



## **SPECIAL CITY COUNCIL**

**Wednesday, December 11, 2019, 5:30 p.m.**

**Council Chambers, 2nd Floor, City Hall**

**1. CALL TO ORDER**

**2. MOTION TO GO INTO THE COMMITTEE OF THE WHOLE**

- a. Peer Risk and Financial Benchmarks for Cities, CC-2019-0274
- b. Communication from MHO Regarding Fluoridation Research, CC-2019-0277
- c. Revised Capital Budget, CC-2019-0278
  - 1. Tabled Matter: WW16 BPWTP Transmission Line - Phase II Fluoridation System and Northeast Reservoir Influent, CC-2019-0250
  - 2. Referred Matter: Options for the Introduction of an Infrastructure Levy, EC-2019-0141
- d. Referred Matter: Recycling Collection Contract Renewal, CC-2019-0154
- e. Potential Additional Items
- f. Tabled Matter: City of Moose Jaw 2020 Budgets, CC-2019-0236

**3. ADOPTION OF THE REPORT OF THE COMMITTEE OF THE WHOLE**

**4. ADJOURNMENT**



# City of Moose Jaw

## COMMUNICATION # CC-2019-0274

**TITLE:** Peer Risk and Financial Benchmarks for Cities

**TO:** City Council

**FROM:** City Manager

**DATE:** December 9, 2019

**PUBLIC:** PUBLIC DOCUMENT

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### **RECOMMENDATION**

THAT Mr. Greg McIntyre from the Royal Bank of Canada be allowed to make a presentation to City Council on this matter.

THAT this report be received and filed.

### **TOPIC AND PURPOSE**

The purpose of this report is to transmit a report produced by the Royal Bank on financial benchmarks and ratios of the City of Moose Jaw in comparison to other Saskatchewan cities.

### **BACKGROUND**

City Council is currently deliberating on the Capital Budget as part of budget deliberations. The information contained in the Royal Bank report is relevant to City Council's deliberations in terms of overall spending and financing of the City's capital needs.

### **DISCUSSION**

The Royal Bank report on a peer comparison of key financial ratios to other cities will provide City Council with an independent view of some of the City's key financial measurements such as:

- Operating Surplus (Deficit) as a % of Operating Revenue
- Debt Burden
- Reserves as a % of Operating Revenue.

Also included for Council's review is a per capita debt and reserve comparison that was provided earlier this year.

**City of Moose Jaw  
Per Capita Debt and Reserve Comparison**

City	Population	Reserves	Per Capita	Debt	Per Capita	Net	Per Capita
<b>Moose Jaw</b>	<b>33,890</b>	<b>\$107,327,967</b>	<b>\$3,166.95</b>	<b>\$63,692,269</b>	<b>\$1,879.38</b>	<b>\$43,635,698</b>	<b>\$1,287.57</b>
Swift Current	16,604	\$20,477,893	\$1,233.31	\$82,649,653	\$4,977.71	-\$62,171,760	-\$3,744.40
Prince Albert	35,926	\$15,453,117	\$430.14	\$28,472,568	\$792.53	-\$13,019,451	-\$362.39
Saskatoon	246,376	\$250,508,000	\$1,016.77	\$349,153,000	\$1,417.16	-\$98,645,000	-\$400.39
Regina	215,106	\$217,815,000	\$1,012.59	\$317,692,000	\$1,476.91	-\$99,877,000	-\$464.32

*Moose Jaw is the only City surveyed that has more reserves than debt and a positive balance.*

### **OPTIONS TO RECOMMENDATION**

- Alternative direction as determined by City Council.

### **STRATEGIC PLAN**

The City's overall financial health is a key component of the City being able to provide funding for the Strategic Plan.

### **PRESENTATION**

AUDIO/VISUAL: Mr. Greg McIntyre from the Royal Bank will present the information contained in this report.

### **ATTACHMENTS**

- 1) City of Moose Jaw Peer Comparison of Key Ratios.

### **REPORT APPROVAL**

Written by: Jim Puffalt, City Manager  
 Brian Acker, Director of Financial Services  
 Reviewed by: Tracy Wittke, Assistant City Clerk  
 Approved by: Jim Puffalt, City Manager  
 Approved by: Fraser Tolmie, Mayor

*To be completed by the Clerk's Department only.*

Presented to Regular Council or Executive Committee on \_\_\_\_\_.

No. \_\_\_\_\_ Resolution No. \_\_\_\_\_

**Report Approval Details**

Document Title:	Peer Risk and Financial Benchmarks for Cities - CC-2019-0274.docx
Attachments:	- City of Moose Jaw Peer Comparison of Key Ratios.pdf
Final Approval Date:	Dec 10, 2019

This report and all of its attachments were approved and signed as outlined below:



Tracy Wittke



Jim Puffalt



Fraser Tolmie





# CITY of MOOSE JAW

## Peer Comparison of Key Ratios

Greg McIntyre  
RBC Royal Bank  
52 High St W  
Moose Jaw, SK, S6H 1S3

December-19



Royal Bank

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**FOREWORD by JON BARTH - Vice President RBC Commercial Banking**

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*RBC values the opportunity to work with your business and play our small part in seeing you prosper. My strategy at RBC is to provide the best expertise and advice in our industry and the communities we serve. In commercial banking we strive to continually enhance the value we provide to you and your business. We hope you find this financial review and benchmark discussion useful. Please feel free to provide your Commercial Banking team with feedback on what you found helpful and what you'd like to know more about.*

*Thank-you for choosing RBC.*

**Jon Barth**

Vice President, RBC Commercial Banking

[Jon.Barth@rbc.com](mailto:Jon.Barth@rbc.com)

Cell: 306-631-0332

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**Your RBC Commercial Banking Team:**

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*Greg McIntyre has worked in the Financial Services Industry for nearly 16 years, the last 8 years in Commercial Banking. Greg's experience has made him one of our industry's best bankers to work on complex credit structures across a variety of sectors, notably: Retail, Agriculture, Construction, Oil & Gas, Transportation and Municipal Government.*

*Greg represents the bank in a variety of capacities such as a Director on the Board of the Saskatchewan Chamber of Commerce. He is the past President of the Moose Jaw & District Chamber of Commerce and has been involved in supporting a variety of community activities across Southern Saskatchewan.*

**Greg McIntyre**

Sr Commercial Account Manager

[Greg.McIntyre@rbc.com](mailto:Greg.McIntyre@rbc.com)

Cell: 306-631-0332

*At RBC Royal Bank, we are proud of the quality of our people and trust that Greg will provide you with the best advice and experience possible.*

## PURPOSE & DISCLOSURE:

The following discussion of your city and your peer's financial performance is based on historical numbers available to the public. The benchmarks reviewed and analysis performed in no way implies an approval for any financing scenario that may have been suggested or hypothesized. The ratios and benchmarks have been researched to compare against similar peers in your sector and industry, however are not guaranteed to be exact comparisons to the uniqueness of your City.

The City of Moose Jaw operates in a region with common economic exposures to the majority of the sample peers. However, to mute the potential impacts from varying geographic peers, I have focused on the key benchmark ratios that are significant and common to the public sector--regardless of the community's economic exposures. These Ratios are as follows:

- Operating Surplus to Operating Revenue
- Debt Burden
- Reserves to Operating Revenue

In conclusion, the content and discussion included in this report is sufficiently thorough and relevant to support a conversation about how your community has been operating relative to its peers and provide meaningful benchmark comparisons. I hope you'll be better able to satisfy the question, "How is my City doing?"

Sincerely,



**Greg McIntyre**  
Senior Commercial Account Manager

## OPERATING SURPLUS (DEFICIT) AS A % OF OPERATING REVENUE

One of the simplest concepts of managing a viable operation is that revenue should exceed expenses! Operating surplus funds drive a city's ability to: pay down debt, self-finance capital projects or simply add to reserves. Operating Deficits at times may be unavoidable and should be interpreted in conjunction with other metrics like Reserves as a % of Revenue. Likewise, one must make sure to adjust any extraordinary revenue or expense that may overstate or understate revenue and operating surplus (deficit). Anything above 10% of your annual Operating Revenue is considered strong and over 20% is considered very strong. (Note: a municipality with consistent deficits would be reliant on reserves. This trend may be a leading indicator of vulnerability.)

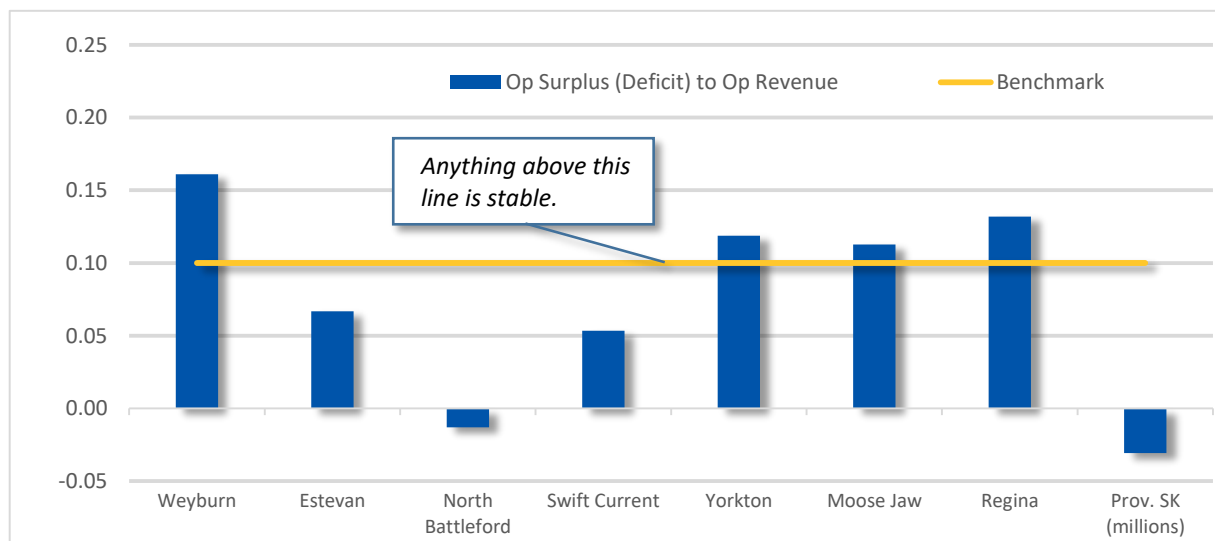
### Calculated using the following formula:

$$\frac{\text{Operating Surplus (Deficit)}}{\text{Operating Revenue}} \times 100\% = \text{Operating Surplus (Deficit) as a \% Operating Revenue}$$

Note: The 2018 ratios below are considered accurate. However, budgeted adjustments to account for 2019 or 2020 financing intentions have not been included in ALL peer ratios.

### Results:

	Weyburn	Estevan	North Battleford	Swift Current	Yorkton	Moose Jaw	Regina	Prov. SK (millions)
Population (Approx.)	10,679	11,258	13,567	16,022	16,041	32,724	214,631	1,174,000
Operating Surplus (Deficit)	\$ 4,595	\$ 2,213	\$ (513)	\$ 3,327	\$ 5,900	\$ 9,935	\$ 90,925	\$ (439)
Operating Revenue	\$ 28,544	\$ 33,169	\$ 39,670	\$ 62,179	\$ 49,676	\$ 88,108	\$ 689,976	\$ 14,278
Op Surplus (Deficit) to Op Revenue	16.1%	6.7%	-1.3%	5.4%	11.9%	11.3%	13.2%	-3.1%
Benchmark	10%	10%	10%	10%	10%	10%	10%	10%



### ANALYSIS:

Operating Surplus (Deficit) as a % of Operating Revenue is tested using the following:

- 2018 Annual Financial Statement
  - Operating Revenues are adjusted to remove extraordinary items like Land Sales & Investment Revenue. Also adjusted to recognize Revenue from Prov / Fed Capital Grants to offset related expenses.
  - Operating Surplus (Deficit) becomes *adjusted* Operating Revenue less Operating Expenses.

- 2019 Annual Budget
  - The next year's annual budget is consulted for guidance on capital expenditure intentions for the next year and how much will be financed vs. supported by reserves.
  - *Note: I did not undertake any material adjustments from the 2019 nor Pending 2020 budget(s).*

## **DISCUSSION & SUGGESTIONS FOR IMPROVEMENT:**

The City of Moose Jaw's Surplus to Operating Revenue is strong--and is likely to improve with changes made to reserve investments earlier in 2019. It's anticipated the additional interest revenue from these changes will further reduce pressures on Operating Surplus.

It is not always well understood that "Operating Surplus" doesn't mean "Left over money." Operating Surplus is what services principal repayment of loans and feeds some general reserves. When we consider the City of Moose Jaw's annual obligations, the Annual Surplus needs to still cover Principal. That means that if Expenses equalled Revenue that once debt was repaid, it would be considered a loss!

Likewise, if there was JUST enough surplus to cover the annual principal repayment obligations, there wouldn't be any extra surplus to cover the unexpected or fund general reserves. This means that one would be supplementing operations or renewing assets from saving / reserves.

For the above reasons, this is why this ratio is interpreted in conjunction with the Debt Burden Ratio & Reserves as a % of Operating Revenues. (See following ratios)

### **INTERESTING INSIGHTS FOR SURPLUS to OPERATING REVENUE**

- The City of Moose Jaw has exceeded the 10% benchmark by more than \$1,024,000.00
- The City of Moose Jaw had \$4,476,000 Debt Service Surplus. (funds in excess of expenses and principal repayment)
- Amortization expense for 2018 was approximately \$12,751,000. This is typically a non-cash expense, but this helps a city to organize reserves to refresh capital assets / Infrastructure etc.
- Accumulated Amortization was \$214,000,000 in 2018. That is a close estimate of what it would cost to bring the City up to "Brand New" condition.



## Debt Burden

A municipality's ability to repay its debt and associated interest is crucial to the longevity and stability of a community. The debt burden ratio is a measurement tool that reveals the portion of operating revenue required to service its annual financing obligations. This ratio's should be reviewed along side the annual surplus ratio and the Reserves to Operating Revenue Ratio. A higher ratio implies a greater ability to repay creditors with out putting undue burden to meet operating expenses. A Strong ratio is <15%. (Above 25% could indicate a municipality is vulnerable to economic shocks and distress)

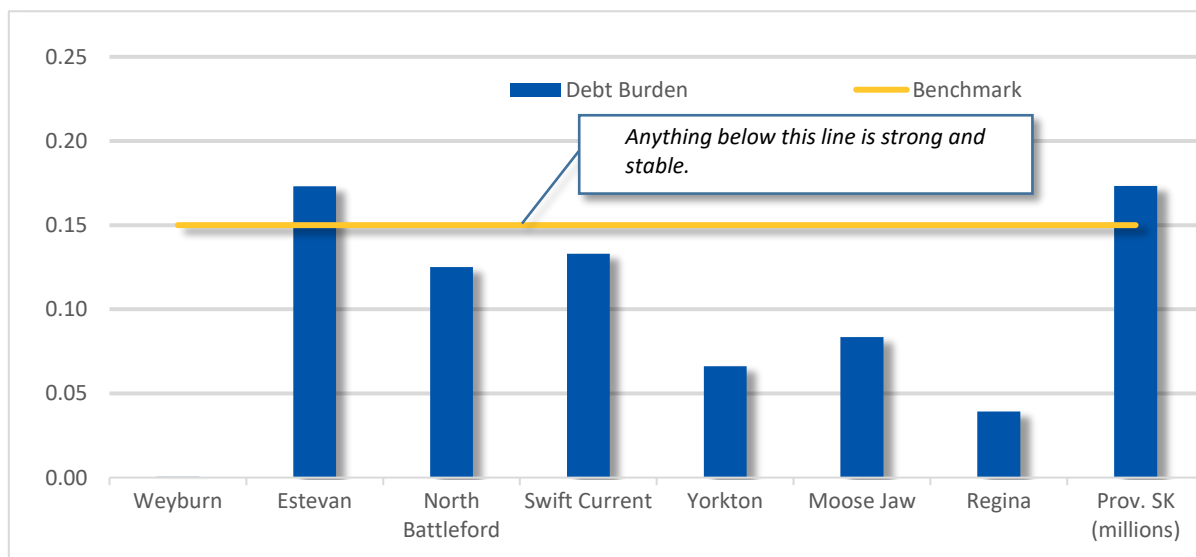
### Calculated using the following formula:

$$\frac{\text{Principal} + \text{Interest} + \text{Lease Payments} + \text{Sinking Fund Obligations}}{\text{Operating Revenue}} = \text{Debt Burden}$$

Note: The 2018 ratios below are considered accurate. However, budgeted adjustments to account for 2019 or 2020 financing intentions have not been included in ALL peer ratios.

### Results:

	Weyburn	Estevan	North Battleford	Swift Current	Yorkton	Moose Jaw	Regina	Prov. SK (millions)
Population (Approx)	10,679	11,258	13,567	16,022	16,041	32,724	214,631	1.174 Mil
Annual Debt Obligations	\$ 16	\$ 5,739	\$ 4,950	\$ 8,268	\$ 3,291	\$ 7,354	\$ 27,102	\$ 2,430
Operating Revenue	\$ 28,544	\$ 33,169	\$ 39,565	\$ 62,179	\$ 49,676	\$ 88,108	\$ 689,976	\$ 14,019
Debt Burden	0.1%	17.3%	12.5%	13.3%	6.6%	8.3%	3.9%	17.3%
Benchmark	15%	15%	15%	15%	15%	15%	15%	15%



### ANALYSIS:

Debt Burden is tested using the following:

- 2018 Annual Financial Statement
  - Operating Funds are adjusted to remove extraordinary items like Land Sales & Investment Revenue.
- 2019 Annual Budget
  - The next year's annual budget is consulted to determine financing intentions for the next year.
  - The City of Moose Jaw's additional \$15,000,000 loan has been included in the above annual debt obligation.

## DISCUSSION & SUGGESTIONS FOR IMPROVEMENT:

The City of Moose Jaw is comfortably under the Debt Burden Benchmark at 8.3% (including 2020 budgeted \$15MM loan over 15 years). This is very comfortable position to be in. It gives the city lots of excess capacity in the event of a financial shock.

The City of Moose Jaw has done very well to take advantage of some of the lowest borrowing rates available in a century.

While the rural communities across southern Saskatchewan have been suffering a recession for the last 24 months or more, the future outlook for Moose Jaw has remained stable.

Based on additional availability of surplus Debt Burden, the City of Moose Jaw may consider additional financing while rate remain low<sup>1</sup> vs. using reserve funds. Reserve funds may be more effectively deployed through investment vs. avoiding debt. There could be a time in the future where reserves are relied upon, if interest rates become a barrier to borrow.

### CONSIDERATIONS FOR THE CITY OF MOOSE JAW:

- If we account for the 2010 Multiplex Interim Financing loan, being retired in June 2020, the Debt Burden is likely only 7.9%:
- The City of Moose Jaw would have to borrow approximately another \$75,000,000.00 over 15 years and current rates to find its Debt Burden at the <15% Benchmark.
- Conversely if the City's annual obligations were to remain constant, it would have to suffer a financial shock resulting in a 44% (\$39,000,000.00) drop in annual revenue to find its Debt Burden at the <15% Benchmark.

<sup>1</sup> Current borrowing rates on 15 year money is < 3.00% as of December 2019.

RBC is not expressing direction that you should attempt to alter your debt strategy nor increase taxes. This is simply an exercise in understanding Debt

## Reserves as a % of Operating Revenue

Reserves or accumulated surplus funds provide a municipality some much needed ballast to be able to absorb economic shocks. These funds can help a community weather a regional recession or to be relied upon to fund capital projects when lending rates may be a barrier to borrow. It is important to manage the surplus to optimize the community's return on the funds until they need to be relied upon. Anything above 30% of your annual Operating Revenue is considered strong and over 50% is considered very strong. (Note: a municipality with less than a 10% ratio would potentially be vulnerable to economic shocks and may be on the verge of distress.)

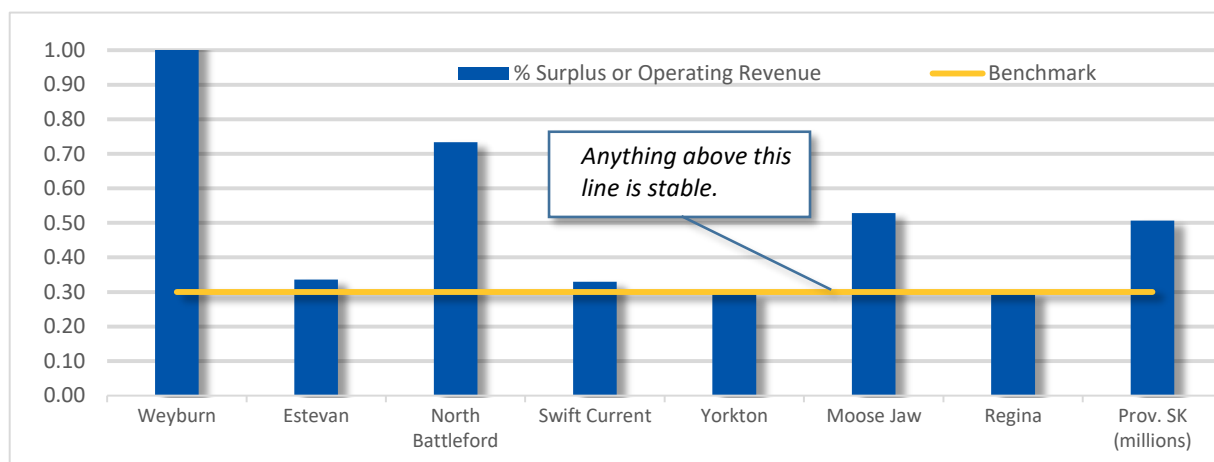
### Calculated using the following formula:

$$\frac{\text{Unrestricted Surplus} + \text{Internally Restricted Surplus}}{\text{Operating Revenue}} \times 100\% = \text{Unrestricted Reserves as \% Operating Revenue}$$

Note: The 2018 ratios below are considered accurate. However, budgeted adjustments to account for 2019 or 2020 reliance on cash reserves have not been undertaken for all peer ratios.

### Results:

	Weyburn	Estevan	North Battleford	Swift Current	Yorkton	Moose Jaw	Regina	Prov. SK (millions)
Population (Approx.)	10,679	11,258	13,567	16,022	16,041	32,724	214,631	1.174 Mil
Unrestricted Reserves	\$ 29,492	\$ 11,131	\$ 29,016	\$ 20,478	\$ 14,660	\$ 46,568	\$ 206,364	\$ 7,108
Operating Revenue	\$ 28,544	\$ 33,169	\$ 39,565	\$ 62,179	\$ 49,676	\$ 88,108	\$ 689,976	\$ 14,019
% Surplus or Operating Revenue	103.3%	33.6%	73.3%	32.9%	29.5%	52.9%	29.9%	50.7%
Benchmark	30%	30%	30%	30%	30%	30%	30%	30%



### ANALYSIS:

Reserve Fund Balance as a % of Operating Revenue is tested using the following:

- 2018 Annual Financial Statement
  - Operating Funds are adjusted to remove extraordinary items like Land Sales & Investment Revenue.
  - Reserve Fund balance is often comprised of Unappropriated Surplus & Appropriate Reserves.
- 2019 Annual Budget
  - The next year's annual budget is consulted for guidance on capital expenditure intentions for the next year and how much will be financed vs. supported by reserves.
  - I did not adjust unrestricted reserves from the 2019 budget for the City of Moose Jaw.



## DISCUSSION & SUGGESTIONS FOR IMPROVEMENT:

Southern Saskatchewan has been experiencing economic headwinds due to poor conditions in Agriculture and Energy. Currently the City of Moose Jaw has admirably managed to maintain their reserves above 50%. Should the duration of an economic downturn last too long we could anticipate a shrinking tax base and more pressure on surplus, exacerbated by an inability to replenish reserves. The City of Moose Jaw is very well positioned for this!

Over most of the last several years, returns on cash reserve funds were relatively minimal and interest revenue was limited. Over the last couple of years, prime lending rates have increased in response to a generally healthy national & global economic outlook; and the ability to access better returns on surplus are once again more attainable. The City of Moose Jaw has done some great work ensuring reserves are productively invested.

At the moment returns on surplus have increased while borrowing rates have remaining very attractive, the conditions are still favourable to borrow vs. using cash reserves<sup>1</sup>.

### INTERESTING INSIGHTS FOR SURPLUS to OPERATING REVENUE

- The City of Moose Jaw has exceeded the 30% benchmark by more than \$20,000,000.00
- At 10% Reserves to Operating Revenue, the City's reserves would have to be depleted by nearly \$38,000,000.
- Tax arrears can be leading indicator of pressures on Reserves.  
2018: 1.87% (2017: 1.63%)
- Of course, the nature of this ratio needs to be kept in context with the i) *Debt Burden* and ii) *Operating Surplus (Deficit) to Operating Revenue* ratios. A declining Tax Base / Revenue could improve this measurement--while in fact the city's situation is deteriorating.

<sup>1</sup> Current borrowing rates on 15 year money is < 3.00% as of December 2019.

RBC is not expressing direction that you should attempt to alter your debt strategy nor increase taxes. This is simply an exercise in understanding Debt Burden.

## CONCLUSION:

Aside from some yearly maintenance to review and rebalance strategy for reserves vs. financing, The City of Moose Jaw is in great shape! By taking advantage of the affordable borrowing rates and productively investing reserves, the citizen of Moose Jaw are competitively positioned to endure financial shocks. Better still the City of Moose Jaw has some surplus horse power to support future growth.

The city of Moose Jaw should continue to monitor the financial climate to determine opportunities to borrow at exceptionally low rates as weighed against productivity of invested surplus. Reserves can be very important in an event of economic headwinds with high interest rates, which may be a barrier to borrow.

The City of Moose Jaw is in above average condition with both its financial structure and its treatment of invested reserves. There are many cities that would love to have Moose Jaw's debt capacity and war chest of reserves. The future looks bright for this City!

Sincerely,



**Greg McIntyre**

Senior Commercial Account Manager

## Other topics you may find interesting are:

- **RBC Group Advantage** – Provide Matching contribution pensions and employee banking benefits through RBC Group Advantage. Many of my other clients have enjoyed increased employee retention and loyalty-- even out of their seasonal employees.



### Notes:

**Private Confidential**



# City of Moose Jaw

## COMMUNICATION # CC-2019-0277

**TITLE:** Communication from MHO Regarding Fluoridation Research

**TO:** City Council

**FROM:** City Clerk/Solicitor's Department

**DATE:** December 10, 2019

**PUBLIC:** PUBLIC DOCUMENT

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### **RECOMMENDATION**

THAT Dr. Olanrewaju Medu, Medical Health Officer, be allowed to address members of City Council.

THAT the letter dated December 10, 2019 from Dr. Olanrewaju Medu, Medical Health Officer, re: Response to Concerns about Effects of Fluoride in Drinking Water, be received and filed.

### **TOPIC AND PURPOSE**

To transmit a letter dated December 10, 2019 from Dr. Olanrewaju Medu, Medical Health Officer, re: Response to Concerns about Effects of Fluoride in Drinking Water.

### **BACKGROUND**

At the Special Meeting of City Council held on December 4, 2019, Council passed the following motion:

*"THAT the matter of the fluoridation upgrade at BPWTP be tabled to the Special Meeting of City Council scheduled for December 11, 2019 pending communication from the Medical Health Officer regarding the latest fluoridation research."*

Subsequently, Administration reached out to Dr. Olanrewaju Medu, Medical Health Officer with Public Health Services in Moose Jaw, and invited him to communicate with Council at the next Special Meeting of City Council. Dr. Medu agreed to submit a communication addressing Council's concerns about recent fluoridation studies (Attachment i) and to attend the Special Meeting of City Council to be held on December 11, 2019 in order to address members of City Council and answer any questions Council may have.

**PRESENTATION**

VERBAL: Dr. Olanrewaju Medu, Medical Health Officer, will be present to address City Council.

**ATTACHMENTS**

- i. Letter dated December 10, 2019 from Dr. Olanrewaju Medu, Medical Health Officer, re: Response to Concerns about Effects of Fluoride in Drinking Water.

**REPORT APPROVAL**

Written by: Maureen Latta, Council Support Clerk  
Reviewed by: Tracy Wittke, Assistant City Clerk  
Approved by: Myron Gulka-Tiechko, City Clerk/Solicitor  
Approved by: Jim Puffalt, City Manager  
Approved by: Fraser Tolmie, Mayor

*To be completed by the Clerk's Department only.*

Presented to Regular Council or Executive Committee on \_\_\_\_\_.

No. \_\_\_\_\_ Resolution No. \_\_\_\_\_

## Report Approval Details

Document Title:	Communication from Medical Health Officer Regarding Fluoridation Research - CC-2019-0277.docx
Attachments:	- Attachment i Response to City Council re-fluoride research.pdf
Final Approval Date:	Dec 10, 2019

This report and all of its attachments were approved and signed as outlined below:



Tracy Wittke

**No Signature - Task assigned to Myron Gulka-Tiechko was completed by workflow administrator Maureen Latta**

Myron Gulka-Tiechko



Jim Puffalt



Fraser Tolmie



Public Health Services  
1000B Albert Street  
Moose Jaw, SK S6H 2Y2  
T: 306-691-2307 | F: 306-691-1539

December 10, 2019

### **Response to concerns about effects of fluoride in drinking water**

Good evening Mayor Tolmie and Council,

My name is Dr Olanrewaju ('Lanre) Medu. I am a Public Health Physician, one of the two Medical health officers working with the Saskatchewan Health Authority, Moose Jaw office. My colleague out of the Moose Jaw office is Dr Hortense Tabien.

Thank you for the opportunity to provide a response to the concerns about fluoride in water.

As an introduction, fluorine is a naturally occurring, widely distributed element and a member of the halogen family, which includes chlorine, bromine, and iodine. Fluorides also are a natural component of the earth's crust and soil. Small amounts of fluorides are present in water, air, plants, and animals.

The use of fluorides in drinking water ranks as one of the great public health interventions of the past century. Its addition to public health water systems has served to significantly reduce rates of dental caries i.e. tooth decay. It is an effective, cost effective, and equitable intervention aimed at reducing the rates of dental caries and the associated deleterious effects on health and wellbeing.

The recommended levels for fluoride in municipal water systems is 0.7mg/l, i.e. 7 parts per million for the prevention of dental caries. This level accounts for the other potential sources of fluoride that the individual is exposed to.

The use of fluoride in municipal water systems referred to as community water fluoridation has been endorsed by a wide range of professional organizations including the College of Dental Surgeons of Saskatchewan, College of Physicians & Surgeons of Saskatchewan, the respective Saskatchewan associations of Dental Assistants; Hygienists, and Therapists, Canadian Dental Association and the Saskatchewan and Canadian Public Health associations among others. The Saskatchewan Ministry of Health also issued a position statement on community water fluoridation endorsing Health Canada's recommendation of a level of 0.7 mg/L as the optimal target concentration for fluoride in drinking water<sup>1</sup>. The body of evidence for the benefit of fluoride has been detailed most recently in a Cochrane Systematic Review.<sup>2</sup>

Despite this wide base of support and comprehensive evidence as to the benefits of water fluoridation, there are concerns about its safety, one of which was highlighted in a recent study that described a relationship between fluoride levels in tap water and the IQ's in a Canadian birth cohort.<sup>3</sup>

<sup>1</sup> Saskatchewan Ministry of Health position statement on community water fluoridation. Available at <http://publications.gov.sk.ca/documents/13/100169-Saskatchewan-Ministry-of-Health-Position-Statement-REVISED-March-2017.pdf>

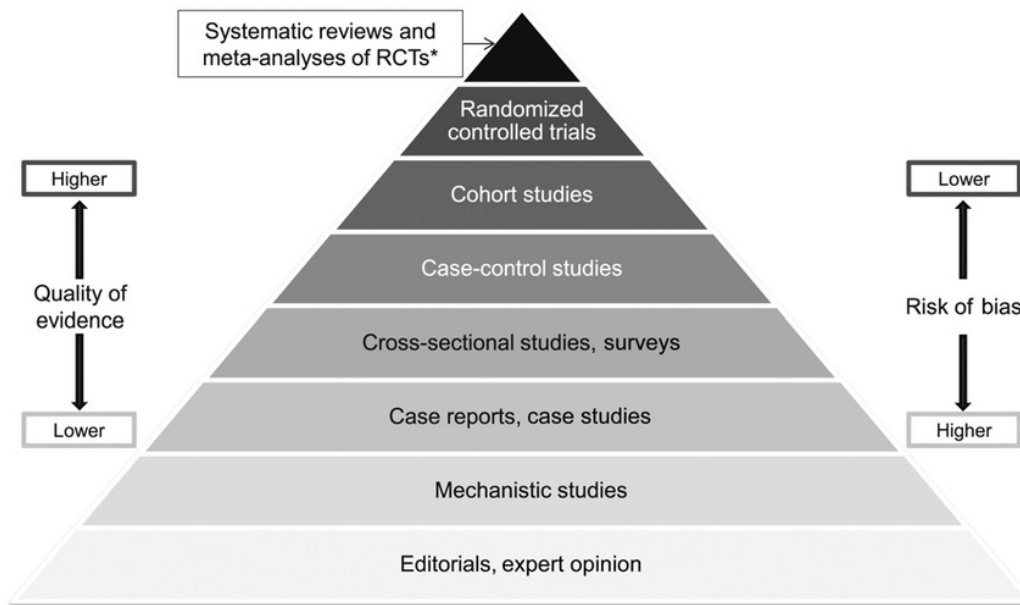
<sup>2</sup> Benson PE, Parkin N, Dyer F, Millett DT, Germain P., Fluorides for preventing early tooth decay (demineralised lesions) during fixed brace treatment. Cochrane Database of Systematic Reviews 2019,

<sup>3</sup> Till. C. et al. Fluoride exposure from infant formula and child IQ in a Canadian birth cohort. Environment International 134 (2020) 105315

The authors describe exposure to increasing levels of fluoride in tap water being associated with diminished non-verbal intellectual abilities with the effect noted to be more pronounced among formula-fed children.

A few thoughts on the study. First is the type of study, this was a cohort study. Cohort studies while a good study design are not the best options to demonstrating causal evidence. In the hierarchy of evidence, they are listed lower than randomised experimental studies and the systematic reviews and meta-analysis. Cohort studies are also subject to significant potential confounding variables as well as bias due to recall issues especially in retrospective cohorts such as this. Confounding variables in this regard are factors other than fluoride exposure that may contribute to the reported result but were unaccounted for or unmeasured.

### Hierarchy of evidence



This was an observational study and no single observational study provides a definitive test of a hypothesis, and while this early study suggests an association, this does not equate causation. It would thus be premature to modify or alter a valid, effective public health decision based on the conclusions of a few studies that have identified design issues that may result in biased conclusions.

Second, one of the central planks of their assertion about the fluoride levels in infants employed a non-validated approach which means this approach cannot be considered a valid measure of fluoride intake in infants.

Third, the assessment of infant fluoride exposure relied on the measures of fluoride at the water treatment plants, this would be expected to provide elevated levels because fluoride levels at the source (treatment) would be expected to be markedly higher than at the end user. It could be argued that a measurement of fluoride levels at the end-user would be the more appropriate option.

Fourth, the concept of causation relies on the specificity of the association. This concept suggests that an outcome should be linked directly to an exposure or cause for it to be considered responsible. In this case, the authors have not been able to demonstrate that the cause of the lower IQ measures was due to the fluoride levels in water. There is a myriad of causes that may be responsible for these differences that was not fully elucidated.

Further to this issue of causation, I want to discuss the gradient effect, which refers to when the higher the levels of an exposure the more marked the expected outcomes if the exposure is responsible. If the assertion of the authors holds correct, it would be expected that there would have been marked IQ decrements in previous years



given that the upper limits of fluoride in water was higher. This has not been demonstrated in other jurisdictions and thus may suggest that the findings warrant further research. It would be interesting to know if a gradient effect was demonstrable in this analysis.

We would like to thank you for the privilege of providing this response and would like to conclude that with these concerns highlighted and the demonstrated and evident benefits of water fluoridation, As Public Health Physicians we would recommend that the City of Moose jaw continue to fluoridate water at the current level of 0.7mg/l.

Sincerely,

A handwritten signature in black ink, appearing to read 'Medu', with a horizontal line drawn underneath it.

Dr Olanrewaju Medu, MBBS  
Medical Health Officer



# City of Moose Jaw

## COMMUNICATION # CC-2019-0278

**TITLE:** Revised Capital Budget

**TO:** City Council

**FROM:** City Manager

**DATE:** December 10, 2019

**PUBLIC:** PUBLIC DOCUMENT

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### **RECOMMENDATION**

1. THAT approval be granted to transfer \$3,000,000 in 2020 from Sanitary Sewer to Waterworks and combine one Utility.
2. THAT City Council approve an Infrastructure Levy of \$30.00 per taxable property per year or \$2.50 per month for all property classes except for the multi-unit residential property class which will have an Infrastructure Levy of \$30.00 on each dwelling unit of the multi-unit residential property per year or \$ 2.50 per month; and

THAT the Infrastructure Levy extends to each mobile home in mobile home parks through an agreement with mobile park owners; and

THAT the Infrastructure Levy be dedicated to funding the previously anticipated local improvement portion of the Cast Iron Watermain Project on an annual basis; and further;

THAT City Council review the Levy in five years (2024) to ensure it is still required.

3. THAT funding from the Land Development Fund in the amount of \$5.4 million be approved for the City's cost of the High Street Reservoir and pumphouse and Northeast Reservoir Inlet. Funding to be provided from land sale proceeds from Canadian Tire, SaskPower, Carpere and the numbered company.

## **TOPIC AND PURPOSE**

The purpose of this report is to provide City Council with the revised Capital budget information and recommendations.

## **BACKGROUND/DISCUSSION**

Attached, please find the revised 2020-2024 Capital Budget with the final figure of \$195,082,217.

2019 Committed	\$14,723,710
2019 Carry Forwards	\$17,891,219
2020 to 2024 Budget	<u>\$162,467,288</u>
	\$195,082,217

The committed for 2019 indicates the up to date figures on what will be completed in the first two to five months of 2020 though accepted tenders and follows the budget principals.

The revised 2020-2024 Capital Budget includes the demolition of the YMCA Building - \$295,000, funds for Roads Local Improvement Program - \$250,000 each year of the 2020 to 2024 capital Budget and \$1.1 million for NE reservoir inlet. In addition, City Administration would not recommend expending \$1,200,000 on fluoridation at this time due to the many other competing demands for water infrastructure.

We will review the changes at the meeting; however, the following is recommended:

- Approval to transfer \$3,000,000 in 2020 from sanitary sewer to waterworks and combine this Utility. The \$3,000,000 contribution is possible due to the capital expenditure reductions and deferrals in that area.
- WW17 – Cast Iron Watermain Replacement adjusted 2020 and 2021 for design cost savings which effectively pays for new crew. To clarify, the same amount of work would be completed as we are not paying external engineering fees.
- Still includes an infrastructure levy but could be phased in at \$30 for 2020, \$60 for 2021 and \$100 for 2022. The funding need exists because the local improvement portion of funding from the original program has never been funded.
- Reduce waterworks borrowing from \$15,000,000 in 2020 to \$10,000,000.
- It is further proposed that the City cost of the High Service Reservoir and pumphouse of \$4.3 and \$1.1 for the Northeast Reservoir Inlet totalling \$5.4 million be paid in essence from the Land Development Fund from land sale proceeds. If the 3<sup>rd</sup> Agreement is not completed or the ICIP funding is not approved, Administration would advise Council that funding would have to come from borrowing. That would reduce the borrowing requirement to \$4.6 for 2020. The capital budget presented includes \$4.6 million in borrowing for the waterworks utility down from \$15.0 million.

**PRESENTATION**

VERBAL: The City Manager will present the report.

**ATTACHMENTS**

- i. Revised Capital Budget.

**REPORT APPROVAL**

Written by: Brian Acker, Director of Finance  
Jim Puffalt, City Manager  
Reviewed by: Tracy Wittke, Assistant City Clerk  
Approved by: Jim Puffalt, City Manager  
Approved by: Fraser Tolmie, Mayor

*To be completed by the Clerk's Department only.*


Presented to Regular Council or Executive Committee on \_\_\_\_\_.

No. \_\_\_\_\_ Resolution No. \_\_\_\_\_

## Report Approval Details

Document Title:	Revised Capital Budget - CC-2019-0278.docx
Attachments:	- December 11th 2020 to 2024 Capital Budget Model FINAL DEC.10th.pdf
Final Approval Date:	Dec 10, 2019

This report and all of its attachments were approved and signed as outlined below:



Tracy Wittke



Jim Puffalt

**No Signature - Task assigned to Fraser Tolmie was completed by assistant  
Caroline Dreger**

Fraser Tolmie

**GENERAL CAPITAL RESERVE SUMMARY**  
**2020 - 2024**

	2019	2020	2021	2022	2023	2024	Total
Carry over from previous year	\$ 6,675,897	\$ 4,890,586	\$ 105,351	\$ (4,414,202)	\$ (8,231,474)	\$ (9,398,382)	
SPC Funds Available	\$ 2,814,524	\$ 2,895,620	\$ 2,996,967	\$ 3,101,861	\$ 3,210,426	\$ 3,322,791	\$ 15,527,665
Hospital Levy	\$ 257,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Taxation Revenue	\$ 3,583,283	\$ 3,844,186	\$ 3,876,751	\$ 3,993,054	\$ 4,112,845	\$ 4,236,231	\$ 20,063,067
Capital Expenditure Fund Interest	\$ 1,295,000	\$ 2,610,000	\$ 2,450,000	\$ 2,475,000	\$ 2,500,000	\$ 2,525,000	\$ 12,560,000
Land Sale Proceeds	\$ 910,000	\$ 2,210,000	\$ 1,125,000	\$ 880,000	\$ 880,000	\$ 880,000	\$ 5,975,000
Parks Dedication Reserve	\$ 20,000	\$ 51,000	\$ 39,000	\$ 19,500	\$ 40,000	\$ 20,500	\$ 170,000
Federal/Provincial Funding	\$ -	\$ 381,275	\$ 517,110	\$ -	\$ -	\$ -	\$ 898,385
Flood Prone Funding	\$ -	\$ 70,537	\$ -	\$ -	\$ -	\$ -	\$ 70,537
SaskEnergy Mun. Surcharge	\$ 912,500	\$ 938,500	\$ 957,270	\$ 976,415	\$ 995,944	\$ 1,015,863	\$ 4,883,992
Fundraising Contributions	\$ 296,989	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Transfer to Waterworks	\$ (2,691,492)	\$ (2,726,985)	\$ (2,808,795)	\$ (2,893,058)	\$ (2,979,850)	\$ (3,069,246)	\$ (14,477,934)
Uncompleted Works	\$ (3,672,747)	\$ (4,232,226)	\$ -	\$ -	\$ -	\$ -	
<b>Capital Funding Available</b>	<b>\$ 10,400,954</b>	<b>\$ 10,932,493</b>	<b>\$ 9,258,654</b>	<b>\$ 4,138,570</b>	<b>\$ 527,891</b>	<b>\$ (467,243)</b>	<b>\$ 45,670,712</b>
Transportation	\$ 4,468,962	\$ 6,346,400	\$ 9,079,500	\$ 9,094,930	\$ 7,067,500	\$ 7,337,500	\$ 38,925,830
Parks and Recreation	\$ 1,093,130	\$ 1,607,995	\$ 1,320,585	\$ 1,257,010	\$ 853,153	\$ 1,012,300	\$ 6,051,043
Other Services	\$ 2,546,445	\$ 2,505,247	\$ 2,702,771	\$ 1,445,604	\$ 1,430,620	\$ 1,421,892	\$ 9,506,134
Police Services	\$ 65,000	\$ 67,500	\$ 70,000	\$ 72,500	\$ 75,000	\$ 77,500	\$ 362,500
Fire Services	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Downtown Facility & FieldHouse	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Storm Sewers	\$ 405,000	\$ 300,000	\$ 500,000	\$ 500,000	\$ 500,000	\$ 500,000	\$ 2,300,000
Total Funding Required	\$ 8,578,537	\$ 10,827,142	\$ 13,672,856	\$ 12,370,044	\$ 9,926,273	\$ 10,349,192	\$ 57,145,507
<b>Surplus/Shortfall</b>	<b>\$ 1,822,417</b>	<b>\$ 105,351</b>	<b>\$ (4,414,202)</b>	<b>\$ (8,231,474)</b>	<b>\$ (9,398,382)</b>	<b>\$ (10,816,435)</b>	

**WATER UTILITY RESERVE  
2020 - 2024**

	2019	2020	2021	2022	2023	2024	Total
Opening Balance	\$18,071,573	\$7,528,706	(\$14,443,228)	(\$3,483,419)	(\$2,976,132)	(\$1,683,068)	
Contributions during the year	\$7,960,506	\$14,426,371	\$24,119,846	\$11,167,499	\$12,104,767	\$16,216,698	\$78,035,181
Loan Proceeds	\$0	\$4,600,000	\$0	\$0	\$0	\$0	\$4,600,000
Land Sale Contribution	\$0	\$5,400,000	\$0	\$0	\$0	\$0	\$5,400,000
less Water Works Projects	\$20,885,349	\$25,758,750	\$13,160,037	\$10,660,212	\$10,811,703	\$10,811,440	\$71,202,142
less Uncompleted Works	\$13,066,249	\$20,639,555	\$0	\$0	\$0	\$0	\$20,639,555
<b>Year End Balance</b>	<b>(\$7,919,519)</b>	<b>(\$14,443,228)</b>	<b>(\$3,483,419)</b>	<b>(\$2,976,132)</b>	<b>(\$1,683,068)</b>	<b>\$3,722,190</b>	

**SANITARY SEWAGE UTILITY RESERVE  
2020 - 2024**

	2019	2020	2021	2022	2023	2024	Total
Opening Balance	\$5,568,202	\$7,416,337	\$2,143,334	\$1,790,117	\$2,175,023	\$3,834,715	
Contributions during the year	\$4,494,632	\$4,948,275	\$5,207,244	\$5,529,974	\$5,904,524	\$6,279,560	\$27,869,577
less Sewer Projects	\$3,838,494	\$4,299,278	\$5,560,461	\$5,145,068	\$4,244,832	\$3,600,000	\$22,849,639
Contribution to Waterworks	\$0	(\$3,000,000)	\$0	\$0	\$0	(\$3,000,000)	(\$6,000,000)
less Uncompleted Works	\$1,075,000	\$2,922,000	\$0	\$0	\$0	\$0	\$2,922,000
<b>Year End Balance</b>	<b>\$5,149,340</b>	<b>\$2,143,334</b>	<b>\$1,790,117</b>	<b>\$2,175,023</b>	<b>\$3,834,715</b>	<b>\$3,514,275</b>	

**SOLID WASTE UTILITY RESERVE  
2020 - 2024**

	2019	2020	2021	2022	2023	2024	Total
Opening Balance	\$340,344	\$1,722,300	\$3,230,963	\$3,866,673	(\$4,448,976)	(\$2,853,060)	
Contributions during the year	\$1,832,305	\$1,676,163	\$1,753,210	\$1,684,351	\$1,613,416	\$1,711,949	\$8,439,089
less Solid Waste Projects	\$15,000	\$117,500	\$1,117,500	\$10,000,000	\$17,500	\$17,500	\$11,270,000
less Uncompleted Works	\$100,000	\$50,000	\$0	\$0	\$0	\$0	\$50,000
<b>Year End Balance</b>	<b>\$2,057,649</b>	<b>\$3,230,963</b>	<b>\$3,866,673</b>	<b>(\$4,448,976)</b>	<b>(\$2,853,060)</b>	<b>(\$1,158,611)</b>	

**LAND DEVELOPMENT RESERVE  
2020 - 2024**

	2019	2020	2021	2022	2023	2024	Total
Opening Balance	(\$2,129,352)	(\$2,519,371)	\$996,547	\$1,240,080	\$3,233,613	\$4,327,146	
Contributions during the year	\$3,103,100	\$8,287,066	\$243,533	\$1,993,533	\$1,093,533	\$1,093,533	\$12,711,198
Loan Proceeds	\$0	\$0	\$0	\$0	\$0	\$0	\$0
less Land Dev Projects	\$0	\$0	\$0	\$0	\$0	\$0	\$0
less Uncompleted Works	\$6,249,805	\$4,771,148	\$0	\$0	\$0	\$0	\$4,771,148
<b>Year End Balance</b>	<b>(\$5,276,057)</b>	<b>\$996,547</b>	<b>\$1,240,080</b>	<b>\$3,233,613</b>	<b>\$4,327,146</b>	<b>\$5,420,679</b>	

Object Account	2019 Original Carry Forward	Committed for 2020	2019 Revised CarryForward	2020	2021	2022	2023	2024	Total Including CFWDS
9014 - TR1 PAVED ROADWAYS	750,000	750,000	-	3,600,000	3,600,000	3,600,000	3,600,000	3,600,000	18,000,000
9026 - TR2 SIDEWALKS, CURBS & GUTTER	-	-	-	522,100	541,500	559,930	576,500	599,500	2,799,530
9029 - TR3 TRAFFIC CONTROL	150,000	150,000	-	740,000	695,000	685,000	735,000	675,000	3,530,000
9033 - TR4 GRAVEL ROADWAYS	-	-	-	160,300	168,000	174,000	179,000	185,000	866,300
9034 - TR5 MUNICIPAL AIRPORT	3,800	-	3,800	-	-	-	-	-	3,800
9006 - TR6 STRUCTURE UPGRADES	1,213,383	-	1,213,383	900,000	3,800,000	3,800,000	1,700,000	2,000,000	13,413,383
9007 - TR7 LOCAL IMPROVEMENT - ROADS	-	-	-	250,000	250,000	250,000	250,000	250,000	1,250,000
9030 - TR30 GEOTHERMAL WELL REHAB	-	-	-	150,000	-	-	-	-	150,000
9040 - TR40 COMMUNITY AESTHETICS	-	-	-	24,000	25,000	26,000	27,000	28,000	130,000
<b>Transportation</b>	<b>2,117,183</b>	<b>900,000</b>	<b>1,217,183</b>	<b>6,346,400</b>	<b>9,079,500</b>	<b>9,094,930</b>	<b>7,067,500</b>	<b>7,337,500</b>	<b>40,143,013</b>
9303 - PR3 WAKAMOW VALLEY AUTHORITY	-	-	-	30,770	31,385	32,010	32,653	33,300	160,118
9304 - PR4 CITY COMPLEX UPGRADE	235,000	235,000	-	-	-	50,000	-	-	50,000
9311 - PR11 LIBRARY/ART MUSEUM	6,500	-	6,500	-	50,000	150,000	203,000	175,000	584,500
9314 - PR14 CRESCENT PARK UPGRADES	1,100	-	1,100	16,000	10,000	20,000	7,000	-	54,100
9323 - PR23 GEN UPGRADE - PKS	68,510	-	68,510	63,500	134,500	20,000	260,000	20,000	566,510
9347 - PR47 BUILDING IMPROVE	59,265	-	59,265	315,000	30,000	40,000	50,000	50,000	544,265
9349 - PR49 CEMETERY IMPROVEMENTS	-	-	-	-	78,000	-	-	-	78,000
9352 - PR52 PATHWAY UPGRADE	15,590	-	15,590	-	25,000	40,000	80,000	60,000	220,590
9355 - PR55 REFORESTATION CITY	-	-	-	18,000	25,000	18,000	10,000	-	71,000
9356 - PR56 ENERGY MGT PROGRAM	132,510	132,510	-	-	120,000	-	-	-	120,000
9359 - PR59 SPEC NEEDS UPGRADES	45,301	-	45,301	31,225	32,000	34,000	36,000	38,000	216,526
9363 - PR63 KINSMEN SPORTSPLEX ARENA	425,000	425,000	-	105,000	-	212,000	-	-	317,000
9364 - PR64 CITY HALL	146,645	146,645	-	757,000	60,000	60,000	100,000	50,000	1,027,000
9365 - PR65 COMMUNITY PROJECTS	11,513	-	11,513	31,500	32,500	33,500	34,500	35,500	179,013
9368 - PR68 PARKS DEDICATION RESERVE	11,850	-	11,850	51,000	39,000	19,500	40,000	20,500	181,850
9371 - PR71 PLA-MOR PALACE	-	-	-	109,000	196,200	330,000	-	-	635,200
9372 - PR72 KINSMEN POOL	-	-	-	80,000	-	113,000	-	30,000	223,000
9373 - PR73 CULTURAL CENTRE	-	-	-	-	457,000	50,000	-	-	507,000
9374 - PR74 YARA CENTRE	-	-	-	-	-	35,000	-	500,000	535,000
<b>Parks &amp; Recreation</b>	<b>1,158,784</b>	<b>939,155</b>	<b>219,629</b>	<b>1,607,995</b>	<b>1,320,585</b>	<b>1,257,010</b>	<b>853,153</b>	<b>1,012,300</b>	<b>6,270,672</b>
9554 - OS2 INNOVATIVE HOUSING	136,731	-	136,731	-	-	-	-	-	136,731
9558 - OS8 MULTIPLEX LOAN REPAYMENT	-	-	-	1,875,247	1,452,574	1,445,604	1,430,620	1,421,892	7,625,937
9559 - OS9 IT PROJECTS	182,472	-	182,472	-	545,072	-	-	-	727,544
9562 - OS12 SLUMPING STRATEGY	-	-	-	110,000	-	-	-	-	110,000
9508 - GG8 SOLAR INITIATIVES	-	-	-	520,000	705,125	-	-	-	1,225,125
<b>Other Services</b>	<b>319,203</b>	<b>-</b>	<b>319,203</b>	<b>2,505,247</b>	<b>2,702,771</b>	<b>1,445,604</b>	<b>1,430,620</b>	<b>1,421,892</b>	<b>9,825,337</b>
9503 - PS1 POLICE BLDING RENOS	141,837	-	141,837	67,500	70,000	72,500	75,000	77,500	504,337
<b>Police Services</b>	<b>141,837</b>	<b>-</b>	<b>141,837</b>	<b>67,500</b>	<b>70,000</b>	<b>72,500</b>	<b>75,000</b>	<b>77,500</b>	<b>504,337</b>
9403 - MP3 MULTIPLEX	33,940	-	33,940	-	-	-	-	-	33,940
9506 - DFFH CAPITAL UPGRADES	261,279	-	261,279	-	-	-	-	-	261,279
<b>DFFH</b>	<b>295,219</b>	<b>-</b>	<b>295,219</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>295,219</b>
9253 - SS1 STORM SEWERS	200,000	200,000	-	300,000	500,000	500,000	500,000	500,000	2,300,000
<b>Storm Sewers</b>	<b>200,000</b>	<b>200,000</b>	<b>-</b>	<b>300,000</b>	<b>500,000</b>	<b>500,000</b>	<b>500,000</b>	<b>500,000</b>	<b>2,300,000</b>
9618 - WW1 WATER DISTRIBUTION	-	-	-	400,000	400,000	400,000	400,000	400,000	2,000,000



Object Account	2019 Original Carry Forward	Committed for 2020	2019 Revised CarryForward	2020	2021	2022	2023	2024	Total Including CFWDS
9604 - WW4 WATER RESERVOIRS	6,450,000	-	6,450,000	10,000,000	500,000	500,000	500,000	500,000	18,450,000
9612 - WW5 BPWTP	2,764,555	2,764,555	-	600,000	-	-	-	-	600,000
9609 - WW9 FEEDER MAINS	2,725,000	1,025,000	1,700,000	1,600,000	100,000	200,000	349,500	349,500	4,299,000
9616 - WW16 BPWTP TRANSMISSION LINE	6,200,000	6,200,000	-	1,100,000	100,000	-	-	-	1,200,000
9617 - WW17 CAST IRON WATERMAIN REP	3,100,000	1,500,000	1,000,000	9,100,000	9,100,000	6,600,000	6,600,000	6,600,000	39,000,000
9625 - WW25 WATERWORKS LOAN REPAYMENT	-	-	-	2,958,750	2,960,037	2,960,212	2,962,203	2,961,940	14,803,142
<b>Water Utility Reserve Summary</b>	<b>21,239,555</b>	<b>11,489,555</b>	<b>9,150,000</b>	<b>25,758,750</b>	<b>13,160,037</b>	<b>10,660,212</b>	<b>10,811,703</b>	<b>10,811,440</b>	<b>80,352,142</b>
9731 - S1 SANITARY SEWERS	1,790,000	940,000	850,000	1,826,000	1,414,000	1,000,000	1,000,000	1,000,000	7,090,000
9733 - S3 WASTEWATER TREATMENT PLANT	1,005,000	205,000	800,000	515,000	500,000	500,000	500,000	500,000	3,315,000
9734 - S4 LIFT STATIONS	127,000	-	127,000	413,000	2,100,000	2,100,000	2,100,000	2,100,000	8,940,000
9725 - S25 WASTEWATER LOAN REPAYMENT	-	-	-	1,545,278	1,546,461	1,545,068	644,832	-	5,281,639
<b>Sanitary Sewage Reserve Summary</b>	<b>2,922,000</b>	<b>1,145,000</b>	<b>1,777,000</b>	<b>4,299,278</b>	<b>5,560,461</b>	<b>5,145,068</b>	<b>4,244,832</b>	<b>3,600,000</b>	<b>24,626,639</b>
9211 - SW1 SOLID WASTE	50,000	50,000	-	117,500	1,117,500	10,000,000	17,500	17,500	11,270,000
<b>Solid Waste Reserve Summary</b>	<b>50,000</b>	<b>50,000</b>	<b>-</b>	<b>117,500</b>	<b>1,117,500</b>	<b>10,000,000</b>	<b>17,500</b>	<b>17,500</b>	<b>11,270,000</b>
9802 - LD2 WESTHEATH PHASE V	4,771,148	-	4,771,148	-	-	-	-	-	4,771,148
<b>Land Development</b>	<b>4,771,148</b>	<b>-</b>	<b>4,771,148</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>4,771,148</b>
									-
<b>TOTAL CAPITAL EXPENDITURES</b>	<b>33,214,929</b>	<b>14,723,710</b>	<b>17,891,219</b>	<b>41,002,670</b>	<b>33,510,854</b>	<b>38,175,324</b>	<b>25,000,308</b>	<b>24,778,132</b>	<b>180,358,507</b>



# City of Moose Jaw

## COMMUNICATION # CC-2019-0250

**TITLE:** Request to Proceed with Construction of the New Fluoridation System  
WW16 BPWTP Water Supply Transmission Line Project – Phase II

**TO:** Special City Council

**FROM:** Department of Engineering Services

**DATE:** November 22, 2019

**PUBLIC:** PUBLIC DOCUMENT

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### **RECOMMENDATION**

THAT City Council approve construction of the new Fluoridation System at the Buffalo Pound Water Treatment Plant (BPWTP) and Northeast Reservoir (NER) influent line including tie ins and increase the 2020 capital budget to \$2,300,000.

### **TOPIC AND PURPOSE**

The purpose of this report is to obtain approval for the additional cost to proceed with construction of the new Fluoridation System and NER influent line including tie ins.

### **BACKGROUND**

The City retained Stantec Consulting Ltd. as the engineering consultant for this project. The project has two phases: 1) The Pipeline Construction and 2) The Pumps & Electrical Upgrades. This phasing is based on BPWTP current improvements and upgrades to their electrical systems that will also house the City's pumps and electrical system. This work at BPWTP was completed this spring of 2019 and therefore, Phase II – Pumps & Electrical Upgrades construction can be carried out.

Construction of Phase I began on November 30, 2017 and was substantially completed on December 4, 2018 after a successful pressure test of 750 mm diameter, 19 kilometres long PVC pipe with 17 trenchless crossings.

The NER pumphouse and influent line were constructed and commissioned in 1982. Replacement of this line was not considered during preliminary design in 2011 due to its current service life at that time. The plan was to carry out an assessment to determine the condition of the steel line. Assessment ranges from \$25k to \$50k depending on the extent of work, which partially covers the replacement cost. Upon further review of methodology and associated cost, it was concluded to not undertake this assessment.

The City Council, at its regular meeting held dated April 22, 2019 approved to complete the detailed design of a fluoridation system to replace the old fluoridation system, which has exceeded its service life. The existing fluoride system had experienced several mechanical and hardware issues. It is currently out of service because replacement parts are difficult to obtain and/or obsolete.

## **DISCUSSION**

This report addresses two issues related to the Buffalo Pound Transmission Line Project – Phase II – Pumps and Electrical Upgrades.

1. Fluoride system – replacement of an existing system. This was not previously budgeted and not part of the original scope. It is recommended to be included due to failure of the existing system.
2. Influent tie in at the Northeast reservoir – replacing existing tie in line. This was not previously included in the budget and was not part of the original scope. It is now recommended to be included as the line is reaching the end of its expected life and would be the only section of the transmission line not replaced, and a contractor will be doing tie in work at the plant.

These items require additional budget, the overall budget impact is outlined in this report. Both items are being considered to be included as part of the Phase II – Pumps and Electrical Upgrades tender package, scheduled for tender this year.

### *Fluoride system*

The current system has failed and is no longer operational. The regulatory permit to operate includes fluoridation of our water at the BPWTP. Council approved design of the replacement system and design of the fluoride system is now complete. A letter from Saskatchewan Health Authority was received by the Department of Engineering Services in support for community water fluoridation. The letter states *"that many governments and health organizations in Canada support the fluoridation of drinking water as an important public health measure to prevent tooth decay. Community water fluoridation remains a safe, cost-effective and equitable public health practice and an important tool in protecting and maintaining health and well-being of Canadians."* The advantages and benefits are also stated in this letter. See Attachment i.

### *Influent tie in at Northeast reservoir*

This is the replacement of the section of line from the new transmission line to the Northeast reservoir. It includes a new Flow Control Valve (FCV), 160m of pipe and an access for maintenance

Replacement the NER influent line is recommended based on the following factors:

1. Age – the line is approaching 38 years of its service life.
2. Swabbing structures – no pig launch and retrieval.
3. Maintenance, serviceability and operations.
4. Appropriate sizing and optimum capacity.

Under normal conditions, a steel water pipe service life span is about 20 to 50 years. For steel water pipes, it is recommended to carry out swabbing as a preventive measure to maintain and prolong its service life. Not having these structures will expedite the deterioration of its condition.

In addition, the new influent line is designed to accommodate future expansions of the reservoir. A reservoir expansion is one of the recommendations stated in Associated Engineering's *Potable Water Storage and Pumping Facilities Conceptual Study* dated August 2018 to meet current capacity requirements of two times average day demand (short term) and to meet projected demand for a population of 45,000 (long term). The replacement of NER influent line will complete the renewal of the entire transmission line, which will ensure a safe and reliable supply of potable water.

With the construction contract for Phase II scheduled to be committed in January 2020, it is recommended the full amount be available to proceed with the construction and complete the project in its entirety.

The total estimated cost of the entire project is summarized below:

	Description	Subtotal	10% Contingency	PST (6%)	Total
	Engineering Services - Stantec	\$ 1,976,520.96	\$ -	\$ -	\$ 1,976,520.96
Phase I	Pipeline Contract - Hamm	\$ 17,090,020.65	\$ -	\$ 1,025,401.24	\$ 18,115,421.89
	Land Management Services (TWS, Crop Loss, Easement, land reinstatement & others)	\$ 269,880.11	\$ -	\$ 4,235.57	\$ 274,115.68
Phase II	Pumps Upgrades**	\$ 3,230,000.00	\$ 323,000.00	\$ 213,180.00	\$ 3,766,180.00
	BPWTP Tie Ins**	\$ 1,100,000.00	\$ 110,000.00	\$ 72,600.00	\$ 1,282,600.00
	HSR Tie Ins**	\$ 780,000.00	\$ 78,000.00	\$ 51,480.00	\$ 909,480.00
	NER Tie Ins**	\$ 860,000.00	\$ 86,000.00	\$ 56,760.00	\$ 1,002,760.00
	Fluorosilicic Acid System**	\$ 1,030,000.00	\$ 103,000.00	\$ 67,980.00	\$ 1,200,980.00
	TOTAL	\$ 26,336,421.72	\$ 700,000.00	\$ 1,491,636.81	\$ 28,528,058.53

\*\* Class 2 estimate with -10% to +15% accuracy range.

#### Current: 2019-2023 Capital Budget

Budget allocated	2018 CF	2019	2020	2021	2022	2023	Total
	\$ 3,659,694	\$ 3,500,000	\$ 100,000	\$ 0	\$ 0	\$ 0	\$ 7,259,694

#### Proposed: 2020-2024 Capital Budget

Phase II	2019 CF	2020	2021	2022	2023	2024	Total
	\$ 6,100,000	\$ 2,300,000	\$ 0	\$ 0	\$ 0	\$ 0	\$ 8,400,000

Market conditions will determine the final construction costs.

**OPTIONS TO RECOMMENDATION**

1. Reject this report and not replace the Fluoridation System at Buffalo Pound Water Treatment Plant and the influent line at Northeast Reservoir, and direct Administration to make changes to the City's permit to operate with the provincial regulator.
2. Other City Council direction to proceed with one or the other of the fluoride systems or influent line at the Northeast Reservoir.

**OTHER CONSIDERATIONS/IMPLICATIONS**

There is no policy or privacy implications, official community plan implementation strategies or other considerations.

**PUBLIC NOTICE**

Public Notice pursuant to the Public Notice Policy is not required.

**PRESENTATION**

VERBAL: Administration from the Department of Engineering Services will provide a verbal overview of the report.

**ATTACHMENT**

- i. Saskatchewan Health Authority – Position Statement on Community Water Fluoridation dated April 16, 2019.

**REPORT APPROVAL**

Written by: Mark Caringal, Engineering Technologist  
 Reviewed by: Josh Mickleborough, Director of Engineering Services  
 Tracy Wittke, Assistant City Clerk  
 Approved by: Jim Puffalt, City Manager  
 Approved by: Fraser Tolmie, Mayor

*To be completed by the Clerk's Department only.*

Presented to Regular Council or Executive Committee on \_\_\_\_\_.

No. \_\_\_\_\_ Resolution No. \_\_\_\_\_

**Report Approval Details**

Document Title:	WW16 Transmission Line - Phase II Fluoridation System and Northeast Reservoir Influent - CC-2019-0250.docx
Attachments:	- Attachment i - Letter Public Health Services - Water Fluoridation.pdf
Final Approval Date:	Nov 27, 2019

This report and all of its attachments were approved and signed as outlined below:



Josh Mickleborough



Tracy Wittke



Jim Puffalt



Fraser Tolmie

## ATTACHMENT i



Public Health Services  
 107-110 Ominica St. W.  
 Moose Jaw, SK S6H 6V2  
 P: 306-691-1500 | F: 306-691-1523

April 16, 2019

To: Mr. Mark Caringal  
 Engineering Technologist  
 City of Moose Jaw

### **Position statement on Community Water Fluoridation**

Good oral health is essential to our overall health and well-being. In fact, tooth decay is one of the most common and widespread chronic diseases in Canada and worldwide. Community water fluoridation is an important and often overlooked public health measure that has contributed over the last 70 years to the health of Canadians by preventing tooth decay and thereby improving oral health.

Fluoride is a mineral found naturally in almost all water sources, and in small amounts in food and soil. Fluoride helps to prevent tooth decay by strengthening the enamel layer and making teeth more resistant to acid attacks from plaque bacteria and sugars in the mouth. Water fluoridation is the process of adjusting the level of fluoride in the water to provide optimal dental health benefits.

The big advantage of community water fluoridation is that it benefits all residents in a community, regardless of age, socioeconomic status, education, oral hygiene practices, employment or access to routine dental care, making it a truly equitable public health practice. Canadian and international studies agree that properly fluoridated water is safe. High levels of ingested fluoride may cause dental fluorosis, which causes white specks to appear on the teeth and is usually unnoticeable. There is no scientific evidence to suggest that children should avoid drinking fluoridated water at the accepted levels in Canadian drinking water.

Many governments and health organizations, including the Public Health Agency of Canada, Health Canada, the Canadian Public Health Association, the Canadian Dental Association, the Canadian Medical Association and the World Health Organization support the fluoridation of drinking water as an important public health measure to prevent tooth decay.

Community Water Fluoridation remains a safe, cost-effective and equitable public health practice and an important tool in protecting and maintaining the health and well-being of Canadians. Public Health strongly supports the Public Health Agency of Canada in promoting Community Water Fluoridation.

A handwritten signature in black ink, appearing to read 'M. Vooght'.

Dr. Mark Vooght  
 Medical Health Officer  
 SHA  
 Moose Jaw



# City of Moose Jaw

## COMMUNICATION # EC-2019-0141

**TITLE:** Options for the Introduction of an Infrastructure Levy - EC-2019-0141.docx

**TO:** Executive Committee

**FROM:** Department of Financial Services

**DATE:** August 7, 2019

**PUBLIC:** PUBLIC DOCUMENT

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### **RECOMMENDATION**

THAT City Council approve an Infrastructure Levy of \$100.00 per taxable property per year or \$ 8.33 per month for all property classes except for the multi-unit residential property class which will have an Infrastructure Levy of \$100.00 on each unit of the multi-unit residential property per year or \$ 8.33 per month; and

THAT the Infrastructure Levy extends to each mobile home in mobile home parks through an agreement with mobile park owners; and further

THAT the Infrastructure Levy be held in a separate Capital Fund and only utilized to fund transportation related infrastructure rehabilitation including road rehabilitation related to the Cast Iron Watermain Program.

### **TOPIC AND PURPOSE**

The purpose of this report is to provide several options related to a potential Infrastructure Levy.

### **BACKGROUND**

The City of Moose Jaw has had ongoing discussions for several years in respect to the potential of implementing an Infrastructure Levy. The City of Moose Jaw, like all other municipalities in Canada, faces inadequate funding for infrastructure rehabilitation. In Moose Jaw the creation of new infrastructure has been the focus since its establishment, but the City is now into the latter stages of the life cycle of a large portion of its infrastructure including water lines, sewer lines, landfill, roadways, sidewalks, bridges and structures.



Current levels of funding are not adequate to repair and rehabilitate much of Moose Jaw's municipal infrastructure. Federal and Provincial Governments have proven to be unreliable sources of funding for infrastructure rehabilitation. Federal and Provincial grant funding tends to come in spurts around Provincial and Federal elections. The exception to this sporadic funding has been the Federal Gas Tax funding which has proven to be a stable source of infrastructure funding.

In 2017, City Council at a regular meeting held on April 24, 2017, considered a report on watermain funding and passed the following motion in respect to Watermain Funding and more specifically transitioning the Hospital Levy into an Infrastructure Levy.

*"THAT the 2016 Cast Iron Watermain Budget not be carried over to 2017; and*

*THAT the 2.25% allocation of Municipal Taxation in 2017 be reduced to 1.65% and be directed on an ongoing basis to the Cast Iron Watermain Replacement Program; and further*

*THAT the source of funding for the remainder of the annual \$5,850,000 (to be inflation adjusted annually) come from the transition of the Hospital Levy into an Infrastructure Levy to be levied on water utility customers based upon meter size starting in 2019."*

During 2019 Budget deliberations, Council received a further report on a potential Infrastructure Levy utilizing the Water Utility as a basis for the levy. In response to that report, City Council passed the following motion:

*"THAT Administration provide a report to Council with options for the introduction of an Infrastructure Levy in advance of the 2020 Budget process."*

## **DISCUSSION**

The first step in reviewing the need for an Infrastructure Levy is to analyse the need for this type of funding. In reviewing the 2019 to 2023 Capital Plans, it is clear that both the General Capital Reserve and the Waterworks Utility portions of the Capital Budget are in need of significant additional infrastructure funding. See attachment #1 General Capital Reserve Budget and attachment #2 Waterworks Capital Budget/Financial Model.

The previous funding models developed in terms of an Infrastructure Levy anticipated a levy of approximately \$100 per property per year or \$ 8.33 per month which will generate approximately \$1,600,000 annually for infrastructure renewal.

Recent announcements of a doubling of the Gas Tax funding in 2019 and the Federal ICIP program will provide a benefit in 2020/21 primarily to the Waterworks Utility. It is hoped that this funding may lessen or eliminate the need for further borrowing by the utility. However, given the sporadic nature of Federal/Provincial funding, there is still the need for an Infrastructure Levy.

The General Capital Reserve has a \$17.6 million dollar deficit over five years which originates primarily in the Transportation area of this budget.

In reviewing other Cities in Saskatchewan, there are two forms of Infrastructure Levy in place. The first is a base tax applied to the various property classes. The table below summarizes some of the communities with this type of levy.

<b>Comparison of Base Tax Infrastructure Levies Saskatchewan Cities</b>			
	<b>Type</b>	<b>Residential</b>	<b>Commercial</b>
<b>Humboldt</b>	Roadway Rehabilitation	65	70 to 1750
	Infrastructure Tax	130	135 to 3375
<b>Matensville</b>	Wastewater Levy	75	75
	Recreation Levy	100	100
<b>North Battleford</b>	Underground and Asphalt Levy	\$4.36 a front foot	\$4.36 a front foot
	Recreation Facilities	187.46	1.41 mills
<b>Prince Albert</b>	Roadways Levy	189	500 to 14,500
	Infrastructure Tax	60	125 to 4,700
<b>Yorkton</b>	Recreation Levy	100	100

The second type of Infrastructure Levy is one specific to a utility in which the utility levies a monthly or volume--based levy on users to help support the infrastructure renewal of that utility. The table below summarizes some communities with this type of levy.

<b>Comparison of Utility based Infrastructure Levies Saskatchewan Cities</b>			
	<b>Type</b>	<b>Residential</b>	<b>Commercial</b>
<b>Estevan</b>	Drainage Levy	21.05 bi monthly	21.05 bi monthly
	Water Infrastructure	20.00 bi monthly	20.00 bi monthly
<b>Humboldt</b>	Storm Infrastructure Fee	NA	NA
<b>Melville</b>	Infrastructure Levy	23.12 monthly	23.12 monthly
<b>North Battleford</b>	Water Undergrounds	10.67 to 864.27	10.67 to 864.27
	based on meter size per month		
	Sewer Undergrounds	13.30 to 1370.52	13.30 to 1370.52
<b>Prince Albert</b>	based on meter size per month		
	Water Capital Works	25.00 to 350.00	25.00 to 350.00
	based on meter size per month		
	Sewer Capital Works	22.00 to 308.00	22.00 to 308.00
<b>Saskatoon</b>	based on meter size per month		
	Infrastructure Consumption Charge	3.169 per 100 Cu.ft	2.631 per 100 Cu.ft

In reviewing options for implementing a levy, City Administration would recommend to City Council to adopt a levy based upon a base tax as it has the flexibility to be utilized for a wide range of infrastructure needs. A utility-based levy on the other hand is more restrictive and generally just utilized for that utility's capital needs. By going with a broad-based Infrastructure Levy, it will be possible for Council to direct it to the area most in need of funding.

City Administration would also recommend a flat \$100 levy (Base Tax) or \$ 8.33 per month for all property classes. The treatment of commercial properties the same as residential will help lessen the property tax gap that exists between commercial and residential properties. Also, all citizens utilize the transportation infrastructure so a flat rate for all reflects this usage.

An alternative to a levy is simply to increase municipal taxation and utility rates to generate the additional monies needed to fund the City's infrastructure needs. Those increases would be:

- Municipal Tax increase of approximately 5.5% would generate \$1,600,000 for infrastructure renewal.
- Water Utility rate increase of approximately 16%.

In reviewing all the options, City Administration would recommend that City Council adopt a base tax of \$100 per taxable property levied or \$ 8.33 per month on the same basis as the previous Hospital Levy. This will generate approximately \$1,600,000 annually which City Administration would recommend be directed to the Transportation section of the General Capital Reserve portion of the Capital Budget; and that the funds be directed to fund Transportation related infrastructure rehabilitation including road rehabilitation related to the Cast Iron Watermain Program. By including Cast Iron Watermain road repair it will allow for some of the funding to be used to alleviate funding issues in the Waterworks Utility.

### **OPTIONS TO RECOMMENDATION**

1. City Council refer this report to City Council budget deliberations.
2. City Council recommend an alternative amount for the levy.
3. City Council implement a Utility based levy.
4. City Council increase taxation or water rates to generate the required funding.

### **PUBLIC AND/OR STAKEHOLDER INVOLVEMENT**

This is a public communication as have been the previous communications on this matter. Citizens or groups are invited to make their viewpoints known to City Council.

### **COMMUNICATION PLAN**

Once Council has made a decision on the type of levy to pursue, it will come back before Council to be approved either as part of the Mill Rate Bylaw or Utility Bylaw. This will allow the public another opportunity to express their views on the matter at that time.

### **STRATEGIC PLAN**

The ability to fund strategic initiatives such as infrastructure renewal is necessary for rehabilitation of these assets to move forward.

## **BYLAW OR POLICY IMPLICATIONS**

Decisions made in respect to a levy will ultimately come back to Council in bylaw form for approval.

## **FINANCIAL IMPLICATIONS**

The suggested implementation of an Infrastructure Levy in 2020 would generate approximately \$1,600,000 annually which would go towards Transportation related infrastructure renewal.

## **PRESENTATION**

VERBAL: The Director of Financial Services will be in attendance to present an overview of the report.

## **ATTACHMENTS**

1. 2019 to 2023 General Capital Reserve Budget.
2. 2019 to 2023 Waterworks Utility Budget and Financial Model.
3. December 4, 2018 report from the Financial Services Department re: Utility rate Review.

## **REPORT APPROVAL**

Written by: Brian Acker, B.Comm., CPA, CMA, Director of Financial Services  
 Reviewed by: Tracy Wittke, Assistant City Clerk  
 Approved by: Jim Puffalt, City Manager  
 Approved by: Fraser Tolmie, Mayor

*Mayor's Comments:*

*The hospital levy had a start and end date to coincide with the construction of the new hospital. If an infrastructure levy is introduced which was part of the 2016 Cast Iron Referendum, then there should also be a start and end date to coincide with designated projects.*

*To be completed by the Clerk's Department only.*

Presented to Regular Council or Executive Committee on \_\_\_\_\_.

No. \_\_\_\_\_ Resolution No. \_\_\_\_\_

## Report Approval Details

Document Title:	Options for the Introduction of an Infrastructure Levy - EC-2019-0141.docx
Attachments:	<ul style="list-style-type: none"> <li>- ATTACHMENT 1 - 2019 to 2023 General Capital Reserve Budget.pdf</li> <li>- ATTACHMENT 2 - 2019 to 2023 Waterworks Utility Budget and Financial Model.docx</li> <li>- ATTACHMENT 3 - December 4 2018 report from the Financial Services Department re Utility Rate Review.pdf</li> </ul>
Final Approval Date:	Aug 15, 2019

This report and all of its attachments were approved and signed as outlined below:



**Tracy Wittke - Aug 12, 2019 - 2:59 PM**



**Jim Puffalt - Aug 14, 2019 - 7:17 AM**



**Fraser Tolmie - Aug 15, 2019 - 12:26 PM**



## ATTACHMENT #1 - 2019 to 2023 General Capital Reserve Budget

**GENERAL CAPITAL RESERVE SUMMARY**  
**2019 - 2023**

	2018	2019	2020	2021	2022	2023	Total
Carry over from previous year	\$ 7,010,116	\$ 6,675,897	\$ 1,822,417	\$ (7,502,054)	\$ (10,969,081)	\$ (14,468,418)	
SPC Funds Available	\$ 2,818,667	\$ 2,814,524	\$ 2,913,032	\$ 3,014,988	\$ 3,120,513	\$ 3,229,731	\$ 15,092,788
Hospital Levy	\$ 1,620,000	\$ 257,000	\$ -	\$ -	\$ -	\$ -	\$ 257,000
Taxation Revenue	\$ 3,069,761	\$ 3,583,283	\$ 3,506,860	\$ 3,640,805	\$ 3,750,029	\$ 3,862,530	\$ 18,343,506
Capital Expenditure Fund Interest	\$ 1,315,000	\$ 1,295,000	\$ 1,150,000	\$ 1,450,000	\$ 1,400,000	\$ 1,500,000	\$ 6,795,000
Land Sale Proceeds	\$ 1,530,000	\$ 910,000	\$ 910,000	\$ 1,125,000	\$ 880,000	\$ 880,000	\$ 4,705,000
Parks Dedication Reserve	\$ 82,500	\$ 20,000	\$ 98,500	\$ 39,000	\$ 39,500	\$ 40,000	\$ 237,000
Traffic Safety Reserve Cont	\$ 1,093,087	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Accumulated Surplus	\$ 1,613,791	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
SaskEnergy Mun. Surcharge	\$ -	\$ 912,500	\$ 930,750	\$ 949,365	\$ 968,352	\$ 987,719	\$ 4,748,686
Fundraising Contributions	\$ 206,989	\$ 296,989	\$ 329,495	\$ -	\$ -	\$ -	\$ 626,484
Transfer to Waterworks	\$ (2,193,874)	\$ (2,691,492)	\$ (2,668,666)	\$ (2,748,726)	\$ (2,831,188)	\$ (2,916,123)	\$ (13,856,194)
Uncompleted Works	\$ (5,531,900)	\$ (3,672,747)	\$ -	\$ -	\$ -	\$ -	
<b>Capital Funding Available</b>	<b>\$ 12,634,137</b>	<b>\$ 10,400,954</b>	<b>\$ 8,992,388</b>	<b>\$ (31,622)</b>	<b>\$ (3,641,874)</b>	<b>\$ (6,884,561)</b>	<b>\$ 36,949,271</b>
Transportation	\$ 6,030,800	\$ 4,468,962	\$ 12,706,200	\$ 7,464,000	\$ 7,336,930	\$ 7,661,000	\$ 39,637,092
Parks and Recreation	\$ 1,642,115	\$ 1,093,130	\$ 1,072,995	\$ 1,300,885	\$ 1,244,010	\$ 798,153	\$ 5,509,173
Other Services	\$ 3,914,222	\$ 2,546,445	\$ 1,875,247	\$ 1,452,574	\$ 1,445,604	\$ 1,430,620	\$ 8,750,490
Police Services	\$ 50,000	\$ 65,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ 265,000
Fire Services	\$ 89,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Downtown Facility & FieldHouse	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Storm Sewers	\$ 800,000	\$ 405,000	\$ 790,000	\$ 670,000	\$ 750,000	\$ 840,000	\$ 3,455,000
Total Funding Required	\$ 12,526,137	\$ 8,578,537	\$ 16,494,442	\$ 10,937,459	\$ 10,826,544	\$ 10,779,773	\$ 57,616,755
<b>Surplus/Shortfall</b>	<b>\$ 108,000</b>	<b>\$ 1,822,417</b>	<b>\$ (7,502,054)</b>	<b>\$ (10,969,081)</b>	<b>\$ (14,468,418)</b>	<b>\$ (17,664,334)</b>	
	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
<b>Final Surplus/Shortfall</b>	<b>\$ 108,000</b>	<b>\$ 1,822,417</b>	<b>\$ (7,502,054)</b>	<b>\$ (10,969,081)</b>	<b>\$ (14,468,418)</b>	<b>\$ (17,664,334)</b>	

**Attachment #2 2019 to 2023 Waterworks Utility Budget and Financial Model****WATER UTILITY RESERVE  
2019 - 2023**

	<b>2018</b>	<b>2019</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>	<b>Total</b>
Opening Balance	\$8,793,648	\$18,071,573	(\$7,919,519)	\$29,018	(\$1,028,477)	(\$1,174,050)	
Contributions during the year	\$6,587,995	\$7,960,506	\$10,125,207	\$11,333,462	\$12,154,384	\$13,186,779	\$54,760,338
Loan Proceeds	\$30,000,000	\$0	\$20,000,000	\$0	\$0	\$0	\$20,000,000
less Water Works Projects	\$35,408,000	\$20,885,349	\$22,176,670	\$12,390,957	\$12,299,957	\$13,099,957	\$80,852,890
less Uncompleted Works	\$20,557,830	\$13,066,249	\$0	\$0	\$0	\$0	
<b>Year End Balance</b>	<b>(\$10,584,187)</b>	<b>(\$7,919,519)</b>	<b>\$29,018</b>	<b>(\$1,028,477)</b>	<b>(\$1,174,050)</b>	<b>(\$1,087,228)</b>	

<div>  <div> <b>City of Moose Jaw</b>  <b>Waterworks Utility</b>  <b>2019 to 2023 Financial Model</b> </div>  </div>						
<b>Waterworks Utility - Forecast</b>						
Revised February 12th, 2019	2018	2019	2020	2021	2022	2023
<b>Operating Budget Model</b>						
<b>Revenues:</b>						
General Service	\$ 10,600,000	\$ 11,174,300	\$ 12,325,935	\$ 13,989,937	\$ 15,123,122	\$ 16,348,094
Utility Billing Penalties	58,277	60,387	65,278	74,091	80,092	86,580
Connection Fees	62,235	62,940	63,000	65,000	67,000	70,000
Water Depots	35,075	28,390	30,690	34,833	37,654	40,704
House Connections	300,000	300,000	315,000	330,750	347,288	364,652
Miscellaneous Revenue	1,092	1,000	1,000	1,000	1,000	1,000
Water Meter Revenue	17,000	20,000	21,000	22,000	23,000	24,000
<b>Total Revenues</b>	<b>\$ 11,073,679</b>	<b>\$ 11,647,017</b>	<b>\$ 12,821,903</b>	<b>\$ 14,517,610</b>	<b>\$ 15,679,155</b>	<b>\$ 16,935,030</b>
<b>Expenditures:</b>						
Production	\$ 2,971,446	\$ 3,047,945	\$ 3,279,790	\$ 3,752,742	\$ 4,044,169	\$ 4,266,440
Distribution	4,018,372	4,032,213	4,128,986	4,228,082	4,329,556	4,433,465
Administration	1,361,636	1,500,084	1,556,961	1,640,761	1,748,248	1,829,777
<b>Total Expenditures</b>	<b>\$ 8,351,454</b>	<b>\$ 8,580,242</b>	<b>\$ 8,965,737</b>	<b>\$ 9,621,584</b>	<b>\$ 10,121,972</b>	<b>\$ 10,529,682</b>
<b>Reserve Contribution</b>	<b>\$ 2,722,225</b>	<b>\$ 3,066,775</b>	<b>\$ 3,856,166</b>	<b>\$ 4,896,026</b>	<b>\$ 5,557,183</b>	<b>\$ 6,405,348</b>
<b>Reserve Cashflow Model</b>	2018	2019	2020	2021	2022	2023
Opening Balance of Reserve	\$ 8,326,765	\$ 18,071,573	\$ (7,919,519)	\$ 29,018	\$ (1,028,477)	\$ (1,174,051)
Reserve Contribution	2,722,225	3,066,775	3,856,166	4,896,026	5,557,183	6,405,348
Interest Revenue	237,585	119,287	(102,577)	(14,242)	(34,139)	(37,876)
Borrowing Proceeds	30,000,000	-	20,000,000	-	-	-
Gas Tax Funding	2,033,041	2,082,952	2,082,952	2,082,952	2,082,952	2,082,952
Borrowing Repayment	(508,103)	(2,575,349)	(4,423,670)	(4,424,957)	(4,424,957)	(4,424,957)
Tax Funding	2,706,874	2,691,492	2,668,666	2,748,726	2,831,188	2,916,123
Infrastructure Levy	-	-	1,620,000	1,620,000	1,717,200	1,820,232
Carry Forwards	-	(13,066,249)	-	-	-	-
Capital Expenditures	(27,446,814)	(18,310,000)	(17,753,000)	(7,966,000)	(7,875,000)	(8,675,000)
<b>Closing Balance of Reserve</b>	<b>\$ 18,071,573</b>	<b>\$ (7,919,519)</b>	<b>\$ 29,018</b>	<b>\$ (1,028,477)</b>	<b>\$ (1,174,051)</b>	<b>\$ (1,087,229)</b>
<b>Forecast Rates:</b>	2018	2019	2020	2021	2022	2023
<b>Projected Key Rates</b>						
Anticipated Cost Increases	2.4%	2.4%	2.4%	2.4%	2.4%	2.4%
Production Cost Increases	5.0%	5.0%	5.0%	5.0%	5.0%	5.0%
Approved Rate Structure	9.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Proposed Rate Structure	0.0%	6.0%	9.0%	15.0%	9.0%	9.0%
Conservation Rate	10.0%	10.0%	10.0%	10.0%	10.0%	10.0%
<b>Average Cost Example</b>	2018	2019	2020	2021	2022	2023
75M3 per Qtr 15 - 20mm Meter	\$ 181.89	\$ 192.81	\$ 210.16	\$ 241.68	\$ 263.44	\$ 287.14
25M3 per Mnth 15 - 20mm Meter	\$ 60.63	\$ 64.27	\$ 70.05	\$ 80.56	\$ 87.81	\$ 95.71
Infrastructure Levy-15-20mm/Mnth	\$ -	\$ 8.33	\$ 8.33	\$ 8.33	\$ 8.83	\$ 9.36





# City of Moose Jaw

## LETTER OF COMMUNICATION

**TITLE:** Utility Rate Review

**TO:** Budget Committee

**FROM:** Department of Financial Services

**DATE:** December 4, 2018

**PUBLIC:** This is a public document

**IN-CAMERA:**

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### RECOMMENDATION

THAT the Waterworks and Sanitary Sewer Utility Rate Schedule be amended to reflect a 6% rate increase effective April 1, 2019; and

THAT effective April 1, 2019, a Waterworks Infrastructure Levy be established based upon a variable monthly levy based upon meter size. That infrastructure Levy will be:

Meter Size	Monthly Levy
15 - 20 mm	\$8.33
21 - 30 mm	\$16.67
31 - 40 mm	\$33.33
41 - 50 mm	\$66.67
51 - 75 mm	\$133.00
76 - 100 mm	\$267.00
101 - 150 mm	\$533.00
151 - 200 mm	\$1,067.00
greater than 200mm	\$2,133.00

and further;

THAT City Administration be directed to amend Bylaw No. 5152 The Sewer and Water Utility Bylaw.

## **TOPIC AND PURPOSE**

The purpose of this report is to provide Budget Committee with the results of an analysis of Water and Sewer Utility rates.

## **BACKGROUND**

The City of Moose Jaw provides water and sanitary sewer services to the citizens and businesses of the community via two separate utilities. The Waterworks Utility is set up to be a self-funded utility that provides potable water to the citizens and businesses of the City of Moose Jaw. Likewise, the Sanitary Sewer Utility is also self-funded and provides sanitary sewer disposal services to the citizens and businesses of Moose Jaw.

On April 24, 2017, City Council passed the following motion in respect to Watermain Funding and more specifically transitioning the Hospital Levy into an Infrastructure Levy.

"THAT the 2016 Cast Iron Watermain Budget not be carried over to 2017; and

THAT the 2.25% allocation of Municipal Taxation in 2017 be reduced to 1.65% and be directed on an ongoing basis to the Cast Iron Watermain Replacement Program; and further

THAT the source of funding for the remainder of the annual \$5,850,000 (to be inflation adjusted annually) come from the transition of the Hospital Levy into an Infrastructure Levy to be levied on water utility customers based upon meter size starting in 2019."

## **Waterworks Utility**

The Waterworks Utility's Operating Expenditures are funded from the revenue generated from utility rate charges to its customers. The excess of utility rate revenues, once operating expenditures have been satisfied, is contributed as a reserve charge to be utilized to fund its capital needs. It is estimated that the Waterworks Utility will generate approximately \$2,492,475 in 2019 towards these capital needs.

### **City of Moose Jaw Budget Summary of Revenues & Expenditures For Waterworks**

Description	2018 Projection	2018 Budget	2019 Budget	2019 - 2018 INC (DCR)	% Change
GENERAL SERVICE	10,600,000	10,015,565	10,600,000	584,435	5.8%
UTILITY BILLING PENALTIES	58,277	42,438	60,387	17,949	42.3%
CONNECTION FEES	62,235	65,025	62,940	(2,085)	(3.2)%
WATER DEPOTS	35,075	27,361	28,390	1,029	3.8%
HOUSE CONNECTIONS	300,000	250,000	300,000	50,000	20.0%
MISCELLANEOUS REVENUE	1,092	5,700	1,000	(4,700)	(82.5)%
WATER METER REVENUE	17,000	29,000	20,000	(9,000)	(31.0)%
<b>REVENUES</b>	<b>11,073,679</b>	<b>10,435,089</b>	<b>11,072,717</b>	<b>637,628</b>	<b>6.1%</b>
PRODUCTION	2,971,446	3,118,271	3,047,945	(70,326)	(2.3)%
DISTRIBUTION	4,018,372	3,933,184	4,032,213	99,029	2.5%
ADMINISTRATION	1,361,636	1,337,706	1,500,084	162,378	12.1%
RESERVE CHARGE	2,722,225	2,045,928	2,492,475	446,547	21.8%
<b>EXPENDITURES</b>	<b>11,073,679</b>	<b>10,435,089</b>	<b>11,072,717</b>	<b>637,628</b>	<b>6.1%</b>

The Waterworks Utility is also the recipient of the City's Gas Tax funding which will total an estimated \$2,082,952 in 2019. In addition to this funding, the City currently redirects municipal taxation to the utility to partially fund the cast iron watermain replacement program. This appropriation of tax revenues totals \$2,836,492. In summary, for 2019 the following are the anticipated funding sources for the utilities capital needs:

Utility Rate Charges	\$2,492,475
Gas Tax Funding	\$2,082,952
Municipal Taxation	<u>\$2,836,492</u>
Total Funds for Capital Needs	<u>\$7,411,919</u>

The capital needs of the Waterworks Utility are estimated to be \$119,654,432 over the next five years.

### Sanitary Sewer Utility

The Sanitary Sewer Utility is estimated to generate \$3,833,354 in 2019 as a reserve charge which will be utilized to fund current borrowings and future capital needs. The Sanitary Sewer Utility is a self-funded utility which means it relies on the revenue generated from utility rate charges and grant funding to fully fund its operations and capital needs.

### City of Moose Jaw Budget Summary of Revenues & Expenditures For Sanitary Sewer

Description	2018 Projection	2018 Budget	2019 Budget	2019 - 2018 INC (DCR)	% Change
GENERAL SERVICE	7,670,000	7,636,647	7,670,000	33,353	0.4%
SEWER BLOCKS	450	4,663	806	(3,857)	(82.7)%
UTILITY BILLING PENALTIES	44,998	40,127	46,217	6,090	15.2%
SEPTAGE FEES	34,793	21,171	26,811	5,640	26.6%
HOUSE CONNECTIONS	400,000	275,000	400,000	125,000	45.5%
<b>REVENUES</b>	<b>8,150,241</b>	<b>7,977,608</b>	<b>8,143,834</b>	<b>166,226</b>	<b>2.1%</b>
ADMINISTRATION	1,000,542	994,790	1,038,449	43,659	4.4%
RESERVE CHARGE	3,876,344	3,694,414	3,833,354	138,940	3.8%
SEWAGE TREATMENT	2,043,742	2,119,753	2,083,785	(35,968)	(1.7)%
SANITARY SEWERS	1,229,613	1,168,651	1,188,246	19,595	1.7%
<b>EXPENDITURES</b>	<b>8,150,241</b>	<b>7,977,608</b>	<b>8,143,834</b>	<b>166,226</b>	<b>2.1%</b>

The Sanitary Sewer Utility has planned capital expenditures over the next five years of \$32,314,133.

The table below shows the City of Moose Jaw's Water and Sewer rate increases since 2005:

### ***Historical Review of Utility Rate Increases***

<b><u>Water</u></b>	<b><u>Sewer</u></b>	
2005	2.00%	2.00% *
2006	2.00%	2.00% *
2007	5.00%	10.00%
2008	10.00%	15.00%
2009	10.00%	15.00%
2010	5.00%	13.00%
2011	15.00%	15.00%
2012	9.00%	9.00%
2013	9.00%	9.00%
2014	9.00%	9.00%
2015	9.00%	9.00%
2016	9.00%	9.00%
2017	15.00%	6.00%
2018	9.00%	6.00%

\* Note: Rate increases during the 2002 to 2006 period were not a flat across-the-board increase, but rather were made up of varying rate increases per type of meter and level of consumption. The increase shown is the average projected increase per Communication #178 dated July 11, 2001.

## **DISCUSSION**

The Water and Sewer Utilities are both facing expenditure pressures on the operating and capital areas. The discussion below attempts to address the challenges and potential ways to deal with those challenges for each utility.

### **Waterworks Utility**

The Water Utility operational costs appear to be stabilizing with distribution costs more within a normal inflationary increase. In terms of production costs, there is a small decrease for 2019, but significant increases in water rates charged by the Buffalo Pound Water Treatment Corporation (BPWTC) for capital improvements will impact production costs going forward.

These increased production costs are the result of the BPWTC now being responsible for all capital costs related to the facility. In order to fund an estimated \$127 million to \$224 million dollar renewal project, the rates charged for water will climb in the future. The table below summarizes those projected increases:

	<b><u>Rate per megaliter</u></b>
2018	533.00
2019	543.00
2020	585.00
2021	672.00
2022	725.00
2023	765.00

In terms of the infrastructure needs of the utility, they total \$119,935,619 and are detailed in Attachment #1 - 2019 to 2023 Waterworks Planned Capital Expenditures. This is an extreme amount of capital works for a utility of this size (annual revenue approx. \$11 million).

The Financial Services Department has created a Financial Model for the Waterworks Utility that puts into perspective the extreme financial pressures being faced by the utility. This model can be found in Attachment #2 - 2019 to 2023 Waterworks Financial Model.

As can be seen, the financial model calls for an additional \$45 million in borrowing, which is in addition to the \$30 million borrowed in 2018. As well, the model has been produced with annual 6% rate increases which is the direction of City Council. Lastly, the transition of the Hospital Levy to a Waterworks Levy beginning in 2019 has been accounted for in the model.

The one thing this financial model does not take into account is the potential for any Federal/Provincial Grant funding. If the City were successful in getting Federal/Provincial funding, this would reduce some of the borrowing needs.

The financial model presented will meet the needs of the utility over the next five years, but does not provide long term financial stability for the utility. Going forward into the future, there will be a need for utility rate increases greater than 6% annually and/or significant amounts of Federal and Provincial grant funding.

The current financial model also will not provide much if any room for future debt limit requirements related to the BPWTC renewal. The funding for the renewal project will come from the rates charged for water by BPWTC. However, since the corporation is jointly owned by the City of Regina (74%) and City of Moose Jaw (26%) any borrowing done by the corporation will count against the borrowing limits of the two cities.

In Moose Jaw's case, 26% of any borrowing will need to be absorbed in the City's debt limit. The City's debt limit currently sits at \$95 million dollars and approximately \$64 million dollars of that limit has been used to date. The waterworks financial model anticipates that an additional \$45 million in borrowing for the Waterworks Utility will be required over the next three years. Given that a portion of the debt will be paid off over the next three years, it is estimated that the additional \$45 million in borrowing will put the City at its debt limit of \$95 million dollars.

Where issues may potentially arise is the amount of additional debt limit that will be required for the City of Moose Jaw's 26% share of the BPWTC renewal project. That could range from \$33 million to \$58 million if no grant funding is available. If 50% grant funding were available for the plant renewal, then the City's share of debt would range from \$16.5 to \$29.0 million dollars. The lower range of this debt requirement is likely manageable; however, if significant Federal and Provincial funding is not available, then it may be difficult for the City to get that high a debt level approved by the Saskatchewan Municipal Board given our current planned debt levels.

The financial model presented with 6% annual rate increases, transition of the Hospital Levy to a Waterworks Infrastructure Levy and \$45 million in borrowing is manageable over the five year Capital Plan period. Future periods beyond 2023 being manageable are predicated on a significantly reduced capital need and Federal and Provincial grant funding.

### **Sanitary Sewer Utility**

The Sanitary Sewer Utility is experiencing more moderate cost pressures on its operations and capital needs. The debt that the corporation currently holds will be paid off at the end of 2023 and the financial model appears to be sustainable with moderate rate increases of 6% each year over the five year period.

In the longer term, it may make sense to look at the potential of combining the Waterworks and Sanitary Sewer Utilities into one entity. This would have the benefit of creating a larger utility which could redirect resources from one area such as Sanitary Sewers to areas of financial need such as Waterworks. This type of amalgamation is several years off as the Sanitary Sewer Utility is just now getting on solid financial footings where at a point five or so years down the road, it may be able to contribute to Waterworks capital needs.

In terms of the infrastructure needs of the utility, they total \$32,314,133 and are detailed in Attachment #3 - 2019 to 2023 Sanitary Sewer Planned Capital Expenditures. This is a much more moderate capital request than the Waterworks Utility and in addition, long-term borrowing for the utility will be fully repaid by 2023. Annual contributions from operations to capital are also strong at an estimated \$3,833,354 in 2019 before the proposed 6% rate increase.

The Financial Services Department has created a Financial Model for the Sanitary Sewer Utility that puts into perspective the financial pressures being faced by the utility. This model can be found in Attachment #4 - 2019 to 2023 Wastewater Financial Model. City Administration would recommend funding the Sanitary Sewer Utility with 6% rate increases over the next five years.

### **Conclusion**

As can be seen from the discussion above, both utilities are facing financial pressures. The analysis above has proposed rate increases for each of the next five years for each utility.

The uncertainty surrounding these financial models relates to:

- Scope of work that must be performed over the next five years.
- Federal/Provincial Infrastructure Funding.

Given these uncertainties and the obvious need for a utility increase for 2019, City Administration would recommend to Council to proceed with a 2019 increase only at this point in time.

The rate adjustments recommended in this report are necessary for the utilities to be able to meet their financial obligations and continue to provide water and sanitary sewer services.

A comparison of other cities' 2017 rates for both residential and commercial usage is provided in Attachment #5 - 2017 Utility Rate Comparison (2018 comparison was not available). As can be seen, the City of Moose Jaw has the fifth lowest residential rates and the fourth lowest commercial rates amongst the cities surveyed.

Also of specific interest is the water and sewer rates of Moose Jaw's closest comparator, that being the City of Regina. (See attachment #6.) The City of Regina's 2018 water and sewer rates are compared to the City of Moose Jaw's in the attached table. The table indicates that the City of Regina's residential water and sewer charges are 22% more than Moose Jaw's.

The City of Moose Jaw's water and sewer charge for a residential customer with a 20 mm meter and 25 M3 of usage a month is \$109.69. The proposed rate increases will result in this same residential customer paying \$116.27 for water and sewer services in 2019 plus the water infrastructure levy of \$8.33 bringing the total monthly charge to \$124.60. Although this is a significant increase in cost, it should be noted that the cost of water and sewer services is still reasonable when compared to the monthly charges that one pays for electricity, natural gas, cable and telephone.

City Administration is recommending only a one-year utility rate increase be implemented at this time. The rationale for this recommendation is twofold. First of all the capital plans for both utilities are subject to fluctuation into the future and secondly the City is hopeful it will receive some Federal/Provincial funding over the next five years. For these reasons, a rate increase of 6% for the Waterworks Utility and 6% for the Sanitary Sewer Utility effective April 1, 2019 is being recommended.

### **OPTIONS TO RECOMMENDATION**

- 1) Implement a longer term rate increase such as three years of 6% utility rate increases and implementation of the Infrastructure Levy.

### **PUBLIC AND/OR STAKEHOLDER INVOLVEMENT**

As part of the City's public input process, individuals or groups can present a submission to Budget Committee in respect to proposed utility rate increases. At this point, no groups or individuals have come forward but if any do, they will be allowed to present at this meeting.

### **COMMUNICATION PLAN**

Once a decision on 2019 utility rate increases have been ratified, City Administration will inform the public of the upcoming increases through advertising as well as an insert in utility bills.

In addition, as part of the communications plan for this rate increase, the City will make every effort to inform our customers about the Water Instalment Payment Plan (WIPPS) that the City offers. This plan allows customers to move from the regular three month

billing and payment cycle to a monthly payment cycle but which requires the customer to sign up for direct debit as a method of payment. The move from quarterly to monthly billings under the WIPPS plan allows customers to be charged a more manageable monthly bill rather than facing a larger bill every three months, penalty free due to the direct withdrawal requirement. Currently about 14.3 % of the City's Water & Sewer customers take advantage of the monthly payment plan.

### **STRATEGIC PLAN**

Developing an appropriate utility rate structure forms the basis for the carrying out of the City's strategic and administrative plans as they relate to both the Waterworks and Sanitary Sewer Utilities. This funding mechanism also provides for the funding necessary to move forward with infrastructure renewal and supports the administrative strategic theme of enhancing infrastructure planning and management.

### **BYLAW OR POLICY IMPLICATIONS**

The approval of the recommendation in this report will result in the need to amend the rate schedule in Bylaw No. 5152 The Sewer and Water Utility Bylaw.

### **FINANCIAL IMPLICATIONS**

The proposed rate increases and levy introduction for the Waterworks Utility and the rate increase for the Sanitary Sewer Utility will generate annually approximately \$2,192,000 and \$414,000 respectively. It is important to note that taxpayers will see a corresponding drop in the monies levied for the hospital of \$1,620,000 annually.

### **PUBLIC NOTICE**

Public Notice pursuant to the Public Notice Policy as incorporated into the City Administration Bylaw No. 5175 of 2016 is not required.

### **PRESENTATION**

VERBAL:        X        AUDIO/VISUAL:        NONE:

### **ATTACHMENTS**

- 1) 2019 to 2023 Waterworks Planned Capital Expenditures.
- 2) 2019 to 2023 Waterworks Financial Model.
- 3) 2019 to 2023 Sanitary Sewer Planned Capital Expenditures.
- 4) 2019 to 2023 Wastewater Financial Model.
- 5) 2017 Utility Rate Comparison.
- 6) Comparison to City of Regina Utility Rates.
- 7) Potential Waterworks Infrastructure Levy examples.



Respectfully Submitted By,

Brian Acker

Brian Acker, B.Comm., CPA, CMA  
Director of Financial Services

BA/sp

Attachs.

**APPROVAL OF REPORT RECEIVED**

**COMMENTS RECEIVED**

Jim Puffalt

Jim Puffalt, City Manager

Fraser Tolmie

Fraser Tolmie, Mayor

*To be completed by the Clerk's Department only.*



Presented to Regular Council or Executive Committee on \_\_\_\_\_.

No. \_\_\_\_\_ Resolution No. \_\_\_\_\_

## ATTACHMENT #1 – 2019 TO 2023 Waterworks Planned Capital Expenditures

Object Account	Total 2018	Carry Forward 2018	2019	2020	2021	2022	2023	Total
9618 - WW1 WATER DISTRIBUTION	679,000	400,000	310,000	653,000	666,000	675,000	675,000	2,979,000
9604 - WW4 WATER RESERVOIRS	13,358,724	12,500,000	7,100,000	2,000,000	2,300,000	2,300,000	2,200,000	15,900,000
9612 - WW5 BPWTP	5,634,163	5,629,381	-	-	-	-	-	-
9616 - WW16 BPWTP TRANSMISSION LINE	21,103,139	4,110,000	3,500,000	100,000	-	-	-	3,600,000
9625 - WW25 WATERWORKS LOAN REPAYMENT	2,679,000	-	4,423,349	5,857,000	6,751,287	6,751,287	6,751,287	30,534,210
9650 - WS1 RAW WATER ASSETS	200,000	200,000	-	-	-	-	-	-
9609 - WW9 FEEDER MAINS	2,885,000	2,772,494	2,000,000	2,000,000	1,000,000	1,000,000	1,000,000	7,000,000
9617 - WW17 CAST IRON WATERMAIN REP	8,267,464	1,810,534	6,500,000	6,500,000	6,500,000	6,500,000	6,500,000	32,500,000
Water Utility Reserve Summary	54,806,490	27,422,409	23,833,349	17,110,000	17,217,287	17,226,287	17,126,287	92,513,210

## ATTACHMENT #2 – 2019 TO 2023 Waterworks Financial Model



<div>  <div> <b>City of Moose Jaw</b>  <b>Waterworks Utility</b>  <b>2019 to 2023 Financial Model</b> </div>  </div>						
<b>Waterworks Utility - Forecast</b> Revised November 22nd, 2018	2018	2019	2020	2021	2022	2023
<b>Operating Budget Model</b>						
<b>Revenues:</b>						
General Service	\$ 10,600,000	\$ 11,029,300	\$ 11,775,710	\$ 12,411,598	\$ 13,081,824	\$ 13,788,243
Utility Billing Penalties	58,277	60,387	63,648	67,085	70,707	74,526
Connection Fees	62,235	62,940	63,000	65,000	67,000	70,000
Water Depots	35,075	28,390	29,923	31,539	33,242	35,037
House Connections	300,000	300,000	315,000	330,750	347,288	364,652
Miscellaneous Revenue	1,092	1,000	1,000	1,000	1,000	1,000
Water Meter Revenue	17,000	20,000	21,000	22,000	23,000	24,000
<b>Total Revenues</b>	<b>\$ 11,073,679</b>	<b>\$ 11,502,017</b>	<b>\$ 12,269,281</b>	<b>\$ 12,928,972</b>	<b>\$ 13,624,061</b>	<b>\$ 14,357,457</b>
<b>Expenditures:</b>						
Production	\$ 2,971,446	\$ 3,047,945	\$ 3,279,790	\$ 3,752,742	\$ 4,044,169	\$ 4,266,440
Distribution	4,018,372	4,032,213	4,128,986	4,228,082	4,329,556	4,433,465
Administration	1,361,636	1,500,084	1,549,711	1,613,249	1,669,331	1,727,712
<b>Total Expenditures</b>	<b>\$ 8,351,454</b>	<b>\$ 8,580,242</b>	<b>\$ 8,958,487</b>	<b>\$ 9,594,073</b>	<b>\$ 10,043,056</b>	<b>\$ 10,427,617</b>
<b>Reserve Contribution</b>	<b>\$ 2,722,225</b>	<b>\$ 2,921,775</b>	<b>\$ 3,310,794</b>	<b>\$ 3,334,899</b>	<b>\$ 3,581,006</b>	<b>\$ 3,929,840</b>
<b>Reserve Cashflow Model</b>	2018	2019	2020	2021	2022	2023
Opening Balance of Reserve	\$ 8,326,765	\$ 18,138,802	\$ (3,743,594)	\$ 4,086,191	\$ 7,075,030	\$ 445,974
Reserve Contribution	2,722,225	2,921,775	3,310,794	3,334,899	3,581,006	3,929,840
Interest Revenue	238,190	169,143	4,452	159,042	116,562	(88,760)
Borrowing Proceeds	30,000,000	20,000,000	15,000,000	10,000,000	-	-
Gas Tax Funding	2,033,041	2,082,952	2,082,952	2,082,952	2,082,952	2,082,952
Borrowing Repayment	(504,212)	(4,423,349)	(5,857,000)	(6,751,287)	(6,751,287)	(6,751,287)
Tax Funding	2,706,874	2,836,492	2,921,587	3,009,234	3,099,511	3,192,497
Infrastructure Levy	-	1,363,000	1,620,000	1,620,000	1,717,200	1,820,232
Carry Forwards	-	(27,422,409)	-	-	-	-
Capital Expenditures	(27,384,081)	(19,410,000)	(11,253,000)	(10,466,000)	(10,475,000)	(10,375,000)
<b>Closing Balance of Reserve</b>	<b>\$ 18,138,802</b>	<b>\$ (3,743,594)</b>	<b>\$ 4,086,191</b>	<b>\$ 7,075,030</b>	<b>\$ 445,974</b>	<b>\$ (5,743,552)</b>
<b>Forecast Rates:</b>	2018	2019	2020	2021	2022	2023
<b>Projected Key Rates</b>						
Anticipated Cost Increases	2.4%	2.4%	2.4%	2.4%	2.4%	2.4%
Production Cost Increases	5.0%	5.0%	5.0%	5.0%	5.0%	5.0%
Approved Rate Structure	9.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Proposed Rate Structure	0.0%	6.0%	6.0%	6.0%	6.0%	6.0%
Conservation Rate	10.0%	10.0%	10.0%	10.0%	10.0%	10.0%
<b>Average Cost Example</b>	2018	2019	2020	2021	2022	2023
75M3 per Qtr 15 - 20mm Meter	\$ 181.89	\$ 192.81	\$ 204.38	\$ 216.64	\$ 229.64	\$ 243.41
25M3 per Mnth 15 - 20mm Meter	\$ 60.63	\$ 64.27	\$ 68.13	\$ 72.21	\$ 76.55	\$ 81.14
Infrastructure Levy-15-20mm/Mnth	\$ -	\$ 8.33	\$ 8.33	\$ 8.33	\$ 8.83	\$ 9.36

## ATTACHMENT #3 – 2019 TO 2023 Sanitary Sewer Planned Capital Expenditures

Object Account	Total 2018	Carry Forward 2018	2019	2020	2021	2022	2023	Total
9731 - S1 SANITARY SEWERS	1,611,000	1,175,000	1,569,000	2,906,000	1,150,000	1,000,000	1,000,000	7,625,000
9733 - S3 WASTEWATER TREATMENT PLANT	1,428,252	933,000	770,000	543,000	1,432,000	500,000	500,000	3,745,000
9734 - S4 LIFT STATIONS	300,000	300,000	370,000	390,000	6,250,000	4,500,000	200,000	11,710,000
9725 - S25 WASTEWATER LOAN REPAYMENT	1,545,688	-	1,544,494	1,545,278	1,546,461	1,545,068	644,832	6,826,133
Sanitary Sewage Reserve Summary	4,884,940	2,408,000	4,253,494	5,384,278	10,378,461	7,545,068	2,344,832	29,906,133



## ATTACHMENT #4 – 2019 TO 2023 Wastewater Financial Model

<div>  <div> <b>City of Moose Jaw</b>  <b>Sanitary Sewer (Wastewater) Utility</b>  <b>2019 to 2023 Financial Model</b> </div>  </div>						
<b>Wastewater Utility - Forecast</b> November 22, 2018	2018	2019	2020	2021	2022	2023
<b>Operating Budget Model</b>						
<b>Revenues:</b>						
General Service	\$ 7,670,000	\$ 7,980,635	\$ 8,520,726	\$ 8,980,845	\$ 9,465,811	\$ 9,976,964
Sewer Blocks	450	806	900	1,000	1,100	1,200
Utility Billing Penalties	44,998	46,217	48,713	51,343	54,116	57,038
Septage Fees	34,793	26,811	28,000	29,000	30,000	31,000
House Connections	400,000	400,000	420,000	441,000	463,050	486,203
<b>Total Revenues</b>	<b>\$ 8,150,241</b>	<b>\$ 8,454,469</b>	<b>\$ 9,018,338</b>	<b>\$ 9,503,188</b>	<b>\$ 10,014,076</b>	<b>\$ 10,552,405</b>
<b>Expenditures:</b>						
Administration	\$ 1,000,542	\$ 1,038,449	\$ 1,069,700	\$ 1,112,800	\$ 1,152,288	\$ 1,193,415
Sewage Treatment	2,043,742	2,164,488	2,216,436	2,269,630	2,324,101	2,379,880
Sanitary Sewers	1,229,613	1,188,246	1,216,764	1,245,966	1,275,869	1,306,490
<b>Total Expenditures</b>	<b>\$ 4,273,897</b>	<b>\$ 4,391,183</b>	<b>\$ 4,502,899</b>	<b>\$ 4,628,396</b>	<b>\$ 4,752,259</b>	<b>\$ 4,879,785</b>
<b>Reserve Contribution</b>	<b>\$ 3,876,344</b>	<b>\$ 4,063,286</b>	<b>\$ 4,515,439</b>	<b>\$ 4,874,792</b>	<b>\$ 5,261,817</b>	<b>\$ 5,672,620</b>
<b>Reserve Cashflow Model</b>	2018	2019	2020	2021	2022	2023
Opening Balance of Reserve	\$ 4,068,572	\$ 3,994,859	\$ 1,460,754	\$ 618,952	\$ (4,946,385)	\$ (7,421,338)
Reserve Contribution	3,876,344	4,063,286	4,515,439	4,874,792	5,261,817	5,672,620
Interest Revenue	72,571	64,103	27,036	(61,667)	(191,702)	(196,166)
Borrowing Proceeds	-	-	-	-	-	-
Building Canada Funding	-	-	-	-	-	-
Infrastructure Levy	-	-	-	-	-	-
Borrowing Repayment	(1,545,688)	(1,544,494)	(1,545,278)	(1,546,461)	(1,545,068)	(644,832)
Carry Forwards	-	(2,408,000)	-	-	-	-
Capital Expenditures	(2,476,940)	(2,709,000)	(3,839,000)	(8,832,000)	(6,000,000)	(1,700,000)
<b>Closing Balance of Reserve</b>	<b>\$ 3,994,859</b>	<b>\$ 1,460,754</b>	<b>\$ 618,952</b>	<b>\$ (4,946,385)</b>	<b>\$ (7,421,338)</b>	<b>\$ (4,289,716)</b>
<b>Forecast Rates:</b>	2018	2019	2020	2021	2022	2023
<b>Projected Key Rates</b>						
Anticipated Cost Increases	2.4%	2.4%	2.4%	2.4%	2.4%	2.4%
Approved Rate Structure	6.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Proposed Rate Structure	0.0%	6.0%	6.0%	6.0%	6.0%	6.0%
Conservation Rate	10.0%	10.0%	10.0%	10.0%	10.0%	10.0%
<b>Average Cost Example</b>	2018	2019	2020	2021	2022	2023
75M3 per Qtr 15 - 20mm Meter	\$ 147.18	\$ 156.01	\$ 165.37	\$ 175.29	\$ 185.81	\$ 196.96
25M3 per Mnth 15 - 20mm Meter	\$ 49.06	\$ 52.00	\$ 55.12	\$ 58.43	\$ 61.94	\$ 65.65

## ATTACHMENT #5 – 2017 Utility Rate Comparison

**Residential Water & Sewer**

<b>25M3 per Month - 3/4" service</b>	<b>2017 Rank</b>	
Weyburn	76.93	1
Yorkton	82.49	2
Meadow Lake	89.17	3
Swift Current	99.89	4
<b>Moose Jaw</b>	<b>101.91</b>	<b>5</b>
Prince Albert	103.27	6
Saskatoon	104.03	7
Melfort	104.82	8
Estevan	107.16	9
North Battleford	119.12	10
Regina	131.00	11
Martensville	136.00	12
Warman	139.66	13
Melville	150.03	14
Humboldt	165.29	15

**Commercial Water & Sewer**

<b>500M3 per Month - 2" service</b>	<b>2017 Rank</b>	
Weyburn	916.35	1
Meadow Lake	1,086.67	2
Prince Albert	1,262.84	3
<b>Moose Jaw</b>	<b>1,400.08</b>	<b>4</b>
Melfort	1,426.55	5
Yorkton	1,483.70	6
Swift Current	1,561.45	7
Melville	1,613.13	8
North Battleford	1,734.25	9
Estevan	1,781.65	10
Saskatoon	1,880.41	11
Regina	1,901.80	12
Martensville	1,969.50	13
Humboldt	2,715.03	14
Warman	3,025.47	15

## ATTACHMENT #6 – Comparison to City of Regina Utility Rates

**Moose Jaw**

	25 m3	3/4" Service
variable		
water	1.2419	31.05
sewer	1.3092	32.73
		63.78
Fixed	Month	
water	29.58	
sewer	16.33	
		45.91
	Monthly	109.69

**Regina**

	25 m3	3/4" Service
variable		
water	1.92	48.00
sewer	1.71	42.75
		90.75
Fixed	Day	
water	0.81	24.30
sewer	0.62	18.60
		42.90
	Monthly	133.65

**ATTACHMENT #7 – Potential Waterworks Infrastructure Levy Examples****Potential Water Works  
Infrastructure Levy**

Below are examples of how an infrastructure levy might be structured to replace the Hospital Levy collecting the same amount of funds \$1,620,000 annually.

**EXAMPLE #1**

Meter Size	# of Meters	Annual Amount of		Funds Generated
		Levy		
15 - 20 mm	11,804	\$	131.00	\$ 1,546,324
21 - 30 mm	257	\$	131.00	\$ 33,667
31 - 40 mm	47	\$	131.00	\$ 6,157
41 - 50 mm	230	\$	131.00	\$ 30,130
51 - 75 mm	22	\$	131.00	\$ 2,882
76 - 100 mm	11	\$	131.00	\$ 1,441
101 - 150 mm	3	\$	131.00	\$ 393
151 - 200 mm	-	\$	131.00	\$ -
greater than 200mm	4	\$	131.00	\$ 524
	12,378			\$ 1,621,518

Includes Rural Accounts

levy

100

**EXAMPLE #2**

Meter Size	# of Meters	Annual Amount of		Funds Generated
		Levy		
15 - 20 mm	11,804	\$	100.00	\$ 1,180,400
21 - 30 mm	257	\$	200.00	\$ 51,400
31 - 40 mm	47	\$	400.00	\$ 18,800
41 - 50 mm	230	\$	800.00	\$ 184,000
51 - 75 mm	22	\$	1,600.00	\$ 35,200
76 - 100 mm	11	\$	3,200.00	\$ 35,200
101 - 150 mm	3	\$	6,400.00	\$ 19,200
151 - 200 mm	-	\$	12,800.00	\$ -
greater than 200mm	4	\$	25,600.00	\$ 102,400
	12,378			\$ 1,626,600

Includes Rural Accounts





# City of Moose Jaw

## COMMUNICATION # CC-2019-0154

**TITLE:** Recycling Collection Contract Renewal

**TO:** City Council

**FROM:** Department of Engineering Services

**DATE:** August 19, 2019

**PUBLIC:** PUBLIC DOCUMENT

### **RECOMMENDATION**

THAT the City continue with the first optional two-year extension of the recycling program with Loraas Disposal Services Inc. as outlined in the Recycling Collection Services Agreement.

### **TOPIC AND PURPOSE**

To obtain Council support in continuing with the first two-year extension in the residential collection recycling program.

### **BACKGROUND**

The City entered into the Recycling Collection Services Agreement with Loraas Disposal Services Inc. on October 1, 2015. The contract included an initial three-year term along with two extensions of two years each. The first extension commenced on October 1, 2018 and will conclude on September 30, 2020. If the City desires to enact the second two-year extension, it must do so on or before April 1, 2020.

The City chose to finance the collection carts through Loraas Disposal Services Inc. over the initial term and potential extensions of the Agreement. If the agreement was terminated prior to fulfilling both extensions, there is a buy-out fee required to pay for the balance remaining on the carts. The financial terms of this arrangement are shown in the following table:

Period	Time	Cart Quantity	Cost/Cart	Buy-out
Completion of Initial Term	3 years	12,500	\$50	\$625,000
Conclusion of 1 <sup>st</sup> Extension	2 years	12,500	\$20	\$250,000
Conclusion of 2 <sup>nd</sup> Extension	2 years	12,500	\$0	\$0

## **DISCUSSION**

Large scale programs, which involve the majority of residents in a municipality, should be considered from multiple perspectives. Recycling collection in Moose Jaw can be analysed through the Triple Bottom Line Concept. The Triple Bottom Line Concept is a sustainability framework that examines a company's or organization's social, environment, and economic impact. Instead of one traditional bottom line (economic), this concept proposes there should be three considered. This balances the wants and needs of an organization with the desires of its customers or stakeholders both locally and globally.

### Economic

The City collects solid waste and recycling from approximately 11,600 homes. The monthly cost charged per property is \$9.77 for solid waste collection and \$7.09 for recycling collection. The recycling cost to the City's residents is partially offset by a subsidy from the Multi Material Recycling Western (MMSW) organization. The 2018 grant amounted to \$187,579 and is expected to increase in 2019 to \$340,290.

The Department of Engineering has contacted several municipalities in Saskatchewan to determine the different recycling collection models in use from a financial perspective. There are several different models in use making direct comparisons more difficult. These models include multiple contractors and/or cities performing the collection. Carts financed to own under a multi-year agreement, carts purchased outright, or carts owned completely by the contractor providing the collection service. The agreements are of varying lengths with varying contract extensions and some including processing of the material. This makes comparing the City of Moose Jaw's rate difficult with regards to competitiveness. The City has neither the lowest nor the highest collection rate in the Province rather being somewhere in the middle for costs. In communities that provided responses the high cost was \$9.25/mo.; the low cost was \$5.09/mo.; Moose Jaw's current rate is \$7.09/mo.

The solid waste tonnage collected from the residential cart program (household garbage) has decreased steadily over the last three years with the implementation of eight months of bi-weekly collection. 7,707 tonnes were collected and disposed of at the City landfill in 2018. Through 2019, this total is trending down 6.9% through the first 6 months. Conversely, recycling tonnage has only increased 0.2% over three full years of collection going from 1,341.4 tonnes to 1,344.4 tonnes annually. Based on current tonnages and customer charges, the cost for each household to dispose of a single kilogram of waste and recycling can be calculated. The cost to dispose of waste is \$0.18/kg and the cost to recycle is \$0.74/kg.

It is clear from an economic standpoint that the current multi-material recycling collection program is a cost-plus service.

### Environment

The environment bottom line concept is where an organization strives to minimize its environmental impact, reducing its ecological footprint. This can take many forms through programs aimed at managing the consumption of energy and non-renewables, reduction of waste, recovery of materials that can be re-purposed or recycled, etc.

Single stream recycling has been one common practice that municipalities have adopted to begin addressing capture and re-use of papers and plastics that are contributing to deforestation and non-degradable plasticized pollution worldwide. Generally, recycling is considered to have a positive environmental impact.

Currently the recycling industry worldwide is in a fair amount of turmoil. The effect of Asian countries closing their doors to the world's "dirty" recycling streams has had a significant global impact on the entire industry. Commodity prices have plunged, and material sorting and recycling facilities have begun to stockpile materials, waiting for the industry to sort itself out. It is a complex industry from supplier to manufacturer to customer to disposal/reuse. What is clear is that the most effective environmental control is reduction, elimination or innovation of materials used/created at their source. Unfortunately, North America has been slow in adopting these types of practices and it generally requires intervention from larger government bodies at provincial/state and federal levels in conjunction with large industry entities.

### Social

Social equity bottom line concept is simply consideration of and impact on people and the community. How do programs affect social well-being; what are the communities wishes? As part of the solid waste master plan deliverables, community consultation was done on a variety of topics through phone surveys, online surveys and public consultation. Feedback with respect to recycling was very clear and overwhelming.



SUMA has an Urban Solid Waste Management Policy and has recently released three resolutions related to the reduction of plastic waste and pollution resolving to advocate and work with the federal and provincial governments. They are as follows:

- 1) Eliminate problematic and toxic products that pollute our environment such as micro-plastics and regulate the use of plastics and additives that are toxic or cannot be recycled;
- 2) Reduce the use of single-use plastics; and

- 3) Create incentives for reducing waste and the reusability of products and packaging, and to increase the reuse, recycling, and composting products and packaging.

In consideration of the items discussed in the Triple Bottom Line approach, the Department of Engineering Services recommends that the City continues with the first optional two-year extension of the recycling program with Loraas Disposal Services Inc. In consideration of the upheaval that currently exists in the recycling markets there is a risk to rate payers if the City were to go back to market with a new tender for recycling collection. Further, the community is very supportive of this program and in reducing environmental impact through waste management services.

It should also be noted that under the terms of the contract, Loraas has provided notice and are requesting that clam shell containers labelled as #1, and film plastic (plastic bags and starch wrap) no longer be included in the recycling contract and program. See Attachment ii. Engineering will work with Loraas to provide public communication and education on this issue.

The grant increase from MMSW is an additional \$152,711. In consideration of the significant infrastructure upgrades required within the city, City Council should consider how best to allocate these additional funds during budget deliberations.

### **OPTIONS TO RECOMMENDATION**

- 1) Terminate the agreement with Loraas Disposal Services Inc. with a buy-out fee of \$625,000 and go back to market with a tender for recycling collection.
- 2) Terminate the agreement with Loraas Disposal Services Inc. with a buy-out fee of \$625,000 and cancel the recycling collection program.

### **OTHER CONSIDERATIONS/IMPLICATIONS**

There is no other considerations or implications applicable to this report.

### **PUBLIC NOTICE**

Public Notice pursuant to the Public Notice Policy is not required.

### **PRESENTATION**

VERBAL: The Manager of Utilities, Department of Engineering Services, will be available to provide a brief verbal overview of this report.

### **ATTACHMENTS**

- i. Recycling Collection Services Agreement
- ii. Letter from Loraas

**REPORT APPROVAL**

Written by: Darrin Stephanson, Manager of Utilities  
Reviewed by: Tracy Wittke, Assistant City Clerk  
Approved by: Josh Mickleborough, Director of Engineering Services  
Approved by: Jim Puffalt, City Manager  
Approved by: Fraser Tolmie, Mayor

*To be completed by the Clerk's Department only.*

Presented to Regular Council or Executive Committee on \_\_\_\_\_.

No. \_\_\_\_\_ Resolution No. \_\_\_\_\_

**Report Approval Details**

Document Title:	Recycling Collection Contract Renewal - CC-2019-0154.docx
Attachments:	- Lorass Disposal Services Ltd. - Oct 1 2015.pdf - MJ Cart Contract Request_20190807163145.pdf
Final Approval Date:	Oct 7, 2019

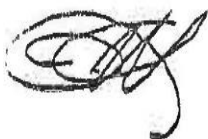
This report and all of its attachments were approved and signed as outlined below:



Josh Mickleborough



Tracy Wittke



Jim Puffalt



Fraser Tolmie



## RECYCLING COLLECTION SERVICES AGREEMENT

THIS AGREEMENT made as of this 1 day of October, 2015.

BETWEEN:

**THE CITY OF MOOSE JAW**, a city continued pursuant to *The Cities Act* of Saskatchewan (the “City”)

-and-

**LORAAS DISPOSAL SERVICES LTD.**, a body corporate incorporated under the laws of and registered to carry on business in the Province of Saskatchewan (the “Supplier”)

### WHEREAS:

- A. The City wishes to make the transition from its bulk recycling program to a combined residential curb-side and bulk residential program in an efficient and reliable manner;
- B. The City issued an Request for Proposals (the “RFP”) relating to the collection, transporting and processing of municipal residential recycling waste and wishes to retain the services of a third party to provide the Services;
- D. The Supplier has responded to the RFP and has been identified as the successful proponent pursuant to the terms and conditions of the RFP to provide the Services to the City; and
- E. The City wishes to have the Supplier provide the Services and the Supplier has agreed to do so, all in accordance with terms and conditions of this Agreement.

**NOW THEREFORE THIS AGREEMENT WITNESSETH** that in consideration of the mutual covenants and promises hereinafter contained, and for other good and valuable consideration now paid and delivered by each party to the other, the receipt and sufficiency of which is hereby acknowledged by each of the parties hereto, the City and the Supplier each agree with the other as follows:

## ARTICLE 1

### DEFINITIONS AND INTERPRETATION

#### 1.1 Definitions

Whenever used in this Agreement, including the recitals and schedules hereto, the following terms shall have the meanings set out below:

**"Applicable Law"** means collectively, the common law and any and all statutes, by-laws; regulations, permits, approvals, certificates of approval, licenses, judgments, orders, injunctions, authorizations, directives, whether federal, provincial or municipal;

**"Business Day"** means any day that is not a Saturday, Sunday or statutory holiday in Saskatchewan;

**"Cart"** means the Schaefer USD-M 95 US Gallon Universal blue cart, or acceptable, equivalent, including Toter 96 Gallon, that is provided to Designated Residences for the storage of Designated Materials;

**"Change in Law"** means the coming into effect or repeal (without re-enactment or consolidation) in Saskatchewan of any Applicable Law, or any amendment or variation of any Applicable Law, including any judgment of a relevant court of law which changes binding precedent in Saskatchewan, in each case after the Effective Date of this Agreement;

**"Collection Area"** means the designated area within the City limits wherein a Collection Vehicle is to provide the Services within a Collection Day;

**"Collection Day"** means the day upon which the Supplier shall provide the Services to a Designated Residence;

**"Collection Route"** means the route within a Collection Area wherein the Services are to be performed by one Collection Vehicle during a single Collection Day;

**"Collection Schedule"** means the schedule of dates when the Services are to be provided to certain Collection Areas;

**"Collection Vehicles"** means all vehicles to be provided for the purpose of holding and transporting Designated Materials to the Designated Facility;

**"Confidential Information"** has the meaning ascribed to it in Article 20 hereto;

**"Consumer Price Index"** means the consumer price index for All Items excluding food and energy for the City of Regina published by Statistics Canada;

**"Control"** of a corporation or other entity is held by a Person where securities of the corporation or other entity to which are attached more than 50% of the votes that may be cast to elect directors or persons acting in a similar capacity of the corporation or other entity are held, other than by way of security only, by or for the benefit of such Person;

**"Council"** means the Council of the City of Moose Jaw;



**“Designated Facility”** means the facility in Moose Jaw where daily loads of recyclable materials are processed and baled for transportation to Regina and other post-consumer processing facilities.

**“Designated Materials”** means any regular residential recyclable waste materials allowed to be disposed of at a recycling facility;

**“Designated Residence”** means a property dwelling that is used primarily as a residence, is occupied, is within the City limits and has a registered utility account, in good standing at the City and shall include units in single family, duplex, and triplex homes;

**“Effective Date”** means the date first written above;

**“Environmental Laws”** means any and all statutes, by-laws, regulations, permits, approvals, certificates of approval, licenses, judgments, orders, judicial decisions, injunctions, and authorizations related to environmental matters which are applicable to the Services;

**“Equipment”** means the Collection Vehicles and any other equipment or materials used by the Supplier in the provision of the Services;

**“Escalation Factor”** means the amount of the annual adjustment to the Service Fee recalculated annually to account for any documented increases in Consumer Price Index and Diesel Prices for Regina. The annual adjustment, if applicable, shall begin with the second year of the Contract;

**“Force Majeure”** means an event beyond the reasonable control, and not attributable to the negligence or willful misconduct of the party affected, including but not limited to the following: flood, earthquake, storm, lightning, fire, drought, flood, explosion, war, riot, civil disturbance, strike, sabotage or electrical outage, provided, however, that Force Majeure shall not include any equipment failure due to normal wear and tear or due to neglected maintenance or repair;

**“Good Industry Practice”** means that degree of skill, care, prudence, foresight and operating practice which would reasonably be expected from a skilled and experienced supplier engaged in the same type of undertaking as the Supplier under the same or similar circumstances;

**“Health and Safety Obligation(s)”** means any obligation imposed on the Supplier by the Applicable Laws or compliance with Good Industry Practice or the Agreement in respect of health and safety at work, including all applicable requirements of *The Saskatchewan Employment Act (2013)*, and regulations, as may be amended from time to time;

**“Inspector”** means the person or persons appointed by the City to monitor and assess the quality and performance of the Supplier in providing the Services;

**“Intellectual Property Rights”** means any right in respect of any copyright, trademark, patent, registered design, design right, topography right, service mark, application to register any of the aforementioned rights, trade secret, rights in unpatented know-how, right of confidence and any other intellectual or industrial property rights of any nature whatsoever in any part of the world;

**“Liquidated Damages”** means those damages listed in Schedule C and described in Article 22 herein;

**“Missed Collection”** means a situation where a Designated Residence(s) has placed a Cart out for collection on its respective Collection Day before 7:00 am, and the Supplier fails to collect the Designated Materials from Designated Residence(s) prior to 7:00 pm on the day following Collection Day, or within 24 hours after the complaint(s) or concern(s) is received;

**“Moose Jaw Diesel Prices”** means the average monthly prices for diesel fuel at self-service filling stations for the City of Regina published by Statistics Canada;

**“Performance Security”** means the performance bond, Letter of Credit or certified cheque delivered by the Supplier to the City as more particularly described in Section 23.1 of this Agreement;

**“Person”** means any natural person, corporation, division of a corporation, partnership, joint venture (which includes co-ownership), association, company, estate, unincorporated organization, trust, government or governmental authority;

**“Prohibited Act”** means

- (a) offering, giving or agreeing to give any employee and/or any elected representative of the City any gift or consideration of any kind for any reason, including as an inducement or reward:
  - (i) for doing or not doing (or for having done or not having done) any act in relation to the performance of the terms of this Agreement or any other contract with the City; or
  - (ii) for showing or not showing favour or disfavour to any person in relation to this Agreement or any other contract with the City;
- (b) entering into this Agreement or any other contract with the City in connection with which commission has been paid or has been agreed to be paid by the Supplier or on its behalf, or to its knowledge, unless before the relevant contract is entered into particulars of any such commission and of the terms and conditions of any such contract for the payment thereof have been disclosed in writing to the City; or
- (c) Committing any offence under:
  - (i) the Criminal Code of Canada; or
  - (ii) any legislation creating an offence in respect of fraudulent acts; or
  - (iii) at common law in respect of fraudulent acts in relation to this Agreement or any other contract with the City;
- (d) committing any material offence under any Applicable Laws; and
- (e) defrauding or attempting to defraud or conspiring to defraud the City.

**“Proposal”** means the Moose Jaw Residential Curbside Recycling Proposal submitted to the City by the Supplier on January 29, 2015.

**“PST”** means all provincial sales taxes, including any harmonized sales taxes that may be payable on account of or as a result of this Agreement;

**“Scavenge”** means to search through, pick over or remove objects or material set out for collection;

**“Services”** means the collection of the Designated Materials to be performed by the Supplier in accordance with the Supplier’s response to the RFP and this Agreement, and the establishment and maintenance of the detailed Collection Routes;

**“Service Fee”** means the fixed per Designated Residence Cart fee and cubic yard bin fee to be remitted by the Supplier for the Services rendered in accordance with Article 7 and Schedule B. This service fee is outlined in the RFP.

**“Street”** shall mean any public road, street, lane, alley, square, place, thoroughfare or way within the limits of the City;

**“Supplier Personnel”** means all employees, agents, and sub-contractors of the Supplier, including all employees and agents of any sub-contractors of the Supplier, engaged to provide the Services;

**“Supplier Representative(s)”** means the person or persons designated by the Supplier to act as a representative of the Supplier under this Agreement;

**“Supplier Supervisor”** means the Supplier’s full-time employee(s) that is dedicated to the supervision of the Services.

## 1.2 References

Any reference made in this Agreement to:

- (a) “this Agreement” means this agreement, including the Schedules hereto, as it may from time to time be supplemented or amended and in effect;
- (b) “herein”, “hereof”, “hereby”, “hereto”, “hereunder” and similar expressions refer to this Agreement and not to any particular Article, Section or other provision hereof, and include any and every amendment restatement, replacement, variation, supplement or substitution hereof;
- (c) this Agreement, including without limitation, any agreement collateral or ancillary to this Agreement and any agreement contained in a Schedule hereto, shall, unless otherwise indicated, be construed as a reference to such agreement as it may have been, or may from time to time be, amended, restated, replaced, varied, extended, renewed, supplemented or notated;
- (d) Sections, Articles or Schedules, unless otherwise indicated, shall be construed as references to the Sections and Articles of and Schedules to this Agreement, as the case may be. The provisions of each Schedule shall constitute provisions of this Agreement as though repeated at length herein;
- (e) any reference to a corporate entity includes and is also a reference to any corporate entity that is a successor to such entity; and

- (f) except where otherwise specified, any reference to a statute includes a reference to such statute and to its regulations, with all amendments in force from time to time, and to any statute or regulation that may be passed which has the effect of supplementing or superseding the statute or regulation.

### 1.3 Interpretation

For all purposes of this Agreement, except as otherwise expressly provided or unless the context otherwise requires:

- (a) the headings are for convenience of reference and do not form a part of this Agreement nor are they intended to interpret, define or limit the scope, extent or intent of this Agreement or any of its provisions;
- (b) all accounting terms not otherwise defined have the meanings ordinarily assigned to them at the date hereof pursuant to international financial reporting standards (“IFRS”) and all computations made pursuant to this Agreement must be made in accordance with IFRS applicable from time to time;
- (c) any reference to a currency is a reference to Canadian dollars;
- (d) “in writing” or “written” includes, printing and typing, which may be communicated by facsimile or by email;
- (e) the word “including”, when following any general statement, term or matter, is not to be construed to limit such general statement, term or matter to the specific items or matters set forth immediately following such word or to similar items or matters, whether or not non-limiting language (such as “without limitation” or “but not limited to” or words of similar import) is used with reference thereto, but rather is to be construed to refer to all other items or matters that could reasonably fall within the broadest possible scope of such general statement, term or matter; and
- (f) any reference to a statute includes and is a reference to such statute and to the regulations made pursuant thereto, with all amendments made thereto and in force from time to time, and to any statute or regulation that may be passed which has the effect of supplementing or superseding such statute or such regulation.

### 1.4 Invalidity of Provisions; Severability

If any covenant, obligation or agreement of this Agreement, or the application thereof to any person or circumstance shall, to any extent, be invalid or unenforceable, the remainder of this Agreement or the application of such covenant, obligation or agreement to persons, or circumstances other than those as to which it is held invalid or unenforceable, shall not be affected thereby and each covenant, obligation and agreement of this Agreement shall be separately valid and enforceable to the fullest extent permitted by law.

### 1.5 Waiver

No failure or delay on the part of any party in exercising any right, remedy, recourse, power or privilege (for the purposes of this Section 1.5, collectively, a “**Right**”) under this Agreement will operate as a waiver thereof, nor will any single or partial exercise of any Right preclude any

other or further exercise thereof or the exercise of any other Right. Except as may be limited herein, any party may, in its sole discretion, exercise any and all Rights available to it under this Agreement or any other remedy available to it at law or in equity and such Rights may be exercised concurrently or individually without the necessity of making any election.

### **1.6 Governing Law, Attornment**

This Agreement shall be governed by and construed in accordance with the laws of the Province of Saskatchewan and the laws of Canada applicable therein and the parties hereto hereby irrevocably attorn to the jurisdiction of the courts of Saskatchewan.

### **1.7 Interpretation Not Affected by Party Drafting**

Each party hereto acknowledges that he, she or it and his, her or its legal counsel have reviewed and participated in settling the terms of this Agreement, and the parties hereby agree that any rule of construction to the effect that any ambiguity is to be resolved against the drafting party shall not be applicable in the interpretation of this Agreement.

### **1.8 Inurement**

This Agreement shall inure to the benefit of be binding upon the parties hereto and their respective successors and permitted assigns.

### **1.9 Schedules**

The following are the schedules attached to and incorporated in this Agreement by reference and deemed to be part hereof:

Schedule A	General Collection Areas in Moose Jaw
Schedule B	Service Fees for the City of Moose Jaw <b>Recycling</b> Collection Services Agreement
Schedule C	Liquidated Damages Table
Schedule D	Curbside Recycling Collection Maps

## **ARTICLE 2**

### **CONDITIONS PRECEDENT**

#### **2.1 Conditions Precedent**

Notwithstanding anything else herein contained, this Agreement shall be subject to the following conditions:

- (a) Unless specifically stated herein, the terms presented in the Proposal shall be adhered to by the Parties to this Agreement.
- (b) the Supplier shall submit to the City a valid:
  - (i) Certificate of Insurance as required under Section 17.1 herein; as was provided in Appendix 13 of the RFP.
  - (ii) a current Workers' Compensation Board (Saskatchewan) Clearance Certificate; as was provided in Appendix 19 of the RFP.

(c) the Supplier providing the City with the Performance Security in accordance with Section 23.1 herein.

(collectively the “**Conditions Precedent**”).

All of the Conditions Precedent are for the exclusive benefit of the City. In the event that any of the Conditions Precedent are not satisfied, fulfilled or performed on or before the date that is seven (7) Business Days from the date of the signing of the Agreement, then this Agreement shall be null and void unless the City waives in writing the satisfaction, fulfillment or performance of any such Conditions Precedent. In the event this Agreement becomes null and void, each of the City and the Supplier shall be released from all of their respective obligations under this Agreement.

### ARTICLE 3 TERM AND RENEWAL

#### 3.1 Term

The Agreement shall continue in effect for a period of three (3) years from the commencement date of the 1 October 2015, concluding on 30 September 2018 (the “**Term**”).

#### 3.2 Renewal and Extension

The City shall have the option to extend the Term of this Agreement for two (2) consecutive periods of two (2) years each (the “**First Extension**” and the “**Second Extension**”). Each extension period shall be on the same terms and conditions as provided in this Agreement, except that following the Second Extension there shall be no further rights to extend the Term of this Agreement and except that the Service Fee shall be as specified in Section 3.3 herein. The City may exercise each extension right by written notice given to the Supplier not less than six (6) months before the date of expiry of the Term or First Extension.

#### 3.3 Service Fee for Extensions

The City and the Supplier agree that the Service Fee for the First Extension and the Second Extension shall be a negotiated price based on the calculation as per the Proposal. In the case of any dispute between the City and the Supplier as to the calculation of the Service Fee during the First Extension or the Second Extension, the parties agree to resolve any such dispute in accordance with the dispute resolution provisions in Article 25.1 of this Agreement.

**Provided that the Supplier is meeting its obligations and the City is satisfied with the service provided, the City will consider an extension to the contract with the following extension prices:**

<b>Year 4</b>	<b>Year 5</b>	<b>Year 6</b>
<b>\$69.34</b>	<b>\$69.34</b>	<b>\$69.34</b>

If Loraas Disposal does not have an optional facility for baling recycling in Moose Jaw by the end of the initial three year term, and the City wishes to extend the contract, the following extension prices will be in effect:

<b>Year 4</b>	<b>Year 5</b>	<b>Year 6</b>
<b>\$64.61</b>	<b>\$66.23</b>	<b>\$67.88</b>

## **ARTICLE 4**

### **PROVISION OF SERVICES**

#### **4.1 Engagement of the Supplier**

The City engages the Supplier to provide the Services and to undertake the all necessary activities to perform the Services in accordance with the terms and conditions of this Agreement.

#### **4.2 Covenants, Representations and Warranties of the Supplier**

The Supplier covenants, represents and warrants that in providing the Services it shall:

- (a) provide all labour, equipment and materials required to perform the Services;
- (b) obtain and maintain at its own expense all licenses, approvals and permits required by any government department, ministry or agency, including the City, for the delivery of the Services, and shall provide, at the request of the City, proof of such licenses, approvals and permits;
- (c) not, except in accordance with this Agreement, receive monies or favour for the delivery of the Services, and shall ensure compliance by all Supplier Personnel;
- (d) not sell, rent, lease, promote or donate any Designated Materials or Carts to a third party without the written consent of the City;
- (e) make appropriate arrangements to ensure that there is no disruption of Services in the event that the work of another contractor retained by the City (such as snow removal, parking, construction, etc.) prevents the Supplier from performing the Services;
- (f) provide the Services in accordance with Good Industry Practice;
- (g) comply with all Applicable Laws;
- (h) develop a new website with a section devoted to the City of Moose Jaw's residential Recycling Program, maintain an inventory of recycling brochures for distribution and ensure that administrative staff are knowledgeable in all aspects of the Program;
- (i) the Supplier acknowledges that the City shall be responsible for the promotion, communication and awareness of the residential Curb-side Collection Program. The Supplier will provide assistance to the City in terms of providing statistics by neighbourhood and other relevant data as deemed necessary to ensure success of this program;
- (j) assist the City with ongoing recycling education to the residents of Moose Jaw throughout the term of this Agreement.

#### **4.3 Changes and Improvements to Services**

- (a) The Supplier shall make best efforts to ensure continuous improvement in the way that the Services are performed having regard to a combination of economy, efficiency and effectiveness, and shall assist the City in discharging its duty to achieve best value in the manner in which the Services are performed.
- (b) The Supplier may from time to time propose changes to improve the economy and efficiency of the Services in accordance with the change management process outlined in Section 6.2 hereto.
- (c) The City may from time to time propose changes to improve the economy and efficiency of the Services in accordance with the process outlined in Section 6.1 hereto.

#### **4.4 Variability**

- (a) The Supplier acknowledges and agrees that (i) there may be considerable variation in the amount of Designated Materials to be collected in a given Collection Route from week to week, (ii) there may be variation in the number of Designated Residences throughout the Term and Extension and (iii) the City makes no guarantee as to the volume or composition of Designated Materials.
- (b) The Supplier agrees that notwithstanding extreme variation due to natural disasters, it is required to meet any and all variation in demand by using extra Equipment, Supplier Personnel or overtime if required, in order that Designated Materials shall be removed on each designated Collection Day.

#### **4.5 Conditions Affecting Routine Performance**

- (a) The Services shall be provided under all weather conditions and through all obstructions, with the exception of impassable roadway (due to an act of God, such as flood or an exceptionally heavy snowfall), which temporarily prevents the performance of the Services. The Supplier will notify the City immediately of the location of the impassable road and will return at least once more that day and no sooner than four (4) hours after the first attempt (unless directed to do otherwise by the City), to complete the Services, while still in the area. Services may be temporarily postponed only with the permission of the City.
- (b) The City may be required to suspend the Services in the event that (i) the Designated Facility is unavailable to receive the Designated Materials or (ii) other unforeseen circumstances arise. In the event that the CSR experiences an equipment breakdown and is unable to receive or process materials for a period of time, baled recyclable material will be either stored at location of the Supplier or transported at a cost to the Supplier and stored at the Supplier's Moose Jaw location. In the event of a suspension of the Services, the City will contact affected Designated Residences and inform them of the problem, the anticipated collection time and any modifications to the Services. The Supplier will provide



the Services to each affected Designated Residence as quickly as possible following receipt of the City's notice that such suspension is no longer required.

#### **4.6 Missed Collection Performance Standards**

- (a) The Supplier shall collect one hundred per cent (100%) of the Collected Materials on each Collection Day from all Designated Residences between the hours specified herein and as a first priority to any other clients that the Supplier may have.
- (b) In the case of a missed collection or late set out is identified the Supplier shall rectify the situation the same day or first thing the following day. The Supplier will have a dedicated phone number that City employees can call to inform the Supplier of the situation to allow for a prompt response. The Supplier will have direct contact with their drivers to correct the situation as soon as possible.
- (c) In special circumstances where the Supplier has deemed to have failed to complete 100% of the day's Services, the Supplier must notify the City immediately after this realization has been determined, and must also indicate why it happened, and how and when the situation will be rectified.

The Supplier should use the following guidelines:

- (i) Collection for a designated collection area/day will be deferred until the service for the previous collection day is 100% complete.
  - (ii) Inform the City twice daily, (special plans, areas completed) until back on schedule so the City can inform the public as required.
- (e) All Designated Materials set out for collection are the property of the City until such time the material is collected by the Supplier. At this time, the collected material becomes the property of the Supplier. **4.7 Designated Materials, Collection Schedule and Collection Routes**
  - (a) The Supplier shall collect all Designated Materials from each Designated Residence on a bi-weekly basis and in accordance with the Collection Schedule and Collection Routes described in the Supplier's Proposal but subject to final adjustments as approved by the City.
  - (b) Collection is to commence on October 5, 2015 and is to follow the City's solid waste collection with a one-day offset in that collection.

#### **4.8 Time of Collection**

- (a) The Services shall be completed during the five (5) day period between Monday and Friday (Monday, Tuesday, Wednesday, Thursday and Friday) and between the hours of 7:00 am and 7:00 pm.
- (b) All collections must be completed within the hours specified unless otherwise directed in writing by the City.

#### **4.9 Ownership, Location and Placement of Containers**

- (a) The Supplier acknowledges and agrees that the Carts shall be used by Designated Residences.
- (b) The Supplier shall collect all Designated Materials from private roads, public laneways and all other locations prescribed by the City. The Supplier agrees that it is responsible for becoming familiar with all private property locations and the Supplier shall ensure that a Collection Vehicle of appropriate size, dimension and configuration is used to provide the Services.
- (c) The Supplier acknowledges that the City may alter the location of Carts at Designated Residences, adding locations or delete locations from time to time. In the event that the City alters, adds or deletes the location at which a Cart will be placed for collection, the City shall be responsible for notifying the Supplier and each affected Designated Residence of such change a minimum of one (1) week in advance of the next respective Collection Day.
- (d) Initially, collection will be at the same location as the solid waste collection. The City reserves the right to amend the collection location.
- e) Once the contract starts, the Supplier will provide the Cart deployment upon notification of the City and will provide in return the Cart serial number and address and date of deployment. At the discretion of the City, the Supplier can tag the cart in accordance with the City's tagging rules, informing the resident of the non-compliance, deliver educational material explaining how the program works, or allow the City to address the situation as they see fit. The Supplier will notify the City if a Designated Residence is repeatedly not leaving clearance for collection or ignoring tags and rules for placement of the container.

#### **4.10 Service Changes due to Efficiency and Safety**

The City shall be responsible for notifying each Designated Residence of a change in collection frequency, location of Cart pick-up, or change in container type.

#### **4.11 Additional Designated Residences and Collection Routes**

The Supplier acknowledges that the City may expand the number of Designated Residences requiring an extension of that route, from time to time. The Supplier agrees to provide the Services to such additional Designated Residences as may be directed by the City.

#### **4.12 Holiday Scheduling**

- (a) Should a regularly scheduled Collection Day fall on a statutory holiday, the Supplier shall not alter the Collection Day or the Services and will be responsible for providing the Services, in accordance with the established Collection Route(s) and Collection Schedule.
- (b) The exception to subsection (a) herein shall be Christmas Day, and New Year's Day. In the event that a regularly scheduled Collection Day falls on, Christmas Day, or New Year's Day, the Supplier shall provide the Services within the following week.

#### **4.13 Cart Handling**

- (a) The Supplier shall provide the Services in such a fashion and manner that all Designated Residences and Collection Areas will be left in a clean and orderly condition when the Services are completed.
- (b) After the Designated Materials have been collected, the Supplier shall return all Carts upright and in approximately the same position and proper location in which the Carts were placed. In no case shall a Cart be replaced on the travelled portion of the street, on the sidewalk in a manner that prohibits pedestrian traffic, or on a driveway in a manner that impedes vehicles from driving onto or exiting private property.
- (c) The Supplier shall take all reasonable care not to damage the Carts and agrees that it shall be responsible for damage to Carts due to negligence in handling.
- (d) Carts that are badly damaged by the Supplier or are dispensed into the Collection Vehicles shall be replaced by the Supplier, at its sole cost and expense within two (2) business days.

#### **4.14 Standard of Collection Performance**

- (a) The Supplier shall complete 100% of the Services each Collection Day and, when necessary, shall return and rectify any Missed Collections or other complaints or concerns in accordance with Article 13 of this Agreement and Section 4.6.
- (b) The Supplier shall operate all Collection Vehicles in such a manner as to prevent Designated Materials from being blown from or escaping from the Collection Vehicles.
- (c) If at any time during the provision of the Services, Designated Materials are spilled onto a Street, sidewalk, or private property, the Supplier shall:
  - (i) clean up and place in the Collection Vehicle all such Designated Materials before the Collection Vehicle proceeds to the next stop on the Collection Route; or
  - (ii) promptly make all other arrangements as may be required for the immediate clean-up of spilled Designated Materials. In the event of any spill, the Supplier shall at its expense restore the affected areas back to original condition. The Supplier shall comply with all applicable laws when reporting or cleaning up any spill.
- (d) The Supplier shall not damage any property, public or private, including but not limited to any sidewalks, roadways, curbs, gutters, hydrants, boulevards, grass plots, sodding, trees, shrubs or any other structures or things in the vicinity of the Services or elsewhere, in the performance of the Services.

#### **4.15 Tag Notices**

- (a) The Supplier shall tag all Carts that are deemed not eligible for Services in accordance with the City's tagging rules.

- (i) Not enough clearance not enough distance left behind or between the Cart and an obstacle adjacent to the Cart such as a fence, power pole, street light, etc. to allow for collection.
  - (ii) Recyclable materials put into plastic bags.
  - (iii) Cart not placed on a level surface, and/or not in the up-right position.
  - (iv) Cart is over-filled.
  - (v) Cart contains non-allowable materials. Example: Hazardous waste or refuse waste.
- (b) through on-board equipment and the diligence of operational personnel, the Supplier will identify carts containing non-recyclable material and at the discretion of the City tag the cart, informing the resident of the non-compliance, deliver educational material explaining how the program works, or allow the City to address the situation.
  - (c) The Supplier shall maintain a complete log, including Cart serial number and addresses relating to all tag notices issued and shall make the log available for inspection by the City, during normal office hours.
  - (d) The Supplier shall submit to the City, on a weekly basis, a summary of all tag notices that are issued.
  - (e) Once this Agreement commences the Supplier will notify the City if a Designated Residence is repeatedly not leaving clearance for collection or ignoring tags and rules for placement of the container

#### **4.16 Conditions Affecting Routine Collection Performance**

- (a) The Supplier shall make reasonable efforts to not interrupt the Services or modify the Collection Schedules due to Street repairs or closures unless prior written approval of such modification to the Services or the Collection Schedule is given by the City.
- (b) If the Supplier encounters road construction including, without limitation utilities or other contractors working on the traveled portion of a Collection Route and which prevent a Collection Vehicle from safely traveling along a Collection Route, the Supplier shall notify the City immediately of the location and nature of the obstruction and will return at least once more that day and no sooner than two (2) hours after the first attempt (unless directed to do otherwise by the City), to complete the Services.
- (c) In the event of a strike or lock-out, the Supplier is responsible to maintain all Services, to whatever reasonable degree possible, and if necessary in co-operation with the City.

#### **4.17 Promotion and Education**

The City is responsible for educating and promoting solid waste management, waste minimization and recycling to its citizens. The City may work with the Supplier to coordinate any relevant information on the City of Moose Jaw website, including, but not limited to Collection Schedules for recyclable waste and media releases. The City will have final authority on all promotions, media releases and education programming.

## **ARTICLE 5**

### **CARTS**

#### **5.1 Purchase of Carts**

- (a) The Supplier, at its cost and expense, shall purchase all Carts in the quantity required at a minimum of 12,500 Carts such that during the Term each Designated Residence is provided with a Cart, as may be required.

#### **5.2 Initial Delivery of Carts**

- (a) The Supplier, at its cost and expense, shall on its own or through a third-party, deploy and deliver all Carts to each Designated Residence upon the commencement of the Services in accordance with the process and steps provided in the RFP.
- (b) The Supplier shall be responsible for the storage, care and inventory of all replacement Carts and parts. The Supplier will be required to assemble and maintain an inventory system for all Carts, both in service and in storage. The Supplier will provide an updated inventory list including the address and the serial number of beach Cart left at that address to the City on a quarterly basis or as may be otherwise requested by the City.
- (c) The delivery of the Carts will be accompanied by an information package which details recyclable materials and collection dates along with other pertinent data the City deems appropriate.

#### **5.3 Delivery of Carts during the Term**

- (a) During the Term, the Supplier acknowledges and agrees that new Designated Residences will be added from time to time by the City to receive the Services. The Supplier agrees that when new Designated Residences are to be added to receive the Services, the following process shall be followed:
  - (i) The City shall notify the Supplier in writing of any additional Designated Residences that are to be added to receive the Services seven (7) days prior to the Monday of the week that the City wishes each such Designated Residence to begin receiving the Services;
  - (ii) The Supplier agrees that it shall be responsible for deploying all Carts to new Designated Residences during the Term;

- (iii) The City agrees that it shall be responsible for notifying each new Designated Residence of their respective Collection Day prior to the commencement of the Services;
- (iv) Following delivery of the Carts to the new Designated Residences by the Supplier, the Supplier shall provide the City with a list which includes the following information:
  - (A) Address;
  - (B) Cart serial number; and
  - (C) Date delivered;
- (v) The Supplier, at its sole cost and expense, shall compile all information and provide the City with an updated aggregate Cart deployment list as required.

#### **5.4 Inventory and Storage of Carts**

- (a) The Supplier, at its cost and expense, shall maintain an inventory of additional Carts that may be required to maintain the sufficient inventory levels throughout the Term to fulfill this Agreement;
- (c) The Supplier shall, at its own cost and expense, be responsible for the storage and inventory of all Carts at the facility as per the Proposal.
- (d) The Supplier shall provide the City with an updated inventory list quarterly during the Term of this Agreement.

#### **5.5 Maintenance and Repair of Carts**

- (a) The Supplier, at its sole cost and any expense, shall be responsible for the maintenance, modification, repair, removal and inventory of all Carts in service throughout the Term and Extension.
- (b) The Supplier, at its sole cost and expense, shall be responsible for the cost of replacing any Carts damaged as a result of the Supplier's operations or otherwise. All Carts that are deemed by the Supplier to be no longer usable during the Term and Extension are to be reported to the City before being recycled by the Supplier.

#### **5.6 Ownership of Carts**

- (a) During the Term and Extension, all Carts shall remain the property of the Supplier. At the conclusion of the original terms of this contract, or Extensions, dependent on the City's decision to exercise the optional extensions, the Carts will become the property of the City. The buy-out fee for the Carts that the City must pay the Supplier is as follows:
  - Buy-out fee at the end of original term - \$50.00 per cart
  - Buy-out fee at the end of Extension 1 - \$20.00 per cart
  - Buy out fee at the end of a second extension - \$0 per cart

The City will also buy out all new (unused) remaining carts held in inventory by the Supplier at full value at the conclusion of the contract.

## **ARTICLE 6**

### **CHANGE MANAGEMENT**

#### **6.1 Changes Initiated by the City**

- (a) Save and except for modifications to the Collection Route, Collection Schedule or Collection Days, the City shall be entitled to make changes to the Services and/or the Agreement in accordance with this Section. If the City requires a change, the City shall notify the Supplier, in writing, describing the required change in sufficient detail so as to enable the Supplier to calculate and provide an estimate of the increase or decrease in its costs (the “**Estimate**”), if any.
- (b) The City and the Supplier shall maintain detailed duplicate large scale operational maps of all of the Collection Routes including all minor variations of Services. The City will provide the detailed base map and the Supplier will provide all approved updates and amendments to the City. The detailed operational maps will supersede the general route maps illustrated in Schedule A.

#### **6.2 Changes Initiated by the Supplier**

- (a) Save and except for modifications to the Collection Route, Collection Schedule or Collection Days, if the Supplier wishes to propose a change in the Services and/or the Agreement, it must notify the City in writing detailing the proposed changes.
- (b) The City will respond in writing within thirty (30) days.

## **ARTICLE 7**

### **SERVICE FEES**

#### **7.1 Service Fees**

- (a) Subject to Section 7.4, the City shall pay to the Supplier a Service Fee outlined in Schedule B.
- (b) For Carts, the annual rate is based on one collection per two (2) weeks plus GST per Designated Residence. The number of Carts will be maintained on a list that is updated monthly. Billing will be on monthly basis for 2015 (first year), will be based on the annual payment prorated by the number of months.
- (c) The Service Fee shall be paid by the City to the Supplier, commencing from the commencement date of the Services, in twelve (12) monthly installments, in

arrears, following receipt by the City of an invoice from the Supplier in accordance with section 7.1 (a) and 7.3(a). See Schedule B.

- (d) If during the Term and Extension, the Services are not rendered for all Designated Residences on all Collection Days in a given month, the Service Fee payable for that month shall be pro-rated based on a daily basis from the date of the first pickup.
- (e) Except as expressly provided by the tables in Schedule B of this Agreement, the Supplier shall not be entitled to an increase in the Service Fee during the Term.

## 7.2 Invoicing and Payment

The Supplier shall invoice the City for the Services rendered with documentation satisfactory to the City as follows:

- (a) Within ten (10) calendar days of the last day of each month, the Supplier shall submit invoices to the City for all Services delivered in the preceding month. Where the tenth day falls on a Saturday, Sunday or a statutory holiday, the parties agree that the tenth day shall be deemed to be the Business Day next following the tenth day.
- (b) Invoices shall be specific to the following:
  - (i) Month of service and the number of household units served for the month;
  - (ii) Other special items.
- (c) The City shall make payment to the Supplier within thirty (30) days of receipt and acceptance by the City of the invoice. Payments will be processed by the City within thirty (30) days from the date of invoice; unless payment has not been issued within a forty-five (45) day period. The City reserves the right to deny responsibility for the payment of any charges pertaining to interest or late payment fees.
- (d) The Supplier acknowledges and agrees that payment to the Supplier will be made by the City out of the funds under the control of the City in its public capacity, and no member of Council or officer or employee of the City may be held personally liable or responsible to the Supplier for payment under any circumstances whatsoever.
- (e) In the event that the City wishes to dispute any invoice received from the Supplier, the City shall notify the Supplier in writing within fifteen (15) days of the date that the City received the invoice, stating the reasons why the invoice is disputed.
- (f) In the event that the Supplier responds to the City's notice sent pursuant to section 7.3(e) that the Supplier does not agree with all or any of the statements made in any notice served by the City, then the parties agree that matter or matters in question shall be determined pursuant to Article 25.1.



### 7.3 Taxes

- (a) The Supplier warrants that it:
  - (i) is a registrant for the purposes of the Goods and Services Tax (Canada) (GST) with the following registration number 891813479; and
  - (ii) will remit the GST and the PST payable in relation to the Service Fees in accordance with Applicable Laws.
- (b) The Supplier agrees that:
  - (i) all GST and any taxes or duties imposed by the *Excise Tax Act* or the *Customs Tariff* and tax or duty rate decreases or exemptions resulting from amendments, re-classifications, remissions, or clarifications thereof on tax or duty-included goods and materials, whether recognized or not at the time of award, will be passed on to the City.
  - (ii) If the Supplier manufactures or purchases any goods with respect to the Services from outside of Canada, the Supplier must ensure that its agent or representative is the importer of record, unless otherwise expressly stipulated.
- (c) The Supplier agrees that the City shall not be liable for and the Supplier shall indemnify the City with respect to any special or dumping duties which may be levied by the Canada Border Services Agency (CBSA), Anti-Dumping and Countervailing Directorate under the provisions of the *Special Import Measures Act (SIMA)*, upon any imported goods required in the supply of materials in any order or in the performance of the Services.

### 7.4 Set-off and Moneys Due to the City

- (a) Notwithstanding any other provision in this Agreement, the City shall have the right to set-off and retain out of any monies due to the Supplier such sum or sums as the City may deem necessary to protect the City from any claims against it by third parties arising out of the Supplier's performance or non-performance of this Agreement and any payment to the City of Liquidated Damages which may have been, or may in the future be payable by the Supplier under any provision of this Agreement.
- (b) The Supplier agrees that should the amount retained in Section 7.4(a) prove insufficient to meet the Supplier's financial obligations, the City may enforce its claim for any deficiency against the Supplier or the Performance Security. Should the amount retained exceed the total of any claims and associated legal costs, the excess will be paid to the Supplier without interest within thirty (30) days of a final determination of the amount properly owing.

## **ARTICLE 8**

### **NO SCAVENGING**

#### **8.1 No Scavenging**

All Designated Materials become the property of the City when placed out for collection by a Designated Residence. The Supplier acknowledges and agrees that the City has exclusive rights in all Designated Materials until such time as the materials are collected and deposited in a vehicle owned / contracted by the Supplier, at which time the materials become the property of the Supplier.

## **ARTICLE 9**

### **SUPPLIER PERSONNEL**

#### **9.1 Supplier Personnel**

In providing the Services the Supplier shall:

- a) provide all labour required to perform the Services;
- b) ensure that all Supplier Personnel have sufficient abilities, skills, knowledge, training, qualifications and experience to safely and effectively provide the Services;
- c) ensure that sufficient reserve personnel are available to provide the Services at all times; and
- d) ensure that all Supplier Personnel charged with the operation of Collection Vehicles possess a valid license in accordance with Applicable Laws.

#### **9.2 Training**

- (a) The Supplier shall ensure that all Supplier Personnel shall be at all times properly and sufficiently trained and instructed in the task or tasks that must be performed, and the need to maintain the highest standards of courtesy and consideration to the public to protect and promote the image and/or reputation of the City.
- (b) The Supplier shall provide a full training program to ensure that the Supplier Personnel are familiar with the Supplier's and the City's operations, complaint procedures, all applicable health and safety obligations, workplace hazardous materials obligations, hazardous spills response, customer service and all traffic laws, including all applicable City bylaws.
- (c) Such training program must include driver safety, health and safety policies and practices, public relations, policy and complaint procedures, and dumping guidelines. The Supplier shall ensure all Supplier Personnel receive an annual updated training session. Upon request, the Supplier shall submit its training program to the City for review.

### 9.3 Appearance and Conduct

- (a) The Supplier shall provide all Supplier Personnel with neat and distinctive uniforms which shall bear the Supplier's logo and safety equipment to be worn while performing the Services. The Supplier must ensure that all Supplier Personnel have and wear protective footwear, gloves, safety vests, eye protection and, upon request, noise protection and dust masks, as may be required by Applicable Laws or as a result of the Services. The Supplier must ensure that uniforms comply in all respects with the requirements of *The Saskatchewan Employment Act, 2013*.
- (b) The Supplier Personnel who normally and regularly come into direct contact with the public shall bear some means of individual identification such as corporate identification, name badges or business cards.
- (c) The Supplier shall ensure that Supplier Personnel are alert, respectful, polite and courteous towards the public at all times, including other City contractors and employees. Supplier Personnel shall not interfere with the work of other City contractors or City employees.
- (d) The Supplier shall ensure that (i) all of the Supplier Personnel are free from alcohol and narcotics at all times while engaged in the delivery of the Services, and (ii) none of the Supplier Personnel solicit or accept any gratuity for the Services completed.

### 9.4 Supervision

- (a) The Supplier shall ensure that a minimum of one (1) skilled and qualified Supplier Supervisor is available daily to supervise other Supplier Personnel in providing the Services.
- (b) All Supplier Supervisors shall be available to the provision of the Services pursuant to this Agreement and shall not be engaged in any other full-time work. All Supplier Supervisors will only be permitted to operate Collection Vehicles with the City's prior written approval.
- (c) All Supplier Supervisors shall thoroughly understand all of the requirements of this Agreement and shall be fully experienced in the Services. The Supplier Supervisors will represent and be in charge of the operation of the Services and be authorized to accept any notice, consent, order, decision or other communication from the City on behalf of the Supplier.
- (d) The Supplier Supervisors will be responsible for follow-up on all customer complaints, accidents and spills that occur during the performance of the Services and each Supplier Supervisor will be equipped with a cellular phone, two-way radio and digital camera and shall keep a written daily log of activities.
- (e) All Supplier Supervisors shall inspect all Collection Routes on a daily basis for the first (sixty) 60 days of the contract and as required during the Term and Extension of the Agreement to ensure the following: Designated Materials are collected in the time and manner specified in this Agreement;

- (i) All Carts are being returned to the correct location and all Carts are placed appropriately;
- (ii) All Supplier Employees are wearing appropriate safety equipment and performing the Services in a safe and courteous manner;
- (iii) All Collection Vehicles are obeying all traffic laws;
- (iv) All Complaints are responded to and resolved within the time frames identified in this Agreement; and
- (v) The City is informed of all incidents and corrective actions taken by the Supplier.

#### **9.5 Record of Wages, Human Rights and Equal Opportunities**

- (a) The Supplier shall comply with fair wage practices. To enable the City to confirm compliance, the Supplier must keep at all times a list of the names of all Supplier Personnel and a record of the wage rates and of amounts paid to each, and shall from time to time, if demanded, furnish certified copies of all pay sheets, lists, records and books relating to the Services, and the originals shall be made available for inspection by the City or anyone appointed by the City on reasonable notice to the Supplier. In advance of the Supplier providing certified copies of any of the documents or records contemplated by this Section 9.5(a), or in the alternative, the Supplier permitting the City to inspect the said documents and records, the Supplier shall be entitled to conceal any confidential information relating to Supplier Personnel, including, but not limited to, social insurance numbers, contact information and any discipline or advancement record.
- (b) The Supplier shall comply with Applicable Laws and not unlawfully discriminate within the meaning and scope of all legislation which may be in force from time to time, including on the basis of gender, race, religion, marital status, sexual orientation, age and disability.
- (c) The Supplier shall do all such things as may be reasonably required by the City from time to time to facilitate compliance by the City having regard to the need to eliminate unlawful discrimination and to positively promote equality of opportunity and good relations between persons of different backgrounds.
- (d) The Supplier shall take all reasonable steps to ensure that Supplier Personnel comply with this Section 9.5.

### **ARTICLE 10**

#### **HEALTH AND SAFETY**

##### **10.1 Compliance with Health and Safety Regulations**

The Supplier acknowledges that it will, at all times, ensure compliance with all federal, provincial and municipal occupational health and safety regulations, including without limitation *The Saskatchewan Employment Act, 2013* and any regulations made thereunder. The Supplier accepts the responsibility for the health and safety of its employees by providing appropriate

protective equipment as may be required and by taking all reasonable precautions for the protection of its employees.

## **10.2 Health and Safety Training and Policy**

- (a) The Supplier shall provide health and safety training for all of the Supplier Personnel, such training to include health and safety, and how to properly operate Collection Vehicles and other equipment and emergency response measures. Upon request, the Supplier shall submit its training plan to the City, for review.
- (b) The Supplier shall maintain applicable records with respect to all health and safety instruction and training completed for Supplier Personnel, which will include frequency and course content, and shall supply the City with such records, as required or requested.

## **10.3 Public Safety**

- (a) The Supplier must perform the Services so as to cause the public, including other City contractors and employees, the least inconvenience reasonably possible. In particular, the Supplier will ensure that the Supplier Personnel will not obstruct any street, thoroughfare or pedestrian walkway longer or to a greater extent than necessary to perform the Services unless expressly instructed to do so by the City.
- (b) The Supplier must take all reasonable precautions necessary to:
  - (i) ensure the safety of the general public, particularly children who may play in the area the Services are being provided;
  - (ii) prevent damage to property or injury; and
  - (iii) establish, maintain and enforce safety procedures for the protection of all Supplier Personnel and other persons involved with the Services

## **10.4 Health and Safety Records**

Upon request by the City, the Supplier shall provide a report of health and safety activities undertaken or incidents occurring as a result of the Services or this Agreement, which report shall include medical aids, lost time accidents, records of incidences and accidents, minutes of safety meetings, records of instruction and training, and equipment inspections.

## **10.5 Worker's Compensation**

- (a) The Supplier understands, acknowledges and agrees that it is not, nor is any of the Supplier Personnel, covered by the City under *The Workers' Compensation Act, 2013 (Saskatchewan)*. The Supplier shall be solely responsible for and shall pay all dues and assessments payable under *The Workers' Compensation Act, 2013 (Saskatchewan)* in respect of itself and the Supplier Personnel.
- (b) The Supplier agrees to indemnify and save the City harmless if the City is required to pay any Workers' Compensation charges arising from the Supplier's provision of the Services, the provision of the Services by a subcontractor of the Supplier or if the City is held liable for any damages or injury to any employee,

partner, or subcontractor of the Supplier while on City-controlled or City-owned property.

- (c) The Supplier acknowledges and agrees that if the City is required to pay any amount to the Saskatchewan Workers' Compensation Board on behalf of the Supplier, or any sub-contractor, or by reason of any act of omission of the Supplier or any sub-contractor, the City may deduct and set off the amount required to be paid by the City from any amount owing to the Supplier under its or under any other Agreement, or may demand a reimbursement by the Supplier to the City for the amount so paid by the City. For further certainty, any right granted to the City pursuant to this Section 10.5(c) shall be in addition to and not in substitution for any other right at law or in equity which the City has by reason of the failure of the Supplier to comply with the provisions of *The Workers' Compensation Act, 2013 (Saskatchewan)*.

## ARTICLE 11

### COLLECTION VEHICLES AND EQUIPMENT

#### 11.1 Number of Collection Vehicles

- (a) The Supplier must, at all times, provide, maintain and operate a sufficient number of Collection Vehicles, drivers and other personnel to perform the Services required under this Agreement, and to comply with Applicable Laws.
- (b) The Supplier shall keep sufficient spare Equipment, including Collection Vehicles, to ensure that, in the event of a breakdown, Services continue uninterrupted and are completed in accordance with the terms of this Agreement. Any spare Collection Vehicles must conform to the provisions related to Collection Vehicles in this Agreement.
- (c) If in the opinion of the City, the Supplier does not have a sufficient number of regular or spare Collection Vehicles to properly provide the Services, the City will have the right to direct the Supplier at any time to increase the number of regular or replacement Collection Vehicles to ensure completion of the Services. Any increase in the number of Collection Vehicles required by the Supplier shall be at no additional expense to the City.

#### 11.2 Standards and Types of Collection Vehicles

- (a) All Collection Vehicle(s) shall be capable of navigating all front streets and back alleys in the City in an effective and efficient manner in order to complete the Services.
- (b) All Collection Vehicle dimensions will be such that it will not be adversely affected by any narrow alleys, overhead utility lines or associated utility poles.
- (c) All Collection Vehicles are to be properly constructed and maintained to eliminate the depositing of debris onto the streets during the Services and while traveling to the Designated Facility and shall have fully enclosed steel bodies of

sufficient capacity and strength, and must be mounted on an adequate truck chassis.

- (e) All Collection Vehicles shall meet or exceed the provisions of the *Motor Vehicle Safety Act (Canada)* and the Regulations made thereunder, be licensed in the Province of Saskatchewan, and meet or exceed all applicable safety regulations and current industry, regulatory, safety, licensing and other applicable standards as may be amended from time to time;
- (f) All Collection Vehicles shall be equipped with all mandated and/or legislated safety equipment and the Supplier shall continually maintain and update the Collection Vehicles to meet the required safety standards throughout the life of this Agreement;
- (g) All Collection Vehicles shall be equipped with a two-way radio, fire extinguisher, first aid kit, reflective safety vests and sufficient number of hard hats;

### **11.3 Age of Collection Vehicles**

- (a) The Supplier acknowledges and agrees that any and all Collection Vehicles (chassis and body) used in the performance of the Services shall not exceed seven (7) years of age any time during the Term and Extension of the Agreement. However, a fully refurbished Collection Vehicle may be allowed with the City's permission.
- (b) Upon the execution of this Agreement, the Supplier shall submit to the City a list of the operating and spare Collection Vehicles proposed to be used by the Supplier (including manufacturer, model, load capacity and age of vehicle), including a current digital picture of each Collection Vehicle. The pictures shall clearly show the front, rear and two (2) sides of each Collection Vehicle. The Supplier shall provide the City with an updated list of the operating and spare Collection Vehicles prior to any alternate or new Collection Vehicles being used.

### **11.4 Appearance and Cleanliness of Collection Vehicles**

- (a) The body of all Collection Vehicles shall be painted at the Supplier's discretion and expense. The City, acting reasonably, may request that the Supplier, at its sole cost and expense, re-paint any or all Collection Vehicles during the Term and Extension.
- (b) Packing bodies of all Collection Vehicles operated by the Supplier must be kept clean and disinfected inside and out so as not to cause any offensive odours. The Supplier shall undertake these actions at its own cost and expense.
- (c) All equipment shall start each week in a clean condition. Necessary noticeable bodywork shall be remedied with thirty (30) days of its first reporting.
- (d) Equipment stored overnight shall be empty of collected materials to reduce the risks of fire.

- (e) Should the recycling material processor be non-functional for any period of time, the Supplier shall store the material of their site or another suitable location until such time as the processor is capable of resuming operations.

#### **11.5 Advertising on Collection Vehicles**

Save and except for the affixing of the Supplier's name upon all Collection Vehicles, which may be permitted by the City, in its sole discretion, no advertising shall be carried on or permitted to be affixed upon the Collection Vehicles without the City's prior written consent, such consent to be at the sole discretion of the City.

#### **11.6 Licensing and Maintenance of Collection Vehicles**

- (a) The Supplier will be responsible for the maintenance of all Collection Vehicles and for all licensing, permits, inspections and insurance as may be required to operate the Collection Vehicles and carry out the Services. All maintenance, licensing, permits, inspection and insurance costs shall be the responsibility of the Supplier.
- (b) Upon the City's request the Supplier shall produce current and valid certificates of inspection issued in accordance with Applicable Laws for each Collection Vehicle.
- (d) The Supplier shall delete from the equipment list, and immediately remove from use any Collection Vehicle that is not functioning up to the standards specified in this Agreement.
- (e) The Supplier shall maintain a record of all maintenance services performed on the Collection Vehicles and shall forward a copy of the record to the City as requested.

#### **11.7 Electronic Devices on Collection Vehicles**

Supplier commits to installing and utilizing a global positioning satellite (GPS) in all trucks that will be utilized for the Services provided in this Agreement. The Supplier acknowledges that such technology can benefit both the City and the Supplier in managing and improving the Supplier's ability to identify and rapidly respond to Missed Collection areas/streets, track the number of households, and handle complaints e.g. late set-outs/ Missed Collections. The Supplier shall keep any records and data collected by GPS devices and shall forward such records to the City upon the City's request.

#### **11.8 Excess Loading of Collection Vehicles**

- (a) The Supplier shall not cause or permit Collection Vehicles to be loaded beyond the legal limit specified in *The Traffic Safety Act* (Saskatchewan) and shall comply with *The City of Moose Jaw Traffic Bylaw*, No. 4230 which imposes load restrictions on certain roads within the City.
- (b) Where, in the opinion of the City, acting reasonably, Collection Vehicles used by the Supplier are causing or are likely to cause damage to any private or public roadway, the City may direct the Supplier to (i) make changes in or substitutions for such Collection Vehicles, (ii) use alternate routes for hauling, (iii) alter



loading, or (iv) remove the cause of such damage in some other manner. The Supplier acknowledges and agrees that it will be responsible for any and all costs resulting from the overloading of Collection Vehicles and any costs related to changes, substitutions or alterations required to prevent any damage that may occur to private or public roadways.

## ARTICLE 12

### SPILLAGE AND ENVIRONMENTAL COMPLIANCE

#### 12.1 Spillage and Loose Materials

- (a) The Supplier shall immediately clean up any spillage or loose material resulting from its performance of the Services or make all other arrangements as may be required for the immediate clean-up of spilled Designated Materials. In the event of any spill, the Supplier shall at its expense restore the affected areas back to original condition and shall comply with all Applicable Laws when reporting or cleaning up any spill.
- (b) The Supplier shall report all spills or discharges of Designated Materials, pollutants or contaminants to the City in accordance with the requirements in Section 16.2.
- (c) Any Collection Vehicles or Equipment suffering oil spills, fuel spills, antifreeze spills or the release of other known contaminants will cease operations until the Supplier Supervisor arrives on site. Absorbent will be laid down immediately on any spill and as soon as the absorbent has had the desired effect, it is to be scraped from the road or affected property. If residue still remains following the use of absorbent, the Supplier shall apply another layer of absorbent and will leave the site in a clean and tidy condition. In the event that the Supplier fails to respond immediately to a mechanical or oil spill such that asphalt or other damage occurs, the Supplier shall be responsible and liable for all costs and expenses to restore the road or property affected to its original condition.

#### 12.2 Environmental Compliance

- (a) The Supplier shall, in the performance of the Services, comply with environmental legislation and other environmental requirements of those federal, provincial, municipal or other governmental bodies, including without limitation *The Environmental Management and Protection Act, 2010* (Saskatchewan) and the regulations and amendments thereto.
- (b) The Supplier acknowledges and agrees there may be additional reporting requirements in relation to any spill, release or discovery of any substance of any amount that has caused, is causing or may cause an adverse effect on the environment. The Supplier represents and warrants that it is familiar with these requirements and agrees to report any spill, release or discovery of any substance of any amount that has caused, is causing or may cause an adverse effect on the environment as may be required by Applicable Laws.

## **ARTICLE 13**

### **PERFORMANCE AND CUSTOMER SERVICE STANDARDS**

#### **13.1 Collection Performance Standards**

The Supplier shall collect one hundred per cent (100%) of the Designated Materials on each Collection Day from all Designated Residences between the hours specified and as a first priority to any other clients that the Supplier may have.

#### **13.2 Customer Service Standards**

- (a) The Supplier shall maintain an office that will be staffed during all times that the Services are being performed. At a minimum, the office hours shall be 7:30 a.m. to 5:00 p.m. Saskatchewan time Monday through Friday and 8:00 a.m. to 2:30 p.m. on Saturday.
- (b) The Supplier shall have a staff person on-call and available after normal operating hours to receive and respond to calls forwarded to it by the City. The Supplier shall provide its after-hours employee with a cell phone. The City will make available to the Supplier a schedule identifying the City's after-hours staff person and corresponding contact information.
- (c) The Supplier acknowledges that the City will be the primary contact for Designated Residences and that all calls that require action by the Supplier will also be forwarded directly to the Supplier's office by the City.
- (d) The Supplier shall maintain a staffed position to ensure a prompt receipt and response to all calls. The Supplier shall receive and satisfy all calls and inquiries from the City promptly and in accordance with the standards set forth in Sections 13.2 herein.
- (e) The Supplier acknowledges that notwithstanding the City's efforts to be the primary contact for Designated Residences that the Supplier may directly receive inquiries (either through email, mail, fax, phone or in person) from Designated Residences from time to time. In the event that the Supplier directly receives standard inquiries from Designated Residences, the Supplier shall promptly receive and respond to all such inquiries, save and except for billing matters, and taxation matters which shall be promptly forwarded to the City. The Supplier shall provide the City with a list of all non-standard inquiries that were received (either directly by the Supplier or indirectly from the City) in accordance with Section 13.2 herein. The objective is to coordinate standard messages and to refer non-standard inquiries directly to the City.
- (f) The Supplier will ensure that front line City personnel will have access to reference documents that will aid in responding to basic customer concerns. In situations where City staff cannot respond to a customer concern, city personnel or residents will have immediate access to a Supplier administrative representative. In response to a complaint or service concern, the Supplier

representative will have direct access to Supplier Supervisors and drivers to ensure the concern is addressed as soon as possible.

- (g) All Supplier Personnel responsible for performing the Services shall have business cards readily available if approached by any person with a complaint or question. Business cards will identify the name of the Supplier, the name of the Supplier Supervisor for the respective Collection Area.
- (h) The Supplier shall respond to and resolve any complaints or concerns (whether received directly or indirectly from the City) that it may receive in relation to the Services, excluding any Missed Collections, at latest, by 7:00 pm of the following day.
- (i) The Supplier shall maintain a complete log, including names and addresses relating to all complaints and inquiries received and the action taken to rectify the complaint and shall make the log available for inspection by the City during normal office hours. In addition to making the log available for inspection, the Supplier shall submit to the City as required.

### **13.3 Customer Service Standards**

The failure to meet any of the service and response requirements prescribed in Section 13.2 herein (“**Non-Performance**”) may result in the City assessing Liquidated Damages for every instance of non-performance in accordance with Article 22 herein.

## **ARTICLE 14**

### **DELIVERY OF DESIGNATED MATERIALS**

#### **14.1 Delivery of Designated Materials to Designated Facility**

- (a) The Supplier guarantees that all collected material will be transported either in a baled or loose state to an approved recycle processing facility.

## **ARTICLE 15**

### **CITY REPRESENTATIVE AND INSPECTORS**

#### **15.1 City Representative**

The City may designate by notice in writing to the Supplier a person or persons to have the delegated authority and full power to oversee the performance of this Agreement (the “**City Representative(s)**”). The Supplier shall comply with all instructions of the person(s) so designated. The City may, at any time during the Term and Extension, change the appointed City Representative by written notice to the Supplier.

## **15.2 Inspectors**

The City may from time to time appoint one or more Inspectors to monitor and assist in the management of the Services and this Agreement. The City may, at any time during the Term and Extension, change the appointed Inspectors by written notice to the Supplier. The Supplier acknowledges and agrees that the Inspector may make corrective orders or request that the Supplier to stop performing any portion of the Services if the Services are not being executed in accordance with the provisions of this Agreement. The Supplier agrees to immediately comply with any orders or directions provided by the Inspectors, and shall cause the Supplier Personnel to immediately comply with all orders issued by Inspectors.

## **15.3 Performance Meetings**

During the Term and Extension of this Agreement the Supplier Representative will attend meetings as required with the City Representative at a time and place to be agreed, to discuss the quality, performance and other matters related to the Services.

# **ARTICLE 16 REPORTING**

## **16.1 Reporting Requirements**

- (a) The Supplier shall at all times keep an accurate and up-to-date record of all activities related to the performance of the Services.
- (b) The Supplier shall use a computer Excel spreadsheet database for the purpose of documenting all calls, complaints and accidents (including damage claims) issued and the actions taken. The database shall be maintained on a daily basis and a copy of this information will be forwarded electronically to the City as requested.
- (c) The Supplier shall keep a copy of all weigh scale tickets issued to Collection Vehicles for Designated Materials deposited at the Designated Facility. The Supplier shall enter the weigh scale ticket information into a MS-Excel spreadsheet on a daily basis and provide a monthly summary.
- (d) The Supplier shall provide all information and data required pursuant to this Agreement to the City in a MS-Excel spreadsheet format;
- (e) The Supplier shall provide the City with any information relating to tag-notices as required.
- (f) The City may at any time request the Supplier to produce for inspection any records and reports relating to the provision of the Services. The City may photocopy such records and reports as it deems appropriate.
- (g) Save and except for reporting related to Missed Collections (for which the reporting process is described in Section 13.2), the City shall communicate any instances of Non-Performance within twenty-four (24) hours of assessment by the City of such Non-Performance by the Supplier. Email messages will be the

preferred means of communication with a follow-up direct telephone call where warranted.

## **16.2 Incident Reporting**

- (a) The Supplier shall accurately document and immediately report all incidents involving Persons and/or private property to the Inspector and provide copies of all claims and reported damages to the Inspector in written form for each occurrence.
- (b) Driver incidents shall be reported to the City as soon as practical following their occurrence and no later than 48 hours after the event. Should the incident result in bodily injury or fatality they should be reported to the City immediately.

## **ARTICLE 17 INSURANCE**

### **17.1 Renewable Multi-Year Consent of Surety**

- (a) The Supplier shall provide a Consent of Surety, in such amount as necessary to fulfill the contract terms herein, signed and sealed by the Supplier's surety from a surety company authorized by law to carry out business in the Province of Saskatchewan and approved by the City.
- (b) Failure of the Supplier to provide the required Insurance within ten (10) business days from the date of the signing of the Agreement can be considered sufficient grounds for rejecting the Proposal and accepting the next most qualified Proposal or requesting new Proposals.

### **17.2 Liability Insurance Requirements**

- (a) It is a requirement of the City that the Supplier shall have General Liability Insurance coverage of not less than \$10,000,000 per occurrence during the full term of the Agreement.
- (b) It is a requirement of the City that the Supplier shall have Automobile Liability Insurance coverage of not less than \$5,000,000 per occurrence during the full term of the Agreement.
- (c) It is a requirement of the City that the Supplier shall have Automobile Environmental Liability Insurance coverage of not less than \$5,000,000 per occurrence during the full term of the Agreement.
- (d) It is a requirement of the City that the Supplier shall have Motor Truck Cargo Insurance coverage of not less than \$32,000 for any one vehicle.

## **ARTICLE 18**

### **INDEMNITY AND LIMITATION OF LIABILITY**

#### **18.1 Supplier's Indemnity**

Notwithstanding anything to the contrary in this Agreement, the Supplier shall accept full responsibility for and shall indemnify and save harmless the City, its respective employees, contract employees, agents and elected representatives prior to, during, and after the Term and Extension, from and against all liability for:

- (a) all actions, claims, demands, costs, charges, losses and expenses (including legal costs on a full indemnity basis), which may arise out of or in consequence of the performance or non-performance by the Supplier (including the Supplier Personnel) of the Services or its obligations under this Agreement, or the presence of the Supplier (including the Supplier Personnel) in any premises or property belonging to the City; and
- (b) all actions, claims, demands, costs, charges, losses and expenses (including legal costs on a full indemnity basis), which are related to or are caused by the negligence or wilful misconduct of the Supplier and which, for certainty, shall include all actions, claims, demands, costs, charges, losses and expenses related to bodily injury, death and loss or damage to property.

#### **18.2 City's Indemnity**

The City shall defend, indemnify and save harmless the Supplier from and against any and all claims or liabilities, arising from:

- (a) the City's breach, violation or non-performance of this Agreement; and
- (b) any negligent acts or omissions or wrongful acts of the City, its elected officials, employees, agents or others for whom it is responsible at law.

#### **18.3 Survival**

The indemnities provided in this Article 18 shall survive the termination or expiration of this Agreement and continue in full force and effect without time limit.

#### **18.4 Limitation of Liability**

- (a) Notwithstanding anything contained in this Agreement to the contrary, neither party shall be liable to the other under this Agreement or under any cause of action relating to the subject matter of this Agreement, whether in contract, tort, strict liability, indemnity, contribution or any other cause of action for or in relation to:
  - (i) business interruption, loss of actual or anticipated revenue, income or profits or any other form of economic loss;
  - (ii) exemplary or punitive damages; or
  - (iii) any other loss, liability or damage that can be considered consequential.

- (b) The Supplier acknowledges and agrees that the City, its respective employees, contractors, agents and elected representatives shall not be liable for, except in the case of gross negligence or willful misconduct, any property damage, bodily injury, death or personal injury to the Supplier, Supplier Personnel, or their respective directors or officers, or for any proceeding by any third party against the Supplier, Supplier Personnel, or their respective directors or officers, arising in the course of the performance or non-performance of the Supplier's obligations under this Agreement or arising otherwise in connection with this Agreement for any reason.

## **ARTICLE 19**

### **REMEDIES**

#### **19.1 Remedies Not Exclusive**

The rights and remedies of the City as set forth in any provision of this Agreement shall not be exclusive and are in addition to any other rights or remedies provided by law or in equity or pursuant to the provisions of the Agreement.

#### **19.2 No Waiver**

- (a) The City's exercise of any remedy provided under this Agreement does not relieve the Supplier from any liability remaining under this Agreement.
- (b) The failure of either the City or the Supplier to insist upon strict performance of any provision of this Agreement shall not be construed as a waiver or relinquishment of the right to insist upon strict performance of such provisions on any future occasion.

#### **19.3 Remedies and Expenditures Incurred**

The City may, at its sole discretion, take such steps as deemed necessary to remedy any breach of this Agreement, and any damages or expenditures incurred by the City in that respect of such steps deemed necessary to remedy the breach, plus a reasonable allowance for administration costs overhead may be recovered by the City pursuant to Article 22.

## **ARTICLE 20**

### **CONFIDENTIALITY AND PRIVACY**

#### **20.1 Protection of Confidential Information**

The parties each agree that all Confidential Information shall at all times remain the property of the party that created it and that this Article 20 shall not apply to any information that a party is obligated to produce as a result of a court order or other legal requirement, provided that the party provides the other party with prior notice thereof and a reasonable opportunity to seek a protective order or other appropriate remedy.

## 20.2 Exception

The obligation to maintain the confidentiality of Confidential Information shall not relate to any information which:

- (a) comes into the public domain or is subsequently disclosed to the public (other than through the default of either party);
- (b) was already in possession of the party (without restrictions as to its use) on the date of receipt; or
- (c) is required to be disclosed by either party by virtue of an order of a court or tribunal, pursuant to a legal proceeding, or as otherwise required by Applicable Laws.

## 20.3 City Limitation

The Supplier acknowledges and agrees that the City is subject to *The Cities Act* (Saskatchewan) and *The Local Authority Freedom of Information and Protection of Privacy Act* (Saskatchewan) and that the City's obligations under this Article 20 of this Agreement are limited by its public disclosure obligations under such legislation.

## 20.4 Supplier Compliance with LAFOIP

The Supplier hereby confirms that in performance of this Agreement it will protect personal information as defined in and in accordance with *The Local Authority Freedom of Information and Protection of Privacy Act (Canada)* and shall comply with its obligations under such legislation, and all statutory re-enactments or modifications thereof, any regulations, rules, orders and codes of practice made pursuant thereto, and any guidelines issued by the Privacy Commissioner.

# ARTICLE 21 TERMINATION

## 21.1 Termination for Cause

Without prejudice to the exercise of any alternative or additional remedy or of any accrued rights of the City, the City shall be entitled upon the occurrence of any of the following events to immediately terminate this Agreement:

- (a) the Supplier breaches this Agreement and fails to remedy or take reasonable steps to remedy such breach within thirty (30) calendar days from the date of a written notice of the breach being given to the Supplier by the City;
- (b) the Supplier becomes bankrupt, or makes a composition or arrangement with its creditors, or has a proposal in respect of its company for voluntary arrangement for a composition of debts or a scheme of arrangement approved in accordance with the *Bankruptcy and Insolvency Act (Canada)*;
- (c) the Supplier having a winding-up order made or a resolution for voluntary winding-up passed;



- (d) the Supplier having a provisional liquidator, or receiver or manager of its business or undertaking duly appointed;
- (e) the Supplier being in circumstances which entitle a creditor to appoint, or have appointed a receiver, a manager or administrative receiver, or which would entitle the court to make a winding-up order;
- (f) the Supplier persistently violates its health and safety obligations under Article 10 of this Agreement;
- (g) the Supplier commits any Prohibited Act;
- (h) the Supplier undergoes a change of Control;
- (i) the Supplier is unable to complete or has discontinued the Services; or
- (j) the Supplier fails to maintain Performance Security in accordance with Section 23 of this Agreement; or
- (k) any other reason, which is at the discretion of the City.

## **21.2 Consequences upon Termination**

Upon termination of this Agreement:

- (a) the Supplier shall immediately cease to perform the Services;
- (b) the Supplier shall be liable to compensate the City for any loss or damages that the City has sustained as a consequence of any breaches of this Agreement by the Supplier;
- (c) if this Agreement is terminated for cause under Section 21.1, the Supplier shall fully and promptly indemnify and compensate the City in respect of the cost of causing to be performed such services as would have been performed by the Supplier during the remainder of the Term and Extension to the extent that such costs exceed such sums as would have been lawfully payable to the Supplier for performing such services (such costs to include all costs of concluding this Agreement and entering into a new contract with a replacement supplier). The City shall be free to have such services performed by any person (whether or not employees of the City) as the City may within its sole discretion determine; and
- (d) the City shall be under no obligation to make any further payments to the Supplier and shall be entitled to retain any payment which may have fallen due to the Supplier before termination until the Supplier has paid in full to the City all sums due under or arising from this Agreement, or to deduct there from any sum due under this Agreement.

## **ARTICLE 22**

### **NON-PERFORMANCE**

#### **22.1 Liquidated Damages**

- (a) If the Supplier fails to perform the Services in accordance with its obligations and the standards specified in this Agreement, the City shall assess liquidated damage for every instance of non-performance in accordance with the table attached as Schedule C "Liquidated Damages".
- (b) The Supplier acknowledges and agrees that, since it would be difficult to precisely ascertain or calculate the losses to the City in the event of the Supplier's non-performance of its obligations under this Agreement, the parties agree that the Liquidated Damages shall constitute a genuine pre-estimate of the damages that the City will suffer as a result of the Supplier's non-performance.
- (c) The Supplier, at the City's discretion, may be granted two (2) written warning per year before Liquidated Damages are assessed by the City.

## **22.2 Grace Period**

In order to allow the Supplier to become familiar with the Services, the City agrees that it shall not assess any Liquidated Damages against the Supplier for the **first ninety (90) days** following the commencement of the Services to be provided under this Agreement.

## **22.3 Payment of Liquidated Damages**

Where the City assesses Liquidated Damages against the Supplier in accordance with Section 22.1, the City shall be authorized to deduct the amount(s) of such Liquidated Damages assessed in any single month against the Service Fee invoice received from the Supplier for that same month. Where Liquidated Damages are assessed for a month for which the Service Fee has already been paid, the City shall be entitled to deduct such Liquidated Damages against the following month's invoice and/or to recover such Liquidated Damages by way of a claim against any Performance Security maintained by the Supplier or as provided in Section 23 of this Agreement. Where the City has deducted any amounts relating to Liquidated Damages against a Service Fee invoice provided by the Supplier to the City, the City shall, upon payment of such Service Fee invoice, provide a detailed accounting of the deduction and instances of non-performance giving rise to the Liquidated Damages.

## **22.4 Remedies for Non-Performance**

- (a) In addition to assessing Liquidated Damages upon an event of non-performance by the Supplier, the City shall be authorized, acting reasonably:
  - (i) to require the Supplier to repeat the Services not performed in accordance with this Agreement at no cost to the City; or
  - (ii) to withhold payment and make arrangements for the City to provide and perform the Services not performed using its own forces or those of another contractor and deduct any extra costs incurred by the City from any payment due to the Supplier.
- (b) The Supplier acknowledges that where Liquidated Damages exceed \$50,000 in the twelve (12) months following the commencement date of the Services or any subsequent twelve (12) month period, the City shall be entitled to terminate this Agreement for cause. As of the beginning of each fresh twelve (12) month period,

any Liquidated Damages will be assessed as though the Supplier had no prior incidents or events for which the City is entitled to assess and deduct Liquidated Damages.

- (c) For further certainty, the rights and remedies referred to in this Section 22.4 shall be considered without prejudice to any other right or remedy that the City may have under this Agreement or in law and shall not relieve the Supplier of any obligations under the Agreement in respect of the Services.

## **ARTICLE 23**

### **PERFORMANCE SECURITY**

#### **23.1 Supplier to Maintain Performance Security**

To secure performance by the Supplier of all of its obligations under this Agreement, the Supplier shall deliver, as a condition precedent of this Agreement, in the amount sufficient to fulfill the terms of this Agreement. If the Supplier has proposed another form of performance bond which has been approved by the City, the Supplier may fulfil its Performance Security obligation by delivering such alternative bond form provided always that it is in the amount sufficient to fulfill the terms of this Agreement. The performance bond must either automatically renew or be valid for the Term of the Agreement in the amount of \$760,000, such that continuous coverage is provided throughout the term of the Contract. No interest will be paid by the City. Where required by the surety issuing the bond, the Supplier will renew the bond from time to time so it remains in effect until six (6) months after the expiry or termination of this Agreement.

#### **23.2 Realization of Performance Security**

The Supplier acknowledges and agrees that the Performance Security may be realized upon by the City where the Supplier is in breach of its obligations under this Agreement and where the City must incur or has incurred, without limitation, any indebtedness, liabilities, obligations, costs, fees or expense whatsoever (collectively, the “**Liabilities**”), including any Liabilities incurred to facilitate the provision of the Services and any legal costs or costs in relation to legal proceedings resulting from the Supplier’s breach of its obligations under this Agreement. Where required by the terms of the Performance Security, the Supplier will be given notice of the City’s intention to realize on the Performance Security. Otherwise, the City may realize on the Performance Security without prior notice to the Supplier.

#### **23.3 Replacement of Performance Security**

Where the Performance Security is drawn upon, and provided that this Agreement has not been terminated by the City, such Performance Security shall be renewed or replaced so that it meets the then applicable threshold set out in section 23.1 herein.

## **ARTICLE 24**

### **INTELLECTUAL PROPERTY RIGHTS**

#### **24.1 Ownership of Intellectual Property Rights**

The Intellectual Property Rights in this Agreement and all documents, records, data, or other information produced by the Supplier as part of the Services shall belong exclusively to the City. All Intellectual Property Rights belonging to the City shall, at all times, remain the property of the City.

#### **24.2 Use of Intellectual Property Rights**

The Supplier shall not in connection with the performance of the Services use, manufacture, supply or deliver any process, article, matter or thing, where the use, manufacture, supply or delivery of which would be an infringement of any Intellectual Property Right.

#### **24.3 Vesting of Intellectual Property Rights**

Any and all Intellectual Property Rights developed under this Agreement or arising from the provision of the Services by the Supplier shall belong to the City and the Supplier agrees that it shall execute or cause to be executed all deeds, documents and acts required to vest such Intellectual Property Rights in the City.

#### **24.4 Intellectual Property Indemnity**

The Supplier shall fully indemnify and save harmless the City from and against all suits or actions arising from the claim of any person or persons who are or claim to be patentees of any process used in connection with the Supplier's performance of this Agreement or of any materials, plant, machinery, tools or appliances used therein or thereon, or in any way therewith, by the Supplier.

## **ARTICLE 25**

### **DISPUTE RESOLUTION**

#### **25.1 Dispute Resolution Process**

The parties shall attempt to resolve any dispute arising out of or in connection with this Agreement including in respect of this Agreement's existence, validity or termination (collectively, a "**Dispute**") through good faith, without prejudice negotiation between selected members of their respective senior management team commenced by delivery of a written and dated notice of a Dispute (a "**Dispute Notice**"). If the parties do not reach an agreement which finally disposes of the Dispute within sixty (60) days after the delivery of the first Dispute Notice, the Dispute shall be referred to binding arbitration as follows:

- (a) No arbitration proceeding shall be commenced after expiry of the time specified for commencement of actions or proceedings under the applicable statute of limitations;
- (b) The arbitration shall be conducted in accordance with *The Arbitration Act, 1992* (Saskatchewan) (the “**Arbitration Act**”). If there is a conflict between the provisions of this Agreement and the provisions of the Arbitration Act, the Arbitration Act shall rule.

## ARTICLE 26

### TRANSITION OF SERVICES

#### 1.2 Transition Assistance and Cooperation

- (a) Upon termination or expiration of this Agreement, the Supplier shall cooperate with the City to assist with the orderly transfer of the Service functions and operations including:
  - (i) notifying all affected contractors and sub-contractors of the Supplier;
  - (ii) performing the transition service plan activities;
  - (iii) answering questions regarding the Services as-needed;
  - (iv) utilizing the same Equipment standards during the transition; and
  - (v) providing such other reasonable services needed to effectuate an orderly transition to a new supplier, as may be required by the City.

## ARTICLE 27

### MISCELLANEOUS

#### 27.1 No Partnership or Joint Venture

Nothing herein shall imply a relationship of employment, agency, association of persons, partnership or joint venture between the Supplier and the City. The Supplier shall not indicate or represent to any third party that the City is an employee or agent of the Supplier. The Supplier shall have no authority to commit the City to any third party. The Supplier shall be responsible for all business taxes, payroll remittances, benefits, assessments, remittances and all other applicable statutory payments and deductions for the Supplier, its employees, and all subcontractors, including any required federal and provincial withholding, self-employment and social security taxes, unemployment insurance, and worker's compensation insurance and assessments.

#### 27.2 Further Assurances

Each party upon the request of the other, whether at or after the Term, shall do, execute, acknowledge and deliver or cause to be done, executed, acknowledged or delivered all such

further acts, deeds, documents, assignments, transfers, conveyances and assurances as may be reasonably necessary or desirable to effect complete consummation of the transactions contemplated by this Agreement.

### **27.3 Notices**

Any notice, consent, authorization, direction or other communication required or permitted to be given hereunder shall be in writing and shall be delivered either by personal delivery, fax, email or similar telecommunications device and addressed as follows:

- (a) in the case of the City at:

Attention: Director of Engineering Services  
228 Main Street North  
Moose Jaw, SK S6H 3J8  
Fax: (306)694-4473  
Email: [jmickleborough@moosejaw.ca](mailto:jmickleborough@moosejaw.ca)

- (b) in the case of the Supplier, to it at:

Attention: Curtis West  
620 McLeod Street  
Regina, Saskatchewan  
S4N 4Y1  
Fax: (306) 721-2543  
Email: [cwest@loraasdisposal.com](mailto:cwest@loraasdisposal.com)

Any notice, consent, authorization, direction or other communication delivered as aforesaid shall be deemed to have been effectively delivered and received, if sent by fax, email or similar telecommunications device on the Business Day next following sending of such transmission or, if delivered, to have been delivered and received on the date of such delivery provided, however, that if such date is not a Business Day than it shall be deemed to have been delivered and received on the Business Day next following such delivery. Either party may change its address for service by notice delivered as aforesaid.

### **27.4 Entire Agreement**

This Agreement and the schedules, together with all agreements and other documents to be delivered pursuant to this Agreement, constitute the entire agreement between the parties pertaining to the subject-matter of this Agreement and supersedes all prior agreements, understandings, negotiations and discussions, whether oral or written, of the parties, and, except as stated, contain all of the representations and warranties of the respective parties. This Agreement may not be amended or modified in any respect, except by written instrument executed by the parties.

### **27.5 Time of Essence**

Time shall be of the essence of this Agreement.

### **27.6 Subcontracting**

- (a) The Supplier may only sub-contract the performance of this Agreement or any part thereof with the prior written consent of the City, and shall cease to so sub-contract if the City withdraws its consent. The City reserves the right to impose such conditions as it sees fit in giving any consent pursuant to this Section 27.6(a), including but not limited to payment to the City of such reasonable administrative and legal costs as may be incurred by the City or the posting of such additional security as the City, acting reasonably, may consider appropriate.
- (b) Any consent provided by the City pursuant to this Section 27.6 (if given) shall not relieve the Supplier from any liability or obligation under the Agreement and the Supplier shall be responsible for the acts, defaults or neglect of any sub-contractor or its agents or employees in all respects as if they were the acts, defaults or neglect of the Supplier, notwithstanding that the City may require as a condition of giving any consent to sub-contract a direct warranty and undertaking from the sub-contractor concerning the provision of the Services and compliance with the Agreement in all respects.
- (c) All Subcontractors shall operate in accordance with this Agreement which shall be required by the Supplier of the subcontractor
- (d) Any dispute between the Supplier and Subcontractor shall not involve the City.

#### **27.7 Restriction on Assignment**

This Agreement shall inure to the benefit of the parties hereto and their respective successors, administrators and (permitted) assigns. Neither party may assign this Agreement without the prior written consent of the other, such consent to not be unreasonably withheld or delayed, provided however that this Agreement may be assigned by the City to any of its affiliates, associates, subsidiaries, partners and related entities.

#### **27.8 Force Majeure**

If either party shall be unable to carry out any obligation under this Agreement due to Force Majeure, this Agreement shall remain in effect, but such obligation shall be suspended for the period necessary as a result of the Force Majeure, provided that:

- (a) the non-performing party gives the other party written notice not later than forty-eight (48) hours after the occurrence of the Force Majeure describing the particulars of the Force Majeure, including but not limited to the nature of the occurrence and the expected duration of this disability, and continues to furnish timely regular reports with respect thereto during the period of Force Majeure and the disability;
- (b) the suspension of performance is of no greater scope and of no longer duration than is reasonably required by the Force Majeure; and
- (c) the non-performing party uses its best efforts to remedy its inability to perform.

Notwithstanding any of the foregoing, the settlement of strikes, lockouts, and other labour disputes shall be entirely within the discretion of the affected party, and such party shall not be required to settle any strike, lockout or other labour dispute on terms which it deems inadvisable.

**27.9 Survival**

All representations, warranties and indemnities set out in this Agreement shall survive the termination or expiration of this Agreement.

**27.10 Counterparts**

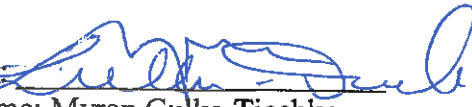
This Agreement may be executed in counterparts and such counterparts together shall constitute a single instrument. Delivery of an executed counterpart of this Agreement by electronic means, including, without limitation, by facsimile transmission or by electronic delivery in portable document format (".pdf"), shall be equally effective as delivery of a manually executed counterpart hereof. The parties hereto acknowledges and agree that in any legal proceedings between them respecting or in any way relating to this Agreement, each waives the right to raise any defense based on the execution hereof in counterparts or the delivery of such executed counterparts by electronic means.

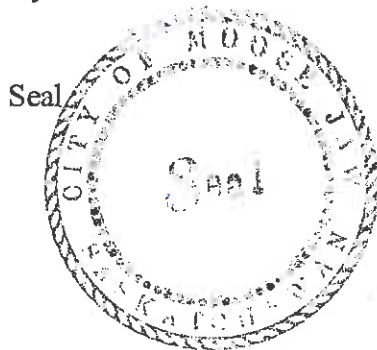


IN WITNESS WHEREOF the parties have executed this Agreement as of the day and year first above written.


**THE CITY OF MOOSE JAW**

Per:   
 Name: Deb Higgins  
 Title: Mayor

Per:   
 Name: Myron Gulka-Tiechko  
 Title: City Clerk



**LORAAS DISPOSAL SERVICES LTD.**

Per:   
 Name: CURTIS WEST  
 Title: GENERAL MANAGER

Seal



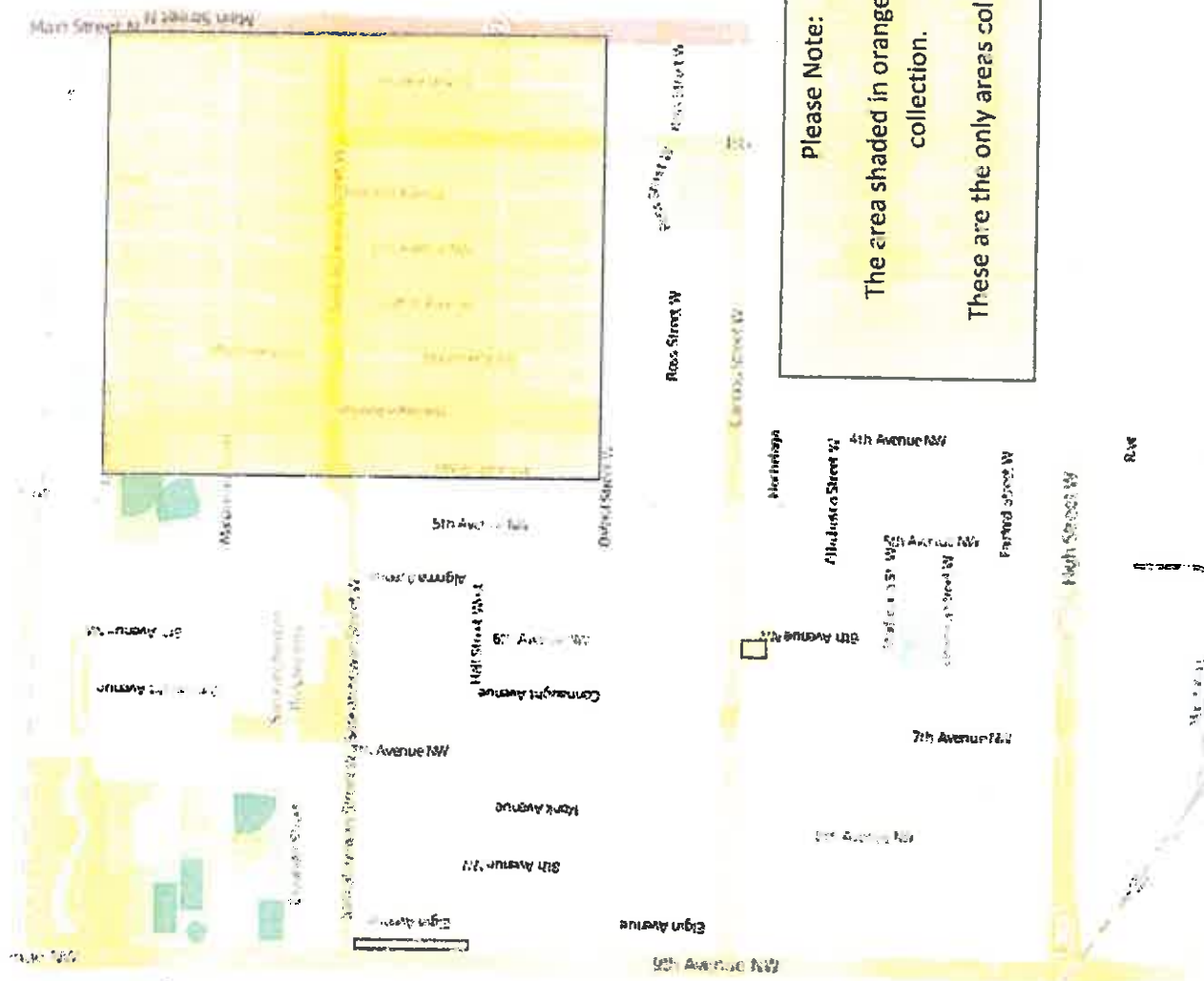
**Schedule A    General Collection Routes in Moose Jaw**  
(Subject to Minor Route and Service Adjustments)

The final configuration of the routes as per the Proposal and the attached maps incremental amendment and as provided for under Article 6 Change Management in this Agreement. This map is general and illustrative. A large scale operational map will be shared between the City and the Supplier and will contain all detailed information

Day: Monday

Truck: 1

Route: A



Please Note:

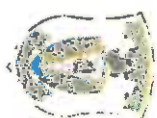
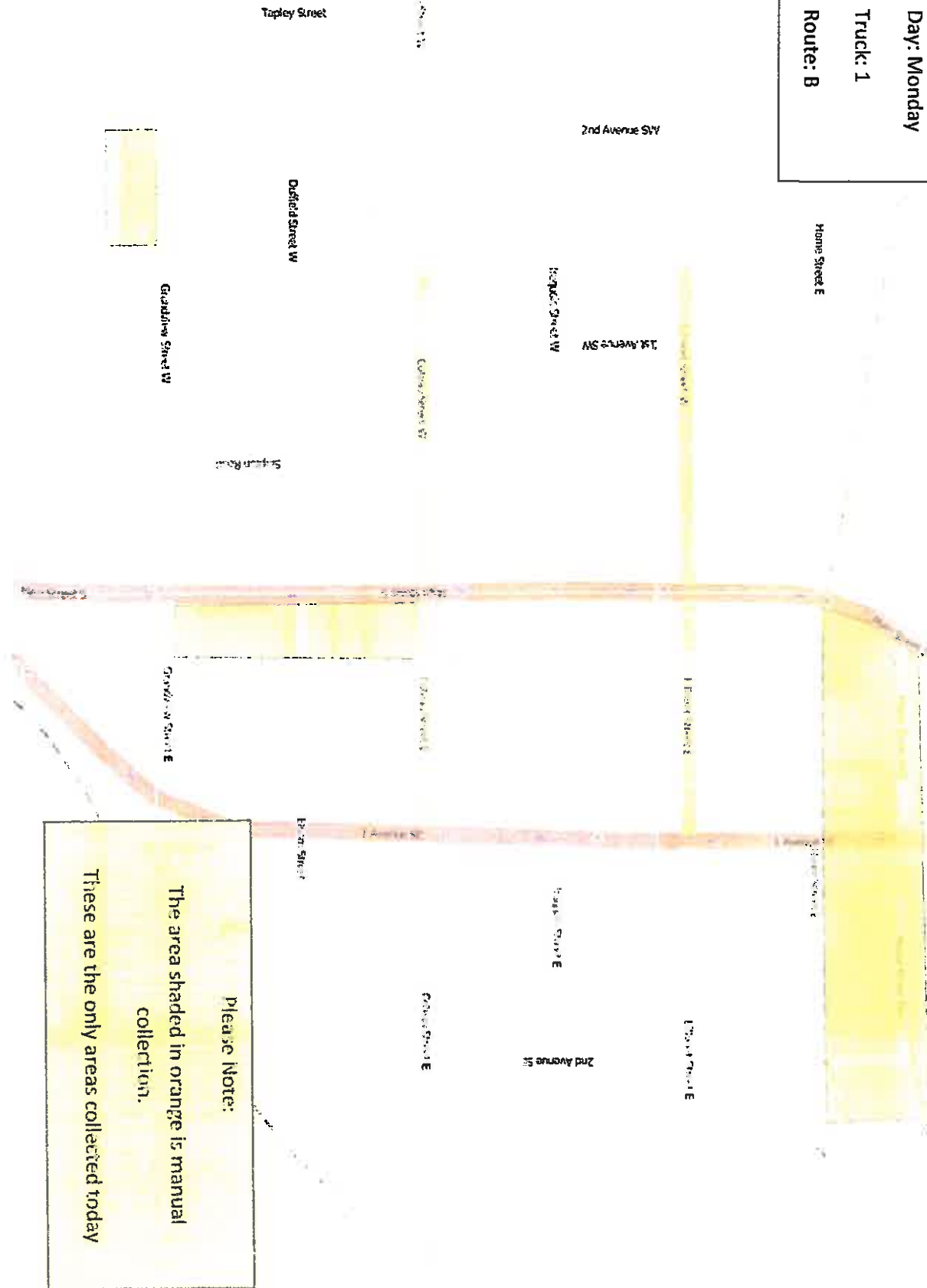
The area shaded in orange is manual collection.

These are the only areas collected today

# City of Moose Jaw

## Curbside Recycle Collection Map

Day: Monday  
Truck: 1  
Route: B



## City of Moose Jaw

## Curbside Recycle Collection Map

**Day: Tuesday**

**Truck: 1**

**Route: A**



**LOR44S  
DISPOSAL**



10th Avenue  
Crosby Street

**Physis** *causa*

**1990-1991**

### Monday, Dec 4

**Myth 2: A...**

ಪ್ರಶ್ನೆ: ಏನು?

**Levinson, E. S.**

July 2, 1967

وَجَاءَ الْوَحْيُ بِأَنَّ

**အသံကလေးများ**

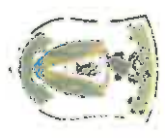
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500

# City of Moose Jaw

## Curbside Recycle Collection Map

Day: Tuesday  
Truck: 2  
Route: A

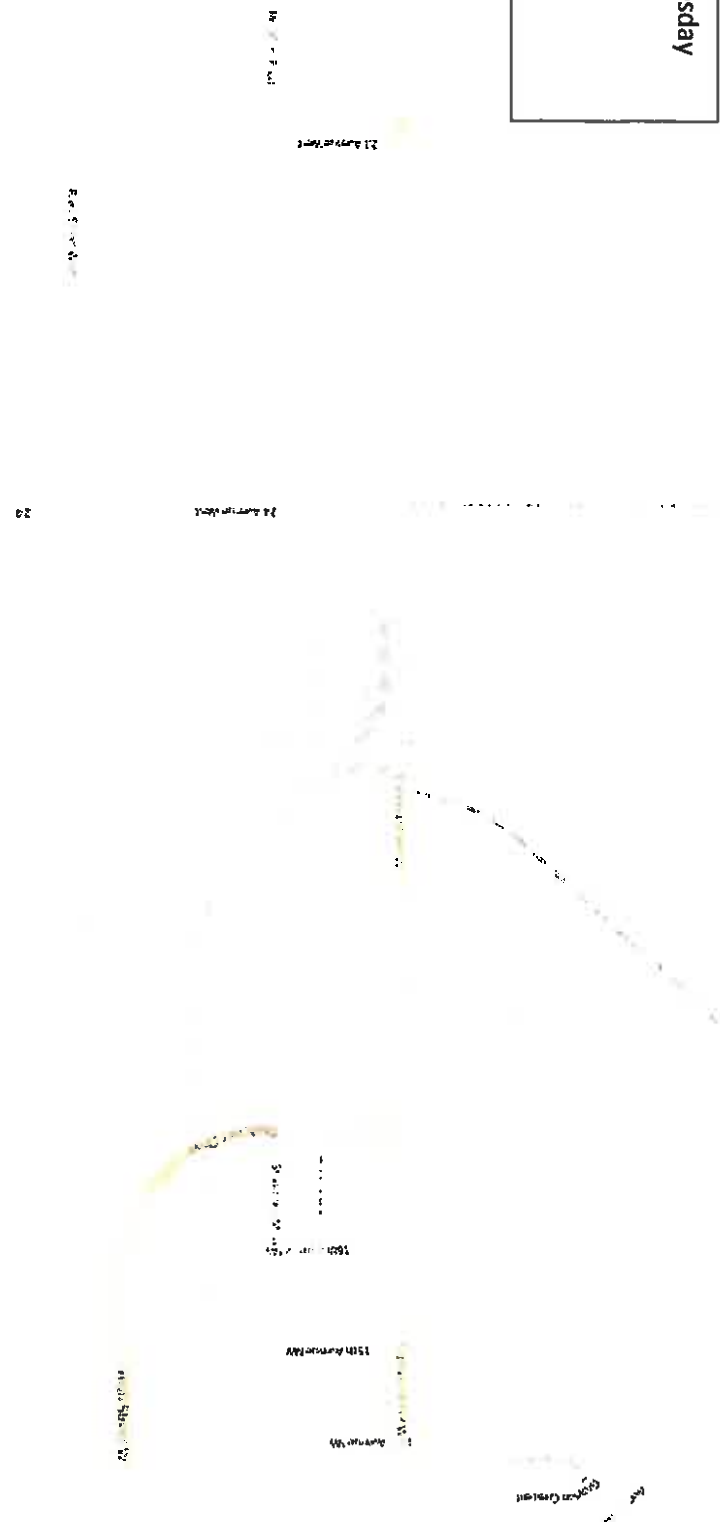




# City of Moose Jaw

## Curbside Recycle Collection Map

Day: Tuesday  
Truck: 2  
Route: B





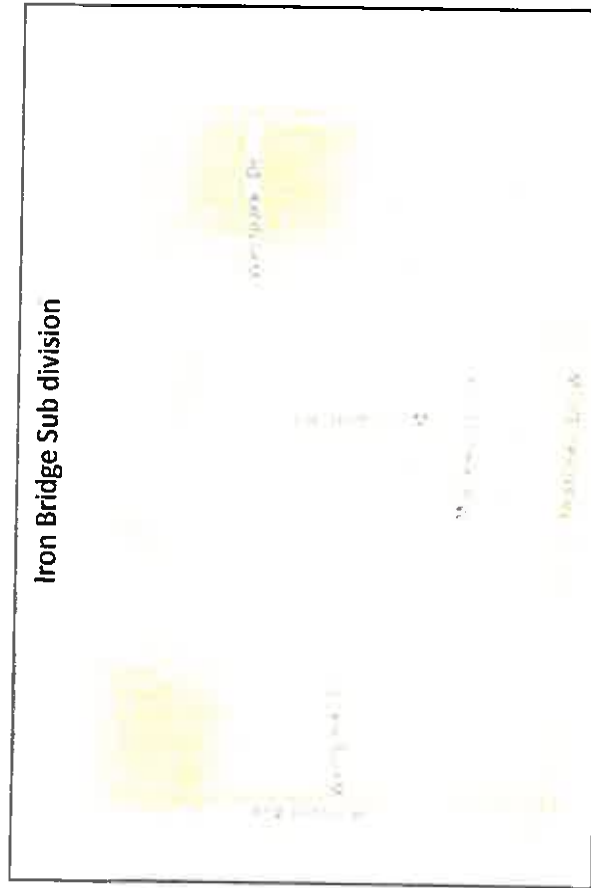
City of Moose Jaw

# Curbside Recycling Collection Map

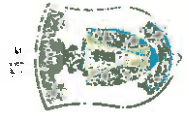
Day: Wednesday

Truck: 1

Route: A



LORAS  
DISPOSAL



C / of Moose Jaw

Curbside Re /de Collection Map

Day: Wednesday  
Truck: 2  
Route: A

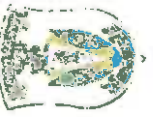
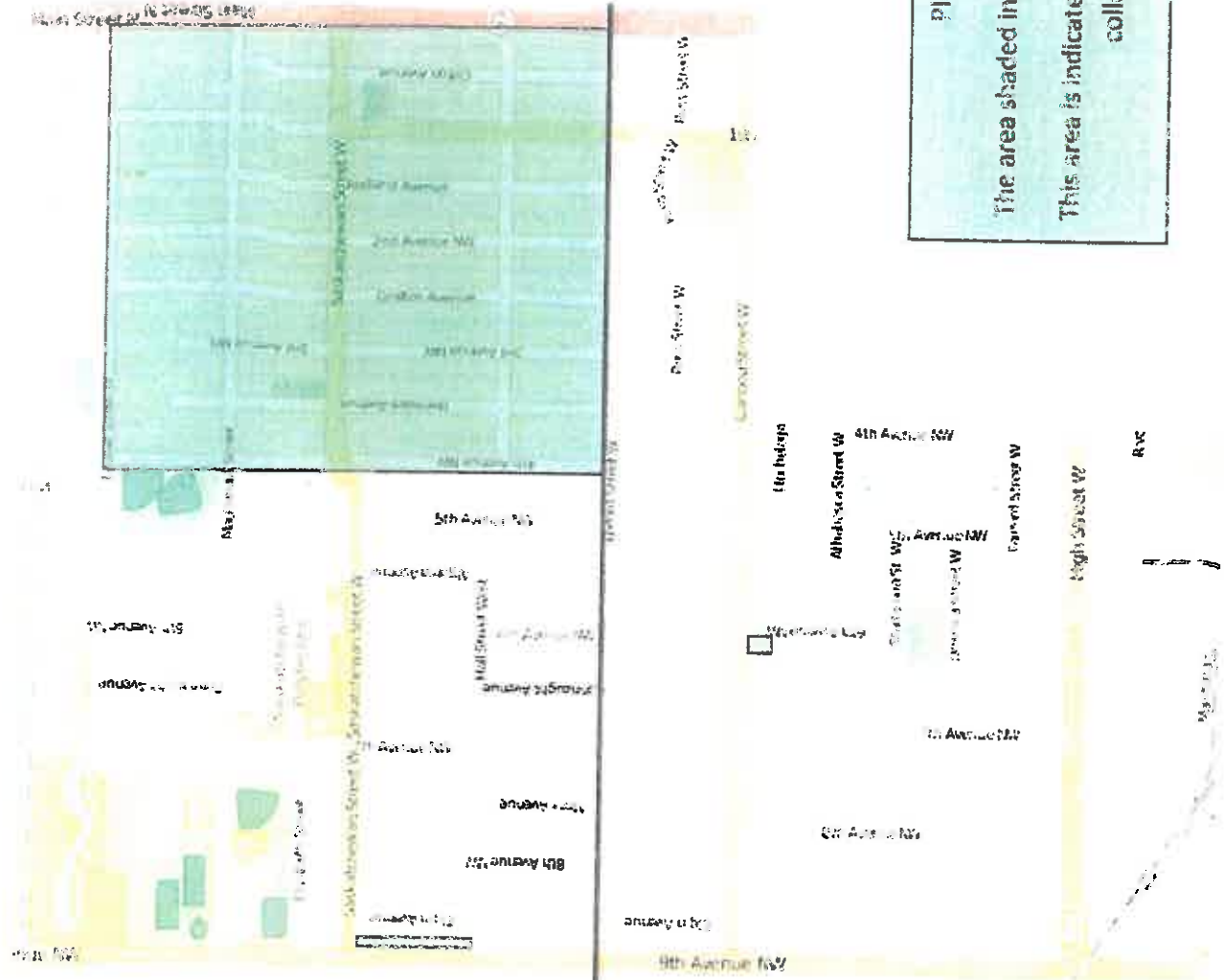


# Curbside Recycling Collection Map

City of Moose Jaw

Day: Wednesday  
Truck: 1  
Route: B

Day: Wednesday  
Truck: 2  
Route: B

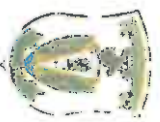






## Curbside Recycling Collection Map

**Route: A**



City of Moose Jaw

Curbside Recycling Collection Map

Day: Thursday  
Truck: 1  
Route: B



1800 to 1900



1900 to 2000

2000 to 2100



2100 to 2200

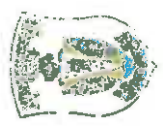
2200 to 2300

2300 to 2400

2400 to 2500

2500 to 2600

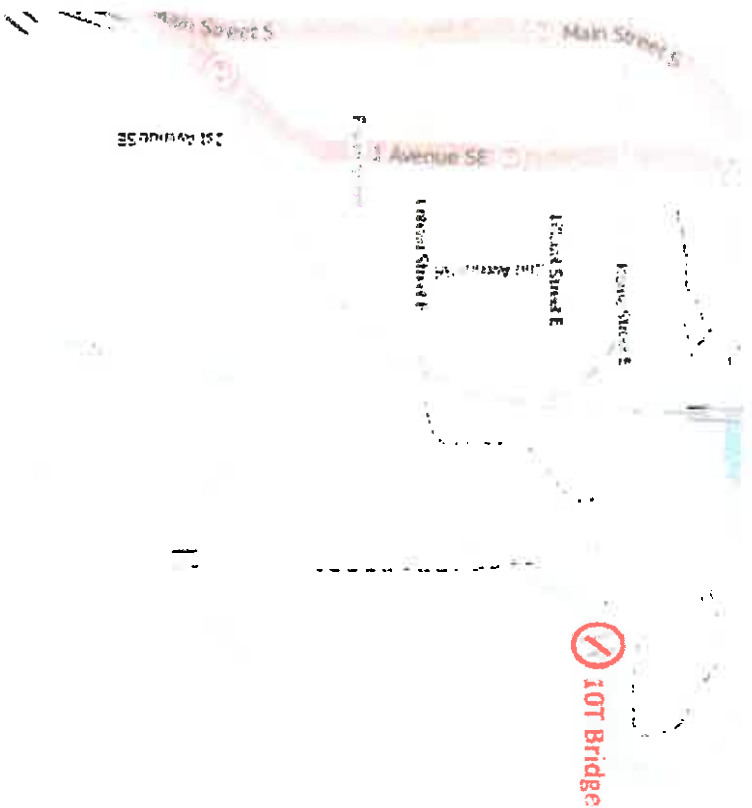
2600 to 2700



C of Moose Jaw

Curbside Re cle Collection Map

Day: Thursday  
Truck: 2  
Route: B



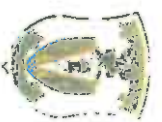
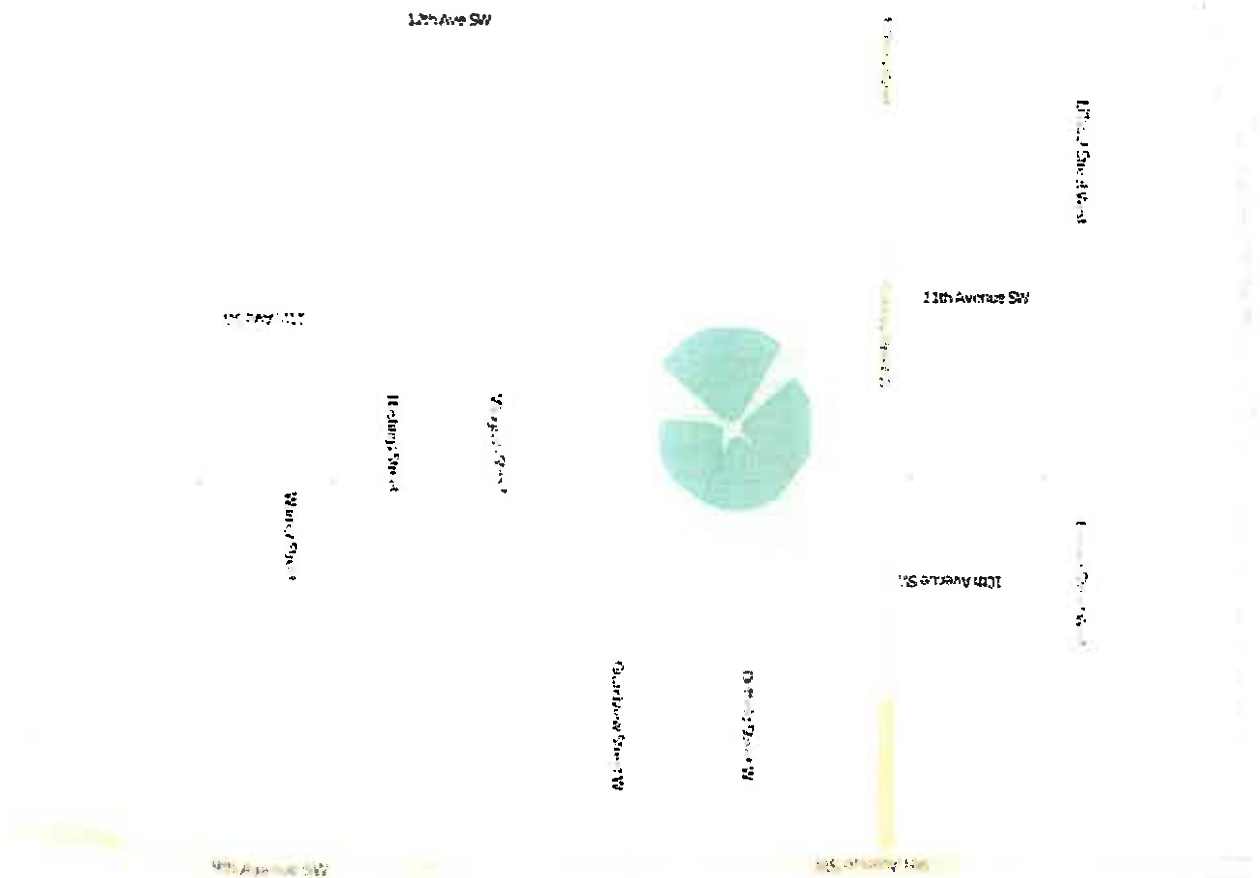


Day: Friday  
Truck: 1  
Route: A



LOR44S  
DISPOSAL

Route: A

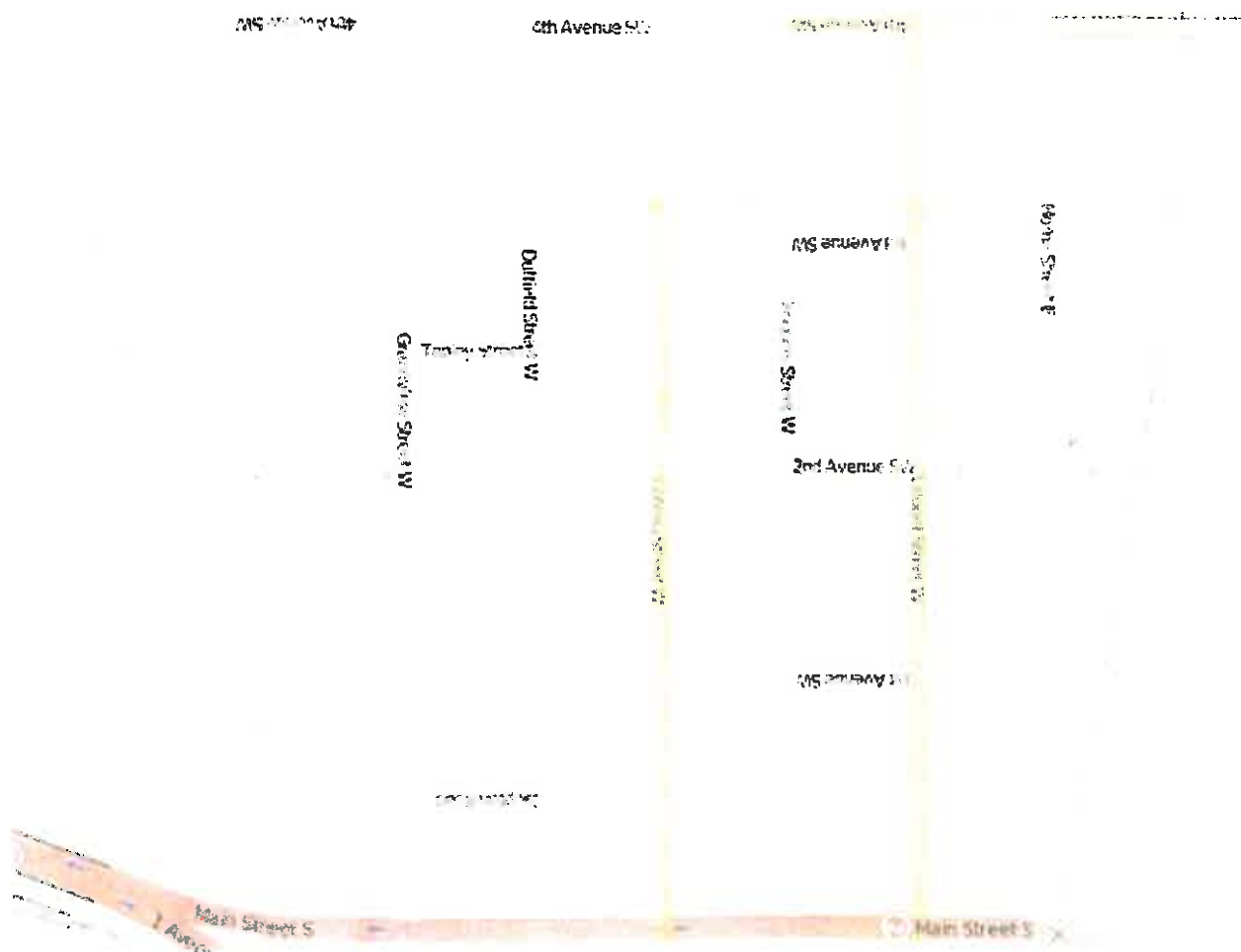




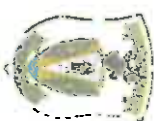
## Curbside Re , cle Collection Map

**Truck: 2**

**Route: B**



LORRAAS  
DISPOSAL



**Schedule B****Service Fees for the City of Moose Jaw Solid Waste Collection Agreement****Table 1 Residential Costs for Single, Multi-Unit Residential, and Municipal Facilities**

Table 1

Per the proposal contract costs to the City from Loraas are as follows:

	<b>Year 1</b>	<b>Year 2</b>	<b>Year 3</b>
Collection	\$34.50	\$35.36	\$36.25
Transportation	\$7.50	\$7.69	\$7.88
Processing	\$24.00	\$24.60	\$25.22
<b>Total cost / Cart (Home)</b>	<b>\$66.00</b>	<b>\$67.65</b>	<b>69.34</b>

These rates shall be billed to the City monthly, based on actual number of designated residences and corresponding assigned recycle cart.

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**Schedule C Liquidated Damages Table for City of Moose Jaw**

<b>Incident</b>	<b>\$250 / incident</b>	<b>\$500 / incident</b>	<b>\$1000 / incident</b>	<b>\$2000 / incident</b>
Failure to submit reports or documents within specified timelines	3-5 incidents	6-10 incidents	11-15 incidents	>15 incidents
Failure to clean up mechanical or oil spillage	n/a	n/a	n/a	Each incident
Failure to clean up waste, spillage and loose materials	n/a	3-5 incidents	6-10 incidents	>10 incidents
Failure to report and settle incidents involving damage to public or private property	n/a	n/a	n/a	Each incident
Proponent personnel scavenging Designated Materials	n/a	Each incident	n/a	n/a
Inappropriate appearance and/or conduct by Proponent personnel	3-5 incidents	6-10 incidents	11-15 incidents	>15 incidents
Failure to return Carts to their original location	3-14 incidents	> 15 incidents	n/a	n/a
Failure to return to rectify any Missed Collections in accordance with the specified timelines	n/a	Each incident	n/a	n/a
Failure to respond to customer complaints and concerns in accordance with the specified timelines	Each incident	n/a	n/a	n/a
Collections outside of Collection Schedule	n/a	Per Route	n/a	n/a
Failure to comply with health and safety requirements	3-5 incidents	6-10 incidents	11-15 incidents	>15 incidents
Collection Vehicles not conforming to requirements	n/a	n/a	Per Vehicle	n/a
Failure to maintain Carts in accordance with specified requirements	3-5 incidents	6-10 incidents	11-15 incidents	>15 incidents







August 7, 2019

Re: Amendment to the Single Stream Recycling Cart Contract


Attention: City of Moose Jaw Council and Administration

The recent changes in the recycling marketplace have created a huge impact across the globe, negatively affecting commodity prices and the movement of material to end destinations.

There have been many mentions in the media and across social media sites this past year, detailing the issues currently faced by material recovery facilities and municipal recycling programs.

e.g. <https://www.theglobeandmail.com/canada/article-wish-cycling-canadas-recycling-industry-in-crisis-mode/>

In order to continue providing an effective and efficient service, it is now necessary to limit the material being placed into the bins for recycling. It is our preference that effective immediately these items will no longer be accepted:

- Clam Shell Type Food Containers labelled as #1 
- Film plastic (plastic bags and stretch wrap)

Loraas Disposal South is proposing to have these types of products added to the list of unacceptable material.

Thank you for your cooperation in making these changes.

Loraas Disposal



# City of Moose Jaw

## COMMUNICATION # CC-2019-0236

**TITLE:** City of Moose Jaw 2020 Budgets

**TO:** City Council

**FROM:** City Manager

**DATE:** November 12, 2019

**PUBLIC:** PUBLIC DOCUMENT

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### **RECOMMENDATION**

1. THAT the 2020 Operating Budget be approved; and

THAT the 2020 – 2024 Capital and Equipment Reserve Budgets be approved; and

THAT City Administration be authorized to tender and award the Capital and Equipment purchases set forth in year 2020 of the 2020 – 2024 Capital and Equipment Reserve Budgets subject to the limitations set forth in:

- a) The City's Purchasing Policy; and
- b) The City Administration Bylaw; and

THAT a mill rate increase of 2.02% which will generate an additional \$595,289 for the City's Operating and Capital Budgets be approved; and further

THAT 1% of the mill rate increase be directed to the General Capital Reserve portion of the Capital Budget for funding of Parks, Recreational and Facilities capital projects on an ongoing basis.

2. THAT an additional \$1.3 million in land development proceeds be allocated to the General Capital Reserve portion of the Capital Budget in 2020.
3. THAT Waterworks Utility rates be increased 6% effective February 1, 2020.
4. THAT Sanitary Sewer Utility rates be increased 5% effective February 1, 2020.
5. THAT Capital Project WW-9 Feeder Lines be designated as the City of Moose Jaw's 2020 Municipal Gas Tax Funded program.

## **TOPIC AND PURPOSE**

The purpose of this report is to present City Council with the Operating, Capital and Equipment Reserve Budgets for 2020.

## **BACKGROUND**

Annually the City of Moose Jaw develops an Operating and Capital Budget as required by *The Cities Act*. The section of the *Act* reads as follows:

“Adoption of budget

128(1) A council shall adopt an operating and capital budget for each financial year.

(2) No council shall pass a property tax bylaw with respect to a financial year unless it has adopted the operating and capital budget for that year.”

The contents of the Capital Budget are outlined in the *Act* under Section 130 as follows:

“A capital budget is required to include the estimated amount of each of the following for a financial year:

- (a) the amount needed to acquire, construct, remove or improve capital property;
- (b) the anticipated sources and amounts of money to pay the costs described in clause (a).”

*The Cities Act* requires the preparation of only a one-year Capital Plan; however, it has been the City of Moose Jaw's practice to prepare a five-year plan.

Also included with this year's budgets is the Equipment Reserve Budget which provides for necessary equipment replacement and establishes equipment contributions and rental rates.

The City of Moose Jaw utilizes a planning framework that encompasses Strategic Planning, Planning Session consultations and referrals or tabling of matters to budget deliberations. City Administration gathers this framework of information, along with internal and external factors that influence the budget and create a call for estimates, which goes out to all City Departments.

City Departments utilize this framework to develop their business plans and budget accordingly to be able to deliver that business plan. Budget development by Administration is guided by this framework as well as thoughtful consideration of the various factors that impact the budget being developed to deliver the business plan.

City Administration does their best to balance service levels, expectations and affordability as the budget is developed. City Council has the responsibility to amend the proposed budget as they deem appropriate and ultimately approve a budget for 2020.

In addition, external factors impact the City's budgets:

- The Provincial Economy
- Local Economic Activity
- Financial Factors.

A discussion of the various components that comprise the City of Moose Jaw 2020 Budget follows.

## **DISCUSSION**

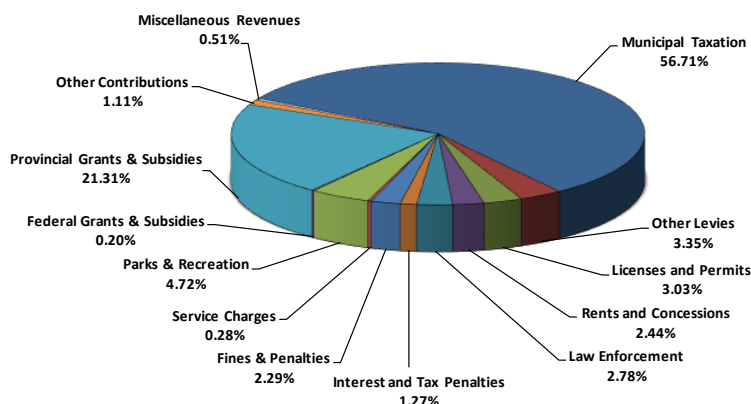
### **General Operating Budget**

The General Operating Budget provides the funding for the City's various programs and services. These include things like transit services, snow removal and recreational programs to name a few.

The budget presented does not include any new initiatives, rather those will be presented to Council as part of the budget process and if approved, will then form part of the General Operating Budget.

#### **2020 GROSS REVENUES**

##### **REVENUES**



Gross Revenue Budget	2019 Budget	2020 Budget	2020-2019 INC(DCR)	% Change
Municipal Taxation	27,897,391	28,067,000	169,609	0.61
Other Levies	1,652,326	1,658,627	6,301	0.38
Licenses and Permits	1,452,270	1,501,681	49,411	3.40
Rents and Concessions	1,378,427	1,206,550	(171,877)	(12.47)
Law Enforcement	1,307,099	1,377,599	70,500	5.39
Interest and Tax Penalties	623,753	628,526	4,773	0.77
Fines & Penalties	1,675,000	1,133,700	(541,300)	(32.32)
Service Charges	145,051	138,253	(6,798)	(4.69)
Parks & Recreation	1,627,359	2,337,959	710,600	43.67
Federal Grants & Subsidies	110,467	97,793	(12,674)	(11.47)
Provincial Grants & Subsidies	9,767,416	10,544,683	777,267	7.96
Other Contributions	550,000	550,000	-	0.00
Miscellaneous Revenues	325,488	251,307	(74,181)	(22.79)
<b>Gross Revenues</b>	<b>48,512,047</b>	<b>49,493,678</b>	<b>981,631</b>	<b>2.02</b>

Municipal Taxation is the City's largest single revenue source accounting for almost 57% of General Operating Budget revenues. The City of Moose Jaw has modest growth in tax revenues and continues to see commercial appeal losses. The table below illustrates the tax losses to date for 2019:

2019			
	AGREEMENTS TO ADJUST	BOARD OF REVISION DECISIONS	MUNICIPAL
Subclass	Change in Assessed Taxable Value	Change in Assessed Taxable Value	Loss in Tax Revenue
COMM	(1,165,200)	(22,762,780)	(\$320,780)
GOLF			
RESI	(816,000)		(\$5,787)
MRES	(364,080)		(\$2,582)
CNDO	(18,960)		(\$134)
NAIR			
OAGR	(3,130)		(\$8)
ELEV		(6,023,590)	(\$74,068)
CRIR			
RRPL			
<b>TOTAL</b>	<b>(2,367,370)</b>	<b>(28,786,370)</b>	<b>(\$403,359)</b>

The loss of commercial assessment appeals has been a steady trend since the last reassessment in 2013 with a total of \$133,161,200 in lost commercial assessment due to appeals. This translates into a loss in revenue of \$1,798,740 which loss has been borne by the commercial sector as a whole. It is also important to note that the City still has 28 outstanding assessment appeals that are yet to be rendered. The table below provides additional detail:

Historical Commercial Appeal Losses												
Assessment Adjustment Type	2013		2014		2015		2016		2017		2018	
	Assessment Lost on Appeal	Lost Tax Revenue	Assessment Lost on Appeal	Lost Tax Revenue	Assessment Lost on Appeal	Lost Tax Revenue	Assessment Lost on Appeal	Lost Tax Revenue	Assessment Lost on Appeal	Lost Tax Revenue	Assessment Lost on Appeal	Lost Tax Revenue
Agreement to Adjust	(10,707,200)	\$ (152,475)	(582,200)	\$ (8,305)	(3,853,600)	\$ (49,061)	(693,130)	\$ (11,214)	(6,733,170)	\$ (85,101)	(1,624,440)	\$ (19,635)
Agreement to Adjust (Federal)											(616,700)	\$ (8,030)
Board of Revision	(11,093,880)	\$ (157,981)	(17,129,000)	\$ (244,329)	(3,075,470)	\$ (39,155)	(3,874,400)	\$ (62,684)	(21,431,700)	\$ (270,877)	(10,278,850)	\$ (137,868)
Sask Muni Board	(7,080,420)	\$ (100,828)	(1,878,600)	\$ (26,796)	(1,060,200)	\$ (13,498)	(1,192,300)	\$ (19,290)	(148,400)	\$ (1,876)	1,046,200	\$13,622
Totals	(28,881,500)	\$ (411,284)	(19,589,800)	\$ (279,430)	(7,989,270)	\$ (101,714)	(5,759,830)	\$ (93,188)	(28,313,270)	\$ (357,854)	(11,473,790)	\$ (151,911)
Total Lost Assessment : 2013-2019	\$ (133,161,200)											
Total Lost Tax Revenue : 2013-2019	\$ (1,798,740)											

Note: The values previously given for 2018 did not contain all of the BOR decisions for that year. SMB decision for 2017 and 2018 were received in 2019 and added to the chart.

The continued loss of assessment and the resulting taxation in the commercial area has made the gap between residential and commercial taxes widen. In 2018, City Council took a first step in narrowing that gap by adopting the following motion:

"THAT future Municipal Tax increases be split between residential and commercial based upon the ratio of taxable assessment in each class and that this split be accomplished by adjusting the appropriate mill rate factors for each class of property"

The proposed adoption of a tax-sharing approach to future tax increases results in a gradual shift in the level of taxation on commercial properties to residential properties.

The overall commercial to residential tax gap has slowly been decreasing from 2.25 in 2017 to 2.19 in 2019 excluding changes to the Hospital Levy. This gradual reduction in the tax gap is a direct result of City Council's policy decision as outlined above. Depending on the final mill rate increase, a further reduction in the tax gap of several basis points can be expected in 2020.

City Administration will ask City Council to continue with this tax-sharing approach in 2020.

Rents and Concessions revenue is down approximately \$170,000 due to a reduction in farmland lease revenue and airport rent revenue. This reduction relates to the transfer of lease revenue to the airport authority and the sale of City land previously leased for farming purposes.

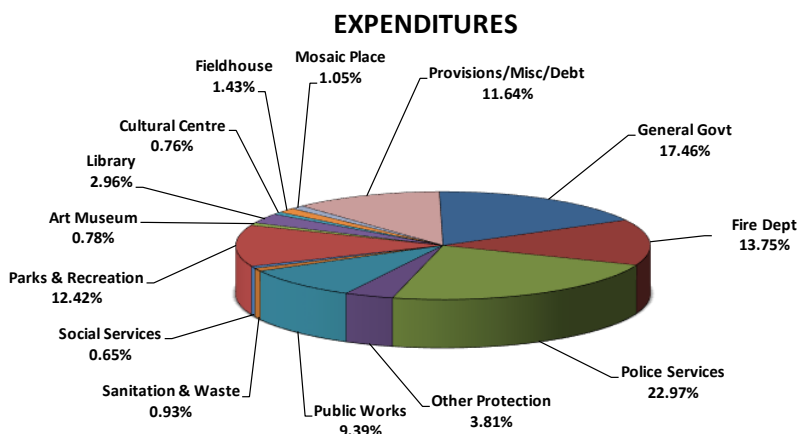
Fines & Penalties revenue is down approximately \$540,000. This reduction in revenue is related to automated speed enforcement revenues which are reduced due to SGI taking over paying for all of the costs and a provincial decision to share some of the excess with other municipalities. The City has an offsetting reduction in expenditures for this amount of decreased revenue so there is no direct impact on the City's Operating Budget from these changes. The only change is the amount left available for contribution to the City's Traffic Safety Reserve.

Parks & Recreation revenues are up approximately \$710,000. This is due to Yara Centre becoming part of the City and some increased revenues as a result of the implementation of a recreation season pass.

Provincial Grants & Subsidies are up approximately \$775,000 due primarily to an increase in Provincial Revenue Sharing funding to the City.

Overall, revenues are up by 2.02% or \$981,631 from the 2019 budget.

## 2020 GROSS EXPENDITURES



Gross Expenditure Budget	2019 Budget	2020 Budget	2020-2019 INC(DCR)	% Change
General Govt	8,444,198	8,744,108	299,910	3.55
Fire Dept	6,149,303	6,886,759	737,456	11.99
Police Services	11,116,746	11,507,162	390,416	3.51
Other Protection	1,934,593	1,907,518	(27,075)	(1.40)
Public Works	5,574,847	4,705,054	(869,793)	(15.60)
Sanitation & Waste	451,124	466,574	15,450	3.42
Social Services	237,157	326,818	89,661	37.81
Parks & Recreation	6,026,093	6,222,555	196,462	3.26
Art Museum	393,110	388,402	(4,708)	(1.20)
Library	1,476,790	1,483,581	6,791	0.46
Cultural Centre	376,942	378,818	1,876	0.50
Fieldhouse	-	713,939	713,939	100.00
Mosaic Place	566,370	526,347	(40,023)	(7.07)
Provisions/Misc/Debt	5,764,774	5,831,332	66,558	1.15
<b>Gross Expenditures</b>	<b>48,512,047</b>	<b>50,088,967</b>	<b>1,576,920</b>	<b>3.25</b>

The Budget presented is a status quo budget and there are no new enhancements contained within the budget numbers. The increases in the various areas are the result of negotiated Collective Agreement increases, or provisions for same, and inflation. The cost of providing the same programs and services increases each year.

The General Government area is seeing an increase in the costs to provide programs and services of approximately \$300,000 or 3.55%. The increases are spread across a number of departments. An increase in City Clerks/Solicitor Department costs is a result of City memberships in organizations like SUMA and FCM being transferred to this Department from the Mayor & Councillors area.

Information Technology is seeing increases of about \$109,000 due to increased equipment reserve contributions and software maintenance costs. Human Resource Services costs are up approximately \$43,000 due to primarily to increased education and training funding. This funding has been reallocated from other departments to provide for the Human Resource area to manage this spending in conjunction with succession training. Employer paid benefits have also increased approximately \$49,000 due to increased contribution requirements for the Canada Pension Plan and increased pension contributions.

The Fire Service is seeing an increased request of \$737,456 which relates primarily to the recent Collective Agreement and its incorporation into this budget area. Provision for this funding had been provided in the Provisions/Misc/Debt area in previous years.

The Police Service expenditure request is up \$390,416 or 3.51% from 2019 levels. The Police Service Administration presented their budget request to Council on November 18.

The Public Works area is seeing a decrease in overall expenditures of about \$870,000. This relates to a decrease in overall salary expenditures in the City Engineer's Department due to the implementation of a design team funded from Capital and the allocation of the Engineering Technologists that manage capital projects to capital projects. This resulted in the ability to discontinue the 6% overhead charge to capital that had previously been charged as a recovery to the Operating Budget.

Also, the Traffic Division has a reduction of expenditures of \$505,000 related to a reduction in automated speed enforcement costs as mentioned earlier in the revenue section of this report.

The Parks & Recreation Department is seeing an increased expenditure budget request of \$196,462. This is primarily in the Parks and Recreation areas of this department. Many of these cost increases relate to water and other utility costs related to parks and recreational facilities.

Yara Centre now appears in budgeted expenditures at a request of \$713,939. This is offset by expected revenues of \$647,561 a recovery rate of over 90%.

Lastly, the Provisions/Misc/Debt area is seeing an increase of approximately \$66,558 in budgeted expenditures related to salary provisions and the appropriation of municipal taxation to the Waterworks Utility and the Capital Expenditure Fund. In terms of the appropriation to Waterworks and Capital, City Administration has included an additional 1% of municipal taxation to the General Capital Reserve for recreation and facilities capital funding. This is an increase of \$295,000. This increase will be subject to City Council approval.

As indicated earlier, there are no enhancements included in the status quo budget other than the 1% increase for Parks, Recreation and Facilities funding. All other enhancement requests will come to City Council in separate report form for Council's consideration.

The overall increase in expenditures is 3.25% of which 0.60% relates to the appropriation of an additional 1% of municipal taxation to the Capital Budget. Therefore, the overall expenditure increases to maintain programs and services is 2.65%.



### Transit Service

#### City of Moose Jaw Budget Summary of Revenues & Expenditures For Transit

Description	2019 Projection	2019 Budget	2020 Budget	2020 - 2019 INC (DCR)	% Change
BUS EARNINGS	89,000	100,000	90,000	(10,000)	(10.0)%
BUS EARNINGS CHARTER	15,000	20,000	15,000	(5,000)	(25.0)%
MONTHLY PASSES	156,000	203,400	160,000	(43,400)	(21.3)%
YEARLY PASSES-SENIORS	20,107	32,000	20,000	(12,000)	(37.5)%
ADVERTISING	24,100	29,000	24,000	(5,000)	(17.2)%
SUBSIDY	1,187,601	1,033,660	1,189,687	156,027	15.1%
<b>TRANSIT REVENUE</b>	<b>1,491,808</b>	<b>1,418,060</b>	<b>1,498,687</b>	<b>80,627</b>	<b>5.7%</b>
VEHICLE MAINTENANCE	415,000	415,000	436,000	21,000	5.1%
TRANSPORTATION	497,552	489,900	495,840	5,940	1.2%
ADMINISTRATION	579,256	513,160	566,847	53,687	10.5%
<b>TRANSIT EXPENDITURES</b>	<b>1,491,808</b>	<b>1,418,060</b>	<b>1,498,687</b>	<b>80,627</b>	<b>5.7%</b>
USER FARES	16,000	25,000	16,000	(9,000)	(36.0)%
BUS EARNINGS CHARTER	675	5,000	1,000	(4,000)	(80.0)%
PROV GOVT FUNDING	164,026	225,000	200,000	(25,000)	(11.1)%
SOC SERVICES FUNDING	8,500	12,000	9,000	(3,000)	(25.0)%
SUBSIDY	349,034	197,055	285,743	88,688	45.0%
<b>PARA-TRANSIT REVENUES</b>	<b>538,235</b>	<b>464,055</b>	<b>511,743</b>	<b>47,688</b>	<b>10.3%</b>
VEHICLE MAINTENANCE	120,000	75,000	100,000	25,000	33.3%
TRANSPORTATION	282,250	273,817	273,890	73	0.0%
ADMINISTRATION	135,985	115,238	137,853	22,615	19.6%
<b>PARA-TRANSIT EXPENDITURES</b>	<b>538,235</b>	<b>464,055</b>	<b>511,743</b>	<b>47,688</b>	<b>10.3%</b>

Both the regular Transit and Para-Transit services receive a subsidy from the City which totals \$1,475,430 in 2020 or approximately 73% of overall costs. In 2019, the budgeted subsidy was \$1,230,715 or 65% of costs.

Both the regular Transit and Para-Transit areas are seeing a decrease in revenues as compared to the 2019 Budget. The regular Transit service is seeing a revenue decrease of \$75,400 and the Para-Transit service a decrease in revenue of \$41,000. The most significant cost increases in the Transit and Para-Transit areas are related to vehicle maintenance and administration costs. The increased administration costs relate to increased equipment reserve contributions.

### General Capital Budget

The General Capital Budget provides for the provision of funds to allow the City of Moose Jaw to undertake major construction, renovation and rehabilitation projects. The Capital Budget consists of two components, the General Capital Reserve and the Land Development Reserve.

**GENERAL CAPITAL RESERVE SUMMARY  
2020 - 2024**

	2019	2020	2021	2022	2023	2024	Total
Carry over from previous year	\$ 6,675,897	\$ 4,785,266	\$ 388,814	\$ (7,305,667)	\$ (9,322,939)	\$ (11,079,847)	
SPC Funds Available	\$ 2,814,524	\$ 2,895,620	\$ 2,996,967	\$ 3,101,861	\$ 3,210,426	\$ 3,322,791	\$ 15,527,665
Hospital Levy	\$ 257,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Taxation Revenue	\$ 3,583,283	\$ 3,844,186	\$ 3,876,751	\$ 3,993,054	\$ 4,112,845	\$ 4,236,231	\$ 20,063,067
Capital Expenditure Fund Interest	\$ 1,295,000	\$ 2,610,000	\$ 2,450,000	\$ 2,475,000	\$ 2,500,000	\$ 2,525,000	\$ 12,560,000
Land Sale Proceeds	\$ 910,000	\$ 2,210,000	\$ 1,125,000	\$ 880,000	\$ 880,000	\$ 880,000	\$ 5,975,000
Parks Dedication Reserve	\$ 20,000	\$ -	\$ 39,000	\$ 19,500	\$ 40,000	\$ 20,500	\$ 119,000
Federal/Provincial Funding	\$ -	\$ 381,275	\$ 517,110	\$ -	\$ -	\$ -	\$ 898,385
SaskEnergy Mun. Surcharge	\$ 912,500	\$ 938,500	\$ 957,270	\$ 976,415	\$ 995,944	\$ 1,015,863	\$ 4,883,992
Fundraising Contributions	\$ 296,989	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Transfer to Waterworks	\$ (2,691,492)	\$ (2,726,985)	\$ (2,808,795)	\$ (2,893,058)	\$ (2,979,850)	\$ (3,069,246)	\$ (14,477,934)
Uncompleted Works	\$ (3,672,747)	\$ (4,126,906)	\$ -	\$ -	\$ -	\$ -	
<b>Capital Funding Available</b>	<b>\$ 10,400,954</b>	<b>\$ 10,810,956</b>	<b>\$ 9,542,117</b>	<b>\$ 1,247,105</b>	<b>\$ (563,574)</b>	<b>\$ (2,148,708)</b>	<b>\$ 45,549,175</b>
Transportation	\$ 4,468,962	\$ 6,096,400	\$ 12,629,500	\$ 7,044,930	\$ 7,317,500	\$ 7,587,500	\$ 40,675,830
Parks and Recreation	\$ 1,093,130	\$ 1,072,995	\$ 1,320,585	\$ 1,257,010	\$ 853,153	\$ 1,012,300	\$ 5,516,043
Other Services	\$ 2,546,445	\$ 2,395,247	\$ 2,157,699	\$ 1,445,604	\$ 1,430,620	\$ 1,421,892	\$ 8,851,062
Police Services	\$ 65,000	\$ 67,500	\$ 70,000	\$ 72,500	\$ 75,000	\$ 77,500	\$ 362,500
Fire Services	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Downtown Facility & FieldHouse	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Storm Sewers	\$ 405,000	\$ 790,000	\$ 670,000	\$ 750,000	\$ 840,000	\$ 640,000	\$ 3,690,000
Total Funding Required	\$ 8,578,537	\$ 10,422,142	\$ 16,847,784	\$ 10,570,044	\$ 10,516,273	\$ 10,739,192	\$ 59,095,435
<b>Surplus/Shortfall</b>	<b>\$ 1,822,417</b>	<b>\$ 388,814</b>	<b>\$ (7,305,667)</b>	<b>\$ (9,322,939)</b>	<b>\$ (11,079,847)</b>	<b>\$ (12,887,900)</b>	

The General Capital Reserve component of the Capital Budget provides for funding for all the core infrastructure projects for the City of Moose Jaw. These projects include sidewalks, pavement rehabilitation, bridges, building improvements and general parks upgrades to name only a few.

The source of funding for the General Capital Reserve core infrastructure projects comes from seven main sources totalling \$45,549,175 over the five-year period:

- SPC Municipal Surcharge \$15,527,665
- Taxation \$5,585,133
- Investment Income \$12,560,000
- Land Sale Proceeds \$5,975,000
- Parks Dedication Reserve \$119,000
- Federal/Provincial Funding \$898,385
- SaskEnergy Municipal Surcharge \$4,883,992.

The Capital Expenditure Fund Interest revenue is forecast to increase significantly in revenue from \$1,295,000 in 2019 to \$2,610,000 in 2020. The majority of this increase in revenues is a result of Council's initiative to look at broadening the scope of the City's Investment Policy and investing in an array of financial assets that will provide a higher return on invested monies.

The General Capital Reserve has funding challenges over the five-year period; there is insufficient funding to service all of the spending demands. The current budgeted shortfall is \$12,887,900.

In 2020, City Administration is proposing a 1% municipal tax increase be levied and dedicated to providing funding to the General Capital Reserve Budget for Parks, Recreation and Facilities capital projects on an ongoing basis. This will generate an additional \$295,000. The 1% has been incorporated into the overall proposed mill rate increase of 2.02% and is contained as revenue in the General Capital Reserve summary above.

Also, in 2020, City Administration is proposing that an additional \$1,300,000 of Land Sale proceeds be directed to the General Capital Reserve. These additional proceeds would come from sale proceeds from development of the Southeast Industrial Subdivision. This contribution has been factored into the preliminary budget above.

The end result is sufficient funding for year 2020 of the Capital Plan, but insufficient funding for the planned work over the entire five-year plan.

### Land Development Reserve

#### LAND DEVELOPMENT RESERVE 2020 - 2024

	2019	2020	2021	2022	2023	2024	Total
Opening Balance	(\$2,129,352)	(\$2,519,371)	\$996,547	\$1,240,080	\$3,233,613	\$4,327,146	
Contributions during the year	\$3,103,100	\$8,287,066	\$243,533	\$1,993,533	\$1,093,533	\$1,093,533	\$12,711,198
Loan Proceeds	\$0	\$0	\$0	\$0	\$0	\$0	\$0
less Land Dev Projects	\$0	\$0	\$0	\$0	\$0	\$0	\$0
less Uncompleted Works	\$6,249,805	\$4,771,148	\$0	\$0	\$0	\$0	\$4,771,148
<b>Year End Balance</b>	<b>(\$5,276,057)</b>	<b>\$996,547</b>	<b>\$1,240,080</b>	<b>\$3,233,613</b>	<b>\$4,327,146</b>	<b>\$5,420,679</b>	

The Land Development Reserve provides for the funding needed for land development projects. Excess revenues over expenditures are redirected to the General Capital Reserve of the General Capital Budget to fund needed infrastructure projects in that area.

There is currently one major land development project in this Capital Plan, that being Westheath Phase V at \$4,771,148. Westheath Phase V is not expected to be under development until 2021. The key benefits to the City of land development are that it gives the City a tool to influence land development in the direction that best benefits the City overall, and also generates profits which can be utilized to fund other Capital projects. The current contribution from land development to the General Reserve is \$5,975,000 over the next five years.

## Equipment Reserve Budget

The Equipment Reserve is funded by an annual contribution from Operating to the reserve such that sufficient funds are in place to purchase equipment when required. The annual contribution is based upon a detailed analysis of equipment needs, replacement values and expected life. The annual contribution then earns interest and is also credited to this account. The attached budget request represents the spending plan for the replacement of this equipment.

2020 - 2024 Equipment Reserve Budget SUMMARY						
DESCRIPTION	2020	2021	2022	2023	2024	TOTAL
ENGINEERING	\$ 2,505,298	\$ 691,802	\$ 1,133,832	\$ 885,968	\$ 998,355	\$ 6,215,255
PARKS & RECREATION	261,823	467,687	135,604	244,580	269,504	1,379,198
FINANCE	44,458	199,133	24,822	4,000	16,642	289,055
INFORMATION TECHNOLOGY	520,556	180,409	173,444	99,950	222,873	1,197,232
TRANSIT	3,964	68,187	658,312	1,177,275	43,428	1,951,166
FIRE SERVICE	302,407	143,480	138,284	56,013	26,745	666,929
CITY MANAGER, MAYOR	3,268	8,292	49,727	2,000	2,000	65,287
CITY CLERK/SOLICITOR	25,407	2,067	7,435	1,000	1,000	36,909
HUMAN RESOURCES	1,000	4,958	2,962	3,111	3,928	15,959
PLANNING & DEVELOPMENT	24,721	1,541	29,000	39,000	1,000	95,262
SAFETY	500	500	2,612	500	500	4,612
LIBRARY	49,381	70,060	203,491	258,841	95,850	677,623
ART MUSEUM	17,864	13,098	19,257	21,020	10,597	81,836
CULTURAL CENTRE	51,815	134,736	39,005	6,635	41,965	274,156
MOSAIC PLACE	39,034	34,149	31,646	141,866	235,141	481,836
FUNDING REQUIRED	<u>\$ 3,851,496</u>	<u>\$ 2,020,099</u>	<u>\$ 2,649,433</u>	<u>\$ 2,941,759</u>	<u>\$ 1,969,528</u>	<u>\$ 13,432,315</u>
FUNDING SOURCES:						
AVAILABLE FROM DEPRECIATION	3,076,451	2,020,099	2,649,433	2,941,759	1,969,528	12,657,270
AVAILABLE FROM CONTROL ACCOUNT	775,045	-	-	-	-	775,045
	<u>\$ 3,851,496</u>	<u>\$ 2,020,099</u>	<u>\$ 2,649,433</u>	<u>\$ 2,941,759</u>	<u>\$ 1,969,528</u>	<u>\$ 13,432,315</u>
5YR BUDGET IMPLICATIONS	<u>\$ 156,922</u>	<u>\$ 3,682</u>	<u>\$ 558</u>	<u>\$ 33,270</u>	<u>\$ 28,324</u>	<u>\$ 222,756</u>
BUDGET IMPLICATIONS ALL YEARS			<u>\$ 645,536</u>			

The overall request in 2020 for equipment funding is \$3,851,496. This is higher than usual due to the Engineering Department not having an Equipment Reserve Budget request for three years. As can be seen from the budget summary equipment purchase requests return to more normal levels in the remaining years of the budget.

The value of the Equipment Reserve to the City of Moose Jaw is threefold. First, the ability to save funds for future purchases allows the fund to generate investment earnings, which goes toward the purchase of the equipment. This benefit is in the neighbourhood of \$740,000 even in this period of low interest rates.

City Council's initiative of establishing an Investment Committee and directing the City's reserve funds to professional portfolio managers is expected to generate benefits to the Equipment Reserve in terms of the investment income. Based upon the Investment

targets established for the City's invested funds, the annual investment income would be expected to grow to nearly double to an estimated \$1,400,000 annually. This additional investment earnings will allow for annual equipment reserve contribution to decrease by a similar amount which will result in a reduction of required funds from the municipal tax levy.

Secondly, if funds were not set aside for future purchases, there would be a need to borrow and the associated cost of borrowing would add significantly to the overall purchase price and additional taxation funded contributions would be required.

Thirdly, the Equipment Reserve, by reserving, provides for the necessary funding of replacement equipment and in doing so, takes away the need for equipment purchases to compete with other Capital projects for funding. Many cities do not have an equipment reserving system and as such, must allocate a portion of their Capital monies each year for equipment purchases. For the City to deliver its programs and services as well as rehabilitate its aging infrastructure, it must have the necessary equipment to perform those tasks.

The Equipment Reserve Budget as presented will result in increased contribution costs which have been accounted for in the various budgets. In future years, as investment income increases, these contributions will be able to be decreased.

The ability to earn interest on monies set aside, coupled with not having to borrow funds to buy equipment, continues to provide the City and its citizens a significant benefit each year.

### **Utility Operating Budget**

The City operates three utilities, they are the Waterworks, Sanitary Sewer and Solid Waste Utilities.

### **Waterworks**

#### **City of Moose Jaw Budget Summary of Revenues & Expenditures For Waterworks**

Description	2019 Projection	2019 Budget	2020 Budget	2020 - 2019 INC (DCR)	% Change
GENERAL SERVICE	11,125,633	11,174,300	11,364,433	190,133	1.7%
UTILITY BILLING PENALTIES	67,253	60,387	70,044	9,657	16.0%
CONNECTION FEES	63,135	62,940	61,200	(1,740)	(2.8)%
WATER DEPOTS	28,492	28,390	29,331	941	3.3%
HOUSE CONNECTIONS	370,000	300,000	400,000	100,000	33.3%
MISCELLANEOUS REVENUE	100	1,000	1,000	0	0.0%
WATER METER REVENUE	9,000	20,000	10,000	(10,000)	(50.0)%
<b>REVENUES</b>	<b>11,663,613</b>	<b>11,647,017</b>	<b>11,936,008</b>	<b>288,991</b>	<b>2.5%</b>
PRODUCTION	3,108,000	3,047,945	3,270,136	222,191	7.3%
DISTRIBUTION	4,870,031	4,032,884	4,568,411	535,527	13.3%
ADMINISTRATION	1,562,378	1,500,084	1,676,485	176,401	11.8%
RESERVE CHARGE	2,123,204	3,066,104	2,420,976	(645,128)	(21.0)%
<b>EXPENDITURES</b>	<b>11,663,613</b>	<b>11,647,017</b>	<b>11,936,008</b>	<b>288,991</b>	<b>2.5%</b>

The Waterworks Utility provides potable drinking water to the community from the Buffalo Pound Water Treatment Plant that the City owns in partnership with the City of Regina.

The challenges facing the utility are operational issues in respect to maintaining and repairing distribution mains, hydrants, valves and house connections. An aging infrastructure has greatly increased the maintenance demands on the utility. These demands continue to require additional resources in order to maintain the system, most recently the creation of an additional work crew to help alleviate work backlogs.

In addition, the cost of water from the Buffalo Pound Water Treatment Corporation continues to increase each year as funding is being gathered for a major plant rehabilitation project in the near future. Administrative costs have also risen in relation to provisions for doubtful accounts, franchise fees and general administration.

The continued investment in infrastructure rehabilitation is expected to result in a decrease in operational costs over time. This will allow the utility to direct additional resources to infrastructure renewal in the future as a result of operational savings. In order for the utility to be able to fund its financial commitments, City Administration is recommending a utility rate increase of 6% in 2020.

## Sanitary Sewer

### City of Moose Jaw Budget Summary of Revenues & Expenditures For Sanitary Sewer

Description	2019 Projection	2019 Budget	2020 Budget	2020 - 2019 INC (DCR)	% Change
GENERAL SERVICE	8,157,693	7,980,635	8,331,575	350,940	4.4%
SEWER BLOCKS	842	806	842	36	4.5%
UTILITY BILLING PENALTIES	52,448	46,217	55,200	8,983	19.4%
SEPTAGE FEES	33,930	26,811	32,160	5,349	20.0%
HOUSE CONNECTIONS	400,000	400,000	435,000	35,000	8.8%
<b>REVENUES</b>	<b>8,644,913</b>	<b>8,454,469</b>	<b>8,854,777</b>	<b>400,308</b>	<b>4.7%</b>
ADMINISTRATION	1,079,004	1,038,449	1,135,945	97,496	9.4%
RESERVE CHARGE	4,497,162	4,368,201	4,480,322	112,121	2.6%
SEWAGE TREATMENT	1,787,747	1,859,573	1,945,550	85,977	4.6%
SANITARY SEWERS	1,281,000	1,188,246	1,292,960	104,714	8.8%
<b>EXPENDITURES</b>	<b>8,644,913</b>	<b>8,454,469</b>	<b>8,854,777</b>	<b>400,308</b>	<b>4.7%</b>

The Sanitary Sewer Utility provides wastewater services to the City of Moose Jaw. The utility is facing infrastructure challenges but at a more moderate rate than the Waterworks Utility.

The utility is seeing increased costs in the Administration, Sewage Treatment and Sanitary Sewer areas. Administrative cost increases relate to an increased allowance for doubtful accounts, increased franchise fee and general administrative costs. The Sewage Treatment area is seeing increased costs at Crescentview, the wastewater treatment facility and for lagoon maintenance. Lastly, the Sanitary Sewers area is seeing increased costs related to house connections and supervisory expenses.

The long-term debt of the utility will be retired in 2023 which will place the utility on a sound financial footing. City Administration will be recommending a 5% utility rate increase for 2020.

## Solid Waste Utility

**City of Moose Jaw**  
**Budget Summary of Revenues & Expenditures**  
**For Solid Waste**

Description	2019 Projection	2019 Budget	2020 Budget	2020 - 2019 INC (DCR)	% Change
GARBAGE COLLECTION	1,359,984	1,368,777	1,359,984	(8,793)	(0.6)%
SANITARY LANDFILL	2,400,000	2,500,000	2,350,000	(150,000)	(6.0)%
SOLID WASTE MISCELL REVENUE	4,500	10,000	5,000	(5,000)	(50.0)%
ECOCENTRE REVENUES	12,000	12,000	12,000	0	0.0%
CURBSIDE RECYCLING REVENUES	986,928	986,928	986,928	0	0.0%
MULTI-MATERIAL RECYCLING GRT	340,290	340,290	340,290	0	0.0%
<b>REVENUES</b>	<b>5,103,702</b>	<b>5,217,995</b>	<b>5,054,202</b>	<b>(163,793)</b>	<b>(3.1)%</b>
TRAVEL & CONVENTIONS	4,600	4,000	4,080	80	2.0%
EDUCATION & TRAINING	1,757	1,757	1,792	35	2.0%
GENERAL REPAIRS & SUPP	6,000	6,662	6,709	47	0.7%
SICKNESS & HOLIDAYS	50,000	43,178	43,178	0	0.0%
WAGES & EQUIPMENT	650,000	679,176	696,021	16,845	2.5%
INSPECTIONS	8,000	10,747	10,812	65	0.6%
SUPERINTENDENT & ADMIN	85,692	85,692	124,100	38,408	44.8%
HOUSEHOLD HAZ WASTE	35,000	26,298	60,000	33,702	128.2%
WASTE RECYCLING PRGM	110,000	133,057	102,527	(30,530)	(22.9)%
RECYCLING INITIATIVES	15,000	21,630	21,630	0	0.0%
SANITARY LANDFILL OPER	1,127,462	1,127,462	1,151,110	23,648	2.1%
LANDFILL CLOSURE	72,465	72,465	0	(72,465)	(100.0)%
SOLID WASTE RESERVE CONT	1,749,023	1,809,129	1,611,769	(197,360)	(10.9)%
ADMINISTRATION	151,464	151,464	147,206	(4,258)	(2.8)%
CURBSIDE RECYCLING PROGRAM	805,000	805,000	807,811	2,811	0.3%
SOLID WASTE UTLY-FRANCHISE FEE	231,189	234,958	260,900	25,942	11.0%
RESERVE DOUBTFUL ACCOUNTS	1,050	5,320	4,557	(763)	(14.3)%
<b>SCAVENGING &amp; TRADE WASTE</b>	<b>5,103,702</b>	<b>5,217,995</b>	<b>5,054,202</b>	<b>(163,793)</b>	<b>(3.1)%</b>

The Solid Waste area was established as a utility in 2002. In 2008, City Council passed a motion and later a bylaw to make the Solid Waste Utility a self-funded utility. A self-funded utility is one in which the charges for its services are such as to provide for all funding necessary to operate the utility. Steps taken in 2017 to charge the utilities' customers directly for the services they receive have made this a self-funded utility. The garbage collection and curbside recycling revenue is reflective of these charges for residential garbage and recycling collection.

Revenues for the utility will decline to approximately 5.054 million dollars in 2020. The majority of the decline coming from decreased landfill revenues.

On the expenditure side, the Superintendent and Administration costs have increased as have wages and equipment costs, landfill operations and franchise fees. These increased costs are partially offset by a reduction in the landfill closure contribution for 2020 which is estimated to no longer be required as sufficient funds will have been accumulated for closure and post closure cost funding given the current estimated costs of providing these services.

Overall, the utility is generating a sustainable surplus which will be put towards the planned landfill replacement project. The utility will be able to fund this project and its operations from revenues. As such, City Administration is not proposing any increase in Solid Waste fees in 2020.



## Utility Capital Budget

The Utility Capital Budget consists of infrastructure projects for the City's Water, Sanitary Sewer and Solid Waste Utilities.

## Waterworks

### WATER UTILITY RESERVE 2020 - 2024

	2019	2020	2021	2022	2023	2024	Total
Opening Balance	\$18,071,573	\$8,135,841	(\$12,103,027)	(\$1,757,594)	(\$2,248,107)	(\$2,602,104)	
Contributions during the year	\$7,960,506	\$12,645,937	\$25,504,970	\$11,378,199	\$12,316,706	\$16,419,443	\$78,265,255
Loan Proceeds	\$0	\$15,000,000	\$0	\$0	\$0	\$0	\$15,000,000
less Water Works Projects	\$20,885,349	\$26,645,250	\$15,159,537	\$11,868,712	\$12,670,703	\$12,697,440	\$79,041,642
less Uncompleted Works	\$13,066,249	\$21,239,555	\$0	\$0	\$0	\$0	\$21,239,555
<b>Year End Balance</b>	<b>(\$7,919,519)</b>	<b>(\$12,103,027)</b>	<b>(\$1,757,594)</b>	<b>(\$2,248,107)</b>	<b>(\$2,602,104)</b>	<b>\$1,119,899</b>	

The Waterworks Utility has \$100,281,197 of planned spending over the next five years. In addition, the Buffalo Pound Water Treatment Plant will also be renewed with Moose Jaw responsible for its share of this project.

The infrastructure demands of the utility are large with the following major projects:

Object Account	2019 Carry Forward	2020	2021	2022	2023	2024	Total Including CFWDS
9618 - WW1 WATER DISTRIBUTION	-	653,000	666,000	675,000	675,000	702,000	3,371,000
9604 - WW4 WATER RESERVOIRS	6,450,000	10,000,000	500,000	500,000	500,000	500,000	18,450,000
9612 - WW5 BPWTP	2,764,555	600,000	-	-	-	-	3,364,555
9609 - WW9 FEEDER MAINS	2,725,000	1,600,000	100,000	200,000	1,000,000	1,000,000	6,625,000
9616 - WW16 BPWTP TRANSMISSION LINE	6,200,000	-	100,000	-	-	-	6,300,000
9617 - WW17 CAST IRON WATERMAIN REP	3,100,000	9,900,000	9,900,000	6,600,000	6,600,000	6,600,000	42,700,000
9625 - WW25 WATERWORKS LOAN REPAYMENT	-	3,892,250	3,893,537	3,893,712	3,895,703	3,895,440	19,470,642
<b>Water Utility Reserve Summary</b>	<b>21,239,555</b>	<b>26,645,250</b>	<b>15,159,537</b>	<b>11,868,712</b>	<b>12,670,703</b>	<b>12,697,440</b>	<b>100,281,197</b>

Funding for the utility's capital needs will come from:

Utility Revenues	\$23,565,345
Gas Tax funding	\$10,451,676
ICIP funding	\$18,332,800
Municipal Taxation	\$14,477,934
Proposed Infrastructure Levy	\$ 8,437,500
Contributions Sanitary Sewer Utility	\$ 3,000,000
	<b>\$78,265,255</b>

The Waterworks Utility will also need to borrow \$15,000,000 in 2020 to meet all planned financial commitments. The capital demands on the utility are significant and are providing an extreme funding challenge for the utility. The financial model for this utility is based upon a number of assumptions such as approval by Council of the Infrastructure Levy, contributions from Sanitary Sewer Utility and ICIP funding for the reservoir and pumphouse project. City Administration is recommending a 6% utility rate increase in 2020. If some of the assumed funding sources do not materialize, then additional borrowing and future rate increases will be required.



## Sanitary Sewer

### SANITARY SEWAGE UTILITY RESERVE 2020 - 2024

	2019	2020	2021	2022	2023	2024	Total
Opening Balance	\$5,568,202	\$7,416,337	\$3,701,591	(\$1,852,326)	(\$4,365,252)	(\$1,351,988)	
Contributions during the year	\$4,494,632	\$4,968,532	\$5,177,544	\$5,372,142	\$5,708,096	\$6,180,184	\$27,406,498
less Sewer Projects	\$3,838,494	\$5,761,278	\$10,731,461	\$7,885,068	\$2,694,832	\$2,060,000	\$29,132,639
less Uncompleted Works	\$1,075,000	\$2,922,000	\$0	\$0	\$0	\$0	\$2,922,000
<b>Year End Balance</b>	<b>\$5,149,340</b>	<b>\$3,701,591</b>	<b>(\$1,852,326)</b>	<b>(\$4,365,252)</b>	<b>(\$1,351,988)</b>	<b>\$2,768,196</b>	

The Sanitary Sewer Utility has \$32,054,639 of planned spending over the next five years.

Object Account	2019 Carry Forward	2020	2021	2022	2023	2024	Total Including CFWDS
9731 - S1 SANITARY SEWERS	1,790,000	2,676,000	1,785,000	1,340,000	1,350,000	1,360,000	10,301,000
9733 - S3 WASTEWATER TREATMENT PLANT	1,005,000	1,000,000	1,400,000	500,000	500,000	500,000	4,905,000
9734 - S4 LIFT STATIONS	127,000	540,000	6,000,000	4,500,000	200,000	200,000	11,567,000
9725 - S25 WASTEWATER LOAN REPAYMENT	-	1,545,278	1,546,461	1,545,068	644,832	-	5,281,639
<b>Sanitary Sewage Reserve Summary</b>	<b>2,922,000</b>	<b>5,761,278</b>	<b>10,731,461</b>	<b>7,885,068</b>	<b>2,694,832</b>	<b>2,060,000</b>	<b>32,054,639</b>

Funding for the utility's capital needs will come from:

Utility Revenues                      \$27,406,498

These revenues generated from the utility will be sufficient to meet its financial commitments.

The Sanitary Sewer Utility provides for all of its Capital Funding from the surplus that comes from the operation of the utility and any available grant funding. The Financial Model for this utility calls for 5% rate increases over the next five years which if approved, would put the utility in a position to be able to fully fund its capital works from the utility rates that it generates. This is the definition of a self-funded utility and where all of the City's utilities need to work towards.

The borrowing repayments will be completed in 2023 at which time it may make sense to combine the utility with the Waterworks utility. This combining of utilities would allow for some of the funding generated within the Sanitary sewer Utility to be directed to Waterworks.

## Solid Waste

### SOLID WASTE UTILITY RESERVE 2020 - 2024

	2019	2020	2021	2022	2023	2024	Total
Opening Balance	\$340,344	\$1,722,300	\$3,230,963	\$3,866,673	(\$4,448,976)	(\$2,853,060)	
Contributions during the year	\$1,832,305	\$1,676,163	\$1,753,210	\$1,684,351	\$1,613,416	\$1,711,949	\$8,439,089
less Solid Waste Projects	\$15,000	\$117,500	\$1,117,500	\$10,000,000	\$17,500	\$17,500	\$11,270,000
less Uncompleted Works	\$100,000	\$50,000	\$0	\$0	\$0	\$0	\$50,000
<b>Year End Balance</b>	<b>\$2,057,649</b>	<b>\$3,230,963</b>	<b>\$3,866,673</b>	<b>(\$4,448,976)</b>	<b>(\$2,853,060)</b>	<b>(\$1,158,611)</b>	

The Solid Waste Utility has \$11,320,000 of planned spending over the next five years.

Object Account	2019 Carry Forward	2020	2021	2022	2023	2024	Total Including CFWDS
9211 - SW1 SOLID WASTE	50,000	117,500	1,117,500	10,000,000	17,500	17,500	11,320,000
<b>Solid Waste Reserve Summary</b>	<b>50,000</b>	<b>117,500</b>	<b>1,117,500</b>	<b>10,000,000</b>	<b>17,500</b>	<b>17,500</b>	<b>11,320,000</b>

Funding for the utility's capital needs will come from:

Utility Revenues                      \$8,439,089

These revenues generated from utility charges will be sufficient to fund the utilities planned financial commitments.

The utility faces a major landfill expansion or replacement project at an estimated cost of \$11 million dollars. This project will see the landfill's life extended or a new landfill developed.

Decisions made by City Council in 2017 to move towards a fully self-funded utility model, bi-weekly garbage collection, partial curb side collection, increased landfill rates and a residential garbage fee have significantly increased the annual contribution from Solid Waste operations to capital. The contributions are of a magnitude such that borrowing is not anticipated to be needed over the next five-year period. As well, for 2020 City Administration is not recommending any rate increases.

### Summary

The City of Moose Jaw 2020 Budget was based upon the Budgeting Policy approved by City Council in 2019. In that policy there were 9 guiding principles of budgeting. The City has utilized these in developing this budget:

1. *The City should live within its means* – In preparing this budget, every effort has been made to find solutions and ways to fund programs and services that are efficient and effective while living within available funding parameters. For example, there were additional requests for staffing that have not moved forward to City Council as departments have been challenged to find other ways of finding solutions.

2. *The City should only budget what work can reasonably be expected to be completed within each year* - In reviewing capital requests, City Administration has made every effort to only include capital works projects that can be completed. An example of this would be the increase in the Cast Iron Watermain Project to \$9,900,000 in 2020 and 2021. This could have been increased to \$13,200,000 in 2020, but it was not felt that this was realistically an amount of work the City could accomplish in one year.
3. *The City should seek to invest in infrastructure when productivity, efficiency and effectiveness increases are possible* – Capital projects that provide a payback have been given a high priority in the Capital Plan submitted for approval. Examples would include the solar power initiative for facilities and additional cast iron replacement.
4. *The City may borrow from reserves on a short term basis (7 to 10 years), however the borrowing must be paid back with interest at the expected rate of return that the Institutional Investing program provides* – The current economic climate makes it more cost effective to externally borrow than to utilize internal funds from reserves. The best example of this is the proposed \$15,000,000 in external borrowing for the water utility in 2020. The external rate of borrowing will be less than the expected rate of return on the invested reserves.
5. *The City should generally focus on completing one major study at a time before starting another and ensure that the existing systems are operating as intended before completing a study to determine system enhancements* – An effort has been made to limit the number of studies and ensure studies are completed and acted upon before new studies are commenced. A good example of this is the solid waste study that is underway in Engineering. Once this study is complete, the department will look at other areas.
6. *The City should be innovative and make the most effective use of its existing funds* – This budget incorporates a number of innovative ideas such as the implementation of a VOIP telephone system, solar initiatives for facilities, and the crushing of waste concrete to produce aggregate.
7. *The City should reduce reliance on external consultants and where possible and economically feasible develop the required expertise internally* – Over the years, the City has become more and more reliant on external consultants to provide expertise. There has been a general overall culture developed that reinforces the idea that someone external telling the City how to do things is the best way to proceed. A concerted effort has been made to break away from that way of thinking and utilize existing resources and their expertise. A good example of this is the pathway study which is being undertaken with internal resources from Planning and Parks and Recreation. The resulting cost savings are significant.
8. *The City should seek to centralize functions and refine core services when prudent to do so* – There is a conscious effort within this budget to centralize services. A good example of this is the movement of education and training funding resources to the Human Resource Services Department where they can be consistently managed in conjunction with the succession planning program. There are also a number of efforts underway to centralize procurement practices for things like electrical and plumbing services and office supplies.

9. *City Administration is expected to carefully scrutinize every budget item and only present to City Council what is considered necessary* – The budget presented to City Council has been scrutinized for efficiencies and effectiveness in the delivery of the various programs and services. A by-product of this scrutiny is an Operating Budget that requires a 1.02% municipal tax increase to fund.

The resulting budget requests for 2020 are:

General Operating Budget request	\$ 50,088,967
General Capital Budget request for new spending	10,422,142
Equipment Reserve Budget request for new spending	3,851,496
Utility Operating Budget request	25,844,987
Utility Capital Budget request for new spending	<u>32,524,028</u>
Total Spending Request	<u>\$122,731,620</u>

Additional funding required to fund this budget request:

	Cost per month
1.02% Municipal Tax Increase for Operating Budget	\$ 1.24
1.00% Municipal Tax Increase for General Capital Budget	1.22
6.00% Waterworks Utility Rate Increase	3.64
5.00% Sanitary Sewer Utility Rate Increase	2.45
Infrastructure Levy	<u>7.08 *</u>
	<u>\$ 15.63</u>

\* Note: additional cost from \$15 Hospital Levy

### **Council New and Referred Items**

A number of items have been referred, tabled, or will be presented at Budget discussions. These items include:

1. **Police Service Budget** – The submission of the Police Service Operating and Capital Budget estimates occurred at the November 18, 2019 Special City Council meeting. The net Operating Budget request from the Police Service is \$10,129,563 an increase of 3.26% over 2019 levels of funding. A contribution of \$110,000 from the Traffic Safety Reserve and Capital Funding of \$67,500 is being requested. The preliminary budget estimates contain the requested amount of funding for the Police Service.
2. **Public Library Budget** - The submission by the Moose Jaw Public Library Board occurred at the November 18, 2019 Special City Council meeting. The net budget request of \$1,206,944 is currently incorporated into the overall City Budget and represents a 1.39 % increase over 2019 levels. The Equipment Budget, which is one of the three budgets before Council for approval, contains a request from the Public Library. That request is for \$49,381 in equipment purchases for 2020.
3. **Urban Forestry Program** – Trees are an important part of a vibrant, liveable city. Growing research supports the many benefits of an urban forest on the environment, economy and human health. Moose Jaw's publicly owned and managed urban forest has an estimated population of fifteen thousand (15,000) trees with an estimated collective value of \$90-\$100 million. Like many other City assets, the City's

urban forest requires annual maintenance funding to ensure it remains healthy, safe and valuable into the future. The Parks and Recreation Department is requesting a 2-person urban forestry crew to ensure dedicated and trained staff are maintaining the City's urban forest year-round. The Department is also requesting to expand the contracted block pruning program which would decrease the City's tree pruning cycle from thirty-three (33) years to fourteen (14) years. The total cost of both requests is \$60,035.00.

4. **EDC Initiatives** – The EDC area will be bringing forward a request to City Council for funding to carry out a Business Retention and Expansion Triage program, with a focus on Value-add Agriculture and Food Production as well as a request for financial support for the Rural and Northern Immigration pilot program. The total cost of both requests is \$20,000. There is also a request for travel related to land development for \$10,000.
5. **Aggregate Program** – Engineering Services will be bringing forward a request to proceed with a program to create aggregate for use in City works as well as for resale. The aggregate would be produced from waste concrete collected by the City. The funding for this program would come from the City's cashflow for inventories with anticipated savings coming from the use of this aggregate versus the City purchasing aggregate.
6. **Parks & Recreation Capital Funding Shortfall** - The Parks and Recreation Department has identified a shortfall in the Department's Capital Budget. The proposed 2020 Capital Budget is also 2% less than the 10-year Capital Budget average, while City facilities and infrastructure continue to age. The report identifies the risks associated with underfunding facility renewal projects as well as an overview of the current Capital Budget, the current unfunded projects and a request for an additional \$295,000 in capital funding in 2020.
7. **Slope/Slumping Program** – The Engineering Services area will be proposing a Slope/Slumping program for Council's consideration.
8. **Fluoridation** –The decision on whether to invest the required capital funding to continue to provide fluoridation of the City's water supply will come before Council for their considerations.
9. **Investment Earnings proposed Drawdowns** – Now that the City of Moose Jaw has developed a revised Investment Policy and contracted a professional portfolio manager, it is necessary for the City to annually determine the drawdown of these funds. A report will be placed on the agenda outlining the proposed drawdowns for 2020 and requesting Council's approval. These proposed drawdowns have been incorporated into the preliminary budget that has been presented to City Council.

10. **Infrastructure Levy** – Council considered options for an infrastructure levy in September of this year and referred the matter to budget deliberations. City Administration is recommending a levy of \$100, the same basis as the previous hospital levy. The levy is necessary to provide the last portion of funding for the ongoing cast iron project. The original funding for the cast iron project annually was:

Municipal Taxation	\$1,537,000
Local Improvement Levy	\$1,608,000
Contribution from Utility	\$2,225,000
Utility Savings	\$ 480,000

for a total of \$5,850,000 million annually to fund it. After the referendum on the LIP funding portion of the cast iron program, it left a shortfall in annual funding of \$1.608 million. The implementation of an infrastructure levy would satisfy this funding shortfall.

11. **Recycling Contract Renewal** – City Council had referred this communication to budget for consideration in conjunction with the overall budget process.
12. **3<sup>rd</sup> Party Funding Groups** – City Council entertained a number of third party funding groups at the November 18<sup>th</sup>, 2019 Special City Council meeting. That communication was subsequently referred to budget deliberations for further consideration. All of the groups presenting with the exception of the Moose Jaw and District Seniors Association and the Cosmos Senior Citizens Association all have funding allocations in the budget equal to last year's level of funding plus a 2% cost of living increase. There is currently no funding in the preliminary budget allocated to the Moose Jaw and District Seniors Association, the Cosmos Senior Citizens Association or 2021 Moose Jaw Air Show.

### **OPTIONS TO RECOMMENDATION**

Other direction as Council deems appropriate.

### **COMMUNICATION PLAN**

The objectives of communication activities related to the 2020 Budget are to communicate the City's long-term financial planning, investment in infrastructure renewal and service delivery as outlined in the proposed budget. Detailed information is available on [Moose Jaw Budget](#).

Administration actively engaged residents to understand their spending priorities as part of pre-budget planning. An online survey was promoted on MooseJaw.ca to obtain feedback on the key spending priorities of residents. A total of 212 respondents completed the survey with infrastructure, water and wastewater listed as top spending priorities. A majority of those that responded also expressed support for an infrastructure levy and modest tax increases to maintain services.

In conjunction with the release of the proposed 2020 Budget, detailed information will be available online at [City of Moose Jaw 2020 Budget](#).

The objectives of communication activities related to the recommended 2020 Utility Budget are to inform residents of its anticipated impact on utility bills. The City will work to help residents better understand how the utility works, the services delivered and how the capital investment over the period will be undertaken.

From November 15 to 26, the City will encourage residents to learn about the proposed budget. Following City Council's approval of the 2020 Budget, the City will provide information to the public on the approved budget and its impact on the average homeowner. As well, utility customers will receive information in their Utility Bills to provide information on the rate increases and the Utility.

## **STRATEGIC PLAN**

The City's budget is based upon the Strategic Plan and is structured such that funding is provided to enable the various programs and services to work towards the goals and objectives of the Strategic Plan.

## **FINANCIAL IMPLICATIONS**

The 2020 Preliminary Budget presented to City Council proposes the following:

- General Operating Budget request of \$50,088,967
  - A municipal tax increase of 1.02% to fund operating cost increases.
  - A municipal tax increase of 1.00% directed to the General Capital Budget for the funding of Parks and Recreation capital projects.
- General Capital Budget request of \$10,422,142 in 2020
  - \$6,096,400 for Transportation
  - \$1,072,995 for Parks and Recreation
  - \$2,395,247 for Other Services
  - \$67,500 for the Police Service
  - \$790,000 for Storm Sewers
  - Request to redirect \$1,300,000 of Southeast Subdivision sale proceeds to the General Capital Budget in 2020.
- Equipment Reserve Budget request of \$3,851,496 in 2020
  - \$2,505,298 Engineering Equipment
  - \$261,823 Parks & Recreation Equipment
  - \$520,556 Information Technology Equipment
  - \$302,407 Fire Service Equipment
  - \$261,412 all other departments and third party groups.
- Utility Operating Budget request of \$25,844,987
  - \$11,936,008 Waterworks Utility
    - 6% rate increase requested for 2020
    - \$100 infrastructure levy requested



- \$8,854,777 Sanitary Sewer Utility
  - 5% rate increase requested for 2020
- \$5,054,202 Solid Waste Utility
  - No rate increases requested for 2020.
- Utility Capital Budget request of \$32,524,028 for 2020
  - \$26,645,250 Waterworks
  - \$5,761,278 Sanitary Sewer
  - \$117,500 Solid Waste.

The impact on the average homeowner:

	Cost per month
1.02% Municipal Tax Increase for Operating Budget	\$ 1.24
1.00% Municipal Tax Increase for General Capital Budget	1.22
6.00% Waterworks Utility Rate Increase	3.64
5.00% Sanitary Sewer Utility Rate Increase	2.45
Infrastructure Levy	7.08 *
	<u>\$ 15.63</u>

\* Note: additional cost from \$15 Hospital Levy

## **PRESENTATION**

AUDIO/VISUAL: Mr. Brian Acker, Director of Financial Services, will provide a verbal overview of this report.

## **ATTACHMENTS**

1. *2020 City of Moose Jaw Preliminary Budget.*

## **REPORT APPROVAL**

Written by: Jim Puffalt, City Manager; Brian Acker, Director of Financial Services  
 Reviewed by: Tracy Wittke, Assistant City Clerk  
 Approved by: Jim Puffalt, City Manager  
 Approved by: Fraser Tolmie, Mayor

*To be completed by the Clerk's Department only.*

Presented to Regular Council or Executive Committee on \_\_\_\_\_.

No. \_\_\_\_\_ Resolution No. \_\_\_\_\_



**Report Approval Details**

Document Title:	City of Moose Jaw 2020 Budgets - -2019-0236.docx
Attachments:	- City of Moose Jaw 2020 Budget.pdf
Final Approval Date:	Nov 22, 2019

This report and all of its attachments were approved and signed as outlined below:

**No Signature - Task assigned to Tracy Wittke was completed by assistant Maureen Latta**

Tracy Wittke

A handwritten signature in black ink, appearing to be 'JP' or similar, with a large loop and a trailing flourish.

Jim Puffalt

**No Signature - Task assigned to Fraser Tolmie was completed by workflow administrator Maureen Latta**

Fraser Tolmie



## ***City of Moose Jaw***



**2020 Preliminary Operating Budget**  
**2020-2024 Preliminary Capital Budget**  
**2020-2024 Preliminary Equipment Reserve Budget**

# 2020 CITY OF MOOSE JAW PRELIMINARY BUDGET

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## Message from the City Manager

It is my pleasure, on behalf of our staff and the Strategic Leadership Team, to present to Council and the citizens of Moose Jaw, the 2020 Budget. In 2018 there was a concerted effort to have the budget completed and to Council before Christmas as it is critical to have as much time as possible in the upcoming year to have the many planned projects completed.

That was done and while the budget was not passed until February 2019 lessons were learned and changes were made to the Budget Policy to have the budget process officially completed before the end of the year. We are pleased to have met our portion of that target and we are excited to have the opportunity with Council's guidance to "hit the ground running" in 2020.



Our efforts were guided by Council's direction and by the Strategic Plan completed in 2018 with budget recommendations aligned to the Strategic Plan to ensure that progress is made towards the established objectives which are:

### OBJECTIVES & ACTION

#### **Transportation and Infrastructure**

- Ridesharing – Bylaw in place.
- Transit System – Review of system in process.

#### **Regional Collaboration**

- Moose Jaw/Regina Corridor.
- Meeting with RM of Moose Jaw.

#### **People and Culture**

- Wild Animal Park – renamed to tatawâw park.
- Meet with Elders and First Nations in Moose Jaw.
- Calls for Action.

#### **Entrepreneurial Civic Administration**

- Core services review in process.
- Reduce red tape.
- Internal Economic Development Super Team.
- Updated Information Technology systems. PerfectMind and eSCRIBE implemented, Request for Service App – internal testing – November 2019; Payroll implemented January 1, 2020; new website.
- Communications and marketing.
- In-house Engineering.
- Institutional investing.

#### **Agriculture, Diversification and Innovation**

- Southeast Industrial Park Concept Plan created.
- SaskPower attracted.
- Carpere sale in process.

#### **Core Amenities and Services**

- Benches/Banners/Downtown cleanliness.
- Assist Downtown Business Association to organize.
- River Street Discussion – initialized.

#### **Branding – Moose Jaw Story**

- Finalized "Canada's Most Notorious City" branding.
- Support community and groups to lead branding initiative and implementation.

As well the 2020 Budget followed the guidelines established in the 2019 Budget Process of:

1. The City should live within its means.
2. The City should only budget what work can reasonably be expected to be completed within each year.
3. The City should seek to invest in infrastructure when productivity, efficiency and effectiveness increases are possible.
4. The City may borrow from reserves on a short-term basis (7 to 10 years), however **must** pay back with interest at the expected rate of return that the Institutional Investing Program provides.
5. The City should generally focus on completing one major study at a time before starting another.
6. The City should ensure that the existing systems are operating as intended before completing a study to determine system enhancements – drainage study.
7. The City should be innovative and make the most effective use of its existing funds.
8. The City should reduce reliance on external consultants.
9. The City should seek to centralize functions and refine core services.
10. Administration should continue to carefully scrutinize every budget item and only present to Council what is considered necessary.

2019 was a strong year for economic development and the creation of the Internal Economic Development Super Team as well as bringing Economic Development "in-house" allowed the City to:

- **Prepare a Master Plan for the South East Industrial Park**
- **Take advantage of funding to service the Industrial Park**
- **Attract an anchor Tenant, SaskPower.**
- **Attract Carpere Canada; negotiating and concluding the largest land sale in Moose Jaw's history (785 acres). Carpere plans to bring large scale food processing to Saskatchewan. While there has been an extension until February 2020, we are confident that this project will proceed.**
- **Two more major projects that will create jobs and opportunity for Moose Jaw.**

These major accomplishments in just over a year are truly remarkable and proves that Moose Jaw is ready and able to get internal and external projects "into the ground" and grow our own source revenues.

With all the extensive work completed we are proud to present a:

#### **General Fund**

<b>Increase</b>	<b>Reason</b>	<b>Per Year</b>	<b>Per Month</b>
1.02 %	Revenue generated from property taxation.	\$14.93	\$1.24
Proposal of 1.0 %	Revenue generated for capital contribution to Leisure Services - as most capital resources are being allocated to the Cast Iron Watermain Replacement Program leaving minimal funds to repair aging buildings creating potential issues in the future.	\$14.64	\$1.22
	A proposal to create an Infrastructure levy by increasing the current Hospital Levy of \$15 per year to \$85 per year or \$7.08 per month.	\$85.00	\$7.08
<b>TOTAL:</b>		<b>\$114.57</b>	<b>\$9.54</b>

Even with these modest increases of \$114.57 per year or \$9.55 per month, the average house in Moose Jaw would pay \$1,593.30 on an annual basis, \$132.78 per month in Municipal Property Taxes, one of the lowest rates in Saskatchewan. All the services that the residents of the City expect and enjoy such as fire, police, snow removal, pools, arenas, concerts, soccer pitches, ball diamonds, pathways, parks, recreation, and economic development (the list is extensive) at less than what many people pay for cable/cell phones/internet per month. Truly the best deal in the City.

### **Water & Sewer Fund**

The Water & Sewer Utility continues to be a challenge due to the cast iron watermain. Progress was made in 2019 under the Cast Iron Watermain Replacement Program, however there was also the highest recorded number of breaks in 2019. As major failures are replaced, it weakens the remainder of the system and the breaks are then experienced at the next weakest spot.

The City is confident that there will soon be a reduction in breaks after five years of the Cast Iron Watermain Replacement Program. When that happens, those funds currently being spent on the repairs and breaks will move to the Cast Iron Watermain Replacement Program allowing the City to make rapid progress as more resources have been allocated to the system.

That was a 2019 Budget initiative to create an in-house Engineering Design Team from existing budgeted funds; allowing those funds to be reallocated to a second in-house construction crew. This second crew will focus on a backlog of repairs to the system and then move to a replacement crew. As well, the City has allocated an additional 50% or \$3,300,000 to the Cast Iron Watermain Replacement Program in 2020 and a further \$3,300,000 in 2021 from funding provided by the Federal/Provincial Investing in Canada Infrastructure Program.

### **Utilities Fund**

➤ **6.0 %** increase in water and **5.0%** increase in sewer rates.

2020 will be an exciting year as we continue to consolidate and progress the many initiatives started in the 2018 Strategic Plan and move forward with new initiatives.

I would like to thank all staff and the Strategic Leadership Team in their efforts to bring this budget to fruition. Special thanks to the Financial Services Department and all the City Directors and their staff for the extra time and energy they committed to the preparation of this very positive budget.

Sincerely,



James Puffalt  
City Manager





## Influencing Factors





## Influencing Factors

### Budget Framework

The City of Moose Jaw utilizes a planning framework that encompasses Strategic Planning, Planning Session consultations and referrals or tabling of matters to budget deliberations. City Administration gathers this framework of information along with internal and external factors that influence the budget and create a call for estimates, which goes out to all City Departments.

City Departments utilize this framework to develop their business plans and budget accordingly to be able to deliver that business plan. Budget development by Administration is guided by this framework as well as thoughtful consideration of the various factors that impact the budget being developed to deliver the business plan.

City Administration does their best to balance service levels, expectations and affordability as the budget is developed. City Council has the responsibility to amend the proposed budget as they deem appropriate and ultimately approve a budget for 2020.

### External Factors

The Provincial economy has a direct impact on the City of Moose Jaw and its revenues and expenditures. There are a number of measures of the economy such as GDP, Employment and Housing. The table below provides a forecast of these factors prepared by the TD Bank:

<b>Saskatchewan Economic Forecasts</b>			
[ Annual average % change, unless otherwise noted ]			
	2018	2019	2020
Real GDP	1.5	0.8	1.2
Nominal GDP	3.2	2.1	3.8
Employment	0.5	1.4	0.7
Unemployment Rate (%)	6.1	5.5	5.8
Housing Starts (000's)	3.6	2.3	4.1
Existing Home Prices	-2.3	-2.0	-0.2
Home Sales	-7.1	7.9	6.9
Source: Statistics Canada, CMHC, CREA, Forecast by TD Economics			

The Economic Forecast is indicating modest real domestic product growth of 1.2%, a modest increase in employment levels and some recovery in the housing market for 2020.

The overall outlook would be for modest improvement in the Provincial economy which will impact Moose Jaw in terms of new development, job creation and housing demand.

One factor not shown in the chart is the consumer price index which is expected to average 2% in 2020 and has a direct impact on salary settlements as well as the cost of sourcing goods and services.

\*Note: Source Provincial Economic Forecast – TD Economics – TD Bank





### ***Local Factors -Operating Budgets***

- Building Permit activity is up compared to same period in 2018.
- Major land development projects Carpere and SaskPower are moving forward.
- Job creation activities such as the pilot project for immigrant employees is commencing.

### ***Financial Factors – Operating Budgets***

The City is faced with a number of financial challenges as it develops its 2020 Budget. The biggest challenge facing the City of Moose Jaw Operating Budget is very low assessment growth (less than 1%) which in turn results in minimal municipal taxation growth each year. An early view of 2020 municipal taxation estimates are that there will be growth of less than 1%. Each 1% of municipal taxation in 2020 should generate about \$295,000. Assessment growth in the 2 to 3% range would provide a significant boost to annual revenue growth.

Most of the other revenues in the Operating Budget are expected to remain fairly stagnant with small increases as a result of inflationary factors. The Municipal Revenue Sharing Grant is now tied to 0.75 percentage point of the Provincial Sales Tax (PST) which is 6.0%. Growth in PST is expected to provide an additional \$650,000 in revenues to the City of Moose Jaw.

In terms of expenditures, the biggest pressure on the Operating Budget is Salaries and Benefits. Salaries and Benefits account for approximately 58% of Operating Budget expenditures. In 2019, this amounted to \$28,600,000. Each 1% increase amounts to \$286,000. Recent settlements in the Protective Service areas have been significant and have placed additional stresses on Operating Expenditures.

General inflation continues to be a factor and is expected to be in the 2% range for 2020. The impact of the Carbon Tax could be significant as the Carbon Tax and carbon pricing are phased in over the next few years.

The 2020 Budget will start to see the benefit from the projects discussed in the 2019 Budget; such as:

- in-house engineering
- in-house construction crew
- review of core services

### ***Financial Factors – Capital Budgets***

The City's Capital Budgets continue to face pressure from the ever increasing need to rehabilitate existing infrastructure. This ranges from streets, underground infrastructure to buildings. All this infrastructure is aging and in need of significant rehabilitation.

## 2020 City of Moose Jaw Budget



This has put significant pressure on the General Capital Reserve Budget and the Waterworks Capital Budget as both areas are seeing significant demands for expenditures. The effects of the 2017 Provincial Budget reductions that significantly impacted the Capital Budget's revenue sources and increased expenditures are still being felt.

There have been a number of capital funding programs announced which include a one-time increase in Gas Tax funding (additional \$2.1 million in funding for 2019) and Investing in Canada Infrastructure Program (ICIP) will provide a significant benefit to the City. The ICIP Program will provide the following funding:

Federal – 40%	\$ 6,090,050
Provincial – 33.33%	\$ 5,074,534
Municipal – 26.67%	<u>\$ 4,060,541</u>
Total	<u>\$15,225,125</u>

The Federal Government had also requested expressions of interest for a general pool of Federal funding under the ICIP program. There is no commitment of funds to the City of Moose Jaw, but rather it is a process where projects will be reviewed and monies potentially allocated. The City of Moose Jaw has applied for the following two major Projects under the separate ICIP streams:

- Green Infrastructure Stream - High Service Reservoir and Pump House - \$16,000,000
- Community, Culture and Recreation Infrastructure Stream - Outdoor Aquatic Facility - \$3,750,000.

The last area of potential funding is an Infrastructure Levy. City Administration was tasked with bringing a report to Council on potential options and uses of an Infrastructure Levy. That report has been referred to budget deliberations for further consideration.

The outcome for funding from these programs will have a positive impact on the various areas that the funds are ultimately used in. The areas most in need of funding are the Waterworks Utility and the General Capital Reserve portion of the Capital Budget.





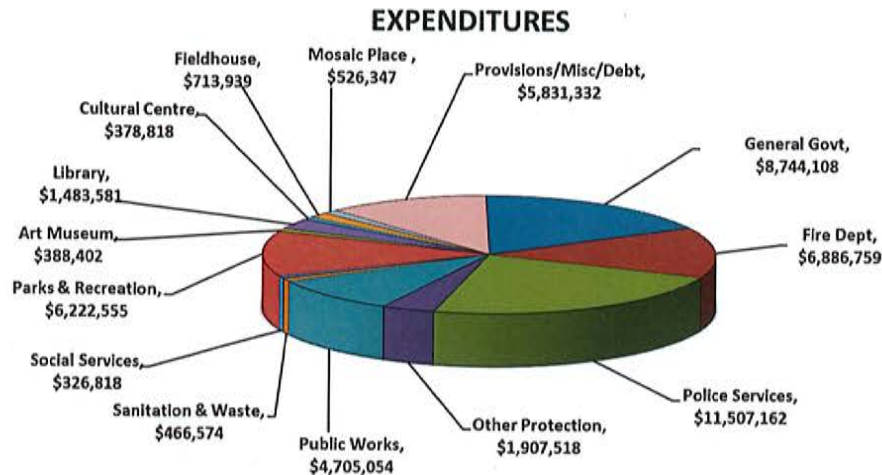
# **2020 GENERAL OPERATING BUDGET**





## Operating Budget Overview

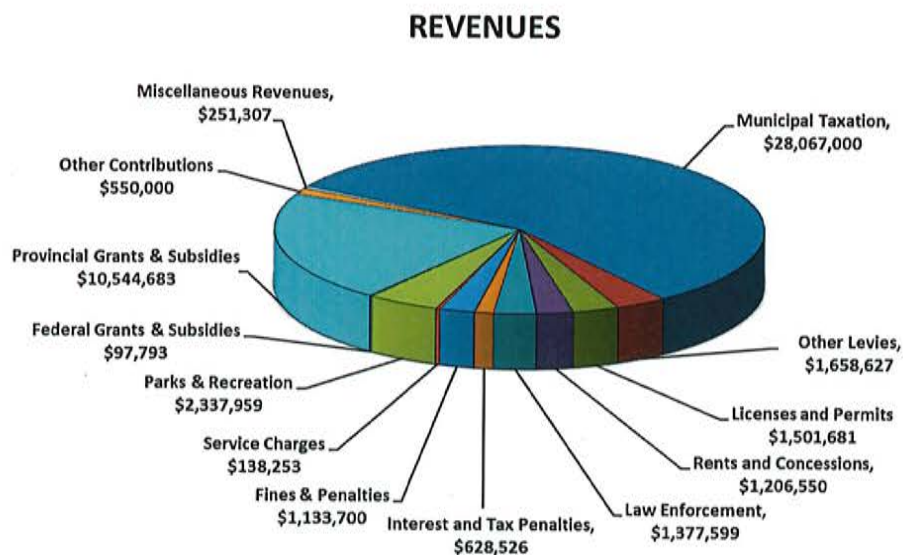
The Operating Budget provides funding for all the City's key service areas:



This budget presented does not include any new initiatives, rather those will be presented to Council as part of the budget process and if approved, will then form party of the Operating Budget.

The overall increase in operating budget expenditures is 3.25%. The budget also includes an increase in tax appropriation to other funds. The increase is reflective of directing an additional 1% of municipal taxation to the Capital Budget. The overall municipal tax increase to fund general increased operating costs is 1.02%. This increase will provide funding for inflationary cost increases. The overall municipal tax increase being recommended is 2.02%.

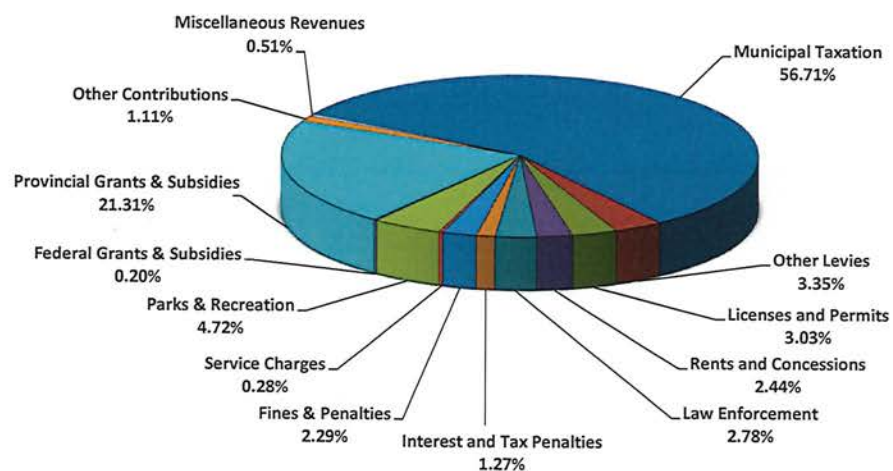
The Operating Budget is funded from the following municipal revenue:



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**2020 GROSS REVENUES**

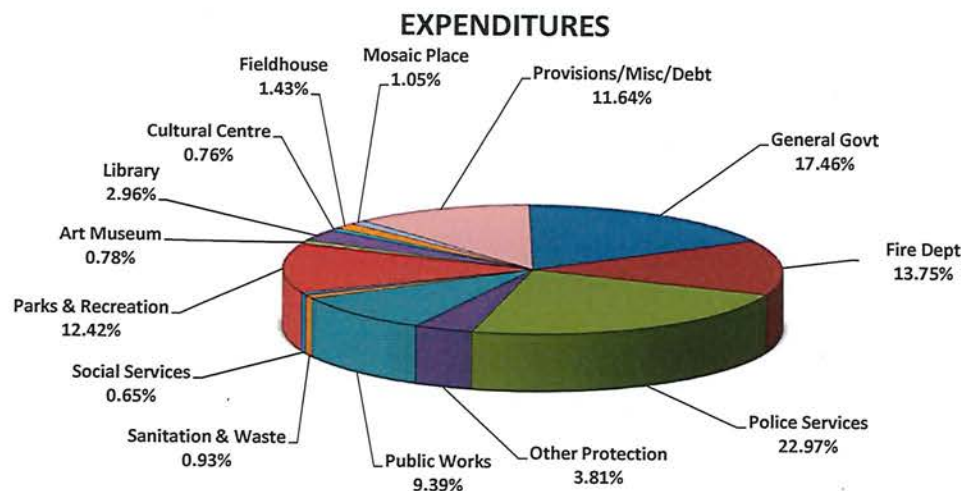

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**REVENUES**

Gross Revenue Budget	2019 Budget	2020 Budget	2020-2019 INC(DCR)	% Change
Municipal Taxation	27,897,391	28,067,000	169,609	0.61
Other Levies	1,652,326	1,658,627	6,301	0.38
Licenses and Permits	1,452,270	1,501,681	49,411	3.40
Rents and Concessions	1,378,427	1,206,550	(171,877)	(12.47)
Law Enforcement	1,307,099	1,377,599	70,500	5.39
Interest and Tax Penalties	623,753	628,526	4,773	0.77
Fines & Penalties	1,675,000	1,133,700	(541,300)	(32.32)
Service Charges	145,051	138,253	(6,798)	(4.69)
Parks & Recreation	1,627,359	2,337,959	710,600	43.67
Federal Grants & Subsidies	110,467	97,793	(12,674)	(11.47)
Provincial Grants & Subsidies	9,767,416	10,544,683	777,267	7.96
Other Contributions	550,000	550,000	-	0.00
Miscellaneous Revenues	325,488	251,307	(74,181)	(22.79)
<b>Gross Revenues</b>	<b>48,512,047</b>	<b>49,493,678</b>	<b>981,631</b>	<b>2.02</b>



## 2020 GROSS EXPENDITURES



Gross Expenditure Budget	2019 Budget	2020 Budget	2020-2019 INC(DCR)	% Change
General Govt	8,444,198	8,744,108	299,910	3.55
Fire Dept	6,149,303	6,886,759	737,456	11.99
Police Services	11,116,746	11,507,162	390,416	3.51
Other Protection	1,934,593	1,907,518	(27,075)	(1.40)
Public Works	5,574,847	4,705,054	(869,793)	(15.60)
Sanitation & Waste	451,124	466,574	15,450	3.42
Social Services	237,157	326,818	89,661	37.81
Parks & Recreation	6,026,093	6,222,555	196,462	3.26
Art Museum	393,110	388,402	(4,708)	(1.20)
Library	1,476,790	1,483,581	6,791	0.46
Cultural Centre	376,942	378,818	1,876	0.50
Fieldhouse	-	713,939	713,939	100.00
Mosaic Place	566,370	526,347	(40,023)	(7.07)
Provisions/Misc/Debt	5,764,774	5,831,332	66,558	1.15
<b>Gross Expenditures</b>	<b>48,512,047</b>	<b>50,088,967</b>	<b>1,576,920</b>	<b>3.25</b>



## Revenue



# City of Moose Jaw Budget Summary of Revenues



Description	2019 Projection	2019 Budget	2020 Budget	2020 - 2019 INC (DCR)	% Change
MUNICIPAL TAXATION	27,863,000	27,897,391	28,067,000	169,609	0.6%
<b>TAXATION MUNICIPAL</b>	<b>27,863,000</b>	<b>27,897,391</b>	<b>28,067,000</b>	<b>169,609</b>	<b>0.6%</b>
STREET OILING	0	10,000	10,000	0	0.0%
RURAL FIRE CALL REVENUE	445,214	436,326	425,567	(10,759)	(2.5)%
15 WING FIRE SUPPRESSION	1,204,000	1,204,000	1,222,060	18,060	1.5%
FIRE INSURANCE	0	2,000	1,000	(1,000)	(50.0)%
<b>OTHER LEVIES</b>	<b>1,649,214</b>	<b>1,652,326</b>	<b>1,658,627</b>	<b>6,301</b>	<b>0.4%</b>
BUSINESS LICENSES	243,411	250,234	257,313	7,079	2.8%
DOG LICENSES	42,544	43,000	43,000	0	0.0%
BUILDING PERMITS	150,000	225,000	250,000	25,000	11.1%
SIGNS,BILLBOARDS AREAS	838	543	655	112	20.6%
PARKING METER RECEIPTS	700,000	750,000	750,000	0	0.0%
PLUMBING PERMITS	620	982	753	(229)	(23.3)%
TRAILER PERMITS	174,391	159,015	175,000	15,985	10.1%
DOG POUND FEES	4,300	7,660	5,866	(1,794)	(23.4)%
MONUMENT PERMITS	8,248	12,436	9,694	(2,742)	(22.0)%
FIRE CODE PERMITS	4,000	3,400	4,400	1,000	29.4%
TAXI LICENSES	1,500		5,000	5,000	
<b>LICENSES AND PERMITS</b>	<b>1,329,852</b>	<b>1,452,270</b>	<b>1,501,681</b>	<b>49,411</b>	<b>3.4%</b>
CITY OWNED PROPERTY	152,872	123,055	133,180	10,125	8.2%
INNOVATIVEHOUSING RTLS	29,884	25,235	29,884	4,649	18.4%
FARM LANDS	215,997	215,768	24,381	(191,387)	(88.7)%
HAYING & PASTURE LANDS	12,927	7,555	12,277	4,722	62.5%
SERVICE CENTRE REV	276,082	276,082	276,082	0	0.0%
CITY HALL RENTAL REV	38,129	38,129	38,129	0	0.0%
WORKSHOP REVENUE	550,000	661,487	692,017	30,530	4.6%
WORKSHOP REV - FIRE	1,200	600	600	0	0.0%
AIRPORT CONCESSIONS	30,109	30,516	0	(30,516)	(100.0)%
<b>RENTS &amp; CONCESSIONS</b>	<b>1,307,200</b>	<b>1,378,427</b>	<b>1,206,550</b>	<b>(171,877)</b>	<b>(12.5)%</b>
POLICING SERVICES	200,000	160,000	200,000	40,000	25.0%



## City of Moose Jaw Budget Summary of Revenues



Description	2019 Projection	2019 Budget	2020 Budget	2020 - 2019 INC (DCR)	% Change
CONTRIBUTION FR CMJ SPEED ENFO	90,000	90,000	110,000	20,000	22.2%
UNCLAIM/SEIZEDPROPSALE	2,500	500	1,000	500	100.0%
PRISONER COST RECOVERY	90,000	90,000	100,000	10,000	11.1%
VICTIM SERVICES REVENUE	83,599	83,599	83,599	0	0.0%
PROVINCIALY FUNDED POSITIONS	630,000	630,000	630,000	0	0.0%
ALARM RESPONSE - ANNUAL FEE	30,000	30,000	30,000	0	0.0%
ALARM RESPONSE - FALSE ALARMS	8,000	8,000	8,000	0	0.0%
CONTRACTUAL REVENUES	215,000	215,000	215,000	0	0.0%
<b>LAW ENFORCEMENT</b>	<b>1,349,099</b>	<b>1,307,099</b>	<b>1,377,599</b>	<b>70,500</b>	<b>5.4%</b>
COURT FINES	1,242,000	1,400,000	910,000	(490,000)	(35.0)%
PARKING METER PENALTY	198,600	275,000	223,700	(51,300)	(18.7)%
<b>FINES &amp; PENALTIES</b>	<b>1,440,600</b>	<b>1,675,000</b>	<b>1,133,700</b>	<b>(541,300)</b>	<b>(32.3)%</b>
INTEREST ON BANK BALS	380,000	299,000	285,000	(14,000)	(4.7)%
PENALTIES ON TAXES	176,000	160,654	185,000	24,346	15.2%
SURCHARGE ON TAXES	158,526	164,099	158,526	(5,573)	(3.4)%
<b>INTEREST &amp; TAX PENALTIES</b>	<b>714,526</b>	<b>623,753</b>	<b>628,526</b>	<b>4,773</b>	<b>0.8%</b>
CERTIFICATES&SRCH FEES	17,150	25,961	17,150	(8,811)	(33.9)%
TAX ENFRMNT CHGS - TREAS	40,068	36,798	40,068	3,270	8.9%
MONTHLY BLDING REPORTS	72	0	0	0	
TAX ENFRMNT CHGS - ASSMT	18,535	17,192	18,535	1,343	7.8%
PLANNING & ZONING FEES	20,000	28,000	25,000	(3,000)	(10.7)%
ZONING CERTIFICATES	600	600	600	0	0.0%
SUBDIVISION APPROVALS	2,500	5,000	5,000	0	0.0%
STORES REV-HANDLING	31,903	31,500	31,900	400	1.3%
<b>SERVICE CHARGES</b>	<b>130,828</b>	<b>145,051</b>	<b>138,253</b>	<b>(6,798)</b>	<b>(4.7)%</b>
YMCA	0	7,110	0	(7,110)	(100.0)%
SWIM CLUB RENTALS	6,300	6,300	6,300	0	0.0%
MISCELLANEOUS PRGS	200	135	210	75	55.6%
LEARN TO SWIM	2,144	3,500	2,480	(1,020)	(29.1)%
PUBLIC SWIM	44,641	51,700	51,700	0	0.0%
NOON HOUR SWIM	1,610	780	2,030	1,250	160.3%

# City of Moose Jaw Budget Summary of Revenues



Description	2019 Projection	2019 Budget	2020 Budget	2020 - 2019 INC (DCR)	% Change
ADULT SWIM	42	190	190	0	0.0%
PRIVATE RENTALS	240	360	360	0	0.0%
SCHOOL PROGRAMS	200	200	200	0	0.0%
<b>NATATORIUM REVENUE</b>	<b>55,377</b>	<b>70,275</b>	<b>63,470</b>	<b>(6,805)</b>	<b>(9.7)%</b>
YMCA	8,395	14,053	0	(14,053)	(100.0)%
SWIM CLUB RENTALS	55,941	39,407	42,000	2,593	6.6%
MISCELLANEOUS PRGS	1,840	1,653	2,000	347	21.0%
JOINT USE	24,270	24,270	24,270	0	0.0%
LTS - ADVANCED	30,437	24,973	25,060	87	0.3%
LTS - GENERAL	131,270	140,022	148,000	7,978	5.7%
<b>LEARN TO SWIM</b>	<b>161,707</b>	<b>164,995</b>	<b>173,060</b>	<b>8,065</b>	<b>4.9%</b>
PUBLIC SWIM	190,187	246,333	189,900	(56,433)	(22.9)%
NOON HOUR SWIM	1,400	3,313	2,030	(1,283)	(38.7)%
ADULT SWIM	1,776	1,971	1,813	(158)	(8.0)%
PRIVATE RENTALS	29,520	31,230	31,230	0	0.0%
SCHOOL PROGRAMS	27,319	28,512	29,025	513	1.8%
MEMBERSHIPS	38,268		73,200	73,200	
<b>KINSMEN SPTSPLEX POOL</b>	<b>540,623</b>	<b>555,737</b>	<b>568,528</b>	<b>12,791</b>	<b>2.3%</b>
<b>SWIMMING POOL REVENUES</b>	<b>596,000</b>	<b>626,012</b>	<b>631,998</b>	<b>5,986</b>	<b>1.0%</b>
JOINT USE	10,275	10,100	10,100	0	0.0%
MINOR RENTALS	125,661	129,361	135,645	6,284	4.9%
ADULT RENTALS	587	1,110	1,110	0	0.0%
MISCELL REVENUE	7,600	9,575	7,975	(1,600)	(16.7)%
PUBLIC SKATING	1,471	1,351	1,500	149	11.0%
CONCESSIONS	2,742	2,742	2,742	0	0.0%
NON ICE RENTALS	744	778	440	(338)	(43.4)%
SKATE SHARPENING	591	589	592	3	0.5%
PRIVATE MINOR RENTALS	569	1,473	275	(1,198)	(81.3)%
<b>BERT HUNT ARENA</b>	<b>150,240</b>	<b>157,079</b>	<b>160,379</b>	<b>3,300</b>	<b>2.1%</b>
JOINT USE	10,100	10,100	10,100	0	0.0%
MINOR RENTALS	104,503	103,372	99,540	(3,832)	(3.7)%
ADULT RENTALS	6,957	6,885	7,925	1,040	15.1%
MISCELL REVENUE	1,389	3,591	1,775	(1,816)	(50.6)%
PUBLIC SKATING	3,588	3,843	4,200	357	9.3%

## City of Moose Jaw Budget Summary of Revenues



Description	2019 Projection	2019 Budget	2020 Budget	2020 - 2019 INC (DCR)	% Change
CONCESSIONS	2,742	2,742	2,742	0	0.0%
SKATE SHARPENING	593	591	593	2	0.3%
PRIVATE MINOR RENTALS	216	1,745	685	(1,060)	(60.7)%
<b>WALLY BOSCHUK ARENA</b>	<b>130,088</b>	<b>132,869</b>	<b>127,560</b>	<b>(5,309)</b>	<b>(4.0)%</b>
JOINT USE	21,518	20,200	20,500	300	1.5%
MINOR RENTALS	135,524	136,512	134,785	(1,727)	(1.3)%
ADULT RENTALS	6,987	6,869	6,987	118	1.7%
MISCELL REVENUE	9,650	9,575	9,650	75	0.8%
PUBLIC SKATING	6,238	6,209	6,209	0	0.0%
CONCESSIONS	3,983	5,100	4,800	(300)	(5.9)%
NON ICE RENTALS	17,477	18,980	17,500	(1,480)	(7.8)%
PRIVATE MINOR RENTALS	4,006	3,619	4,213	594	16.4%
<b>KINSMEN ARENA</b>	<b>205,383</b>	<b>207,064</b>	<b>204,644</b>	<b>(2,420)</b>	<b>(1.2)%</b>
<b>ARENA REVENUES</b>	<b>485,711</b>	<b>497,012</b>	<b>492,583</b>	<b>(4,429)</b>	<b>(0.9)%</b>
TURF	306,676		306,676	306,676	
TRACK	65,590		65,880	65,880	
FITNESS PROGRAM	12,163		10,775	10,775	
RECREATION PROGRAM	53,570		53,570	53,570	
<b>RECREATION AND FITNESS PROGRAM</b>	<b>65,733</b>		<b>64,345</b>	<b>64,345</b>	
MEMBERSHIP	97,976		101,575	101,575	
ROOM RENTALS	41,455		29,685	29,685	
SPONSORSHIP/NAMING RIGHTS	60,000		60,000	60,000	
MISCELLANEOUS	10,000		19,400	19,400	
<b>SOCCER/FIELD-HOUSE FACILITY</b>	<b>647,430</b>		<b>647,561</b>	<b>647,561</b>	
DIAMONDS	23,690	20,261	23,813	3,552	17.5%
SPORTS FIELDS	19,293	19,293	16,943	(2,350)	(12.2)%
MISCELLANEOUS	17,376	5,302	5,940	638	12.0%
GRANTS AND CONTRIBUTIONS	150,051	137,431	144,882	7,451	5.4%
<b>RECREATION SERVICES</b>	<b>210,410</b>	<b>182,287</b>	<b>191,578</b>	<b>9,291</b>	<b>5.1%</b>
COMM ASSOC - ADULT	20,059	36,150	20,362	(15,788)	(43.7)%
COMM ASSOC - CHILD	12,601	18,828	12,601	(6,227)	(33.1)%
<b>COMMUNITY ASSOCIATION</b>	<b>32,660</b>	<b>54,978</b>	<b>32,963</b>	<b>(22,015)</b>	<b>(40.0)%</b>
CEMETERIES - BURIALS	165,618	158,958	165,316	6,358	4.0%
CEMETERIES - INTEREST	126,000	66,277	130,000	63,723	96.1%



## City of Moose Jaw Budget Summary of Revenues



Description	2019 Projection	2019 Budget	2020 Budget	2020 - 2019 INC (DCR)	% Change
<b>CEMETERY REVENUE</b>	291,618	225,235	295,316	70,081	31.1%
WEED CONTROL	10,175	10,175	10,175	0	0.0%
LIBRARY REVENUE	5,436	4,500	4,500	0	0.0%
P&R MTG ROOM REVENUE	3,263	3,660	3,660	0	0.0%
LIBRARY MTG ROOM REVENUE	6,310	3,500	6,500	3,000	85.7%
ART MUSM MTG ROOM REV	4,125	0	4,125	4,125	
LIBRARY FINE REVENUE	16,623	20,000	17,000	(3,000)	(15.0)%
<b>MISCELL P &amp; R REVENUE</b>	45,932	41,835	45,960	4,125	9.9%
<b>RECREATION&amp;COMM SERV</b>	2,309,761	1,627,359	2,337,959	710,600	43.7%
FEDERAL GIL OF TAXES	94,935	110,467	97,793	(12,674)	(11.5)%
<b>FEDERAL GRANTS &amp; SUBS</b>	94,935	110,467	97,793	(12,674)	(11.5)%
PROVINCIAL GIL OF TAXES	486,333	491,041	500,972	9,931	2.0%
HOUSING AUTHORITY - GIL	558,770	575,131	575,589	458	0.1%
C P R - GIL OF TAXES	292,425	292,548	301,227	8,679	3.0%
SPC - FRANCHISE FEE	988,887	988,887	1,017,380	28,493	2.9%
WATER UTILITY-FRANCH FEE	540,304	530,000	556,282	26,282	5.0%
SANSWR UTLTY-FRANCHISE	393,109	383,500	407,885	24,385	6.4%
SOLID WASTE UTLTY-FRANCHISE	231,189	234,958	260,900	25,942	11.0%
EMPLOYMENT GRANT-FIN	1,500	0	0	0	
PROV REV SHARING GRANT	6,176,393	6,181,351	6,831,325	649,974	10.5%
URBAN HIGHWAY CONNECT FUNDING	93,123	90,000	93,123	3,123	3.5%
<b>PROVINCIAL GRANTS &amp; SUB</b>	9,762,033	9,767,416	10,544,683	777,267	8.0%
ADMINISTRATIVE OVERHLD	550,000	550,000	550,000	0	0.0%
<b>OTHER CONTRIBUTIONS</b>	550,000	550,000	550,000	0	0.0%
PROFIT ON TAX SALES	27,188	0	0	0	
MISCELLANEOUS REVENUE	83,819	160,500	83,819	(76,681)	(47.8)%
IT SERVICES REV - MOSAIC PLACE	57,922	57,922	57,922	0	0.0%
IT SERVICES REVENUE-POLICE	59,566	59,566	59,566	0	0.0%
BANNER REVENUE	3,400	4,000	4,000	0	0.0%
BLUEPRINTING REVENUE		1,000		(1,000)	(100.0)%

# City of Moose Jaw Budget Summary of Revenues



Description	2019 Projection	2019 Budget	2020 Budget	2020 - 2019 INC (DCR)	% Change
LEGAL SERVICES REVENUES	42,500	42,500	46,000	3,500	8.2%
MISCELLANEOUS REVENUE	274,395	325,488	251,307	(74,181)	(22.8)%
REVENUES	48,775,443	48,512,047	49,493,678	981,631	2.0%



## Expenses





## City of Moose Jaw Budget Functional Areas Summary



Description	2019 Projection	2019 Budget	2020 Budget	2020 - 2019 INC (DCR)	% Change
MAYOR & COUNCILLORS	386,476	405,696	382,413	(23,283)	(5.7)%
CITY CLERKS	760,234	843,451	889,235	45,784	5.4%
CITY MANAGER	315,968	325,968	327,696	1,728	0.5%
CITY TREASURER	1,267,455	1,274,160	1,286,242	12,082	0.9%
CITY COMPTROLLER	925,773	982,267	1,008,334	26,067	2.7%
INFORMATION TECHNOLOGY	1,252,260	1,237,870	1,346,472	108,602	8.8%
HUMAN RESOURCE SERVICES	537,230	564,618	607,472	42,854	7.6%
EMPLOYER PAID BENEFITS	991,557	952,775	1,002,091	49,316	5.2%
CITY HALL MAINTENANCE	324,200	305,982	305,417	(565)	(0.2)%
COMMUNICATIONS	102,102	110,876	111,876	1,000	0.9%
SUNDRY	592,652	618,408	646,067	27,659	4.5%
PLANNING & DEVELOPMENT	726,209	727,051	740,964	13,913	1.9%
WATERWORKS RECOVERY	(5,000)	(5,000)	(5,000)	0	0.0%
SAFETY	133,127	100,076	94,828	(5,248)	(5.2)%
<b>GENERAL GOVERNMENT</b>	<b>8,310,243</b>	<b>8,444,198</b>	<b>8,744,108</b>	<b>299,909</b>	<b>3.6%</b>
FIRE DEPARTMENT	6,754,441	6,149,303	6,886,759	737,456	12.0%
POLICE DEPARTMENT	11,153,495	11,116,746	11,507,162	390,416	3.5%
STREET LIGHTING	893,912	936,110	903,746	(32,364)	(3.5)%
BUILDING & BYLAW	543,046	573,820	574,118	298	0.1%
OTHER PROTECTION	405,796	424,663	429,654	4,991	1.2%
<b>PROTECTION TO PERSONS</b>	<b>19,750,690</b>	<b>19,200,642</b>	<b>20,301,439</b>	<b>1,100,797</b>	<b>5.7%</b>
CITY ENGINEER'S DEPARTMENT	683,670	807,420	498,737	(308,683)	(38.2)%
STREET & ROADS	1,918,176	2,493,374	2,435,711	(57,663)	(2.3)%
TRAFFIC DIVISION	1,377,657	1,585,077	1,080,000	(505,077)	(31.9)%
WORKSHOP	824,038	688,976	690,606	1,630	0.2%
<b>PUBLIC WORKS</b>	<b>4,803,541</b>	<b>5,574,847</b>	<b>4,705,054</b>	<b>(869,793)</b>	<b>(15.6)%</b>
STREET CLEANING	212,000	210,792	218,000	7,208	3.4%
STORM SEWERS	137,435	240,332	248,574	8,242	3.4%
<b>SANITATION &amp; WASTE REMOVAL</b>	<b>349,435</b>	<b>451,124</b>	<b>466,574</b>	<b>15,450</b>	<b>3.4%</b>
SOCIAL SERVICES	389,136	237,157	326,818	89,661	37.8%
<b>SOCIAL SERVICES</b>	<b>389,136</b>	<b>237,157</b>	<b>326,818</b>	<b>89,661</b>	<b>37.8%</b>
RECREATION & PARKS ADMIN	1,078,493	1,087,326	1,127,095	39,769	3.7%
PARKS	779,371	730,636	779,622	48,986	6.7%
RECREATION	3,266,405	3,144,517	3,247,414	102,897	3.3%

## City of Moose Jaw Budget Functional Areas Summary



Description	2019 Projection	2019 Budget	2020 Budget	2020 - 2019 INC (DCR)	% Change
CEMETERIES	344,708	329,740	333,688	3,948	1.2%
THIRD PARTY FUNDING	109,626	110,633	111,804	1,171	1.1%
DOWNTOWN & SOCCER FACILITIES	188,554	566,370	526,347	(40,023)	(7.1)%
ART MUSEUM	390,659	393,110	388,402	(4,708)	(1.2)%
LIBRARY	1,217,278	1,218,406	1,234,944	16,538	1.4%
LIBRARY MAINTENANCE	252,525	258,384	248,637	(9,747)	(3.8)%
SERVICE CENTRE	250,595	279,019	276,082	(2,937)	(1.1)%
WAKAMOW VALLEY AUTHORITY	323,148	327,874	329,612	1,738	0.5%
WILD ANIMAL PARK	3,990	3,190	4,080	890	27.9%
MURALS/CULTURAL CENTRE	385,390	390,100	391,976	1,876	0.5%
FIELDHOUSE	714,517		713,939	713,939	
<b>RECREATION &amp; COMMUNITY</b>	<b>9,305,259</b>	<b>8,839,305</b>	<b>9,713,642</b>	<b>874,337</b>	<b>9.9%</b>
DEBT CHARGES	15,000	12,900	32,350	19,450	150.8%
<b>DEBT CHARGES</b>	<b>15,000</b>	<b>12,900</b>	<b>32,350</b>	<b>19,450</b>	<b>150.8%</b>
RESERVES & ALLOWANCES	415,413	1,022,101	651,190	(370,911)	(36.3)%
<b>PROVISIONS FOR RESERVES &amp; ALLO</b>	<b>415,413</b>	<b>1,022,101</b>	<b>651,190</b>	<b>(370,911)</b>	<b>(36.3)%</b>
MISCELLANEOUS	4,880,113	4,729,773	5,147,792	418,019	8.8%
<b>MISCELLANEOUS</b>	<b>4,880,113</b>	<b>4,729,773</b>	<b>5,147,792</b>	<b>418,019</b>	<b>8.8%</b>
<b>GENERAL REVENUE FUND</b>	<b>48,218,830</b>	<b>48,512,047</b>	<b>50,088,967</b>	<b>1,576,919</b>	<b>3.3%</b>

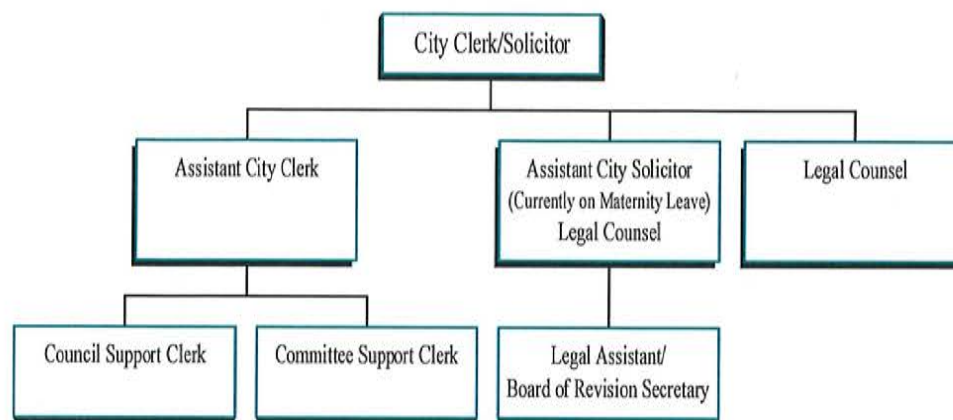


## Clerk/Solicitor Department

### Overview

In the City of Moose Jaw the City Clerk and the City Solicitor functions are combined in one department. The City Clerk function maintains the records of the City. It coordinates the flow of decisions and agendas required by City Council, Standing Committees and most of the City's Advisory Committees. It also coordinates the flow of decision making for the Development Appeals Board, Municipal Planning Commission and Board of Revision.

The City Solicitor function involves reviewing bylaws and agreements, reviewing contracts with external parties, overall legal risk management and conduct of litigation both by and against the City.



### Work Plan Highlights

The primary focus for the Clerks Department in 2020 is preparation for the Municipal Election & School Board Election to be held on November 9, 2020. The extensive work required will begin full-fledged in April including producing Candidate manuals, organizing polling stations and recruiting and training of election workers. The swearing-in of new Council will occur in November 2020. This will involve extensive training and orientation for the new Council. Further, governance processes will be reviewed to ensure meeting best practice. As well, the City of Moose Jaw will be hosting the Saskatchewan Association of City Clerks Conference to be held in April 2020.

On the Solicitor side, significant internal legal time is being devoted to large commercial transactions the City is currently involved with. Further, with the addition of a legal counsel position in the 2019 Budget, the City is taking a much more aggressive stance on bylaw enforcement matters which involve substantial documentation and court time. Further, the ongoing effort to review and revamp older bylaws will continue. The Solicitor's Office will continue undertaking a legal review of all external agreements, a practice we previously did not have the resources to undertake. Advance review is key to mitigating risk.

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## **Financial Summary**

The majority of the Clerks Department work will be carried out with existing resources. The largest financial implication will come from the request for additional funds for the 2020 Municipal Election. Financial resources had been expended for the 2018 By-Election. To balance the request for additional funding, a request in the amount of \$25,000.00 was made in 2019. An additional \$25,000.00 is being requested in 2020. Overall costs will be shared with the school boards. These costs are expected to be lower in 2021. In 2020, Clerks will assume responsibility for the annual membership fees paid to SUMA, FCM and the Chamber of Commerce previously budgeted in the Mayor's budget. This transfer amount is \$31,460. An additional amount of \$12,000.00 is budgeted for the Council orientation scheduled for November 2020. This cost, as well, would not recur in 2021.

## **Future Goals**

In the future, the Clerks Department projects include a continuation of modernization and implementation of efficient procedures that best serve the Corporation and the citizens of Moose Jaw. The significant effort in organizing and digitizing our historic records in storage will continue ensuring that current files are properly digitized and recorded in an ongoing manner. Further, the eScribe system will be rolled out in the new year to include Advisory Boards, Committees and Commissions.

It is anticipated that the Clerk and Solicitor functions will be re-organized into distinct functional areas in 2021.



## City of Moose Jaw Budget Revenues & Expenditures for Clerks (Summary)

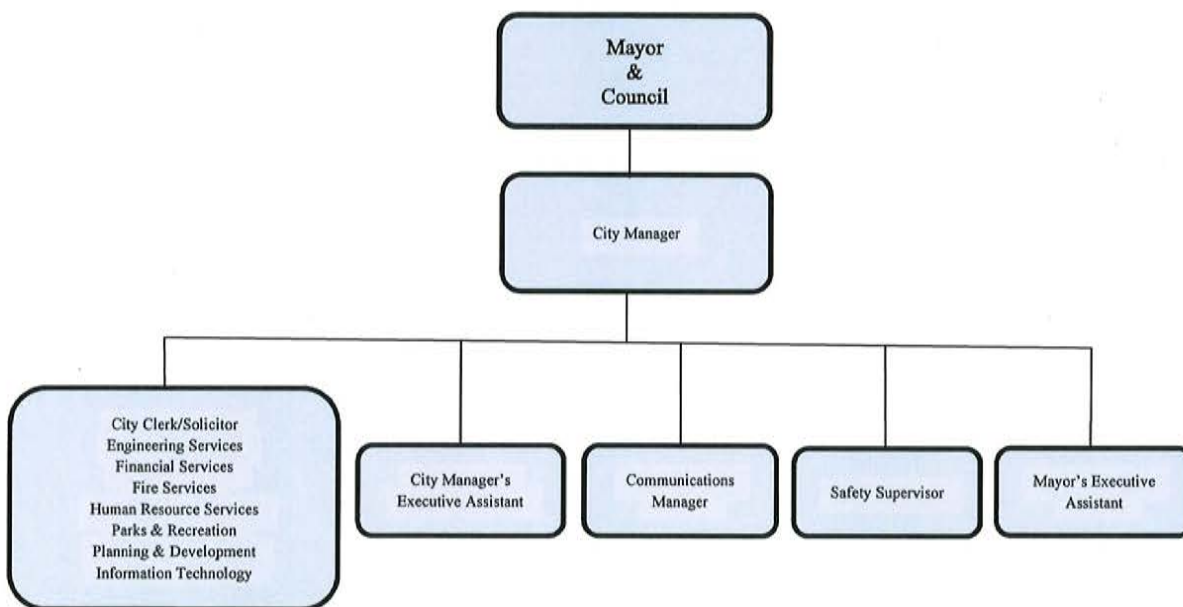
Description	2019 Projection	2019 Budget	2020 Budget	2020 - 2019 INC (DCR)	% Change
6002 - SALARIES	582,000	645,215	646,055	840	0.1%
6005 - WORKER'S COMPENSATION	6,300	5,084	6,900	1,816	35.7%
6015 - OFFICE EXPENSE	15,000	23,000	21,000	(2,000)	(8.7)%
6016 - TELEPHONE	7,400	7,338	7,400	62	0.8%
6020 - EQUIPMENT RESERVE CNT	7,614	7,614	6,110	(1,504)	(19.8)%
6025 - TRAVEL & CONVENTIONS	3,200	6,500	7,800	1,300	20.0%
6026 - EDUCATION & TRAINING	1,670	12,200	12,800	600	4.9%
6027 - DUES & MEMBERSHIPS	9,500	9,500	46,170	36,670	386.0%
6028 - SUBSCRIPTIONS & PUBS	39,000	31,000	39,000	8,000	25.8%
6053 - LEGAL FEES-SPECIAL PROJ	49,900	50,000	45,000	(5,000)	(10.0)%
6066 - BOARD OF REVISION	19,000	25,000	18,000	(7,000)	(28.0)%
6090 - CONTRACTUAL SERVICES	19,650	21,000	33,000	12,000	57.1%
<b>CITY CLERK/SOLICITOR</b>	<b>760,234</b>	<b>843,451</b>	<b>889,235</b>	<b>45,784</b>	<b>5.4%</b>
6078 - ELECTIONS	1,544	25,500	25,000	(500)	(2.0)%
6079 - ADVERTISING & MISC	3,800	6,000	6,000	0	0.0%
6085 - ENVIRONMENT ADVISORY COMMITTEE	0	1,000	1,000	0	0.0%
6086 - HERITAGE ADVISORY COMMITTEE	500	1,000	1,000	0	0.0%
6087 - SPECIAL NEEDS ADVISORY COMMITTEE	0	1,000	1,000	0	0.0%
6088 - CULTURAL DIVERSITY ADV COMM	500	1,000	1,000	0	0.0%
6093 - HOUSING ADVISORY COMMITTEE	0	1,000	1,000	0	0.0%
6094 - DEVELOPMENT APPEALS BOARD	925	3,000	1,400	(1,600)	(53.3)%
6090 - YOUTH ADVISORY COMMITTEE	2,000	2,000	2,000	0	0.0%
<b>SUNDRY</b>	<b>9,269</b>	<b>41,500</b>	<b>39,400</b>	<b>(2,100)</b>	<b>(5.1)%</b>
<b>GRAND TOTAL</b>	<b>769,503</b>	<b>884,951</b>	<b>928,635</b>	<b>43,684</b>	<b>4.9%</b>

## City Manager/Communications/Safety Services

### City Manager

#### Overview

The Office of the City Manager assists City Council in the decision-making process through the preparation of reports that provide relevant background information, analysis, alternatives, financial implications and recommendations. The City Manager has the responsibility to implement all decisions of City Council, ensures the efficient and effective delivery of all programs and services, ensures that the objectives of the Strategic Plan are followed and build team and service-based culture. The City Manager acts as the Chief Strategist and Policy Advisor to City Council and is directly accountable and responsible to City Council.



#### Financial Summary

There are no major overall financial changes required as all goals will be implemented within existing resources and staffing.

### Work Plan Highlights and Future Goals

Culture – Year 2 of 5 Enhanced Culture of Accountability	Build upon work of 2018/19. Extend to front line staff. Continue to build Team. Hold all Departments accountable to finish work plans. Meet deadlines. Internal Service Standards.	
Year 1 of 5 Core Service Review, centralization and integration	Complete review of Core Services. Electrical, Mechanical, Plumbing, Carpentry Equipment & Vehicles Purchasing & Stores In-house Engineering implemented. In-house Construction Crew.	
Strategic Plan	Support all areas. Many of the strategic objectives are integrated into day to day business practices. Six-month updates provided to Council and the Community. Strategic Plan – attached.	
Leverage Technology to enhance Productivity	eSCRIBE meeting agenda software implemented – 2019. Enhanced Payroll Program Implemented – 2019. Request for Service Application Implemented – 2019. New Website/Branding/Economic Development implemented – 2020. Occupational Health & Safety Tracking System implemented – 2020. Core Financials implemented – 2021. Non-Core Financials implemented – 2022.	
Economic Development Areas	Work with Carpere to bring tenants to Industrial Park. Continue to support the super Economic Development Team. Assist River Street Development Initiative. Chief Negotiator for major projects and negotiations.	

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## **Safety Services**

### **Overview**

Safety Services supports continuous improvement of a healthy and safe workplace by championing the promotion of an improved corporate safety culture throughout all City departments by building consensus and developing and maintaining effective partnerships with internal and external stakeholders.

### **Work Plan Highlights**

2020 will see the continued implementation and maintenance of the Compliance Improvement Action Plans developed in response to the Ministry of Labour Relations and Workplace Safety, Occupational Health and Safety Division's March 2019 mandate of a 25 % overall reduction in injuries.

City staff will participate in the University of Regina Safety Culture Survey in the fall of 2019. This survey will provide information on employees perceived safety throughout the organization and includes a customized report on physical and psychological safety climate with additional scores on employee engagement and turnover intentions. Any additional action plans identified from the audit, will also be developed and implemented.

### **Financial Summary**

Financial implications for 2020 workplans are included in the department's operating budget figures.

### **Future Goals**

Included in this budget is a proposal for a safety management software system to track, cost, and manage actions driven from safety incidents and activities and to centralize information of same.



City of Moose Jaw  
Communications  
Budget 2020

## PROFILE

The communications goal in 2020 is to provide enhanced engagement with Moose Javians, while further educating taxpayers about the programs and services provided by the City of Moose Jaw.

Communications also has a responsibility to provide exceptional internal communications support to City employees, so they are aware of the multiple health, safety and career enhancement opportunities available to them.

In 2020 there will be greater communications technology at our disposal (new website and Request for Service app), and we will try to maximize their potential while still offering personal, "one on one" communication where possible.

# COMMUNICATIONS BUSINESS PLAN 2020 Department Support Goals

## ENGINEERING

- Education campaigns related to recycling/waste, what our road crews "actually" do and underground repairs.
- Enhanced capital construction communications practices as outlined in the adopted Communications Policy.

## PARKS & RECREATION

- Marketing campaigns about recreational opportunities.
- Enhanced use of social media to promote facilities/programs.

## PLANNING & DEVELOPMENT

- Continue to assist Manager of Economic Development with City marketing materials, including video.
- Work with Mgr. Economic Development to nurture community partnerships and strategies related to promoting the "Canada's Most Notorious City" brand

## HUMAN RESOURCES

- Creation of Internal Customer Service Campaign Video.
- Assist in creation of Employee Satisfaction Survey.
- Continued production of quarterly Employee Newsletter.

## FINANCE

- Production of educational content related to City finances.

## INFORMATION TECHNOLOGY

- Work closely with IT on launch/updating of new website and RFS app

## CITY CLERK/SOLICITOR'S OFFICE

- Continue to provide support through advertising notices, creating surveys, assistance to Advisory Committees where necessary, etc.
- Will assist in marketing content related to 2020 Municipal Election.



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# CITY OF MOOSE JAW STRATEGIC PLAN 2019

## VISION

*We are a Community Built on Values*

## MISSION

*Share our Story*

## VALUES

These values guide behavior and decision making as well as an overt commitment to each other and the community we serve.

- We will walk the talk by living what you want to see in our community.
- We will have the courage to try new things, and not be afraid action could lead to failure.
- We will be customer-focused in our deliberations and actions.
  - Responsive to citizen needs.
  - Solution focused.
  - Start with 'YES' in serving the community.
- We will not be afraid of being challenged by the public, or to challenge the community.
- We will always start with open, honest, and frank conversations with our stakeholders.
- We will clearly define what we do and do it well. We will not do what we don't do well.
- We will be forward thinking and innovative in identifying problems and finding solutions.
- In any meetings, public or private, we will leave our negativity and our egos at the door.
- We will recognize that disagreement can be communicated without being disagreeable, angry, or disrespectful.
- We will not betray the trust that exists when we are together, or the trust instilled to us by the public we serve.
- We agree the past will remain in the past, unless it is something to be celebrated and appreciated.
- We operate as one family and one community with the goal of making the community better and preparing it for the future.

## **OBJECTIVES & ACTION**

### **Transportation and Infrastructure**

- Ridesharing – Bylaw in place.
- Transit System – Review of system in process.

### **Regional Collaboration**

- Moose Jaw/Regina Corridor.
- Meeting with RM of Moose Jaw.

### **People and Culture**

- Wild Animal Park – renamed to tatawāw park.
- Meet with Elders and First Nations in Moose Jaw.
- Calls for Action.

### **Entrepreneurial Civic Administration**

- Core services review in process.
- Reduce red tape.
- Internal Economic Development Super Committee.
- Updated Information Technology systems. eSCRIBE implemented, Request for Service App – internal testing – November 2019; Payroll implemented January 1, 2020; new website.
- Communications and marketing.
- In-house Engineering.

### **Agriculture, Diversification and Innovation**

- Southeast Industrial Park Concept Plan created.
- SaskPower attracted.
- Carpere sale in process.

### **Core Amenities and Services**

- Benches/Banners/Downtown cleanliness.
- Assist Downtown Business Association to organize.
- River Street Discussion – initialized.

### **Branding – Moose Jaw Story**

- Finalized "Canada's Most Notorious City" branding.
- Support community and groups to lead branding initiative and implementation.

# **City of Moose Jaw** **Budget Revenues & Expenditures for City Manager (Summary)**



Description	2019 Projection	2019 Budget	2020 Budget	2020 - 2019 INC (DCR)	% Change
SALARIES	73,000	73,000	73,000	0	0.0%
CAR ALLOWANCE	1,200	1,200	1,200	0	0.0%
WORKER'S COMPENSATION	2,050	2,050	2,050	0	0.0%
OFFICE EXPENSE	5,000	5,000	4,000	(1,000)	(20.0)%
TELEPHONE	4,200	4,200	4,200	0	0.0%
TRAVEL & CONVENTIONS	1,353	4,641	4,756	115	2.5%
TRAVEL & CONVENTIONS		0		0	
TRAVEL & CONVENTIONS	4,641	4,641	4,756	115	2.5%
TRAVEL & CONVENTIONS	0	4,641	4,756	115	2.5%
TRAVEL & CONVENTIONS	0	4,641	4,756	115	2.5%
TRAVEL & CONVENTIONS		0		0	
TRAVEL & CONVENTIONS	0	4,641	4,756	115	2.5%
TRAVEL & CONVENTIONS	12,782	12,782	13,099	317	2.5%
TRAVEL & CONVENTIONS	0	4,641	4,756	115	2.5%
TRAVEL & CONVENTIONS	18,776	40,628	41,635	1,007	2.5%
EDUCATION & TRAINING	2,000	2,000	2,000	0	0.0%
DUES & MEMBERSHIPS	31,000	31,000	0	(31,000)	(100.0)%
SUBSCRIPTIONS & PUBS	100	100	100	0	0.0%
MAYOR'S REMUNERATION	80,018	79,108	81,736	2,628	3.3%
ALDERMANIC REMUNERATION	25,204	24,918	25,746	828	3.3%
ALDERMANIC REMUNERATION	25,204	24,918	25,746	828	3.3%
ALDERMANIC REMUNERATION	25,204	24,918	25,746	828	3.3%
ALDERMANIC REMUNERATION	25,204	24,918	25,746	828	3.3%
ALDERMANIC REMUNERATION		0		0	
ALDERMANIC REMUNERATION	25,204	24,918	25,746	828	3.3%
ALDERMANIC REMUNERATION		0		0	
ALDERMANIC REMUNERATION	25,204	24,918	25,746	828	3.3%
ALDERMANIC REMUNERATION	151,224	149,508	154,476	4,968	3.3%
PUBLIC RECEPTIONS & ENT	4,000	4,000	4,000	0	0.0%
ACTING MAYOR'S ALLOWANCE	1,636	817	836	19	2.3%
ACTING MAYOR'S ALLOWANCE	0	817	836	19	2.3%
ACTING MAYOR'S ALLOWANCE	1,636	817	836	19	2.3%
ACTING MAYOR'S ALLOWANCE	0	817	836	19	2.3%
ACTING MAYOR'S ALLOWANCE		0		0	
ACTING MAYOR'S ALLOWANCE	0	817	836	19	2.3%

# City of Moose Jaw

## Budget Revenues & Expenditures for City Manager (Summary)



Description	2019 Projection	2019 Budget	2020 Budget	2020 - 2019 INC (DCR)	% Change
ACTING MAYOR'S ALLOWANCE		0		0	
ACTING MAYOR'S ALLOWANCE	1,636	817	836	19	2.3%
ACTING MAYOR'S ALLOWANCE	4,908	4,902	5,016	114	2.3%
ADVERTISING & MISC	4,000	4,000	4,000	0	0.0%
SOUVENIRS & PROMOTION	5,000	5,000	5,000	0	0.0%
<b>MAYOR &amp; COUNCILLORS</b>	<b>386,476</b>	<b>405,696</b>	<b>382,413</b>	<b>(23,283)</b>	<b>(5.7)%</b>
SALARIES	270,000	270,000	272,000	2,000	0.7%
CAR ALLOWANCE	6,120	6,120	6,120	0	0.0%
WORKER'S COMPENSATION	2,500	2,500	3,300	800	32.0%
OFFICE EXPENSE	5,000	5,000	5,000	0	0.0%
TELEPHONE	4,000	4,000	4,400	400	10.0%
EQUIPMENT RESERVE	2,348	2,348	2,376	28	1.2%
TRAVEL & CONVENTIONS	10,500	10,500	8,000	(2,500)	(23.8)%
EDUCATION & TRAINING	7,000	7,000	6,000	(1,000)	(14.3)%
DUES & MEMBERSHIPS	1,000	1,000	1,000	0	0.0%
SUBSCRIPTIONS & PUBS	500	500	1,500	1,000	200.0%
CONTRACTUAL SERVICES	5,000	15,000	15,000	0	0.0%
ADMINISTRATIVE REVIEW OFFICE	2,000	2,000	3,000	1,000	50.0%
<b>CITY MANAGER</b>	<b>315,968</b>	<b>325,968</b>	<b>327,696</b>	<b>1,728</b>	<b>0.5%</b>
SALARIES	68,752	77,426	77,426	0	0.0%
WORKER'S COMPENSATION	800	950	950	0	0.0%
OFFICE EXPENSE	2,000	2,000	2,000	0	0.0%
TELEPHONE	1,500	2,000	1,500	(500)	(25.0)%
EQUIPMENT RESERVE CNT		0		0	
TRAVEL & CONVENTIONS	1,800	1,500	3,000	1,500	100.0%
EDUCATION & TRAINING	2,250	2,000	2,000	0	0.0%
ADVERTISING & MISC	16,000	16,000	16,000	0	0.0%
CONTRACTUAL SERVICES	9,000	9,000	9,000	0	0.0%
<b>COMMUNICATIONS</b>	<b>102,102</b>	<b>110,876</b>	<b>111,876</b>	<b>1,000</b>	<b>0.9%</b>
SALARIES	95,400	93,756	97,308	3,552	3.8%
CAR ALLOWANCE	750	1,000	1,000	0	0.0%
WORKER'S COMPENSATION	983	(31,887)	(45,932)	(14,045)	44.0%

# City of Moose Jaw

## Budget Revenues & Expenditures for City Manager (Summary)



Description	2019 Projection	2019 Budget	2020 Budget	2020 - 2019 INC (DCR)	% Change
OFFICE EXPENSE	1,300	1,308	1,308	0	0.0%
TELEPHONE	1,600	1,600	1,600	0	0.0%
EQUIPMENT RESERVE CNT		0	224	224	
TRAVEL & CONVENTIONS	1,000	2,000	2,000	0	0.0%
EDUCATION & TRAINING	15,000	15,000	15,000	0	0.0%
DUES & MEMBERSHIPS	110	315	315	0	0.0%
SUBSCRIPTIONS & PUBS	3,500	3,500	8,500	5,000	142.9%
RENT	984	984	1,005	21	2.1%
ADVERTISING & MISC	0	0	0	0	
CONTRACTUAL SERVICES	12,500	12,500	12,500	0	0.0%
<b>SAFETY</b>	<b>133,127</b>	<b>100,076</b>	<b>94,828</b>	<b>(5,248)</b>	<b>(5.2)%</b>
<b>GRAND TOTAL</b>	<b>937,673</b>	<b>942,616</b>	<b>916,813</b>	<b>(25,803)</b>	<b>(2.7)%</b>

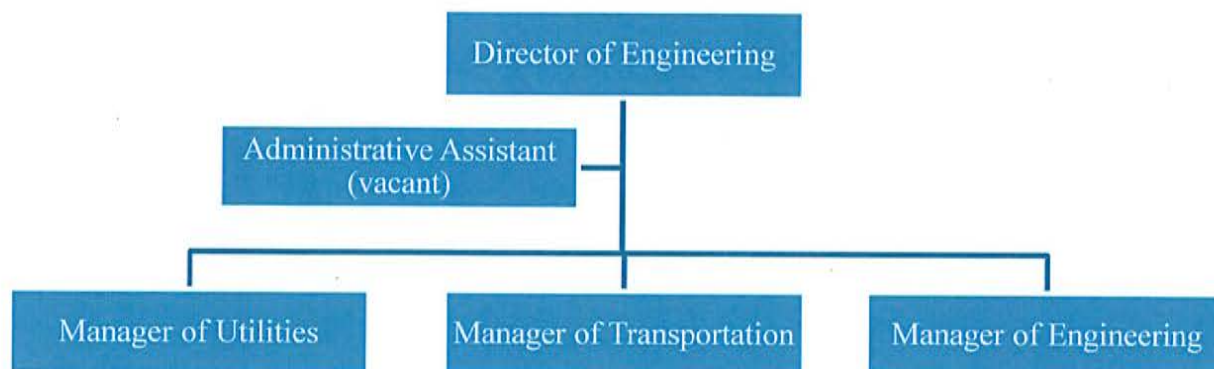


## Engineering Department

### Overview

The Engineering Department provides the essential services that underpin and support our Community. They are the basis for our quality of life and are major contributors to public health, safety, and the wellbeing of our Citizens. They include the provision of potable water, collection of sewage and solid waste, and the transportation of people and goods.

Broadly, there are 42 general services provided, some directly public facing and other 'behind the scenes' to support the provision of services. The Department will receive an estimated 6,904 public Requests for Service in 2019 and will achieve a closure rate of 94%.



*Utilities – responsible for the distribution, collection and treatment of water and wastewater, the collection of waste and recycling, and the landfill.*

Ensures safe and secure water and wastewater services through maintenance and repair and maintaining regulatory compliance. From the Buffalo Pound Water Treatment Plants clear well through to the reservoirs and pump stations to the distribution mains. Then collecting the sanitary sewage through the collection mains, sewage lift stations to the wastewater treatment plant for discharge to river or farmland irrigation. Solid Waste Utility area provides waste management services for Moose Jaw and the region. This includes collection within the City and the landfill. The landfill is regulated and permitted by the Province.

*Transportation – responsible for streets and roads, transit, and fleet.*

Effectively maintain roads, sidewalks, alleys, and bridges to ensure a safe and reliable transportation system for the Community. This area also includes the traffic signals and storm water system. Transit provides safe and reliable public transit services to the Community through three programs: regular bus service, para-transit service, and a charter service.

*Engineering – responsible for delivery of Capital, construction, development, engineering & technical support, and coordination of asset management.*

Ensure that Capital is effectively and responsibly invested in infrastructure through the application of engineering expertise and practice.

## Work Plan Highlights

The Theme of 2020 and of the Business Plan is a: "Proactive Approach". This is the intersection of three activities and principals: Planning, Procedures, and Product (or service). This supports continuous and systematic improvements to customer service and operational efficiency of the Department.

There are no major requests for the 2020 Budget Year. The Year will focus on delivery of previous approved major initiatives including:

- Delivery of the enhanced Winter Maintenance Policy;
- On boarding of the new construction crew and addressing repair backlog;
- Initiation of the Automated Meter Infrastructure project; and,
- Formulate and implement a Road Maintenance Policy as requested by City Council.

Further activities include: The implementation of changes to the Water and Sewer Connection Bylaw, addressing information and public education on lead service connections, and, reviewing and reporting on narrow streets. As well, Operations will develop level of service timelines for public services.

Water main breaks continue to be an issue and are on pace to be one of the worst years on record; it is currently estimated there will be 120 in 2019.

2019 saw a significant reduction in the closure times on public Requests for Service as a result of policy changes implemented.



2019 was another significant year for Capital construction. Planning and design of several major projects were completed this year. A projected 95% of budget has been expended, committed to contracts, or, has design completed and is ready for construction.

This will lead to the construction of several major projects in 2020 including the High Service Pumphouse Replacement and the Buffalo Pound Transmission Line Pumping and Electrical Upgrade.

## Financial Summary

### Utilities

Twenty-two (22) services provided  
 Number of Public Requests for Service – 4,176  
 Public Request for Service closure rate of 97%



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<i>Water Utility</i>	
Operating \$11,936,008	Capital \$25,053,000

<i>Wastewater Utility</i>	
Operating \$8,854,777	Capital \$4,216,000

<i>Solid Waste Utility</i>	
Operating \$5,054,202	Capital \$117,500

#### *Transportation*

Seventeen (17) services provided  
 Number of Public Requests for Service – 2,728  
 Public Request for Service closure rate of 86%

<i>Transportation</i>	
Operating \$4,203,311	Capital \$6,096,400

<i>Transit</i>	
Operating \$1,700,865	Reserve \$330,000

There are three new initiatives being requested:

Material crushing	est. \$200,000 (Has a payback.)
Slumping strategy	est. \$100,000
Fluoride renewal	est. \$1,000,000 (This is renewal of an existing system that has failed.)

Separate reports are being submitted to Budget Committee on these initiatives for City Council's consideration.

#### **Future Goals**

The implementation of a modern Request for Service system will enhance the transparency and reporting of customer facing services. Developing typical timelines for services will also help communication with customers.

Implementing and learning a new payroll system should lead to some efficiencies and an enhanced understanding of leave, and human resource reporting.

Addressing the landfill and completing the Solid Waste Masterplan remains a priority and will be completed in 2020.



## City of Moose Jaw

### Budget Revenues & Expenditures for Engineering Services (Summary)

Description	2019 Projection	2019 Budget	2020 Budget	2020 - 2019 INC (DCR)	% Change
STREET LIGHTING	893,912	936,110	903,746	(32,364)	(3.5)%
OTHER PROTECTION	71,000	81,000	82,620	1,620	2.0%
<b>PROTECTION TO PERSONS</b>	<b>964,912</b>	<b>1,017,110</b>	<b>986,366</b>	<b>(30,744)</b>	<b>(3.0)%</b>
CITY ENGINEER'S DEPARTMENT	683,670	807,420	498,737	(308,683)	(38.2)%
STREET & ROADS	1,918,176	2,493,374	2,435,711	(57,663)	(2.3)%
TRAFFIC DIVISION	1,377,657	1,585,077	1,080,000	(505,077)	(31.9)%
WORKSHOP	824,038	688,976	690,606	1,630	0.2%
<b>PUBLIC WORKS</b>	<b>4,803,541</b>	<b>5,574,847</b>	<b>4,705,054</b>	<b>(869,793)</b>	<b>(15.6)%</b>
STREET CLEANING	212,000	210,792	218,000	7,208	3.4%
STORM SEWERS	137,435	240,332	248,574	8,242	3.4%
<b>SANITATION &amp; WASTE REMOVAL</b>	<b>349,435</b>	<b>451,124</b>	<b>466,574</b>	<b>15,450</b>	<b>3.4%</b>
PARA-TRANSIT SUBSIDY	349,034	197,055	285,743	88,688	45.0%
<b>SOCIAL SERVICES</b>	<b>349,034</b>	<b>197,055</b>	<b>285,743</b>	<b>88,688</b>	<b>45.0%</b>
MISCELLANEOUS EXPENDITURES	1,229,601	1,075,815	1,233,487	157,672	14.7%
<b>MISCELLANEOUS</b>	<b>1,229,601</b>	<b>1,075,815</b>	<b>1,233,487</b>	<b>157,672</b>	<b>14.7%</b>
<b>GRAND TOTAL</b>	<b>7,696,523</b>	<b>8,315,951</b>	<b>7,677,224</b>	<b>(638,727)</b>	<b>(7.7)%</b>



## City of Moose Jaw

### Budget Revenues & Expenditures for Engineering Services (Summary)

Description	2019 Projection	2019 Budget	2020 Budget	2020 - 2019 INC (DCR)	% Change
STREET LIGHTING	889,127	931,325	898,908	(32,417)	(3.5)%
DECORATIVE LIGHTING	4,785	4,785	4,838	53	1.1%
<b>STREET LIGHTING</b>	<b>893,912</b>	<b>936,110</b>	<b>903,746</b>	<b>(32,364)</b>	<b>(3.5)%</b>
PEST CONTROL	9,000	9,390	9,580	190	2.0%
WIG WAGS AND CROSSING	22,000	23,118	23,580	462	2.0%
FLOOD CONTROL	40,000	48,492	49,460	968	2.0%
<b>OTHER PROTECTION</b>	<b>71,000</b>	<b>81,000</b>	<b>82,620</b>	<b>1,620</b>	<b>2.0%</b>
<b>PROTECTION TO PERSONS</b>	<b>964,912</b>	<b>1,017,110</b>	<b>986,366</b>	<b>(30,744)</b>	<b>(3.0)%</b>
SALARIES	1,105,000	1,165,000	448,938	(716,062)	(61.5)%
CAR ALLOWANCE	900	1,500	1,500	0	0.0%
WORKER'S COMPENSATION	68,000	68,000	72,341	4,341	6.4%
CANADA PENSION PLAN	230,000	242,000	212,327	(29,673)	(12.3)%
EMPLOYMENT INSURANCE	110,000	117,200	118,065	865	0.7%
PENSION	375,000	375,000	349,225	(25,775)	(6.9)%
HEALTH BENEFIT	143,000	153,000	130,012	(22,988)	(15.0)%
OFFICE EXPENSE	22,700	22,500	23,000	500	2.2%
TELEPHONE	20,700	20,000	21,000	1,000	5.0%
EQUIPMENT RESERVE CNT	49,557	49,557	56,941	7,384	14.9%
TRAVEL & CONVENTIONS	5,500	6,000	6,000	0	0.0%
EDUCATION & TRAINING	15,000	15,000	15,500	500	3.3%
DUES & MEMBERSHIPS	4,500	5,000	5,000	0	0.0%
CONTRACTUAL SERVICES	7,000	10,000	10,000	0	0.0%
RADIO COMMUNICATIONS	20,000	41,000	41,000	0	0.0%
BLUEPRINT & DRAFT SUP	6,000	9,000	9,000	0	0.0%
SURVEY TRUCK EXPENSE	11,500	14,000	14,000	0	0.0%
SURVEY SUPPLIES & EQP	5,000	6,500	6,500	0	0.0%
DIGITAL CADASTRAL MAPS	6,000	9,000	9,000	0	0.0%
WATERWORKS	(473,947)	(473,947)	(478,644)	(4,697)	1.0%
STREETS & ROADS	(18,477)	(18,477)	(18,477)	0	0.0%
SCAVENGING	(5,765)	(5,765)	(5,765)	0	0.0%
BLUEPRINTING	0	(150)	0	150	(100.0)%
SANITARY SEWAGE SYS	(321,127)	(321,127)	(310,717)	10,410	(3.2)%
ADMIN OVERHEAD	(450,000)	(450,000)	0	450,000	(100.0)%
FRINGE BENEFIT OHD	(113,250)	(113,250)	(113,250)	0	0.0%



## City of Moose Jaw

### Budget Revenues & Expenditures for Engineering Services (Summary)

Description	2019 Projection	2019 Budget	2020 Budget	2020 - 2019 INC (DCR)	% Change
SOLID WASTE UTILITY	(139,121)	(139,121)	(123,759)	15,362	(11.0)%
<b>CITY ENGINEER'S DEPARTMENT</b>	<b>683,670</b>	<b>807,420</b>	<b>498,737</b>	<b>(308,683)</b>	<b>(38.2)%</b>
TRAVEL & CONVENTIONS	6,000	6,051	6,172	121	2.0%
EDUCATION & TRAINING	34,000	34,467	35,156	689	2.0%
RENT	18,893	18,893	18,893	0	0.0%
GENERAL REPAIRS & SUPP	11,000	11,000	11,220	220	2.0%
SICKNESS & HOLIDAYS	160,000	177,518	177,518	0	0.0%
EARTH & GRAVEL ROADS	75,000	74,291	76,066	1,775	2.4%
PAVED ROAD MAINT	450,000	455,114	455,114	0	0.0%
SEALING & CAPPING	15,000	184,107	184,107	0	0.0%
STREET OILING	1,500	20,000	20,400	400	2.0%
STREET SANDING	300,000	255,514	261,000	5,486	2.1%
SNOW OPERATIONS	500,000	898,596	927,807	29,211	3.3%
SIDEWALK, CURB&GUTTER	7,000	9,601	10,000	399	4.2%
LANES	100,000	98,956	100,900	1,944	2.0%
WORKSHOP	5,137	5,137	5,240	103	2.0%
GUARD RAILS	4,000	4,021	4,100	79	2.0%
BRIDGES	8,000	12,842	13,100	258	2.0%
STANDS,PARADES&BARRIC	15,000	12,485	12,735	250	2.0%
MUNICIPAL AIRPORT	131,646	131,646	31,383	(100,263)	(76.2)%
FOREMAN EXPENSES	68,000	68,000	69,360	1,360	2.0%
FOREMAN'S TRUCK EXP	7,000	13,860	14,140	280	2.0%
YARD MAINTENANCE	1,000	1,275	1,300	25	2.0%
<b>STREET &amp; ROADS</b>	<b>1,918,176</b>	<b>2,493,374</b>	<b>2,435,711</b>	<b>(57,663)</b>	<b>(2.3)%</b>
PARKING LOT MAINT	24,000	24,861	25,700	839	3.4%
PARKING METER REPAIRS	80,000	110,891	113,100	2,209	2.0%
TRAFFIC COUNTS	7,500	9,186	9,400	214	2.3%
TRAFFIC & STREET SIGNS	58,664	58,664	59,800	1,136	1.9%
PAINTING TRAFFIC LINES	128,493	128,493	135,000	6,507	5.1%
TRAFFIC LIGHT MAINT	110,000	96,273	100,000	3,727	3.9%
PHOTO RADAR EXPENDITURES	0	900,000	0	(900,000)	(100.0)%
CONT TRAFFIC SAFETY INITIATIVE	969,000	256,709	637,000	380,291	148.1%
<b>TRAFFIC DIVISION</b>	<b>1,377,657</b>	<b>1,585,077</b>	<b>1,080,000</b>	<b>(505,077)</b>	<b>(31.9)%</b>
SALARIES	390,000	445,138	445,138	0	0.0%
TELEPHONE	1,390	1,390	1,420	30	2.2%





## City of Moose Jaw

### Budget Revenues & Expenditures for Engineering Services (Summary)

Description	2019 Projection	2019 Budget	2020 Budget	2020 - 2019 INC (DCR)	% Change
EDUCATION & TRAINING	11,000	15,000	15,300	300	2.0%
RENT	81,648	81,648	81,648	0	0.0%
GENERAL REPAIRS & SUPP	70,000	60,700	62,000	1,300	2.1%
P & R (PROFIT)/LOSS	90,000	0	0	0	
ENGINEER'S (PROFIT)/LOSS	100,000	0	0	0	
EQUPT REPAIR CLAIMS- ENG	0	100	100	0	0.0%
SICKNESS & HOLIDAYS	80,000	85,000	85,000	0	0.0%
<b>WORKSHOP</b>	<b>824,038</b>	<b>688,976</b>	<b>690,606</b>	<b>1,630</b>	<b>0.2%</b>
<b>PUBLIC WORKS</b>	<b>4,803,541</b>	<b>5,574,847</b>	<b>4,705,054</b>	<b>(869,793)</b>	<b>(15.6)%</b>
STREET CLEANING	212,000	210,792	218,000	7,208	3.4%
<b>STREET CLEANING</b>	<b>212,000</b>	<b>210,792</b>	<b>218,000</b>	<b>7,208</b>	<b>3.4%</b>
MAINS MAINTENANCE	50,000	121,636	126,501	4,865	4.0%
CULVERT MAINTENANCE	17,862	17,862	18,500	638	3.6%
CATCH BASIN MAINTENANCE	60,000	91,261	94,000	2,739	3.0%
MANHOLE MAINTENANCE	5,311	5,311	5,311	0	0.0%
OPEN DITCH & CREEK MAINT	4,262	4,262	4,262	0	0.0%
<b>STORM SEWERS</b>	<b>137,435</b>	<b>240,332</b>	<b>248,574</b>	<b>8,242</b>	<b>3.4%</b>
<b>SANITATION &amp; WASTE REMOVAL</b>	<b>349,435</b>	<b>451,124</b>	<b>466,574</b>	<b>15,450</b>	<b>3.4%</b>
PARA-TRANSIT SUBSIDY	349,034	197,055	285,743	88,688	45.0%
<b>SOCIAL SERVICES</b>	<b>349,034</b>	<b>197,055</b>	<b>285,743</b>	<b>88,688</b>	<b>45.0%</b>
DOWNTOWN MAINTENANCE	42,000	42,155	43,800	1,645	3.9%
TRANSIT SYSTEM SUBSIDY	1,187,601	1,033,660	1,189,687	156,027	15.1%
<b>MISCELLANEOUS</b>	<b>1,229,601</b>	<b>1,075,815</b>	<b>1,233,487</b>	<b>157,672</b>	<b>14.7%</b>
<b>GRAND TOTAL</b>	<b>7,696,523</b>	<b>8,315,951</b>	<b>7,677,224</b>	<b>(638,727)</b>	<b>(7.7)%</b>

# **City of Moose Jaw** **Budget Summary of Revenues & Expenditures** **For Transit**



Description	2019 Projection	2019 Budget	2020 Budget	2020 - 2019 INC (DCR)	% Change
BUS EARNINGS	89,000	100,000	90,000	(10,000)	(10.0)%
BUS EARNINGS CHARTER	15,000	20,000	15,000	(5,000)	(25.0)%
MONTHLY PASSES - ADULT	72,000	102,000	75,000	(27,000)	(26.5)%
MONTHLY-STUDENT PUBLIC	70,000	82,400	70,000	(12,400)	(15.0)%
MONTHLY-STUDENT OTHER	0	0	0	0	
MONTHLY PASSES -FAMILY	10,000	14,000	10,000	(4,000)	(28.6)%
MONTHLY PASSES-SENIORS	4,000	5,000	5,000	0	0.0%
MONTHLY PASSES	156,000	203,400	160,000	(43,400)	(21.3)%
YEARLY PASSES-SENIORS	20,107	32,000	20,000	(12,000)	(37.5)%
ADVERTISING	24,100	29,000	24,000	(5,000)	(17.2)%
MISCELLANEOUS REVENUE	0	0	0	0	
SUBSIDY	1,187,601	1,033,660	1,189,687	156,027	15.1%
<b>TRANSIT REVENUE</b>	<b>1,491,808</b>	<b>1,418,060</b>	<b>1,498,687</b>	<b>80,627</b>	<b>5.7%</b>
VEHICLE MAINTENANCE	415,000	415,000	436,000	21,000	5.1%
UNIFORMS & SUPPLIES	6,500	6,500	7,500	1,000	15.4%
TRNSFRS/COIN WRAPPERS	7,000	7,000	7,140	140	2.0%
LICENSES	17,200	17,200	17,500	300	1.7%
INSURANCE	20,352	19,700	20,100	400	2.0%
SUNDRY	5,500	3,000	5,500	2,500	83.3%
SHELTER REPAIR & MAINT	3,500	3,500	3,570	70	2.0%
RADIO	6,000	1,500	3,000	1,500	100.0%
BUS STOP SIGNS	1,500	1,500	1,530	30	2.0%
OPERATOR'S WAGES	430,000	430,000	430,000	0	0.0%
TRANSPORTATION	497,552	489,900	495,840	5,940	1.2%
SALARIES	65,000	65,000	65,000	0	0.0%
OFFICE EXPENSE	3,500	3,500	3,500	0	0.0%
TELEPHONE	5,100	5,000	5,000	0	0.0%
ADVERTISING	7,000	9,000	9,000	0	0.0%
WORKER'S COMPENSATION	7,600	7,850	6,000	(1,850)	(23.6)%
EMPLOYMENT INSURANCE	13,500	15,000	16,500	1,500	10.0%
GROUP LIFE INSURANCE	660	770	1,130	360	46.8%
LTD INSURANCE	7,700	8,560	8,560	0	0.0%
CANADA PENSION PLAN	29,500	29,500	30,400	900	3.1%
PENSION	40,500	39,000	37,125	(1,875)	(4.8)%

# **City of Moose Jaw** **Budget Summary of Revenues & Expenditures** **For Transit**



Description	2019 Projection	2019 Budget	2020 Budget	2020 - 2019 INC (DCR)	% Change
TRAVEL & CONVENTIONS	3,000	3,000	3,060	60	2.0%
CAR ALLOWANCE	500	1,500	1,500	0	0.0%
SICKNESS & HOLIDAYS	75,000	78,000	78,000	0	0.0%
RENT	2,540	2,239	2,540	301	13.4%
ALLOC TO HANDI BUS SER	0	0	0	0	
HEALTH BENEFIT	20,500	21,700	16,177	(5,523)	(25.5)%
EDUCATION & TRAINING	5,000	5,000	5,100	100	2.0%
EQUIPMENT RESERVE CONT	292,656	218,541	278,255	59,714	27.3%
ADMINISTRATION	579,256	513,160	566,847	53,687	10.5%
<b>TRANSIT EXPENDITURES</b>	<b>1,491,808</b>	<b>1,418,060</b>	<b>1,498,687</b>	<b>80,627</b>	<b>5.7%</b>
USER FARES	16,000	25,000	16,000	(9,000)	(36.0)%
BUS EARNINGS CHARTER	675	5,000	1,000	(4,000)	(80.0)%
PROV GOVT FUNDING	164,026	225,000	200,000	(25,000)	(11.1)%
SOC SERVICES FUNDING	8,500	12,000	9,000	(3,000)	(25.0)%
SUBSIDY	349,034	197,055	285,743	88,688	45.0%
<b>PARA-TRANSIT REVENUES</b>	<b>538,235</b>	<b>464,055</b>	<b>511,743</b>	<b>47,688</b>	<b>10.3%</b>
VEHICLE MAINTENANCE	120,000	75,000	100,000	25,000	33.3%
UNIFORMS & SUPPLIES	2,000	2,000	2,040	40	2.0%
INSURANCE	10,000	11,567	11,600	33	0.3%
SUNDRY	250	250	250	0	0.0%
OPERATOR'S WAGES	270,000	260,000	260,000	0	0.0%
TRANSPORTATION	282,250	273,817	273,890	73	0.0%
ADMIN SALARIES	45,000	40,000	40,000	0	0.0%
OFFICE EXPENSE	770	770	770	0	0.0%
TELEPHONE	810	750	810	60	8.0%
ADVERTISING	1,000	1,000	1,000	0	0.0%
WORKER'S COMPENSATION	3,850	3,750	3,750	0	0.0%
EMPLOYMENT INSURANCE	6,900	7,250	7,250	0	0.0%
GROUP LIFE INSURANCE	350	350	484	134	38.3%
LTD INSURANCE	4,000	2,500	3,500	1,000	40.0%
CANADA PENSION PLAN	13,250	13,250	13,650	400	3.0%
PENSION	19,000	18,500	19,000	500	2.7%
TRAVEL & CONVENTIONS	0	0	0	0	
RENT	1,367	1,528	1,370	(158)	(10.3)%



# City of Moose Jaw

## Budget Summary of Revenues & Expenditures

### For Transit



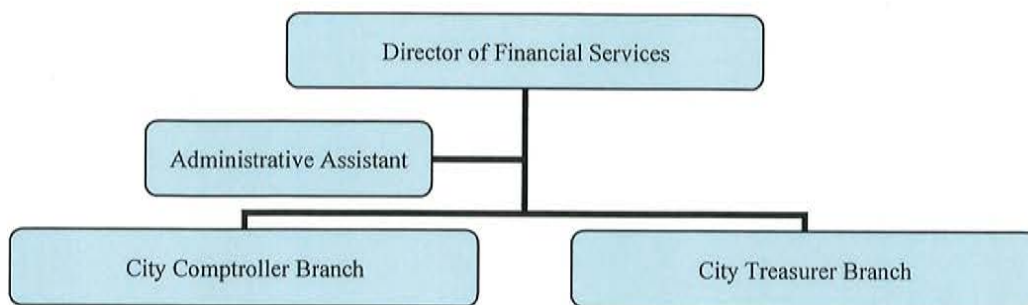
Description	2019 Projection	2019 Budget	2020 Budget	2020 - 2019 INC (DCR)	% Change
HEALTH BENEFIT	9,100	11,000	8,334	(2,666)	(24.2)%
EQUIPMENT RESERVE CONT	30,588	14,590	37,935	23,345	160.0%
ADMINISTRATION	135,985	115,238	137,853	22,615	19.6%
<b>PARA-TRANSIT EXPENDITURES</b>	<b>538,235</b>	<b>464,055</b>	<b>511,743</b>	<b>47,688</b>	<b>10.3%</b>

## **Financial Services**

### **Overview**

The Financial Services Department guides the corporation of the City of Moose Jaw in utilizing its financial resources in an effective and efficient manner. The Financial Services Department strives to provide financial leadership to City Council and all of the City's Departments.

We focus on serving our customer's needs whether that be the citizens of Moose Jaw or a City Operating Department and value innovation and improvement in our processes and continually strive to provide better services to our customers.



### **Work Plan Highlights**

The Financial Services Department will focus in 2020 on moving forward the Core Financial portion of the ERP project in conjunction with other City Departments. An equally important project for the City will be the implementation of a new Payroll/HR/Timekeeping system which is expected to go live January 1, 2020. The Financial Services Department will continue to work with the Police Service and City Departments to work towards a service agreement which will clearly define the services to be provided to the Moose Jaw Police Service and the cost of those services.

The implementation of an institutional investing approach to the City's reserves will be monitored in 2020 and future years to ensure that it is meeting the City's needs and performance levels. The Financial Services Department will continue with a review of City financial policies with a review of the City's Reserves and Financing practices with the intent of putting these into policy format in 2020.

### **Financial Summary**

All of the Financial Services initiatives will be carried out with existing resources with the exception of a small equipment purchase of digital cheque scanners. The Enterprise System will have separate resource requests when they come forward to Council as an overall City request.

The largest financial implication will come from the implementation of institutional investing of the City's reserves. The financial benefit to the City of this Council initiative is \$2 to \$3 million annually once fully implemented.

**Future Goals**

In the future, Finance will be a major part of some of the non-core financial implementation related to the new ERP system. This will include things like taxation, utility billing, cashiering and licensing. The expansion of the Key Performance Indicator project will be a focus of future years as will be the development of guiding policies for things like franchise fees, taxation and user fees.

## City of Moose Jaw Budget Revenues & Expenditures for Finance (Summary)



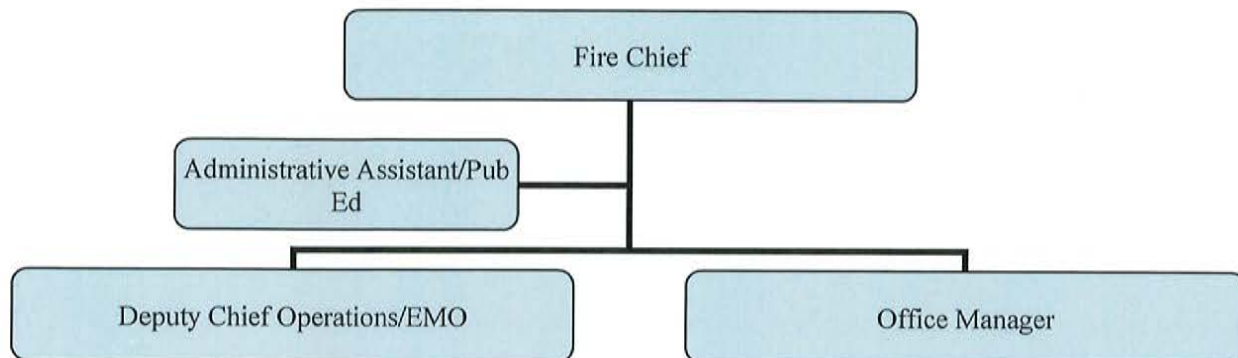
Description	2019 Projection	2019 Budget	2020 Budget	2020 - 2019 INC (DCR)	% Change
6002 - SALARIES	695,400	695,400	704,839	9,439	1.4%
6005 - WORKER'S COMPENSATION	7,750	7,600	8,000	400	5.3%
6015 - OFFICE EXPENSE	69,480	69,480	71,300	1,820	2.6%
6016 - TELEPHONE	10,800	10,600	10,800	200	1.9%
6020 - EQUIPMENT RESERVE CNT	20,867	20,867	22,626	1,759	8.4%
6025 - TRAVEL & CONVENTIONS		1,500	1,500	0	0.0%
6026 - EDUCATION & TRAINING	2,375	7,900	5,800	(2,100)	(26.6)%
6027 - DUES & MEMBERSHIPS	970	1,000	1,200	200	20.0%
6054 - FEES & COST RECOVERIES	(157,782)	(157,782)	(160,430)	(2,648)	1.7%
6055 - CASH OVER & SHORT	300	300	300	0	0.0%
6090 - ASSESSMENT CONTRACTUAL SERVICE	617,295	617,295	620,307	3,012	0.5%
<b>CITY TREASURER</b>	<b>1,267,455</b>	<b>1,274,160</b>	<b>1,286,242</b>	<b>12,082</b>	<b>0.9%</b>
6002 - SALARIES	786,211	802,722	803,639	917	0.1%
6004 - CAR ALLOWANCE	198	400	400	0	0.0%
6005 - WORKER'S COMPENSATION	8,662	8,431	8,854	423	5.0%
6015 - OFFICE EXPENSE	23,505	26,330	24,390	(1,940)	(7.4)%
6016 - TELEPHONE	7,470	7,798	7,595	(203)	(2.6)%
6020 - EQUIPMENT RESERVE CNT	5,992	5,992	5,593	(399)	(6.7)%
6025 - TRAVEL & CONVENTIONS	250	1,675	1,675	0	0.0%
6026 - EDUCATION & TRAINING	3,000	12,533	6,450	(6,083)	(48.5)%
6027 - DUES & MEMBERSHIPS	3,580	3,610	3,610	0	0.0%
6028 - SUBSCRIPTIONS & Pubs	150	400	400	0	0.0%
6030 - RENT	21,559	21,559	21,559	0	0.0%
6040 - GENERAL REPAIRS & SUPP	999	1,600	1,600	0	0.0%
6056 - AUDIT COSTS	52,661	52,661	67,661	15,000	28.5%
6057 - INVENT SHRT/WRITEOFFS	(600)	500	500	0	0.0%
6058 - OBSOLETE/DAMAGE GOOD	1,000	1,000	1,000	0	0.0%
6090 - CONTRACTUAL SERVICES	11,136	35,056	53,408	18,352	52.4%
<b>CITY COMPTROLLER</b>	<b>925,773</b>	<b>982,267</b>	<b>1,008,334</b>	<b>26,067</b>	<b>2.7%</b>
6082 - INSURANCE-PROPERTY	328,176	325,796	336,055	10,259	3.1%
6083 - LIABILITY INSURANCE	254,707	249,112	269,112	20,000	8.0%
6092 - PUBLIC COMMUNICATIONS	500	2,000	1,500	(500)	(25.0)%
<b>SUNDRY</b>	<b>583,383</b>	<b>576,908</b>	<b>606,667</b>	<b>29,759</b>	<b>5.2%</b>
<b>GENERAL GOVERNMENT</b>	<b>2,776,611</b>	<b>2,833,335</b>	<b>2,901,243</b>	<b>67,908</b>	<b>2.4%</b>



## Moose Jaw Fire Department 2020

**Moose Jaw Fire Department****Overview**

The Fire Department services encompass Fire Suppression, Fire Prevention, Public Fire Safety Education, and under a separate department we operate the City Emergency Measures Organization (EMO). The Fire Department delivers four programs with a total staff of 49 Full Time Employees (FTE) consisting of Chief, Deputy Chief, Administrative Assistant/Public Education Officer, Office Manager and 45 FTE in-scope staff. Fire suppression services are provided to the citizens of Moose Jaw and contractually to 15 Wing, the RM's of Moose Jaw #161, Baidon #131, Marquis #191, Villages of Tuxford, Marquis, the Resort Villages of South Lake, Sun Valley, Buffalo Pound Provincial Park, two external sites Yara and Tera Grains

**Work Plan Highlights**

For the citizens of Moose Jaw our objective is to provide first alarm coverage to 95% of the time within 5 minutes or to 100% of the population within 10 minutes 90% of the time. As well as dealing with fires we actively promote Fire Safety Education, community safety and risk reduction initiatives. These all form part of our services, including the legislated requirements of Fire Inspections, Code enforcement, Fire Investigations, and Emergency Management services.

**Financial Summary**

The total proposed Fire Department expenditure budget for 2020 is \$6,886,759.00 (based on the 2018 contract for wages and benefits). The proposed EMO Budget for 2020 is \$25,338.00 This is total increase of \$737,456.00 from the 2019 budget. The total proposed revenue budget for the Fire Department for 2020 is \$1,653,627.00 and increase from 2019 of \$1,984.00.

**Future Goals**

Fire Administration believes that the fire and rescue services have an important role to play in improving the quality of life for the residents of Moose Jaw and our visitors. Our vision is to be a world class fire and rescue service. In order to achieve this, our strategic aim would be in Prevention/Education engaging with residents to inform and educate the people in how to reduce the risk of fires and other emergencies. Having the appropriate response to incident's through proper planning, preparing for emergencies that may happen, and making a high quality and resilient response to them. Managing risk by using our resources flexibly, efficiently and effectively, continuously improving the way we use public money and to not become a burden on the taxpayers of Moose Jaw. Working together with all our stakeholders to deliver high quality services and to create a safe positive environment for everyone in the organization. Because of the re-organization of the Fire Department, significant efficiencies have been found in the past which has helped to sustain a service level acceptable to the citizens of Moose Jaw.



## City of Moose Jaw

### Budget Revenue & Expenditures for Fire (Summary)

Description	2019 Projection	2019 Budget	2020 Budget	2020 - 2019 INC (DCR)	% Change
SALARIES	5,271,587	4,674,775	5,292,887	618,112	13.2%
CAR ALLOWANCE	0	200	200	0	0.0%
WORKER'S COMPENSATION	45,757	45,757	46,934	1,177	2.6%
CANADA PENSION PLAN	140,444	140,444	141,488	1,044	0.7%
EMPLOYMENT INSURANCE	60,132	54,560	54,560	0	0.0%
GROUP INSURANCE	3,584	3,584	3,381	(203)	(5.7)%
LONG TERM DISABILITY INS	87,705	87,705	97,730	10,025	11.4%
PENSION	364,177	346,836	419,564	72,728	21.0%
OFFICE EXPENSE	13,100	12,850	13,150	300	2.3%
TELEPHONE	17,104	18,774	16,804	(1,970)	(10.5)%
EQUIPMENT RESERVE CNT	216,191	216,191	255,567	39,376	18.2%
BUILDING RESERVE CONT	25,000	25,000	25,000	0	0.0%
TRAVEL & CONVENTIONS	1,870	5,300	5,550	250	4.7%
EDUCATION & TRAINING	69,266	70,266	66,600	(3,666)	(5.2)%
DUES & MEMBERSHIPS	2,245	2,195	2,245	50	2.3%
SUBSCRIPTIONS & PUBS	0	75	0	(75)	(100.0)%
ELECTRICITY	38,444	39,044	39,841	797	2.0%
NATURAL GAS	17,500	15,288	18,000	2,712	17.7%
WATER	4,200	3,900	4,134	234	6.0%
GENERAL REPAIRS & SUPP	34,224	30,020	31,770	1,750	5.8%
CONTRACTUAL SERVICES	57,831	66,065	57,886	(8,179)	(12.4)%
CLOTHING	68,730	77,230	77,330	100	0.1%
APPARATUS REPAIRS&SUP	139,176	137,070	139,964	2,894	2.1%
ALARM SYSTEM	3,800	3,800	3,800	0	0.0%
FIRE HOSE	11,500	11,500	11,500	0	0.0%
RADIO ALARM COMMUNICAT	45,774	45,774	45,774	0	0.0%
FIRE PREVENT PROGRAM	13,550	13,550	13,550	0	0.0%
FIRE SCHOOL	1,550	1,550	1,550	0	0.0%
<b>FIRE DEPARTMENT</b>	<b>6,754,441</b>	<b>6,149,303</b>	<b>6,886,759</b>	<b>737,456</b>	<b>12.0%</b>
<b>EMERGENCY MEASURES</b>	<b>20,538</b>	<b>25,338</b>	<b>25,338</b>	<b>0</b>	<b>0.0%</b>
RURAL FIRE CALL REVENUE	445,214	436,326	425,567	(10,759)	(2.5)%
15 WING FIRE SUPPRESSION	1,204,000	1,204,000	1,222,060	18,060	1.5%
FIRE INSURANCE	0	2,000	1,000	(1,000)	(50.0)%
FIRE CODE PERMITS	4,000	3,400	4,400	1,000	29.4%
WORKSHOP REV - FIRE	1,200	600	600	0	0.0%

**City of Moose Jaw**  
**Budget Revenue & Expenditures for Fire (Summary)**



Description	2019 Projection	2019 Budget	2020 Budget	2020 - 2019 INC (DCR)	% Change
REVENUES	(1,654,414)	(1,646,326)	(1,653,627)	(7,301)	0.4%
<b>GRAND TOTAL</b>	<b>5,120,565</b>	<b>4,528,315</b>	<b>5,258,470</b>	<b>730,155</b>	<b>16.1%</b>

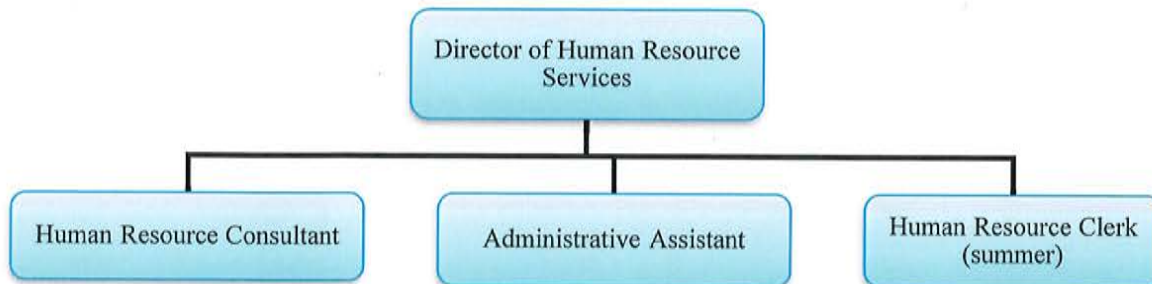


## **Human Resource Services**

### **Overview**

The Human Resource Services Department strives to be part of an Entrepreneurial Civic Administration. HR is comprised of three permanent staff who engage in facilitating service delivery in the primary human resource areas of job evaluation, labour relations, organizational development, and staffing and recruitment initiatives.

### **Organizational Structure:**



### **Work Plan Highlights**

- Ceridian Dayforce full report utilization including sick and vacation, seniority, hours accumulation, employee numbers, benefit enrolment and enrolment alerts and employee engagement, confidence, comfort and trust. Exploit automated processes such as leave requests, scheduling, shift trading, sick and banked time balance access. HR will be at the front-line providing training and troubleshooting the HRIS component of the system.
- Job Evaluation will coincide with collective bargaining. We will explore options with CUPE Local 9 to replace the 1954 Kellogg Stevenson with a joint job evaluation system. A consultant is in place working on the out of scope evaluation plan. HR will be at the centre in coordinating the work involved with both plans.
- Succession planning continues with delivery of a leadership development program for senior staff and for Critical Position and select succession planning individuals. Further this will provide advancement opportunities especially for younger City employees.
- Collective bargaining may carry into 2020 for CUPE Local 9, Fire Association and UNIFOR.
- Organizational Development will continue with the possibility of workshops on internal de-escalation, emotional intelligence and training for supervisors and managers in support of our drug and alcohol policy.
- Collaborate with Communications on an employee engagement survey in 2020.

### **Financial Summary**

Human Resource Services initiatives will be carried out with existing resources. The largest future financial implications will result from the potential outcomes of a new job evaluation framework.

**Future Goals**

In the future, Human Resource Services would like to see a paradigm shift from being a transactional bound department to that of a transformational force for positive change. We see the Ceridian Dayforce system as a catalyst in the attainment of this vision.

# City of Moose Jaw

## Budget Revenue & Expenditures for Human Resources (Summary)



Description	Subsidiary	2019 Projection	2019 Budget	2020 Budget	2020 - 2019 INC (DCR)	% Change
SALARIES	*	311,012	311,012	315,604	4,592	1.5%
CAR ALLOWANCE	*	300	300	300	0	0.0%
WORKER'S COMPENSATION		3,002	3,002	3,230	228	7.6%
OFFICE EXPENSE	*	3,100	3,690	3,690	0	0.0%
TELEPHONE	*	3,400	3,400	3,400	0	0.0%
EQUIPMENT RESERVE CNT	*	1,861	1,861	1,672	(189)	(10.2)%
TRAVEL & CONVENTIONS	*	5,000	6,000	6,000	0	0.0%
EDUCATION & TRAINING	*	51,000	51,000	80,871	29,871	58.6%
DUES & MEMBERSHIPS	*	450	685	685	0	0.0%
SUBSCRIPTIONS & PUBS	*	7,493	8,000	8,000	0	0.0%
RECRUITMENT OF STAFF		86,000	86,000	86,000	0	0.0%
RECRUITMENT OF STAFF	RRC	15,000	15,000	15,000	0	0.0%
LABOUR-MGT MEETINGS	*	3,000	3,000	3,000	0	0.0%
LABOUR/CONTRACT NEGOT	*	46,612	46,612	46,612	0	0.0%
CONTRACTUAL SERVICES	*		25,056	33,408	8,352	33.3%
<b>HUMAN RESOURCE SERVICES</b>		<b>537,230</b>	<b>564,618</b>	<b>607,472</b>	<b>42,854</b>	<b>7.6%</b>
WORKER'S COMPENSATION	*	1,068	0	546	546	
CANADA PENSION PLAN	*	143,925	137,300	149,483	12,183	8.9%
EMPLOYMENT INSURANCE	*	53,427	57,000	62,779	5,779	10.1%
GROUP INSURANCE	*	14,526	14,735	15,690	955	6.5%
LONG TERM DISABILITY INS	*	217,728	209,120	209,195	75	0.0%
PENSION	*	294,863	266,600	294,863	28,263	10.6%
HEALTH BENEFIT	*	120,670	120,670	124,185	3,515	2.9%
PENSION PLAN FEES	*	54,350	54,350	54,350	0	0.0%
SERVICE PAY GRATUITIES	*	14,000	14,000	14,000	0	0.0%
SICK PAY GRATUITIES	*	70,000	70,000	70,000	0	0.0%
RETIRE & LONG SERVI AWD	*	7,000	9,000	7,000	(2,000)	(22.2)%
<b>EMPLOYER PAID BENEFITS</b>		<b>991,557</b>	<b>952,775</b>	<b>1,002,091</b>	<b>49,316</b>	<b>5.2%</b>
<b>GRAND TOTAL</b>		<b>1,528,787</b>	<b>1,517,393</b>	<b>1,609,563</b>	<b>92,170</b>	<b>6.1%</b>

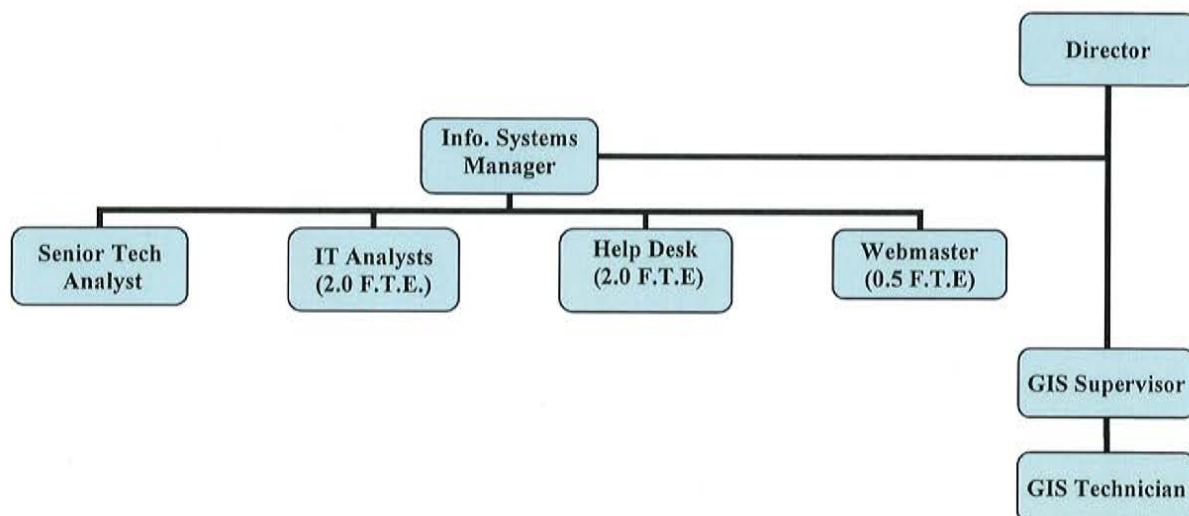
## Information Technology Department

### Overview

#### Information Technology Service Statement:

The Information Technology (IT) Department supports all City departments including the Fire Department and has contracts to support two 3<sup>rd</sup> parties, the Moose Jaw Police Service and Mosaic Place.

The GIS Supervisor oversees the development and maintenance of the City's GIS system. This includes inventory of the infrastructure owned by the City, producing maps for internal and public use and provide data for decision making.



### Work Plan Highlights

**Enterprise Resource Planning (ERP) system** – The IT Department along with all City departments will evaluate ERP systems and select the system that is deemed the best fit for the City. A specific report on a new ERP system will come forward to Executive Committee outside of the budget process.

**VoIP** – A modern, internet-based phone system will streamline communications for residents and City staff.

**Mosaic Network Upgrade** – The Mosaic computer network is end of life and no longer meets the needs of the facility. The speed of the network is an order of magnitude slower than the current industry standard and needs to be replaced to continue to provide IT services to the tenants in the building.

**City Data Centre Upgrade** – Current Data Center is end of life and end of warranty. A modern server environment will increase network speed for users as well as increase visibility and



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reliability for City staff responsible for maintaining it. We will also take a comprehensive look at data storage and disaster recovery at this time.

**Police Network Changes** – Police have expressed an interest in changing their current network configuration. This will include installing a new firewall and changing how several things are done including backups, file storage, network routing and potentially more. This will be a significant amount of work.

**GIS** – Continued integration into Engineering and other departments business processes to increase electronic data collection at the source to improve accuracy of the data collected which allows for more informed decision making.

## **Financial Summary**

### **Existing Funding**

**Enterprise Resource Planning (ERP) system** - A new ERP system will be partially funded out of several Equipment Reserve accounts. The software and implementation costs have not been determined at this time. An RFP was released for a new ERP system. A specific report on an ERP system will be brought forward when the responses are evaluated, and actual costs are known.

**VoIP** - The VoIP project is fully funded through a \$140,000 capital project. Reduction in operating costs over the current system should produce an annual savings of 10% or more on a new phone system. Once a VoIP provider is selected, actual savings will be calculated.

**Mosaic Network Upgrade** - Mosaic Network upgrade will be paid out of Mosaic's ER budget. The current network equipment is fully depreciated.

**City Data Centre Upgrade** - City Data Centre upgrade will be paid out of three of the IT's ER budgets totalling \$354,000.

**Police Network Changes** – Additional costs for work on the Police network will be funded by Police. The scope of this project is still yet to be determined.

**GIS** – The GIS department will continue to use the tools available to do the work required with the individual departments. No additional funding is requested at this time.

### **Future Goals**

The IT Department is looking to continue expanding the use of technology for all operational crews. Instant access to data in the field will streamline processes as well as enable real time information gathering and verification for decision makers.

The implementation of the new HR/Payroll system and electronic based RFS system will see more smart devices in the field for real time collection of time/cost data as well as provide instant access to problems being reported in the City for action to be taken.

# City of Moose Jaw

## Budget Revenues & Expenditures for Information Technology (Summary)

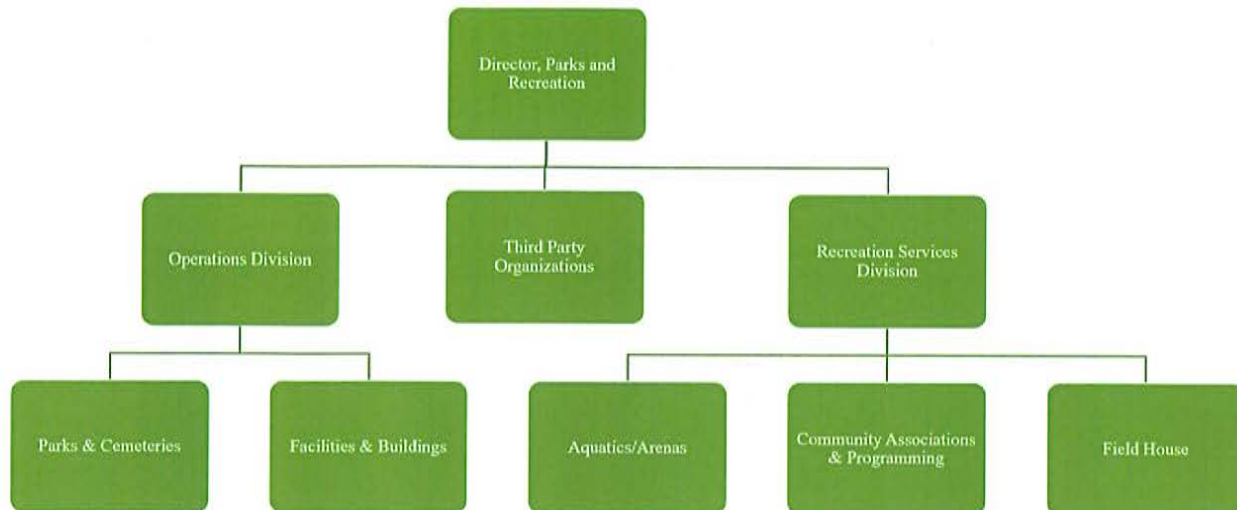


Description	Subsidiary	2019 Projection	2019 Budget	2020 Budget	2020 - 2019 INC (DCR)	% Change
SALARIES		728,786	725,076	737,632	12,556	1.7%
CAR ALLOWANCE		250	500	500	0	0.0%
WORKER'S COMPENSATION		8,057	7,403	8,014	611	8.3%
OFFICE EXPENSE		3,500	4,200	4,200	0	0.0%
TELEPHONE		9,500	9,900	10,320	420	4.2%
EQUIPMENT RESERVE CNT		198,420	198,420	266,639	68,219	34.4%
TRAVEL & CONVENTIONS		5,800	5,800	5,800	0	0.0%
EDUCATION & TRAINING	CITY	0	5,000	0	(5,000)	(100.0)%
EDUCATION & TRAINING	IT	18,000	23,500	23,500	0	0.0%
DUES & MEMBERSHIPS		600	600	600	0	0.0%
FEES & COST RECOVERIES, INFORMATION TECHNOLOGY		(27,253)	(27,254)	(29,353)	(2,099)	7.7%
SOFTWARE MAINTENANCE		295,000	285,575	309,000	23,425	8.2%
COMPUTER COMMUNICATIONS		3,800	4,650	5,120	470	10.1%
CMPT HARDWARE MAINT		9,000	9,500	9,500	0	0.0%
ADMIN OVERHEAD		(1,200)	(15,000)	(5,000)	10,000	(66.7)%
<b>INFORMATION TECHNOLOGY</b>		<b>1,252,260</b>	<b>1,237,870</b>	<b>1,346,472</b>	<b>108,602</b>	<b>8.8%</b>

## **Parks & Recreation Services**

### **Overview**

The Parks and Recreation Department is responsible for a variety of services which improve the quality of life for the citizens of Moose Jaw. The Parks and Recreation Department's programs and services are delivered through the Recreation Division and the Operations Division.



### **Work Plan Highlights**

The Operations Division will have a strong focus on Community Pride through projects that enhance beautification in parks, and public spaces while continuing to maintain civic facilities to a level that citizens can be proud of. A review of the Parks Operation is currently underway and will focus on some possible operational changes and re-structuring to better address some of the current gaps in service delivery. The review includes looking at opportunities where the Engineering and Parks and Recreation Departments can work together staff allocations during the winter months. Another major focus will be completing an inventory of assets and establishing sustainable preventative maintenance and replacement schedules to meet the needs of the community. An important piece of the inventory project will be the completion of a playground audit to determine the current state of the City's playgrounds and establish a priority replacement plan to ensure all neighborhoods within the City have access to safe and accessible play structures. The Department also began work on a Trails Master plan which will be completed in 2020.

The Recreation Division strives to provide opportunities that are responsive to community needs and sustained with a focus on partnerships, innovation and customer service. The Division will be entering its second year operating and programming the Yara Centre and will be looking to keep the positive momentum going. A review of the Community Association structure is also underway with the goal of implementing changes in early 2020. Accessibility and affordability for vulnerable populations such as our youth and seniors will continue to be a priority through the re-structuring of rates and fees and community programming. There will also be a focus on ensuring all agreements with external parties are reviewed and updated to ensure the current arrangements are sustainable and meet the priorities of the City moving forward.



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Improved customer service through innovation is another important component of the 2020 Work Plan. The Department will continue to enhance the capabilities of the new PerfectMind Recreation software to improve access and communication to our citizens. The marketing and promotion of our services will be expanded in partnership with the Communications Department to include an updated City website and social media strategy as well as the transition to digital advertising in our facilities.

### **Financial Summary**

The Parks and Recreation initiatives identified in the work plan will be carried out with existing resources. There will also be a separate resource request come forward to City Council within the overall City request that will address gaps in service relating to Urban Forestry.

Some of the largest financial implications in 2020 will come from updates made to water, power and natural gas budgets to reflect recent actual costs and so that proper cost recovery levels can be achieved.

The Arenas are also seeing a decline in revenues due to less hours being booked by Minor Sport Organizations and the dissolution of the Prairie Edge School of Skating which was a major user. The total annual revenue impact of the skating club dissolution is approximately \$30,000 per year. The Department will need to closely monitor ice rates moving forward to ensure that the cost of ice isn't affecting usage.

The Department also lost a guaranteed revenue source from the YMCA Pool Access Agreement when they ceased operations in June of 2019 which equates to approximately \$21,000 per year. The Department is projecting that this revenue can be replaced with the recent increase in memberships and program attendance in the Recreation Division.

### **Future Goals**

The Parks and Recreation Department would like to put a greater emphasis on proper planning through the adoption of a Parks and Recreation Master Plan. The last master plan adopted was in 1976 and an updated plan will be an opportunity for the Department to engage the community to determine priorities based on current resource levels while planning for the future.

The Department would also like to focus on enhancing community partnerships, event attraction to enhance the local economic impact, amenities that attract young families and events and programs that enhance community pride.

One of the challenges currently faced is our aging infrastructure and the increasing costs to maintain our older facilities. The Department will continue to explore energy efficient facility investments that will reduce greenhouse gas emissions and demand for energy while ultimately lowering our annual operating costs and improving our environmental footprint.

## City of Moose Jaw

### Budget Expenditures for Parks & Recreation (Summary)



Description	2019 Projection	2019 Budget	2020 Budget	2020 - 2019 INC (DCR)	% Change
CITY HALL MAINTENANCE	324,200	305,982	305,417	(565)	(0.2)%
<b>GENERAL GOVERNMENT</b>	<b>324,200</b>	<b>305,982</b>	<b>305,417</b>	<b>(565)</b>	<b>(0.2)%</b>
OTHER PROTECTION	74,719	78,786	77,667	(1,119)	(1.4)%
<b>PROTECTION TO PERSONS</b>	<b>74,719</b>	<b>78,786</b>	<b>77,667</b>	<b>(1,119)</b>	<b>(1.4)%</b>
RECREATION & PARKS ADMIN	1,078,493	1,087,326	1,127,095	39,769	3.7%
PARKS	779,371	730,636	779,622	48,986	6.7%
RECREATION	3,266,405	3,144,517	3,247,414	102,897	3.3%
CEMETERIES	344,708	329,740	333,688	3,948	1.2%
THIRD PARTY FUNDING	109,626	110,633	111,804	1,171	1.1%
ART MUSEUM	390,659	393,110	388,402	(4,708)	(1.2)%
LIBRARY MAINTENANCE	252,525	258,384	248,637	(9,747)	(3.8)%
SERVICE CENTRE	250,595	279,019	276,082	(2,937)	(1.1)%
WAKAMOW VALLEY AUTHORITY	323,148	327,874	329,612	1,738	0.5%
WILD ANIMAL PARK	3,990	3,190	4,080	890	27.9%
MURALS/CULTURAL CENTRE	385,390	390,100	391,976	1,876	0.5%
FIELDHOUSE	714,517		713,939	713,939	
<b>RECREATION &amp; COMMUNITY</b>	<b>7,899,427</b>	<b>7,054,529</b>	<b>7,952,351</b>	<b>897,822</b>	<b>12.7%</b>
<b>GRAND TOTAL</b>	<b>8,298,346</b>	<b>7,439,297</b>	<b>8,335,435</b>	<b>896,138</b>	<b>12.0%</b>
 MOSAIC PLACE	 188,554	 566,370	 526,347	 (40,023)	 (7.1)%



## City of Moose Jaw

### Budget Revenues & Expenditures for Parks & Recreation (Summary)

Description	2019 Projection	2019 Budget	2020 Budget	2020 - 2019 INC (DCR)	% Change
MAINTENANCE	324,200	305,982	305,417	(565)	(0.2)%
CITY HALL MAINTENANCE	324,200	305,982	305,417	(565)	(0.2)%
<b>GENERAL GOVERNMENT</b>	<b>324,200</b>	<b>305,982</b>	<b>305,417</b>	<b>(565)</b>	<b>(0.2)%</b>
MOSQUITO CONTROL	1,465	4,815	4,840	25	0.5%
WEED CONTROL	73,254	73,971	72,827	(1,144)	(1.5)%
<b>OTHER PROTECTION</b>	<b>74,719</b>	<b>78,786</b>	<b>77,667</b>	<b>(1,119)</b>	<b>(1.4)%</b>
<b>PROTECTION TO PERSONS</b>	<b>74,719</b>	<b>78,786</b>	<b>77,667</b>	<b>(1,119)</b>	<b>(1.4)%</b>
SALARIES	273,191	283,200	284,193	993	0.4%
CAR ALLOWANCE	900	1,080	900	(180)	(16.7)%
WORKER'S COMPENSATION	40,620	40,620	40,620	0	0.0%
CANADA PENSION PLAN	140,836	128,160	140,836	12,676	9.9%
EMPLOYMENT INSURANCE	70,535	77,040	74,985	(2,055)	(2.7)%
PENSION	168,127	167,040	168,130	1,090	0.7%
HEALTH BENEFIT	86,073	84,360	93,276	8,916	10.6%
OFFICE EXPENSE	18,680	19,361	18,151	(1,210)	(6.2)%
TELEPHONE	13,786	10,980	13,650	2,670	24.3%
EQUIPMENT RESERVE CNT	15,764	15,764	24,672	8,908	56.5%
TRAVEL & CONVENTIONS	4,301	4,300	4,300	0	0.0%
EDUCATION & TRAINING	7,510	8,100	7,500	(600)	(7.4)%
DUES & MEMBERSHIPS	1,722	1,720	1,830	110	6.4%
SUBSCRIPTIONS & PUBS	200	200	300	100	50.0%
RADIO COMMUNICATIONS	4,104	8,640	7,024	(1,616)	(18.7)%
ADMIN OVERHEAD	(75,239)	(54,000)	(54,000)	0	0.0%
FRINGE BENEFIT OHD	(3,069)	(7,000)	(7,000)	0	0.0%
SICKNESS & HOLIDAYS	287,081	280,061	286,228	6,167	2.2%
MISCELL TOOLS & SAFETY	23,371	17,700	21,500	3,800	21.5%
<b>RECREATION &amp; PARKS ADMIN</b>	<b>1,078,493</b>	<b>1,087,326</b>	<b>1,127,095</b>	<b>39,769</b>	<b>3.7%</b>
SALARIES	151,252	144,480	150,020	5,540	3.8%
CAR ALLOWANCE	9,790	9,550	10,789	1,239	13.0%
CRESCENT PARK	287,010	268,157	271,603	3,446	1.3%
ELGIN PARK	13,557	12,255	8,923	(3,332)	(27.2)%
TOWN & COUNTRY PARK	3,957	4,972	5,180	208	4.2%
GOOD NEIGHBOUR PARK	11,791	9,824	12,682	2,858	29.1%
HAPPY VALLEY PARK	17,042	10,184	17,005	6,821	67.0%



## City of Moose Jaw

### Budget Revenues & Expenditures for Parks & Recreation (Summary)

Description	2019 Projection	2019 Budget	2020 Budget	2020 - 2019 INC (DCR)	% Change
SUNNINGDALE PARK	14,681	15,524	16,587	1,063	6.8%
BELMONT PARK	8,932	4,732	5,264	532	11.2%
IRON BRIDGE PARK & PATHWAYS	18,405	19,886	21,676	1,790	9.0%
WESTPARK PARK & PATHWAYS	13,680	15,432	14,436	(996)	(6.5)%
NEWROCK PARK & PATHWAYS	0	5,375	5,890	515	9.6%
BOULEVARDS & EASEMENTS	114,979	119,428	124,948	5,520	4.6%
BUFFER STRIPS & TRF ISLD	113,845	90,250	114,031	23,781	26.4%
YARD MAINTENANCE	450	587	588	1	0.2%
<b>PARKS</b>	<b>779,371</b>	<b>730,636</b>	<b>779,622</b>	<b>48,986</b>	<b>6.7%</b>
SALARIES	144,288	154,800	153,714	(1,086)	(0.7)%
CAR ALLOWANCE		8,550	1,380	(7,170)	(83.9)%
MEMORIAL FIELD	8,857	7,688	9,678	1,990	25.9%
ROSS WELLS PARK	8,270	12,523	9,352	(3,171)	(25.3)%
SPORTSGROUNDS	440,218	371,959	430,035	58,076	15.6%
AMPHITHEATRE	2,037	1,589	1,790	201	12.6%
BOWLING GREEN	4,480	5,571	5,305	(266)	(4.8)%
NATATORIUM POOL MAINT	168,345	173,022	179,034	6,012	3.5%
NATATORIUM PROGRAM	95,325	89,303	90,757	1,454	1.6%
KINSMEN POOL MAINT	594,650	551,395	600,432	49,037	8.9%
KINSMEN POOL PROGRAM	581,004	561,954	547,074	(14,880)	(2.6)%
PLAMOR PALACE	358,413	366,542	361,993	(4,549)	(1.2)%
KINSMEN ARENA	299,081	314,918	316,609	1,691	0.5%
OUTDOOR RINKS	126,708	92,241	118,065	25,824	28.0%
PLAYGROUND MAINT	111,856	108,800	100,672	(8,128)	(7.5)%
PLAYGROUND PROGRAMS	61,942	44,295	52,308	8,013	18.1%
YOUTH ACTIVITY CTR PROG	5,102	6,986	5,886	(1,100)	(15.7)%
RECREATION PROGRAMS	144,282	143,435	153,374	9,939	6.9%
COMMUNITY ASSOC PROG	111,547	128,946	109,956	(18,990)	(14.7)%
<b>RECREATION</b>	<b>3,266,405</b>	<b>3,144,517</b>	<b>3,247,414</b>	<b>102,897</b>	<b>3.3%</b>
SALARIES	52,380	52,380	52,380	0	0.0%
OFFICE EXPENSE	4,335	5,295	4,392	(903)	(17.1)%
TELEPHONE	1,675	1,020	1,680	660	64.7%
BURIAL COSTS	47,011	46,134	40,530	(5,604)	(12.1)%
GENERAL MAINTENANCE	229,397	215,001	224,796	9,795	4.6%
INDIGENT PERPETUALCARE	9,910	9,910	9,910	0	0.0%





## City of Moose Jaw

### Budget Revenues & Expenditures for Parks & Recreation (Summary)

Description	2019 Projection	2019 Budget	2020 Budget	2020 - 2019 INC (DCR)	% Change
<b>CEMETERIES</b>	<b>344,708</b>	<b>329,740</b>	<b>333,688</b>	<b>3,948</b>	<b>1.2%</b>
CANADA DAY COMMITTEE	2,484	2,484	2,534	50	2.0%
FESTIVAL OF WORDS	7,713	7,713	7,867	154	2.0%
AIR SHOW	975	0	0	0	
TOURISM MOOSE JAW	91,152	91,152	92,975	1,823	2.0%
MISCELLANEOUS GRANTS	7,302	9,284	8,428	(856)	(9.2)%
<b>THIRD PARTY FUNDING</b>	<b>109,626</b>	<b>110,633</b>	<b>111,804</b>	<b>1,171</b>	<b>1.1%</b>
MAINTENANCE	255,859	258,310	250,906	(7,404)	(2.9)%
ARTMUSEUM PROGFUNDNG	134,800	134,800	137,496	2,696	2.0%
<b>ART MUSEUM</b>	<b>390,659</b>	<b>393,110</b>	<b>388,402</b>	<b>(4,708)</b>	<b>(1.2)%</b>
MAINTENANCE	252,525	258,384	248,637	(9,747)	(3.8)%
<b>LIBRARY MAINTENANCE</b>	<b>252,525</b>	<b>258,384</b>	<b>248,637</b>	<b>(9,747)</b>	<b>(3.8)%</b>
MAINTENANCE	250,595	279,019	276,082	(2,937)	(1.1)%
<b>SERVICE CENTRE</b>	<b>250,595</b>	<b>279,019</b>	<b>276,082</b>	<b>(2,937)</b>	<b>(1.1)%</b>
STATUTORY LEVY	323,148	323,148	329,612	6,464	2.0%
LANDSCAPE MAINTENANCE		4,726		(4,726)	(100.0)%
<b>WAKAMOW VALLEY AUTHORITY</b>	<b>323,148</b>	<b>327,874</b>	<b>329,612</b>	<b>1,738</b>	<b>0.5%</b>
WILD ANIMAL PARK MAINT	3,990	3,190	4,080	890	27.9%
<b>WILD ANIMAL PARK</b>	<b>3,990</b>	<b>3,190</b>	<b>4,080</b>	<b>890</b>	<b>27.9%</b>
CULTURAL CENTRE MAINTENANCE	214,723	219,433	218,139	(1,294)	(0.6)%
CULTURAL CENTRE PROGRAM	157,509	157,509	160,679	3,170	2.0%
MURALS PROGRAM	13,158	13,158	13,158	0	0.0%
<b>MURALS/CULTURAL CENTRE</b>	<b>385,390</b>	<b>390,100</b>	<b>391,976</b>	<b>1,876</b>	<b>0.5%</b>
SALARIES	348,457		350,661	350,661	
CAR ALLOWANCE	1,320		1,320	1,320	
WORKER'S COMPENSATION	3,516		3,516	3,516	
CANADA PENSION PLAN	15,240		15,240	15,240	
EMPLOYMENT INSURANCE	7,200		7,200	7,200	
GROUP INSURANCE	600		600	600	
LONG TERM DISABILITY INS	6,480		6,480	6,480	
PENSION	18,804		18,804	18,804	
OFFICE EXPENSE	6,000		6,000	6,000	
TELEPHONE	6,000		6,000	6,000	
EQUIPMENT RESERVE CNT	26,473		24,396	24,396	

# City of Moose Jaw

## Budget Revenues & Expenditures for Parks & Recreation (Summary)



Description	2019 Projection	2019 Budget	2020 Budget	2020 - 2019 INC (DCR)	% Change
TRAVEL & CONVENTIONS	2,000		2,000	2,000	
ELECTRICITY	130,114		130,114	130,114	
NATURAL GAS	26,119		26,119	26,119	
WATER	8,661		8,660	8,660	
SUPPLIES & EQUIPMENT	12,000		10,000	10,000	
MARKETING	6,000		6,000	6,000	
PROGRAMMING	3,000		3,000	3,000	
CONTRACTUAL SERVICES	25,020		25,020	25,020	
FACILITY MAINTENANCE	61,513		62,809	62,809	
FIELDHOUSE	714,517		713,939	713,939	
RECREATION & COMMUNITY	7,899,427	7,054,529	7,952,351	897,822	12.7%
<b>GRAND TOTAL</b>	<b>8,298,346</b>	<b>7,439,297</b>	<b>8,335,435</b>	<b>896,138</b>	<b>12.0%</b>



## Planning & Development Services

### Overview

The Planning and Development Services Department works closely with each City Department, developers, businesses, residents and the Economic Development Manager to support growth and development and enforce minimum standards for property and buildings. The department's responsibility is to manage and promote both growth and development through the administration of applicable policies and bylaws adopted by City Council. This Department is very diverse with seven different divisions that play a significant role in providing Council with professional and technical advice on a wide range of issues including housing, current and future land use, heritage, building and property standards, parking enforcement, and animal control.



### Work Plan Highlights

Customer Service and Excellence continues to be the highest priority for this Department. The new Planner 1 Position has freed up staff time to work on initiatives, encourage sustainable growth of the tax base in the City of Moose Jaw and increase customer service to citizens and businesses. Some highlights from each division are as follows:

#### **Planning**

- Evaluate city-owned land for development potential, develop capital plan for growth infrastructure and downtown improvements

#### **Land Administration**

- Advertising and promotion of City-owned land for sale

#### **Building**

- Improve quality of public information for permit process and requirements for increased customer service, continuing education on latest building regulations

#### **Bylaw Enforcement**

- Increased proactive and face-to-face interactions as well as educational campaigns for property maintenance

#### **Business Licensing**

- Work with IT and Finance toward developing a new Business License System within the ERP Project. The existing system is using an Access 97 database.

#### **Economic Development**

The Economic Development Services Division updated strategic review and priority setting, and includes actions identified in the 13 Ways Planning Sessions. The tactical strategy focuses on actions, creating targets, and measuring performance in order to help our community discover its pathway to success. Our vision is a positive business investment environment that is achieving

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sustainable economic growth that is contributing to our vibrant and healthy community. This will be accomplished through;

- A diversified and prosperous economy.
- A regional hub of ag value-add, tourism, alternate energy, and transportation, warehousing & distribution all supporting activities accessing global markets.
- An engaged business community marketing a diversity of products, services and experiences.
- Business, industry and local government working together to create jobs and foster an entrepreneurial spirit.
- Building a strong and growing workforce.
- Enhanced tourism and downtown development

### **Financial Summary**

All of the Planning and Development Services initiatives will be carried out with existing resources.

The further use and increased funding of the Heritage Reserve account to fund related programs and capital investment is a new request. Increased use of interest from capital reserves is proposed to fund programs such as the proposed Housing Incentive Policy.

### **Future Goals**

Continue to improve policy and procedures, integrating and standardizing processes with new computer software, GIS, and formal Council-approved policies.

Regional Planning and development coordination with the R.M. of Moose Jaw 161 continues to be a long-term goal.

An update to the City's Official Community Plan is also a future goal.



## City of Moose Jaw

### Budget Revenues & Expenditures for Planning & Development (Summary)

Description	2019 Projection	2019 Budget	2020 Budget	2020 - 2019 INC (DCR)	% Change
SALARIES	460,947	469,183	470,833	1,650	0.4%
CAR ALLOWANCE	750	1,500	1,000	(500)	(33.3)%
WORKER'S COMPENSATION	5,120	3,894	5,120	1,226	31.5%
OFFICE EXPENSE	2,000	5,000	5,000	0	0.0%
TELEPHONE	3,500	3,500	3,570	70	2.0%
EQUIPMENT RESERVE CONT	17,519	16,950	16,877	(73)	(0.4)%
TRAVEL & CONVENTIONS	12,240	12,240	11,485	(755)	(6.2)%
EDUCATION & TRAINING	2,805	2,805	2,861	56	2.0%
DUES & MEMBERSHIPS	3,360	3,060	3,500	440	14.4%
GENERAL REPAIRS & SUPP	5,000	5,000	5,000	0	0.0%
FEES & COST RECOVERIES	0	(5,000)	0	5,000	(100.0)%
SPECIAL PROJECTS	54,264	54,264	55,349	1,085	2.0%
REPAIRS INNOVATIVE HOUSING	45,000	45,000	45,000	0	0.0%
HOUSING INITIATIVES	100,004	86,655	92,369	5,714	6.6%
ADVERTISING & MISC	9,000	19,000	19,000	0	0.0%
CONTRACTUAL SERVICES	700	0	0	0	0.0%
ISC CHARGES	4,000	4,000	4,000	0	0.0%
<b>PLANNING &amp; DEVELOPMENT</b>	<b>726,209</b>	<b>727,051</b>	<b>740,964</b>	<b>13,913</b>	<b>1.9%</b>
SALARIES	237,276	237,276	233,064	(4,212)	(1.8)%
CAR ALLOWANCE	7,500	7,500	7,500	0	0.0%
WORKER'S COMPENSATION	3,000	3,000	2,820	(180)	(6.0)%
CANADA PENSION PLAN	11,235	11,235	11,257	22	0.2%
CANADA PENSION PLAN	5,000	5,000	5,000	0	0.0%
GROUP INSURANCE	295	295	295	0	0.0%
PENSION	17,796	17,796	17,480	(316)	(1.8)%
HEALTH BENEFIT	7,260	8,054	7,005	(1,049)	(13.0)%
OFFICE EXPENSE	1,650	1,650	1,683	33	2.0%
TELEPHONE	6,834	6,834	6,971	137	2.0%
TRAVEL & CONVENTIONS	3,250	3,250	3,315	65	2.0%
EDUCATION & TRAINING	3,329	3,329	3,396	67	2.0%
DUES & MEMBERSHIPS	1,500	1,178	1,561	383	32.5%
ADVERTISING & MISC	2,121	2,121	2,163	42	2.0%
CONTRACTUAL SERVICES	235,000	265,302	270,608	5,306	2.0%
<b>BUILDING &amp; BYLAW</b>	<b>543,046</b>	<b>573,820</b>	<b>574,118</b>	<b>298</b>	<b>0.1%</b>

**City of Moose Jaw**  
**Budget Revenues & Expenditures for Planning & Development (Summary)**



Description	2019 Projection	2019 Budget	2020 Budget	2020 - 2019 INC (DCR)	% Change
ANIMAL CONTROL	100,219	100,219	102,223	2,004	2.0%
POUNDKEEPER	124,320	124,320	126,806	2,486	2.0%
OTHER BYLAW ENFORCEMENT	15,000	15,000	15,000	0	0.0%
<b>PROTECTION TO PERSONS</b>	<b>239,539</b>	<b>239,539</b>	<b>244,029</b>	<b>4,490</b>	<b>1.9%</b>
CITY SH OF HOUSING PROJ	40,102	40,102	41,075	973	2.4%
<b>CITY SH OF HOUSING PROJ</b>	<b>40,102</b>	<b>40,102</b>	<b>41,075</b>	<b>973</b>	<b>2.4%</b>
<b>GRAND TOTAL</b>	<b>1,548,896</b>	<b>1,580,512</b>	<b>1,600,186</b>	<b>19,674</b>	<b>1.2%</b>

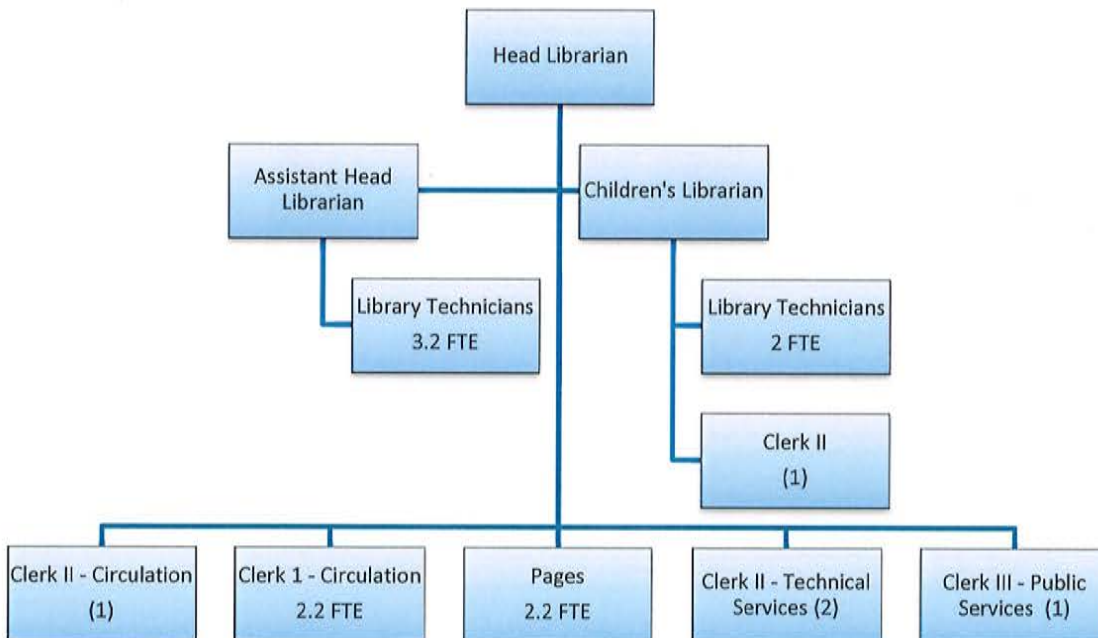


## The Moose Jaw Public Library

### Overview

The Moose Jaw Public Library serves the citizens of Moose Jaw and surrounding area. With service guided by the Saskatchewan Library's Act, the Moose Jaw Public Library's mandate is to provide Moose Jaw and area residents of all ages equitable access to informational, cultural, recreational and educational materials and programs. In so doing, the library serves as an addition to and extension of other educational systems to ensure opportunities for individual lifelong learning. The Library strives to partner with community organizations, groups and schools to offer community outreach programs and services.

### Organizational Structure:



### Work Plan Highlights

In 2020 the Library will focus on 3 priority areas:

The Library as a Space: In 2019 work was complete on ensuring the safety of the space by creating an Emergency Response Plan, Reviewing Emergency Procedures and creating Rules of Conduct. In 2020 the focus will be on making the space more welcoming by reviewing and planning budgeted and cost effective improvements to the Children's Library. The Library will also begin assessment of the rental spaces in the Library and investigate improvements that will enhance the experience of the space.

Lifelong Learning: The Library will prioritize the development of technology related learning opportunities, including greater access to Maker equipment. Opportunities for digital acquisitions to be added to the Collection will also be explored.

Organizational Effectiveness: The Library Board will complete a strategic planning cycle begun in 2019 taking into consideration the results from the Library's Community Needs Assessment and the City's Strategic Plan. Actions to improve organizational effectiveness will be implemented under the direction of the Library Board

**Financial Summary:**

The majority of the Library's initiatives will be carried out with existing resources. In order to achieve a Status Quo budget with no changes in programming an increase would be required in the following areas.

1. An increase to the levy is requested to accommodate staffing costs related to a projected Wage increase.
2. The Final area will be an increase of 2% to the Equipment Reserve Budget as requested by the City's Financial Services Department.

The Operating Estimates would require a 1.4% over 2019 funding levels.

**Future Goals:**

Under the guidance of the Moose Jaw Public Library Board and with the results from the 2019-2020 strategic plan the Library will find new ways to contribute to the education and wellbeing of this community.



**City of Moose Jaw**  
**MOOSE JAW PUBLIC LIBRARY BUDGET ESTIMATES**  
**FOR THE YEAR 2020**

	2019 PASSED BUDGET	2019 Projected Actuals	2020 Estimates
<b>166 6015 OFFICE EXPENSES</b>			
Delivery and Postage	\$2,330.00	\$2,139.00	\$2,330.00
Commissionaire for Rentals	\$2,000.00	\$2,800.00	\$3,000.00
Copiers - lease	\$4,500.00	\$2,800.00	\$3,000.00
- CanCopy license	\$375.00	\$375.00	\$375.00
Copier paper	\$2,180.00	\$1,899.00	\$2,000.00
Advertising	\$5,500.00	\$5,326.00	\$5,500.00
Repairs & servicing rental equipmer	\$500.00	\$789.00	\$700.00
Replacement of small equipment	\$1,000.00	\$1,375.29	\$1,300.00
Miscellaneous	\$200.00	\$946.00	\$200.00
Computer Technical Assistance	\$4,800.00	\$4,689.00	\$4,800.00
Repairs of office equipment	<u>\$1,500.00</u>	<u>\$1,476.00</u>	<u>\$1,500.00</u>
	\$24,885.00	\$24,614.29	\$24,705.00
<b>166 6016 COMMUNICATIONS</b>			
Telephones, fax, internet	<u>\$5,000.00</u>	<u>\$4,711.72</u>	<u>\$5,000.00</u>
	\$5,000.00	\$4,711.72	\$5,000.00
<b>166 6025 CONFERENCES AND PROGRAMS</b>			
Conferences/training	\$5,000.00	\$4,710.00	\$5,000.00
Programming	<u>\$7,900.00</u>	<u>\$7,636.70</u>	<u>\$7,900.00</u>
	\$12,900.00	\$12,346.70	\$12,900.00
<b>166 6027 MEMBERSHIPS</b>	\$200.00	\$185.00	\$200.00
<b>166 6020 EQUIPMENT RESERVE</b>	<u>\$44,134.00</u>	<u>\$44,134.00</u>	<u>\$45,017.00</u>
Subtotal	\$87,119.00	\$85,991.71	\$87,822.00
<b>166 6796 PALLISER REGIONAL LIBRARY I</b>	\$1,116,884.00	\$1,116,884.00	\$1,132,719.00
SILS special levy	<u>\$14,403.00</u>	<u>\$14,403.00</u>	<u>\$14,403.00</u>
	\$1,131,287.00	\$1,131,287.00	\$1,147,122.00
<b>TOTAL</b>	\$1,218,406.00	\$1,217,278.71	\$1,234,944.00
<b>REVENUES</b>			
<b>5699 Fines revenue</b>	\$20,000.00	\$16,623.00	\$17,000.00
<b>5693 Library revenues (copiers)</b>	\$4,500.00	\$5,436.00	\$4,500.00
<b>5697 Meeting room/theatre rental</b>	\$1,200.00	\$3,210.00	\$3,200.00
<b>5697 Equipment rental</b>	\$300.00	\$300.00	\$300.00
<b>5697 Commissionaire for Rentals</b>	<u>\$2,000.00</u>	<u>\$2,800.00</u>	<u>\$3,000.00</u>
<b>TOTAL</b>	<u>\$28,000.00</u>	<u>\$28,369.00</u>	<u>\$28,000.00</u>
<b>Net requisition from City</b>	\$1,190,406.00	\$1,188,276.44	\$1,206,944.00

## City of Moose Jaw Budget Summary of Reserves & Allowances



Description	2019 Projection	2019 Budget	2020 Budget	2020 - 2019 INC (DCR)	% Change
6054 - FEES & COST RECOVERIES	(5,000)	(5,000)	(5,000)	0	0.0%
<b>6001 - WATERWORKS RECOVERY</b>	<b>(5,000)</b>	<b>(5,000)</b>	<b>(5,000)</b>	<b>0</b>	<b>0.0%</b>
6860 - BANK CHARGES	6,500	12,900	7,350	(5,550)	(43.0)%
6865 - CREDIT CARD FEES	8,500		25,000	25,000	
<b>6001 - DEBT CHARGES</b>	<b>15,000</b>	<b>12,900</b>	<b>32,350</b>	<b>19,450</b>	<b>150.8%</b>
6870 - RESERVE UNCOLL TAXES	24,000	24,000	20,000	(4,000)	(16.7)%
6871 - RESERVE DBTFUL ACCTS	4,738	15,031	8,313	(6,718)	(44.7)%
6873 - GENERAL CONTINGENCIES	386,675	983,070	622,877	(360,193)	(36.6)%
<b>6001 - RESERVES &amp; ALLOWANCES</b>	<b>415,413</b>	<b>1,022,101</b>	<b>651,190</b>	<b>(370,911)</b>	<b>(36.3)%</b>
6882 - DISCOUNT ON TAXES	67,229	70,675	70,119	(556)	(0.8)%
6889 - APPROPRIATION TO OTHER FUNDS	3,583,283	3,583,283	3,844,186	260,903	7.3%
<b>6001 - MISCELLANEOUS EXPENDITURES</b>	<b>3,650,512</b>	<b>3,653,958</b>	<b>3,914,305</b>	<b>260,347</b>	<b>7.1%</b>
<b>GRAND TOTAL</b>	<b>4,075,925</b>	<b>4,683,959</b>	<b>4,592,845</b>	<b>(91,114)</b>	<b>(1.9)%</b>



# GENERAL CAPITAL BUDGET







## General Capital Budget Overview

The General Capital Reserve portion of the Capital Budget provides funding for Transportation, Parks and Recreation, Other Services and Storm Sewers.

The Transportation area includes funding for roadways, traffic infrastructure and bridges and structures. The estimated budget over the next five years is \$40,675,830.

The Parks and Recreation area includes funding for facility rehabilitation, parks upgrades, pathways and reforestation. The estimated budget over the next five years is \$5,516,043.

The Other Services area includes funding for solar initiatives, innovative housing and debt repayments. The estimated budget over the next five years is \$8,851,062.

The Storm Sewer area includes repair and rehabilitation of the City's storm sewer system. The estimated budget over five years is \$3,690,000.

Total estimated Capital expenditures over the five years is \$59,095,435.

Funding for the General Capital Reserve consists of funding from:

Sask Power Municipal Surcharge	\$15,527,665
Taxation Revenue	\$ 5,585,133
Investment Income	\$12,560,000
Land Sale Proceeds	\$ 5,975,000
Parks Dedication Reserve	\$ 119,000
Federal/Provincial Funding	\$ 898,385
Sask Energy Municipal Surcharge	\$ 4,883,992

Total estimated capital revenues over the five years is \$45,549,175.

The General Capital Reserve has funding challenges where over the five-year period, there is insufficient funding to service all of the spending demands. The current budgeted shortfall is \$12,887,900.

In 2020, City Administration is proposing a 1% municipal increase be levied and dedicated to providing funding to the General Capital Reserve Budget for Leisure Services. This will generate an additional \$295,000 to fund the capital works in this budget. The 1% has been incorporated into the overall proposed mill rate increase of 2.02%.

Also in 2020, City Administration is proposing that an additional \$1,300,000 of Land Sale proceeds be directed to the General Capital Reserve. These additional proceeds would come from sale proceeds from development of the Southeast Industrial Subdivision. This contribution has been factored into the preliminary budget.

**GENERAL CAPITAL RESERVE SUMMARY  
2020 - 2024**

	2019	2020	2021	2022	2023	2024	Total
Carry over from previous year	\$ 6,675,897	\$ 4,785,266	\$ 388,814	\$ (7,305,667)	\$ (9,322,939)	\$ (11,079,847)	
SPC Funds Available	\$ 2,814,524	\$ 2,895,620	\$ 2,996,967	\$ 3,101,861	\$ 3,210,426	\$ 3,322,791	\$ 15,527,665
Hospital Levy	\$ 257,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Taxation Revenue	\$ 3,583,283	\$ 3,844,186	\$ 3,876,751	\$ 3,993,054	\$ 4,112,845	\$ 4,236,231	\$ 20,063,067
Capital Expenditure Fund Interest	\$ 1,295,000	\$ 2,610,000	\$ 2,450,000	\$ 2,475,000	\$ 2,500,000	\$ 2,525,000	\$ 12,560,000
Land Sale Proceeds	\$ 910,000	\$ 2,210,000	\$ 1,125,000	\$ 880,000	\$ 880,000	\$ 880,000	\$ 5,975,000
Parks Dedication Reserve	\$ 20,000	\$ -	\$ 39,000	\$ 19,500	\$ 40,000	\$ 20,500	\$ 119,000
Federal/Provincial Funding	\$ -	\$ 381,275	\$ 517,110	\$ -	\$ -	\$ -	\$ 898,385
SaskEnergy Mun. Surcharge	\$ 912,500	\$ 938,500	\$ 957,270	\$ 976,415	\$ 995,944	\$ 1,015,863	\$ 4,883,992
Fundraising Contributions	\$ 296,989	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Transfer to Waterworks	\$ (2,691,492)	\$ (2,726,985)	\$ (2,808,795)	\$ (2,893,058)	\$ (2,979,850)	\$ (3,069,246)	\$ (14,477,934)
Uncompleted Works	\$ (3,672,747)	\$ (4,126,906)	\$ -	\$ -	\$ -	\$ -	
<b>Capital Funding Available</b>	<b>\$ 10,400,954</b>	<b>\$ 10,810,956</b>	<b>\$ 9,542,117</b>	<b>\$ 1,247,105</b>	<b>\$ (563,574)</b>	<b>\$ (2,148,708)</b>	<b>\$ 45,549,175</b>
Transportation	\$ 4,468,962	\$ 6,096,400	\$ 12,629,500	\$ 7,044,930	\$ 7,317,500	\$ 7,587,500	\$ 40,675,830
Parks and Recreation	\$ 1,093,130	\$ 1,072,995	\$ 1,320,585	\$ 1,257,010	\$ 853,153	\$ 1,012,300	\$ 5,516,043
Other Services	\$ 2,546,445	\$ 2,395,247	\$ 2,157,699	\$ 1,445,604	\$ 1,430,620	\$ 1,421,892	\$ 8,851,062
Police Services	\$ 65,000	\$ 67,500	\$ 70,000	\$ 72,500	\$ 75,000	\$ 77,500	\$ 362,500
Fire Services	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Downtown Facility & FieldHouse	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Storm Sewers	\$ 405,000	\$ 790,000	\$ 670,000	\$ 750,000	\$ 840,000	\$ 640,000	\$ 3,690,000
Total Funding Required	\$ 8,578,537	\$ 10,422,142	\$ 16,847,784	\$ 10,570,044	\$ 10,516,273	\$ 10,739,192	\$ 59,095,435
<b>Surplus/Shortfall</b>	<b>\$ 1,822,417</b>	<b>\$ 388,814</b>	<b>\$ (7,305,667)</b>	<b>\$ (9,322,939)</b>	<b>\$ (11,079,847)</b>	<b>\$ (12,887,900)</b>	

**LAND DEVELOPMENT RESERVE  
2020 - 2024**

	2019	2020	2021	2022	2023	2024	Total
Opening Balance	(\$2,129,352)	(\$2,519,371)	\$996,547	\$1,240,080	\$3,233,613	\$4,327,146	
Contributions during the year	\$3,103,100	\$8,287,066	\$243,533	\$1,993,533	\$1,093,533	\$1,093,533	\$12,711,198
Loan Proceeds	\$0	\$0	\$0	\$0	\$0	\$0	\$0
less Land Dev Projects	\$0	\$0	\$0	\$0	\$0	\$0	\$0
less Uncompleted Works	\$6,249,805	\$4,771,148	\$0	\$0	\$0	\$0	\$4,771,148
<b>Year End Balance</b>	<b>(\$5,276,057)</b>	<b>\$996,547</b>	<b>\$1,240,080</b>	<b>\$3,233,613</b>	<b>\$4,327,146</b>	<b>\$5,420,679</b>	



Object Account	2019 Carry Forward	2020	2021	2022	2023	2024	Total Including CFWDS
9014 - TR1 PAVED ROADWAYS	750,000	3,600,000	3,600,000	3,600,000	3,600,000	3,600,000	18,750,000
9026 - TR2 SIDEWALKS, CURBS & GUTTER	-	522,100	541,500	559,930	576,500	599,500	2,799,530
9029 - TR3 TRAFFIC CONTROL	150,000	740,000	695,000	685,000	735,000	675,000	3,680,000
9033 - TR4 GRAVEL ROADWAYS	-	160,300	168,000	174,000	179,000	185,000	866,300
9034 - TR5 MUNICIPAL AIRPORT	3,800	-	-	-	-	-	3,800
9006 - TR6 STRUCTURE UPGRADES	1,213,383	900,000	7,600,000	2,000,000	2,200,000	2,500,000	16,413,383
9030 - TR30 GEOTHERMAL WELL REHAB	-	150,000	-	-	-	-	150,000
9040 - TR40 COMMUNITY AESTHETICS	-	24,000	25,000	26,000	27,000	28,000	130,000
Transportation	2,117,183	6,096,400	12,629,500	7,044,930	7,317,500	7,587,500	42,793,013
9303 - PR3 WAKAMOW VALLEY AUTHORITY	-	30,770	31,385	32,010	32,653	33,300	160,118
9304 - PR4 CITY COMPLEX UPGRADE	235,000	-	-	50,000	-	-	285,000
9311 - PR11 LIBRARY/ART MUSEUM	17,000	-	50,000	150,000	203,000	175,000	595,000
9314 - PR14 CRESCENT PARK UPGRADES	-	16,000	10,000	20,000	7,000	-	53,000
9323 - PR23 GEN UPGRADE - PKS	78,000	63,500	134,500	20,000	260,000	20,000	576,000
9347 - PR47 BUILDING IMPROVE	65,835	20,000	30,000	40,000	50,000	50,000	255,835
9349 - PR49 CEMETERY IMPROVEMENTS	-	-	78,000	-	-	-	78,000
9352 - PR52 PATHWAY UPGRADE	15,590	-	25,000	40,000	80,000	60,000	220,590
9355 - PR55 REFORESTATION CITY	880	18,000	25,000	18,000	10,000	-	71,880
9356 - PR56 ENERGY MGT PROGRAM	-	-	120,000	-	-	-	120,000
9359 - PR59 SPEC NEEDS UPGRADES	45,301	31,225	32,000	34,000	36,000	38,000	216,526
9363 - PR63 KINSMEN SPORTSPLEX ARENA	425,000	105,000	-	212,000	-	-	742,000
9364 - PR64 CITY HALL	146,645	757,000	60,000	60,000	100,000	50,000	1,173,645
9365 - PR65 COMMUNITY PROJECTS	11,513	31,500	32,500	33,500	34,500	35,500	179,013
9368 - PR68 PARKS DEDICATION RESERVE	12,700	-	39,000	19,500	40,000	20,500	131,700
9371 - PR71 PLA-MOR PALACE	-	-	196,200	330,000	-	-	526,200
9372 - PR72 KINSMEN POOL	-	-	-	113,000	-	30,000	143,000
9373 - PR73 CULTURAL CENTRE	-	-	457,000	50,000	-	-	507,000
9374 - PR74 YARA CENTRE	-	-	-	35,000	-	500,000	535,000
Parks & Recreation	1,053,464	1,072,995	1,320,585	1,257,010	853,153	1,012,300	6,569,507
9554 - OS2 INNOVATIVE HOUSING	136,731	-	-	-	-	-	136,731
9558 - OS8 MULTIPLEX LOAN REPAYMENT	-	1,875,247	1,452,574	1,445,604	1,430,620	1,421,892	7,625,937
9559 - OS9 IT PROJECTS	182,472	-	-	-	-	-	182,472
9508 - GG8 SOLAR INITIATIVES	-	520,000	705,125	-	-	-	1,225,125
Other Services	319,203	2,395,247	2,157,699	1,445,604	1,430,620	1,421,892	9,170,265
9503 - PS1 POLICE BLDING RENOS	141,837	67,500	70,000	72,500	75,000	77,500	504,337
Police Services	141,837	67,500	70,000	72,500	75,000	77,500	504,337



Object Account	2019 Carry Forward	2020	2021	2022	2023	2024	Total Including CFWDS
9403 - MP3 MULTIPLEX	33,940	-	-	-	-	-	33,940
9506 - DFFH CAPITAL UPGRADES	261,279	-	-	-	-	-	261,279
DFFH	295,219	-	-	-	-	-	295,219
9253 - SS1 STORM SEWERS	200,000	790,000	670,000	750,000	840,000	640,000	3,890,000
Storm Sewers	200,000	790,000	670,000	750,000	840,000	640,000	3,890,000
9802 - LD2 WESTHEATH PHASE V	4,771,148	-	-	-	-	-	4,771,148
Land Development	4,771,148	-	-	-	-	-	4,771,148
							-
<b>TOTAL CAPITAL EXPENDITURES</b>	<b>8,898,054</b>	<b>10,422,142</b>	<b>16,847,784</b>	<b>10,570,044</b>	<b>10,516,273</b>	<b>10,739,192</b>	<b>67,993,489</b>

# TRANSPORTATION

Object Account	2019 Carry Forward	2020	2021	2022	2023	2024	Total Including CFWDS
9014 - TR1 PAVED ROADWAYS	750,000	3,600,000	3,600,000	3,600,000	3,600,000	3,600,000	18,750,000
9026 - TR2 SIDEWALKS, CURBS & GUTTER	-	522,100	541,500	559,930	576,500	599,500	2,799,530
9029 - TR3 TRAFFIC CONTROL	150,000	740,000	695,000	685,000	735,000	675,000	3,680,000
9033 - TR4 GRAVEL ROADWAYS	-	160,300	168,000	174,000	179,000	185,000	866,300
9034 - TR5 MUNICIPAL AIRPORT	3,800	-	-	-	-	-	3,800
9006 - TR6 STRUCTURE UPGRADES	1,213,383	900,000	7,600,000	2,000,000	2,200,000	2,500,000	16,413,383
9030 - TR30 GEOTHERMAL WELL REHAB	-	150,000	-	-	-	-	150,000
9040 - TR40 COMMUNITY AESTHETICS	-	24,000	25,000	26,000	27,000	28,000	130,000
Transportation	2,117,183	6,096,400	12,629,500	7,044,930	7,317,500	7,587,500	42,793,013

### Capital Project Summary Sheet

<b>Title:</b>	<b>TR-1 Paved Roadways</b>	<b>Project #:</b>	<b>TR-1</b>
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**Project Description**

The City of Moose Jaw maintains 227 km of paved roadway infrastructure of varying ages and classes (Arterial, Collector and Locals) of which 83 km are designated Arterial/Collector. Restoration treatments are targeted at repairing streets in fair condition and restoring them to good condition. There are several different treatment options that may be used in 2020 including, Mill and Pave, Mill and Pave with an Overlay, Thin Overlay, Leveling, Crack Sealing and Micro Surfacing. Roads will be recommended from Associated Engineering's Road Condition Assessment.

**Total Budget Amount:**

18,750,000

Financial	Carry Forward	2020	2021	2022	2023	2024
Capital	750,000	3,600,000	3,600,000	3,600,000	3,600,000	3,600,000
Operating						

**Program Components**

Component	2020	2021	2022	2023	2024	Total	Project Score
Paved Road Treatments	3,600,000	3,600,000	3,600,000	3,600,000	3,600,000	18,000,000	473.4
						-	
						-	
						-	
						-	
						-	
						-	
						-	
						-	
						-	

### Capital Project Summary Sheet

Title:	TR-2 Sidewalks, Curbs & Gutter	Project #:	TR-2
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#### Project Description

The City maintains approximately 219 km (or 146,000 slabs) of concrete sidewalks, 102 km curb & gutter, and 16,000 m2 of medians. These vary in age from new to over 100 years old. When the defects are significant enough or begin to become a safety concern, then replacement is considered. Separate and combined sidewalk, curb & gutter and median are considered under this remove and replacement. Paraplegic ramps are incorporated into all new sidewalk development/replacement at corners of sidewalks. The Engineering Dept is giving priority to the Special Needs Advisory Committee for requested locations. The replacement program is being complemented with a slab slicing program to address deflections, and a pilot slab jacking program to address depressions in walks and gutters.

Total Budget Amount:

2,799,530

Financial	Carry Forward	2020	2021	2022	2023	2024
Capital	-	522,100	541,500	559,930	576,500	599,500
Operating						

#### Program Components

Component	2020	2021	2022	2023	2024	Total	Project Score
Slab Slicing	15,000	15,000	15,500	16,000	16,500	78,000	609.6
Slabs Jacking	15,000	15,500	16,000	16,500	17,000	80,000	609.6
Remove and Replacement of Sidewalks, Curb & Gutters, Medians, and Paraplegic Ramps	492,100	511,000	528,430	544,000	566,000	2,641,530	950.4
						-	
						-	
						-	
						-	
						-	
						-	
						-	



### Capital Project Summary Sheet

<b>Title:</b>	TR-3 Traffic Control	<b>Project #:</b>	TR-3
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#### Project Description

The City of Moose Jaw has 25 intersections having traffic signals as well as many Signaled Pedestrian Crossings. This Capital Project involves improvements to traffic control, operation, vehicular and pedestrian safety. This includes replacing aged infrastructure, as well as a physical intersection redesign to allow for more efficient vehicular and pedestrian movement.

**Total Budget Amount:**

3,680,000

Financial	Carry Forward	2020	2021	2022	2023	2024
Capital	150,000	740,000	695,000	685,000	735,000	675,000
Operating						

#### Program Components

Component	2020	2021	2022	2023	2024	Total	Project Score
Traffic Control - Intersection Upgrades	695,000	670,000	660,000	710,000	650,000	3,385,000	645.6
Traffic Control - Signal Replacement	45,000	25,000	25,000	25,000	25,000	145,000	645.6
						-	
						-	
						-	
						-	
						-	
						-	
						-	
						-	



### Capital Project Summary Sheet

<b>Title:</b>	Gravel Roadways	<b>Project #:</b>	TR-4
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**Project Description**

The Engineering Department maintains the City's inventory of 88 kilometers of lanes and 29.5 kilometers of graveled roads and identifies which are in need of repair. Capital Project TR-4 allocates funds for the rehabilitation of lanes and graveled roads prioritized according to the state of disrepair.

**Total Budget Amount:**

866,300

Financial	Carry Forward	2020	2021	2022	2023	2024
Capital	-	160,300	168,000	174,000	179,000	185,000
Operating						

**Program Components**

Component	2020	2021	2022	2023	2024	Total	Project Score
Gravel Roadways	160,300	168,000	174,000	179,000	185,000	866,300	301.2
						-	
						-	
						-	
						-	
						-	
						-	
						-	
						-	
						-	

### Capital Project Summary Sheet

<b>Title:</b>	TR-6 Structure Upgrades	<b>Project #:</b>	TR-6
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**Project Description**

The City owns and maintains bridge and structure assets which are divided into three categories; 1) Bridges, 2) Subways and 3) Dams. The City has fifteen (15) bridges, six (6) subways and three (3) dams. The average age of the bridges is 56 years; this is much older than other jurisdictions throughout Canada. Based on an evaluation performed by Stantec Consulting Ltd., Engineering Services is recommending to repurpose Coteau St E Bridge into a pedestrian bridge, and to engage an engineering consultant to design for rehabilitation of 4th Ave Bridge.

**Total Budget Amount:**

16,413,383

Financial	Carry Forward	2020	2021	2022	2023	2024
Capital	1,213,383	900,000	7,600,000	2,000,000	2,200,000	2,500,000
Operating						

**Program Components**

Component	2020	2021	2022	2023	2024	Total	Project Score
Bridges and Structures	900,000	7,600,000	2,000,000	2,200,000	2,500,000	15,200,000	1,184.0
						-	
						-	
						-	
						-	
						-	
						-	
						-	
						-	
						-	

### Capital Project Summary Sheet

Title:	TR-30 Geothermal Well Rehab	Project #:	TR-30
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**Project Description**

This project allocates funds for contribution to geothermal well rehabilitation works.

Total Budget Amount: 150,000

Financial	Carry Forward	2020	2021	2022	2023	2024
Capital	-	150,000	-	-	-	-
Operating						

**Program Components**

Component	2020	2021	2022	2023	2024	Total	Project Score
Geothermal Well Rehab	150,000	-	-	-	-	150,000	139.2
						-	
						-	
						-	
						-	
						-	
						-	
						-	
						-	
						-	

### Capital Project Summary Sheet

<b>Title:</b>	TR-40 Community Aesthetics	<b>Project #:</b>	TR-40
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**Project Description**

The allocation of dedicated funds in the 5 Year Capital to provide for the replacement of the City's Christmas decorations over a ten (10) year period to address the deteriorated decorations originally purchased in the 1950's.

**Total Budget Amount:**

130,000

Financial	Carry Forward	2020	2021	2022	2023	2024
Capital	-	24,000	25,000	26,000	27,000	28,000
Operating						

**Program Components**

Component	2020	2021	2022	2023	2024	Total	Project Score
City Christmas Decorations	24,000	25,000	26,000	27,000	28,000	130,000	174.4
						-	
						-	
						-	
						-	
						-	
						-	
						-	
						-	
						-	

# **PARKS AND RECREATION**



Object Account	2019 Carry Forward	2020	2021	2022	2023	2024	Total Including CFWDS
9303 - PR3 WAKAMOW VALLEY AUTHORITY	-	30,770	31,385	32,010	32,653	33,300	160,118
9304 - PR4 CITY COMPLEX UPGRADE	235,000	-	-	50,000	-	-	285,000
9311 - PR11 LIBRARY/ART MUSEUM	17,000	-	50,000	150,000	203,000	175,000	595,000
9314 - PR14 CRESCENT PARK UPGRADES	-	16,000	10,000	20,000	7,000	-	53,000
9323 - PR23 GEN UPGRADE - PKS	78,000	63,500	134,500	20,000	260,000	20,000	576,000
9347 - PR47 BUILDING IMPROVE	65,835	20,000	30,000	40,000	50,000	50,000	255,835
9349 - PR49 CEMETERY IMPROVEMENTS	-	-	78,000	-	-	-	78,000
9352 - PR52 PATHWAY UPGRADE	15,590	-	25,000	40,000	80,000	60,000	220,590
9355 - PR55 REFORESTATION CITY	880	18,000	25,000	18,000	10,000	-	71,880
9356 - PR56 ENERGY MGT PROGRAM	-	-	120,000	-	-	-	120,000
9359 - PR59 SPEC NEEDS UPGRADES	45,301	31,225	32,000	34,000	36,000	38,000	216,526
9363 - PR63 KINSMEN SPORTSPLEX ARENA	425,000	105,000	-	212,000	-	-	742,000
9364 - PR64 CITY HALL	146,645	757,000	60,000	60,000	100,000	50,000	1,173,645
9365 - PR65 COMMUNITY PROJECTS	11,513	31,500	32,500	33,500	34,500	35,500	179,013
9368 - PR68 PARKS DEDICATION RESERVE	12,700	-	39,000	19,500	40,000	20,500	131,700
9371 - PR71 PLA-MOR PALACE	-	-	196,200	330,000	-	-	526,200
9372 - PR72 KINSMEN POOL	-	-	-	113,000	-	30,000	143,000
9373 - PR73 CULTURAL CENTRE	-	-	457,000	50,000	-	-	507,000
9374 - PR74 YARA CENTRE	-	-	-	35,000	-	500,000	535,000
Parks & Recreation	1,053,464	1,072,995	1,320,585	1,257,010	853,153	1,012,300	6,569,507



### Capital Project Summary Sheet

<b>Title:</b>	<b>PR-3 Wakamow Valley Authority</b>	<b>Project #:</b>	<b>PR-3</b>
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#### Project Description

The City of Moose Jaw provides a set amount of matching funding to the Wakamow Valley Authority for designated capital construction projects to enhance the River Valley. The funding is provided based on the condition that the Authority matches the amount provided by the City each year. A 2% annual increase is also applied. Past projects include: Kiwanis River Park Multi-Purpose Facility (2004), a pedestrian walkway linking Churchill Park to Wakamow Valley (2011), the Suspension Bridge (2016) and the Connors Park Challenge Course (2018). The Lower-Level Crossing is the project currently funded under the program and it is anticipated that this will be substantially completed in 2020.

**Total Budget Amount:**

160,118

Financial	Carry Forward	2020	2021	2022	2023	2024
Capital	-	30,770	31,385	32,010	32,653	33,300
Operating						

#### Program Components

Component	2020	2021	2022	2023	2024	Total	Project Score
Wakamow Valley Authority	30,770	31,385	32,010	32,653	33,300	160,118	707.4
						-	
						-	
						-	
						-	
						-	
						-	
						-	
						-	
						-	

### Capital Project Summary Sheet

<b>Title:</b>	City Complex Upgrade	<b>Project #:</b>	PR-4
<b>Project Description</b>			
<p>The City Complex was constructed in 1967 with two additions being added at later dates. It includes office space, a workshop for servicing the equipment fleet and workspace for many different departments. The facility also provides indoor and outdoor storage space for equipment, materials and supplies. In 2011, the facility received a \$1.7 million upgrade which included significant changes to the building layout, new electrical and mechanical equipment and cosmetic upgrades. In 2018, the transformers, emergency power supply and fire alarm system were upgraded. Modernization of the heating and A/C units, ventilation and other mechanical components is also underway and will be completed in 2020. The next area for prioritized upgrades at the City Complex will be the shop area of the facility which will have to be addressed with additional funding in future years.</p>			

Total Budget Amount:

285,000

Financial	Carry Forward	2020	2021	2022	2023	2024
Capital	235,000	-	-	50,000	-	-
Operating						

#### Program Components

Component	2020	2021	2022	2023	2024	Total	Project Score
Cross Connection Protection	-	-	50,000	-	-	50,000	700.8
						-	
						-	
						-	
						-	
						-	
						-	
						-	
						-	
						-	

### Capital Project Summary Sheet

<b>Title:</b>	PR-11 Library/Art Museum	<b>Project #:</b>	PR-11
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**Project Description**

The Moose Jaw Public Library was officially opened in 1913 and was designated a municipal heritage property in 1982. In 1993, the original library was fully restored with a 44,000 square foot expansion which includes the Library and Art Museum you see today. The Parks and Recreation Department is responsible for the day to day maintenance of the facility as well as all capital upgrades. The Library is programmed and operated by the Moose Jaw Public Library Board and the Arts Museum is programmed and operated by the Moose Jaw Museum and Art Gallery Board. The last major renovation was over 25 years ago and significant investments will be required over the next 5-10 years to repair and restore many different areas to ensure that the facility will remain functional for years to come. These areas include roof, floor and window repairs and replacement as well as cross connection protection.

**Total Budget Amount:**

595,000

Financial	Carry Forward	2020	2021	2022	2023	2024
Capital	17,000	-	50,000	150,000	203,000	175,000
Operating						

**Program Components**

Component	2020	2021	2022	2023	2024	Total	Project Score
Exterior Window Consulting- Libr	-	-	-	-	75,000	75,000	818.4
Consulting Roof Repairs	-	-	-	33,000	-	33,000	710.4
Cross Connection Protection	-	-	-	50,000	-	50,000	700.8
Flooring Replacement	-	50,000	150,000	120,000	-	320,000	840.0
Roof Repairs	-	-	-	-	100,000	100,000	842.4
						-	
						-	
						-	
						-	
						-	

### Capital Project Summary Sheet

<b>Title:</b>	<b>PR-14 Crescent Park Upgrades</b>	<b>Project #:</b>	<b>PR-14</b>
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#### Project Description

Crescent Park is located in the heart of the City and is a premier attraction for both tourists and local area residents. It encompasses approximately 28 acres and has a rich history in our community dating back to the early 1900's. There are many recreational and cultural facilities within the park such as the Phyllis Dewar Outdoor Pool, Tennis Club, Lawn Bowling Club, Amphitheatre, Library and Arts Museum which add to its attraction. In 2019, the Parks and Recreation Department was able to dredge a substantial portion of the serpentine and would like to continue to make progress in this area over the next 2 years. The proposed Crescent Park upgrades include replacing plastic garbage bins with decorative animal proof bins, stone wall, fence repairs and replacement, signage updates and equipment storage building upgrades.

**Total Budget Amount:**

53,000

Financial	Carry Forward	2020	2021	2022	2023	2024
Capital	-	16,000	10,000	20,000	7,000	-
Operating						

#### Program Components

Component	2020	2021	2022	2023	2024	Total	Project Score
Serpentine Dredging	10,000	-	10,000	-	-	20,000	1,008.0
Crescent Park Upgrades	6,000	10,000	10,000	7,000	-	33,000	712.8
						-	
						-	
						-	
						-	
						-	
						-	
						-	
						-	



### Capital Project Summary Sheet

<b>Title:</b>	<b>PR-23 General Upgrades - Parks</b>	<b>Project #:</b>	<b>PR-23</b>
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#### Project Description

Capital funding in PR23 provides for the long-term development and upgrading of the City's green spaces, parks, and athletic areas. There are many priority projects identified over the next 5 years that involve repairing our existing infrastructure therefore no new facilities have been recommended until the existing amenities can be addressed. Projects include: Installing back flow valves to all water connections, replacing hundreds of sprinkler heads to improve efficiencies, replacing and repairing park signage, completing the grandstand repairs at Ross Wells Park, replacing 2 of our aging playgrounds, restoring the exterior of the outdoor rink building in Sunningdale, replacing the utility building in Admiral park and consultation regarding our city-wide irrigation systems to improve overall efficiencies.

#### Total Budget Amount:

576,000

Financial	Carry Forward	2020	2021	2022	2023	2024
Capital	78,000	63,500	134,500	20,000	260,000	20,000
Operating						

#### Program Components

Component	2020	2021	2022	2023	2024	Total	Project Score
Backflow Valves Continued	10,000	10,000	10,000	10,000	10,000	50,000	979.2
Bldg Upgrade-Sunningdale Park	-	51,000	-	-	-	51,000	1,053.0
Bldg Upgrade-Admiral Park	12,000	-	-	-	-	12,000	708.0
Clark Gilles Playground	-	-	-	105,000	-	105,000	861.6
Irrigation Systems Consulting	-	-	-	15,000	-	15,000	799.2
Playgrnd Replacemt-Moose Square	-	-	-	120,000	-	120,000	861.6
Park Sign Replacement	13,500	46,500	-	-	-	60,000	729.6
Rosswells Park - Grandstand	25,000	-	-	-	-	25,000	796.8
Sprinkler Head Replacement	3,000	27,000	10,000	10,000	10,000	60,000	734.4
						-	

### Capital Project Summary Sheet

<b>Title:</b>	<b>PR-47 Building Improvements</b>	<b>Project #:</b>	<b>PR-47</b>
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**Project Description**

Capital funding in PR47 provides for upgrades to City Facilities that are currently not identified with the existing PR accounts or projects that benefit multiple facilities. The largest priority in this area is restoring the annual capital funding to the Facilities Reserve which funds emergency repairs to City facilities. With many aging facilities and an increase in emergency expenditures, it is suggested that the annual contribution begin at \$20,000 in 2020 and be increased by \$10,000 every year with a maximum annual contribution of \$50,000 beginning in 2023.

**Total Budget Amount:**

255,835

Financial	Carry Forward	2020	2021	2022	2023	2024
Capital	65,835	20,000	30,000	40,000	50,000	50,000
Operating						

**Program Components**

Component	2020	2021	2022	2023	2024	Total	Project Score
Annual Facilities Reserve Contr.	20,000	30,000	40,000	50,000	50,000	190,000	1,596.0
						-	
						-	
						-	
						-	
						-	
						-	
						-	
						-	
						-	



### Capital Project Summary Sheet

<b>Title:</b>	<b>PR-49 Cemetery Improvements</b>	<b>Project #:</b>	<b>PR-49</b>
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#### Project Description

The Parks and Recreation Department operates and maintains the Moose Jaw Cemetery located at 1005 Caribou Street East and the Rosedale Cemetery located at 1804 Caribou Street West. Capital funding in PR49 helps with the upgrades required to effectively provide these services and maintain our assets. Automation to the irrigation system at the Moose Jaw Cemetery has been identified in 2021. An automated system would improve efficiencies and reduce the about of manual labour and supervision required with the existing system.

**Total Budget Amount:** 78,000

Financial	Carry Forward	2020	2021	2022	2023	2024
Capital	-	-	78,000	-	-	-
Operating						

#### Program Components

Component	2020	2021	2022	2023	2024	Total	Project Score
Automation System - Cemetery	-	78,000	-	-	-	78,000	710.4
						-	
						-	
						-	
						-	
						-	
						-	
						-	
						-	
						-	
						-	

### Capital Project Summary Sheet

<b>Title:</b>	<b>PR-52 Pathway Upgrade</b>	<b>Project #:</b>	<b>PR-52</b>
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#### Project Description

In 1988, a commitment was made to ensure that capital funding is allocated annually to upgrade various portions of the Rotary Trail. The Rotary Trail system has since been expanded therefore the Parks and Recreation Department has initiated a Trails Master Plan which will help prioritize the upgrades required to the over 40km of pathways within the City. It is estimated that the Master Plan will be completed in 2020 and the Parks and Recreation Department is recommending that annual funding allocations be re-implemented in 2021 so work can begin on repairing damaged pathways and extending new areas of pathways to provide better connections within the trail system as per the new Master Plan.

**Total Budget Amount:**

220,590

Financial	Carry Forward	2020	2021	2022	2023	2024
Capital	15,590	-	25,000	40,000	80,000	60,000
Operating						

#### Program Components

Component	2020	2021	2022	2023	2024	Total	Project Score
Pathway Development	-	25,000	40,000	80,000	60,000	205,000	1,292.8
						-	
						-	
						-	
						-	
						-	
						-	
						-	
						-	
						-	

### Capital Project Summary Sheet

<b>Title:</b>	<b>PR-55 Reforestation City</b>	<b>Project #:</b>	<b>PR-55</b>
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#### Project Description

The annual allocation to the Reforestation Program has been in place since 1999. The program includes planting of new trees in advance of older trees dying, planting of trees in new areas, removal and replacement of dead and dying trees, enhanced care of the new plantings for the first three years. Over the years, the Parks and Recreation Department has planted in excess of 5000 new or replacement trees throughout the city. Also included over these years has been the maintenance of these new plantings including watering, fertilizing and pruning to ensure that these trees get a good start. This enhanced care not only provides the new trees with a healthy start, but also provides the City with insurance on the investment in reforestation. Work slated for the next 5 years will include planting of trees on city boulevards, new plantings in various locations throughout the City and the maintenance of trees planted in previous years.

**Total Budget Amount:**

71,880

Financial	Carry Forward	2020	2021	2022	2023	2024
Capital	880	18,000	25,000	18,000	10,000	-
Operating						

#### Program Components

Component	2020	2021	2022	2023	2024	Total	Project Score
Reforestation - Tree Mtce.	18,000	25,000	18,000	10,000	-	71,000	1,100.8
						-	
						-	
						-	
						-	
						-	
						-	
						-	
						-	
						-	

### Capital Project Summary Sheet

<b>Title:</b>	<b>PR-56 Energy Management Program</b>	<b>Project #:</b>	<b>PR-56</b>
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**Project Description**

The City of Moose Jaw maintains several buildings that range in age from 9 to over 100 years. Due the age and current condition of these buildings and their components, there are significant opportunities to realize energy, operating and maintenance cost savings through the modernization and replacement of aging equipment. In 2018, funding in the amount of \$160,000 was used for Phase 1 of LED lighting upgrades which included Kinsmen Pool, Kinsmen Arena, Equipment Stores, Complex storage, and the Pla-mor Palace ice rinks. Phase 2 of the LED lighting upgrade is City Hall which began in 2019 and will be fully completed in 2020. The final phase of the LED lighting project identified in 2021 includes the Library, Art Museum and Cultural Centre.

**Total Budget Amount:**

120,000

Financial	Carry Forward	2020	2021	2022	2023	2024
Capital	-	-	120,000	-	-	-
Operating						

**Program Components**

Component	2020	2021	2022	2023	2024	Total	Project Score
Lighting Upgrades Phase 3	-	120,000	-	-	-	120,000	1,196.8
						-	
						-	
						-	
						-	
						-	
						-	
						-	
						-	
						-	



### Capital Project Summary Sheet

<b>Title:</b>	PR-59 Accessibility Upgrades	<b>Project #:</b>	PR-59
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**Project Description**

The Accessibility Upgrades program was initiated in 2002 and has allowed for accessibility upgrades to be completed at 14 different City facilities. In 2013 at updated priority list which included 11 additional facilities was completed by the Special Needs Advisory Committee and approved by City Council. 3 of these facilities have since been addressed with the following remaining to be completed: Arts Museum, West End Park, Kinfield Park, Ross Wells Park, Bell Park, Smith Park, Sunningdale Park, and Moose Square Park. The capital funding over the next 5 years will go towards completing many of these projects.

**Total Budget Amount:**

216,526

Financial	Carry Forward	2020	2021	2022	2023	2024
Capital	45,301	31,225	32,000	34,000	36,000	38,000
Operating						

**Program Components**

Component	2020	2021	2022	2023	2024	Total	Project Score
Accessibility Upgrades	31,225	32,000	34,000	36,000	38,000	171,225	1,244.8
						-	
						-	
						-	
						-	
						-	
						-	
						-	
						-	
						-	

### Capital Project Summary Sheet

<b>Title:</b>	<b>PR-63 Kinsmen Sportsplex Arena</b>	<b>Project #:</b>	<b>PR-63</b>
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#### Project Description

The Kinsmen Sportsplex Arena was constructed in 1975 and continues to be a popular facility within the community. Ice is available from September 15 to March 31 on an annual basis and then converted to a sports floor from early April to mid August. In 2019, the Parks and Recreation Department encountered significant issues with maintaining the ice early in the season as the existing dehumidifier went out of service and could not be repaired. It is extremely important that the unit be replaced prior to the 2020 ice making season therefore the Parks and Recreation Department has added it to the 2020 capital project list. Other projects in the 5-year plan include cross connection protection, cooling system upgrades to discontinue the use of R-22 refrigerant and the implementation of a "Real Ice" system which will provide efficiencies as it allows ice surfaces to be resurfaced using cold water which reduces consumption of natural gas and the electrical demand of ice plants and dehumidifiers.

**Total Budget Amount:**

742,000

Financial	Carry Forward	2020	2021	2022	2023	2024
Capital	425,000	105,000	-	212,000	-	-
Operating						

#### Program Components

Component	2020	2021	2022	2023	2024	Total	Project Score
Cross Connection Protection	-	-	50,000	-	-	50,000	700.8
Dehumidifier Replacement	105,000	-	-	-	-	105,000	1,835.0
R-22 System Upgrade - Kinsmen	-	-	117,000	-	-	117,000	1,088.0
Real Ice System - Kinsmen Arena	-	-	45,000	-	-	45,000	799.2
						-	
						-	
						-	
						-	
						-	
						-	



### Capital Project Summary Sheet

<b>Title:</b>	PR-64 City Hall	<b>Project #:</b>	PR-64
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**Project Description**

City Hall was built in 1912 with the last significant renovation occurring in 1986. The proposed 5-year capital plan includes converting the cooling system from R-22 refrigerant to C02, continuing with the brick repointing and sandstone restoration, completing building automation system upgrades to move from pneumatic to digital and installing cross connection protection. Funding in future years will also be required to replace windows as well as flooring, paint and doors.

**Total Budget Amount:**

1,173,645

Financial	Carry Forward	2020	2021	2022	2023	2024
Capital	146,645	757,000	60,000	60,000	100,000	50,000
Operating						

**Program Components**

Component	2020	2021	2022	2023	2024	Total	Project Score
Bldg Automation System Upgrade-City Hall/Police Station	-	-	-	100,000	-	100,000	744.0
Cross Connection Protection	-	-	-	-	50,000	50,000	700.8
R-22 System Upgrade for City Hall	757,000	-	-	-	-	757,000	1,088.0
Repointing City Hall Bricks	-	60,000	60,000	-	-	120,000	828.0
						-	
						-	
						-	
						-	
						-	
						-	

### Capital Project Summary Sheet

<b>Title:</b>	<b>PR-65 Community Projects</b>	<b>Project #:</b>	<b>PR-65</b>
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#### Project Description

In 2004, the Parks and Recreation Department established a separate grant fund to be allocated on an annual basis known as PR65 Community Projects Capital Grant with specific criteria for funding community projects at City owned facilities or on City owned land. The program contributes up to 50 percent of the total cost of a project to a maximum of 50% of the available funding. The purpose of the program is to enable community groups to undertake capital development or renovation projects that will result in short- and long-term benefits to the community. The focus of the project must be related to improvement of parks or facilities providing recreation, sport, arts, or cultural opportunities to the community. All developments must have a minimum life span of five years.

**Total Budget Amount:**

179,013

Financial	Carry Forward	2020	2021	2022	2023	2024
Capital	11,513	31,500	32,500	33,500	34,500	35,500
Operating						

#### Program Components

Component	2020	2021	2022	2023	2024	Total	Project Score
Capital Grant Program Projects	31,500	32,500	33,500	34,500	35,500	167,500	799.2
						-	
						-	
						-	
						-	
						-	
						-	
						-	
						-	
						-	

### Capital Project Summary Sheet

<b>Title:</b>	<b>PR-68 Parks Dedication Reserve</b>	<b>Project #:</b>	<b>PR-68</b>
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#### Project Description

The Parks Dedication Reserve was established during the 1980's with funding generated from the sale of city lots in new developments. These funds are reserved for the future development or enhancement of green spaces and recreational amenities as a result of growth. The balance of the Parks Dedication Reserve as of the end of 2018 was \$1,457,585 and divided as follows: Grayson Industrial - \$180,958, New Rock - \$154,700, VLA - \$14,452, West Heath - \$467,251, West Park - \$192,118, General Account- \$448,106. There are 2 projects/programs currently identified from the Parks Dedication Reserve in the 5-year plan. The 1st is the Boulevard Tree Program which provides a boulevard tree to all residents in new sub-divisions. The 2nd project is the return of the seasonal Landscape Development Staff which was removed in the 2019 and 2020 capital budgets. This position is a long-standing partnership with Sask Polytechnic in which an Architectural Technologies Student assists the Department with designs, specifications, community input and with the tendering and process for the annual capital construction program.

**Total Budget Amount:**

131,700

Financial	Carry Forward	2020	2021	2022	2023	2024
Capital	12,700	-	39,000	19,500	40,000	20,500
Operating						

#### Program Components

Component	2020	2021	2022	2023	2024	Total	Project Score
Boulevard Tree Program - New Developments	-	20,000	-	20,000	-	40,000	457.6
Development Tech	-	19,000	19,500	20,000	20,500	79,000	480.0
						-	
						-	
						-	
						-	
						-	
						-	
						-	
						-	



### Capital Project Summary Sheet

<b>Title:</b>	<b>PR-71 Pla-Mor Palace</b>	<b>Project #:</b>	<b>PR-71</b>
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#### Project Description

The Pla-Mor Palace consists of two indoor arenas and is used on a seasonal basis. The Wally Boschuck Arena was constructed in 1967 and the Bert Hunt Arena was added in 1989. Ice is available at the Wally Boschuck from October 15 to March 15 and the Bert Hunt from October 1 to March 15 on an annual basis. The arenas are not used during the non-ice season. There are \$526,200 in projects identified in the 5-year plan which includes cross connection protection, heat exchanger replacement, roof repairs and the implementation of a "Real Ice" system which will provide efficiencies as it allows ice surfaces to be resurfaced using cold water which reduces consumption of natural gas and the electrical demand of ice plants and dehumidifiers. It is also important to note that the current five-year plan does not include the expansion of the female dressing room space which was identified in previous capital plans. The Department still deems this expansion a priority and would like to explore funding opportunities and partnerships to get the expansion back in the plans.

#### Total Budget Amount:

526,200

Financial	Carry Forward	2020	2021	2022	2023	2024
Capital	-	-	196,200	330,000	-	-
Operating						

#### Program Components

Component	2020	2021	2022	2023	2024	Total	Project Score
Consulting - Roof Repairs - Pla-Mor Palace	-	26,200	-	-	-	26,200	954.0
Cross Connection Protection	-	-	50,000	-	-	50,000	700.8
Real Ice System - Pla-Mor Palace	-	-	80,000	-	-	80,000	799.2
Roof Repairs - Pla-Mor Palace	-	-	200,000	-	-	200,000	954.0
Pla-Mor Palace Heat Exchanger	-	170,000	-	-	-	170,000	1,008.0
						-	
						-	
						-	
						-	
						-	

### Capital Project Summary Sheet

<b>Title:</b>	<b>PR-72 Kinsmen Pool</b>	<b>Project #:</b>	<b>PR-72</b>
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#### Project Description

The indoor pool at the Kinsmen Sportsplex was constructed in 1996 and is an extremely well attended facility in the community. In 2019, City Council approved the allocation of \$425,000 in additional gas tax funding to be re-directed to Kinsmen Sportsplex facility upgrades. These upgrades will be completed in 2020 and include the restoration of the upper-built roof, a new fire suppression on the arena side and a full renovation of the pool changerooms, facility washrooms and reception area. The gas tax allocation has allowed the Department to focus on other important projects in the 5-year plan that will help extend the useful life of this important facility. The projects that have been identified include the replacement of the pool grates in 2022 and consulting for pool mechanical upgrades in 2024.

**Total Budget Amount:**

143,000

Financial	Carry Forward	2020	2021	2022	2023	2024
Capital	-	-	-	113,000	-	30,000
Operating						

#### Program Components

Component	2020	2021	2022	2023	2024	Total	Project Score
Consulting - Pool Mechanical Upgrades	-	-	-	-	30,000	30,000	646.2
Pool Grate Replacement	-	-	113,000	-	-	113,000	753.6
						-	
						-	
						-	
						-	
						-	
						-	
						-	
						-	

### Capital Project Summary Sheet

<b>Title:</b>	<b>PR-73 Cultural Centre</b>	<b>Project #:</b>	<b>PR-73</b>
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#### Project Description

The Moose Jaw Cultural Centre opened in April 2004. The facility is owned by the City of Moose Jaw and operated by Moose Jaw Cultural Centre Inc. who is responsible for the operation, management and programming of the facility while the Parks and Recreation Department is responsible for the day to day maintenance of the facility as well as all capital upgrades. The facility includes: The Conexus Arts Centre, the Mae Wilson Theatre, meeting rooms, studios, artist in residence area, pottery room, dressing rooms and support facilities to host a variety of performers and artistic workshops. The Mae Wilson Theatre is a 420-seat performing arts theatre which hosts a variety of performances on an annual basis. The building was originally built in 1916 and was renovated during construction with some of the original plaster and features of the original theatre being restored. There are 2 major projects identified in the 5-year capital plan. It is proposed that the cooling system be upgraded in 2021 to discontinue the use of R-22 refrigerant as per new government regulations that are coming into effect in January 2020. The 2nd project is the installation of cross connection protection which is identified in 2022.

**Total Budget Amount:**

507,000

Financial	Carry Forward	2020	2021	2022	2023	2024
Capital	-	-	457,000	50,000	-	-
Operating						

#### Program Components

Component	2020	2021	2022	2023	2024	Total	Project Score
Cross Connection Protection	-	-	50,000	-	-	50,000	700.8
R-22 System Upgrade - Culture Centre	-	457,000	-	-	-	457,000	1,088.0
						-	
						-	
						-	
						-	
						-	
						-	
						-	
						-	



### Capital Project Summary Sheet

<b>Title:</b>	<b>PR-74 Yara Centre</b>	<b>Project #:</b>	<b>PR-74</b>
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#### Project Description

The Yara Centre is a multi-use facility which opened in 2011 and offers the community the opportunity to experience sport, culture, and recreation in both competitive and non-competitive environments. The facility promotes active and healthy lifestyles in a positive atmosphere where all are welcome to participate in an activity that best suits the individual. The Parks and Recreation Department assumed the operation of the facility in 2019 and will be including future capital projects at the Yara Centre within the Department's overall capital plan. Current projects identified in the 5-year plan include a piping retrofit in 2022 and indoor turf replacement in 2024. The \$500,000 identified for the turf replacement does not cover the entire projected cost of \$800,000 and an additional \$300,000 will be requested from the Multi-Plex Reserve Account.

**Total Budget Amount:**

535,000

Financial	Carry Forward	2020	2021	2022	2023	2024
Capital	-	-	-	35,000	-	500,000
Operating						

#### Program Components

Component	2020	2021	2022	2023	2024	Total	Project Score
Piping Retrofit - Yara Centre	-	-	35,000	-	-	35,000	727.2
Turf Replacement - Yara Centre	-	-	-	-	500,000	500,000	1,267.2
						-	
						-	
						-	
						-	
						-	
						-	
						-	
						-	

# OTHER SERVICES

Object Account	2019 Carry Forward	2020	2021	2022	2023	2024	Total Including CFWDS
9554 - OS2 INNOVATIVE HOUSING	136,731	-	-	-	-	-	136,731
9558 - OS8 MULTIPLEX LOAN REPAYMENT	-	1,875,247	1,452,574	1,445,604	1,430,620	1,421,892	7,625,937
9559 - OS9 IT PROJECTS	182,472	-	-	-	-	-	182,472
9508 - GG8 SOLAR INITIATIVES	-	520,000	705,125	-	-	-	1,225,125
Other Services	319,203	2,395,247	2,157,699	1,445,604	1,430,620	1,421,892	9,170,265

### Capital Project Summary Sheet

<b>Title:</b>	Solar Initiatives	<b>Project #:</b>	GG8
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**Project Description**

Council previously approved a \$1,225,125 Solar Power Initiative Program funded from the Transit Funds allocated to the City of Moose Jaw. The cost of a 100 Kilowatt System is estimated at \$260,000 or the ability to complete 5 locations with payback of 3.5 years on the capital investment. It is proposed that a ground based solar array be installed at two City locations in 2020 and 3 locations in 2021, still to be determined.

**Total Budget Amount:**

1,225,125

Financial	Carry Forward	2020	2021	2022	2023	2024
Capital	-	520,000	705,125	-	-	-
Operating	-	(40,000)	(100,000)	(100,000)	(100,000)	(100,000)

**Program Components**

Component	2020	2021	2022	2023	2024	Total	Project Score
Solar Initiatives	520,000	705,125	-	-	-	1,225,125	1,664.0
						0	
						0	
						0	
						0	
						0	
						0	
						0	
						0	
						0	

# STORM SEWERS

Object Account	2019 Carry Forward	2020	2021	2022	2023	2024	Total Including CFWDS
9253 - SS1 STORM SEWERS	200,000	790,000	670,000	750,000	840,000	640,000	3,890,000
Storm Sewers	200,000	790,000	670,000	750,000	840,000	640,000	3,890,000



### Capital Project Summary Sheet

<b>Title:</b>	<b>SS-1 Storm Sewers</b>	<b>Project #:</b>	<b>SS-1</b>
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**Project Description**

The Storm Sewers Project includes improvement to surface drainage, as well as replacement, refurbishment and upgrades to the City's existing Storm Sewer infrastructure. The Catch Basins and Manholes Project includes improvement to surface drainage, replacement or restoration and upgrades of catch basins, leads and manholes. The Culverts and Ditches Project includes improvement to surface drainage, replacement and upgrades of culverts and ditch drainage.

**Total Budget Amount:**

3,890,000

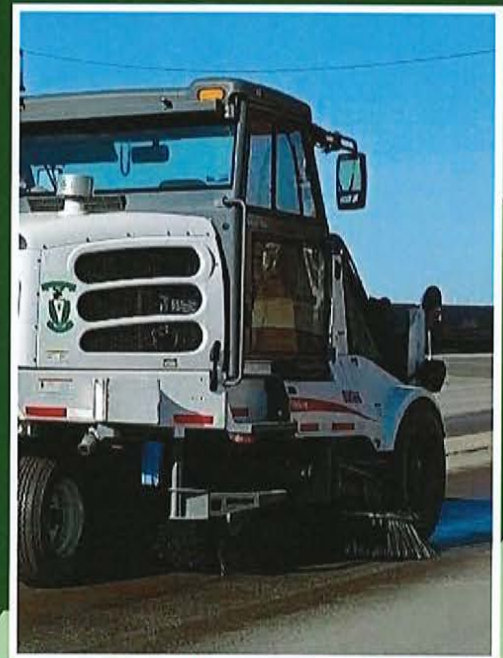
Financial	Carry Forward	2020	2021	2022	2023	2024
Capital	200,000	790,000	670,000	750,000	840,000	640,000
Operating						

**Program Components**

Component	2020	2021	2022	2023	2024	Total	Project Score
Catch Basins and Manholes	160,000	180,000	200,000	220,000	190,000	950,000	324.0
Culverts and Ditches	110,000	120,000	100,000	120,000	100,000	550,000	224.0
Storm Sewers	520,000	370,000	450,000	500,000	350,000	2,190,000	324.0
						-	
						-	
						-	
						-	
						-	
						-	
						-	



# **Equipment Reserve Budget**







## Equipment Reserve Budget Overview

The City of Moose Jaw has had an Equipment Reserve for more than 60 years. The purpose of the reserve is to provide a system to ensure that funding is in place to replace equipment. Equipment needs are driven by the requirements to deliver the various approved programs in the City's Capital, Operating and Utility Budgets. The basic philosophy of paying as you go rather than borrowing for equipment purchases has not changed and remains intact today.

The value of the Equipment Reserve to the City of Moose Jaw is threefold. First, the ability to save funds for future purchases allows the fund to generate investment earnings which go toward the purchase of the equipment. This benefit is in the neighbourhood of \$740,000 even in this period of low interest rates.

City Council's initiative of establishing an Investment Committee and directing the City's reserve funds to professional portfolio managers is expected to generate benefits to the Equipment Reserve in terms of the investment income. Based upon the Investment targets established for the City's invested funds, the annual investment income would be expected to grow nearly double to an estimated \$1,400,000 annually. This additional investment earnings will allow for annual equipment reserve contribution to decrease by a similar amount which will result in a reduction of required funds from the municipal tax levy.

Secondly, if funds were not set aside for future purchases, there would be a need to borrow and the associated cost of borrowing would add significantly to the overall purchase price and additional taxation funded contributions would be required.

Thirdly, the Equipment Reserve, by reserving, provides for the necessary funding of replacement equipment and in doing so, takes away the need for equipment purchases to compete with other capital projects for funding. Many cities do not have an equipment reserving system and as such, must allocate a portion of their Capital monies each year for equipment purchases. For the City to deliver its programs and services as well as rehabilitate its aging infrastructure, it must have the necessary equipment to perform those tasks.

The Equipment Reserve Budget as presented will result in increased contribution costs which have been accounted for in the various budgets. In future years as investment income increases, these contributions will be able to be decreased.

The ability to earn interest on monies set aside, coupled with not having to borrow funds to buy equipment, continues to provide the City and its citizens a significant benefit each year.

### 2020 - 2024 Equipment Reserve Budget SUMMARY

DESCRIPTION	2020	2021	2022	2023	2024	TOTAL
ENGINEERING	\$ 2,505,298	\$ 691,802	\$ 1,133,832	\$ 885,968	\$ 998,355	\$ 6,215,255
PARKS & RECREATION	261,823	467,687	135,604	244,580	269,504	1,379,198
FINANCE	44,458	199,133	24,822	4,000	16,642	289,055
INFORMATION TECHNOLOGY	520,556	180,409	173,444	99,950	222,873	1,197,232
TRANSIT	3,964	68,187	658,312	1,177,275	43,428	1,951,166
FIRE SERVICE	302,407	143,480	138,284	56,013	26,745	666,929
CITY MANAGER, MAYOR	3,268	8,292	49,727	2,000	2,000	65,287
CITY CLERK/SOLICITOR	25,407	2,067	7,435	1,000	1,000	36,909
HUMAN RESOURCES	1,000	4,958	2,962	3,111	3,928	15,959
PLANNING & DEVELOPMENT	24,721	1,541	29,000	39,000	1,000	95,262
SAFETY	500	500	2,612	500	500	4,612
LIBRARY	49,381	70,060	203,491	258,841	95,850	677,623
ART MUSEUM	17,864	13,098	19,257	21,020	10,597	81,836
CULTURAL CENTRE	51,815	134,736	39,005	6,635	41,965	274,156
MOSAIC PLACE	39,034	34,149	31,646	141,866	235,141	481,836
FUNDING REQUIRED	<u>\$ 3,851,496</u>	<u>\$ 2,020,099</u>	<u>\$ 2,649,433</u>	<u>\$ 2,941,759</u>	<u>\$ 1,969,528</u>	<u>\$ 13,432,315</u>
FUNDING SOURCES:						
AVAILABLE FROM DEPRECIATION	3,076,451	2,020,099	2,649,433	2,941,759	1,969,528	12,657,270
AVAILABLE FROM CONTROL ACCOUNT	775,045	-	-	-	-	775,045
	<u>\$ 3,851,496</u>	<u>\$ 2,020,099</u>	<u>\$ 2,649,433</u>	<u>\$ 2,941,759</u>	<u>\$ 1,969,528</u>	<u>\$ 13,432,315</u>
5YR BUDGET IMPLICATIONS	<u>\$ 156,922</u>	<u>\$ 3,682</u>	<u>\$ 558</u>	<u>\$ 33,270</u>	<u>\$ 28,324</u>	<u>\$ 222,756</u>
BUDGET IMPLICATIONS ALL YEARS			<u>\$ 645,536</u>			



**2020 - 2024 Equipment Reserve Budget**  
**Engineering Department**

UNIT#	DESCRIPTION	2020	2021	2022	2023	2024	TOTAL
NEW	1/2 TON TRUCK - 4x4	\$ 40,000	\$ -	\$ -	\$ -	\$ -	\$ 40,000
NEW	TRENCH PACKER - 1	60,000	-	-	-	-	60,000
NEW	TRENCH PACKER - 2	60,000	-	-	-	-	60,000
W0041N	SWEeper	235,000	-	-	-	-	235,000
W0050NN	IMPACTOR	25,000	-	-	-	-	25,000
W0052N	IMPACTOR	25,000	-	-	-	-	25,000
W0054NN	IMPACTOR	45,000	-	-	-	-	45,000
W0063N	ROLLER	60,000	-	-	-	-	60,000
W0104N	TANDEM AXLE DUMP TRUCK	160,000	-	-	-	-	160,000
W0118NN	SAND TRUCK	360,000	-	-	-	-	360,000
W0119NN	TANDEM AXLE DUMP TRUCK	160,000	-	-	-	-	160,000
W0121NN	TANDEM AXLE DUMP TRUCK	160,000	-	-	-	-	160,000
W0127NN	TANDEM AXLE DUMP TRUCK	160,000	-	-	-	-	160,000
W0137NN (U	TANDEM DUMP TRUCK	195,000	-	-	-	-	195,000
W0313NN	SEWER CAMERA VAN	85,000	-	-	-	-	85,000
W0408N	TRAILER, 12 TON PINTLE	50,000	-	-	-	-	50,000
W0428NNN	TRAILER FLAT DECK	16,000	-	-	-	-	16,000
W0433N	VARIABLE MESSAGE BD (ARROW)	25,000	-	-	-	-	25,000
NEW	ENG OFFICE RENOVATIONS	200,000	-	-	-	-	200,000
NEW	TRENCH CAGE	25,000	-	-	-	-	25,000
ENG11	TRENCH CAGE	25,000	-	-	-	-	25,000
SHOP15	SHOP HOISTS x3	147,200	-	-	-	-	147,200
SHOP16	TRANSMISSION FLUSHER	12,020	-	-	-	-	12,020
SHOP17N	MIG WELDER	8,317	-	-	-	-	8,317
W0046	SNOW BLOWER	-	110,000	-	-	-	110,000
W0100N	TRUCK	-	60,000	-	-	-	60,000
W0156N	F.E. LOADER	-	260,000	-	-	-	260,000
W0166N	PUMP	-	9,876	-	-	-	9,876
W0187	WELDER TRAILER	-	11,000	-	-	-	11,000
W0196	FRONT BLADE USED WITH 89N	-	6,000	-	-	-	6,000
W0317	ROCK WHEEL ATTACHMENT	-	17,000	-	-	-	17,000
W0393	SIDEWALK GRINDER	-	7,100	-	-	-	7,100
W0394	CONCRETE SAW	-	3,810	-	-	-	3,810
W0395N	CONCRETE SAW	-	7,000	-	-	-	7,000
W0424N	TRAILER	-	7,500	-	-	-	7,500
ENG14	SURVEY GPS SYSTEM	-	59,250	-	-	-	59,250
ENG4	TOTAL STATION SURVEY INST	-	14,900	-	-	-	14,900
ENG6N	PLOTTER/SCANNER/COPIER	-	34,600	-	-	-	34,600
ENG12	NUCLEAR DENSITY METER	-	7,900	-	-	-	7,900
SHOP18	AIR COMPRESSOR	-	22,100	-	-	-	22,100
SHOP2N	LAWN MOWER HOIST	-	14,476	-	-	-	14,476
SHOP6N	METAL IRON WORKER	-	26,600	-	-	-	26,600
W0085	TRUCK (with service body)	-	-	75,000	-	-	75,000
W0065NN	VAN	-	-	40,000	-	-	40,000
W0067	TRUCK(w/SERVICE BODY)	-	-	75,000	-	-	75,000
W0070	TRUCK	-	-	50,000	-	-	50,000
W0109	TRUCK & ASPHALT SPRAYER	-	-	140,000	-	-	140,000
W0148N	FRONT END LOADER	-	-	260,000	-	-	260,000
W0151NN	SNOW PLOW BLADE	-	-	30,000	-	-	30,000
W0162N	1/2 TON TRUCK 4WD	-	-	38,000	-	-	38,000
W0171	TRUCK	-	-	80,000	-	-	80,000
W0319N	CONCRETE SAW	-	-	1,900	-	-	1,900
W0367N	SURFACE PREPARATION MACHINE	-	-	5,000	-	-	5,000
W0190N	ASPHALT MILLING ATTACHMENT	-	-	250,000	-	-	250,000
ENG2N	PLOTTER	-	-	25,500	-	-	25,500



**2020 - 2024 Equipment Reserve Budget**  
**Engineering Department**

UNIT#	DESCRIPTION	2020	2021	2022	2023	2024	TOTAL
W0048N	SWEeper	-	-	-	235,000	-	235,000
W0082N	1/2 TON TRUCK	-	-	-	50,000	-	50,000
W0091NNN	TRUCK	-	-	-	50,000	-	50,000
W0102N	GRAVEL BOX/HOIST	-	-	-	60,000	-	60,000
W0105NNN	TRUCK	-	-	-	38,000	-	38,000
W0106N	1/2 TON	-	-	-	60,000	-	60,000
W0140	FRONT END LOADER BACKHOE	-	-	-	200,000	-	200,000
W0168N	PUMP	-	-	-	8,500	-	8,500
W0179	TRASH PUMP	-	-	-	8,000	-	8,000
W0365	TAPPING MACHINE	-	-	-	36,200	-	36,200
W0904	TRUCK	-	-	-	62,000	-	62,000
ENG5N	GPS SURVEY INSTRUMENT	-	-	-	30,000	-	30,000
ENG7N	PAINT SHAKER	-	-	-	5,700	-	5,700
SHOP8N	BRAKE DRUM LATHE	-	-	-	19,913	-	19,913
W0042N	SWEeper	-	-	-	-	235,000	235,000
W0073N	TRUCK	-	-	-	-	38,000	38,000
W0076	VAN	-	-	-	-	40,000	40,000
W0084N	1/2 TON TRUCK	-	-	-	-	50,000	50,000
W0142N	PATROL	-	-	-	-	385,000	385,000
W0167N	PUMP	-	-	-	-	5,500	5,500
W0304NN	LINE MARKER	-	-	-	-	15,000	15,000
W0307NN	LINE MARKER	-	-	-	-	150,000	150,000
W0391NN	TAMPER	-	-	-	-	2,000	2,000
W0392N	VALVE EXERCISER	-	-	-	-	12,000	12,000
W0414	TRAILER-S&W	-	-	-	-	50,000	50,000
W0950	ROLLER (Attach 108)	-	-	-	-	9,180	9,180
SMALL EQUIPMENT		166,761	12,690	63,432	22,655	6,675	272,213
FUNDING REQUIRED		<u>\$ 2,505,298</u>	<u>\$ 691,802</u>	<u>\$ 1,133,832</u>	<u>\$ 885,968</u>	<u>\$ 998,355</u>	<u>\$ 6,215,255</u>
FUNDING SOURCES:							
AVAILABLE FROM DEPRECIATION		1,961,883	691,802	1,133,832	885,968	998,355	5,671,840
AVAILABLE FROM CONTROL ACCOUNT		543,415	-	-	-	-	543,415
		<u>\$ 2,505,298</u>	<u>\$ 691,802</u>	<u>\$ 1,133,832</u>	<u>\$ 885,968</u>	<u>\$ 998,355</u>	<u>\$ 6,215,255</u>
OPERATING BUDGET IMPLICATIONS		<u>\$ 109,754</u>	<u>\$ (6,004)</u>	<u>\$ (3,846)</u>	<u>\$ 9,158</u>	<u>\$ 19,807</u>	<u>\$ 128,869</u>
OPERATING BUDGET IMPLICATIONS ALL YEARS		<u>\$ 390,412</u>					

## 2020- 2024 Equipment Reserve Budget

### Parks & Recreation Department

UNIT#	DESCRIPTION	2020	2021	2022	2023	2024	TOTAL
NEW	CHEMICAL SPRAYER ATTACH	\$ 10,000	\$ -	\$ -	\$ -	\$ -	\$ 10,000
NEW	TRAILERS (REFURBISH #402)	6,000	-	-	-	-	6,000
W0045N	SNOW BLOWER ATTACHMENT	29,200	-	-	-	-	29,200
NEW	CARD ACCESS SYS - PLA-MOR P/	24,995	-	-	-	-	24,995
NEW	FIELD MARKING PAINT SPRAYER	18,645	-	-	-	-	18,645
NEW	STARTING BLOCKS	30,000	-	-	-	-	30,000
NEW	SURVEILLANCE SYS - CULT CEN1	11,595	-	-	-	-	11,595
PRCS21	SCORECLOCK/FOOTBALL	-	20,000	-	-	-	20,000
PRCS34N	FLOOR SCRUBBER - SC	-	6,500	-	-	-	6,500
PRCS40N	FLOOR SCRUBBER-KS	-	14,539	-	-	-	14,539
PRCS9	TIMING SYSTEM - KS	-	65,000	-	-	-	65,000
PRCS59	YC - ELLIPTICALS (3)	-	14,985	-	-	-	14,985
PRCS60	YC - STEP MACHINES (2)	-	6,590	-	-	-	6,590
PRCS61	YC - RECUMBENT BIKES (2)	-	6,390	-	-	-	6,390
PRCS62	YC - SPINNING BIKES (11)	-	14,745	-	-	-	14,745
W0044	SWEEPER	-	24,500	-	-	-	24,500
W0081	TRUCK	-	35,000	-	-	-	35,000
W0205N	TRACTOR	-	110,000	-	-	-	110,000
W0217NN	MOWER	-	60,000	-	-	-	60,000
W0473N	MOWER	-	8,100	-	-	-	8,100
W0494N	MOWER	-	26,000	-	-	-	26,000
W0080	TRUCK	-	-	35,000	-	-	35,000
W0324	TRACTOR/MOWER	-	-	17,500	-	-	17,500
W0419	TRAILER	-	-	2,600	-	-	2,600
PRCS41	SELF-PROPELLED ICE PAINTER	-	-	9,520	-	-	9,520
PRCS35N	CARPET EXTRACTOR - LM	-	-	15,000	-	-	15,000
PRCS6NN 2	- POOL VACUUMS - KS	-	-	12,000	-	-	12,000
W0090	TRUCK	-	-	-	42,000	-	42,000
W0093N	VAN	-	-	-	38,500	-	38,500
W0247	SOD CUTTER	-	-	-	3,900	-	3,900
W0483	ICE RESURFACER	-	-	-	120,000	-	120,000
W0110N	TRUCK	-	-	-	-	107,900	107,900
W0294	OVERSEEDER	-	-	-	-	19,600	19,600
W0320	MOWER	-	-	-	-	21,000	21,000
PRCS22	SCORECLOCK/FASTBALL	-	-	-	-	20,000	20,000
PRCS3NN	FLOOR SCRUBBER - PLAMOR	-	-	-	-	13,810	13,810
PRCS63	YC - LEG PRESS (1)	-	-	-	-	6,095	6,095
PRCS65	YC - AUDIO RACK & STEREO SYS	-	-	-	-	10,000	10,000
PRKS66	YC - BATTING CAGE	-	-	-	-	16,000	16,000
	SMALL EQUIPMENT	131,388	55,338	43,984	40,180	55,099	325,989
FUNDING REQUIRED		\$ 261,823	\$ 467,687	\$ 135,604	\$ 244,580	\$ 269,504	\$ 1,379,198

## FUNDING SOURCES:

AVAILABLE FROM DEPRECIATION	90,150	467,687	135,604	244,580	269,504	1,207,525
AVAILABLE FROM CONTROL ACCOUNT	171,673	-	-	-	-	171,673
	\$ 261,823	\$ 467,687	\$ 135,604	\$ 244,580	\$ 269,504	\$ 1,379,198
OPERATING BUDGET IMPLICATIONS	14,019	\$ 20,176	\$ 6,585	\$ 3,728	\$ 2,853	\$ 47,361
OPERATING BUDGET IMPLICATIONS ALL YEARS	\$ 77,452					



### 2020 - 2024 Equipment Reserve Budget Transit

UNIT#	DESCRIPTION	2020	2021	2022	2023	2024	TOTAL
TRAN31	SP NEEDS VAN #31	\$ -	\$ 65,000	\$ -	\$ -	\$ -	\$ 65,000
TRAN24	BUS - Unit 18	-	-	545,000	-	-	545,000
TRAN34	SCHEDULING SOFTWARE	-	-	110,000	-	-	110,000
TRAN25	BUS - Unit 20	-	-	-	515,000	-	515,000
TRAN26	BUS - Unit 24	-	-	-	520,000	-	520,000
TRAN36	SECURITY CAMERAS	-	-	-	70,000	-	70,000
TRAN14NN	SP NEEDS VAN #30	-	-	-	65,000	-	65,000
TRAN20N	COIN SORTER\WRAPPER	-	-	-	-	40,752	40,752
-	-	-	-	-	-	-	-
-	-	-	-	-	-	-	-
	SMALL EQUIPMENT	3,964	3,187	3,312	7,275	2,676	20,414
FUNDING REQUIRED		<u>\$ 3,964</u>	<u>\$ 68,187</u>	<u>\$ 658,312</u>	<u>\$ 1,177,275</u>	<u>\$ 43,428</u>	<u>\$ 1,951,166</u>
FUNDING SOURCES:							
AVAILALBLE FROM DEPRECIATION		3,964	68,187	658,312	1,177,275	43,428	1,951,166
AVAILABLE FROM CONTROL ACCOUNT		-	-	-	-	-	-
		<u>\$ 3,964</u>	<u>\$ 68,187</u>	<u>\$ 658,312</u>	<u>\$ 1,177,275</u>	<u>\$ 43,428</u>	<u>\$ 1,951,166</u>
OPERATING BUDGET IMPLICATIONS		<u>\$ -</u>	<u>\$ (10,250)</u>	<u>\$ (2,179)</u>	<u>\$ 20,657</u>	<u>\$ 1,250</u>	<u>\$ 9,478</u>
OPERATING BUDGET IMPLICATIONS ALL YEARS		<u><u>\$ 83,059</u></u>					

**2020 - 2024 Equipment Reserve Budget**  
**Fire Department**

UNIT#	DESCRIPTION	2020	2021	2022	2023	2024	TOTAL
FIRE24N	37-SCOTT BREATHING EQUIPMEN	\$ 230,000	\$ -	\$ -	\$ -	\$ -	\$ 230,000
FIRE25N	48-SCOTT BREATHING CYL	50,000	-	-	-	-	50,000
FIRE26	12 BREATHING CYLINDERS	12,132	-	-	-	-	12,132
FIRE44	TREADMILL	-	6,300	-	-	-	6,300
FIRE35N	THERMAL IMAGING CAMERA	-	7,500	-	-	-	7,500
FIRE19	HOSE EXPANDER	-	-	-	4,900	-	4,900
FIRE30	BOAT & MOTOR	-	-	-	24,000	-	24,000
FIRE13N	AIR BAGS (SET)	-	-	-	5,428	-	5,428
FIRE16N	2 EDRAULIC BATTERY\CHRGR	-	-	-	-	11,100	11,100
SMALL EQUIPMENT		10,275	129,680	138,284	21,685	15,645	315,569
FUNDING REQUIRED		<u>\$ 302,407</u>	<u>\$ 143,480</u>	<u>\$ 138,284</u>	<u>\$ 56,013</u>	<u>\$ 26,745</u>	<u>\$ 666,929</u>
FUNDING SOURCES:							
AVAILABLE FROM DEPRECIATION		264,607	143,480	138,284	56,013	26,745	629,129
AVAILABLE FROM CONTROL ACCOUNT		37,800	-	-	-	-	37,800
		<u>\$ 302,407</u>	<u>\$ 143,480</u>	<u>\$ 138,284</u>	<u>\$ 56,013</u>	<u>\$ 26,745</u>	<u>\$ 666,929</u>
OPERATING BUDGET IMPLICATIONS		<u>\$ (15,028)</u>	<u>\$ (1)</u>	<u>\$ -</u>	<u>\$ (272)</u>	<u>\$ 570</u>	<u>\$ (14,731)</u>
OPERATING BUDGET IMPLICATIONS ALL YEARS		<u>\$ 39,376</u>					

**2020 - 2024 Equipment Reserve Budget**  
**Library**

UNIT#	DESCRIPTION	2020	2021	2022	2023	2024	TOTAL
NEW	THEATRE PROJECTOR	\$ 8,000	\$ -	\$ -	\$ -	\$ -	\$ 8,000
LIBR11NN	PUBLIC ACCESS WRKSTNS	-	-	11,169	-	-	11,169
LIBR15N	ENVISIONWARE	-	-	5,500	-	-	5,500
LIBR2	MAGNIFIER	-	-	5,200	-	-	5,200
LIBR3	READING EDGE	-	-	8,700	-	-	8,700
LIBR10	SHELVING	-	-	-	125,600	-	125,600
LIBR14NN	COIN OPERATED PHOTOCOPIER	-	-	-	8,000	-	8,000
LIBR16	TELEPHONE SYSTEM	-	-	-	-	9,500	9,500
-	-	-	-	-	-	-	-
-	-	-	-	-	-	-	-
-	-	-	-	-	-	-	-
	SMALL EQUIPMENT	41,381	70,060	172,922	125,241	86,350	495,954
FUNDING REQUIRED		<u>\$ 49,381</u>	<u>\$ 70,060</u>	<u>\$ 203,491</u>	<u>\$ 258,841</u>	<u>\$ 95,850</u>	<u>\$ 677,623</u>
FUNDING SOURCES:							
AVAILABLE FROM DEPRECIATION		41,044	70,060	203,491	258,841	95,850	669,286
AVAILABLE FROM CONTROL ACCOUNT		8,337	-	-	-	-	8,337
		<u>\$ 49,381</u>	<u>\$ 70,060</u>	<u>\$ 203,491</u>	<u>\$ 258,841</u>	<u>\$ 95,850</u>	<u>\$ 677,623</u>
OPERATING BUDGET IMPLICATIONS		<u>\$ 1,227</u>	<u>\$ -</u>	<u>\$ (958)</u>	<u>\$ (2)</u>	<u>\$ (1)</u>	<u>\$ 266</u>
OPERATING BUDGET IMPLICATIONS ALL YEARS		<u>\$ (13,839)</u>					



**2020 - 2024 Equipment Reserve Budget**  
**Mosaic Place**

UNIT#	DESCRIPTION	2020	2021	2022	2023	2024	TOTAL
DFFH28	RIDING FLOOR SCRUB	\$ -	\$ 15,000	\$ -	\$ -	\$ -	\$ 15,000
DFFH60	ARENA NETTING	-	16,000	-	-	-	16,000
DFFH59	POWER SWEEPER	-	-	8,000	-	-	8,000
DFFH16	ARENA TABLES (30)	-	-	-	9,600	-	9,600
DFFH48	TV (x21)	-	-	-	15,500	-	15,500
DFFH45N	NETWORK SWITCHES	-	-	-	-	141,000	141,000
DFFH61	ICE RESURFACER	-	-	-	-	77,000	77,000
-	-	-	-	-	-	-	-
-	-	-	-	-	-	-	-
-	-	-	-	-	-	-	-
-	-	-	-	-	-	-	-
-	-	-	-	-	-	-	-
-	-	-	-	-	-	-	-
-	-	-	-	-	-	-	-
-	-	-	-	-	-	-	-
-	-	-	-	-	-	-	-
-	-	-	-	-	-	-	-
	<b>SMALL EQUIPMENT</b>	<b>39,034</b>	<b>3,149</b>	<b>23,646</b>	<b>116,766</b>	<b>17,141</b>	<b>199,736</b>
<b>FUNDING REQUIRED</b>		<b>\$ 39,034</b>	<b>\$ 34,149</b>	<b>\$ 31,646</b>	<b>\$ 141,866</b>	<b>\$ 235,141</b>	<b>\$ 481,836</b>
<b>FUNDING SOURCES:</b>							
<b>AVAILABLE FROM DEPRECIATION</b>		<b>39,034</b>	<b>34,149</b>	<b>31,646</b>	<b>141,866</b>	<b>235,141</b>	<b>481,836</b>
<b>ADDITIONAL CONTRIBUTION</b>		<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
		<b>\$ 39,034</b>	<b>\$ 34,149</b>	<b>\$ 31,646</b>	<b>\$ 141,866</b>	<b>\$ 235,141</b>	<b>\$ 481,836</b>
<b>OPERATING BUDGET IMPLICATIONS</b>		<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<b>OPERATING BUDGET IMPLICATIONS ALL YEARS</b>		<b>\$ 146</b>					



# **2020 UTILITY OPERATING BUDGET**





## Utility Operating Overview

The City operates three utilities, they are the Waterworks, Sanitary Sewer and Solid Waste Utilities.

The Waterworks Utility provides potable drinking water to the community from the Buffalo Pound Water Treatment Plant that the City owns in partnership with the City of Regina.

The challenges facing the utility are operational issues in respect to maintaining and repairing distribution mains, hydrants, valves and house connections. An aging infrastructure has greatly increased the maintenance demands on the utility. These demands continue to require additional resources in order to maintain the system, most recently the creation of an additional work crew to help alleviate work backlogs.

The continued investment in infrastructure rehabilitation is expected to result in a decrease in operational costs over time. This will allow the utility to direct additional resources to infrastructure renewal in the future as a result of operational savings. In order for the utility to be able to fund its financial commitments, City Administration is recommending a utility rate increase of 6% in 2020.

The Sanitary Sewer Utility provides wastewater services to the City of Moose Jaw. The utility is facing infrastructure challenges but at a more moderate rate than the Waterworks Utility. The long-term debt of the utility will be retired in 2023 which will place the utility on a sound financial footing. City Administration will be recommending a 5% utility rate increase for 2020.

The Solid Waste Utility provides waste disposal and recycling services to the City of Moose Jaw. The utility generates revenues from charges for garbage collection and disposal, recycling services and landfill services.

Overall, the utility is generating a sustainable surplus which will be put towards the planned landfill replacement project. The utility will be able to fund this project and its operations from City revenues. As such, City Administration is not proposing any increase in Solid Waste fees in 2020.



# **City of Moose Jaw** **Budget Summary of Revenues & Expenditures** **For Waterworks**



Description	2019 Projection	2019 Budget	2020 Budget	2020 - 2019 INC (DCR)	% Change
GENERAL SERVICE	11,125,633	11,174,300	11,364,433	190,133	1.7%
UTILITY BILLING PENALTIES	67,253	60,387	70,044	9,657	16.0%
CONNECTION FEES	63,135	62,940	61,200	(1,740)	(2.8)%
WATER DEPOTS	28,492	28,390	29,331	941	3.3%
HOUSE CONNECTIONS	370,000	300,000	400,000	100,000	33.3%
MISCELLANEOUS REVENUE	100	1,000	1,000	0	0.0%
WATER METER REVENUE	9,000	20,000	10,000	(10,000)	(50.0)%
<b>REVENUES</b>	<b>11,663,613</b>	<b>11,647,017</b>	<b>11,936,008</b>	<b>288,991</b>	<b>2.5%</b>
BRITANIA PARK	20,500	17,674	18,183	509	2.9%
SNOWDY SPRINGS	12,000	13,558	13,846	288	2.1%
POWER FOR PUMPING	69,000	79,200	84,269	5,069	6.4%
REPAIRS & SUPPLIES	3,000	13,000	13,260	260	2.0%
PIPELINE MAINTENANCE	3,500	7,223	7,343	120	1.7%
FLOURIDATION OF WATER	0	12,240	12,485	245	2.0%
COST OF WATER BPWAB	3,000,000	2,905,050	3,120,750	215,700	7.4%
<b>BUFFALO POUND LAKE</b>	<b>3,075,500</b>	<b>3,016,713</b>	<b>3,238,107</b>	<b>221,394</b>	<b>7.3%</b>
<b>PRODUCTION</b>	<b>3,108,000</b>	<b>3,047,945</b>	<b>3,270,136</b>	<b>222,191</b>	<b>7.3%</b>
HIGH SERVICE PUMP STAT	220,000	222,721	226,658	3,937	1.8%
SOUTH HILL PUMP STAT	100,000	101,771	103,978	2,207	2.2%
NORTH EAST PUMP STAT	155,000	139,847	143,116	3,269	2.3%
CROSS CONNECTIONS	250	800	800	0	0.0%
PUMP REHAB	35,000	35,000	45,700	10,700	30.6%
BOOSTER CHLORINATOR	20,000	24,777	24,854	77	0.3%
WATER MONITORING	20,000	25,511	26,005	494	1.9%
WATER DEPOTS	16,000	23,746	24,221	475	2.0%
<b>PUMPING STATIONS</b>	<b>566,250</b>	<b>574,173</b>	<b>595,332</b>	<b>21,159</b>	<b>3.7%</b>
CURB COCKS & CASES	160,000	85,630	167,048	81,418	95.1%
HOUSE CONNECTIONS	850,000	616,587	729,350	112,763	18.3%
WORKSHOP	5,119	5,119	5,226	107	2.1%
LEAD LINES	65,000	71,236	72,697	1,461	2.1%
<b>HOUSE SERVICES</b>	<b>1,080,119</b>	<b>778,572</b>	<b>974,321</b>	<b>195,749</b>	<b>25.1%</b>
REPAIRS & REPLACEMENT	90,000	56,795	57,931	1,136	2.0%
TESTING - WAGES	157,659	157,659	157,659	0	0.0%
SHOP RENTAL	3,890	3,890	3,972	82	2.1%

# **City of Moose Jaw** **Budget Summary of Revenues & Expenditures** **For Waterworks**



Description	2019 Projection	2019 Budget	2020 Budget	2020 - 2019 INC (DCR)	% Change
SHOP TOOLS & SUPPLIES	3,032	3,032	3,093	61	2.0%
TRUCKS	29,000	29,459	30,932	1,473	5.0%
TELEPHONE	500	500	500	0	0.0%
<b>METER SERVICING</b>	<b>284,081</b>	<b>251,335</b>	<b>254,087</b>	<b>2,752</b>	<b>1.1%</b>
SUPERINTENDENCE	73,500	72,702	110,700	37,998	52.3%
VALVES	180,000	121,430	283,371	161,941	133.4%
HYDRANTS	200,000	182,961	274,638	91,677	50.1%
DISTRIBUTION MAINS	2,200,000	1,801,984	1,824,170	22,186	1.2%
TOOLS & SUPPLIES	22,000	19,635	20,028	393	2.0%
TRUCKING	22,000	22,344	23,458	1,114	5.0%
SICKNESS & HOLIDAYS	200,000	160,667	160,667	0	0.0%
TRAVEL & CONVENTION	6,500	6,500	6,630	130	2.0%
EDUCATION & TRAINING	30,581	30,581	31,009	428	1.4%
WATER CLAIMS	5,000	10,000	10,000	0	0.0%
<b>GENERAL DISTRIBUTION</b>	<b>2,939,581</b>	<b>2,428,804</b>	<b>2,744,671</b>	<b>315,867</b>	<b>13.0%</b>
<b>DISTRIBUTION</b>	<b>4,870,031</b>	<b>4,032,884</b>	<b>4,568,411</b>	<b>535,527</b>	<b>13.3%</b>
ALLOW DOUBTFUL ACCTS	86,858	48,027	121,494	73,467	153.0%
ADMINISTRATION	930,216	917,057	993,709	76,652	8.4%
GENERAL GOV CHARGE	5,000	5,000	5,000	0	0.0%
FRANCHISE FEE	540,304	530,000	556,282	26,282	5.0%
<b>ADMINISTRATION</b>	<b>1,562,378</b>	<b>1,500,084</b>	<b>1,676,485</b>	<b>176,401</b>	<b>11.8%</b>
RESERVE CONTRIBUTION	2,123,204	3,066,104	2,420,976	(645,128)	(21.0)%
<b>RESERVE CHARGE</b>	<b>2,123,204</b>	<b>3,066,104</b>	<b>2,420,976</b>	<b>(645,128)</b>	<b>(21.0)%</b>
<b>EXPENDITURES</b>	<b>11,663,613</b>	<b>11,647,017</b>	<b>11,936,008</b>	<b>288,991</b>	<b>2.5%</b>



## City of Moose Jaw

### Budget Summary of Revenues & Expenditures For Sanitary Sewer

Description	2019 Projection	2019 Budget	2020 Budget	2020- 2019 INC (DCR)	% Change
GENERAL SERVICE	8,157,693	7,980,635	8,331,575	350,940	4.4%
SEWER BLOCKS	842	806	842	36	4.5%
UTILITY BILLING PENALTIES	52,448	46,217	55,200	8,983	19.4%
SEPTAGE FEES	33,930	26,811	32,160	5,349	20.0%
HOUSE CONNECTIONS	400,000	400,000	435,000	35,000	8.8%
<b>REVENUES</b>	<b>8,644,913</b>	<b>8,454,469</b>	<b>8,854,777</b>	<b>400,308</b>	<b>4.7%</b>
ALLOW DOUBTFUL ACCTS	54,191	32,018	75,801	43,783	136.7%
ADMINISTRATION	631,704	622,931	652,259	29,328	4.7%
FRANCHISE FEE	393,109	383,500	407,885	24,385	6.4%
<b>ADMINISTRATION</b>	<b>1,079,004</b>	<b>1,038,449</b>	<b>1,135,945</b>	<b>97,496</b>	<b>9.4%</b>
RESERVE CONTRIBUTION	4,497,162	4,368,201	4,480,322	112,121	2.6%
<b>RESERVE CHARGE</b>	<b>4,497,162</b>	<b>4,368,201</b>	<b>4,480,322</b>	<b>112,121</b>	<b>2.6%</b>
WAGES	200,000	163,778	163,778	0	0.0%
CRESCENTVIEW	326,000	300,000	312,729	12,729	4.2%
MACHINERY REPAIRS	20,000	51,140	52,163	1,023	2.0%
LAGOON MAINTENANCE	530,000	516,165	530,856	14,691	2.8%
BUILDING & GROUNDS MAN	2,000	4,329	4,417	88	2.0%
TOOLS & SUPPLIES	2,400	2,603	2,655	52	2.0%
EDUCATIONS COURSES	23,347	23,347	23,814	467	2.0%
SUPER TRUCK EXPENSE	20,000	21,000	22,050	1,050	5.0%
IRRIGATION PUMPHOUSE	175,000	160,000	164,412	4,412	2.8%
IRRIGATION MONITORING	30,000	60,000	61,200	1,200	2.0%
IRRIGATION PIPELINES	20,000	6,000	6,118	118	2.0%
GRIT REMOVAL OPERATION	80,000	74,358	76,040	1,682	2.3%
RAPID INFILTRATION BASIN	5,500	7,430	7,609	179	2.4%
PHOSPHORUS REMOVAL	40,000	167,162	170,505	3,343	2.0%
PUMP REHAB	10,000	40,556	51,367	10,811	26.7%
WW TREATMENT FACILITY	300,000	258,205	292,267	34,062	13.2%
TRAVEL & CONVENTION	3,500	3,500	3,570	70	2.0%
<b>SEWAGE TREATMENT</b>	<b>1,787,747</b>	<b>1,859,573</b>	<b>1,945,550</b>	<b>85,977</b>	<b>4.6%</b>
SEWER MAINS	500,000	509,854	517,868	8,014	1.6%
MANHOLES	35,000	35,484	35,992	508	1.4%
HOUSE CONNECTIONS	540,000	391,225	447,229	56,004	14.3%
SEWAGE LIFTS	60,000	87,920	89,478	1,558	1.8%



**City of Moose Jaw**  
**Budget Summary of Revenues & Expenditures**  
**For Sanitary Sewer**



Description	2019 Projection	2019 Budget	2020 Budget	2020- 2019 INC (DCR)	% Change
TOOLS & SUPPLIES	5,000	3,641	3,714	73	2.0%
SUPERVISION	69,000	72,140	109,640	37,500	52.0%
TRUCK EXPENSE	22,000	21,140	22,197	1,057	5.0%
HOLIDAYS & SICKNESS	40,000	56,842	56,842	0	0.0%
SEWER CLAIMS	10,000	10,000	10,000	0	0.0%
<b>SANITARY SEWERS</b>	<b>1,281,000</b>	<b>1,188,246</b>	<b>1,292,960</b>	<b>104,714</b>	<b>8.8%</b>
<b>EXPENDITURES</b>	<b>8,644,913</b>	<b>8,454,469</b>	<b>8,854,777</b>	<b>400,308</b>	<b>4.7%</b>



## City of Moose Jaw

### Budget Summary of Revenues & Expenditures For Solid Waste

Description	2019 Projection	2019 Budget	2020 Budget	2020 - 2019 INC (DCR)	% Change
GARBAGE COLLECTION	1,359,984	1,368,777	1,359,984	(8,793)	(0.6)%
SANITARY LANDFILL	2,400,000	2,500,000	2,350,000	(150,000)	(6.0)%
SOLID WASTE MISCELL REVENUE	4,500	10,000	5,000	(5,000)	(50.0)%
ECOCENTRE REVENUES	12,000	12,000	12,000	0	0.0%
CURBSIDE RECYCLING REVENUES	986,928	986,928	986,928	0	0.0%
MULTI-MATERIAL RECYCLING GRT	340,290	340,290	340,290	0	0.0%
<b>REVENUES</b>	<b>5,103,702</b>	<b>5,217,995</b>	<b>5,054,202</b>	<b>(163,793)</b>	<b>(3.1)%</b>
TRAVEL & CONVENTIONS	4,600	4,000	4,080	80	2.0%
EDUCATION & TRAINING	1,757	1,757	1,792	35	2.0%
GENERAL REPAIRS & SUPP	6,000	6,662	6,709	47	0.7%
SICKNESS & HOLIDAYS	50,000	43,178	43,178	0	0.0%
WAGES & EQUIPMENT	650,000	679,176	696,021	16,845	2.5%
INSPECTIONS	8,000	10,747	10,812	65	0.6%
SUPERINTENDENT & ADMIN	85,692	85,692	124,100	38,408	44.8%
HOUSEHOLD HAZ WASTE	35,000	26,298	60,000	33,702	128.2%
WASTE RECYCLING PRGM	110,000	133,057	102,527	(30,530)	(22.9)%
RECYCLING INITIATIVES	15,000	21,630	21,630	0	0.0%
SANITARY LANDFILL OPER	1,127,462	1,127,462	1,151,110	23,648	2.1%
LANDFILL CLOSURE	72,465	72,465	0	(72,465)	(100.0)%
SOLID WASTE RESERVE CONT	1,749,023	1,809,129	1,611,769	(197,360)	(10.9)%
ADMINISTRATION	151,464	151,464	147,206	(4,258)	(2.8)%
CURBSIDE RECYCLING PROGRAM	805,000	805,000	807,811	2,811	0.3%
SOLID WASTE UTLY-FRANCHISE FEE	231,189	234,958	260,900	25,942	11.0%
RESERVE DOUBTFUL ACCOUNTS	1,050	5,320	4,557	(763)	(14.3)%
<b>SCAVENGING &amp; TRADE WASTE</b>	<b>5,103,702</b>	<b>5,217,995</b>	<b>5,054,202</b>	<b>(163,793)</b>	<b>(3.1)%</b>



## Utility Capital







## Utility Capital Overview

The City's three utilities all have major infrastructure projects planned over the next five years.

### Waterworks:

The Waterworks Utility has \$100,281,197 of planned spending over the next five years. In addition, the Buffalo Pound Water Treatment Plant will also be renewed with Moose Jaw responsible for its share of this project.

The infrastructure demands of the utility are large with the following major projects:

Object Account	2019 Carry Forward	2020	2021	2022	2023	2024	Total Including CFWDS
9618 - WW1 WATER DISTRIBUTION	-	653,000	666,000	675,000	675,000	702,000	3,371,000
9604 - WW4 WATER RESERVOIRS	6,450,000	10,000,000	500,000	500,000	500,000	500,000	18,450,000
9612 - WW5 BPWTP	2,764,555	600,000	-	-	-	-	3,364,555
9609 - WW9 FEEDER MAINS	2,725,000	1,600,000	100,000	200,000	1,000,000	1,000,000	6,625,000
9616 - WW16 BPWTP TRANSMISSION LINE	6,200,000	-	100,000	-	-	-	6,300,000
9617 - WW17 CAST IRON WATERMAIN REP	3,100,000	9,900,000	9,900,000	6,600,000	6,600,000	6,600,000	42,700,000
9625 - WW25 WATERWORKS LOAN REPAYME	-	3,892,250	3,893,537	3,893,712	3,895,703	3,895,440	19,470,642
Water Utility Reserve Summary	21,239,555	26,645,250	15,159,537	11,868,712	12,670,703	12,697,440	100,281,197

Funding for the utility's capital needs will come from:

Utility Revenues	\$23,565,345
Gas Tax funding	\$10,451,676
ICIP funding	\$18,332,800
Municipal Taxation	\$14,477,934
Proposed Infrastructure Levy	\$ 8,437,500
Contributions Sanitary Sewer Utility	\$ 3,000,000
	<u>\$78,265,255</u>

The Waterworks Utility will also need to borrow \$15,000,000 to meet all planned financial commitments.

## 2020 City of Moose Jaw Budget

**Sanitary Sewers:**

The Sanitary Sewer Utility has \$32,054,639 of planned spending over the next five years.

Object Account	2019 Carry Forward	2020	2021	2022	2023	2024	Total Including CFWDS
9731 - S1 SANITARY SEWERS	1,790,000	2,676,000	1,785,000	1,340,000	1,350,000	1,360,000	10,301,000
9733 - S3 WASTEWATER TREATMENT PLANT	1,005,000	1,000,000	1,400,000	500,000	500,000	500,000	4,905,000
9734 - S4 LIFT STATIONS	127,000	540,000	6,000,000	4,500,000	200,000	200,000	11,567,000
9725 - S25 WASTEWATER LOAN REPAYMENT	-	1,545,278	1,546,461	1,545,068	644,832	-	5,281,639
<b>Sanitary Sewage Reserve Summary</b>	<b>2,922,000</b>	<b>5,761,278</b>	<b>10,731,461</b>	<b>7,885,068</b>	<b>2,694,832</b>	<b>2,060,000</b>	<b>32,054,639</b>

Funding for the utility's capital needs will come from:

Utility Revenues                      \$27,406,498

These revenues generated from the utility will be sufficient to meet its financial commitments.

**Solid Waste:**

The Solid Waste Utility has \$11,320,000 of planned spending over the next five years.

Object Account	2019 Carry Forward	2020	2021	2022	2023	2024	Total Including CFWDS
9211 - SW1 SOLID WASTE	50,000	117,500	1,117,500	10,000,000	17,500	17,500	11,320,000
<b>Solid Waste Reserve Summary</b>	<b>50,000</b>	<b>117,500</b>	<b>1,117,500</b>	<b>10,000,000</b>	<b>17,500</b>	<b>17,500</b>	<b>11,320,000</b>

Funding for the utility's capital needs will come from:

Utility Revenues                      \$8,439,089

These revenues generated from utility charges will be sufficient to fund the utilities planned financial commitments.

**WATER UTILITY RESERVE  
2020 - 2024**

	2019	2020	2021	2022	2023	2024	Total
Opening Balance	\$18,071,573	\$8,135,841	(\$12,103,027)	(\$1,757,594)	(\$2,248,107)	(\$2,602,104)	
Contributions during the year	\$7,960,506	\$12,645,937	\$25,504,970	\$11,378,199	\$12,316,706	\$16,419,443	\$78,265,255
Loan Proceeds	\$0	\$15,000,000	\$0	\$0	\$0	\$0	\$15,000,000
less Water Works Projects	\$20,885,349	\$26,645,250	\$15,159,537	\$11,868,712	\$12,670,703	\$12,697,440	\$79,041,642
less Uncompleted Works	\$13,066,249	\$21,239,555	\$0	\$0	\$0	\$0	\$21,239,555
<b>Year End Balance</b>	<b>(\$7,919,519)</b>	<b>(\$12,103,027)</b>	<b>(\$1,757,594)</b>	<b>(\$2,248,107)</b>	<b>(\$2,602,104)</b>	<b>\$1,119,899</b>	

**SANITARY SEWAGE UTILITY RESERVE  
2020 - 2024**

	2019	2020	2021	2022	2023	2024	Total
Opening Balance	\$5,568,202	\$7,416,337	\$3,701,591	(\$1,852,326)	(\$4,365,252)	(\$1,351,988)	
Contributions during the year	\$4,494,632	\$4,968,532	\$5,177,544	\$5,372,142	\$5,708,096	\$6,180,184	\$27,406,498
less Sewer Projects	\$3,838,494	\$5,761,278	\$10,731,461	\$7,885,068	\$2,694,832	\$2,060,000	\$29,132,639
less Uncompleted Works	\$1,075,000	\$2,922,000	\$0	\$0	\$0	\$0	\$2,922,000
<b>Year End Balance</b>	<b>\$5,149,340</b>	<b>\$3,701,591</b>	<b>(\$1,852,326)</b>	<b>(\$4,365,252)</b>	<b>(\$1,351,988)</b>	<b>\$2,768,196</b>	

**SOLID WASTE UTILITY RESERVE  
2020 - 2024**

	2019	2020	2021	2022	2023	2024	Total
Opening Balance	\$340,344	\$1,722,300	\$3,230,963	\$3,866,673	(\$4,448,976)	(\$2,853,060)	
Contributions during the year	\$1,832,305	\$1,676,163	\$1,753,210	\$1,684,351	\$1,613,416	\$1,711,949	\$8,439,089
less Solid Waste Projects	\$15,000	\$117,500	\$1,117,500	\$10,000,000	\$17,500	\$17,500	\$11,270,000
less Uncompleted Works	\$100,000	\$50,000	\$0	\$0	\$0	\$0	\$50,000
<b>Year End Balance</b>	<b>\$2,057,649</b>	<b>\$3,230,963</b>	<b>\$3,866,673</b>	<b>(\$4,448,976)</b>	<b>(\$2,853,060)</b>	<b>(\$1,158,611)</b>	



Object Account	2019 Carry Forward	2020	2021	2022	2023	2024	Total Including CFWDS
9618 - WW1 WATER DISTRIBUTION	-	653,000	666,000	675,000	675,000	702,000	3,371,000
9604 - WW4 WATER RESERVOIRS	6,450,000	10,000,000	500,000	500,000	500,000	500,000	18,450,000
9612 - WW5 BPWTP	2,764,555	600,000	-	-	-	-	3,364,555
9609 - WW9 FEEDER MAINS	2,725,000	1,600,000	100,000	200,000	1,000,000	1,000,000	6,625,000
9616 - WW16 BPWTP TRANSMISSION LINE	6,200,000	-	100,000	-	-	-	6,300,000
9617 - WW17 CAST IRON WATERMAIN REP	3,100,000	9,900,000	9,900,000	6,600,000	6,600,000	6,600,000	42,700,000
9625 - WW25 WATERWORKS LOAN REPAYMENT	-	3,892,250	3,893,537	3,893,712	3,895,703	3,895,440	19,470,642
<b>Water Utility Reserve Summary</b>	<b>21,239,555</b>	<b>26,645,250</b>	<b>15,159,537</b>	<b>11,868,712</b>	<b>12,670,703</b>	<b>12,697,440</b>	<b>100,281,197</b>
9731 - S1 SANITARY SEWERS	1,790,000	2,676,000	1,785,000	1,340,000	1,350,000	1,360,000	10,301,000
9733 - S3 WASTEWATER TREATMENT PLANT	1,005,000	1,000,000	1,400,000	500,000	500,000	500,000	4,905,000
9734 - S4 LIFT STATIONS	127,000	540,000	6,000,000	4,500,000	200,000	200,000	11,567,000
9725 - S25 WASTEWATER LOAN REPAYMENT	-	1,545,278	1,546,461	1,545,068	644,832	-	5,281,639
<b>Sanitary Sewage Reserve Summary</b>	<b>2,922,000</b>	<b>5,761,278</b>	<b>10,731,461</b>	<b>7,885,068</b>	<b>2,694,832</b>	<b>2,060,000</b>	<b>32,054,639</b>
9211 - SW1 SOLID WASTE	50,000	117,500	1,117,500	10,000,000	17,500	17,500	11,320,000
<b>Solid Waste Reserve Summary</b>	<b>50,000</b>	<b>117,500</b>	<b>1,117,500</b>	<b>10,000,000</b>	<b>17,500</b>	<b>17,500</b>	<b>11,320,000</b>
<b>TOTAL CAPITAL EXPENDITURES</b>	<b>24,211,555</b>	<b>32,524,028</b>	<b>27,008,498</b>	<b>29,753,780</b>	<b>15,383,035</b>	<b>14,774,940</b>	<b>143,655,836</b>

# **WATERWORKS**

Object Account	2019 Carry Forward	2020	2021	2022	2023	2024	Total Including CFWDS
9618 - WW1 WATER DISTRIBUTION	-	653,000	666,000	675,000	675,000	702,000	3,371,000
9604 - WW4 WATER RESERVOIRS	6,450,000	10,000,000	500,000	500,000	500,000	500,000	18,450,000
9612 - WW5 BPWTP	2,764,555	600,000	-	-	-	-	3,364,555
9609 - WW9 FEEDER MAINS	2,725,000	1,600,000	100,000	200,000	1,000,000	1,000,000	6,625,000
9616 - WW16 BPWTP TRANSMISSION LINE	6,200,000	-	100,000	-	-	-	6,300,000
9617 - WW17 CAST IRON WATERMAIN REP	3,100,000	9,900,000	9,900,000	6,600,000	6,600,000	6,600,000	42,700,000
9625 - WW25 WATERWORKS LOAN REPAYMENT	-	3,892,250	3,893,537	3,893,712	3,895,703	3,895,440	19,470,642
Water Utility Reserve Summary	21,239,555	26,645,250	15,159,537	11,868,712	12,670,703	12,697,440	100,281,197

### Capital Project Summary Sheet

<b>Title:</b>	<b>WW-1 Water Distribution</b>	<b>Project #:</b>	<b>WW-1</b>
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**Project Description**

This program installs new PVC distribution mains in areas where they did not previously exist. This allows the system to be more connected thus improving flow, reliability, quality, and circulation. Further works include installing new PVC distribution mains in residential areas where the water is only available from one direction leading to a dead end. Adding additional mains will connect or loop these ends to the system thus improving flow, reliability, quality, and circulation. This program also includes ongoing repair and maintenance of the approximate 2800 water main valves in operation throughout the City. In addition, there are approximately 959 fire hydrants within the City. A uni-directional main flushing program utilizes hydrants and identifies replacements required under this budget.

**Total Budget Amount:**

3,371,000

Financial	Carry Forward	2020	2021	2022	2023	2024
Capital	-	653,000	666,000	675,000	675,000	702,000
Operating						

**Program Components**

Component	2020	2021	2022	2023	2024	Total	Project Score
WW1 Water Distribution - Dead Ends	236,000	236,000	245,000	245,000	254,000	1,216,000	322.8
WW1 Water Distribution - Hydrant Replacement	100,000	100,000	100,000	100,000	105,000	505,000	526.4
WW1 Water Distribution - Low Pressure	235,000	245,000	245,000	245,000	255,000	1,225,000	301.2
WW1 Water Distribution - Valve Replacement	82,000	85,000	85,000	85,000	88,000	425,000	360.0
						-	
						-	
						-	
						-	
						-	
						-	



### Capital Project Summary Sheet

<b>Title:</b>	<b>WW-4 Water Reservoirs</b>	<b>Project #:</b>	<b>WW-4</b>
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#### Project Description

The scope of this project is to construct the new High Service Reservoir (HSR) pumphouse facility to replace the existing pump station. It is anticipated to award the construction contract by the end of 2019 and begin construction in spring of 2020 with an anticipated cost of \$15,000,000. The new HSR pumphouse is projected to be commissioned in spring of 2021. Reservoir lining of concrete walls and sack-rubbing on columns are the possible treatments to prolong the service life of the three water storage reservoirs within the City of Moose Jaw providing a total of 10.5 Million Gallons (MG) of storage. Further refurbishments of pumphouse facilities at planned intervals is the cost effective way of maintaining them compared to reacting to failures when the life expectancy is exceeded. In 2020, the intent is to replace motors and install Variable Frequency Drives (VFD) on two pumps at Southhill Pumphouse, and to complete a detailed design for a back up generator in case of power interruption.

**Total Budget Amount:** 18,450,000

Financial	Carry Forward	2020	2021	2022	2023	2024
Capital	6,450,000	10,000,000	500,000	500,000	500,000	500,000
Operating						

#### Program Components

Component	2020	2021	2022	2023	2024	Total	Project Score
Pumphouse Refurbishment	-	300,000	250,000	-	-	550,000	1,113.6
Water Reservoir Refurbishment	-	200,000	250,000	500,000	500,000	1,450,000	-
High Service Reservoir (HSR) Pumphouse Replacement	10,000,000	-	-	-	-	10,000,000	1,376.0
						-	
						-	
						-	
						-	
						-	
						-	
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### Capital Project Summary Sheet

<b>Title:</b>	<b>WW-5 BPWTP Legacy Upgrades</b>	<b>Project #:</b>	<b>WW-5</b>
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**Project Description**

The Buffalo Pound Water Treatment Plant Legacy Upgrades started in 2010 and are now completed. The City of Moose Jaw's share of this project was 27.35% of the \$34.226 million dollar cost or \$9,360,979. During last year's budget process the Capital Budget was reduced from \$240 million over five years to \$200 million. In doing this reduction WW-5 BPWTP capital project was reduced by too much resulting in a funding shortfall of \$600,000. This capital request will fulfill the City's funding commitment for this project.

**Total Budget Amount:**

3,364,555

Financial	Carry Forward	2020	2021	2022	2023	2024
Capital	2,764,555	600,000	-	-	-	-
Operating						

**Program Components**

Component	2020	2021	2022	2023	2024	Total	Project Score
BPWTP Legacy Project	600,000	-	-	-	-	600,000	-
						-	-
						-	-
						-	-
						-	-
						-	-
						-	-
						-	-
						-	-
						-	-



### Capital Project Summary Sheet

<b>Title:</b>	WW-9 Feeder Mains	<b>Project #:</b>	WW-9
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#### Project Description

The feeder main component of the system conveys water from one portion of the City to another or between reservoirs. Phase 1, 2 and 3 have been completed on the East Feeder main in 2015, 2016, 2018 and 2019. Phase 4 of the feeder main was designed in 2019 and is ready for construction in 2020. The final Phase of the East Feeder runs from Town and Country Drive to High Service Reservoir. Once the East Feeder line is replaced there are other feeder lines that are also nearing the end of their service life. Replacement will be scheduled based on condition and impact of failure.

**Total Budget Amount:**

6,625,000

Financial	Carry Forward	2020	2021	2022	2023	2024
Capital	2,725,000	1,600,000	100,000	200,000	1,000,000	1,000,000
Operating						

#### Program Components

Component	2020	2021	2022	2023	2024	Total	Project Score
Feeder Main Replacement	1,600,000	100,000	200,000	1,000,000	1,000,000	3,900,000	995.2
						-	
						-	
						-	
						-	
						-	
						-	
						-	
						-	
						-	

### Capital Project Summary Sheet

<b>Title:</b>	WW-16 BPWTP Transmission Line	<b>Project #:</b>	WW-16
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**Project Description**

The scope of this project is to replace the pumps (4) at Buffalo Pound Water Treatment Plant (BPWTP) and all associated electrical components. Phase II will also complete the tie in work at Northeast & High Service Reservoirs including two clear wells at BPWTP. It is recommended to replace the aging and outdated fluoridation system, as well as the aging pipe network connecting into Northeast Reservoir. A detailed design is being finalized including these components with potential inclusion of construction at Phase II, contingent on council approval.

**Total Budget Amount:**

6,300,000

Financial	Carry Forward	2020	2021	2022	2023	2024
Capital	6,200,000	0	100,000	-	-	-
Operating						

**Program Components**

Component	2020	2021	2022	2023	2024	Total	Project Score
PHASE II - Pumps & Electrical Upgrades and Fluoridation System Replacement	-	100,000	-	-	-	100,000	1,905.0
						-	
						-	
						-	
						-	
						-	
						-	
						-	
						-	
						-	

### Capital Project Summary Sheet

<b>Title:</b>	<b>WW-17 Cast iron Watermain Replacement</b>	<b>Project #:</b>	<b>WW-17</b>
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#### Project Description

This program includes the replacement of cast iron water mains, valves, hydrants, storm sewer leads and service connections. Within the program, the affected roadways will be restored and sections of sidewalks replaced. Phase V is scheduled for completion in 2020, with approximately 3 km of replacement. The budget request has been lowered by \$500K to reflect the cost savings by having the design in house, and another \$1 million has been allocated to Water Main Lining. \$3.3 million has been added to 2020 and 2021 from ICIP funding.

**Total Budget Amount:**

42,700,000

Financial	Carry Forward	2020	2021	2022	2023	2024
Capital	3,100,000	9,900,000	9,900,000	6,600,000	6,600,000	6,600,000
Operating						

#### Program Components

Component	2020	2021	2022	2023	2024	Total	Project Score
WW17 Water Main Lining	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	5,000,000	0.0
Water Main Replacement	8,900,000	8,900,000	5,600,000	5,600,000	5,600,000	34,600,000	1,180.8
						-	
						-	
						-	
						-	
						-	
						-	
						-	
						-	

# **SANITARY SEWER**

Object Account	2019 Carry Forward	2020	2021	2022	2023	2024	Total Including CFWDS
9731 - S1 SANITARY SEWERS	1,790,000	2,676,000	1,785,000	1,340,000	1,350,000	1,360,000	10,301,000
9733 - S3 WASTEWATER TREATMENT PLANT	1,005,000	1,000,000	1,400,000	500,000	500,000	500,000	4,905,000
9734 - S4 LIFT STATIONS	127,000	540,000	6,000,000	4,500,000	200,000	200,000	11,567,000
9725 - S25 WASTEWATER LOAN REPAYMENT	-	1,545,278	1,546,461	1,545,068	644,832	-	5,281,639
Sanitary Sewage Reserve Summary	2,922,000	5,761,278	10,731,461	7,885,068	2,694,832	2,060,000	32,054,639



### Capital Project Summary Sheet

<b>Title:</b>	<b>S-1 Sanitary Sewers</b>	<b>Project #:</b>	<b>S-1</b>
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#### Project Description

The City of Moose Jaw operates 185 kilometers of underground sewage collection of varying ages. Trunk sewer replacement will include design and construction of new trunk sewer mains to address capacity issues and service for future growth, in stages. Immediate recommendations include upsizing the North Trunk along Oxford St E and 6th Ave NE to address existing capacity issues in the network. The Sanitary Sewer Lining Project adds a new pipe inside of an old deteriorated pipe to increase the life of the pipe. Manhole restoration involves replacement and refurbishment of the approximately 2100 manholes in the sanitary sewer system. Ongoing sewer assessment is broken out into two pieces, Closed Circuit Television Video Inspection & Flow Monitoring. The purpose of these assessments is to gather information in order to prioritize locations for other projects within S-1 in particular for Sewer Lining and Storm Water Inflow & Infiltration.

**Total Budget Amount:**

10,301,000

Financial	Carry Forward	2020	2021	2022	2023	2024
Capital	1,790,000	2,676,000	1,785,000	1,340,000	1,350,000	1,360,000
Operating						

#### Program Components

Component	2020	2021	2022	2023	2024	Total	Project Score
Trunk Sewer Construction	1,750,000	825,000	500,000	500,000	500,000	4,075,000	693.6
Sewer Lining	703,000	730,000	660,000	670,000	680,000	3,443,000	908.8
Sewer Assessment	110,000	115,000	80,000	80,000	80,000	465,000	360.0
Manhole Restoration	113,000	115,000	100,000	100,000	100,000	528,000	346.8
						-	
						-	
						-	
						-	
						-	
						-	



### Capital Project Summary Sheet

<b>Title:</b>	<b>S-3 Wastewater Treatment Plant</b>	<b>Project #:</b>	<b>S-3</b>
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#### Project Description

Based on the Wastewater Treatment Plant (WWTP) system condition assessment reports the priority for the remainder of 2019 is to award the design of the new blower system and fabrication and repairs of the Biolac Curtains, as identified in the reports. The four blowers that provide aeration to the treatment ponds have been in operation for 30 years. The electrical power to operate the blowers is a major part of the WWTP operating budget, an energy study stated that new blowers with VFD's could potentially save \$150,000 per year in energy costs. These blowers would be installed in 2020. The purpose of waste pond sludge removal is to clean one of the cells before the other pond becomes filled with sludge in order for the newly cleaned pond to be ready to accept more sludge. Phase 1 of the project is to hire a consultant to identify options for cleaning and disposal prior to Phase 2, implementing the recommended procedure for dealing with the sludge contained in the North Waste Pond Cell #6.

**Total Budget Amount:**

4,905,000

Financial	Carry Forward	2020	2021	2022	2023	2024
Capital	1,005,000	1,000,000	1,400,000	500,000	500,000	500,000
Operating						

#### Program Components

Component	2020	2021	2022	2023	2024	Total	Project Score
S3 - Waste Pond Sludge Removal	-	900,000	-	-	-	900,000	355.2
Wastewater Treatment Plant System Upgrades	1,000,000	500,000	500,000	500,000	500,000	3,000,000	500.4
						-	
						-	
						-	
						-	
						-	
						-	
						-	
						-	

### Capital Project Summary Sheet

<b>Title:</b>	S-4 Lift Stations	<b>Project #:</b>	S-4
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**Project Description**

The scope of this project is to implement the recommendations as detailed in various condition assessment reports. It is anticipated that this work will include extensive rehabilitation of the City's lift station network. This may include combining certain redundant locations to reduce operating costs and risks in addition to the complete rehabilitation of other critical lift stations.

**Total Budget Amount:**

11,567,000

Financial	Carry Forward	2020	2021	2022	2023	2024
Capital	127,000	540,000	6,000,000	4,500,000	200,000	200,000
Operating						

**Program Components**

Component	2020	2021	2022	2023	2024	Total	Project Score
Lift Station Rehabilitation and Optimization	540,000	6,000,000	4,500,000	200,000	200,000	11,440,000	513.0
						-	
						-	
						-	
						-	
						-	
						-	
						-	
						-	
						-	
						-	

# **SOLID WASTE**

Object Account	2019 Carry Forward	2020	2021	2022	2023	2024	Total Including CFWDS
9211 - SW1 SOLID WASTE	50,000	117,500	1,117,500	10,000,000	17,500	17,500	11,320,000
Solid Waste Reserve Summary	50,000	117,500	1,117,500	10,000,000	17,500	17,500	11,320,000

### Capital Project Summary Sheet

<b>Title:</b>	SW-1 Solid Waste	<b>Project #:</b>	SW-1
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**Project Description**

This program is for ongoing small capital work and for the eventual expansion/replacement of the existing landfill as it nears its end of life.

**Total Budget Amount:**

11,320,000

Financial	Carry Forward	2020	2021	2022	2023	2024
Capital	50,000	117,500	1,117,500	10,000,000	17,500	17,500
Operating						

**Program Components**

Component	2020	2021	2022	2023	2024	Total	Project Score
Landfill	117,500	1,117,500	10,000,000	17,500	17,500	11,270,000	1,124.0
						-	
						-	
						-	
						-	
						-	
						-	
						-	
						-	
						-	



