



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



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

# 2020 CITY OF MOOSE JAW PRELIMINARY BUDGET

## Table of Contents:

Message from the City Manager .....	1
Influencing Factors.....	4
2020 General Operating Budget .....	7
Revenue .....	10
Expenses.....	16
City Clerk/Solicitor Business Plan Summary .....	18
City Manager/Communications/Safety Services Business Plan Summary .....	21
Engineering Services Business Plan Summary .....	30
Financial Services Business Plan Summary .....	40
Fire Services Business Plan Summary .....	43
Human Resource Services Business Plan Summary .....	46
Information Technology Business Plan Summary .....	49
Parks & Recreation Services Business Plan Summary .....	52
Planning & Development Business Plan Summary .....	59
Public Library Business Plan Summary .....	63
Reserves & Allowances .....	66
2020 – 2024 General Capital Budget .....	67
Transportation .....	71
Parks & Recreation.....	79
Other Services .....	99
Storm Sewers .....	101
2020 – 2024 Equipment Reserve Budget .....	103
2020 Utility Operating Budget .....	114
2020 – 2024 Utility Capital Budget .....	120
Waterworks.....	124
Sanitary Sewer .....	131
Solid Waste .....	135



## Message from the City Manager

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

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



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

### **OBJECTIVES & ACTION**

#### **Transportation and Infrastructure**

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

#### **Regional Collaboration**

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

#### **People and Culture**

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

#### **Entrepreneurial Civic Administration**

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

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

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

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

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

#### **Branding – Moose Jaw Story**

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

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

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

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

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

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

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

#### **General Fund**

<b>Increase</b>	<b>Reason</b>	<b>Per Year</b>	<b>Per Month</b>
1.02 %	Revenue generated from property taxation.	\$14.93	\$1.24
Proposal of 1.0 %	Revenue generated for capital contribution to Leisure Services - as most capital resources are being allocated to the Cast Iron Watermain Replacement Program leaving minimal funds to repair aging buildings creating potential issues in the future.	\$14.64	\$1.22
	A proposal to create an Infrastructure levy by increasing the current Hospital Levy of \$15 per year to \$85 per year or \$7.08 per month.	\$85.00	\$7.08
<b>TOTAL:</b>		<b>\$114.57</b>	<b>\$9.54</b>



Even with these modest increases of \$114.57 per year or \$9.55 per month, the average house in Moose Jaw would pay \$1,593.30 on an annual basis, \$132.78 per month in Municipal Property Taxes, one of the lowest rates in Saskatchewan. All the services that the residents of the City expect and enjoy such as fire, police, snow removal, pools, arenas, concerts, soccer pitches, ball diamonds, pathways, parks, recreation, and economic development (the list is extensive) at less than what many people pay for cable/cell phones/internet per month. Truly the best deal in the City.

#### **Water & Sewer Fund**

The Water & Sewer Utility continues to be a challenge due to the cast iron watermain. Progress was made in 2019 under the Cast Iron Watermain Replacement Program, however there was also the highest recorded number of breaks in 2019. As major failures are replaced, it weakens the remainder of the system and the breaks are then experienced at the next weakest spot.

The City is confident that there will soon be a reduction in breaks after five years of the Cast Iron Watermain Replacement Program. When that happens, those funds currently being spent on the repairs and breaks will move to the Cast Iron Watermain Replacement Program allowing the City to make rapid progress as more resources have been allocated to the system.

That was a 2019 Budget initiative to create an in-house Engineering Design Team from existing budgeted funds; allowing those funds to be reallocated to a second in-house construction crew. This second crew will focus on a backlog of repairs to the system and then move to a replacement crew. As well, the City has allocated an additional 50% or \$3,300,000 to the Cast Iron Watermain Replacement Program in 2020 and a further \$3,300,000 in 2021 from funding provided by the Federal/Provincial Investing in Canada Infrastructure Program.

#### **Utilities Fund**

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

2020 will be an exciting year as we continue to consolidate and progress the many initiatives started in the 2018 Strategic Plan and move forward with new initiatives.

I would like to thank all staff and the Strategic Leadership Team in their efforts to bring this budget to fruition. Special thanks to the Financial Services Department and all the City Directors and their staff for the extra time and energy they committed to the preparation of this very positive budget.

Sincerely,



James Puffalt  
City Manager

# Influencing Factors







## Influencing Factors

### Budget Framework

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

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

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

### External Factors

The Provincial economy has a direct impact on the City of Moose Jaw and its revenues and expenditures. There are a number of measures of the economy such as GDP, Employment and Housing. The table below provides a forecast of these factors prepared by the TD Bank:

<b>Saskatchewan Economic Forecasts</b>			
[ Annual average % change, unless otherwise noted ]			
	2018	2019	2020
Real GDP	1.5	0.8	1.2
Nominal GDP	3.2	2.1	3.8
Employment	0.5	1.4	0.7
Unemployment Rate (%)	6.1	5.5	5.8
Housing Starts (000's)	3.6	2.3	4.1
Existing Home Prices	-2.3	-2.0	-0.2
Home Sales	-7.1	7.9	6.9
Source: Statistics Canada, CMHC, CREA, Forecast by TD Economics			

The Economic Forecast is indicating modest real domestic product growth of 1.2%, a modest increase in employment levels and some recovery in the housing market for 2020.

The overall outlook would be for modest improvement in the Provincial economy which will impact Moose Jaw in terms of new development, job creation and housing demand.

One factor not shown in the chart is the consumer price index which is expected to average 2% in 2020 and has a direct impact on salary settlements as well as the cost of sourcing goods and services.

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



***Local Factors -Operating Budgets***

- Building Permit activity is up compared to same period in 2018.
- Major land development projects Carpere and SaskPower are moving forward.
- Job creation activities such as the pilot project for immigrant employees is commencing.

***Financial Factors – Operating Budgets***

The City is faced with a number of financial challenges as it develops its 2020 Budget. The biggest challenge facing the City of Moose Jaw Operating Budget is very low assessment growth (less than 1%) which in turn results in minimal municipal taxation growth each year. An early view of 2020 municipal taxation estimates are that there will be growth of less than 1%. Each 1% of municipal taxation in 2020 should generate about \$295,000. Assessment growth in the 2 to 3% range would provide a significant boost to annual revenue growth.

Most of the other revenues in the Operating Budget are expected to remain fairly stagnant with small increases as a result of inflationary factors. The Municipal Revenue Sharing Grant is now tied to 0.75 percentage point of the Provincial Sales Tax (PST) which is 6.0%. Growth in PST is expected to provide an additional \$650,000 in revenues to the City of Moose Jaw.

In terms of expenditures, the biggest pressure on the Operating Budget is Salaries and Benefits. Salaries and Benefits account for approximately 58% of Operating Budget expenditures. In 2019, this amounted to \$28,600,000. Each 1% increase amounts to \$286,000. Recent settlements in the Protective Service areas have been significant and have placed additional stresses on Operating Expenditures.

General inflation continues to be a factor and is expected to be in the 2% range for 2020. The impact of the Carbon Tax could be significant as the Carbon Tax and carbon pricing are phased in over the next few years.

The 2020 Budget will start to see the benefit from the projects discussed in the 2019 Budget; such as:

- in-house engineering
- in-house construction crew
- review of core services

***Financial Factors – Capital Budgets***

The City's Capital Budgets continue to face pressure from the ever increasing need to rehabilitate existing infrastructure. This ranges from streets, underground infrastructure to buildings. All this infrastructure is aging and in need of significant rehabilitation.



This has put significant pressure on the General Capital Reserve Budget and the Waterworks Capital Budget as both areas are seeing significant demands for expenditures. The effects of the 2017 Provincial Budget reductions that significantly impacted the Capital Budget's revenue sources and increased expenditures are still being felt.

There have been a number of capital funding programs announced which include a one-time increase in Gas Tax funding (additional \$2.1 million in funding for 2019) and Investing in Canada Infrastructure Program (ICIP) will provide a significant benefit to the City. The ICIP Program will provide the following funding:

Federal – 40%	\$ 6,090,050
Provincial – 33.33%	\$ 5,074,534
Municipal – 26.67%	\$ 4,060,541
Total	<u>\$15,225,125</u>

The Federal Government had also requested expressions of interest for a general pool of Federal funding under the ICIP program. There is no commitment of funds to the City of Moose Jaw, but rather it is a process where projects will be reviewed and monies potentially allocated. The City of Moose Jaw has applied for the following two major Projects under the separate ICIP streams:

- Green Infrastructure Stream - High Service Reservoir and Pump House - \$16,000,000
- Community, Culture and Recreation Infrastructure Stream - Outdoor Aquatic Facility - \$3,750,000.

The last area of potential funding is an Infrastructure Levy. City Administration was tasked with bringing a report to Council on potential options and uses of an Infrastructure Levy. That report has been referred to budget deliberations for further consideration.

The outcome for funding from these programs will have a positive impact on the various areas that the funds are ultimately used in. The areas most in need of funding are the Waterworks Utility and the General Capital Reserve portion of the Capital Budget.





# **2020 GENERAL OPERATING BUDGET**

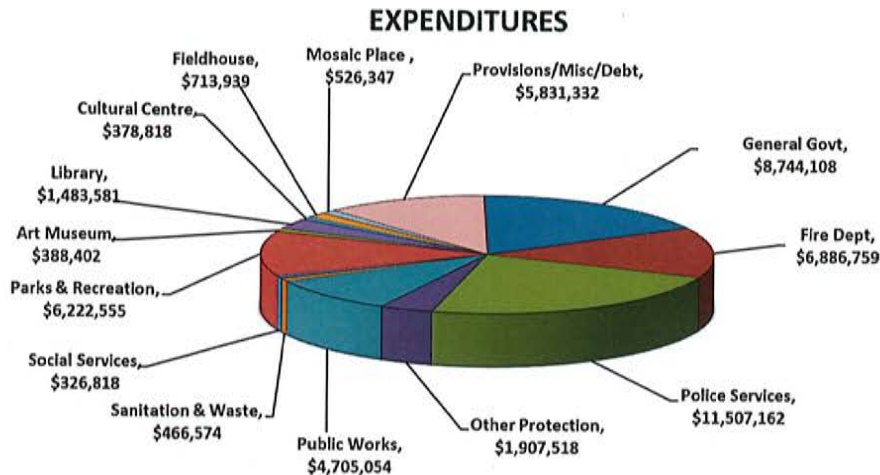






## Operating Budget Overview

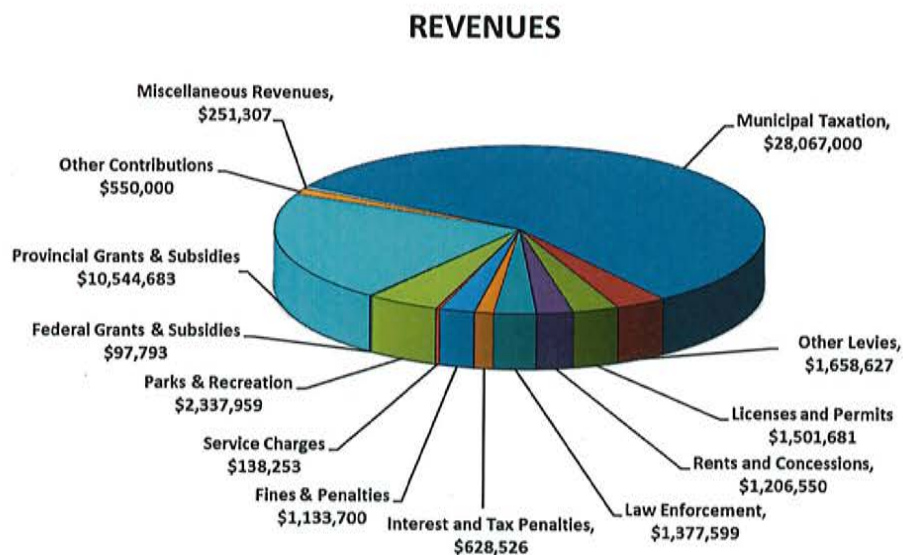
The Operating Budget provides funding for all the City's key service areas:



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

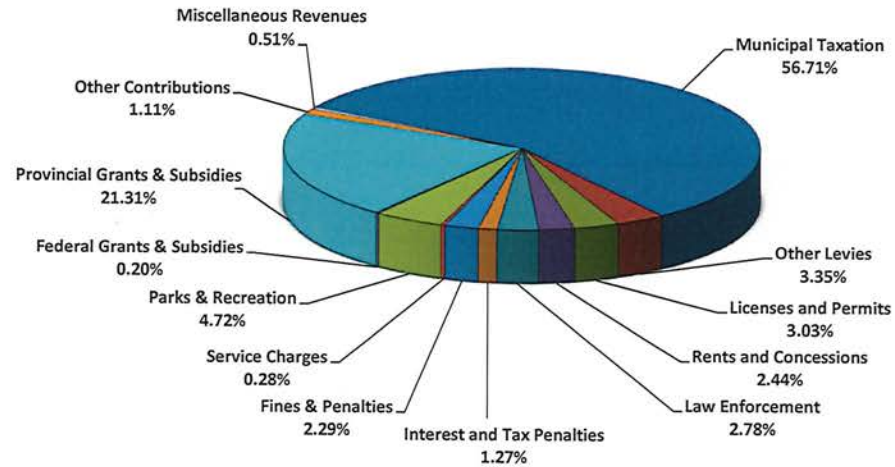
The overall increase in operating budget expenditures is 3.25%. The budget also includes an increase in tax appropriation to other funds. The increase is reflective of directing an additional 1% of municipal taxation to the Capital Budget. The overall municipal tax increase to fund general increased operating costs is 1.02%. This increase will provide funding for inflationary cost increases. The overall municipal tax increase being recommended is 2.02%.

The Operating Budget is funded from the following municipal revenue:



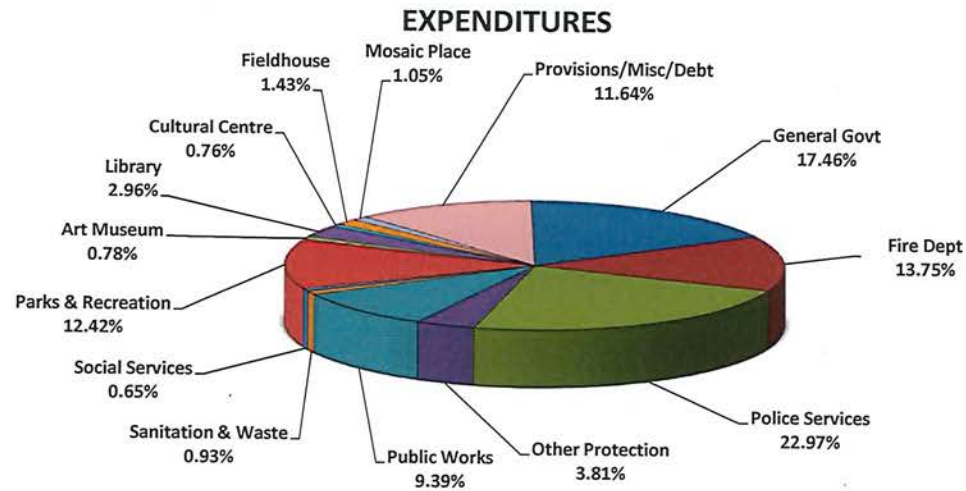
## 2020 GROSS REVENUES

### REVENUES



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

## 2020 GROSS EXPENDITURES



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



# Revenue



# City of Moose Jaw Budget Summary of Revenues



Description	2019 Projection	2019 Budget	2020 Budget	2020 - 2019 INC (DCR)	% Change
MUNICIPAL TAXATION	27,863,000	27,897,391	28,067,000	169,609	0.6%
<b>TAXATION MUNICIPAL</b>	<b>27,863,000</b>	<b>27,897,391</b>	<b>28,067,000</b>	<b>169,609</b>	<b>0.6%</b>
STREET OILING	0	10,000	10,000	0	0.0%
RURAL FIRE CALL REVENUE	445,214	436,326	425,567	(10,759)	(2.5)%
15 WING FIRE SUPPRESSION	1,204,000	1,204,000	1,222,060	18,060	1.5%
FIRE INSURANCE	0	2,000	1,000	(1,000)	(50.0)%
<b>OTHER LEVIES</b>	<b>1,649,214</b>	<b>1,652,326</b>	<b>1,658,627</b>	<b>6,301</b>	<b>0.4%</b>
BUSINESS LICENSES	243,411	250,234	257,313	7,079	2.8%
DOG LICENSES	42,544	43,000	43,000	0	0.0%
BUILDING PERMITS	150,000	225,000	250,000	25,000	11.1%
SIGNS,BILLBOARDS AREAS	838	543	655	112	20.6%
PARKING METER RECEIPTS	700,000	750,000	750,000	0	0.0%
PLUMBING PERMITS	620	982	753	(229)	(23.3)%
TRAILER PERMITS	174,391	159,015	175,000	15,985	10.1%
DOG POUND FEES	4,300	7,660	5,866	(1,794)	(23.4)%
MONUMENT PERMITS	8,248	12,436	9,694	(2,742)	(22.0)%
FIRE CODE PERMITS	4,000	3,400	4,400	1,000	29.4%
TAXI LICENSES	1,500		5,000	5,000	
<b>LICENSES AND PERMITS</b>	<b>1,329,852</b>	<b>1,452,270</b>	<b>1,501,681</b>	<b>49,411</b>	<b>3.4%</b>
CITY OWNED PROPERTY	152,872	123,055	133,180	10,125	8.2%
INNOVATIVEHOUSING RTLS	29,884	25,235	29,884	4,649	18.4%
FARM LANDS	215,997	215,768	24,381	(191,387)	(88.7)%
HAYING & PASTURE LANDS	12,927	7,555	12,277	4,722	62.5%
SERVICE CENTRE REV	276,082	276,082	276,082	0	0.0%
CITY HALL RENTAL REV	38,129	38,129	38,129	0	0.0%
WORKSHOP REVENUE	550,000	661,487	692,017	30,530	4.6%
WORKSHOP REV - FIRE	1,200	600	600	0	0.0%
AIRPORT CONCESSIONS	30,109	30,516	0	(30,516)	(100.0)%
<b>RENTS &amp; CONCESSIONS</b>	<b>1,307,200</b>	<b>1,378,427</b>	<b>1,206,550</b>	<b>(171,877)</b>	<b>(12.5)%</b>
POLICING SERVICES	200,000	160,000	200,000	40,000	25.0%



# City of Moose Jaw Budget Summary of Revenues



Description	2019 Projection	2019 Budget	2020 Budget	2020 - 2019 INC (DCR)	% Change
CONTRIBUTION FR CMJ SPEED ENFO	90,000	90,000	110,000	20,000	22.2%
UNCLAIM/SEIZEDPROPSALE	2,500	500	1,000	500	100.0%
PRISONER COST RECOVERY	90,000	90,000	100,000	10,000	11.1%
VICTIM SERVICES REVENUE	83,599	83,599	83,599	0	0.0%
PROVINCIALY FUNDED POSITIONS	630,000	630,000	630,000	0	0.0%
ALARM RESPONSE - ANNUAL FEE	30,000	30,000	30,000	0	0.0%
ALARM RESPONSE - FALSE ALARMS	8,000	8,000	8,000	0	0.0%
CONTRACTUAL REVENUES	215,000	215,000	215,000	0	0.0%
<b>LAW ENFORCEMENT</b>	<b>1,349,099</b>	<b>1,307,099</b>	<b>1,377,599</b>	<b>70,500</b>	<b>5.4%</b>
COURT FINES	1,242,000	1,400,000	910,000	(490,000)	(35.0)%
PARKING METER PENALTY	198,600	275,000	223,700	(51,300)	(18.7)%
<b>FINES &amp; PENALTIES</b>	<b>1,440,600</b>	<b>1,675,000</b>	<b>1,133,700</b>	<b>(541,300)</b>	<b>(32.3)%</b>
INTEREST ON BANK BALS	380,000	299,000	285,000	(14,000)	(4.7)%
PENALTIES ON TAXES	176,000	160,654	185,000	24,346	15.2%
SURCHARGE ON TAXES	158,526	164,099	158,526	(5,573)	(3.4)%
<b>INTEREST &amp; TAX PENALTIES</b>	<b>714,526</b>	<b>623,753</b>	<b>628,526</b>	<b>4,773</b>	<b>0.8%</b>
CERTIFICATES&SRCH FEES	17,150	25,961	17,150	(8,811)	(33.9)%
TAX ENFRMNT CHGS - TREAS	40,068	36,798	40,068	3,270	8.9%
MONTHLY BLDING REPORTS	72	0	0	0	
TAX ENFRMNT CHGS - ASSMT	18,535	17,192	18,535	1,343	7.8%
PLANNING & ZONING FEES	20,000	28,000	25,000	(3,000)	(10.7)%
ZONING CERTIFICATES	600	600	600	0	0.0%
SUBDIVISION APPROVALS	2,500	5,000	5,000	0	0.0%
STORES REV-HANDLING	31,903	31,500	31,900	400	1.3%
<b>SERVICE CHARGES</b>	<b>130,828</b>	<b>145,051</b>	<b>138,253</b>	<b>(6,798)</b>	<b>(4.7)%</b>
YMCA	0	7,110	0	(7,110)	(100.0)%
SWIM CLUB RENTALS	6,300	6,300	6,300	0	0.0%
MISCELLANEOUS PRGS	200	135	210	75	55.6%
LEARN TO SWIM	2,144	3,500	2,480	(1,020)	(29.1)%
PUBLIC SWIM	44,641	51,700	51,700	0	0.0%
NOON HOUR SWIM	1,610	780	2,030	1,250	160.3%



# City of Moose Jaw Budget Summary of Revenues



Description	2019 Projection	2019 Budget	2020 Budget	2020 - 2019 INC (DCR)	% Change
ADULT SWIM	42	190	190	0	0.0%
PRIVATE RENTALS	240	360	360	0	0.0%
SCHOOL PROGRAMS	200	200	200	0	0.0%
<b>NATATORIUM REVENUE</b>	<b>55,377</b>	<b>70,275</b>	<b>63,470</b>	<b>(6,805)</b>	<b>(9.7)%</b>
YMCA	8,395	14,053	0	(14,053)	(100.0)%
SWIM CLUB RENTALS	55,941	39,407	42,000	2,593	6.6%
MISCELLANEOUS PRGS	1,840	1,653	2,000	347	21.0%
JOINT USE	24,270	24,270	24,270	0	0.0%
LTS - ADVANCED	30,437	24,973	25,060	87	0.3%
LTS - GENERAL	131,270	140,022	148,000	7,978	5.7%
<b>LEARN TO SWIM</b>	<b>161,707</b>	<b>164,995</b>	<b>173,060</b>	<b>8,065</b>	<b>4.9%</b>
PUBLIC SWIM	190,187	246,333	189,900	(56,433)	(22.9)%
NOON HOUR SWIM	1,400	3,313	2,030	(1,283)	(38.7)%
ADULT SWIM	1,776	1,971	1,813	(158)	(8.0)%
PRIVATE RENTALS	29,520	31,230	31,230	0	0.0%
SCHOOL PROGRAMS	27,319	28,512	29,025	513	1.8%
MEMBERSHIPS	38,268		73,200	73,200	
<b>KINSMEN SPTSPLEX POOL</b>	<b>540,623</b>	<b>555,737</b>	<b>568,528</b>	<b>12,791</b>	<b>2.3%</b>
<b>SWIMMING POOL REVENUES</b>	<b>596,000</b>	<b>626,012</b>	<b>631,998</b>	<b>5,986</b>	<b>1.0%</b>
JOINT USE	10,275	10,100	10,100	0	0.0%
MINOR RENTALS	125,661	129,361	135,645	6,284	4.9%
ADULT RENTALS	587	1,110	1,110	0	0.0%
MISCELL REVENUE	7,600	9,575	7,975	(1,600)	(16.7)%
PUBLIC SKATING	1,471	1,351	1,500	149	11.0%
CONCESSIONS	2,742	2,742	2,742	0	0.0%
NON ICE RENTALS	744	778	440	(338)	(43.4)%
SKATE SHARPENING	591	589	592	3	0.5%
PRIVATE MINOR RENTALS	569	1,473	275	(1,198)	(81.3)%
<b>BERT HUNT ARENA</b>	<b>150,240</b>	<b>157,079</b>	<b>160,379</b>	<b>3,300</b>	<b>2.1%</b>
JOINT USE	10,100	10,100	10,100	0	0.0%
MINOR RENTALS	104,503	103,372	99,540	(3,832)	(3.7)%
ADULT RENTALS	6,957	6,885	7,925	1,040	15.1%
MISCELL REVENUE	1,389	3,591	1,775	(1,816)	(50.6)%
PUBLIC SKATING	3,588	3,843	4,200	357	9.3%

# City of Moose Jaw Budget Summary of Revenues



Description	2019 Projection	2019 Budget	2020 Budget	2020 - 2019 INC (DCR)	% Change
CONCESSIONS	2,742	2,742	2,742	0	0.0%
SKATE SHARPENING	593	591	593	2	0.3%
PRIVATE MINOR RENTALS	216	1,745	685	(1,060)	(60.7)%
<b>WALLY BOSCHUK ARENA</b>	<b>130,088</b>	<b>132,869</b>	<b>127,560</b>	<b>(5,309)</b>	<b>(4.0)%</b>
JOINT USE	21,518	20,200	20,500	300	1.5%
MINOR RENTALS	135,524	136,512	134,785	(1,727)	(1.3)%
ADULT RENTALS	6,987	6,869	6,987	118	1.7%
MISCELL REVENUE	9,650	9,575	9,650	75	0.8%
PUBLIC SKATING	6,238	6,209	6,209	0	0.0%
CONCESSIONS	3,983	5,100	4,800	(300)	(5.9)%
NON ICE RENTALS	17,477	18,980	17,500	(1,480)	(7.8)%
PRIVATE MINOR RENTALS	4,006	3,619	4,213	594	16.4%
<b>KINSMEN ARENA</b>	<b>205,383</b>	<b>207,064</b>	<b>204,644</b>	<b>(2,420)</b>	<b>(1.2)%</b>
<b>ARENA REVENUES</b>	<b>485,711</b>	<b>497,012</b>	<b>492,583</b>	<b>(4,429)</b>	<b>(0.9)%</b>
TURF	306,676		306,676	306,676	
TRACK	65,590		65,880	65,880	
FITNESS PROGRAM	12,163		10,775	10,775	
RECREATION PROGRAM	53,570		53,570	53,570	
<b>RECREATION AND FITNESS PROGRAM</b>	<b>65,733</b>		<b>64,345</b>	<b>64,345</b>	
MEMBERSHIP	97,976		101,575	101,575	
ROOM RENTALS	41,455		29,685	29,685	
SPONSORSHIP/NAMING RIGHTS	60,000		60,000	60,000	
MISCELLANEOUS	10,000		19,400	19,400	
<b>SOCCER/FIELD-HOUSE FACILITY</b>	<b>647,430</b>		<b>647,561</b>	<b>647,561</b>	
DIAMONDS	23,690	20,261	23,813	3,552	17.5%
SPORTS FIELDS	19,293	19,293	16,943	(2,350)	(12.2)%
MISCELLANEOUS	17,376	5,302	5,940	638	12.0%
GRANTS AND CONTRIBUTIONS	150,051	137,431	144,882	7,451	5.4%
<b>RECREATION SERVICES</b>	<b>210,410</b>	<b>182,287</b>	<b>191,578</b>	<b>9,291</b>	<b>5.1%</b>
COMM ASSOC - ADULT	20,059	36,150	20,362	(15,788)	(43.7)%
COMM ASSOC - CHILD	12,601	18,828	12,601	(6,227)	(33.1)%
<b>COMMUNITY ASSOCIATION</b>	<b>32,660</b>	<b>54,978</b>	<b>32,963</b>	<b>(22,015)</b>	<b>(40.0)%</b>
CEMETERIES - BURIALS	165,618	158,958	165,316	6,358	4.0%
CEMETERIES - INTEREST	126,000	66,277	130,000	63,723	96.1%

# City of Moose Jaw Budget Summary of Revenues



Description	2019 Projection	2019 Budget	2020 Budget	2020 - 2019 INC (DCR)	% Change
<b>CEMETERY REVENUE</b>	291,618	225,235	295,316	70,081	31.1%
WEED CONTROL	10,175	10,175	10,175	0	0.0%
LIBRARY REVENUE	5,436	4,500	4,500	0	0.0%
P&R MTG ROOM REVENUE	3,263	3,660	3,660	0	0.0%
LIBRARY MTG ROOM REVENUE	6,310	3,500	6,500	3,000	85.7%
ART MUSM MTG ROOM REV	4,125	0	4,125	4,125	
LIBRARY FINE REVENUE	16,623	20,000	17,000	(3,000)	(15.0)%
<b>MISCELL P &amp; R REVENUE</b>	45,932	41,835	45,960	4,125	9.9%
<b>RECREATION&amp;COMM SERV</b>	2,309,761	1,627,359	2,337,959	710,600	43.7%
FEDERAL GIL OF TAXES	94,935	110,467	97,793	(12,674)	(11.5)%
<b>FEDERAL GRANTS &amp; SUBS</b>	94,935	110,467	97,793	(12,674)	(11.5)%
PROVINCIAL GIL OF TAXES	486,333	491,041	500,972	9,931	2.0%
HOUSING AUTHORITY - GIL	558,770	575,131	575,589	458	0.1%
C P R - GIL OF TAXES	292,425	292,548	301,227	8,679	3.0%
SPC - FRANCHISE FEE	988,887	988,887	1,017,380	28,493	2.9%
WATER UTILITY-FRANCH FEE	540,304	530,000	556,282	26,282	5.0%
SANSWR UTLTY-FRANCHISE	393,109	383,500	407,885	24,385	6.4%
SOLID WASTE UTLTY-FRANCHISE	231,189	234,958	260,900	25,942	11.0%
EMPLOYMENT GRANT-FIN	1,500	0	0	0	
PROV REV SHARING GRANT	6,176,393	6,181,351	6,831,325	649,974	10.5%
URBAN HIGHWAY CONNECT FUNDING	93,123	90,000	93,123	3,123	3.5%
<b>PROVINCIAL GRANTS &amp; SUB</b>	9,762,033	9,767,416	10,544,683	777,267	8.0%
ADMINISTRATIVE OVERHLD	550,000	550,000	550,000	0	0.0%
<b>OTHER CONTRIBUTIONS</b>	550,000	550,000	550,000	0	0.0%
PROFIT ON TAX SALES	27,188	0	0	0	
MISCELLANEOUS REVENUE	83,819	160,500	83,819	(76,681)	(47.8)%
IT SERVICES REV - MOSAIC PLACE	57,922	57,922	57,922	0	0.0%
IT SERVICES REVENUE-POLICE	59,566	59,566	59,566	0	0.0%
BANNER REVENUE	3,400	4,000	4,000	0	0.0%
BLUEPRINTING REVENUE		1,000		(1,000)	(100.0)%



# City of Moose Jaw Budget Summary of Revenues



Description	2019 Projection	2019 Budget	2020 Budget	2020 - 2019 INC (DCR)	% Change
LEGAL SERVICES REVENUES	42,500	42,500	46,000	3,500	8.2%
MISCELLANEOUS REVENUE	274,395	325,488	251,307	(74,181)	(22.8)%
REVENUES	48,775,443	48,512,047	49,493,678	981,631	2.0%

# Expenses





# City of Moose Jaw Budget Functional Areas Summary



Description	2019 Projection	2019 Budget	2020 Budget	2020 - 2019 INC (DCR)	% Change
MAYOR & COUNCILLORS	386,476	405,696	382,413	(23,283)	(5.7)%
CITY CLERKS	760,234	843,451	889,235	45,784	5.4%
CITY MANAGER	315,968	325,968	327,696	1,728	0.5%
CITY TREASURER	1,267,455	1,274,160	1,286,242	12,082	0.9%
CITY COMPTROLLER	925,773	982,267	1,008,334	26,067	2.7%
INFORMATION TECHNOLOGY	1,252,260	1,237,870	1,346,472	108,602	8.8%
HUMAN RESOURCE SERVICES	537,230	564,618	607,472	42,854	7.6%
EMPLOYER PAID BENEFITS	991,557	952,775	1,002,091	49,316	5.2%
CITY HALL MAINTENANCE	324,200	305,982	305,417	(565)	(0.2)%
COMMUNICATIONS	102,102	110,876	111,876	1,000	0.9%
SUNDRY	592,652	618,408	646,067	27,659	4.5%
PLANNING & DEVELOPMENT	726,209	727,051	740,964	13,913	1.9%
WATERWORKS RECOVERY	(5,000)	(5,000)	(5,000)	0	0.0%
SAFETY	133,127	100,076	94,828	(5,248)	(5.2)%
<b>GENERAL GOVERNMENT</b>	<b>8,310,243</b>	<b>8,444,198</b>	<b>8,744,108</b>	<b>299,909</b>	<b>3.6%</b>
FIRE DEPARTMENT	6,754,441	6,149,303	6,886,759	737,456	12.0%
POLICE DEPARTMENT	11,153,495	11,116,746	11,507,162	390,416	3.5%
STREET LIGHTING	893,912	936,110	903,746	(32,364)	(3.5)%
BUILDING & BYLAW	543,046	573,820	574,118	298	0.1%
OTHER PROTECTION	405,796	424,663	429,654	4,991	1.2%
<b>PROTECTION TO PERSONS</b>	<b>19,750,690</b>	<b>19,200,642</b>	<b>20,301,439</b>	<b>1,100,797</b>	<b>5.7%</b>
CITY ENGINEER'S DEPARTMENT	683,670	807,420	498,737	(308,683)	(38.2)%
STREET & ROADS	1,918,176	2,493,374	2,435,711	(57,663)	(2.3)%
TRAFFIC DIVISION	1,377,657	1,585,077	1,080,000	(505,077)	(31.9)%
WORKSHOP	824,038	688,976	690,606	1,630	0.2%
<b>PUBLIC WORKS</b>	<b>4,803,541</b>	<b>5,574,847</b>	<b>4,705,054</b>	<b>(869,793)</b>	<b>(15.6)%</b>
STREET CLEANING	212,000	210,792	218,000	7,208	3.4%
STORM SEWERS	137,435	240,332	248,574	8,242	3.4%
<b>SANITATION &amp; WASTE REMOVAL</b>	<b>349,435</b>	<b>451,124</b>	<b>466,574</b>	<b>15,450</b>	<b>3.4%</b>
SOCIAL SERVICES	389,136	237,157	326,818	89,661	37.8%
<b>SOCIAL SERVICES</b>	<b>389,136</b>	<b>237,157</b>	<b>326,818</b>	<b>89,661</b>	<b>37.8%</b>
RECREATION & PARKS ADMIN	1,078,493	1,087,326	1,127,095	39,769	3.7%
PARKS	779,371	730,636	779,622	48,986	6.7%
RECREATION	3,266,405	3,144,517	3,247,414	102,897	3.3%

# City of Moose Jaw Budget Functional Areas Summary



Description	2019 Projection	2019 Budget	2020 Budget	2020 - 2019 INC (DCR)	% Change
CEMETERIES	344,708	329,740	333,688	3,948	1.2%
THIRD PARTY FUNDING	109,626	110,633	111,804	1,171	1.1%
DOWNTOWN & SOCCER FACILITIES	188,554	566,370	526,347	(40,023)	(7.1)%
ART MUSEUM	390,659	393,110	388,402	(4,708)	(1.2)%
LIBRARY	1,217,278	1,218,406	1,234,944	16,538	1.4%
LIBRARY MAINTENANCE	252,525	258,384	248,637	(9,747)	(3.8)%
SERVICE CENTRE	250,595	279,019	276,082	(2,937)	(1.1)%
WAKAMOW VALLEY AUTHORITY	323,148	327,874	329,612	1,738	0.5%
WILD ANIMAL PARK	3,990	3,190	4,080	890	27.9%
MURALS/CULTURAL CENTRE	385,390	390,100	391,976	1,876	0.5%
FIELDHOUSE	714,517		713,939	713,939	
<b>RECREATION &amp; COMMUNITY</b>	<b>9,305,259</b>	<b>8,839,305</b>	<b>9,713,642</b>	<b>874,337</b>	<b>9.9%</b>
DEBT CHARGES	15,000	12,900	32,350	19,450	150.8%
<b>DEBT CHARGES</b>	<b>15,000</b>	<b>12,900</b>	<b>32,350</b>	<b>19,450</b>	<b>150.8%</b>
RESERVES & ALLOWANCES	415,413	1,022,101	651,190	(370,911)	(36.3)%
<b>PROVISIONS FOR RESERVES &amp; ALLO</b>	<b>415,413</b>	<b>1,022,101</b>	<b>651,190</b>	<b>(370,911)</b>	<b>(36.3)%</b>
MISCELLANEOUS	4,880,113	4,729,773	5,147,792	418,019	8.8%
<b>MISCELLANEOUS</b>	<b>4,880,113</b>	<b>4,729,773</b>	<b>5,147,792</b>	<b>418,019</b>	<b>8.8%</b>
<b>GENERAL REVENUE FUND</b>	<b>48,218,830</b>	<b>48,512,047</b>	<b>50,088,967</b>	<b>1,576,919</b>	<b>3.3%</b>

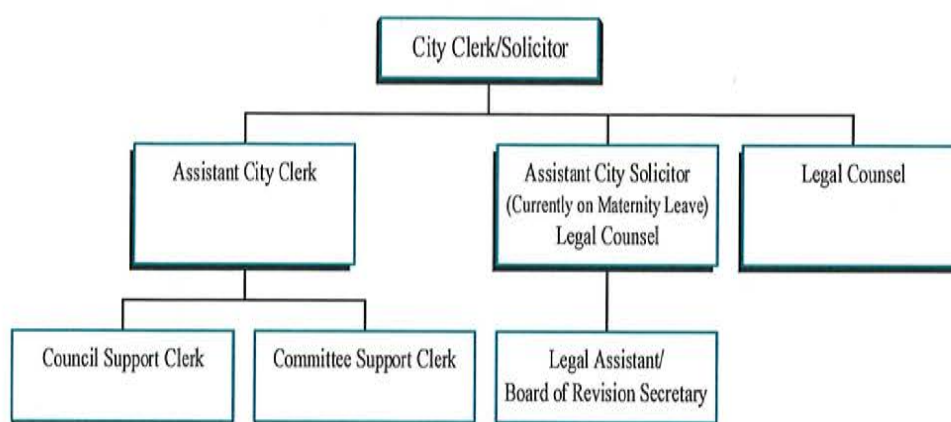


## Clerk/Solicitor Department

### Overview

In the City of Moose Jaw the City Clerk and the City Solicitor functions are combined in one department. The City Clerk function maintains the records of the City. It coordinates the flow of decisions and agendas required by City Council, Standing Committees and most of the City's Advisory Committees. It also coordinates the flow of decision making for the Development Appeals Board, Municipal Planning Commission and Board of Revision.

The City Solicitor function involves reviewing bylaws and agreements, reviewing contracts with external parties, overall legal risk management and conduct of litigation both by and against the City.



### Work Plan Highlights

The primary focus for the Clerks Department in 2020 is preparation for the Municipal Election & School Board Election to be held on November 9, 2020. The extensive work required will begin full-fledged in April including producing Candidate manuals, organizing polling stations and recruiting and training of election workers. The swearing-in of new Council will occur in November 2020. This will involve extensive training and orientation for the new Council. Further, governance processes will be reviewed to ensure meeting best practice. As well, the City of Moose Jaw will be hosting the Saskatchewan Association of City Clerks Conference to be held in April 2020.

On the Solicitor side, significant internal legal time is being devoted to large commercial transactions the City is currently involved with. Further, with the addition of a legal counsel position in the 2019 Budget, the City is taking a much more aggressive stance on bylaw enforcement matters which involve substantial documentation and court time. Further, the ongoing effort to review and revamp older bylaws will continue. The Solicitor's Office will continue undertaking a legal review of all external agreements, a practice we previously did not have the resources to undertake. Advance review is key to mitigating risk.

---

## **Financial Summary**

The majority of the Clerks Department work will be carried out with existing resources. The largest financial implication will come from the request for additional funds for the 2020 Municipal Election. Financial resources had been expended for the 2018 By-Election. To balance the request for additional funding, a request in the amount of \$25,000.00 was made in 2019. An additional \$25,000.00 is being requested in 2020. Overall costs will be shared with the school boards. These costs are expected to be lower in 2021. In 2020, Clerks will assume responsibility for the annual membership fees paid to SUMA, FCM and the Chamber of Commerce previously budgeted in the Mayor's budget. This transfer amount is \$31,460. An additional amount of \$12,000.00 is budgeted for the Council orientation scheduled for November 2020. This cost, as well, would not recur in 2021.

## **Future Goals**

In the future, the Clerks Department projects include a continuation of modernization and implementation of efficient procedures that best serve the Corporation and the citizens of Moose Jaw. The significant effort in organizing and digitizing our historic records in storage will continue ensuring that current files are properly digitized and recorded in an ongoing manner. Further, the eScribe system will be rolled out in the new year to include Advisory Boards, Committees and Commissions.

It is anticipated that the Clerk and Solicitor functions will be re-organized into distinct functional areas in 2021.



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



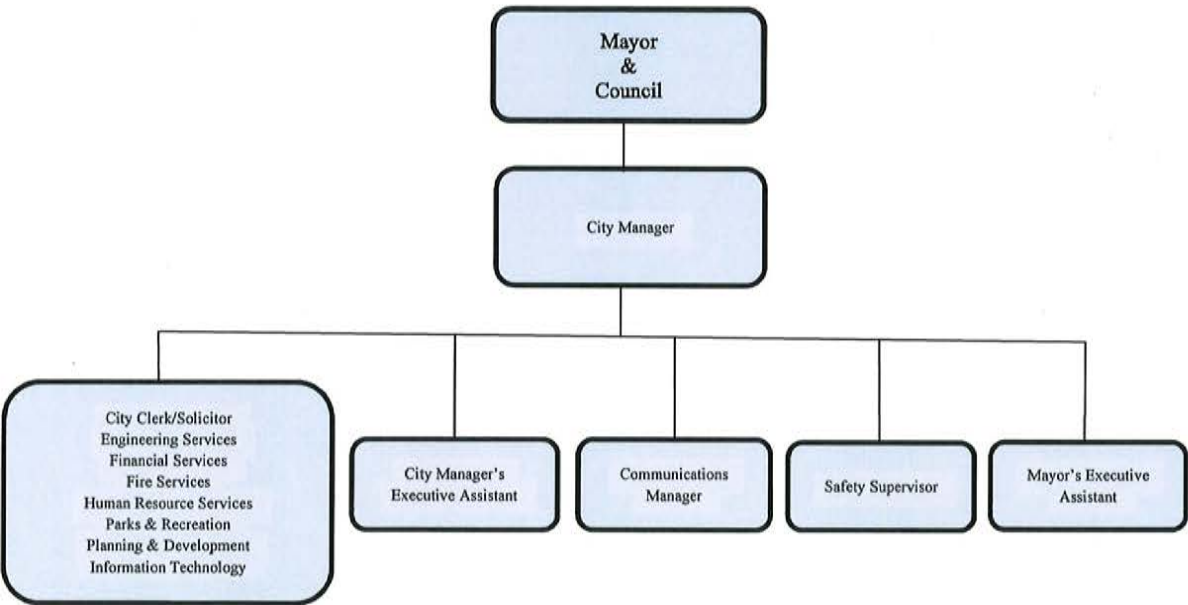
Description	2019 Projection	2019 Budget	2020 Budget	2020 - 2019 INC (DCR)	% Change
6002 - SALARIES	582,000	645,215	646,055	840	0.1%
6005 - WORKER'S COMPENSATION	6,300	5,084	6,900	1,816	35.7%
6015 - OFFICE EXPENSE	15,000	23,000	21,000	(2,000)	(8.7)%
6016 - TELEPHONE	7,400	7,338	7,400	62	0.8%
6020 - EQUIPMENT RESERVE CNT	7,614	7,614	6,110	(1,504)	(19.8)%
6025 - TRAVEL & CONVENTIONS	3,200	6,500	7,800	1,300	20.0%
6026 - EDUCATION & TRAINING	1,670	12,200	12,800	600	4.9%
6027 - DUES & MEMBERSHIPS	9,500	9,500	46,170	36,670	386.0%
6028 - SUBSCRIPTIONS & PUBS	39,000	31,000	39,000	8,000	25.8%
6053 - LEGAL FEES-SPECIAL PROJ	49,900	50,000	45,000	(5,000)	(10.0)%
6066 - BOARD OF REVISION	19,000	25,000	18,000	(7,000)	(28.0)%
6090 - CONTRACTUAL SERVICES	19,650	21,000	33,000	12,000	57.1%
<b>CITY CLERK/SOLICITOR</b>	<b>760,234</b>	<b>843,451</b>	<b>889,235</b>	<b>45,784</b>	<b>5.4%</b>
6078 - ELECTIONS	1,544	25,500	25,000	(500)	(2.0)%
6079 - ADVERTISING & MISC	3,800	6,000	6,000	0	0.0%
6085 - ENVIRONMENT ADVISORY COMMITTEE	0	1,000	1,000	0	0.0%
6086 - HERITAGE ADVISORY COMMITTEE	500	1,000	1,000	0	0.0%
6087 - SPECIAL NEEDS ADVISORY COMMITTEE	0	1,000	1,000	0	0.0%
6088 - CULTURAL DIVERSITY ADV COMM	500	1,000	1,000	0	0.0%
6093 - HOUSING ADVISORY COMMITTEE	0	1,000	1,000	0	0.0%
6094 - DEVELOPMENT APPEALS BOARD	925	3,000	1,400	(1,600)	(53.3)%
6090 - YOUTH ADVISORY COMMITTEE	2,000	2,000	2,000	0	0.0%
<b>SUNDRY</b>	<b>9,269</b>	<b>41,500</b>	<b>39,400</b>	<b>(2,100)</b>	<b>(5.1)%</b>
<b>GRAND TOTAL</b>	<b>769,503</b>	<b>884,951</b>	<b>928,635</b>	<b>43,684</b>	<b>4.9%</b>

**City Manager/Communications/Safety Services**

**City Manager**

**Overview**

The Office of the City Manager assists City Council in the decision-making process through the preparation of reports that provide relevant background information, analysis, alternatives, financial implications and recommendations. The City Manager has the responsibility to implement all decisions of City Council, ensures the efficient and effective delivery of all programs and services, ensures that the objectives of the Strategic Plan are followed and build team and service-based culture. The City Manager acts as the Chief Strategist and Policy Advisor to City Council and is directly accountable and responsible to City Council.



**Financial Summary**

There are no major overall financial changes required as all goals will be implemented within existing resources and staffing.

### Work Plan Highlights and Future Goals

Culture – Year 2 of 5 Enhanced Culture of Accountability	Build upon work of 2018/19. Extend to front line staff. Continue to build Team. Hold all Departments accountable to finish work plans. Meet deadlines. Internal Service Standards.	
Year 1 of 5 Core Service Review, centralization and integration	Complete review of Core Services. Electrical, Mechanical, Plumbing, Carpentry Equipment & Vehicles Purchasing & Stores In-house Engineering implemented. In-house Construction Crew.	
Strategic Plan	Support all areas. Many of the strategic objectives are integrated into day to day business practices. Six-month updates provided to Council and the Community. Strategic Plan – attached.	
Leverage Technology to enhance Productivity	eSCRIBE meeting agenda software implemented – 2019. Enhanced Payroll Program Implemented – 2019. Request for Service Application Implemented – 2019. New Website/Branding/Economic Development implemented – 2020. Occupational Health & Safety Tracking System implemented – 2020. Core Financials implemented – 2021. Non-Core Financials implemented – 2022.	
Economic Development Areas	Work with Carpere to bring tenants to Industrial Park. Continue to support the super Economic Development Team. Assist River Street Development Initiative. Chief Negotiator for major projects and negotiations.	



---

## **Safety Services**

### **Overview**

Safety Services supports continuous improvement of a healthy and safe workplace by championing the promotion of an improved corporate safety culture throughout all City departments by building consensus and developing and maintaining effective partnerships with internal and external stakeholders.

### **Work Plan Highlights**

2020 will see the continued implementation and maintenance of the Compliance Improvement Action Plans developed in response to the Ministry of Labour Relations and Workplace Safety, Occupational Health and Safety Division's March 2019 mandate of a 25 % overall reduction in injuries.

City staff will participate in the University of Regina Safety Culture Survey in the fall of 2019. This survey will provide information on employees perceived safety throughout the organization and includes a customized report on physical and psychological safety climate with additional scores on employee engagement and turnover intentions. Any additional action plans identified from the audit, will also be developed and implemented.

### **Financial Summary**

Financial implications for 2020 workplans are included in the department's operating budget figures.

### **Future Goals**

Included in this budget is a proposal for a safety management software system to track, cost, and manage actions driven from safety incidents and activities and to centralize information of same.

City of Moose Jaw  
Communications  
Budget 2020

## PROFILE

The communications goal in 2020 is to provide enhanced engagement with Moose Javians, while further educating taxpayers about the programs and services provided by the City of Moose Jaw.

Communications also has a responsibility to provide exceptional internal communications support to City employees, so they are aware of the multiple health, safety and career enhancement opportunities available to them.

In 2020 there will be greater communications technology at our disposal (new website and Request for Service app), and we will try to maximize their potential while still offering personal, "one on one" communication where possible.

# COMMUNICATIONS BUSINESS PLAN 2020 Department Support Goals

## ENGINEERING

- Education campaigns related to recycling/waste, what our road crews "actually" do and underground repairs.
- Enhanced capital construction communications practices as outlined in the adopted Communications Policy.

## PARKS & RECREATION

- Marketing campaigns about recreational opportunities.
- Enhanced use of social media to promote facilities/programs.

## PLANNING & DEVELOPMENT

- Continue to assist Manager of Economic Development with City marketing materials, including video.
- Work with Mgr. Economic Development to nurture community partnerships and strategies related to promoting the "Canada's Most Notorious City" brand

## HUMAN RESOURCES

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

## FINANCE

- Production of educational content related to City finances.

## INFORMATION TECHNOLOGY

- Work closely with IT on launch/updating of new website and RFS app

## CITY CLERK/SOLICITOR'S OFFICE

- Continue to provide support through advertising notices, creating surveys, assistance to Advisory Committees where necessary, etc.
- Will assist in marketing content related to 2020 Municipal Election.

---

# **CITY OF MOOSE JAW STRATEGIC PLAN 2019**

## **VISION**

*We are a Community Built on Values*

## **MISSION**

*Share our Story*

## **VALUES**

These values guide behavior and decision making as well as an overt commitment to each other and the community we serve.

- We will walk the talk by living what you want to see in our community.
- We will have the courage to try new things, and not be afraid action could lead to failure.
- We will be customer-focused in our deliberations and actions.
  - Responsive to citizen needs.
  - Solution focused.
  - Start with 'YES' in serving the community.
- We will not be afraid of being challenged by the public, or to challenge the community.
- We will always start with open, honest, and frank conversations with our stakeholders.
- We will clearly define what we do and do it well. We will not do what we don't do well.
- We will be forward thinking and innovative in identifying problems and finding solutions.
- In any meetings, public or private, we will leave our negativity and our egos at the door.
- We will recognize that disagreement can be communicated without being disagreeable, angry, or disrespectful.
- We will not betray the trust that exists when we are together, or the trust instilled to us by the public we serve.
- We agree the past will remain in the past, unless it is something to be celebrated and appreciated.
- We operate as one family and one community with the goal of making the community better and preparing it for the future.



## **OBJECTIVES & ACTION**

### **Transportation and Infrastructure**

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

### **Regional Collaboration**

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

### **People and Culture**

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

### **Entrepreneurial Civic Administration**

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

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

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

### **Core Amenities and Services**

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

### **Branding – Moose Jaw Story**

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

# City of Moose Jaw

## Budget Revenues & Expenditures for City Manager (Summary)



Description	2019 Projection	2019 Budget	2020 Budget	2020 - 2019 INC (DCR)	% Change
SALARIES	73,000	73,000	73,000	0	0.0%
CAR ALLOWANCE	1,200	1,200	1,200	0	0.0%
WORKER'S COMPENSATION	2,050	2,050	2,050	0	0.0%
OFFICE EXPENSE	5,000	5,000	4,000	(1,000)	(20.0)%
TELEPHONE	4,200	4,200	4,200	0	0.0%
TRAVEL & CONVENTIONS	1,353	4,641	4,756	115	2.5%
TRAVEL & CONVENTIONS		0		0	
TRAVEL & CONVENTIONS	4,641	4,641	4,756	115	2.5%
TRAVEL & CONVENTIONS	0	4,641	4,756	115	2.5%
TRAVEL & CONVENTIONS	0	4,641	4,756	115	2.5%
TRAVEL & CONVENTIONS		0		0	
TRAVEL & CONVENTIONS	0	4,641	4,756	115	2.5%
TRAVEL & CONVENTIONS	12,782	12,782	13,099	317	2.5%
TRAVEL & CONVENTIONS	0	4,641	4,756	115	2.5%
TRAVEL & CONVENTIONS	18,776	40,628	41,635	1,007	2.5%
EDUCATION & TRAINING	2,000	2,000	2,000	0	0.0%
DUES & MEMBERSHIPS	31,000	31,000	0	(31,000)	(100.0)%
SUBSCRIPTIONS & PUBS	100	100	100	0	0.0%
MAYOR'S REMUNERATION	80,018	79,108	81,736	2,628	3.3%
ALDERMANIC REMUNERATION	25,204	24,918	25,746	828	3.3%
ALDERMANIC REMUNERATION	25,204	24,918	25,746	828	3.3%
ALDERMANIC REMUNERATION	25,204	24,918	25,746	828	3.3%
ALDERMANIC REMUNERATION	25,204	24,918	25,746	828	3.3%
ALDERMANIC REMUNERATION		0		0	
ALDERMANIC REMUNERATION	25,204	24,918	25,746	828	3.3%
ALDERMANIC REMUNERATION		0		0	
ALDERMANIC REMUNERATION	25,204	24,918	25,746	828	3.3%
ALDERMANIC REMUNERATION	151,224	149,508	154,476	4,968	3.3%
PUBLIC RECEPTIONS & ENT	4,000	4,000	4,000	0	0.0%
ACTING MAYOR'S ALLOWANCE	1,636	817	836	19	2.3%
ACTING MAYOR'S ALLOWANCE	0	817	836	19	2.3%
ACTING MAYOR'S ALLOWANCE	1,636	817	836	19	2.3%
ACTING MAYOR'S ALLOWANCE	0	817	836	19	2.3%
ACTING MAYOR'S ALLOWANCE		0		0	
ACTING MAYOR'S ALLOWANCE	0	817	836	19	2.3%

# City of Moose Jaw

## Budget Revenues & Expenditures for City Manager (Summary)



Description	2019 Projection	2019 Budget	2020 Budget	2020 - 2019 INC (DCR)	% Change
ACTING MAYOR'S ALLOWANCE		0		0	
ACTING MAYOR'S ALLOWANCE	1,636	817	836	19	2.3%
ACTING MAYOR'S ALLOWANCE	4,908	4,902	5,016	114	2.3%
ADVERTISING & MISC	4,000	4,000	4,000	0	0.0%
SOUVENIRS & PROMOTION	5,000	5,000	5,000	0	0.0%
<b>MAYOR &amp; COUNCILLORS</b>	<b>386,476</b>	<b>405,696</b>	<b>382,413</b>	<b>(23,283)</b>	<b>(5.7)%</b>
SALARIES	270,000	270,000	272,000	2,000	0.7%
CAR ALLOWANCE	6,120	6,120	6,120	0	0.0%
WORKER'S COMPENSATION	2,500	2,500	3,300	800	32.0%
OFFICE EXPENSE	5,000	5,000	5,000	0	0.0%
TELEPHONE	4,000	4,000	4,400	400	10.0%
EQUIPMENT RESERVE	2,348	2,348	2,376	28	1.2%
TRAVEL & CONVENTIONS	10,500	10,500	8,000	(2,500)	(23.8)%
EDUCATION & TRAINING	7,000	7,000	6,000	(1,000)	(14.3)%
DUES & MEMBERSHIPS	1,000	1,000	1,000	0	0.0%
SUBSCRIPTIONS & PUBS	500	500	1,500	1,000	200.0%
CONTRACTUAL SERVICES	5,000	15,000	15,000	0	0.0%
ADMINISTRATIVE REVIEW OFFICE	2,000	2,000	3,000	1,000	50.0%
<b>CITY MANAGER</b>	<b>315,968</b>	<b>325,968</b>	<b>327,696</b>	<b>1,728</b>	<b>0.5%</b>
SALARIES	68,752	77,426	77,426	0	0.0%
WORKER'S COMPENSATION	800	950	950	0	0.0%
OFFICE EXPENSE	2,000	2,000	2,000	0	0.0%
TELEPHONE	1,500	2,000	1,500	(500)	(25.0)%
EQUIPMENT RESERVE CNT		0		0	
TRAVEL & CONVENTIONS	1,800	1,500	3,000	1,500	100.0%
EDUCATION & TRAINING	2,250	2,000	2,000	0	0.0%
ADVERTISING & MISC	16,000	16,000	16,000	0	0.0%
CONTRACTUAL SERVICES	9,000	9,000	9,000	0	0.0%
<b>COMMUNICATIONS</b>	<b>102,102</b>	<b>110,876</b>	<b>111,876</b>	<b>1,000</b>	<b>0.9%</b>
SALARIES	95,400	93,756	97,308	3,552	3.8%
CAR ALLOWANCE	750	1,000	1,000	0	0.0%
WORKER'S COMPENSATION	983	(31,887)	(45,932)	(14,045)	44.0%



# **City of Moose Jaw** **Budget Revenues & Expenditures for City Manager (Summary)**



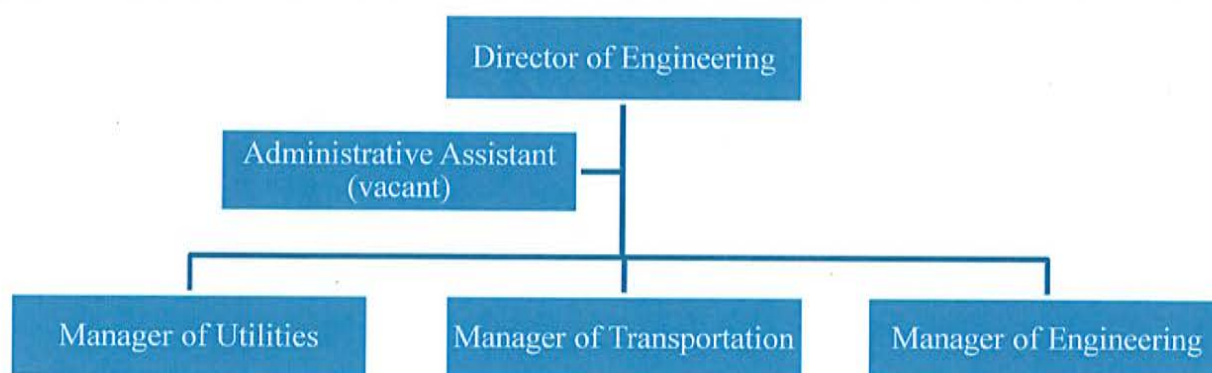
Description	2019 Projection	2019 Budget	2020 Budget	2020 - 2019 INC (DCR)	% Change
OFFICE EXPENSE	1,300	1,308	1,308	0	0.0%
TELEPHONE	1,600	1,600	1,600	0	0.0%
EQUIPMENT RESERVE CNT		0	224	224	
TRAVEL & CONVENTIONS	1,000	2,000	2,000	0	0.0%
EDUCATION & TRAINING	15,000	15,000	15,000	0	0.0%
DUES & MEMBERSHIPS	110	315	315	0	0.0%
SUBSCRIPTIONS & PUBS	3,500	3,500	8,500	5,000	142.9%
RENT	984	984	1,005	21	2.1%
ADVERTISING & MISC	0	0	0	0	
CONTRACTUAL SERVICES	12,500	12,500	12,500	0	0.0%
<b>SAFETY</b>	<b>133,127</b>	<b>100,076</b>	<b>94,828</b>	<b>(5,248)</b>	<b>(5.2)%</b>
<b>GRAND TOTAL</b>	<b>937,673</b>	<b>942,616</b>	<b>916,813</b>	<b>(25,803)</b>	<b>(2.7)%</b>

## Engineering Department

### Overview

The Engineering Department provides the essential services that underpin and support our Community. They are the basis for our quality of life and are major contributors to public health, safety, and the wellbeing of our Citizens. They include the provision of potable water, collection of sewage and solid waste, and the transportation of people and goods.

Broadly, there are 42 general services provided, some directly public facing and other 'behind the scenes' to support the provision of services. The Department will receive an estimated 6,904 public Requests for Service in 2019 and will achieve a closure rate of 94%.



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

Ensures safe and secure water and wastewater services through maintenance and repair and maintaining regulatory compliance. From the Buffalo Pound Water Treatment Plants clear well through to the reservoirs and pump stations to the distribution mains. Then collecting the sanitary sewage through the collection mains, sewage lift stations to the wastewater treatment plant for discharge to river or farmland irrigation. Solid Waste Utility area provides waste management services for Moose Jaw and the region. This includes collection within the City and the landfill. The landfill is regulated and permitted by the Province.

*Transportation – responsible for streets and roads, transit, and fleet.*

Effectively maintain roads, sidewalks, alleys, and bridges to ensure a safe and reliable transportation system for the Community. This area also includes the traffic signals and storm water system. Transit provides safe and reliable public transit services to the Community through three programs: regular bus service, para-transit service, and a charter service.

*Engineering – responsible for delivery of Capital, construction, development, engineering & technical support, and coordination of asset management.*

Ensure that Capital is effectively and responsibly invested in infrastructure through the application of engineering expertise and practice.

## Work Plan Highlights

The Theme of 2020 and of the Business Plan is a: "Proactive Approach". This is the intersection of three activities and principals: Planning, Procedures, and Product (or service). This supports continuous and systematic improvements to customer service and operational efficiency of the Department.

There are no major requests for the 2020 Budget Year. The Year will focus on delivery of previous approved major initiatives including:

- Delivery of the enhanced Winter Maintenance Policy;
- On boarding of the new construction crew and addressing repair backlog;
- Initiation of the Automated Meter Infrastructure project; and,
- Formulate and implement a Road Maintenance Policy as requested by City Council.

Further activities include: The implementation of changes to the Water and Sewer Connection Bylaw, addressing information and public education on lead service connections, and, reviewing and reporting on narrow streets. As well, Operations will develop level of service timelines for public services.

Water main breaks continue to be an issue and are on pace to be one of the worst years on record; it is currently estimated there will be 120 in 2019.

2019 saw a significant reduction in the closure times on public Requests for Service as a result of policy changes implemented.



2019 was another significant year for Capital construction. Planning and design of several major projects were completed this year. A projected 95% of budget has been expended, committed to contracts, or, has design completed and is ready for construction.

This will lead to the construction of several major projects in 2020 including the High Service Pumphouse Replacement and the Buffalo Pound Transmission Line Pumping and Electrical Upgrade.

## Financial Summary

### Utilities

Twenty-two (22) services provided  
 Number of Public Requests for Service – 4,176  
 Public Request for Service closure rate of 97%



---

<i>Water Utility</i>	
Operating \$11,936,008	Capital \$25,053,000

<i>Wastewater Utility</i>	
Operating \$8,854,777	Capital \$4,216,000

<i>Solid Waste Utility</i>	
Operating \$5,054,202	Capital \$117,500

#### *Transportation*

Seventeen (17) services provided  
 Number of Public Requests for Service – 2,728  
 Public Request for Service closure rate of 86%

<i>Transportation</i>	
Operating \$4,203,311	Capital \$6,096,400

<i>Transit</i>	
Operating \$1,700,865	Reserve \$330,000

There are three new initiatives being requested:

Material crushing	est. \$200,000 (Has a payback.)
Slumping strategy	est. \$100,000
Fluoride renewal	est. \$1,000,000 (This is renewal of an existing system that has failed.)

Separate reports are being submitted to Budget Committee on these initiatives for City Council's consideration.

#### **Future Goals**

The implementation of a modern Request for Service system will enhance the transparency and reporting of customer facing services. Developing typical timelines for services will also help communication with customers.

Implementing and learning a new payroll system should lead to some efficiencies and an enhanced understanding of leave, and human resource reporting.

Addressing the landfill and completing the Solid Waste Masterplan remains a priority and will be completed in 2020.

# City of Moose Jaw

## Budget Revenues & Expenditures for Engineering Services (Summary)



Description	2019 Projection	2019 Budget	2020 Budget	2020 - 2019 INC (DCR)	% Change
STREET LIGHTING	893,912	936,110	903,746	(32,364)	(3.5)%
OTHER PROTECTION	71,000	81,000	82,620	1,620	2.0%
<b>PROTECTION TO PERSONS</b>	<b>964,912</b>	<b>1,017,110</b>	<b>986,366</b>	<b>(30,744)</b>	<b>(3.0)%</b>
CITY ENGINEER'S DEPARTMENT	683,670	807,420	498,737	(308,683)	(38.2)%
STREET & ROADS	1,918,176	2,493,374	2,435,711	(57,663)	(2.3)%
TRAFFIC DIVISION	1,377,657	1,585,077	1,080,000	(505,077)	(31.9)%
WORKSHOP	824,038	688,976	690,606	1,630	0.2%
<b>PUBLIC WORKS</b>	<b>4,803,541</b>	<b>5,574,847</b>	<b>4,705,054</b>	<b>(869,793)</b>	<b>(15.6)%</b>
STREET CLEANING	212,000	210,792	218,000	7,208	3.4%
STORM SEWERS	137,435	240,332	248,574	8,242	3.4%
<b>SANITATION &amp; WASTE REMOVAL</b>	<b>349,435</b>	<b>451,124</b>	<b>466,574</b>	<b>15,450</b>	<b>3.4%</b>
PARA-TRANSIT SUBSIDY	349,034	197,055	285,743	88,688	45.0%
<b>SOCIAL SERVICES</b>	<b>349,034</b>	<b>197,055</b>	<b>285,743</b>	<b>88,688</b>	<b>45.0%</b>
MISCELLANEOUS EXPENDITURES	1,229,601	1,075,815	1,233,487	157,672	14.7%
<b>MISCELLANEOUS</b>	<b>1,229,601</b>	<b>1,075,815</b>	<b>1,233,487</b>	<b>157,672</b>	<b>14.7%</b>
<b>GRAND TOTAL</b>	<b>7,696,523</b>	<b>8,315,951</b>	<b>7,677,224</b>	<b>(638,727)</b>	<b>(7.7)%</b>

# City of Moose Jaw

## Budget Revenues & Expenditures for Engineering Services (Summary)



Description	2019 Projection	2019 Budget	2020 Budget	2020 - 2019 INC (DCR)	% Change
STREET LIGHTING	889,127	931,325	898,908	(32,417)	(3.5)%
DECORATIVE LIGHTING	4,785	4,785	4,838	53	1.1%
<b>STREET LIGHTING</b>	<b>893,912</b>	<b>936,110</b>	<b>903,746</b>	<b>(32,364)</b>	<b>(3.5)%</b>
PEST CONTROL	9,000	9,390	9,580	190	2.0%
WIG WAGS AND CROSSING	22,000	23,118	23,580	462	2.0%
FLOOD CONTROL	40,000	48,492	49,460	968	2.0%
<b>OTHER PROTECTION</b>	<b>71,000</b>	<b>81,000</b>	<b>82,620</b>	<b>1,620</b>	<b>2.0%</b>
<b>PROTECTION TO PERSONS</b>	<b>964,912</b>	<b>1,017,110</b>	<b>986,366</b>	<b>(30,744)</b>	<b>(3.0)%</b>
SALARIES	1,105,000	1,165,000	448,938	(716,062)	(61.5)%
CAR ALLOWANCE	900	1,500	1,500	0	0.0%
WORKER'S COMPENSATION	68,000	68,000	72,341	4,341	6.4%
CANADA PENSION PLAN	230,000	242,000	212,327	(29,673)	(12.3)%
EMPLOYMENT INSURANCE	110,000	117,200	118,065	865	0.7%
PENSION	375,000	375,000	349,225	(25,775)	(6.9)%
HEALTH BENEFIT	143,000	153,000	130,012	(22,988)	(15.0)%
OFFICE EXPENSE	22,700	22,500	23,000	500	2.2%
TELEPHONE	20,700	20,000	21,000	1,000	5.0%
EQUIPMENT RESERVE CNT	49,557	49,557	56,941	7,384	14.9%
TRAVEL & CONVENTIONS	5,500	6,000	6,000	0	0.0%
EDUCATION & TRAINING	15,000	15,000	15,500	500	3.3%
DUES & MEMBERSHIPS	4,500	5,000	5,000	0	0.0%
CONTRACTUAL SERVICES	7,000	10,000	10,000	0	0.0%
RADIO COMMUNICATIONS	20,000	41,000	41,000	0	0.0%
BLUEPRINT & DRAFT SUP	6,000	9,000	9,000	0	0.0%
SURVEY TRUCK EXPENSE	11,500	14,000	14,000	0	0.0%
SURVEY SUPPLIES & EQP	5,000	6,500	6,500	0	0.0%
DIGITAL CADASTRAL MAPS	6,000	9,000	9,000	0	0.0%
WATERWORKS	(473,947)	(473,947)	(478,644)	(4,697)	1.0%
STREETS & ROADS	(18,477)	(18,477)	(18,477)	0	0.0%
SCAVENGING	(5,765)	(5,765)	(5,765)	0	0.0%
BLUEPRINTING	0	(150)	0	150	(100.0)%
SANITARY SEWAGE SYS	(321,127)	(321,127)	(310,717)	10,410	(3.2)%
ADMIN OVERHEAD	(450,000)	(450,000)	0	450,000	(100.0)%
FRINGE BENEFIT OHD	(113,250)	(113,250)	(113,250)	0	0.0%



# City of Moose Jaw

## Budget Revenues & Expenditures for Engineering Services (Summary)



Description	2019 Projection	2019 Budget	2020 Budget	2020 - 2019 INC (DCR)	% Change
SOLID WASTE UTILITY	(139,121)	(139,121)	(123,759)	15,362	(11.0)%
<b>CITY ENGINEER'S DEPARTMENT</b>	<b>683,670</b>	<b>807,420</b>	<b>498,737</b>	<b>(308,683)</b>	<b>(38.2)%</b>
TRAVEL & CONVENTIONS	6,000	6,051	6,172	121	2.0%
EDUCATION & TRAINING	34,000	34,467	35,156	689	2.0%
RENT	18,893	18,893	18,893	0	0.0%
GENERAL REPAIRS & SUPP	11,000	11,000	11,220	220	2.0%
SICKNESS & HOLIDAYS	160,000	177,518	177,518	0	0.0%
EARTH & GRAVEL ROADS	75,000	74,291	76,066	1,775	2.4%
PAVED ROAD MAINT	450,000	455,114	455,114	0	0.0%
SEALING & CAPPING	15,000	184,107	184,107	0	0.0%
STREET OILING	1,500	20,000	20,400	400	2.0%
STREET SANDING	300,000	255,514	261,000	5,486	2.1%
SNOW OPERATIONS	500,000	898,596	927,807	29,211	3.3%
SIDEWALK, CURB&GUTTER	7,000	9,601	10,000	399	4.2%
LANES	100,000	98,956	100,900	1,944	2.0%
WORKSHOP	5,137	5,137	5,240	103	2.0%
GUARD RAILS	4,000	4,021	4,100	79	2.0%
BRIDGES	8,000	12,842	13,100	258	2.0%
STANDS,PARADES&BARRIC	15,000	12,485	12,735	250	2.0%
MUNICIPAL AIRPORT	131,646	131,646	31,383	(100,263)	(76.2)%
FOREMAN EXPENSES	68,000	68,000	69,360	1,360	2.0%
FOREMAN'S TRUCK EXP	7,000	13,860	14,140	280	2.0%
YARD MAINTENANCE	1,000	1,275	1,300	25	2.0%
<b>STREET &amp; ROADS</b>	<b>1,918,176</b>	<b>2,493,374</b>	<b>2,435,711</b>	<b>(57,663)</b>	<b>(2.3)%</b>
PARKING LOT MAINT	24,000	24,861	25,700	839	3.4%
PARKING METER REPAIRS	80,000	110,891	113,100	2,209	2.0%
TRAFFIC COUNTS	7,500	9,186	9,400	214	2.3%
TRAFFIC & STREET SIGNS	58,664	58,664	59,800	1,136	1.9%
PAINTING TRAFFIC LINES	128,493	128,493	135,000	6,507	5.1%
TRAFFIC LIGHT MAINT	110,000	96,273	100,000	3,727	3.9%
PHOTO RADAR EXPENDITURES	0	900,000	0	(900,000)	(100.0)%
CONT TRAFFIC SAFETY INITIATIVE	969,000	256,709	637,000	380,291	148.1%
<b>TRAFFIC DIVISION</b>	<b>1,377,657</b>	<b>1,585,077</b>	<b>1,080,000</b>	<b>(505,077)</b>	<b>(31.9)%</b>
SALARIES	390,000	445,138	445,138	0	0.0%
TELEPHONE	1,390	1,390	1,420	30	2.2%

# City of Moose Jaw

## Budget Revenues & Expenditures for Engineering Services (Summary)



Description	2019 Projection	2019 Budget	2020 Budget	2020 - 2019 INC (DCR)	% Change
EDUCATION & TRAINING	11,000	15,000	15,300	300	2.0%
RENT	81,648	81,648	81,648	0	0.0%
GENERAL REPAIRS & SUPP	70,000	60,700	62,000	1,300	2.1%
P & R (PROFIT)/LOSS	90,000	0	0	0	
ENGINEER'S (PROFIT)/LOSS	100,000	0	0	0	
EQUPT REPAIR CLAIMS- ENG	0	100	100	0	0.0%
SICKNESS & HOLIDAYS	80,000	85,000	85,000	0	0.0%
<b>WORKSHOP</b>	<b>824,038</b>	<b>688,976</b>	<b>690,606</b>	<b>1,630</b>	<b>0.2%</b>
<b>PUBLIC WORKS</b>	<b>4,803,541</b>	<b>5,574,847</b>	<b>4,705,054</b>	<b>(869,793)</b>	<b>(15.6)%</b>
STREET CLEANING	212,000	210,792	218,000	7,208	3.4%
<b>STREET CLEANING</b>	<b>212,000</b>	<b>210,792</b>	<b>218,000</b>	<b>7,208</b>	<b>3.4%</b>
MAINS MAINTENANCE	50,000	121,636	126,501	4,865	4.0%
CULVERT MAINTENANCE	17,862	17,862	18,500	638	3.6%
CATCH BASIN MAINTENANCE	60,000	91,261	94,000	2,739	3.0%
MANHOLE MAINTENANCE	5,311	5,311	5,311	0	0.0%
OPEN DITCH & CREEK MAINT	4,262	4,262	4,262	0	0.0%
<b>STORM SEWERS</b>	<b>137,435</b>	<b>240,332</b>	<b>248,574</b>	<b>8,242</b>	<b>3.4%</b>
<b>SANITATION &amp; WASTE REMOVAL</b>	<b>349,435</b>	<b>451,124</b>	<b>466,574</b>	<b>15,450</b>	<b>3.4%</b>
PARA-TRANSIT SUBSIDY	349,034	197,055	285,743	88,688	45.0%
<b>SOCIAL SERVICES</b>	<b>349,034</b>	<b>197,055</b>	<b>285,743</b>	<b>88,688</b>	<b>45.0%</b>
DOWNTOWN MAINTENANCE	42,000	42,155	43,800	1,645	3.9%
TRANSIT SYSTEM SUBSIDY	1,187,601	1,033,660	1,189,687	156,027	15.1%
<b>MISCELLANEOUS</b>	<b>1,229,601</b>	<b>1,075,815</b>	<b>1,233,487</b>	<b>157,672</b>	<b>14.7%</b>
<b>GRAND TOTAL</b>	<b>7,696,523</b>	<b>8,315,951</b>	<b>7,677,224</b>	<b>(638,727)</b>	<b>(7.7)%</b>

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



Description	2019 Projection	2019 Budget	2020 Budget	2020 - 2019 INC (DCR)	% Change
BUS EARNINGS	89,000	100,000	90,000	(10,000)	(10.0)%
BUS EARNINGS CHARTER	15,000	20,000	15,000	(5,000)	(25.0)%
MONTHLY PASSES - ADULT	72,000	102,000	75,000	(27,000)	(26.5)%
MONTHLY-STUDENT PUBLIC	70,000	82,400	70,000	(12,400)	(15.0)%
MONTHLY-STUDENT OTHER	0	0	0	0	
MONTHLY PASSES -FAMILY	10,000	14,000	10,000	(4,000)	(28.6)%
MONTHLY PASSES-SENIORS	4,000	5,000	5,000	0	0.0%
MONTHLY PASSES	156,000	203,400	160,000	(43,400)	(21.3)%
YEARLY PASSES-SENIORS	20,107	32,000	20,000	(12,000)	(37.5)%
ADVERTISING	24,100	29,000	24,000	(5,000)	(17.2)%
MISCELLANEOUS REVENUE	0	0	0	0	
SUBSIDY	1,187,601	1,033,660	1,189,687	156,027	15.1%
<b>TRANSIT REVENUE</b>	<b>1,491,808</b>	<b>1,418,060</b>	<b>1,498,687</b>	<b>80,627</b>	<b>5.7%</b>
VEHICLE MAINTENANCE	415,000	415,000	436,000	21,000	5.1%
UNIFORMS & SUPPLIES	6,500	6,500	7,500	1,000	15.4%
TRNSFRS/COIN WRAPPERS	7,000	7,000	7,140	140	2.0%
LICENSES	17,200	17,200	17,500	300	1.7%
INSURANCE	20,352	19,700	20,100	400	2.0%
SUNDRY	5,500	3,000	5,500	2,500	83.3%
SHELTER REPAIR & MAINT	3,500	3,500	3,570	70	2.0%
RADIO	6,000	1,500	3,000	1,500	100.0%
BUS STOP SIGNS	1,500	1,500	1,530	30	2.0%
OPERATOR'S WAGES	430,000	430,000	430,000	0	0.0%
TRANSPORTATION	497,552	489,900	495,840	5,940	1.2%
SALARIES	65,000	65,000	65,000	0	0.0%
OFFICE EXPENSE	3,500	3,500	3,500	0	0.0%
TELEPHONE	5,100	5,000	5,000	0	0.0%
ADVERTISING	7,000	9,000	9,000	0	0.0%
WORKER'S COMPENSATION	7,600	7,850	6,000	(1,850)	(23.6)%
EMPLOYMENT INSURANCE	13,500	15,000	16,500	1,500	10.0%
GROUP LIFE INSURANCE	660	770	1,130	360	46.8%
LTD INSURANCE	7,700	8,560	8,560	0	0.0%
CANADA PENSION PLAN	29,500	29,500	30,400	900	3.1%
PENSION	40,500	39,000	37,125	(1,875)	(4.8)%



# City of Moose Jaw

## Budget Summary of Revenues & Expenditures For Transit



Description	2019 Projection	2019 Budget	2020 Budget	2020 - 2019 INC (DCR)	% Change
TRAVEL & CONVENTIONS	3,000	3,000	3,060	60	2.0%
CAR ALLOWANCE	500	1,500	1,500	0	0.0%
SICKNESS & HOLIDAYS	75,000	78,000	78,000	0	0.0%
RENT	2,540	2,239	2,540	301	13.4%
ALLOC TO HANDI BUS SER	0	0	0	0	
HEALTH BENEFIT	20,500	21,700	16,177	(5,523)	(25.5)%
EDUCATION & TRAINING	5,000	5,000	5,100	100	2.0%
EQUIPMENT RESERVE CONT	292,656	218,541	278,255	59,714	27.3%
ADMINISTRATION	579,256	513,160	566,847	53,687	10.5%
<b>TRANSIT EXPENDITURES</b>	<b>1,491,808</b>	<b>1,418,060</b>	<b>1,498,687</b>	<b>80,627</b>	<b>5.7%</b>
USER FARES	16,000	25,000	16,000	(9,000)	(36.0)%
BUS EARNINGS CHARTER	675	5,000	1,000	(4,000)	(80.0)%
PROV GOVT FUNDING	164,026	225,000	200,000	(25,000)	(11.1)%
SOC SERVICES FUNDING	8,500	12,000	9,000	(3,000)	(25.0)%
SUBSIDY	349,034	197,055	285,743	88,688	45.0%
<b>PARA-TRANSIT REVENUES</b>	<b>538,235</b>	<b>464,055</b>	<b>511,743</b>	<b>47,688</b>	<b>10.3%</b>
VEHICLE MAINTENANCE	120,000	75,000	100,000	25,000	33.3%
UNIFORMS & SUPPLIES	2,000	2,000	2,040	40	2.0%
INSURANCE	10,000	11,567	11,600	33	0.3%
SUNDRY	250	250	250	0	0.0%
OPERATOR'S WAGES	270,000	260,000	260,000	0	0.0%
TRANSPORTATION	282,250	273,817	273,890	73	0.0%
ADMIN SALARIES	45,000	40,000	40,000	0	0.0%
OFFICE EXPENSE	770	770	770	0	0.0%
TELEPHONE	810	750	810	60	8.0%
ADVERTISING	1,000	1,000	1,000	0	0.0%
WORKER'S COMPENSATION	3,850	3,750	3,750	0	0.0%
EMPLOYMENT INSURANCE	6,900	7,250	7,250	0	0.0%
GROUP LIFE INSURANCE	350	350	484	134	38.3%
LTD INSURANCE	4,000	2,500	3,500	1,000	40.0%
CANADA PENSION PLAN	13,250	13,250	13,650	400	3.0%
PENSION	19,000	18,500	19,000	500	2.7%
TRAVEL & CONVENTIONS	0	0	0	0	
RENT	1,367	1,528	1,370	(158)	(10.3)%

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



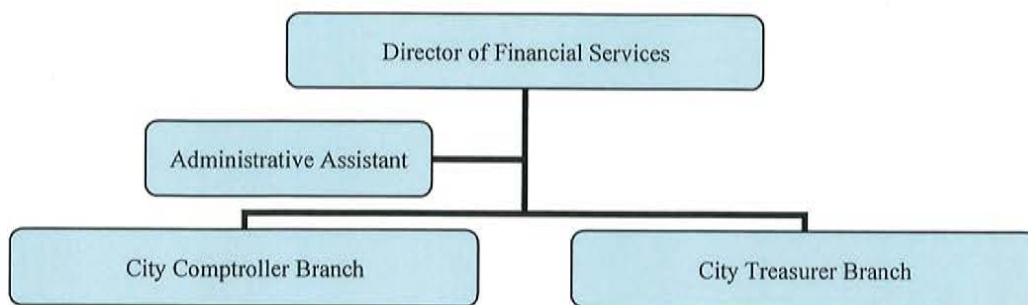
Description	2019 Projection	2019 Budget	2020 Budget	2020 - 2019 INC (DCR)	% Change
HEALTH BENEFIT	9,100	11,000	8,334	(2,666)	(24.2)%
EQUIPMENT RESERVE CONT	30,588	14,590	37,935	23,345	160.0%
ADMINISTRATION	135,985	115,238	137,853	22,615	19.6%
<b>PARA-TRANSIT EXPENDITURES</b>	<b>538,235</b>	<b>464,055</b>	<b>511,743</b>	<b>47,688</b>	<b>10.3%</b>

## **Financial Services**

### **Overview**

The Financial Services Department guides the corporation of the City of Moose Jaw in utilizing its financial resources in an effective and efficient manner. The Financial Services Department strives to provide financial leadership to City Council and all of the City's Departments.

We focus on serving our customer's needs whether that be the citizens of Moose Jaw or a City Operating Department and value innovation and improvement in our processes and continually strive to provide better services to our customers.



### **Work Plan Highlights**

The Financial Services Department will focus in 2020 on moving forward the Core Financial portion of the ERP project in conjunction with other City Departments. An equally important project for the City will be the implementation of a new Payroll/HR/Timekeeping system which is expected to go live January 1, 2020. The Financial Services Department will continue to work with the Police Service and City Departments to work towards a service agreement which will clearly define the services to be provided to the Moose Jaw Police Service and the cost of those services.

The implementation of an institutional investing approach to the City's reserves will be monitored in 2020 and future years to ensure that it is meeting the City's needs and performance levels. The Financial Services Department will continue with a review of City financial policies with a review of the City's Reserves and Financing practices with the intent of putting these into policy format in 2020.

### **Financial Summary**

All of the Financial Services initiatives will be carried out with existing resources with the exception of a small equipment purchase of digital cheque scanners. The Enterprise System will have separate resource requests when they come forward to Council as an overall City request.

The largest financial implication will come from the implementation of institutional investing of the City's reserves. The financial benefit to the City of this Council initiative is \$2 to \$3 million annually once fully implemented.



## **Future Goals**

In the future, Finance will be a major part of some of the non-core financial implementation related to the new ERP system. This will include things like taxation, utility billing, cashiering and licensing. The expansion of the Key Performance Indicator project will be a focus of future years as will be the development of guiding policies for things like franchise fees, taxation and user fees.

# City of Moose Jaw

## Budget Revenues & Expenditures for Finance (Summary)

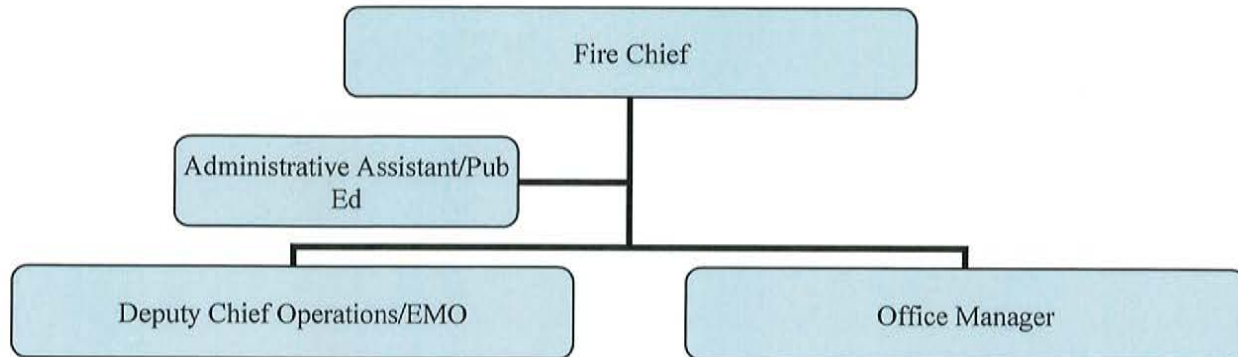


Description	2019 Projection	2019 Budget	2020 Budget	2020 - 2019 INC (DCR)	% Change
6002 - SALARIES	695,400	695,400	704,839	9,439	1.4%
6005 - WORKER'S COMPENSATION	7,750	7,600	8,000	400	5.3%
6015 - OFFICE EXPENSE	69,480	69,480	71,300	1,820	2.6%
6016 - TELEPHONE	10,800	10,600	10,800	200	1.9%
6020 - EQUIPMENT RESERVE CNT	20,867	20,867	22,626	1,759	8.4%
6025 - TRAVEL & CONVENTIONS		1,500	1,500	0	0.0%
6026 - EDUCATION & TRAINING	2,375	7,900	5,800	(2,100)	(26.6)%
6027 - DUES & MEMBERSHIPS	970	1,000	1,200	200	20.0%
6054 - FEES & COST RECOVERIES	(157,782)	(157,782)	(160,430)	(2,648)	1.7%
6055 - CASH OVER & SHORT	300	300	300	0	0.0%
6090 - ASSESSMENT CONTRACTUAL SERVICE	617,295	617,295	620,307	3,012	0.5%
<b>CITY TREASURER</b>	<b>1,267,455</b>	<b>1,274,160</b>	<b>1,286,242</b>	<b>12,082</b>	<b>0.9%</b>
6002 - SALARIES	786,211	802,722	803,639	917	0.1%
6004 - CAR ALLOWANCE	198	400	400	0	0.0%
6005 - WORKER'S COMPENSATION	8,662	8,431	8,854	423	5.0%
6015 - OFFICE EXPENSE	23,505	26,330	24,390	(1,940)	(7.4)%
6016 - TELEPHONE	7,470	7,798	7,595	(203)	(2.6)%
6020 - EQUIPMENT RESERVE CNT	5,992	5,992	5,593	(399)	(6.7)%
6025 - TRAVEL & CONVENTIONS	250	1,675	1,675	0	0.0%
6026 - EDUCATION & TRAINING	3,000	12,533	6,450	(6,083)	(48.5)%
6027 - DUES & MEMBERSHIPS	3,580	3,610	3,610	0	0.0%
6028 - SUBSCRIPTIONS & PUBS	150	400	400	0	0.0%
6030 - RENT	21,559	21,559	21,559	0	0.0%
6040 - GENERAL REPAIRS & SUPP	999	1,600	1,600	0	0.0%
6056 - AUDIT COSTS	52,661	52,661	67,661	15,000	28.5%
6057 - INVENT SHRT/WRITEOFFS	(600)	500	500	0	0.0%
6058 - OBSOLETE/DAMAGE GOOD	1,000	1,000	1,000	0	0.0%
6090 - CONTRACTUAL SERVICES	11,136	35,056	53,408	18,352	52.4%
<b>CITY COMPTROLLER</b>	<b>925,773</b>	<b>982,267</b>	<b>1,008,334</b>	<b>26,067</b>	<b>2.7%</b>
6082 - INSURANCE-PROPERTY	328,176	325,796	336,055	10,259	3.1%
6083 - LIABILITY INSURANCE	254,707	249,112	269,112	20,000	8.0%
6092 - PUBLIC COMMUNICATIONS	500	2,000	1,500	(500)	(25.0)%
<b>SUNDRY</b>	<b>583,383</b>	<b>576,908</b>	<b>606,667</b>	<b>29,759</b>	<b>5.2%</b>
<b>GENERAL GOVERNMENT</b>	<b>2,776,611</b>	<b>2,833,335</b>	<b>2,901,243</b>	<b>67,908</b>	<b>2.4%</b>

## Moose Jaw Fire Department

### Overview

The Fire Department services encompass Fire Suppression, Fire Prevention, Public Fire Safety Education, and under a separate department we operate the City Emergency Measures Organization (EMO). The Fire Department delivers four programs with a total staff of 49 Full Time Employees (FTE) consisting of Chief, Deputy Chief, Administrative Assistant/Public Education Officer, Office Manager and 45 FTE in-scope staff. Fire suppression services are provided to the citizens of Moose Jaw and contractually to 15 Wing, the RM's of Moose Jaw #161, Baidon #131, Marquis #191, Villages of Tuxford, Marquis, the Resort Villages of South Lake, Sun Valley, Buffalo Pound Provincial Park, two external sites Yara and Tera Grains



### Work Plan Highlights

For the citizens of Moose Jaw our objective is to provide first alarm coverage to 95% of the time within 5 minutes or to 100% of the population within 10 minutes 90% of the time. As well as dealing with fires we actively promote Fire Safety Education, community safety and risk reduction initiatives. These all form part of our services, including the legislated requirements of Fire Inspections, Code enforcement, Fire Investigations, and Emergency Management services.

### Financial Summary

The total proposed Fire Department expenditure budget for 2020 is \$6,886,759.00 (based on the 2018 contract for wages and benefits). The proposed EMO Budget for 2020 is \$25,338.00 This is total increase of \$737,456.00 from the 2019 budget. The total proposed revenue budget for the Fire Department for 2020 is \$1,653,627.00 and increase from 2019 of \$1,984.00.

### Future Goals

Fire Administration believes that the fire and rescue services have an important role to play in improving the quality of life for the residents of Moose Jaw and our visitors. Our vision is to be a world class fire and rescue service. In order to achieve this, our strategic aim would be in Prevention/Education engaging with residents to inform and educate the people in how to reduce the risk of fires and other emergencies. Having the appropriate response to incident's through proper planning, preparing for emergencies that may happen, and making a high quality and resilient response to them. Managing risk by using our resources flexibly, efficiently and effectively, continuously improving the way we use public money and to not become a burden on the taxpayers of Moose Jaw. Working together with all our stakeholders to deliver high quality services and to create a safe positive environment for everyone in the organization. Because of the re-organization of the Fire Department, significant efficiencies have been found in the past which has helped to sustain a service level acceptable to the citizens of Moose Jaw.



# City of Moose Jaw Budget Revenue & Expenditures for Fire (Summary)



Description	2019 Projection	2019 Budget	2020 Budget	2020 - 2019 INC (DCR)	% Change
SALARIES	5,271,587	4,674,775	5,292,887	618,112	13.2%
CAR ALLOWANCE	0	200	200	0	0.0%
WORKER'S COMPENSATION	45,757	45,757	46,934	1,177	2.6%
CANADA PENSION PLAN	140,444	140,444	141,488	1,044	0.7%
EMPLOYMENT INSURANCE	60,132	54,560	54,560	0	0.0%
GROUP INSURANCE	3,584	3,584	3,381	(203)	(5.7)%
LONG TERM DISABILITY INS	87,705	87,705	97,730	10,025	11.4%
PENSION	364,177	346,836	419,564	72,728	21.0%
OFFICE EXPENSE	13,100	12,850	13,150	300	2.3%
TELEPHONE	17,104	18,774	16,804	(1,970)	(10.5)%
EQUIPMENT RESERVE CNT	216,191	216,191	255,567	39,376	18.2%
BUILDING RESERVE CONT	25,000	25,000	25,000	0	0.0%
TRAVEL & CONVENTIONS	1,870	5,300	5,550	250	4.7%
EDUCATION & TRAINING	69,266	70,266	66,600	(3,666)	(5.2)%
DUES & MEMBERSHIPS	2,245	2,195	2,245	50	2.3%
SUBSCRIPTIONS & PUBS	0	75	0	(75)	(100.0)%
ELECTRICITY	38,444	39,044	39,841	797	2.0%
NATURAL GAS	17,500	15,288	18,000	2,712	17.7%
WATER	4,200	3,900	4,134	234	6.0%
GENERAL REPAIRS & SUPP	34,224	30,020	31,770	1,750	5.8%
CONTRACTUAL SERVICES	57,831	66,065	57,886	(8,179)	(12.4)%
CLOTHING	68,730	77,230	77,330	100	0.1%
APPARATUS REPAIRS&SUP	139,176	137,070	139,964	2,894	2.1%
ALARM SYSTEM	3,800	3,800	3,800	0	0.0%
FIRE HOSE	11,500	11,500	11,500	0	0.0%
RADIO ALARM COMMUNICAT	45,774	45,774	45,774	0	0.0%
FIRE PREVENT PROGRAM	13,550	13,550	13,550	0	0.0%
FIRE SCHOOL	1,550	1,550	1,550	0	0.0%
<b>FIRE DEPARTMENT</b>	<b>6,754,441</b>	<b>6,149,303</b>	<b>6,886,759</b>	<b>737,456</b>	<b>12.0%</b>
<b>EMERGENCY MEASURES</b>	<b>20,538</b>	<b>25,338</b>	<b>25,338</b>	<b>0</b>	<b>0.0%</b>
RURAL FIRE CALL REVENUE	445,214	436,326	425,567	(10,759)	(2.5)%
15 WING FIRE SUPPRESSION	1,204,000	1,204,000	1,222,060	18,060	1.5%
FIRE INSURANCE	0	2,000	1,000	(1,000)	(50.0)%
FIRE CODE PERMITS	4,000	3,400	4,400	1,000	29.4%
WORKSHOP REV - FIRE	1,200	600	600	0	0.0%

# City of Moose Jaw Budget Revenue & Expenditures for Fire (Summary)



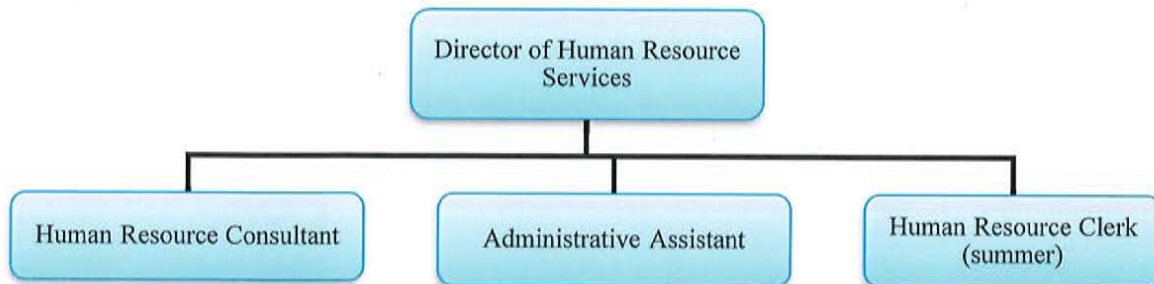
Description	2019 Projection	2019 Budget	2020 Budget	2020 - 2019 INC (DCR)	% Change
REVENUES	(1,654,414)	(1,646,326)	(1,653,627)	(7,301)	0.4%
GRAND TOTAL	5,120,565	4,528,315	5,258,470	730,155	16.1%

## **Human Resource Services**

### **Overview**

The Human Resource Services Department strives to be part of an Entrepreneurial Civic Administration. HR is comprised of three permanent staff who engage in facilitating service delivery in the primary human resource areas of job evaluation, labour relations, organizational development, and staffing and recruitment initiatives.

### **Organizational Structure:**



### **Work Plan Highlights**

- Ceridian Dayforce full report utilization including sick and vacation, seniority, hours accumulation, employee numbers, benefit enrolment and enrolment alerts and employee engagement, confidence, comfort and trust. Exploit automated processes such as leave requests, scheduling, shift trading, sick and banked time balance access. HR will be at the front-line providing training and troubleshooting the HRIS component of the system.
- Job Evaluation will coincide with collective bargaining. We will explore options with CUPE Local 9 to replace the 1954 Kellogg Stevenson with a joint job evaluation system. A consultant is in place working on the out of scope evaluation plan. HR will be at the centre in coordinating the work involved with both plans.
- Succession planning continues with delivery of a leadership development program for senior staff and for Critical Position and select succession planning individuals. Further this will provide advancement opportunities especially for younger City employees.
- Collective bargaining may carry into 2020 for CUPE Local 9, Fire Association and UNIFOR.
- Organizational Development will continue with the possibility of workshops on internal de-escalation, emotional intelligence and training for supervisors and managers in support of our drug and alcohol policy.
- Collaborate with Communications on an employee engagement survey in 2020.

### **Financial Summary**

Human Resource Services initiatives will be carried out with existing resources. The largest future financial implications will result from the potential outcomes of a new job evaluation framework.



## **Future Goals**

In the future, Human Resource Services would like to see a paradigm shift from being a transactional bound department to that of a transformational force for positive change. We see the Ceridian Dayforce system as a catalyst in the attainment of this vision.

# City of Moose Jaw

## Budget Revenue & Expenditures for Human Resources (Summary)



Description	Subsidiary	2019 Projection	2019 Budget	2020 Budget	2020 - 2019 INC (DCR)	% Change
SALARIES	*	311,012	311,012	315,604	4,592	1.5%
CAR ALLOWANCE	*	300	300	300	0	0.0%
WORKER'S COMPENSATION		3,002	3,002	3,230	228	7.6%
OFFICE EXPENSE	*	3,100	3,690	3,690	0	0.0%
TELEPHONE	*	3,400	3,400	3,400	0	0.0%
EQUIPMENT RESERVE CNT	*	1,861	1,861	1,672	(189)	(10.2)%
TRAVEL & CONVENTIONS	*	5,000	6,000	6,000	0	0.0%
EDUCATION & TRAINING	*	51,000	51,000	80,871	29,871	58.6%
DUES & MEMBERSHIPS	*	450	685	685	0	0.0%
SUBSCRIPTIONS & PUBS	*	7,493	8,000	8,000	0	0.0%
RECRUITMENT OF STAFF		86,000	86,000	86,000	0	0.0%
RECRUITMENT OF STAFF	RRC	15,000	15,000	15,000	0	0.0%
LABOUR-MGT MEETINGS	*	3,000	3,000	3,000	0	0.0%
LABOUR/CONTRACT NEGOT	*	46,612	46,612	46,612	0	0.0%
CONTRACTUAL SERVICES	*		25,056	33,408	8,352	33.3%
<b>HUMAN RESOURCE SERVICES</b>		<b>537,230</b>	<b>564,618</b>	<b>607,472</b>	<b>42,854</b>	<b>7.6%</b>
WORKER'S COMPENSATION	*	1,068	0	546	546	
CANADA PENSION PLAN	*	143,925	137,300	149,483	12,183	8.9%
EMPLOYMENT INSURANCE	*	53,427	57,000	62,779	5,779	10.1%
GROUP INSURANCE	*	14,526	14,735	15,690	955	6.5%
LONG TERM DISABILITY INS	*	217,728	209,120	209,195	75	0.0%
PENSION	*	294,863	266,600	294,863	28,263	10.6%
HEALTH BENEFIT	*	120,670	120,670	124,185	3,515	2.9%
PENSION PLAN FEES	*	54,350	54,350	54,350	0	0.0%
SERVICE PAY GRATUITIES	*	14,000	14,000	14,000	0	0.0%
SICK PAY GRATUITIES	*	70,000	70,000	70,000	0	0.0%
RETIRE & LONG SERVI AWD	*	7,000	9,000	7,000	(2,000)	(22.2)%
<b>EMPLOYER PAID BENEFITS</b>		<b>991,557</b>	<b>952,775</b>	<b>1,002,091</b>	<b>49,316</b>	<b>5.2%</b>
<b>GRAND TOTAL</b>		<b>1,528,787</b>	<b>1,517,393</b>	<b>1,609,563</b>	<b>92,170</b>	<b>6.1%</b>

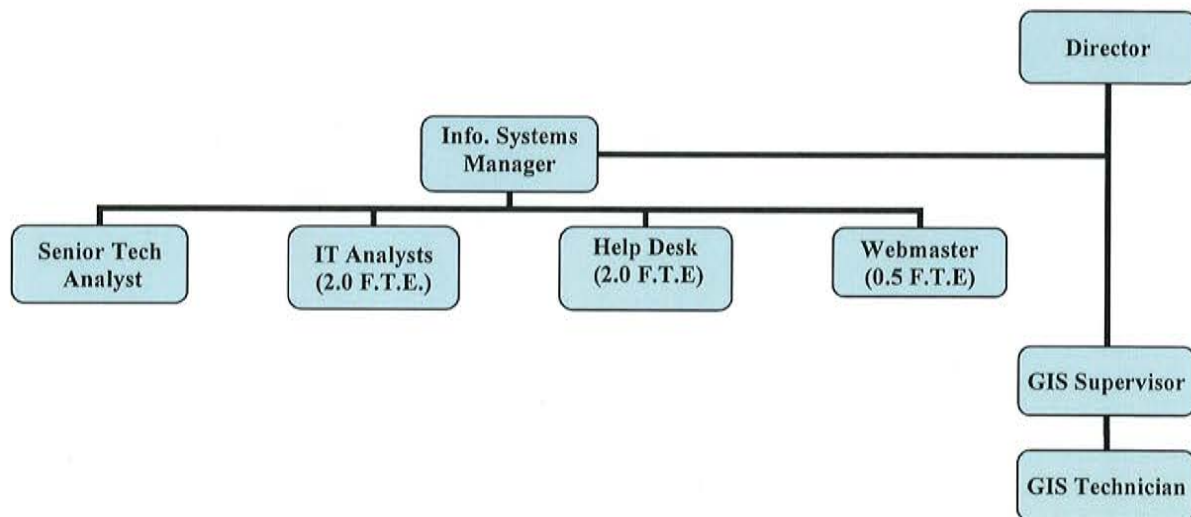
## Information Technology Department

### Overview

#### Information Technology Service Statement:

The Information Technology (IT) Department supports all City departments including the Fire Department and has contracts to support two 3<sup>rd</sup> parties, the Moose Jaw Police Service and Mosaic Place.

The GIS Supervisor oversees the development and maintenance of the City's GIS system. This includes inventory of the infrastructure owned by the City, producing maps for internal and public use and provide data for decision making.



### Work Plan Highlights

**Enterprise Resource Planning (ERP) system** – The IT Department along with all City departments will evaluate ERP systems and select the system that is deemed the best fit for the City. A specific report on a new ERP system will come forward to Executive Committee outside of the budget process.

**VoIP** – A modern, internet-based phone system will streamline communications for residents and City staff.

**Mosaic Network Upgrade** – The Mosaic computer network is end of life and no longer meets the needs of the facility. The speed of the network is an order of magnitude slower than the current industry standard and needs to be replaced to continue to provide IT services to the tenants in the building.

**City Data Centre Upgrade** – Current Data Center is end of life and end of warranty. A modern server environment will increase network speed for users as well as increase visibility and



---

reliability for City staff responsible for maintaining it. We will also take a comprehensive look at data storage and disaster recovery at this time.

**Police Network Changes** – Police have expressed an interest in changing their current network configuration. This will include installing a new firewall and changing how several things are done including backups, file storage, network routing and potentially more. This will be a significant amount of work.

**GIS** – Continued integration into Engineering and other departments business processes to increase electronic data collection at the source to improve accuracy of the data collected which allows for more informed decision making.

## **Financial Summary**

### **Existing Funding**

**Enterprise Resource Planning (ERP) system** - A new ERP system will be partially funded out of several Equipment Reserve accounts. The software and implementation costs have not been determined at this time. An RFP was released for a new ERP system. A specific report on an ERP system will be brought forward when the responses are evaluated, and actual costs are known.

**VoIP** - The VoIP project is fully funded through a \$140,000 capital project. Reduction in operating costs over the current system should produce an annual savings of 10% or more on a new phone system. Once a VoIP provider is selected, actual savings will be calculated.

**Mosaic Network Upgrade** - Mosaic Network upgrade will be paid out of Mosaic's ER budget. The current network equipment is fully depreciated.

**City Data Centre Upgrade** - City Data Centre upgrade will be paid out of three of the IT's ER budgets totalling \$354,000.

**Police Network Changes** – Additional costs for work on the Police network will be funded by Police. The scope of this project is still yet to be determined.

**GIS** – The GIS department will continue to use the tools available to do the work required with the individual departments. No additional funding is requested at this time.

### **Future Goals**

The IT Department is looking to continue expanding the use of technology for all operational crews. Instant access to data in the field will streamline processes as well as enable real time information gathering and verification for decision makers.

The implementation of the new HR/Payroll system and electronic based RFS system will see more smart devices in the field for real time collection of time/cost data as well as provide instant access to problems being reported in the City for action to be taken.

# City of Moose Jaw

## Budget Revenues & Expenditures for Information Technology (Summary)

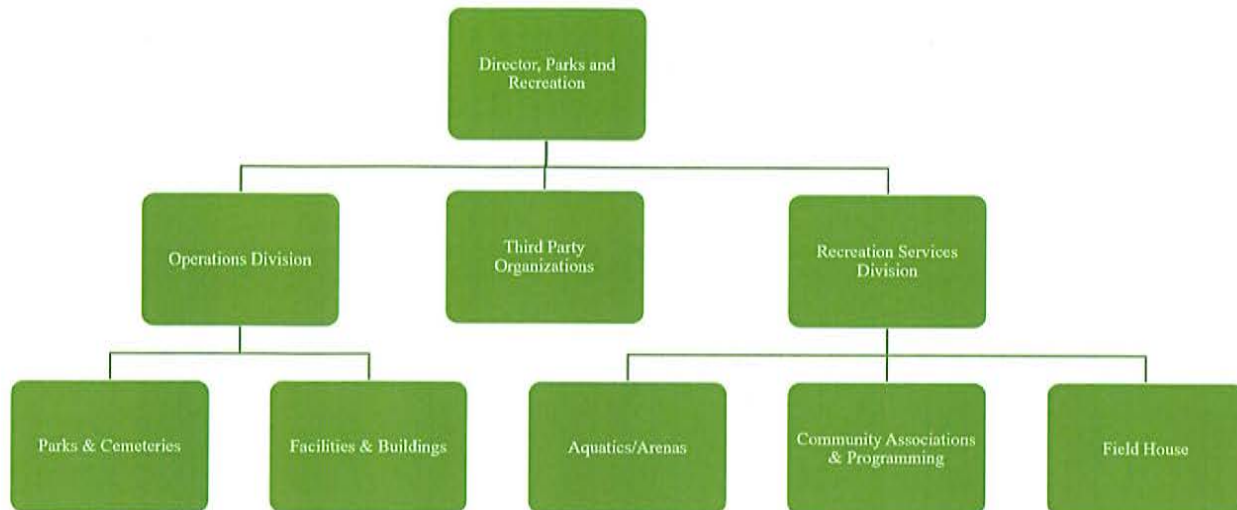


Description	Subsidiary	2019 Projection	2019 Budget	2020 Budget	2020 - 2019 INC (DCR)	% Change
SALARIES		728,786	725,076	737,632	12,556	1.7%
CAR ALLOWANCE		250	500	500	0	0.0%
WORKER'S COMPENSATION		8,057	7,403	8,014	611	8.3%
OFFICE EXPENSE		3,500	4,200	4,200	0	0.0%
TELEPHONE		9,500	9,900	10,320	420	4.2%
EQUIPMENT RESERVE CNT		198,420	198,420	266,639	68,219	34.4%
TRAVEL & CONVENTIONS		5,800	5,800	5,800	0	0.0%
EDUCATION & TRAINING	CITY	0	5,000	0	(5,000)	(100.0)%
EDUCATION & TRAINING	IT	18,000	23,500	23,500	0	0.0%
DUES & MEMBERSHIPS		600	600	600	0	0.0%
FEES & COST RECOVERIES, INFORMATION TECHNOLOGY		(27,253)	(27,254)	(29,353)	(2,099)	7.7%
SOFTWARE MAINTENANCE		295,000	285,575	309,000	23,425	8.2%
COMPUTER COMMUNICATIONS		3,800	4,650	5,120	470	10.1%
CMPT HARDWARE MAINT		9,000	9,500	9,500	0	0.0%
ADMIN OVERHEAD		(1,200)	(15,000)	(5,000)	10,000	(66.7)%
<b>INFORMATION TECHNOLOGY</b>		<b>1,252,260</b>	<b>1,237,870</b>	<b>1,346,472</b>	<b>108,602</b>	<b>8.8%</b>

## **Parks & Recreation Services**

### **Overview**

The Parks and Recreation Department is responsible for a variety of services which improve the quality of life for the citizens of Moose Jaw. The Parks and Recreation Department's programs and services are delivered through the Recreation Division and the Operations Division.



### **Work Plan Highlights**

The Operations Division will have a strong focus on Community Pride through projects that enhance beautification in parks, and public spaces while continuing to maintain civic facilities to a level that citizens can be proud of. A review of the Parks Operation is currently underway and will focus on some possible operational changes and re-structuring to better address some of the current gaps in service delivery. The review includes looking at opportunities where the Engineering and Parks and Recreation Departments can work together staff allocations during the winter months. Another major focus will be completing an inventory of assets and establishing sustainable preventative maintenance and replacement schedules to meet the needs of the community. An important piece of the inventory project will be the completion of a playground audit to determine the current state of the City's playgrounds and establish a priority replacement plan to ensure all neighborhoods within the City have access to safe and accessible play structures. The Department also began work on a Trails Master plan which will be completed in 2020.

The Recreation Division strives to provide opportunities that are responsive to community needs and sustained with a focus on partnerships, innovation and customer service. The Division will be entering its second year operating and programming the Yara Centre and will be looking to keep the positive momentum going. A review of the Community Association structure is also underway with the goal of implementing changes in early 2020. Accessibility and affordability for vulnerable populations such as our youth and seniors will continue to be a priority through the re-structuring of rates and fees and community programming. There will also be a focus on ensuring all agreements with external parties are reviewed and updated to ensure the current arrangements are sustainable and meet the priorities of the City moving forward.



---

Improved customer service through innovation is another important component of the 2020 Work Plan. The Department will continue to enhance the capabilities of the new PerfectMind Recreation software to improve access and communication to our citizens. The marketing and promotion of our services will be expanded in partnership with the Communications Department to include an updated City website and social media strategy as well as the transition to digital advertising in our facilities.

### **Financial Summary**

The Parks and Recreation initiatives identified in the work plan will be carried out with existing resources. There will also be a separate resource request come forward to City Council within the overall City request that will address gaps in service relating to Urban Forestry.

Some of the largest financial implications in 2020 will come from updates made to water, power and natural gas budgets to reflect recent actual costs and so that proper cost recovery levels can be achieved.

The Arenas are also seeing a decline in revenues due to less hours being booked by Minor Sport Organizations and the dissolution of the Prairie Edge School of Skating which was a major user. The total annual revenue impact of the skating club dissolution is approximately \$30,000 per year. The Department will need to closely monitor ice rates moving forward to ensure that the cost of ice isn't affecting usage.

The Department also lost a guaranteed revenue source from the YMCA Pool Access Agreement when they ceased operations in June of 2019 which equates to approximately \$21,000 per year. The Department is projecting that this revenue can be replaced with the recent increase in memberships and program attendance in the Recreation Division.

### **Future Goals**

The Parks and Recreation Department would like to put a greater emphasis on proper planning through the adoption of a Parks and Recreation Master Plan. The last master plan adopted was in 1976 and an updated plan will be an opportunity for the Department to engage the community to determine priorities based on current resource levels while planning for the future.

The Department would also like to focus on enhancing community partnerships, event attraction to enhance the local economic impact, amenities that attract young families and events and programs that enhance community pride.

One of the challenges currently faced is our aging infrastructure and the increasing costs to maintain our older facilities. The Department will continue to explore energy efficient facility investments that will reduce greenhouse gas emissions and demand for energy while ultimately lowering our annual operating costs and improving our environmental footprint.

## City of Moose Jaw

### Budget Expenditures for Parks & Recreation (Summary)



Description	2019 Projection	2019 Budget	2020 Budget	2020 - 2019 INC (DCR)	% Change
CITY HALL MAINTENANCE	324,200	305,982	305,417	(565)	(0.2)%
<b>GENERAL GOVERNMENT</b>	<b>324,200</b>	<b>305,982</b>	<b>305,417</b>	<b>(565)</b>	<b>(0.2)%</b>
OTHER PROTECTION	74,719	78,786	77,667	(1,119)	(1.4)%
<b>PROTECTION TO PERSONS</b>	<b>74,719</b>	<b>78,786</b>	<b>77,667</b>	<b>(1,119)</b>	<b>(1.4)%</b>
RECREATION & PARKS ADMIN	1,078,493	1,087,326	1,127,095	39,769	3.7%
PARKS	779,371	730,636	779,622	48,986	6.7%
RECREATION	3,266,405	3,144,517	3,247,414	102,897	3.3%
CEMETERIES	344,708	329,740	333,688	3,948	1.2%
THIRD PARTY FUNDING	109,626	110,633	111,804	1,171	1.1%
ART MUSEUM	390,659	393,110	388,402	(4,708)	(1.2)%
LIBRARY MAINTENANCE	252,525	258,384	248,637	(9,747)	(3.8)%
SERVICE CENTRE	250,595	279,019	276,082	(2,937)	(1.1)%
WAKAMOW VALLEY AUTHORITY	323,148	327,874	329,612	1,738	0.5%
WILD ANIMAL PARK	3,990	3,190	4,080	890	27.9%
MURALS/CULTURAL CENTRE	385,390	390,100	391,976	1,876	0.5%
FIELDHOUSE	714,517		713,939	713,939	
<b>RECREATION &amp; COMMUNITY</b>	<b>7,899,427</b>	<b>7,054,529</b>	<b>7,952,351</b>	<b>897,822</b>	<b>12.7%</b>
<b>GRAND TOTAL</b>	<b>8,298,346</b>	<b>7,439,297</b>	<b>8,335,435</b>	<b>896,138</b>	<b>12.0%</b>
 MOSAIC PLACE	 188,554	 566,370	 526,347	 (40,023)	 (7.1)%

# City of Moose Jaw

## Budget Revenues & Expenditures for Parks & Recreation (Summary)



Description	2019 Projection	2019 Budget	2020 Budget	2020 - 2019 INC (DCR)	% Change
MAINTENANCE	324,200	305,982	305,417	(565)	(0.2)%
CITY HALL MAINTENANCE	324,200	305,982	305,417	(565)	(0.2)%
<b>GENERAL GOVERNMENT</b>	<b>324,200</b>	<b>305,982</b>	<b>305,417</b>	<b>(565)</b>	<b>(0.2)%</b>
MOSQUITO CONTROL	1,465	4,815	4,840	25	0.5%
WEED CONTROL	73,254	73,971	72,827	(1,144)	(1.5)%
<b>OTHER PROTECTION</b>	<b>74,719</b>	<b>78,786</b>	<b>77,667</b>	<b>(1,119)</b>	<b>(1.4)%</b>
<b>PROTECTION TO PERSONS</b>	<b>74,719</b>	<b>78,786</b>	<b>77,667</b>	<b>(1,119)</b>	<b>(1.4)%</b>
SALARIES	273,191	283,200	284,193	993	0.4%
CAR ALLOWANCE	900	1,080	900	(180)	(16.7)%
WORKER'S COMPENSATION	40,620	40,620	40,620	0	0.0%
CANADA PENSION PLAN	140,836	128,160	140,836	12,676	9.9%
EMPLOYMENT INSURANCE	70,535	77,040	74,985	(2,055)	(2.7)%
PENSION	168,127	167,040	168,130	1,090	0.7%
HEALTH BENEFIT	86,073	84,360	93,276	8,916	10.6%
OFFICE EXPENSE	18,680	19,361	18,151	(1,210)	(6.2)%
TELEPHONE	13,786	10,980	13,650	2,670	24.3%
EQUIPMENT RESERVE CNT	15,764	15,764	24,672	8,908	56.5%
TRAVEL & CONVENTIONS	4,301	4,300	4,300	0	0.0%
EDUCATION & TRAINING	7,510	8,100	7,500	(600)	(7.4)%
DUES & MEMBERSHIPS	1,722	1,720	1,830	110	6.4%
SUBSCRIPTIONS & PUBS	200	200	300	100	50.0%
RADIO COMMUNICATIONS	4,104	8,640	7,024	(1,616)	(18.7)%
ADMIN OVERHEAD	(75,239)	(54,000)	(54,000)	0	0.0%
FRINGE BENEFIT OHD	(3,069)	(7,000)	(7,000)	0	0.0%
SICKNESS & HOLIDAYS	287,081	280,061	286,228	6,167	2.2%
MISCELL TOOLS & SAFETY	23,371	17,700	21,500	3,800	21.5%
<b>RECREATION &amp; PARKS ADMIN</b>	<b>1,078,493</b>	<b>1,087,326</b>	<b>1,127,095</b>	<b>39,769</b>	<b>3.7%</b>
SALARIES	151,252	144,480	150,020	5,540	3.8%
CAR ALLOWANCE	9,790	9,550	10,789	1,239	13.0%
CRESCENT PARK	287,010	268,157	271,603	3,446	1.3%
ELGIN PARK	13,557	12,255	8,923	(3,332)	(27.2)%
TOWN & COUNTRY PARK	3,957	4,972	5,180	208	4.2%
GOOD NEIGHBOUR PARK	11,791	9,824	12,682	2,858	29.1%
HAPPY VALLEY PARK	17,042	10,184	17,005	6,821	67.0%



# City of Moose Jaw Budget Revenues & Expenditures for Parks & Recreation (Summary)



Description	2019 Projection	2019 Budget	2020 Budget	2020 - 2019 INC (DCR)	% Change
SUNNINGDALE PARK	14,681	15,524	16,587	1,063	6.8%
BELMONT PARK	8,932	4,732	5,264	532	11.2%
IRON BRIDGE PARK & PATHWAYS	18,405	19,886	21,676	1,790	9.0%
WESTPARK PARK & PATHWAYS	13,680	15,432	14,436	(996)	(6.5)%
NEWROCK PARK & PATHWAYS	0	5,375	5,890	515	9.6%
BOULEVARDS & EASEMENTS	114,979	119,428	124,948	5,520	4.6%
BUFFER STRIPS & TRF ISLD	113,845	90,250	114,031	23,781	26.4%
YARD MAINTENANCE	450	587	588	1	0.2%
<b>PARKS</b>	<b>779,371</b>	<b>730,636</b>	<b>779,622</b>	<b>48,986</b>	<b>6.7%</b>
SALARIES	144,288	154,800	153,714	(1,086)	(0.7)%
CAR ALLOWANCE		8,550	1,380	(7,170)	(83.9)%
MEMORIAL FIELD	8,857	7,688	9,678	1,990	25.9%
ROSS WELLS PARK	8,270	12,523	9,352	(3,171)	(25.3)%
SPORTSGROUNDS	440,218	371,959	430,035	58,076	15.6%
AMPHITHEATRE	2,037	1,589	1,790	201	12.6%
BOWLING GREEN	4,480	5,571	5,305	(266)	(4.8)%
NATATORIUM POOL MAINT	168,345	173,022	179,034	6,012	3.5%
NATATORIUM PROGRAM	95,325	89,303	90,757	1,454	1.6%
KINSMEN POOL MAINT	594,650	551,395	600,432	49,037	8.9%
KINSMEN POOL PROGRAM	581,004	561,954	547,074	(14,880)	(2.6)%
PLAMOR PALACE	358,413	366,542	361,993	(4,549)	(1.2)%
KINSMEN ARENA	299,081	314,918	316,609	1,691	0.5%
OUTDOOR RINKS	126,708	92,241	118,065	25,824	28.0%
PLAYGROUND MAINT	111,856	108,800	100,672	(8,128)	(7.5)%
PLAYGROUND PROGRAMS	61,942	44,295	52,308	8,013	18.1%
YOUTH ACTIVITY CTR PROG	5,102	6,986	5,886	(1,100)	(15.7)%
RECREATION PROGRAMS	144,282	143,435	153,374	9,939	6.9%
COMMUNITY ASSOC PROG	111,547	128,946	109,956	(18,990)	(14.7)%
<b>RECREATION</b>	<b>3,266,405</b>	<b>3,144,517</b>	<b>3,247,414</b>	<b>102,897</b>	<b>3.3%</b>
SALARIES	52,380	52,380	52,380	0	0.0%
OFFICE EXPENSE	4,335	5,295	4,392	(903)	(17.1)%
TELEPHONE	1,675	1,020	1,680	660	64.7%
BURIAL COSTS	47,011	46,134	40,530	(5,604)	(12.1)%
GENERAL MAINTENANCE	229,397	215,001	224,796	9,795	4.6%
INDIGENT PERPETUALCARE	9,910	9,910	9,910	0	0.0%

# City of Moose Jaw

## Budget Revenues & Expenditures for Parks & Recreation (Summary)



Description	2019 Projection	2019 Budget	2020 Budget	2020 - 2019 INC (DCR)	% Change
<b>CEMETERIES</b>	<b>344,708</b>	<b>329,740</b>	<b>333,688</b>	<b>3,948</b>	<b>1.2%</b>
CANADA DAY COMMITTEE	2,484	2,484	2,534	50	2.0%
FESTIVAL OF WORDS	7,713	7,713	7,867	154	2.0%
AIR SHOW	975	0	0	0	
TOURISM MOOSE JAW	91,152	91,152	92,975	1,823	2.0%
MISCELLANEOUS GRANTS	7,302	9,284	8,428	(856)	(9.2)%
<b>THIRD PARTY FUNDING</b>	<b>109,626</b>	<b>110,633</b>	<b>111,804</b>	<b>1,171</b>	<b>1.1%</b>
MAINTENANCE	255,859	258,310	250,906	(7,404)	(2.9)%
ARTMUSEUM PROGFUNDNG	134,800	134,800	137,496	2,696	2.0%
<b>ART MUSEUM</b>	<b>390,659</b>	<b>393,110</b>	<b>388,402</b>	<b>(4,708)</b>	<b>(1.2)%</b>
MAINTENANCE	252,525	258,384	248,637	(9,747)	(3.8)%
<b>LIBRARY MAINTENANCE</b>	<b>252,525</b>	<b>258,384</b>	<b>248,637</b>	<b>(9,747)</b>	<b>(3.8)%</b>
MAINTENANCE	250,595	279,019	276,082	(2,937)	(1.1)%
<b>SERVICE CENTRE</b>	<b>250,595</b>	<b>279,019</b>	<b>276,082</b>	<b>(2,937)</b>	<b>(1.1)%</b>
STATUTORY LEVY	323,148	323,148	329,612	6,464	2.0%
LANDSCAPE MAINTENANCE		4,726		(4,726)	(100.0)%
<b>WAKAMOW VALLEY AUTHORITY</b>	<b>323,148</b>	<b>327,874</b>	<b>329,612</b>	<b>1,738</b>	<b>0.5%</b>
WILD ANIMAL PARK MAINT	3,990	3,190	4,080	890	27.9%
<b>WILD ANIMAL PARK</b>	<b>3,990</b>	<b>3,190</b>	<b>4,080</b>	<b>890</b>	<b>27.9%</b>
CULTURAL CENTRE MAINTENANCE	214,723	219,433	218,139	(1,294)	(0.6)%
CULTURAL CENTRE PROGRAM	157,509	157,509	160,679	3,170	2.0%
MURALS PROGRAM	13,158	13,158	13,158	0	0.0%
<b>MURALS/CULTURAL CENTRE</b>	<b>385,390</b>	<b>390,100</b>	<b>391,976</b>	<b>1,876</b>	<b>0.5%</b>
SALARIES	348,457		350,661	350,661	
CAR ALLOWANCE	1,320		1,320	1,320	
WORKER'S COMPENSATION	3,516		3,516	3,516	
CANADA PENSION PLAN	15,240		15,240	15,240	
EMPLOYMENT INSURANCE	7,200		7,200	7,200	
GROUP INSURANCE	600		600	600	
LONG TERM DISABILITY INS	6,480		6,480	6,480	
PENSION	18,804		18,804	18,804	
OFFICE EXPENSE	6,000		6,000	6,000	
TELEPHONE	6,000		6,000	6,000	
EQUIPMENT RESERVE CNT	26,473		24,396	24,396	

# City of Moose Jaw

## Budget Revenues & Expenditures for Parks & Recreation (Summary)



Description	2019 Projection	2019 Budget	2020 Budget	2020 - 2019 INC (DCR)	% Change
TRAVEL & CONVENTIONS	2,000		2,000	2,000	
ELECTRICITY	130,114		130,114	130,114	
NATURAL GAS	26,119		26,119	26,119	
WATER	8,661		8,660	8,660	
SUPPLIES & EQUIPMENT	12,000		10,000	10,000	
MARKETING	6,000		6,000	6,000	
PROGRAMMING	3,000		3,000	3,000	
CONTRACTUAL SERVICES	25,020		25,020	25,020	
FACILITY MAINTENANCE	61,513		62,809	62,809	
FIELDHOUSE	714,517		713,939	713,939	
RECREATION & COMMUNITY	7,899,427	7,054,529	7,952,351	897,822	12.7%
<b>GRAND TOTAL</b>	<b>8,298,346</b>	<b>7,439,297</b>	<b>8,335,435</b>	<b>896,138</b>	<b>12.0%</b>



## Planning & Development Services

### Overview

The Planning and Development Services Department works closely with each City Department, developers, businesses, residents and the Economic Development Manager to support growth and development and enforce minimum standards for property and buildings. The department's responsibility is to manage and promote both growth and development through the administration of applicable policies and bylaws adopted by City Council. This Department is very diverse with seven different divisions that play a significant role in providing Council with professional and technical advice on a wide range of issues including housing, current and future land use, heritage, building and property standards, parking enforcement, and animal control.



### Work Plan Highlights

Customer Service and Excellence continues to be the highest priority for this Department. The new Planner 1 Position has freed up staff time to work on initiatives, encourage sustainable growth of the tax base in the City of Moose Jaw and increase customer service to citizens and businesses. Some highlights from each division are as follows:

#### **Planning**

- Evaluate city-owned land for development potential, develop capital plan for growth infrastructure and downtown improvements

#### **Land Administration**

- Advertising and promotion of City-owned land for sale

#### **Building**

- Improve quality of public information for permit process and requirements for increased customer service, continuing education on latest building regulations

#### **Bylaw Enforcement**

- Increased proactive and face-to-face interactions as well as educational campaigns for property maintenance

#### **Business Licensing**

- Work with IT and Finance toward developing a new Business License System within the ERP Project. The existing system is using an Access 97 database.

#### **Economic Development**

The Economic Development Services Division updated strategic review and priority setting, and includes actions identified in the 13 Ways Planning Sessions. The tactical strategy focuses on actions, creating targets, and measuring performance in order to help our community discover its pathway to success. Our vision is a positive business investment environment that is achieving

---

sustainable economic growth that is contributing to our vibrant and healthy community. This will be accomplished through;

- A diversified and prosperous economy.
- A regional hub of ag value-add, tourism, alternate energy, and transportation, warehousing & distribution all supporting activities accessing global markets.
- An engaged business community marketing a diversity of products, services and experiences.
- Business, industry and local government working together to create jobs and foster an entrepreneurial spirit.
- Building a strong and growing workforce.
- Enhanced tourism and downtown development

### **Financial Summary**

All of the Planning and Development Services initiatives will be carried out with existing resources.

The further use and increased funding of the Heritage Reserve account to fund related programs and capital investment is a new request. Increased use of interest from capital reserves is proposed to fund programs such as the proposed Housing Incentive Policy.

### **Future Goals**

Continue to improve policy and procedures, integrating and standardizing processes with new computer software, GIS, and formal Council-approved policies.

Regional Planning and development coordination with the R.M. of Moose Jaw 161 continues to be a long-term goal.

An update to the City's Official Community Plan is also a future goal.

# City of Moose Jaw

## Budget Revenues & Expenditures for Planning & Development (Summary)



Description	2019 Projection	2019 Budget	2020 Budget	2020 - 2019 INC (DCR)	% Change
SALARIES	460,947	469,183	470,833	1,650	0.4%
CAR ALLOWANCE	750	1,500	1,000	(500)	(33.3)%
WORKER'S COMPENSATION	5,120	3,894	5,120	1,226	31.5%
OFFICE EXPENSE	2,000	5,000	5,000	0	0.0%
TELEPHONE	3,500	3,500	3,570	70	2.0%
EQUIPMENT RESERVE CONT	17,519	16,950	16,877	(73)	(0.4)%
TRAVEL & CONVENTIONS	12,240	12,240	11,485	(755)	(6.2)%
EDUCATION & TRAINING	2,805	2,805	2,861	56	2.0%
DUES & MEMBERSHIPS	3,360	3,060	3,500	440	14.4%
GENERAL REPAIRS & SUPP	5,000	5,000	5,000	0	0.0%
FEES & COST RECOVERIES	0	(5,000)	0	5,000	(100.0)%
SPECIAL PROJECTS	54,264	54,264	55,349	1,085	2.0%
REPAIRS INNOVATIVE HOUSING	45,000	45,000	45,000	0	0.0%
HOUSING INITIATIVES	100,004	86,655	92,369	5,714	6.6%
ADVERTISING & MISC	9,000	19,000	19,000	0	0.0%
CONTRACTUAL SERVICES	700	0	0	0	0.0%
ISC CHARGES	4,000	4,000	4,000	0	0.0%
<b>PLANNING &amp; DEVELOPMENT</b>	<b>726,209</b>	<b>727,051</b>	<b>740,964</b>	<b>13,913</b>	<b>1.9%</b>
SALARIES	237,276	237,276	233,064	(4,212)	(1.8)%
CAR ALLOWANCE	7,500	7,500	7,500	0	0.0%
WORKER'S COMPENSATION	3,000	3,000	2,820	(180)	(6.0)%
CANADA PENSION PLAN	11,235	11,235	11,257	22	0.2%
CANADA PENSION PLAN	5,000	5,000	5,000	0	0.0%
GROUP INSURANCE	295	295	295	0	0.0%
PENSION	17,796	17,796	17,480	(316)	(1.8)%
HEALTH BENEFIT	7,260	8,054	7,005	(1,049)	(13.0)%
OFFICE EXPENSE	1,650	1,650	1,683	33	2.0%
TELEPHONE	6,834	6,834	6,971	137	2.0%
TRAVEL & CONVENTIONS	3,250	3,250	3,315	65	2.0%
EDUCATION & TRAINING	3,329	3,329	3,396	67	2.0%
DUES & MEMBERSHIPS	1,500	1,178	1,561	383	32.5%
ADVERTISING & MISC	2,121	2,121	2,163	42	2.0%
CONTRACTUAL SERVICES	235,000	265,302	270,608	5,306	2.0%
<b>BUILDING &amp; BYLAW</b>	<b>543,046</b>	<b>573,820</b>	<b>574,118</b>	<b>298</b>	<b>0.1%</b>



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



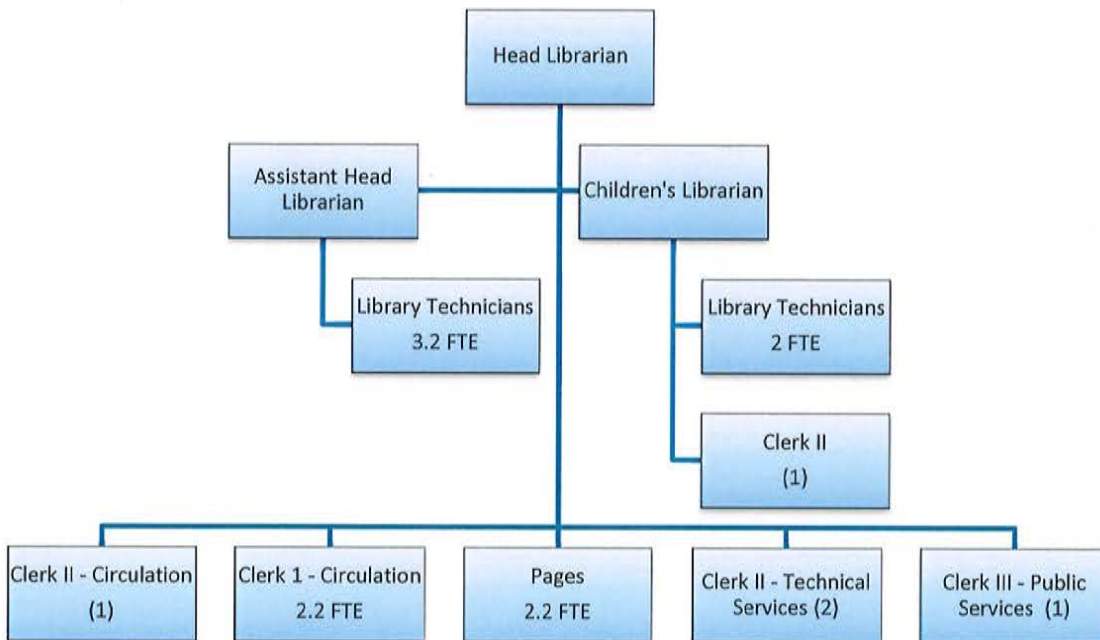
Description	2019 Projection	2019 Budget	2020 Budget	2020 - 2019 INC (DCR)	% Change
ANIMAL CONTROL	100,219	100,219	102,223	2,004	2.0%
POUNDKEEPER	124,320	124,320	126,806	2,486	2.0%
OTHER BYLAW ENFORCEMENT	15,000	15,000	15,000	0	0.0%
<b>PROTECTION TO PERSONS</b>	<b>239,539</b>	<b>239,539</b>	<b>244,029</b>	<b>4,490</b>	<b>1.9%</b>
CITY SH OF HOUSING PROJ	40,102	40,102	41,075	973	2.4%
<b>CITY SH OF HOUSING PROJ</b>	<b>40,102</b>	<b>40,102</b>	<b>41,075</b>	<b>973</b>	<b>2.4%</b>
<b>GRAND TOTAL</b>	<b>1,548,896</b>	<b>1,580,512</b>	<b>1,600,186</b>	<b>19,674</b>	<b>1.2%</b>

## The Moose Jaw Public Library

### **Overview**

The Moose Jaw Public Library serves the citizens of Moose Jaw and surrounding area. With service guided by the Saskatchewan Library's Act, the Moose Jaw Public Library's mandate is to provide Moose Jaw and area residents of all ages equitable access to informational, cultural, recreational and educational materials and programs. In so doing, the library serves as an addition to and extension of other educational systems to ensure opportunities for individual lifelong learning. The Library strives to partner with community organizations, groups and schools to offer community outreach programs and services.

### **Organizational Structure:**



### **Work Plan Highlights**

In 2020 the Library will focus on 3 priority areas:

The Library as a Space: In 2019 work was complete on ensuring the safety of the space by creating an Emergency Response Plan, Reviewing Emergency Procedures and creating Rules of Conduct. In 2020 the focus will be on making the space more welcoming by reviewing and planning budgeted and cost effective improvements to the Children's Library. The Library will also begin assessment of the rental spaces in the Library and investigate improvements that will enhance the experience of the space.

Lifelong Learning: The Library will prioritize the development of technology related learning opportunities, including greater access to Maker equipment. Opportunities for digital acquisitions to be added to the Collection will also be explored.

Organizational Effectiveness: The Library Board will complete a strategic planning cycle begun in 2019 taking into consideration the results from the Library's Community Needs Assessment and the City's Strategic Plan. Actions to improve organizational effectiveness will be implemented under the direction of the Library Board

**Financial Summary:**

The majority of the Library's initiatives will be carried out with existing resources. In order to achieve a Status Quo budget with no changes in programming an increase would be required in the following areas.

1. An increase to the levy is requested to accommodate staffing costs related to a projected Wage increase.
2. The Final area will be an increase of 2% to the Equipment Reserve Budget as requested by the City's Financial Services Department.

The Operating Estimates would require a 1.4% over 2019 funding levels.

**Future Goals:**

Under the guidance of the Moose Jaw Public Library Board and with the results from the 2019-2020 strategic plan the Library will find new ways to contribute to the education and wellbeing of this community.



**City of Moose Jaw**  
**MOOSE JAW PUBLIC LIBRARY BUDGET ESTIMATES**  
**FOR THE YEAR 2020**

	2019 PASSED BUDGET	2019 Projected Actuals	2020 Estimates
<b>166 6015 OFFICE EXPENSES</b>			
Delivery and Postage	\$2,330.00	\$2,139.00	\$2,330.00
Commissionaire for Rentals	\$2,000.00	\$2,800.00	\$3,000.00
Copiers - lease	\$4,500.00	\$2,800.00	\$3,000.00
- CanCopy license	\$375.00	\$375.00	\$375.00
Copier paper	\$2,180.00	\$1,899.00	\$2,000.00
Advertising	\$5,500.00	\$5,326.00	\$5,500.00
Repairs & servicing rental equipmer	\$500.00	\$789.00	\$700.00
Replacement of small equipment	\$1,000.00	\$1,375.29	\$1,300.00
Miscellaneous	\$200.00	\$946.00	\$200.00
Computer Technical Assistance	\$4,800.00	\$4,689.00	\$4,800.00
Repairs of office equipment	<u>\$1,500.00</u>	<u>\$1,476.00</u>	<u>\$1,500.00</u>
	\$24,885.00	\$24,614.29	\$24,705.00
<b>166 6016 COMMUNICATIONS</b>			
Telephones, fax, internet	<u>\$5,000.00</u>	<u>\$4,711.72</u>	<u>\$5,000.00</u>
	\$5,000.00	\$4,711.72	\$5,000.00
<b>166 6025 CONFERENCES AND PROGRAMS</b>			
Conferences/training	\$5,000.00	\$4,710.00	\$5,000.00
Programming	<u>\$7,900.00</u>	<u>\$7,636.70</u>	<u>\$7,900.00</u>
	\$12,900.00	\$12,346.70	\$12,900.00
<b>166 6027 MEMBERSHIPS</b>	\$200.00	\$185.00	\$200.00
<b>166 6020 EQUIPMENT RESERVE</b>	<u>\$44,134.00</u>	<u>\$44,134.00</u>	<u>\$45,017.00</u>
Subtotal	\$87,119.00	\$85,991.71	\$87,822.00
<b>166 6796 PALLISER REGIONAL LIBRARY I</b>	\$1,116,884.00	\$1,116,884.00	\$1,132,719.00
SILS special levy	<u>\$14,403.00</u>	<u>\$14,403.00</u>	<u>\$14,403.00</u>
	\$1,131,287.00	\$1,131,287.00	\$1,147,122.00
<b>TOTAL</b>	\$1,218,406.00	\$1,217,278.71	\$1,234,944.00
<b>REVENUES</b>			
<b>5699 Fines revenue</b>	\$20,000.00	\$16,623.00	\$17,000.00
<b>5693 Library revenues (copiers)</b>	\$4,500.00	\$5,436.00	\$4,500.00
<b>5697 Meeting room/theatre rental</b>	\$1,200.00	\$3,210.00	\$3,200.00
<b>5697 Equipment rental</b>	\$300.00	\$300.00	\$300.00
<b>5697 Commissionaire for Rentals</b>	<u>\$2,000.00</u>	<u>\$2,800.00</u>	<u>\$3,000.00</u>
<b>TOTAL</b>	<u>\$28,000.00</u>	<u>\$28,369.00</u>	<u>\$28,000.00</u>
<b>Net requisition from City</b>	\$1,190,406.00	\$1,188,276.44	\$1,206,944.00

# City of Moose Jaw Budget Summary of Reserves & Allowances



Description	2019 Projection	2019 Budget	2020 Budget	2020 - 2019 INC (DCR)	% Change
6054 - FEES & COST RECOVERIES	(5,000)	(5,000)	(5,000)	0	0.0%
<b>6001 - WATERWORKS RECOVERY</b>	<b>(5,000)</b>	<b>(5,000)</b>	<b>(5,000)</b>	<b>0</b>	<b>0.0%</b>
6860 - BANK CHARGES	6,500	12,900	7,350	(5,550)	(43.0)%
6865 - CREDIT CARD FEES	8,500		25,000	25,000	
<b>6001 - DEBT CHARGES</b>	<b>15,000</b>	<b>12,900</b>	<b>32,350</b>	<b>19,450</b>	<b>150.8%</b>
6870 - RESERVE UNCOLL TAXES	24,000	24,000	20,000	(4,000)	(16.7)%
6871 - RESERVE DBTFUL ACCTS	4,738	15,031	8,313	(6,718)	(44.7)%
6873 - GENERAL CONTINGENCIES	386,675	983,070	622,877	(360,193)	(36.6)%
<b>6001 - RESERVES &amp; ALLOWANCES</b>	<b>415,413</b>	<b>1,022,101</b>	<b>651,190</b>	<b>(370,911)</b>	<b>(36.3)%</b>
6882 - DISCOUNT ON TAXES	67,229	70,675	70,119	(556)	(0.8)%
6889 - APPROPRIATION TO OTHER FUNDS	3,583,283	3,583,283	3,844,186	260,903	7.3%
<b>6001 - MISCELLANEOUS EXPENDITURES</b>	<b>3,650,512</b>	<b>3,653,958</b>	<b>3,914,305</b>	<b>260,347</b>	<b>7.1%</b>
<b>GRAND TOTAL</b>	<b>4,075,925</b>	<b>4,683,959</b>	<b>4,592,845</b>	<b>(91,114)</b>	<b>(1.9)%</b>

# GENERAL CAPITAL BUDGET







## General Capital Budget Overview

The General Capital Reserve portion of the Capital Budget provides funding for Transportation, Parks and Recreation, Other Services and Storm Sewers.

The Transportation area includes funding for roadways, traffic infrastructure and bridges and structures. The estimated budget over the next five years is \$40,675,830.

The Parks and Recreation area includes funding for facility rehabilitation, parks upgrades, pathways and reforestation. The estimated budget over the next five years is \$5,516,043.

The Other Services area includes funding for solar initiatives, innovative housing and debt repayments. The estimated budget over the next five years is \$8,851,062.

The Storm Sewer area includes repair and rehabilitation of the City's storm sewer system. The estimated budget over five years is \$3,690,000.

Total estimated Capital expenditures over the five years is \$59,095,435.

Funding for the General Capital Reserve consists of funding from:

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

Total estimated capital revenues over the five years is \$45,549,175.

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

In 2020, City Administration is proposing a 1% municipal increase be levied and dedicated to providing funding to the General Capital Reserve Budget for Leisure Services. This will generate an additional \$295,000 to fund the capital works in this budget. The 1% has been incorporated into the overall proposed mill rate increase of 2.02%.

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

**GENERAL CAPITAL RESERVE SUMMARY  
2020 - 2024**

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

**LAND DEVELOPMENT RESERVE  
2020 - 2024**

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



Object Account	2019 Carry Forward	2020	2021	2022	2023	2024	Total Including CFWDS
9014 - TR1 PAVED ROADWAYS	750,000	3,600,000	3,600,000	3,600,000	3,600,000	3,600,000	18,750,000
9026 - TR2 SIDEWALKS, CURBS & GUTTER	-	522,100	541,500	559,930	576,500	599,500	2,799,530
9029 - TR3 TRAFFIC CONTROL	150,000	740,000	695,000	685,000	735,000	675,000	3,680,000
9033 - TR4 GRAVEL ROADWAYS	-	160,300	168,000	174,000	179,000	185,000	866,300
9034 - TR5 MUNICIPAL AIRPORT	3,800	-	-	-	-	-	3,800
9006 - TR6 STRUCTURE UPGRADES	1,213,383	900,000	7,600,000	2,000,000	2,200,000	2,500,000	16,413,383
9030 - TR30 GEOTHERMAL WELL REHAB	-	150,000	-	-	-	-	150,000
9040 - TR40 COMMUNITY AESTHETICS	-	24,000	25,000	26,000	27,000	28,000	130,000
Transportation	2,117,183	6,096,400	12,629,500	7,044,930	7,317,500	7,587,500	42,793,013
9303 - PR3 WAKAMOW VALLEY AUTHORITY	-	30,770	31,385	32,010	32,653	33,300	160,118
9304 - PR4 CITY COMPLEX UPGRADE	235,000	-	-	50,000	-	-	285,000
9311 - PR11 LIBRARY/ART MUSEUM	17,000	-	50,000	150,000	203,000	175,000	595,000
9314 - PR14 CRESCENT PARK UPGRADES	-	16,000	10,000	20,000	7,000	-	53,000
9323 - PR23 GEN UPGRADE - PKS	78,000	63,500	134,500	20,000	260,000	20,000	576,000
9347 - PR47 BUILDING IMPROVE	65,835	20,000	30,000	40,000	50,000	50,000	255,835
9349 - PR49 CEMETERY IMPROVEMENTS	-	-	78,000	-	-	-	78,000
9352 - PR52 PATHWAY UPGRADE	15,590	-	25,000	40,000	80,000	60,000	220,590
9355 - PR55 REFORESTATION CITY	880	18,000	25,000	18,000	10,000	-	71,880
9356 - PR56 ENERGY MGT PROGRAM	-	-	120,000	-	-	-	120,000
9359 - PR59 SPEC NEEDS UPGRADES	45,301	31,225	32,000	34,000	36,000	38,000	216,526
9363 - PR63 KINSMEN SPORTSPLEX ARENA	425,000	105,000	-	212,000	-	-	742,000
9364 - PR64 CITY HALL	146,645	757,000	60,000	60,000	100,000	50,000	1,173,645
9365 - PR65 COMMUNITY PROJECTS	11,513	31,500	32,500	33,500	34,500	35,500	179,013
9368 - PR68 PARKS DEDICATION RESERVE	12,700	-	39,000	19,500	40,000	20,500	131,700
9371 - PR71 PLA-MOR PALACE	-	-	196,200	330,000	-	-	526,200
9372 - PR72 KINSMEN POOL	-	-	-	113,000	-	30,000	143,000
9373 - PR73 CULTURAL CENTRE	-	-	457,000	50,000	-	-	507,000
9374 - PR74 YARA CENTRE	-	-	-	35,000	-	500,000	535,000
Parks & Recreation	1,053,464	1,072,995	1,320,585	1,257,010	853,153	1,012,300	6,569,507
9554 - OS2 INNOVATIVE HOUSING	136,731	-	-	-	-	-	136,731
9558 - OS8 MULTIPLEX LOAN REPAYMENT	-	1,875,247	1,452,574	1,445,604	1,430,620	1,421,892	7,625,937
9559 - OS9 IT PROJECTS	182,472	-	-	-	-	-	182,472
9508 - GG8 SOLAR INITIATIVES	-	520,000	705,125	-	-	-	1,225,125
Other Services	319,203	2,395,247	2,157,699	1,445,604	1,430,620	1,421,892	9,170,265
9503 - PS1 POLICE BLDING RENOS	141,837	67,500	70,000	72,500	75,000	77,500	504,337
Police Services	141,837	67,500	70,000	72,500	75,000	77,500	504,337



Object Account	2019 Carry Forward	2020	2021	2022	2023	2024	Total Including CFWDS
9403 - MP3 MULTIPLEX	33,940	-	-	-	-	-	33,940
9506 - DFFH CAPITAL UPGRADES	261,279	-	-	-	-	-	261,279
DFFH	295,219	-	-	-	-	-	295,219
9253 - SS1 STORM SEWERS	200,000	790,000	670,000	750,000	840,000	640,000	3,890,000
Storm Sewers	200,000	790,000	670,000	750,000	840,000	640,000	3,890,000
9802 - LD2 WESTHEATH PHASE V	4,771,148	-	-	-	-	-	4,771,148
Land Development	4,771,148	-	-	-	-	-	4,771,148
							-
TOTAL CAPITAL EXPENDITURES	8,898,054	10,422,142	16,847,784	10,570,044	10,516,273	10,739,192	67,993,489

# TRANSPORTATION

Object Account	2019 Carry Forward	2020	2021	2022	2023	2024	Total Including CFWDS
9014 - TR1 PAVED ROADWAYS	750,000	3,600,000	3,600,000	3,600,000	3,600,000	3,600,000	18,750,000
9026 - TR2 SIDEWALKS, CURBS & GUTTER	-	522,100	541,500	559,930	576,500	599,500	2,799,530
9029 - TR3 TRAFFIC CONTROL	150,000	740,000	695,000	685,000	735,000	675,000	3,680,000
9033 - TR4 GRAVEL ROADWAYS	-	160,300	168,000	174,000	179,000	185,000	866,300
9034 - TR5 MUNICIPAL AIRPORT	3,800	-	-	-	-	-	3,800
9006 - TR6 STRUCTURE UPGRADES	1,213,383	900,000	7,600,000	2,000,000	2,200,000	2,500,000	16,413,383
9030 - TR30 GEOTHERMAL WELL REHAB	-	150,000	-	-	-	-	150,000
9040 - TR40 COMMUNITY AESTHETICS	-	24,000	25,000	26,000	27,000	28,000	130,000
Transportation	2,117,183	6,096,400	12,629,500	7,044,930	7,317,500	7,587,500	42,793,013



## Capital Project Summary Sheet

<b>Title:</b>	TR-1 Paved Roadways	<b>Project #:</b>	TR-1
---------------	---------------------	-------------------	------

### Project Description

The City of Moose Jaw maintains 227 km of paved roadway infrastructure of varying ages and classes (Arterial, Collector and Locals) of which 83 km are designated Arterial/Collector. Restoration treatments are targeted at repairing streets in fair condition and restoring them to good condition. There are several different treatment options that may be used in 2020 including, Mill and Pave, Mill and Pave with an Overlay, Thin Overlay, Leveling, Crack Sealing and Micro Surfacing. Roads will be recommended from Associated Engineering's Road Condition Assessment.

**Total Budget Amount:** 18,750,000

Financial	Carry Forward	2020	2021	2022	2023	2024
Capital	750,000	3,600,000	3,600,000	3,600,000	3,600,000	3,600,000
Operating						

### Program Components

Component	2020	2021	2022	2023	2024	Total	Project Score
Paved Road Treatments	3,600,000	3,600,000	3,600,000	3,600,000	3,600,000	18,000,000	473.4
						-	
						-	
						-	
						-	
						-	
						-	
						-	
						-	
						-	

## Capital Project Summary Sheet

Title:	TR-2 Sidewalks, Curbs & Gutter	Project #:	TR-2
--------	--------------------------------	------------	------

### Project Description

The City maintains approximately 219 km (or 146,000 slabs) of concrete sidewalks, 102 km curb & gutter, and 16,000 m2 of medians. These vary in age from new to over 100 years old. When the defects are significant enough or begin to become a safety concern, then replacement is considered. Separate and combined sidewalk, curb & gutter and median are considered under this remove and replacement. Paraplegic ramps are incorporated into all new sidewalk development/replacement at corners of sidewalks. The Engineering Dept is giving priority to the Special Needs Advisory Committee for requested locations. The replacement program is being complemented with a slab slicing program to address deflections, and a pilot slab jacking program to address depressions in walks and gutters.

Total Budget Amount:

2,799,530

Financial	Carry Forward	2020	2021	2022	2023	2024
Capital	-	522,100	541,500	559,930	576,500	599,500
Operating						

### Program Components

Component	2020	2021	2022	2023	2024	Total	Project Score
Slab Slicing	15,000	15,000	15,500	16,000	16,500	78,000	609.6
Slabs Jacking	15,000	15,500	16,000	16,500	17,000	80,000	609.6
Remove and Replacement of Sidewalks, Curb & Gutters, Medians, and Paraplegic Ramps	492,100	511,000	528,430	544,000	566,000	2,641,530	950.4
						-	
						-	
						-	
						-	
						-	
						-	
						-	

## Capital Project Summary Sheet

<b>Title:</b>	TR-3 Traffic Control	<b>Project #:</b>	TR-3
---------------	----------------------	-------------------	------

### Project Description

The City of Moose Jaw has 25 intersections having traffic signals as well as many Signaled Pedestrian Crossings. This Capital Project involves improvements to traffic control, operation, vehicular and pedestrian safety. This includes replacing aged infrastructure, as well as a physical intersection redesign to allow for more efficient vehicular and pedestrian movement.

**Total Budget Amount:** 3,680,000

Financial	Carry Forward	2020	2021	2022	2023	2024
Capital	150,000	740,000	695,000	685,000	735,000	675,000
Operating						

### Program Components

Component	2020	2021	2022	2023	2024	Total	Project Score
Traffic Control - Intersection Upgrades	695,000	670,000	660,000	710,000	650,000	3,385,000	645.6
Traffic Control - Signal Replacement	45,000	25,000	25,000	25,000	25,000	145,000	645.6
						-	
						-	
						-	
						-	
						-	
						-	
						-	
						-	
						-	



## Capital Project Summary Sheet

<b>Title:</b>	Gravel Roadways	<b>Project #:</b>	TR-4
---------------	-----------------	-------------------	------

### Project Description

The Engineering Department maintains the City's inventory of 88 kilometers of lanes and 29.5 kilometers of graveled roads and identifies which are in need of repair. Capital Project TR-4 allocates funds for the rehabilitation of lanes and graveled roads prioritized according to the state of disrepair.

**Total Budget Amount:**

866,300

Financial	Carry Forward	2020	2021	2022	2023	2024
Capital	-	160,300	168,000	174,000	179,000	185,000
Operating						

### Program Components

Component	2020	2021	2022	2023	2024	Total	Project Score
Gravel Roadways	160,300	168,000	174,000	179,000	185,000	866,300	301.2
						-	
						-	
						-	
						-	
						-	
						-	
						-	
						-	
						-	

## Capital Project Summary Sheet

<b>Title:</b>	TR-6 Structure Upgrades	<b>Project #:</b>	TR-6
---------------	-------------------------	-------------------	------

### Project Description

The City owns and maintains bridge and structure assets which are divided into three categories; 1) Bridges, 2) Subways and 3) Dams. The City has fifteen (15) bridges, six (6) subways and three (3) dams. The average age of the bridges is 56 years; this is much older than other jurisdictions throughout Canada. Based on an evaluation performed by Stantec Consulting Ltd., Engineering Services is recommending to repurpose Coteau St E Bridge into a pedestrian bridge, and to engage an engineering consultant to design for rehabilitation of 4th Ave Bridge.

**Total Budget Amount:**

16,413,383

Financial	Carry Forward	2020	2021	2022	2023	2024
Capital	1,213,383	900,000	7,600,000	2,000,000	2,200,000	2,500,000
Operating						

### Program Components

Component	2020	2021	2022	2023	2024	Total	Project Score
Bridges and Structures	900,000	7,600,000	2,000,000	2,200,000	2,500,000	15,200,000	1,184.0
						-	
						-	
						-	
						-	
						-	
						-	
						-	
						-	
						-	

Capital Project Summary Sheet

Title:	TR-30 Geothermal Well Rehab	Project #:	TR-30
--------	-----------------------------	------------	-------

Project Description

This project allocates funds for contribution to geothermal well rehabilitation works.

Total Budget Amount: 150,000

Financial	Carry Forward	2020	2021	2022	2023	2024
Capital	-	150,000	-	-	-	-
Operating						

Program Components

Component	2020	2021	2022	2023	2024	Total	Project Score
Geothermal Well Rehab	150,000	-	-	-	-	150,000	139.2
						-	
						-	
						-	
						-	
						-	
						-	
						-	
						-	
						-	



## Capital Project Summary Sheet

<b>Title:</b>	TR-40 Community Aesthetics	<b>Project #:</b>	TR-40
---------------	----------------------------	-------------------	-------

### Project Description

The allocation of dedicated funds in the 5 Year Capital to provide for the replacement of the City's Christmas decorations over a ten (10) year period to address the deteriorated decorations originally purchased in the 1950's.

**Total Budget Amount:**

130,000

Financial	Carry Forward	2020	2021	2022	2023	2024
Capital	-	24,000	25,000	26,000	27,000	28,000
Operating						

### Program Components

Component	2020	2021	2022	2023	2024	Total	Project Score
City Christmas Decorations	24,000	25,000	26,000	27,000	28,000	130,000	174.4
						-	
						-	
						-	
						-	
						-	
						-	
						-	
						-	
						-	
						-	

# **PARKS AND RECREATION**

Object Account	2019 Carry Forward	2020	2021	2022	2023	2024	Total Including CFWDS
9303 - PR3 WAKAMOW VALLEY AUTHORITY	-	30,770	31,385	32,010	32,653	33,300	160,118
9304 - PR4 CITY COMPLEX UPGRADE	235,000	-	-	50,000	-	-	285,000
9311 - PR11 LIBRARY/ART MUSEUM	17,000	-	50,000	150,000	203,000	175,000	595,000
9314 - PR14 CRESCENT PARK UPGRADES	-	16,000	10,000	20,000	7,000	-	53,000
9323 - PR23 GEN UPGRADE - PKS	78,000	63,500	134,500	20,000	260,000	20,000	576,000
9347 - PR47 BUILDING IMPROVE	65,835	20,000	30,000	40,000	50,000	50,000	255,835
9349 - PR49 CEMETERY IMPROVEMENTS	-	-	78,000	-	-	-	78,000
9352 - PR52 PATHWAY UPGRADE	15,590	-	25,000	40,000	80,000	60,000	220,590
9355 - PR55 REFORESTATION CITY	880	18,000	25,000	18,000	10,000	-	71,880
9356 - PR56 ENERGY MGT PROGRAM	-	-	120,000	-	-	-	120,000
9359 - PR59 SPEC NEEDS UPGRADES	45,301	31,225	32,000	34,000	36,000	38,000	216,526
9363 - PR63 KINSMEN SPORTSPLEX ARENA	425,000	105,000	-	212,000	-	-	742,000
9364 - PR64 CITY HALL	146,645	757,000	60,000	60,000	100,000	50,000	1,173,645
9365 - PR65 COMMUNITY PROJECTS	11,513	31,500	32,500	33,500	34,500	35,500	179,013
9368 - PR68 PARKS DEDICATION RESERVE	12,700	-	39,000	19,500	40,000	20,500	131,700
9371 - PR71 PLA-MOR PALACE	-	-	196,200	330,000	-	-	526,200
9372 - PR72 KINSMEN POOL	-	-	-	113,000	-	30,000	143,000
9373 - PR73 CULTURAL CENTRE	-	-	457,000	50,000	-	-	507,000
9374 - PR74 YARA CENTRE	-	-	-	35,000	-	500,000	535,000
Parks & Recreation	1,053,464	1,072,995	1,320,585	1,257,010	853,153	1,012,300	6,569,507



## Capital Project Summary Sheet

<b>Title:</b>	PR-3 Wakamow Valley Authority	<b>Project #:</b>	PR-3
---------------	-------------------------------	-------------------	------

### Project Description

The City of Moose Jaw provides a set amount of matching funding to the Wakamow Valley Authority for designated capital construction projects to enhance the River Valley. The funding is provided based on the condition that the Authority matches the amount provided by the City each year. A 2% annual increase is also applied. Past projects include: Kiwanis River Park Multi-Purpose Facility (2004), a pedestrian walkway linking Churchill Park to Wakamow Valley (2011), the Suspension Bridge (2016) and the Connors Park Challenge Course (2018). The Lower-Level Crossing is the project currently funded under the program and it is anticipated that this will be substantially completed in 2020.

**Total Budget Amount:**

160,118

Financial	Carry Forward	2020	2021	2022	2023	2024
Capital	-	30,770	31,385	32,010	32,653	33,300
Operating						

### Program Components

Component	2020	2021	2022	2023	2024	Total	Project Score
Wakamow Valley Authority	30,770	31,385	32,010	32,653	33,300	160,118	707.4
						-	
						-	
						-	
						-	
						-	
						-	
						-	
						-	
						-	

## Capital Project Summary Sheet

<b>Title:</b>	<b>City Complex Upgrade</b>	<b>Project #:</b>	<b>PR-4</b>
---------------	-----------------------------	-------------------	-------------

### Project Description

The City Complex was constructed in 1967 with two additions being added at later dates. It includes office space, a workshop for servicing the equipment fleet and workspace for many different departments. The facility also provides indoor and outdoor storage space for equipment, materials and supplies. In 2011, the facility received a \$1.7 million upgrade which included significant changes to the building layout, new electrical and mechanical equipment and cosmetic upgrades. In 2018, the transformers, emergency power supply and fire alarm system were upgraded. Modernization of the heating and A/C units, ventilation and other mechanical components is also underway and will be completed in 2020. The next area for prioritized upgrades at the City Complex will be the shop area of the facility which will have to be addressed with additional funding in future years.

**Total Budget Amount:**

285,000

Financial	Carry Forward	2020	2021	2022	2023	2024
Capital	235,000	-	-	50,000	-	-
Operating						

### Program Components

Component	2020	2021	2022	2023	2024	Total	Project Score
Cross Connection Protection	-	-	50,000	-	-	50,000	700.8
						-	
						-	
						-	
						-	
						-	
						-	
						-	
						-	
						-	

## Capital Project Summary Sheet

<b>Title:</b>	PR-11 Library/Art Museum	<b>Project #:</b>	PR-11
---------------	--------------------------	-------------------	-------

### Project Description

The Moose Jaw Public Library was officially opened in 1913 and was designated a municipal heritage property in 1982. In 1993, the original library was fully restored with a 44,000 square foot expansion which includes the Library and Art Museum you see today. The Parks and Recreation Department is responsible for the day to day maintenance of the facility as well as all capital upgrades. The Library is programmed and operated by the Moose Jaw Public Library Board and the Arts Museum is programmed and operated by the Moose Jaw Museum and Art Gallery Board. The last major renovation was over 25 years ago and significant investments will be required over the next 5-10 years to repair and restore many different areas to ensure that the facility will remain functional for years to come. These areas include roof, floor and window repairs and replacement as well as cross connection protection.

**Total Budget Amount:**

595,000

Financial	Carry Forward	2020	2021	2022	2023	2024
Capital	17,000	-	50,000	150,000	203,000	175,000
Operating						

### Program Components

Component	2020	2021	2022	2023	2024	Total	Project Score
Exterior Window Consulting- Libr	-	-	-	-	75,000	75,000	818.4
Consulting Roof Repairs	-	-	-	33,000	-	33,000	710.4
Cross Connection Protection	-	-	-	50,000	-	50,000	700.8
Flooring Replacement	-	50,000	150,000	120,000	-	320,000	840.0
Roof Repairs	-	-	-	-	100,000	100,000	842.4
						-	
						-	
						-	
						-	
						-	



## Capital Project Summary Sheet

<b>Title:</b>	PR-14 Crescent Park Upgrades	<b>Project #:</b>	PR-14
---------------	------------------------------	-------------------	-------

### Project Description

Crescent Park is located in the heart of the City and is a premier attraction for both tourists and local area residents. It encompasses approximately 28 acres and has a rich history in our community dating back to the early 1900's. There are many recreational and cultural facilities within the park such as the Phyllis Dewar Outdoor Pool, Tennis Club, Lawn Bowling Club, Amphitheatre, Library and Arts Museum which add to its attraction. In 2019, the Parks and Recreation Department was able to dredge a substantial portion of the serpentine and would like to continue to make progress in this area over the next 2 years. The proposed Crescent Park upgrades include replacing plastic garbage bins with decorative animal proof bins, stone wall, fence repairs and replacement, signage updates and equipment storage building upgrades.

**Total Budget Amount:**

53,000

Financial	Carry Forward	2020	2021	2022	2023	2024
Capital	-	16,000	10,000	20,000	7,000	-
Operating						

### Program Components

Component	2020	2021	2022	2023	2024	Total	Project Score
Serpentine Dredging	10,000	-	10,000	-	-	20,000	1,008.0
Crescent Park Upgrades	6,000	10,000	10,000	7,000	-	33,000	712.8
						-	
						-	
						-	
						-	
						-	
						-	
						-	
						-	

## Capital Project Summary Sheet

<b>Title:</b>	<b>PR-23 General Upgrades - Parks</b>	<b>Project #:</b>	<b>PR-23</b>
---------------	---------------------------------------	-------------------	--------------

### Project Description

Capital funding in PR23 provides for the long-term development and upgrading of the City's green spaces, parks, and athletic areas. There are many priority projects identified over the next 5 years that involve repairing our existing infrastructure therefore no new facilities have been recommended until the existing amenities can be addressed. Projects include: Installing back flow valves to all water connections, replacing hundreds of sprinkler heads to improve efficiencies, replacing and repairing park signage, completing the grandstand repairs at Ross Wells Park, replacing 2 of our aging playgrounds, restoring the exterior of the outdoor rink building in Sunningdale, replacing the utility building in Admiral park and consultation regarding our city-wide irrigation systems to improve overall efficiencies.

### Total Budget Amount:

576,000

Financial	Carry Forward	2020	2021	2022	2023	2024
Capital	78,000	63,500	134,500	20,000	260,000	20,000
Operating						

### Program Components

Component	2020	2021	2022	2023	2024	Total	Project Score
Backflow Valves Continued	10,000	10,000	10,000	10,000	10,000	50,000	979.2
Bldg Upgrade-Sunningdale Park	-	51,000	-	-	-	51,000	1,053.0
Bldg Upgrade-Admiral Park	12,000	-	-	-	-	12,000	708.0
Clark Gilles Playground	-	-	-	105,000	-	105,000	861.6
Irrigation Systems Consulting	-	-	-	15,000	-	15,000	799.2
Playgrnd Replacemt-Moose Square	-	-	-	120,000	-	120,000	861.6
Park Sign Replacement	13,500	46,500	-	-	-	60,000	729.6
Rosswells Park - Grandstand	25,000	-	-	-	-	25,000	796.8
Sprinkler Head Replacement	3,000	27,000	10,000	10,000	10,000	60,000	734.4
						-	

## Capital Project Summary Sheet

<b>Title:</b>	PR-47 Building Improvements	<b>Project #:</b>	PR-47
---------------	-----------------------------	-------------------	-------

### Project Description

Capital funding in PR47 provides for upgrades to City Facilities that are currently not identified with the existing PR accounts or projects that benefit multiple facilities. The largest priority in this area is restoring the annual capital funding to the Facilities Reserve which funds emergency repairs to City facilities. With many aging facilities and an increase in emergency expenditures, it is suggested that the annual contribution begin at \$20,000 in 2020 and be increased by \$10,000 every year with a maximum annual contribution of \$50,000 beginning in 2023.

**Total Budget Amount:**

255,835

Financial	Carry Forward	2020	2021	2022	2023	2024
Capital	65,835	20,000	30,000	40,000	50,000	50,000
Operating						

### Program Components

Component	2020	2021	2022	2023	2024	Total	Project Score
Annual Facilities Reserve Contr.	20,000	30,000	40,000	50,000	50,000	190,000	1,596.0
						-	
						-	
						-	
						-	
						-	
						-	
						-	
						-	
						-	

## Capital Project Summary Sheet

Title:	PR-49 Cemetery Improvements	Project #:	PR-49
--------	-----------------------------	------------	-------

### Project Description

The Parks and Recreation Department operates and maintains the Moose Jaw Cemetery located at 1005 Caribou Street East and the Rosedale Cemetery located at 1804 Caribou Street West. Capital funding in PR49 helps with the upgrades required to effectively provide these services and maintain our assets. Automation to the irrigation system at the Moose Jaw Cemetery has been identified in 2021. An automated system would improve efficiencies and reduce the about of manual labour and supervision required with the existing system.

Total Budget Amount: 78,000

Financial	Carry Forward	2020	2021	2022	2023	2024
Capital	-	-	78,000	-	-	-
Operating						

### Program Components

Component	2020	2021	2022	2023	2024	Total	Project Score
Automation System - Cemetery	-	78,000	-	-	-	78,000	710.4
						-	
						-	
						-	
						-	
						-	
						-	
						-	
						-	
						-	
						-	



## Capital Project Summary Sheet

<b>Title:</b>	PR-52 Pathway Upgrade	<b>Project #:</b>	PR-52
---------------	-----------------------	-------------------	-------

### Project Description

In 1988, a commitment was made to ensure that capital funding is allocated annually to upgrade various portions of the Rotary Trail. The Rotary Trail system has since been expanded therefore the Parks and Recreation Department has initiated a Trails Master Plan which will help prioritize the upgrades required to the over 40km of pathways within the City. It is estimated that the Master Plan will be completed in 2020 and the Parks and Recreation Department is recommending that annual funding allocations be re-implemented in 2021 so work can begin on repairing damaged pathways and extending new areas of pathways to provide better connections within the trail system as per the new Master Plan.

**Total Budget Amount:**

220,590

Financial	Carry Forward	2020	2021	2022	2023	2024
Capital	15,590	-	25,000	40,000	80,000	60,000
Operating						

### Program Components

Component	2020	2021	2022	2023	2024	Total	Project Score
Pathway Development	-	25,000	40,000	80,000	60,000	205,000	1,292.8
						-	
						-	
						-	
						-	
						-	
						-	
						-	
						-	
						-	

## Capital Project Summary Sheet

<b>Title:</b>	PR-55 Reforestation City	<b>Project #:</b>	PR-55
---------------	--------------------------	-------------------	-------

### Project Description

The annual allocation to the Reforestation Program has been in place since 1999. The program includes planting of new trees in advance of older trees dying, planting of trees in new areas, removal and replacement of dead and dying trees, enhanced care of the new plantings for the first three years. Over the years, the Parks and Recreation Department has planted in excess of 5000 new or replacement trees throughout the city. Also included over these years has been the maintenance of these new plantings including watering, fertilizing and pruning to ensure that these trees get a good start. This enhanced care not only provides the new trees with a healthy start, but also provides the City with insurance on the investment in reforestation. Work slated for the next 5 years will include planting of trees on city boulevards, new plantings in various locations throughout the City and the maintenance of trees planted in previous years.

**Total Budget Amount:** 71,880

Financial	Carry Forward	2020	2021	2022	2023	2024
Capital	880	18,000	25,000	18,000	10,000	-
Operating						

### Program Components

Component	2020	2021	2022	2023	2024	Total	Project Score
Reforestation - Tree Mtce.	18,000	25,000	18,000	10,000	-	71,000	1,100.8
						-	
						-	
						-	
						-	
						-	
						-	
						-	
						-	
						-	

## Capital Project Summary Sheet

<b>Title:</b>	PR-56 Energy Management Program	<b>Project #:</b>	PR-56
---------------	---------------------------------	-------------------	-------

### Project Description

The City of Moose Jaw maintains several buildings that range in age from 9 to over 100 years. Due the age and current condition of these buildings and their components, there are significant opportunities to realize energy, operating and maintenance cost savings through the modernization and replacement of aging equipment. In 2018, funding in the amount of \$160,000 was used for Phase 1 of LED lighting upgrades which included Kinsmen Pool, Kinsmen Arena, Equipment Stores, Complex storage, and the Pla-mor Palace ice rinks. Phase 2 of the LED lighting upgrade is City Hall which began in 2019 and will be fully completed in 2020. The final phase of the LED lighting project identified in 2021 includes the Library, Art Museum and Cultural Centre.

**Total Budget Amount:**

120,000

Financial	Carry Forward	2020	2021	2022	2023	2024
Capital	-	-	120,000	-	-	-
Operating						

### Program Components

Component	2020	2021	2022	2023	2024	Total	Project Score
Lighting Upgrades Phase 3	-	120,000	-	-	-	120,000	1,196.8
						-	
						-	
						-	
						-	
						-	
						-	
						-	
						-	
						-	

## Capital Project Summary Sheet

<b>Title:</b>	PR-59 Accessibility Upgrades	<b>Project #:</b>	PR-59
---------------	------------------------------	-------------------	-------

### Project Description

The Accessibility Upgrades program was initiated in 2002 and has allowed for accessibility upgrades to be completed at 14 different City facilities. In 2013 at updated priority list which included 11 additional facilities was completed by the Special Needs Advisory Committee and approved by City Council. 3 of these facilities have since been addressed with the following remaining to be completed: Arts Museum, West End Park, Kinfield Park, Ross Wells Park, Bell Park, Smith Park, Sunningdale Park, and Moose Square Park. The capital funding over the next 5 years will go towards completing many of these projects.

**Total Budget Amount:**

216,526

Financial	Carry Forward	2020	2021	2022	2023	2024
Capital	45,301	31,225	32,000	34,000	36,000	38,000
Operating						

### Program Components

Component	2020	2021	2022	2023	2024	Total	Project Score
Accessibility Upgrades	31,225	32,000	34,000	36,000	38,000	171,225	1,244.8
						-	
						-	
						-	
						-	
						-	
						-	
						-	
						-	
						-	



## Capital Project Summary Sheet

<b>Title:</b>	<b>PR-63 Kinsmen Sportsplex Arena</b>	<b>Project #:</b>	<b>PR-63</b>
---------------	---------------------------------------	-------------------	--------------

### Project Description

The Kinsmen Sportsplex Arena was constructed in 1975 and continues to be a popular facility within the community. Ice is available from September 15 to March 31 on an annual basis and then converted to a sports floor from early April to mid August. In 2019, the Parks and Recreation Department encountered significant issues with maintaining the ice early in the season as the existing dehumidifier went out of service and could not be repaired. It is extremely important that the unit be replaced prior to the 2020 ice making season therefore the Parks and Recreation Department has added it to the 2020 capital project list. Other projects in the 5-year plan include cross connection protection, cooling system upgrades to discontinue the use of R-22 refrigerant and the implementation of a "Real Ice" system which will provide efficiencies as it allows ice surfaces to be resurfaced using cold water which reduces consumption of natural gas and the electrical demand of ice plants and dehumidifiers.

**Total Budget Amount:**

742,000

Financial	Carry Forward	2020	2021	2022	2023	2024
Capital	425,000	105,000	-	212,000	-	-
Operating						

### Program Components

Component	2020	2021	2022	2023	2024	Total	Project Score
Cross Connection Protection	-	-	50,000	-	-	50,000	700.8
Dehumidifier Replacement	105,000	-	-	-	-	105,000	1,835.0
R-22 System Upgrade - Kinsmen	-	-	117,000	-	-	117,000	1,088.0
Real Ice System - Kinsmen Arena	-	-	45,000	-	-	45,000	799.2
						-	
						-	
						-	
						-	
						-	
						-	

## Capital Project Summary Sheet

<b>Title:</b>	PR-64 City Hall	<b>Project #:</b>	PR-64
---------------	-----------------	-------------------	-------

### Project Description

City Hall was built in 1912 with the last significant renovation occurring in 1986. The proposed 5-year capital plan includes converting the cooling system from R-22 refrigerant to C02, continuing with the brick repointing and sandstone restoration, completing building automation system upgrades to move from pneumatic to digital and installing cross connection protection. Funding in future years will also be required to replace windows as well as flooring, paint and doors.

**Total Budget Amount:**

1,173,645

Financial	Carry Forward	2020	2021	2022	2023	2024
Capital	146,645	757,000	60,000	60,000	100,000	50,000
Operating						

### Program Components

Component	2020	2021	2022	2023	2024	Total	Project Score
Bldg Automation System Upgrade-City Hall/Police Station	-	-	-	100,000	-	100,000	744.0
Cross Connection Protection	-	-	-	-	50,000	50,000	700.8
R-22 System Upgrade for City Hall	757,000	-	-	-	-	757,000	1,088.0
Repointing City Hall Bricks	-	60,000	60,000	-	-	120,000	828.0
						-	
						-	
						-	
						-	
						-	
						-	

## Capital Project Summary Sheet

<b>Title:</b>	PR-65 Community Projects	<b>Project #:</b>	PR-65
---------------	--------------------------	-------------------	-------

### Project Description

In 2004, the Parks and Recreation Department established a separate grant fund to be allocated on an annual basis known as PR65 Community Projects Capital Grant with specific criteria for funding community projects at City owned facilities or on City owned land. The program contributes up to 50 percent of the total cost of a project to a maximum of 50% of the available funding. The purpose of the program is to enable community groups to undertake capital development or renovation projects that will result in short- and long-term benefits to the community. The focus of the project must be related to improvement of parks or facilities providing recreation, sport, arts, or cultural opportunities to the community. All developments must have a minimum life span of five years.

**Total Budget Amount:**

179,013

Financial	Carry Forward	2020	2021	2022	2023	2024
Capital	11,513	31,500	32,500	33,500	34,500	35,500
Operating						

### Program Components

Component	2020	2021	2022	2023	2024	Total	Project Score
Capital Grant Program Projects	31,500	32,500	33,500	34,500	35,500	167,500	799.2
						-	
						-	
						-	
						-	
						-	
						-	
						-	
						-	
						-	

## Capital Project Summary Sheet

<b>Title:</b>	<b>PR-68 Parks Dedication Reserve</b>	<b>Project #:</b>	<b>PR-68</b>
---------------	---------------------------------------	-------------------	--------------

### Project Description

The Parks Dedication Reserve was established during the 1980's with funding generated from the sale of city lots in new developments. These funds are reserved for the future development or enhancement of green spaces and recreational amenities as a result of growth. The balance of the Parks Dedication Reserve as of the end of 2018 was \$1,457,585 and divided as follows: Grayson Industrial - \$180,958, New Rock - \$154,700, VLA - \$14,452, West Heath - \$467,251, West Park - \$192,118, General Account- \$448,106. There are 2 projects/programs currently identified from the Parks Dedication Reserve in the 5-year plan. The 1st is the Boulevard Tree Program which provides a boulevard tree to all residents in new sub-divisions. The 2nd project is the return of the seasonal Landscape Development Staff which was removed in the 2019 and 2020 capital budgets. This position is a long-standing partnership with Sask Polytechnic in which an Architectural Technologies Student assists the Department with designs, specifications, community input and with the tendering and process for the annual capital construction program.

**Total Budget Amount:** 131,700

Financial	Carry Forward	2020	2021	2022	2023	2024
Capital	12,700	-	39,000	19,500	40,000	20,500
Operating						

### Program Components

Component	2020	2021	2022	2023	2024	Total	Project Score
Boulevard Tree Program - New Developments	-	20,000	-	20,000	-	40,000	457.6
Development Tech	-	19,000	19,500	20,000	20,500	79,000	480.0
						-	
						-	
						-	
						-	
						-	
						-	
						-	
						-	



## Capital Project Summary Sheet

<b>Title:</b>	PR-71 Pla-Mor Palace	<b>Project #:</b>	PR-71
---------------	----------------------	-------------------	-------

### Project Description

The Pla-Mor Palace consists of two indoor arenas and is used on a seasonal basis. The Wally Boschuck Arena was constructed in 1967 and the Bert Hunt Arena was added in 1989. Ice is available at the Wally Boschuck from October 15 to March 15 and the Bert Hunt from October 1 to March 15 on an annual basis. The arenas are not used during the non-ice season. There are \$526,200 in projects identified in the 5-year plan which includes cross connection protection, heat exchanger replacement, roof repairs and the implementation of a "Real Ice" system which will provide efficiencies as it allows ice surfaces to be resurfaced using cold water which reduces consumption of natural gas and the electrical demand of ice plants and dehumidifiers. It is also important to note that the current five-year plan does not include the expansion of the female dressing room space which was identified in previous capital plans. The Department still deems this expansion a priority and would like to explore funding opportunities and partnerships to get the expansion back in the plans.

**Total Budget Amount:**

526,200

Financial	Carry Forward	2020	2021	2022	2023	2024
Capital	-	-	196,200	330,000	-	-
Operating						

### Program Components

Component	2020	2021	2022	2023	2024	Total	Project Score
Consulting - Roof Repairs - Pla-Mor Palace	-	26,200	-	-	-	26,200	954.0
Cross Connection Protection	-	-	50,000	-	-	50,000	700.8
Real Ice System - Pla-Mor Palace	-	-	80,000	-	-	80,000	799.2
Roof Repairs - Pla-Mor Palace	-	-	200,000	-	-	200,000	954.0
Pla-Mor Palace Heat Exchanger	-	170,000	-	-	-	170,000	1,008.0
						-	
						-	
						-	
						-	
						-	

## Capital Project Summary Sheet

<b>Title:</b>	PR-72 Kinsmen Pool	<b>Project #:</b>	PR-72
---------------	--------------------	-------------------	-------

### Project Description

The indoor pool at the Kinsmen Sportsplex was constructed in 1996 and is an extremely well attended facility in the community. In 2019, City Council approved the allocation of \$425,000 in additional gas tax funding to be re-directed to Kinsmen Sportsplex facility upgrades. These upgrades will be completed in 2020 and include the restoration of the upper-built roof, a new fire suppression on the arena side and a full renovation of the pool changerooms, facility washrooms and reception area. The gas tax allocation has allowed the Department to focus on other important projects in the 5-year plan that will help extend the useful life of this important facility. The projects that have been identified include the replacement of the pool grates in 2022 and consulting for pool mechanical upgrades in 2024.

**Total Budget Amount:**

143,000

Financial	Carry Forward	2020	2021	2022	2023	2024
Capital	-	-	-	113,000	-	30,000
Operating						

### Program Components

Component	2020	2021	2022	2023	2024	Total	Project Score
Consulting - Pool Mechanical Upgrades	-	-	-	-	30,000	30,000	646.2
Pool Grate Replacement	-	-	113,000	-	-	113,000	753.6
						-	
						-	
						-	
						-	
						-	
						-	
						-	
						-	

## Capital Project Summary Sheet

<b>Title:</b>	<b>PR-73 Cultural Centre</b>	<b>Project #:</b>	<b>PR-73</b>
---------------	------------------------------	-------------------	--------------

### Project Description

The Moose Jaw Cultural Centre opened in April 2004. The facility is owned by the City of Moose Jaw and operated by Moose Jaw Cultural Centre Inc. who is responsible for the operation, management and programming of the facility while the Parks and Recreation Department is responsible for the day to day maintenance of the facility as well as all capital upgrades. The facility includes: The Conexus Arts Centre, the Mae Wilson Theatre, meeting rooms, studios, artist in residence area, pottery room, dressing rooms and support facilities to host a variety of performers and artistic workshops. The Mae Wilson Theatre is a 420-seat performing arts theatre which hosts a variety of performances on an annual basis. The building was originally built in 1916 and was renovated during construction with some of the original plaster and features of the original theatre being restored. There are 2 major projects identified in the 5-year capital plan. It is proposed that the cooling system be upgraded in 2021 to discontinue the use of R-22 refrigerant as per new government regulations that are coming into effect in January 2020. The 2nd project is the installation of cross connection protection which is identified in 2022.

**Total Budget Amount:**

507,000

Financial	Carry Forward	2020	2021	2022	2023	2024
Capital	-	-	457,000	50,000	-	-
Operating						

### Program Components

Component	2020	2021	2022	2023	2024	Total	Project Score
Cross Connection Protection	-	-	50,000	-	-	50,000	700.8
R-22 System Upgrade - Culture Centre	-	457,000	-	-	-	457,000	1,088.0
						-	
						-	
						-	
						-	
						-	
						-	
						-	
						-	

## Capital Project Summary Sheet

<b>Title:</b>	PR-74 Yara Centre	<b>Project #:</b>	PR-74
---------------	-------------------	-------------------	-------

### Project Description

The Yara Centre is a multi-use facility which opened in 2011 and offers the community the opportunity to experience sport, culture, and recreation in both competitive and non-competitive environments. The facility promotes active and healthy lifestyles in a positive atmosphere where all are welcome to participate in an activity that best suits the individual. The Parks and Recreation Department assumed the operation of the facility in 2019 and will be including future capital projects at the Yara Centre within the Department's overall capital plan. Current projects identified in the 5-year plan include a piping retrofit in 2022 and indoor turf replacement in 2024. The \$500,000 identified for the turf replacement does not cover the entire projected cost of \$800,000 and an additional \$300,000 will be requested from the Multi-Plex Reserve Account.

**Total Budget Amount:** 535,000

Financial	Carry Forward	2020	2021	2022	2023	2024
Capital	-	-	-	35,000	-	500,000
Operating						

### Program Components

Component	2020	2021	2022	2023	2024	Total	Project Score
Piping Retrofit - Yara Centre	-	-	35,000	-	-	35,000	727.2
Turf Replacement - Yara Centre	-	-	-	-	500,000	500,000	1,267.2
						-	
						-	
						-	
						-	
						-	
						-	
						-	
						-	



# OTHER SERVICES

Object Account	2019 Carry Forward	2020	2021	2022	2023	2024	Total Including CFWDS
9554 - OS2 INNOVATIVE HOUSING	136,731	-	-	-	-	-	136,731
9558 - OS8 MULTIPLEX LOAN REPAYMENT	-	1,875,247	1,452,574	1,445,604	1,430,620	1,421,892	7,625,937
9559 - OS9 IT PROJECTS	182,472	-	-	-	-	-	182,472
9508 - GG8 SOLAR INITIATIVES	-	520,000	705,125	-	-	-	1,225,125
Other Services	319,203	2,395,247	2,157,699	1,445,604	1,430,620	1,421,892	9,170,265

## Capital Project Summary Sheet

<b>Title:</b>	Solar Initiatives	<b>Project #:</b>	GG8
---------------	-------------------	-------------------	-----

### Project Description

Council previously approved a \$1,225,125 Solar Power Initiative Program funded from the Transit Funds allocated to the City of Moose Jaw. The cost of a 100 Kilowatt System is estimated at \$260,000 or the ability to complete 5 locations with payback of 3.5 years on the capital investment. It is proposed that a ground based solar array be installed at two City locations in 2020 and 3 locations in 2021, still to be determined.

**Total Budget Amount:**

1,225,125

Financial	Carry Forward	2020	2021	2022	2023	2024
Capital	-	520,000	705,125	-	-	-
Operating	-	(40,000)	(100,000)	(100,000)	(100,000)	(100,000)

### Program Components

Component	2020	2021	2022	2023	2024	Total	Project Score
Solar Initiatives	520,000	705,125	-	-	-	1,225,125	1,664.0
						0	
						0	
						0	
						0	
						0	
						0	
						0	
						0	
						0	

# **STORM SEWERS**



Object Account	2019 Carry Forward	2020	2021	2022	2023	2024	Total Including CFWDS
9253 - SS1 STORM SEWERS	200,000	790,000	670,000	750,000	840,000	640,000	3,890,000
Storm Sewers	200,000	790,000	670,000	750,000	840,000	640,000	3,890,000

## Capital Project Summary Sheet

<b>Title:</b>	<b>SS-1 Storm Sewers</b>	<b>Project #:</b>	<b>SS-1</b>
---------------	--------------------------	-------------------	-------------

### Project Description

The Storm Sewers Project includes improvement to surface drainage, as well as replacement, refurbishment and upgrades to the City's existing Storm Sewer infrastructure. The Catch Basins and Manholes Project includes improvement to surface drainage, replacement or restoration and upgrades of catch basins, leads and manholes. The Culverts and Ditches Project includes improvement to surface drainage, replacement and upgrades of culverts and ditch drainage.

**Total Budget Amount:**

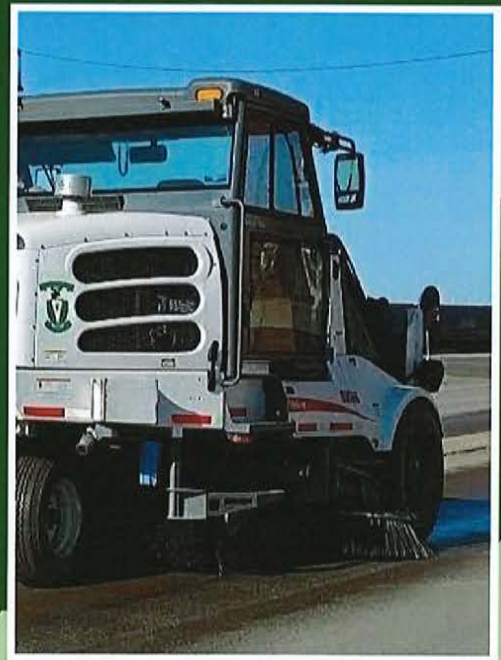
3,890,000

Financial	Carry Forward	2020	2021	2022	2023	2024
Capital	200,000	790,000	670,000	750,000	840,000	640,000
Operating						

### Program Components

Component	2020	2021	2022	2023	2024	Total	Project Score
Catch Basins and Manholes	160,000	180,000	200,000	220,000	190,000	950,000	324.0
Culverts and Ditches	110,000	120,000	100,000	120,000	100,000	550,000	224.0
Storm Sewers	520,000	370,000	450,000	500,000	350,000	2,190,000	324.0
						-	
						-	
						-	
						-	
						-	
						-	
						-	

# **Equipment Reserve Budget**







## Equipment Reserve Budget Overview

The City of Moose Jaw has had an Equipment Reserve for more than 60 years. The purpose of the reserve is to provide a system to ensure that funding is in place to replace equipment. Equipment needs are driven by the requirements to deliver the various approved programs in the City's Capital, Operating and Utility Budgets. The basic philosophy of paying as you go rather than borrowing for equipment purchases has not changed and remains intact today.

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

City Council's initiative of establishing an Investment Committee and directing the City's reserve funds to professional portfolio managers is expected to generate benefits to the Equipment Reserve in terms of the investment income. Based upon the Investment targets established for the City's invested funds, the annual investment income would be expected to grow nearly double to an estimated \$1,400,000 annually. This additional investment earnings will allow for annual equipment reserve contribution to decrease by a similar amount which will result in a reduction of required funds from the municipal tax levy.

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

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

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

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



## 2020 - 2024 Equipment Reserve Budget SUMMARY

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

2020 - 2024 Equipment Reserve Budget Uncompleted Works	
---	--

[illegible]

**2020 - 2024 Equipment Reserve Budget**  
Engineering Department

UNIT#	DESCRIPTION	2020	2021	2022	2023	2024	TOTAL
NEW	1/2 TON TRUCK - 4x4	\$ 40,000	\$ -	\$ -	\$ -	\$ -	\$ 40,000
NEW	TRENCH PACKER - 1	60,000	-	-	-	-	60,000
NEW	TRENCH PACKER - 2	60,000	-	-	-	-	60,000
W0041N	SWEEPER	235,000	-	-	-	-	235,000
W0050NN	IMPACTOR	25,000	-	-	-	-	25,000
W0052N	IMPACTOR	25,000	-	-	-	-	25,000
W0054NN	IMPACTOR	45,000	-	-	-	-	45,000
W0063N	ROLLER	60,000	-	-	-	-	60,000
W0104N	TANDEM AXLE DUMP TRUCK	160,000	-	-	-	-	160,000
W0118NN	SAND TRUCK	360,000	-	-	-	-	360,000
W0119NN	TANDEM AXLE DUMP TRUCK	160,000	-	-	-	-	160,000
W0121NN	TANDEM AXLE DUMP TRUCK	160,000	-	-	-	-	160,000
W0127NN	TANDEM AXLE DUMP TRUCK	160,000	-	-	-	-	160,000
W0137NN (U	TANDEM DUMP TRUCK	195,000	-	-	-	-	195,000
W0313NN	SEWER CAMERA VAN	85,000	-	-	-	-	85,000
W0408N	TRAILER, 12 TON PINTLE	50,000	-	-	-	-	50,000
W0428NNN	TRAILER FLAT DECK	16,000	-	-	-	-	16,000
W0433N	VARIABLE MESSAGE BD (ARROW)	25,000	-	-	-	-	25,000
NEW	ENG OFFICE RENOVATIONS	200,000	-	-	-	-	200,000
NEW	TRENCH CAGE	25,000	-	-	-	-	25,000
ENG11	TRENCH CAGE	25,000	-	-	-	-	25,000
SHOP15	SHOP HOISTS x3	147,200	-	-	-	-	147,200
SHOP16	TRANSMISSION FLUSHER	12,020	-	-	-	-	12,020
SHOP17N	MIG WELDER	8,317	-	-	-	-	8,317
W0046	SNOW BLOWER	-	110,000	-	-	-	110,000
W0100N	TRUCK	-	60,000	-	-	-	60,000
W0156N	F.E. LOADER	-	260,000	-	-	-	260,000
W0166N	PUMP	-	9,876	-	-	-	9,876
W0187	WELDER TRAILER	-	11,000	-	-	-	11,000
W0196	FRONT BLADE USED WITH 89N	-	6,000	-	-	-	6,000
W0317	ROCK WHEEL ATTACHMENT	-	17,000	-	-	-	17,000
W0393	SIDEWALK GRINDER	-	7,100	-	-	-	7,100
W0394	CONCRETE SAW	-	3,810	-	-	-	3,810
W0395N	CONCRETE SAW	-	7,000	-	-	-	7,000
W0424N	TRAILER	-	7,500	-	-	-	7,500
ENG14	SURVEY GPS SYSTEM	-	59,250	-	-	-	59,250
ENG4	TOTAL STATION SURVEY INST	-	14,900	-	-	-	14,900
ENG6N	PLOTTER/SCANNER/COPIER	-	34,600	-	-	-	34,600
ENG12	NUCLEAR DENSITY METER	-	7,900	-	-	-	7,900
SHOP18	AIR COMPRESSOR	-	22,100	-	-	-	22,100
SHOP2N	LAWN MOWER HOIST	-	14,476	-	-	-	14,476
SHOP6N	METAL IRON WORKER	-	26,600	-	-	-	26,600
W0085	TRUCK (with service body)	-	-	75,000	-	-	75,000
W0065NN	VAN	-	-	40,000	-	-	40,000
W0067	TRUCK(w/SERVICE BODY)	-	-	75,000	-	-	75,000
W0070	TRUCK	-	-	50,000	-	-	50,000
W0109	TRUCK & ASPHALT SPRAYER	-	-	140,000	-	-	140,000
W0148N	FRONT END LOADER	-	-	260,000	-	-	260,000
W0151NN	SNOW PLOW BLADE	-	-	30,000	-	-	30,000
W0162N	1/2 TON TRUCK 4WD	-	-	38,000	-	-	38,000
W0171	TRUCK	-	-	80,000	-	-	80,000
W0319N	CONCRETE SAW	-	-	1,900	-	-	1,900
W0367N	SURFACE PREPARATION MACHINE	-	-	5,000	-	-	5,000
W0190N	ASPHALT MILLING ATTACHMENT	-	-	250,000	-	-	250,000
ENG2N	PLOTTER	-	-	25,500	-	-	25,500

**2020 - 2024 Equipment Reserve Budget**  
Engineering Department

UNIT#	DESCRIPTION	2020	2021	2022	2023	2024	TOTAL
W0048N	SWEeper	-	-	-	235,000	-	235,000
W0082N	1/2 TON TRUCK	-	-	-	50,000	-	50,000
W0091NNN	TRUCK	-	-	-	50,000	-	50,000
W0102N	GRAVEL BOX/HOIST	-	-	-	60,000	-	60,000
W0105NNN	TRUCK	-	-	-	38,000	-	38,000
W0106N	1/2 TON	-	-	-	60,000	-	60,000
W0140	FRONT END LOADER BACKHOE	-	-	-	200,000	-	200,000
W0168N	PUMP	-	-	-	8,500	-	8,500
W0179	TRASH PUMP	-	-	-	8,000	-	8,000
W0365	TAPPING MACHINE	-	-	-	36,200	-	36,200
W0904	TRUCK	-	-	-	62,000	-	62,000
ENG5N	GPS SURVEY INSTRUMENT	-	-	-	30,000	-	30,000
ENG7N	PAINT SHAKER	-	-	-	5,700	-	5,700
SHOP8N	BRAKE DRUM LATHE	-	-	-	19,913	-	19,913
W0042N	SWEeper	-	-	-	-	235,000	235,000
W0073N	TRUCK	-	-	-	-	38,000	38,000
W0076	VAN	-	-	-	-	40,000	40,000
W0084N	1/2 TON TRUCK	-	-	-	-	50,000	50,000
W0142N	PATROL	-	-	-	-	385,000	385,000
W0167N	PUMP	-	-	-	-	5,500	5,500
W0304NN	LINE MARKER	-	-	-	-	15,000	15,000
W0307NN	LINE MARKER	-	-	-	-	150,000	150,000
W0391NN	TAMPER	-	-	-	-	2,000	2,000
W0392N	VALVE EXERCISER	-	-	-	-	12,000	12,000
W0414	TRAILER-S&W	-	-	-	-	50,000	50,000
W0950	ROLLER (Attach 108)	-	-	-	-	9,180	9,180
	<b>SMALL EQUIPMENT</b>	<b>166,761</b>	<b>12,690</b>	<b>63,432</b>	<b>22,655</b>	<b>6,675</b>	<b>272,213</b>
<b>FUNDING REQUIRED</b>		<b>\$ 2,505,298</b>	<b>\$ 691,802</b>	<b>\$ 1,133,832</b>	<b>\$ 885,968</b>	<b>\$ 998,355</b>	<b>\$ 6,215,255</b>
<b>FUNDING SOURCES:</b>							
<b>AVAILABLE FROM DEPRECIATION</b>		<b>1,961,883</b>	<b>691,802</b>	<b>1,133,832</b>	<b>885,968</b>	<b>998,355</b>	<b>5,671,840</b>
<b>AVAILABLE FROM CONTROL ACCOUNT</b>		<b>543,415</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>543,415</b>
		<b>\$ 2,505,298</b>	<b>\$ 691,802</b>	<b>\$ 1,133,832</b>	<b>\$ 885,968</b>	<b>\$ 998,355</b>	<b>\$ 6,215,255</b>
<b>OPERATING BUDGET IMPLICATIONS</b>		<b>\$ 109,754</b>	<b>\$ (6,004)</b>	<b>\$ (3,846)</b>	<b>\$ 9,158</b>	<b>\$ 19,807</b>	<b>\$ 128,869</b>
<b>OPERATING BUDGET IMPLICATIONS ALL YEARS</b>		<b>\$ 390,412</b>					



**2020- 2024 Equipment Reserve Budget**  
**Parks & Recreation Department**

UNIT#	DESCRIPTION	2020	2021	2022	2023	2024	TOTAL
NEW	CHEMICAL SPRAYER ATTACH	\$ 10,000	\$ -	\$ -	\$ -	\$ -	\$ 10,000
NEW	TRAILERS (REFURBISH #402)	6,000	-	-	-	-	6,000
W0045N	SNOW BLOWER ATTACHMENT	29,200	-	-	-	-	29,200
NEW	CARD ACCESS SYS - PLA-MOR P/	24,995	-	-	-	-	24,995
NEW	FIELD MARKING PAINT SPRAYER	18,645	-	-	-	-	18,645
NEW	STARTING BLOCKS	30,000	-	-	-	-	30,000
NEW	SURVEILLANCE SYS - CULT CEN1	11,595	-	-	-	-	11,595
PRCS21	SCORECLOCK/FOOTBALL	-	20,000	-	-	-	20,000
PRCS34N	FLOOR SCRUBBER - SC	-	6,500	-	-	-	6,500
PRCS40N	FLOOR SCRUBBER-KS	-	14,539	-	-	-	14,539
PRCS9	TIMING SYSTEM - KS	-	65,000	-	-	-	65,000
PRCS59	YC - ELLIPTICALS (3)	-	14,985	-	-	-	14,985
PRCS60	YC - STEP MACHINES (2)	-	6,590	-	-	-	6,590
PRCS61	YC - RECUMBENT BIKES (2)	-	6,390	-	-	-	6,390
PRCS62	YC - SPINNING BIKES (11)	-	14,745	-	-	-	14,745
W0044	SWEeper	-	24,500	-	-	-	24,500
W0081	TRUCK	-	35,000	-	-	-	35,000
W0205N	TRACTOR	-	110,000	-	-	-	110,000
W0217NN	MOWER	-	60,000	-	-	-	60,000
W0473N	MOWER	-	8,100	-	-	-	8,100
W0494N	MOWER	-	26,000	-	-	-	26,000
W0080	TRUCK	-	-	35,000	-	-	35,000
W0324	TRACTOR/MOWER	-	-	17,500	-	-	17,500
W0419	TRAILER	-	-	2,600	-	-	2,600
PRCS41	SELF-PROPELLED ICE PAINTER	-	-	9,520	-	-	9,520
PRCS35N	CARPET EXTRACTOR - LM	-	-	15,000	-	-	15,000
PRCS6NN 2	- POOL VACUUMS - KS	-	-	12,000	-	-	12,000
W0090	TRUCK	-	-	-	42,000	-	42,000
W0093N	VAN	-	-	-	38,500	-	38,500
W0247	SOD CUTTER	-	-	-	3,900	-	3,900
W0483	ICE RESURFACER	-	-	-	120,000	-	120,000
W0110N	TRUCK	-	-	-	-	107,900	107,900
W0294	OVERSEEDER	-	-	-	-	19,600	19,600
W0320	MOWER	-	-	-	-	21,000	21,000
PRCS22	SCORECLOCK/FASTBALL	-	-	-	-	20,000	20,000
PRCS3NN	FLOOR SCRUBBER - PLAMOR	-	-	-	-	13,810	13,810
PRCS63	YC - LEG PRESS (1)	-	-	-	-	6,095	6,095
PRCS65	YC - AUDIO RACK & STEREO SYS	-	-	-	-	10,000	10,000
PRKS66	YC - BATTING CAGE	-	-	-	-	16,000	16,000
	SMALL EQUIPMENT	131,388	55,338	43,984	40,180	55,099	325,989
FUNDING REQUIRED		\$ 261,823	\$ 467,687	\$ 135,604	\$ 244,580	\$ 269,504	\$ 1,379,198

**FUNDING SOURCES:**

AVAILABLE FROM DEPRECIATION	90,150	467,687	135,604	244,580	269,504	1,207,525
AVAILABLE FROM CONTROL ACCOUNT	171,673	-	-	-	-	171,673
	\$ 261,823	\$ 467,687	\$ 135,604	\$ 244,580	\$ 269,504	\$ 1,379,198
OPERATING BUDGET IMPLICATIONS	14,019	\$ 20,176	\$ 6,585	\$ 3,728	\$ 2,853	\$ 47,361
OPERATING BUDGET IMPLICATIONS ALL YEARS	\$ 77,452					

**2020 - 2024 Equipment Reserve Budget**  
**Information Technology Department**

[illegible]

**2020 - 2024 Equipment Reserve Budget  
Transit**

UNIT#	DESCRIPTION	2020	2021	2022	2023	2024	TOTAL
TRAN31	SP NEEDS VAN #31	\$ -	\$ 65,000	\$ -	\$ -	\$ -	\$ 65,000
TRAN24	BUS - Unit 18	-	-	545,000	-	-	545,000
TRAN34	SCHEDULING SOFTWARE	-	-	110,000	-	-	110,000
TRAN25	BUS - Unit 20	-	-	-	515,000	-	515,000
TRAN26	BUS - Unit 24	-	-	-	520,000	-	520,000
TRAN36	SECURITY CAMERAS	-	-	-	70,000	-	70,000
TRAN14NN	SP NEEDS VAN #30	-	-	-	65,000	-	65,000
TRAN20N	COIN SORTER\WRAPPER	-	-	-	-	40,752	40,752
-	-	-	-	-	-	-	-
-	-	-	-	-	-	-	-
	SMALL EQUIPMENT	3,964	3,187	3,312	7,275	2,676	20,414
FUNDING REQUIRED		<u>\$ 3,964</u>	<u>\$ 68,187</u>	<u>\$ 658,312</u>	<u>\$ 1,177,275</u>	<u>\$ 43,428</u>	<u>\$ 1,951,166</u>
FUNDING SOURCES:							
AVAILALBLE FROM DEPRECIATION		3,964	68,187	658,312	1,177,275	43,428	1,951,166
AVAILABLE FROM CONTROL ACCOUNT		-	-	-	-	-	-
		<u>\$ 3,964</u>	<u>\$ 68,187</u>	<u>\$ 658,312</u>	<u>\$ 1,177,275</u>	<u>\$ 43,428</u>	<u>\$ 1,951,166</u>
OPERATING BUDGET IMPLICATIONS		<u>\$ -</u>	<u>\$ (10,250)</u>	<u>\$ (2,179)</u>	<u>\$ 20,657</u>	<u>\$ 1,250</u>	<u>\$ 9,478</u>
OPERATING BUDGET IMPLICATIONS ALL YEARS			<u><u>\$ 83,059</u></u>				

**2020 - 2024 Equipment Reserve Budget**  
Fire Department

UNIT#	DESCRIPTION	2020	2021	2022	2023	2024	TOTAL
FIRE24N	37-SCOTT BREATHING EQUIPMEN	\$ 230,000	\$ -	\$ -	\$ -	\$ -	\$ 230,000
FIRE25N	48-SCOTT BREATHING CYL	50,000	-	-	-	-	50,000
FIRE26	12 BREATHING CYLINDERS	12,132	-	-	-	-	12,132
FIRE44	TREADMILL	-	6,300	-	-	-	6,300
FIRE35N	THERMAL IMAGING CAMERA	-	7,500	-	-	-	7,500
FIRE19	HOSE EXPANDER	-	-	-	4,900	-	4,900
FIRE30	BOAT & MOTOR	-	-	-	24,000	-	24,000
FIRE13N	AIR BAGS (SET)	-	-	-	5,428	-	5,428
FIRE16N	2 EDRAULIC BATTERY\CHRGR	-	-	-	-	11,100	11,100
SMALL EQUIPMENT		10,275	129,680	138,284	21,685	15,645	315,569
FUNDING REQUIRED		<u>\$ 302,407</u>	<u>\$ 143,480</u>	<u>\$ 138,284</u>	<u>\$ 56,013</u>	<u>\$ 26,745</u>	<u>\$ 666,929</u>
FUNDING SOURCES:							
AVAILABLE FROM DEPRECIATION		264,607	143,480	138,284	56,013	26,745	629,129
AVAILABLE FROM CONTROL ACCOUNT		37,800	-	-	-	-	37,800
		<u>\$ 302,407</u>	<u>\$ 143,480</u>	<u>\$ 138,284</u>	<u>\$ 56,013</u>	<u>\$ 26,745</u>	<u>\$ 666,929</u>
OPERATING BUDGET IMPLICATIONS		<u>\$ (15,028)</u>	<u>\$ (1)</u>	<u>\$ -</u>	<u>\$ (272)</u>	<u>\$ 570</u>	<u>\$ (14,731)</u>
OPERATING BUDGET IMPLICATIONS ALL YEARS			<u>\$ 39,376</u>				



**2020 - 2024 Equipment Reserve Budget**  
**Library**

UNIT#	DESCRIPTION	2020	2021	2022	2023	2024	TOTAL
NEW	THEATRE PROJECTOR	\$ 8,000	\$ -	\$ -	\$ -	\$ -	\$ 8,000
LIBR11NN	PUBLIC ACCESS WRKSTNS	-	-	11,169	-	-	11,169
LIBR15N	ENVISIONWARE	-	-	5,500	-	-	5,500
LIBR2	MAGNIFIER	-	-	5,200	-	-	5,200
LIBR3	READING EDGE	-	-	8,700	-	-	8,700
LIBR10	SHELVING	-	-	-	125,600	-	125,600
LIBR14NN	COIN OPERATED PHOTOCOPIER	-	-	-	8,000	-	8,000
LIBR16	TELEPHONE SYSTEM	-	-	-	-	9,500	9,500
-	-	-	-	-	-	-	-
-	-	-	-	-	-	-	-
-	-	-	-	-	-	-	-
	SMALL EQUIPMENT	41,381	70,060	172,922	125,241	86,350	495,954
FUNDING REQUIRED		<u>\$ 49,381</u>	<u>\$ 70,060</u>	<u>\$ 203,491</u>	<u>\$ 258,841</u>	<u>\$ 95,850</u>	<u>\$ 677,623</u>
FUNDING SOURCES:							
AVAILABLE FROM DEPRECIATION		41,044	70,060	203,491	258,841	95,850	669,286
AVAILABLE FROM CONTROL ACCOUNT		8,337	-	-	-	-	8,337
		<u>\$ 49,381</u>	<u>\$ 70,060</u>	<u>\$ 203,491</u>	<u>\$ 258,841</u>	<u>\$ 95,850</u>	<u>\$ 677,623</u>
OPERATING BUDGET IMPLICATIONS		<u>\$ 1,227</u>	<u>\$ -</u>	<u>\$ (958)</u>	<u>\$ (2)</u>	<u>\$ (1)</u>	<u>\$ 266</u>
OPERATING BUDGET IMPLICATIONS ALL YEARS		<u>\$ (13,839)</u>					

**2020 - 2024 Equipment Reserve Budget**  
**Mosaic Place**

UNIT#	DESCRIPTION	2020	2021	2022	2023	2024	TOTAL
DFFH28	RIDING FLOOR SCRUB	\$ -	\$ 15,000	\$ -	\$ -	\$ -	\$ 15,000
DFFH60	ARENA NETTING	-	16,000	-	-	-	16,000
DFFH59	POWER SWEEPER	-	-	8,000	-	-	8,000
DFFH16	ARENA TABLES (30)	-	-	-	9,600	-	9,600
DFFH48	TV (x21)	-	-	-	15,500	-	15,500
DFFH45N	NETWORK SWITCHES	-	-	-	-	141,000	141,000
DFFH61	ICE RESURFACER	-	-	-	-	77,000	77,000
-	-	-	-	-	-	-	-
-	-	-	-	-	-	-	-
-	-	-	-	-	-	-	-
-	-	-	-	-	-	-	-
-	-	-	-	-	-	-	-
-	-	-	-	-	-	-	-
-	-	-	-	-	-	-	-
-	-	-	-	-	-	-	-
-	-	-	-	-	-	-	-
-	-	-	-	-	-	-	-
	<b>SMALL EQUIPMENT</b>	<b>39,034</b>	<b>3,149</b>	<b>23,646</b>	<b>116,766</b>	<b>17,141</b>	<b>199,736</b>
<b>FUNDING REQUIRED</b>		<b>\$ 39,034</b>	<b>\$ 34,149</b>	<b>\$ 31,646</b>	<b>\$ 141,866</b>	<b>\$ 235,141</b>	<b>\$ 481,836</b>
<b>FUNDING SOURCES:</b>							
<b>AVAILABLE FROM DEPRECIATION</b>		<b>39,034</b>	<b>34,149</b>	<b>31,646</b>	<b>141,866</b>	<b>235,141</b>	<b>481,836</b>
<b>ADDITIONAL CONTRIBUTION</b>		-	-	-	-	-	-
		<b>\$ 39,034</b>	<b>\$ 34,149</b>	<b>\$ 31,646</b>	<b>\$ 141,866</b>	<b>\$ 235,141</b>	<b>\$ 481,836</b>
<b>OPERATING BUDGET IMPLICATIONS</b>		<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<b>OPERATING BUDGET IMPLICATIONS ALL YEARS</b>		<b>\$ 146</b>					

# **2020 UTILITY OPERATING BUDGET**





## Utility Operating Overview

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

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

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

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

The Sanitary Sewer Utility provides wastewater services to the City of Moose Jaw. The utility is facing infrastructure challenges but at a more moderate rate than the Waterworks Utility. The long-term debt of the utility will be retired in 2023 which will place the utility on a sound financial footing. City Administration will be recommending a 5% utility rate increase for 2020.

The Solid Waste Utility provides waste disposal and recycling services to the City of Moose Jaw. The utility generates revenues from charges for garbage collection and disposal, recycling services and landfill services.

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



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



Description	2019 Projection	2019 Budget	2020 Budget	2020 - 2019 INC (DCR)	% Change
GENERAL SERVICE	11,125,633	11,174,300	11,364,433	190,133	1.7%
UTILITY BILLING PENALTIES	67,253	60,387	70,044	9,657	16.0%
CONNECTION FEES	63,135	62,940	61,200	(1,740)	(2.8)%
WATER DEPOTS	28,492	28,390	29,331	941	3.3%
HOUSE CONNECTIONS	370,000	300,000	400,000	100,000	33.3%
MISCELLANEOUS REVENUE	100	1,000	1,000	0	0.0%
WATER METER REVENUE	9,000	20,000	10,000	(10,000)	(50.0)%
<b>REVENUES</b>	<b>11,663,613</b>	<b>11,647,017</b>	<b>11,936,008</b>	<b>288,991</b>	<b>2.5%</b>
BRITANIA PARK	20,500	17,674	18,183	509	2.9%
SNOWDY SPRINGS	12,000	13,558	13,846	288	2.1%
POWER FOR PUMPING	69,000	79,200	84,269	5,069	6.4%
REPAIRS & SUPPLIES	3,000	13,000	13,260	260	2.0%
PIPELINE MAINTENANCE	3,500	7,223	7,343	120	1.7%
FLOURIDATION OF WATER	0	12,240	12,485	245	2.0%
COST OF WATER BPWAB	3,000,000	2,905,050	3,120,750	215,700	7.4%
<b>BUFFALO POUND LAKE</b>	<b>3,075,500</b>	<b>3,016,713</b>	<b>3,238,107</b>	<b>221,394</b>	<b>7.3%</b>
<b>PRODUCTION</b>	<b>3,108,000</b>	<b>3,047,945</b>	<b>3,270,136</b>	<b>222,191</b>	<b>7.3%</b>
HIGH SERVICE PUMP STAT	220,000	222,721	226,658	3,937	1.8%
SOUTH HILL PUMP STAT	100,000	101,771	103,978	2,207	2.2%
NORTH EAST PUMP STAT	155,000	139,847	143,116	3,269	2.3%
CROSS CONNECTIONS	250	800	800	0	0.0%
PUMP REHAB	35,000	35,000	45,700	10,700	30.6%
BOOSTER CHLORINATOR	20,000	24,777	24,854	77	0.3%
WATER MONITORING	20,000	25,511	26,005	494	1.9%
WATER DEPOTS	16,000	23,746	24,221	475	2.0%
<b>PUMPING STATIONS</b>	<b>566,250</b>	<b>574,173</b>	<b>595,332</b>	<b>21,159</b>	<b>3.7%</b>
CURB COCKS & CASES	160,000	85,630	167,048	81,418	95.1%
HOUSE CONNECTIONS	850,000	616,587	729,350	112,763	18.3%
WORKSHOP	5,119	5,119	5,226	107	2.1%
LEAD LINES	65,000	71,236	72,697	1,461	2.1%
<b>HOUSE SERVICES</b>	<b>1,080,119</b>	<b>778,572</b>	<b>974,321</b>	<b>195,749</b>	<b>25.1%</b>
REPAIRS & REPLACEMENT	90,000	56,795	57,931	1,136	2.0%
TESTING - WAGES	157,659	157,659	157,659	0	0.0%
SHOP RENTAL	3,890	3,890	3,972	82	2.1%

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



Description	2019 Projection	2019 Budget	2020 Budget	2020 - 2019 INC (DCR)	% Change
SHOP TOOLS & SUPPLIES	3,032	3,032	3,093	61	2.0%
TRUCKS	29,000	29,459	30,932	1,473	5.0%
TELEPHONE	500	500	500	0	0.0%
<b>METER SERVICING</b>	<b>284,081</b>	<b>251,335</b>	<b>254,087</b>	<b>2,752</b>	<b>1.1%</b>
SUPERINTENDENCE	73,500	72,702	110,700	37,998	52.3%
VALVES	180,000	121,430	283,371	161,941	133.4%
HYDRANTS	200,000	182,961	274,638	91,677	50.1%
DISTRIBUTION MAINS	2,200,000	1,801,984	1,824,170	22,186	1.2%
TOOLS & SUPPLIES	22,000	19,635	20,028	393	2.0%
TRUCKING	22,000	22,344	23,458	1,114	5.0%
SICKNESS & HOLIDAYS	200,000	160,667	160,667	0	0.0%
TRAVEL & CONVENTION	6,500	6,500	6,630	130	2.0%
EDUCATION & TRAINING	30,581	30,581	31,009	428	1.4%
WATER CLAIMS	5,000	10,000	10,000	0	0.0%
<b>GENERAL DISTRIBUTION</b>	<b>2,939,581</b>	<b>2,428,804</b>	<b>2,744,671</b>	<b>315,867</b>	<b>13.0%</b>
<b>DISTRIBUTION</b>	<b>4,870,031</b>	<b>4,032,884</b>	<b>4,568,411</b>	<b>535,527</b>	<b>13.3%</b>
ALLOW DOUBTFUL ACCTS	86,858	48,027	121,494	73,467	153.0%
ADMINISTRATION	930,216	917,057	993,709	76,652	8.4%
GENERAL GOV CHARGE	5,000	5,000	5,000	0	0.0%
FRANCHISE FEE	540,304	530,000	556,282	26,282	5.0%
<b>ADMINISTRATION</b>	<b>1,562,378</b>	<b>1,500,084</b>	<b>1,676,485</b>	<b>176,401</b>	<b>11.8%</b>
RESERVE CONTRIBUTION	2,123,204	3,066,104	2,420,976	(645,128)	(21.0)%
<b>RESERVE CHARGE</b>	<b>2,123,204</b>	<b>3,066,104</b>	<b>2,420,976</b>	<b>(645,128)</b>	<b>(21.0)%</b>
<b>EXPENDITURES</b>	<b>11,663,613</b>	<b>11,647,017</b>	<b>11,936,008</b>	<b>288,991</b>	<b>2.5%</b>

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



Description	2019 Projection	2019 Budget	2020 Budget	2020- 2019 INC (DCR)	% Change
GENERAL SERVICE	8,157,693	7,980,635	8,331,575	350,940	4.4%
SEWER BLOCKS	842	806	842	36	4.5%
UTILITY BILLING PENALTIES	52,448	46,217	55,200	8,983	19.4%
SEPTAGE FEES	33,930	26,811	32,160	5,349	20.0%
HOUSE CONNECTIONS	400,000	400,000	435,000	35,000	8.8%
<b>REVENUES</b>	<b>8,644,913</b>	<b>8,454,469</b>	<b>8,854,777</b>	<b>400,308</b>	<b>4.7%</b>
ALLOW DOUBTFUL ACCTS	54,191	32,018	75,801	43,783	136.7%
ADMINISTRATION	631,704	622,931	652,259	29,328	4.7%
FRANCHISE FEE	393,109	383,500	407,885	24,385	6.4%
<b>ADMINISTRATION</b>	<b>1,079,004</b>	<b>1,038,449</b>	<b>1,135,945</b>	<b>97,496</b>	<b>9.4%</b>
RESERVE CONTRIBUTION	4,497,162	4,368,201	4,480,322	112,121	2.6%
<b>RESERVE CHARGE</b>	<b>4,497,162</b>	<b>4,368,201</b>	<b>4,480,322</b>	<b>112,121</b>	<b>2.6%</b>
WAGES	200,000	163,778	163,778	0	0.0%
CRESCENTVIEW	326,000	300,000	312,729	12,729	4.2%
MACHINERY REPAIRS	20,000	51,140	52,163	1,023	2.0%
LAGOON MAINTENANCE	530,000	516,165	530,856	14,691	2.8%
BUILDING & GROUNDS MAN	2,000	4,329	4,417	88	2.0%
TOOLS & SUPPLIES	2,400	2,603	2,655	52	2.0%
EDUCATIONS COURSES	23,347	23,347	23,814	467	2.0%
SUPER TRUCK EXPENSE	20,000	21,000	22,050	1,050	5.0%
IRRIGATION PUMPHOUSE	175,000	160,000	164,412	4,412	2.8%
IRRIGATION MONITORING	30,000	60,000	61,200	1,200	2.0%
IRRIGATION PIPELINES	20,000	6,000	6,118	118	2.0%
GRIT REMOVAL OPERATION	80,000	74,358	76,040	1,682	2.3%
RAPID INFILTRATION BASIN	5,500	7,430	7,609	179	2.4%
PHOSPHORUS REMOVAL	40,000	167,162	170,505	3,343	2.0%
PUMP REHAB	10,000	40,556	51,367	10,811	26.7%
WW TREATMENT FACILITY	300,000	258,205	292,267	34,062	13.2%
TRAVEL & CONVENTION	3,500	3,500	3,570	70	2.0%
<b>SEWAGE TREATMENT</b>	<b>1,787,747</b>	<b>1,859,573</b>	<b>1,945,550</b>	<b>85,977</b>	<b>4.6%</b>
SEWER MAINS	500,000	509,854	517,868	8,014	1.6%
MANHOLES	35,000	35,484	35,992	508	1.4%
HOUSE CONNECTIONS	540,000	391,225	447,229	56,004	14.3%
SEWAGE LIFTS	60,000	87,920	89,478	1,558	1.8%



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



Description	2019 Projection	2019 Budget	2020 Budget	2020- 2019 INC (DCR)	% Change
TOOLS & SUPPLIES	5,000	3,641	3,714	73	2.0%
SUPERVISION	69,000	72,140	109,640	37,500	52.0%
TRUCK EXPENSE	22,000	21,140	22,197	1,057	5.0%
HOLIDAYS & SICKNESS	40,000	56,842	56,842	0	0.0%
SEWER CLAIMS	10,000	10,000	10,000	0	0.0%
<b>SANITARY SEWERS</b>	<b>1,281,000</b>	<b>1,188,246</b>	<b>1,292,960</b>	<b>104,714</b>	<b>8.8%</b>
<b>EXPENDITURES</b>	<b>8,644,913</b>	<b>8,454,469</b>	<b>8,854,777</b>	<b>400,308</b>	<b>4.7%</b>



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



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

# Utility Capital





## Utility Capital Overview

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

### Waterworks:

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

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

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

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

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

The Waterworks Utility will also need to borrow \$15,000,000 to meet all planned financial commitments.





### Sanitary Sewers:

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

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

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

Utility Revenues                      \$27,406,498

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

### Solid Waste:

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

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

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

Utility Revenues                      \$8,439,089

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



**WATER UTILITY RESERVE  
2020 - 2024**

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

**SANITARY SEWAGE UTILITY RESERVE  
2020 - 2024**

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

**SOLID WASTE UTILITY RESERVE  
2020 - 2024**

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

Object Account	2019 Carry Forward	2020	2021	2022	2023	2024	Total Including CFWDS
9618 - WW1 WATER DISTRIBUTION	-	653,000	666,000	675,000	675,000	702,000	3,371,000
9604 - WW4 WATER RESERVOIRS	6,450,000	10,000,000	500,000	500,000	500,000	500,000	18,450,000
9612 - WW5 BPWTP	2,764,555	600,000	-	-	-	-	3,364,555
9609 - WW9 FEEDER MAINS	2,725,000	1,600,000	100,000	200,000	1,000,000	1,000,000	6,625,000
9616 - WW16 BPWTP TRANSMISSION LINE	6,200,000	-	100,000	-	-	-	6,300,000
9617 - WW17 CAST IRON WATERMAIN REP	3,100,000	9,900,000	9,900,000	6,600,000	6,600,000	6,600,000	42,700,000
9625 - WW25 WATERWORKS LOAN REPAYMENT	-	3,892,250	3,893,537	3,893,712	3,895,703	3,895,440	19,470,642
<b>Water Utility Reserve Summary</b>	<b>21,239,555</b>	<b>26,645,250</b>	<b>15,159,537</b>	<b>11,868,712</b>	<b>12,670,703</b>	<b>12,697,440</b>	<b>100,281,197</b>
9731 - S1 SANITARY SEWERS	1,790,000	2,676,000	1,785,000	1,340,000	1,350,000	1,360,000	10,301,000
9733 - S3 WASTEWATER TREATMENT PLANT	1,005,000	1,000,000	1,400,000	500,000	500,000	500,000	4,905,000
9734 - S4 LIFT STATIONS	127,000	540,000	6,000,000	4,500,000	200,000	200,000	11,567,000
9725 - S25 WASTEWATER LOAN REPAYMENT	-	1,545,278	1,546,461	1,545,068	644,832	-	5,281,639
<b>Sanitary Sewage Reserve Summary</b>	<b>2,922,000</b>	<b>5,761,278</b>	<b>10,731,461</b>	<b>7,885,068</b>	<b>2,694,832</b>	<b>2,060,000</b>	<b>32,054,639</b>
9211 - SW1 SOLID WASTE	50,000	117,500	1,117,500	10,000,000	17,500	17,500	11,320,000
<b>Solid Waste Reserve Summary</b>	<b>50,000</b>	<b>117,500</b>	<b>1,117,500</b>	<b>10,000,000</b>	<b>17,500</b>	<b>17,500</b>	<b>11,320,000</b>
<b>TOTAL CAPITAL EXPENDITURES</b>	<b>24,211,555</b>	<b>32,524,028</b>	<b>27,008,498</b>	<b>29,753,780</b>	<b>15,383,035</b>	<b>14,774,940</b>	<b>143,655,836</b>

# **WATERWORKS**

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



## Capital Project Summary Sheet

<b>Title:</b>	WW-1 Water Distribution	<b>Project #:</b>	WW-1
---------------	-------------------------	-------------------	------

### Project Description

This program installs new PVC distribution mains in areas where they did not previously exist. This allows the system to be more connected thus improving flow, reliability, quality, and circulation. Further works include installing new PVC distribution mains in residential areas where the water is only available from one direction leading to a dead end. Adding additional mains will connect or loop these ends to the system thus improving flow, reliability, quality, and circulation. This program also includes ongoing repair and maintenance of the approximate 2800 water main valves in operation throughout the City. In addition, there are approximately 959 fire hydrants within the City. A uni-directional main flushing program utilizes hydrants and identifies replacements required under this budget.

**Total Budget Amount:**

3,371,000

Financial	Carry Forward	2020	2021	2022	2023	2024
Capital	-	653,000	666,000	675,000	675,000	702,000
Operating						

### Program Components

Component	2020	2021	2022	2023	2024	Total	Project Score
WW1 Water Distribution - Dead Ends	236,000	236,000	245,000	245,000	254,000	1,216,000	322.8
WW1 Water Distribution - Hydrant Replacement	100,000	100,000	100,000	100,000	105,000	505,000	526.4
WW1 Water Distribution - Low Pressure	235,000	245,000	245,000	245,000	255,000	1,225,000	301.2
WW1 Water Distribution - Valve Replacement	82,000	85,000	85,000	85,000	88,000	425,000	360.0
						-	
						-	
						-	
						-	
						-	
						-	

## Capital Project Summary Sheet

<b>Title:</b>	WW-4 Water Reservoirs	<b>Project #:</b>	WW-4
---------------	-----------------------	-------------------	------

### Project Description

The scope of this project is to construct the new High Service Reservoir (HSR) pumphouse facility to replace the existing pump station. It is anticipated to award the construction contract by the end of 2019 and begin construction in spring of 2020 with an anticipated cost of \$15,000,000. The new HSR pumphouse is projected to be commissioned in spring of 2021. Reservoir lining of concrete walls and sack-rubbing on columns are the possible treatments to prolong the service life of the three water storage reservoirs within the City of Moose Jaw providing a total of 10.5 Million Gallons (MG) of storage. Further refurbishments of pumphouse facilities at planned intervals is the cost effective way of maintaining them compared to reacting to failures when the life expectancy is exceeded. In 2020, the intent is to replace motors and install Variable Frequency Drives (VFD) on two pumps at Southhill Pumphouse, and to complete a detailed design for a back up generator in case of power interruption.

**Total Budget Amount:**

18,450,000

Financial	Carry Forward	2020	2021	2022	2023	2024
Capital	6,450,000	10,000,000	500,000	500,000	500,000	500,000
Operating						

### Program Components

Component	2020	2021	2022	2023	2024	Total	Project Score
Pumphouse Refurbishment	-	300,000	250,000	-	-	550,000	1,113.6
Water Reservoir Refurbishment	-	200,000	250,000	500,000	500,000	1,450,000	-
High Service Reservoir (HSR) Pumphouse Replacement	10,000,000	-	-	-	-	10,000,000	1,376.0
						-	
						-	
						-	
						-	
						-	
						-	
						-	

## Capital Project Summary Sheet

<b>Title:</b>	WW-5 BPWTP Legacy Upgrades	<b>Project #:</b>	WW-5
---------------	----------------------------	-------------------	------

### Project Description

The Buffalo Pound Water Treatment Plant Legacy Upgrades started in 2010 and are now completed. The City of Moose Jaw's share of this project was 27.35% of the \$34.226 million dollar cost or \$9,360,979. During last year's budget process the Capital Budget was reduced from \$240 million over five years to \$200 million. In doing this reduction WW-5 BPWTP capital project was reduced by too much resulting in a funding shortfall of \$600,000. This capital request will fulfill the City's funding commitment for this project.

**Total Budget Amount:**

3,364,555

Financial	Carry Forward	2020	2021	2022	2023	2024
Capital	2,764,555	600,000	-	-	-	-
Operating						

### Program Components

Component	2020	2021	2022	2023	2024	Total	Project Score
BPWTP Legacy Project	600,000	-	-	-	-	600,000	-
						-	-
						-	-
						-	-
						-	-
						-	-
						-	-
						-	-
						-	-
						-	-

## Capital Project Summary Sheet

<b>Title:</b>	WW-9 Feeder Mains	<b>Project #:</b>	WW-9
---------------	-------------------	-------------------	------

### Project Description

The feeder main component of the system conveys water from one portion of the City to another or between reservoirs. Phase 1, 2 and 3 have been completed on the East Feeder main in 2015, 2016, 2018 and 2019. Phase 4 of the feeder main was designed in 2019 and is ready for construction in 2020. The final Phase of the East Feeder runs from Town and Country Drive to High Service Reservoir. Once the East Feeder line is replaced there are other feeder lines that are also nearing the end of their service life. Replacement will be scheduled based on condition and impact of failure.

**Total Budget Amount:**

6,625,000

Financial	Carry Forward	2020	2021	2022	2023	2024
Capital	2,725,000	1,600,000	100,000	200,000	1,000,000	1,000,000
Operating						

### Program Components

Component	2020	2021	2022	2023	2024	Total	Project Score
Feeder Main Replacement	1,600,000	100,000	200,000	1,000,000	1,000,000	3,900,000	995.2
						-	
						-	
						-	
						-	
						-	
						-	
						-	
						-	
						-	



## Capital Project Summary Sheet

<b>Title:</b>	WW-16 BPWTP Transmission Line	<b>Project #:</b>	WW-16
---------------	-------------------------------	-------------------	-------

### Project Description

The scope of this project is to replace the pumps (4) at Buffalo Pound Water Treatment Plant (BPWTP) and all associated electrical components. Phase II will also complete the tie in work at Northeast & High Service Reservoirs including two clear wells at BPWTP. It is recommended to replace the aging and outdated fluoridation system, as well as the aging pipe network connecting into Northeast Reservoir. A detailed design is being finalized including these components with potential inclusion of construction at Phase II, contingent on council approval.

**Total Budget Amount:**

6,300,000

Financial	Carry Forward	2020	2021	2022	2023	2024
Capital	6,200,000	0	100,000	-	-	-
Operating						

### Program Components

Component	2020	2021	2022	2023	2024	Total	Project Score
PHASE II - Pumps & Electrical Upgrades and Fluoridation System Replacement	-	100,000	-	-	-	100,000	1,905.0
						-	
						-	
						-	
						-	
						-	
						-	
						-	
						-	
						-	

## Capital Project Summary Sheet

<b>Title:</b>	<b>WW-17 Cast iron Watermain Replacement</b>	<b>Project #:</b>	<b>WW-17</b>
---------------	--	-------------------	--------------

### Project Description

This program includes the replacement of cast iron water mains, valves, hydrants, storm sewer leads and service connections. Within the program, the affected roadways will be restored and sections of sidewalks replaced. Phase V is scheduled for completion in 2020, with approximately 3 km of replacement. The budget request has been lowered by \$500K to reflect the cost savings by having the design in house, and another \$1 million has been allocated to Water Main Lining. \$3.3 million has been added to 2020 and 2021 from ICIP funding.

**Total Budget Amount:**

42,700,000

Financial	Carry Forward	2020	2021	2022	2023	2024
Capital	3,100,000	9,900,000	9,900,000	6,600,000	6,600,000	6,600,000
Operating						

### Program Components

Component	2020	2021	2022	2023	2024	Total	Project Score
WW17 Water Main Lining	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	5,000,000	0.0
Water Main Replacement	8,900,000	8,900,000	5,600,000	5,600,000	5,600,000	34,600,000	1,180.8
						-	
						-	
						-	
						-	
						-	
						-	
						-	
						-	

# **SANITARY SEWER**

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



## Capital Project Summary Sheet

<b>Title:</b>	<b>S-1 Sanitary Sewers</b>	<b>Project #:</b>	<b>S-1</b>
---------------	----------------------------	-------------------	------------

### Project Description

The City of Moose Jaw operates 185 kilometers of underground sewage collection of varying ages. Trunk sewer replacement will include design and construction of new trunk sewer mains to address capacity issues and service for future growth, in stages. Immediate recommendations include upsizing the North Trunk along Oxford St E and 6th Ave NE to address existing capacity issues in the network. The Sanitary Sewer Lining Project adds a new pipe inside of an old deteriorated pipe to increase the life of the pipe. Manhole restoration involves replacement and refurbishment of the approximately 2100 manholes in the sanitary sewer system. Ongoing sewer assessment is broken out into two pieces, Closed Circuit Television Video Inspection & Flow Monitoring. The purpose of these assessments is to gather information in order to prioritize locations for other projects within S-1 in particular for Sewer Lining and Storm Water Inflow & Infiltration.

**Total Budget Amount:**

10,301,000

Financial	Carry Forward	2020	2021	2022	2023	2024
Capital	1,790,000	2,676,000	1,785,000	1,340,000	1,350,000	1,360,000
Operating						

### Program Components

Component	2020	2021	2022	2023	2024	Total	Project Score
Trunk Sewer Construction	1,750,000	825,000	500,000	500,000	500,000	4,075,000	693.6
Sewer Lining	703,000	730,000	660,000	670,000	680,000	3,443,000	908.8
Sewer Assessment	110,000	115,000	80,000	80,000	80,000	465,000	360.0
Manhole Restoration	113,000	115,000	100,000	100,000	100,000	528,000	346.8
						-	
						-	
						-	
						-	
						-	
						-	

## Capital Project Summary Sheet

<b>Title:</b>	<b>S-3 Wastewater Treatment Plant</b>	<b>Project #:</b>	<b>S-3</b>
---------------	---------------------------------------	-------------------	------------

### Project Description

Based on the Wastewater Treatment Plant (WWTP) system condition assessment reports the priority for the remainder of 2019 is to award the design of the new blower system and fabrication and repairs of the Biolac Curtains, as identified in the reports. The four blowers that provide aeration to the treatment ponds have been in operation for 30 years. The electrical power to operate the blowers is a major part of the WWTP operating budget, an energy study stated that new blowers with VFD's could potentially save \$150,000 per year in energy costs. These blowers would be installed in 2020. The purpose of waste pond sludge removal is to clean one of the cells before the other pond becomes filled with sludge in order for the newly cleaned pond to be ready to accept more sludge. Phase 1 of the project is to hire a consultant to identify options for cleaning and disposal prior to Phase 2, implementing the recommended procedure for dealing with the sludge contained in the North Waste Pond Cell #6.

**Total Budget Amount:**

4,905,000

Financial	Carry Forward	2020	2021	2022	2023	2024
Capital	1,005,000	1,000,000	1,400,000	500,000	500,000	500,000
Operating						

### Program Components

Component	2020	2021	2022	2023	2024	Total	Project Score
S3 - Waste Pond Sludge Removal	-	900,000	-	-	-	900,000	355.2
Wastewater Treatment Plant System Upgrades	1,000,000	500,000	500,000	500,000	500,000	3,000,000	500.4
						-	
						-	
						-	
						-	
						-	
						-	
						-	
						-	

## Capital Project Summary Sheet

<b>Title:</b>	S-4 Lift Stations	<b>Project #:</b>	S-4
---------------	-------------------	-------------------	-----

### Project Description

The scope of this project is to implement the recommendations as detailed in various condition assessment reports. It is anticipated that this work will include extensive rehabilitation of the City's lift station network. This may include combining certain redundant locations to reduce operating costs and risks in addition to the complete rehabilitation of other critical lift stations.

**Total Budget Amount:**

11,567,000

Financial	Carry Forward	2020	2021	2022	2023	2024
Capital	127,000	540,000	6,000,000	4,500,000	200,000	200,000
Operating						

### Program Components

Component	2020	2021	2022	2023	2024	Total	Project Score
Lift Station Rehabilitation and Optimization	540,000	6,000,000	4,500,000	200,000	200,000	11,440,000	513.0
						-	
						-	
						-	
						-	
						-	
						-	
						-	
						-	
						-	
						-	

# **SOLID WASTE**



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

## Capital Project Summary Sheet

<b>Title:</b>	SW-1 Solid Waste	<b>Project #:</b>	SW-1
---------------	------------------	-------------------	------

### Project Description

This program is for ongoing small capital work and for the eventual expansion/replacement of the existing landfill as it nears its end of life.

Total Budget Amount:

11,320,000

Financial	Carry Forward	2020	2021	2022	2023	2024
Capital	50,000	117,500	1,117,500	10,000,000	17,500	17,500
Operating						

### Program Components

Component	2020	2021	2022	2023	2024	Total	Project Score
Landfill	117,500	1,117,500	10,000,000	17,500	17,500	11,270,000	1,124.0
						-	
						-	
						-	
						-	
						-	
						-	
						-	
						-	
						-	

