



TOWN OF BATTLEFORD

BUDGET 2021

December 14,2020

Introduction

With the adoption in 2017 of Council's Strategic Plan, Administration works to align the operating and capital budgets with the priorities identified by Council according to their vision, mission, and values.

The goal of Administration is to:

1. Deliver the right services at a level between what our residents expect and what is fiscally responsible;
2. Contain costs by demonstrating the value of taxpayer money;
3. Sustainably maintain the Town's infrastructure, preserve our quality of life, and encourage the economic success of our residents and businesses; and
4. Advance Council's Strategic Plan.

Recently the Town has been experiencing a period of economic slowness directly attributable to the global Covid-19 pandemic. The 2021 budget is sensitive to the local and regional economy.

Strategic Plan

Council's Vision: Learning from the past, growing for tomorrow.

Values: Fiscally Responsible, Transparent, Business Friendly, Communication, Engaged Community, Governance.

Strategic Priorities: Safety, Sustainable Infrastructure, Organizational Effectiveness, Economic Development, Quality of Life.

Accomplishments 2020

This past year saw the completion of many projects including:

- Successfully secured \$3.9m. of provincial and federal grants for the Sewer Lagoon upgrades. The project construction was started in 2020 and the Town will have spent by year end 2020, approximately \$6.6 million of the budgeted \$7.3 million with the balance of work and payment completed by June 2021.
- 35th street asphalt overlay was completed in 2020 at an approximate cost of \$256,000
- New playground equipment was installed at the campground at an approximate cost of \$90,000
- New sidewalk at 2nd avenue installed at a cost of approximately \$60,000
- Museum sidewalk replacement and irrigation upgrades at an approximate cost of \$13,000
- Town Hall exterior brick repointing was completed in 2020 for a total cost of approximately \$91,000 (started in 2019)
- Cemetery expansion design completed in 2020 (started in 2019)
- Town Hall Rehabilitation consulting completed in 2020 (started in 2019)
- North Saskatchewan Truss Bridges inspected in 2020, town applying for capital grant for one or both spans.
- Walking paths were resurfaced at an approximate cost of \$20,000

- New walking pathway constructed from 15th street to Battle Springs Way at a cost of approximately \$45,000 including the lighting.
- Fire Department secured a new fire response vehicle, including fit out at a cost of approximately \$80,000
- Two trucks purchased in 2020 for a total approximate cost of \$85,000
- Industrial curbing installed at Industrial park at an approximate cost of \$23,000

Other Highlights for 2020

- The Town signed a new Fire Protection Services Agreement with the RM of Battle River.
- The Town sold three lots in the Battle Springs subdivision in 2020.
- The Town signed a Potable Water Supply Agreement with Poundmaker First Nation.
- The Town signed a contract with SL Builders to renovate the façade of old St. Vital church.
- The Town working in conjunction with the City of North Battleford, prepared a Covid-19 pandemic response plan.
- The Town renovated the reception area of Town hall to increase safety due to Covid 19.
- The Town received \$636,000 under the Municipal Economic Enhancement Program (MEEP). Most of the funds were utilized in 2020, however some will be utilized in 2021.
- The Town received \$264,000 from the Federal Government for the Covid 19 Safe Restart Program.
- The Town received a \$50,000 grant from Federation of Canadian Municipalities regarding the Town consulting cost for an Infrastructure Condition Assessment as well as a Comprehensive Asset management Plan
- Provincial Disaster Assistance Program (PDAP) approved for resident relief of flooding damage regarding heavy rainfall experienced in July 2020
- The Town received a grant of approximately \$25,000 from Municipalities of Saskatchewan to assist with the consulting cost regarding the Parks and Rec masterplan.
- The Joint Parks and Recreation Master Plan completed and approved by both the Town and the City of North Battleford.

2021 Budget Overview

The 2021 Operating Budgets for both the General Fund and the Utilities Fund, like previous years, has been prepared with examination of all Revenue and Expense accounts to ensure current level of Revenue generation and department expense is properly budgeted to ensure the current level of service is justified and reasonable. As a requirement by legislation, the Town of Battleford must approve a balanced budget which includes all revenues less all operating expenses and planned capital spend or save for future spend.

The 2021 Capital Budgets for both the General Fund and the Utilities Fund, like previous years, were prepared with a 5 year horizon to allow for more efficient planning and budgeting and avoiding rate payer taxation fluctuation.

General Fund

2021 Projected Operating Budget – General Fund

The General Fund includes all Town Operating Revenues and Expenses as well as Capital spend or save for future years spend. The General Fund excludes Utilities as Utilities is self funded and separate from the rest of the Town and not subsidized by General Rate Payer Taxation.

The General Fund includes the following departments:

General Government Services – Council, Administration, Insurance, Assessment, Legal, Consulting, etc.

Police Services – Contract with the RCMP (via the Provincial Policing Contract).

Fire and Protective Services – Administration and expenses related to the Fire Dept and Bylaw Dept.

Transportation Services – Administration and expenses related to Infrastructure maintenance and repair.

Waste Disposal Services – Administration and expenses related to solid waste collection and removal.

Public Health & Welfare Services – Administration and expenses related to the public cemetery.

Planning & Development Services – Administration and expenses related to Town planning.

Recreational and Cultural Services – Administration and expenses related to Town recreational and cultural facilities.

General Fund – 2021 Projected Operating Revenues and Expenses:

Town of Battleford					
Budget for the year 2021			DRAFT		unaudited
GENERAL FUND			Budget 2021	Budget 2020	Actual 2020
					YTD Nov 12,20
REVENUES:		%			
Municipal Tax Levy		0.26%	\$ 3,080,000	\$ 3,072,062	\$ 3,082,895
Abatements and Adjustments		0.00%	\$ (5,000)	\$ (5,000)	\$ -
Discounts on taxes		-7.14%	\$ (65,000)	\$ (70,000)	\$ (66,918)
Penalty on Tax Arrears		9.09%	\$ 60,000	\$ 55,000	\$ 64,519
Grants-In-Lieu of Taxes		0.00%	\$ 25,000	\$ 25,000	\$ (33,300)
Municipal Operating Grant (Revenue Sharing)		8.20%	\$ 980,000	\$ 905,718	\$ 1,004,728
Saskpower Surcharges		3.72%	\$ 195,000	\$ 188,000	\$ 159,129
Saskenergy Surcharges		0.00%	\$ 92,500	\$ 92,500	\$ 63,457
Recreation Fees		-18.75%	\$ 393,000	\$ 483,675	\$ 250,428
Recycling Fees		-0.95%	\$ 104,000	\$ 105,000	\$ 86,751
Waste Collection Fees		1.35%	\$ 300,000	\$ 296,000	\$ 252,936
Land Sales Gain		0.00%	\$ 50,000	\$ 50,000	\$ 144,197
Licenses & Permits		-1.14%	\$ 43,500	\$ 44,000	\$ 945
Other Fees		-9.94%	\$ 128,034	\$ 142,170	\$ 45,861
Federal Grant (Gas Tax & FCM)		2.12%	\$ 266,856	\$ 261,311	\$ 441,967
Provincial Grants		52.17%	\$ 35,000	\$ 23,000	\$ 941,670
Investment Income / Interest		-45.45%	\$ 120,000	\$ 220,000	\$ 106,922
	Total Revenues	-1.45%	\$ 5,802,890	\$ 5,888,436	\$ 6,546,186
EXPENDITURES:					
General Government Services		-6.62%	\$ 1,260,851	\$ 1,350,261	\$ 955,097
Police Services		1.92%	\$ 345,000	\$ 338,500	\$ 344,836
Fire and Protective Services		2.06%	\$ 366,950	\$ 359,550	\$ 374,658
Transportation Services		2.95%	\$ 1,030,710	\$ 1,001,172	\$ 835,595
Waste Disposal Services		1.61%	\$ 275,688	\$ 271,333	\$ 202,423
Public Health & Welfare Services		-4.83%	\$ 11,300	\$ 11,874	\$ 10,212
Planning & Development Services		1.29%	\$ 172,259	\$ 170,059	\$ 137,276
Recreational & Cultural Services		-0.59%	\$ 1,426,525	\$ 1,435,016	\$ 1,145,611
	Total Expenditures	-0.98%	\$ 4,889,283	\$ 4,937,765	\$ 4,005,708
	Cash Surplus from Operations	-3.90%	\$ 913,607	\$ 950,672	
	Surplus Available for Capital Investment		\$ 913,607	\$ 950,672	

General Fund Revenues:

The General Fund includes a number of Revenue streams some controllable and some uncontrollable as they are determined by third parties.

The controllable Revenue streams include:

- Municipal Property Tax which accounts for approx. 52% of the General Fund Revenues.
- Discount on Prepayment of Property Taxes which is a reduction of revenue of approx. 1.5%.
- Recreational Facility User Fees which accounts for approx. 8% of General Fund Revenues.
- Solid Waste Collection Fees which accounts for approx. 5% of General Fund Revenues.
- Other Fees which accounts for approx. 4% of General Fund Revenues.
- Recycling Fees which accounts for approx. 2% of General Fund Revenues.
- Land Sales Gain (after development expenses) which accounts for approx. 1% of General Fund Revenues.

The Uncontrollable Revenue Streams include:

- Municipal Operating Grant from the Province which accounts for approx. 17% of General Fund Revenues.
- Saskpower and Saskenergy Surcharges (grants) which accounts for approx. 5% of General Fund Revenues.
- Federal Gas Tax Grant which accounts for approx. 5% of General Fund Revenues.
- Investment Income on Cash Reserves which accounts for approx. 2% of General Fund Revenues.

The 2021 General Fund Budget is projecting an overall 1.45% revenue reduction compared to the 2020 budget which translates into approx. \$86,000 less revenue compared to 2020 budget. This assumes a zero General Property Tax increase and no change to the current Discount policy, as well as projected decreases in revenues from recreation facilities due to Covid 19 as well as lower interest income on cash reserves due again to the low interest environment due to Covid 19.

General Fund Expenses:

The General Fund expenses includes all the expenses for the above mentioned departments. For 2021 the overall General Fund expenses are projected to decrease by approximately 1% compared to 2020 budget or a dollar value of approximately \$49,000.

The 2021 forecasted expenses by department compared to the 2020 Budget are as follows:

General Government Services

Town of Battleford					
Budget for the year 2021			DRAFT		unaudited
			Budget 2021	Budget 2020	Actual 2020
EXPENDITURES:					
General Government Services		-6.62%	\$ 1,260,851	\$ 1,350,261	\$ 955,097

General Government Services – 2021 expenses projected to decrease by approx. \$90,000 or 6.6% compared to the 2020 Budget, with the following item(s) causing most of the decrease:

- Reduced management succession cost in 2021 compared to budget 2020 - (\$40,000)
- Reduced salary cost due to downgrade of FD to FM and temporary vacancy – (\$50,000)

Police Services

Town of Battleford					
Budget for the year 2021			DRAFT		unaudited
			Budget 2021	Budget 2020	Actual 2020
					YTD Nov 12,20
EXPENDITURES:					
Police Services		1.92%	\$ 345,000	\$ 338,500	\$ 344,836

Police Services Expenses – projected to increase approximately \$6,000 or 1.92% compared to 2020 budget due to increase in RCMP cost \$of 11,000 less a planned reduction in court liaison cost (\$5,000) now handled in house.

Fire and Protective Services

Town of Battleford					
Budget for the year 2021			DRAFT		unaudited
			Budget 2021	Budget 2020	Actual 2020
					YTD Nov 12,20
EXPENDITURES:					
Fire and Protective Services		2.06%	\$ 366,950	\$ 359,550	\$ 374,658

Fire and Protective Services Expenses – projected to increase approximately \$7,400 or 2% compared to 2020 budget due to projected increase in volunteer fireman cost of approximately \$5,000 as well as other miscellaneous increases totally \$2,400 .

Transportation Services

Town of Battleford					
Budget for the year 2021			DRAFT		unaudited
			Budget 2021	Budget 2020	Actual 2020
					YTD Nov 12,20
Transportation Services		2.95%	\$ 1,030,710	\$ 1,001,172	\$ 835,595

Transportation Services Expenses – projected to increase by approx. \$29,000 or 2.95% compared to 2020 Budget, with the following item(s) causing most of the increase:

- Projected pay increase (retro year 2020 plus year 2021) – \$17,000.
- Increased budget for surfacing material and road maintenance - \$7,000
- Increased budget for gravel/sand/salt - \$5,000.

Waste Disposal Services

Town of Battleford					
Budget for the year 2021			DRAFT		unaudited
			Budget 2021	Budget 2020	Actual 2020
					YTD Nov 12,20
Waste Disposal Services		1.61%	\$ 275,688	\$ 271,333	\$ 202,423

Waste Disposal Services Expenses – projected to increase by approx. \$4,000 or 1.6% compared to 2020 Budget, with the following item(s) causing most of the increase:

- Projected pay increase (retro year 2020 and year 2021) - \$2,000.
- Projected increase in equipment repairs - \$2,000.

Public Health & Welfare Services

Town of Battleford					
Budget for the year 2021			DRAFT		unaudited
			Budget 2021	Budget 2020	Actual 2020
					YTD Nov 12,20
EXPENDITURES:					
Public Health & Welfare Services		-4.83%	\$ 11,300	\$ 11,874	\$ 10,212

Public Health & Welfare Services Expenses – projected to decrease by approximately \$600 or 4.8% compared to budget 2020 due to a planned small reduction in expenses.

Planning & Development Services

Town of Battleford					
Budget for the year 2021			DRAFT		unaudited
			Budget 2021	Budget 2020	Actual 2020
					YTD Nov 12,20
EXPENDITURES:					
Planning & Development Services		1.29%	\$ 172,259	\$ 170,059	\$ 137,276

Planning & Development Services Expenses – projected to increase by approx. \$2,000 or 1.29% compared to 2020 Budget, with the following item(s) causing most of the increase:

- Projected Salary adjustment - \$1,000
- Projected increase in zoning and planning costs - \$1,000

Recreational & Cultural Services

Town of Battleford					
Budget for the year 2021			DRAFT		unaudited
			Budget 2021	Budget 2020	Actual 2020
					YTD Nov 12,20
EXPENDITURES:					
Recreational & Cultural Services		-0.59%	\$ 1,426,525	\$ 1,435,016	\$ 1,145,611

Recreational and Cultural Services Expenses – projected to decrease by approx. \$9,000 or 0.6% compared to 2020 Budget, which given the size of the department, is effectively a neutral budget however the following movements within the budget should be noted:

Decreases planned in 2021 compared to 2020 Budget:

- Maintenance Campground – (\$7,000)
- Maintenance Library – (\$10,000)
- Utilities – (\$9,000)
- Staff Training – (\$4,000)
- Grants / Donations – (\$3,000)
- Supplies parks shop – (\$2,000)

Increases planned in 2021 compared to 2020 Budget:

- Salary adjustment (retro year 2020 and year 2021) - \$15,000
- St. Vital church - \$8,000
- Maintenance Museum - \$3,000

Projected Operating Surplus Available for Capital Investment

Town of Battleford					
Budget for the year 2021					unaudited
GENERAL FUND			Budget 2021	Budget 2020	Actual 2020
					YTD Nov 12,20
REVENUES:		%			
	Total Revenues	-1.45%	\$ 5,802,890	\$ 5,888,436	\$ 6,546,186
EXPENDITURES:					
	Total Expenditures	-0.98%	\$ 4,889,283	\$ 4,937,765	\$ 4,005,708
	Cash Surplus from Operations	-3.90%	\$ 913,607	\$ 950,672	
	Surplus Available for Capital		\$ 913,607	\$ 950,672	
Capital General 2021 Spend & Future Project Save			\$ 1,602,339		
Funded by:	General Surplus 2020		\$ (913,607)		
	General Reserves		\$ (688,732)		
Balanced Budget			0		

General Fund Five Year Rolling Capital Plan

General Fund – 2021 Projected Capital spend/save

Five Year Capital Plan - General			denotes saving for future spend							
Name of project / purchase	Division	Fund source	External Funding	Prior Funded reserve	2020 Carryover	2021	2022	2023	2024	2025
Class A Foam Injection System - Engine 3	Fire & Protective	Reserve/Surplus		15,000	15,000	15,000				
Industrial park drainage rehab	Transportation	Surplus					429,000			
3rd Ave (36th to 38th) - road rebuild plus underground utility	Transportation	Surplus/LIP				-	296,000			
1st Ave Campbell Innis Way - Battle Springs Dr. - Paving & Curbing	Transportation	Surplus		200,000	-	284,000	-	-	-	-
Ridge Point Place Alley work	Transportation	Surplus/Co share	56,500				113,000			
Sidewalk new - 2nd ave west (17th to 19th) east side	Transportation	Surplus	-	85,000	-	85,000		-	-	-
Sidewalk repair/replace 1st ave west (west side) from 22nd north	Transportation	Surplus		20,000		20,000				
Tandem Gravel Truck	Transportation	Surplus		105,332		158,000				
Riverbend drainage project	Transportation	Surplus		33,000		66,000				
Skid steer attachment - snow blower	Transportation	Surplus				11,000				
Compost screening	Transportation	Surplus				6,600				
Storm Sewer 25th st west 3rd ave to hwy 4 (replacement)	Transportation	Surplus				25,000	25,000	25,000	150,000	
Replace garbage truck	Transportation	Surplus		170,000		85,000	85,000	340,000		
Westpark Storm Water - upgrades	Transportation	Surplus	-	95,000	-	30,000	30,000	185,000		
Replace 1/2 ton truck	Transportation	Surplus				20,000	40,000			
Public Works Roof Replacement	Transportation	Surplus		75,000		50,000	175,000			
Columbarium	Parks & Rec	Surplus				32,000				
Cemetery software	Parks & Rec	Surplus				12,000				
Sickle mower	Parks & Rec	Surplus			7,100	7,100	14,200			
Asphalt Walking Trails	Parks & Rec	Surplus		100,000		100,000				
Flats Ball Diamond Upgrades Shale	Parks & Rec	Surplus			18,500	18,500	9,500		5,000	
Flats Ball Diamond Upgrades Fencing	Parks & Rec	Surplus			9,000	9,000	9,000	9,000	9,000	9,000
Campground Full Service Sites expansion	Parks & Rec	Reserve/Surplus		65,000		65,000				
Arena Addition/Upgrades	Parks & Rec	Surplus/Grant	1,100,000	420,000		140,000	1,660,000			
Kinsmen Playground Equipment	Parks & Rec	Surplus		55,555		22,222	100,000			
ACT Playground equip	Parks & Rec	Reserve/Surplus		58,333		16,667	16,667	16,667	125,000	
Tot Lot Upgrades	Parks & Rec	Reserve/Surplus		150,000		25,000	250,000			
Tot Lot Playground Equip	Parks & Rec	Reserve/Surplus		30,000		15,000	15,000	75,000		
Seniors park equip	Parks & Rec	Res/Sur/external	54,000	54,000		135,000				
Family Bike park	Parks & Rec	Surplus				25,000	25,000	25,000	25,000	125,000
Cold Storage building	Parks & Rec	Reserve/Surplus		150,000		50,000	250,000			
Cemetery Expansion Work Phase 1	Parks & Rec	Reserve/Surplus		275,000		115,000	505,000			
Cemetery Expansion Work Phase 2	Parks & Rec	Reserve/Surplus		80,000		40,000	40,000	200,000		
1/2 ton truck replacement	Parks & Rec	Reserve/Surplus				10,000	10,000	30,000		
Museum roof repairs	Parks & Rec	Reserve/Surplus				17,250	35,000			
				spend / save 2021		1,710,339				
				less reserves	-	742,732				
				less external funding		-54,000				
				spend to fund 2021		913,607				
				Proj. Oper. Surplus 2021		-913,607				
				shortfall		0				

The most notable projected capital spend/save for 2021 includes:

SPEND in 2021

- 1st Ave Campbell Innis way to Battle Springs Drive Paving and Curbing - \$284,000
- New sidewalk 2nd Ave west (17th to 19th) east side - \$85,000
- Purchase Tandem Gravel Truck - \$158,000
- Asphalt walking trails - \$100,000
- Campground sites servicing - \$65,000
- Riverbend drainage project - \$66,000
- Miscellaneous smaller equipment - \$60,000
- Columbarium - \$32,000
- Sidewalk Repair - \$20,000

SAVE in 2021 for Future Spend

- Cemetery Expansion - \$155,000
- Large scale Arena Upgrades - \$140,000
- Playground and park equipment - \$80,000
- Replacement of Town Garbage Truck - \$85,000
- Tot Lot Upgrades - \$50,000
- New cold storage building - \$50,000
- Public Works roof replacement - \$50,000

General Fund Summary

The 2021 General Fund projected revenues and expenses are creating sufficient surplus to meet the Towns rolling five-year capital plan. As previously mentioned this budget has no provision for a tax or fee for service increase in 2021. The Towns tax prepayment discount program is also unchanged for year 2021.

Tax prepayment discount for year 2021

Year 2021
Jan/21 Discount – 6%
Feb/21 Discount – 5%
Mar/21 Discount – 4%

Based on full payment, municipal portion only

UTILITIES FUND

The Utilities Fund includes all Water and Sewer Operating Revenues and Expenses as well as Utilities Capital spend or save for future spend. The Utilities Fund is separate from the General Fund as municipal utilities are to be self-funded by user fees and not subsidized by General Rate Payer Taxation.

Utilities Fund – 2021 Projected Operating Revenues and Expenses

Town of Battleford					
Budget for the year 2021			DRAFT		unaudited
UTILITY FUND			Budget 2021	Budget 2020	Actual 2020
					YTD Nov 12,20
REVENUES:		%			
Utility Fees		-1.60%	\$ 1,717,000	\$ 1,745,000	\$ 1,446,085
Total Revenues		-1.60%	\$ 1,717,000	\$ 1,745,000	\$ 1,446,085
EXPENDITURES:					
Water/Sewer Services		-2.63%	\$ 911,948	\$ 936,612	\$ 723,461
Total Expenditures		-2.63%	\$ 911,948	\$ 936,612	\$ 723,461
Cash Surplus from Operations		-0.41%	\$ 805,052	\$ 808,388	
Surplus Available For Capital Investment			\$ 805,052	\$ 808,388	
Capital Utilities 2021 Spend & Future Project Save			\$ 1,320,000		
Funded by:					
Utilities Surplus 2020			\$ (805,052)		
Utilities Reserves			\$ (977,500)		
Lagoon debt repayment			\$ 462,552		
Balanced Budget			0		

Utilities Fund Revenues:

The Utilities Fund includes a number of Revenue streams, all of which are locally controllable however the Municipalities Act requires an approval from the Saskatchewan Municipal Board for any Utility Fee changes. In 2019 utility fees were increased and took effect May 2019. There was no increase in utility fees in 2020. This 2021 Budget also does not have a planned increase for Utility Fees. The following Table provides details of the projected revenue streams for 2021.

Revenue Type	Budget 2021	Budget 2020	YTD Oct 2019
Water Fees	\$ 840,000	\$ 860,000	\$ 700,460
Sewer Fees	\$ 430,000	\$ 436,000	\$ 367,740
Infrastructure Fees	\$ 400,000	\$ 400,000	\$ 334,507
Other Revenue	\$ 47,000	\$ 49,000	\$ 43,376
Total	\$1,717,000	\$1,745,000	\$1,446,085

Utilities Fund 2021 Projected Expenses:

Town of Battleford					
Budget for the year 2021			DRAFT		unaudited
UTILITY FUND			Budget 2021	Budget 2020	Actual 2020
					YTD Nov 12,20
EXPENDITURES:					
Water/Sewer Services		-2.63%	\$ 911,948	\$ 936,612	\$ 723,461
Total Expenditures		-2.63%	\$ 911,948	\$ 936,612	\$ 723,461

The 2021 Utilities fund operating expenses are projected to decrease approx. \$25,000 or approx. 2.63% compared to the 2020 Budget. The following are the significant changes compared to the 2020 Budget:

Decreases planned in 2021 compared to 2020 Budget:

- Maintenance wells – (\$10,000)
- Connection Fees - (\$10,000)
- Maintenance Water Lines – (\$5,000)
- Chemicals WTP – (\$5,000)
- Utilities – (\$17,000)
- Maintenance Lagoons – (\$5,000)
- Maintenance West Park – (\$4,000)
- Portable Units – (\$3,000)

Increases planned in 2021 compared to 2020 Budget:

- Salaries and benefits (retro year 2020 and year 2021) - \$28,000
- Staff training - \$6,000

Utilities Fund Capital

Utilities Fund – 2021 Projected Capital spend/save

Five Year Capital Plan - Utilities			denotes saving for future spend							
Name of project / purchase	Division	Fund source	External Funding	Prior Funded reserve	2020 Carryover	2021	2022	2023	2024	2025
New water well	Utilities	Reserve		150,000	150,000	150,000				
Waste Water Lagoon Upgrades	Utilities	Reserve		700,000	700,000	700,000				
Water & Sewer pipe replacment 3rd ave	Utilities	Surplus					160,000			
10 Year truck replacement	Utilities	Surplus		15,000		15,000	15,000	60,000		
Emergency generator - WTP	Utilities	Surplus	-	127,500		180,000				
Water Meter Data Collection Equipment	Utilities	Surplus		50,000		50,000	50,000	50,000	250,000	
Westpark lift station upgrades	Utilities	Surplus		250,000		125,000	500,000			
23rd Street lift station upgrades	Utilities	Surplus		25,000		25,000	25,000	25,000	125,000	
2nd Avenue lift station upgrades	Utilities	Surplus		25,000		25,000	25,000	25,000	125,000	
Wells raw water intake line upgrade	Utilities	Surplus		50,000		50,000	50,000	50,000	250,000	
spend/save 2021						\$ 1,320,000				
less reserves						\$ (977,500)				
debt repayment lagoons						\$ 462,552				
spend/save to fund 2021						\$ 805,052				
proj. Oper. Surplus 2021						\$ 805,052				
shortfall						0				

Utilities Fund Capital Spend 2021

The most notable project for 2021 is the completion of the Sewer Lagoon upgrades which began in the summer of 2020 at an estimated total cost of \$7.3m. The Town was successful in 2020 in applying for grants totaling \$3.9m. thus the Town's contribution is estimated at \$3.4m. which is funded by prior year reserves of \$1.4m. and a loan from the General Fund of \$2.0million. It is estimated that approximately \$700,000 of work will be left to complete in 2021 with a projected completion date of June 2021.

Other projects in 2021 include building a new water well for \$150,000 and installing an emergency backup generator at the Water Treatment Plant for an estimated cost of \$180,000.

Additional saving for future spend include:

- Various lift station upgrades - \$175,000
- Water meter data collection equipment - \$50,000
- Wells raw water intake line upgrades - \$50,000
- Truck replacement (10 year cycle) - \$15,000

Loan Repayment

In 2021 the Utility Fund is planning to repay the General Fund approximately \$462,000 regarding the \$2.0million loan received from the General Fund for completion of the Lagoons Upgrade project.

Utility Fund Summary

The Utility Fund is currently projecting a balanced budget whereby all projected Capital spend for 2021 or save in 2021 for future spend, is funded by prior reserves and the projected 2021 operating surplus. As mentioned earlier, there is no planned utility fee increase for 2021.

TOWN of BATTLEFORD – CONSOLIDATED 2021 OPERATING AND CAPITAL BUDGET

Town of Battleford					
Budget for the year 2021			DRAFT		unaudited
CONSOLIDATED			Budget 2021	Budget 2020	Actual 2020
					YTD Nov 12,20
REVENUES:		%			
Municipal Tax Levy		0.26%	\$ 3,080,000	\$ 3,072,062	\$ 3,082,895
Abatements and Adjustments		0.00%	\$ (5,000)	\$ (5,000)	\$ -
Discounts on taxes		-7.14%	\$ (65,000)	\$ (70,000)	\$ (66,918)
Penalty on Tax Arrears		9.09%	\$ 60,000	\$ 55,000	\$ 64,519
Grants-In-Lieu of Taxes		0.00%	\$ 25,000	\$ 25,000	\$ (33,300)
Municipal Operating Grant (Revenue Sharing)		8.20%	\$ 980,000	\$ 905,718	\$ 1,004,728
Saskpower Surcharges		3.72%	\$ 195,000	\$ 188,000	\$ 159,129
Saskenergy Surcharges		0.00%	\$ 92,500	\$ 92,500	\$ 63,457
Recreation Fees		-18.75%	\$ 393,000	\$ 483,675	\$ 250,428
Recycling Fees		-0.95%	\$ 104,000	\$ 105,000	\$ 86,751
Utility Fees		-1.60%	\$ 1,717,000	\$ 1,745,000	\$ 1,446,085
Waste Collection Fees		1.35%	\$ 300,000	\$ 296,000	\$ 252,936
Land Sales Gain		0.00%	\$ 50,000	\$ 50,000	\$ 144,197
Licenses & Permits		-1.14%	\$ 43,500	\$ 44,000	\$ 945
Other Fees		-9.94%	\$ 128,034	\$ 142,170	\$ 45,861
Federal Grant (Gas Tax & FCM)		2.12%	\$ 266,856	\$ 261,311	\$ 441,967
Provincial Grants		52.17%	\$ 35,000	\$ 23,000	\$ 941,670
Investment Income / Interest		-45.45%	\$ 120,000	\$ 220,000	\$ 106,922
Total Revenues		-1.49%	\$ 7,519,890	\$ 7,633,436	\$ 7,992,271
EXPENDITURES:					
General Government Services		-6.62%	\$ 1,260,851	\$ 1,350,261	\$ 955,097
Police Services		1.92%	\$ 345,000	\$ 338,500	\$ 344,836
Fire and Protective Services		2.06%	\$ 366,950	\$ 359,550	\$ 374,658
Transportation Services		2.95%	\$ 1,030,710	\$ 1,001,172	\$ 835,595
Waste Disposal Services		1.61%	\$ 275,688	\$ 271,333	\$ 202,423
Public Health & Welfare Services		-4.83%	\$ 11,300	\$ 11,874	\$ 10,212
Planning & Development Services		1.29%	\$ 172,259	\$ 170,059	\$ 137,276
Recreational & Cultural Services		-0.59%	\$ 1,426,525	\$ 1,435,016	\$ 1,145,611
Water/Sewer Services		-2.63%	\$ 911,948	\$ 936,612	\$ 723,461
Total Expenditures		-1.25%	\$ 5,801,231	\$ 5,874,376	\$ 4,729,169
Cash Surplus from Operations		-2.30%	\$ 1,718,659	\$ 1,759,060	
Surplus Available			\$ 1,718,659	\$ 1,759,060	
Cash Surplus from General		-3.90%	\$ 913,607	\$ 950,672	
Cash Surplus from Utilities		-0.41%	\$ 805,052	\$ 808,388	
Capital General 2021 Spend & Future Project Save			\$ 1,710,339		
Funded by:	General Surplus 2021		\$ (913,607)		
	General Reserves		\$ (742,732)		
	External Funding		\$ (54,000)		
Balanced Budget			0		
Capital Utilities 2021 Spend & Future Project Save			\$ 1,320,000		
Funded by:	Utilities Surplus 2021		\$ (805,052)		
	Utilities Reserves		\$ (977,500)		
	Lagoon debt repayment		\$ 462,552		
Balanced Budget			0		
This budget approved by Council of the Town of Battleford on the ____th day of _____, 20____					
Ames Leslie - Mayor	SEAL		Ashrafal Alam - CAO		