canada Infrastructure Funding



Priority area of strategic plan: Quality Infrastructure

Project Description/Summary:

Currently, both FE Holliday Plant and Water Treatment Plant #1 do not have backup power generation capabilities. With seasonal climates becoming more extreme due to changes in global weather patterns, if SaskPower were to experience an event where it could not supply power to the City for more than 24 hours, the City would not have enough water storage in its water reservoirs to supply water to the City. This project is to install a backup generator at FE Holliday Water Treatment Plant to support the City in continuing to treat and pump water to all areas of the community. An investigation would be required to determine if the backup generator would use natural gas or diesel fuel. Although natural gas is cheaper than diesel fuel, costs to run a new pipeline to supply natural gas to the generator may be cost prohibitive.

Administration has applied for funding from the Federal Government under the Disaster Mitigation and Adaptation Fund (DMAF). If the City's application is approved, the City will receive 40% of the project funds. If the application is not approved, the project will be deferred to 2026 and Administration will plan to save for the project.

Benefit of project/capital purchase:

The benefit would allow the FE Holliday Water Treatment Plant to continue producing and pumping water to the City reservoirs during prolonged power disruptions in the City, or when the North Saskatchewan River experiences high turbidity events such as flood events from spring thaws or rain events west of the the City.

Risk Management Rating

15

Pros: To allow the City to continue to have a clean and reliable water supply during either a prolonged power outage or major river flood events.

Cons: The project will be expensive and cannot be realized without assistance from Federal and Provincial grants. Any increased or additional expenses will be the sole responsibility of the City.

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

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

	2024	2025	2026	2027	2028	Total Cost
Major project costs:						
Capital purchase	\$ 2,000,000					\$ 2,000,000
Other project costs, if any						\$ -
Less prior year spent						\$ -
(A) Total Capital cost	\$ 2,000,000	\$ -	\$ -	\$ -	\$ -	\$ 2,000,000
(B) Funding Sources:						
Capital reserve/carry forward	\$ 700,000					\$ 700,000
Sale of asset, if applicable						\$ -
External funding, i.e. grants	\$ 800,000					\$ 800,000
Taxation required (A - B)	\$ 500,000	\$ -	\$ -	\$ -	\$ -	\$ 500,000

Prepared by: Mark Keller

Director responsible: Stewart Schafer

Date: October 10, 2021

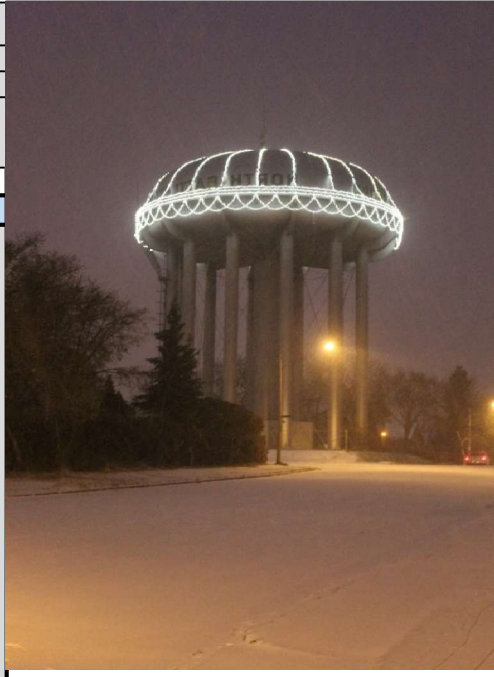
Date: September 13, 2023

Reviewed by Finance: Kelcey Maksymchuk

**City of North Battleford
Capital Budget Request**

Project Name:	Installation of the Water Tower Backup Generator	Department:	Operation Services	Division:	Water
Requester:	Mark Keller	Asset Type:	New Asset	Implementation:	Water
Date Requested:	September 1, 2022	Asset Category:	Machinery & Equipment		

Project Questions:	(Yes/No)	Comment, if required
Is the project multi-year in scope?	No	
Are cost savings anticipated?	No	
Are revenues anticipated?	No	
Has external funding been secured?	No	Currently, the City has applied for the Federal Disaster Mitigation Funding.



Priority area of strategic plan: Quality Infrastructure

Project Description/Summary:
 The existing water tower is the centre hub for both the *Supervisory Control and Data Acquisition* (SCADA) system and the City's point-to-point computer remote networking system. During prolonged power outages, both systems would become inoperative, rendering it impossible for utility operators for water and wastewater to see what their remote stations are doing and how they are functioning. The power outage would also interrupt all computer communications for City departments outside of City Hall.
 In 2023, the new Riverview Sewage Lift Station entered into operation. At that time, it was determined the old Riverview Lift Station backup generator was no longer useful due to its inadequate power to operate the new Lift Station's pumps. Administration is recommending that the old Riverview Lift Station backup generator be repurposed to run the SCADA and City's point-to-point-computer networking hub.
 The old natural gas backup generator would be moved to the water tower and installed in a new shed to provide electrical power to the SCADA and point-to-point network system. The electrical generator also has enough capacity to operate the recirculation pump used to maintain chlorine levels in the water tower tank.
 Administration has applied for a federal funding grant to assist with financial support. In the event that the grant application is unsuccessful, Administration recommends the project proceeds anyway.

Benefit of project/capital purchase:
 The benefits of the project would be to provide uninterrupted service to both the SCADA system and to the point-to-point networking system. The backup generator can also be used to power the recirculation pump to recirculate the water within the water tower during times of extended power outages.

Risk Management Rating 9

Pros: The backup generator will ensure that both the SCADA communication system continues operating during extended power outages. The backup generator will continue to operate the recirculation pump during the same extended power outage.

Cons: The water tower is planned to be decommissioned in the next 10 to 20 years, meaning that the recirculation pump will no longer be required. However, the SCADA and water tower lights will remain as part of the cityscape.

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

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

	2024	2025	2026	2027	2028	Total Cost
Major project costs:						
Capital purchase	\$ 800,000					\$ 800,000
Other project costs, if any						\$ -
Less prior year spent						\$ -
(A) Total Capital cost	\$ 800,000	\$ -	\$ -	\$ -	\$ -	\$ 800,000
(B) Funding Sources:						
Capital reserve/carry forward						\$ -
Sale of asset, if applicable						\$ -
External funding, i.e. grants	\$ 320,000					\$ 320,000
Taxation required (A - B)	\$ 480,000	\$ -	\$ -	\$ -	\$ -	\$ 480,000

Prepared by: Mark Keller

Director responsible: Stewart Schafer

Date: September 1, 2022

Date: September 1, 2023

Reviewed by Finance: Kelcey Maksymchuk

**City of North Battleford
Capital Budget Request**

Project Name:	Fire Hydrant Replacement	Department:	Operation Services	Division:	Waterworks
Requester:	Joe Gagne	Asset Type:	New Asset	Implementation:	Waterworks
Date Requested:	September 10, 2023	Asset Category:	Engineered Structures		

Project Questions:

(Yes/No) Comment, if required

Is the project multi-year in scope?	Yes	Replacement of the Canadian Darling which are no longer manufactured and parts are becoming harder to find.
Are cost savings anticipated?	No	
Are revenues anticipated?	No	
Has external funding been secured?	No	



Priority area of strategic plan:

Project Description/Summary:
After finishing the replacement of all of the John East fire hydrants within the City inventory, the City's Waterworks Department will start repairing/replacing hydrants that are pre-1980. This is due to rusting of zinc bolts that hold the hydrant to the existing pipes. Bolts of this type are corroding, causing the hydrant bolts to leak. The work will include digging up the hydrant, inspecting the hydrant parts (including the zinc bolts), and replacing the worn out parts. Zinc bolts will be replaced with stainless steel bolts. The work will be carried out throughout the City of North Battleford.



Benefit of project/capital purchase:
The zinc bolts and old hydrants will continue to corrode, causing additional leaks and may cause City fire hydrants to be out of service.

Risk Management Rating 15

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

Pros: Updating aging infrastructure to ensure that less repairs are required in future. Replacing of outdated hydrants to ensure parts are more readily available. Less malfunctions with updated hydrants and hydrant parts.

Cons: The cost and time to install the fire hydrants. During hydrant replacement, the firefighting services will be limited on that hydrant's block.

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

	2024	2025	2026	2027	2028	Total Cost
Major project costs:						
Capital purchase	\$ 100,000					\$ 100,000
Other project costs, if any						\$ -
Less prior year spent						\$ -
(A) Total Capital cost	\$ 100,000	\$ -	\$ -	\$ -	\$ -	\$ 100,000
(B) Funding Sources:						
Capital reserve/carry forward						\$ -
Sale of asset, if applicable						\$ -
External funding, i.e. grants						\$ -
Taxation required (A - B)	\$ 100,000	\$ -	\$ -	\$ -	\$ -	\$ 100,000

Prepared by: Joe Gagne

Director responsible: Stewart Schafer

Date: September 10, 2023

Date: September 10, 2023

Reviewed by Finance: Kelcey Maksymchuk

**City of North Battleford
Capital Budget Request**

Project Name:	New Water Production Well #30	Department:	Operation Services	Division:	Water
Requester:	Kevin Kristian	Asset Type:	New Asset	Implementation:	Water
Date Requested:	September 12, 2022	Asset Category:	Engineered Structures		

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

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



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

Project Description/Summary:
The well field is made up of several wells that supply raw water to Water Treatment Plant #1 (WTP #1) for processing before being pumped into the City's distribution system. Over the years, these wells lose their ability to pump a large volume of water. This results in the wells having to be rejuvenated. Despite these measures, wells still lose their capacity to produce large volumes of water and it requires the drilling and development of a new well to supply the necessary amount of water to WTP #1.

The project would be drilling and developing a new water production well, including well pump complete with electrical control system, a variable frequency drive (VFD) and motor, and flow and level sensors that will be connected the WTP #1 SCADA controls.



Benefit of project/capital purchase:
The benefit to build a new water well would be to ensure a constant source of water to the City's Water Treatment Plant #1.

Risk Management Rating 15

Pros: The ensure a constant supply of water to the City.

Cons: The cost to drill and develop a new production water well.

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

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

	2024	2025	2026	2027	2028	Total Cost
Major project costs:						
Capital purchase	\$ 600,000					\$ 600,000
Other project costs, if any						\$ -
Less prior year spent						\$ -
(A) Total Capital cost	\$ 600,000	\$ -	\$ -	\$ -	\$ -	\$ 600,000
(B) Funding Sources:						
Capital reserve/carry forward	\$ 300,000					\$ 300,000
Sale of asset, if applicable						\$ -
External funding, i.e. grants						\$ -
Taxation required (A - B)	\$ 300,000	\$ -	\$ -	\$ -	\$ -	\$ 300,000

Prepared by: Stewart Schafer

Director responsible: Stewart Schafer

Date: September 12, 2023

Date: September 12, 2023

Reviewed by Finance: Kelcey Maksymchuk

UPAR

Name of project / purchase	Division	Fund source	2024	2025	2026	2027	2028	2029	2030	2031	2032
8th Avenue 105th Street to 111th Street	Water	Levy					491,063				
	Sewer	Levy					782,063				
	Roads	Levy					2,073,375				
107th Street 700-900, 1100-1300	Water	Levy						1,155,000			
	Sewer	Levy						506,250			
	Roads	Levy						2,025,000			
110th Street 600-1100	Water	Levy							1,046,250		
	Sewer	Levy							871,875		
	Roads	Levy							2,464,500		
110th Street 1200-1800	Water	Levy								700,000	
	Sewer	Levy								660,000	
	Roads	Levy								2,968,000	
100th Street - 500, 600, 700, 800 Blocks	Water	Levy									907,500
	Sewer	Levy									907,500
	Roads	Levy									1,980,000
Pioneer Avenue Sidewalk Phase 2	Sidewalk	Levy	175,000								
Sidewalk Replacement 2024	Sidewalk	Levy	125,000								
Sidewalk Replacement 2025	Sidewalk	Levy		300,000							
Sidewalk Replacement 2026	Sidewalk	Levy			300,000						
Sidewalk Replacement 2027	Sidewalk	Levy				300,000					
Sidewalk Replacement 2028	Sidewalk	Levy					300,000				
Sidewalk Replacement 2029	Sidewalk	Levy						300,000			
Sidewalk Replacement 2030	Sidewalk	Levy							300,000		
Sidewalk Replacement 2031	Sidewalk	Levy								300,000	
			5,156,606	5,126,000	4,554,000	5,080,725	4,921,500	4,589,625	5,040,625	6,601,250	3,945,000

UNBUDGETED

Unbudgeted Requests

2024 Budget

Item	Department	Amount
Operating Budget		
Additional staff - 6 students	Parks & Rec	63,478
Mains - 1 seasonal staff	Water Utility	25,600
6mth - Environmental staff (only w/ grant - 50%)	Operations	20,000

City of North Battleford
2024 Unbudgeted Operating Budget Request

Project Name:	Parks Summer Students	Division:	Parks & Recreation	Division:	Parks & Recreation
Requester:	Cheryl DeNeire	Asset Type:		Implementation:	Parks & Recreation
Date Requested:	November 1, 2023	Asset Category:			

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

Priority area of strategic plan: Sustainability

As per Strategic Plan
2.1 Consider sustainability in all Council and Administration actions.

Project Description/Summary:
The Parks Division cannot meet service level requirements due to a reduction in summer staffing levels and an increase in demand and property. The unbudgeted request is to increase the student staffing complement to 10 students- 6 new positions plus an elimination of staggered start dates, with all 10 positions starting in early May) for an overall cost of \$63,478.00. This cost includes an offset of \$19,000 from contract services- students will assist with a portion of the maintenance of City-owned empty lots. This staffing increase will enable the Parks Division to begin to be more sustainable and to provide a more comprehensive outcome to City residents.

Benefit of project/capital purchase:
Increased beautification and usability

Risk Management Rating 15

Pros:
Improved service levels

Cons: Increase in wages



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

Financial Information: (\$ CDN)

	2024	2025	2026	2027	2028	Total Cost
Major costs:						
Capital purchase	\$ -					\$ -
Operating budget	\$ 82,478					\$ 82,478
Reallocation of Service Contracts	(\$19,000)					-\$ 19,000
(A) Total cost	\$ 63,478	\$ -	\$ -	\$ -	\$ -	\$ 63,478
(B) Funding Sources:						
External funding, i.e. grants	\$ -					\$ -
Taxation required (A - B)	\$ 63,478	\$ -	\$ -	\$ -	\$ -	\$ 63,478

Prepared by: Cheryl DeNeire

Director responsible: Cheryl DeNeire

Date: November 7, 2023

Date: November 7, 2023

Reviewed by Finance: Kelcey Maksymchuk

**City of North Battleford
2024 Unbudgeted Operating Budget Request**

Project Name:	Water Works Seasonal Staff	Division:	Operation Services	Business Unit:	Waterworks
Requester:	Joe Gagne	Asset Type:			
Date Requested:	October 2, 2023	Asset Category:			

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

Priority area of strategic plan: Organizational Excellence
 With increased staff in the summer months we can perform required maintenance and repairs more efficiently and effectively to provide an increased level of service to the public

Project Description/Summary:
 Increase to staffing complement by 1 seasonal staff member for the summer months (bringing the total complement to 8 during this time). Additional staff would allow for completion of more projects and required maintenance.

Benefit of project/capital purchase:
 Increased productivity and completed projects - allowing the department to provide enhanced maintenance of aging infrastructure to extend lifespan, increase the level of service and ensure smooth work flows in daily operations.

Risk Management Rating 9



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

Financial Information: (\$ CDN)

	2023	2024	2025	2026	2027	Total Cost
Major costs:						
Capital purchase						
Operating budget	\$ 25,600					\$ 25,600
(A) Total cost	\$ 25,600	\$ -	\$ -	\$ -	\$ -	\$ 25,600
(B) Funding Sources:						
External funding, i.e. grants	\$ -					\$ -
Taxation required (A - B)	\$ 25,600	\$ -	\$ -	\$ -	\$ -	\$ 25,600

Prepared by: Joe Gagne

Director responsible: Stewart Schafer

Date: October 2, 2023

Date: October 2, 2023

Reviewed by Finance: Kelcey Maksymchuk

City of North Battleford
2024 Unbudgeted Operating Budget Request

Project Name:	Summer Env Support	Division:	Operation Services	Business Unit:	Waste Management
Requester:	Jeff Blanchard	Asset Type:		Prior Year re-Budget?	
Date Requested:	October 3, 2022	Asset Category:			

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

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

Project Description/Summary:
In May through October of every year there is an increased workload for the Environmental Technologist and Waste Management Facility Staff.

The Environmental Technologist spends the majority of their time completing permit required and waterworks disturbance related sampling (maintenance and UPAR).

Waste Management Facility Staff are completing extra tasks to support the WMF and garbage and recycling collection. WMF Staff are picking up wind blown litter, maintaining fences, completing general maintenance, and responding to residential requests for cart pick up and deliveries. WMF Staff continue to work on our cart inventories throughout the City. Multiple efforts have failed to adequately update our cart inventories.

A Seasonal Operations Labourer/Tech Assistant could alleviate pressure on the Environmental Technologist and assist WMF Staff in all areas of Operation. Additionally funding would be requested through Eco Canada through their Science Horizons Youth Internship program. If successful, Eco Canada would cover up to 80% of wages up to \$18,000 for a term position of 6 to 12 months. The program is only for participants in STEM fields who are 30 and under and are authorized to work in Canada.

If Eco Canada funding was not approved or a candidate not identified within the hiring agreement there would be no impact to budget.

Benefit of project/capital purchase:
The two person on-call system will ensure that the proper on-call work is done and documented, resulting in less claims against the City. In addition, with the second person the issue of safety on the job is greatly enhanced, reducing possible Occupational Health and Safety claims

Risk Management Rating 3

Pros:
The position would alleviate workload bottlenecks and improve the overall level of service throughout the spring and summer. Cart inventories and management practices would be improved and CNB is better positioned to charge garbage and recycling pick ups and identify users abusing information gaps. If the program was successful it could be considered in subsequent years.

Cons:
Eco Canada funding is not guaranteed. The overall cost for wages would increase by approximately \$13,000 with funding.

Will require agreement from the Union (Letter of Understanding, wage was based on Assistant Plants Operator \$25.06/hr) to meet STEM requirements.

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

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

	2024	2025	2026	2027	2028	Total Cost
Major project costs:						
Capital purchase						
Operating Budget	\$ 20,000.00					\$ 20,000.00
Less prior year spent						
(A) Total Capital cost	\$ 20,000.00	\$ -	\$ -	\$ -	\$ -	\$ 20,000.00
(B) Funding Sources:						
Capital reserve/carry forward						
Sale of asset, if applicable						
External funding, i.e. grants	<i>Dependant on grant applied for - funding available</i>					
Taxation required (A - B)	\$ 20,000.00	\$ -	\$ -	\$ -	\$ -	\$ 20,000.00

Prepared by: Jeff Blanchard	Director responsible: Stewart Schafer
Date: October 3, 2022	Date: October 12, 2021

Reviewed by Finance: Kelcey Maksymchuk