



2021 Preliminary Operating Budget
2021-2025 Preliminary Capital Budget
2021-2025 Preliminary Equipment Reserve Budget

2021 CITY OF MOOSE JAW BUDGET

Table of Contents:

Message from the City Manager	1
Influencing Factors	6
2021 General Operating Budget	9
Revenue	12
Expenses	17
City Clerk/Solicitor Business Plan Summary	19
City Manager/Communications/Safety Services Business Plan Summary	22
Engineering Services Business Plan Summary	41
Financial Services Business Plan Summary	45
Fire Services Business Plan Summary	48
Human Resource Services Business Plan Summary	52
Information Technology Business Plan Summary	55
Parks & Recreation Services Business Plan Summary	58
Planning & Development Business Plan Summary	65
Public Library Business Plan Summary	71
Public Works Business Plan Summary	74
Reserves & Allowances	83
2021 – 2025 General Capital Budget	84
Transportation	88
Parks & Recreation	98
Other Services	118
Storm Sewers	122
Land Development	124
2021 – 2025 Equipment Reserve Budget	128
2021 Utility Operating Budget	149
2021 – 2025 Utility Capital Budget	155
Waterworks	159
Sanitary Sewer	166
Solid Waste	170

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 2021 Budget. The 2019 Budget Policy sets out a Financial Cycle with a deadline of Christmas to complete the budget for the upcoming year. That date is critical as by then relevant data is available to make decisions and it provides as much time as possible to complete the hundreds of projects and tasks that must be completed in a single year.

That was completed in 2020 for the first time in the history of Moose Jaw and we were able to "hit the ground running" in January 2020. When the COVID-19 pandemic struck in March 2020 the City was well ahead of its normal financial schedule as many tenders and projects had commenced. We are extremely pleased to report that for the first time since the Cast Iron Watermain Replacement Program started, the City was able to achieve a 90% completion rate which was substantively higher than previous years and ensured a minimum carry forward.



The COVID-19 Pandemic necessitated that the City completed two major budget updates in 2020 and the City was able to find enough savings to provide a zero-mill rate increase. This required many measures such as a hiring freeze of new and non-critical replacement positions, redeploying staff, core service review, shuttering non-essential services such as recreation and cultural facilities and dramatically reducing transit services. It was believed critical with so many unknowns to provide relief to citizens and businesses that were suffering due to the Pandemic shut down measures.

Our staff must be commended for their extreme teamwork and continuing to do what was necessary to provide critical services to our citizens. Many of them came to work everyday through these trying and difficult times and took on new tasks and responsibilities to ensure delivery of essential services while others worked from home in a different set of difficult conditions.

Unfortunately, a zero-mill rate increase is not possible in 2021 without dramatically effecting future budget years and potential for large mill rate increases. The Community has already experienced a loss of non-essential services earlier in 2020 and a vast majority of citizens do not want a City without arenas, pools, libraries, museums, sports fields, fieldhouses and transit. Unfortunately, that is what would be necessary to achieve a zero-mill rate increase as the City must provide essential services such as fire, police, snow removal, streetlights - the list is extensive.

The massive impacts of the Pandemic were mitigated due to the solid organizational foundation and culture, Council's leadership, guidance, and direction along with the Strategic Plan completed in 2018 that guided the activities of the City and allowed progress towards the established objectives.

The 2021 Budget adheres to the 2019 Budget Policy guidelines:

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. ***It is noted that current long-term borrowing rates hover around the 2% mark with the medium and long-term institutional investing returns have been 6.8 % in 2020 to date. That means that the City should continue to invest its funds as the interest generated is at least 4% more than the interest paid.***
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.

The Core Service Review and the need to focus on core services saw the split of the previous Engineering Department in May, 2020 to the new Engineering Department focused on infrastructure, capital construction and the Public Works & Utilities Department focused on infrastructure maintenance. This resulted in a cost savings of approximately \$400,000 annually and a far more robust, efficient and effective service delivery.

An operational change that started in 2019 was training our Building Officials to complete Part 3 - Major Industrial Building inspections such as Power Stations rather than contracting out. This decision is generating significant revenues for the next three years on known Part 3 Buildings, Great Plains Power Station, New School and Canadian Tire:

➤ 2021	\$ 500,000
➤ 2022	\$ 1,600,000
➤ 2023	<u>\$ 1,500,000</u>
	\$ 3,600,000

These last two items are tremendous examples of the creativity and innovation that is present in our organization.

2020 was also a tremendous year for economic development and the decisions in 2018 to bring economic development in-house and create the internal Economic Development Super Team prepared the City to thrive and continue to market and promote Moose Jaw through the Pandemic with the following achievements:

- Prepared a Master Plan for the Moose Jaw Agri-Food Industrial Park.
- Lobbied Provincial and Federal Governments to support the Great Plains Power Station.
- Finalized construction and servicing plans to the Great Plains Power Station.
- The Great Plains Power Station Plant started site related works in 2020.
- In process of completing servicing to the SaskPower site which also will provide services to 90 acres directly north of the power station.
- Established a sale price of \$200,000 per acre of fully serviced land as re-negotiations started by the developer in 2019 to sell the lands as agreed to in 2019 were not successful.
- The City will retain ownership and service in a phased manner as more developments occur.
- Aggressively marketed and promoted the Moose Jaw Agri-Food Industrial Park.
- Aligned the Moose Jaw Economic Development Strategy to the Provincial Growth Strategy and meet with the Premier of Saskatchewan to present and seek support.
- Fought to keep the Canadian Tire major retail development agreement and obtained an extension. Canadian Tire removed conditions on November 9, 2020 and site servicing will start in 2021 on Thatcher Drive.
- As part of the agreement, along with servicing the land required for the Canadian Tire development, underground services will be extended to the 21.4 additional acres north of the site on Thatcher Dr., providing the next area of commercial growth.
- Four years of discussions and encouragement culminated with Donald's Fine Foods (Thunder Creek Pork) decision to purchase land from the City as well as purchasing and retrofitting a meat processing plant.
- Negotiated with the Department of Education to find a way to support the \$50,000,000 school development on Westheath land without any loss of sunk costs, development levies or future revenues. Further, the City will be left with approximately 30 serviced residential lots available for sale with the only cost to the City being the individual lot service connection cost. Construction is expected to start in 2021.

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 develop relationships to enhance economic development.

Even with all these measures, cost savings and revenue generation, 2021 requires a 2.87% municipal tax increase for City services as well as the full \$2.18 restart grant from the Government of Canada. That money is not expected in 2022 and it is critical that the City implement this increase, otherwise, the 2022 Budget would be substantial as the City cannot go for extended periods of time without a mill rate increase or massive cut in services as what was experienced in 2020.

General Fund

Increase	Reason	Per Year	Per Month
2.87%	Revenue generated from property taxation for City of Moose Jaw general municipal expenses.	\$42.30	\$3.53
1.18%	Revenue generated from property taxation for Moose Jaw Police Service.	\$17.39	\$1.45
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.	\$14.73	\$1.23
Proposal of flat levy	A proposal to increase the Infrastructure levy to \$ 65 per year an increase of \$ 35 or an additional \$ 2.92 per month.	\$35.00	\$2.92
TOTAL:		\$109.42	\$9.13

Even with these increases of \$109.42 per year or \$9.13 per month, the average house in Moose Jaw would pay \$1,583.13 on an annual basis, \$131.93 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 Cast Iron Watermain Replacement Program continues and there is light at the end of the tunnel as breaks in 2020 declined to 47 from 105 for the same time period in 2019. It may be that the program has reached the elusive point of not having to react to breaks, rather could move to a more systematic basis. As we noted in 2020:

"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 the 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, as noted the organizational change made will help to ensure that the very capital-intensive infrastructure replacement program has sufficient resources and focus on this critical core business.

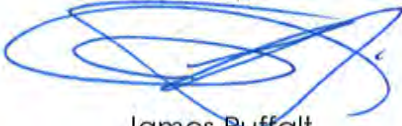
Utilities Fund

➤ **6.0 %** increase in water and **5.0%** increase in sewer rates.

2021 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 all the while under the cloud of COVID-19.

I would like to thank all staff, Financial Services Department and the Strategic Leadership Team for the extra time and energy they committed to the preparation of this difficult budget.

Sincerely,

A handwritten signature in blue ink, consisting of several overlapping loops and a final horizontal stroke.

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 2021.

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:

Saskatchewan Economic Forecasts			
[Annual average % change, unless otherwise noted]			
	2020	2021	2022
Real GDP	-5.4	3.6	3
Nominal GDP	-8.2	6.1	5.2
Employment	-4.7	3.8	2
Unemployment Rate (%)	8.6	7.3	6.1
Housing Starts (000's)	3.6	3.6	4.2
Existing Home Prices	2	-5.5	0.6
Home Sales	13.2	-12.1	0.6
Source: Statistics Canada, CMHC, CREA, Forecast by TD Economics			

*Note: Source Provincial Economic Forecast – TD Economics – TD Bank

The Economic Forecast is indicating real domestic product growth of 3.6%, an increase in employment levels and some difficulties in employment levels and some difficulties in the housing market for 2021. This growth comes after significant declines in 2020 due to the pandemic.

The overall outlook would be for 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 1.7% in 2021 and has a direct impact on salary settlements as well as the cost of sourcing goods and services.

Local Factors -Operating Budgets

- Building Permit activity is expected to be up compared to 2020.
- Major land development projects in the Moose Jaw Agri-food land development are expected to move forward.
- Employment levels are expected to remain strong.
- Businesses continue to feel financial stress due to pandemic.

Financial Factors – Operating Budgets

The City is faced with a number of financial challenges as it develops its 2021 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 2021 municipal taxation estimates are that there will be next to no growth in 2020/21. Each 1% of municipal taxation in 2021 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%. A decline in PST is expected to result in \$110,000 less in revenues to the City of Moose Jaw. The pandemic has also impacted Recreation revenues and they are expected to be several hundred thousand dollars lower in 2021.

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 2020, this amounted to \$30,500,000. Each 1% increase amounts to \$305,000. 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 1.7% range for 2021. 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 2021 Budget will start to see the benefit from the Engineering Department review which saw two departments created.

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.

This has put significant pressure on the General Capital Reserve Budget and the Water and Wastewater 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.

In 2021, it is expected that there will be additional Federal/Provincial grant funding programs. At this time, the only grant funding in the Capital Budget is the Annual Gas Tax funding of approximately \$2.0 million and \$830,000 in potential grant funding for a solar initiative.

The last area of potential funding is an Infrastructure Levy. In 2020, City Council implemented a \$30 Infrastructure Levy to be directed to the Cast Iron Watermain Replacement Program. This partially made up for a shortfall in funding for this program that occurred when the local improvement portion of the program was eliminated. In order to fully replace this funding, a levy of approximately \$100 is required. City Administration is recommending the levy be increased to \$65 in 2021.

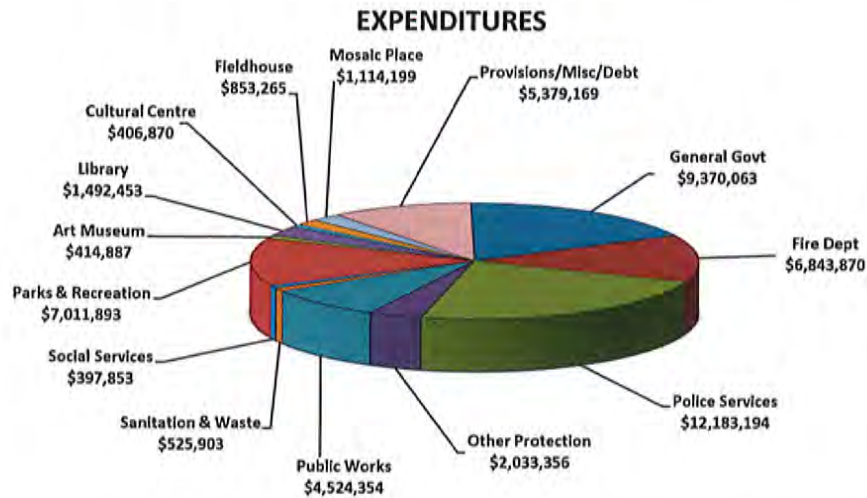


2021 GENERAL OPERATING BUDGET



Operating Budget Overview

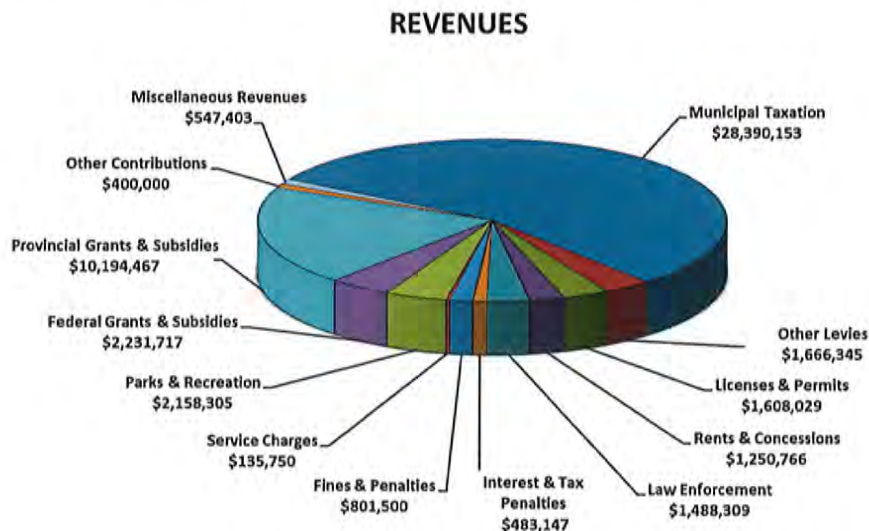
The Operating Budget provides funding for all the City's key service areas:



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.

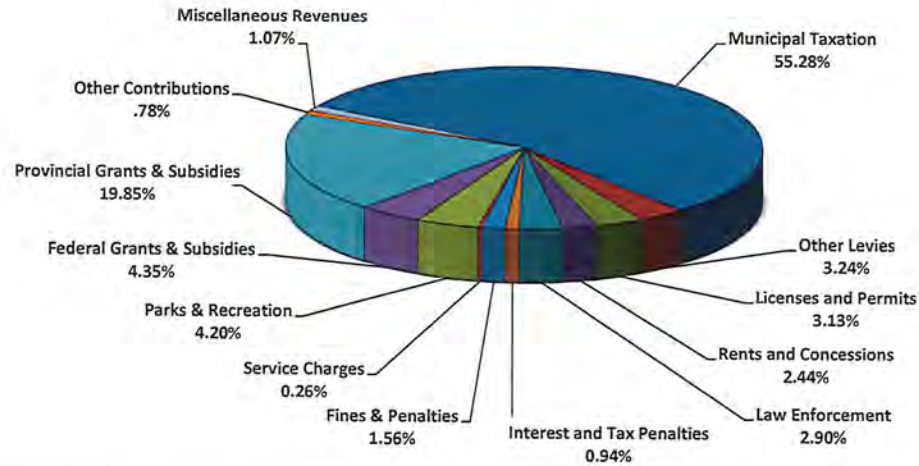
The overall increase in operating budget expenditures is 6.23%. The overall municipal tax increase to fund general increased operating costs is 4.05%. This can be further broken down as 2.87% for City Services and 1.18% for the Police Service. This increase will provide funding for inflationary cost increases and last year's budget reductions.

The Operating Budget is funded from the following municipal revenue:



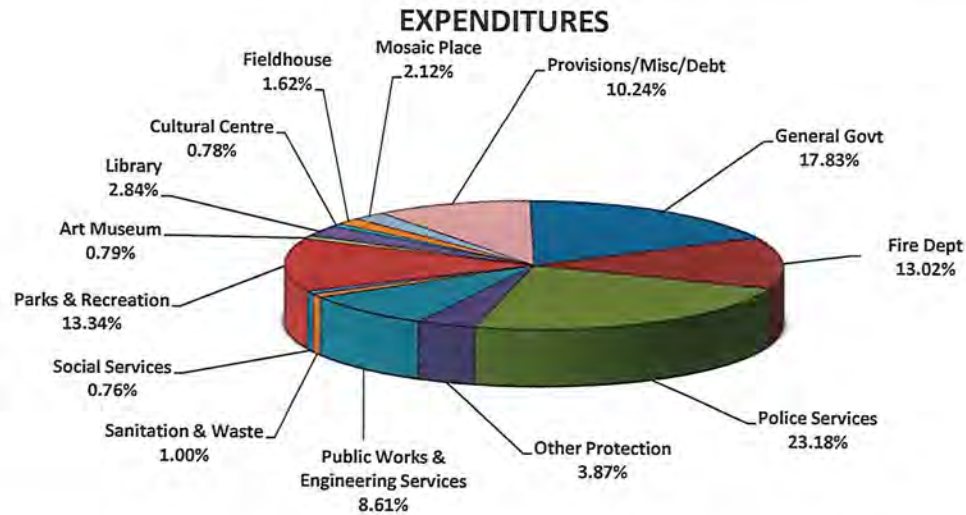
2021 GROSS REVENUES

REVENUES



Gross Revenue Budget	2020 Budget	2021 Budget	2021-2020 INC(DCR)	% Change
Municipal Taxation	28,044,701	28,390,153	345,452	1.23
Other Levies	1,658,627	1,666,345	7,718	0.47
Licenses and Permits	1,501,681	1,608,029	106,348	7.08
Rents and Concessions	1,206,550	1,250,766	44,216	3.66
Law Enforcement	1,377,599	1,488,309	110,710	8.04
Interest and Tax Penalties	628,526	483,147	(145,379)	(23.13)
Fines & Penalties	1,133,700	801,500	(332,200)	(29.30)
Service Charges	138,253	135,750	(2,503)	(1.81)
Parks & Recreation	2,337,959	2,158,305	(179,654)	(7.68)
Federal Grants & Subsidies	97,715	2,231,717	2,134,002	2183.90
Provincial Grants & Subsidies	10,543,595	10,194,467	(349,128)	(3.31)
Other Contributions	550,000	400,000	(150,000)	(27.27)
Miscellaneous Revenues	251,307	547,403	296,096	117.82
Gross Revenues	49,470,213	51,355,891	1,885,678	3.81

2021 GROSS EXPENDITURES



Gross Expenditure Budget	2020 Budget	2021 Budget	2021-2020 INC(DCR)	% Change
General Govt	8,666,983	9,370,063	703,080	8.11
Fire Dept	6,886,759	6,843,870	(42,889)	(0.62)
Police Services	11,507,162	12,183,194	676,032	5.87
Other Protection	1,907,518	2,033,356	125,838	6.60
Public Works & Engineering Services	4,703,671	4,524,354	(179,317)	(3.81)
Sanitation & Waste	466,574	525,903	59,329	12.72
Social Services	326,818	397,853	71,035	21.74
Parks & Recreation	6,164,356	7,011,893	847,537	13.75
Art Museum	385,202	414,887	29,685	7.71
Library	1,318,860	1,492,453	173,593	13.16
Cultural Centre	375,118	406,870	31,752	8.46
Fieldhouse	713,939	853,265	139,326	19.52
Mosaic Place	526,347	1,114,199	587,852	111.69
Provisions/Misc/Debt	5,520,906	5,379,169	(141,737)	(2.57)
Gross Expenditures	49,470,213	52,551,329	3,081,116	6.23



REVENUES



City of Moose Jaw Budget Summary of Revenues



Description	2020 Projection	2020 Budget	2021 Budget	2021 - 2020 INC (DCR)	% Change
MUNICIPAL TAXATION	28,060,000	28,044,701	28,390,153	345,452	1.2%
TAXATION MUNICIPAL	28,060,000	28,044,701	28,390,153	345,452	1.2%
STREET OILING	7,402	10,000	10,000	0	0.0%
RURAL FIRE CALL REVENUE	398,219	425,567	414,953	(10,614)	(2.5)%
15 WING FIRE SUPPRESSION	1,222,060	1,222,060	1,240,392	18,332	1.5%
FIRE INSURANCE	0	1,000	1,000	0	0.0%
OTHER LEVIES	1,627,681	1,658,627	1,666,345	7,718	0.5%
BUSINESS LICENSES	231,605	257,313	250,396	(6,917)	(2.7)%
DOG LICENSES	30,173	43,000	43,000	0	0.0%
BUILDING PERMITS	200,000	250,000	450,000	200,000	80.0%
SIGNS,BILLBRDS AREAS	1,350	655	917	262	40.0%
PARKING METER RECEIPTS	340,000	750,000	650,000	(100,000)	(13.3)%
PLUMBING PERMITS	540	753	607	(146)	(19.4)%
TRAILER PERMITS	185,709	175,000	185,709	10,709	6.1%
DOG POUND FEES	4,000	5,866	5,000	(866)	(14.8)%
MONUMENT PERMITS	10,275	9,694	10,000	306	3.2%
FIRE CODE PERMITS	4,000	4,400	4,400	0	0.0%
TAXI LICENSES	8,000	5,000	8,000	3,000	60.0%
LICENSES AND PERMITS	1,015,652	1,501,681	1,608,029	106,348	7.1%
CITY OWNED PROPERTY	130,637	133,180	130,637	(2,543)	(1.9)%
INNOVATIVEHOUSING RTLS	39,903	29,884	39,903	10,019	33.5%
FARM LANDS	119,455	24,381	109,077	84,696	347.4%
HAYING & PASTURE LANDS	7,702	12,277	7,702	(4,575)	(37.3)%
SERVICE CENTRE REV	276,082	276,082	347,395	71,313	25.8%
CITY HALL RENTAL REV	39,274	38,129	40,452	2,323	6.1%
WORKSHOP REVENUE	560,000	692,017	575,000	(117,017)	(16.9)%
WORKSHOP REV - FIRE	600	600	600	0	0.0%
RENTS & CONCESSIONS	1,173,653	1,206,550	1,250,766	44,216	3.7%
POLICING SERVICES	200,000	200,000	200,000	0	0.0%
CONTRIBUTION FR CMJ SPEED ENFO	110,000	110,000	110,000	0	0.0%
UNCLAIMSEIZEDPROPSALE	1,500	1,000	1,000	0	0.0%
PRISONER COST RECOVERY	100,000	100,000	100,000	0	0.0%

City of Moose Jaw Budget Summary of Revenues



Description	2020 Projection	2020 Budget	2021 Budget	2021 - 2020 INC (DCR)	% Change
VICTIM SERVICES REVENUE	83,599	83,599	84,309	710	0.8%
PROVINCIALY FUNDED POSITIONS	630,000	630,000	740,000	110,000	17.5%
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%
LAW ENFORCEMENT	1,378,099	1,377,599	1,488,309	110,710	8.0%
COURT FINES	585,000	910,000	585,000	(325,000)	(35.7)%
PARKING METER PENALTY	89,000	223,700	216,500	(7,200)	(3.2)%
FINES & PENALTIES	674,000	1,133,700	801,500	(332,200)	(29.3)%
INTEREST ON BANK BALs	162,000	285,000	172,300	(112,700)	(39.5)%
INVESTMENT GAINS/(LOSSES)		0		0	
PENALTIES ON TAXES	95,959	185,000	173,360	(11,640)	(6.3)%
SURCHARGE ON TAXES	52,384	158,526	137,487	(21,039)	(13.3)%
INTEREST & TAX PENALTIES	310,343	628,526	483,147	(145,379)	(23.1)%
CERTIFICATES&SRCH FEES	12,592	17,150	12,592	(4,558)	(26.6)%
TAX ENFRMNT CHGS - TREAS	0	40,068	41,128	1,060	2.6%
TAX ENFRMNT CHGS - ASSMT	4,219	18,535	21,530	2,995	16.2%
PLANNING & ZONING FEES	25,000	25,000	25,000	0	0.0%
ZONING CERTIFICATES	200	600	500	(100)	(16.7)%
SUBDIVISION APPROVALS	2,500	5,000	5,000	0	0.0%
STORES REV-HANDLING	29,465	31,900	30,000	(1,900)	(6.0)%
SERVICE CHARGES	73,976	138,253	135,750	(2,503)	(1.8)%
SWIM CLUB RENTALS	0	6,300	4,000	(2,300)	(36.5)%
MISCELLANEOUS PRGS	0	210	0	(210)	(100.0)%
LEARN TO SWIM	0	2,480	2,170	(310)	(12.5)%
PUBLIC SWIM	-1	51,700	38,400	(13,300)	(25.7)%
NOON HOUR SWIM	0	2,030	1,960	(70)	(3.4)%
ADULT SWIM	0	190	0	(190)	(100.0)%
PRIVATE RENTALS	0	360	360	0	0.0%
SCHOOL PROGRAMS	0	200	0	(200)	(100.0)%
NATATORIUM REVENUE	-1	63,470	46,890	(16,580)	(26.1)%
SWIM CLUB RENTALS	25,000	42,000	40,000	(2,000)	(4.8)%

City of Moose Jaw Budget Summary of Revenues



Description	2020 Projection	2020 Budget	2021 Budget	2021 - 2020 INC (DCR)	% Change
MISCELLANEOUS PRGS	500	2,000	1,000	(1,000)	(50.0)%
JOINT USE	0	24,270	24,270	0	0.0%
LTS - ADVANCED	10,800	25,060	26,560	1,500	6.0%
LTS - GENERAL	46,100	148,000	99,200	(48,800)	(33.0)%
LEARN TO SWIM	56,900	173,060	125,760	(47,300)	(27.3)%
PUBLIC SWIM	96,250	189,900	170,200	(19,700)	(10.4)%
NOON HOUR SWIM	1,500	2,030	2,145	115	5.7%
ADULT SWIM	650	1,813	0	(1,813)	(100.0)%
PRIVATE RENTALS	6,500	31,230	13,195	(18,035)	(57.7)%
SCHOOL PROGRAMS	4,900	29,025	21,375	(7,650)	(26.4)%
MEMBERSHIPS	105,300	73,200	126,000	52,800	72.1%
KINSMEN SPTS PLEX POOL	297,500	568,528	523,945	(44,583)	(7.8)%
SWIMMING POOL REVENUES	297,499	631,998	570,835	(61,163)	(9.7)%
JOINT USE	250	10,100	10,100	0	0.0%
MINOR RENTALS	110,000	135,645	136,093	448	0.3%
ADULT RENTALS	18,800	1,110	6,000	4,890	440.5%
MISCELL REVENUE	14,500	7,975	1,475	(6,500)	(81.5)%
PUBLIC SKATING	2,000	1,500	1,200	(300)	(20.0)%
CONCESSIONS	700	2,742	1,500	(1,242)	(45.3)%
NON ICE RENTALS	350	440	60	(380)	(86.4)%
SKATE SHARPENING	500	592	590	(3)	(0.4)%
PRIVATE MINOR RENTALS	0	275	0	(275)	(100.0)%
BERT HUNT ARENA	147,100	160,379	157,018	(3,362)	(2.1)%
JOINT USE	0	10,100	10,100	0	0.0%
MINOR RENTALS	72,500	99,540	93,185	(6,355)	(6.4)%
ADULT RENTALS	7,500	7,925	7,540	(385)	(4.9)%
MISCELL REVENUE	1,000	1,775	1,475	(300)	(16.9)%
PUBLIC SKATING	8,500	4,200	4,200	0	0.0%
CONCESSIONS	700	2,742	1,500	(1,242)	(45.3)%
SKATE SHARPENING	500	593	590	(4)	(0.6)%
PRIVATE MINOR RENTALS	200	685	0	(685)	(100.0)%
WALLY BOSCHUK ARENA	90,900	127,560	118,590	(8,971)	(7.0)%
JOINT USE	0	20,500	20,200	(300)	(1.5)%
MINOR RENTALS	97,600	134,785	134,965	180	0.1%

City of Moose Jaw Budget Summary of Revenues



Description	2020 Projection	2020 Budget	2021 Budget	2021 - 2020 INC (DCR)	% Change
ADULT RENTALS	9,800	6,987	7,200	213	3.0%
MISCELL REVENUE	2,500	9,650	5,500	(4,150)	(43.0)%
PUBLIC SKATING	3,000	6,209	5,400	(809)	(13.0)%
CONCESSIONS	1,800	4,800	4,000	(800)	(16.7)%
NON ICE RENTALS	1,300	17,500	17,380	(120)	(0.7)%
PRIVATE MINOR RENTALS	3,800	4,213	4,070	(143)	(3.4)%
KINSMEN ARENA	119,800	204,644	198,715	(5,929)	(2.9)%
ARENA REVENUES	357,800	492,583	474,322	(18,261)	(3.7)%
TURF	243,200	306,676	260,700	(45,976)	(15.0)%
TRACK	27,500	65,880	52,000	(13,880)	(21.1)%
FITNESS PROGRAM	8,400	10,775	8,785	(1,990)	(18.5)%
RECREATION PROGRAM	19,600	53,570	45,125	(8,445)	(15.8)%
RECREATION AND FITNESS PROGRAM	28,000	64,345	53,910	(10,435)	(16.2)%
MEMBERSHIP	104,800	101,575	122,295	20,720	20.4%
ROOM RENTALS	16,000	29,685		(29,685)	(100.0)%
GRANTS	4,750		5,000	5,000	
SPONSORSHIP/NAMING RIGHTS	61,500	60,000	60,000	0	0.0%
MISCELLANEOUS	500	19,400	12,000	(7,400)	(38.1)%
SOCCER/FIELD-HOUSE FACILITY	486,250	647,561	565,905	(81,656)	(12.6)%
DIAMONDS	19,100	23,813	24,428	615	2.6%
SPORTS FIELDS	6,800	16,943	18,371	1,428	8.4%
MISCELLANEOUS	8,800	5,940	5,940	0	0.0%
GRANTS AND CONTRIBUTIONS	144,882	144,882	144,882	0	0.0%
RECREATION SERVICES	179,582	191,578	193,621	2,043	1.1%
COMM ASSOC - ADULT	5,700	20,362	20,470	108	0.5%
COMM ASSOC - CHILD	3,700	12,601	12,745	144	1.1%
COMMUNITY ASSOCIATION	9,400	32,963	33,215	252	0.8%
CEMETERIES - BURIALS	184,400	165,316	173,580	8,264	5.0%
CEMETERIES - INTEREST	130,000	130,000	122,052	(7,948)	(6.1)%
CEMETERY REVENUE	314,400	295,316	295,632	316	0.1%
WEED CONTROL	16,175	10,175	10,175	0	0.0%
LIBRARY REVENUE	1,400	4,500	4,500	0	0.0%
P&R MTG ROOM REVENUE	550	3,660	1,800	(1,860)	(50.8)%
LIBRARY MTG ROOM REVENUE	700	6,500	6,500	0	0.0%

City of Moose Jaw Budget Summary of Revenues



Description	2020 Projection	2020 Budget	2021 Budget	2021 - 2020 INC (DCR)	% Change
ART MUSM MTG ROOM REV	300	4,125	1,800	(2,325)	(56.4)%
LIBRARY FINE REVENUE	5,000	17,000	0	(17,000)	(100.0)%
MISCELL P & R REVENUE	24,125	45,960	24,775	(21,185)	(46.1)%
RECREATION&COMM SERV	1,669,056	2,337,959	2,158,305	(179,654)	(7.7)%
FEDERAL GIL OF TAXES	48,876	97,715	48,876	(48,839)	(50.0)%
FEDERAL RESTART FUNDING	0		2,182,841	2,182,841	
FEDERAL GRANTS & SUBS	48,876	97,715	2,231,717	2,134,002	2,183.9%
PROVINCIAL GIL OF TAXES	423,229	500,576	240,728	(259,848)	(51.9)%
HOUSING AUTHORITY - GIL	555,857	575,135	555,857	(19,278)	(3.4)%
C P R - GIL OF TAXES	283,165	300,989	283,165	(17,824)	(5.9)%
SPC - FRANCHISE FEE	1,021,540	1,017,380	1,045,980	28,600	2.8%
WATER UTILITY-FRANCH FEE	574,468	556,282	582,574	26,292	4.7%
SANSWR UTLTY-FRANCHISE	402,393	407,885	418,327	10,442	2.6%
SOLID WASTE UTLTY-FRANCHISE	248,667	260,900	252,710	(8,190)	(3.1)%
PROV REV SHARING GRANT	6,834,419	6,831,325	6,722,003	(109,322)	(1.6)%
URBAN HIGHWAY CONNECT FUNDING	93,123	93,123	93,123	0	0.0%
PROVINCIAL GRANTS & SUB	10,436,861	10,543,595	10,194,467	(349,128)	(3.3)%
ADMINISTRATIVE OVERHD	400,000	550,000	400,000	(150,000)	(27.3)%
OTHER CONTRIBUTIONS	400,000	550,000	400,000	(150,000)	(27.3)%
MISCELLANEOUS REVENUE	54,616	83,819	154,616	70,797	84.5%
FINANCIAL SERVICE REVENUE	0	0	216,920	216,920	
IT SERVICES REV - MOSAIC PLACE	50,026	57,922	50,776	(7,146)	(12.3)%
IT SERVICES REVENUE-POLICE	60,188	59,566	61,091	1,525	2.6%
BANNER REVENUE	3,000	4,000	4,000	0	0.0%
LEGAL SERVICES REVENUES	35,000	46,000	60,000	14,000	30.4%
MISCELLANEOUS REVENUE	202,830	251,307	547,403	296,096	117.8%
REVENUES	47,071,027	49,470,213	51,355,891	1,885,678	3.8%



EXPENSES



City of Moose Jaw Budget Functional Areas Summary



Description	2020 Projection	2020 Budget	2021 Budget	2021 - 2020 INC (DCR)	% Change
MAYOR & COUNCILLORS	373,459	351,348	476,547	125,199	35.6%
CITY CLERKS	896,095	889,235	953,198	63,963	7.2%
CITY MANAGER	349,776	327,696	367,969	40,273	12.3%
CITY TREASURER	1,366,222	1,269,242	1,465,814	196,572	15.5%
CITY COMPTROLLER	1,074,377	995,414	1,167,192	171,778	17.3%
INFORMATION TECHNOLOGY	1,419,356	1,346,472	1,789,072	442,600	32.9%
HUMAN RESOURCE SERVICES	586,210	595,332	707,009	111,677	18.8%
EMPLOYER PAID BENEFITS	248,519	993,091	303,260	(689,832)	(69.5)%
CITY HALL MAINTENANCE	349,169	305,417	408,616	103,199	33.8%
COMMUNICATIONS	129,863	111,876	126,863	14,986	13.4%
SUNDRY	640,842	646,067	642,396	(3,671)	(0.6)%
PLANNING & DEVELOPMENT	759,142	745,964	810,919	64,955	8.7%
WATERWORKS RECOVERY	(5,000)	(5,000)	(5,000)	0	0.0%
SAFETY	93,403	94,828	156,209	61,381	64.7%
GENERAL GOVERNMENT	8,281,433	8,666,983	9,370,063	703,080	8.1%
FIRE DEPARTMENT	6,784,909	6,886,759	6,843,870	(42,889)	(0.6)%
POLICE DEPARTMENT	11,507,162	11,507,162	12,183,194	676,032	5.9%
STREET LIGHTING	908,508	903,746	953,453	49,707	5.5%
BUILDING & BYLAW	449,408	574,118	564,824	(9,294)	(1.6)%
OTHER PROTECTION	425,993	429,654	515,079	85,425	19.9%
PROTECTION TO PERSONS	20,075,980	20,301,439	21,060,420	758,981	3.7%
CITY ENGINEER'S DEPARTMENT	738,026	498,737	379,968	(118,769)	(23.8)%
STREET & ROADS	1,498,357	2,434,328	2,575,730	141,402	5.8%
TRAFFIC DIVISION	612,770	1,080,000	678,408	(401,592)	(37.2)%
WORKSHOP	786,048	690,606	890,248	199,642	28.9%
PUBLIC WORKS	3,635,201	4,703,671	4,524,354	(179,317)	(3.8)%
STREET CLEANING	240,000	218,000	243,104	25,104	11.5%
STORM SEWERS	248,000	248,574	282,799	34,225	13.8%
SANITATION & WASTE REMOVAL	488,000	466,574	525,903	59,329	12.7%
SOCIAL SERVICES	302,359	326,818	397,853	71,035	21.7%
SOCIAL SERVICES	302,359	326,818	397,853	71,035	21.7%
RECREATION & PARKS ADMIN	791,752	1,129,145	923,080	(206,065)	(18.2)%
PARKS	915,319	837,607	981,040	143,433	17.1%
RECREATION	2,908,620	3,081,238	3,864,209	782,971	25.4%

City of Moose Jaw Budget Functional Areas Summary



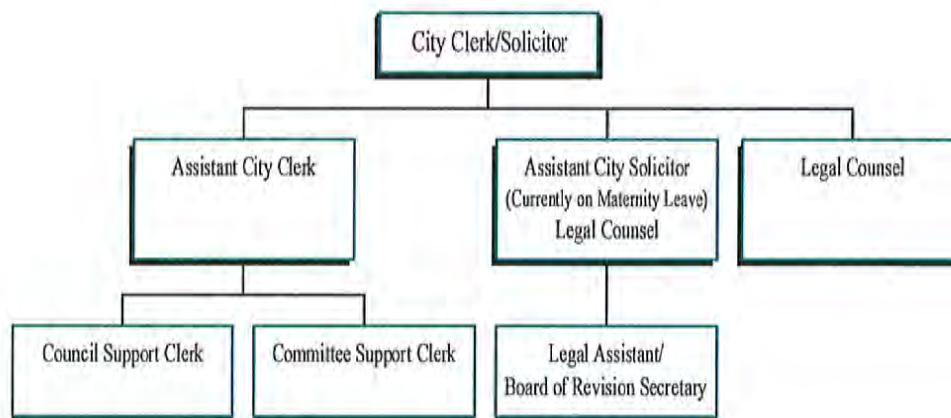
Description	2020 Projection	2020 Budget	2021 Budget	2021 - 2020 INC (DCR)	% Change
CEMETERIES	349,031	333,688	358,342	24,654	7.4%
THIRD PARTY FUNDING	159,604	159,604	184,525	24,921	15.6%
MOSAIC PLACE	1,040,320	526,347	1,114,199	587,852	111.7%
ART MUSEUM	388,539	385,202	414,887	29,685	7.7%
LIBRARY	1,049,091	1,070,223	1,217,453	147,230	13.8%
LIBRARY MAINTENANCE	255,438	248,637	275,000	26,363	10.6%
SERVICE CENTRE	293,480	276,082	347,395	71,313	25.8%
WAKAMOW VALLEY AUTHORITY	329,612	329,612	335,215	5,603	1.7%
WILD ANIMAL PARK	2,940	4,080	4,562	482	11.8%
MURALS/CULTURAL CENTRE	397,676	388,418	420,395	31,977	8.2%
FIELDHOUSE	598,207	713,939	853,265	139,326	19.5%
RECREATION & COMMUNITY	9,479,629	9,483,822	11,293,567	1,809,745	19.1%
DEBT CHARGES	16,200	32,350	22,500	(9,850)	(30.4)%
DEBT CHARGES	16,200	32,350	22,500	(9,850)	(30.4)%
RESERVES & ALLOWANCES	871,522	636,190	394,267	(241,923)	(38.0)%
PROVISIONS FOR RESERVES & ALLO	871,522	636,190	394,267	(241,923)	(38.0)%
MISCELLANEOUS	4,810,918	4,852,366	4,962,402	110,036	2.3%
MISCELLANEOUS	4,810,918	4,852,366	4,962,402	110,036	2.3%
GENERAL REVENUE FUND	47,961,242	49,470,213	52,551,329	3,081,117	6.2%

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's main functions is to maintain the records of the City; fulfill the legislative requirements of *The Local Authority Freedom of Information and Protection of Privacy Act* (LA FOIP); coordinate the flow of decisions and agendas required by City Council, Standing Committees and most of the City's advisory boards and committees; coordinate the flow of decision making for the Development Appeals Board and Board of Revision; and coordinate the conduct of municipal elections and by-elections for the City and School Boards.

The City Solicitor's main functions involve 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 focus of the City Clerk's Office in 2021 will be to build on progress made in implementation of eScribe as a paperless management system. The system will include the City's advisory boards and committees (which was delayed due to COVID-19 and expanded to meetings being held in abeyance). The rollout of eScribe began in the fall of 2020 with the aim of being fully functional in 2021. In addition, updating the City's FOI policies and conducting employee training will be a priority once COVID-19 restrictions are lifted.

On the City Solicitor's side, significant internal legal time is devoted to large commercial files such as the SaskPower development currently underway. The addition of a second legal counsel position in 2019 has enabled the City Solicitor's Office to ensure that all agreements and contracts entered into by the City are legally reviewed prior to execution. As well, the City has been able to take a more aggressive stance on bylaw enforcement than was previously the case. It has been enhanced with a comprehensive review of older bylaws on a more systematic basis to ensure that bylaws are up to date with respect to legislative requirements and fines or penalties are appropriately applied and enforced.

Financial Summary

As a combined Office that provides support services to the rest of the City, the core work of the City Clerk/Solicitor's Office will be largely status quo. The majority of the City Clerk's Office work will be carried out with existing resources.

It should be noted that in 2020, the City Clerk's Office assumed responsibility for the annual membership fees paid to SUMA, FCM and the Chamber of Commerce previously budgeted in the Mayor's budget. This amount in 2021 is \$34,500 and is accounted for in the Membership and Dues line item contained within the Operating Budget.

Future Goals

In the future, the City Clerk's Office 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. This will enhance the ability to process access to information requests received more quickly and contribute to the transparency and accountability of the Corporation. The City Clerk's Office will also continue with the Central Policy Location Project and will be assisting all Departments with updating policies and procedures relevant to their areas of the Corporation.

It is anticipated that the City Clerk and City Solicitor functions will be re-organized into distinct functional areas by 2022.

City of Moose Jaw Budget Revenues & Expenditures for Clerks (Summary)



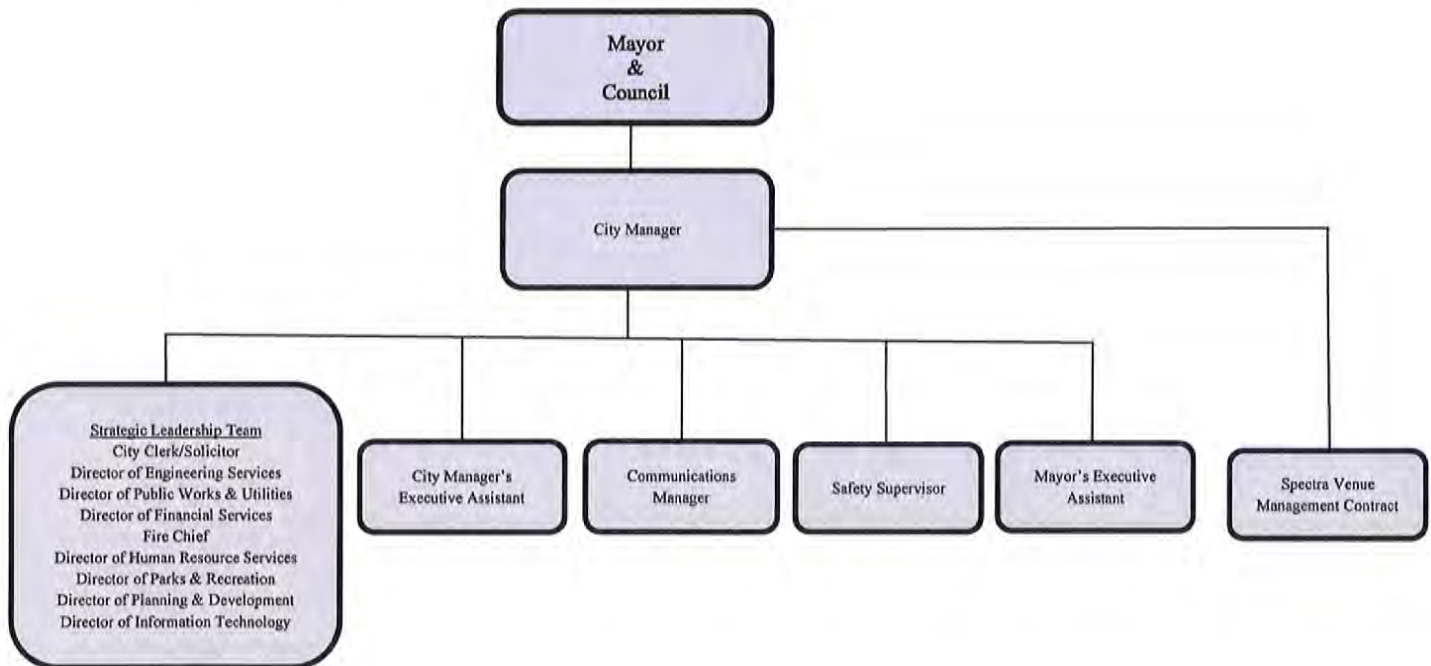
Description	2020 Projection	2020 Budget	2021 Budget	2021 - 2020 INC (DCR)	% Change
SALARIES	611,000	646,055	634,115	(11,940)	(1.8)%
WORKER'S COMPENSATION	0	6,900	0	(6,900)	(100.0)%
OFFICE EXPENSE	18,000	21,000	21,000	0	0.0%
TELEPHONE	6,500	7,400	7,440	40	0.5%
EQUIPMENT RESERVE CNT	6,110	6,110	6,011	(99)	(1.6)%
TRAVEL & CONVENTIONS	900	7,800	1,500	(6,300)	(80.8)%
EDUCATION & TRAINING	500	12,800	6,000	(6,800)	(53.1)%
DUES & MEMBERSHIPS	42,000	46,170	47,000	830	1.8%
SUBSCRIPTIONS & PUBS	39,000	39,000	39,000	0	0.0%
EMPLOYEE BENEFITS	91,685		95,132	95,132	
LEGAL FEES-SPECIAL PROJ	40,000	45,000	45,000	0	0.0%
BOARD OF REVISION	8,000	18,000	28,000	10,000	55.6%
CONTRACTUAL SERVICES	32,400	33,000	23,000	(10,000)	(30.3)%
CITY CLERK/SOLICITOR	896,095	889,235	953,198	63,963	7.2%
ELECTIONS	25,000	25,000	25,000	0	0.0%
ADVERTISING & MISC	4,900	6,000	6,000	0	0.0%
ENVIRONMENT ADVISORY COMMITTEE	0	1,000	1,000	0	0.0%
HERITAGE ADVISORY COMMITTEE	250	1,000	1,000	0	0.0%
SPECIAL NEEDS ADVISORY COMMITTEE	1,000	1,000	1,000	0	0.0%
CULTURAL DIVERSITY ADV COMM	500	1,000	1,000	0	0.0%
HOUSING ADVISORY COMMITTEE	0	1,000	0	(1,000)	(100.0)%
DEVELOPMENT APPEALS BOARD	950	1,400	1,800	400	28.6%
YOUTH ADVISORY COMMITTEE	1,575	2,000	2,000	0	0.0%
SUNDRY	34,175	39,400	38,800	(600)	(1.5)%
GRAND TOTAL	930,270	928,635	991,998	63,363	6.8%

City Manager/Communications/Safety Services

City Manager

Overview

The City Manager is the Chief Strategist and Policy Advisor to City Council. The City Manager assists Council in the decision-making process through the creation of long-term and strategic plans and objectives. As well, the City Manager ensures the preparation of and quality control of reports that support the day to day operating guidelines, long term and strategic plans and provide relevant background into, analysis, alternatives, financial implications, and recommendations. The City Manager is responsible for the management and quality control of all day to day activities through the Strategic Leadership Team. 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 a highly performing team and service-based culture.



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:

Build upon objectives achieved in 2018 to 2020 and:

Culture – Year 3 of 5 Enhanced Culture of Accountability	Build upon work of 2018 to 2020. Shared Sense of Purpose. Continue to build Team and hold Department and Town Hall meetings. Hold all Departments accountable to finish work plans. Internal Service Standards. Organizational renewal.	
Year 2 of 6 Core Service Review, centralization and integration, Organizational Renewal	Core Services, Roles and Responsibilities. Equipment & Vehicles. Purchasing & Stores. In-house Engineering implemented. In-house watermain replacement Construction Crew created. Transit	
Strategic Plan	Strategic objectives are integrated into day to day business practices. Six-month updates provided to Council and the Community. Strategic Plan – attached. Regional relationship building.	
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. Parking application – 2020. ERP Core Financials implemented – 2020. ERP Non-Core Financials implemented – 2021.	
Economic Development Areas	Chief Negotiator for major projects and negotiations. Support Economic Development Strategy – attached. City of Moose Jaw Brand Support. Support Moose Jaw Agri-Food Industrial Park promotion and development.	

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.

The Cities Act specifies that cities are:

- (a) to provide good government;
- (b) to provide services, facilities and other things that, in the opinion of council, are necessary and desirable for all or a part of the city;
- (c) to develop and maintain a safe and viable community;
- (d) to foster economic, social and environmental well-being;
- (e) to provide wise stewardship of public assets.

The City of Moose Jaw Professional Staff recognizes that our chief focus to be successful in meeting the above is to provide exceptional customer service to our customers, citizens and visitors of Moose Jaw, each other, other employees and Council.

- Recognize that the chief role of the City of Moose Jaw is to provide exceptional customer service to our customers, citizens and visitors of Moose Jaw, each other, other employees and Council.
- Recognize the importance of **teamwork** to provide the best possible service to internal and external customers.
- Each **Team member** to contribute ideas and suggestions on the best course of action.

-
- Recognize that all **team members'** opinions and input is valuable and required.
 - The **Team** will seek to create consensus. When a consensus has not been reached, each member shall accept and support the majority and/or the City Manager's decision.
 - The **Team** will take responsibility and share its successes and failures.
 - Each **Team member** shall manage all matters with fairness and impartiality.
 - **Team Members** will seek to resolve differences and conflicts openly and constructively.
 - **Team members** will encourage and defend each other as well as pull together.
 - **Team members** will not complain or spread rumours about each other.
 - Each **Team member** will seek advice and guidance from their employees and co-workers where appropriate. Where it can be used, credit shall be given to the employee. When it cannot be used, the employee shall be advised why their suggestion cannot be used.
 - Champion, (support the cause of; defend) our VALUES and lead by example.
 - Understand and have high levels of emotional intelligence.

SHARED SENSE OF PURPOSE

We provide exceptional services to our customers and each other; taking ownership and pride in what we do!

Our Mantra is:

1. We are solution focused and ask "How can we help you?"
2. We resolve issues with a sense of urgency in a positive manner.
3. We have the courage to be innovative, try new ideas and suggestions and accept feedback.
4. We create opportunities for others to succeed.
5. We do not blame or make excuses.
6. We leave negativity and egos at the door.
7. We are in this together, we are TEAM.

City of Moose Jaw Shared Sense of Purpose



CITY OF
MOOSE JAW
SASKATCHEWAN

Safety Services

EXECUTIVE SUMMARY

Mission / Service Statement

Safety Services supports continuous improvement of a healthy and safe workplace by advocating the promotion of an improved safety culture throughout all City departments.

Work Plan Highlights

2021 will see the continuation of several projects and initiatives that were postponed in 2020 due to the global COVID-19 Pandemic. These include but are not limited to; audiometric follow up testing, back injury prevention program, and action plans from results of University of Regina Safety Audit.

Financial Summary

Financial implications for 2021 workplans are included in the department's operating budget figures.

Future Goals

Included in this budget is a proposal for an additional safety professional in order to help bring the City into compliance with Occupational Health and Safety Legislation as it relates to legal due diligence, competent supervision and regulatory compliance.



**City of
Moose Jaw
2021
Communications
Budget**

PROFILE

The Communications department goal is to provide enhanced engagement with Moose Javians while providing education about the programs and services offered by the City of Moose Jaw.

The Communications department also aims to provide exceptional internal communications support to City employees, so they are aware of the multiple health, safety and career enhancement opportunities available.

In 2021 the goal is to build upon established communication practices with special focus on the areas of community engagement, video content and fully utilizing digital tools like the RFS app and new City website.

COMMUNICATIONS BUSINESS PLAN 2021

Department Support Goals

Engineering

- Furthering our "Let's Talk Trash" education campaign about the City's recycling/waste program.
- Greater emphasis on promoting Capital project information and updates.
- Education regarding Public Works and the employees that provide the services.
- Transit.

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 the Manager of Economic Development to nurture community partnerships and strategies related to promoting the "Canada's Most Notorious City" brand.
- Work with Economic Development as part of the COVID-19 Economic Recovery Task Team.

HUMAN RESOURCES

- Creation of Internal Customer Service Campaign Video.
- Assist in creation of Employee Satisfaction Survey.
- Continued production of Employee Newsletter.

FINANCE

- Production of educational content related to City finances.

INFORMATION TECHNOLOGY

- Enhanced promotion of City Request For Service (RFS) app.
- Promote launch of City ERP and how customers can benefit from the new technology i.e. "Virtual City Hall".

CITY CLERK/SOLICITOR'S OFFICE

- Continue to provide support through advertising notices, creating surveys, assistance to Advisory Committees where necessary, etc.

CITY OF MOOSE JAW STRATEGIC PLAN 2020

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

Branding – Moose Jaw Story

COMPLETED:

- Finalized "Canada's Most Notorious City" branding.
- Support community and groups to lead branding initiative and implementation.
- New website.
- Moose Jaw Advantage.
- Enhancing Mosaic Place – anticipated 12 major events/concerts in 2020.
- Mac the Moose 2019 Marketing Canada Awards. #1 in Saskatchewan and #5 in 2020's Best Western Canadian Investment Towns.

ONGOING:

- Will attend International Shopping Centres Conference.
- Will facilitate Moose Jaw Information Technology conference.

Entrepreneurial Civic Administration

COMPLETED:

- Reduce red tape.
- Internal Economic Development Super Committee.
- Updating Information Technology systems. PerfectMind and eSCRIBE completed. Payroll completed. New website – completed. New app completed.
- Communications and marketing.
- In-house Engineering.
- 2020 budget completed prior to yearend.
- Culture of "How can we help you?" and shared sense of purpose.

ONGOING:

- Core services review in process.
- New financial software package 2020/2021.
- Single contract for trades.
- COVID-19 Recovery Team.
- Organizational renewal.
- Separated the Engineering Department into the Engineering Department and Public Works & Utilities Department allowing each Department to focus on core services.
- Standardized Policy and Operating Guidelines concept.
- Operating Guidelines to enhance internal communications.
- Program to notify developers to see City Hall first.

Agriculture, Diversification and Innovation

COMPLETED:

- Moose Jaw Agri-Food Industrial Park Concept Plan created.
- SaskPower development and servicing agreement completed.
- Canadian Tire completed.
- Marketing of Moose Jaw Agri-Food Industrial Park.
- Met with Premier to present City of Moose Jaw Economic Development Strategy.

ONGOING:

- Funding placed in 2021 budget to support trade missions.
- Align with Saskatchewan's Growth Plan the Next Decade of Growth 2020-2030, where applicable.

Shared Sense of Purpose

We provide exceptional services to our customers and each other; taking ownership and pride in what we do!

Our Mantra is:

1. We are solution focused and ask "How can we help you?"
2. We resolve issues with a sense of urgency in a positive manner
3. We have the courage to be innovative, try new ideas and suggestions and accept feedback
4. We create opportunities for others to succeed
5. We do not blame or make excuses
6. We leave negativity and egos at the door
7. We are in this together, we are TEAM

Core Amenities and Services

COMPLETED:

- Benches/Banners/Downtown cleanliness.
- Assist Downtown Business Association to organize.

ONGOING:

- River Street Discussion.
- Residential Action Plan for downtown.
- Connect Main Street and Mosaic Place.

Transportation and Infrastructure

COMPLETED:

- Ridesharing – Bylaw in place.
- Assisted Uride to establish.

ONGOING:

- Transit System – Review of system in process.

Regional Collaboration

ONGOING:

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

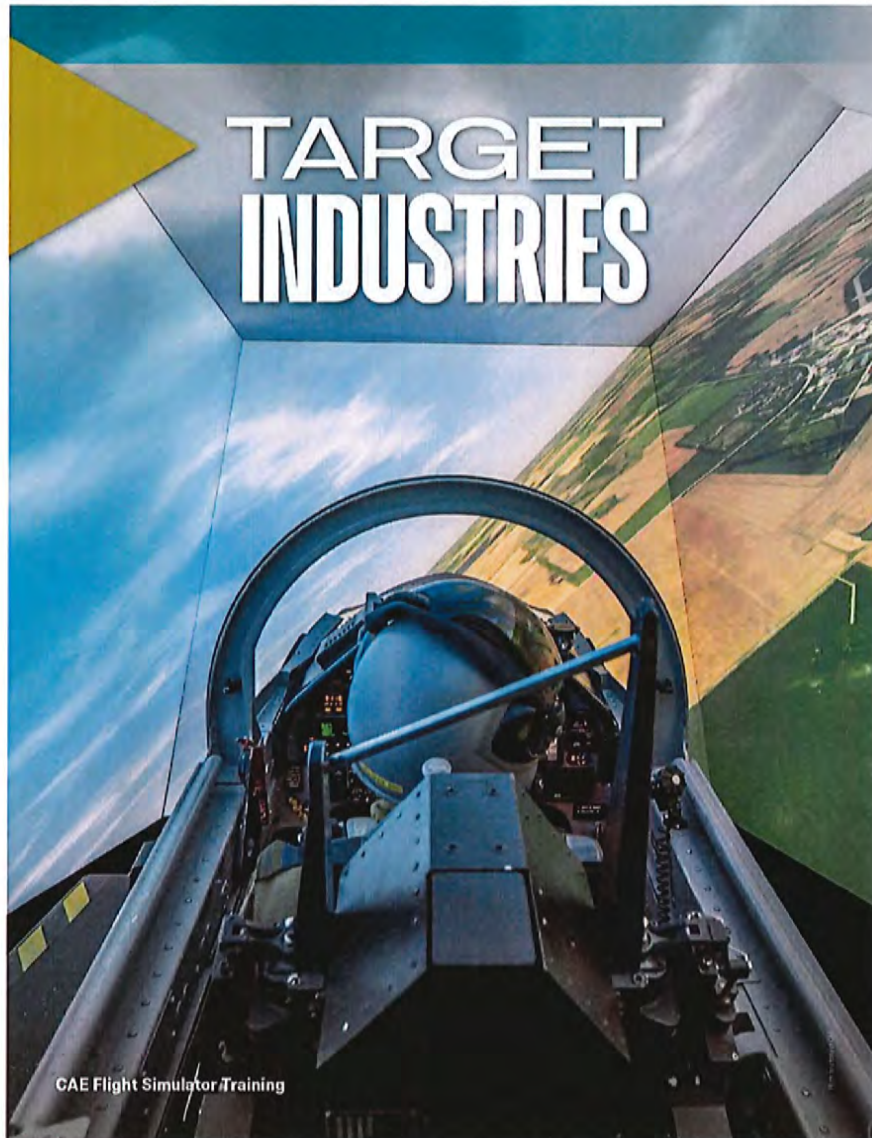
People and Culture

COMPLETED:

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

ONGOING:

- Calls for Action.



Economic Development Strategy

2020



Vision

"MOOSE JAW'S POSITIVE BUSINESS INVESTMENT ENVIRONMENT IS ACHIEVING SUSTAINABLE ECONOMIC GROWTH THAT IS CONTRIBUTING TO OUR VIBRANT AND HEALTHY COMMUNITY"

Mission

"Fostering A Positive Business Investment Environment and Growing Our Economy" Through;

- Sharing Moose Jaw's unique and colorful story.
- 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.

Strategic priorities

Economic Vibrance: *"We will grow and diversify our economy with increased employment through business, industry and tourism investment opportunities."*

Community Development: *"We will attract people and businesses by enhancing community vibrancy through promoting and developing our recreational, cultural and natural assets."*

Notoriously Welcoming: *"We will promote our distinctive community and excellent quality of life to our citizens and to the world."*

Strategic Focus Area Statements

Investment Attraction and Marketing

Taking an aggressive approach to attracting businesses to our community and area by working to ensure that our business investment environment is ready and positive. Ensure sustainable growth of the local economy through planning, retention and investment attraction efforts achieving results benefitting the entire community. Promote the Moose Jaw Competitive Advantage, *"Notoriously Competitive, Notoriously Welcoming, and Notoriously Vibrant."*

Skilled Workforce Attraction

Attract a skilled workforce and enhance skills of existing residents to meet the needs of existing and emerging employment opportunities and demands. Facilitate and support immigration initiatives, training programs and career events needed to attract workers to Moose Jaw.

Business Retention & Expansion

Engage with existing business and industry to ensure a healthy environment exists and opportunities to grow and expand are enhanced. A focus on eliminating barriers to growth is key.

Cluster Strategies

Build on our natural strengths through the development of cluster strategies focusing on Value-add Agriculture, Alternate Energy, and Transportation, Warehousing and Distribution.

Tourism

Promote Moose Jaw's unique story through the City's new brand and collaborate with tourism industry stakeholders and interested Indigenous organizations both locally and regionally to further enhance the City as a world class tourist destination.

Regional Collaboration

Collaborate with industry and stakeholders on a regional basis in order to maximize opportunities, particularly within the Moose Jaw – Regina Economic Corridor.

Downtown Development

Pursue and support new and ongoing initiatives and projects to create a vibrant downtown to attract people and businesses.

Action Plans

1. Investment Attraction and Marketing

Taking an aggressive approach to attracting businesses to our community and area by working to ensure that our business investment environment is ready and positive. Ensure sustainable growth of the local economy through planning, retention and investment attraction efforts achieving results benefitting the entire community. Promote the Moose Jaw Competitive Advantage, "Notoriously Competitive, Notoriously Welcoming and Notoriously Vibrant."

Actions & Tactics

1. Develop and implement new marketing and attraction strategies
2. Support and Co-lead Brand Moose Jaw Project, implement new brand
3. Update and revise the Economic Development website
4. Revise the Moose Jaw Advantage - Competitive Advantage portfolio
5. Implement efficient approaches to being investment ready and open for business
6. Prepare Land inventory with GIS functionality

2. Skilled Workforce Attraction

Attract a skilled workforce and enhance skills of existing residents to meet the needs of existing and emerging employment opportunities and demands. Facilitate and support training programs and career events needed to attract workers to Moose Jaw.

Actions & Tactics

1. Develop skilled and unskilled workforce recruitment strategies
2. Develop strategies to ensure that local government jobs increase and not decrease
3. Work with Sask Polytech to develop training programs (brewing/value-add ag)
4. Engage local industry in identifying labour needs
5. Engage with Kawacatoose First Nation to increase presence in the labour market
6. Partner with local stakeholders in planning and implementation of the Rural and Northern Immigration Pilot (RNIP) Pilot project

3. Business Retention & Expansion

Engage with existing business and industry to ensure a healthy environment exists and opportunities to grow and expand are enhanced. A focus on eliminating barriers to growth is key.

Actions & Tactics

1. Engage local business and industry to identify growth opportunities and barriers to growth
2. Identify business opportunities and identify community gaps in business types
3. Meet and engage with local business associations
4. Develop business case to ensure the retention of 15 Wing in Moose Jaw and the future training program stays in Moose Jaw

4. Cluster Strategies

Build on our natural strengths through the development of cluster strategies focusing on Value-add Agriculture, Alternate Energy, and Transportation, Warehousing and Distribution.

Actions & Tactics

1. Engage local industry to develop a cluster strategy with a focus on Agricultural diversification and innovation with a value-add agriculture priority
2. Engage local industry to develop a cluster strategy with a focus on Alternate Energy
3. Engage local industry to develop a cluster strategy with a focus on Transportation, Warehousing and Distribution

5. Tourism

Promote Moose Jaw's unique story through the City's new brand and collaborate with tourism industry stakeholders and interested Indigenous organizations both locally and regionally to further enhance the City as a world class tourist destination.

Actions & Tactics

1. Promote Moose Jaw and tell the "Moose Jaw story" within the City's new "Notorious" Branding
2. Engage local industry to develop a collaborative approach and focus on Tourism
3. Improve tourism assets and experiences for visitors
4. Explore Indigenous tourism opportunities in conjunction with specific groups within the Treaty 4 area and in tatawâw Park
5. Assist in implementing Downtown and South Hill LAP initiatives
6. Integrate new technology with tourism activities

6. Regional Collaboration

Collaborate with industry and stakeholders on a regional basis in order to maximize opportunities, particularly within the Moose Jaw – Regina Economic Corridor. Water security and resource management is paramount and needs to be addressed at the community level, but also in the Industrial Park and the Economic Corridor for industrial use.

Actions & Tactics

1. Continue working with and supporting the Moose Jaw – Regina Economic Corridor
2. Collaborate with the RM of Moose Jaw #161 to build a stronger relationship
3. Collaborate with Economic Development Regina to maximize regional initiatives
4. Support the creation of the Moose Jaw Municipal Airport Authority to maximize economic benefits of a strong regional airport
5. Becoming a centre of leadership on water use and water management could attract more research in agricultural initiatives.

7. Downtown Development

Pursue and support new and ongoing initiatives and projects to create a vibrant downtown to attract people and businesses.

Actions & Tactics

1. Assist the Downtown Moose Jaw Association to organize and re-establish
2. Support and promote downtown revitalization and development
3. Identify and assist in implementing Downtown LAP initiatives

Covid-19 Reaction, Response and Recovery

With the onset of the Covid-19 pandemic in March of 2020, a new focus of economic activities was required. Economic Development Services took a lead role in partnership with community organizations like the Chamber of Commerce and Tourism Moose Jaw, and businesses to respond to the pandemic crisis. While continuing key focus areas, there was a need to develop new strategies to deal with the unprecedented situation.

Through engagement and partnerships, the City of Moose Jaw has weathered the storm better than many communities in North America. As lockdowns are lifted and restrictions eased, our focus will be directed to reigniting the CMJ economy, supporting businesses as they ramp back up, and attracting visitors and shoppers back to our community with an economic recovery strategy. With the tremendous success and leadership expressed in the Chamber of Commerce Think Tank sessions it is desirable to keep this momentum going. The Economic Recovery Task Team has been created to do just that.

By supporting goals and objectives, with actions and initiatives to support the vision of the Economic Recovery Task Team for our community's recovery and growth through the following objective:

To continue the community partnerships and collaborations with a goal of stimulating Moose Jaw's economy in the new reality.

City of Moose Jaw

Budget Revenues & Expenditures for City Manager (Summary)



Description	2020 Projection	2020 Budget	2021 Budget	2021 - 2020 INC (DCR)	% Change
SALARIES	73,000	73,000	75,000	2,000	2.7%
CAR ALLOWANCE	1,200	1,200	6,000	4,800	400.0%
WORKER'S COMPENSATION	0	2,050	0	(2,050)	(100.0)%
OFFICE EXPENSE	2,500	4,000	4,000	0	0.0%
TELEPHONE	4,000	4,200	4,200	0	0.0%
TRAVEL & CONVENTIONS	30	30	3,026	2,996	9,986.7%
TRAVEL & CONVENTIONS		0		0	
TRAVEL & CONVENTIONS	2,097	2,097	3,026	929	44.3%
TRAVEL & CONVENTIONS	0	0	3,026	3,026	
TRAVEL & CONVENTIONS	1,115		3,026	3,026	
TRAVEL & CONVENTIONS		1,115		(1,115)	(100.0)%
TRAVEL & CONVENTIONS	0				
TRAVEL & CONVENTIONS	0	0	3,026	3,026	
TRAVEL & CONVENTIONS	5,000	7,328	10,085	2,757	37.6%
TRAVEL & CONVENTIONS	0	0	3,026	3,026	
TRAVEL & CONVENTIONS	8,242	10,570	28,241	17,671	167.2%
EDUCATION & TRAINING	0	2,000	2,000	0	0.0%
DUES & MEMBERSHIPS	325	0	0	0	
SUBSCRIPTIONS & PUBS	100	100	100	0	0.0%
EMPLOYEE BENEFITS	33,000		38,659	38,659	
MAYOR'S REMUNERATION	84,600	81,736	100,919	19,183	23.5%
ALDERMANIC REMUNERATION	25,746	25,746	33,640	7,894	30.7%
ALDERMANIC REMUNERATION	25,746	25,746	33,640	7,894	30.7%
ALDERMANIC REMUNERATION	25,746	25,746	33,640	7,894	30.7%
ALDERMANIC REMUNERATION	25,746	25,746	33,640	7,894	30.7%
ALDERMANIC REMUNERATION	25,746	25,746	33,640	7,894	30.7%
ALDERMANIC REMUNERATION		0		0	
ALDERMANIC REMUNERATION	25,746	25,746	33,640	7,894	30.7%
ALDERMANIC REMUNERATION	154,476	154,476	201,840	47,364	30.7%
PUBLIC RECEPTIONS & ENT	3,000	4,000	4,000	0	0.0%
ACTING MAYOR'S ALLOWANCE	836	836	848	12	1.4%
ACTING MAYOR'S ALLOWANCE	836	836	848	12	1.4%
ACTING MAYOR'S ALLOWANCE	836	836	848	12	1.4%
ACTING MAYOR'S ALLOWANCE	836	836	848	12	1.4%
ACTING MAYOR'S ALLOWANCE	836	836	848	12	1.4%

City of Moose Jaw

Budget Revenues & Expenditures for City Manager (Summary)



Description	2020 Projection	2020 Budget	2021 Budget	2021 - 2020 INC (DCR)	% Change
ACTING MAYOR'S ALLOWANCE		0		0	
ACTING MAYOR'S ALLOWANCE	836	836	848	12	1.4%
ACTING MAYOR'S ALLOWANCE	5,016	5,016	5,088	72	1.4%
ADVERTISING & MISC	1,000	4,000	2,500	(1,500)	(37.5)%
SOUVENIRS & PROMOTION	3,000	5,000	4,000	(1,000)	(20.0)%
MAYOR & COUNCILLORS	373,459	351,348	476,547	125,199	35.6%
SALARIES	272,000	272,000	285,000	13,000	4.8%
CAR ALLOWANCE	6,000	6,120	6,000	(120)	(2.0)%
WORKER'S COMPENSATION	0	3,300	0	(3,300)	(100.0)%
OFFICE EXPENSE	3,000	5,000	4,000	(1,000)	(20.0)%
TELEPHONE	4,400	4,400	4,700	300	6.8%
EQUIPMENT RESERVE	2,376	2,376	3,122	746	31.4%
TRAVEL & CONVENTIONS	2,000	8,000	1,000	(7,000)	(87.5)%
EDUCATION & TRAINING	5,000	6,000	5,000	(1,000)	(16.7)%
DUES & MEMBERSHIPS	1,000	1,000	1,000	0	0.0%
SUBSCRIPTIONS & PUBS	1,500	1,500	1,500	0	0.0%
EMPLOYEE BENEFITS	37,000		38,647	38,647	
CONTRACTUAL SERVICES	15,000	15,000	15,000	0	0.0%
ADMINISTRATIVE REVIEW OFFICE	500	3,000	3,000	0	0.0%
CITY MANAGER	349,776	327,696	367,969	40,273	12.3%
SALARIES	78,588	77,426	78,588	1,161	1.5%
WORKER'S COMPENSATION	0	950	0	(950)	(100.0)%
OFFICE EXPENSE	2,000	2,000	2,000	0	0.0%
TELEPHONE	1,500	1,500	1,500	0	0.0%
EQUIPMENT RESERVE CNT		0		0	
TRAVEL & CONVENTIONS	2,000	3,000	1,000	(2,000)	(66.7)%
EDUCATION & TRAINING	2,000	2,000	2,000	0	0.0%
EMPLOYEE BENEFITS	14,775		14,775	14,775	
ADVERTISING & MISC	20,000	16,000	18,000	2,000	12.5%
CONTRACTUAL SERVICES	9,000	9,000	9,000	0	0.0%
COMMUNICATIONS	129,863	111,876	126,863	14,986	13.4%
SALARIES	97,308	97,308	98,767	1,459	1.5%

City of Moose Jaw

Budget Revenues & Expenditures for City Manager (Summary)



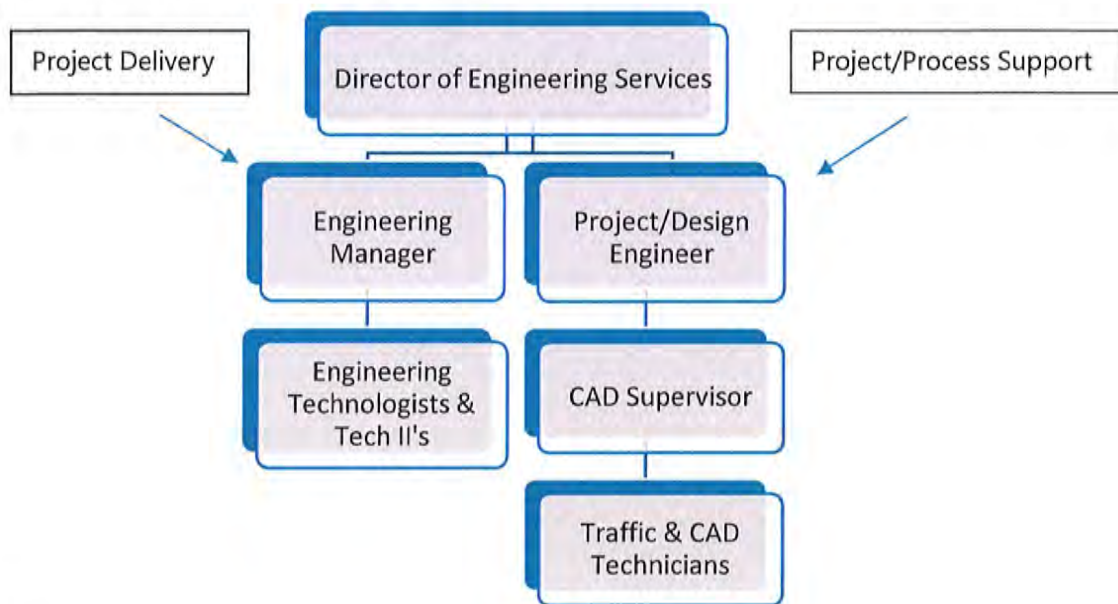
Description	2020 Projection	2020 Budget	2021 Budget	2021 - 2020 INC (DCR)	% Change
CAR ALLOWANCE	800	1,000	1,000	0	0.0%
WORKER'S COMPENSATION	(60,614)	(45,932)	0	45,932	(100.0)%
OFFICE EXPENSE	1,308	1,308	1,308	0	0.0%
TELEPHONE	1,600	1,600	1,600	0	0.0%
EQUIPMENT RESERVE CNT	224	224	229	5	2.2%
TRAVEL & CONVENTIONS	962	2,000	1,000	(1,000)	(50.0)%
EDUCATION & TRAINING	15,000	15,000	15,000	0	0.0%
DUES & MEMBERSHIPS	110	315	315	0	0.0%
SUBSCRIPTIONS & PUBS	8,500	8,500	8,500	0	0.0%
RENT	1,005	1,005	1,026	21	2.1%
EMPLOYEE BENEFITS	14,700		14,964	14,964	
ADVERTISING & MISC	0	0	0	0	
CONTRACTUAL SERVICES	12,500	12,500	12,500	0	0.0%
SAFETY	93,403	94,828	156,209	61,381	64.7%
GRAND TOTAL	946,501	885,748	1,127,588	241,839	27.3%



Engineering Department

Organizational Renewal

Following the division of the Public Works and the Engineering Services Departments which allows for the more efficient and concentrated delivery of services, the Engineering Services Department has been reviewed and revised to further enhance services provided to the community as well as interdepartmentally. As seen in the summary organizational chart below, the group is split broadly into two groups. Under the Engineering Manager, the Technologists and Tech II's will focus on the engineering projects delivered on behalf of the City. The group on the right will in turn focus on interdepartmental service, include field, design, and planning support.



Work Plan Highlights

The Theme of 2021 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.



A new initiative in 2021 is an identified budget for Legal Support, intended for use in project support as required as well as contract/process improvement.

Of note on the 2021 transportation budget is the detailed design and upgrades of the Thunderbird (4th Ave) Viaduct. This project is unique in its explicit inclusion of stakeholder engagement in 2020's preliminary design, where a communications consultant is being utilized in conjunction with the City's Project Team and Communications Manager to deliver and inform this component.

WW9 Feeder mains are at a significant milestone, with the completion of replacing the East Feeder Main, which supplies water to roughly one-third of the City. 2021 will be a review year, developing a path forward for future feeder main replacement and upgrades. Broader coordination and infrastructure renewal opportunities have been identified under WW17 Water mains. Several blocks of sanitary and storm main renewal have been identified for replacement in conjunction with water main work. Review and repair/replacement of catch basins and catch basin leads, as well as appropriate full road renewal as required and sidewalk review and replacement is also included in the cast iron water main replacement program.

Significant work continues on the delivery of potable water to the City under the Water Utility, including Phase 2 of the Buffalo Pound Water Treatment Plant Transmission Line Upgrades under WW16, as well as construction on the City's new, state of the art High Service Pumphouse under WW4.



S4 Lift Stations is now informed by an Optimization Study, which allows the City to identify and rectify inefficiencies on the current system. 2021 will see the design of a new combined septic receiving station, grit removal building, and crescentview lift station, with intention to construct in the five year horizon. Redundancies have been identified throughout the City's lift station network, with the Churchill/Valleyview identified as the priority for optimization and replacement in 2021.

The City's landfill is scheduled for replacement in 2023. In 2021 Engineering will begin this process, working with governing bodies to understand requirements as well as a preliminary review of potential locations for the new site.

Support to Planning will continue with the construction of a new feedermain to the City's Agrifood Industrial Park; providing water, sanitary, and storm service infrastructure to the park and it's anchor tenant, SaskPower.

City of Moose Jaw

Budget Revenues & Expenditures for Engineering Services (Summary)



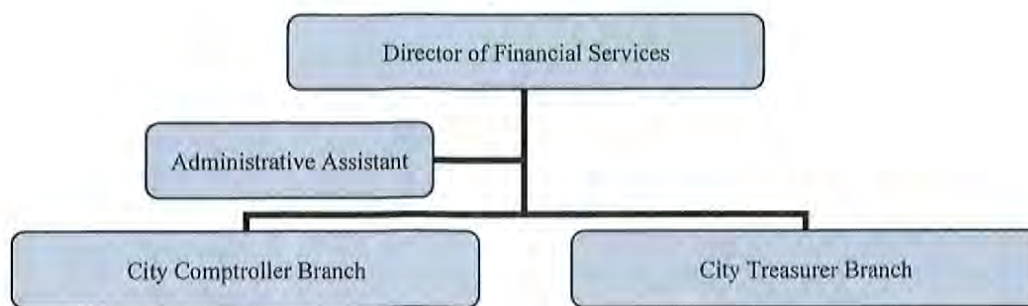
Description	2020 Projection	2020 Budget	2021 Budget	2021 - 2020 INC (DCR)	% Change
SALARIES	275,000	448,938	170,000	(278,938)	(62.1)%
CAR ALLOWANCE	200	1,500	300	(1,200)	(80.0)%
WORKER'S COMPENSATION		72,341		(72,341)	(100.0)%
CANADA PENSION PLAN		212,327		(212,327)	(100.0)%
EMPLOYMENT INSURANCE		118,065		(118,065)	(100.0)%
PENSION		349,225		(349,225)	(100.0)%
HEALTH BENEFIT	130,012	130,012	5,500	(124,512)	(95.8)%
OFFICE EXPENSE	25,000	23,000	25,000	2,000	8.7%
TELEPHONE	30,000	21,000	21,100	100	0.5%
EQUIPMENT RESERVE CNT	56,941	56,941	21,968	(34,973)	(61.4)%
TRAVEL & CONVENTIONS	500	6,000	500	(5,500)	(91.7)%
EDUCATION & TRAINING	5,000	15,500	5,000	(10,500)	(67.7)%
DUES & MEMBERSHIPS	4,000	5,000	5,000	0	0.0%
EMPLOYEE BENEFITS	49,500		30,600	30,600	
SICKNESS AND HOLIDAYS	160,000		0	0	
CONTRACTUAL SERVICES	2,000	10,000	0	(10,000)	(100.0)%
RADIO COMMUNICATIONS	90,000	41,000	70,000	29,000	70.7%
BLUEPRINT & DRAFT SUP	1,000	9,000	1,000	(8,000)	(88.9)%
SURVEY TRUCK EXPENSE	14,000	14,000	14,000	0	0.0%
SURVEY SUPPLIES & EQP	2,000	6,500	4,000	(2,500)	(38.5)%
DIGITAL CADASTRAL MAPS	1,000	9,000	6,000	(3,000)	(33.3)%
WATERWORKS	(18,250)	(478,644)	0	478,644	(100.0)%
STREETS & ROADS	(18,477)	(18,477)	0	18,477	(100.0)%
SCAVENGING	0	(5,765)	0	5,765	(100.0)%
SANITARY SEWAGE SYS	(18,250)	(310,717)	0	310,717	(100.0)%
ADMIN OVERHEAD	(52,000)	0	0	0	
FRINGE BENEFIT OHD	0	(113,250)	0	113,250	(100.0)%
SOLID WASTE UTILITY	(1,150)	(123,759)	0	123,759	(100.0)%
TRAFFIC COUNTS	9,400	9,400	9,400	0	0.0%
TRAFFIC LIGHT MAINT	100,000	100,000	100,000	0	0.0%
TRAFFIC DIVISION	109,400	109,400	109,400	0	0.0%
ENGINEERS	847,426	608,137	489,368	(118,769)	(19.5)%

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 2021 on the completion of the Core Financial, Utility Billing and Cash Receipts portion of the Enterprise Resource Planning (ERP) project in conjunction with other City Departments. In addition, the Taxation portion of the project will move forward in 2021 with a planned implementation for the 2022 taxation year. Other components of the ERP system such as job costing, fixed assets, asset management and budgeting will occur in 2021 and will also require significant financial services resources in conjunction with other departments. As new modules of the system are developed the various practices and procedures involved will be reviewed with an eye to making them as efficient as possible.

Efficiencies will include electronic funds payments, electronic billings and greater availability of information for managers to manage their budgets.

The Department will continue its focus on customer service whether that be internal or external customers and work with the City Manager's office to continue to enhance the levels of service to our customers. The City Manager's office initiative of centralization of services will also be a focus as areas of review such as purchasing and stores will occur as we work through the ERP implementation process.

The Financial Services Department will continue with a review of City financial policies with the completion of the City's review of Reserves and Financing practices with the intent of putting these into policy format in 2021.

Financial Summary

All of the Financial Services initiatives will be carried out with existing resources with the exception of a small equipment request for additional funding for the taxation exemption database. The Enterprise Resource Planning System will have a separate resource request when it comes forward to Council as an overall City request.

Future Goals

The development of a 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	2020 Projection	2020 Budget	2021 Budget	2021 - 2020 INC (DCR)	% Change
SALARIES	704,839	687,839	724,094	36,255	5.3%
WORKER'S COMPENSATION		8,000		(8,000)	(100.0)%
OFFICE EXPENSE	61,000	71,300	70,250	(1,050)	(1.5)%
TELEPHONE	10,800	10,800	10,800	0	0.0%
EQUIPMENT RESERVE CNT	22,626	22,626	20,527	(2,099)	(9.3)%
TRAVEL & CONVENTIONS	0	1,500	600	(900)	(60.0)%
EDUCATION & TRAINING	0	5,800	2,000	(3,800)	(65.5)%
DUES & MEMBERSHIPS	1,000	1,200	1,200	0	0.0%
EMPLOYEE BENEFITS	105,780		124,700	124,700	
FEES & COST RECOVERIES	(160,430)	(160,430)	(163,471)	(3,041)	1.9%
CASH OVER & SHORT	300	300	300	0	0.0%
ASSESSMENT CONTRACTUAL SERVICE	620,307	620,307	674,814	54,507	8.8%
CITY TREASURER	1,366,222	1,269,242	1,465,814	196,572	15.5%
SALARIES	786,746	790,719	839,199	48,480	6.1%
CAR ALLOWANCE	142	400	400	0	0.0%
WORKER'S COMPENSATION	0	8,854	0	(8,854)	(100.0)%
OFFICE EXPENSE	22,430	24,390	24,430	40	0.2%
TELEPHONE	7,553	7,595	7,595	0	0.0%
EQUIPMENT RESERVE CNT	5,593	5,593	4,298	(1,295)	(23.2)%
TRAVEL & CONVENTIONS	250	1,675	1,000	(675)	(40.3)%
EDUCATION & TRAINING	1,500	6,450	6,650	200	3.1%
DUES & MEMBERSHIPS	3,670	3,610	3,685	75	2.1%
SUBSCRIPTIONS & PUBS	150	400	400	0	0.0%
RENT	21,559	21,559	27,103	5,544	25.7%
GENERAL REPAIRS & SUPP	1,490	1,600	1,600	0	0.0%
EMPLOYEE BENEFITS	123,934		133,304	133,304	
AUDIT COSTS	60,420	67,661	60,950	(6,711)	(9.9)%
INVENT SHRT/WRITEOFFS	500	500	500	0	0.0%
OBSOLETE/DAMAGE GOOD	500	1,000	1,000	0	0.0%
CONTRACTUAL SERVICES	37,940	53,408	55,078	1,670	3.1%
CITY COMPTROLLER	1,074,377	995,414	1,167,192	171,778	17.3%
INSURANCE-PROPERTY	336,055	336,055	338,866	2,811	0.8%
LIABILITY INSURANCE	269,112	269,112	263,230	(5,882)	(2.2)%
PUBLIC COMMUNICATIONS	1,500	1,500	1,500	0	0.0%
SUNDRY	606,667	606,667	603,596	(3,071)	(0.5)%
GENERAL GOVERNMENT	3,047,266	2,871,323	3,236,602	365,279	12.7%



CITY OF MOOSE JAW

Fire Department

Business Plan

EXECUTIVE SUMMARY:

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 Terra 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 2021 is \$6,843,869.00 (based on the 2019 contract for wages and benefits). This is a decrease of \$42,889.00 from the 2020 budget. The total proposed revenue budget for the Fire Department for 2021 is \$1,661,345.00 an increase from 2020 of \$7,718.00 The proposed EMO Budget for 2021 is \$25,538.00.

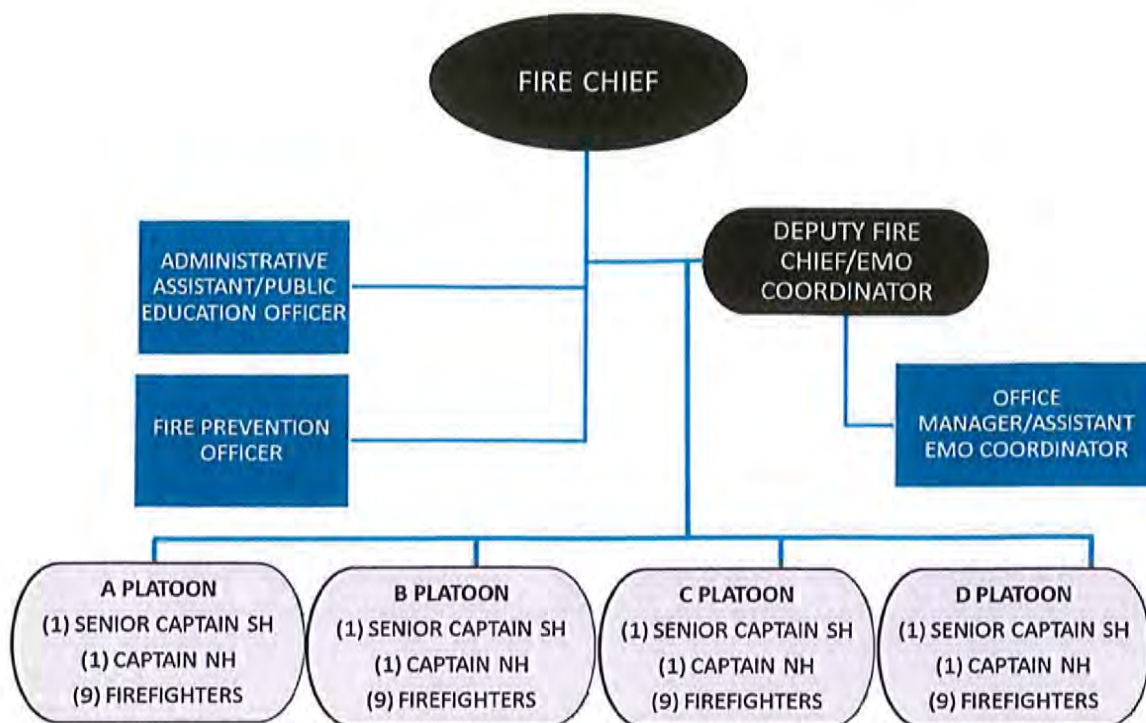
Future Goals

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. Working together with all our stakeholders to deliver high quality services and to create a safe positive environment for everyone in the organization.

Key Stakeholders:

The Fire Department's primary stakeholder is external, the public that we serve daily. Other external stakeholders include partner emergency service providers such as Moose Jaw Emergency Medical Services, Moose Jaw Police Service and 15 Wing.

The Fire Department also deals externally through our Fire Service Agreements with Rural Municipalities, Villages, Resort Villages, and specific Industrial sites such as Yara, Moose Jaw Refinery, and Terra Grains.



Fire Suppression Program

This program is delivered 24/7 every day of the year through a range of forty-four firefighters spread over four platoons with a minimum staffing level of nine to respond. The primary response is for the mitigation of all fire emergencies and in addition the department is responsible for the delivery of technical rescue services, rope rescue, confined space, trench rescue, surface water rescue, structural collapse, hazardous materials response, and a tiered medical response. The remaining five fire department staff supports the primary program of fire suppression through various areas of expertise such as, administration, prevention, public education and attending emergencies as required. Mechanical services are provided by third parties or city fleet mechanics. Dispatching services are provided by the Provincial Emergency Communications Centre.

Fire Prevention/Investigation Program

The primary delivery person and coordinator of the fire prevention program is the Fire Prevention Officer. This Officer ensures building and fire code compliance, delivers building plan reviews and conducts all major fire investigations as per legislative requirements. The program is delivered from 8:00 am through 5:00 pm Monday through Friday. This program is further enhanced and supported by the fire suppression division through the in-service company fire inspection program. As we continue to see growth in the City and for business continuity this is one program that could benefit from additional staff.

Public Fire Safety Education Program

Public Fire Safety Education operates from January 1 to December 31 each year, with the Public Education Officer acting as the coordinator and primary delivery official. The Public Education Officer provides an extensive Fire Safety School Program for kindergarten to grade 3 students in both the public

and separate school systems. The Fire Department responds to requests for fire safety from day cares, senior complexes, group homes, and various other groups. The education components delivered include, but not limited to fire safety presentations, fire drills, consultations for evacuation plans, and public appearances. As required, this program is enhanced by the fire suppression division.

Emergency Measures Organization Program

This program is available 24/7 every day of the year and is coordinated by the Deputy Fire Chief who also acts as the City's appointed Emergency Measures Coordinator with the Fire Chief acting as the Deputy EMO Coordinator and the Office Manager as the Assistant Deputy Coordinator. The EMO Coordinator is responsible for the development and continual update of the City's Emergency Plan. In addition, he ensures external volunteer groups are an integral part of the emergency plan, through the coordination of quarterly or monthly meetings, and tabletop and/or major exercises.

Link to Strategic Plan:

The Fire Department's business unit is linked to the City of Moose Jaw Strategic Plan through the primary role of the department as a service provider to the citizens, visitors, and businesses of Moose Jaw both within the City's boundaries and within proximity to the City. This primary role matches up with the Strategic priority of Community Safety.

The link to the Administrative Strategic Plan recognizes the Mission, Vision Statement's, and Values:

VISION

We are a Community Built on Values

MISSION

Share our Story.

Values

The Moose Jaw Fire Department aims to provide the highest level of safety to our community, based on the framework of City Council with long term sustainability at the forefront.

Departmental Business Goals:

Continue to enhance the service we provide, through continued in-company inspections, increased public education, Fire Inspections and upgrading of technology.

Respectfully submitted,

Rod Montgomery
Fire Chief

City of Moose Jaw

Budget Revenue & Expenditures for Fire (Summary)



Description	2020 Projection	2020 Budget	2021 Budget	2021 - 2020 INC (DCR)	% Change
SALARIES	5,262,146	5,292,887	5,139,836	(153,051)	(2.9)%
CAR ALLOWANCE	0	200	0	(200)	(100.0)%
WORKER'S COMPENSATION	0	46,934	0	(46,934)	(100.0)%
CANADA PENSION PLAN	0	141,488	0	(141,488)	(100.0)%
EMPLOYMENT INSURANCE	0	54,560	0	(54,560)	(100.0)%
GROUP INSURANCE	0	3,381	0	(3,381)	(100.0)%
LONG TERM DISABILITY INS	0	97,730	0	(97,730)	(100.0)%
PENSION	0	419,564	0	(419,564)	(100.0)%
OFFICE EXPENSE	12,650	13,150	13,150	0	0.0%
TELEPHONE	17,104	16,804	16,030	(774)	(4.6)%
EQUIPMENT RESERVE CNT	255,567	255,567	270,016	14,449	5.7%
BUILDING RESERVE CONT	25,000	25,000	25,000	0	0.0%
TRAVEL & CONVENTIONS	100	5,550	1,000	(4,550)	(82.0)%
EDUCATION & TRAINING	26,680	66,600	40,000	(26,600)	(39.9)%
DUES & MEMBERSHIPS	1,954	2,245	2,265	20	0.9%
ELECTRICITY	36,000	39,841	39,841	0	0.0%
NATURAL GAS	17,500	18,000	18,000	0	0.0%
WATER	4,134	4,134	4,589	455	11.0%
GENERAL REPAIRS & SUPP	32,500	31,770	32,970	1,200	3.8%
EMPLOYEE BENEFITS	763,926		892,783	892,783	
CONTRACTUAL SERVICES	57,831	57,886	57,886	0	0.0%
CLOTHING	75,468	77,330	77,330	0	0.0%
APPARATUS REPAIRS&SUP	128,650	139,964	141,000	1,036	0.7%
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	46,574	45,774	45,774	0	0.0%
FIRE PREVENT PROGRAM	4,775	13,550	9,550	(4,000)	(29.5)%
FIRE SCHOOL	1,050	1,550	1,550	0	0.0%
FIRE DEPARTMENT	6,784,909	6,886,759	6,843,870	(42,889)	(0.6)%
EMERGENCY MEASURES	14,288	25,338	25,538	200	0.8%
RURAL FIRE CALL REVENUE	398,219	425,567	414,953	(10,614)	(2.5)%
15 WING FIRE SUPPRESSION	1,222,060	1,222,060	1,240,392	18,332	1.5%
FIRE INSURANCE	0	1,000	1,000	0	0.0%
FIRE CODE PERMITS	4,000	4,400	4,400	0	0.0%
WORKSHOP REV - FIRE	600	600	600	0	0.0%
REVENUES	(1,624,879)	(1,653,627)	(1,661,345)	(7,718)	0.5%
GRAND TOTAL	5,174,318	5,258,470	5,208,063	(50,407)	(1.0)%

Human Resource Services

Overview

The Human Resource Services Department strives to be part of an Entrepreneurial Civic Administration. HR is comprised of four solution focused permanent staff who engage in exceptional customer service delivery in the primary human resource areas of job evaluation, labour relations, organizational development, and staffing and recruitment. In addition, the department is the administrator for the City's group benefits and pension plans including support for the Pension Board of Trustees

Organizational Structure:



Work Plan Highlights

- Exploiting the full potential of Ceridian Dayforce remains a high priority. HR is at the forefront in confronting configuration issues with the system as they emerge.
- The City and CUPE Local 9 reached a decision to pursue a joint gender-neutral job evaluation program within 120 days of the contract signing. This program will be in accordance with the objectives and principles to jointly implement a single gender-neutral job evaluation plan to achieve equal pay for work of equal value for all 103 jobs with CUPE Local 9. The new revised Out of Scope Job Evaluation Framework has been approved by City Council. Training in both programs will be rolled out in 2021.
- With COVID-19, the planned delivery of the University of Regina Leadership Development Program to our Critical Position candidates and senior leadership was suspended. 50 Succession Planning Career Owners have been assigned a Career Coach and being supported in their educational pursuits by the City.
- Collective bargaining may carry into 2021 for the Fire Association and UNIFOR. Two rights arbitrations are scheduled with the Fire Association.
- Organizational Development will continue with the focus of workshops on Positive Mental Health and Road to Resilience. A library of COBID supports will also be made available to individuals and teams. Our presentations will shift to more virtual online training and webinars from live training events.
- Collaborate with Communications on an employee engagement survey in 2021.
- We are looking to also employ an electronic exit interview survey

Financial Summary

Human Resource Services initiatives will be carried out with existing resources. We have added 100% of the cost for the Human Resource Advisor position given the disastrous year for Spectra Management while, at the same time, dropping the funding for a Co-op student. Organizationally the largest future financial implication could result from our benefits renewal. Renewals after COVID-19 have become challenging across the insurance industry painting a bleak increase of from 18.7 to 21.2%. Administration will do our utmost to secure a more favorable renewal looking at all options.

Future Goals

- A greater emphasis to be placed on HR analytics and metrics to assist the City with its key decisions.
- CUPE Joint Job Evaluation Framework project.
- Health and Dental, AD&D, LTD market analysis.
- Electronic Employee Engagement and Exit Interview Surveys

City of Moose Jaw

Budget Revenue & Expenditures for Human Resources (Summary)



Description	Subsidiary	2020 Projection	2020 Budget	2021 Budget	2021 - 2020 INC (DCR)	% Change
6002 - SALARIES	*	346,000	303,464	371,664	68,200	22.5%
6004 - CAR ALLOWANCE	*	300	300	300	0	0.0%
6005 - WORKER'S COMPENSATION		0	3,230	0	(3,230)	(100.0)%
6015 - OFFICE EXPENSE	*	3,690	3,690	3,700	10	0.3%
6016 - TELEPHONE	*	3,400	3,400	3,500	100	2.9%
6020 - EQUIPMENT RESERVE CNT	*	1,672	1,672	1,701	29	1.7%
6025 - TRAVEL & CONVENTIONS	*	1,000	6,000	1,000	(5,000)	(83.3)%
6026 - EDUCATION & TRAINING	*	30,000	80,871	69,000	(11,871)	(14.7)%
6027 - DUES & MEMBERSHIPS	*	450	685	700	15	2.2%
6028 - SUBSCRIPTIONS & PUBS	*	8,373	8,000	8,000	0	0.0%
6045 - EMPLOYEE BENEFITS	*	64,000		61,753	61,753	
6067 - RECRUITMENT OF STAFF		45,000	86,000	86,000	0	0.0%
6067 - RECRUITMENT OF STAFF	RRC	15,000	15,000	15,000	0	0.0%
6068 - LABOUR-MGT MEETINGS	*	2,325	3,000	3,000	0	0.0%
6069 - LABOUR/CONTRACT NEGOT	*	30,000	46,612	46,612	0	0.0%
6090 - CONTRACTUAL SERVICES	*	35,000	33,408	35,078	1,670	5.0%
HUMAN RESOURCE SERVICES		586,210	595,332	707,009	111,677	18.8%
6005 - WORKER'S COMPENSATION	*		546		(546)	(100.0)%
6006 - CANADA PENSION PLAN	*		149,483		(149,483)	(100.0)%
6007 - EMPLOYMENT INSURANCE	*		62,779		(62,779)	(100.0)%
6008 - GROUP INSURANCE	*		15,690		(15,690)	(100.0)%
6009 - LONG TERM DISABILITY INS	*		209,195		(209,195)	(100.0)%
6010 - PENSION	*		294,863		(294,863)	(100.0)%
6011 - HEALTH BENEFIT	*	135,000	115,185	155,410	40,224	34.9%
6071 - PENSION PLAN FEES	*	22,519	54,350	56,350	2,000	3.7%
6072 - SERVICE PAY GRATUITIES	*	14,000	14,000	14,000	0	0.0%
6073 - SICK PAY GRATUITIES	*	70,000	70,000	70,000	0	0.0%
6074 - RETIRE & LONG SERV AWD	*	7,000	7,000	7,500	500	7.1%
EMPLOYER PAID BENEFITS		248,519	993,091	303,260	(689,832)	(69.5)%
GRAND TOTAL		834,729	1,588,423	1,010,268	(578,155)	(36.4)%

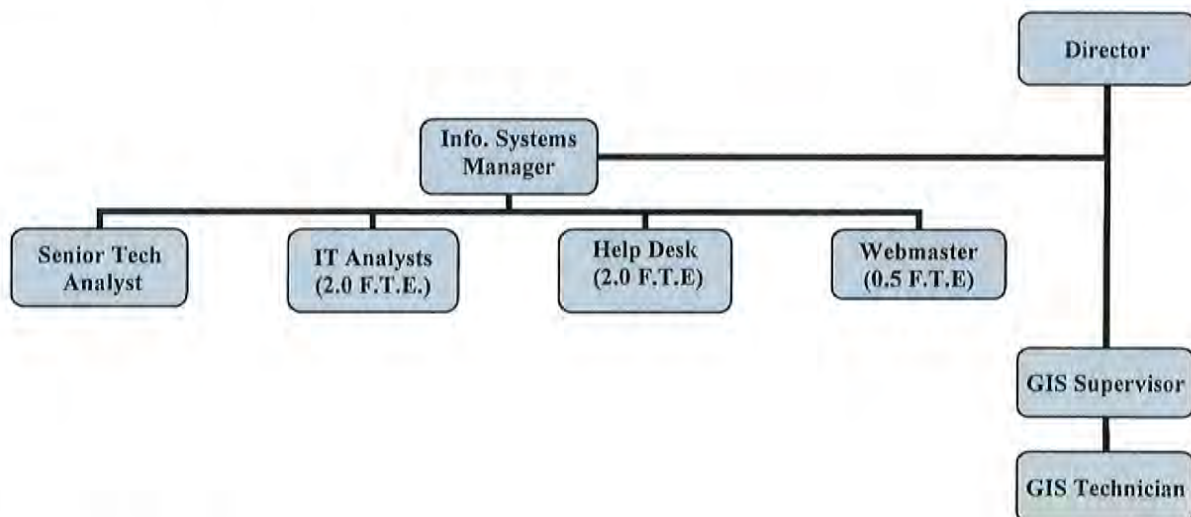
Information Technology Department

Overview

Information Technology Service Statement:

The Information Technology (IT) Department supports all City departments including the Fire Department and has contracts to support two 3rd 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 City is currently implementing a new ERP system. This is a major organization wide project that the IT Department will be assisting with. This project is estimated to be finished by the end of 2021.

Mosaic Network Upgrade – The IT Department will replace the network switching in Mosaic Place. The current network in Mosaic place is very old and very slow by todays standard. In order to provide continued, uninterrupted service the network switching will have to be replaced. A new wireless system will also be investigated at this time. The IT Department will work closely with GM of Mosaic Place to ensure all his operational requirements are met as it relates to use of technology.

City Data Centre Upgrade – The City primary data center in City Hall has become fully depreciated. The IT Department extended the warranty by one year due to the pandemic, but it will require replacement in 2021. Replacing the equipment will ensure continued reliable operation of the City's IT network infrastructure. The IT Department will take advantage of the

newest technology available. Implementing a Software Defined Wide Area Network (SD-WAN) and cloud-based backups and disaster recovery are two new technologies that will likely find their way into the plan to improve service to the City.

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 - The ERP project currently has a funding source and is underway. If more funds are required, a separate report will be brought forward.

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 - The City's data center upgrade will be paid for out of the Equipment Reserve budget. All the costs associated with a new data center, SD-WAN and backup and recovery will be paid for out of existing ER budgets.

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 IT Department is working hard to expand online services to the public. Online options for payment of water bills, taxes, and dog and business licenses will come in 2021 with the Virtual City Hall as part of the ERP project.

City of Moose Jaw
Budget Revenues & Expenditures for Information Technology (Summary)



Description	Subsidiary	2020 Projection	2020 Budget	2021 Budget	2021 - 2020 INC (DCR)	% Change
SALARIES		727,927	737,632	750,474	12,842	1.7%
CAR ALLOWANCE		100	500	500	0	0.0%
WORKER'S COMPENSATION			8,014		(8,014)	(100.0)%
OFFICE EXPENSE		3,000	4,200	4,200	0	0.0%
TELEPHONE		10,000	10,320	10,320	0	0.0%
EQUIPMENT RESERVE CNT		266,639	266,639	363,301	96,662	36.3%
TRAVEL & CONVENTIONS		0	5,800	1,000	(4,800)	(82.8)%
EDUCATION & TRAINING	IT	1,959	23,500	23,500	0	0.0%
DUES & MEMBERSHIPS		600	600	600	0	0.0%
EMPLOYEE BENEFITS	*	119,380		124,914	124,914	
FEES & COST RECOVERIES.		(29,353)	(29,353)	(41,687)	(12,334)	42.0%
SOFTWARE MAINTENANCE		309,000	309,000	532,950	223,950	72.5%
COMPUTER COMMUNICATIONS		4,300	5,120	9,500	4,380	85.5%
CMPT HARDWARE MAINT		6,000	9,500	9,500	0	0.0%
ADMIN OVERHEAD		(196)	(5,000)	0	5,000	(100.0)%
INFORMATION TECHNOLOGY		1,419,356	1,346,472	1,789,072	442,600	32.9%

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 following divisions:



Work Plan Highlights

The Parks and Recreation Department strives to provide opportunities that are responsive to community needs and sustained with a focus on partnerships, innovation, and customer service. The department also has a strong focus on community pride through projects that enhance beautification in parks, and public spaces while maintain civic facilities to a level that citizens can be proud of. Some highlights for each division are as follows:

Parks Division

- Urban Forestry – focus on block pruning, Dutch Elm Disease prevention, pest control, tree inventories and annual tree replacements.
- Weed trimming – continue to explore options to reduce the amount of trimming required while ensuring that trimming is completed in a timely matter.
- Implement regular inspection process for parks, sports grounds, and playgrounds.
- Continue to work on identifying all park related assets and implementing lifecycle renewal and replacement strategies.
- Review of current seasonal staffing to determine if needs can be better addressed through the implementation of weekend staffing.
- Complete the trails master plan.
- Execute new Iron Bridge maintenance standards.

Facilities & Buildings Division

- Continue with the enhanced cleaning and disinfection procedures implemented through the COVID-19 pandemic.

- Collaborate with the Financial Services Department on the Enterprise Resource Planning implementation project with a focus on asset management systems.

Recreation Division

- Major focus will be the COVID-19 recovery plan with an emphasis on safely increasing attendance and expanding outdoor recreation opportunities.
- Complete the review of the Community Association structure.
- Implementation of central scheduling for recreation facilities and expansion of online payment opportunities to enhance customer service.
- Creation of a new online and print marketing plan related to the Department's activities.
- Expansion of free community programming with the support of grant funding.

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 for the Parks Division in 2021 that will address gaps in service relating to parks maintenance.

One of the greatest financial challenges in 2021 will be the effect of the COVID-19 pandemic on revenues and expenditures. The pandemic has resulted in decreased attendance and capacity in recreation programs which is projected to negatively affect revenues by at least \$150,000. There are also increased costs for enhanced cleaning and disinfection practices.

Another large financial challenge is the City's aging facilities and recreation infrastructure that is funded through the Parks and Recreation Department capital program. A full review of the capital program was completed in 2020 and additional projects have been identified in the next 5 years to ensure facilities and parks can remain functional into the future.

The replacement of the outdoor pool remains an unfunded priority. The pool has been in operation since 1966 and there has been significant movement in the pool deck and basin as well as piping leaks which could force the City to close the pool should leaks expand beyond repair or pose any further safety risks. The pool deficiencies are beyond simple maintenance and repair and include major structural, mechanical, and electrical systems as well as accessibility and building code requirements. A Facility Assessment and Planning and Design Study in 2016 suggested that the existing mechanical and electrical systems have reached their life cycle. With the risk of permanent closure imminent, it is highly recommended that the outdoor pool be replaced within the next 2-3 years.

Future Goals

The Parks and Recreation Department would like to put a greater emphasis on proper planning and community consultation 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 will also 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	2020 Projection	2020 Budget	2021 Budget	2021 - 2020 INC (DCR)	% Change
CITY HALL MAINTENANCE	349,169	305,417	408,616	103,199	33.8%
GENERAL GOVERNMENT	349,169	305,417	408,616	103,199	33.8%
OTHER PROTECTION	59,176	77,667	78,138	471	0.6%
PROTECTION TO PERSONS	59,176	77,667	78,138	471	0.6%
RECREATION & PARKS ADMIN	791,752	1,129,145	923,080	(206,065)	(18.2)%
PARKS	915,319	837,607	981,040	143,433	17.1%
RECREATION	2,908,620	3,081,238	3,864,209	782,971	25.4%
CEMETERIES	349,031	333,688	358,342	24,654	7.4%
THIRD PARTY FUNDING	159,604	159,604	184,525	24,921	15.6%
ART MUSEUM	388,539	385,202	414,887	29,685	7.7%
LIBRARY MAINTENANCE	255,438	248,637	275,000	26,363	10.6%
SERVICE CENTRE	293,480	276,082	347,395	71,313	25.8%
WAKAMOW VALLEY AUTHORITY	329,612	329,612	335,215	5,603	1.7%
WILD ANIMAL PARK	2,940	4,080	4,562	482	11.8%
MURALS/CULTURAL CENTRE	397,676	388,418	420,395	31,977	8.2%
FIELDHOUSE	598,207	713,939	853,265	139,326	19.5%
RECREATION & COMMUNITY	7,390,218	7,887,252	8,961,915	1,074,663	13.6%
GRAND TOTAL	7,798,563	8,270,336	9,448,669	1,178,333	14.2%
MOSAIC PLACE	1,040,320	526,347	1,114,199	587,852	111.7%

City of Moose Jaw

Budget Revenues & Expenditures for Parks & Recreation (Summary)



Description	2020 Projection	2020 Budget	2021 Budget	2021 - 2020 INC (DCR)	% Change
MAINTENANCE	349,169	305,417	408,616	103,199	33.8%
CITY HALL MAINTENANCE	349,169	305,417	408,616	103,199	33.8%
GENERAL GOVERNMENT	349,169	305,417	408,616	103,199	33.8%
MOSQUITO CONTROL	995	4,840	5,057	217	4.5%
WEED CONTROL	58,181	72,827	73,081	254	0.3%
OTHER PROTECTION	59,176	77,667	78,138	471	0.6%
PROTECTION TO PERSONS	59,176	77,667	78,138	471	0.6%
SALARIES	287,200	284,193	315,020	30,827	10.8%
CAR ALLOWANCE	500	900	500	(400)	(44.4)%
WORKER'S COMPENSATION		40,930		(40,930)	(100.0)%
CANADA PENSION PLAN		142,166		(142,166)	(100.0)%
EMPLOYMENT INSURANCE		75,395		(75,395)	(100.0)%
PENSION		168,130		(168,130)	(100.0)%
HEALTH BENEFIT	97,050	93,276	129,660	36,384	39.0%
OFFICE EXPENSE	15,150	18,151	14,023	(4,128)	(22.7)%
TELEPHONE	12,955	13,650	13,650	0	0.0%
EQUIPMENT RESERVE CNT	24,672	24,672	34,407	9,735	39.5%
TRAVEL & CONVENTIONS	500	4,300	1,000	(3,300)	(76.7)%
EDUCATION & TRAINING	5,000	7,500	13,475	5,975	79.7%
DUES & MEMBERSHIPS	2,000	1,830	2,710	880	48.1%
SUBSCRIPTIONS & PUBS	300	300	300	0	0.0%
EMPLOYEE BENEFITS	100,615		115,710	115,710	
SICKNESS AND HOLIDAYS	296,700		326,750	326,750	
UNALLOCATED EQUIPMENT	(75)				
RADIO COMMUNICATIONS	4,750	7,024	5,280	(1,744)	(24.8)%
ADMIN OVERHEAD	(73,800)	(54,000)	(73,860)	(19,860)	36.8%
FRINGE BENEFIT OHD	0	(7,000)	0	7,000	(100.0)%
SICKNESS & HOLIDAYS	(7,900)	286,228	0	(286,228)	(100.0)%
MISCELL TOOLS & SAFETY	26,135	21,500	24,455	2,955	13.7%
RECREATION & PARKS ADMIN	791,752	1,129,145	923,080	(206,065)	(18.2)%
SALARIES	176,065	150,020	186,161	36,141	24.1%
CAR ALLOWANCE	10,578	10,789	10,944	155	1.4%
CRESCENT PARK	300,709	271,603	312,320	40,717	15.0%
ELGIN PARK	12,974	8,923	14,411	5,488	61.5%

City of Moose Jaw

Budget Revenues & Expenditures for Parks & Recreation (Summary)



Description	2020 Projection	2020 Budget	2021 Budget	2021 - 2020 INC (DCR)	% Change
TOWN & COUNTRY PARK	4,192	5,180	4,582	(598)	(11.5)%
GOOD NEIGHBOUR PARK	10,242	12,682	11,219	(1,463)	(11.5)%
HAPPY VALLEY PARK	10,776	17,005	12,163	(4,842)	(28.5)%
SUNNINGDALE PARK	14,180	16,587	16,161	(426)	(2.6)%
BELMONT PARK	4,047	5,264	7,657	2,393	45.5%
IRON BRIDGE PARK & PATHWAYS	30,110	21,676	30,647	8,971	41.4%
WESTPARK PARK & PATHWAYS	12,280	14,436	18,517	4,081	28.3%
NEWROCK PARK & PATHWAYS	4,430	5,890	5,828	(62)	(1.1)%
BOULEVARDS & EASEMENTS	199,883	182,933	208,603	25,670	14.0%
BUFFER STRIPS & TRF ISLD	124,253	114,031	141,227	27,196	23.8%
YARD MAINTENANCE	600	588	600	12	2.0%
PARKS	915,319	837,607	981,040	143,433	17.1%
SALARIES	188,830	153,714	198,760	45,046	29.3%
CAR ALLOWANCE	1,200	1,380	1,380	0	0.0%
MEMORIAL FIELD	8,925	9,678	9,860	182	1.9%
ROSS WELLS PARK	10,175	9,352	10,455	1,103	11.8%
SPORTSGROUNDS	422,706	430,035	468,017	37,982	8.8%
AMPHITHEATRE	590	1,790	1,178	(612)	(34.2)%
BOWLING GREEN	2,737	5,305	4,945	(360)	(6.8)%
NATATORIUM POOL MAINT	119,217	103,572	194,926	91,354	88.2%
NATATORIUM PROGRAM	0	43	94,080	94,037	218,690.7%
KINSMEN POOL MAINT	668,431	600,432	766,732	166,300	27.7%
KINSMEN POOL PROGRAM	354,315	547,074	662,818	115,744	21.2%
PLAMOR PALACE	360,866	361,993	416,129	54,136	15.0%
KINSMEN ARENA	300,305	316,609	365,978	49,369	15.6%
OUTDOOR RINKS	152,485	118,065	148,820	30,755	26.0%
PLAYGROUND MAINT	165,143	100,672	154,391	53,719	53.4%
PLAYGROUND PROGRAMS	33,400	52,308	83,721	31,413	60.1%
YOUTH ACTIVITY CTR PROG	2,400	5,886	18,362	12,476	212.0%
RECREATION PROGRAMS	67,820	153,374	152,781	(593)	(0.4)%
COMMUNITY ASSOC PROG	49,075	109,956	110,876	920	0.8%
RECREATION	2,908,620	3,081,238	3,864,209	782,971	25.4%
SALARIES	54,050	52,380	55,876	3,496	6.7%
OFFICE EXPENSE	4,980	4,392	1,188	(3,204)	(73.0)%
TELEPHONE	1,800	1,680	1,800	120	7.1%

City of Moose Jaw

Budget Revenues & Expenditures for Parks & Recreation (Summary)



Description	2020 Projection	2020 Budget	2021 Budget	2021 - 2020 INC (DCR)	% Change
BURIAL COSTS	43,805	40,530	43,614	3,084	7.6%
GENERAL MAINTENANCE	236,396	224,796	247,872	23,076	10.3%
INDIGENT PERPETUALCARE	8,000	9,910	7,992	(1,918)	(19.4)%
CEMETERIES	349,031	333,688	358,342	24,654	7.4%
CANADA DAY COMMITTEE	2,534	2,534	2,580	46	1.8%
FESTIVAL OF WORDS	7,867	7,867	8,000	133	1.7%
AIR SHOW	0	0	20,000	20,000	
TOURISM MOOSE JAW	90,775	90,775	94,555	3,780	4.2%
MISCELLANEOUS GRANTS	58,428	58,428	59,390	962	1.6%
THIRD PARTY FUNDING	159,604	159,604	184,525	24,921	15.6%
MAINTENANCE	254,243	250,906	275,052	24,146	9.6%
ARTMUSEUM PROGFOUNDNG	134,296	134,296	139,835	5,539	4.1%
ART MUSEUM	388,539	385,202	414,887	29,685	7.7%
MAINTENANCE	255,438	248,637	275,000	26,363	10.6%
LIBRARY MAINTENANCE	255,438	248,637	275,000	26,363	10.6%
MAINTENANCE	293,480	276,082	347,395	71,313	25.8%
SERVICE CENTRE	293,480	276,082	347,395	71,313	25.8%
STATUTORY LEVY	329,612	329,612	335,215	5,603	1.7%
WAKAMOW VALLEY AUTHORITY	329,612	329,612	335,215	5,603	1.7%
WILD ANIMAL PARK MAINT	2,940	4,080	4,562	482	11.8%
WILD ANIMAL PARK	2,940	4,080	4,562	482	11.8%
CULTURAL CENTRE MAINTENANCE	227,397	218,139	243,460	25,321	11.6%
CULTURAL CENTRE PROGRAM	156,979	156,979	163,410	6,431	4.1%
MURALS PROGRAM	13,300	13,300	13,525	225	1.7%
MURALS/CULTURAL CENTRE	397,676	388,418	420,395	31,977	8.2%
SALARIES	336,009	350,661	523,725	173,064	49.4%
CAR ALLOWANCE	500	1,320	960	-360	(27.3)%
WORKER'S COMPENSATION		3,516		-3,516	(100.0)%
CANADA PENSION PLAN		15,240		-15,240	(100.0)%
EMPLOYMENT INSURANCE		7,200		-7,200	(100.0)%
GROUP INSURANCE		600		-600	(100.0)%
LONG TERM DISABILITY INS	0	6,480		-6,480	(100.0)%
PENSION		18,804		-18,804	(100.0)%
OFFICE EXPENSE	9,565	6,000	7,800	1,800	30.0%

City of Moose Jaw

Budget Revenues & Expenditures for Parks & Recreation (Summary)



Description	2020 Projection	2020 Budget	2021 Budget	2021 - 2020 INC (DCR)	% Change
TELEPHONE	4,500	6,000	6,000	0	0.0%
EQUIPMENT RESERVE CNT	24,396	24,396	31,117	6,721	27.5%
TRAVEL & CONVENTIONS	200	2,000	1,500	-500	(25.0)%
EDUCATION & TRAINING	500		500	500	
ELECTRICITY	91,950	130,114	127,740	-2,374	(1.8)%
NATURAL GAS	26,692	26,119	26,772	653	2.5%
WATER	8,500	8,660	9,176	516	6.0%
SUPPLIES & EQUIPMENT	2,500	10,000	5,000	-5,000	(50.0)%
MARKETING	3,500	6,000	6,000	0	0.0%
PROGRAMMING	6,000	3,000	4,000	1,000	33.3%
CONTRACTUAL SERVICES	6,500	25,020	25,020	0	0.0%
FACILITY MAINTENANCE	76,895	62,809	77,955	15,146	24.1%
FIELDHOUSE	598,207	713,939	853,265	139,326	19.5%
RECREATION & COMMUNITY	7,390,218	7,887,252	8,961,915	1,074,663	13.6%
GRAND TOTAL	7,798,563	8,270,336	9,448,669	1,178,333	14.2%

Planning & Development Services

Overview

The Planning and Development Services Department works closely with each City Department, developers, businesses and residents 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 land development, housing, current and future land use, heritage, building and property standards, economic development, parking enforcement, and animal control.



Work Plan Highlights

Customer Service and Excellence continues to be the highest priority for this Department. Achieving business goals through a shared sense of purpose is a key success area. With the significant projects the City of Moose Jaw has secured, including SaskPower, Canadian Tire, servicing of the industrial park and the joint use school, there will be a critical need for partnerships and customer excellence both with internal and external stakeholders, to ensure we are responding and reacting to customer's needs. An additional key business goal includes aligning our economic development strategic priorities with our City strategic plan and ultimately with the provincial government's Growth Plan.

The Planner 1 Position that commenced in 2018 contributed immensely to the Planning Department as it freed up staff time to work on initiatives, encourage sustainable growth of the tax base in the City of Moose Jaw and most importantly increased the level of customer service to citizens and businesses. Since December 2019, the Planning Department has been without a Planner 1 and will be filling the position in January 2021. Highlights from each division:

Planning

The administration and implementation of the City's land use policies including the Official Community Plan, Zoning Bylaw, Local Area Plans, and growth strategies. Develop and administer incentive programs, and advocate for housing policy updates and heritage preservation as well as creation of new policies to enhance the downtown such as an update for the sidewalk/parking patio policy.

Economic Development

The Economic Development Services Division continue to update strategic priorities including actions identified in the 13 Ways Planning Sessions. The tactical strategy focuses on developing goals, objectives and targets, supported by actions and initiatives that are measurable in order to help our community achieve success. Our vision is a positive business investment environment that is achieving sustainable economic growth that is contributing to our vibrant and healthy community, accomplished through;

- A diversified and prosperous economy through entrepreneurship and job creation.
- A regional hub of ag value-add and food production, tourism, alternate energy, technology, and transportation all supporting activities to access global markets.
- Regional approach of collaboration to develop the food production industry.
- A business community marketing diverse products, services and experiences.
- Business, industry and government engagement.
- Building a strong and growing workforce.
- Enhanced tourism and downtown development.
- Economic strategies developed by the Covid-19 Economic Recovery Task Team.
- Align with the Government of Saskatchewan's Growth Plan strategies

Land Administration

Evaluate and administer all city-owned land for public and private use, purchase and sale or lease and maintaining, advertise and promote City-owned land for sale. Administer all City land lease agreements and issues, tax incentives, continual updating and revising.

Building

Improve quality of public information for permit process and requirements for increased customer service, continuing education on latest building regulations. Continue to enforce derelict properties but require continued Legal Support.

Bylaw Enforcement

Increased proactive and face-to-face interactions, working alongside the City Solicitor for matters that require appearances in Provincial Court, adopting new written warning tickets as another means for compliance, revising the Dog and Business License Bylaw, networking with other Saskatchewan municipalities to expand upon relationships and training opportunities within the enforcement division

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.

Financial Summary

All Planning and Development Services initiatives presented within the proposed budget will be carried out with existing resources. However, please note that for any additional project initiatives requiring funding there will be a separate report presented to Budget Committee. This would be for projects such as the following:

- Business Retention and Expansion (Budget \$20,000)
- Cluster Strategy Development with focus on Agriculture Food Production, Alternate Energy and Technology (Budget \$15,000)

Future Goals

Continue to improve policy and procedures, integrating and standardizing processes with new computer software, GIS, and formal Council-approved policies to improve customer service. Strive for better communication and public involvement with decisions regarding implementation of new policy and procedures. Update the City's Official Community Plan and Zoning Bylaw and continue to support Regional Planning and development coordination with the R.M. of Moose Jaw #161. Continue to support and plan for individual site developments, subdivisions, design initiatives that will guide growth in Moose Jaw and promote business growth through economic development.

2021 Ec Dev Work Plan Summary	Budget (\$)	(\$ Actual	(\$ Commitments	(\$ Balance	Objectives	Goals
Investment Attraction and Retention Initiatives	22,000	0	0	22,000	<i>To ensure sustainable growth of the local economy through planning, retention and investment attraction efforts achieving results benefitting the entire community.</i>	Engage with 15 Wing re: Retention Work with Downtown Assoc. Hold cluster meetings - Agri-Value add Protein Supercluster, Alternate Energy, tech hub co-workspace Trans/Warehouse/Distrib Attend MJ-Reg Economic Corridor meetings Regional Collaboration with EcDev Regina and regional partners in developing the food production sector
Workforce Attraction	7,000	0	0	7,000	<i>Support and partner in the Rural and Northern Immigration Pilot - RNIP program. Facilitate and support training programs and career events needed to attract workers to Moose Jaw for industry such as SaskPower and Thunder Creek Park.</i>	Meet with SaskPoly Tech regarding training programs - identify skilled labour shortages Continue to partner and lead RNIP Work with Labour Market Services and Chamber of Commerce to support career fairs (8 meetings) Meet with Gov't officials re: SNIP program
Marketing Initiatives: Advertising, Promotion	20,000	0	0	20,000	<i>Promote Moose Jaw's Economic and Competitive Advantages to local and global markets</i>	Update MJ Economic Advantage - Relocation Guide updated and revitalized Update new Promotional USBs New marketing strategy developed for Grayson Business Park and Agri-Food Industrial Park Signage for Industrial Park Advertise in 4 publications Enhance Ec Dev social media presence including promotional pieces including Ec Dev videos Incorporate new brand in Ec Dev strategies
Research and Socio-Economic Data	7,375	0	0	7,375	<i>Provide trusted data to investors and site selectors in order to display our competitive advantages</i>	Carry out enhanced socio-economic data research for city Work with Townfolio to enhance data generation and promotion for our website Explore use of Gazelle.ai technology Look into ISO 37120 certification for standardized city data
COVID-19 Recovery and Other	5,000	0	0	5,000	<i>Leading the Economic Recovery Task Team, building on community partnerships and collaborations with a goal of stimulating Moose Jaw's economy in the new reality.</i>	Meet and engage with stakeholders, business & industry reps, institutions and agencies - develop recovery initiatives - Chamber and Tourism MJ 4 Economic Recovery Initiatives developed (Virtual Marketplace, Tech Hub, Co-work/work from Home, Tourism Attend virtual conferences and training webinars and maintain professional designations Ec.D. (F) and CcD
WORK PLAN TOTAL	61,375	0	0	61,375		

City of Moose Jaw

Budget Revenues & Expenditures for Planning & Development (Summary)



Description	2020 Projection	2020 Budget	2021 Budget	2021 - 2020 INC (DCR)	% Change
SALARIES	421,957	470,833	479,461	8,628	1.8%
CAR ALLOWANCE	500	1,000	1,000	0	0.0%
WORKER'S COMPENSATION	0	5,120	0	(5,120)	(100.0)%
OFFICE EXPENSE	5,000	5,000	5,000	0	0.0%
TELEPHONE	8,000	3,570	8,000	4,430	124.1%
EQUIPMENT RESERVE CONT	16,877	16,877	6,908	(9,969)	(59.1)%
TRAVEL & CONVENTIONS	1,000	11,485	1,000	(10,485)	(91.3)%
EDUCATION & TRAINING	2,000	2,861	3,000	139	4.9%
DUES & MEMBERSHIPS	4,000	3,500	4,068	568	16.2%
GENERAL REPAIRS & SUPP	5,000	5,000	5,000	0	0.0%
EMPLOYEE BENEFITS	67,359		80,107	80,107	
SPECIAL PROJECTS	60,349	60,349	61,375	1,026	1.7%
REPAIRS INNOVATIVE HOUSING	53,100	45,000	59,000	14,000	31.1%
HOUSING INITIATIVES	100,000	92,369	83,000	(9,369)	(10.1)%
ADVERTISING & MISC	10,000	19,000	10,000	(9,000)	(47.4)%
ISC CHARGES	4,000	4,000	4,000	0	0.0%
MUNICIPAL AIRPORT	36,873	30,000	30,000	0	0.0%
PLANNING & DEVELOPMENT	796,015	775,964	840,919	64,955	8.4%
SALARIES	233,064	233,064	245,138	12,074	5.2%
CAR ALLOWANCE	10,000	7,500	10,000	2,500	33.3%
WORKER'S COMPENSATION	0	2,820	0	(2,820)	(100.0)%
CANADA PENSION PLAN	0	11,257	0	(11,257)	(100.0)%
CANADA PENSION PLAN	0	5,000	0	(5,000)	(100.0)%
GROUP INSURANCE	0	295	0	(295)	(100.0)%
PENSION	0	17,480	0	(17,480)	(100.0)%
HEALTH BENEFIT	7,005	7,005	7,918	913	13.0%
OFFICE EXPENSE	1,683	1,683	1,700	17	1.0%
TELEPHONE	6,971	6,971	7,000	29	0.4%
TRAVEL & CONVENTIONS	0	3,315	1,000	(2,315)	(69.8)%
EDUCATION & TRAINING	3,396	3,396	3,454	58	1.7%
DUES & MEMBERSHIPS	1,561	1,561	1,587	26	1.7%
EMPLOYEE BENEFITS	39,728		43,827	43,827	
ADVERTISING & MISC	1,000	2,163	2,200	37	1.7%
CONTRACTUAL SERVICES	145,000	270,608	241,000	(29,608)	(10.9)%

City of Moose Jaw **Budget Revenues & Expenditures for Planning & Development (Summary)**



Description	2020 Projection	2020 Budget	2021 Budget	2021 - 2020 INC (DCR)	% Change
BUILDING & BYLAW	449,408	574,118	564,824	(9,294)	(1.6)%
ANIMAL CONTROL	102,223	102,223	104,000	1,777	1.7%
POUNDKEEPER	126,806	126,806	128,962	2,156	1.7%
OTHER BYLAW ENFORCEMENT	50,000	15,000	100,000	85,000	566.7%
PROTECTION TO PERSONS	279,029	244,029	332,962	88,933	36.4%
CITY SH OF HOUSING PROJ	41,075	41,075	40,339	(736)	(1.8)%
CITY SH OF HOUSING PROJ	41,075	41,075	40,339	(736)	(1.8)%
GRAND TOTAL	1,565,527	1,635,186	1,779,044	143,858	8.8%

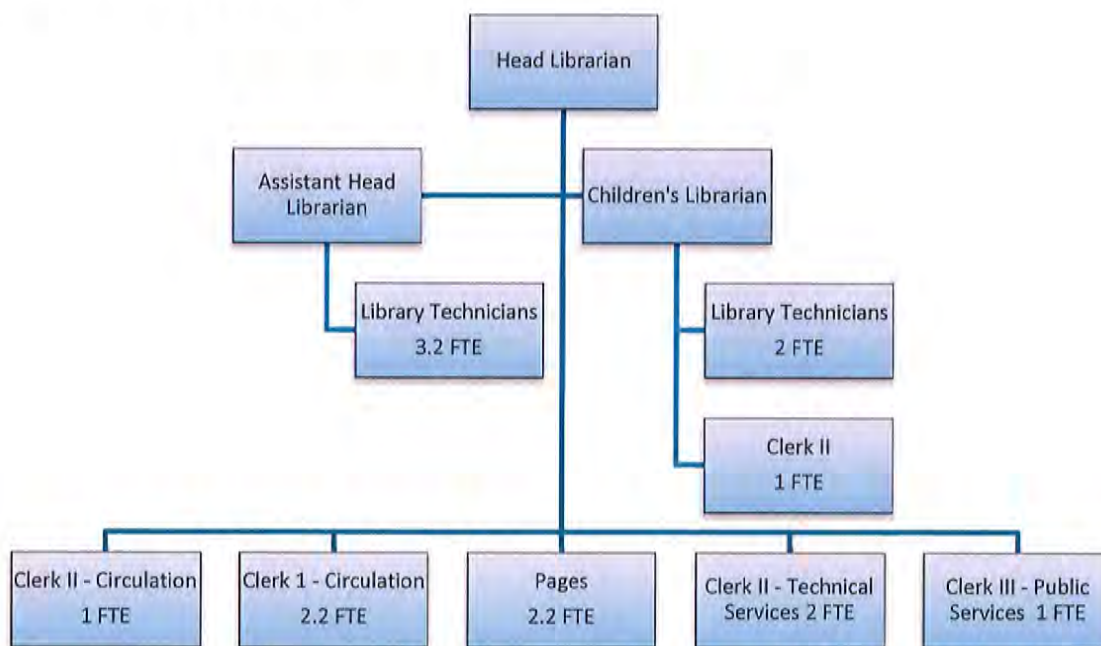
The Moose Jaw Public Library

Business Plan Executive Summary

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

The 2020 Work plan was disrupted by the physical closure of the Library and shifting attention toward reinventing Library service in the virtual space. Resources shifted toward virtual program offerings, modifying Library policies for increased access during physical closure, a remote help desk, building a stronger digital collection and strengthening the Library's social media presence. The gradual reintroduction of service included developing and implementing a curbside pickup service as well as modifying the Library space for safe physical reopening. In 2021 the Library will pick up uncompleted projects that were suspended due to the emergency closure of the physical Library. In 2021 the Library will focus on 3 priority areas:

The Library as a Space: In 2021 the focus will be on making the space more welcoming by reviewing and planning budgeted and cost effective improvements to the Customer Service Desk and Children's Library. The Library will also continue an 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.

Organizational Effectiveness: In 2020 The Library Board will complete a strategic planning cycle. Actions to improve organizational effectiveness will be implemented under the direction of the Library Board in 2021.

Financial Summary:

The majority of the Library's initiatives will be carried out with existing resources. An increase would be required in the following areas.

1. A small increase to Office Expenses due to expected pandemic related safety and equipment expenditures.
2. An increase the Equipment Reserve Contribution.
3. Finally, it should be noted that the Moose Jaw Public Library Board is preparing for a possible reduction to Fine Revenue due to potential policy changes being made by the Saskatchewan Information and Library Services Consortium (SILS). The total request for funding is balanced by efficiencies in the Palliser Regional Library Levy.

The Operating Estimates would require a 1.2% increase over pre-pandemic 2020 funding levels.

Future Goals:

Under the guidance of the Moose Jaw Public Library Board and with the results from the 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 2021

	2020 ORIGINAL BUDGET	2020 COVID-19	2020 PROJ ACTUALS	2021 ESTIMATES
166 6015 OFFICE EXPENSES				
Delivery and Postage	\$2,330.00	\$1,165.00	\$1,800.00	\$2,330.00
Commissionaire for Rentals	\$3,000.00	\$1,650.00	\$300.00	\$3,000.00
Copiers - lease	\$3,000.00	\$1,500.00	\$1,500.00	\$3,000.00
- CanCopy license	\$375.00	\$375.00	\$375.00	\$375.00
Copier paper	\$2,000.00	\$1,000.00	\$700.00	\$2,000.00
Advertising	\$5,500.00	\$2,250.00	\$1,800.00	\$5,500.00
Repairs & servicing rental equipment	\$700.00	\$350.00	\$0.00	\$700.00
Replacement of small equipment	\$1,300.00	\$1,300.00	\$1,000.00	\$1,300.00
Miscellaneous	\$200.00	\$200.00	\$150.00	\$200.00
Computer Technical Assistance	\$4,800.00	\$4,800.00	\$600.00	\$4,800.00
Repairs of office equipment	\$1,500.00	\$700.00	\$275.00	\$1,500.00
COVID Expenses	<u>n/a</u>	<u>n/a</u>	<u>\$2,500.00</u>	<u>\$1,000.00</u>
	\$24,705.00	\$15,290.00	\$11,000.00	\$25,705.00
166 6016 COMMUNICATIONS				
Telephones, fax, internet	<u>\$5,000.00</u>	<u>\$5,000.00</u>	<u>\$4,500.00</u>	<u>\$5,000.00</u>
	\$5,000.00	\$5,000.00	\$4,500.00	\$5,000.00
166 6025 CONFERENCES AND PROGRAMS				
Conferences/training	\$5,000.00	\$2,500.00	\$2,000.00	\$5,000.00
Programming	<u>\$7,900.00</u>	<u>\$5,815.00</u>	<u>\$4,000.00</u>	<u>\$7,900.00</u>
	\$12,900.00	\$8,315.00	\$6,000.00	\$12,900.00
166 6027 MEMBERSHIPS	\$200.00	\$200.00	\$200.00	\$200.00
166 6020 EQUIPMENT RESERVE	<u>\$30,296.00</u>	<u>\$30,296.00</u>	<u>\$30,269.00</u>	<u>\$35,655.00</u>
Subtotal	\$73,101.00	\$59,101.00	\$51,969.00	\$79,460.00
166 6796 PALLISER REGIONAL LIBRARY LEVY	\$1,132,719.00	\$982,719.00	\$982,719.00	\$1,123,590
SILS special levy	<u>\$14,403.00</u>	<u>\$14,403.00</u>	<u>\$14,403.00</u>	<u>\$14,403.00</u>
	\$1,147,122.00	\$997,122.00	\$997,122.00	\$1,137,993.00
TOTAL	\$1,220,223.00	\$1,056,223.00	\$1,049,091.00	\$1,217,453.00
REVENUES				
5699 Fines revenue	\$17,000.00	\$8,500.00	\$5,000.00	\$0.00
5693 Library revenues (copiers)	\$4,500.00	\$2,250.00	\$1,400.00	\$4,500.00
5697 Meeting room/theatre rental	\$3,200.00	\$1,600.00	\$350.00	\$3,200.00
5697 Equipment rental	\$300.00	\$150.00	\$0.00	\$300.00
5697 Commissionaire for Rentals	<u>\$3,000.00</u>	<u>\$1,500.00</u>	<u>\$250.00</u>	<u>\$3,000.00</u>
TOTAL	\$28,000.00	\$14,000.00	\$7,000.00	\$11,000.00
Net requisition from City	\$1,192,223.00	\$1,042,223.00	\$1,042,091.00	\$1,206,453.00



Overview

The Public Works & Utilities 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 and management of sewage and solid waste, the transportation of people and goods, and storm water management.

Broadly, there are 42 general services provided, most directly public facing and others 'behind the scenes' to support the provision of services. The Department will receive an estimated 5,500 public Requests for Service in 2020 and will achieve a closure rate of 95%.



Utilities – responsible for the distribution, collection and treatment of water and wastewater, the collection of solid waste and recycling, and the operation and maintenance of the landfill.

Ensures safe and secure water and wastewater services through maintenance and repair and maintaining regulatory compliance. From the Buffalo Pound Water Treatment Plant's 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. The Solid Waste Utility provides waste management services for Moose Jaw and the surrounding region. This includes collection within the city and the operation of the landfill. The landfill is regulated and permitted by the Province.

Transportation – responsible for streets and roads, storm management, transit, and fleet.

Effectively maintain traffic signals and signs, roads, sidewalks, alleys, bridges, and storm water system to ensure a safe and reliable transportation system for the community. Transit provides safe and reliable public transit services to the community through three programs: regular bus service, para-transit service, and a charter bus service. Fleet Services procures, maintains, and repairs the City's equipment of over 500 pieces. Equipment ranges from mowers and Zambonis to graders and excavators.

Work Plan Highlights

The COVID-19 pandemic disrupted many of the activities in the department in 2020. Staffing changes to Utilities approved by Council were deferred for most of the year as a result. Additionally, an organizational renewal split the Engineering Department between operational and capital programs and services. The Department of Public Works & Utilities was formed to focus on operational program delivery.

2021 brings a renewed focus on the core activities of the department and the infrastructure it manages.



Customer service is the heart of this department, achieved through four tenets: efficient and effective operation of programs and infrastructure, building of a robust preventative maintenance program, establishing standardized levels of service, and an organized, timely response to infrastructure failures.

The continued development, documentation, and refinement of standardized levels of service and timelines for public services will continue in the coming year.

Implementation of staffing changes delayed in 2020 will bring much needed resources to the Utilities area. 2021 will see positive results in the reduction of the City's backlog of infrastructure repair along with the augmentation of critical preventative maintenance programs.

Fleet Services will continue to undergo needed changes with reviews of department work assignments, priority equipment service, and inventory analysis. The equipment reserve will see further adjustments to improve operating and depreciation rates, equipment service life standards, and a shift to year-round multi-use equipment from a dedicated seasonal approach where feasible.

Financial Summary

Utilities

Twenty-two (22) services provided
 Number of Public Requests for Service – 4,000

Water Utility

Operating \$13,148,664

Wastewater Utility

Operating \$9,213,346

Solid Waste Utility

Operating \$4,793,037

Transportation

Seventeen (17) services provided
 Number of Public Requests for Service – 1,500

Streets & Roads, Storm Management

Operating \$4,653,082

Transit Services

Operating \$1,871,671

Fleet Services

Operating \$777,959

Future Goals

Initiation of the Automated Water Meter Infrastructure project.

The Solid Waste Management Master Plan was received in the fall of 2020. Analysis of the plan and next steps are a priority for 2021 to address the City's landfill needs.

City of Moose Jaw

Budget Revenues & Expenditures for Public Works (Summary)



Description	2020 Projection	2020 Budget	2021 Budget	2021 - 2020 INC (DCR)	% Change
STREET LIGHTING	908,508	903,746	953,453	49,707	5.5%
OTHER PROTECTION	73,500	82,620	78,441	(4,179)	(5.1)%
PROTECTION TO PERSONS	982,008	986,366	1,031,894	45,528	4.6%
STREET & ROADS	1,461,484	2,404,328	2,545,730	141,402	5.9%
TRAFFIC DIVISION	503,370	970,600	569,008	(401,592)	(41.4)%
WORKSHOP	786,048	690,606	890,248	199,642	28.9%
PUBLIC WORKS	2,750,902	4,065,534	4,004,986	(60,548)	(1.5)%
STREET CLEANING	240,000	218,000	243,104	25,104	11.5%
STORM SEWERS	248,000	248,574	282,799	34,225	13.8%
SANITATION & WASTE REMOVAL	488,000	466,574	525,903	59,329	12.7%
PARA-TRANSIT SUBSIDY	261,284	285,743	357,514	71,771	25.1%
SOCIAL SERVICES	261,284	285,743	357,514	71,771	25.1%
MISCELLANEOUS	1,193,029	1,233,487	1,327,496	94,009	7.6%
GRAND TOTAL	5,675,223	7,037,704	7,247,793	210,089	3.0%

City of Moose Jaw

Budget Revenues & Expenditures for Public Works (Summary)



Description	2020 Projection	2020 Budget	2021 Budget	2021 - 2020 INC (DCR)	% Change
STREET LIGHTING	898,908	898,908	943,853	44,945	5.0%
DECORATIVE LIGHTING	9,600	4,838	9,600	4,762	98.4%
STREET LIGHTING	908,508	903,746	953,453	49,707	5.5%
PEST CONTROL	3,500	9,580	5,000	(4,580)	(47.8)%
WIG WAGS AND CROSSING	55,000	23,580	23,981	401	1.7%
FLOOD CONTROL	15,000	49,460	49,460	0	0.0%
OTHER PROTECTION	73,500	82,620	78,441	(4,179)	(5.1)%
PROTECTION TO PERSONS	982,008	986,366	1,031,894	45,528	4.6%
OFFICE EXPENSE	0		3,960	3,960	
EQUIPMENT RESERVE CNT	0		26,906	26,906	
TRAVEL & CONVENTIONS	0	6,172	1,000	(5,172)	(83.8)%
EDUCATION & TRAINING	24,000	35,156	35,156	0	0.0%
RENT	18,477	18,893	0	(18,893)	(100.0)%
GENERAL REPAIRS & SUPP	7,500	11,220	11,411	191	1.7%
EMPLOYEE BENEFITS	0		48,055	48,055	
SICKNESS AND HOLIDAYS	0		155,000	155,000	
SICKNESS & HOLIDAYS	0	177,518	0	(177,518)	(100.0)%
EARTH & GRAVEL ROADS	76,066	76,066	84,135	8,069	10.6%
PAVED ROAD MAINT	455,144	455,114	503,573	48,459	10.6%
SEALING & CAPPING	92,053	184,107	0	(184,107)	(100.0)%
DUST CONTROL	9,000	20,400	20,400	0	0.0%
STREET SANDING	261,000	261,000	283,316	22,316	8.6%
SNOW OPERATIONS	300,000	927,807	1,031,798	103,991	11.2%
SIDEWALK, CURB&GUTTER	4,000	10,000	10,000	0	0.0%
LANES	100,900	100,900	109,949	9,049	9.0%
WORKSHOP	5,244	5,240	6,458	1,218	23.2%
GUARD RAILS	4,100	4,100	4,581	481	11.7%
BRIDGES	6,000	13,100	13,100	0	0.0%
STANDS,PARADES&BARRIC	5,500	12,735	14,794	2,059	16.2%
SUPERVISION & ADMIN	85,000	69,360	170,550	101,190	145.9%
FOREMAN'S TRUCK EXP	6,000	14,140	10,140	(4,000)	(28.3)%
YARD MAINTENANCE	1,500	1,300	1,448	148	11.4%
STREET & ROADS	1,461,484	2,404,328	2,545,730	141,402	5.9%
PARKING LOT MAINT	12,000	25,700	25,700	0	0.0%

City of Moose Jaw Budget Revenues & Expenditures for Public Works (Summary)



Description	2020 Projection	2020 Budget	2021 Budget	2021 - 2020 INC (DCR)	% Change
PARKING METER REPAIRS	45,000	113,100	75,000	(38,100)	(33.7)%
TRAFFIC & STREET SIGNS	68,000	59,800	75,000	15,200	25.4%
PAINTING TRAFFIC LINES	135,000	135,000	149,938	14,938	11.1%
CONT TRAFFIC SAFETY INITIATIVE	243,370	637,000	243,370	(393,630)	(61.8)%
TRAFFIC DIVISION	503,370	970,600	569,008	(401,592)	(41.4)%
SALARIES	460,000	445,138	563,239	118,101	26.5%
TELEPHONE	1,400	1,420	1,420	0	0.0%
EDUCATION & TRAINING	11,000	15,300	9,000	(6,300)	(41.2)%
RENT	81,648	81,648	102,643	20,995	25.7%
GENERAL REPAIRS & SUPP	85,000	62,000	85,000	23,000	37.1%
EMPLOYEE BENEFITS	27,000		43,946	43,946	
SICKNESS AND HOLIDAYS	120,000		85,000	85,000	
EQUPMT REPAIR CLAIMS- ENG		100		(100)	(100.0)%
SICKNESS & HOLIDAYS	0	85,000	0	(85,000)	(100.0)%
WORKSHOP	786,048	690,606	890,248	199,642	28.9%
PUBLIC WORKS	2,750,902	4,065,534	4,004,986	(60,548)	(1.5)%
STREET CLEANING	240,000	218,000	243,104	25,104	11.5%
STREET CLEANING	240,000	218,000	243,104	25,104	11.5%
MAINS MAINTENANCE	58,000	126,501	144,083	17,582	13.9%
CULVERT MAINTENANCE	90,000	18,500	21,157	2,657	14.4%
CATCH BASIN MAINTENANCE	90,000	94,000	107,460	13,460	14.3%
MANHOLE MAINTENANCE	2,000	5,311	5,311	0	0.0%
OPEN DITCH & CREEK MAINT	8,000	4,262	4,788	526	12.3%
STORM SEWERS	248,000	248,574	282,799	34,225	13.8%
SANITATION & WASTE REMOVAL	488,000	466,574	525,903	59,329	12.7%
PARA-TRANSIT SUBSIDY	261,284	285,743	357,514	71,771	25.1%
SOCIAL SERVICES	261,284	285,743	357,514	71,771	25.1%
DOWNTOWN MAINTENANCE	30,000	43,800	43,800	0	0.0%
TRANSIT SYSTEM SUBSIDY	1,163,029	1,189,687	1,283,696	94,009	7.9%
MISCELLANEOUS	1,193,029	1,233,487	1,327,496	94,009	7.6%
GRAND TOTAL	5,675,223	7,037,704	7,247,793	210,089	3.0%

City of Moose Jaw

Budget Summary of Revenues & Expenditures For Transit



Description	2020 Projection	2020 Budget	2021 Budget	2021 - 2020 INC (DCR)	% Change
BUS EARNINGS	39,255	90,000	80,000	(10,000)	(11.1)%
BUS EARNINGS CHARTER	12,000	15,000	12,000	(3,000)	(20.0)%
MONTHLY PASSES - ADULT	35,000	75,000	70,000	(5,000)	(6.7)%
MONTHLY-STUDENT PUBLIC	26,000	70,000	70,000	0	0.0%
MONTHLY-STUDENT OTHER	0	0	0	0	
MONTHLY PASSES -FAMILY	11,000	10,000	10,000	0	0.0%
MONTHLY PASSES-SENIORS	1,500	5,000	3,000	(2,000)	(40.0)%
MONTHLY PASSES	73,500	160,000	153,000	(7,000)	(4.4)%
YEARLY PASSES-SENIORS	22,000	20,000	20,000	0	0.0%
ADVERTISING	14,000	24,000	15,000	(9,000)	(37.5)%
MISCELLANEOUS REVENUE	0	0	0	0	
SUBSIDY	1,163,029	1,189,687	1,283,696	94,009	7.9%
TRANSIT REVENUE	1,323,784	1,498,687	1,563,696	65,009	4.3%
VEHICLE MAINTENANCE	375,000	436,000	436,000	0	0.0%
UNIFORMS & SUPPLIES	6,000	7,500	7,500	0	0.0%
TRNSFRS/COIN WRAPPERS	8,000	7,140	10,000	2,860	40.1%
LICENSES	21,266	17,500	17,798	298	1.7%
INSURANCE	17,146	20,100	20,100	0	0.0%
SUNDRY	5,400	5,500	5,594	94	1.7%
SHELTER REPAIR & MAINT	1,500	3,570	4,020	450	12.6%
RADIO	4,000	3,000	4,000	1,000	33.3%
BUS STOP SIGNS	600	1,530	1,530	0	0.0%
OPERATOR'S WAGES	430,000	430,000	530,121	100,121	23.3%
TRANSPORTATION	493,912	495,840	600,663	104,823	21.1%
SUPERVISION & ADMIN	110,000	65,000	140,669	75,669	116.4%
OFFICE EXPENSE	3,000	3,500	3,555	55	1.6%
TELEPHONE	8,500	5,000	8,500	3,500	70.0%
ADVERTISING	4,000	9,000	6,000	(3,000)	(33.3)%
WORKER'S COMPENSATION	0	6,000	0	(6,000)	(100.0)%
EMPLOYMENT INSURANCE	0	16,500	0	(16,500)	(100.0)%
GROUP LIFE INSURANCE	0	1,130	0	(1,130)	(100.0)%
LTD INSURANCE	0	8,560	0	(8,560)	(100.0)%
CANADA PENSION PLAN	0	30,400	0	(30,400)	(100.0)%
PENSION	0	37,125	0	(37,125)	(100.0)%

City of Moose Jaw

Budget Summary of Revenues & Expenditures

For Transit



Description	2020 Projection	2020 Budget	2021 Budget	2021 - 2020 INC (DCR)	% Change
TRAVEL & CONVENTIONS	0	3,060	1,000	(2,060)	(67.3)%
CAR ALLOWANCE	0	1,500	0	(1,500)	(100.0)%
SICKNESS & HOLIDAYS		78,000		(78,000)	(100.0)%
RENT	2,540	2,540	3,193	653	25.7%
ALLOC TO HANDI BUS SER		0		0	
HEALTH BENEFIT	16,177	16,177	20,863	4,686	29.0%
EDUCATION & TRAINING	1,000	5,100	4,400	(700)	(13.7)%
EMPLOYEE BENEFITS	4,400		4,186	4,186	
SICKNESS AND HOLIDAYS	27,000		20,928	20,928	
UNALLOCATED EQUIPMENT	0		0	0	
EQUIPMENT RESERVE CONT	278,255	278,255	313,739	35,484	12.8%
ADMINISTRATION	454,872	566,847	527,033	(39,814)	(7.0)%
TRANSIT EXPENDITURES	1,323,784	1,498,687	1,563,696	65,009	4.3%
USER FARES	5,000	16,000	15,000	(1,000)	(6.3)%
BUS EARNINGS CHARTER	350	1,000	1,000	0	0.0%
PROV GOVT FUNDING	176,025	200,000	176,025	(23,975)	(12.0)%
SOC SERVICES FUNDING	3,000	9,000	9,000	0	0.0%
SUBSIDY	261,284	285,743	357,514	71,771	25.1%
PARA-TRANSIT REVENUES	445,659	511,743	558,539	46,796	9.1%
VEHICLE MAINTENANCE	100,000	100,000	101,189	1,189	1.2%
UNIFORMS & SUPPLIES	1,750	2,040	2,040	0	0.0%
INSURANCE	9,695	11,600	11,600	0	0.0%
SUNDRY	115	250	250	0	0.0%
OPERATOR'S WAGES	225,000	260,000	320,571	60,571	23.3%
TRANSPORTATION	236,560	273,890	334,461	60,571	22.1%
SUPERVISION & ADMIN	60,000	40,000	80,376	40,376	100.9%
OFFICE EXPENSE	150	770	770	0	0.0%
TELEPHONE	810	810	810	0	0.0%
ADVERTISING	500	1,000	1,000	0	0.0%
WORKER'S COMPENSATION	0	3,750	0	(3,750)	(100.0)%
EMPLOYMENT INSURANCE	0	7,250	0	(7,250)	(100.0)%
GROUP LIFE INSURANCE	0	484	0	(484)	(100.0)%
LTD INSURANCE	0	3,500	0	(3,500)	(100.0)%
CANADA PENSION PLAN	0	13,650	0	(13,650)	(100.0)%

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



Description	2020 Projection	2020 Budget	2021 Budget	2021 - 2020 INC (DCR)	% Change
PENSION	0	19,000	0	(19,000)	(100.0)%
TRAVEL & CONVENTIONS	0	0	0	0	
RENT	1,370	1,370	1,719	349	25.5%
HEALTH BENEFIT	8,334	8,334	10,748	2,414	29.0%
EMPLOYEE BENEFITS	0		0	0	
SICKNESS AND HOLIDAYS	0		0	0	
UNALLOCATED EQUIPMENT	0		0	0	
EQUIPMENT RESERVE CONT	37,935	37,935	27,466	(10,469)	(27.6)%
ADMINISTRATION	109,099	137,853	122,889	(14,964)	(10.9)%
PARA-TRANSIT EXPENDITURES	445,659	511,743	558,539	46,796	9.1%

City of Moose Jaw Budget Summary of Reserves & Allowances



Description	2020 Projection	2020 Budget	2021 Budget	2021 - 2020 INC (DCR)	% Change
6054 - FEES & COST RECOVERIES	(5,000)	(5,000)	(5,000)	0	0.0%
6001 - WATERWORKS RECOVERY	(5,000)	(5,000)	(5,000)	0	0.0%
6860 - BANK CHARGES	6,500	7,350	6,500	(850)	(11.6)%
6865 - CREDIT CARD FEES	9,700	25,000	16,000	(9,000)	(36.0)%
6001 - DEBT CHARGES	16,200	32,350	22,500	(9,850)	(30.4)%
6870 - RESERVE UNCOLL TAXES	20,000	20,000	20,000	0	0.0%
6871 - RESERVE DBTFUL ACCTS	36,893	8,313	28,223	19,910	239.5%
6873 - GENERAL CONTINGENCIES	814,629	607,877	346,044	(261,833)	(43.1)%
6001 - RESERVES & ALLOWANCES	871,522	636,190	394,267	(241,923)	(38.0)%
6882 - DISCOUNT ON TAXES	69,129	70,119	69,129	(990)	(1.4)%
6889 - APPROPRIATION TO OTHER FUNDS	3,548,760	3,548,760	3,565,777	17,017	0.5%
6001 - MISCELLANEOUS EXPENDITURES	3,617,889	3,618,879	3,634,906	16,027	0.4%
GRAND TOTAL	4,500,611	4,282,419	4,046,673	(235,746)	(5.5)%

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 \$38,232,435.

The Parks and Recreation area includes funding for facility rehabilitation, parks upgrades, pathways and reforestation. The estimated budget over the next five years is \$11,413,726.

The Other Services area includes funding for solar initiatives, innovative housing and debt repayments. The estimated budget over the next five years is \$10,765,549.

The Storm Sewer area includes repair and rehabilitation of the City's storm sewer system. The estimated budget over five years is \$4,695,000.

Total estimated Capital expenditures over the five years is \$66,245,670.

Funding for the General Capital Reserve consists of funding from:

Sask Power Municipal Surcharge	\$15,964,168
Taxation Revenue	\$ 3,935,067
Investment Income	\$12,520,000
Land Sale Proceeds	\$ 5,245,000
Parks Dedication Reserve	\$ 40,000
Federal/Provincial Funding	\$ 830,240
Sask Energy Municipal Surcharge	\$ 4,595,168

Total estimated capital revenues over the five years is \$43,129,643.

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 \$15,312,927.

Also included as part of the General Capital Budget is Land Development. This budget includes amounts for the SPC Power Plant Project and the Canadian Tire development. Both of these projects were approved by City Council in 2019/20 and their inclusion here formalizes the budgets for these developments.

**GENERAL CAPITAL RESERVE SUMMARY
2021 - 2025**

	2020	2021	2022	2023	2024	2025	Total
Carry over from previous year	\$ 4,890,586	\$ 7,803,100	\$ 15,399	\$ (7,475,406)	\$ (12,001,168)	\$ (13,616,622)	
SPC Funds Available	\$ 2,895,620	\$ 2,977,020	\$ 3,081,216	\$ 3,189,058	\$ 3,300,675	\$ 3,416,199	\$ 15,964,168
Taxation Revenue	\$ 3,844,186	\$ 3,565,777	\$ 3,672,750	\$ 3,782,933	\$ 3,896,421	\$ 4,013,313	\$ 18,931,194
Capital Expenditure Fund Interest	\$ 2,610,000	\$ 2,510,000	\$ 2,440,000	\$ 2,520,000	\$ 2,510,000	\$ 2,540,000	\$ 12,520,000
Land Sale Proceeds	\$ 2,210,000	\$ 1,480,000	\$ 1,125,000	\$ 880,000	\$ 880,000	\$ 880,000	\$ 5,245,000
Parks Dedication Reserve	\$ 51,000	\$ -	\$ -	\$ 40,000	\$ -	\$ -	\$ 40,000
Federal/Provincial Funding	\$ 381,275	\$ 830,240	\$ -	\$ -	\$ -	\$ -	\$ 830,240
Flood Prone Funding	\$ 70,537	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
SaskEnergy Mun. Surcharge	\$ 938,500	\$ 883,000	\$ 900,660	\$ 918,673	\$ 937,047	\$ 955,788	\$ 4,595,168
Transfer to Waterworks	\$ (2,726,985)	\$ (2,824,589)	\$ (2,909,327)	\$ (2,996,606)	\$ (3,086,505)	\$ (3,179,100)	\$ (14,996,127)
Uncompleted Works	\$ (4,232,226)	\$ (4,083,028)	\$ -	\$ -	\$ -	\$ -	
Capital Funding Available	\$ 10,932,493	\$ 13,141,520	\$ 8,325,698	\$ 858,652	\$ (3,563,530)	\$ (4,990,422)	\$ 43,129,643
Transportation	\$ 6,346,400	\$ 6,431,500	\$ 10,339,000	\$ 8,610,600	\$ 5,789,200	\$ 5,819,300	\$ 36,989,600
Parks and Recreation	\$ 1,607,995	\$ 1,212,900	\$ 2,544,000	\$ 1,823,600	\$ 1,864,500	\$ 2,092,500	\$ 9,537,500
Other Services	\$ 2,505,247	\$ 3,006,721	\$ 2,195,604	\$ 1,680,620	\$ 1,671,892	\$ 1,660,705	\$ 10,215,542
Police Services	\$ 67,500	\$ 450,000	\$ 72,500	\$ 75,000	\$ 77,500	\$ 80,000	\$ 755,000
Fire Services	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Downtown Facility & FieldHouse	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Storm Sewers	\$ 300,000	\$ 2,025,000	\$ 650,000	\$ 670,000	\$ 650,000	\$ 670,000	\$ 4,665,000
Total Funding Required	\$ 10,827,142	\$ 13,126,121	\$ 15,801,104	\$ 12,859,820	\$ 10,053,092	\$ 10,322,505	\$ 62,162,642
Surplus/Shortfall	\$ 105,351	\$ 15,399	\$ (7,475,406)	\$ (12,001,168)	\$ (13,616,622)	\$ (15,312,927)	

**LAND DEVELOPMENT RESERVE
2021 - 2025**

	2020	2021	2022	2023	2024	2025	Total
Opening Balance	(\$2,519,371)	(\$2,452,447)	(\$3,705,428)	(\$3,414,971)	(\$1,191,438)	(\$967,905)	
Contributions during the year	\$8,287,066	\$4,077,919	\$310,457	\$2,243,533	\$243,533	\$2,000,000	\$8,875,442
Loan Proceeds	\$0	\$0	\$0	\$0	\$0	\$0	\$0
less Land Dev Projects	\$0	\$5,204,000	\$20,000	\$20,000	\$20,000	\$20,000	\$5,284,000
less Uncompleted Works	\$4,771,148	\$126,900	\$0	\$0	\$0	\$0	\$126,900
Year End Balance	\$996,547	(\$3,705,428)	(\$3,414,971)	(\$1,191,438)	(\$967,905)	\$1,012,095	

Object Account	2020 Committed	2020 CarryForward	2021	2022	2023	2024	2025	Total Including Committed & CFWDS
9014 - TR1 PAVED ROADWAYS	-	-	3,800,000	3,800,000	3,800,000	3,800,000	3,800,000	19,000,000
9026 - TR2 SIDEWALKS, CURBS & GUTTER	-	-	558,000	561,200	578,500	602,700	628,300	2,928,700
9029 - TR3 TRAFFIC CONTROL	800,000	42,835	400,000	400,000	400,000	400,000	400,000	2,842,835
9033 - TR4 GRAVEL ROADWAYS	-	-	163,500	166,800	170,100	173,500	177,000	850,900
9006 - TR6 STRUCTURE UPGRADES	-	-	1,200,000	5,100,000	3,350,000	500,000	500,000	10,650,000
9007 - TR7 LOCAL IMPROVEMENT - ROADS	-	250,000	250,000	250,000	250,000	250,000	250,000	1,500,000
9019 - TR19 CONSULTING SERVICES	-	-	10,000	10,000	10,000	10,000	10,000	50,000
9020 - TR20 LEGAL COSTS	-	-	25,000	25,000	25,000	25,000	25,000	125,000
9030 - TR30 GEOTHERMAL WELL REHAB	-	150,000	-	-	-	-	-	150,000
9040 - TR40 COMMUNITY AESTHETICS	-	-	25,000	26,000	27,000	28,000	29,000	135,000
Transportation	800,000	442,835	6,431,500	10,339,000	8,610,600	5,789,200	5,819,300	38,232,435
9303 - PR3 WAKAMOW VALLEY AUTHORITY	-	-	31,400	32,000	32,600	33,300	34,000	163,300
9304 - PR4 CITY COMPLEX UPGRADE	-	233,052	394,000	35,000	296,000	-	470,000	1,428,052
9311 - PR11 LIBRARY/ART MUSEUM	-	-	50,000	130,000	100,000	140,000	-	420,000
9314 - PR14 CRESCENT PARK UPGRADES	-	-	9,000	12,000	6,000	81,000	6,000	114,000
9323 - PR23 GEN UPGRADE - PKS	372,700	74,420	168,000	401,000	269,500	351,700	705,000	2,342,320
9347 - PR47 BUILDING IMPROVE	419,625	20,000	100,000	30,000	20,000	162,000	348,000	1,099,625
9349 - PR49 CEMETERY IMPROVEMENTS	-	-	-	-	80,000	-	-	80,000
9352 - PR52 PATHWAY UPGRADE	5,000	10,000	-	80,000	40,000	40,000	40,000	215,000
9353 - PR53 OUTDOOR POOL	-	-	-	50,000	-	-	-	50,000
9355 - PR55 REFORESTATION CITY	-	1,894	15,000	-	15,000	-	15,000	46,894
9359 - PR59 ACCESSIBILITY UPGRADES	-	75,825	-	32,000	34,000	36,000	38,000	215,825
9363 - PR63 KINSMEN SPORTSPLEX ARENA	246,992	-	-	-	-	-	80,000	326,992
9364 - PR64 CITY HALL	-	227,000	153,000	58,500	49,000	50,000	-	537,500
9365 - PR65 COMMUNITY PROJECTS	23,375	-	32,500	33,500	34,500	35,500	36,500	195,875
9368 - PR68 PARKS DEDICATION RESERVE	-	57,343	-	-	40,000	-	-	97,343
9371 - PR71 PLA-MOR PALACE	-	109,000	260,000	875,000	235,000	-	100,000	1,579,000
9372 - PR72 KINSMEN POOL	-	-	-	145,000	252,000	300,000	220,000	917,000
9373 - PR73 CULTURAL CENTRE	-	-	-	595,000	55,000	-	-	650,000
9374 - PR74 YARA CENTRE	-	-	-	35,000	265,000	635,000	-	935,000
Parks & Recreation	1,067,692	808,534	1,212,900	2,544,000	1,823,600	1,864,500	2,092,500	11,413,726
9554 - OS2 INNOVATIVE HOUSING	15,000	103,876	-	-	-	-	-	118,876
9558 - OS8 MULTIPLEX LOAN REPAYMENT	-	-	1,452,574	1,445,604	1,430,620	1,421,892	1,410,705	7,161,395
9559 - OS9 IT PROJECTS	4,036	178,370	545,072	-	-	-	-	727,478
9562 - OS12 SLUMPING STRATEGY	110,000	-	110,000	750,000	250,000	250,000	250,000	1,720,000
9508 - GG8 SOLAR INITIATIVES	-	138,725	899,075	-	-	-	-	1,037,800
Other Services	129,036	420,971	3,006,721	2,195,604	1,680,620	1,671,892	1,660,705	10,765,549
9503 - PS1 POLICE BLDING RENOS	13,822	124,958	450,000	72,500	75,000	77,500	80,000	893,780
Police Services	13,822	124,958	450,000	72,500	75,000	77,500	80,000	893,780
9403 - MP3 MULTIPLEX	-	33,940	-	-	-	-	-	33,940
9506 - DFFH CAPITAL UPGRADES	-	211,240	-	-	-	-	-	211,240
DFFH	-	245,180	-	-	-	-	-	245,180

Object Account	2020 Committed	2020 CarryForward	2021	2022	2023	2024	2025	Total Including Committed & CFWDS
9253 - SS1 STORM SEWERS	30,000	-	2,025,000	650,000	670,000	650,000	670,000	4,695,000
Storm Sewers	30,000	-	2,025,000	650,000	670,000	650,000	670,000	4,695,000
9802 - LD2 WESTHEATH PHASE V	-	-	-	-	-	-	-	-
9803 - LD3 SOUTHEAST INDUSTRIAL SUB	-	126,900	2,700,000	-	-	-	-	2,826,900
9806 - LD6 CANADIAN TIRE DEVELOPMENT	-	-	2,484,000	-	-	-	-	2,484,000
9807 - LD7 CITY PROPERTY CLEANUP	-	-	20,000	20,000	20,000	20,000	20,000	100,000
-	-	126,900	5,204,000	20,000	20,000	20,000	20,000	5,410,900
TOTAL CAPITAL EXPENDITURES	2,040,550	2,169,378	18,330,121	15,821,104	12,879,820	10,073,092	10,342,505	71,656,570

TRANSPORTATION

Object Account	2020 Committed	2020 CarryForward	2021	2022	2023	2024	2025	Total Including Committed & CFWDS
9014 - TR1 PAVED ROADWAYS	-	-	3,800,000	3,800,000	3,800,000	3,800,000	3,800,000	19,000,000
9026 - TR2 SIDEWALKS, CURBS & GUTTER	-	-	558,000	561,200	578,500	602,700	628,300	2,928,700
9029 - TR3 TRAFFIC CONTROL	800,000	42,835	400,000	400,000	400,000	400,000	400,000	2,842,835
9033 - TR4 GRAVEL ROADWAYS	-	-	163,500	166,800	170,100	173,500	177,000	850,900
9006 - TR6 STRUCTURE UPGRADES	-	-	1,200,000	5,100,000	3,350,000	500,000	500,000	10,650,000
9007 - TR7 LOCAL IMPROVEMENT - ROADS	-	250,000	250,000	250,000	250,000	250,000	250,000	1,500,000
9019 - TR19 CONSULTING SERVICES	-	-	10,000	10,000	10,000	10,000	10,000	50,000
9020 - TR20 LEGAL COSTS	-	-	25,000	25,000	25,000	25,000	25,000	125,000
9030 - TR30 GEOTHERMAL WELL REHAB	-	150,000	-	-	-	-	-	150,000
9040 - TR40 COMMUNITY AESTHETICS	-	-	25,000	26,000	27,000	28,000	29,000	135,000
Transportation	800,000	442,835	6,431,500	10,339,000	8,610,600	5,789,200	5,819,300	38,232,435

Capital Project Summary Sheet

Title:	TR-1 Paved Roadways	Project #:	TR-1
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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 2021 including Full Road Rebuilds and Isolated Deep Repairs, 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:

19,000,000

Financial	Carry Forward	2021	2022	2023	2024	2025
Capital		3,800,000	3,800,000	3,800,000	3,800,000	3,800,000
Operating						

Program Components

Component	2021	2022	2023	2024	2025	Total	Project Score
Paved Road Treatments	3,800,000	3,800,000	3,800,000	3,800,000	3,800,000	19,000,000	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 slab jacking program to address depressions in walks and gutters.

Total Budget Amount:

2,928,700

Financial	Carry Forward	2021	2022	2023	2024	2025
Capital	-	558,000	561,200	578,500	602,700	628,300
Operating						

Program Components

Component	2021	2022	2023	2024	2025	Total	Project Score
Replacement of Sidewalks, Curb & Gutters, and Paraplegic Ramps	511,000	528,000	544,000	566,000	590,000	2,739,000	950.4
Slab Jacking	30,500	16,000	16,700	18,200	19,000	100,400	609.6
Slab Slicing and Remediation	16,500	17,200	17,800	18,500	19,300	89,300	609.6
						-	
						-	
						-	
						-	
						-	
						-	
						-	

Capital Project Summary Sheet

Title:	TR-3 Traffic Control	Project #:	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:

2,842,835

Financial	Carry Forward	2021	2022	2023	2024	2025
Capital	842,835	400,000	400,000	400,000	400,000	400,000
Operating						

Program Components

Component	2021	2022	2023	2024	2025	Total	Project Score
Traffic Control - Intersection Upgrades	400,000	400,000	400,000	400,000	400,000	2,000,000	645.6
						-	
						-	
						-	
						-	
						-	
						-	
						-	
						-	
						-	

Capital Project Summary Sheet

Title:	Gravel Roadways	Project #:	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: 850,900

Financial	Carry Forward	2021	2022	2023	2024	2025
Capital	-	163,500	166,800	170,100	173,500	177,000
Operating						

Program Components

Component	2021	2022	2023	2024	2025	Total	Project Score
Gravel Roadways	163,500	166,800	170,100	173,500	177,000	850,900	301.2
						-	
						-	
						-	
						-	
						-	
						-	
						-	
						-	
						-	

Capital Project Summary Sheet

Title:	TR-6 Structure Upgrades	Project #:	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 Associated Engineering (Sask.) Ltd. in 2020, Engineering Services is recommending to demolish Coteau St E Bridge and to move forward into detailed design for rehabilitation of the Thunderbird (4th Avenue) Viaduct. The department will be implementing a Bridge Management Plan.

Total Budget Amount:

10,650,000

Financial	Carry Forward	2021	2022	2023	2024	2025
Capital		1,200,000	5,100,000	3,350,000	500,000	500,000
Operating						

Program Components

Component	2021	2022	2023	2024	2025	Total	Project Score
Structure Upgrades	1,200,000	5,100,000	3,350,000	500,000	500,000	10,650,000	1,184.0
						-	
						-	
						-	
						-	
						-	
						-	
						-	
						-	
						-	

Capital Project Summary Sheet

Title:	TR-7 Local Improvement	Project #:	TR-7
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Project Description

Funding held for implementation of potential local improvement initiatives.

Total Budget Amount:

1,500,000

Financial	Carry Forward	2021	2022	2023	2024	2025
Capital	250,000	250,000	250,000	250,000	250,000	250,000
Operating						

Program Components

Component	2021	2022	2023	2024	2025	Total	Project Score
Local Improvement	250,000	250,000	250,000	250,000	250,000	1,250,000	537.6
						-	
						-	
						-	
						-	
						-	
						-	
						-	
						-	
						-	
						-	

Capital Project Summary Sheet

Title:	TR-19 Consulting Services	Project #:	TR-19
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Project Description

This new initiative is created to provide support to the Engineering Department for professional and technical services as required.

Total Budget Amount:

50,000

Financial	Carry Forward	2021	2022	2023	2024	2025
Capital		10,000	10,000	10,000	10,000	10,000
Operating						

Program Components

Component	2021	2022	2023	2024	2025	Total	Project Score
Consulting Services	10,000	10,000	10,000	10,000	10,000	50,000	0.0
						-	
						-	
						-	
						-	
						-	
						-	
						-	
						-	
						-	

Capital Project Summary Sheet

Title:	TR-20 Legal Support	Project #:	TR-20
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Project Description

This new initiative is created to provide support to the Engineering Department from a legal standpoint as required. This will include improvements to existing processes as well as support on outstanding contracts.

Total Budget Amount:

125,000

Financial	Carry Forward	2021	2022	2023	2024	2025
Capital		25,000	25,000	25,000	25,000	25,000
Operating						

Program Components

Component	2021	2022	2023	2024	2025	Total	Project Score
Legal Support	25,000	25,000	25,000	25,000	25,000	125,000	0.0
						-	
						-	
						-	
						-	
						-	
						-	
						-	
						-	
						-	

Capital Project Summary Sheet

Title:	TR-40 Community Aesthetics	Project #:	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:

135,000

Financial	Carry Forward	2021	2022	2023	2024	2025
Capital	-	25,000	26,000	27,000	28,000	29,000
Operating						

Program Components

Component	2021	2022	2023	2024	2025	Total	Project Score
City Christmas Decorations	25,000	26,000	27,000	28,000	29,000	135,000	174.4
						-	
						-	
						-	
						-	
						-	
						-	
						-	
						-	
						-	

PARKS AND RECREATION

Object Account	2020 Committed	2020 CarryForward	2021	2022	2023	2024	2025	Total Including Committed & CFWDS
9303 - PR3 WAKAMOW VALLEY AUTHORITY	-	-	31,400	32,000	32,600	33,300	34,000	163,300
9304 - PR4 CITY COMPLEX UPGRADE	-	233,052	394,000	35,000	296,000	-	470,000	1,428,052
9311 - PR11 LIBRARY/ART MUSEUM	-	-	50,000	130,000	100,000	140,000	-	420,000
9314 - PR14 CRESCENT PARK UPGRADES	-	-	9,000	12,000	6,000	81,000	6,000	114,000
9323 - PR23 GEN UPGRADE - PKS	372,700	74,420	168,000	401,000	269,500	351,700	705,000	2,342,320
9347 - PR47 BUILDING IMPROVE	419,625	20,000	100,000	30,000	20,000	162,000	348,000	1,099,625
9349 - PR49 CEMETERY IMPROVEMENTS	-	-	-	-	80,000	-	-	80,000
9352 - PR52 PATHWAY UPGRADE	5,000	10,000	-	80,000	40,000	40,000	40,000	215,000
9353 - PR53 OUTDOOR POOL	-	-	-	50,000	-	-	-	50,000
9355 - PR55 REFORESTATION CITY	-	1,894	15,000	-	15,000	-	15,000	46,894
9359 - PR59 ACCESSIBILITY UPGRADES	-	75,825	-	32,000	34,000	36,000	38,000	215,825
9363 - PR63 KINSMEN SPORTSPLEX ARENA	246,992	-	-	-	-	-	80,000	326,992
9364 - PR64 CITY HALL	-	227,000	153,000	58,500	49,000	50,000	-	537,500
9365 - PR65 COMMUNITY PROJECTS	23,375	-	32,500	33,500	34,500	35,500	36,500	195,875
9368 - PR68 PARKS DEDICATION RESERVE	-	57,343	-	-	40,000	-	-	97,343
9371 - PR71 PLA-MOR PALACE	-	109,000	260,000	875,000	235,000	-	100,000	1,579,000
9372 - PR72 KINSMEN POOL	-	-	-	145,000	252,000	300,000	220,000	917,000
9373 - PR73 CULTURAL CENTRE	-	-	-	595,000	55,000	-	-	650,000
9374 - PR74 YARA CENTRE	-	-	-	35,000	265,000	635,000	-	935,000
Parks & Recreation	1,067,692	808,534	1,212,900	2,544,000	1,823,600	1,864,500	2,092,500	11,413,726

Capital Project Summary Sheet

Title:	PR-3 Wakamow Valley Authority	Project #:	PR-3
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Project Description

The City of Moose Jaw provides 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. Projects include: Kiwanis River Park Multi-Purpose Facility (2004), a pedestrian walkway linking Churchill Park to Wakamow Valley (2011), the Suspension Bridge (2016), the Connors Park Challenge Course (2018), the Lower-Level Crossing (2019) and Kiwanis Centre roofing. (2020)

Total Budget Amount:

163,300

Financial	Carry Forward	2021	2022	2023	2024	2025
Capital	-	31,400	32,000	32,600	33,300	34,000
Operating						

Program Components

Component	2021	2022	2023	2024	2025	Total	Project Score
Wakamow Valley Authority	31,400	32,000	32,600	33,300	34,000	163,300	707.4
						-	
						-	
						-	
						-	
						-	
						-	
						-	
						-	
						-	

Capital Project Summary Sheet

Title:	City Complex Upgrade	Project #:	PR-4
Project Description			
<p>The City Complex was constructed in 1967 and 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 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 scheduled over the next 3 years so that the building can meet current building code and function efficiently and safely. The consulting and drawings for these projects was completed in 2020 and it is recommended that the upgrades proceed in 2 phases. The 1st phase in 2021 would update code issues and life safety issues to bring the building to current code, update the ventilation system, and update the lighting. The 2nd phase in 2023 would update the heating system. The fuel tanks and pumps are also nearing the end of their life cycle and will require replacement in 2025.</p>			

Total Budget Amount:

1,428,052

Financial	Carry Forward	2021	2022	2023	2024	2025
Capital	233,052	394,000	35,000	296,000	-	470,000
Operating						

Program Components

Component	2021	2022	2023	2024	2025	Total	Project Score
City Complex Fuel Tank and Pump Replacement	-	-	-	-	470,000	470,000	975.0
City Complex Downspout and Drainage Retrofit	-	35,000	-	-	-	35,000	960.0
City Complex Lighting Upgrades	125,000	-	-	-	-	125,000	1,180.8
City Complex Mechanical & Building Upgrades	269,000	-	296,000	-	-	565,000	1,196.8
						-	
						-	
						-	
						-	
						-	
						-	

Capital Project Summary Sheet

Title:	PR-11 Library/Art Museum	Project #:	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 renewal is required to replace and the flooring over the next 3 years. The facility will also convert to LED lighting in 2024.

Total Budget Amount:

420,000

Financial	Carry Forward	2021	2022	2023	2024	2025
Capital	-	50,000	130,000	100,000	140,000	-
Operating						

Program Components

Component	2021	2022	2023	2024	2025	Total	Project Score
Library/Art Museum Flooring Replacement	50,000	130,000	100,000	-	-	280,000	1,017.0
Library/Art Museum LED Lighting Upgrades	-	-	-	140,000	-	140,000	999.0
						-	
						-	
						-	
						-	
						-	

Capital Project Summary Sheet

Title:	PR-14 Crescent Park Upgrades	Project #:	PR-14
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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. The proposed Crescent Park upgrades include replacing plastic garbage bins with decorative animal proof bins, stone wall & fence repairs and equipment storage building upgrades. The 2021 funding will also address the ongoing pigeon issues on the bridge. There is also funding dedicated to pathway upgrades and repairs in 2024.

Total Budget Amount:

114,000

Financial	Carry Forward	2021	2022	2023	2024	2025
Capital	-	9,000	12,000	6,000	81,000	6,000
Operating						

Program Components

Component	2021	2022	2023	2024	2025	Total	Project Score
Crescent Park Pathway Repairs	-	-	-	75,000	-	75,000	844.8
Crescent Park Upgrades	9,000	12,000	6,000	6,000	6,000	39,000	808.8
						-	
						-	
						-	
						-	
						-	
						-	
						-	
						-	

Capital Project Summary Sheet

Title:	PR-23 General Upgrades - Parks	Project #:	PR-23
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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. The majority of the priority projects identified over the next 5 years involve repairing and renewing existing facilities and infrastructure. Projects identified in 2021 include: Continuation of the backflow valve and sprinkler head replacement programs, replacement of the retaining wall at Ross Wells Park, roof and siding replacements on buildings at Sunningdale and Bell Parks, Iron Bridge landscaping improvements and repairs to the lighting at Elks Field. future projects include a new gravel parking area at MacDonald Athletic Fields, ball diamond fencing replacements, downtown tree grate replacements, new tennis/pickleball courts at Hillcrest Park, parks and pathway signage replacements, automated irrigation system consulting, playground replacements and renewals, and VLA Gate pathway bridge replacement.

Total Budget Amount:

2,342,320

Financial	Carry Forward	2021	2022	2023	2024	2025
Capital	447,120	168,000	401,000	269,500	351,700	705,000
Operating						

Program Components

Component	2021	2022	2023	2024	2025	Total	Project Score
Bell Park Building Roof Replacement	18,000	-	-	-	-	18,000	1,053.0
Elks Field Lighting	25,000	-	-	-	330,000	355,000	1,404.0
MacDonald Athletic Fields Parking Lot	-	44,000	-	-	-	44,000	1,030.4
Blackwell Ball Diamond Fencing & Dugout Replacement	-	-	33,500	-	-	33,500	844.8
Downtown Tree Grate Replacement	-	-	-	61,700	-	61,700	904.8
Hillcrest Park Tennis/Pickleball Courts	-	-	-	-	200,000	200,000	646.2
Iron Bridge Landscaping Design Improvements	19,000	70,000	40,000	70,000	30,000	229,000	715.2
McCullough Ball Diamonds Fencing & Dugout Replacement	-	-	-	75,000	-	75,000	801.6
Parks & Pathway Sign Replacements	-	20,000	20,000	-	-	40,000	561.6
Parks Backflow Valve Installations	10,000	10,000	10,000	10,000	10,000	50,000	918.4
Parks Irrigation System Consulting	-	-	6,000	-	-	6,000	799.2
Parks Sprinkler Head Replacements	10,000	10,000	10,000	10,000	10,000	50,000	734.4
Playground Renewal Program	-	225,000	150,000	125,000	125,000	625,000	1,209.6
Ross Wells Ball Park Retaining Wall & Backstop	35,000	-	-	-	-	35,000	1,074.0
Sunningdale Park Building Exterior Siding Replacement	51,000	-	-	-	-	51,000	1,068.0
VLA Gate Pathway Bridge Replacement	-	22,000	-	-	-	22,000	1,043.2
						-	

Capital Project Summary Sheet

Title:	PR-47 Building Improvements	Project #:	PR-47
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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. In 2021, it is recommended that the city completes skate shack furnace replacements at Elgin Park and Sunningdale Park as well as cross connection protection installation at the remaining City facilities. Future projects include a hazardous materials assessment of the Hillcrest Sports Centre, resuming the annual facilities reserve contribution in 2022, arena bleacher upgrades, Memorial Field building demolition and upgrades, Moose Square and West End park playground building replacements, West End park Scouts Hall building demolition, and consulting for boiler replacements at City Hall, the Sportsplex and Library.

Total Budget Amount: 1,099,625

Financial	Carry Forward	2021	2022	2023	2024	2025
Capital	439,625	100,000	30,000	20,000	162,000	348,000
Operating						

Program Components

Component	2021	2022	2023	2024	2025	Total	Project Score
Arena Bleacher Upgrades Consulting	-	-	-	-	10,000	10,000	640.8
Cross Connection Protection - City Facilities	90,000	-	-	-	-	90,000	762
Facilities Reserve Contribution	-	20,000	20,000	20,000	20,000	80,000	682.0
Hillcrest Sports Centre Building Assessment	-	10,000	-	-	-	10,000	938.4
Memorial Field Building Demolition & Renovations	-	-	-	-	145,000	145,000	754.0
Moose Square Building Replacement	-	-	-	-	91,000	91,000	861.6
Skate Shack Furnace Replacements	10,000	-	-	-	-	10,000	1,002.0
West End Park Building Replacement	-	-	-	91,000	-	91,000	861.6
West End Park Scouts Hall Building Demolition	-	-	-	-	82,000	82,000	538.2
Consulting Boiler Replacement- City Hall, Sportsplex & Library	-	-	-	51,000	-	51,000	756.0

Capital Project Summary Sheet

Title:	PR-49 Cemetery Improvements	Project #:	PR-49
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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 2023. An automated system would improve efficiencies and reduce the amount of manual labour and supervision required with the existing system.

Total Budget Amount: 80,000

Financial	Carry Forward	2021	2022	2023	2024	2025
Capital	-	-	-	80,000	-	-
Operating						

Program Components

Component	2021	2022	2023	2024	2025	Total	Project Score
MJ Cemetery Automated Irrigation System	-	-	80,000	-	-	80,000	710.4
						-	
						-	
						-	
						-	
						-	
						-	
						-	
						-	
						-	

Capital Project Summary Sheet

Title:	PR-52 Pathway Upgrade	Project #:	PR-52
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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 2021 and the Parks and Recreation Department is recommending that annual funding allocations be re-implemented in 2022 so work can begin on repairing deteriorated pathways and extending new areas of pathways to provide better connections within the trail system as per the new master plan.

Total Budget Amount:

215,000

Financial	Carry Forward	2021	2022	2023	2024	2025
Capital	15,000	-	80,000	40,000	40,000	40,000
Operating						

Program Components

Component	2021	2022	2023	2024	2025	Total	Project Score
Pathway Development & Upgrades	-	80,000	40,000	40,000	40,000	200,000	1,212.0
						-	
						-	
						-	
						-	
						-	
						-	
						-	
						-	
						-	

Capital Project Summary Sheet

Title:	PR-53 Outdoor Pool	Project #:	PR-53
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Project Description

The pool will be entering it's 54th year of operation and there has been significant movement and deterioration in the pool deck and basin as well as piping leaks which could force the City to close the pool should leaks expand beyond repair or pose any further safety risks. The pool deficiencies are beyond simple maintenance and repair and include major structural, mechanical and electrical systems as well as accessibility and building code requirements. In 2016, a Facility Assessment Study suggested separating the Phyllis Dewar Pool and Natatorium use from each other as the Natatorium couldn't support future pool mechanical upgrades and that the existing mechanical and electrical systems have reached their life-cycle. If there is a willingness to continue offering outdoor aquatics in the community, a plan for the replacement of the pool is required in the next 2-3 years. 2021 - determine location of new facility, 2022 - complete the drawings for new changeroom and mechanical buildings. 2023 - construct pool (need to finalize funding options).

Total Budget Amount:

50,000

Financial	Carry Forward	2021	2022	2023	2024	2025
Capital	-	-	50,000	-	-	-
Operating						

Program Components

Component	2021	2022	2023	2024	2025	Total	Project Score
Drawings - New Outdoor Pool Building	-	50,000	-	-	-	50,000	1,588.0
						-	
						-	
						-	
						-	
						-	
						-	
						-	
						-	
						-	

Capital Project Summary Sheet

Title:	PR-55 Reforestation City	Project #:	PR-55
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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 5,000 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:

46,894

Financial	Carry Forward	2021	2022	2023	2024	2025
Capital	1,894	15,000	-	15,000	-	15,000
Operating						

Program Components

Component	2021	2022	2023	2024	2025	Total	Project Score
Reforestation & Boulevard Tree Program	15,000	-	15,000	-	15,000	45,000	816.0
						-	
						-	
						-	
						-	
						-	
						-	
						-	
						-	
						-	

Capital Project Summary Sheet

Title:	PR-59 Facility & Parks Accessibility Upgrades	Project #:	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. The program was put on hold in 2020 due to the pandemic therefore it is requested that the 2020 funding be carried over and no new funding be provided in 2021.

Total Budget Amount:

215,825

Financial	Carry Forward	2021	2022	2023	2024	2025
Capital	75,825	-	32,000	34,000	36,000	38,000
Operating						

Program Components

Component	2021	2022	2023	2024	2025	Total	Project Score
Facility & Parks Accessibility Upgrades	-	32,000	34,000	36,000	38,000	140,000	1,167.0
						-	
						-	
						-	
						-	
						-	
						-	
						-	
						-	
						-	
						-	

Capital Project Summary Sheet

Title:	PR-63 Kinsmen Sportsplex Arena	Project #:	PR-63
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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 and then converted to a sports floor from early April to mid August. It is recommended that the arena bleacher structures and heaters be renewed in 2025.

Total Budget Amount:

326,992

Financial	Carry Forward	2021	2022	2023	2024	2025
Capital	246,992	-	-	-	-	80,000
Operating						

Program Components

Component	2021	2022	2023	2024	2025	Total	Project Score
Sportsplex Arena Bleacher Renewal	-	-	-	-	80,000	80,000	640.8
						-	
						-	
						-	
						-	
						-	
						-	
						-	
						-	
						-	
						-	

Capital Project Summary Sheet

Title:	PR-64 City Hall	Project #:	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 replacing the cooling system in 2021, continuing with the brick repointing and sandstone restoration in 2022, restoring the City Hall bell and repairing the tower clock face in 2023, and completing building automation system upgrades to move from pneumatic to digital in 2024.

Total Budget Amount:

537,500

Financial	Carry Forward	2021	2022	2023	2024	2025
Capital	227,000	153,000	58,500	49,000	50,000	-
Operating						

Program Components

Component	2021	2022	2023	2024	2025	Total	Project Score
City Hall Bell Restoration and Clock Face Replacement	-	-	49,000	-	-	49,000	432.0
City Hall Building Automation System Replacement	-	-	-	50,000	-	50,000	744.0
City Hall Cooling System Replacement	153,000	-	-	-	-	153,000	1,184.0
City Hall Repointing Exterior Bricks	-	58,500	-	-	-	58,500	828.0
						-	
						-	
						-	
						-	
						-	
						-	

Capital Project Summary Sheet

Title:	PR-65 Community Projects	Project #:	PR-65
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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:

195,875

Financial	Carry Forward	2021	2022	2023	2024	2025
Capital	23,375	32,500	33,500	34,500	35,500	36,500
Operating						

Program Components

Component	2021	2022	2023	2024	2025	Total	Project Score
Community Capital Grant Program	32,500	33,500	34,500	35,500	36,500	172,500	1,065.0
						-	
						-	
						-	
						-	
						-	
						-	
						-	
						-	
						-	

Capital Project Summary Sheet

Title:	PR-68 Parks Dedication Reserve	Project #:	PR-68
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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 2019 was \$1,472,764 and divided as follows: Grayson Industrial - \$260,478, New Rock - \$154,700, VLA - \$14,452, West Heath - \$467,251, West Park - \$209,664, General Account- \$366,219. The only project currently recommended from the Parks Dedication Reserve is the development of a parking lot for the Western Development Musuem Ball Diamonds in 2023 which would come from the Grayson Industrial account. There are also 3 projects carried forward from 2020 - Iron Bridge Landscaping Improvements - \$51,000, West Park Outdoor Recreation Improvements - \$190,000 and Boulevard Tree Program - \$6,343.

Total Budget Amount:

97,343

Financial	Carry Forward	2021	2022	2023	2024	2025
Capital	57,343	-	-	40,000	-	-
Operating						

Program Components

Component	2021	2022	2023	2024	2025	Total	Project Score
WDM Ball Diamonds Parking Lot	-	-	40,000	-	-	40,000	386.4
						-	
						-	
						-	
						-	
						-	
						-	
						-	
						-	
						-	

Capital Project Summary Sheet

Title:	PR-71 Pla-Mor Palace	Project #:	PR-71
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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 \$1,470,000 in projects identified in the 5-year plan which includes replacement of the heat exchanger in 2021, replacement of the upper built roof and completion of the dressing room upgrades in 2022 , dasher board replacement in the Bert Hunt Arena in 2023, and bleacher seating renewal in both arenas in 2025.

Total Budget Amount: 1,579,000

Financial	Carry Forward	2021	2022	2023	2024	2025
Capital	109,000	260,000	875,000	235,000	-	100,000
Operating						

Program Components

Component	2021	2022	2023	2024	2025	Total	Project Score
Bert Hunt Arena Rink Board Replacement	-	-	235,000	-	-	235,000	943.2
Pla-Mor Arena Bleacher Renewal	-	-	-	-	100,000	100,000	640.8
Pla-Mor Dressing Room Upgrades	-	40,000	-	-	-	40,000	854.4
Pla-Mor Palace Heat Exchanger	230,000	-	-	-	-	230,000	1,008.0
Pla-Mor Palace Roof Repair Consulting	30,000	-	-	-	-	30,000	1,572.0
Pla-Mor Palace Roof Replacement	-	835,000	-	-	-	835,000	1,572.0
						-	
						-	
						-	
						-	

Capital Project Summary Sheet

Title:	PR-72 Kinsmen Pool	Project #:	PR-72
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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, pool tiles, lobby flooring, cooling system, pool mechanical system as well as a renovation to the outdoor patio.

Total Budget Amount:

917,000

Financial	Carry Forward	2021	2022	2023	2024	2025
Capital	-	-	145,000	252,000	300,000	220,000
Operating						

Program Components

Component	2021	2022	2023	2024	2025	Total	Project Score
Sportsplex Cooling System Replacement	-	-	152,000	-	-	152,000	1,088.0
Sportsplex Lobby Flooring Replacement	-	-	100,000	-	-	100,000	787.2
Sportsplex Outdoor Patio Renovation	-	-	-	-	40,000	40,000	572.4
Sportsplex Pool Grate Replacement	-	145,000	-	-	-	145,000	1,288.0
Sportsplex Pool Mechanical Upgrades & Consulting	-	-	-	-	180,000	180,000	646.2
Sportsplex Pool Tile Replacement	-	-	-	300,000	-	300,000	1,040.0
						-	
						-	
						-	
						-	

Capital Project Summary Sheet

Title:	PR-73 Cultural Centre	Project #:	PR-73
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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 2022 to discontinue the use of R-22 refrigerant as per new government regulations that came into effect in January 2020. The 2nd project is the carpet replacement scheduled for 2023.

Total Budget Amount:

650,000

Financial	Carry Forward	2021	2022	2023	2024	2025
Capital	-	-	595,000	55,000	-	-
Operating						

Program Components

Component	2021	2022	2023	2024	2025	Total	Project Score
Cultural Centre Carpet Replacement	-	-	55,000	-	-	55,000	672.0
Culture Centre Cooling System Replacement	-	595,000	-	-	-	595,000	1,088.0
						-	
						-	
						-	
						-	
						-	
						-	
						-	
						-	

Capital Project Summary Sheet

Title:	PR-74 Yara Centre	Project #:	PR-74
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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 repairs to the emergency exits in 2022, LED lighting upgrades in 2023, and a piping retrofit and indoor turf replacement in 2024.

Total Budget Amount:

935,000

Financial	Carry Forward	2021	2022	2023	2024	2025
Capital	-	-	35,000	265,000	635,000	-
Operating						

Program Components

Component	2021	2022	2023	2024	2025	Total	Project Score
Yara Centre Emergency Exits	-	35,000	-	-	-	35,000	792.0
Yara Centre LED Lighting Upgrades	-	-	265,000	-	-	265,000	897.6
Yara Centre Piping Retrofit	-	-	-	35,000	-	35,000	727.2
Yara Centre Turf Replacement	-	-	-	600,000	-	600,000	950.4
						-	
						-	
						-	
						-	
						-	
						-	

OTHER SERVICES

Object Account	2020 Committed	2020 CarryForward	2021	2022	2023	2024	2025	Total Including Committed & CFWDS
9554 - OS2 INNOVATIVE HOUSING	15,000	103,876	-	-	-	-	-	118,876
9558 - OS8 MULTIPLEX LOAN REPAYMENT	-	-	1,452,574	1,445,604	1,430,620	1,421,892	1,410,705	7,161,395
9559 - OS9 IT PROJECTS	4,036	178,370	545,072	-	-	-	-	727,478
9562 - OS12 SLUMPING STRATEGY	110,000	-	110,000	750,000	250,000	250,000	250,000	1,720,000
9508 - GG8 SOLAR INITIATIVES	-	138,725	899,075	-	-	-	-	1,037,800
Other Services	129,036	420,971	3,006,721	2,195,604	1,680,620	1,671,892	1,660,705	10,765,549

Capital Project Summary Sheet

Title:	IT Projects	Project #:	OS9
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Project Description

The City continues a multi-year project to implement a Enterprise Resoure Planning (ERP) software suite. As approved by Council in November 2019, an contribution of \$545,072 is required form the general capital reserve protion of the 2021 capital budget.

Total Budget Amount:

727,478

Financial	Carry Forward	2021	2022	2023	2024	2025
Capital	182,406	545,072	-	-	-	-
Operating						

Program Components

Component	2021	2022	2023	2024	2025	Total	Project Score
Diamond ERP	545,072	-	-	-	-	545,072	1,049.6
						-	
						-	
						-	
						-	
						-	
						-	
						-	
						-	
						-	
						-	

Capital Project Summary Sheet

Title:	OS-12 Slumping Strategy	Project #:	OS-12
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Project Description

The City of Moose Jaw is located at the confluence of three waterways including the Moose Jaw River, Thunder Creek Spillway, and Spring Creek. The valleys associated with these waterways all offer potential slumping risks. This program is to assess the valley's slope stability, remediate immediate issues, implement a monitoring plan, and install monitoring equipment for continual monitoring of slope movement.

Total Budget Amount:

1,720,000

Financial	Carry Forward	2021	2022	2023	2024	2025
Capital	110,000	110,000	750,000	250,000	250,000	250,000
Operating						

Program Components

Component	2021	2022	2023	2024	2025	Total	Project Score
Slumping Strategy	110,000	750,000	250,000	250,000	250,000	1,610,000	381.6
						-	
						-	
						-	
						-	
						-	
						-	
						-	
						-	
						-	

Capital Project Summary Sheet

Title:	Solar Initiatives	Project #:	GG8
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Project Description

In 2020, City Council approved a grant application to the Investing in Canada Infrastructure Program - COVID-19 Resiliency Stream for a Solar Power Program at City five City facilities. The proposed project is contingent on securing external funding and will upgrade the power supply to the Yara Centre, Kinsmen Sportsplex, City Hall, CityComplex, and Mosaic Place by attaching a total of 1065 solar panels and associated equipment to each rooftop to serve a portion of the building electricity needs with clean and high quality power. The total cost of the project is \$1,037,800 with the City contributing \$207,560 if approved. The annual operating cost saving projections are \$44,150 with savings expected increase annually as power rates are increased.

Total Budget Amount: 1,037,800

Financial	Carry Forward	2021	2022	2023	2024	2025
Capital	138,725	68,835	-	-	-	-
Grant Funding	-	830,240	-	-	-	-
Operating	-	(45,000)	(45,000)	(45,000)	(45,000)	(45,000)

Program Components

Component	2021	2022	2023	2024	2025	Total	Project Score
Solar Initiatives	68,835	-	-	-	-	68,835	1,664.0
						-	
						-	
						-	
						-	
						-	
						-	
						-	
						-	
						-	
						-	

STORM SEWERS

Object Account	2020 Committed	2020 CarryForward	2021	2022	2023	2024	2025	Total Including Committed & CFWDS
9253 - SS1 STORM SEWERS	30,000	-	2,025,000	650,000	670,000	650,000	670,000	4,695,000
Storm Sewers	30,000	-	2,025,000	650,000	670,000	650,000	670,000	4,695,000

Capital Project Summary Sheet

Title:	SS-1 Storm Sewers	Project #:	SS-1
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Project Description

The Major System of a Storm Sewer network consists of the overland infrastructure including culverts, ditches, and channels. This incentive includes assessment of the City's Storm Sewer Major System, improvement to surface drainage, and replacement and upgrades of culverts and ditch drainage to improve the overland network. The Minor System of a Storm Sewer network consists of the underground infrastructure including the storm sewer pipes and manholes. This incentive includes assessment of the City's Storm Sewer Minor System, replacement or refurbishment of storm sewer pipes, and replacement or restoration of associated manholes to improve the Storm Sewer underground network.

Total Budget Amount:

4,695,000

Financial	Carry Forward	2021	2022	2023	2024	2025
Capital	30,000	2,025,000	650,000	670,000	650,000	670,000
Operating						

Program Components

Component	2021	2022	2023	2024	2025	Total	Project Score
Major System	550,000	100,000	120,000	100,000	120,000	990,000	336.0
Minor System	1,475,000	550,000	550,000	550,000	550,000	3,675,000	324.0
						-	
						-	
						-	
						-	
						-	
						-	
						-	
						-	

LAND DEVELOPMENT

Object Account	2020 Committed	2020 CarryForward	2021	2022	2023	2024	2025	Total Including Committed & CFWDS
9802 - LD2 WESTHEATH PHASE V	-	-	-	-	-	-	-	-
9803 - LD3 SOUTHEAST INDUSTRIAL SUB	-	126,900	2,700,000	-	-	-	-	2,826,900
9804 - LD4 CONTAMINATED SITE ASSMT	-	-	-	-	-	-	-	-
9805 - LD5 GRWTH&SUSTAINABILITY STUDY	-	-	-	-	-	-	-	-
9806 - LD6 CANADIAN TIRE DEVELOPMENT	-	-	2,484,000	-	-	-	-	2,484,000
9807 - LD7 CITY PROPERTY CLEANUP	-	-	20,000	20,000	20,000	20,000	20,000	100,000
-	-	126,900	5,204,000	20,000	20,000	20,000	20,000	5,410,900

Capital Project Summary Sheet

Title:	Agri-Food Industrial Park	Project #:	LD-3
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Project Description

The business case to develop this park in December 2015. There was an Offer to Purchase presented in March 2016 to be the anchor tenant. The process of annexation of approximately 3,800 acres was completed in January 2017. In June 2018, Council made the motion to proceed with the development of a detailed design and tender for servicing. City Administration approached SaskPower to be considered a potential site for their proposed power plant. The City entered into a Servicing Agreement in January 2020 with SaskPower. In March 2020, City Council approved the funding of \$2.7 million.

Total Budget Amount:

2,826,900

Financial	Carry Forward	2021	2022	2023	2024	2025
Capital	126,900	2,700,000	-	-	-	-
Operating						

Program Components

Component	2021	2022	2023	2024	2025	Total	Project Score
Agri-Food Industrial Park	2,700,000	-	-	-	-	2,700,000	298.4
						-	
						-	
						-	
						-	
						-	
						-	
						-	
						-	
						-	

Capital Project Summary Sheet

Title:	Canadian Tire Development	Project #:	LD-6
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Project Description

The City of Moose Jaw began discussions with Canadian Tire in 2015 and entered into a Letter of Intent for the purchase of land on Thatcher Drive. The City entered into a Purchase Agreement in late 2019. The City is responsible for servicing to the property. City Council approved Option 2b which includes full servicing through to the north end of the property to service the land the north for future planning and cost savings.

Total Budget Amount:

2,484,000

Financial	Carry Forward	2021	2022	2023	2024	2025
Capital	-	2,484,000	-	-	-	-
Operating						

Program Components

Component	2021	2022	2023	2024	2025	Total	Project Score
Canadian Tire Development	2,484,000	-	-	-	-	2,484,000	326.0
						-	
						-	
						-	
						-	
						-	
						-	
						-	
						-	
						-	

Capital Project Summary Sheet

Title:	City Property Cleanup	Project #:	LD-7
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Project Description

In 2019 City Council agreed that instead of allocating \$20,000 funding to a separate account for use for property clean up that City Administration continue to retrieve funds from the Land Development Account. Planning & Development are requesting the allocation of \$20,000 in funding be approved specially for the clean up of City owned properties. These properties require City attention and having a source of funding Council will be able to control the amount of funding being spent. We don't anticipate spending this every year but have recently come across a few properties requiring attention.

Total Budget Amount: 100,000

Financial	Carry Forward	2021	2022	2023	2024	2025
Capital	-	20,000	20,000	20,000	20,000	20,000
Operating						

Program Components

Component	2021	2022	2023	2024	2025	Total	Project Score
City Property Clean Up	20,000	20,000	20,000	20,000	20,000	100,000	178.8
						-	
						-	
						-	
						-	
						-	
						-	
						-	
						-	
						-	



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 \$750,000.

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 an estimated \$1,250,000 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.

2021 - 2025 Equipment Reserve Budget SUMMARY

DESCRIPTION	2021	2022	2023	2024	2025	TOTAL
PUBLIC WORKS	\$ 2,035,685	\$ 862,674	\$ 932,702	\$ 1,071,434	\$ 1,432,559	\$ 6,335,054
PARKS & RECREATION	427,142	610,653	352,760	492,536	117,101	2,000,192
FINANCE	48,122	95,494	37,268	66,685	56,553	304,122
INFORMATION TECHNOLOGY	174,336	103,248	134,464	269,050	427,925	1,109,023
TRANSIT	68,211	658,339	1,220,171	2,689	134,945	2,084,355
ENGINEERING SERVICES	3,000	244,587	2,000	2,689	2,000	254,276
FIRE SERVICE	34,821	225,663	38,704	50,298	558,459	907,945
CITY MANAGER, MAYOR	41,187	15,333	2,000	2,000	5,104	65,624
CITY CLERK/SOLICITOR	3,657	8,094	1,673	1,000	104,297	118,721
HUMAN RESOURCES	3,154	3,002	3,153	3,986	12,392	25,687
PLANNING & DEVELOPMENT	1,552	29,000	54,426	1,000	3,252	89,230
SAFETY	500	2,654	500	500	1,095	5,249
LIBRARY	53,628	202,528	333,912	124,032	66,448	780,548
ART MUSEUM	13,098	19,257	21,020	10,597	28,262	92,234
CULTURAL CENTRE	82,909	46,045	51,436	36,678	165,341	382,409
MOSAIC PLACE	19,600	106,615	148,228	68,778	97,085	440,306
FUNDING REQUIRED	<u>\$ 3,010,602</u>	<u>\$ 3,233,186</u>	<u>\$ 3,334,417</u>	<u>\$ 2,203,952</u>	<u>\$ 3,212,818</u>	<u>\$ 14,994,975</u>
FUNDING SOURCES:						
AVAILABLE FROM DEPRECIATION	2,833,938	3,233,186	3,334,417	2,203,952	3,212,818	14,818,311
AVAILABLE FROM CONTROL ACCOUNT	176,664	-	-	-	-	176,664
	<u>\$ 3,010,602</u>	<u>\$ 3,233,186</u>	<u>\$ 3,334,417</u>	<u>\$ 2,203,952</u>	<u>\$ 3,212,818</u>	<u>\$ 14,994,975</u>
5YR BUDGET IMPLICATIONS	<u>\$ (25,473)</u>	<u>\$ 60,217</u>	<u>\$ 21,619</u>	<u>\$ 45,945</u>	<u>\$ 19,622</u>	<u>\$ 121,930</u>
BUDGET IMPLICATIONS ALL YEARS			<u>\$ 344,705</u>			

2021 - 2025 Equipment Reserve Budget	
Uncompleted Works	

DESCRIPTION	2021	2022	2023	2024	2025	TOTAL
Admin - Small Equipment	1,268	-	-	-	-	1,268
Clerks - Small Equipment	30,852	-	-	-	-	30,852
Clerks - Council Table	16,900	-	-	-	-	16,900
Cultural Centre - Fixed Speakers	27,000	-	-	-	-	27,000
Cultural Centre - Multi-media Projector	12,000	-	-	-	-	12,000
Cultural Centre - Small Equipment	33,823	-	-	-	-	33,823
Engineering Services - Office Renovations	200,000	-	-	-	-	200,000
Finance - Office Workstation Replacement	28,049	-	-	-	-	28,049
Finance - Exemption Database	1,413	-	-	-	-	1,413
Finance - Small Equipment	41,346	-	-	-	-	41,346
Fire - Scott Breathing Equipment	230,000	-	-	-	-	230,000
Fire - Scott Breathing Cyclinders	50,000	-	-	-	-	50,000
Fire - Small Equipment	11,445	-	-	-	-	11,445
Fire - Breathing Cyclinders	12,132	-	-	-	-	12,132
IT - Wireless WAN	72,300	-	-	-	-	72,300
IT - Primary Datacenter	158,475	-	-	-	-	158,475
IT - Disaster Recovery	103,128	-	-	-	-	103,128
IT- GPS Device x 2	24,000	-	-	-	-	24,000
IT-Network Switching & Wireless	82,000	-	-	-	-	82,000
IT- Small Equipment	118,465	-	-	-	-	118,465
Library - Theatre Projector	8,000	-	-	-	-	8,000
Library - Book Security System & Self-Check	97,000	-	-	-	-	97,000
Library - Circulation/Public Service Desk	19,800	-	-	-	-	19,800
Library - Small Equipment	9,657	-	-	-	-	9,657
P & R - Pla-mor Card Access System	24,995	-	-	-	-	24,995
P & R - Chemical Sprayer Attachment	10,000	-	-	-	-	10,000
P & R - Small Equipment	11,068	-	-	-	-	11,068
Mosaic Network Switches	141,000	-	-	-	-	141,000
Mosaic Boom Lift	80,000	-	-	-	-	80,000
Public Works - Transmission Flusher	12,020	-	-	-	-	12,020
Public Works - Sweeper Unit 41	235,000	-	-	-	-	235,000
Public Works - Sand Truck Unit 118	360,000	-	-	-	-	360,000
Public Works - Tandem Axle Dump Unit 137	195,000	-	-	-	-	195,000
Public Works - Sewer Camera Van Unit 313	85,000	-	-	-	-	85,000
Public Works - Message Board Unit 433	25,000	-	-	-	-	25,000
Public Works - Small Equipment	39,596	-	-	-	-	39,596
		-	-	-	-	-
		-	-	-	-	-
		-	-	-	-	-
		-	-	-	-	-
	\$ 2,607,732	\$ -	\$ -	\$ -	\$ -	\$ 2,607,732

2021 - 2025 Equipment Reserve Budget
Public Works & Utilities Department

UNIT#	DESCRIPTION	2021	2022	2023	2024	2025	TOTAL
NEW	CONCRETE SWEEPER	\$ 25,000	\$ -	\$ -	\$ -	\$ -	\$ 25,000
NEW	GRIZZLY BARS	22,450	-	-	-	-	22,450
NEW	SMALL BUCKET	7,950	-	-	-	-	7,950
NEW	VALVE EXERCISER	45,000	-	-	-	-	45,000
W0046	SNOW BLOWER	110,000	-	-	-	-	110,000
W0067	TRUCK (W/SERVICE BODY)	90,000	-	-	-	-	90,000
W0072	TRUCK	90,000	-	-	-	-	90,000
W0100N	TRUCK	70,000	-	-	-	-	70,000
W0109 & W0110	TRUCK & HOIST	40,000	-	-	-	-	40,000
W0130N	SEMI-AUTOMATED GARBAGE TRUCK	235,000	-	-	-	-	235,000
W0145	BACKHOE/EXCAVATOR	350,000	-	-	-	-	350,000
W0147	FRONT END LOADER/BACKHOE	200,000	-	-	-	-	200,000
W0156N	F.E. LOADER	290,000	-	-	-	-	290,000
W0157NN	FRONT END LOADER/BACKHOE	200,000	-	-	-	-	200,000
W0166N	PUMP	9,800	-	-	-	-	9,800
W0187	TRAILER	10,000	-	-	-	-	10,000
W0318	TAPPING MACHINE	30,000	-	-	-	-	30,000
W0393	SIDEWALK GRINDER	6,000	-	-	-	-	6,000
W0394	CONCRETE SAW	3,000	-	-	-	-	3,000
W0395N	CONCRETE SAW	3,000	-	-	-	-	3,000
SHOP3	LATHE	35,000	-	-	-	-	35,000
W0091NNN	TRUCK	65,000	-	-	-	-	65,000
W0065NN	VAN	-	40,000	-	-	-	40,000
W0070	TRUCK	-	50,000	-	-	-	50,000
W0085	TRUCK (with service body)	-	75,000	-	-	-	75,000
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
W0190N	ASPHALT MILLING ATTACHMENT	-	250,000	-	-	-	250,000
W0319N	CONCRETE SAW	-	1,900	-	-	-	1,900
W0367N	SURFACE PREPARATION MACHINE	-	5,000	-	-	-	5,000
W0048N	SWEEPER	-	-	235,000	-	-	235,000
W0063	ROLLER	-	-	60,000	-	-	60,000
W0082N	1/2 TON 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
W0365	TAPPING MACHINE	-	-	36,200	-	-	36,200
W0904	TRUCK	-	-	62,000	-	-	62,000
SHOP6N	METAL IRON WORKER	-	-	26,600	-	-	26,600
SHOP18	AIR COMPRESSOR	-	-	22,100	-	-	22,100
ENG7N	PAINT SHAKER	-	-	5,700	-	-	5,700
SHOP7	ENGINE CRANES X 2	-	-	-	31,617	-	31,617
SHOP17N	MIG WELDER	-	-	-	8,317	-	8,317
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
W0179	TRASH PUMP	-	-	-	8,000	-	8,000
W0304NN	LINE MARKER	-	-	-	15,000	-	15,000

2021 - 2025 Equipment Reserve Budget
Public Works & Utilities Department

UNIT#	DESCRIPTION	2021	2022	2023	2024	2025	TOTAL
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
W0478	TRENCH PACKER 1	-	-	-	-	60,000	60,000
W0479	TRENCH PACKER 2	-	-	-	-	60,000	60,000
W0040N	SWEEPER	-	-	-	-	235,000	235,000
W0049N	SNOW BLOWER	-	-	-	-	110,000	110,000
W0071NNN	TRUCK	-	-	-	-	75,000	75,000
W0117N	TRUCK	-	-	-	-	130,000	130,000
W0153N	FE LDR - SKID STEER	-	-	-	-	60,000	60,000
W0310NN	SYLVANIA	-	-	-	-	125,000	125,000
W0350N	ROLLER	-	-	-	-	70,000	70,000
W0354NN	TAMPER	-	-	-	-	4,000	4,000
W0385	CONCRETE SAW	-	-	-	-	1,900	1,900
W0434	ARROW BOARD	-	-	-	-	25,000	25,000
W0905	TRUCK	-	-	-	-	62,000	62,000
W0134NN	AUTOMATED SANITATION TRCK	-	-	-	-	385,000	385,000
SHOP2N	LAWN MOWER HOIST	-	-	-	-	14,476	14,476
-	-	-	-	-	-	-	-
-	-	-	-	-	-	-	-
-	-	-	-	-	-	-	-
-	-	-	-	-	-	-	-
-	-	-	-	-	-	-	-
-	-	-	-	-	-	-	-
SMALL EQUIPMENT		98,485	32,774	68,602	31,820	15,183	246,864
FUNDING REQUIRED		<u>\$ 2,035,685</u>	<u>\$ 862,674</u>	<u>\$ 932,702</u>	<u>\$ 1,071,434</u>	<u>\$ 1,432,559</u>	<u>\$ 6,335,054</u>
FUNDING SOURCES:							
AVAILABLE FROM DEPRECIATION		2,071,452	862,674	932,702	1,071,434	1,432,559	6,370,821
AVAILABLE FROM CONTROL ACCOUNT		(35,767)	-	-	-	-	(35,767)
		<u>\$2,035,685</u>	<u>\$ 862,674</u>	<u>\$ 932,702</u>	<u>\$ 1,071,434</u>	<u>\$ 1,432,559</u>	<u>\$6,335,054</u>
OPERATING BUDGET IMPLICATIONS		<u>\$ (64,838)</u>	<u>\$ (20,803)</u>	<u>\$ (219)</u>	<u>\$ 20,529</u>	<u>\$ 15,088</u>	<u>\$ (50,243)</u>
OPERATING BUDGET IMPLICATIONS ALL YEARS		<u>\$</u>	<u>(2,824)</u>				

2021- 2025 Equipment Reserve Budget
Parks & Recreation Department

UNIT#	DESCRIPTION	2021	2022	2023	2024	2025	TOTAL
NEW-ADD 3 POINT HITCH CHEMICAL SPRAY \$		8,500	\$ -	\$ -	\$ -	\$ -	\$ 8,500
W081	1/2 TON TRUCK	45,000	-	-	-	-	45,000
NEW	CARD ACCESS SYS-CULTURAL C	31,500	-	-	-	-	31,500
NEW	CARD ACCESS SYS - LIB/ART MU	26,900	-	-	-	-	26,900
NEW	CARD ACCESS SYS - YARA CENT	31,500	-	-	-	-	31,500
NEW	CHAIR LIFT KINSMEN POOL	22,500	-	-	-	-	22,500
NEW	QUANTITATIVE FIT TEST APPARA	32,407	-	-	-	-	32,407
PRCS9	TIMING SYSTEM - KS	65,000	-	-	-	-	65,000
PRCS34N	FLOOR SCRUBBER - SC	7,150	-	-	-	-	7,150
PRCS40N	FLOOR SCRUBBER - KS	17,745	-	-	-	-	17,745
PRCS59	ELLIPTICALS - YARA CENTRE	14,985	-	-	-	-	14,985
PRCS60	STEPPERS - YARA CENTRE	6,590	-	-	-	-	6,590
PRCS61	RECUMBENT BIKES - YARA CENT	6,390	-	-	-	-	6,390
PRCS62	SPIN BIKES - YARA CENTRE	14,745	-	-	-	-	14,745
PRCS6NN 2 - POOL VACUUMS - KS		-	14,530	-	-	-	14,530
W0044	SWEeper	-	40,000	-	-	-	40,000
W0080	TRUCK	-	40,000	-	-	-	40,000
W0093N	VAN	-	40,000	-	-	-	40,000
W0205N	TRACTOR	-	110,000	-	-	-	110,000
W0217NN	MOWER	-	100,000	-	-	-	100,000
W0258	WEED SPRARY/ROLLER	-	6,467	-	-	-	6,467
W0419	TRAILER	-	2,600	-	-	-	2,600
W0459	TURF UTILITY VEHICLE - YC	-	23,198	-	-	-	23,198
W0473N	MOWER	-	10,000	-	-	-	10,000
W0483	ICE RESURFACER	-	130,000	-	-	-	130,000
W0494N	MOWER	-	26,000	-	-	-	26,000
W0090	TRUCK	-	-	60,000	-	-	60,000
W0247	SOD CUTTER	-	-	3,900	-	-	3,900
W0110N	TRUCK	-	-	110,000	-	-	110,000
PRCS41	SELF-PROPELLED ICE PAINTER	-	-	15,046	-	-	15,046
PRCS35N	CARPET EXTRACTOR - LM	-	-	15,100	-	-	15,100
PRCS73	TURF AREA NETTING - YC	-	-	110,000	-	-	110,000
PRCS21	SCORECLOCK/FOOTBALL	-	-	-	20,000	-	20,000
PRCS22	SCORECLOCK/FASTBALL	-	-	-	20,000	-	20,000
PRCS3NN	FLOOR SCRUBBER - PLAMOR	-	-	-	17,745	-	17,745
PRCS63 (I YC - LEG PRESS (1)		-	-	-	6,095	-	6,095
PRCS65 (I YC - AUDIO RACK & STEREO SYS		-	-	-	10,000	-	10,000
PRKS66 (I YC - BATTING CAGE		-	-	-	16,000	-	16,000
W0294	OVERSEEDER	-	-	-	19,600	-	19,600
W0320	MOWER	-	-	-	21,000	-	21,000
W0069N	1/2 TON TRUCK	-	-	-	40,000	-	40,000
W0095NN	TRUCK	-	-	-	60,000	-	60,000
W0096N	TRUCK	-	-	-	40,000	-	40,000
W0321NN	TRACTOR/MOWER	-	-	-	21,000	-	21,000
W0092	TRUCK	-	-	-	161,900	-	161,900
W0329	TRACTOR/MOWER	-	-	-	-	23,100	23,100
PRCS47	SOUND SYSTEM - KA POOL	-	-	-	-	14,400	14,400
PRCS36	POWERGRIP DOLLY - PLAMOR	-	-	-	-	6,000	6,000
	SMALL EQUIPMENT	96,230	67,858	38,714	39,196	73,601	315,599
FUNDING REQUIRED		\$ 427,142	\$ 610,653	\$ 352,760	\$ 492,536	\$ 117,101	\$ 2,000,192

2021- 2025 Equipment Reserve Budget
Parks & Recreation Department

UNIT#	DESCRIPTION	2021	2022	2023	2024	2025	TOTAL
FUNDING SOURCES:							
	AVAILABLE FROM DEPRECIATION	232,609	610,653	352,760	492,536	117,101	1,805,659
	AVAILABLE FROM CONTROL ACCOUNT	194,533	-	-	-	-	194,533
		<u>\$ 427,142</u>	<u>\$ 610,653</u>	<u>\$ 352,760</u>	<u>\$ 492,536</u>	<u>\$ 117,101</u>	<u>\$ 2,000,192</u>
	OPERATING BUDGET IMPLICATIONS	<u>\$ 23,713</u>	<u>\$ 83,145</u>	<u>\$ 17,301</u>	<u>\$ 19,962</u>	<u>\$ 2,725</u>	<u>\$ 146,846</u>
	OPERATING BUDGET IMPLICATIONS ALL YEARS		<u>\$ 181,964</u>				

2021 - 2025 Equipment Reserve Budget
Finance Department

UNIT#	DESCRIPTION	2021	2022	2023	2024	2025	TOTAL
FIN19A	METER READING DEVICE	\$ 9,100	\$ -	\$ -	\$ -	\$ -	\$ 9,100
FIN20N	POSTAGE MACHINE	5,770	-	-	-	-	5,770
FIN59	EXEMPTION DATABASE UPGRADE	400	-	-	-	-	400
FIN3C	USED STAND-UP RIDER TRK	-	31,282	-	-	-	31,282
FIN56	DOF- OFFICE FURNITURE	-	16,645	-	-	-	16,645
FIN57	COMPTROLLER-OFFICE FURN	-	15,972	-	-	-	15,972
FIN58	DEPUTY COMP-OFFICE FURN	-	8,165	-	-	-	8,165
FIN53	TREASURER-OFFICE FURN	-	-	13,185	-	-	13,185
FIN54	DEPUTY TREAS-OFFICE FURN	-	-	7,884	-	-	7,884
FIN55	TAX/ASSESS MGR-OFFIC FURN	-	-	11,376	-	-	11,376
FIN41T	5 WORKSTATIONS (FRONT)	-	-	-	50,000	-	50,000
FIN19TNN	METER READING DEVICE	-	-	-	10,500	-	10,500
FIN10NN	FOLDING/INSERTING MACHINE	-	-	-	-	19,500	19,500
FIN59	EXEMPTION DATABASE	-	-	-	-	7,500	7,500
-	-	-	-	-	-	-	-
-	-	-	-	-	-	-	-
-	-	-	-	-	-	-	-
-	-	-	-	-	-	-	-
-	-	-	-	-	-	-	-
	SMALL EQUIPMENT	32,852	23,429	4,823	6,185	29,553	96,843
	FUNDING REQUIRED	\$ 48,122	\$ 95,494	\$ 37,268	\$ 66,685	\$ 56,553	\$ 304,122
FUNDING SOURCES:							
	AVAILABLE FROM DEPRECIATION	46,603	95,494	37,268	66,685	56,553	302,603
	AVAILABLE FROM CONTROL ACCOUNT	1,519	-	-	-	-	1,519
		\$ 48,122	\$ 95,494	\$ 37,268	\$ 66,685	\$ 56,553	\$ 304,122
	OPERATING BUDGET IMPLICATIONS	\$ 224	\$ (1,149)	\$ -	\$ (1,652)	\$ -	\$ (2,577)
	OPERATING BUDGET IMPLICATIONS ALL YEARS		\$ (3,394)				

2021 - 2025 Equipment Reserve Budget

Information Technology Department

[illegible]

2021 - 2025 Equipment Reserve Budget
Transit

UNIT#	DESCRIPTION	2021	2022	2023	2024	2025	TOTAL
TRAN31	PARA-TRANSIT BUS - Unit 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	-	-	42,790	-	-	42,790
TRAN32N	PARATRANSIT BUS #32	-	-	-	-	65,000	65,000
TRAN33N	PARATRANSIT BUS #34	-	-	-	-	65,000	65,000
	SMALL EQUIPMENT	3,211	3,339	7,381	2,689	4,945	21,565
FUNDING REQUIRED		<u>\$ 68,211</u>	<u>\$ 658,339</u>	<u>\$ 1,220,171</u>	<u>\$ 2,689</u>	<u>\$ 134,945</u>	<u>\$ 2,084,355</u>
FUNDING SOURCES:							
AVAILABLE FROM DEPRECIATION		72,380	658,339	1,220,171	2,689	134,945	2,088,524
AVAILABLE FROM CONTROL ACCOUNT		(4,169)	-	-	-	-	(4,169)
		<u>\$ 68,211</u>	<u>\$ 658,339</u>	<u>\$ 1,220,171</u>	<u>\$ 2,689</u>	<u>\$ 134,945</u>	<u>\$ 2,084,355</u>
OPERATING BUDGET IMPLICATIONS		<u>\$ 6,212</u>	<u>\$ 2</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ 6,214</u>
OPERATING BUDGET IMPLICATIONS ALL YEARS			<u>\$ 25,015</u>				

Engineering Services Department

UNIT#	DESCRIPTION	2021	2022	2023	2024	2025	TOTAL
ENG4	TOTAL STATION SURVEY INST	\$ -	\$ 14,900	\$ -	\$ -	\$ -	\$ 14,900
ENG6N	PLOTTER/SCANNER/COPIER	-	34,600	-	-	-	34,600
ENG5N	GPS SURVEY INSTRUMENT	-	80,000	-	-	-	80,000
		-	-	-	-	-	-
-	-	-	-	-	-	-	-
-	-	-	-	-	-	-	-
-	-	-	-	-	-	-	-
-	-	-	-	-	-	-	-
-	-	-	-	-	-	-	-
-	-	-	-	-	-	-	-
-	-	-	-	-	-	-	-
-	-	-	-	-	-	-	-
-	-	-	-	-	-	-	-
-	-	-	-	-	-	-	-
-	-	-	-	-	-	-	-
-	-	-	-	-	-	-	-
	SMALL EQUIPMENT	3,000	115,087	2,000	2,689	2,000	124,776
	FUNDING REQUIRED	\$ 3,000	\$ 244,587	\$ 2,000	\$ 2,689	\$ 2,000	\$ 254,276
FUNDING SOURCES:							
	AVAILABLE FROM DEPRECIATION	2,000	244,587	2,000	2,689	2,000	253,276
	AVAILABLE FROM CONTROL ACCOUNT	1,000	-	-	-	-	1,000
		\$ 3,000	\$ 244,587	\$ 2,000	\$ 2,689	\$ 2,000	\$ 254,276
	OPERATING BUDGET IMPLICATIONS	\$ 85	\$ (1,679)	\$ -	\$ -	\$ -	\$ (1,594)
	OPERATING BUDGET IMPLICATIONS ALL YEARS		\$ (1,594)				

2021 - 2025 Equipment Reserve Budget
Fire Department

UNIT#	DESCRIPTION	2021	2022	2023	2024	2025	TOTAL
FIRE44	TREADMILL	\$ -	\$ 6,300	\$ -	\$ -	\$ -	\$ 6,300
FIRE35N	THERMAL IMAGING CAMERA	-	7,500	-	-	-	7,500
FIRE19	HOSE EXPANDER	-	-	4,900	-	-	4,900
FIRE13N	AIR BAGS (SET)	-	-	-	5,428	-	5,428
FIRE16N	2 EDRAULIC BATTERY\CHRG	-	-	-	11,100	-	11,100
FIRE30	BOAT & MOTOR	-	-	-	-	25,000	25,000
FIRE5N	UN#5 PUMPER TRUCK	-	-	-	-	510,000	510,000
FIRE64	CO PULSE OXIMETER	-	-	-	-	12,000	12,000
SMALL EQUIPMENT		34,821	211,863	33,804	33,770	11,459	325,717
FUNDING REQUIRED		<u>\$ 34,821</u>	<u>\$ 225,663</u>	<u>\$ 38,704</u>	<u>\$ 50,298</u>	<u>\$ 558,459</u>	<u>\$ 907,945</u>
FUNDING SOURCES:							
AVAILABLE FROM DEPRECIATION		34,821	225,663	38,704	50,298	558,459	907,945
AVAILABLE FROM CONTROL ACCOUNT		-	-	-	-	-	-
		<u>\$ 34,821</u>	<u>\$ 225,663</u>	<u>\$ 38,704</u>	<u>\$ 50,298</u>	<u>\$ 558,459</u>	<u>\$ 907,945</u>
OPERATING BUDGET IMPLICATIONS		<u>\$ -</u>	<u>\$ (520)</u>	<u>\$ -</u>	<u>\$ (68)</u>	<u>\$ 3,481</u>	<u>\$ 2,893</u>
OPERATING BUDGET IMPLICATIONS ALL YEARS		<u>\$ 14,449</u>					

2021 - 2025 Equipment Reserve Budget
City Manager/Mayor/Communications

UNIT#	DESCRIPTION	2021	2022	2023	2024	2025	TOTAL
ADMIN1N	EXECUTIVE DESK	\$ 5,600	\$ -	\$ -	\$ -	\$ -	\$ 5,600
ADMIN2N	EXECUTIVE DESK	5,600	-	-	-	-	5,600
ADMIN3N	EA WORKSTATIONS X2	11,800	-	-	-	-	11,800
		-	-	-	-	-	-
		-	-	-	-	-	-
		-	-	-	-	-	-
		-	-	-	-	-	-
		-	-	-	-	-	-
		-	-	-	-	-	-
	SMALL EQUIPMENT	18,187	15,333	2,000	2,000	5,104	42,624
FUNDING REQUIRED		<u>\$ 41,187</u>	<u>\$ 15,333</u>	<u>\$ 2,000</u>	<u>\$ 2,000</u>	<u>\$ 5,104</u>	<u>\$ 65,624</u>
FUNDING SOURCES:							
AVAILABLE FROM DEPRECIATION		43,353	15,333	2,000	2,000	5,104	67,790
AVAILABLE FROM CONTROL ACCOUNT		(2,166)	-	-	-	-	(2,166)
		<u>\$ 41,187</u>	<u>\$ 15,333</u>	<u>\$ 2,000</u>	<u>\$ 2,000</u>	<u>\$ 5,104</u>	<u>\$ 65,624</u>
OPERATING BUDGET IMPLICATIONS		<u>\$ 831</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ 831</u>
OPERATING BUDGET IMPLICATIONS ALL YEARS		<u>\$ 745</u>					

2021 - 2025 Equipment Reserve Budget
City Clerk/Solicitor Department

UNIT#	DESCRIPTION	2021	2022	2023	2024	2025	TOTAL
CLERK21	PUBLIC ADDRESS SYSTEM	\$ -	\$ -	\$ -	\$ 96,905	\$ 96,905	
-	-	-	-	-	-	-	-
-	-	-	-	-	-	-	-
-	-	-	-	-	-	-	-
-	-	-	-	-	-	-	-
-	-	-	-	-	-	-	-
-	-	-	-	-	-	-	-
-	-	-	-	-	-	-	-
	SMALL EQUIPMENT	3,657	8,094	1,673	1,000	7,392	21,816
FUNDING REQUIRED		\$ 3,657	\$ 8,094	\$ 1,673	\$ 1,000	\$ 104,297	\$ 118,721
FUNDING SOURCES:							
AVAILABLE FROM DEPRECIATION		1,557	8,094	1,673	1,000	104,297	116,621
AVAILABLE FROM CONTROL ACCOUNT		2,100	-	-	-	-	2,100
		\$ 3,657	\$ 8,094	\$ 1,673	\$ 1,000	\$ 104,297	\$ 118,721
OPERATING BUDGET IMPLICATIONS		\$ 76	\$ -	\$ -	\$ -	\$ -	\$ 76
OPERATING BUDGET IMPLICATIONS ALL YEARS			(99)				

2021 - 2025 Equipment Reserve Budget
Human Resources

UNIT#	DESCRIPTION	2021	2022	2023	2024	2025	TOTAL
-	-	\$ -	\$ -	\$ -	\$ -	\$ -	-
-	-	-	-	-	-	-	-
-	-	-	-	-	-	-	-
-	-	-	-	-	-	-	-
-	-	-	-	-	-	-	-
-	-	-	-	-	-	-	-
-	-	-	-	-	-	-	-
-	-	-	-	-	-	-	-
	SMALL EQUIPMENT	3,154	3,002	3,153	3,986	12,392	25,687
FUNDING REQUIRED		<u>\$ 3,154</u>	<u>\$ 3,002</u>	<u>\$ 3,153</u>	<u>\$ 3,986</u>	<u>\$ 12,392</u>	<u>\$ 25,687</u>
FUNDING SOURCES:							
AVAILABLE FROM DEPRECIATION		2,077	3,002	3,153	3,986	12,392	24,610
AVAILABLE FROM CONTROL ACCOUNT		1,077	-	-	-	-	1,077
		<u>\$ 3,154</u>	<u>\$ 3,002</u>	<u>\$ 3,153</u>	<u>\$ 3,986</u>	<u>\$ 12,392</u>	<u>\$ 25,687</u>
OPERATING BUDGET IMPLICATIONS		<u>\$ 91</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ 91</u>
OPERATING BUDGET IMPLICATIONS ALL YEARS		<u>\$ 28</u>					

**2021 - 2025 Equipment Reserve Budget
Planning & Development**

UNIT#	DESCRIPTION	2021	2022	2023	2024	2025	TOTAL
W0107	VAN	\$ -	\$ 28,000	\$ -	\$ -	\$ -	\$ 28,000
W0074N	TRUCK	-	-	38,000	-	-	38,000
-	-	-	-	-	-	-	-
		-	-	-	-	-	-
		-	-	-	-	-	-
		-	-	-	-	-	-
		-	-	-	-	-	-
		-	-	-	-	-	-
		-	-	-	-	-	-
	SMALL EQUIPMENT	1,552	1,000	16,426	1,000	3,252	23,230
FUNDING REQUIRED		<u>\$ 1,552</u>	<u>\$ 29,000</u>	<u>\$ 54,426</u>	<u>\$ 1,000</u>	<u>\$ 3,252</u>	<u>\$ 89,230</u>
FUNDING SOURCES:							
AVAILABLE FROM DEPRECIATION		1,552	29,000	54,426	1,000	3,252	89,230
AVAILABLE FROM CONTROL ACCOUNT		-	-	-	-	-	-
		<u>\$ 1,552</u>	<u>\$ 29,000</u>	<u>\$ 54,426</u>	<u>\$ 1,000</u>	<u>\$ 3,252</u>	<u>\$ 89,230</u>
OPERATING BUDGET IMPLICATIONS		<u>\$ -</u>	<u>\$ -</u>	<u>\$ (1)</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ (1)</u>
OPERATING BUDGET IMPLICATIONS ALL YEARS		<u><u>\$ (9,969)</u></u>					

2020 - 2024 Equipment Reserve Budget **Safety**

UNIT#	DESCRIPTION	2020	2021	2022	2023	2024	TOTAL
-	-	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
-	-	-	-	-	-	-	-
-	-	-	-	-	-	-	-
-	-	-	-	-	-	-	-
-	-	-	-	-	-	-	-
-	-	-	-	-	-	-	-
-	-	-	-	-	-	-	-
-	-	-	-	-	-	-	-
	SMALL EQUIPMENT	500	2,654	500	500	1,095	5,249
FUNDING REQUIRED		<u>\$ 500</u>	<u>\$ 2,654</u>	<u>\$ 500</u>	<u>\$ 500</u>	<u>\$ 1,095</u>	<u>\$ 5,249</u>
FUNDING SOURCES:							
AVAILABLE FROM DEPRECIATION		500	2,654	500	500	1,095	5,249
AVAILABLE FROM CONTROL ACCOUNT		-	-	-	-	-	-
		<u>\$ 500</u>	<u>\$ 2,654</u>	<u>\$ 500</u>	<u>\$ 500</u>	<u>\$ 1,095</u>	<u>\$ 5,249</u>
OPERATING BUDGET IMPLICATIONS		<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>
OPERATING BUDGET IMPLICATIONS ALL YEARS		<u>\$ 4</u>					

2021 - 2025 Equipment Reserve Budget
Library

UNIT#	DESCRIPTION	2021	2022	2023	2024	2025	TOTAL
LIBR20	THEATRE SOUND SYSTEM	\$ -	\$ 23,000	\$ -	\$ -	\$ -	\$ 23,000
LIBR11NN	PUBLIC ACCESS WRKSTNS	-	-	11,169	-	-	11,169
LIBR10	SHELVING	-	-	175,600	-	-	175,600
LIBR14NN	COIN OPERATED PHOTOCOPIER	-	-	8,000	-	-	8,000
LIBR16	TELEPHONE SYSTEM	-	-	-	9,500	-	9,500
LIBR13NN	MICROFICHE READER	-	-	-	-	7,000	7,000
-	-	-	-	-	-	-	-
-	-	-	-	-	-	-	-
-	-	-	-	-	-	-	-
		-	-	-	-	-	-
		-	-	-	-	-	-
		-	-	-	-	-	-
		-	-	-	-	-	-
		-	-	-	-	-	-
	SMALL EQUIPMENT	53,628	179,528	139,143	114,532	59,448	546,279
FUNDING REQUIRED		<u>\$ 53,628</u>	<u>\$ 202,528</u>	<u>\$ 333,912</u>	<u>\$ 124,032</u>	<u>\$ 66,448</u>	<u>\$ 780,548</u>
FUNDING SOURCES:							
AVAILABLE FROM DEPRECIATION		44,228	202,528	333,912	124,032	66,448	771,148
AVAILABLE FROM CONTROL ACCOUNT		9,400	-	-	-	-	9,400
		<u>\$ 53,628</u>	<u>\$ 202,528</u>	<u>\$ 333,912</u>	<u>\$ 124,032</u>	<u>\$ 66,448</u>	<u>\$ 780,548</u>
OPERATING BUDGET IMPLICATIONS		<u>\$ 608</u>	<u>\$ 469</u>	<u>\$ 1,119</u>	<u>\$ 1</u>	<u>\$ -</u>	<u>\$ 2,197</u>
OPERATING BUDGET IMPLICATIONS ALL YEARS			<u>\$ 5,359</u>				

2021 - 2025 Equipment Reserve Budget
Art Museum

UNIT#	DESCRIPTION	2021	2022	2023	2024	2025	TOTAL
ART1NN	PHOTOCOPIER	\$ -	\$ 7,400	\$ -	\$ -	\$ -	\$ 7,400
		-	-	-	-	-	-
		-	-	-	-	-	-
		-	-	-	-	-	-
		-	-	-	-	-	-
		-	-	-	-	-	-
		-	-	-	-	-	-
		-	-	-	-	-	-
	SMALL EQUIPMENT	13,098	11,857	21,020	10,597	28,262	84,834
FUNDING REQUIRED		<u>\$ 13,098</u>	<u>\$ 19,257</u>	<u>\$ 21,020</u>	<u>\$ 10,597</u>	<u>\$ 28,262</u>	<u>\$ 92,234</u>
FUNDING SOURCES:							
AVAILABLE FROM DEPRECIATION		13,098	19,257	21,020	10,597	28,262	92,234
AVAILABLE FROM CONTROL ACCOUNT		-	-	-	-	-	-
		<u>\$ 13,098</u>	<u>\$ 19,257</u>	<u>\$ 21,020</u>	<u>\$ 10,597</u>	<u>\$ 28,262</u>	<u>\$ 92,234</u>
OPERATING BUDGET IMPLICATIONS		<u>\$ 460</u>	<u>\$ 1</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ 461</u>
OPERATING BUDGET IMPLICATIONS ALL YEARS		<u>\$ 461</u>					

2021 - 2025 Equipment Reserve Budget
Cultural Centre

UNIT#	DESCRIPTION	2021	2022	2023	2024	2025	TOTAL
CULT15	TEE CHANNEL BATTERY	\$ 21,800	\$ -	\$ -	\$ -	\$ -	\$ 21,800
CULT34	THEATRE DRAPES	41,231	-	-	-	-	41,231
CULT12	LOBBY INTERCOM SND SYS	-	6,000	-	-	-	6,000
CULT13	INTERCOM PRGM SND\PGE SYS	-	6,200	-	-	-	6,200
CULT29	UPHOLSTER SIDE CHAIRS	-	-	5,368	-	-	5,368
CULT30	UPHOLSTER SIDE CHAIRS	-	-	18,900	-	-	18,900
CULT33	HOUSE LIGHTING EQUIP	-	-	20,500	-	-	20,500
CULT11	INTERCOM SYS/HEADSET	-	-	-	4,898	-	4,898
CULT18	FIRE CURTAIN	-	-	-	-	34,500	34,500
CULT3	STAGE WIRING CABLE/PLATES	-	-	-	-	8,777	8,777
CULT5	STAGE HOUSE LIGHT CONTROL	-	-	-	-	6,650	6,650
CULT6I	STAGE & HOUSE LIGHTING	-	-	-	-	26,924	26,924
CULT7I	STAGE ETHERNET CNTRL SYS	-	-	-	-	2,467	2,467
CULT8I	MIXING CONSOLE	-	-	-	-	29,290	29,290
-	-	-	-	-	-	-	-
-	-	-	-	-	-	-	-
-	-	-	-	-	-	-	-
-	-	-	-	-	-	-	-
-	-	-	-	-	-	-	-
-	-	-	-	-	-	-	-
-	-	-	-	-	-	-	-
	SMALL EQUIPMENT	19,878	33,845	6,668	31,780	56,733	148,904
FUNDING REQUIRED		<u>\$ 82,909</u>	<u>\$ 46,045</u>	<u>\$ 51,436</u>	<u>\$ 36,678</u>	<u>\$ 165,341</u>	<u>\$ 382,409</u>
FUNDING SOURCES:							
AVAILABLE FROM DEPRECIATION		84,236	46,045	51,436	36,678	165,341	383,736
AVAILABLE FROM CONTROL ACCOUNT		(1,327)	-	-	-	-	(1,327)
		<u>\$ 82,909</u>	<u>\$ 46,045</u>	<u>\$ 51,436</u>	<u>\$ 36,678</u>	<u>\$ 165,341</u>	<u>\$ 382,409</u>
OPERATING BUDGET IMPLICATIONS		<u>\$ 3,393</u>	<u>\$ -</u>	<u>\$ 347</u>	<u>\$ -</u>	<u>\$ 2</u>	<u>\$ 3,742</u>
OPERATING BUDGET IMPLICATIONS ALL YEARS		<u>\$ 885</u>					

**2021 - 2025 Equipment Reserve Budget
Mosaic Place**

UNIT#	DESCRIPTION	2021	2022	2023	2024	2025	TOTAL
DFFH60	ARENA NETTING	\$ 16,000	\$ -	\$ -	\$ -	\$ -	\$ 16,000
DFFH28	RIDING FLOOR SCRUB	-	17,500	-	-	-	17,500
DFFH59	POWER SWEEPER	-	8,000	-	-	-	8,000
DFFH29	WALK BEHIND FLOOR SCRUB	-	-	8,500	-	-	8,500
DFFH35	CURLING SAFETY SUPPLIES	-	-	9,250	-	-	9,250
DFFH48	TV (x21)	-	-	18,500	-	-	18,500
DFFH16	ARENA TABLES (30)	-	-	-	10,500	-	10,500
DFFH26	PHOTOCOPIER - MP	-	-	-	11,500	-	11,500
DFFH68	ICE SCRAPER & BLADE	-	-	-	16,000	-	16,000
DFFH56	30 GAL. ELECTRIC KETTLE	-	-	-	-	8,550	8,550
DFFH58	CREW DISHWASHER	-	-	-	-	19,000	19,000
DFFH63	SECURITY CARD ACCESS SY	-	-	-	-	22,000	22,000
-	-	-	-	-	-	-	-
-	-	-	-	-	-	-	-
-	-	-	-	-	-	-	-
-	-	-	-	-	-	-	-
	SMALL EQUIPMENT	3,600	81,115	111,978	30,778	47,535	275,006
FUNDING REQUIRED		<u>\$ 19,600</u>	<u>\$ 106,615</u>	<u>\$ 148,228</u>	<u>\$ 68,778</u>	<u>\$ 97,085</u>	<u>\$ 440,306</u>
FUNDING SOURCES:							
AVAILABLE FROM DEPRECIATION		19,600	106,615	148,228	68,778	97,085	440,306
		<u>\$ 19,600</u>	<u>\$ 106,615</u>	<u>\$ 148,228</u>	<u>\$ 68,778</u>	<u>\$ 97,085</u>	<u>\$ 440,306</u>
OPERATING BUDGET IMPLICATIONS		<u>\$ 1,640</u>	<u>\$ 751</u>	<u>\$ 3,072</u>	<u>\$ 5,603</u>	<u>\$ 1,138</u>	<u>\$ 12,204</u>
OPERATING BUDGET IMPLICATIONS ALL YEARS			<u>\$ 37,013</u>				



2021 UTILITY OPERATING BUDGET



Utility Operating Overview

The City operates two utilities, they are the Waterworks and Wastewater and Solid Waste Utilities.

The Waterworks and Wastewater Utilities were combined into one utility in 2020. The Operating portion of this combined utility is split into two divisions, one being Waterworks and the other Wastewater (Sanitary Sewer).

The Waterworks Division 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 Division 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 2021 for water services.

The Wastewater (Sanitary Sewer) Division provides wastewater services to the City of Moose Jaw. The Division is facing infrastructure challenges but at a more moderate rate than the Waterworks Utility. The long-term debt of the Division will be retired in 2023 which will place the Division on a sound financial footing. City Administration will be recommending a 5% utility rate increase for 2021 for wastewater services.

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 revenues without the need for external financing. City Administration will bring forward a report on Solid Waste fee increases for Council's consideration.

City of Moose Jaw

Budget Summary of Revenues & Expenditures

For Waterworks



Description	2020 Projection	2020 Budget	2021 Budget	2021 - 2020 INC (DCR)	% Change
GENERAL SERVICE	11,651,472	11,926,972	12,824,856	897,884	7.5%
UTILITY BILLING PENALTIES	35,977	70,044	79,046	9,002	12.9%
CONNECTION FEES	54,425	61,200	60,810	(390)	(0.6)%
WATER DEPOTS	41,502	29,331	30,157	826	2.8%
HOUSE CONNECTIONS	480,000	400,000	500,000	100,000	25.0%
MISCELLANEOUS REVENUE	1,200	1,000	1,000	0	0.0%
WATER METER REVENUE	9,000	10,000	9,000	(1,000)	(10.0)%
ADMIN OVERHEAD	0		30,000	30,000	
REVENUES	12,273,576	12,498,547	13,534,869	1,036,322	8.3%
BRITANIA PARK	18,000	18,183	19,251	1,068	5.9%
SNOWDY SPRINGS	13,500	13,846	14,611	765	5.5%
POWER FOR PUMPING	65,000	84,269	84,269	0	0.0%
REPAIRS & SUPPLIES	10,000	13,260	13,260	0	0.0%
PIPELINE MAINTENANCE	2,500	7,343	7,343	0	0.0%
FLOURIDATION OF WATER	0	12,485	12,485	0	0.0%
COST OF WATER BPWAB	2,900,000	3,120,750	3,339,750	219,000	7.0%
BUFFALO POUND LAKE	2,977,500	3,238,107	3,457,107	219,000	6.8%
PRODUCTION	3,009,000	3,270,136	3,490,969	220,833	6.8%
HIGH SERVICE PUMP STAT	210,000	226,658	209,614	(17,044)	(7.5)%
SOUTH HILL PUMP STAT	95,000	103,978	103,978	0	0.0%
NORTH EAST PUMP STAT	150,000	143,116	155,165	12,049	8.4%
CROSS CONNECTIONS	300	800	800	0	0.0%
PUMP REHAB	0	45,700	35,000	(10,700)	(23.4)%
BOOSTER CHLORINATOR	23,000	24,854	29,813	4,959	20.0%
WATER MONITORING	22,000	26,005	50,000	23,995	92.3%
WATER DEPOTS	18,000	24,221	24,221	0	0.0%
PUMPING STATIONS	518,300	595,332	608,591	13,259	2.2%
CURB COCKS & CASES	130,000	167,048	187,669	20,621	12.3%
HOUSE CONNECTIONS	800,000	729,350	950,000	220,650	30.3%
WORKSHOP	5,226	5,226	6,435	1,209	23.1%
LEAD LINES	60,000	72,697	80,692	7,995	11.0%
HOUSE SERVICES	995,226	974,321	1,224,796	250,475	25.7%
REPAIRS & REPLACEMENT	70,000	57,931	58,916	985	1.7%
TESTING - WAGES	140,000	157,659	194,394	36,735	23.3%

City of Moose Jaw

Budget Summary of Revenues & Expenditures For Waterworks



Description	2020 Projection	2020 Budget	2021 Budget	2021 - 2020 INC (DCR)	% Change
SHOP RENTAL	3,972	3,972	4,891	919	23.1%
SHOP TOOLS & SUPPLIES	2,000	3,093	3,146	53	1.7%
TRUCKS	27,500	30,932	29,000	(1,932)	(6.2)%
TELEPHONE	495	500	500	0	0.0%
METER SERVICING	243,967	254,087	290,847	36,760	14.5%
SUPERVISION & ADMIN	135,000	110,700	232,730	122,030	110.2%
VALVES	200,000	283,371	321,349	37,978	13.4%
HYDRANTS	115,000	274,638	319,645	45,007	16.4%
DISTRIBUTION MAINS	1,700,000	1,824,170	1,800,000	(24,170)	(1.3)%
TOOLS & SUPPLIES	20,000	20,028	20,368	340	1.7%
TRUCKING	28,000	23,458	29,000	5,542	23.6%
SICKNESS & HOLIDAYS		160,667		(160,667)	(100.0)%
TRAVEL & CONVENTION	1,102	6,630	1,000	(5,630)	(84.9)%
EDUCATION & TRAINING	22,000	31,009	33,545	2,536	8.2%
WATER CLAIMS	3,000	10,000	10,000	0	0.0%
GENERAL DISTRIBUTION	2,224,102	2,744,671	2,767,637	22,966	0.8%
DISTRIBUTION	3,981,595	4,568,411	4,891,871	323,460	7.1%
ALLOW DOUBTFUL ACCTS	94,380	121,494	48,502	(72,992)	(60.1)%
ADMINISTRATION	427,761	993,709	460,600	(533,109)	(53.6)%
GENERAL GOV CHARGE	5,000	5,000	5,000	0	0.0%
FRANCHISE FEE	574,468	556,282	582,574	26,292	4.7%
OFFICE EXPENSE	0		5,755	5,755	
EMPLOYEE BENEFITS	128,519		163,742	163,742	
SICKNESS AND HOLIDAYS	423,470		450,000	450,000	
UNALLOCATED EQUIPMENT	340		0	0	
ADMINISTRATION	1,653,938	1,676,485	1,716,173	39,688	2.4%
RESERVE CONTRIBUTION	3,629,043	2,983,515	3,435,856	452,341	15.2%
RESERVE CHARGE	3,629,043	2,983,515	3,435,856	452,341	15.2%
EXPENDITURES	12,273,576	12,498,547	13,534,869	1,036,322	8.3%

City of Moose Jaw

Budget Summary of Revenues & Expenditures

For Sanitary Sewer



Description	2020 Projection	2020 Budget	2021 Budget	2021- 2020 INC (DCR)	% Change
GENERAL SERVICE	8,366,544	8,675,252	9,010,178	334,926	3.9%
SEWER BLOCKS	429	842	0	(842)	(100.0)%
UTILITY BILLING PENALTIES	32,239	55,200	59,696	4,496	8.1%
SEPTAGE FEES	40,427	32,160	41,560	9,400	29.2%
HOUSE CONNECTIONS	525,000	435,000	562,500	127,500	29.3%
MISCELLANEOUS REVENUE	16,000	0	0	0	
ADMIN OVERHEAD	0		33,750	33,750	
REVENUES	8,980,639	9,198,454	9,707,684	509,230	5.5%
ALLOW DOUBTFUL ACCTS	58,884	75,801	30,260	(45,541)	(60.1)%
ADMINISTRATION	308,604	652,259	331,264	(320,995)	(49.2)%
FRANCHISE FEE	402,393	407,885	418,327	10,442	2.6%
ADMINISTRATION	769,881	1,135,945	779,851	(356,094)	(31.3)%
RESERVE CONTRIBUTION	4,998,599	4,823,999	5,320,969	496,970	10.3%
RESERVE CHARGE	4,998,599	4,823,999	5,320,969	496,970	10.3%
WAGES	145,000	163,778	161,643	(2,135)	(1.3)%
CRESCENTVIEW	285,000	312,729	320,820	8,091	2.6%
MACHINERY REPAIRS	25,000	52,163	40,000	(12,163)	(23.3)%
LAGOON MAINTENANCE	550,000	530,856	525,504	(5,352)	(1.0)%
BUILDING & GROUNDS MAN	2,000	4,417	3,500	(917)	(20.8)%
TOOLS & SUPPLIES	2,000	2,655	2,655	0	0.0%
EDUCATIONS COURSES	13,000	23,814	24,219	405	1.7%
SUPER TRUCK EXPENSE	18,000	22,050	22,050	0	0.0%
IRRIGATION PUMPHOUSE	145,000	164,412	164,412	0	0.0%
IRRIGATION MONITORING	40,000	61,200	45,000	(16,200)	(26.5)%
IRRIGATION PIPELINES	6,000	6,118	6,223	105	1.7%
GRIT REMOVAL OPERATION	80,000	76,040	84,052	8,012	10.5%
RAPID INFILTRATION BASIN	6,000	7,609	7,609	0	0.0%
PHOSPHORUS REMOVAL	20,000	170,505	170,505	0	0.0%
PUMP REHAB	28,000	51,367	35,000	(16,367)	(31.9)%
WW TREATMENT FACILITY	292,267	292,267	322,122	29,855	10.2%
TRAVEL & CONVENTION	0	3,570	1,000	(2,570)	(72.0)%
SEWAGE TREATMENT	1,657,267	1,945,550	1,936,314	(9,236)	(0.5)%
SEWER MAINS	517,868	517,868	594,230	76,362	14.7%
MANHOLES	35,992	35,992	40,772	4,780	13.3%

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



Description	2020 Projection	2020 Budget	2021 Budget	2021- 2020 INC (DCR)	% Change
HOUSE CONNECTIONS	750,000	447,229	700,000	252,771	56.5%
SEWAGE LIFTS	70,000	89,478	94,000	4,522	5.1%
TOOLS & SUPPLIES	5,500	3,714	5,500	1,786	48.1%
SUPERVISION	142,532	109,640	202,741	93,101	84.9%
TRUCK EXPENSE	23,000	22,197	23,307	1,110	5.0%
HOLIDAYS & SICKNESS		56,842		(56,842)	(100.0)%
SEWER CLAIMS	10,000	10,000	10,000	0	0.0%
SANITARY SEWERS	1,554,892	1,292,960	1,670,550	377,590	29.2%
EXPENDITURES	8,980,639	9,198,454	9,707,684	509,230	5.5%

City of Moose Jaw

Budget Summary of Revenues & Expenditures

For Solid Waste



Description	2020 Projection	2020 Budget	2021 Budget	2021 - 2020 INC (DCR)	% Change
GARBAGE COLLECTION	1,359,984	1,359,984	1,367,839	7,855	0.6%
SANITARY LANDFILL	2,050,000	2,350,000	2,108,500	(241,500)	(10.3)%
SOLID WASTE MISCELL REVENUE	6,500	5,000	5,000	0	0.0%
ECOCENTRE REVENUES	13,933	12,000	12,000	0	0.0%
CURBSIDE RECYCLING REVENUES	986,928	986,928	992,628	5,700	0.6%
MULTI-MATERIAL RECYCLING GRT	369,278	340,290	369,278	28,988	8.5%
REVENUES	4,786,623	5,054,202	4,855,245	(198,957)	(3.9)%
TRAVEL & CONVENTIONS	1,650	4,080	1,000	(3,080)	(75.5)%
EDUCATION & TRAINING	2,500	1,792	1,822	30	1.7%
GENERAL REPAIRS & SUPP	6,500	6,709	6,749	40	0.6%
EMPLOYEE BENEFITS	10,971		27,333	27,333	
SICKNESS AND HOLIDAYS	52,000		58,333	58,333	
SICKNESS & HOLIDAYS	0	43,178	0	(43,178)	(100.0)%
WAGES & EQUIPMENT	590,000	696,021	663,535	(32,486)	(4.7)%
INSPECTIONS	10,800	10,812	10,812	0	0.0%
SUPERINTENDENT & ADMIN	145,000	124,100	144,014	19,914	16.0%
HOUSEHOLD HAZ WASTE	35,000	60,000	60,000	0	0.0%
WASTE RECYCLING PRGM	90,000	102,527	102,527	0	0.0%
RECYCLING INITIATIVES	18,000	21,630	21,998	368	1.7%
SANITARY LANDFILL OPER	1,151,110	1,151,110	1,263,200	112,090	9.7%
SOLID WASTE RESERVE CONT	1,609,660	1,611,769	1,424,984	(186,785)	(11.6)%
ADMINISTRATION	878	147,206	880	(146,326)	(99.4)%
CURBSIDE RECYCLING PROGRAM	807,811	807,811	811,025	3,214	0.4%
SOLID WASTE UTLY-FRANCHISE FEE	248,667	260,900	252,710	(8,190)	(3.1)%
RESERVE DOUBTFUL ACCOUNTS	6,076	4,557	4,323	(234)	(5.1)%
SCAVENGING & TRADE WASTE	4,786,623	5,054,202	4,855,245	(198,957)	(3.9)%



UTILITY CAPITAL



Utility Capital Overview

The City's two utilities all have major infrastructure projects planned over the next five years.

Waterworks/Wastewater:

The Waterworks Division has \$90,685,119 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	2020 Committed	2020 CarryForward	2021	2022	2023	2024	2025	Total Including Committed & CFWDS
9618 - WW1 WATER DISTRIBUTION	-	-	400,000	400,000	400,000	400,000	400,000	2,000,000
9604 - WW4 WATER RESERVOIRS	13,500,000	-	400,000	1,850,000	500,000	500,000	500,000	17,250,000
9612 - WW5 BPWTP	1,500,000	-	-	-	-	-	-	1,500,000
9609 - WW9 FEEDER MAINS	500,000	-	100,000	300,000	3,000,000	300,000	3,000,000	7,200,000
9616 - WW16 BPWTP TRANSMISSION LINE	4,300,000	200,000	-	-	-	-	-	4,500,000
9617 - WW17 CAST IRON WATERMAIN REP	1,600,000	788,595	6,600,000	7,100,000	7,600,000	7,600,000	7,600,000	38,888,595
9620 - WW20 LEGAL COSTS	-	-	25,000	25,000	25,000	25,000	25,000	125,000
9625 - WW25 WATERWORKS LOAN REPAYMENT	-	-	3,409,767	3,409,932	3,411,923	4,494,260	4,495,652	19,221,524
Waterworks Summary	21,400,000	988,595	10,934,757	13,084,932	14,936,923	13,319,260	16,020,652	90,685,119

Wastewater:

The Wastewater (Sanitary Sewer) Division has \$26,708,361 of planned spending over the next five years.

Object Account	2020 Committed	2020 CarryForward	2021	2022	2023	2024	2025	Total Including Committed & CFWDS
9731 - S1 SANITARY SEWERS	200,000	-	1,760,000	1,390,000	1,400,000	1,410,000	1,432,000	7,592,000
9733 - S3 WASTEWATER TREATMENT PLANT	2,130,000	-	200,000	200,000	200,000	200,000	200,000	3,130,000
9734 - S4 LIFT STATIONS	250,000	-	2,500,000	6,300,000	1,900,000	300,000	1,000,000	12,250,000
9725 - S25 WASTEWATER LOAN REPAYMENT	-	-	1,546,461	1,545,068	644,832	-	-	3,736,361
Wastewater Summary	2,580,000	-	6,006,461	9,435,068	4,144,832	1,910,000	2,632,000	26,708,361

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

Utility Revenues	\$ 55,390,639
Gas Tax funding	\$ 10,627,904
Municipal Taxation	\$ 14,996,127
Infrastructure Levy	\$ 7,805,490
Borrowing	\$ 23,000,000
	<u>\$111,820,160</u>

The Waterworks Utility will also need to borrow \$23,000,000 to meet all planned financial commitments. In addition, short-term funding by borrowing from the City's reserves will also be required. The utility will be the focus of Capital grant funding and any successful grant funding will reduce borrowing.

Solid Waste:

The Solid Waste Utility has \$10,525,000 of planned spending over the next five years.

Object Account	2020 Committed	2020 CarryForward	2021	2022	2023	2024	2025	Total Including Committed & CFWDS
9211 - SW1 SOLID WASTE	-	-	450,000	1,000,000	9,000,000	50,000	25,000	10,525,000
Solid Waste Summary	-	-	450,000	1,000,000	9,000,000	50,000	25,000	10,525,000

Funding for the utility's capital needs will come from utility revenues.

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

**WATER & WASTEWATER UTILITY RESERVE
2021 - 2025**

	2020	2021	2022	2023	2024	2025	Total
Opening Balance	\$14,945,043	\$5,277,736	(\$11,647,652)	(\$17,365,706)	(\$18,655,391)	(\$1,520,901)	
Contributions during the year	\$16,374,646	\$14,984,425	\$16,801,946	\$17,792,070	\$19,363,750	\$20,661,448	\$89,603,639
Loan Proceeds	\$4,600,000	\$10,000,000	\$0	\$0	\$13,000,000	\$0	\$23,000,000
Land Sale Contribution	\$5,400,000	\$0	\$0	\$0	\$0	\$0	\$0
less Water Works Projects	\$31,258,028	\$16,941,218	\$22,520,000	\$19,081,755	\$15,229,260	\$18,652,652	\$92,424,885
less Uncompleted Works	\$23,561,555	\$24,968,595	\$0	\$0	\$0	\$0	\$24,968,595
Year End Balance	(\$13,499,894)	(\$11,647,652)	(\$17,365,706)	(\$18,655,391)	(\$1,520,901)	\$487,895	

**SOLID WASTE UTILITY RESERVE
2021 - 2025**

	2020	2021	2022	2023	2024	2025	Total
Opening Balance	\$1,722,300	\$8,411,103	\$9,484,513	\$10,077,163	\$2,676,314	\$4,224,698	
Contributions during the year	\$1,676,163	\$1,523,410	\$1,592,650	\$1,599,151	\$1,598,384	\$1,678,993	\$7,992,588
less Solid Waste Projects	\$117,500	\$450,000	\$1,000,000	\$9,000,000	\$50,000	\$25,000	\$10,525,000
less Uncompleted Works	\$50,000	\$0	\$0	\$0	\$0	\$0	\$0
Year End Balance	\$3,230,963	\$9,484,513	\$10,077,163	\$2,676,314	\$4,224,698	\$5,878,691	

Object Account	2020 Committed	2020 CarryForward	2021	2022	2023	2024	2025	Total Including Committed & CFWDS
9618 - WW1 WATER DISTRIBUTION	-	-	400,000	400,000	400,000	400,000	400,000	2,000,000
9604 - WW4 WATER RESERVOIRS	13,500,000	-	400,000	1,850,000	500,000	500,000	500,000	17,250,000
9612 - WW5 BPWTP	1,500,000	-	-	-	-	-	-	1,500,000
9609 - WW9 FEEDER MAINS	500,000	-	100,000	300,000	3,000,000	300,000	3,000,000	7,200,000
9616 - WW16 BPWTP TRANSMISSION LINE	4,300,000	200,000	-	-	-	-	-	4,500,000
9617 - WW17 CAST IRON WATERMAIN REP	1,600,000	788,595	6,600,000	7,100,000	7,600,000	7,600,000	7,600,000	38,888,595
9620 - WW20 LEGAL COSTS	-	-	25,000	25,000	25,000	25,000	25,000	125,000
9625 - WW25 WATERWORKS LOAN REPAYMENT	-	-	3,409,757	3,409,932	3,411,923	4,494,260	4,495,652	19,221,524
Waterworks Summary	21,400,000	988,595	10,934,757	13,084,932	14,936,923	13,319,260	16,020,652	90,685,119
9731 - S1 SANITARY SEWERS	200,000	-	1,760,000	1,390,000	1,400,000	1,410,000	1,432,000	7,592,000
9733 - S3 WASTEWATER TREATMENT PLANT	2,130,000	-	200,000	200,000	200,000	200,000	200,000	3,130,000
9734 - S4 LIFT STATIONS	250,000	-	2,500,000	6,300,000	1,900,000	300,000	1,000,000	12,250,000
9725 - S25 WASTEWATER LOAN REPAYMENT	-	-	1,546,461	1,545,068	644,832	-	-	3,736,361
Wastewater Summary	2,580,000	-	6,006,461	9,435,068	4,144,832	1,910,000	2,632,000	26,708,361
9211 - SW1 SOLID WASTE	-	-	450,000	1,000,000	9,000,000	50,000	25,000	10,525,000
Solid Waste Summary	-	-	450,000	1,000,000	9,000,000	50,000	25,000	10,525,000
TOTAL CAPITAL EXPENDITURES	23,980,000	988,595	17,391,218	23,520,000	28,081,755	15,279,260	18,677,652	127,918,480

WATERWORKS

Object Account	2020 Committed	2020 CarryForward	2021	2022	2023	2024	2025	Total Including Committed & CFWDS
9618 - WW1 WATER DISTRIBUTION	-	-	400,000	400,000	400,000	400,000	400,000	2,000,000
9604 - WW4 WATER RESERVOIRS	13,500,000	-	400,000	1,850,000	500,000	500,000	500,000	17,250,000
9612 - WW5 BPWTP	1,500,000	-	-	-	-	-	-	1,500,000
9609 - WW9 FEEDER MAINS	500,000	-	100,000	300,000	3,000,000	300,000	3,000,000	7,200,000
9616 - WW16 BPWTP TRANSMISSION LINE	4,300,000	200,000	-	-	-	-	-	4,500,000
9617 - WW17 CAST IRON WATERMAIN REP	1,600,000	788,595	6,600,000	7,100,000	7,600,000	7,600,000	7,600,000	38,888,595
9620 - WW20 LEGAL COSTS	-	-	25,000	25,000	25,000	25,000	25,000	125,000
9625 - WW25 WATERWORKS LOAN REPAYMENT	-	-	3,409,757	3,409,932	3,411,923	4,494,260	4,495,652	19,221,524
Waterworks Summary	21,400,000	988,595	10,934,757	13,084,932	14,936,923	13,319,260	16,020,652	90,685,119

Capital Project Summary Sheet

Title:	WW-1 Water Distribution	Project #:	WW-1
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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 2,800 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: 2,000,000

Financial	Carry Forward	2021	2022	2023	2024	2025
Capital	-	400,000	400,000	400,000	400,000	400,000
Operating						

Program Components

Component	2021	2022	2023	2024	2025	Total	Project Score
Water Distribution - Dead Ends & Low Pressure	300,000	300,000	300,000	300,000	300,000	1,500,000	322.8
Water Distribution - Valve & Hydrant Replacement	100,000	100,000	100,000	100,000	100,000	500,000	526.4
						-	
						-	
						-	
						-	
						-	
						-	
						-	
						-	

Capital Project Summary Sheet

Title:	WW-4 Water Reservoirs	Project #:	WW-4
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Project Description

The Water Reservoir and Pumphouse project is to construct the new High Service Reservoir (HSR) pumphouse facility to replace the existing pump station. Construction will commence mid September 2020 and the new HSR pumphouse is anticipated to be commissioned in summer of 2022. 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 facilities at planned intervals is the cost effective way of maintaining them compared to reacting to failures when the life expectancy is exceeded. In 2021, 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:

17,250,000

Financial	Carry Forward	2021	2022	2023	2024	2025
Capital	13,500,000	400,000	1,850,000	500,000	500,000	500,000
Operating						

Program Components

Component	2021	2022	2023	2024	2025	Total	Project Score
High Service (HS) Pumphouse Replacement	-	500,000	-	-	-	500,000	1,376.0
Pumphouse Refurbishment	300,000	1,100,000	250,000	250,000	250,000	2,150,000	1,113.6
Water Reservoir Refurbishment	100,000	250,000.00	250,000.00	250,000.00	250,000.00	1,100,000	394.8
						-	
						-	
						-	
						-	
						-	
						-	
						-	

Capital Project Summary Sheet

Title:	WW-9 Feeder Mains	Project #:	WW-9
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Project Description

A feeder water main is a pipe between 300 mm to 600 mm which delivers potable water within the distribution system. Once construction for the 2020 project is completed the east feeder main in the City will be completely renewed. Administration is proposing a feeder main assessment in 2021 to identify potential risks in the City's feeder network. Once this assessment is complete Administration will have the information required to develop a construction program for the following years.

Total Budget Amount:

7,200,000

Financial	Carry Forward	2021	2022	2023	2024	2025
Capital	500,000	100,000	300,000	3,000,000	300,000	3,000,000
Operating						

Program Components

Component	2021	2022	2023	2024	2025	Total	Project Score
Feeder Main Construction	100,000	300,000	3,000,000	300,000	3,000,000	6,700,000	995.2
						-	
						-	
						-	
						-	
						-	
						-	
						-	
						-	
						-	

Capital Project Summary Sheet

Title:	WW-16 BPWTP Transmission Line	Project #:	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:	4,500,000
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Financial	Carry Forward	2021	2022	2023	2024	2025
Capital	4,500,000	-	-	-	-	-
Operating						

Program Components

Component	2021	2022	2023	2024	2025	Total	Project Score
						-	
						-	
						-	
						-	
						-	
						-	
						-	
						-	
						-	
						-	



Capital Project Summary Sheet

Title:	WW-17 Cast iron Watermain Replacement	Project #:	WW-17
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Project Description

This program includes the replacement/refurbishment 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 VI is scheduled for completion in 2021, with approximately 3.0 km of replacement. Budget will be used from TR1 - Paved Roadways for the road restoration that isn't a direct result of the water main replacement work.

Total Budget Amount:

38,888,595

Financial	Carry Forward	2021	2022	2023	2024	2025
Capital	2,388,595	6,600,000	7,100,000	7,600,000	7,600,000	7,600,000
Operating						

Program Components

Component	2021	2022	2023	2024	2025	Total	Project Score
Water Main Replacement and Refurbishment	6,600,000	7,100,000	7,600,000	7,600,000	7,600,000	36,500,000	1,180.8
						-	
						-	
						-	
						-	
						-	
						-	
						-	
						-	
						-	

Capital Project Summary Sheet

Title:	WW-20 Legal Support	Project #:	WW-20
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Project Description

This new initiative is created to provide support to the Engineering Department from a legal standpoint as required. This will include improvements to existing processes as well as support on outstanding contracts.

Total Budget Amount:

125,000

Financial	Carry Forward	2021	2022	2023	2024	2025
Capital	-	25,000	25,000	25,000	25,000	25,000
Operating						

Program Components

Component	2021	2022	2023	2024	2025	Total	Project Score
Legal Support	25,000	25,000	25,000	25,000	25,000	125,000	0.0
						-	
						-	
						-	
						-	
						-	
						-	
						-	
						-	
						-	
						-	

SANITARY SEWER

Object Account	2020 Committed	2020 CarryForward	2021	2022	2023	2024	2025	Total Including Committed & CFWDS
9731 - S1 SANITARY SEWERS	200,000	-	1,760,000	1,390,000	1,400,000	1,410,000	1,432,000	7,592,000
9733 - S3 WASTEWATER TREATMENT PLANT	2,130,000	-	200,000	200,000	200,000	200,000	200,000	3,130,000
9734 - S4 LIFT STATIONS	250,000	-	2,500,000	6,300,000	1,900,000	300,000	1,000,000	12,250,000
9725 - S25 WASTEWATER LOAN REPAYMENT	-	-	1,546,461	1,545,068	644,832	-	-	3,736,361
Wastewater Summary	2,580,000	-	6,006,461	9,435,068	4,144,832	1,910,000	2,632,000	26,708,361

Capital Project Summary Sheet

Title:	S-1 Sanitary Sewers	Project #:	S-1
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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 based on recommendations from a report by ISL Engineering and with consultation from Public Works. 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 2,100 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:

7,592,000

Financial	Carry Forward	2021	2022	2023	2024	2025
Capital	200,000	1,760,000	1,390,000	1,400,000	1,410,000	1,432,000
Operating						

Program Components

Component	2021	2022	2023	2024	2025	Total	Project Score
Manhole Restoration	115,000	115,000	115,000	115,000	115,000	575,000	346.8
Sewer Assessment	115,000	115,000	115,000	115,000	115,000	575,000	360.0
Sewer Construction	800,000	500,000	500,000	500,000	500,000	2,800,000	693.6
Sewer Lining	730,000	660,000	670,000	680,000	702,000	3,442,000	908.8
						-	
						-	
						-	
						-	
						-	
						-	

Capital Project Summary Sheet

Title:	S-3 Wastewater Treatment Plant	Project #:	S-3
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Project Description

Based on the Wastewater Treatment Plant (WWTP) system condition assessment reports, the priority for the remainder of 2020 is to award the supply contract of the new blower system and complete the detailed design for construction. 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 provide significant energy costs savings. These blowers would be installed and commissioned in summer of 2021. \$879,960 MEEP Grant Funding was received in 2020 for this project.

Total Budget Amount:

3,130,000

Financial	Carry Forward	2021	2022	2023	2024	2025
Capital	2,130,000	200,000	200,000	200,000	200,000	200,000
Operating						

Program Components

Component	2021	2022	2023	2024	2025	Total	Project Score
WWTP Blower Replacement Project	200,000	200,000	200,000	200,000	200,000	1,000,000	500.4
						-	
						-	
						-	
						-	
						-	
						-	
						-	
						-	
						-	
						-	

Capital Project Summary Sheet

Title:	S-4 Lift Stations	Project #:	S-4
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Project Description

The Lift Station Optimization/Refurbishment project to implement the recommendations as detailed in various condition assessment reports and optimization study. 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. The scope of the Lift Station Upgrade project is to implement the recommendations as detailed in condition assessment reports. This project will consist of three phases. Phase 1 is to engage consultant for detail design of new Crescent View Lift station, Grit Building and Septage receiving station. Phase 2 of the project is construction of the new Grit Building and Septage receiving station. Phase 3 is construction of Crescent View Lift Station.

Total Budget Amount:

12,250,000

Financial	Carry Forward	2021	2022	2023	2024	2025
Capital	250,000	2,500,000	6,300,000	1,900,000	300,000	1,000,000
Operating						

Program Components

Component	2021	2022	2023	2024	2025	Total	Project Score
Lift Station Optimization/Refurbishment	1,500,000	300,000	900,000	300,000	-	3,000,000	346.8
Lift Station Upgrade	1,000,000	6,000,000	1,000,000	-	1,000,000	9,000,000	520.2
						-	
						-	
						-	
						-	
						-	
						-	
						-	
						-	

SOLID WASTE

Object Account	2020 Committed	2020 CarryForward	2021	2022	2023	2024	2025	Total Including Committed & CFWDS
9211 - SW1 SOLID WASTE	-	-	450,000	1,000,000	9,000,000	50,000	25,000	10,525,000
Solid Waste Summary	-	-	450,000	1,000,000	9,000,000	50,000	25,000	10,525,000

Capital Project Summary Sheet

Title:	SW-1 Solid Waste	Project #:	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:

10,525,000

Financial	Carry Forward	2021	2022	2023	2024	2025
Capital	-	450,000	1,000,000	9,000,000	50,000	25,000
Operating						

Program Components

Component	2021	2022	2023	2024	2025	Total	Project Score
Landfill	450,000	1,000,000	9,000,000	50,000	25,000	10,525,000	1,124.0
						-	
						-	
						-	
						-	
						-	
						-	
						-	
						-	
						-	



MOOSE JAW
SASKATCHEWAN