

A close-up photograph of a person's hand holding a light blue tablet. The hand is positioned on the right side of the frame, with the thumb and index finger visible, gripping the edges of the device. The background is a solid, light blue color.

2024 MUNICIPAL BUDGET

INTEGRITY • UNITY • RESPONSIBILITY • LEADERSHIP • PLAY

A Message from Mayor Bridal



Within these pages lies the result of a thorough review of several editions before City Council and Administration concluded what the critical priorities should be for the coming year. We deliberated over what projects should be tapered back in the current financial climate with the rising costs all families and businesses face. We envisioned what we should invest in, for the future.

If one was to view the cutting room floor, so to speak, it would tell the story in just three words: NO. NEW. DEBT.

I am very proud of the accomplishments of this Council toward this goal of good stewardship, and I believe the 2024 Budget is a good example of doing what is right by the citizens who have entrusted us with their tax dollars. This Council asked for no increase in our first budget cycle and went to work to cut City expenses right from the start. Then, as the effects of a pandemic lockdown began to create financial impact, causing inflationary pressures against all sides, we requested conservative increases in the two cycles that followed, while still cutting away expenses wherever possible. This year we have leveraged every resource we have to present a fair, affordable plan once again.

Affordability pressures were the driving force behind the decisions we made together. We focused on capital replacement and capital maintenance to ensure the City's facilities, equipment, and infrastructure remain in a good state of repair – without overburdening the taxpayers we serve. To effectively budget capital expenses to improve and maintain our assets, along with our commitment to avoid new debt, we must afford it with funds we already have available.

Funding for the 2024 Capital Budget is therefore derived from Utility Surplus from our Light & Power, Water and Wastewater, and Solid Waste Utilities. Grants and Revenue from other sources, and the City's equipment replacement reserve, will be utilized to fund the remainder.

In total, the capital budget amounts to \$11,710,250. Of note, \$2.3 million of that total is for projects that will not move forward without the City being awarded grant funding.

Some projects I would like to highlight as absolute must-haves in the budget: First, the Fire Department requires replacement of its aging 2002 engine truck. Ensuring adequate fire protection is a must for our citizens and our rural contracts, and therefore \$1.3 million is allocated from our existing funds that are already in the equipment reserves for that purchase, with delivery expected to take place in 2025.

Also, a must-have that has been brought forward, is a solution to the drainage problem along Herbert Street near the Swift Current Public Library, the Art Gallery of Swift Current, and a multitude of residential properties. We will be allocating funds to improve the overland drainage to alleviate flooding in that area. This project is in addition to manhole, catch basin, outfall rehabilitation and creek bank stabilization projects as capital maintenance and capital replacement items in this budget.

The usual yearly paving and sidewalk rehabilitations will continue with \$450,000 allocated to each of those programs. I am also excited to share that the City has been successful in securing a \$100,000 grant from the Provincial Traffic Safety Fund to implement traffic lights at the intersection of Gladstone and 2nd Avenue Southeast, on the south side of Swift Current.

Speaking of grants, thanks to the Active Transportation Grant that the City can carry over into 2024, there will be an extension of the Chinook Parkway, to extend into the Northeast area. Construction of the pathway under the TransCanada highway and Highway 4 bridge requires an additional \$160,000 which will be provided in this budget. Being able to walk, bike, or wheel between services, health care facilities, and schools – without crossing a highway - is an undeniable improvement to our way of life in Swift Current. We are thrilled to be able to provide that amenity with this grant.

When it comes to the City’s Operating budget, in all our previous years as your City Council, we reduced expenses, and looked for opportunities to increase general revenues. This year we are benefitting from an increase in revenue sharing from the Provincial government, an increase in facility revenue which includes the success of Chinook Golf Course, and increased cost recovery. We will also benefit by the decrease of half a million dollars in principal and interest payments on long-term debt. In 2024, the City will retire two debt facilities – one in General Operations, and one in the Water and Wastewater Utility.

With that commitment to retire old and avoid new debt, it requires the City to ask for a 1% rate increase to the Water and Wastewater Utility, over and above the annual 2% increase. This need is driven by the increased cost of service delivery and is a way to ensure the Utility can fund its own capital expenses for maintenance and replacement. Again, you will see that this Council has left no stone unturned to reduce debt and sustain itself from within, wherever possible.

However, a variety of increased costs in operating are not within our control. These place unavoidable pressures on the budget, such as policing costs, fees and software subscriptions, and payroll step increases. Additionally, there are operating expense demands resulting from increases across the board on utilities, carbon charges, fuel, and insurance premiums. In short, the cost of “doing business” is where these budgetary requirements originate, with a total Operating Budget of \$73,073,186.

The result of these budgetary requirements is our request for a 3.24% tax increase.

For a homeowner with an average residential assessment of \$282,000, they can expect an average annual municipal tax increase of \$61.

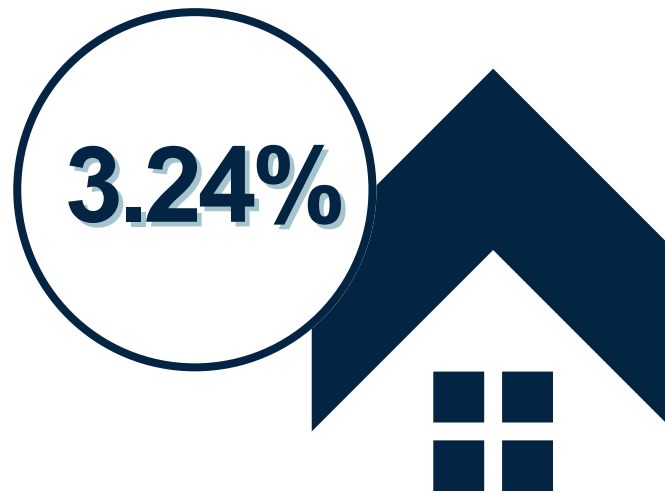
At a time when every citizen is feeling affordability pressures, evaluating their own expenses, debts, and their future, we believe the right thing to do is to manage your tax dollars in the most efficient way we can. We believe this 2024 Municipal Budget fulfills that duty, and we humbly thank you for the extension of your trust in serving our community.

Warm Regards,



Mayor Al Bridal

2024 Property Tax Increase:



Operating Budget

Each dollar is applied to:

-  Policing & Fire Protection
-  Recreation & Culture
-  City Services
-  Fiscal Services
-  Transportation
-  Parks, Trails & Greenspace





2024 Capital Budget Projects

2024 Capital Budget Projects

Project Name	Total
INFORMATION TECHNOLOGY	
Information Technology Capital Replacement	
IT Equipment Upgrades	\$137,000
<i>Computer hardware equipment upgrades including monitors, tablets & laptops, security equipment and equipment used for connectivity such as routers, access points, and switches.</i>	
Server Upgrades	\$55,500
<i>Upgrade of servers at City Hall and Service Centre.</i>	
Total Information Technology	\$192,500
POLICE PROTECTION	
RCMP Capital Maintenance	
Capital Maintenance	\$16,000
<i>Maintenance items to ensure the RCMP Detachment remains in a good state of repair, as well as to replace furniture and equipment.</i>	
Total Police Protection	\$16,000
FIRE PROTECTION	
Fire Projects	
EV Protective Equipment	\$6,000
<i>Purchase equipment designed to assist in mitigating electric vehicle fires.</i>	
Rescue Struts	\$9,000
<i>Purchase of additional set of rescue struts.</i>	
Fire Capital Maintenance	
Capital Maintenance	\$108,550
<i>Capital Maintenance items for Fire Department.</i>	
Fire Capital Replacement	
AED Replacement	\$8,100
<i>Replace automated external defibrillators (AED's) which are not longer serviceable with new AED units.</i>	
Replace Engine 2	\$1,300,000
<i>Replacement of Engine 2 that has met the end of its useful life and is no longer able to be serviced.</i>	
Replace Firehouse Data Management System	\$15,000
<i>Replace current data collection software used by the Fire Department for information related to emergency response, hydrant information, fire inspections and investigations.</i>	

Project Name	Total
Replace Lights with LED's <i>Replace the office light fixtures at the Fire Hall to LED.</i>	\$10,000
Replace Stabilization Air Bag <i>Replace outdated rescue air bags with new, updated equipment.</i>	\$18,000
Total Fire Protection	\$1,474,650

BUILDING SERVICES

City Hall Projects

City Hall Renovations <i>Renovation of City Hall to modify access to restricted spaces and enhance security within the building.</i>	\$10,000
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City Hall Capital Maintenance

Capital Maintenance <i>Capital maintenance items at City Hall.</i>	\$22,500
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City Hall Capital Replacement

Carpeting/Flooring Replacement <i>Replacement of existing carpet and vinyl flooring to carpet tiles.</i>	\$10,000
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Total Building Services	\$42,500
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PUBLIC WORKS

Public Works Chargeable Equipment Replacement

Replace R25 Upright Tamper <i>Replace 2010 Dynapac LT5004 Upright Tamper.</i>	\$6,000
Replace R5 Snow Blower <i>Replace 2009 Sicard Single Stage Snow Blower.</i>	\$175,000
Replace R6 Loader <i>Replace 2010 624K John Deere Loader.</i>	\$375,000
Replace T10 1 Ton Truck <i>Replace 2010 Dodge 3500 flat deck truck.</i>	\$145,000
Replace T23 Truck <i>Replace 2012 Chevrolet 3/4 ton truck.</i>	\$120,000

Public Works Equipment

Purchase Tire Machine & Balancer <i>Purchase a tire machine, balancer and cage for Fleet Services.</i>	\$25,000
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Project Name	Total
Service Centre Capital Maintenance	
Capital Maintenance	\$25,000
<i>Capital maintenance items for the Service Centre.</i>	
Service Centre Capital Replacement	
Pavement Maintenance	\$25,000
<i>Asphalt maintenance program at the Service Centre, which includes the compound and parking lot areas.</i>	
Total Public Works	\$896,000

TRANSPORTATION OPERATIONS

Bridges Capital Maintenance

Capital Maintenance	\$30,000
<i>Perform maintenance on bridges that prolong life of the structures, and increase safety.</i>	

Bridges Capital Replacement

2nd Ave Overpass Concrete Repairs	\$150,000
<i>Improvements to drainage on 2nd Ave Overpass.</i>	

Streets & Walks

Downtown Streetscape Rehabilitation	\$350,000
<i>Annual rehabilitation program to replace sidewalks in the downtown area.</i>	

Streets & Walks Capital Replacement

Asphalt Preventative Maintenance	\$450,000
<i>Annual program to extend the life of roadways.</i>	

Gravel Road Maintenance	\$150,000
<i>Program to maintain gravel roads within City boundary.</i>	

Guardrail Rehabilitation	\$8,000
<i>Program to replace and improve deteriorated guardrails and post & cable structures throughout the City.</i>	

Highland Dr Maxwell to Cooper Rehabilitation	\$80,000
<i>Improvements to drainage along Highland Dr from Maxwell Dr to Cooper Dr</i>	

N Serv Rd: Central-Memorial Dr (UHCP)	\$1,000,000
<i>Surface rehabilitation on North Service Rd. from Central Ave to Memorial Dr. This project is dependent on grant funding.</i>	

Paved Street Rehabilitation	\$450,000
<i>Annual rehabilitation program to overlay and reconstruct deteriorated paved streets throughout the City.</i>	

S Serv Rd: George St-Memorial Dr (UHCP)	\$1,000,000
<i>Surface rehabilitation on South Service Rd. This project is dependent on grant funding.</i>	

Project Name	Total
Sidewalk and Curbing Rehabilitation <i>Annual rehabilitation program to replace existing deteriorated sidewalks, curb and gutter throughout the City.</i>	\$450,000
Traffic Control Capital Replacement	
Traffic/Pedestrian Control <i>Annual program to replace or upgrade pedestrian and traffic control. This project is dependent on grant funding.</i>	\$115,000
Total Transportation Operations	\$4,233,000

STORM SEWER & DRAINAGE

Storm Sewer Capital Replacement

Catch Basin Rehabilitation <i>Annual catch basin rehabilitation program to provide for efficient storm sewer drainage.</i>	\$90,000
Creek Bank Stabilization <i>Stabilization of the creek banks.</i>	\$200,000
Culvert Replacement <i>Replace damaged culverts at various locations throughout the City.</i>	\$40,000
Downtown Storm Drainage Improvements <i>Improvements to storm drainage system to mitigate flood damage to property in the downtown area.</i>	\$25,000
Drainage Improvements <i>Drainage improvements to alleviate drainage problems and to improve storm water collection in existing development.</i>	\$45,000
Library Overland Drainage <i>Construction of ditch to allow for overland drainage at the Swift Current Library on Herbert St E.</i>	\$175,000
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>	\$60,000
Total Storm Sewer & Drainage	\$665,000

PUBLIC TRANSIT

Public Transit Projects

Bus Stop Accessories <i>Purchase of bus stop accessories for Swift Transit system.</i>	\$5,000
Total Public Transit	\$5,000

Project Name	Total
AIRPORT	
Airport Projects	
Pavement Load Rating Study	\$12,000
<i>Evaluate load capacity of airfield surfaces.</i>	
Airport Capital Maintenance	
Capital Maintenance	\$40,000
<i>Capital maintenance items at the Swift Current Airport.</i>	
Airport Capital Replacement	
Airfield Electrical Upgrades	\$26,000
<i>Electrical upgrade to runway lighting and signage.</i>	
Asphalt Preventative Maintenance	\$50,000
<i>Annual program for asphalt preventative maintenance at Swift Current Airport.</i>	
Replace Runway Snow Plow Attachment	\$40,000
<i>Replacement of Munroe snow plow attachment on plow truck at Swift Current Airport.</i>	
Total Airport	\$168,000

CEMETERY

Cemetery Capital Maintenance

Capital Maintenance	\$10,000
<i>Capital maintenance items for Mount Pleasant Cemetery, Mount Pleasant Burial Park and Hillcrest Cemetery.</i>	

Cemetery Capital Replacement

Veterans Section Retaining Wall Repair	\$50,000
<i>Repair existing retaining wall(s) in Mount Pleasant Cemetery Veterans Section.</i>	

Total Cemetery	\$60,000
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COMMUNITY SERVICES FACILITIES

Aquatic Centre Capital Maintenance

Capital Maintenance	\$24,500
<i>Capital maintenance items for the Aquatic Centre.</i>	

Aquatic Centre Capital Replacement

Shower Replacement	\$20,000
<i>Replacement of 4 showers in the ladies change rooms, 6 showers in the men's change room and 1 on the pool deck to a push button timed shower system.</i>	

Project Name	Total
Dickson Community Centre Capital Maintenance	
Capital Maintenance	\$25,000
<i>Capital maintenance items at Dickson Community Centre.</i>	
Fairview Pool Capital Maintenance	
Capital Maintenance	\$10,000
<i>Capital maintenance items for Fairview Pool.</i>	
Fairview Pool Capital Replacement	
Cement Repair	\$50,000
<i>Repair the cement basin at Fairview Pool.</i>	
InnovationPlex Capital Maintenance	
Capital Maintenance	\$71,000
<i>Capital maintenance items for the InnovationPlex.</i>	
InnovationPlex Capital Replacement	
Electrical Upgrades	\$10,000
<i>Upgrade to existing electrical systems that have now become obsolete.</i>	
Furnace/Boiler Replacement	\$100,000
<i>Replacement of 40 year old forced air furnaces with energy efficient heating equipment.</i>	
Paving and Sidewalk	\$50,000
<i>Replacement of sidewalks and paving at the InnovationPlex.</i>	
Toilet Replacement	\$10,000
<i>Replacement of failing toilet fixtures and flush valves within the InnovationPlex.</i>	
Kinetic Park Projects	
Magnus Newland Rodeo Arena Upgrades	\$60,000
<i>Install sound system and fencing for Magnus Newland Rodeo Arena.</i>	
Kinetic Park Capital Maintenance	
Capital Maintenance	\$21,500
<i>Capital maintenance at Kinetic Park.</i>	
Kinetic Park Capital Replacement	
Barn #6 Siding & Doors	\$20,000
<i>Replacement of siding and doors on Barn #6.</i>	
Doc's Town Washroom Upgrades	\$15,000
<i>Improvements to Doc's Town washroom to make it wheelchair accessible and family friendly.</i>	
Frontier Building/Saloon Improvements	\$50,000
<i>Replacement of overhang on front of building, new doors and move fence.</i>	

Project Name	Total
New 2-Way Radios <i>Replacement of old 2-way analog radios with 2-way digital radios.</i>	\$3,200
New Aluminum Bleachers <i>Begin replacement of old 50 person bleachers with 3 elevated aluminum bleachers that hold, 820 people each, have 9 wheelchair spots and meet OH&S safety standards.</i>	\$70,000
Sidewalk Replacement and Parking Lot Recap <i>Replacement of sidewalk and parking lot recap at Kinetic Park.</i>	\$30,000
Lt. Colonel Clifton Centre Capital Maintenance	
Capital Maintenance <i>Capital maintenance items for Lt. Colonel Clifton Centre.</i>	\$48,500
Outdoor Rec Facilities Capital Maintenance	
Capital Maintenance <i>Capital maintenance items for Outdoor Recreational Facilities.</i>	\$10,000
Outdoor Rec Facilities Capital Replacement	
Mitchell Field Fence <i>Replacement of fence at Mitchell Field.</i>	\$25,000
S3 Arenas Capital Maintenance	
Capital Maintenance <i>Capital maintenance items for S3 Arenas.</i>	\$27,000
S3 Arenas Capital Replacement	
Paving <i>Ongoing program to pave parking lot and perimeter.</i>	\$25,000
S3 Arenas Electrical Upgrades <i>Electrical upgrades to S3 Arenas.</i>	\$10,000
Skate Matting Replacement <i>Replace skate matting in various locations in both arenas.</i>	\$10,000
Total Community Services Facilities	\$795,700

Parks

Parks Projects

Plewis Automotive Group Inclusive Park Playground Installation <i>Installation of an additional inclusive playground structure at this location. This project is dependent on grant funding.</i>	\$90,000
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Project Name	Total
Parks Capital Maintenance	
Capital Maintenance	\$20,000
<i>Capital maintenance items for all parks within the City.</i>	
Total Parks	\$110,000

CHINOOK PARKWAY

Chinook Parkway Projects

Parkway Development NE	\$160,000
<i>Continuation of the Chinook Parkway to extend into the northeast area of the City.</i>	

Chinook Parkway Capital Maintenance

Capital Maintenance	\$66,000
<i>Capital maintenance items for Chinook Parkway.</i>	

Chinook Parkway Capital Replacement

Asphalt Overlays	\$30,000
<i>Remove and replace deteriorating stretches of pathway.</i>	
Irrigation Upgrades	\$60,000
<i>Upgrades to irrigation systems in parks along the Chinook Parkway. This project is dependent on grant funding.</i>	

Total Chinook Parkway	\$316,000
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COMMUNITY SERVICES EQUIPMENT

Community Services Chargeable Equipment Replacement

Replace P25 Utility Vehicle	\$20,000
<i>Replacement of 2014 JD Gator 6x4 used by Chinook Golf Course.</i>	
Replace P26 Fairway Mower	\$90,000
<i>Replacement of 2016 Toro Fairway Mower used at Chinook Golf Course.</i>	
Replace P50 Greens Mower	\$70,000
<i>Replacement of 2015 Jacobsen Greens King IV used at Chinook Golf Course.</i>	
Replace PT1 Trailer	\$15,000
<i>Replacement of 2007 Trailer with a dump trailer used by the Park Department.</i>	

Community Services Non-Chargeable Equipment Replacement

Replace T46 Truck	\$90,000
<i>Replacement of 2006 Dodge Half Ton 4x4 used by the Parks Department.</i>	

Total Community Services Equipment	\$285,000
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Project Name	Total
Chinook Golf Course	
Golf Course Projects	
Construction of a Bent Grass Nursery <i>Build and grow a bent grass sod nursery to USGA specifications.</i>	\$15,000
Paving Cart Paths <i>Replacement of gravel paths by installing pavement on a number of cart paths.</i>	\$10,000
Rental Carts <i>Purchase 2 used carts for fleet expansion.</i>	\$10,000
Golf Course Capital Maintenance	
Capital Maintenance <i>Capital maintenance items for Chinook Golf Course.</i>	\$40,000
Golf Course Capital Replacement	
Clubhouse Equipment <i>Ongoing program to replace aging equipment in the clubhouse.</i>	\$10,000
Total Chinook Golf Course	\$85,000

CULTURE

Art Gallery Projects

Permanent Collection <i>Artwork acquisition for the permanent collection at the Art Gallery of Swift Current.</i>	\$10,000
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Art Gallery Capital Maintenance

Capital Maintenance <i>Capital maintenance items for the Art Gallery of Swift Current.</i>	\$29,000
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Art Gallery Capital Replacement

Replace Art Gallery Flooring <i>Remove old floor tiles and polish concrete below to complete a refreshed, contemporary update to the building. This project is dependent on grant funding.</i>	\$30,000
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Library Capital Maintenance

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

Newspaper Digitization <i>The digitization of historical newspapers.</i>	\$7,000
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Project Name	Total
Museum Capital Maintenance	
Capital Maintenance	\$20,000
<i>Capital maintenance items at the Museum.</i>	
RC Dahl Capital Maintenance	
Capital Maintenance	\$14,500
<i>Capital maintenance items at the RC Dahl Facility.</i>	
RC Dahl Capital Replacement	
Roof Replacement	\$500,000
<i>Replacement of roof at the RC Dahl Facility.</i>	
Ted Knight Saskatchewan Hockey Hall of Fame Capital Maintenance	
Capital Maintenance	\$5,400
<i>Capital maintenance for the Ted Knight Saskatchewan Hockey Hall of Fame.</i>	
Total Culture	\$630,900

LIGHT & POWER UTILITY

Light & Power Capital Maintenance

Capital Maintenance	\$15,000
<i>Capital maintenance items for Light & Power.</i>	

Light & Power Capital Replacement

Pathway Lighting Renewal	\$25,000
<i>Pathway lighting replacement, upgrade and conversion to LED.</i>	
Replace E6 Truck	\$85,000
<i>Replacement of 2007 Chevrolet Silverado 1 Ton Truck.</i>	
Streetlight Renewal	\$25,000
<i>Annual program to replace streetlights.</i>	
System Improvement	\$150,000
<i>Rebalance the feeder loading after expansion and additional redundancy to customer base south of #1 highway.</i>	
Underground Cable Replacement	\$65,000
<i>Replacement of failing and aging underground cables.</i>	

Total Light & Power Utility	\$365,000
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Project Name	Total
WATER & SEWER UTILITY	
Water Distribution Capital Maintenance	
Capital Maintenance	\$15,000
<i>Capital Maintenance for Water Distribution.</i>	
Water Distribution Capital Replacement	
Hydrant Rehabilitation	\$60,000
<i>Annual program to rehabilitate fire hydrants throughout the City.</i>	
Lead Water Service Replacement	\$50,000
<i>Phased replacement program to remove all remaining lead services from the City. This project is dependent on grant funding.</i>	
Shoring Box	\$35,000
<i>Replacement of 5' x 10' shoring box used by the Waterworks Department.</i>	
Water Valve Rehabilitation	\$60,000
<i>Annual program to rehabilitate water valves throughout the City.</i>	
Water Non Chargeable Equipment Replacement	
Replace T2 Truck	\$120,000
<i>Replacement of 2017 Chevrolet 3/4 Ton 4x4 truck.</i>	
Water Treatment Capital Maintenance	
Capital Maintenance	\$30,000
<i>Capital maintenance items for the Water Treatment Plant.</i>	
Water Treatment Capital Replacement	
Actuator Valve Replacement	\$25,000
<i>Annual program to replace actuator valves within the Water Treatment Plant.</i>	
Lab Equipment Replacement	\$5,000
<i>Replacement of damaged or obsolete lab/process equipment at the Water Treatment Plant.</i>	
PLC Replacement Program	\$140,000
<i>Replacement program for programmable logic controllers (PLC).</i>	
Water Treatment Plant Roof Rehabilitation	\$65,000
<i>Replacement of the leaking roof at the Water Treatment Plant building.</i>	
Wastewater Collection Capital Maintenance	
Capital Maintenance	\$50,000
<i>Capital maintenance for Wastewater Collection.</i>	
Wastewater Collection Capital Replacement	
Sanitary Main Relining Program	\$170,000
<i>Relining sanitary main lines at various locations.</i>	

Project Name	Total
Sanitary Manhole Rehabilitation <i>Rehabilitation of sanitary manholes to prolong life of manhole.</i>	\$70,000
Sanitary Service Rehabilitation Program <i>Repair and maintenance of existing sanitary service lines.</i>	\$40,000
Wastewater Treatment Projects	
Mixer/Pump Replacement Program <i>Replacement of bioreactor mixers and pumps.</i>	\$25,000
Wastewater Treatment Capital Maintenance	
Capital Maintenance <i>Capital maintenance program at Wastewater Treatment Plant.</i>	\$25,000
Wastewater Treatment Capital Replacement	
Lab Equipment Replacement <i>Replacement of damaged and obsolete lab equipment and tools at the Wastewater Treatment Plant.</i>	\$5,000
PLC Hardware Conversion <i>Replacement of programmable logic control (PLC) hardware.</i>	\$35,000
Total Water & Sewer Utility	\$1,025,000

RURAL WATER UTILITY

Rural Water Projects

Rural Water Flush Points <i>Flush points for the Rural Water Utility.</i>	\$30,000
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Rural Water Capital Maintenance

Capital Maintenance <i>Capital maintenance for the Rural Water Utility.</i>	\$30,000
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Total Rural Water Utility

\$60,000

SOLID WASTE UTILITY

Solid Waste Projects

East Landfill Master Plan <i>Update of master plan for the East Landfill.</i>	\$20,000
Industrial Cell Expansion <i>West Landfill Industrial Cell Expansion.</i>	\$165,000
West Landfill Master Plan <i>Update of master plan for the West Landfill.</i>	\$20,000

Project Name	Total
Solid Waste Capital Maintenance	
Capital Maintenance	\$25,000
<i>Capital maintenance items for the East Landfill, West Landfill and Recycle Depot.</i>	
Solid Waste Capital Replacement	
Collection Cart Replacement	\$55,000
<i>Replacement of damaged garbage collection carts.</i>	
Total Solid Waste Utility	\$285,000
GRAND TOTAL	\$11,710,250



2024 5-Year Capital Plan

2024 5-Year Capital Plan

Project Name	2024	2025	2026	2027	2028
PURCHASING					
Purchasing Capital Replacement					
Replace R50 Warehouse Forklift	\$0	\$0	\$0	\$0	\$68,900
Total Purchasing	\$0	\$0	\$0	\$0	\$68,900

INFORMATION TECHNOLOGY

Information Technology Projects

City Facility Wi-Fi Access	\$0	\$16,900	\$13,800	\$12,300	\$17,600
Fibre Optic Network Backbone	\$0	\$100,000	\$100,000	\$0	\$0
Large Video Display at Palliser Pavilion	\$0	\$11,500	\$0	\$0	\$0
Website Redesign & Content Management	\$0	\$0	\$75,000	\$0	\$0

Information Technology Capital Replacement

IT Equipment Upgrades	\$137,000	\$163,100	\$138,200	\$161,400	\$126,500
Itron Analytics & FN Sync/Upgrade	\$0	\$169,000	\$20,000	\$0	\$0
Server Upgrades	\$55,500	\$55,500	\$55,500	\$55,500	\$55,500
Total Information Technology	\$192,500	\$516,000	\$402,500	\$229,200	\$199,600

POLICE PROTECTION

RCMP Capital Maintenance

Capital Maintenance	\$16,000	\$16,000	\$16,000	\$16,000	\$16,000
Total Police Protection	\$16,000	\$16,000	\$16,000	\$16,000	\$16,000

FIRE PROTECTION

Fire Projects

EV Protective Equipment	\$6,000	\$0	\$0	\$0	\$0
Live Fire Training Props	\$0	\$0	\$0	\$0	\$12,000
Protective Services Facility	\$0	\$0	\$0	\$0	\$13,500,000
Rehabilitation Unit	\$0	\$0	\$20,000	\$0	\$0
Rescue Struts	\$9,000	\$0	\$0	\$0	\$0
SCBA Decontamination Washer	\$0	\$45,000	\$0	\$0	\$0
Storage Building	\$0	\$0	\$60,000	\$0	\$0

Fire Capital Maintenance

Capital Maintenance	\$108,550	\$81,200	\$53,250	\$66,800	\$68,950
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Fire Capital Replacement

AED Replacement	\$8,100	\$0	\$0	\$0	\$0
Fire Hall Upgrades	\$0	\$0	\$600,000	\$0	\$0

Project Name	2024	2025	2026	2027	2028
Ice Water Rescue Unit	\$0	\$7,500	\$0	\$0	\$0
Ladder Truck Lighting Upgrade	\$0	\$20,000	\$0	\$0	\$0
Replace Engine 2	\$1,300,000	\$0	\$0	\$0	\$0
Replace Firehouse Data Management System	\$15,000	\$0	\$0	\$0	\$0
Replace Lights with LED's	\$10,000	\$0	\$0	\$0	\$0
Replace Roof On Fire Hall	\$0	\$0	\$125,000	\$0	\$0
Replace Stabilization Air Bag	\$18,000	\$18,000	\$0	\$0	\$0
Replace Utility 1	\$0	\$0	\$140,000	\$0	\$0
Rescue Boat	\$0	\$0	\$24,000	\$0	\$0
Total Fire Protection	\$1,474,650	\$171,700	\$1,022,250	\$66,800	\$13,580,950

BUILDING SERVICES

City Hall Projects

City Hall Renovations	\$10,000	\$0	\$0	\$300,000	\$0
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City Hall Capital Maintenance

Capital Maintenance	\$22,500	\$22,500	\$22,500	\$22,500	\$22,500
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City Hall Capital Replacement

Carpeting/Flooring Replacement	\$10,000	\$15,000	\$15,000	\$15,000	\$15,000
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Total Building Services	\$42,500	\$37,500	\$37,500	\$337,500	\$37,500
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ASSET MANAGEMENT

Asset Management Projects

Asset Management Initiative	\$0	\$0	\$317,300	\$0	\$0
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Transit Cargo Van	\$0	\$0	\$75,000	\$0	\$0
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Total Asset Management	\$0	\$0	\$392,300	\$0	\$0
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ENGINEERING SERVICES

Engineering Projects

Aerial Mapping Data Updates	\$0	\$75,000	\$0	\$0	\$0
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Survey Equipment	\$0	\$35,000	\$50,000	\$0	\$0
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Total Engineering Services	\$0	\$110,000	\$50,000	\$0	\$0
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PUBLIC WORKS

Public Works Chargeable Equipment Replacement

Replace J2 Hydro-Vac Truck	\$0	\$0	\$0	\$700,000	\$0
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Replace R11 Tractor	\$0	\$0	\$0	\$160,000	\$0
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Project Name	2024	2025	2026	2027	2028
Replace R16 Sweeper	\$0	\$0	\$425,000	\$0	\$0
Replace R19 Wille Municipal Tractor	\$0	\$0	\$225,000	\$0	\$0
Replace R2 Grader	\$0	\$0	\$425,000	\$0	\$0
Replace R25 Upright Tamper	\$6,000	\$0	\$0	\$0	\$0
Replace R26 Upright Tamper	\$0	\$0	\$0	\$6,000	\$0
Replace R3 Snow Blower	\$0	\$175,000	\$0	\$0	\$0
Replace R4 Loader	\$0	\$0	\$0	\$375,000	\$0
Replace R5 Snow Blower	\$175,000	\$0	\$0	\$0	\$0
Replace R6 Loader	\$375,000	\$0	\$0	\$0	\$0
Replace R9 Grader	\$0	\$400,000	\$0	\$0	\$0
Replace T10 1 Ton Truck	\$145,000	\$0	\$0	\$0	\$0
Replace T23 Truck	\$120,000	\$0	\$0	\$0	\$0
Replace T4 Gravel Truck	\$0	\$0	\$250,000	\$0	\$0
Replace T41 1 Ton Truck	\$0	\$130,000	\$0	\$0	\$0
Replace T5 Sanding Truck	\$0	\$150,000	\$0	\$0	\$0
Replace W1 Excavator	\$0	\$0	\$0	\$425,000	\$0
Public Works Equipment					
Purchase Excavator Knuckle Bucket	\$0	\$45,000	\$0	\$0	\$0
Purchase Skeleton Bucket for Loader		\$0	\$0	\$30,000	\$0
Purchase Small Hydro-vac Truck	\$0	\$0	\$0	\$400,000	\$0
Purchase Tire Machine & Balancer	\$25,000	\$0	\$0	\$0	\$0
Public Works Non Chargeable Equipment Replacement					
Replace T17 Truck	\$0	\$85,000	\$0	\$0	\$0
Service Centre Projects					
Cover for Sand Material Storage	\$0	\$0	\$130,000	\$0	\$0
Service Centre Capital Maintenance					
Capital Maintenance	\$25,000	\$30,000	\$30,000	\$30,000	\$30,000
Service Centre Capital Replacement					
Air Compressor Replacement	\$0	\$25,000	\$0	\$0	\$0
Four Post Hoist Replacement	\$0	\$55,000	\$0	\$0	\$0
Pavement Maintenance	\$25,000	\$25,000	\$25,000	\$25,000	\$25,000
Service Centre Roof Replacement	\$0	\$250,000	\$0	\$0	\$0
Total Public Works	\$896,000	\$1,370,000	\$1,510,000	\$2,151,000	\$55,000

Project Name	2024	2025	2026	2027	2028
TRANSPORTATION OPERATIONS					
Bridges Projects					
Additional Railway Overpass	\$0	\$0	\$0	\$250,000	\$50,000,000
Bridge Condition Assessment	\$0	\$0	\$35,000	\$0	\$0
Bridges Capital Maintenance					
Capital Maintenance	\$30,000	\$75,000	\$75,000	\$30,000	\$30,000
Bridges Capital Replacement					
13th Ave NE Bridge Rehabilitation	\$0	\$0	\$300,000	\$0	\$0
2nd Ave Overpass Concrete Repairs	\$150,000	\$0	\$0	\$0	\$0
Chaplin St Bridge - Rehab	\$0	\$0	\$100,000	\$0	\$0
Lee Bridge Rehabilitation	\$0	\$150,000	\$0	\$1,500,000	\$0
Streets & Walks Projects					
DMP - Centennial Market District Constructio	\$0	\$400,000	\$200,000	\$150,000	\$150,000
Downtown Streetscape Rehabilitation	\$350,000	\$750,000	\$750,000	\$750,000	\$750,000
Streets & Walks Capital Replacement					
11th Ave SW Upgrade	\$0	\$450,000	\$0	\$175,000	\$0
18th Ave SE Upgrade	\$0	\$0	\$0	\$0	\$350,000
Asphalt Preventative Maintenance	\$450,000	\$450,000	\$450,000	\$450,000	\$450,000
Gravel Road Maintenance	\$150,000	\$150,000	\$150,000	\$150,000	\$150,000
Guardrail Rehabilitation	\$8,000	\$8,000	\$8,000	\$8,000	\$8,000
Highland Dr Maxwell to Cooper Rehabilitator	\$80,000	\$0	\$0	\$0	\$0
Maxwell Drive Rebuild	\$0	\$0	\$250,000	\$0	\$0
N Serv Rd: 11th NW-Lac Pel Trail (UHCP)	\$0	\$0	\$0	\$1,000,000	\$0
N Serv Rd: Central-Memorial Dr (UHCP)	\$1,000,000	\$0	\$0	\$0	\$0
Paterson Road Upgrade	\$0	\$565,000	\$0	\$0	\$0
Paved Lane Rehabilitation	\$0	\$150,000	\$150,000	\$150,000	\$150,000
Paved Street Rehabilitation	\$450,000	\$1,100,000	\$1,100,000	\$1,100,000	\$1,100,000
S Serv Rd: 11th to Lac Pelletier (UHCP)	\$0	\$0	\$0	\$0	\$1,000,000
S Serv Rd: George St-Memorial Dr (UHCP)	\$1,000,000	\$0	\$0	\$0	\$0
Sidewalk and Curbing Rehabilitation	\$450,000	\$1,000,000	\$1,000,000	\$1,200,000	\$1,200,000
Sidney St. West Upgrade	\$0	\$0	\$0	\$450,000	\$0
South Railway East Upgrade	\$0	\$0	\$650,000	\$0	\$0
Walsh Tr - Cowan to Matador Rebuild	\$0	\$700,000	\$0	\$0	\$0

Project Name	2024	2025	2026	2027	2028
Traffic Control Projects					
Memorial Dr & South Railway Intersection	\$0	\$0	\$50,000	\$0	\$250,000
Transportation Master Plan	\$0	\$0	\$0	\$0	\$60,000
Traffic Control Capital Replacement					
Traffic/Pedestrian Control	\$115,000	\$100,000	\$100,000	\$100,000	\$100,000
Total Transportation Operations	\$4,233,000	\$6,048,000	\$5,368,000	\$7,463,000	\$55,748,000

STORM SEWER & DRAINAGE

Storm Sewer Projects

Flood Mitigation	\$0	\$1,000,000	\$1,200,000	\$750,000	\$750,000
Westend Storm System	\$0	\$300,000	\$310,000	\$320,000	\$330,000

Storm Sewer Capital Replacement

Catch Basin Rehabilitation	\$90,000	\$100,000	\$100,000	\$100,000	\$100,000
Creek Bank Stabilization	\$200,000	\$350,000	\$125,000	\$0	\$0
Culvert Replacement	\$40,000	\$40,000	\$50,000	\$50,000	\$50,000
Downtown Storm Drainage Improvements	\$25,000	\$250,000	\$0	\$0	\$0
Drainage Improvements - Ditches	\$45,000	\$45,000	\$50,000	\$50,000	\$55,000
Library Overland Drainage	\$175,000	\$0	\$0	\$0	\$0
Outfall Structure Rehabilitation	\$30,000	\$35,000	\$35,000	\$40,000	\$40,000
Robert St. Storm System	\$0	\$0	\$0	\$700,000	\$0
Storm Manhole Rehabilitation	\$60,000	\$75,000	\$75,000	\$85,000	\$85,000
Storm Sewer Main Rehabilitation	\$0	\$200,000	\$200,000	\$200,000	\$200,000

Total Storm Sewer & Drainage	\$665,000	\$2,395,000	\$2,145,000	\$2,295,000	\$1,610,000
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PUBLIC TRANSIT

Public Transit Projects

Bus Stop Accessories	\$5,000	\$0	\$0	\$0	\$0
Smart Pass System	\$0	\$0	\$0	\$150,000	\$0

Transit Non Chargeable Equipment Replacement

Replace T153 Access Transit Bus	\$0	\$150,000	\$0	\$0	\$0
Replace T154 Transit Bus	\$0	\$0	\$180,000	\$0	\$0

Total Public Transit System	\$5,000	\$150,000	\$180,000	\$150,000	\$0
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AIRPORT

Airport Projects

Aerial Application Pad Development	\$0	\$25,000	\$200,000	\$0	\$0
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Project Name	2024	2025	2026	2027	2028
Apron Expansion	\$0	\$0	\$0	\$100,000	\$0
Pavement Load Rating Study	\$12,000	\$0	\$0	\$0	\$0
Runway/Taxiway B Extension	\$0	\$0	\$800,000	\$3,600,000	\$0
Secondary Runway Widening & Rehab	\$0	\$0	\$100,000	\$900,000	\$0
Airport Capital Maintenance					
Capital Maintenance	\$40,000	\$35,000	\$60,000	\$35,000	\$35,000
Airport Capital Replacement					
Airfield Drainage Replacement	\$0	\$0	\$26,000	\$0	\$0
Airfield Electrical Upgrades	\$26,000	\$0	\$0	\$0	\$0
Asphalt Preventative Maintenance	\$50,000	\$100,000	\$100,000	\$100,000	\$100,000
Primary Runway Rehabilitation	\$0	\$700,000	\$700,000	\$0	\$0
Replace Runway Snow Plow Attachment	\$40,000	\$0	\$0	\$0	\$0
Total Airport	\$168,000	\$860,000	\$1,986,000	\$4,735,000	\$135,000

MULTI-INFRASTRUCTURE

Multi-Infrastructure Capital Replacement

1st Ave NW: 200 to 500 Block	\$0	\$0	\$0	\$90,000	\$200,000
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	\$0	\$1,000,000	\$0
Central Ave N: N. Railway to Sidney	\$0	\$200,000	\$0	\$3,000,000	\$2,500,000
Downtown Intersection Improvements	\$0	\$300,000	\$300,000	\$0	\$0
Herbert St.: 3rd NE to Creek	\$0	\$0	\$5,000,000	\$0	\$0
Sidney St. Rehabilitation	\$0	\$1,000,000	\$0	\$0	\$0
Total Multi-Infrastructure	\$0	\$1,640,000	\$5,450,000	\$5,090,000	\$4,700,000

LAND DEVELOPMENT

Planning Projects

Centennial Plaza Permanent Structure	\$0	\$0	\$1,000,000	\$0	\$0
City Pound Upgrades	\$0	\$0	\$0	\$0	\$0
Entrance Sign at Industrial Park	\$0	\$30,000	\$0	\$0	\$0
I & O Flood Hazard Mapping Update	\$0	\$50,000	\$0	\$0	\$0

Property Development Projects

Adams Street Servicing	\$0	\$100,000	\$0	\$0	\$0
Ashley Park School Site Development	\$0	\$50,000	\$0	\$2,000,000	\$0
Future Land Acquisition	\$0	\$1,200,000	\$0	\$0	\$0
Hillcrest Commercial Development	\$0	\$0	\$100,000	\$100,000	\$4,000,000

Project Name	2024	2025	2026	2027	2028
Infrastructure Expansion Residential Develop	\$0	\$0	\$3,100,000	\$0	\$0
Integrated Facility Servicing	\$0	\$0	\$500,000	\$0	\$0
Oman School Site Development	\$0	\$10,000	\$1,300,000	\$0	\$0
Saskatchewan Valley	\$0	\$0	\$0	\$750,000	\$1,250,000
South Hill Residential Development	\$0	\$100,000	\$250,000	\$0	\$9,300,000
South Munro Industrial Servicing	\$0	\$650,000	\$350,000	\$500,000	\$2,200,000
Springs Drive Extension & All Saints Access	\$0	\$0	\$1,500,000	\$0	\$0
Springs Valley Commercial	\$0	\$0	\$250,000	\$0	\$0
Valley Ridge Phase 5	\$0	\$200,000	\$0	\$2,200,000	\$0
Waker Road Realignment	\$0	\$0	\$0	\$5,000,000	\$0
West End Redevelopment	\$0	\$1,330,000	\$100,000	\$2,000,000	\$6,500,000
Total Land Development	\$0	\$3,720,000	\$8,450,000	\$12,550,000	\$23,250,000

CEMETERY

Cemetery Projects

Cemetery - Improvements	\$0	\$5,000	\$5,000	\$5,000	\$0
Columbarium	\$0	\$15,000	\$0	\$0	\$0
Strip Foundations	\$0	\$25,000	\$0	\$25,000	\$0
Veterans Section	\$0	\$0	\$150,000	\$0	\$0

Cemetery Capital Maintenance

Capital Maintenance	\$10,000	\$10,000	\$10,000	\$10,000	\$10,000
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Cemetery Capital Replacement

Veterans Section Retaining Wall Repair	\$50,000	\$50,000	\$50,000	\$0	\$0
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Total Cemetery	\$60,000	\$105,000	\$215,000	\$40,000	\$10,000
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COMMUNITY SERVICES FACILITIES

Aquatic Centre Projects

Pool Liner	\$0	\$500,000	\$0	\$0	\$0
Teaching Room	\$0	\$0	\$0	\$0	\$150,000

Aquatic Centre Capital Maintenance

Capital Maintenance	\$24,500	\$27,000	\$63,000	\$67,500	\$21,000
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Aquatic Centre Capital Replacement

Impellor Replacement	\$0	\$0	\$14,000	\$0	\$0
Lighting Conversion	\$0	\$16,000	\$0	\$0	\$0
Shower Replacement	\$20,000	\$0	\$0	\$0	\$0

Project Name	2024	2025	2026	2027	2028
Dickson Community Centre Capital Maintenance					
Capital Maintenance	\$25,000	\$20,000	\$60,000	\$70,000	\$30,000
Dickson Community Centre Capital Replacement					
Dickson Sidewalk Replacement	\$0	\$20,000	\$0	\$0	\$0
Roof Rehabilitation	\$0	\$50,000	\$0	\$0	\$300,000
Fairview Pool Projects					
Pool Liner	\$0	\$0	\$350,000	\$0	\$0
Fairview Pool Capital Maintenance					
Capital Maintenance	\$10,000	\$10,000	\$33,000	\$24,000	\$0
Fairview Pool Capital Replacement					
Cement Repair	\$50,000	\$0	\$0	\$0	\$0
Circulation Pump	\$0	\$0	\$0	\$10,000	\$0
Waterslide	\$0	\$0	\$0	\$0	\$150,000
InnovationPlex Projects					
Acoustic Panels	\$0	\$45,000	\$0	\$0	\$0
Dressing Room Vestibule	\$0	\$0	\$0	\$0	\$0
Metal Clad	\$0	\$0	\$0	\$0	\$0
InnovationPlex Capital Maintenance					
Capital Maintenance	\$71,000	\$73,000	\$69,000	\$73,000	\$64,500
InnovationPlex Capital Replacement					
Auditorium Roof Replacement	\$0	\$0	\$562,000	\$0	\$0
Electrical Upgrades	\$10,000	\$25,000	\$10,000	\$10,000	\$10,000
Furnace/Boiler Replacement	\$100,000	\$0	\$0	\$0	\$0
Garbage/Recycle Receptacles	\$0	\$0	\$0	\$0	\$14,000
InnovationPlex Ice Deck Replacement	\$0	\$60,000	\$60,000	\$60,000	\$60,000
Mechanical Upgrades	\$0	\$0	\$100,000	\$150,000	\$0
Paving and Sidewalk	\$50,000	\$50,000	\$50,000	\$50,000	\$50,000
T-Bar Ceiling	\$0	\$75,000	\$5,000	\$5,000	\$5,000
Tile Replacement	\$0	\$80,000	\$0	\$0	\$0
Toilet Replacement	\$10,000	\$0	\$10,000	\$0	\$10,000
Integrated Facilities Projects					
Leisure Facilities	\$0	\$0	\$67,000,000	\$88,875,000	\$0
Kinetic Park Projects					
8' Arena Groomer	\$0	\$6,000	\$0	\$0	\$0
Heated Shop for City Equipment	\$0	\$0	\$540,000	\$0	\$0

Project Name	2024	2025	2026	2027	2028
Implements Building/Steamer Shed Lean to	\$0	\$40,000	\$0	\$0	\$0
Magnus Newland Rodeo Arena Upgrades	\$60,000	\$0	\$0	\$0	\$0
Move South Ticket Booth	\$0	\$0	\$0	\$0	\$10,000
Palliser Kitchen Upgrade/ Dishwasher	\$0	\$0	\$0	\$20,000	\$0
Parking Lot Extension	\$0	\$0	\$0	\$0	\$125,000
Remove Race Booth	\$0	\$0	\$0	\$0	\$60,000
Sprinkler System in Stockade & Palliser Buildi	\$0	\$0	\$144,900	\$0	\$0
Kinetic Park Capital Maintenance					
Capital Maintenance	\$21,500	\$18,500	\$7,500	\$19,000	\$7,500
Kinetic Park Capital Replacement					
Barn #2 Siding and Doors	\$0	\$40,000	\$0	\$0	\$0
Barn #6 Siding & Doors	\$20,000	\$50,000	\$0	\$0	\$0
Doc's Town Washroom Upgrades	\$15,000	\$0	\$0	\$0	\$0
Frontier Building/Saloon Improvements	\$50,000	\$0	\$0	\$0	\$0
Jerry Meyer's Rodeo Arena	\$0	\$0	\$0	\$0	\$50,000
New 2-Way Radios	\$3,200	\$0	\$0	\$0	\$0
New Aluminum Bleachers	\$70,000	\$0	\$0	\$320,000	\$0
Palliser Building Fire Alarm System	\$0	\$0	\$25,000	\$0	\$0
Palliser Exterior Siding	\$0	\$200,000	\$0	\$0	\$0
Sidewalk Replacement and Parking Lot Recap	\$30,000	\$50,000	\$25,000	\$0	\$0
South Campground Upgrade	\$0	\$0	\$65,000	\$0	\$0
Lt. Colonel Clifton Centre Capital Maintenance					
Capital Maintenance	\$48,500	\$45,500	\$20,000	\$23,000	\$14,000
Lt. Colonel Clifton Centre Capital Replacement					
Roof Repairs	\$0	\$200,000	\$0	\$0	\$0
Sidewalk Maintenance	\$0	\$0	\$0	\$15,000	\$0
Washroom Renovation	\$0	\$31,000	\$10,000	\$10,000	\$0
Outdoor Rec Facilities Projects					
Parking at Dog Park	\$0	\$25,000	\$0	\$0	\$0
Outdoor Rink/Park Public Washroom	\$0	\$50,000	\$110,000	\$0	\$0
Southside Basketball Court	\$0	\$40,000	\$0	\$0	\$0
Young Adult Outdoor Recreation Facility Expa	\$0	\$0	\$0	\$240,000	\$0
Outdoor Rec Facilities Capital Maintenance					
Capital Maintenance	\$10,000	\$15,000	\$20,000	\$25,000	\$25,000

Project Name	2024	2025	2026	2027	2028
Outdoor Rec Facilities Capital Replacement					
Mitchell Field Fence	\$25,000	\$0	\$0	\$0	\$0
Outdoor Facility Lighting	\$0	\$0	\$25,000	\$0	\$25,000
S3 Arenas Projects					
S3 Arenas Expansion	\$0	\$50,000	\$1,650,000	\$0	\$0
S3 East Dehumidifier	\$0	\$0	\$0	\$0	\$60,000
S3 Arenas Capital Maintenance					
Capital Maintenance	\$27,000	\$27,000	\$27,000	\$27,000	\$27,000
S3 Arenas Capital Replacement					
Paving	\$25,000	\$25,000	\$25,000	\$25,000	\$25,000
Roof Replacement	\$0	\$300,000	\$0	\$0	\$0
S3 Arenas Electrical Upgrades	\$10,000	\$10,000	\$10,000	\$10,000	\$10,000
Skate Matting Replacement	\$10,000	\$10,000	\$10,000	\$10,000	\$0
Total Community Services Facilities	\$795,700	\$2,284,000	\$71,100,400	\$90,138,500	\$1,303,000

PARKS

Parks Projects

Plewis Automotive Group Inclusive Park Playground Installation	\$90,000	\$0	\$0	\$250,000	\$0
Play Structure - South East	\$0	\$0	\$110,000	\$0	\$110,000
Rough/Green Space Enhancements	\$0	\$50,000	\$50,000	\$50,000	\$50,000
Windscape - Upgrades	\$0	\$0	\$0	\$160,000	\$0

Parks Capital Maintenance

Capital Maintenance	\$20,000	\$20,000	\$20,000	\$20,000	\$20,000
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Parks Capital Replacement

Play Equipment Resurfacing	\$0	\$0	\$0	\$150,000	\$0
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Total Parks	\$110,000	\$70,000	\$180,000	\$630,000	\$180,000
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CHINOOK PARKWAY

Chinook Parkway Projects

Parkway Development NE	\$160,000	\$0	\$0	\$0	\$0
Pedestrian Bridge	\$0	\$0	\$0	\$350,000	\$0

Chinook Parkway Capital Maintenance

Capital Maintenance	\$66,000	\$66,000	\$66,000	\$66,000	\$66,000
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Chinook Parkway Capital Replacement

Asphalt Overlays	\$30,000	\$30,000	\$30,000	\$30,000	\$30,000
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Project Name	2024	2025	2026	2027	2028
Building/Washroom Renovations	\$0	\$100,000	\$100,000	\$0	\$0
Irrigation Upgrades	\$60,000	\$80,000	\$45,000	\$45,000	\$45,000
Total Chinook Parkway	\$316,000	\$276,000	\$241,000	\$491,000	\$141,000

COMMUNITY SERVICES EQUIPMENT

Community Services Chargeable Equipment Replacement

Future Equipment Replace Chargeable	\$0	\$140,000	\$200,000	\$200,000	\$200,000
Replace P25 Utility Vehicle	\$20,000	\$0	\$0	\$0	\$0
Replace P26 Fairway Mower	\$90,000	\$0	\$0	\$0	\$0
Replace P50 Greens Mower	\$70,000	\$0	\$0	\$0	\$0
Replace P7 Utility Vehicle	\$0	\$20,000	\$0	\$0	\$0
Replace PT1 Trailer	\$15,000	\$0	\$0	\$0	\$0

Community Services Chargeable Equipment

Purchase Electric Zero Turn Riding Mower	\$0	\$40,000	\$0	\$0	\$0
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Community Services Non Chargeable Equipment Replacement

Future Equipment Replace Non-Chargeable	\$0	\$65,000	\$65,000	\$65,000	\$65,000
Replace T46 3/4 Ton Truck	\$90,000	\$0	\$0	\$0	\$0

Total Community Services Equipment	\$285,000	\$265,000	\$265,000	\$265,000	\$265,000
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CHINOOK GOLF COURSE

Golf Course Projects

#18 Fairway Extension	\$0	\$20,000	\$0	\$0	\$0
Bunker Sand Replacement	\$0	\$12,000	\$0	\$0	\$0
Construction of a Bent Grass Nursery	\$15,000	\$0	\$0	\$0	\$0
Creek Bank Stabilization #15	\$0	\$350,000	\$0	\$0	\$0
Paving Cart Paths	\$10,000	\$50,000	\$50,000	\$50,000	\$50,000
Range Irrigation Improvements	\$0	\$8,000	\$0	\$0	\$0
Rental Carts	\$10,000	\$0	\$0	\$0	\$0

Golf Course Capital Maintenance

Capital Maintenance	\$40,000	\$48,000	\$68,000	\$48,000	\$38,000
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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	\$85,000	\$504,000	\$128,000	\$108,000	\$98,000
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Project Name	2024	2025	2026	2027	2028
CULTURE					
Art Gallery Projects					
Permanent Collection	\$10,000	\$0	\$10,000	\$0	\$10,000
Art Gallery Capital Maintenance					
Capital Maintenance	\$29,000	\$29,000	\$29,000	\$29,000	\$29,000
Art Gallery Capital Replacement					
Collection Storage	\$0	\$0	\$100,000	\$0	\$0
Replace Art Gallery Flooring	\$30,000	\$0	\$0	\$0	\$0
Library Capital Maintenance					
Capital Maintenance	\$15,000	\$15,000	\$15,000	\$15,000	\$15,000
Museum Projects					
Biohazard Hood Range	\$0	\$0	\$45,000	\$0	\$0
Museum Redesign	\$0	\$0	\$0	\$3,600,000	\$0
Newspaper Digitization	\$7,000	\$0	\$0	\$0	\$0
Museum Capital Maintenance					
Capital Maintenance	\$20,000	\$18,000	\$25,000	\$5,000	\$21,000
Museum Capital Replacement					
Boiler Replacement	\$0	\$45,000	\$0	\$0	\$0
RC Dahl Capital Maintenance					
Capital Maintenance	\$14,500	\$32,000	\$36,500	\$12,000	\$16,500
RC Dahl Capital Replacement					
Accordion Divider Replacement	\$0	\$15,000	\$0	\$0	\$0
Electrical Upgrades	\$0	\$0	\$0	\$0	\$0
Lighting Replacement (Library)	\$0	\$0	\$45,000	\$0	\$0
Recap Parking Lot	\$0	\$0	\$0	\$0	\$40,000
Roof Replacement	\$500,000	\$0	\$0	\$0	\$0
Ted Knight Saskatchewan Hockey Hall of Fame Capital Maintenance					
Capital Maintenance	\$5,400	\$5,500	\$5,600	\$5,700	\$5,800
Total Culture	\$630,900	\$159,500	\$311,100	\$3,666,700	\$137,300

LIGHT & POWER UTILITY

Light & Power Projects

Alternate Energy Exploration	\$0	\$50,000	\$0	\$0	\$0
Downtown Pole Decorations	\$0	\$15,000	\$0	\$0	\$0

Project Name	2024	2025	2026	2027	2028
Light & Power Capital Maintenance					
Capital Maintenance	\$15,000	\$15,000	\$15,000	\$15,000	\$15,000
Light & Power Capital Replacement					
Pathway Lighting Renewal	\$25,000	\$25,500	\$26,010	\$26,530	\$27,061
Replace E6 Truck	\$85,000	\$0	\$0	\$0	\$0
Street Light LED Conversion	\$0	\$350,000	\$350,000	\$350,000	\$0
Streetlight Renewal	\$25,000	\$25,500	\$26,010	\$26,530	\$27,061
System Improvement	\$150,000	\$153,000	\$156,060	\$159,181	\$162,365
System Protection Enhancement	\$0	\$80,000	\$81,600	\$82,232	\$0
Underground Cable Replacement	\$65,000	\$66,300	\$67,626	\$68,979	\$70,358
Total Light & Power	\$365,000	\$780,300	\$722,306	\$728,452	\$301,845

WATER & SEWER UTILITY

Water Distribution Projects

11th Ave NE Golden Place Water Loop	\$0	\$15,000	\$500,000	\$0	\$0
7th Ave NE to 9th Ave NE Water Loop	\$0	\$0	\$0	\$400,000	\$0
City Wide Water Master Plan	\$0	\$0	\$0	\$0	\$100,000
North Pressure Zone South of HWY #1	\$0	\$45,000	\$0	\$500,000	\$0
Riverside Avenue and Crawford Loop	\$0	\$0	\$0	\$0	\$350,000

Water Distribution Capital Maintenance

Capital Maintenance	\$15,000	\$15,000	\$15,000	\$15,000	\$15,000
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Water Distribution Capital Replacement

6th Ave Booster Station Decommissioning	\$0	\$100,000	\$0	\$0	\$0
Hydrant Rehabilitation	\$60,000	\$80,000	\$80,000	\$80,000	\$80,000
Lead Water Service Replacement	\$50,000	\$150,000	\$150,000	\$150,000	\$150,000
Pressure Reducing Valve Replacement	\$0	\$100,000	\$100,000	\$100,000	\$100,000
Replace T7 Truck	\$0	\$0	\$60,000	\$0	\$0
Shoring Box	\$35,000	\$0	\$35,000	\$0	\$25,000
Water Valve Rehabilitation	\$60,000	\$80,000	\$80,000	\$80,000	\$80,000

Water Non Chargeable Equipment Replacement

Replace T2 Truck	\$120,000	\$0	\$0	\$0	\$0
Replace T8 Truck	\$0	\$85,000	\$0	\$0	\$0

Water Treatment Projects

Pre-Contact Basin	\$0	\$100,000	\$2,000,000	\$0	\$0
South Hill Stagnation Mitigation	\$0	\$425,000	\$0	\$0	\$0

Project Name	2024	2025	2026	2027	2028
Water Treatment Capital Maintenance					
Capital Maintenance	\$30,000	\$45,000	\$45,000	\$45,000	\$50,000
Water Treatment Capital Replacement					
Actuator Valve Replacement	\$25,000	\$30,000	\$30,000	\$35,000	\$35,000
Lab Equipment Replacement	\$5,000	\$0	\$10,000	\$0	\$10,000
PLC Replacement Program	\$140,000	\$150,000	\$0	\$0	\$0
UPS Batteries	\$0	\$0	\$30,000	\$0	\$0
WTP Filter Media Replacement	\$0	\$80,000	\$240,000	\$250,000	\$250,000
WTP Roof Rehabilitation	\$65,000	\$0	\$0	\$100,000	\$100,000
WTP Siding Rehabilitation	\$0	\$200,000	\$200,000	\$200,000	\$0
Wastewater Collection Projects					
City Wide Wastewater Master Plan	\$0	\$0	\$0	\$200,000	\$0
Wastewater Collection Capital Maintenance					
Capital Maintenance	\$50,000	\$50,000	\$50,000	\$50,000	\$50,000
Wastewater Collection Capital Replacement					
#8 Lift Station Upgrade	\$0	\$400,000	\$0	\$0	\$0
Lift Station Equipment Replacement	\$0	\$40,000	\$40,000	\$40,000	\$40,000
Main Lift Force Main	\$0	\$3,500,000	\$1,000,000	\$0	\$0
Sanitary Main Relining Program	\$170,000	\$260,000	\$260,000	\$260,000	\$260,000
Sanitary Manhole Rehabilitation	\$70,000	\$90,000	\$90,000	\$90,000	\$90,000
Sanitary Service Rehabilitation Program	\$40,000	\$50,000	\$50,000	\$50,000	\$50,000
Wastewater Treatment Projects					
Biosolids Management Program	\$0	\$300,000	\$0	\$100,000	\$0
Mixer/Pump Replacement Program	\$25,000	\$25,000	\$25,000	\$25,000	\$25,000
WWTP Lagoon Master Plan	\$0	\$50,000	\$0	\$0	\$0
Wastewater Treatment Capital Maintenance					
Capital Maintenance	\$25,000	\$45,000	\$45,000	\$45,000	\$45,000
Wastewater Treatment Capital Replacement					
Clarifier Collection Tubes	\$0	\$50,000	\$0	\$0	\$0
Lab Equipment Replacement	\$5,000	\$0	\$10,000	\$0	\$10,000
PLC Hardware Conversion	\$35,000	\$80,000	\$0	\$0	\$0
Total Water & Sewer Utility	\$1,025,000	\$6,640,000	\$5,145,000	\$2,815,000	\$1,915,000

Project Name	2024	2025	2026	2027	2028
RURAL WATER UTILITY					
Rural Water Projects					
Rural Water East Upgrades	\$0	\$125,000	\$0	\$0	\$0
Rural Water Pipeline Flush Points	\$30,000	\$30,000	\$30,000	\$30,000	\$30,000
Rural Water Pipeline West Upgrades	\$0	\$80,000	\$1,750,000	\$0	\$0
Rural Water Capital Maintenance					
Capital Maintenance	\$30,000	\$30,000	\$30,000	\$30,000	\$30,000
Total Rural Water Utility	\$60,000	\$265,000	\$1,810,000	\$60,000	\$60,000
SOLID WASTE UTILITY					
Solid Waste Projects					
East Landfill Debris Control	\$0	\$0	\$40,000	\$0	\$40,000
East Landfill Master Plan	\$20,000	\$0	\$0	\$0	\$0
East Landfill Slope Grading	\$0	\$0	\$135,000	\$135,000	\$135,000
Industrial Cell Closure	\$0	\$0	\$150,000	\$1,100,000	\$0
Industrial Cell Expansion	\$165,000	\$1,100,000	\$0	\$0	\$0
Landfill Operation Plan	\$0	\$0	\$50,000	\$0	\$0
West Landfill Master Plan	\$20,000	\$0	\$0	\$0	\$0
Solid Waste Capital Maintenance					
Capital Maintenance	\$25,000	\$25,000	\$25,000	\$25,000	\$25,000
Solid Waste Capital Replacement					
Collection Cart Replacement	\$55,000	\$55,000	\$30,000	\$55,000	\$30,000
Landfill Compactor Replacement	\$0	\$0	\$0	\$1,100,000	\$0
West MSW Cell Rehabilitation	\$0	\$0	\$0	\$75,000	\$0
Total Solid Waste	\$285,000	\$1,180,000	\$430,000	\$2,490,000	\$230,000
GRAND TOTAL	\$11,710,250	\$29,563,000	\$107,557,356	\$136,516,152	\$104,042,095



2024 Summarized Operating

By Department

2024 Summarized Operating By Department

	Department	2023 Forecast	2024 Budget
REVENUE	Tax Levy & Grants	(\$25,394,219)	(\$26,451,787)
	Administration	(\$47,549)	(\$113,500)
	Corporate Services	(\$28,106)	(\$26,125)
	Fiscal Services	(\$1,149,481)	(\$1,155,400)
	Police Protection	(\$102,125)	(\$113,000)
	Emergency Services	(\$115,886)	(\$85,100)
	Planning & Growth Development	(\$375,938)	(\$404,625)
	Infrastructure & Operations	(\$209,651)	(\$283,725)
	Community Services	(\$3,804,869)	(\$3,700,014)
	Light & Power Utility	(\$26,170,686)	(\$26,662,963)
	Rural Water Pipeline Utility	(\$210,765)	(\$257,550)
	Water & Sewer Utility	(\$9,376,807)	(\$9,607,197)
	Solid Waste Utility	(\$4,566,073)	(\$4,212,200)
Total Revenue		(\$71,552,155)	(\$73,073,186)
EXPENSE	Tax Levy & Grants	\$29,941	\$26,000
	Legislative - Mayor & Council	\$389,157	\$416,463
	Administration	\$810,095	\$1,014,944
	Corporate Services	\$2,332,636	\$2,650,706
	Planning & Growth Development	\$1,222,064	\$1,084,937
	Fiscal Services	\$5,808,353	\$5,636,102
	Police Protection	\$4,476,462	\$4,696,825
	Emergency Services	\$2,892,204	\$3,128,622
	Infrastructure & Operations	\$3,899,894	\$3,900,350
	Community Services	\$9,872,112	\$10,718,704
	Light & Power Utility	\$25,665,591	\$25,722,586
	Rural Water Pipeline Utility	\$210,765	\$257,550
	Water & Sewer Utility	\$9,376,807	\$9,607,197
Solid Waste Utility	\$4,566,074	\$4,212,200	
Total Expense		\$71,552,155	\$73,073,186
GRAND TOTAL		\$0	\$0



2024 Summarized Operating

By Business Unit

2024 Summarized Operating by Business Unit

	Business Unit	2023 Forecast	2024 Budget
REVENUE	Tax Levy & Grants	(\$25,394,219)	(\$26,451,787)
	Market Square	(\$27,549)	(\$27,300)
	City Clerk	\$0	(\$69,200)
	Events	(\$20,000)	(\$17,000)
	Safe Places	(\$10,706)	(\$19,500)
	Financial Services	(\$28,356)	(\$25,500)
	Assessment & Taxation	\$250	(\$625)
	Fiscal Services	(\$1,149,481)	(\$1,155,400)
	Police Protection	(\$102,125)	(\$113,000)
	Fire Protection	(\$115,886)	(\$85,100)
	Building Services	(\$85,153)	(\$67,350)
	Public Works	(\$1,731)	\$0
	Transportation Operations	\$38,640	(\$42,000)
	Public Transit	(\$141,115)	(\$122,000)
	Airport	(\$105,445)	(\$119,725)
	Planning & Growth Development	(\$290,785)	(\$337,275)
	Cemetery	(\$124,167)	(\$131,100)
	Community Services Administration	(\$13,813)	(\$14,350)
	Fairview Pool	(\$98,625)	(\$90,507)
	Aquatic Centre	(\$270,746)	(\$339,564)
	InnovationPlex	(\$461,406)	(\$446,081)
	S3 Arenas	(\$648,151)	(\$684,260)
	Lt. Colonel Clifton Centre	(\$68,147)	(\$55,946)
	Kinetic Park	(\$371,625)	(\$403,270)
	Dickson Community Centre	(\$95,457)	(\$75,884)
	Parks	(\$97,823)	(\$144,100)
	Community Programs	(\$155,556)	(\$155,541)
	Chinook Golf Course	(\$1,055,525)	(\$892,666)
	Museum	(\$112,374)	(\$61,850)
	Art Gallery	(\$174,918)	(\$139,745)
	Library	(\$4,064)	(\$3,600)
	Ted Knight Saskatchewan Hockey Hall of Fame	(\$41,766)	(\$42,050)
	Light & Power Utility	(\$26,170,686)	(\$26,662,963)
	Rural Water Pipeline Utility	(\$210,765)	(\$257,550)

Business Unit	2023 Forecast	2024 Budget
Water & Sewer Utility	(\$9,376,807)	(\$9,607,197)
Solid Waste Utility	(\$4,566,073)	(\$4,212,200)
Total Revenue	(\$71,552,155)	(\$73,073,186)

EXPENSE		
Tax Levy & Grants	\$29,941	\$26,000
Legislative - Mayor & Council	\$389,157	\$416,463
Chief Administrative Officer & Common Services	\$369,037	\$461,781
Market Square	\$33,113	\$53,000
City Clerk	\$218,884	\$328,491
Events	\$189,061	\$171,672
Communications & Stakeholder Relations	\$134,669	\$202,686
Human Resource Management	\$498,468	\$491,840
Safe Places	\$78,125	\$63,700
Business Development & Tourism	\$264,036	\$285,741
Financial Services	\$583,648	\$677,334
Assessment & Taxation	\$350,446	\$220,628
Purchasing	\$147,113	\$172,110
Fiscal Services	\$5,808,353	\$5,636,102
Information Technology	\$546,860	\$589,753
Police Protection	\$4,476,462	\$4,696,825
Fire Protection	\$2,856,022	\$3,067,749
Emergency Preparedness	\$36,182	\$60,873
Building Services	\$244,681	\$273,221
Asset Management	\$71,432	\$296,355
Engineering Services	\$495,702	\$452,936
Public Works	(\$274,671)	(\$152,361)
Transportation Operations	\$2,809,108	\$2,680,489
Public Transit	\$551,856	\$552,484
Airport	\$317,899	\$366,802
Planning & Growth Development	\$713,347	\$525,975
Cemetery	\$180,023	\$237,287
Community Services Administration	\$738,485	\$870,761
Facilities Administration	\$174,968	\$225,822
Fairview Pool	\$195,336	\$222,310

Business Unit	2023 Forecast	2024 Budget
Aquatic Centre	\$1,029,417	\$1,063,184
InnovationPlex	\$1,028,689	\$1,213,392
S3 Arenas	\$822,019	\$965,016
Lt. Colonel Clifton Centre	\$255,184	\$190,168
Kinetic Park	\$738,484	\$785,738
Dickson Community Centre	\$124,351	\$155,506
Parks	\$1,747,861	\$1,905,979
Community Services Equipment	\$81,790	(\$41,550)
Community Programs	\$303,778	\$333,151
Chinook Golf Course	\$914,264	\$979,147
Museum	\$372,499	\$405,656
RC Dahl Centre	\$99,688	\$101,689
Art Gallery	\$483,049	\$535,715
Library	\$462,336	\$463,983
Ted Knight Saskatchewan Hockey Hall of Fame	\$41,766	\$42,050
Light & Power Utility	\$25,665,591	\$25,722,586
Rural Water Pipeline Utility	\$210,765	\$257,550
Water & Sewer Utility	\$9,376,807	\$9,607,197
Solid Waste Utility	\$4,566,074	\$4,212,200
Total Expense	\$71,552,155	\$73,073,186
GRAND TOTAL	\$0	\$0



2024 Detailed Operating

By Business Unit

2024 Detailed Operating by Business Unit

Description	2023 Forecast	2023 Budget	2024 Budget	Variance 2024 Bud to 2023 Bud
TAX LEVY & GRANTS				
Purpose:	<i>To provide for tax levy revenue, revenue sharing, grants-in-lieu, penalties, discounts and write offs.</i>			
Taxation	(\$20,663,930)	(\$20,659,456)	(\$21,328,822)	(\$669,366)
Penalties	(\$149,478)	(\$120,000)	(\$120,000)	\$0
Transfers	(\$4,580,811)	(\$4,253,155)	(\$5,002,965)	(\$749,810)
Other Trans. & Write-offs	\$29,941	\$18,000	\$26,000	\$8,000
Total Tax Levy & Grants	(\$25,364,278)	(\$25,014,611)	(\$26,425,787)	(\$1,411,176)

LEGISLATIVE - MAYOR & COUNCIL

Purpose:	<i>To provide for the costs associated with the Mayor and Council such as salaries, meeting fees and per diems.</i>			
Payroll Costs	\$330,897	\$337,721	\$347,663	\$9,942
Allowances/Other Benefits	\$6,760	\$5,500	\$7,000	\$1,500
Travel and Subsistence	\$26,120	\$26,500	\$27,700	\$1,200
Fees and Services	\$20,695	\$29,400	\$31,400	\$2,000
Operations Expenses	\$4,685	\$2,700	\$2,700	\$0
Total Legislative - Mayor & Council	\$389,157	\$401,821	\$416,463	\$14,642

CHIEF ADMINISTRATIVE OFFICER & COMMON SERVICES

Purpose:	<i>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.</i>			
Payroll Costs	\$271,929	\$341,632	\$385,531	\$43,899
Allowances/Other Benefits	\$11,603	\$2,475	\$1,500	(\$975)
Travel and Subsistence	\$4,492	\$8,250	\$13,250	\$5,000
Fees and Services	\$52,012	\$28,000	\$39,500	\$11,500
Operations Expenses	\$29,001	\$21,300	\$22,000	\$700
Total CAO & Common Services	\$369,037	\$401,657	\$461,781	\$60,124

MARKET SQUARE

Purpose:	<i>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.</i>			
Transfers	\$0	(\$3,000)	\$0	\$3,000
Facility Revenues	(\$27,549)	(\$28,000)	(\$27,300)	\$700
Payroll Costs	\$0	\$3,000	\$3,000	\$0

Description	2023 Forecast	2023 Budget	2024 Budget	Variance 2024 Bud to 2023 Bud
Fees and Services	\$21,803	\$34,000	\$34,000	\$0
Operations Expenses	\$11,310	\$16,000	\$16,000	\$0
Total Market Square	\$5,564	\$22,000	\$25,700	\$3,700

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	\$0	\$0	(\$69,200)	(\$69,200)
Payroll Costs	\$208,834	\$206,007	\$210,891	\$4,884
Allowances/Other Benefits	\$760	\$570	\$1,500	\$930
Travel and Subsistence	\$1,698	\$1,750	\$7,500	\$5,750
Fees and Services	\$6,287	\$12,950	\$99,700	\$86,750
Operations Expenses	\$1,305	\$1,500	\$8,900	\$7,400
Total City Clerk	\$218,884	\$222,777	\$259,291	\$36,514

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.*

Facility Revenues	(\$20,000)	\$0	(\$17,000)	(\$17,000)
Payroll Costs	\$94,384	\$91,151	\$95,242	\$4,091
Allowances/Other Benefits	\$1,291	\$870	\$420	(\$450)
Travel and Subsistence	\$0	\$0	\$790	\$790
Fees and Services	\$6,784	\$6,500	\$4,300	(\$2,200)
Operations Expenses	\$86,259	\$97,920	\$70,920	(\$27,000)
Internal Costs	\$343	\$0	\$0	\$0
Total Events	\$169,061	\$196,441	\$154,672	(\$41,769)

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	\$163,021	\$215,812	\$230,752	\$14,940
Allowances/Other Benefits	\$300	\$480	\$500	\$20
Travel and Subsistence	\$0	\$1,500	\$1,500	\$0
Fees and Services	\$87,789	\$113,300	\$94,995	(\$18,305)

Description	2023 Forecast	2023 Budget	2024 Budget	Variance 2024 Bud to 2023 Bud
Operations Expenses	\$2,450	\$2,420	\$2,060	(\$360)
Internal Costs	(\$118,891)	(\$118,891)	(\$127,121)	(\$8,230)
Total Communications & Stakeholder Relatio	\$134,669	\$214,621	\$202,686	(\$11,935)

HUMAN RESOURCE MANAGEMENT

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

Payroll Costs	\$369,229	\$295,629	\$388,557	\$92,928
Allowances/Other Benefits	\$157,166	\$164,325	\$163,500	(\$825)
Travel and Subsistence	\$4,333	\$4,350	\$4,000	(\$350)
Fees and Services	\$60,725	\$43,500	\$46,750	\$3,250
Operations Expenses	\$4,861	\$7,150	\$5,600	(\$1,550)
Internal Costs	(\$97,846)	(\$97,846)	(\$116,567)	(\$18,721)
Total Human Resource Management	\$498,468	\$417,108	\$491,840	\$74,732

SAFE PLACES

Purpose: *To administer the Safe Places program, including management of the Safe Place Portal, certification processes, affiliations and the Bridge Youth online education program.*

Facility Revenues	(\$10,706)	(\$19,500)	(\$19,500)	\$0
Payroll Costs	\$48,980	\$43,130	\$45,000	\$1,870
Allowances/Other Benefits	\$4,993	\$4,775	\$3,200	(\$1,575)
Travel and Subsistence	\$0	\$350	\$700	\$350
Fees and Services	\$22,636	\$12,900	\$13,750	\$850
Operations Expenses	\$1,516	\$2,220	\$1,050	(\$1,170)
Total Human Resource Management	\$67,419	\$43,875	\$44,200	\$325

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.*

Payroll Costs	\$56,634	\$100,352	\$105,144	\$4,792
Allowances/Other Benefits	\$34	\$0	\$1,200	\$1,200
Travel and Subsistence	\$1,451	\$1,000	\$3,700	\$2,700
Fees and Services	\$14,715	\$27,600	\$29,177	\$1,577
Operations Expenses	\$191,202	\$186,100	\$146,520	(\$39,580)
Total Business Development & Tourism	\$264,036	\$315,052	\$285,741	(\$29,311)

Description	2023 Forecast	2023 Budget	2024 Budget	Variance 2024 Bud to 2023 Bud
FINANCIAL SERVICES				
Purpose:	<i>To provide for the costs associated with cash collections, customer service, accounting, budgeting, and financial reporting functions of the City of Swift Current.</i>			
Fees	(\$24,415)	(\$25,000)	(\$24,000)	\$1,000
Recovery of Costs	(\$3,941)	(\$1,500)	(\$1,500)	\$0
Payroll Costs	\$1,192,442	\$1,218,574	\$1,288,796	\$70,222
Allowances/Other Benefits	\$4,292	\$2,325	\$2,345	\$20
Travel and Subsistence	\$1,884	\$3,900	\$2,500	(\$1,400)
Fees and Services	\$73,123	\$70,658	\$78,149	\$7,491
Operations Expenses	\$139,931	\$147,894	\$148,874	\$980
Internal Costs	(\$827,800)	(\$827,800)	(\$843,330)	(\$15,530)
Other Trans. & Write-offs	(\$224)	\$0	\$0	\$0
Total Financial Services	\$555,292	\$589,051	\$651,834	\$62,783

ASSESSMENT & TAXATION

Purpose:	<i>To administer and direct the assessment, tax levying, collections and related reporting functions for the City of Swift Current.</i>			
Fees	\$250	(\$625)	(\$625)	\$0
Payroll Costs	\$338,647	\$253,751	\$203,093	(\$50,658)
Allowances/Other Benefits	\$2,050	\$2,150	\$2,030	(\$120)
Travel and Subsistence	\$2,014	\$6,225	\$3,815	(\$2,410)
Fees and Services	\$4,261	\$7,630	\$7,710	\$80
Operations Expenses	\$3,474	\$3,900	\$3,980	\$80
Total Assessment & Taxation	\$350,696	\$273,031	\$220,003	(\$53,028)

PURCHASING

Purpose:	<i>To administer and direct the procurement and materials management functions for the City of Swift Current.</i>			
Payroll Costs	\$288,789	\$331,901	\$324,988	(\$6,913)
Allowances/Other Benefits	\$344	\$610	\$500	(\$110)
Travel and Subsistence	\$0	\$750	\$750	\$0
Fees and Services	\$615	\$1,295	\$1,445	\$150
Operations Expenses	\$23,358	\$6,770	\$6,920	\$150
Internal Costs	(\$165,993)	(\$165,950)	(\$162,493)	\$3,457
Total Purchasing	\$147,113	\$175,376	\$172,110	(\$3,266)

Description	2023 Forecast	2023 Budget	2024 Budget	Variance 2024 Bud to 2023 Bud
FISCAL SERVICES				
Purpose:	<i>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.</i>			
Fees	(\$531,129)	(\$515,000)	(\$540,000)	(\$25,000)
Return on Investments	(\$599,521)	(\$575,000)	(\$590,000)	(\$15,000)
Recovery of Costs	(\$9,015)	(\$20,000)	(\$20,000)	\$0
Miscellaneous	(\$9,816)	(\$5,500)	(\$5,400)	\$100
Operations Expenses	\$504,035	\$507,591	\$521,143	\$13,552
Internal Costs	\$131,899	\$129,424	\$542,032	\$412,608
Other Income/Expense	\$4,580,466	\$4,792,803	\$4,282,454	(\$510,349)
Other Trans. & Write-offs	\$2,232	\$2,235	\$207,403	\$205,168
Reserves	\$589,721	\$219,050	\$83,070	(\$135,980)
Total Fiscal Services	\$4,658,872	\$4,535,603	\$4,480,702	(\$54,901)

INFORMATION TECHNOLOGY

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

Payroll Costs	\$608,215	\$612,791	\$526,947	(\$85,844)
Allowances/Other Benefits	\$7,341	\$4,470	\$3,000	(\$1,470)
Travel and Subsistence	\$0	\$4,000	\$2,500	(\$1,500)
Fees and Services	\$839,661	\$830,720	\$995,109	\$164,389
Operations Expenses	\$54,061	\$50,080	\$51,300	\$1,220
Equip. & Software Purchases	\$45,884	\$42,850	\$40,000	(\$2,850)
Internal Costs	(\$1,008,302)	(\$1,008,395)	(\$1,029,103)	(\$20,708)
Total Information Technology	\$546,860	\$536,516	\$589,753	\$53,237

POLICE PROTECTION

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

Miscellaneous	(\$102,125)	(\$112,000)	(\$113,000)	(\$1,000)
Payroll Costs	\$585,115	\$594,907	\$570,908	(\$23,999)
Allowances/Other Benefits	\$560	\$420	\$0	(\$420)
Travel and Subsistence	\$200	\$500	\$500	\$0

Description	2023 Forecast	2023 Budget	2024 Budget	Variance 2024 Bud to 2023 Bud
Fees and Services	\$3,849,385	\$3,900,161	\$4,078,017	\$177,856
Operations Expenses	\$41,202	\$42,650	\$47,400	\$4,750
Total Police Protection	\$4,374,337	\$4,426,638	\$4,583,825	\$157,187

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	\$0	(\$600)	(\$600)	\$0
Fees	(\$975)	(\$600)	(\$600)	\$0
Emergency Services	(\$85,375)	(\$66,600)	(\$69,400)	(\$2,800)
Recovery of Costs	(\$28,154)	(\$1,900)	(\$13,000)	(\$11,100)
Miscellaneous	(\$1,382)	(\$3,000)	(\$1,500)	\$1,500
Payroll Costs	\$2,477,923	\$2,539,869	\$2,629,199	\$89,330
Allowances/Other Benefits	\$79,368	\$57,800	\$82,100	\$24,300
Travel and Subsistence	\$12,329	\$8,950	\$13,500	\$4,550
Fees and Services	\$103,278	\$92,200	\$97,000	\$4,800
Operations Expenses	\$173,614	\$185,350	\$238,950	\$53,600
Internal Costs	\$9,510	\$4,000	\$7,000	\$3,000
Total Fire Protection	\$2,740,136	\$2,815,469	\$2,982,649	\$167,180

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	\$20,872	\$30,523	\$30,523	\$0
Allowances/Other Benefits	\$4,443	\$4,750	\$4,750	\$0
Travel and Subsistence	\$700	\$1,000	\$2,300	\$1,300
Fees and Services	\$10,167	\$21,800	\$22,300	\$500
Operations Expenses	\$0	\$1,000	\$1,000	\$0
Total Emergency Preparedness	\$36,182	\$59,073	\$60,873	\$1,800

Description	2023 Forecast	2023 Budget	2024 Budget	Variance 2024 Bud to 2023 Bud
BUILDING SERVICES				
Purpose: <i>To address all Building Permit Applications (plan reviews and inspections) for the City.</i>				
Revenue From Own Sources	(\$68,968)	(\$60,050)	(\$50,050)	\$10,000
Rental and Lease Revenues	(\$16,185)	(\$17,300)	(\$17,300)	\$0
Payroll Costs	\$103,097	\$121,288	\$95,071	(\$26,217)
Allowances/Other Benefits	\$1,718	\$300	\$300	\$0
Travel and Subsistence	\$807	\$1,000	\$1,000	\$0
Fees and Services	\$82,559	\$77,350	\$121,150	\$43,800
Operations Expenses	\$56,500	\$54,700	\$55,200	\$500
Internal Costs	\$0	\$500	\$500	\$0
Total Building Services	\$159,528	\$177,788	\$205,871	\$28,083

ASSET MANAGEMENT

Purpose: *To administer and direct asset replacements for the City.*

Payroll Costs	\$143,206	\$296,760	\$278,775	(\$17,985)
Allowances/Other Benefits	(\$70)	\$500	\$1,050	\$550
Travel and Subsistence	\$0	\$2,000	\$1,500	(\$500)
Fees and Services	\$2,365	\$3,300	\$6,000	\$2,700
Operations Expenses	\$20,098	\$6,900	\$9,030	\$2,130
Internal Costs	(\$94,167)	(\$113,118)	\$0	\$113,118
Total Asset Management	\$71,432	\$196,342	\$296,355	\$100,013

ENGINEERING SERVICES

Purpose: *To provide for engineering and technical services for the City of Swift Current.*

Payroll Costs	\$472,953	\$487,702	\$429,201	(\$58,501)
Allowances/Other Benefits	\$1,092	\$1,150	\$1,150	\$0
Travel and Subsistence	\$0	\$3,000	\$3,000	\$0
Fees and Services	\$5,749	\$11,500	\$14,000	\$2,500
Operations Expenses	\$17,494	\$18,600	\$18,600	\$0
Internal Costs	(\$1,586)	(\$14,942)	(\$13,015)	\$1,927
Total Engineering Services	\$495,702	\$507,010	\$452,936	(\$54,074)

Description	2023 Forecast	2023 Budget	2024 Budget	Variance 2024 Bud to 2023 Bud
PUBLIC WORKS				
Purpose:	<i>Administration costs related to Public Works including operation of the Service Garage.</i>			
Miscellaneous	(\$1,731)	\$0	\$0	\$0
Payroll Costs	\$294,454	\$301,451	\$523,271	\$221,820
Allowances/Other Benefits	\$400	\$1,800	\$1,800	\$0
Travel and Subsistence	\$5,319	\$2,375	\$2,375	\$0
Fees and Services	\$89,136	\$94,525	\$94,450	(\$75)
Operations Expenses	\$809,266	\$628,850	\$842,000	\$213,150
Internal Costs	(\$1,473,761)	(\$1,244,883)	(\$1,616,257)	(\$371,374)
Other Trans. & Write-offs	\$515	\$0	\$0	\$0
Total Public Works	(\$276,402)	(\$215,882)	(\$152,361)	\$63,521

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	\$38,640	(\$41,741)	(\$42,000)	(\$259)
Payroll Costs	\$934,708	\$1,059,683	\$1,106,339	\$46,656
Allowances/Other Benefits	\$1,566	\$2,500	\$2,500	\$0
Travel and Subsistence	\$1,492	\$1,750	\$1,750	\$0
Fees and Services	\$730,218	\$535,700	\$541,400	\$5,700
Operations Expenses	\$273,660	\$276,650	\$279,500	\$2,850
Internal Costs	\$867,464	\$749,000	\$749,000	\$0
Total Transportation Operations	\$2,847,748	\$2,583,542	\$2,638,489	\$54,947

PUBLIC TRANSIT

Purpose:	<i>To provide Public Transit Services including the Route, the Shuttle and Access bus.</i>			
Facility Revenues	(\$141,115)	(\$122,000)	(\$122,000)	\$0
Payroll Costs	\$1,384	\$0	\$0	\$0
Fees and Services	\$432,057	\$433,057	\$436,634	\$3,577
Operations Expenses	\$118,415	\$117,550	\$115,850	(\$1,700)
Total Public Transit	\$410,741	\$428,607	\$430,484	\$1,877

Description	2023 Forecast	2023 Budget	2024 Budget	Variance 2024 Bud to 2023 Bud
AIRPORT				
Purpose:	<i>A Certified Airport qualified to offer scheduled air service. A critical transportation link.</i>			
Airport Revenue	(\$104,828)	(\$116,500)	(\$119,725)	(\$3,225)
Miscellaneous	(\$617)	\$0	\$0	\$0
Payroll Costs	\$225,965	\$235,199	\$241,190	\$5,991
Allowances/Other Benefits	\$1,861	\$800	\$1,300	\$500
Travel and Subsistence	\$688	\$775	\$775	\$0
Fees and Services	\$11,499	\$29,030	\$28,880	(\$150)
Operations Expenses	\$71,546	\$89,937	\$93,157	\$3,220
Internal Costs	\$6,340	\$1,500	\$1,500	\$0
Total Airport	\$212,454	\$240,741	\$247,077	\$6,336

PLANNING & GROWTH DEVELOPMENT

Purpose: *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.*

Revenue From Own Sources	(\$163,693)	(\$159,675)	(\$159,675)	\$0
Levied Fines	(\$124,222)	(\$176,100)	(\$176,000)	\$100
Fees	(\$2,870)	(\$1,200)	(\$1,200)	\$0
Miscellaneous	\$0	(\$400)	(\$400)	\$0
Payroll Costs	\$577,375	\$377,645	\$395,825	\$18,180
Allowances/Other Benefits	\$30,303	\$920	\$2,000	\$1,080
Travel and Subsistence	\$345	\$1,000	\$1,150	\$150
Fees and Services	\$23,519	\$29,000	\$37,500	\$8,500
Operations Expenses	\$81,805	\$88,111	\$89,500	\$1,389
Total Planning & Growth Development	\$422,562	\$159,301	\$188,700	\$29,399

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	(\$124,167)	(\$207,000)	(\$131,100)	\$75,900
Miscellaneous	\$0	\$0	\$0	\$0
Payroll Costs	\$130,831	\$163,570	\$173,662	\$10,092
Allowances/Other Benefits	\$0	\$0	\$800	\$800
Travel and Subsistence	\$359	\$100	\$100	\$0

Description	2023 Forecast	2023 Budget	2024 Budget	Variance 2024 Bud to 2023 Bud
Fees and Services	\$1,317	\$5,000	\$6,500	\$1,500
Operations Expenses	\$13,913	\$18,450	\$18,810	\$360
Internal Costs	\$33,603	\$37,415	\$37,415	\$0
Total Cemetery	\$55,856	\$17,535	\$106,187	\$88,652

COMMUNITY SERVICES ADMINISTRATION

Purpose: *To provide for the administration of the Community Services Division, as well as Safe Places.*

Transfers	(\$8,698)	(\$10,350)	(\$10,350)	\$0
Recovery of Costs	(\$5,115)	(\$3,000)	(\$4,000)	(\$1,000)
Payroll Costs	\$604,427	\$584,185	\$718,438	\$134,253
Allowances/Other Benefits	\$7,261	\$5,325	\$6,900	\$1,575
Travel and Subsistence	\$1,836	\$3,960	\$5,457	\$1,497
Fees and Services	\$39,587	\$35,640	\$40,640	\$5,000
Operations Expenses	\$7,421	\$7,110	\$9,864	\$2,754
Internal Costs	\$57,192	\$63,800	\$69,469	\$5,669
Other Income/Expense	\$20,761	\$20,000	\$19,993	(\$7)
Total Community Services Administration	\$724,672	\$706,670	\$856,411	\$149,741

FACILITIES ADMINISTRATION

Purpose: *To provide for the Facilities Manager which oversees the day-to-day operation of InnovationPlex, S3 Arenas, Lt. Colonel Clifton Centre, RC Dahl Centre and Dickson Community Centre.*

Payroll Costs	\$166,054	\$239,960	\$239,900	(\$60)
Allowances/Other Benefits	\$2,817	\$1,700	\$4,100	\$2,400
Travel and Subsistence	\$0	\$2,250	\$2,250	\$0
Fees and Services	\$50	\$825	\$650	(\$175)
Operations Expenses	\$6,047	\$6,100	\$6,922	\$822
Internal Costs	\$0	(\$27,147)	(\$28,000)	(\$853)
Total Facilities Administration	\$174,968	\$223,688	\$225,822	\$2,134

FAIRVIEW POOL

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

Facility Revenues	(\$91,667)	(\$83,425)	(\$85,419)	(\$1,994)
Recovery of Costs	(\$6,958)	(\$4,969)	(\$5,088)	(\$119)
Payroll Costs	\$140,067	\$136,274	\$139,999	\$3,725

Description	2023 Forecast	2023 Budget	2024 Budget	Variance 2024 Bud to 2023 Bud
Allowances/Other Benefits	\$0	\$50	\$50	\$0
Fees and Services	\$4,658	\$7,376	\$14,106	\$6,730
Operations Expenses	\$46,790	\$70,851	\$62,662	(\$8,189)
Internal Costs	\$3,821	\$4,943	\$4,943	\$0
Other Income/Expense	\$0	\$550	\$550	\$0
Total Fairview Pool	\$96,711	\$131,650	\$131,803	\$153

AQUATIC CENTRE

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

Facility Revenues	(\$266,662)	(\$319,422)	(\$331,787)	(\$12,365)
Recovery of Costs	(\$4,084)	(\$8,098)	(\$7,777)	\$321
Payroll Costs	\$681,371	\$667,057	\$687,250	\$20,193
Allowances/Other Benefits	\$2,665	\$2,075	\$3,100	\$1,025
Travel and Subsistence	\$1,948	\$1,440	\$3,000	\$1,560
Fees and Services	\$56,610	\$38,731	\$42,402	\$3,671
Operations Expenses	\$271,639	\$332,986	\$313,290	(\$19,696)
Internal Costs	\$12,764	\$11,942	\$11,942	\$0
Other Income/Expense	\$2,420	\$2,200	\$2,200	\$0
Total Aquatic Centre	\$758,671	\$728,911	\$723,620	(\$5,291)

INNOVATIONPLEX

Purpose: To provide for the operation and maintenance of the InnovationPlex. This facility also houses the curling rink and Saskatchewan Hockey Hall of Fame.

Facility Revenues	(\$458,738)	(\$452,481)	(\$443,581)	\$8,900
Miscellaneous	(\$2,668)	(\$2,500)	(\$2,500)	\$0
Payroll Costs	\$457,644	\$555,875	\$586,993	\$31,118
Allowances/Other Benefits	\$439	\$1,879	\$2,200	\$321
Travel and Subsistence	\$1,683	\$3,000	\$3,000	\$0
Fees and Services	\$86,580	\$90,500	\$100,700	\$10,200
Operations Expenses	\$449,739	\$452,250	\$478,705	\$26,455
Internal Costs	\$32,604	\$41,794	\$41,794	\$0
Total InnovationPlex	\$567,283	\$690,317	\$767,311	\$76,994

Description	2023 Forecast	2023 Budget	2024 Budget	Variance 2024 Bud to 2023 Bud
S3 ARENAS				
Purpose: <i>To provide for the operation and maintenance of S3 Arenas, including grounds and parking lot.</i>				
Facility Revenues	(\$645,705)	(\$605,906)	(\$682,760)	(\$76,854)
Miscellaneous	(\$2,446)	(\$1,500)	(\$1,500)	\$0
Payroll Costs	\$407,078	\$422,963	\$469,550	\$46,587
Allowances/Other Benefits	\$388	\$1,850	\$1,850	\$0
Travel and Subsistence	\$0	\$1,400	\$1,400	\$0
Fees and Services	\$75,650	\$97,785	\$104,385	\$6,600
Operations Expenses	\$304,857	\$321,550	\$350,800	\$29,250
Internal Costs	\$34,046	\$37,031	\$37,031	\$0
Total S3 Arenas	\$173,868	\$275,173	\$280,756	\$5,583

LT. COLONEL CLIFTON CENTRE

Purpose: *To provide for the operation and maintenance of Lt. Colonel Clifton Centre.*

Facility Revenues	(\$68,147)	(\$52,286)	(\$55,946)	(\$3,660)
Payroll Costs	\$131,200	\$115,704	\$118,597	\$2,893
Allowances/Other Benefits	\$200	\$281	\$500	\$219
Travel and Subsistence	\$0	\$550	\$350	(\$200)
Fees and Services	\$8,639	\$14,287	\$11,550	(\$2,737)
Operations Expenses	\$96,933	\$39,984	\$40,283	\$299
Internal Costs	\$18,212	\$18,888	\$18,888	\$0
Total Lt. Colonel Clifton Centre	\$187,037	\$137,408	\$134,222	(\$3,186)

KINETIC PARK

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

Facility Revenues	(\$277,424)	(\$280,100)	(\$290,775)	(\$10,675)
Recovery of Costs	(\$91,074)	(\$111,044)	(\$111,495)	(\$451)
Miscellaneous	(\$3,127)	(\$1,000)	(\$1,000)	\$0
Payroll Costs	\$539,292	\$525,459	\$548,138	\$22,679
Allowances/Other Benefits	\$6,388	\$4,400	\$6,400	\$2,000
Travel and Subsistence	\$2,444	\$2,400	\$2,400	\$0
Fees and Services	\$39,762	\$33,600	\$34,270	\$670
Operations Expenses	\$132,681	\$155,700	\$177,530	\$21,830

Description	2023 Forecast	2023 Budget	2024 Budget	Variance 2024 Bud to 2023 Bud
Internal Costs	\$17,917	\$15,000	\$17,000	\$2,000
Other Income/Expense	\$0	\$2,000	\$0	(\$2,000)
Total Kinetic Park	\$366,859	\$346,415	\$382,468	\$36,053

DICKSON COMMUNITY CENTRE

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

Facility Revenues	(\$95,457)	(\$68,673)	(\$75,884)	(\$7,211)
Payroll Costs	\$22,156	\$53,809	\$55,154	\$1,345
Fees and Services	\$13,519	\$15,410	\$15,410	\$0
Operations Expenses	\$53,759	\$68,750	\$69,250	\$500
Internal Costs	\$34,917	\$15,692	\$15,692	\$0
Total Dickson Community Centre	\$28,894	\$84,988	\$79,622	(\$5,366)

PARKS

Purpose: *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.*

Fees	(\$978)	(\$1,500)	(\$1,000)	\$500
Transfers	(\$3,640)	(\$6,000)	(\$6,000)	\$0
Rental and Lease Revenues	(\$17,014)	(\$18,000)	(\$18,000)	\$0
Facility Revenues	(\$42,654)	(\$67,000)	(\$70,000)	(\$3,000)
Recovery of Costs	(\$33,537)	(\$56,900)	(\$49,100)	\$7,800
Payroll Costs	\$1,279,248	\$1,320,649	\$1,345,078	\$24,429
Allowances/Other Benefits	\$6,777	\$2,063	\$7,100	\$5,037
Travel and Subsistence	\$1,561	\$2,950	\$1,700	(\$1,250)
Fees and Services	\$184,716	\$120,050	\$182,800	\$62,750
Operations Expenses	\$244,367	\$195,752	\$233,702	\$37,950
Internal Costs	\$31,192	\$143,099	\$135,599	(\$7,500)
Total Parks	\$1,650,038	\$1,635,163	\$1,761,879	\$126,716

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	\$1,651	\$650	\$850	\$200
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Description	2023 Forecast	2023 Budget	2024 Budget	Variance 2024 Bud to 2023 Bud
Operations Expenses	\$240,495	\$248,370	\$272,600	\$24,230
Internal Costs	(\$160,356)	(\$315,000)	(\$315,000)	\$0
Total Community Services Equipment	\$81,790	(\$65,980)	(\$41,550)	\$24,430

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	(\$7,280)	(\$7,500)	(\$7,280)	\$220
Facility Revenues	(\$148,276)	(\$164,154)	(\$148,261)	\$15,893
Payroll Costs	\$251,507	\$279,545	\$268,017	(\$11,528)
Allowances/Other Benefits	\$4,942	\$3,826	\$5,120	\$1,294
Travel and Subsistence	\$0	\$1,300	\$1,400	\$100
Fees and Services	\$10,993	\$16,783	\$16,534	(\$249)
Operations Expenses	\$36,336	\$41,550	\$42,080	\$530
Total Community Programs	\$148,222	\$171,350	\$177,610	\$6,260

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	(\$1,043,473)	(\$835,166)	(\$888,166)	(\$53,000)
Facility Revenues	(\$11,130)	(\$3,000)	(\$4,000)	(\$1,000)
Miscellaneous	(\$922)	(\$300)	(\$500)	(\$200)
Payroll Costs	\$453,462	\$445,500	\$470,500	\$25,000
Allowances/Other Benefits	\$405	\$1,500	\$1,800	\$300
Travel and Subsistence	\$2,975	\$3,600	\$3,600	\$0
Fees and Services	\$189,921	\$188,600	\$196,700	\$8,100
Operations Expenses	\$163,194	\$187,840	\$193,762	\$5,922
Internal Costs	\$91,533	\$95,785	\$98,785	\$3,000
Other Income/Expense	\$12,774	\$12,000	\$14,000	\$2,000
Total Chinook Golf Course	(\$141,261)	\$96,359	\$86,481	(\$9,878)

SWIFT CURRENT MUSEUM

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

Transfers	(\$82,199)	(\$79,340)	(\$37,700)	\$41,640
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Description	2023 Forecast	2023 Budget	2024 Budget	Variance 2024 Bud to 2023 Bud
Facility Revenues	(\$8,718)	(\$5,300)	(\$5,500)	(\$200)
Recovery of Costs	(\$21,457)	(\$19,790)	(\$18,650)	\$1,140
Payroll Costs	\$250,018	\$351,369	\$270,053	(\$81,316)
Allowances/Other Benefits	\$2,358	\$4,000	\$4,270	\$270
Travel and Subsistence	\$4,232	\$5,000	\$9,500	\$4,500
Fees and Services	\$65,215	\$64,261	\$70,328	\$6,067
Operations Expenses	\$50,111	\$49,288	\$50,940	\$1,652
Internal Costs	\$265	\$265	\$265	\$0
Other Income/Expense	\$300	\$300	\$300	\$0
Total Museum	\$260,125	\$370,053	\$343,806	(\$26,247)

RC DAHL CENTRE

Purpose: *To provide for the operation and maintenance costs for the RC Dahl Centre.*

Payroll Costs	\$4,682	\$0	\$0	\$0
Fees and Services	\$49,175	\$39,950	\$46,525	\$6,575
Operations Expenses	\$40,717	\$51,000	\$49,250	(\$1,750)
Internal Costs	\$5,114	\$5,914	\$5,914	\$0
Total RC Dahl Centre	\$99,688	\$96,864	\$101,689	\$4,825

ART GALLERY OF SWIFT CURRENT

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

Transfers	(\$115,065)	(\$65,000)	(\$75,000)	(\$10,000)
Facility Revenues	(\$45,706)	(\$43,000)	(\$47,820)	(\$4,820)
Recovery of Costs	(\$14,147)	(\$7,900)	(\$16,925)	(\$9,025)
Payroll Costs	\$324,813	\$358,583	\$370,370	\$11,787
Allowances/Other Benefits	\$4,528	\$1,575	\$2,100	\$525
Travel and Subsistence	\$2,870	\$3,300	\$2,800	(\$500)
Fees and Services	\$79,834	\$77,800	\$86,270	\$8,470
Operations Expenses	\$71,004	\$65,900	\$74,175	\$8,275
Total Art Gallery	\$308,131	\$391,258	\$395,970	\$4,712

Description	2023 Forecast	2023 Budget	2024 Budget	Variance 2024 Bud to 2023 Bud
LIBRARY				
Purpose:	<i>To provide library services to the City of Swift Current through an agreement with the Chinook Regional Library Board.</i>			
Recovery of Costs	(\$4,064)	(\$3,600)	(\$3,600)	\$0
Payroll Costs	\$3,800	\$5,550	\$5,550	\$0
Fees and Services	\$1,048	\$1,500	\$1,200	(\$300)
Operations Expenses	\$4,275	\$3,985	\$4,020	\$35
Levy Allowances	\$453,213	\$453,213	\$453,213	\$0
Total Library	\$458,272	\$460,648	\$460,383	(\$265)

TED KNIGHT SASKATCHEWAN HOCKEY HALL OF FAME

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

Transfers	(\$37,142)	(\$37,142)	(\$37,800)	(\$658)
Facility Revenues	(\$4,090)	(\$1,104)	(\$4,000)	(\$2,896)
Recovery of Costs	(\$534)	(\$250)	(\$250)	\$0
Payroll Costs	\$22,726	\$24,146	\$27,690	\$3,544
Allowances/Other Benefits	\$0	\$400	\$400	\$0
Fees and Services	\$5,523	\$5,900	\$5,750	(\$150)
Operations Expenses	\$13,517	\$8,050	\$8,210	\$160
Total Ted Knight Sask. Hockey Hall of Fame	\$0	\$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	(\$3,000)	(\$3,000)	(\$3,000)	\$0
Utility Revenue	(\$26,162,971)	(\$26,157,256)	(\$26,657,463)	(\$500,207)
Miscellaneous	(\$4,715)	(\$2,500)	(\$2,500)	\$0
Payroll Costs	\$1,803,503	\$1,872,821	\$1,746,533	(\$126,288)
Allowances/Other Benefits	\$79,437	\$17,920	\$17,000	(\$920)
Travel and Subsistence	\$15,989	\$3,000	\$3,000	\$0
Fees and Services	\$132,810	\$95,200	\$95,200	\$0
Operations Expenses	\$15,255,774	\$15,603,293	\$15,903,344	\$300,051
Internal Costs	\$1,447,277	\$1,376,614	\$1,466,939	\$90,325
Levy Allowances	\$29,313	\$20,000	\$27,000	\$7,000

Description	2023 Forecast	2023 Budget	2024 Budget	Variance 2024 Bud to 2023 Bud
Other Income/Expense	\$1,031,512	\$1,029,895	\$1,027,970	(\$1,925)
Other Trans. & Write-offs	\$14,388	\$15,750	\$15,750	\$0
Reserves	\$5,855,588	\$4,920,846	\$5,419,850	\$499,004
Total Light & Power Utility	(\$505,095)	(\$1,207,417)	(\$940,377)	\$267,040

RURAL WATER UTILITY

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

Utility Revenue	(\$210,765)	(\$250,000)	(\$257,550)	(\$7,550)
Payroll Costs	\$90,873	\$90,000	\$90,000	\$0
Fees and Services	\$13,628	\$25,000	\$25,000	\$0
Operations Expenses	\$34,456	\$51,100	\$47,900	(\$3,200)
Internal Costs	\$22,584	\$33,191	\$42,872	\$9,681
Other Income/Expense	\$82,996	\$81,127	\$80,404	(\$723)
Reserves	(\$33,772)	(\$30,418)	(\$28,626)	\$1,792
Total Rural Water Pipeline Utility	\$0	\$0	\$0	\$0

WATER & SEWER UTILITY

Purpose: *To provide for the treatment and distribution of water, as well as the collection and treatment of wastewater, for the City of Swift Current.*

Taxation	(\$2,527)	\$0	\$0	\$0
Fees	(\$1,040)	(\$1,500)	(\$1,500)	\$0
Rental and Lease Revenues	(\$51,643)	(\$50,000)	(\$50,000)	\$0
Utility Revenue	(\$9,314,603)	(\$9,688,565)	(\$9,555,697)	\$132,868
Miscellaneous	(\$6,994)	(\$20,245)	\$0	\$20,245
Payroll Costs	\$2,044,993	\$2,096,057	\$2,218,756	\$122,699
Allowances/Other Benefits	\$15,131	\$23,150	\$20,800	(\$2,350)
Travel and Subsistence	\$5,016	\$9,100	\$11,950	\$2,850
Fees and Services	\$196,506	\$394,275	\$394,525	\$250
Operations Expenses	\$1,947,492	\$1,938,150	\$1,964,550	\$26,400
Internal Costs	\$1,392,194	\$1,332,522	\$1,358,956	\$26,434
Other Income/Expense	\$3,279,079	\$3,048,523	\$2,902,048	(\$146,475)

Description	2023 Forecast	2023 Budget	2024 Budget	Variance 2024 Bud to 2023 Bud
Other Trans. & Write-offs	\$9,269	\$12,015	\$12,015	\$0
Reserves	\$487,127	\$906,518	\$723,597	(\$182,921)
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	(\$8,245)	(\$4,020)	(\$4,200)	(\$180)
Solid Waste Revenue	(\$4,557,828)	(\$4,208,000)	(\$4,208,000)	\$0
Payroll Costs	\$154,110	\$110,889	\$204,143	\$93,254
Allowances/Other Benefits	\$388	\$1,200	\$1,200	\$0
Travel and Subsistence	\$886	\$4,500	\$4,500	\$0
Fees and Services	\$2,535,774	\$2,561,350	\$2,645,350	\$84,000
Operations Expenses	\$76,893	\$61,450	\$85,725	\$24,275
Internal Costs	\$507,344	\$527,926	\$460,571	(\$67,355)
Other Income/Expense	\$241,893	\$205,419	\$204,729	(\$690)
Reserves	\$1,048,786	\$739,286	\$605,982	(\$133,304)
Total Solid Waste Utility	\$0	\$0	\$0	\$0

GRAND TOTAL	\$0	\$0	\$0	\$0
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