



2021 MUNICIPAL BUDGET
A NEW NORMAL





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Good day Citizens of Swift Current,

I appreciate this opportunity to briefly outline our 2021 Municipal Budget.

A municipal budget sets the tone for the year. It determines how a City functions, how and where it spends, and how it serves you: the citizen. It looks to the future, establishing both short- and long-term priorities, while remaining cognisant of the present and where we are as a community today.

This past year, Swift Current, like so many communities across the country and around the world, has faced tremendous challenges as a result of the pandemic. While some among us have realized hardships to a greater degree than others, the truth is that we have **all** been impacted, from our youngest citizens to our eldest. Yet true to form, our community has come together, like it always does, and demonstrated resilience in the face of these obstacles.

2021 will be a year that we move forward. It has been a long journey, but our collective efforts to follow provincial health guidelines, combined with the rollout of the vaccine program, will see us slowly start to return to **normal**.

However, normal does not mean “the same as always”. In order to move forward, we have to learn from our experiences, and we have to adapt to the changing world around us. The economy is struggling. Many of us have had to tighten our belts, avoiding spending where we can. Our 2021 Budget needs to reflect this reality. While we continue to serve our community and citizens, and while we continue to take care of the infrastructure that allows Swift Current to function, we do so with the understanding that now is the time to minimize the impact our budget will have on you.

That means making difficult, yet responsible decisions. It means prioritizing “needs” over “wants”. It means **supporting local** by awarding projects – large and small – to Swift Current businesses, whenever possible, allowing our local economy to rebound. And ultimately, it means not burdening residents and businesses with more tax increases in a time that calls for financial restraint.

Your City Council and entire City Team will continue to work for you, delivering the services and projects that maintain our unmatched Swift Current quality of life, all the while asking for no additional property tax increase from taxpayers towards our 2021 Budget. And in the years to follow, this Council will continue to place an emphasis on working within our means, balancing community needs with fiscal responsibility and full transparency.

This is our new normal.

Sincerely,

Mayor Al Bridal

What It Means To You...

Operating Increase – 0.0%

Capital Increase – 0.0%

**Total
Increase
0.0%**

TO VIEW THE FULL 2021 CITY OF SWIFT CURRENT MUNICIPAL BUDGET, PLEASE VISIT www.swiftcurrent.ca/budget21

Operating Budget Highlights...

Operational efficiencies will allow us to maintain current service levels with no property tax increase. In 2021, you can count on:

- A New Strategic Plan
- 3 New Swift Transit buses that will reduce costs
- Focus on Asset Management
- Additional RCMP Members & New Priorities

Capital Budget Highlights...

No new debt is required to fund our 2021 General Operations Capital Projects, resulting in no property tax increase in this area of our Budget. This year's capital plans include:

- A New Bike Track on 13th Ave NE with support from the Swift Current Kiwanis Club
- An interactive Hockey Simulator at the Ted Knight Saskatchewan Hockey Hall of Fame
- Excess MEEP funding as a result of the Friesen St Storm Rehab Project coming under budget will allow Stockade Flooring and 15 SCBA Units to be funded.
- The continuation of our Annual Rehabilitation Programs such as Paved Streets & Sidewalks
- Primary Runway Rehab at the Airport will only proceed if we receive 50% CAP funding

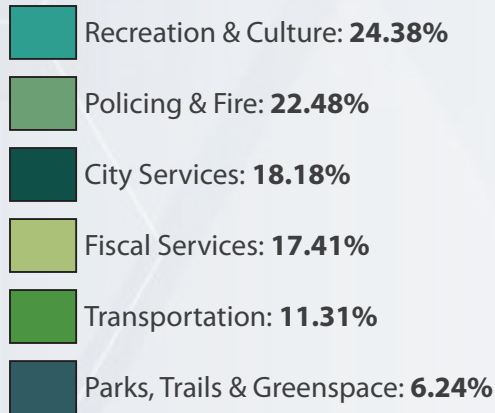
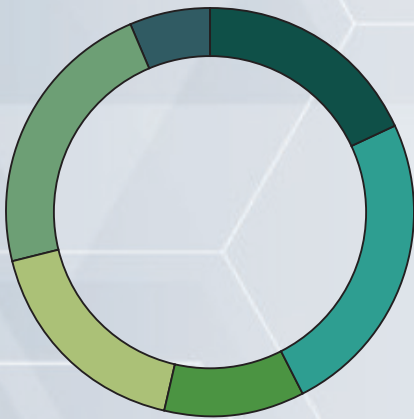
Water & Sewer Utility...

There will be an additional 1.8% increase in water rates to fund two mandatory projects.

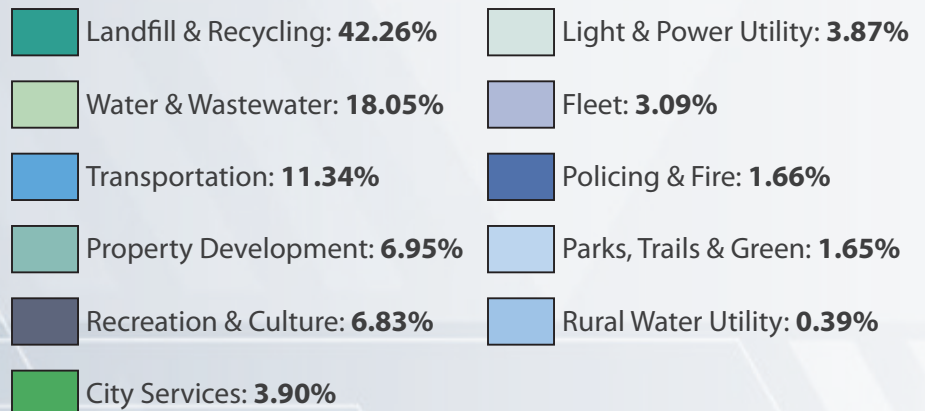
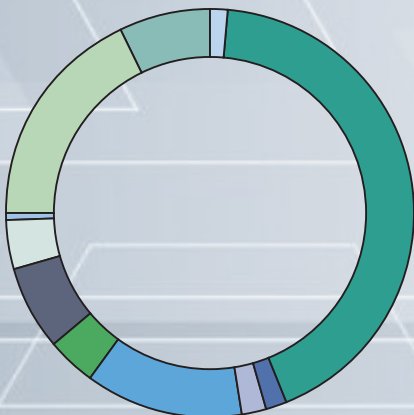
Municipal Debt...

By year's end, we will have reduced our Municipal Debt by just under \$5 million.

How we spend your Property Tax \$ in Operating...

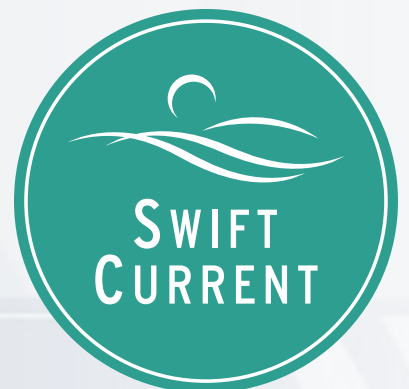


How we spend our Capital Budget...



2021 CAPITAL BUDGET PROJECTS >

2021 MUNICIPAL BUDGET A NEW NORMAL



Project Name	Total
INFORMATION TECHNOLOGY	
Information Technology Projects	
Application Customization <i>Enhancements to existing Software Applications.</i>	\$90,000
City Facility Wi-Fi Access <i>Install Wi-Fi access point in City facilities.</i>	\$14,000
Fibre Optic Network Backbone <i>Run fibre optic cable to offsite locations.</i>	\$100,000
Financial System Upgrade <i>Upgrade remaining financial modules.</i>	\$50,000
Meeting Room Video Display <i>Install large video display units in City facility meeting rooms.</i>	\$11,600
Information Technology Capital Replacement	
IT Equipment Upgrades <i>Equipment upgrades including monitors, laptops, and switches.</i>	\$161,800
PC Refresh <i>Upgrade desktop computers and software.</i>	\$49,400
Total Information Technology	\$476,800
POLICE PROTECTION	
RCMP Capital Maintenance	
Capital Maintenance <i>Capital maintenance items at the RCMP Detachment.</i>	\$10,000
RCMP Capital Replacement	
Cell Block Toilet Replacement <i>Replacement of existing toilet fixtures with suicide resistant toilets in Cell Block.</i>	\$21,000
Total Police Protection	\$31,000
FIRE PROTECTION	
Fire Projects	
ATV Water Tank <i>Install water tank on the ATV trailer.</i>	\$4,000

Project Name	Total
Dress Tunics <i>Purchase dress tunics as part of the new members uniform and to replace current members dress tunics.</i>	\$2,000
Live Fire Training Props <i>Purchase 2 vehicle props to simulate vehicle fires.</i>	\$10,000
Water Search Equipment <i>Underwater sonar search equipment.</i>	\$5,500
Fire Capital Maintenance	
Capital Maintenance <i>Capital Maintenance items for Fire Dept.</i>	\$61,400
Fire Capital Replacement	
SCBA Replacement <i>Replacement of 15 SCBA units.</i>	\$125,000
Fire Non Chargeable Equipment Replacement	
Replace Deputy Chief's Vehicle <i>Replace the 2010 Dodge 2-door truck with a 4-door extended cab 1 ton. This give the flexibility to accommodate more crew members, extra gear and ability to tow trailers.</i>	\$60,000
Total Fire Protection	\$267,900
BUILDING SERVICES	
City Hall Capital Maintenance	
Capital Maintenance <i>Capital maintenance items at City Hall.</i>	\$24,500
City Hall Capital Replacement	
Carpeting/Flooring Replacement <i>Replacement of existing carpet and vinyl flooring to carpet tiles.</i>	\$10,000
Total Building Services	\$34,500
ASSET MANAGEMENT	
Asset Management Projects	
Crawler Tractor & Camera <i>Purchase crawler tractor and camera for pipeline condition assessment.</i>	\$160,000
Total Asset Management	\$160,000

Project Name	Total
PUBLIC WORKS	
Service Centre Capital Maintenance	
Capital Maintenance	\$30,000
<i>Capital maintenance items for the Service Centre.</i>	
Service Centre Capital Replacement	
Pavement Maintenance	\$20,000
<i>Asphalt maintenance program at the Service Centre, which includes the compound and parking lot areas.</i>	
Total Public Works	\$50,000
TRANSPORTATION OPERATIONS	
Bridges Capital Maintenance	
Bridges Capital Maintenance	\$30,000
<i>Perform maintenance on bridges that prolong life of the structures, and increase safety.</i>	
Streets & Walks Capital Replacement	
Gravel Road Maintenance	\$75,000
<i>Annual Program to maintain gravel roads within the City boundary.</i>	
Guardrail Rehabilitation	\$5,000
<i>Annual program to replace and improve deteriorated guardrails and post & cable structures throughout the City.</i>	
Paved Street Rehabilitation	\$700,000
<i>Annual rehabilitation program to overlay and reconstruct deteriorated paved streets throughout the City.</i>	
Sidewalk and Curbing Rehabilitation	\$225,000
<i>Annual rehabilitation program to replace existing deteriorated sidewalks, curb and gutter throughout the City.</i>	
Traffic Control Capital Replacement	
Street Marker Replacement	\$10,000
<i>Standardize street markers as replaced.</i>	
Traffic/Pedestrian Control	\$30,000
<i>Annual program to upgrade and modernize existing pedestrian traffic crossings and new lights at certain intersections.</i>	
Total Transportation Operations	\$1,075,000

Project Name	Total
STORM SEWER & DRAINAGE	
Storm Sewer Projects	
Northwest Ditching <i>Improvements to drainage and ditching in the Northwest.</i>	\$55,000
Storm Sewer Capital Replacement	
Catch Basin Rehabilitation <i>Annual catch basin rehabilitation program to provide for efficient storm sewer drainage.</i>	\$75,000
Creek Bank Stabilization <i>Stabilization of the creek banks.</i>	\$250,000
Drainage Improvements <i>Improve surface drainage areas throughout the City to alleviate drainage problems and to improve storm water collection in existing development.</i>	\$35,000
Outfall Structure Rehabilitation <i>Annual rehabilitation and construction of outfall structures throughout the City.</i>	\$30,000
Storm Manhole Rehabilitation <i>Annual rehabilitation program to rebuild old manholes throughout the City.</i>	\$50,000
Storm Sewer Main Rehabilitation <i>Annual replacement program for storm sewer mains throughout the City to provide efficient storm water drainage.</i>	\$100,000
Total Storm Sewer & Drainage	\$595,000
PUBLIC TRANSIT	
Public Transit Projects	
Bus Stop Accessories <i>Purchase of bus stop accessories for Swift Transit system.</i>	\$10,000
Public Transit Non Chargeable Equipment Replacement	
Replace T158 Transit Bus <i>Purchase new unit to replace 1997 New Flyer bus used for Transit operations.</i>	\$170,000
Total Public Transit	\$180,000
AIRPORT	
Airport Projects	
Airfield Lights and Signage Upgrade <i>Upgrade threshold lights and add LED signage.</i>	\$25,000

Project Name	Total
Airport Capital Maintenance	
Capital Maintenance	\$35,000
<i>Capital maintenance items at the Airport.</i>	
Airport Capital Replacement	
Asphalt Preventative Maintenance	\$50,000
<i>Annual program for asphalt preventative maintenance at the Airport.</i>	
Primary Runway Rehabilitation	\$250,000
<i>Rehabilitation of existing primary runway at the Airport.</i>	
Total Airport	\$360,000
MULTI-INFRASTRUCTURE	
Multi-Infrastructure Capital Replacement	
Central Ave N: 0 to 300 Block	\$90,000
<i>Review and preliminary design for replacement of clay tile line, water and full surface renewal on Central Avenue N from N Railway Street to Sidney Street.</i>	
Downtown Intersection Improvements	\$50,000
<i>Improve turning radius, upgrade traffic signals and signal timing, underground utilities, paving and sidewalks for downtown intersections.</i>	
Total Multi-Infrastructure	\$140,000
LAND DEVELOPMENT	
Property Development Projects	
Future Land Acquisition	\$1,250,000
<i>Acquisition of land for future use.</i>	
Total Land Development	\$1,250,000
CEMETERY	
Cemetery Projects	
Strip Foundations	\$25,000
<i>Install strip foundations which are required for marker placement.</i>	
Cemetery Capital Maintenance	
Capital Maintenance	\$10,000
<i>Capital maintenance items for Mount Pleasant Cemetery, Mount Pleasant Burial Park and Hillcrest Cemetery.</i>	
Total Cemetery	\$35,000

Project Name	Total
COMMUNITY SERVICES FACILITIES	
Aquatic Centre Capital Maintenance	
Capital Maintenance	\$37,000
<i>Capital maintenance items for the Aquatic Centre.</i>	
Aquatic Centre Capital Replacement	
Lighting Conversion	\$16,000
<i>Completion of converting all light fixtures to LED.</i>	
Pool Deck Lighting Conversion	\$125,000
<i>Converting all light fixtures above the pool deck to LED.</i>	
Stenor Pumps	\$5,000
<i>Replacement of Stenor pumps at the Aquatic Centre.</i>	
Fairview Arena Capital Maintenance	
Capital Maintenance	\$28,500
<i>Capital maintenance items for Fairview Arena.</i>	
Fairview Arena Capital Replacement	
Paving	\$25,000
<i>Ongoing program to pave parking lot and perimeter.</i>	
Roof Replacement	\$75,000
<i>Replacing a section of Fairview East roof over the concession.</i>	
Fairview Pool Capital Maintenance	
Capital Maintenance	\$5,000
<i>Capital maintenance items for Fairview Pool.</i>	
Fairview Pool Capital Replacement	
Circulation Pump	\$5,000
<i>Replacement of circulation pump which is responsible for the filtration and circulation of both the main pool and the dive tank.</i>	
Innovation Credit Union i-plex Projects	
Metal Clad I-plex	\$60,000
<i>Installation of metal cladding over the existing brick on the I-plex.</i>	
Innovation Credit Union i-plex Capital Maintenance	
Capital Maintenance	\$60,500
<i>Capital maintenance items for the I-plex.</i>	
Innovation Credit Union i-plex Capital Replacement	
Paving and Curbing	\$25,000
<i>Replacement of paving and curbing at the I-plex.</i>	

Project Name	Total
Kinetic Park Capital Maintenance	
Capital Maintenance	\$17,000
<i>Capital maintenance at Kinetic Park.</i>	
Kinetic Park Capital Replacement	
Stockade Flooring Replacement	\$350,000
<i>Replace Stockade flooring with new multi use flooring.</i>	
Lt. Colonel Clifton Centre Capital Maintenance	
Capital Maintenance	\$20,000
<i>Capital maintenance items for Lt. Colonel Clifton Centre.</i>	
Outdoor Rec Facilities Projects	
Ford Field Conversion	\$50,000
<i>Finish warm up areas.</i>	
Riverside Pickleball Court Conversion	\$30,000
<i>Convert the double tennis courts into 3 pickleball courts.</i>	
Windscape Site Post & Cable	\$10,000
<i>Install post and cable around the new irrigated area at the Windscape site.</i>	
Outdoor Rec Facilities Capital Replacement	
Outdoor Rink Lighting	\$25,000
<i>Replacement of the existing lighting at the City's outdoor rinks.</i>	
Total Community Services Facilities	\$969,000

Parks

Parks Projects

13th Ave NE Bike Track	\$60,000
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Build a Bike Track adjacent to the Chinook Parkway on the east side of 13th Ave NE.

Battleford Trail Walkway	\$15,000
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Installation of asphalt walkways and upgraded lighting.

Parks Capital Maintenance

Capital Maintenance	\$30,000
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Capital maintenance items for all parks within the City.

Parks Capital Replacement

Buffalo Park Playground Replacement	\$30,000
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Replace the existing playground at Buffalo Park.

Project Name	Total
Irrigation Upgrades	\$50,000
<i>Upgrade existing manual park irrigation systems to automated systems.</i>	
Total Parks	\$185,000

CHINOOK PARKWAY

Chinook Parkway Capital Maintenance

Capital Maintenance	\$46,000
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Capital maintenance items for Chinook Parkway.

Chinook Parkway Capital Replacement

Asphalt Overlays	\$30,000
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Remove and replace deteriorating stretches of pathway.

Total Chinook Parkway	\$76,000
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COMMUNITY SERVICES EQUIPMENT

Community Services Chargeable Equipment Replacement

3- Point Hitch Rototiller Replacement	\$4,500
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Replace P-40 1084 2012 Farm King F60HD Rototiller 1557 (Parks).

Turf Equipment Replacement	\$210,000
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Replacement of 2011 Jacobson T628D Riding Mower used by Parks, 2012 Jacobsen GK IV Greens mower used by the Golf Course, 2013 Toro 5410D Fairway Mower used by the Golf Course.

Community Services Equipment Projects

New Utility Cart (Parks)	\$12,000
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Purchase New Utility Cart.

Total Community Services Equipment	\$226,500
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Chinook Golf Course

Golf Course Projects

Paving Cart Paths	\$25,000
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Replace gravel paths by installing pavement on a number of cart paths.

Tow Behind Blower	\$11,500
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Purchase of a high volume tow behind blower for Golf Course.

Golf Course Capital Maintenance

Capital Maintenance	\$36,000
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Capital maintenance items for Chinook Golf Course.

Project Name	Total
Golf Course Capital Replacement	
Clubhouse Equipment	\$10,000
<i>Ongoing program to replace aging equipment in the clubhouse.</i>	
Total Chinook Golf Course	\$82,500

CULTURE

Art Gallery Capital Maintenance

Capital Maintenance	\$20,000
<i>Capital maintenance items for the Art Gallery of Swift Current.</i>	

Art Gallery Capital Replacement

Replace Tent Roof Sections	\$14,680
<i>Replace two blue stripe tent roof end sections and two mid sections.</i>	

Library Capital Maintenance

Capital Maintenance	\$15,000
<i>Capital maintenance items for the Library.</i>	

Museum Projects

Install Photograph Storage Racks	\$7,000
<i>To install storage racks for the Museum storage area at Dickson Centre. To store and conserve Museum photos used for programs and public and community events.</i>	

Museum Storage Room	\$10,000
<i>To construct a storage room for program materials.</i>	

Museum Capital Maintenance

Capital Maintenance	\$18,000
<i>Capital maintenance items at the Museum.</i>	

RC Dahl Capital Maintenance

Capital Maintenance	\$27,500
<i>Capital maintenance items at the RC Dahl Facility.</i>	

Saskatchewan Hockey Hall of Fame Projects

Hockey Hall of Fame Storage Room	\$10,000
<i>To construct a storage area to keep cleaning materials and to separate exhibit items for protection.</i>	

Hockey Simulator	\$50,000
<i>Installation of an interactive hockey simulator for the Saskatchewan Hockey Hall of Fame.</i>	

Project Name	Total
Saskatchewan Hockey Hall of Fame Capital Maintenance	
Capital Maintenance	\$5,412
<i>Capital maintenance for the Saskatchewan Hockey Hall of Fame.</i>	
Total Culture	\$177,592

LIGHT & POWER UTILITY

Light & Power Projects

Meter Reading Collection Point Additions	\$40,000
<i>Install additional collection points for meter reading.</i>	

Light & Power Capital Maintenance

Capital Maintenance	\$17,574
<i>Capital maintenance items for Light & Power.</i>	

Light & Power Capital Replacement

System Improvement	\$574,342
<i>Conversion of designated overhead lines from 5kv to 25kv and convert from overhead to underground.</i>	
Underground Cable Replacement	\$64,679
<i>Replacement of failing and aging underground cables.</i>	

Total Light & Power Utility	\$696,595
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WATER & SEWER UTILITY

Water Distribution Capital Replacement

Hydrant Rehabilitation	\$80,000
<i>Annual program to rehabilitate fire hydrants throughout the City.</i>	
Shoring Box Panels	\$9,000
<i>Replacement of shoring box panels.</i>	
Water Valve Rehabilitation	\$80,000
<i>Annual program to rehabilitate water valves throughout the City.</i>	

Water Treatment Projects

WTP Residual Management	\$2,000,000
<i>Design and construct system to handle backwash residuals from Water Treatment Plant.</i>	

Water Treatment Capital Maintenance

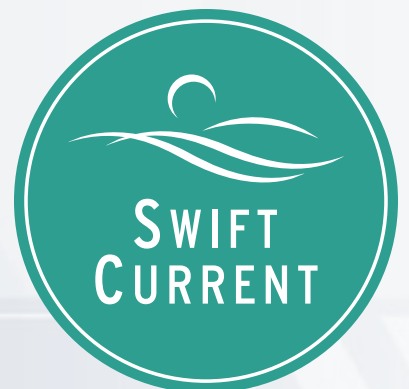
Capital Maintenance	\$40,000
<i>Capital maintenance items for the Water Treatment Plant.</i>	

Project Name	Total
Water Treatment Capital Replacement	
8th Ave Pump Replacement <i>Replace variable frequency drive pump at 8th Ave booster station.</i>	\$50,000
Actuator Valve Replacement <i>Annual program to replace actuator valves within the Water Treatment Plant.</i>	\$20,000
Filter Effluent Valve Replacement <i>Replace filter on effluent valves.</i>	\$20,000
Lab Equipment Replacement <i>Replacement of damaged or obsolete lab equipment at the Water Treatment Plant.</i>	\$8,000
Low Lift Pump VFD Replacement <i>Replace the last of the original variable frequency drives for the low lift pumps.</i>	\$13,000
WTP Roof Rehab <i>Repair the leaking roof at the WTP building.</i>	\$117,000
Wastewater Collection Projects	
Lift Station #7 Force Main Upgrade <i>Upgrade routing of LS No. 7 force main to mitigate existing flow conflicts, future growth demands and accommodate the Water Treatment Plant residual disposal.</i>	\$550,000
Wastewater Collection Capital Maintenance	
Wastewater Collection Capital Maintenance <i>Capital maintenance for Wastewater Collection.</i>	\$30,000
Wastewater Collection Capital Replacement	
Lift Station Equipment Replacement <i>Annual program to replace various old, worn parts and equipment within the Lift Stations.</i>	\$10,000
Sanitary Manhole Rehabilitation <i>Realignment of sanitary manholes to prolong life of manhole.</i>	\$90,000
Wastewater Treatment Capital Maintenance	
Capital Maintenance <i>Capital maintenance program at Wastewater Treatment Plant.</i>	\$25,000
Wastewater Treatment Capital Replacement	
Irrigation Pivot Upgrade <i>Upgrade the irrigation pivots used for the wastewater effluent irrigation.</i>	\$40,000
Lab Equipment Replacement <i>Replacement of damaged and obsolete lab equipment and tools at the Wastewater Treatment Plant.</i>	\$10,000

Project Name	Total
Mixer/Pump Replacement Program <i>Replace bioreactor mixers and pumps.</i>	\$25,000
PLC Hardware Conversion <i>Replace programmable logic control (PLC) hardware.</i>	\$30,000
Total Water & Sewer Utility	\$3,247,000
RURAL WATER PIPELINE UTILITY	
Rural Water Pipeline Projects	
Oxbow Rural Water Supply Relocation <i>Relocation of the distribution tie-in point for the Oxbow Rural Water Pipeline.</i>	\$50,000
RWP Flush Points <i>Flush points for the Rural Water Pipeline.</i>	\$20,000
Total Rural Water Pipeline Utility	\$70,000
SOLID WASTE UTILITY	
Solid Waste Projects	
EL - Compost Program Expansion <i>Expansion of the compost program.</i>	\$30,000
EL - Debris Control <i>Installation of debris control (litter fencing) at the East Landfill.</i>	\$25,000
Gasification Pilot Project <i>Gasification pilot project.</i>	\$7,500,000
Solid Waste Capital Maintenance	
Capital Maintenance <i>Capital maintenance items for the East Landfill, West Landfill and Recycle Depot.</i>	\$30,000
Solid Waste Capital Replacement	
Collection Cart Replacement <i>Replacement of damaged garbage collection carts.</i>	\$18,000
Total Solid Waste Utility	\$7,603,000
GRAND TOTAL	\$17,988,387

2021 5-YEAR CAPITAL PLAN >

2021 MUNICIPAL BUDGET **A NEW NORMAL**



Project Name	2021	2022	2023	2024	2025
PURCHASING					
Purchasing Capital Replacement					
Warehouse Forklift R50 Replacement	\$0	\$68,900	\$0	\$0	\$0
Total Purchasing	\$0	\$68,900	\$0	\$0	\$0

INFORMATION TECHNOLOGY

Information Technology Projects

Application Customization	\$90,000	\$0	\$0	\$0	\$0
City Facility Wi-Fi Access	\$14,000	\$9,200	\$9,200	\$12,500	\$0
Fibre Optic Network Backbone	\$100,000	\$100,000	\$100,000	\$0	\$0
Financial System Upgrade	\$50,000	\$205,000	\$0	\$0	\$0
Meeting Room Video Display	\$11,600	\$13,400	\$0	\$0	\$0
Planning Software Suite	\$0	\$152,000	\$0	\$0	\$0

Information Technology Capital Replacement

IT Equipment Upgrades	\$161,800	\$143,000	\$139,900	\$175,900	\$201,000
Landfill Software Upgrade	\$0	\$15,000	\$0	\$0	\$0
PC Refresh	\$49,400	\$48,800	\$48,800	\$48,800	\$48,800
Server Upgrades	\$0	\$57,500	\$57,500	\$52,000	\$52,000
Total Information Technology	\$476,800	\$743,900	\$355,400	\$289,200	\$301,800

POLICE PROTECTION

RCMP Capital Maintenance

Capital Maintenance	\$10,000	\$10,000	\$10,000	\$16,000	\$16,000
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RCMP Capital Replacement

Cell Block Toilet Replacement	\$21,000	\$0	\$0	\$0	\$0
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Total Police Protection	\$31,000	\$10,000	\$10,000	\$16,000	\$16,000
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FIRE PROTECTION

Fire Projects

ATV Snowplow	\$0	\$0	\$0	\$2,300	\$0
ATV Water Tank	\$4,000	\$0	\$0	\$0	\$0
Dress Tunics	\$2,000	\$2,000	\$2,000	\$0	\$0
Live Fire Training Props	\$10,000	\$10,000	\$10,000	\$0	\$0
Protective Services Facility	\$0	\$11,500,000	\$0	\$0	\$0
Storage Building	\$0	\$100,000	\$0	\$0	\$0

Project Name	2021	2022	2023	2024	2025
Training Tower	\$0	\$0	\$125,000	\$0	\$0
Water Search Equipment	\$5,500	\$0	\$0	\$0	\$0
Fire Capital Maintenance					
Capital Maintenance	\$61,400	\$130,000	\$95,300	\$75,500	\$18,500
Fire Capital Replacement					
EMO Equipment	\$0	\$0	\$6,500	\$0	\$0
Fire Hall Upgrades	\$0	\$300,000	\$80,000	\$0	\$0
Replace Rescue Pumper	\$0	\$0	\$850,000	\$0	\$0
Replace Roof On Fire Hall	\$0	\$85,000	\$0	\$0	\$0
Replace Utility 1	\$0	\$0	\$140,000	\$0	\$0
Rescue Boat	\$0	\$22,000	\$0	\$0	\$0
SCBA Replacement	\$125,000	\$0	\$0	\$0	\$0
Treadmill Replacement	\$0	\$8,000	\$0	\$0	\$0
Washer/Dryer Replacement	\$0	\$2,500	\$0	\$0	\$0
Wildland Blower Replacement	\$0	\$2,000	\$0	\$0	\$0
Fire Non Chargeable Equipment Replacement					
Replace Deputy Chief's Vehicle	\$60,000	\$0	\$0	\$0	\$0
Total Fire Protection	\$267,900	\$12,161,500	\$1,308,800	\$77,800	\$18,500
BUILDING SERVICES					
City Hall Projects					
City Hall Renovations	\$0	\$100,000	\$25,000	\$0	\$0
City Hall Capital Maintenance					
Capital Maintenance	\$24,500	\$24,500	\$22,500	\$22,500	\$22,500
City Hall Capital Replacement					
Carpeting/Flooring Replacement	\$10,000	\$15,000	\$15,000	\$15,000	\$15,000
Total Building Services	\$34,500	\$139,500	\$62,500	\$37,500	\$37,500
ASSET MANAGEMENT					
Asset Management Projects					
Asset Management Initiative	\$0	\$317,300	\$0	\$0	\$0
Crawler Tractor & Camera	\$160,000	\$0	\$0	\$0	\$0
Transit Cargo Van	\$0	\$75,000	\$0	\$0	\$0
Total Asset Management	\$160,000	\$392,300	\$0	\$0	\$0

Project Name	2021	2022	2023	2024	2025
PUBLIC WORKS					
Public Works Chargeable Equipment Replacement					
Replace J2 Hydro-Vac Truck	\$0	\$0	\$0	\$0	\$600,000
Replace R1 Grader	\$0	\$400,000	\$0	\$0	\$0
Replace R10 Rough Cut Mower	\$0	\$35,000	\$0	\$0	\$0
Replace R11 Tractor	\$0	\$0	\$0	\$0	\$160,000
Replace R12 Trench Compactor	\$0	\$0	\$0	\$0	\$40,000
Replace R15 Sweeper	\$0	\$370,000	\$0	\$0	\$0
Replace R16 Sweeper	\$0	\$0	\$0	\$370,000	\$0
Replace R25A Upright Tamper	\$0	\$0	\$0	\$6,000	\$0
Replace R25B Upright Tamper	\$0	\$0	\$0	\$6,000	\$0
Replace R3 Snow Blower	\$0	\$0	\$0	\$0	\$175,000
Replace R5 Snow Blower	\$0	\$0	\$0	\$175,000	\$0
Replace R6 Loader	\$0	\$0	\$275,000	\$0	\$0
Replace R7 Snow Blower	\$0	\$175,000	\$0	\$0	\$0
Replace R9 Grader	\$0	\$0	\$400,000	\$0	\$0
Replace T12 Gravel Truck	\$0	\$270,000	\$0	\$0	\$0
Replace T23 Truck	\$0	\$0	\$80,000	\$0	\$0
Replace T4 Gravel Truck	\$0	\$0	\$270,000	\$0	\$0
Replace T41 1 Ton Truck	\$0	\$0	\$0	\$0	\$80,000
Replace T5 Sanding Truck	\$0	\$0	\$220,000	\$0	\$0
Replace TR21 Vac Trailer/Valve Machine	\$0	\$0	\$0	\$110,000	\$0
Replace W1 Excavator	\$0	\$0	\$0	\$375,000	\$0
Public Works Non Chargeable Equipment Replacement					
Replace AP7 Riding Mower	\$0	\$0	\$60,000	\$0	\$0
Replace AP9 Rough Cut Mower	\$0	\$35,000	\$0	\$0	\$0
Replace T150 Truck	\$0	\$50,000	\$0	\$0	\$0
Replace T17 Truck	\$0	\$0	\$50,000	\$0	\$0
Replace T9 Truck	\$0	\$0	\$0	\$50,000	\$0
Service Centre Projects					
FOB/Security System Upgrade	\$0	\$25,000	\$25,000	\$0	\$0
Sign Storage Building	\$0	\$20,000	\$0	\$0	\$0
Service Centre Capital Maintenance					
Capital Maintenance	\$30,000	\$50,000	\$50,000	\$50,000	\$50,000

Project Name	2021	2022	2023	2024	2025
Service Centre Capital Replacement					
Air Compressor Replacement	\$0	\$0	\$0	\$0	\$25,000
Hoist Replacement	\$0	\$0	\$0	\$55,000	\$0
Pavement Maintenance	\$20,000	\$30,000	\$30,000	\$30,000	\$30,000
Turf Hoist Replacement	\$0	\$0	\$15,000	\$0	\$0
Two Post Hoist Replacement	\$0	\$35,000	\$0	\$0	\$0
Total Public Works	\$50,000	\$1,495,000	\$1,475,000	\$1,227,000	\$1,160,000

TRANSPORTATION OPERATIONS

Bridges Projects

Additional Railway Overpass	\$0	\$0	\$0	\$250,000	\$50,000,000
Bridge Condition Assessment	\$0	\$25,000	\$0	\$0	\$25,000

Bridges Capital Maintenance

Bridges Capital Maintenance	\$30,000	\$30,000	\$0	\$20,000	\$45,000
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Bridges Capital Replacement

13th Ave NE Bridge Rehabilitation	\$0	\$50,000	\$300,000	\$0	\$0
Chaplin St Bridge - Sandblast & Paint	\$0	\$0	\$250,000	\$0	\$0
Lee Bridge Rehabilitation	\$0	\$0	\$400,000	\$0	\$0

Streets & Walks Capital Replacement

11th Ave SW Upgrade	\$0	\$1,250,000	\$0	\$0	\$0
18th Ave SE Upgrade	\$0	\$0	\$950,000	\$0	\$0
Downtown Streetscape Rehabilitation	\$0	\$700,000	\$750,000	\$750,000	\$800,000
Gravel Road Maintenance	\$75,000	\$150,000	\$150,000	\$150,000	\$150,000
Guardrail Rehabilitation	\$5,000	\$5,000	\$5,000	\$5,000	\$5,000
Highland Dr Maxwell to Cooper Rebuild	\$0	\$500,000	\$0	\$0	\$0
Maxwell Drive Rebuild	\$0	\$250,000	\$0	\$0	\$0
Memorial Dr: Sask Dr-Hwy #4 (UHCP)	\$0	\$0	\$0	\$0	\$700,000
N Serv Rd: 11th NW-Lac Pel Trail (UHCP)	\$0	\$0	\$0	\$0	\$1,000,000
N Serv Rd: Central-Memorial Dr (UHCP)	\$0	\$200,000	\$2,500,000	\$0	\$0
Paterson Road Upgrade	\$0	\$0	\$0	\$1,500,000	\$0
Paved Lane Rehabilitation	\$0	\$150,000	\$150,000	\$150,000	\$150,000
Paved Street Rehabilitation	\$700,000	\$1,150,000	\$1,300,000	\$1,300,000	\$1,450,000
S Serv Rd: 11th to Lac Pelletier (UHCP)	\$0	\$0	\$0	\$0	\$1,000,000
S Serv Rd: George St-Memorial Dr (UHCP)	\$0	\$200,000	\$0	\$2,500,000	\$0
Service Road Maintenance	\$0	\$250,000	\$0	\$0	\$0

Project Name	2021	2022	2023	2024	2025
Sidewalk and Curb (Local Improvements)	\$0	\$200,000	\$250,000	\$250,000	\$250,000
Sidewalk and Curbing Rehabilitation	\$225,000	\$950,000	\$1,050,000	\$1,050,000	\$1,200,000
South Railway East Upgrade	\$0	\$0	\$650,000	\$0	\$0
Walsh Tr - Cowan to Matador Rebuild	\$0	\$0	\$500,000	\$0	\$0
Traffic Control Projects					
6th Ave NE and Chaplin	\$0	\$30,000	\$300,000	\$0	\$0
Memorial Dr & South Railway Intersection	\$0	\$40,000	\$0	\$200,000	\$0
Traffic Control Capital Replacement					
Street Marker Replacement	\$10,000	\$40,000	\$40,000	\$40,000	\$40,000
Traffic/Pedestrian Control	\$30,000	\$50,000	\$50,000	\$50,000	\$50,000
Total Transportation Operations	\$1,075,000	\$6,220,000	\$9,595,000	\$8,215,000	\$56,865,000

STORM SEWER & DRAINAGE

Storm Sewer Projects

Flood Mitigation	\$0	\$1,000,000	\$1,200,000	\$750,000	\$750,000
Northwest Ditching	\$55,000	\$0	\$0	\$0	\$0

Storm Sewer Capital Replacement

Catch Basin Rehabilitation	\$75,000	\$90,000	\$90,000	\$90,000	\$100,000
Cave Farm Storm System	\$0	\$0	\$0	\$0	\$150,000
Creek Bank Stabilization	\$250,000	\$250,000	\$250,000	\$250,000	\$250,000
Culvert Replacement	\$0	\$30,000	\$30,000	\$30,000	\$30,000
Drainage Improvements	\$35,000	\$40,000	\$40,000	\$40,000	\$45,000
Hillcrest Area Storm System	\$0	\$0	\$400,000	\$0	\$0
Outfall Structure Rehabilitation	\$30,000	\$30,000	\$30,000	\$35,000	\$35,000
Robert St. Storm System	\$0	\$700,000	\$0	\$0	\$0
Storm Drainage Improvements	\$0	\$100,000	\$0	\$0	\$0
Storm Manhole Rehabilitation	\$50,000	\$60,000	\$75,000	\$75,000	\$75,000
Storm Sewer Main Rehabilitation	\$100,000	\$200,000	\$200,000	\$200,000	\$200,000
Westend Storm System	\$0	\$300,000	\$0	\$0	\$0

Total Storm Sewer & Drainage	\$595,000	\$2,800,000	\$2,315,000	\$1,470,000	\$1,635,000
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PUBLIC TRANSIT

Public Transit Projects

Bus Stop Accessories	\$10,000	\$30,000	\$30,000	\$30,000	\$30,000
Smart Pass System	\$0	\$0	\$150,000	\$0	\$0

Project Name	2021	2022	2023	2024	2025
Transit Non Chargeable Equipment Replacement					
Replace T153 Access Transit Bus	\$0	\$0	\$0	\$150,000	\$0
Replace T155 Transit Bus	\$0	\$0	\$0	\$0	\$170,000
Replace T158 Transit Bus	\$170,000	\$0	\$0	\$0	\$0
Total Public Transit System	\$180,000	\$30,000	\$180,000	\$180,000	\$200,000

AIRPORT

Airport Projects

Airfield Lights and Signage Upgrade	\$25,000	\$0	\$0	\$0	\$0
Airside Hangar Pads and Approaches	\$0	\$100,000	\$100,000	\$100,000	\$0
Apron Expansion	\$0	\$75,000	\$0	\$0	\$0
Runway/Taxiway B Extension	\$0	\$680,000	\$2,380,000	\$270,000	\$270,000

Airport Capital Maintenance

Capital Maintenance	\$35,000	\$35,000	\$35,000	\$35,000	\$35,000
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Airport Capital Replacement

Asphalt Preventative Maintenance	\$50,000	\$100,000	\$100,000	\$100,000	\$100,000
Primary Runway Rehabilitation	\$250,000	\$500,000	\$500,000	\$0	\$0

Total Airport	\$360,000	\$1,490,000	\$3,115,000	\$505,000	\$405,000
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MULTI-INFRASTRUCTURE

Multi-Infrastructure Capital Replacement

10th Ave NE: 800 Block	\$0	\$40,000	\$20,000	\$1,000,000	\$0
1st Ave NW: 200 to 500 Block	\$0	\$0	\$90,000	\$200,000	\$16,000,000
6th Ave SE: 200 to 400 Block	\$0	\$50,000	\$150,000	\$1,000,000	\$2,000,000
9th Ave NE: Chaplin to Herbert	\$0	\$90,000	\$750,000	\$0	\$0
Central Ave N: 0 to 300 Block	\$90,000	\$200,000	\$0	\$4,000,000	\$12,000,000
Downtown Intersection Improvements	\$50,000	\$550,000	\$600,000	\$600,000	\$600,000
Herbert St.: 3rd NE to Creek	\$0	\$3,500,000	\$0	\$0	\$0
Sidney St. Rehabilitation	\$0	\$0	\$30,000	\$0	\$750,000

Total Multi-Infrastructure	\$140,000	\$4,430,000	\$1,640,000	\$6,800,000	\$31,350,000
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LAND DEVELOPMENT

Planning Projects

Centennial Plaza Permanent Structure	\$0	\$0	\$0	\$0	\$1,000,000
City Pound Upgrades	\$0	\$75,000	\$15,000	\$15,000	\$0

Project Name	2021	2022	2023	2024	2025
City Wide Waste Water Master Plan	\$0	\$0	\$0	\$200,000	\$0
City Wide Water Master Plan	\$0	\$0	\$200,000	\$0	\$0
Design Guidelines & Standards Updates	\$0	\$7,000	\$7,000	\$7,000	\$0
DMP - Centennial Market District Const	\$0	\$200,000	\$200,000	\$200,000	\$150,000
Entrance Sign at Industrial Park	\$0	\$30,000	\$0	\$0	\$0
Flood Hazard Mapping Update	\$0	\$0	\$50,000	\$0	\$0
High Level Aerial Photos	\$0	\$0	\$25,000	\$0	\$0
New Aerial Orthophotos	\$0	\$50,000	\$0	\$0	\$0
Rec, Park, and Culture Plan	\$0	\$50,000	\$50,000	\$50,000	\$50,000
Topographic Map Updates	\$0	\$25,000	\$25,000	\$25,000	\$25,000
Transportation Master Plan	\$0	\$0	\$0	\$0	\$60,000
Transportation Policy	\$0	\$25,000	\$0	\$0	\$0
Property Development Projects					
Adams Street Servicing	\$0	\$100,000	\$0	\$0	\$0
Ashley Park School Site Development	\$0	\$40,000	\$0	\$2,000,000	\$0
Future Land Acquisition	\$1,250,000	\$0	\$1,200,000	\$0	\$0
Hillcrest Commercial Development	\$0	\$0	\$100,000	\$100,000	\$4,000,000
Infrastructure Expansion Residential Dev	\$0	\$0	\$0	\$0	\$3,100,000
Integrated Facility Servicing	\$0	\$0	\$500,000	\$0	\$0
Lift Station #12 Force Main Upgrade	\$0	\$800,000	\$0	\$0	\$0
Oman School Site Development	\$0	\$20,000	\$2,000,000	\$0	\$0
Saskatchewan Valley	\$0	\$750,000	\$1,250,000	\$0	\$0
South Hill Residential Development	\$0	\$100,000	\$250,000	\$0	\$9,300,000
South Munro Industrial Servicing	\$0	\$0	\$400,000	\$200,000	\$2,000,000
Springs Valley Commercial	\$0	\$0	\$250,000	\$0	\$0
Valley Ridge Phase 5	\$0	\$0	\$200,000	\$0	\$2,200,000
Waker Road Realignment	\$0	\$0	\$5,000,000	\$0	\$0
West End Redevelopment	\$0	\$1,330,000	\$100,000	\$2,000,000	\$6,500,000
Total Land Development	\$1,250,000	\$3,602,000	\$11,822,000	\$4,797,000	\$28,385,000

CEMETERY

Cemetery Projects

Columbarium	\$0	\$75,000	\$0	\$100,000	\$0
Strip Foundations	\$25,000	\$0	\$25,000	\$0	\$25,000
Veterans Section	\$0	\$150,000	\$0	\$0	\$0

Project Name	2021	2022	2023	2024	2025
Cemetery Capital Maintenance					
Capital Maintenance	\$10,000	\$10,000	\$10,000	\$10,000	\$10,000
Total Cemetery	\$35,000	\$235,000	\$35,000	\$110,000	\$35,000

COMMUNITY SERVICES FACILITIES

Aquatic Centre Projects

Teaching Room	\$0	\$0	\$0	\$0	\$90,000
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Aquatic Centre Capital Maintenance

Capital Maintenance	\$37,000	\$53,500	\$37,500	\$53,000	\$37,000
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Aquatic Centre Capital Replacement

Lighting Conversion	\$16,000	\$16,000	\$16,000	\$0	\$0
MUA Replacement	\$0	\$0	\$0	\$0	\$150,000
Pool Deck Lighting Conversion	\$125,000	\$0	\$0	\$0	\$0
Pump/Boilers - Main Pool	\$0	\$5,000	\$0	\$5,000	\$0
Stenor Pumps	\$5,000	\$0	\$5,000	\$0	\$6,000

Dickson Community Centre Capital Maintenance

Capital Maintenance	\$0	\$25,000	\$25,000	\$25,000	\$25,000
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Dickson Community Centre Capital Replacement

Dickson Sidewalk Replacement	\$0	\$20,000	\$0	\$0	\$0
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Fairview Arena Projects

Fairview Arena Expansion	\$0	\$0	\$0	\$1,500,000	\$0
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Fairview Arena Capital Maintenance

Capital Maintenance	\$28,500	\$28,500	\$28,500	\$28,500	\$28,500
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Fairview Arena Capital Replacement

Fairview Electrical Upgrades	\$0	\$15,000	\$10,000	\$10,000	\$10,000
Ice Resurfer Replacement	\$0	\$0	\$200,000	\$0	\$0
Ice Surface Refrigeration Upgrades	\$0	\$0	\$190,000	\$0	\$0
Paving	\$25,000	\$25,000	\$20,000	\$20,000	\$20,000
Roof Replacement	\$75,000	\$200,000	\$0	\$0	\$0

Fairview Pool Capital Maintenance

Capital Maintenance	\$5,000	\$10,000	\$10,000	\$35,000	\$0
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Fairview Pool Capital Replacement

Circulation Pump	\$5,000	\$0	\$0	\$0	\$0
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Integrated Facilities Projects

Leisure Facilities	\$0	\$0	\$0	\$67,000,000	\$88,875,000
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Project Name	2021	2022	2023	2024	2025
Innovation Credit Union i-plex Projects					
Acoustic Panels	\$0	\$0	\$45,000	\$0	\$0
Broncos Dressing Room Vestibule	\$0	\$0	\$140,000	\$0	\$0
Metal Clad I-plex	\$60,000	\$0	\$75,000	\$0	\$0
Innovation Credit Union i-plex Capital Maintenance					
Capital Maintenance	\$60,500	\$70,500	\$75,500	\$70,500	\$70,500
Innovation Credit Union i-plex Capital Replacement					
Electrical Upgrades	\$0	\$40,000	\$20,000	\$20,000	\$20,000
Furnace/Boiler Replacement	\$0	\$0	\$100,000	\$0	\$0
I-plex Ice Deck Replacement	\$0	\$0	\$60,000	\$60,000	\$60,000
Mechanical Upgrades	\$0	\$0	\$50,000	\$0	\$0
Paving and Curbing	\$25,000	\$25,000	\$25,000	\$25,000	\$25,000
T-Bar Ceiling	\$0	\$70,000	\$5,000	\$5,000	\$5,000
Tile Replacement	\$0	\$100,000	\$10,000	\$10,000	\$10,000
Toilet Replacement	\$0	\$10,000	\$0	\$10,000	\$0
Kinetic Park Projects					
Heated Shop for City Equipment	\$0	\$0	\$200,000	\$0	\$0
Implements Building/Steamer Shed Lean to	\$0	\$35,000	\$0	\$0	\$0
Parking Lot Extension	\$0	\$0	\$0	\$125,000	\$0
Road Paving	\$0	\$0	\$0	\$0	\$150,000
Kinetic Park Capital Maintenance					
Capital Maintenance	\$17,000	\$25,000	\$20,000	\$50,000	\$18,000
Kinetic Park Capital Replacement					
Barn #2 Siding and Doors	\$0	\$0	\$30,000	\$0	\$0
Barn #6 Siding & Doors	\$0	\$46,000	\$0	\$0	\$0
Floor Scrubber Replacement	\$0	\$10,000	\$0	\$0	\$0
Frontier Building/Saloon Improvements	\$0	\$0	\$0	\$0	\$50,000
Jerry Meyer's Rodeo Arena	\$0	\$0	\$0	\$0	\$50,000
Kitchen Upgrade Stockade	\$0	\$0	\$40,000	\$0	\$0
Palliser Exterior Siding	\$0	\$0	\$0	\$175,000	\$0
Repair to Portable Stage Roof	\$0	\$10,000	\$0	\$0	\$0
South Campground Upgrade	\$0	\$0	\$0	\$65,000	\$0
Stockade Exterior Siding	\$0	\$315,000	\$0	\$0	\$0
Stockade Flooring Replacement	\$350,000	\$0	\$0	\$0	\$0

Project Name	2021	2022	2023	2024	2025
Lt. Colonel Clifton Centre Capital Maintenance					
Capital Maintenance	\$20,000	\$14,500	\$14,500	\$9,500	\$6,000
Lt. Colonel Clifton Centre Capital Replacement					
Roof Repairs	\$0	\$100,000	\$0	\$0	\$0
Washroom Renovation	\$0	\$23,000	\$8,000	\$8,000	\$0
Outdoor Rec Facilities Projects					
Ford Field Conversion	\$50,000	\$0	\$0	\$0	\$0
Mitchell Field - Lights	\$0	\$170,000	\$0	\$0	\$0
Outdoor Rink/Park Public Washroom	\$0	\$200,000	\$0	\$0	\$0
Riverdene Basketball Court	\$0	\$40,000	\$0	\$0	\$0
Riverside Pickleball Court Conversion	\$30,000	\$0	\$0	\$0	\$0
Skate Board Park	\$0	\$0	\$240,000	\$0	\$0
Windscape Site Post & Cable	\$10,000	\$0	\$0	\$0	\$0
Outdoor Rec Facilities Capital Replacement					
Outdoor Rink Lighting	\$25,000	\$25,000	\$25,000	\$25,000	\$0
Total Community Services Facilities	\$969,000	\$1,727,000	\$1,725,000	\$69,334,500	\$89,706,000

PARKS

Parks Projects

13th Ave NE Bike Track	\$60,000	\$65,000	\$0	\$0	\$0
Battleford Trail Walkway	\$15,000	\$15,000	\$15,000	\$15,000	\$15,000
Rough/Green Space Enhancements	\$0	\$100,000	\$50,000	\$50,000	\$50,000
Windscape - Upgrades	\$0	\$185,000	\$0	\$0	\$0

Parks Capital Maintenance

Capital Maintenance	\$30,000	\$30,000	\$30,000	\$30,000	\$30,000
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Parks Capital Replacement

Buffalo Park Playground Replacement	\$30,000	\$0	\$0	\$0	\$0
Irrigation Upgrades	\$50,000	\$45,000	\$45,000	\$45,000	\$45,000
Play Equipment Resurfacing	\$0	\$125,000	\$140,000	\$0	\$0

Total Parks	\$185,000	\$565,000	\$280,000	\$140,000	\$140,000
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CHINOOK PARKWAY

Chinook Parkway Projects

Parkway Development NE	\$0	\$400,000	\$200,000	\$587,000	\$0
Pedestrian Bridge	\$0	\$0	\$350,000	\$0	\$0

Project Name	2021	2022	2023	2024	2025
Chinook Parkway Capital Maintenance					
Capital Maintenance	\$46,000	\$46,000	\$46,000	\$46,000	\$46,000
Chinook Parkway Capital Replacement					
Asphalt Overlays	\$30,000	\$30,000	\$30,000	\$30,000	\$30,000
Building/Washroom Renovations	\$0	\$125,000	\$125,000	\$0	\$0
Irrigation Upgrades	\$0	\$55,000	\$55,000	\$20,000	\$20,000
Total Chinook Parkway	\$76,000	\$656,000	\$806,000	\$683,000	\$96,000

COMMUNITY SERVICES EQUIPMENT

Community Services Chargeable Equipment Replacement

3- Point Hitch Rototiller Replacement	\$4,500	\$0	\$0	\$0	\$0
Future Equipment Replace Chargeable	\$0	\$200,000	\$200,000	\$200,000	\$200,000
Turf Equipment Replacement	\$210,000	\$0	\$0	\$0	\$0

Community Services Equipment

New Utility Cart (Parks)	\$12,000	\$0	\$0	\$0	\$0
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Community Services Non Chargeable Equipment Replacement

Future Equipment Replace Non-Chargeable	\$0	\$45,000	\$45,000	\$45,000	\$45,000
Replace PT3 Trailer	\$0	\$12,000	\$0	\$0	\$0
Replace T27 Truck	\$0	\$75,000	\$0	\$0	\$0
Trailer Replacement	\$0	\$15,000	\$0	\$0	\$0

Total Community Services Equipment	\$226,500	\$347,000	\$245,000	\$245,000	\$245,000
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CHINOOK GOLF COURSE

Golf Course Projects

#18 Fairway Extension	\$0	\$20,000	\$0	\$0	\$0
Breezeway Improvements	\$0	\$28,000	\$0	\$0	\$0
Bunker Sand Replacement	\$0	\$0	\$0	\$0	\$12,000
Creek Bank Stabilization #15	\$0	\$0	\$225,000	\$0	\$0
Paving Cart Paths	\$25,000	\$50,000	\$50,000	\$50,000	\$50,000
Range Irrigation Improvements	\$0	\$0	\$0	\$8,000	\$0
Tow Behind Blower	\$11,500	\$0	\$0	\$0	\$0

Golf Course Capital Maintenance

Capital Maintenance	\$36,000	\$40,000	\$40,000	\$40,000	\$40,000
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Project Name	2021	2022	2023	2024	2025
Golf Course Capital Replacement					
Clubhouse Equipment	\$10,000	\$10,000	\$10,000	\$10,000	\$10,000
Range Mats	\$0	\$6,000	\$0	\$0	\$0
Total Chinook Golf Course	\$82,500	\$154,000	\$325,000	\$108,000	\$112,000

CULTURE

Art Gallery Projects

Display Kiosk	\$0	\$50,000	\$0	\$0	\$0
Permanent Collection	\$0	\$10,000	\$10,000	\$10,000	\$10,000

Art Gallery Capital Maintenance

Capital Maintenance	\$20,000	\$20,000	\$20,000	\$20,000	\$20,000
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Art Gallery Capital Replacement

Audience Chair Replacement	\$0	\$15,000	\$0	\$0	\$0
Replace Tent Roof Sections	\$14,680	\$6,840	\$0	\$0	\$0

Library Capital Maintenance

Capital Maintenance	\$15,000	\$15,000	\$15,000	\$15,000	\$15,000
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Museum Projects

Covid-19 Documentary	\$0	\$7,500	\$0	\$0	\$0
Install Photograph Storage Racks	\$7,000	\$0	\$0	\$0	\$0
LED Billboard	\$0	\$71,000	\$0	\$0	\$0
Museum Expansion	\$0	\$65,600	\$489,000	\$0	\$0
Museum on Wheels	\$0	\$0	\$35,000	\$0	\$0
Museum Storage Room	\$10,000	\$0	\$0	\$0	\$0

Museum Capital Maintenance

Capital Maintenance	\$18,000	\$20,000	\$20,000	\$20,000	\$20,000
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RC Dahl Capital Maintenance

Capital Maintenance	\$27,500	\$10,000	\$42,500	\$10,000	\$32,500
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RC Dahl Capital Replacement

Electrical Upgrades	\$0	\$35,000	\$0	\$0	\$3,000
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RC Dahl Centre Projects

Facility Upgrades	\$0	\$0	\$0	\$100,000	\$0
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Sask Hockey Hall of Fame Projects

Hockey Hall of Fame Storage Room	\$10,000	\$0	\$0	\$0	\$0
Hockey Simulator	\$50,000	\$0	\$0	\$0	\$0

Project Name	2021	2022	2023	2024	2025
Sask Hockey Hall of Fame Capital Maintenance					
Capital Maintenance	\$5,412	\$5,520	\$5,631	\$5,744	\$5,858
Total Culture	\$177,592	\$331,460	\$637,131	\$180,744	\$106,358

LIGHT & POWER UTILITY

Light & Power Projects

Alternate Energy Exploration	\$0	\$40,000	\$0	\$0	\$0
Meter Reading Collection Point Additions	\$40,000	\$0	\$0	\$0	\$0
Substation Decommission Downtown	\$0	\$0	\$100,000	\$0	\$0
Substation Decommission George Street	\$0	\$100,000	\$0	\$0	\$0

Light & Power Capital Maintenance

Capital Maintenance	\$17,574	\$17,926	\$18,284	\$18,650	\$19,023
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Light & Power Capital Replacement

Pathway Lighting Renewal	\$0	\$78,030	\$79,591	\$81,182	\$82,806
Replace E27 Bucket Truck	\$0	\$0	\$0	\$316,938	\$0
Replace E38 Bucket Truck	\$0	\$168,300	\$0	\$0	\$0
Replace E4 Utility Truck	\$0	\$0	\$73,141	\$0	\$0
Replace E6 Truck	\$0	\$0	\$79,235	\$0	\$0
Street Light LED Conversion	\$0	\$300,000	\$300,000	\$300,000	\$0
Streetlight Renewal	\$0	\$60,949	\$62,168	\$63,412	\$64,680
System Improvement	\$574,342	\$585,829	\$300,000	\$306,000	\$312,120
System Protection Enhancement	\$0	\$77,615	\$79,167	\$80,750	\$0
Underground Cable Replacement	\$64,679	\$65,972	\$67,292	\$68,637	\$70,010

Total Light & Power	\$696,595	\$1,494,621	\$1,158,878	\$1,235,569	\$548,639
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WATER & SEWER UTILITY

Water Distribution Projects

11th Ave NE Golden Place Water Loop	\$0	\$0	\$0	\$40,000	\$500,000
7th Ave NE to 9th Ave NE Water Loop	\$0	\$400,000	\$0	\$0	\$0
Correlator Machine	\$0	\$35,000	\$0	\$0	\$0
Node Correlators	\$0	\$0	\$0	\$55,000	\$25,000
North Hill Reservoir	\$0	\$0	\$2,700,000	\$0	\$0
North Pressure Zone South of HWY #1	\$0	\$45,000	\$500,000	\$0	\$0
Riverside Avenue and Crawford Loop	\$0	\$0	\$0	\$0	\$250,000

Project Name	2021	2022	2023	2024	2025
Water Distribution Capital Maintenance					
Water Distribution Capital Maintenance	\$0	\$15,000	\$15,000	\$15,000	\$15,000
Water Distribution Capital Replacement					
6th Ave Booster Pump/Valve Replacement	\$0	\$0	\$100,000	\$0	\$0
Hydrant Rehabilitation	\$80,000	\$80,000	\$80,000	\$80,000	\$80,000
Pressure Reducing Valve Replacement	\$0	\$100,000	\$100,000	\$100,000	\$100,000
Replace T7 Truck	\$0	\$0	\$50,000	\$0	\$0
Shoring Box Panels	\$9,000	\$0	\$0	\$0	\$0
Water Valve Rehabilitation	\$80,000	\$80,000	\$80,000	\$80,000	\$80,000
Water Non Chargeable Equipment Replacement					
Replace T2 Truck	\$0	\$0	\$0	\$60,000	\$0
Replace T53 Truck	\$0	\$50,000	\$0	\$0	\$0
Replace T8 Truck	\$0	\$0	\$50,000	\$0	\$0
Water Treatment Projects					
Asphalt Upgrades	\$0	\$135,000	\$75,000	\$0	\$0
Pre-Contact Basin	\$0	\$100,000	\$0	\$2,000,000	\$0
Water Treatment Infrastructure Master Plan	\$0	\$100,000	\$0	\$0	\$0
WTP Residual Management	\$2,000,000	\$0	\$0	\$0	\$0
Water Treatment Capital Maintenance					
Capital Maintenance	\$40,000	\$115,000	\$55,000	\$55,000	\$55,000
Water Treatment Capital Replacement					
8th Ave Pump Replacement	\$50,000	\$50,000	\$0	\$0	\$0
Actuator Valve Replacement	\$20,000	\$25,000	\$25,000	\$25,000	\$25,000
Filter Effluent Valve Replacement	\$20,000	\$50,000	\$75,000	\$0	\$0
Lab Equipment Replacement	\$8,000	\$10,000	\$15,000	\$15,000	\$15,000
Low Lift Pump VFD Replacement	\$13,000	\$0	\$0	\$0	\$0
PLC Replacement Program	\$0	\$100,000	\$100,000	\$150,000	\$150,000
UPS Batteries	\$0	\$30,000	\$0	\$0	\$0
WTP Roof Rehab	\$117,000	\$110,000	\$65,000	\$0	\$0
WTP Siding Rehabilitation	\$0	\$0	\$550,000	\$0	\$0
WTP Window Replacements	\$0	\$150,000	\$0	\$0	\$0
Wastewater Collection Projects					
Lift Station #7 Force Main Upgrade	\$550,000	\$0	\$0	\$0	\$0
Wastewater Collection Capital Maintenance					
Capital Maintenance	\$30,000	\$75,000	\$75,000	\$85,000	\$85,000

Project Name	2021	2022	2023	2024	2025
Wastewater Collection Capital Replacement					
#2 Lift Station Upgrade	\$0	\$0	\$250,000	\$0	\$0
#8 Lift Station Upgrade	\$0	\$500,000	\$0	\$0	\$0
Lift Station Equipment Replacement	\$10,000	\$40,000	\$40,000	\$40,000	\$40,000
Main Lift Force Main	\$0	\$3,500,000	\$1,000,000	\$0	\$0
Sanitary Manhole Rehabilitation	\$90,000	\$90,000	\$90,000	\$90,000	\$90,000
Wastewater Treatment Projects					
Biosolids Management Program	\$0	\$100,000	\$300,000	\$0	\$100,000
WWTP Expansion Study	\$0	\$75,000	\$75,000	\$0	\$0
Wastewater Treatment Capital Maintenance					
Capital Maintenance	\$25,000	\$55,000	\$25,000	\$25,000	\$30,000
Wastewater Treatment Capital Replacement					
Clarifier Collection Tubes	\$0	\$50,000	\$0	\$0	\$0
Headworks/Bioreactor Piping	\$0	\$0	\$200,000	\$0	\$0
Irrigation Pivot Upgrade	\$40,000	\$15,000	\$15,000	\$15,000	\$75,000
Lab Equipment Replacement	\$10,000	\$10,000	\$10,000	\$10,000	\$10,000
Mixer/Pump Replacement Program	\$25,000	\$50,000	\$50,000	\$50,000	\$50,000
PLC Hardware Conversion	\$30,000	\$60,000	\$65,000	\$35,000	\$80,000
Polymer System Upgrade	\$0	\$0	\$0	\$0	\$20,000
Total Water & Sewer Utility	\$3,247,000	\$6,400,000	\$6,830,000	\$3,025,000	\$1,875,000

RURAL WATER PIPELINE

Rural Water Pipeline Projects

Oxbow Rural Water Supply Relocation	\$50,000	\$0	\$0	\$0	\$0
Rural Water Pipeline West Upgrades	\$0	\$500,000	\$0	\$0	\$0
RWP Flush Points	\$20,000	\$30,000	\$30,000	\$30,000	\$30,000
RWP SCADA & Chlorine System	\$0	\$60,000	\$60,000	\$0	\$0
Total Rural Water Pipeline	\$70,000	\$590,000	\$90,000	\$30,000	\$30,000

SOLID WASTE UTILITY

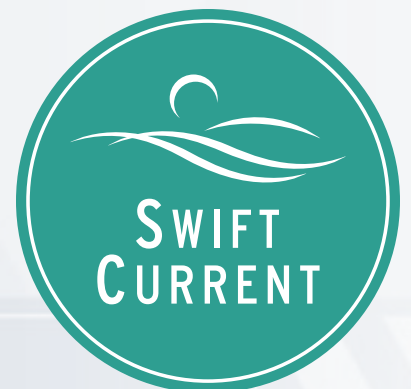
Solid Waste Projects

EL - Compost Program Expansion	\$30,000	\$30,000	\$30,000	\$0	\$30,000
EL - Debris Control	\$25,000	\$0	\$0	\$25,000	\$0
EL - Master Plan	\$0	\$0	\$0	\$20,000	\$0
EL - Paved Access Road	\$0	\$535,000	\$0	\$0	\$0

Project Name	2021	2022	2023	2024	2025
EL - Slope Grading	\$0	\$135,000	\$135,000	\$135,000	\$135,000
EL - Storm Water/Leachate Pond	\$0	\$50,000	\$0	\$0	\$50,000
Gasification Pilot Project	\$7,500,000	\$500,000	\$0	\$0	\$0
WL - Master Plan	\$0	\$0	\$0	\$20,000	\$0
Solid Waste Capital Maintenance					
Capital Maintenance	\$30,000	\$35,000	\$35,000	\$35,000	\$35,000
Solid Waste Capital Replacement					
Collection Cart Replacement	\$18,000	\$22,000	\$22,000	\$22,000	\$15,000
Total Solid Waste	\$7,603,000	\$1,307,000	\$222,000	\$257,000	\$265,000
GRAND TOTAL	\$17,988,387	\$47,390,181	\$44,232,709	\$98,963,313	\$213,532,797

2021 SUMMARIZED OPERATING BUDGET BY DEPT. >

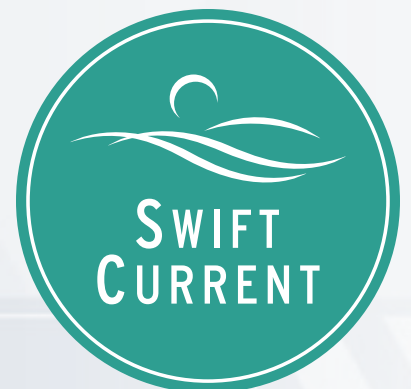
2021 MUNICIPAL BUDGET **A NEW NORMAL**



	Department	2020 Actual	2021 Budget
REVENUE	Tax Levy & Grants	(\$25,026,621)	(\$23,946,083)
	Administration	(\$59,021)	(\$41,400)
	Corporate Services	(\$29,321)	(\$38,750)
	Fiscal Services	(\$1,166,115)	(\$1,414,340)
	Police Protection	(\$176,903)	(\$200,000)
	Emergency Services	(\$73,142)	(\$110,750)
	Planning & Growth Development	(\$413,442)	(\$389,000)
	Infrastructure & Operations	(\$259,402)	(\$287,352)
	Community Services	(\$2,524,995)	(\$3,158,379)
	Light & Power Utility	(\$20,842,199)	(\$22,278,062)
	Rural Water Pipeline Utility	(\$190,466)	(\$217,092)
	Water & Sewer Utility	(\$8,801,926)	(\$9,189,804)
	Solid Waste Utility	(\$3,916,342)	(\$4,061,490)
Total Revenue		(\$63,479,895)	(\$65,332,502)
EXPENSE	Tax Levy & Grants	\$39,417	\$43,000
	Legislative - Mayor & Council	\$420,562	\$415,096
	Administration	\$755,275	\$839,718
	Corporate Services	\$2,336,170	\$2,407,722
	Planning & Growth Development	\$1,157,964	\$1,625,491
	Fiscal Services	\$6,580,683	\$5,221,909
	Police Protection	\$3,641,330	\$3,907,298
	Emergency Services	\$2,752,089	\$2,832,441
	Infrastructure & Operations	\$3,542,949	\$3,513,647
	Community Services	\$8,503,475	\$9,179,303
	Light & Power Utility	\$20,841,247	\$21,878,491
	Rural Water Pipeline Utility	\$190,466	\$217,092
	Water & Sewer Utility	\$8,801,926	\$9,189,804
	Solid Waste Utility	\$3,916,342	\$4,061,490
Total Expense		\$63,479,895	\$65,332,502
GRAND TOTAL		\$0	\$0

2021 SUMMARIZED OPERATING BUDGET BY BUS. UNIT >

2021 MUNICIPAL BUDGET
A NEW NORMAL



	Business Unit	2020 Actual	2021 Budget
REVENUE	Tax Levy & Grants	(\$25,026,621)	(\$23,946,083)
	Market Square	(\$8,095)	(\$38,400)
	City Clerk	(\$50,926)	(\$500)
	Events	\$0	(\$2,500)
	Human Resource Management	(\$7,005)	(\$11,750)
	Financial Services	(\$22,291)	(\$26,500)
	Assessment & Taxation	(\$25)	(\$500)
	Fiscal Services	(\$1,166,115)	(\$1,414,340)
	Police Protection	(\$176,903)	(\$200,000)
	Fire Protection	(\$73,142)	(\$110,750)
	Building Services	(\$77,444)	(\$80,400)
	Public Works	(\$22,571)	\$0
	Transportation Operations	(\$63,787)	(\$62,852)
	Public Transit	(\$75,834)	(\$122,000)
	Airport	(\$97,210)	(\$102,500)
	Planning & Growth Development	(\$335,998)	(\$308,600)
	Cemetery	(\$121,689)	(\$186,893)
	Community Services Administration	(\$184,393)	(\$11,801)
	Fairview Pool	(\$36,904)	(\$83,298)
	Aquatic Centre	(\$179,336)	(\$321,456)
	Innovation Credit Union I-plex	(\$186,755)	(\$379,266)
	Fairview Arena	(\$311,632)	(\$438,117)
	Lt. Colonel Clifton Centre	(\$42,264)	(\$49,305)
	Kinetic Park	(\$165,422)	(\$335,876)
	Dickson Community Centre	(\$40,964)	(\$68,673)
	Parks	(\$106,104)	(\$151,665)
	Community Programs	(\$108,307)	(\$114,291)
	Chinook Golf Course	(\$796,746)	(\$819,966)
	Museum	(\$9,851)	(\$57,375)
	Art Gallery	(\$194,811)	(\$94,612)
	Library	(\$2,675)	(\$6,900)
	Saskatchewan Hockey Hall of Fame	(\$37,142)	(\$38,885)
	Light & Power Utility	(\$20,842,199)	(\$22,278,062)
	Rural Water Pipeline Utility	(\$190,466)	(\$217,092)

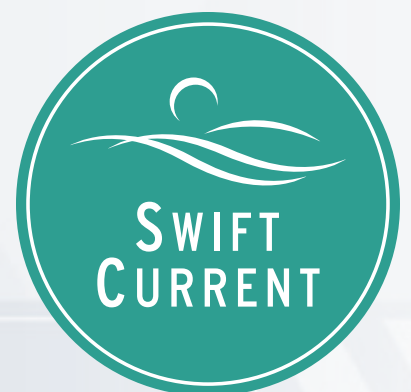
Business Unit	2020 Actual	2021 Budget
Water & Sewer Utility	(\$8,801,926)	(\$9,189,804)
Solid Waste Utility	(\$3,916,342)	(\$4,061,490)
Total Revenue	(\$63,479,895)	(\$65,332,502)

EXPENSE		
Tax Levy & Grants	\$39,417	\$43,000
Legislative - Mayor & Council	\$420,562	\$415,096
Chief Administrative Officer & Common Services	\$434,150	\$461,438
Market Square	\$16,501	\$51,000
City Clerk	\$267,830	\$185,845
Events	\$36,794	\$141,435
Communications & Stakeholder Relations	\$190,930	\$196,054
Human Resource Management	\$521,048	\$539,079
Business Development & Tourism	\$211,666	\$671,595
Financial Services	\$559,484	\$490,058
Assessment & Taxation	\$259,940	\$258,837
Purchasing	\$167,579	\$162,610
Fiscal Services	\$6,580,683	\$5,221,907
Information Technology	\$487,934	\$599,743
Police Protection	\$3,641,330	\$3,907,298
Fire Protection	\$2,705,825	\$2,776,906
Emergency Preparedness	\$46,264	\$55,535
Building Services	\$257,861	\$245,320
Asset Management	\$149,255	\$161,341
Engineering Services	\$399,983	\$353,097
Public Works	(\$231,643)	(\$231,373)
Transportation Operations	\$2,546,217	\$2,515,467
Public Transit	\$515,728	\$532,332
Airport	\$312,664	\$344,124
Planning & Growth Development	\$688,437	\$708,576
Cemetery	\$146,560	\$221,856
Community Services Administration	\$827,193	\$651,909
Facilities Administration	\$109,119	\$209,931
Fairview Pool	\$151,079	\$194,329
Aquatic Centre	\$858,079	\$923,772

Business Unit	2020 Actual	2021 Budget
Innovation Credit Union I-plex	\$929,333	\$1,047,459
Fairview Arena	\$667,015	\$660,821
Lt. Colonel Clifton Centre	\$137,725	\$171,395
Kinetic Park	\$607,228	\$668,449
Dickson Community Centre	\$81,477	\$107,919
Parks	\$1,424,754	\$1,649,296
Community Services Equipment	\$68,901	(\$66,689)
Community Programs	\$209,617	\$288,513
Chinook Golf Course	\$727,734	\$862,114
Museum	\$474,954	\$533,014
RC Dahl Centre	\$86,620	\$88,080
Art Gallery	\$518,076	\$466,759
Library	\$447,738	\$461,493
Saskatchewan Hockey Hall of Fame	\$30,273	\$38,885
Light & Power Utility	\$20,841,247	\$21,878,491
Rural Water Pipeline Utility	\$190,466	\$217,092
Water & Sewer Utility	\$8,801,926	\$9,189,804
Solid Waste Utility	\$3,916,342	\$4,061,490
Total Expense	\$63,479,895	\$65,332,502
GRAND TOTAL	\$0	\$0

2021 DETAILED OPERATING BUDGET BY BUS. UNIT >

2021 MUNICIPAL BUDGET
A NEW NORMAL



Description	2020 Actual	2020 Budget	2021 Budget	Variance 2021 Bud to 2020 Bud
TAX LEVY & GRANTS				
Purpose:	<i>To provide for tax levy revenue, revenue sharing, grants-in-lieu, penalties, discounts and write offs.</i>			
Taxation	(\$19,633,846)	(\$19,456,524)	(\$19,453,510)	\$3,014
Penalties	(\$74,202)	(\$120,000)	(\$120,000)	\$0
Transfers	(\$5,318,573)	(\$4,347,561)	(\$4,372,573)	(\$25,012)
Other Trans. & Write-offs	\$39,417	\$43,000	\$43,000	\$0
Total Tax Levy & Grants	(\$24,987,204)	(\$23,881,085)	(\$23,903,083)	(\$21,998)

LEGISLATIVE - MAYOR & COUNCIL

Purpose: *To provide for the costs associated with the Mayor and Council such as salaries, meeting fees and per diems.*

Payroll Costs	\$315,694	\$316,331	\$331,546	\$15,215
Allowances/Other Benefits	\$5,699	\$9,200	\$5,600	(\$3,600)
Travel and Subsistence	\$31,365	\$62,200	\$42,500	(\$19,700)
Fees and Services	\$66,780	\$83,050	\$30,650	(\$52,400)
Operations Expenses	\$1,024	\$7,340	\$4,800	(\$2,540)
Total Legislative - Mayor & Council	\$420,562	\$478,121	\$415,096	(\$63,025)

CHIEF ADMINISTRATIVE OFFICER & COMMON SERVICES

Purpose: *To provide senior management services for the administration of the City of Swift Current and to provide common services such as telephone, fax, copier leases and legal services.*

Payroll Costs	\$349,075	\$316,146	\$315,688	(\$458)
Allowances/Other Benefits	\$11,608	\$11,700	\$11,700	\$0
Travel and Subsistence	\$2,031	\$13,000	\$8,000	(\$5,000)
Fees and Services	\$42,405	\$43,800	\$98,500	\$54,700
Operations Expenses	\$29,031	\$29,850	\$27,550	(\$2,300)
Total CAO & Common Services	\$434,150	\$414,496	\$461,438	\$46,942

MARKET SQUARE

Purpose: *To provide seasonal events and activities that promote, increase and contribute to the revitalization of the downtown of Swift Current by increasing the economic activity.*

Transfers	\$0	(\$9,400)	(\$9,400)	\$0
Facility Revenues	(\$8,095)	(\$36,300)	(\$29,000)	\$7,300

Description	2020 Actual	2020 Budget	2021 Budget	Variance 2021 Bud to 2020 Bud
Fees and Services	\$8,642	\$45,500	\$38,000	(\$7,500)
Operations Expenses	\$7,859	\$21,000	\$13,000	(\$8,000)
Total Market Square	\$8,406	\$20,800	\$12,600	(\$8,200)

CITY CLERK

Purpose: *To prepare agendas and minutes of meetings, Council follow-up, Board of Revision procedures, elections and by-elections, records management, support staff for the Mayor and members of Council and Chief Administrative Officer.*

Recovery of Costs	(\$50,926)	(\$41,233)	(\$500)	\$40,733
Payroll Costs	\$185,088	\$165,036	\$175,445	\$10,409
Allowances/Other Benefits	\$1,708	\$1,680	\$1,700	\$20
Travel and Subsistence	\$1,391	\$4,400	\$3,500	(\$900)
Fees and Services	\$69,831	\$62,350	\$3,700	(\$58,650)
Operations Expenses	\$9,812	\$1,850	\$1,500	(\$350)
Total City Clerk	\$216,904	\$194,083	\$185,345	(\$8,738)

EVENTS

Purpose: *To provide for one time special events hosted by the City. These are non-annual, special and high profile events that promote Swift Current, and benefit our businesses while showcasing our community nationally and internationally.*

Recovery of Costs	\$0	\$0	(\$2,500)	(\$2,500)
Payroll Costs	\$0	\$0	\$81,375	\$81,375
Allowances/Other Benefits	\$1,669	\$4,020	\$2,400	(\$1,620)
Travel and Subsistence	\$0	\$3,500	\$2,600	(\$900)
Fees and Services	\$8,558	\$28,035	\$21,000	(\$7,035)
Operations Expenses	\$26,567	\$65,550	\$24,920	(\$40,630)
Equip. & Software Purchases	\$0	\$10,027	\$9,140	(\$887)
Total Events	\$36,794	\$111,132	\$138,935	\$27,803

COMMUNICATIONS & STAKEHOLDER RELATIONS

Purpose: *To coordinate all activities involved in managing and orchestrating all communications and to maximize grant applications from external agencies.*

Payroll Costs	\$107,244	\$98,224	\$109,463	\$11,239
Allowances/Other Benefits	\$2,440	\$2,400	\$2,400	\$0
Travel and Subsistence	\$1,029	\$3,000	\$3,000	\$0
Fees and Services	\$133,551	\$169,972	\$142,000	(\$27,972)

Description	2020 Actual	2020 Budget	2021 Budget	Variance 2021 Bud to 2020 Bud
Operations Expenses	\$778	\$700	\$700	\$0
Internal Costs	(\$54,112)	(\$54,112)	(\$61,509)	(\$7,397)
Total Communications & Stakeholder Relatio	\$190,930	\$220,184	\$196,054	(\$24,130)

HUMAN RESOURCE MANAGEMENT

Purpose: *To provide for the operation of the Human Resources Department, and provide for payroll, corporate training, Safe Places, Health & Safety programming and employer contribution to the Sunshine Fund.*

Facility Revenues	(\$7,005)	(\$14,000)	(\$11,750)	\$2,250
Payroll Costs	\$443,341	\$461,085	\$431,358	(\$29,727)
Allowances/Other Benefits	\$138,970	\$185,050	\$168,120	(\$16,930)
Travel and Subsistence	\$6,512	\$15,837	\$11,050	(\$4,787)
Fees and Services	\$47,926	\$79,575	\$45,050	(\$34,525)
Operations Expenses	\$11,935	\$18,580	\$16,220	(\$2,360)
Internal Costs	(\$127,636)	(\$127,636)	(\$132,719)	(\$5,083)
Total Human Resource Management	\$514,043	\$618,491	\$527,329	(\$91,162)

BUSINESS DEVELOPMENT & TOURISM

Purpose: *To provide economic development services for the City, that promotes job/wealth attraction and retention to coordinate the delivery of tourism development and promotions.*

Travel and Subsistence	\$1,390	\$5,000	\$2,000	(\$3,000)
Fees and Services	\$11,101	\$78,600	\$50,100	(\$28,500)
Operations Expenses	\$199,175	\$208,840	\$619,495	\$410,655
Total Business Development & Tourism	\$211,666	\$292,440	\$671,595	\$379,155

FINANCIAL SERVICES

Purpose: *To provide for the costs associated with cash collections, customer service, accounting, budgeting, and financial reporting functions of the City of Swift Current.*

Fees	(\$21,635)	(\$25,000)	(\$25,000)	\$0
Recovery of Costs	(\$656)	(\$1,500)	(\$1,500)	\$0
Payroll Costs	\$1,132,905	\$1,104,519	\$1,106,163	\$1,644
Allowances/Other Benefits	\$49,346	\$11,020	\$12,120	\$1,100
Travel and Subsistence	\$900	\$10,652	\$7,800	(\$2,852)
Fees and Services	\$57,610	\$57,887	\$60,841	\$2,954

Description	2020 Actual	2020 Budget	2021 Budget	Variance 2021 Bud to 2020 Bud
Operations Expenses	\$159,420	\$139,386	\$140,279	\$893
Internal Costs	(\$840,697)	(\$840,697)	(\$837,145)	\$3,552
Total Financial Services	\$537,193	\$456,267	\$463,558	\$7,291

ASSESSMENT & TAXATION

Purpose: *To administer and direct the assessment, tax levying, collections and related reporting functions for the City of Swift Current.*

Fees	(\$25)	(\$500)	(\$500)	\$0
Payroll Costs	\$245,372	\$263,026	\$233,042	(\$29,984)
Allowances/Other Benefits	\$5,285	\$5,090	\$5,240	\$150
Travel and Subsistence	\$1,961	\$4,843	\$4,675	(\$168)
Fees and Services	\$4,084	\$11,480	\$11,280	(\$200)
Operations Expenses	\$3,238	\$4,900	\$4,600	(\$300)
Total Assessment & Taxation	\$259,915	\$288,839	\$258,337	(\$30,502)

PURCHASING

Purpose: *To administer and direct the procurement and materials management functions for the City of Swift Current.*

Payroll Costs	\$309,519	\$297,332	\$308,021	\$10,689
Allowances/Other Benefits	\$854	\$1,240	\$1,240	\$0
Travel and Subsistence	\$728	\$2,700	\$1,500	(\$1,200)
Fees and Services	\$495	\$2,045	\$1,045	(\$1,000)
Operations Expenses	\$5,632	\$7,712	\$7,158	(\$554)
Internal Costs	(\$149,649)	(\$149,536)	(\$156,354)	(\$6,818)
Total Purchasing	\$167,579	\$161,493	\$162,610	\$1,117

FISCAL SERVICES

Purpose: *To provide for the revenues and expenditures associated with return on investments, banking costs, insurance costs, allowance for uncollectable accounts and the principal and interest payments due on non-utility bank loans.*

Fees	(\$646,591)	(\$732,080)	(\$737,570)	(\$5,490)
Return on Investments	(\$482,828)	(\$678,650)	(\$651,020)	\$27,630
Recovery of Costs	(\$32,067)	(\$20,000)	(\$20,000)	\$0
Miscellaneous	(\$4,629)	(\$6,000)	(\$5,750)	\$250
Operations Expenses	\$423,519	\$397,628	\$436,694	\$39,066
Internal Costs	\$629,915	\$656,282	\$614,892	(\$41,390)

Description	2020 Actual	2020 Budget	2021 Budget	Variance 2021 Bud to 2020 Bud
Other Income/Expense	\$4,367,958	\$4,903,538	\$4,643,325	(\$260,213)
Other Trans. & Write-offs	(\$32,573)	\$2,086	\$2,088	\$2
Reserves	\$1,191,864	(\$37,416)	(\$475,092)	(\$437,676)
Total Fiscal Services	\$5,414,568	\$4,485,388	\$3,807,567	(\$677,821)

INFORMATION TECHNOLOGY

Purpose: *To provide information technology services for all aspects of the City's operation.*

Payroll Costs	\$573,037	\$558,567	\$567,402	\$8,835
Allowances/Other Benefits	\$13,969	\$14,040	\$14,040	\$0
Travel and Subsistence	\$322	\$10,400	\$10,400	\$0
Fees and Services	\$675,611	\$685,980	\$739,660	\$53,680
Operations Expenses	\$64,239	\$53,870	\$58,860	\$4,990
Equip. & Software Purchases	\$36,375	\$91,660	\$92,110	\$450
Internal Costs	(\$875,619)	(\$744,373)	(\$882,729)	(\$138,356)
Total Information Technology	\$487,934	\$670,144	\$599,743	(\$70,401)

POLICE PROTECTION

Purpose: *To provide for Police Protection Services for the City of Swift Current.*

Miscellaneous	(\$176,903)	(\$243,188)	(\$200,000)	\$43,188
Payroll Costs	\$569,162	\$589,661	\$595,347	\$5,686
Allowances/Other Benefits	\$1,708	\$1,930	\$1,680	(\$250)
Travel and Subsistence	\$250	\$1,000	\$1,000	\$0
Fees and Services	\$3,033,321	\$3,051,793	\$3,284,212	\$232,419
Operations Expenses	\$36,889	\$29,694	\$25,059	(\$4,635)
Total Police Protection	\$3,464,427	\$3,430,890	\$3,707,298	\$276,408

FIRE PROTECTION

Purpose: *To provide fire prevention, public education, training & emergency response services to the City of Swift Current and other rural municipalities under contract. Emergency response services include fire, rescue, dangerous goods, and emergency medical assistance.*

Levied Fines	(\$300)	(\$9,000)	(\$9,000)	\$0
Fees	(\$1,825)	(\$1,750)	(\$1,750)	\$0
Emergency Services	(\$66,034)	(\$96,500)	(\$96,500)	\$0
Recovery of Costs	(\$4,483)	(\$1,000)	(\$1,000)	\$0
Miscellaneous	(\$500)	(\$2,500)	(\$2,500)	\$0

Description	2020 Actual	2020 Budget	2021 Budget	Variance 2021 Bud to 2020 Bud
Payroll Costs	\$2,441,989	\$2,520,786	\$2,479,311	(\$41,475)
Allowances/Other Benefits	\$59,632	\$52,700	\$60,200	\$7,500
Travel and Subsistence	\$5,103	\$12,670	\$12,670	\$0
Fees and Services	\$75,844	\$104,375	\$70,075	(\$34,300)
Operations Expenses	\$113,771	\$139,932	\$152,650	\$12,718
Internal Costs	\$9,486	\$2,000	\$2,000	\$0
Total Fire Protection	\$2,632,683	\$2,721,713	\$2,666,156	(\$55,557)

EMERGENCY PREPAREDNESS

Purpose: *To provide for emergency planning and preparedness for the City of Swift Current. This includes meetings with the emergency planning committees, testing and updating the plans, training and promotion of individual, and community preparedness.*

Payroll Costs	\$24,513	\$24,985	\$26,485	\$1,500
Allowances/Other Benefits	\$0	\$3,300	\$4,750	\$1,450
Travel and Subsistence	\$0	\$2,000	\$2,000	\$0
Fees and Services	\$18,537	\$19,250	\$20,800	\$1,550
Operations Expenses	\$3,214	\$1,000	\$1,500	\$500
Total Emergency Preparedness	\$46,264	\$50,535	\$55,535	\$5,000

BUILDING SERVICES

Purpose: *To address all Building Permit Applications (plan reviews and inspections) for the City.*

Revenue From Own Sources	(\$60,158)	(\$60,250)	(\$60,200)	\$50
Rental and Lease Revenues	(\$17,286)	(\$20,200)	(\$20,200)	\$0
Payroll Costs	\$128,121	\$117,680	\$117,930	\$250
Allowances/Other Benefits	\$0	\$500	\$500	\$0
Travel and Subsistence	\$0	\$7,000	\$2,000	(\$5,000)
Fees and Services	\$72,412	\$86,400	\$74,100	(\$12,300)
Operations Expenses	\$57,075	\$52,413	\$49,890	(\$2,523)
Internal Costs	\$253	\$900	\$900	\$0
Total Building Services	\$180,417	\$184,443	\$164,920	(\$19,523)

Description	2020 Actual	2020 Budget	2021 Budget	Variance 2021 Bud to 2020 Bud
ASSET MANAGEMENT				
Purpose: <i>To administer and direct asset replacements for the City.</i>				
Payroll Costs	\$140,732	\$132,079	\$147,066	\$14,987
Allowances/Other Benefits	\$6,545	\$4,620	\$6,600	\$1,980
Travel and Subsistence	\$0	\$0	\$3,250	\$3,250
Fees and Services	\$112	\$0	\$2,800	\$2,800
Operations Expenses	\$1,866	\$0	\$1,625	\$1,625
Total Building Services	\$149,255	\$136,699	\$161,341	\$24,642
ENGINEERING SERVICES				
Purpose: <i>To provide for engineering and technical services for the City of Swift Current.</i>				
Payroll Costs	\$469,188	\$451,838	\$467,476	\$15,638
Allowances/Other Benefits	\$1,876	\$2,470	\$3,050	\$580
Travel and Subsistence	\$1,785	\$6,000	\$4,000	(\$2,000)
Fees and Services	\$11,159	\$15,350	\$12,500	(\$2,850)
Operations Expenses	\$16,740	\$20,403	\$18,511	(\$1,892)
Internal Costs	(\$100,765)	(\$104,985)	(\$152,440)	(\$47,455)
Total Engineering Services	\$399,983	\$391,076	\$353,097	(\$37,979)
PUBLIC WORKS				
Purpose: <i>Administration costs related to Public Works including operation of the Service Garage.</i>				
Miscellaneous	(\$22,571)	\$0	\$0	\$0
Payroll Costs	\$386,970	\$455,724	\$402,426	(\$53,298)
Allowances/Other Benefits	\$765	\$8,400	\$1,800	(\$6,600)
Travel and Subsistence	\$1,477	\$4,750	\$4,750	\$0
Fees and Services	\$81,010	\$55,150	\$81,900	\$26,750
Operations Expenses	\$482,194	\$526,740	\$533,080	\$6,340
Internal Costs	(\$1,184,059)	(\$1,269,397)	(\$1,255,329)	\$14,068
Total Public Works	(\$254,214)	(\$218,633)	(\$231,373)	(\$12,740)

Description	2020 Actual	2020 Budget	2021 Budget	Variance 2021 Bud to 2020 Bud
TRANSPORTATION OPERATIONS				
Purpose:	<i>Maintenance of transportation infrastructure pertaining to streets, sidewalks, traffic signals, signs, parking lots and bridges, as well as operation and maintenance of the City's storm water collection system, including storm sewer mains, catch basins, open drainage ditches, culverts and holding ponds.</i>			
Recovery of Costs	(\$63,597)	(\$62,852)	(\$62,852)	\$0
Miscellaneous	(\$190)	\$0	\$0	\$0
Payroll Costs	\$923,965	\$916,949	\$996,799	\$79,850
Allowances/Other Benefits	\$1,000	\$3,000	\$3,000	\$0
Travel and Subsistence	\$264	\$2,000	\$2,000	\$0
Fees and Services	\$691,511	\$460,300	\$470,000	\$9,700
Operations Expenses	\$273,621	\$308,900	\$314,168	\$5,268
Internal Costs	\$655,856	\$713,500	\$729,500	\$16,000
Total Transportation Operations	\$2,482,430	\$2,341,797	\$2,452,615	\$110,818
PUBLIC TRANSIT				
Purpose:	<i>To provide Public Transit Services including the Route, the Shuttle and Access bus.</i>			
Facility Revenues	(\$75,834)	(\$117,000)	(\$122,000)	(\$5,000)
Payroll Costs	\$2,394	\$0	\$0	\$0
Fees and Services	\$398,021	\$427,000	\$431,540	\$4,540
Operations Expenses	\$115,313	\$173,664	\$100,792	(\$72,872)
Total Public Transit	\$439,894	\$483,664	\$410,332	(\$73,332)
AIRPORT				
Purpose:	<i>A Certified Airport qualified to offer scheduled air service. A critical transportation link.</i>			
Airport Revenue	(\$97,210)	(\$100,500)	(\$102,500)	(\$2,000)
Payroll Costs	\$203,910	\$215,841	\$216,704	\$863
Allowances/Other Benefits	\$4,470	\$5,000	\$5,275	\$275
Travel and Subsistence	\$0	\$3,500	\$1,550	(\$1,950)
Fees and Services	\$25,946	\$41,350	\$31,850	(\$9,500)
Operations Expenses	\$78,098	\$82,915	\$81,419	(\$1,496)
Internal Costs	\$240	\$17,211	\$7,326	(\$9,885)
Total Airport	\$215,454	\$265,317	\$241,624	(\$23,693)

Description	2020 Actual	2020 Budget	2021 Budget	Variance 2021 Bud to 2020 Bud
PLANNING & GROWTH DEVELOPMENT				
Purpose:	<i>To provide planning and development services to accommodate ongoing design to address all future and current growth activities, all infill re-development, bylaw compliance and subdivision review services.</i>			
Revenue From Own Sources	(\$159,643)	(\$171,200)	(\$169,000)	\$2,200
Levied Fines	(\$170,717)	(\$143,000)	(\$136,900)	\$6,100
Fees	(\$1,234)	(\$3,100)	(\$2,300)	\$800
Miscellaneous	(\$4,404)	(\$400)	(\$400)	\$0
Payroll Costs	\$543,878	\$589,920	\$616,964	\$27,044
Allowances/Other Benefits	\$9,302	\$9,860	\$9,980	\$120
Travel and Subsistence	\$0	\$8,000	\$2,000	(\$6,000)
Fees and Services	\$51,711	\$71,000	\$43,000	(\$28,000)
Operations Expenses	\$83,546	\$88,100	\$90,241	\$2,141
Internal Costs	\$0	(\$49,446)	(\$53,609)	(\$4,163)
Total Planning & Growth Development	\$352,439	\$399,734	\$399,976	\$242

CEMETERY

Purpose: *To provide for the operation and maintenance of the City's cemeteries including, Mount Pleasant Cemetery, Mount Pleasant Burial Park, and Hillcrest Cemetery.*

Cemetery Revenues	(\$121,689)	(\$191,311)	(\$186,893)	\$4,418
Payroll Costs	\$111,647	\$164,313	\$164,286	(\$27)
Travel and Subsistence	\$0	\$100	\$100	\$0
Fees and Services	\$211	\$5,000	\$5,000	\$0
Operations Expenses	\$14,035	\$17,702	\$15,695	(\$2,007)
Internal Costs	\$20,667	\$41,275	\$36,775	(\$4,500)
Total Cemetery	\$24,871	\$37,079	\$34,963	(\$2,116)

COMMUNITY SERVICES ADMINISTRATION

Purpose: *To provide for the administration of the Community Services Division.*

Transfers	(\$180,053)	(\$265,001)	(\$10,101)	\$254,900
Recovery of Costs	(\$860)	(\$2,575)	(\$1,500)	\$1,075
Miscellaneous	(\$3,480)	(\$2,141)	(\$200)	\$1,941
Payroll Costs	\$611,230	\$597,914	\$542,653	(\$55,261)
Allowances/Other Benefits	\$17,545	\$17,460	\$18,900	\$1,440
Travel and Subsistence	\$1,258	\$6,800	\$10,500	\$3,700
Fees and Services	\$36,168	\$43,768	\$33,412	(\$10,356)

Description	2020 Actual	2020 Budget	2021 Budget	Variance 2021 Bud to 2020 Bud
Operations Expenses	\$155,002	\$269,634	\$11,266	(\$258,368)
Internal Costs	(\$4,989)	(\$32,285)	\$18,378	\$50,663
Other Income/Expense	\$10,979	\$0	\$16,800	\$16,800
Total Community Services Administration	\$642,800	\$633,574	\$640,108	\$6,534

FACILITIES ADMINISTRATION

Purpose: *To provide for the Facilities Manager which oversees the day-to-day operation of Innovation Credit Union I-plex, Fairview Arena, Lt. Colonel Clifton Centre, RC Dahl Centre and Dickson Community Centre.*

Payroll Costs	\$126,389	\$132,079	\$217,716	\$85,637
Allowances/Other Benefits	\$4,381	\$5,300	\$5,300	\$0
Travel and Subsistence	\$80	\$3,750	\$4,500	\$750
Fees and Services	\$44	\$931	\$825	(\$106)
Operations Expenses	\$4,641	\$10,105	\$8,591	(\$1,514)
Internal Costs	(\$26,416)	(\$26,416)	(\$27,001)	(\$585)
Total Facilities Administration	\$109,119	\$125,749	\$209,931	\$84,182

FAIRVIEW POOL

Purpose: *To provide for operation, maintenance and program delivery at Fairview Pool.*

Facility Revenues	(\$36,033)	(\$76,998)	(\$77,966)	(\$968)
Recovery of Costs	(\$871)	(\$5,332)	(\$5,332)	\$0
Payroll Costs	\$101,398	\$130,550	\$130,550	\$0
Allowances/Other Benefits	\$0	\$50	\$50	\$0
Fees and Services	\$4,899	\$6,926	\$7,721	\$795
Operations Expenses	\$40,421	\$50,371	\$50,793	\$422
Internal Costs	\$4,361	\$4,665	\$4,665	\$0
Other Income/Expense	\$0	\$550	\$550	\$0
Total Fairview Pool	\$114,175	\$110,782	\$111,031	\$249

AQUATIC CENTRE

Purpose: *To provide for operation, maintenance and program delivery at the Aquatic Centre.*

Facility Revenues	(\$176,600)	(\$310,413)	(\$313,703)	(\$3,290)
Recovery of Costs	(\$2,736)	(\$15,000)	(\$7,753)	\$7,247
Payroll Costs	\$581,398	\$631,856	\$633,497	\$1,641
Allowances/Other Benefits	\$4,005	\$3,800	\$4,100	\$300

Description	2020 Actual	2020 Budget	2021 Budget	Variance 2021 Bud to 2020 Bud
Travel and Subsistence	\$0	\$2,880	\$2,880	\$0
Fees and Services	\$24,123	\$36,496	\$37,818	\$1,322
Operations Expenses	\$238,005	\$231,193	\$232,444	\$1,251
Internal Costs	\$10,065	\$10,833	\$10,833	\$0
Other Income/Expense	\$483	\$2,200	\$2,200	\$0
Total Aquatic Centre	\$678,743	\$593,845	\$602,316	\$8,471

INNOVATION CREDIT UNION I-PLEX

Purpose: *To provide for the operation and maintenance of the Innovation Credit Union I-plex. This facility also houses the curling rink and Saskatchewan Hockey Hall of Fame.*

Facility Revenues	(\$186,755)	(\$450,703)	(\$376,766)	\$73,937
Miscellaneous	\$0	(\$2,500)	(\$2,500)	\$0
Payroll Costs	\$473,250	\$587,927	\$472,519	(\$115,408)
Allowances/Other Benefits	\$1,227	\$2,160	\$2,160	\$0
Travel and Subsistence	\$32	\$4,450	\$4,450	\$0
Fees and Services	\$69,520	\$80,975	\$84,300	\$3,325
Operations Expenses	\$349,281	\$455,991	\$444,530	(\$11,461)
Internal Costs	\$36,023	\$26,400	\$39,500	\$13,100
Total Innovation Credit Union I-plex	\$742,578	\$704,700	\$668,193	(\$36,507)

FAIRVIEW ARENA

Purpose: *To provide for the operation and maintenance of Fairview Arena, including grounds and parking lot.*

Facility Revenues	(\$311,632)	(\$427,680)	(\$436,617)	(\$8,937)
Miscellaneous	\$0	(\$1,500)	(\$1,500)	\$0
Payroll Costs	\$316,499	\$350,699	\$324,705	(\$25,994)
Allowances/Other Benefits	\$1,240	\$1,100	\$1,100	\$0
Travel and Subsistence	\$112	\$1,400	\$1,400	\$0
Fees and Services	\$89,714	\$50,750	\$51,585	\$835
Operations Expenses	\$226,390	\$252,101	\$247,031	(\$5,070)
Internal Costs	\$33,060	\$35,000	\$35,000	\$0
Total Fairview Arena	\$355,383	\$261,870	\$222,704	(\$39,166)

Description	2020 Actual	2020 Budget	2021 Budget	Variance 2021 Bud to 2020 Bud
LT. COLONEL CLIFTON CENTRE				
Purpose: <i>To provide for the operation and maintenance of Lt. Colonel Clifton Centre.</i>				
Facility Revenues	(\$42,264)	(\$53,370)	(\$49,305)	\$4,065
Payroll Costs	\$76,999	\$101,040	\$104,746	\$3,706
Allowances/Other Benefits	\$103	\$525	\$525	\$0
Travel and Subsistence	\$0	\$550	\$550	\$0
Fees and Services	\$12,582	\$12,385	\$14,287	\$1,902
Operations Expenses	\$30,915	\$33,727	\$33,512	(\$215)
Internal Costs	\$17,126	\$17,775	\$17,775	\$0
Total Lt. Colonel Clifton Centre	\$95,461	\$112,632	\$122,090	\$9,458

KINETIC PARK

Purpose: *To provide for the operation and maintenance of Kinetic Park.*

Facility Revenues	(\$83,634)	(\$258,974)	(\$236,742)	\$22,232
Recovery of Costs	(\$81,788)	(\$109,678)	(\$97,984)	\$11,694
Miscellaneous	\$0	(\$1,900)	(\$1,150)	\$750
Payroll Costs	\$475,286	\$457,029	\$486,960	\$29,931
Allowances/Other Benefits	\$3,282	\$3,800	\$3,500	(\$300)
Travel and Subsistence	\$0	\$900	\$1,100	\$200
Fees and Services	\$18,586	\$32,025	\$32,150	\$125
Operations Expenses	\$100,459	\$129,517	\$121,919	(\$7,598)
Internal Costs	\$9,433	\$20,620	\$20,620	\$0
Other Income/Expense	\$182	\$2,200	\$2,200	\$0
Total Kinetic Park	\$441,806	\$275,539	\$332,573	\$57,034

DICKSON COMMUNITY CENTRE

Purpose: *To provide for the operation and maintenance of Dickson Community Centre.*

Facility Revenues	(\$40,964)	(\$67,993)	(\$68,673)	(\$680)
Payroll Costs	\$30,145	\$25,987	\$25,933	(\$54)
Fees and Services	\$11,202	\$17,420	\$15,410	(\$2,010)
Operations Expenses	\$40,130	\$51,953	\$51,801	(\$152)
Internal Costs	\$0	\$14,775	\$14,775	\$0
Total Dickson Community Centre	\$40,513	\$42,142	\$39,246	(\$2,896)

Description	2020 Actual	2020 Budget	2021 Budget	Variance 2021 Bud to 2020 Bud
PARKS				
Purpose:	<i>To provide for the operation and maintenance of City parks, Chinook Parkway, and outdoor recreational facilities, and well as open space. Maintenance of boulevard and park tree maintenance, mosquito and gopher control programs as well as vegetation control. Also includes the maintenance of Chinook School Division school grounds.</i>			
Fees	(\$981)	(\$1,500)	(\$1,500)	\$0
Transfers	\$0	(\$6,000)	(\$6,000)	\$0
Rental and Lease Revenues	(\$16,418)	(\$14,800)	(\$15,825)	(\$1,025)
Facility Revenues	(\$6,528)	(\$73,540)	(\$73,540)	\$0
Recovery of Costs	(\$82,177)	(\$53,001)	(\$54,800)	(\$1,799)
Payroll Costs	\$1,046,672	\$1,141,033	\$1,234,260	\$93,227
Allowances/Other Benefits	\$1,703	\$2,250	\$2,250	\$0
Travel and Subsistence	\$0	\$4,500	\$5,200	\$700
Fees and Services	\$121,700	\$119,550	\$120,050	\$500
Operations Expenses	\$190,479	\$141,123	\$144,636	\$3,513
Internal Costs	\$64,200	\$145,400	\$142,900	(\$2,500)
Total Parks	\$1,318,650	\$1,405,015	\$1,497,631	\$92,616

COMMUNITY SERVICES EQUIPMENT

Purpose: *To provide for the operation and maintenance of the Community Services Division's equipment fleet, and provides an allowance for equipment replacement reserve.*

Payroll Costs	\$8,822	\$0	\$0	\$0
Operations Expenses	\$194,392	\$237,040	\$233,311	(\$3,729)
Internal Costs	(\$134,313)	(\$300,000)	(\$300,000)	\$0
Total Community Services Equipment	\$68,901	(\$62,960)	(\$66,689)	(\$3,729)

COMMUNITY PROGRAMS

Purpose: *To provide for the operation of community programs such as In Motion, On The Move, and seasonal programs such as the Hub, Parks Play and Families In the Park.*

Transfers	(\$19,018)	(\$8,500)	(\$8,500)	\$0
Facility Revenues	(\$89,289)	(\$125,101)	(\$105,791)	\$19,310
Payroll Costs	\$171,793	\$211,919	\$234,593	\$22,674
Allowances/Other Benefits	\$3,195	\$5,880	\$7,325	\$1,445
Travel and Subsistence	\$0	\$2,750	\$3,850	\$1,100

Description	2020 Actual	2020 Budget	2021 Budget	Variance 2021 Bud to 2020 Bud
Fees and Services	\$2,731	\$24,731	\$15,183	(\$9,548)
Operations Expenses	\$31,898	\$30,512	\$27,562	(\$2,950)
Total Community Programs	\$101,310	\$142,191	\$174,222	\$32,031

CHINOOK GOLF COURSE

Purpose: *To provide for the operation and maintenance of the Chinook Golf Course, Pro Shop operations, Clubhouse maintenance and restaurant lease.*

Golf Course Revenue	(\$780,509)	(\$861,566)	(\$813,666)	\$47,900
Facility Revenues	(\$6,943)	\$0	(\$6,000)	(\$6,000)
Miscellaneous	(\$9,294)	(\$350)	(\$300)	\$50
Payroll Costs	\$350,454	\$424,248	\$425,149	\$901
Allowances/Other Benefits	\$309	\$1,000	\$1,200	\$200
Travel and Subsistence	\$10,350	\$4,200	\$4,200	\$0
Fees and Services	\$149,919	\$166,300	\$163,000	(\$3,300)
Operations Expenses	\$149,260	\$171,013	\$163,628	(\$7,385)
Internal Costs	\$56,161	\$97,937	\$94,937	(\$3,000)
Other Income/Expense	\$11,281	\$10,000	\$10,000	\$0
Total Chinook Golf Course	(\$69,012)	\$12,782	\$42,148	\$29,366

MUSEUM

Purpose: *To collect, preserve and interpret artifacts and provide professional curatorial and archival service.*

Transfers	(\$6,250)	(\$43,000)	(\$41,000)	\$2,000
Facility Revenues	\$57	(\$5,300)	(\$5,300)	\$0
Recovery of Costs	(\$3,668)	(\$9,275)	(\$10,775)	(\$1,500)
Miscellaneous	\$10	(\$500)	(\$300)	\$200
Payroll Costs	\$409,437	\$415,560	\$417,851	\$2,291
Allowances/Other Benefits	\$4,139	\$7,100	\$7,100	\$0
Travel and Subsistence	\$274	\$9,500	\$10,000	\$500
Fees and Services	\$27,161	\$34,200	\$55,900	\$21,700
Operations Expenses	\$33,578	\$42,110	\$41,498	(\$612)
Internal Costs	\$253	\$265	\$265	\$0
Other Income/Expense	\$112	\$400	\$400	\$0
Total Museum	\$465,103	\$451,060	\$475,639	\$24,579

Description	2020 Actual	2020 Budget	2021 Budget	Variance 2021 Bud to 2020 Bud
RC DAHL CENTRE				
Purpose:	<i>To provide for the operation and maintenance costs for the RC Dahl Centre.</i>			
Payroll Costs	\$5,354	\$0	\$0	\$0
Fees and Services	\$43,613	\$38,900	\$39,350	\$450
Operations Expenses	\$32,217	\$46,155	\$43,130	(\$3,025)
Internal Costs	\$5,436	\$5,600	\$5,600	\$0
Total RC Dahl Centre	\$86,620	\$90,655	\$88,080	(\$2,575)

ART GALLERY

Purpose: *To provide for the operation, research, exhibition production and presentations, including events and festival programming.*

Transfers	(\$157,284)	(\$68,000)	(\$53,412)	\$14,588
Facility Revenues	(\$25,692)	(\$39,500)	(\$33,000)	\$6,500
Recovery of Costs	(\$11,835)	(\$6,500)	(\$8,200)	(\$1,700)
Payroll Costs	\$391,509	\$415,820	\$338,809	(\$77,011)
Allowances/Other Benefits	\$220	\$1,700	\$1,700	\$0
Travel and Subsistence	\$460	\$4,200	\$3,600	(\$600)
Fees and Services	\$93,332	\$103,950	\$80,200	(\$23,750)
Operations Expenses	\$32,555	\$44,050	\$42,450	(\$1,600)
Total Art Gallery	\$323,265	\$455,720	\$372,147	(\$83,573)

LIBRARY

Purpose: *To provide library services to the City of Swift Current through an agreement with the Chinook Regional Library Board.*

Recovery of Costs	(\$2,675)	(\$7,000)	(\$6,900)	\$100
Payroll Costs	\$3,255	\$0	\$2,320	\$2,320
Fees and Services	\$1,251	\$1,752	\$2,990	\$1,238
Operations Expenses	\$3,219	\$3,100	\$2,970	(\$130)
Levy Allowances	\$440,013	\$440,013	\$453,213	\$13,200
Total Library	\$445,063	\$437,865	\$454,593	\$16,728

SASKATCHEWAN HOCKEY HALL OF FAME

Purpose: *To showcase success of members involved in hockey.*

Transfers	(\$37,142)	(\$37,142)	(\$37,885)	(\$743)
Facility Revenues	\$0	(\$1,000)	(\$1,000)	\$0

Description	2020 Actual	2020 Budget	2021 Budget	Variance 2021 Bud to 2020 Bud
Payroll Costs	\$24,453	\$22,089	\$22,923	\$834
Allowances/Other Benefits	\$0	\$500	\$400	(\$100)
Fees and Services	\$436	\$6,500	\$6,800	\$300
Operations Expenses	\$5,384	\$9,053	\$8,762	(\$291)
Total Saskatchewan Hockey Hall of Fame	(\$6,869)	\$0	\$0	\$0

LIGHT & POWER UTILITY

Purpose: *To provide for the administration of the day to day operations of the Light & Power Utility in providing electrical services within the City of Swift Current.*

Fees	(\$3,890)	(\$3,000)	(\$3,000)	\$0
Utility Revenue	(\$20,840,572)	(\$21,776,680)	(\$22,272,562)	(\$495,882)
Miscellaneous	\$2,263	(\$2,500)	(\$2,500)	\$0
Payroll Costs	\$1,810,185	\$1,806,283	\$1,897,286	\$91,003
Allowances/Other Benefits	\$28,126	\$27,980	\$26,980	(\$1,000)
Travel and Subsistence	\$13,538	\$17,500	\$12,500	(\$5,000)
Fees and Services	\$85,497	\$212,200	\$95,200	(\$117,000)
Operations Expenses	\$11,815,493	\$12,172,968	\$12,709,049	\$536,081
Internal Costs	\$1,271,752	\$1,161,496	\$1,301,991	\$140,495
Levy Allowances	\$20,755	\$20,000	\$20,000	\$0
Other Trans. & Write-offs	(\$4,884)	\$14,700	\$14,700	\$0
Reserves	\$5,800,785	\$5,800,785	\$5,800,785	\$0
Total Light & Power Utility	(\$952)	(\$548,268)	(\$399,571)	\$148,697

RURAL WATER PIPELINE UTILITY

Purpose: *To provide for the administration of the day to day operations of the Rural Water Pipeline Utility in providing water services to users within the R.M. of Swift Current.*

Utility Revenue	(\$190,466)	(\$209,144)	(\$217,092)	(\$7,948)
Payroll Costs	\$88,863	\$74,963	\$80,000	\$5,037
Fees and Services	\$23,047	\$9,000	\$11,000	\$2,000
Operations Expenses	\$31,467	\$40,563	\$41,082	\$519
Internal Costs	\$28,555	\$13,056	\$18,073	\$5,017
Other Income/Expense	\$8,410	\$36,004	\$27,413	(\$8,591)
Reserves	\$10,124	\$35,558	\$39,524	\$3,966
Total Rural Water Pipeline Utility	\$0	\$0	\$0	\$0

Description	2020 Actual	2020 Budget	2021 Budget	Variance 2021 Bud to 2020 Bud
WATER & SEWER UTILITY				
Purpose:	<i>To provide for the treatment and distribution of water, as well as the collection and treatment of wastewater, for the City of Swift Current.</i>			
Taxation	(\$4,729)	\$0	\$0	\$0
Fees	(\$1,860)	(\$1,000)	(\$1,000)	\$0
Rental and Lease Revenues	(\$48,674)	(\$40,000)	(\$40,000)	\$0
Utility Revenue	(\$8,706,099)	(\$9,211,884)	(\$9,148,804)	\$63,080
Recovery of Costs	(\$11,250)	\$0	\$0	\$0
Miscellaneous	(\$29,314)	\$0	\$0	\$0
Payroll Costs	\$2,109,344	\$2,097,549	\$2,056,871	(\$40,678)
Allowances/Other Benefits	\$13,107	\$29,100	\$27,500	(\$1,600)
Travel and Subsistence	\$2,433	\$26,950	\$11,000	(\$15,950)
Fees and Services	\$272,414	\$305,550	\$303,550	(\$2,000)
Operations Expenses	\$1,672,005	\$1,809,269	\$1,815,483	\$6,214
Internal Costs	\$1,182,844	\$1,244,650	\$1,381,618	\$136,968
Other Income/Expense	\$2,658,241	\$2,870,001	\$2,821,683	(\$48,318)
Other Trans. & Write-offs	\$11,208	\$11,214	\$11,214	\$0
Reserves	\$880,330	\$858,601	\$760,885	(\$97,716)
Total Water & Sewer Utility	\$0	\$0	\$0	\$0

SOLID WASTE UTILITY

Purpose: *To provide for collection services for residential solid waste, the operation of the City's landfills and provision of recycling services.*

Rental and Lease Revenues	(\$4,020)	(\$3,490)	(\$3,490)	\$0
Solid Waste Revenue	(\$3,912,322)	(\$4,265,000)	(\$4,058,000)	\$207,000
Payroll Costs	\$102,035	\$205,398	\$209,705	\$4,307
Allowances/Other Benefits	\$175	\$1,880	\$1,200	(\$680)
Travel and Subsistence	\$894	\$5,500	\$5,500	\$0
Fees and Services	\$2,298,537	\$2,514,500	\$2,463,550	(\$50,950)
Operations Expenses	\$58,924	\$60,041	\$63,014	\$2,973
Internal Costs	\$162,305	\$278,580	\$296,940	\$18,360

Description	2020 Actual	2020 Budget	2021 Budget	Variance 2021 Bud to 2020 Bud
Other Income/Expense	\$543,838	\$552,097	\$516,262	(\$35,835)
Reserves	\$749,634	\$650,494	\$505,319	(\$145,175)
Total Solid Waste Utility	\$0	\$0	\$0	\$0
GRAND TOTAL	\$0	\$0	\$0	\$0

2021 MUNICIPAL BUDGET A NEW NORMAL



*177 1st Avenue Northeast
Swift Current, SK S9H 2B1
306.778.2777
swiftcurrent.ca*

*Mailing Address:
PO Box 340
Swift Current, SK S9H 3W1*



@CityOfSwiftCurrent



@City_SC



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