



CITY OF PRINCE ALBERT

BUDGET COMMITTEE REGULAR MEETING

AGENDA

WEDNESDAY, THURSDAY & FRIDAY, DECEMBER 1, 2 & 3, 2022, 4:00 PM
COUNCIL CHAMBER, CITY HALL

1. CALL TO ORDER
2. APPROVAL OF AGENDA
3. DECLARATION OF CONFLICT OF INTEREST
4. ADOPTION OF MINUTES
5. FUND BUDGET FOR REVIEW
 - 5.1 2022 Water Utility Fund Operating and Capital Budget

Recommendation:

1. ***That the 2022 Water Utility Fund Operating Budget be approved as follows:***
 - a. ***Operating revenues of \$19,627,790;***
 - b. ***Operating expenses of \$13,174,720;***
 - c. ***Capital and Interfund Transactions of \$6,027,490; and,***
 - d. ***A surplus of \$425,580. After adjusting for non-cash amortization, the surplus is \$5,925,580 to fund Capital Projects and Loan Principal Payments;***

2. ***That the 2022 Water Utility Fund Capital expenditures of \$4,715,000 and Loan Principal Payments of \$1,722,600 as identified as UC-01 to UC-15 in Appendix A attached to 2022 Water Utility Fund Budget Document, be approved;***
3. ***That the 2023 – 2026 Water Utility Fund Capital expenditures, as attached as part of Appendix B of the 2022 Water Utility Fund Budget Document, be approved in principle, subject to final approval of the annual Budget for each year;***
4. ***That Administration forward a proposed Bylaw for the 2022 Water and Sewer Utility Rates and Fees to City Council for approval and three (3) readings; and,***
5. ***That The City of Prince Albert 2022 Water Utility Fund Operating and Capital Budget, along with the Resolutions of the Budget Committee, and a final covering report from the Director of Financial Services, be forwarded to City Council for final approval.***

5.2 2022 Sanitation Fund Operating and Capital Budget

Recommendation:

1. ***That the 2022 Sanitation Fund Operating Budget be approved as follows:***
 - a. ***Operating revenues of \$5,380,760;***
 - b. ***Operating expenses of \$4,550,020;***
 - c. ***Capital and Interfund Transfers of \$1,169,110; and,***
 - d. ***A deficit of \$338,370. After adjusting for non-cash amortization, the surplus is \$521,630 to fund Capital Projects and Reserve Transfers;***
2. ***That the 2022 Sanitation Fund Capital expenditures of \$566,500, as identified as SC-01 in Appendix A attached to 2022 Sanitation Fund Budget Document, be approved;***
3. ***That the 2023 – 2026 Sanitation Fund Capital expenditures, as attached as part of Appendix B of the 2022 Sanitation Fund Budget Document, be approved in principle, subject to final approval of the annual Budget for each year; and,***

4. ***That The City of Prince Albert 2022 Sanitation Fund Operating and Capital Budget, along with the Resolutions of the Budget Committee, and a final covering report from the Director of Financial Services, be forwarded to City Council for final approval.***

5.3 2022 Airport Fund Operating and Capital Budget

Recommendation:

1. ***That the 2022 Airport Fund Operating Budget be approved as follows:***
 - a. ***Operating revenues of \$895,610;***
 - b. ***Operating expenses of \$1,125,630;***
 - c. ***Capital and Interfund Transfers of \$285,730; and,***
 - d. ***A deficit of \$515,750. After adjusting for non-cash amortization, there is a surplus of \$84,250 to fund Capital Projects and Reserve Transfers;***
2. ***That the 2022 Airport Fund Capital expenditures of \$5,211,000, as identified as AC-01 to AC-08 in Appendix A attached to 2022 Airport Fund Budget Document, be approved;***
3. ***That the 2023 – 2026 Airport Fund Capital expenditures, as attached as part of Appendix B of the 2022 Airport Fund Budget Document, be approved in principle, subject to final approval of the annual Budget for each year; and,***
4. ***That The City of Prince Albert 2022 Airport Fund Operating and Capital Budget, along with the Resolutions of the Budget Committee, and a final covering report from the Director of Financial Services, be forwarded to City Council for final approval.***

5.4 2022 Land Fund Operating and Capital Budget

Recommendation:

1. ***That the 2022 Land Fund Operating Budget be approved as follows:***
 - a. ***Operating revenues of \$535,000;***
 - b. ***Operating expenses of \$310,040;***
 - c. ***Capital and Interfund Transactions of \$85,000; and,***



City of
Prince Albert

BI 21-37

TITLE: 2022 Water Utility Fund Budget

DATE: **November 19, 2021**

TO: Budget Committee

PUBLIC: **X**

INCAMERA:

ATTACHMENTS:

1. 2022 Water Utility Fund Budget

THE CITY OF PRINCE ALBERT



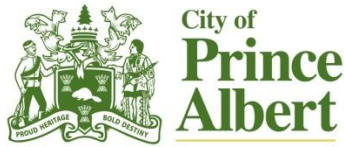
WATER UTILITY FUND BUDGET FOR YEAR ENDING DECEMBER 31, 2022

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Budget Overview



The Water Utility Fund budget includes operating and capital. The water utility operating budget is intended to be self-sustaining by generating an operating surplus sufficient for debt repayment and future capital expenditures, in order to operate the water and waste water systems independent of the City's tax base. It generates revenue by collecting utility fees for providing safe potable drinking water and for treating the effluent generated by the City.

The Fund's revenue sources are continually reviewed and monitored. The Water and Sewer Utility Rates and Fees Bylaw 2 of 2021 is the most recent bylaw that sets the utility rates and fees.

As part of the 2022 budget process, it is recommended that an amendment be made to the Water and Sewer Utility Rates and Fees Bylaw to increase rates and fees. The rate increases proposed are a 3% increase in the average annual rates and fees paid by an average Prince Albert household for 2022, an approximate increase of \$2.42 per month for an average household. The recommended rate increases are required to ensure that sufficient funds exist to cover annual operating and capital costs for 2022. The rate increases recommended for 2022 partially address the need to recover prior Water Utility Fund losses and the need to address the increase in projected capital spending.

Administration has proposed a 3 year increase to the water and sewer rates of 3% per year. The monthly impact and annual impact is shown in the chart below. For Additional details on the rate increases proposed for 2022 please refer to RPT 21-505 included in [Appendix D](#) of the budget package.

Average Residential - Monthly Charges for 14 cubic meters monthly

		<u>Year 2021</u>	<u>Year 2022</u>	<u>Year 2023</u>	<u>Year 2024</u>
Water Consumption	14.0	\$18.48	\$19.18	\$19.74	\$20.30
Sewer Consumption	14.0	\$16.52	\$16.94	\$17.50	\$18.06
Water Fixed		\$26.50	\$27.25	\$28.10	\$28.90
Sewer Fixed		\$24.75	\$25.30	\$26.10	\$26.90
TOTAL MONTHLY		\$86.25	\$88.67	\$91.44	\$94.16
	Monthly Increase		\$2.42	\$2.77	\$2.72
	Yearly Increase		\$29.04	\$33.24	\$32.64
	Percentage Increase		3%	3%	3%

COVID-19 Financial Impact and the 2021 Budget

The Water Utility Fund incurred losses in 2020 and 2021 related to COVID-19. Currently Administration is not estimating any additional losses for 2022. Administration will continue to monitor the impact of COVID-19 on the Water Utility Fund for 2022. If any additional losses are identified, funding will be required from the Water Utility Improvement Fund balance or from existing or future government funding.

Line by Line Budget for 2022

The 2022 budget is presented using a line by line budget. Each functional area has line items that show specific financial data for accounting purposes. Individual financial statements for each functional area are provided and grouped by category. Below is the legend for the abbreviation of each category.

WATER UTILITY FUND BUDGET OVERVIEW

For the Year Ending December 31, 2022

BUDGET PACKAGE DEFINITIONS FOR LINE BY LINE REVIEW

Category Codes

REVENUES	Code
Taxation	TAX
User Charges and Fees	UCF
Operating Grants and Donations	OGD
Grants in Lieu of Taxes	GIL
Interest and Penalties	INT
Sundry	SUN
EXPENSES	
Council Remuneration	CR
Salaries Wages and Benefits	SWB
Contracted and General Services	CON
Financial Charges	FC
Grants and Donations	G&D
Utilities	UTL
Interest on Long Term Debt	LTD
Fleet Expenses	FLT
Maintenance Materials and Supplies	MMS
Insurance	INS
Bad Debt Expense	BDE
CAPITAL AND INTERFUND TRANSACTIONS	
Capital Revenues	CAP
Amortization	AMORT
Interfund Transfers	IFUND
Reserves	RES

Other Definitions

Back Out - Removal of one-time budgeted amounts approved in the prior year.

Base Adjust - Adjustments made by Financial Services based on detailed analysis and projections for the budget year. Base adjustments are made for the following categories: Salaries Wages and Benefits, Utilities, Fleet Expenses, and Insurance.

WATER UTILITY FUND BUDGET OVERVIEW

For the Year Ending December 31, 2022

A summary of the largest 2022 budget changes include the following:

2022 Budgeted Revenue

Budgeted revenues have increased \$558,640, from \$19,069,150 in 2021, to \$19,627,790 in 2022. The four primary sources of revenue for the Water and Sewer Utility Fund are:

1. Water Utility Consumption Fees - based on the rates recommended for 2022, fees for water consumption are projected to increase by \$245,690 to \$5,768,970.
2. Water Utility Fixed Fees - based on the rates recommended for 2022, the fixed fees for water meters are projected to increase by \$262,870 to \$5,132,130.
3. Sewer Utility Consumption Fees - based on the rates recommended for 2022, fees for sewer collection and processing are projected to increase by \$74,510 to \$4,338,340.
4. Sewer Utility Fixed Fees – based on the rates recommended for 2022, these fees, also known as the Sewer Infrastructure Charge, is projected to increase by \$100,570 to \$4,013,050. These fees are also based on the size of the water meter utilized at someone’s property.

Recognition of revenue generated from water and sewer usage by City facilities continues to be recorded and adjusted through interfund transactions.

Additional details of this increase is included as part of the line by line budget documentation provided in the 2022 Budget package.

2022 Budgeted Expenses

Budgeted expenses have decreased \$725,610, from \$13,900,330 in 2021, to \$13,174,720 in 2022.

Details of this decrease is included as part of the line by line budget documentation provided in the 2022 Budget package.

2022 Capital and Interfund Transactions

Budgeted capital and interfund transactions have decreased \$171,880, from \$6,199,370 in 2021 to \$6,027,490 in 2022. The major changes to capital and interfund transactions are as follows:

Details of this decrease is included as part of the line by line budget documentation provided in the 2022 Budget package.

WATER UTILITY FUND BUDGET OVERVIEW

For the Year Ending December 31, 2022

2022 Capital Budget

\$6,437,600 in capital spending is proposed for 2022. See **Appendix A** for a detailed description for each item:

- \$1,400,000 for the water main replacement program.
- \$1,300,000 for detailed design for Year 2 of the Waste Water Plant upgrade.
- \$750,000 for sanitary and storm sewer replacement program.
- \$400,000 for River Street Reservoir Refurbish and Repairs.
- \$395,000 for Water Treatment Plant PLC and SCADA system upgrades.
- \$170,000 for decommissioning the former Raw Water Pump House.
- \$150,000 for the lead service replacement program.
- \$100,000 for the fire hydrant replacement program.
- \$50,000 for fire hydrant fire protection.
- \$1,722,600 for loan principal payments.

Please see below for a summary of 2022 capital spending and the funding sources:

	Water	Sewer	Fleet	Total
Water Utility Improvement Fund	\$ 3,753,100	\$ 1,168,600	\$ -	\$ 4,921,700
Equipment Fleet Reserve	-	-	-	-
External Financing	215,900	-	-	215,900
Debt Financing	-	1,300,000	-	1,300,000
	\$ 3,969,000	\$ 2,468,600	\$ -	\$ 6,437,600

Please see below for a summary of the 2023 to 2026 capital spending and the funding sources. Please refer to Appendix B of the budget document for details of all the capital items.

Expenditures by Year	Water	Sewer	Fleet	Total
2023	4,375,000	17,541,100	-	21,916,100
2024	\$ 4,194,800	\$ 17,828,900	\$ 400,000	\$ 22,423,700
2025	4,222,700	16,938,400	75,000	21,236,100
2026	4,001,300	348,200	570,000	4,919,500
	16,793,800	52,656,600	1,045,000	70,495,400

Funding Source	2023	2024	2025	2026
Water Utility Improvement Fund	4,194,000	4,645,100	4,325,900	4,107,500
Equipment Fleet Reserve	-	400,000	75,000	570,000
External Funding	11,222,100	11,228,600	11,235,200	242,000
Debt Financing	\$ 6,500,000	\$ 6,150,000	\$ 5,600,000	\$ -
	21,916,100	22,423,700	21,236,100	4,919,500

Water Utility Improvement Fund Balance

In conclusion, the sustainability of the Water Utility Fund is dependent on users being charged rates and fees that result in sufficient revenues to cover required operating costs and capital costs. As always, administration works hard to provide a budget that is fiscally responsible and palatable for the residents of Prince Albert.

A summary of the 2022 budget impacts on the Water Utility Improvement Fund Balance is as follows:

- The budgeted Water Utility Fund surplus from operations, after adjusting for non-cash amortization, to be transferred to the Water Utility Improvement Fund Balance for 2022 is \$5,925,580.
- A transfer of \$4,921,700 to the Capital Committed Reserve for 2022 Capital Expenditures.
- This results in an estimated increase to the Water Utility Improvement Fund Balance of \$1,003,880 bringing the estimated 2022 year end deficit to \$8,461,454.

**WATER UTILITY FUND
OPERATING BUDGET**

For the Year Ending December 31, 2022

	2022 Budget	2021 Budget	(Favourable) Unfavourable Change
REVENUES			
User Charges and Fees	(\$19,322,490)	(\$18,638,850)	(\$683,640)
Interest and Penalties	(200,300)	(330,300)	130,000
Sundry	(105,000)	(100,000)	(5,000)
Total Revenues	(19,627,790)	(19,069,150)	(558,640)
EXPENSES			
Salaries Wages and Benefits	5,996,510	6,268,260	(271,750)
Contracted and General Services	940,500	997,180	(56,680)
Utilities	1,234,910	1,268,610	(33,700)
Interest on Long Term Debt	1,037,000	814,800	222,200
Fleet Expenses	844,640	867,870	(23,230)
Maintenance Materials and Supplies	3,003,190	3,467,540	(464,350)
Insurance	42,970	41,070	1,900
Bad Debt Expense	75,000	175,000	(100,000)
Total Expenses	13,174,720	13,900,330	(725,610)
Operating (Surplus) Deficit	(6,453,070)	(5,168,820)	(1,284,250)
CAPITAL AND INTERFUND TRANSACTIONS			
Capital Revenue	(371,270)	(161,340)	(209,930)
Amortization	5,500,000	5,500,000	-
Transfer to General Fund	894,500	855,320	39,180
Transfer to Airport Fund	5,830	5,130	700
Transfer to Sanitation Fund	2,000	3,830	(1,830)
Transfer from Sanitation Fund	(3,570)	(3,570)	-
Capital and Interfund Transactions	6,027,490	6,199,370	(171,880)
TOTAL (SURPLUS) DEFICIT	(425,580)	1,030,550	(1,456,130)
Allocated as Follows:			
Total (Surplus) Deficit	(425,580)	1,030,550	(1,456,130)
Non-Cash Adjustment - Amortization	(5,500,000)	(5,500,000)	-
Total (Surplus) Deficit - Adjusted for Amortization	(5,925,580)	(4,469,450)	(1,456,130)
Transfer to Water Utility Improvement Fund Balance	1,003,880	483,750	520,130
Transfer to Capital Committed Reserve	4,921,700	3,985,700	936,000
	-	-	-

WATER UTILITY FUND
OPERATING BUDGET SEGMENTED BY FUNCTIONAL AREA

For the Year Ending December 31, 2022

FUNCTIONAL AREA: ADMINISTRATION, BILLING AND METER MAINTENANCE

	2022	2021	(Favourable) Unfavourable Change
	Budget	Budget	
REVENUES			
Interest and Penalties	(\$200,300)	(\$330,300)	\$130,000
Sundry	(105,000)	(100,000)	(5,000)
Total Revenues	(305,300)	(430,300)	125,000
EXPENSES			
Salaries Wages and Benefits	2,135,250	2,420,500	(285,250)
Contracted and General Services	0	-	-
Interest on Long Term Debt	1,037,000	814,800	222,200
Fleet Expenses	25,410	23,980	1,430
Maintenance Materials and Supplies	549,520	696,420	(146,900)
Bad Debt Expense	75,000	175,000	(100,000)
Total Expenses	3,822,180	4,130,700	(308,520)
Operating (Surplus) Deficit	3,516,880	3,700,400	(183,520)
CAPITAL AND INTERFUND TRANSACTIONS			
Capital Revenue	(371,270)	(161,340)	(209,930)
Amortization	5,500,000	5,500,000	-
Transfer to General Fund	894,500	855,320	39,180
Transfer to Airport Fund	5,830	5,130	700
Transfer to Sanitation Fund	2,000	3,830	(1,830)
Transfer from Sanitation Fund	(3,570)	(3,570)	-
Capital and Interfund Transactions	6,027,490	6,199,370	(171,880)
TOTAL (SURPLUS) DEFICIT	9,544,370	9,899,770	(355,400)

Code	Category		Account Name	2018 YTD	2019 YTD	2020 YTD	2021 Budget	Back Out	Base Adjust	2022 Base Budget	Department		Issue
	Code	Code		Actuals	Actuals	Actuals					Adjustments	2022 Total Budget	
1	2-1-48100-054	OGD	Utility Sewer and Water Capital:Provincial Grants - Unconditional	(\$382,809)	(\$1,087,785)	(\$355,310)	\$0	\$0	\$0	\$0	\$0	\$0	-
2	2-1-56100-000	INT	PENALTIES:Other Revenue	(\$363,317)	(\$373,712)	(\$117,013)	(\$330,000)	\$0	\$130,000	(\$200,000)	\$0	(\$200,000)	Revenue decrease due to interest reduced from 10%/Qtr to 2.5%/month starting Oct 2020 and monthly billing reducing delinquent accounts by payment enforcement being 1-2 months versus 6 months. This is an estimate based on limited data and it's possible that this revenue will decrease again.
3	2-1-56200-000	INT	INTEREST:Other Revenue	(\$17,753)	(\$293)	(\$359)	(\$300)	\$0	\$0	(\$300)	\$0	(\$300)	-
4	2-1-43128-094	SUN	UF Profit on Custom Work:Non-Taxable Revenue	(\$27,223)	(\$205,143)	(\$70,975)	\$0	\$0	\$0	\$0	\$0	\$0	-
5	2-1-44149-000	SUN	UTILITIES SUNDRY REVENUE:Other Revenue	(\$140,898)	(\$96,469)	(\$106,609)	(\$100,000)	\$0	\$0	(\$100,000)	(\$5,000)	(\$105,000)	Tagging fees and better cost recovery on damaged meters.
6	2-2-13000-111	SWB	Utility Fund Miscellaneous:Salaries Regular	\$0	\$0	\$0	\$153,500	\$0	\$0	\$153,500	\$28,050	\$181,550	- \$208,700 Retro accrual for union contracts that expired December 31, 2019. - (\$27,150) reduction for 1% vacancy management assumption. The base budget was determined by Financial Services after consideration of base adjustments, step increases, and a review of actual costs incurred.
7	2-2-41110-111	SWB	GENERAL ADMINISTRATION:Salaries Regular	\$925,782	\$971,905	\$934,883	\$1,090,880	\$0	(\$222,880)	\$868,000	\$0	\$868,000	The base budget was determined by Financial Services after consideration of base adjustments, step increases, and a review of actual costs incurred. In addition, discussions were had with Public Works to more accurately allocate the cost of salaried positions between funds to better reflect where individuals time is spent.
8	2-2-41110-112	SWB	GENERAL ADMINISTRATION:Salaries Overtime	\$33	\$6,378	\$5,458	\$0	\$0	\$0	\$0	\$0	\$0	-
9	2-2-41110-114	SWB	GENERAL ADMINISTRATION:Salary Casual Regular	\$19,533	\$23,493	\$37,295	\$27,690	\$0	\$0	\$27,690	\$0	\$27,690	The base budget was determined by Financial Services after consideration of base adjustments, step increases, and a review of actual costs incurred.
10	2-2-41110-115	SWB	GENERAL ADMINISTRATION:Wages Regular	\$101,819	\$140,160	\$114,584	\$150,000	\$0	\$0	\$150,000	\$0	\$150,000	The base budget was determined by Financial Services after consideration of base adjustments, step increases, and a review of actual costs incurred.
11	2-2-41110-116	SWB	GENERAL ADMINISTRATION:Wages Overtime	\$8,226	\$4,423	\$2,002	\$10,000	\$0	\$0	\$10,000	\$0	\$10,000	The base budget was determined by Financial Services after consideration of base adjustments, step increases, and a review of actual costs incurred.
12	2-2-41110-119	SWB	GENERAL ADMINISTRATION:Payroll Benefits	\$237,596	\$289,805	\$219,424	\$246,920	\$0	(\$4,100)	\$242,820	\$0	\$242,820	The base budget was determined by Financial Services after consideration of base adjustments, step increases, and a review of actual costs incurred. In addition, discussions were had with Public Works to more accurately allocate the cost of salaried positions between funds to better reflect where individuals time is spent.
13	2-2-41150-111	SWB	Water Crisis:Salaries Regular	\$2,060	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	-
14	2-2-41150-112	SWB	Water Crisis:Salaries Overtime	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	-
15	2-2-41150-114	SWB	Water Crisis:Salary Casual Regular	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	-
16	2-2-41150-115	SWB	Water Crisis:Wages Regular	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	-
17	2-2-41150-119	SWB	Water Crisis:Payroll Benefits	\$264	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	-
18	2-2-41610-111	SWB	BILLING AND COLLECTION:Salaries Regular	\$62,814	\$72,297	\$71,670	\$75,780	\$0	\$0	\$75,780	(\$75,780)	\$0	- \$75,780 decrease is due to a reallocation of a chief clerks position from the Water Utility Fund back to the General Fund now that the water meter replacement project has been completed. .75FTE of a chief clerks position is allocated to the Utility Fund under object code 120 to reflect their actual time spent. The base budget was determined by Financial Services after consideration of base adjustments, step increases, and a review of actual costs incurred.
19	2-2-41610-114	SWB	Billing And Collection:Salary Casual Regular	\$1,780	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	-
20	2-2-41610-115	SWB	BILLING AND COLLECTION:Wages Regular	\$137	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	-

2018 YTD	2019 YTD	2020 YTD	2021 Budget	Back Out	Base Adjust	2022 Base Budget	Department		Issue				
							Actuals	Actuals		Actuals	Adjustments	2022 Total Budget	
Code	Category Code	Account Name	Actuals	Actuals	Actuals	2021 Budget	Back Out	Base Adjust	2022 Base Budget	Adjustments	2022 Total Budget	Issue	
21	2-2-41610-119	SWB	BILLING AND COLLECTION:Payroll Benefits	\$13,181	\$15,021	\$14,910	\$15,290	\$0	\$0	\$15,290	(\$15,290)	\$0	- \$15,290 decrease is due to a reallocation of a chief clerks position from the Water Utility Fund back to the General Fund now that the water meter replacement project has been completed. .75FTE of a chief clerks position is allocated to the Utility Fund under object code 120 to reflect their actual time spent. The base budget was determined by Financial Services after consideration of base adjustments, step increases, and a review of actual costs incurred.
22	2-2-41610-120	SWB	Billing And Collection:Salary Allocations	\$442,820	\$453,480	\$461,940	\$467,440	\$0	\$0	\$467,440	\$4,750	\$472,190	The budget relates to a salary allocation from the Financial Services and Payroll Functional Area plus other Financial Services functions to the Water Utility Fund.
23	2-2-41620-111	SWB	METER READING:Salaries Regular	\$0	\$0	\$382	\$0	\$0	\$0	\$0	\$0	\$0	-
24	2-2-41620-115	SWB	METER READING:Wages Regular	\$86,606	\$86,465	\$54,757	\$0	\$0	\$0	\$0	\$0	\$0	-
25	2-2-41620-116	SWB	METER READING:Wages Overtime	\$0	\$13	\$0	\$0	\$0	\$0	\$0	\$0	\$0	-
26	2-2-41620-119	SWB	METER READING:Payroll Benefits	\$38,489	\$36,360	\$24,421	\$0	\$0	\$0	\$0	\$0	\$0	-
27	2-2-41630-115	SWB	WATER METER MTCE:Wages Regular	\$126	\$146	\$0	\$0	\$0	\$0	\$0	\$0	\$0	-
28	2-2-41630-119	SWB	WATER METER MTCE:Payroll Benefits	\$47	\$51	\$0	\$0	\$0	\$0	\$0	\$0	\$0	-
29	2-2-41640-115	SWB	SERVICEMAN AND METER INSTALLER:Wages Regular	\$77,915	\$85,270	\$117,583	\$125,000	\$0	\$0	\$125,000	\$0	\$125,000	The base budget was determined by Financial Services after consideration of base adjustments, step increases, and a review of actual costs incurred.
30	2-2-41640-116	SWB	SERVICEMAN AND METER INSTALLER:Wages Overtime	\$176	\$366	\$26	\$0	\$0	\$0	\$0	\$0	\$0	-
31	2-2-41640-119	SWB	SERVICEMAN AND METER INSTALLER:Payroll Benefits	\$37,512	\$39,696	\$53,024	\$58,000	\$0	\$0	\$58,000	\$0	\$58,000	The base budget was determined by Financial Services after consideration of base adjustments, step increases, and a review of actual costs incurred.
32	2-2-41110-239	CON	GENERAL ADMINISTRATION:Consulting Services	\$0	\$0	\$15,000	\$0	\$0	\$0	\$0	\$0	\$0	-
33	2-2-41150-239	CON	Water Crisis:Consulting Services	\$15,026	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	-
34	2-2-41150-299	CON	Water Crisis:Other General Services	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	-
35	2-2-41610-293	CON	BILLING AND COLLECTION:Collection Services	\$9,146	\$12,685	\$1,067	\$0	\$0	\$0	\$0	\$0	\$0	-
36	2-2-41110-820	LTD	GENERAL ADMINISTRATION:Interest on Long Term Loan	\$164,495	\$142,329	\$119,634	\$257,020	\$0	\$0	\$257,020	\$193,640	\$450,660	-\$24,464 decrease related to CMHC Loan for Water Treatment Plant Upgrades. -\$371,267 for Raw Water Pumphouse Loan. The prior year's interest expense was budgeted for only half of 2021. This new loan was approved in 2021. The increase in interest is due to the higher projected interest rates and a full year of interest. The interest is funded from Gas Tax revenue. The 2022 Budget for interest expense was determined by Financial Services based on a review of annual payments and expected interest rates for 2022 and previous principal payments made.
37	2-2-81200-820	LTD	Debenture Interest:Interest on Long Term Loan	\$32,855	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	-
38	2-2-81205-820	LTD	NEW WATER RESERVOIRS:Interest on Long Term Loan	\$234,640	\$228,358	\$222,915	\$216,510	\$0	\$0	\$216,510	(\$6,900)	\$209,610	New Water Storage Reservoirs The 2022 Budget for interest expense was determined by Financial Services based on a review of annual payments and expected interest rates for 2022 and previous principal payments made.
39	2-2-81210-820	LTD	WATER RESERVOIR UPGRADES:Interest on Long Term Loan	\$219,577	\$213,668	\$208,590	\$202,580	\$0	\$0	\$202,580	(\$6,440)	\$196,140	Water Reservoirs Upgrades The 2022 Budget for interest expense was determined by Financial Services based on a review of annual payments and expected interest rates for 2022 and previous principal payments made.
40	2-2-81215-820	LTD	Water Meter Replacement Loan:Interest on Long Term Loan	\$0	\$139,874	\$138,461	\$124,940	\$0	\$0	\$124,940	(\$13,950)	\$110,990	Water Meter Replacement The 2022 Budget for interest expense was determined by Financial Services based on a review of annual payments and expected interest rates for 2022 and previous principal payments made.

Code	Category		Account Name	2018 YTD	2019 YTD	2020 YTD	2021 Budget	Back Out	Base Adjust	2022 Base Budget	Department		Issue
	Code	Code		Actuals	Actuals	Actuals					Adjustments	2022 Total Budget	
41	2-2-81220-820	LTD	Waste Water Treatment Plant Loan:Interest on Long Term Loan	\$0	\$0	\$0	\$13,750	\$0	\$0	\$13,750	\$55,850	\$69,600	Waste Water Treatment Plant-Detailed Design -\$18,150 increase in interest expense for Detailed Design Year 1. 1/2 year was budgeted for 2021 and a full year for 2022. -\$37,700 increase for interest expense for Detailed Design Year 2 borrowing. The 2022 Budget for interest expense was determined by Financial Services based on a review of annual payments and expected interest rates for 2022 and previous principal payments made.
42	2-2-41110-265	FLT	GENERAL ADMINISTRATION:Rentals-Automotive & Equipment	(\$11,300)	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	No budget required.
43	2-2-41620-265	FLT	METER READING:Rentals-City Automotive & Equipment	\$14,880	\$15,720	\$16,680	\$15,910	\$0	\$0	\$15,910	\$950	\$16,860	The budget for fleet expenses was prepared by Financial Services based on a 6% increase in fleet charge out rates proposed by Administration for the 2022 Budget. A 6% increase was recommended for the 2021 Budget but was removed by Budget Committee. Administration recommends that the 6% increase be implemented for 2022 to ensure that sufficient funds are transferred to the Equipment and Fleet Reserve for future replacements. In addition, the fleet expense budget was adjusted where necessary to reflect actual charges based on a review of prior years' actual charges.
44	2-2-41640-265	FLT	SERVICEMAN AND METER INSTALLER:Rentals-Automotive & Equipment	\$7,440	\$8,515	\$14,595	\$8,070	\$0	\$0	\$8,070	\$480	\$8,550	The budget for fleet expenses was prepared by Financial Services based on a 6% increase in fleet charge out rates proposed by Administration for the 2022 Budget. A 6% increase was recommended for the 2021 Budget but was removed by Budget Committee. Administration recommends that the 6% increase be implemented for 2022 to ensure that sufficient funds are transferred to the Equipment and Fleet Reserve for future replacements. In addition, the fleet expense budget was adjusted where necessary to reflect actual charges based on a review of prior years' actual charges.
45	2-2-41110-211	MMS	GENERAL ADMINISTRATION:Travel & Accommodation	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	-
46	2-2-41110-213	MMS	GENERAL ADMINISTRATION:Telephone	\$793	\$894	\$965	\$1,000	\$0	\$0	\$1,000	\$200	\$1,200	The telephone budget for 2022 was prepared by financial services after a review of actual charges and expectation for 2022. Some of the increase, where applicable, are due to data lines and internet service charges being reallocated from object code 238.
47	2-2-41110-221	MMS	GENERAL ADMINISTRATION:Advertising	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	-
48	2-2-41110-224	MMS	GENERAL ADMINISTRATION:Memberships & Due	\$0	\$0	\$518	\$0	\$0	\$0	\$0	\$0	\$0	-
49	2-2-41110-234	MMS	GENERAL ADMINISTRATION:Training Services	\$120	\$4,160	\$478	\$7,000	\$0	\$0	\$7,000	\$0	\$7,000	Manager of Water and Sewer needs to obtain 1 Continuing Education Unit (CEU) every 2 years to retain Mandatory Operator Certification. This is achieved by attending Conferences/training workshops or taking correspondence courses to gain CEU's and expand knowledge base. Attend yearly conferences: Western Canada Water Conference. \$2,000.00 SWWA Conference. \$1,500.00 No-Dig North. \$2,500.00 Management related workshops. \$500.00
50	2-2-41110-235	MMS	GENERAL ADMINISTRATION:Health Services	\$100	\$400	\$0	\$0	\$0	\$0	\$0	\$0	\$0	-
51	2-2-41110-253	MMS	GENERAL ADMINISTRATION:Purch Mtce-Building	\$0	\$58	\$0	\$0	\$0	\$0	\$0	\$0	\$0	-
52	2-2-41110-256	MMS	GENERAL ADMINISTRATION:Purch Mtce-Mechanical Equipment	\$1,590	\$2,271	\$1,617	\$0	\$0	\$0	\$0	\$0	\$0	-
53	2-2-41110-291	MMS	GENERAL ADMINISTRATION:Licenses Permits & Fees	\$0	\$30	\$0	\$0	\$0	\$0	\$0	\$0	\$0	-

Code	Category		Account Name	2018 YTD	2019 YTD	2020 YTD	2021 Budget	Back Out	Base Adjust	2022 Base Budget	Department		Issue
	Code	Code		Actuals	Actuals	Actuals					Adjustments	2022 Total Budget	
54	2-2-41110-410	MMS	GENERAL ADMINISTRATION:Allocation-Administration	\$284,650	\$275,810	\$282,650	\$282,970	\$0	\$0	\$282,970	(\$143,990)	\$138,980	Removal of allocation of Street Sweeping costs from the General Fund to Water Utility Fund after discussion with the Director of Public Works and Council.
55	2-2-41110-512	MMS	GENERAL ADMINISTRATION:Overtime Meals	\$145	\$109	\$59	\$0	\$0	\$0	\$0	\$0	\$0	-
56	2-2-41110-540	MMS	GENERAL ADMINISTRATION:City Purchased Clothing	\$0	\$148	\$0	\$1,000	\$0	\$0	\$1,000	\$0	\$1,000	Safety, water resistant gear for Water & Sewer Manager.
57	2-2-41110-541	MMS	GENERAL ADMINISTRATION:Operating Supplies	(\$35)	\$281	\$0	\$0	\$0	\$0	\$0	\$0	\$0	-
58	2-2-41150-213	MMS	Water Crisis:Telephone	\$0	\$147	\$0	\$0	\$0	\$0	\$0	\$0	\$0	-
59	2-2-41150-235	MMS	Water Crisis:Health Services	\$148	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	-
60	2-2-41150-295	MMS	Water Crisis:Self-Employed Contractors	\$52,139	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	-
61	2-2-41150-541	MMS	Water Crisis:Operating Supplies	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	-
62	2-2-41610-212	MMS	BILLING AND COLLECTION:Postage & Freight	\$42,983	\$43,998	\$76,751	\$110,000	\$0	(\$10,000)	\$100,000	\$0	\$100,000	Financial Services prepared postage Budget by reviewing the actual numbers of postage and freight expenses from 2021 and expectations for 2022.
63	2-2-41610-213	MMS	BILLING AND COLLECTION:Telephone	\$2,343	\$1,071	\$1,026	\$1,140	\$0	\$0	\$1,140	\$0	\$1,140	The telephone budget for 2022 was prepared by financial services after a review of actual charges and expectation for 2022. Some of the increase, where applicable, are due to data lines and internet service charges being reallocated from object code 238.
64	2-2-41610-234	MMS	BILLING AND COLLECTION:Training Services	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	-
65	2-2-41610-238	MMS	BILLING AND COLLECTION:Computer Services	\$27,761	\$28,142	\$115,729	\$194,440	\$0	\$0	\$194,440	(\$24,440)	\$170,000	- The decrease relates to the consolidation of software costs to IT in the General Fund. The amount of software costs allocated to the Utility Fund relate to the City's accounting software and have been allocated to Object Code 410. - The remaining budget is for Water Meter annual support for Badger monthly service/portal. The annual cost estimated at \$170,000. Amount is paid up front and will be coded to prepaid. The intention is to expense the cost on a monthly basis based on the number of meters in-service/installed each month.
66	2-2-41610-259	MMS	BILLING AND COLLECTION:Purch Mtce-Other Equipment	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	-
67	2-2-41610-267	MMS	Billing And Collection:Rentals-Specialized Equipment	\$1,545	\$1,551	\$1,272	\$1,000	\$0	\$0	\$1,000	\$200	\$1,200	Estimated increase in service cost
68	2-2-41610-292	MMS	BILLING AND COLLECTION:Print Shop Services	\$0	\$0	\$1,002	\$16,000	\$0	\$0	\$16,000	(\$14,500)	\$1,500	possible inserts
69	2-2-41610-410	MMS	Billing And Collection:Allocation-Administration	\$18,000	\$18,000	\$18,000	\$18,000	\$0	\$0	\$18,000	\$37,600	\$55,600	- \$18,000: This amount represents an allocation of costs from the General Fund related to IT support funded by the General Fund. - \$37,600: This relates to software costs for the Sanitation Fund. For 2022, these costs are charged to IT in the General Fund and then allocated back to the Sanitation Fund so that IT can better track all IT software needs across the City. The increase is offset by a decrease in object code 238.
70	2-2-41610-541	MMS	BILLING AND COLLECTION:Operating Supplies	\$2,707	\$3,604	\$0	\$3,720	\$0	\$0	\$3,720	(\$3,220)	\$500	reduction in budget
71	2-2-41610-544	MMS	BILLING AND COLLECTION:Office Supplies	\$2,687	\$5,237	\$4,933	\$1,750	\$0	\$0	\$1,750	\$5,750	\$7,500	envelopes for monthly billing
72	2-2-41620-212	MMS	Meter Reading:Postage & Freight	\$42	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	-
73	2-2-41620-213	MMS	METER READING:Telephone	\$92	\$1,056	\$1,505	\$0	\$0	\$0	\$0	\$0	\$0	-
74	2-2-41620-234	MMS	METER READING:Training Services	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	-
75	2-2-41620-259	MMS	METER READING:Purch Mtce-Other Equipment	\$6,134	\$626	\$0	\$0	\$0	\$0	\$0	\$0	\$0	-
76	2-2-41620-540	MMS	METER READING:City Purchased Clothing	\$942	\$1,011	\$1,265	\$0	\$0	\$0	\$0	\$0	\$0	-
77	2-2-41620-541	MMS	METER READING:Operating Supplies	\$1,424	\$678	\$281	\$0	\$0	\$0	\$0	\$0	\$0	-

Code	Category		Account Name	2018 YTD	2019 YTD	2020 YTD	2021 Budget	Back Out	Base Adjust	2022 Base Budget	Department		Issue	
	Code	Code		Actuals	Actuals	Actuals					Adjustments	2022 Total Budget		
78	2-2-41620-566	MMS	METER READING:Parts-Mechanical Equipment	\$16,960	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	-
79	2-2-41630-212	MMS	Water Meter Mtce:Postage & Freight	\$412	\$122	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	-
80	2-2-41630-256	MMS	Water Meter Mtce:Purch Mtce-Mechanical Equipment	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	-
81	2-2-41630-259	MMS	Water Meter Mtce:Purch Mtce-Other Equipment	\$1,526	\$622	\$165	\$0	\$0	\$0	\$0	\$0	\$0	\$0	-
82	2-2-41630-420	MMS	WATER METER MTCE:Allocation-Services	\$45	\$51	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	-
83	2-2-41630-569	MMS	Water Meter Mtce:Other Parts & Small Tools	\$1,643	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	-
84	2-2-41640-212	MMS	Serviceman And Meter Installer:Postage & Freight	\$16	\$0	\$32	\$500	\$0	\$0	\$500	\$1,000	\$1,500	\$1,500	FREIGHT ON WARRANTY RETURNS. Financial Services prepared postage Budget by reviewing the actual numbers of postage and freight expenses from 2021 and expectations for 2022.
85	2-2-41640-213	MMS	SERVICEMAN AND METER INSTALLER:Telephone	\$362	\$230	\$0	\$100	\$0	\$0	\$100	\$1,800	\$1,900	\$1,900	moving service cell charges into one account. The telephone budget for 2022 was prepared by financial services after a review of actual charges and expectation for 2022. Some of the increase, where applicable, are due to data lines and internet service charges being reallocated from object code 238.
86	2-2-41640-259	MMS	Serviceman And Meter Installer:Purch Mtce-Other Equipment	\$0	\$155	\$674	\$2,500	\$2,000	\$0	\$500	\$4,000	\$4,500	\$4,500	Jack Hammers and converts for service staff
87	2-2-41640-420	MMS	Serviceman And Meter Installer:Allocation-Services	\$0	\$0	\$64	\$0	\$0	\$0	\$0	\$0	\$0	\$0	-
88	2-2-41640-512	MMS	Serviceman And Meter Installer:Overtime Meals	\$18	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	-
89	2-2-41640-540	MMS	SERVICEMAN AND METER INSTALLER:City Purchased Clothing	\$0	\$0	\$0	\$300	\$0	\$700	\$1,000	\$0	\$1,000	\$1,000	3 meter services.
90	2-2-41640-541	MMS	SERVICEMAN AND METER INSTALLER:Operating Supplies	\$190,000	\$58,323	\$68,003	\$55,000	\$0	\$0	\$55,000	\$0	\$55,000	\$55,000	Damage to meters due to shut-offs and then restarts. Sediment can plug meters if line not flushed before restart. 15 meters a month x 12 x \$300 = approx \$55K. As we work through landscape agreements and bypasses more meters will be required to monitor water loss also upcoming new construction.
91	2-2-41640-544	MMS	Serviceman And Meter Installer:Office Supplies	\$0	\$0	\$217	\$0	\$0	\$0	\$0	\$0	\$0	\$0	-
92	2-2-41640-568	MMS	Serviceman And Meter Installer:Parts Cmpst Equipment	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	-
93	2-2-41110-896	INS	GENERAL ADMINISTRATION:Insurance	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	-
94	2-2-82141-919	BDE	ALLOWANCE FOR BAD DEBTS:Bad Debt Expense	\$116,979	\$193,876	\$78,983	\$175,000	\$0	(\$100,000)	\$75,000	\$0	\$75,000	\$75,000	Decrease in bad debt due to less accounts becoming inactive as a result of monthly billing.
95	2-1-48100-051	CAP	Utility Sewer and Water Capital:Federal Grants - Conditional	(\$298,746)	(\$538,259)	(\$1,685,756)	(\$161,340)	\$0	\$0	(\$161,340)	(\$209,930)	(\$371,270)	(\$371,270)	- Gas Tax Revenue to cover the interest expense for the Raw Water Pumphouse loan. The prior year's interest expense was budgeted for only half of 2021. This new loan was approved in 2021. The increase in interest is due to the higher projected interest rates and a full year of interest. The interest is funded from Gas Tax revenue.
96	2-1-48100-053	CAP	Utility Sewer and Water Capital:Provincial Grants - Conditional	(\$7,239,945)	(\$1,460,302)	(\$50,000)	\$0	\$0	\$0	\$0	\$0	\$0	\$0	-
97	2-1-67591-870	CAP	Water:Gain on Disposal	\$0	(\$30)	\$3,401	\$0	\$0	\$0	\$0	\$0	\$0	\$0	Non-cash item. No budget required.
98	2-1-67691-870	CAP	Water Treatment Plant:Gain on Disposal	(\$1,357)	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	Non-cash item. No budget required.
99	2-1-67791-870	CAP	Sanitary Sewer:Gain on Disposal	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	Non-cash item. No budget required.
100	2-1-67891-870	CAP	Waste Water Treatment Plant:Gain on Disposal	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	Non-cash item. No budget required.

Code	Category Code	Account Name	2018 YTD	2019 YTD	2020 YTD	2021 Budget	Back Out	Base Adjust	2022 Base Budget	Department		Issue	
			Actuals	Actuals	Actuals					Adjustments	2022 Total Budget		
101	2-2-41110-840	AMORT	GENERAL ADMINISTRATION:Amortization Expense	\$0	\$0	\$0	\$5,500,000	\$0	\$0	\$5,500,000	\$0	\$5,500,000	This budget was prepared by Financial Services. Amortization, or depreciation, is an accounting method of allocating the cost of a tangible or physical asset over its useful life or life expectancy. Depreciation represents how much of an asset's value has been used up. The budget has been calculated based on updated forecasts. This is a non-cash item / expense.
102	2-1-92040-000	IFUND	Transfer from Sanitation Fund:Other Revenue	\$0	\$0	\$0	(\$3,570)	\$0	\$0	(\$3,570)	\$0	(\$3,570)	The transfer is based on Financial Services review and forecast of City facilities charges for 2022.
103	2-2-82210-742	IFUND	CONTRIBUTION TO GENERAL FUND:Transfer To Own Funds	\$614,000	\$614,000	\$614,000	\$614,000	\$0	\$0	\$614,000	\$0	\$614,000	Prior to 2010, the franchise fee was based on five percent of the total revenues received in the Utility Fund. Since 2010, it was suggested that the amount of the transfer be changed to reflect the actual apportionment of costs for people who currently contribute to the operation of the Utility Fund but would otherwise not be charged to that Fund. In 2012 the total dollars being transferred to the General Fund was set at \$614,000. This amount has not changed since 2012 as it was determined to be sufficient.
104	2-2-82217-742	IFUND	Contribution to GF-City Facilities:Transfer To Own Funds	\$268,146	\$256,560	\$421,921	\$241,320	\$0	\$39,180	\$280,500	\$0	\$280,500	The transfer is based on Financial Services review and forecast of City facilities charges for 2022.
105	2-2-82218-742	IFUND	Contribution to AF-City Facilities:Transfer To Own Funds	\$0	\$0	\$0	\$5,130	\$0	\$700	\$5,830	\$0	\$5,830	The transfer is based on Financial Services review and forecast of City facilities charges for 2022.
106	2-2-82219-742	IFUND	Contribution to SF-City Facilities:Transfer To Own Funds	\$0	\$0	\$0	\$3,830	\$0	(\$1,830)	\$2,000	\$0	\$2,000	The transfer is based on Financial Services review and forecast of City facilities charges for 2022.

WATER UTILITY FUND
OPERATING BUDGET SEGMENTED BY FUNCTIONAL AREA

For the Year Ending December 31, 2022

FUNCTIONAL AREA: WATER TREATMENT AND MAINTENANCE

	2022	2021	(Favourable)
	Budget	Budget	Unfavourable
			Change
REVENUES			
Water Utility Consumption Fees	(\$5,768,970)	(\$5,523,280)	(245,690)
Water Utility Fixed Fees	(5,132,130)	(4,869,260)	(262,870)
Total Revenues	(10,901,100)	(10,392,540)	(508,560)
EXPENSES			
Salaries Wages and Benefits	2,333,580	2,325,850	7,730
Contracted and General Services	19,500	13,500	6,000
Utilities	594,410	583,010	11,400
Fleet Expenses	371,790	427,660	(55,870)
Maintenance Materials and Supplies	1,665,350	1,736,820	(71,470)
Insurance	27,460	26,060	1,400
Total Expenses	5,012,090	5,112,900	(100,810)
Operating (Surplus) Deficit	(5,889,010)	(5,279,640)	(609,370)
CAPITAL AND INTERFUND TRANSACTIONS			
TOTAL (SURPLUS) DEFICIT	(5,889,010)	(5,279,640)	(609,370)

Code	Category		Account Name	2018 YTD	2019 YTD	2020 YTD	2021 Budget	Back Out	Base Adjust	2022 Base Budget	Department		Issue
	Code	Code		Actuals	Actuals	Actuals					Adjustments	2022 Total Budget	
1	2-1-44100-000	UCF	SALE OF WATER-RES COMM & IND:Other Revenue	(\$4,102,391)	(\$4,351,082)	(\$4,330,036)	(\$4,386,670)	\$0	\$0	(\$4,386,670)	(\$188,030)	(\$4,574,700)	Water Consumption Charge for In-City User Based on Water sold at 3,330,200 Increase in cubic meter from \$1.32 to \$1.37 increase of \$0.05 per cubic meter
2	2-1-44101-000	UCF	SALE OF WATER - WATER CRANE:Other Revenue	(\$46,422)	(\$31,029)	(\$56,857)	(\$42,000)	\$0	(\$4,700)	(\$46,700)	\$0	(\$46,700)	Rate increase of \$0.44/m3 from \$4.40 to \$4.84. RPT 21-386 Water Crane Rate Review.
3	2-1-44102-000	UCF	SALE OF WATER TO OTHERS:Other Revenue	(\$231,440)	(\$277,479)	(\$242,630)	(\$273,500)	\$0	\$0	(\$273,500)	(\$12,410)	(\$285,910)	Water Consumption Charge for Outside Users Saskatchewan Penitentiary Consumption and Twilite/Heartland Consumption increase from \$2.31 to \$2.40 per cubic meter Consumption at 118,930 cubic meters
4	2-1-44103-000	UCF	SALE OF WATER & SEWER TO OTHERS:Other Revenue	(\$71,760)	(\$77,201)	(\$70,426)	(\$85,180)	\$0	\$0	(\$85,180)	(\$3,660)	(\$88,840)	Water Consumption Charge for Outside User Trailer Courts - Driftwood and Eastview Water Consumption charge increase from \$2.31 to \$2.40 per cubic meter Total Consumption at 36,954 cubic meters
5	2-1-44104-000	UCF	PA Rural Water-Consumption:Other Revenue	(\$427,575)	(\$419,766)	(\$465,778)	(\$476,000)	\$0	\$0	(\$476,000)	(\$25,490)	(\$501,490)	Water Consumption Charge for Prince Albert Rural Water Water consumption charge increase from \$1.50 to \$1.54 per cubic meter Total Consumption at 325,643
6	2-1-44107-000	UCF	CF-SALE OF WATER:Other Revenue	(\$115,886)	(\$152,723)	(\$220,006)	(\$259,930)	\$0	(\$11,400)	(\$271,330)	\$0	(\$271,330)	Revenue is based on Financial Services review and forecast of City facilities charges for 2022.
7	2-1-44141-000	UCF	Water Capital Works (Mtr Charge):Other Revenue	(\$3,918,963)	(\$4,062,310)	(\$4,301,115)	(\$4,244,950)	\$0	\$0	(\$4,244,950)	(\$171,880)	(\$4,416,830)	Water Monthly Fixed Charge Increases for all Users In-City Residential User Water Monthly Fixed Charge from \$26.50 to \$27.25 per month Outside Consumer increase from \$40.53 to \$45.66 per User - This is for the Trailer Courts (Driftwood and Eastview Trailer Courts), Saskatchewan Penitentiary, Provincial Jail and Pinegrove who are charge as per the number of inmates divided by 2.5
8	2-1-44142-000	UCF	Reconnection Charges:Other Revenue	(\$13,400)	(\$7,100)	(\$15,500)	(\$8,000)	\$0	\$0	(\$8,000)	(\$7,000)	(\$15,000)	Increased number of reconnection fees
9	2-1-44143-000	UCF	PA Rural Water - Fixed:Other Revenue	(\$405,131)	(\$471,928)	(\$515,372)	(\$581,200)	\$0	\$0	(\$581,200)	(\$85,070)	(\$666,270)	Water services monthly fixed charge rate for consumers outside of the City of Prince Albert Corporate limits (applied to equivalent number of customers for PA Rural Water): Equivalent customers x \$ rate = Monthly Water Service Charge Water Services Fixed Charge per customer Increase \$ Year 2021 \$40.53 Year 2022 \$45.66 \$5.13 Increase in Users from 1,195 to 1,216 Users
10	2-1-44147-000	UCF	CF-WATER CAPITAL WORKS (mtrs):Other Revenue	(\$34,647)	(\$35,585)	(\$35,333)	(\$35,110)	\$0	\$1,080	(\$34,030)	\$0	(\$34,030)	Revenue is based on Financial Services review and forecast of City facilities charges for 2022.
11	2-2-41210-111	SWB	Water Plant Operation:Salaries Regular	\$3,616	\$3,785	\$1,498	\$0	\$0	\$0	\$0	\$0	\$0	-
12	2-2-41210-112	SWB	Water Plant OPERATION:Salaries Overtime	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	-
13	2-2-41210-113	SWB	Water Plant OPERATION:Stat Overtime	\$63,499	\$63,287	\$67,167	\$64,770	\$0	\$230	\$65,000	\$0	\$65,000	The base budget was determined by Financial Services after consideration of base adjustments, step increases, and a review of actual costs incurred. In addition, discussions were had with Public Works to more accurately allocate the cost of salaried positions between funds to better reflect where individuals time is spent.
14	2-2-41210-115	SWB	Water Plant OPERATION:Wages Regular	\$713,994	\$693,765	\$688,152	\$700,000	\$0	\$0	\$700,000	\$0	\$700,000	one class 4 operator will be on maternity leave in 2022. The term operator filling this position will only be a class 2 or 3 pay rate. One Operator may obtain his class 4 level in 2022. The base budget was determined by Financial Services after consideration of base adjustments, step increases, and a review of actual costs incurred.
15	2-2-41210-116	SWB	Water Plant Operation:Wages Overtime	\$60,821	\$55,154	\$46,677	\$60,000	\$0	(\$5,000)	\$55,000	\$0	\$55,000	Overtime is incurred when critical positions must be filled and not all overtime situations can be avoided with a 24/7 365 day operation. Budgeted amount has been reduced by \$5000 for 2022 Operating year. The base budget was determined by Financial Services after consideration of base adjustments, step increases, and a review of actual costs incurred.

Code	Category		Account Name	2018 YTD	2019 YTD	2020 YTD	2021 Budget	Back Out	Base Adjust	2022 Base Budget	Department		Issue
	Code	Code		Actuals	Actuals	Actuals					Adjustments	2022 Total Budget	
16	2-2-41210-119	SWB	Water Plant OPERATION:Payroll Benefits	\$280,826	\$278,330	\$272,705	\$278,800	\$0	\$8,100	\$286,900	\$0	\$286,900	The base budget was determined by Financial Services after consideration of base adjustments, step increases, and a review of actual costs incurred
17	2-2-41210-131	SWB	Water Plant OPERATION:Vehicle Allowance	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	-
18	2-2-41220-111	SWB	Water Plant EQUIPMENT MTCE:Salaries Regular	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	-
19	2-2-41220-115	SWB	Water Plant EQUIPMENT MTCE:Wages Regular	\$202,676	\$228,101	\$213,543	\$202,900	\$0	\$0	\$202,900	\$0	\$202,900	Wages for the maintenance staff: Millwright and two E/I on staff. The base budget was determined by Financial Services after consideration of base adjustments, step increases, and a review of actual costs incurred.
20	2-2-41220-116	SWB	Water Plant EQUIPMENT MTCE:Wages Overtime	\$3,403	\$4,940	\$2,428	\$4,000	\$0	\$0	\$4,000	\$0	\$4,000	Emergency repairs must be made when equipment breaks down which sometimes requires after hours and weekend maintenance. This budgeted amount is sufficient for 2022. The base budget was determined by Financial Services after consideration of base adjustments, step increases, and a review of actual costs incurred.
21	2-2-41220-119	SWB	Water Plant EQUIPMENT MTCE:Payroll Benefits	\$77,886	\$89,124	\$85,354	\$73,710	\$0	\$0	\$73,710	\$0	\$73,710	For WTP maintenance staff. Millwright and two E/I'S The base budget was determined by Financial Services after consideration of base adjustments, step increases, and a review of actual costs incurred.
22	2-2-41230-115	SWB	Water Plant BUILDING & GROUND MTCE:Wages Regular	\$1,468	\$40	\$1,224	\$2,000	\$0	\$0	\$2,000	\$0	\$2,000	Wages for summer parks & engineering workers to perform grounds maintenance. The base budget was determined by Financial Services after consideration of base adjustments, step increases, and a review of actual costs incurred.
23	2-2-41230-116	SWB	Water Plant BUILDING & GROUND MTCE:Wages Overtime	\$0	\$0	\$525	\$0	\$0	\$0	\$0	\$0	\$0	-
24	2-2-41230-119	SWB	Water Plant BUILDING & GROUND MTCE:Payroll Benefits	\$577	\$16	\$554	\$750	\$0	\$0	\$750	\$0	\$750	The base budget was determined by Financial Services after consideration of base adjustments, step increases, and a review of actual costs incurred.
25	2-2-41410-115	SWB	Watermain Repairs:Wages Regular	\$242,501	\$271,928	\$213,961	\$245,000	\$0	\$0	\$245,000	\$0	\$245,000	The base budget was determined by Financial Services after consideration of base adjustments, step increases, and a review of actual costs incurred.
26	2-2-41410-116	SWB	Watermain Repairs:Wages Overtime	\$105,667	\$87,932	\$80,508	\$90,000	\$0	\$0	\$90,000	\$0	\$90,000	The base budget was determined by Financial Services after consideration of base adjustments, step increases, and a review of actual costs incurred.
27	2-2-41410-119	SWB	Watermain Repairs:Payroll Benefits	\$125,812	\$134,032	\$114,132	\$122,480	\$0	\$0	\$122,480	\$0	\$122,480	The base budget was determined by Financial Services after consideration of base adjustments, step increases, and a review of actual costs incurred.
28	2-2-41420-115	SWB	VALVES MTCE:Wages Regular	\$43,195	\$49,381	\$19,372	\$30,000	\$0	\$10,000	\$40,000	\$0	\$40,000	The base budget was determined by Financial Services after consideration of base adjustments, step increases, and a review of actual costs incurred
29	2-2-41420-116	SWB	VALVES MTCE:Wages Overtime	\$15,327	\$5,361	\$3,991	\$6,000	\$0	\$0	\$6,000	\$0	\$6,000	The base budget was determined by Financial Services after consideration of base adjustments, step increases, and a review of actual costs incurred.
30	2-2-41420-119	SWB	VALVES MTCE:Payroll Benefits	\$17,181	\$16,320	\$6,683	\$15,720	\$0	(\$1,900)	\$13,820	\$0	\$13,820	The base budget was determined by Financial Services after consideration of base adjustments, step increases, and a review of actual costs incurred
31	2-2-41430-115	SWB	Watermain Leak Detection:Wages Regular	\$64	\$0	\$437	\$1,000	\$0	\$0	\$1,000	\$0	\$1,000	The base budget was determined by Financial Services after consideration of base adjustments, step increases, and a review of actual costs incurred.
32	2-2-41430-116	SWB	WATERMAIN LEAK DETECTION:Wages Overtime	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	-
33	2-2-41430-119	SWB	WATERMAIN LEAK DETECTION:Payroll Benefits	\$8	\$0	\$152	\$360	\$0	\$0	\$360	\$0	\$360	The base budget was determined by Financial Services after consideration of base adjustments, step increases, and a review of actual costs incurred.

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	Code	Code		Actuals	Actuals	Actuals					Adjustments	2022 Total Budget	
34	2-2-41440-115	SWB	Fire Hydrant Mtce:Wages Regular	\$12,235	\$20,174	\$8,707	\$25,000	\$0	(\$5,000)	\$20,000	\$0	\$20,000	The base budget was determined by Financial Services after consideration of base adjustments, step increases, and a review of actual costs incurred
35	2-2-41440-116	SWB	Fire Hydrant Mtce:Wages Overtime	\$1,535	\$1,795	\$1,109	\$1,500	\$0	\$0	\$1,500	\$0	\$1,500	The base budget was determined by Financial Services after consideration of base adjustments, step increases, and a review of actual costs incurred.
36	2-2-41440-119	SWB	Fire Hydrant Mtce:Payroll Benefits	\$4,133	\$6,882	\$5,541	\$5,200	\$0	\$1,300	\$6,500	\$0	\$6,500	The base budget was determined by Financial Services after consideration of base adjustments, step increases, and a review of actual costs incurred
37	2-2-41450-111	SWB	Service Connection Mtce:Salaries Regular	\$0	\$0	\$300	\$0	\$0	\$0	\$0	\$0	\$0	-
38	2-2-41450-115	SWB	Service Connection Mtce:Wages Regular	\$298,361	\$293,660	\$236,957	\$250,000	\$0	\$0	\$250,000	\$0	\$250,000	The base budget was determined by Financial Services after consideration of base adjustments, step increases, and a review of actual costs incurred.
39	2-2-41450-116	SWB	Service Connection Mtce:Wages Overtime	\$54,265	\$83,156	\$56,644	\$45,000	\$0	\$0	\$45,000	\$0	\$45,000	The base budget was determined by Financial Services after consideration of base adjustments, step increases, and a review of actual costs incurred.
40	2-2-41450-119	SWB	Service Connection Mtce:Payroll Benefits	\$105,067	\$107,959	\$86,088	\$85,260	\$0	\$0	\$85,260	\$0	\$85,260	The base budget was determined by Financial Services after consideration of base adjustments, step increases, and a review of actual costs incurred.
41	2-2-41455-115	SWB	Water Meter - Curbs:Wages Regular	\$0	\$77,768	\$41,860	\$0	\$0	\$0	\$0	\$0	\$0	-
42	2-2-41455-116	SWB	Water Meter - Curbs:Wages Overtime	\$0	\$10,969	\$645	\$0	\$0	\$0	\$0	\$0	\$0	-
43	2-2-41455-119	SWB	Water Meter - Curbs:Payroll Benefits	\$0	\$25,567	\$13,671	\$0	\$0	\$0	\$0	\$0	\$0	-
44	2-2-41460-115	SWB	Frost Protection:Wages Regular	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	-
45	2-2-41460-116	SWB	Frost Protection:Wages Overtime	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	-
46	2-2-41460-119	SWB	Frost Protection:Payroll Benefits	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	-
47	2-2-41511-115	SWB	Raw Water OPERATION:Wages Regular	\$956	\$455	\$2,594	\$760	\$0	\$0	\$760	\$0	\$760	The base budget was determined by Financial Services after consideration of base adjustments, step increases, and a review of actual costs incurred.
48	2-2-41511-119	SWB	Raw Water OPERATION:Payroll Benefits	\$287	\$182	\$807	\$270	\$0	\$0	\$270	\$0	\$270	The base budget was determined by Financial Services after consideration of base adjustments, step increases, and a review of actual costs incurred.
49	2-2-41512-115	SWB	Raw Water EQUIPMENT MTCE:Wages Regular	\$19,123	\$3,867	\$14,155	\$7,350	\$0	\$0	\$7,350	\$0	\$7,350	Wages for city staff millwright, two E/I'S, and relief operators performing maintenance on this facility. The base budget was determined by Financial Services after consideration of base adjustments, step increases, and a review of actual costs incurred.
50	2-2-41512-116	SWB	Raw Water EQUIPMENT MTCE:Wages Overtime	\$266	\$433	\$1,300	\$0	\$0	\$0	\$0	\$0	\$0	-
51	2-2-41512-119	SWB	Raw Water EQUIPMENT MTCE:Payroll Benefits	\$6,815	\$1,488	\$5,202	\$2,650	\$0	\$0	\$2,650	\$0	\$2,650	The base budget was determined by Financial Services after consideration of base adjustments, step increases, and a review of actual costs incurred.
52	2-2-41521-115	SWB	2ND AVE RESERVOIR OPERATIONS:Wages Regular	\$78	\$0	\$79	\$0	\$0	\$0	\$0	\$0	\$0	-
53	2-2-41521-119	SWB	2ND AVE RESERVOIR OPERATIONS:Payroll Benefits	\$23	\$0	\$18	\$0	\$0	\$0	\$0	\$0	\$0	-
54	2-2-41522-115	SWB	2ND AVE RESERVIOR EQUIPMENT MTCE:Wages Regular	\$4,259	\$2,431	\$4,183	\$2,000	\$0	\$0	\$2,000	\$0	\$2,000	Wages for maintenance workers. The base budget was determined by Financial Services after consideration of base adjustments, step increases, and a review of actual costs incurred.
55	2-2-41522-116	SWB	2ND AVE RESERVIOR EQUIPMENT MTCE:Wages Overtime	\$502	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	-
56	2-2-41522-119	SWB	2ND AVE RESERVIOR EQUIPMENT MTCE:Payroll Benefits	\$1,605	\$851	\$1,417	\$540	\$0	\$0	\$540	\$0	\$540	The base budget was determined by Financial Services after consideration of base adjustments, step increases, and a review of actual costs incurred.

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	Code	Code		Actuals	Actuals	Actuals					Adjustments	2022 Total Budget		
57	2-2-41531-115	SWB	MARQUIS RD RESERVIOR OPERATION:Wages Regular	\$0	\$79	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	-
58	2-2-41531-116	SWB	MARQUIS RD RESERVIOR OPERATION:Wages Overtime	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	-
59	2-2-41531-119	SWB	MARQUIS RD RESERVIOR OPERATION:Payroll Benefits	\$0	\$29	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	-
60	2-2-41532-115	SWB	MARQUIS RD RESERVIOR EQUIP MTCE:Wages Regular	\$2,583	\$1,403	\$4,947	\$1,580	\$0	\$0	\$1,580	\$0	\$1,580	\$1,580	The base budget was determined by Financial Services after consideration of base adjustments, step increases, and a review of actual costs incurred.
61	2-2-41532-116	SWB	Marquis Rd Reservoir Equip Mtce:Wages Overtime	\$77	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	-
62	2-2-41532-119	SWB	MARQUIS RD RESERVIOR EQUIP MTCE:Payroll Benefits	\$941	\$507	\$1,595	\$570	\$0	\$0	\$570	\$0	\$570	\$570	The base budget was determined by Financial Services after consideration of base adjustments, step increases, and a review of actual costs incurred.
63	2-2-41540-115	SWB	WATER CRANE:Wages Regular	\$78	\$420	\$277	\$500	\$0	\$0	\$500	\$0	\$500	\$500	The base budget was determined by Financial Services after consideration of base adjustments, step increases, and a review of actual costs incurred.
64	2-2-41540-119	SWB	WATER CRANE:Payroll Benefits	\$27	\$152	\$91	\$180	\$0	\$0	\$180	\$0	\$180	\$180	The base budget was determined by Financial Services after consideration of base adjustments, step increases, and a review of actual costs incurred.
65	2-2-41210-239	CON	Water Plant OPERATION:Consulting Services	\$30,899	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	-
66	2-2-41210-296	CON	Water Plant OPERATION:Housekeeping Services	\$1,167	\$1,383	\$994	\$1,500	\$0	\$0	\$1,500	\$0	\$1,500	\$1,500	Costs for Canadian Linen to supply floor mats for the outside entrance areas and carbon room. 7 mats = \$65.00 every 2 weeks (26) invoices throughout the year = \$1,690.00
67	2-2-41220-295	CON	Water Plant EQUIPMENT MTCE:Self-Employed Contractors	\$0	\$0	\$3,208	\$0	\$0	\$0	\$0	\$0	\$0	\$0	-
68	2-2-41220-296	CON	Water Plant EQUIPMENT MTCE:Housekeeping Services	\$46	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	-
69	2-2-41410-239	CON	Watermain Repairs:Consulting Services	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	-
70	2-2-41410-295	CON	Watermain Repairs:Self-Employed Contractors	\$61,788	\$5,738	\$4,512	\$2,000	\$0	\$0	\$2,000	\$6,000	\$8,000	\$8,000	Contractors used if needed to repair water main breaks. Eg: -Tow Trucks to move vehicles if in the work zone. -Contractor needed to haul City equipment. -Power Poles need to be removed or supported by SaskPower. Add \$6,000.00 to reflect the increase of previous 3 year average.
71	2-2-41450-295	CON	Service Connection Mtce:Self-Employed Contractors	\$17,751	\$1,317	\$4,957	\$10,000	\$0	\$0	\$10,000	\$0	\$10,000	\$10,000	Contractors used if needed for water service mtce, repairs, or leaks. Eg: -Tow Trucks to move vehicles if in the work zone. -Power Poles need to be removed or supported by SaskPower. Upwards trend.
72	2-2-41450-299	CON	Service Connection Mtce:Other General Services	\$212	\$0	\$2,671	\$0	\$0	\$0	\$0	\$0	\$0	\$0	-
73	2-2-41511-239	CON	Raw Water OPERATION:Consulting Services	\$31,442	\$4,750	\$10,991	\$0	\$0	\$0	\$0	\$0	\$0	\$0	-
74	2-2-41450-410	FC	Service Connection Mtce:Allocation-Administration	(\$353)	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	-
75	2-2-41210-551	UTL	Water Plant OPERATION:Water & Sewer	\$2,613	\$2,618	\$3,105	\$2,610	\$0	\$0	\$2,610	\$0	\$2,610	\$2,610	The water & sewer budget was reviewed by Financial Services based on a review of actual results. City facilities are charged for water and sewer services received with revenue recorded in the Water Utility Fund. An interfund transfer from the Water Utility Fund is made to offset charges to the General, Sanitation, Land and Airport Funds.
76	2-2-41210-552	UTL	Water Plant OPERATION:Heating Fuels	\$44,653	\$51,719	\$52,355	\$53,600	\$0	\$1,000	\$54,600	\$0	\$54,600	\$54,600	The 2022 Budget for SaskEnergy was determined by Financial Services based on a review of historical usage, expectations for 2022, and a review of actual costs. The 2022 Budget also incorporates the expected increase in the carbon tax effective April 1, 2022.

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	Code	Code		Actuals	Actuals	Actuals					Adjustments	2022 Total Budget	
77	2-2-41210-553	UTL	Water Plant OPERATION:Electricity	\$342,196	\$335,586	\$326,244	\$338,000	\$0	(\$8,200)	\$329,800	\$0	\$329,800	Electrical charges for the WTP building and pump house. The 2022 Budget for SaskPower was determined by Financial Services based on a review of historical usage, expectations for 2022, and a review of actual costs. The 2022 Budget also incorporates the expected increase in the carbon tax effective April 1, 2022.
78	2-2-41410-559	UTL	Watermain Repairs:Other Utilities	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	-
79	2-2-41511-552	UTL	Raw Water OPERATION:Heating Fuels	\$6,549	\$11,622	\$15,102	\$11,600	\$0	\$0	\$11,600	\$8,400	\$20,000	It is expected that in March of 2022 we will begin operating the new raw water pump house. I recommend increasing the heating fuels to \$20,000 for this first year as there will be more requirement for heating water and building operations. After one year of operations we will have a better idea on actual cost moving forward. The 2022 Budget for SaskEnergy was determined by Financial Services based on a review of historical usage, expectations for 2022, and a review of actual costs. The 2022 Budget also incorporates the expected increase in the carbon tax effective April 1, 2022.
80	2-2-41511-553	UTL	Raw Water OPERATION:Electricity	\$45,343	\$50,150	\$53,652	\$52,900	\$0	\$0	\$52,900	\$7,100	\$60,000	It is expected that in March of 2022 we will begin operating the new raw water pump house. I recommend increasing the electricity budget to \$60,000 for this first year as there will be some electric heating units and a bit more electrical demand from the old facility. There will be much more efficient equipment in place so after one year of operations we will have a better idea on actual cost moving forward.
81	2-2-41521-552	UTL	2ND AVE RESERVOIR OPERATIONS:Heating Fuels	\$2,516	\$1,821	\$2,491	\$2,400	\$0	\$300	\$2,700	\$0	\$2,700	The 2022 Budget for SaskEnergy was determined by Financial Services based on a review of historical usage, expectations for 2022, and a review of actual costs. The 2022 Budget also incorporates the expected increase in the carbon tax effective April 1, 2022.
82	2-2-41521-553	UTL	2ND AVE RESERVOIR OPERATIONS:Electricity	\$62,306	\$61,798	\$64,337	\$57,500	\$0	\$4,500	\$62,000	\$0	\$62,000	Electrical expenses for operating the pumping facility. The 2022 Budget for SaskPower was determined by Financial Services based on a review of historical usage, expectations for 2022, and a review of actual costs. The 2022 Budget also incorporates the expected increase in the carbon tax effective April 1, 2022.
83	2-2-41531-552	UTL	Marquis Rd Reservoir Operation:Heating Fuels	(\$9)	\$4,465	\$2,252	\$2,600	\$0	(\$100)	\$2,500	\$0	\$2,500	The 2022 Budget for SaskEnergy was determined by Financial Services based on a review of historical usage, expectations for 2022, and a review of actual costs. The 2022 Budget also incorporates the expected increase in the carbon tax effective April 1, 2022.
84	2-2-41531-553	UTL	MARQUIS RD RESERVIOR OPERATION:Electricity	\$44,577	\$61,357	\$57,275	\$61,800	\$0	(\$1,600)	\$60,200	\$0	\$60,200	The 2022 Budget for SaskPower was determined by Financial Services based on a review of historical usage, expectations for 2022, and a review of actual costs. The 2022 Budget also incorporates the expected increase in the carbon tax effective April 1, 2022.
85	2-2-41532-552	UTL	Marquis Rd Reservoir Equip Mtce:Heating Fuels	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	-
86	2-2-41532-553	UTL	Marquis Rd Reservoir Equip Mtce:Electricity	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	-

87	Category			2018 YTD	2019 YTD	2020 YTD	2021 Budget	Back Out	Base Adjust	2022 Base Budget	Department		Issue
	Code	Code	Account Name	Actuals	Actuals	Actuals					Adjustments	2022 Total Budget	
	2-2-41210-265	FLT	Water Plant OPERATION:Rentals-Automotive & Equipment	\$410	\$916	\$1,451	\$960	\$0	\$0	\$960	\$60	\$1,020	Account used for charging use of Bobcat to fleet expenses when operated. Amount varies dependent on snow removal and on site projects. The budget for fleet expenses was prepared by Financial Services based on a 6% increase in fleet charge out rates proposed by Administration for the 2022 Budget. A 6% increase was recommended for the 2021 Budget but was removed by Budget Committee. Administration recommends that the 6% increase be implemented for 2022 to ensure that sufficient funds are transferred to the Equipment and Fleet Reserve for future replacements. In addition, the fleet expense budget was adjusted where necessary to reflect actual charges based on a review of prior years' actual charges.
	2-2-41220-265	FLT	Water Plant EQUIPMENT MTCE:Rentals-Automotive & Equipment	\$15,875	\$15,720	\$18,707	\$16,420	\$0	\$0	\$16,420	\$990	\$17,410	Fleet charges for the three service trucks belonging to the facility. The budget for fleet expenses was prepared by Financial Services based on a 6% increase in fleet charge out rates proposed by Administration for the 2022 Budget. A 6% increase was recommended for the 2021 Budget but was removed by Budget Committee. Administration recommends that the 6% increase be implemented for 2022 to ensure that sufficient funds are transferred to the Equipment and Fleet Reserve for future replacements. In addition, the fleet expense budget was adjusted where necessary to reflect actual charges based on a review of prior years' actual charges.
	2-2-41230-265	FLT	Water Plant BUILDING & GROUND MTCE:Rentals-Automotive & Equipment	\$85	\$89	\$1,086	\$340	\$0	\$0	\$340	\$20	\$360	The budget for fleet expenses was prepared by Financial Services based on a 6% increase in fleet charge out rates proposed by Administration for the 2022 Budget. A 6% increase was recommended for the 2021 Budget but was removed by Budget Committee. Administration recommends that the 6% increase be implemented for 2022 to ensure that sufficient funds are transferred to the Equipment and Fleet Reserve for future replacements. In addition, the fleet expense budget was adjusted where necessary to reflect actual charges based on a review of prior years' actual charges.
	2-2-41410-265	FLT	Watermain Repairs:Rentals-Automotive & Equipment	\$136,991	\$164,204	\$101,364	\$152,080	\$0	\$0	\$152,080	(\$14,280)	\$137,800	- Internal Fleet charges for equipment utilized when repairing water mains. This can fluctuate from year to year if City equipment is busy with other tasks and external Hired equipment is utilized (eg. Hired Tandem Trucks). Minus \$22,080 to accommodate the trend of the last 3 year average. - Plus \$7,800 for 6% annual increase. The budget for fleet expenses was prepared by Financial Services based on a 6% increase in fleet charge out rates proposed by Administration for the 2022 Budget. A 6% increase was recommended for the 2021 Budget but was removed by Budget Committee. Administration recommends that the 6% increase be implemented for 2022 to ensure that sufficient funds are transferred to the Equipment and Fleet Reserve for future replacements. In addition, the fleet expense budget was adjusted where necessary to reflect actual charges based on a review of prior years' actual charges.

91	Category		Account Name	2018 YTD	2019 YTD	2020 YTD	2021 Budget	Back Out	Base Adjust	2022 Base Budget	Department		Issue
	Code	Code		Actuals	Actuals	Actuals					Adjustments	2022 Total Budget	
	2-2-41420-265	FLT	VALVES MTCE:Rentals-Automotive & Equipment	\$26,508	\$30,920	\$14,780	\$30,800	\$0	\$0	\$30,800	(\$9,600)	\$21,200	- Internal Fleet charges for equipment utilized when repairing or replacing water main valves. This can fluctuate from year to year if City equipment is busy with other tasks and external Hired equipment is utilized (eg. Hired Tandem Trucks). Minus \$10,800 to accommodate the trend of the last 3 year average. - Plus \$1,200 for 6% annual increase. The budget for fleet expenses was prepared by Financial Services based on a 6% increase in fleet charge out rates proposed by Administration for the 2022 Budget. A 6% increase was recommended for the 2021 Budget but was removed by Budget Committee. Administration recommends that the 6% increase be implemented for 2022 to ensure that sufficient funds are transferred to the Equipment and Fleet Reserve for future replacements. In addition, the fleet expense budget was adjusted where necessary to reflect actual charges based on a review of prior years' actual charges.
	2-2-41430-265	FLT	WATERMAIN LEAK DETECTION:Rentals-Automotive & Equipment	\$7,440	\$7,860	\$8,340	\$8,020	\$0	\$0	\$8,020	\$480	\$8,500	Internal Fleet charges for equipment utilized while performing Leak Detection. The budget for fleet expenses was prepared by Financial Services based on a 6% increase in fleet charge out rates proposed by Administration for the 2022 Budget. A 6% increase was recommended for the 2021 Budget but was removed by Budget Committee. Administration recommends that the 6% increase be implemented for 2022 to ensure that sufficient funds are transferred to the Equipment and Fleet Reserve for future replacements. In addition, the fleet expense budget was adjusted where necessary to reflect actual charges based on a review of prior years' actual charges.
	2-2-41440-265	FLT	Fire Hydrant Mtce:Rentals-City Automotive & Equipment	\$3,646	\$7,543	\$3,810	\$8,330	\$0	\$0	\$8,330	(\$3,030)	\$5,300	- Internal Fleet charges for equipment utilized when repairing or replacing Fire Hydrants. This can fluctuate from year to year if City equipment is busy with other tasks and external Hired equipment is utilized (eg. Hire Tandem Trucks). Minus \$3,330 to accommodate the trend of the last 3 year average. - Plus \$300 for 6% annual increase. The budget for fleet expenses was prepared by Financial Services based on a 6% increase in fleet charge out rates proposed by Administration for the 2022 Budget. A 6% increase was recommended for the 2021 Budget but was removed by Budget Committee. Administration recommends that the 6% increase be implemented for 2022 to ensure that sufficient funds are transferred to the Equipment and Fleet Reserve for future replacements. In addition, the fleet expense budget was adjusted where necessary to reflect actual charges based on a review of prior years' actual charges.

Code	Category		Account Name	2018 YTD	2019 YTD	2020 YTD	2021 Budget	Back Out	Base Adjust	2022 Base Budget	Department		Issue
	Code	Code		Actuals	Actuals	Actuals					Adjustments	2022 Total Budget	
94	2-2-41450-265	FLT	Service Connection Mtce:Rentals-Automotive & Equipment	\$197,884	\$200,058	\$181,176	\$210,710	\$0	\$0	\$210,710	(\$30,510)	\$180,200	- Internal Fleet charges for equipment utilized when repairing or replacing water services. This can fluctuate from year to year if City equipment is busy with other tasks and external Hired equipment is utilized (eg. Hired Tandem Trucks). Minus \$40,710 to better reflect the 3 year downward trend. - Plus \$10,200 for 6% annual increase. The budget for fleet expenses was prepared by Financial Services based on a 6% increase in fleet charge out rates proposed by Administration for the 2022 Budget. A 6% increase was recommended for the 2021 Budget but was removed by Budget Committee. Administration recommends that the 6% increase be implemented for 2022 to ensure that sufficient funds are transferred to the Equipment and Fleet Reserve for future replacements. In addition, the fleet expense budget was adjusted where necessary to reflect actual charges based on a review of prior years' actual charges.
95	2-2-41455-265	FLT	Water Meter - Curbs:Rentals-City Automotive & Equipment	\$0	\$46,173	\$17,860	\$0	\$0	\$0	\$0	\$0	\$0	No budget required as water meter replace project is completed.
96	2-2-41512-265	FLT	Raw Water EQUIPMENT MTCE:Rentals-City Automotive & Equipment	\$0	\$288	\$0	\$0	\$0	\$0	\$0	\$0	\$0	No budget required.
97	2-2-41532-265	FLT	Marquis Rd Reservoir Equip Mtce:Rentals-City Automotive & Equipment	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	No annual budget required.
98	2-2-41210-211	MMS	Water Plant Operation:Travel & Accommodation	\$1,989	\$1,469	\$906	\$2,000	\$0	\$0	\$2,000	\$0	\$2,000	This money is used to reimburse employees if travel is required for work outside of training. This budget is consistent with the priors years actual expenditures.
99	2-2-41210-212	MMS	Water Plant Operation:Postage & Freight	\$4,298	\$4,361	\$5,344	\$4,800	\$0	\$0	\$4,800	\$0	\$4,800	This account is used for payment of courier/mail services for shipment of daily water samples, delivery of mechanical parts and operating supplies to the WTP throughout the year. In review of the previous two years actual expenditures this budget amount is sufficient for 2022. Financial Services prepared postage Budget by reviewing the actual numbers of postage and freight expenses from 2021 and expectations for 2022.
100	2-2-41210-213	MMS	Water Plant OPERATION:Telephone	\$6,293	\$5,438	\$5,335	\$6,140	\$0	\$0	\$6,140	\$600	\$6,740	Account pays for Sasktel phone and fax lines. 2020 actuals were \$5335.00. Telephone amount is sufficient for 2022. Reallocated data lines from 238. The telephone budget for 2022 was prepared by financial services after a review of actual charges and expectation for 2022. Some of the increase, where applicable, are due to data lines and internet service charges being reallocated from object code 238.
101	2-2-41210-221	MMS	Water Plant OPERATION:Advertising	\$150	\$3,000	\$0	\$1,500	\$0	\$0	\$1,500	\$0	\$1,500	Budget used for advertising job postings for vacant positions at the WTP.
102	2-2-41210-224	MMS	Water Plant OPERATION:Memberships & Due	\$2,710	\$3,552	\$6,842	\$3,500	\$0	\$0	\$3,500	\$0	\$3,500	Funds used for payment of employee professional membership fees such as: Association of Certified Technologists, Fireman's certificates, Operator Certification, Saskatchewan Water & Wastewater Association, Western Canada Water, AWWA etc. etc. AWWA = 1 membership = \$220.00 US dollars SWWA = \$50 X 11 employees = \$700.00 ASCT = \$250.00 X 4 employees = \$1000.00 OCB = \$150 x 13 employees = \$1,950
103	2-2-41210-233	MMS	Water Plant OPERATION:Engineering Services	\$2,539	\$2,500	\$29,990	\$4,000	\$0	\$0	\$4,000	\$0	\$4,000	base funds used for specialized engineering services through the year for specialized equipment repair or analysis.

Code	Category Code	Account Name	2018 YTD Actuals	2019 YTD Actuals	2020 YTD Actuals	2021 Budget	Back Out	Base Adjust	2022 Base Budget	Department		Issue
										Adjustments	2022 Total Budget	
104	2-2-41210-234	MMS Water Plant OPERATION:Training Services	\$13,751	\$9,402	\$2,678	\$15,000	\$0	\$0	\$15,000	\$0	\$15,000	The Manager and 11 employees need to obtain 1.2 Continuing education units(CEU) every 2 years to retain Mandatory Operator Certification. This is achieved by attending conferences/training workshops or taking correspondence courses to expand their knowledge base. \$2000.00/person x 5.5 staff/year = \$11,000 Manager: Attend Yearly conferences: Western Canada Water Conference \$2000.00 SWWA Conference \$1500.00 Management related workshops \$500.00
105	2-2-41210-235	MMS Water Plant OPERATION:Health Services	\$31,134	\$14,001	\$17,878	\$25,000	\$0	\$0	\$25,000	\$0	\$25,000	This account is used for conducting analytical testing on the potable water. A certified laboratory must be used for compliance to the Permit to Operate a Waterworks. Budgeted amount is good 2022.
106	2-2-41210-237	MMS Water Plant OPERATION:Protection Services	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	-
107	2-2-41210-238	MMS Water Plant OPERATION:Computer Services	\$1,006	\$1,387	\$5,729	\$2,500	\$0	\$0	\$2,500	\$0	\$2,500	This budget is for the replacement of switches, routers, keyboards, and other computer related equipment to operate the SCADA systems and operational computers. The telephone and data line budget was prepared by financial services based on actual costs. Data line budget has been reallocated from object code 238 to 213.
108	2-2-41210-253	MMS Water Plant OPERATION:Purch Mtce-Building	\$120	\$0	\$170	\$0	\$0	\$0	\$0	\$0	\$0	-
109	2-2-41210-256	MMS Water Plant OPERATION:Purch Mtce-Mechanical Equipment	\$0	\$0	\$0	\$35,000	\$35,000	\$0	\$0	\$0	\$0	-
110	2-2-41210-257	MMS Water Plant OPERATION:Purch Mtce-Specialized Equipment	\$0	\$5,821	\$0	\$0	\$0	\$0	\$0	\$40,000	\$40,000	There are three individual Ultraviolet banks that provide UV disinfection of the potable water. These units were installed in 2009. Each UV bank has its own individual programmable logic controller (PLC)to operate the system. We have proactively reached out to the equipment manufacturer regarding maintenance and parts availability and we have discovered that the PLC units in our reactors are no longer available should one fail. To ensure that these crucial systems remain trouble free in operations Administration is recommending that we proactively replace the three old PLC units with the updated processors. By replacing all three processors at the same time under controlled conditions we will be saving on programming and mobilization costs versus replacing these individually as they fail and risking operation issues and compromised water quality. EDA Environmental has provided a cost estimate of \$36,000 to replace the three PLC units, and perform the PLC programming at the WTP.
111	2-2-41210-259	MMS Water Plant OPERATION:Purch Mtce-Other Equipment	\$9,274	\$14,987	\$11,732	\$12,000	\$0	\$0	\$12,000	\$0	\$12,000	This is used for the yearly maintenance and calibrations of the Raw water monitoring equipment installed during the Husky Oil spill. These specialty probes allow the Operators to track the raw water quality and react to changing background levels of organics, hydrocarbons, turbidity, color, ph and conductivity in the River and make the necessary adjustments to the treatment process to ensure the potable water quality is not impacted. These instruments also serve as an early warning detection system for any possible hydrocarbon contaminants in the raw water.
112	2-2-41210-267	MMS Water Plant OPERATION:Rentals-Specialized Equipment	\$473	\$234	\$277	\$500	\$0	\$0	\$500	\$0	\$500	Budget used for payment of photocopier charges. Monthly charges range from \$15.00 to \$30.00 per month depending on amount of copies. This budget amount is sufficient for 2022.

Code	Category		Account Name	2018 YTD	2019 YTD	2020 YTD	2021 Budget	Back Out	Base Adjust	2022 Base Budget	Department		Issue
	Code	Code		Actuals	Actuals	Actuals					Adjustments	2022 Total Budget	
113	2-2-41210-291	MMS	Water Plant OPERATION:Licenses Permits & Fees	\$22,637	\$10,654	\$19,163	\$18,000	\$0	\$0	\$18,000	\$0	\$18,000	Account covers costs for yearly Watertrax software fees, Unity Pro support for the SCADA system and License fees for the CITECT software that interfaces data from the PLC to the SCADA system. The 2020 costs to date are \$19,162.00.2022 costs will likely see a slight increase.
114	2-2-41210-292	MMS	Water Plant OPERATION:Print Shop Services	\$1,069	\$1,050	\$1,062	\$1,000	\$0	\$0	\$1,000	\$0	\$1,000	Funds to print off operational record sheets at Campbell printing for daily operations. Average yearly expenditures are \$1,100.00
115	2-2-41210-410	MMS	Water Plant OPERATION:Allocation-Administration	\$18,000	\$18,000	\$18,000	\$18,000	\$0	\$0	\$18,000	\$0	\$18,000	- \$18,000: This amount represents an allocation of costs from the General Fund related to IT support funded by the General Fund.
116	2-2-41210-511	MMS	Water Plant OPERATION:Meeting Incidentals	\$21	\$75	\$35	\$0	\$0	\$0	\$0	\$0	\$0	-
117	2-2-41210-521	MMS	Water Plant Operation:Vehicle Fuel & Oil	\$2,019	\$6,456	\$5,619	\$5,500	\$0	\$0	\$5,500	\$0	\$5,500	Purchasing bulk diesel fuel for the back up Generators and gasoline for the push mower, snow blower & trimmers.
118	2-2-41210-534	MMS	Water Plant OPERATION:Chemicals	\$524,141	\$734,951	\$874,039	\$737,000	\$0	\$0	\$737,000	\$28,000	\$765,000	The water purification materials (potassium permanganate, coagulant, carbon, polymer, chlorine, sodium hydroxide, fluoride, orthophosphate and micro sand are all consumable products required to properly treat the raw water providing a safe reliable potable water to the consumers. The North Saskatchewan River raw water quality is very unpredictable and dictates the demand placed on these consumable materials through the treatment process making it very hard to accurately predict the volume of materials required year to year. Also many of these material are subject to world trade market fluctuations/ tariffs and exchange rates. It is best practice to use a minimum 3 year average of past expenditures as a base point for this budgeting process. The past three years expenditures are as follows. 2018 = \$524,141.00 2019 = \$734,950.00 2020 = \$874,000.00 The current budgeted amount is recommended for the 2022 year based on the results of the tender received in 2021.
119	2-2-41210-539	MMS	Water Plant OPERATION:Other Fabricated Materials	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	-
120	2-2-41210-540	MMS	Water Plant Operation:City Purchased Clothing	\$908	\$1,235	\$1,221	\$1,000	\$0	\$0	\$1,000	\$0	\$1,000	As per the contract with CUPE 160 This is for footwear reimbursement, and other safety related clothing required for work duties. the current budget amount is sufficient for 2021.
121	2-2-41210-541	MMS	Water Plant OPERATION:Operating Supplies	\$13,979	\$17,529	\$19,002	\$15,000	\$0	\$0	\$15,000	\$0	\$15,000	This account is for various consumable materials, and other products for the day to day facility operations. These can range from painting supplies, locks, keys, lumber, steel and plastic pipes, fittings, electrical materials, bolts, nuts, screws, manuals, books, laboratory supplies, shipping supplies, special batteries, etc. etc. A review of the past two years expenditures are 2019 = \$17,500 2020 = \$19,000 This budget amount is sufficient for 2022.
122	2-2-41210-544	MMS	Water Plant OPERATION:Office Supplies	\$3,095	\$1,027	\$1,567	\$3,000	\$0	\$0	\$3,000	\$0	\$3,000	Budget is used for items like pens, clipboards, pencils, paper, staples, markers, binders, dividers, report covers, stamps, note pads, etc. etc for the day to day operation of the WTP. Ergonomic office chairs must be replaced using OH&S standards to ensure operations staff health is maintained.
123	2-2-41210-545	MMS	Water Plant OPERATION:Safety Supplies	\$2,444	\$2,198	\$5,665	\$3,000	\$0	\$0	\$3,000	\$0	\$3,000	Account is used for purchasing lock out equipment, safety harnesses, lanyards, respirator cartridges for particulate and acid gases, and other specialty equipment related to safety. 2020 expenditures are higher due to extra protection measures for COVID-19 2019 actuals = \$2,400 2020 actuals = \$5,664 This budgeted amount is sufficient for 2022.

Code	Category		Account Name	2018 YTD	2019 YTD	2020 YTD	2021 Budget	Back Out	Base Adjust	2022 Base Budget	Department		Issue
	Code	Code		Actuals	Actuals	Actuals					Adjustments	2022 Total Budget	
124	2-2-41210-546	MMS	Water Plant OPERATION:Housekeeping Supplies	\$1,653	\$1,684	\$3,204	\$3,000	\$0	\$0	\$3,000	\$0	\$3,000	Budget is used for purchasing toilet paper, hand soap, hand sanitizer, bathroom cleaning supplies, general floor cleaner/degreaser, and hand towels. A clean working environment promotes safe work and increases worker morale and health. This budgeted amount is sufficient for 2022.
125	2-2-41210-566	MMS	Water Plant OPERATION:Parts-Mechanical Equipment	\$1,627	\$1,687	\$0	\$0	\$0	\$0	\$0	\$0	\$0	-
126	2-2-41220-211	MMS	Water Plant EQUIPMENT MTCE:Travel & Accommodation	\$0	\$18	\$0	\$0	\$0	\$0	\$0	\$0	\$0	-
127	2-2-41220-212	MMS	Water Plant EQUIPMENT MTCE:Postage & Freight	\$478	\$148	\$295	\$0	\$0	\$0	\$0	\$0	\$0	-
128	2-2-41220-233	MMS	Water Plant Equipment Mtce:Engineering Services	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	-
129	2-2-41220-234	MMS	Water Plant EQUIPMENT MTCE:Training Services	\$265	\$197	\$0	\$1,000	\$0	\$0	\$1,000	\$0	\$1,000	Budget for maintenance staff to attend specialized training course/workshops. Depending upon training course availability some years may require more budget.
130	2-2-41220-238	MMS	Water Plant EQUIPMENT MTCE:Computer Services	\$716	\$6,368	\$26,183	\$17,000	\$0	\$0	\$17,000	\$0	\$17,000	Account used for specialized computer programming and emergency support with DELCO automation that includes routine maintenance on the Programmable logic controllers (PLC) and supervisory control & data acquisition (SCADA) operating systems of the WTP. The current SCADA historian software is requiring more maintenance and upkeep as it is older software and outdated. 2020 expenses = \$26,000 2021 ytd expenses = \$11,000 Current budgeted amount is sufficient for 2022
131	2-2-41220-257	MMS	Water Plant EQUIPMENT MTCE:Purch Mtce-Specialized Equipment	\$1,351	\$20,530	\$15,658	\$0	\$0	\$20,000	\$20,000	\$0	\$20,000	Review of actual costs for previous 4 years. Emergency & unexpected costs.
132	2-2-41220-259	MMS	Water Plant EQUIPMENT MTCE:Purch Mtce-Other Equipment	\$11,866	\$27,309	\$9,894	\$12,360	\$0	\$0	\$12,360	\$0	\$12,360	budget used for maintaining specialized equipment that is serviced by outside agencies and for purchasing specialized items/equipment like chemical pumps, flow meters, probes. For instance there are 13 different dosing pumps alone throughout the facility at varying service life stages. Many of these dosing pumps range in price from \$3,000 to \$12,000 each. Due to the harsh service conditions they operate under 24 hours a day seven days a week dependability is very important and they must be replaced when maintenance and dependability becomes an issue.
133	2-2-41220-267	MMS	Water Plant EQUIPMENT MTCE:Rentals-Specialized Equipment	\$41	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	-
134	2-2-41220-291	MMS	Water Plant EQUIPMENT MTCE:Licenses Permits & Fees	\$2,073	\$3,433	\$3,050	\$3,500	\$0	\$0	\$3,500	\$0	\$3,500	Budget is for SaskPower Permits & license fees for the Saskatchewan Technical Safety Authority for boiler/pressure vessel registration & inspection certificates. These are routine annual costs to maintain the level of service.
135	2-2-41220-420	MMS	Water Plant EQUIPMENT MTCE:Allocation-Services	\$0	\$13	\$312	\$800	\$0	\$0	\$800	\$0	\$800	-
136	2-2-41220-511	MMS	Water Plant EQUIPMENT MTCE:Meeting Incidentals	\$0	\$0	\$35	\$0	\$0	\$0	\$0	\$0	\$0	-
137	2-2-41220-512	MMS	Water Plant EQUIPMENT MTCE:Overtime Meals	\$36	\$18	\$0	\$0	\$0	\$0	\$0	\$0	\$0	-
138	2-2-41220-521	MMS	Water Plant EQUIPMENT MTCE:Vehicle Fuel & Oil	\$0	\$0	\$258	\$0	\$0	\$0	\$0	\$0	\$0	-
139	2-2-41220-533	MMS	Water Plant EQUIPMENT MTCE:Granular Materials	\$0	\$929	\$0	\$0	\$0	\$0	\$0	\$0	\$0	-
140	2-2-41220-534	MMS	Water Plant EQUIPMENT MTCE:Chemicals	\$824	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	-

Code	Category		Account Name	2018 YTD	2019 YTD	2020 YTD	2021 Budget	Back Out	Base Adjust	2022 Base Budget	Department		Issue
	Code	Code		Actuals	Actuals	Actuals					Adjustments	2022 Total Budget	
141	2-2-41220-540	MMS	Water Plant EQUIPMENT MTCE:City Purchased Clothing	\$852	\$1,770	\$955	\$1,000	\$0	\$0	\$1,000	\$0	\$1,000	Covers off the purchase of maintenance staff protective clothing for arc flash, fire rated coveralls. Clothing needs to be replaced as it ages to ensure the fire rating is intact. Two E/IS 3 pairs of coveralls each per year @ \$175.00 each = \$1,050.00
142	2-2-41220-541	MMS	Water Plant EQUIPMENT MTCE:Operating Supplies	\$17,625	\$20,293	\$20,060	\$15,000	\$0	\$0	\$15,000	\$5,000	\$20,000	Account is for consumable materials in conducting equipment maintenance. Includes but not limited to: Bolts, nuts, screws, stainless steel pipe, fittings and valves, PVC pipe, fittings and valves, electrical wire, electrical connectors, shrink tape, wire labeling equipment, lights, electrical conduits, fuses, cable tray, etc. etc. 2019 expenditures = \$20,292.00 2020 expenditures = \$20,059 In review of the past two years expenditures and material cost increases the budget should be increased by \$5,000.
143	2-2-41220-545	MMS	Water Plant EQUIPMENT MTCE:Safety Supplies	\$622	\$792	\$428	\$1,000	\$0	\$0	\$1,000	\$0	\$1,000	To maintain safety supplies such as first aid kits, replace worn safety harnesses, lanyards, lifting slings, eye wash stations, lockout equipment for maintenance staff etc. etc.
144	2-2-41220-546	MMS	Water Plant EQUIPMENT MTCE:Housekeeping Supplies	\$0	\$0	\$39	\$0	\$0	\$0	\$0	\$0	\$0	-
145	2-2-41220-565	MMS	Water Plant EQUIPMENT MTCE:Parts - Equipment and Automotive	\$0	\$25	\$580	\$0	\$0	\$0	\$0	\$0	\$0	-
146	2-2-41220-566	MMS	Water Plant EQUIPMENT MTCE:Parts-Mechanical Equipment	\$91,254	\$119,582	\$101,582	\$120,000	\$0	\$0	\$120,000	\$0	\$120,000	Proper routine preventative maintenance must be performed on all operational equipment to ensure proper working order. Properly maintaining operational assets ensures they can provide trouble free service to reach their potential end of life cycle without premature capital replacement. This account pays all equipment maintenance for the Water treatment process and potable water distribution. There are hundreds of different types of equipment requiring routine repair and maintenance. a few examples are things like pump repair kits, rotork actuator repairs, chlorine system repairs, chemical injection quills, backflow preventer repairs, variable frequency drive repairs, electric motor rebuild/repairs, pressure relief valve repair kits, gauges, pressure sensors, level sensors, flow meters, chemical pump repairs, etc.etc.
147	2-2-41230-253	MMS	Water Plant BUILDING & GROUND MTCE:Purch Mtce-Building	\$4,873	\$75,939	\$22,421	\$20,000	\$0	\$0	\$20,000	\$0	\$20,000	The WTP is a very large facility with 3 stories to maintain. Different sections of the facility were built in different years dating back to 1954. The required upkeep and maintenance of the facility varies throughout the year and from year to year. Efficiencies in building operations and savings in power and energy are realized by keeping the facility properly maintained. This account pays for repairs/routine maintenance to 7 air handling units, 7 air conditioners, 6 boilers, 12 heat exchangers, windows, doors, plumbing, exterior building repairs
148	2-2-41230-254	MMS	Water Plant BUILDING & GROUND MTCE:Purch Mtce Labour Facilities	\$0	\$0	\$0	\$60,000	\$60,000	\$0	\$0	\$0	\$0	-
149	2-2-41230-256	MMS	Water Plant BUILDING & GROUND MTCE:Purch Mtce-Mechanical Equipment	\$2,417	\$7,909	\$9,488	\$8,000	\$0	\$0	\$8,000	\$0	\$8,000	Budget is used to perform yearly inspections on 6 boilers, 7 Air conditioning units, 5 air handling units. If any of these units fail critical operational equipment in the treatment process or potable water distribution pump house may be damaged or unable to operate. 2019 expenditures = \$7,900 2020 expenditures = \$9,500
150	2-2-41230-257	MMS	Water Plant BUILDING & GROUND MTCE:Purch Mtce-Specialized Equipment	\$1,034	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	-

Code	Category		Account Name	2018 YTD	2019 YTD	2020 YTD	2021 Budget	Back Out	Base Adjust	2022 Base Budget	Department		Issue
	Code	Code		Actuals	Actuals	Actuals					Adjustments	2022 Total Budget	
151	2-2-41230-259	MMS	Water Plant BUILDING & GROUND MTCE:Purch Mtce-Other Equipment	\$6,050	\$7,442	\$408	\$100,000	\$94,500	\$0	\$5,500	\$0	\$5,500	This base budget is for covering off any maintenance or repairs to building equipment not related to heating, cooling or air movement. This would be things like overhead cranes/hoists, lifting devices, etc. There are 3 overhead cranes, and 5 electric hoists within the facility.
152	2-2-41230-291	MMS	Water Plant BUILDING & GROUND MTCE:Licenses Permits & Fees	\$108	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	-
153	2-2-41230-420	MMS	Water Plant BUILDING & GROUND MTCE:Allocation-Services	\$102	\$0	\$274	\$0	\$0	\$0	\$0	\$0	\$0	-
154	2-2-41230-541	MMS	Water Plant BUILDING & GROUND MTCE:Operating Supplies	\$5,463	\$8,115	\$6,977	\$6,000	\$0	\$0	\$6,000	\$0	\$6,000	Base budget is used for consumable operating supplies for building maintenance. Items like filters for the air handling units, floor and wall paint, exterior lights, lumber, metal, etc.
155	2-2-41230-567	MMS	Water Plant Building & Ground Mtce:Parts-Specialized Equipment	\$748	\$69	\$0	\$0	\$0	\$0	\$0	\$0	\$0	-
156	2-2-41410-211	MMS	Watermain Repairs:Travel & Accommodation	\$0	\$0	\$423	\$0	\$0	\$0	\$0	\$0	\$0	-
157	2-2-41410-212	MMS	Watermain Repairs:Postage & Freight	\$144	\$52	\$115	\$100	\$0	\$0	\$100	\$0	\$100	Financial Services prepared postage Budget by reviewing the actual numbers of postage and freight expenses from 2021 and expectations for 2022.
158	2-2-41410-213	MMS	Watermain Repairs:Telephone	\$1,817	\$1,616	\$1,200	\$1,640	\$0	\$0	\$1,640	\$0	\$1,640	The telephone budget for 2022 was prepared by financial services after a review of actual charges and expectation for 2022. Some of the increase, where applicable, are due to data lines and internet service charges being reallocated from object code 238.
159	2-2-41410-221	MMS	Watermain Repairs:Advertising	\$0	\$0	\$0	\$1,000	\$0	\$0	\$1,000	\$0	\$1,000	To make and maintain signs used in the yearly Unidirection Flush.
160	2-2-41410-224	MMS	Watermain Repairs:Memberships & Due	\$0	\$645	\$1,095	\$1,000	\$0	\$0	\$1,000	\$0	\$1,000	Funds used for payment of employee professional membership fees such as: Fireman's Certificates, Operator Certification, Saskatchewan Water & Wastewater Association, AWWA, etc.
161	2-2-41410-233	MMS	Watermain Repairs:Engineering Services	\$900	\$0	\$3,853	\$2,000	\$0	\$0	\$2,000	\$0	\$2,000	Used for specialized engineering services through out the year for specialized equipment or analysis. eg. -Compaction Tests
162	2-2-41410-234	MMS	Watermain Repairs:Training Services	\$3,210	\$4,170	\$4,196	\$10,000	\$0	\$0	\$10,000	\$0	\$10,000	10 employees need to obtain 1 Continuing Education Unit (CEU) every 2 years to retain Mandatory Operator Certification. This is achieved by attending conferences/training workshops or taking correspondence courses to gain CEU's and expand their knowledge base. \$2,000.00/person x 5 staff/year = \$10,000.00
163	2-2-41410-235	MMS	Watermain Repairs:Health Services	\$8,301	\$7,854	\$15,971	\$10,000	\$0	\$0	\$10,000	\$0	\$10,000	Used for conducting analytical testing on potable water. A certified laboratory must be used for compliance to the Permit to Operate a Waterworks. Also used for jugged water for residence if a watermain break occurs and last longer than a day.
164	2-2-41410-253	MMS	Watermain Repairs:Purch Mtce-Building	\$0	\$2,454	\$0	\$0	\$0	\$0	\$0	\$0	\$0	-
165	2-2-41410-264	MMS	Watermain Repairs:Rentals-Hired Equipment and Automotive	\$14,628	\$33,918	\$8,811	\$15,000	\$0	\$0	\$15,000	\$15,000	\$30,000	This is for external equipment hired by the City (eg. Hired Tandem Truck). This acct. will vary from year to year depending on how many Water Main Breaks there will be in the year. This acct. can also fluctuate from year to year depending on whether City equipment can be used. Contractors are only utilized when City forces are too busy with other tasks. Add \$15,000.00 to accommodate the trend of the last 3 year average.
166	2-2-41410-269	MMS	Watermain Repairs:Rentals-Other Equipment	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	-

Code	Category		Account Name	2018 YTD	2019 YTD	2020 YTD	2021 Budget	Back Out	Base Adjust	2022 Base Budget	Department		Issue
	Code	Code		Actuals	Actuals	Actuals					Adjustments	2022 Total Budget	
167	2-2-41410-291	MMS	Watermain Repairs:Licenses Permits & Fees	\$8,295	\$8,112	\$42	\$8,500	\$0	\$0	\$8,500	(\$2,000)	\$6,500	Permits and License Fees for the Saskatchewan Technical Safety Authority for Boiler/Pressure Vessel Registration and Inspection Certificates. Subtract \$2,000.00. Charges for inspection and mtce. of portable Turbidity Testers and portable Chlorine Testers.
168	2-2-41410-292	MMS	Watermain Repairs:Print Shop Services	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	-
169	2-2-41410-410	MMS	Watermain Repairs:Allocation-Administration	\$18,680	\$20,680	\$21,540	\$22,290	\$0	\$0	\$22,290	\$0	\$22,290	-
170	2-2-41410-420	MMS	Watermain Repairs:Allocation-Services	\$121	\$26	\$0	\$0	\$0	\$0	\$0	\$0	\$0	-
171	2-2-41410-511	MMS	Watermain Repairs:Meeting Incidentals	\$70	\$510	\$162	\$300	\$0	\$0	\$300	\$0	\$300	Used for meetings with Regulatory Agencies. Also used for crews. Lots of emergency call outs with the crews. Time sensitive to get to work and repair water main breaks which can be a full day or longer for example. Use this acct. to buy lunch or supper for the crew when there has been non stop work and long hours on call outs.
172	2-2-41410-512	MMS	Watermain Repairs:Overtime Meals	\$2,167	\$1,143	\$1,644	\$1,700	\$0	\$0	\$1,700	\$0	\$1,700	-
173	2-2-41410-531	MMS	Watermain Repairs:Asphalt	\$51,667	\$47,964	\$64,083	\$45,000	\$0	\$0	\$45,000	\$8,000	\$53,000	Asphalt needed to repair street surface after a water main break. Add \$5,000.00 to better reflect the 3 year average.
174	2-2-41410-532	MMS	Watermain Repairs:Concrete	\$348	\$1,221	\$554	\$4,000	\$0	\$0	\$4,000	(\$3,000)	\$1,000	Concrete needed to repair walkways after a water main break. Updated to better reflect 3 year average.
175	2-2-41410-533	MMS	Watermain Repairs:Granular Materials	\$18,385	\$10,754	\$7,765	\$10,000	\$0	\$0	\$10,000	\$3,000	\$13,000	After a water main break, base gravel is needed on the top surface before asphalt can be laid. Add \$3000.00 to better reflect 3 year average.
176	2-2-41410-534	MMS	Watermain Repairs:Chemicals	\$0	\$6,099	\$1,187	\$3,000	\$0	\$0	\$3,000	\$0	\$3,000	Chemicals used in disinfecting watermains during watermain breaks (Hypochlorite Solution), chemicals used to shock treat new watermains (Calcium Hypochlorite), and chemicals used to dechlorinate water when flushing mains (Sodium Sulfite). These are all regulatory standards that need to be followed. Had a stock pile but will need replenishment in 2022.
177	2-2-41410-540	MMS	Watermain Repairs:City Purchased Clothing	\$2,459	\$2,919	\$1,876	\$4,000	\$0	\$0	\$4,000	\$0	\$4,000	Used for Safety Footwear and Water Resistant gear for employees. This can change from year to year depending on replacements or new employees. Current budget amount is sufficient.
178	2-2-41410-541	MMS	Watermain Repairs:Operating Supplies	\$89,956	\$58,908	\$48,781	\$60,000	\$0	\$0	\$60,000	\$0	\$60,000	This entails a wide variety of parts and tools involved in water main repairs. This acct. can vary depending on the amount of water main breaks occur in any year. Budget is sufficient.
179	2-2-41410-544	MMS	Watermain Repairs:Office Supplies	\$481	\$331	\$239	\$100	\$0	\$0	\$100	\$0	\$100	Pens, pencils, etc. Normal office requirements that are needed. Current budget is sufficient.
180	2-2-41410-549	MMS	Watermain Repairs:Other Supplies	\$246	\$92	\$54	\$0	\$0	\$0	\$0	\$0	\$0	-
181	2-2-41410-566	MMS	Watermain Repairs:Parts-Mechanical Equipment	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	-
182	2-2-41420-264	MMS	VALVES MTCE:Rentals-Hired Equipment and Automotive	\$618	\$539	\$260	\$1,000	\$0	\$0	\$1,000	\$0	\$1,000	This is for external equipment hired by the City (eg. Hired Tandem Truck). This acct. will vary from year to year depending on how many Water Main Valves have to be Repaired or Replaced in the year. This acct. can also fluctuate from year to year depending on whether City equipment can be used. Contractors are only utilized when City forces are too busy with other tasks.
183	2-2-41420-299	MMS	VALVES MTCE:Other General Services	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	-
184	2-2-41420-410	MMS	VALVES MTCE:Allocation-Administration	(\$231)	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	-
185	2-2-41420-420	MMS	VALVES MTCE:Allocation-Services	\$13	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	-
186	2-2-41420-512	MMS	VALVES MTCE:Overtime Meals	\$91	\$0	\$163	\$150	\$0	\$0	\$150	\$0	\$150	-
187	2-2-41420-531	MMS	VALVES MTCE:Asphalt	\$13,518	\$20,554	\$8,177	\$10,000	\$0	\$0	\$10,000	\$10,000	\$20,000	Asphalt needed to repair street surface after repairing or replacing a water main valve. Add \$10,000.00 to better reflect 3 year average.

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	Code	Code		Actuals	Actuals	Actuals					Adjustments	2022 Total Budget	
188	2-2-41420-532	MMS	VALVES MTCE:Concrete	\$522	\$985	\$0	\$300	\$0	\$0	\$300	\$1,200	\$1,500	Concrete needed to repair walkways after a water main valve repair. Add \$1200.00 to better reflect 3 year average.
189	2-2-41420-533	MMS	VALVES MTCE:Granular Materials	\$3,642	\$3,322	\$195	\$6,000	\$0	\$0	\$6,000	\$0	\$6,000	After a valve repair or replacement, base gravel is needed on the top surface before asphalt can be laid.
190	2-2-41420-540	MMS	VALVES MTCE:City Purchased Clothing	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	-
191	2-2-41420-541	MMS	VALVES MTCE:Operating Supplies	\$37,997	\$35,217	\$11,434	\$25,000	\$0	\$0	\$25,000	\$0	\$25,000	This entails a wide vareity of parts and tools involved in the repairs or replacements of water main valves. This acct. can very depending on the amount of water main valves have to be repaired or replaced in any year. Budget is sufficient.
192	2-2-41420-549	MMS	VALVES MTCE:Other Supplies	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	-
193	2-2-41420-569	MMS	VALVES MTCE:Other Parts & Small Tools	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	-
194	2-2-41430-259	MMS	WATERMAIN LEAK DETECTION:Purch Mtce-Other Equipment	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	-
195	2-2-41430-420	MMS	WATERMAIN LEAK DETECTION:Allocation-Services	\$0	\$0	\$153	\$0	\$0	\$0	\$0	\$0	\$0	-
196	2-2-41430-541	MMS	WATERMAIN LEAK DETECTION:Operating Supplies	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	-
197	2-2-41440-234	MMS	Fire Hydrant Mtce:Training Services	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	-
198	2-2-41440-264	MMS	Fire Hydrant Mtce:Rentals-Hired Equipment and Automotive	\$0	\$0	\$0	\$500	\$0	\$0	\$500	\$0	\$500	This is for external equipment hired by the City (eg. Hired Tandem Truck). This acct. will very from year to year depending on how many Fire Hydrants have to be Repaired or Replaced in the year. This acct. can also fluctuate from year to year depending on whether City equipment can be used. Contractors are only utilized when City forces are too busy with other tasks.
199	2-2-41440-420	MMS	Fire Hydrant Mtce:Allocation-Services	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	-
200	2-2-41440-512	MMS	Fire Hydrant Mtce:Overtime Meals	\$0	\$25	\$14	\$0	\$0	\$0	\$0	\$0	\$0	-
201	2-2-41440-531	MMS	Fire Hydrant Mtce:Asphalt	\$0	\$144	\$807	\$1,000	\$0	\$0	\$1,000	\$0	\$1,000	Asphalt needed to repair street surface after a repair or replacement of a Fire Hydrant.
202	2-2-41440-532	MMS	Fire Hydrant Mtce:Concrete	\$1,048	\$1,966	\$1,042	\$3,000	\$0	\$0	\$3,000	(\$2,000)	\$1,000	Concrete needed to repair walkways after a Fire Hydrant repair or replacement. Subtract \$2000.00 to better reflect 3 year average.
203	2-2-41440-533	MMS	Fire Hydrant Mtce:Granular Materials	\$0	\$247	\$248	\$5,000	\$0	\$0	\$5,000	(\$3,500)	\$1,500	After Fire Hydrant repair or replacement, black dirt is needed for the green space areas. Subtract \$3500.00 to better reflect 3 year average.
204	2-2-41440-541	MMS	Fire Hydrant Mtce:Operating Supplies	\$10,887	\$35,244	\$19,118	\$50,000	\$0	(\$20,000)	\$30,000	\$0	\$30,000	This entails a wide variety of parts and tools involved in the mtce. and replacement of Fire Hydrants. This acct. can very depending on the amount of Fire Hydrants that need to be repaired or replaced in any year. Budget was adjusted to better reflect 3 year actual cost average.
205	2-2-41450-224	MMS	Service Connection Mtce:Memberships & Due	\$0	\$450	\$450	\$1,000	\$0	\$0	\$1,000	\$0	\$1,000	Funds used for payment of employee professional membership fees such as: Fireman's Certificates, Operator Certification, Saskatchewan Water & Wastewater Association, AWWA, etc.

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206	2-2-41450-234	MMS	Service Connection Mtce:Training Services	\$3,084	\$2,805	\$0	\$10,000	\$0	\$0	\$10,000	\$0	\$10,000	Employees need to be a Class 3 Water Distribution and Class 3 Waste Water Collection Operators in the Water and Sewer department. A minimum of 450 Continuing Education Units (CEU's) are needed to be fully qualified as WD3 and WWC3. 1 CEU is equal to 1 hour of training. Training is needed for 2 employees to do online courses through Saskpolytech and/or California State. These Certifications are mandatory to retain Operator Certification. Fireman's (Boilers) Certificate is needed to operate the Steamers. This is regulated by the Boiler and Pressure Vessel Act and enforced by the Technical Safety Authority of Saskatchewan. These are utilized for steaming storm drains and thawing valves in the winter when there is a water break. Employees need the training and then have to pass the Fireman's test in order to be qualified to operate the steamers. Distribution and Collection Courses. \$4,000.00/person x 2 staff = \$8,000.00 Fireman's Training. \$1,000.00/person x 2 staff = \$2,000.00
207	2-2-41450-235	MMS	Service Connection Mtce:Health Services	\$0	\$1,095	\$1,372	\$1,500	\$0	\$0	\$1,500	\$0	\$1,500	Used for conducting analytical testing on potable water. A certified laboratory must be used for compliance to the Permit to Operate a Waterworks. Also used for jugged water for residence if a water service leak or a frozen water service lasts longer than one day.
208	2-2-41450-255	MMS	Service Connection Mtce:Purch Mtce-Automotive & Equipment	\$911	\$100	\$0	\$0	\$0	\$0	\$0	\$0	\$0	-
209	2-2-41450-259	MMS	Service Connection Mtce:Purch Mtce-Other Equipment	\$0	\$742	\$0	\$1,000	\$0	\$0	\$1,000	\$0	\$1,000	Yearly calibrations of portable turbidity and chlorine testers. Current budget is sufficient.
210	2-2-41450-264	MMS	Service Connection Mtce:Rentals-Hired Equipment and Automotive	\$17,302	\$28,748	\$6,326	\$10,000	\$0	\$0	\$10,000	\$2,100	\$12,100	This is for external equipment hired by the City (eg. Hired Trucks). This acct. will vary from year to year depending on how many Water Service Repairs or leaks there will be in the year. This acct. can also fluctuate from year to year depending on whether City equipment can be used. Contractors are only utilized when City forces are too busy with other tasks. Add \$2,100.00 to accommodate the trend of the last 3 year average.
211	2-2-41450-420	MMS	Service Connection Mtce:Allocation-Services	\$0	\$13	\$166	\$0	\$0	\$0	\$0	\$0	\$0	-
212	2-2-41450-512	MMS	Service Connection Mtce:Overtime Meals	\$794	\$997	\$770	\$200	\$0	\$0	\$200	\$0	\$200	-
213	2-2-41450-522	MMS	Service Connection Mtce:Vehicle Propane	\$22	\$0	\$0	\$30	\$0	\$0	\$30	\$0	\$30	Propane refill for small portable steamer. Current budget is sufficient.
214	2-2-41450-531	MMS	Service Connection Mtce:Asphalt	\$22,205	\$27,240	\$12,247	\$20,000	\$0	\$0	\$20,000	\$3,000	\$23,000	Asphalt needed to repair street surface after repairing a water service. Add \$3,000.00 to better reflect the 3 year average.
215	2-2-41450-532	MMS	Service Connection Mtce:Concrete	\$52,951	\$23,796	\$14,117	\$20,000	\$0	\$0	\$20,000	\$0	\$20,000	Concrete needed to repair walkways after a water service repair.
216	2-2-41450-533	MMS	Service Connection Mtce:Granular Materials	\$15,675	\$6,828	\$5,960	\$10,000	\$0	\$0	\$10,000	\$8,000	\$18,000	After a water service has been excavated, black dirt is needed for the green space areas. Community Services has started to purchase black dirt which has brought this acct. up recently.
217	2-2-41450-540	MMS	Service Connection Mtce:City Purchased Clothing	\$87	\$271	\$0	\$0	\$0	\$0	\$0	\$0	\$0	-
218	2-2-41450-541	MMS	Service Connection Mtce:Operating Supplies	\$40,179	\$46,781	\$48,033	\$40,000	\$0	\$0	\$40,000	\$5,000	\$45,000	This entails a wide variety of parts and tools involved in repairing or replacing a water service. This acct. can vary depending on the amount of water service leaks or any other repairs that are needed in any year. Add \$5000.00 for an upwards trend of services being excavated.
219	2-2-41450-549	MMS	Service Connection Mtce:Other Supplies	\$60	\$219	\$4,770	\$0	\$0	\$0	\$0	\$0	\$0	-
220	2-2-41455-420	MMS	Water Meter - Curbs:Allocation-Services	\$0	\$26	\$0	\$0	\$0	\$0	\$0	\$0	\$0	-
221	2-2-41455-512	MMS	Water Meter - Curbs:Overtime Meals	\$0	\$0	\$36	\$0	\$0	\$0	\$0	\$0	\$0	-

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222	2-2-41455-531	MMS	Water Meter - Curbs:Asphalt	\$0	\$1,314	\$1,230	\$0	\$0	\$0	\$0	\$0	\$0	-
223	2-2-41455-532	MMS	Water Meter - Curbs:Concrete	\$0	\$5,104	\$1,710	\$0	\$0	\$0	\$0	\$0	\$0	-
224	2-2-41455-533	MMS	Water Meter - Curbs:Granular Materials	\$0	\$1,543	\$5,360	\$0	\$0	\$0	\$0	\$0	\$0	-
225	2-2-41455-541	MMS	Water Meter - Curbs:Operating Supplies	\$0	\$27,615	\$9,122	\$0	\$0	\$0	\$0	\$0	\$0	-
226	2-2-41455-544	MMS	Water Meter - Curbs:Office Supplies	\$0	\$11	\$0	\$0	\$0	\$0	\$0	\$0	\$0	-
227	2-2-41460-541	MMS	Frost Protection:Operating Supplies	\$0	\$6,757	\$3,332	\$3,500	\$0	\$0	\$3,500	\$2,500	\$6,000	By-Passes and Freeze Boxes are utilized to help prevent water services from freezing on identified services susceptible to freezing. Add \$2500.00 to better reflect past 3 years.
228	2-2-41511-212	MMS	Raw Water OPERATION:Postage & Freight	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	-
229	2-2-41511-235	MMS	Raw Water OPERATION:Health Services	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	-
230	2-2-41511-253	MMS	Raw Water OPERATION:Purch Mtce-Building	\$378	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	-
231	2-2-41511-256	MMS	Raw Water OPERATION:Purch Mtce-Mechanical Equipment	\$530	\$28,642	\$15,192	\$1,470	\$0	\$0	\$1,470	\$530	\$2,000	2022 will be the first year operating in the new raw water pump house. There will be more mechanical equipment operating in the new facility. Although the facility will be operating under warranty for the first year it is recommended that we bump this budget to \$2000.00.
232	2-2-41511-291	MMS	Raw Water OPERATION:Licenses Permits & Fees	\$0	\$50	\$50	\$0	\$0	\$0	\$0	\$0	\$0	-
233	2-2-41511-420	MMS	Raw Water OPERATION:Allocation-Services	\$51	\$159	\$0	\$0	\$0	\$0	\$0	\$0	\$0	-
234	2-2-41511-541	MMS	Raw Water OPERATION:Operating Supplies	\$68	\$71	\$0	\$300	\$0	\$0	\$300	\$0	\$300	-
235	2-2-41512-212	MMS	Raw Water EQUIPMENT MTCE:Postage & Freight	\$0	\$0	\$258	\$0	\$0	\$0	\$0	\$0	\$0	-
236	2-2-41512-213	MMS	Raw Water EQUIPMENT MTCE:Telephone	\$442	\$120	\$0	\$0	\$0	\$0	\$0	\$0	\$0	-
237	2-2-41512-253	MMS	Raw Water EQUIPMENT MTCE:Purch Mtce-Building	\$5,965	\$3,622	\$25	\$2,000	\$0	\$0	\$2,000	\$0	\$2,000	Building maintenance of this facility. With the new facility being operational in 2022 this budget will be sufficient for now.
238	2-2-41512-256	MMS	Raw Water EQUIPMENT MTCE:Purch Mtce-Mechanical Equipment	\$40,615	\$18,466	\$24,044	\$4,800	\$0	\$0	\$4,800	\$0	\$4,800	Funds used for mechanical equipment maintenance. In 2022 the equipment will be under warranty so this budget will be sufficient.
239	2-2-41512-257	MMS	Raw Water EQUIPMENT MTCE:Purch Mtce-Specialized Equipment	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	-
240	2-2-41512-259	MMS	Raw Water EQUIPMENT MTCE:Purch Mtce-Other Equipment	\$707	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	-
241	2-2-41512-291	MMS	Raw Water EQUIPMENT MTCE:Licenses Permits & Fees	\$50	\$191	\$191	\$230	\$0	\$0	\$230	\$0	\$230	Funds for boiler permit/ pressure vessel certification at the Technical Safety Authority of Saskatchewan.
242	2-2-41512-420	MMS	Raw Water Equipment Mtce:Allocation-Services	\$249	\$45	\$0	\$0	\$0	\$0	\$0	\$0	\$0	-
243	2-2-41512-512	MMS	Raw Water EQUIPMENT MTCE:Overtime Meals	\$0	\$18	\$0	\$0	\$0	\$0	\$0	\$0	\$0	-
244	2-2-41512-539	MMS	Raw Water Equipment Mtce:Other Fabricated Materials	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	-
245	2-2-41512-541	MMS	Raw Water EQUIPMENT MTCE:Operating Supplies	\$2,548	\$2,005	\$602	\$1,500	\$0	\$0	\$1,500	\$0	\$1,500	Base budget for 2022 should be acceptable. With the new Raw water pump house equipment being under warranty in 2022 minimal operational supplies will be required. Supplies purchased range from lubricating materials, cleaning supplies, consumable materials like rags, grease, lights, etc,etc.
246	2-2-41512-549	MMS	Raw Water EQUIPMENT MTCE:Other Supplies	\$273	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	-

Code	Category Code	Account Name	2018 YTD	2019 YTD	2020 YTD	2021 Budget	Back Out	Base Adjust	2022 Base Budget	Department		Issue
			Actuals	Actuals	Actuals					Adjustments	2022 Total Budget	
247	2-2-41512-566	MMS Raw Water EQUIPMENT MTCE:Parts-Mechanical Equipment	\$10,224	\$8,227	\$34,296	\$4,700	\$0	\$0	\$4,700	\$0	\$4,700	Base budget for 2022 should be acceptable. With the new Raw water pump house equipment being under warranty in 2022 minimal maintenance/repair will be required. For purchasing maintenance parts for pumps, motors, valves, pipe fittings, electric parts, etc.
248	2-2-41521-253	MMS 2ND AVE RESERVOIR OPERATIONS:Purch Mtce-Building	\$0	\$0	\$0	\$2,500	\$0	\$0	\$2,500	(\$2,500)	\$0	cost reduction
249	2-2-41521-291	MMS 2ND AVE RESERVOIR OPERATIONS:Licenses Permits & Fees	\$50	\$50	\$50	\$50	\$0	\$0	\$50	\$0	\$50	For SaskPower annual permit.
250	2-2-41522-213	MMS 2ND AVE RESERVIOR EQUIPMENT MTCE:Telephone	\$1,090	\$1,040	\$1,040	\$1,150	\$0	\$0	\$1,150	\$0	\$1,150	The telephone budget for 2022 was prepared by financial services after a review of actual charges and expectation for 2022. Some of the increase, where applicable, are due to data lines and internet service charges being reallocated from object code 238.
251	2-2-41522-253	MMS 2ND AVE RESERVIOR EQUIPMENT MTCE:Purch Mtce-Building	\$1,508	\$9,219	\$0	\$1,500	\$0	\$0	\$1,500	\$0	\$1,500	For building maintenance on doors, exterior finishes, roof, security fence, etc.
252	2-2-41522-256	MMS 2ND AVE RESERVIOR EQUIPMENT MTCE:Purch Mtce-Mechanical Equipment	\$319	\$716	\$742	\$1,000	\$0	\$0	\$1,000	\$0	\$1,000	for maintenance and servicing of building heating and cooling devices.
253	2-2-41522-541	MMS 2ND AVE RESERVIOR EQUIPMENT MTCE:Operating Supplies	\$683	\$182	\$240	\$800	\$0	\$0	\$800	\$0	\$800	For consumable cleaning materials, brooms, mops, hand towels, grease, oils, lights, etc.
254	2-2-41522-566	MMS 2ND AVE RESERVIOR EQUIPMENT MTCE:Parts-Mechanical Equipment	\$963	\$1,474	\$2,792	\$1,000	\$0	\$0	\$1,000	\$0	\$1,000	for purchasing mechanical equipment parts for pumps, electric motors, valves, actuators, switches, solenoids, etc.
255	2-2-41531-291	MMS MARQUIS RD RESERVIOR OPERATION:Licenses Permits & Fees	\$50	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	-
256	2-2-41531-541	MMS MARQUIS RD RESERVIOR OPERATION:Operating Supplies	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	-
257	2-2-41531-566	MMS MARQUIS RD RESERVIOR OPERATION:Parts-Mechanical Equipment	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	-
258	2-2-41532-213	MMS MARQUIS RD RESERVIOR EQUIP MTCE:Telephone	\$976	\$1,040	\$1,040	\$1,150	\$0	\$0	\$1,150	\$0	\$1,150	The telephone budget for 2022 was prepared by financial services after a review of actual charges and expectation for 2022. Some of the increase, where applicable, are due to data lines and internet service charges being reallocated from object code 238.
259	2-2-41532-253	MMS MARQUIS RD RESERVIOR EQUIP MTCE:Purch Mtce-Building	\$178	\$0	\$0	\$1,000	\$0	\$0	\$1,000	\$0	\$1,000	-
260	2-2-41532-256	MMS MARQUIS RD RESERVIOR EQUIP MTCE:Purch Mtce-Mechanical Equipment	\$0	\$689	\$716	\$1,000	\$0	\$0	\$1,000	\$0	\$1,000	-
261	2-2-41532-259	MMS Marquis Rd Reservoir Equip Mtce:Purch Mtce-Other Equipment	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	-
262	2-2-41532-291	MMS Marquis Rd Reservoir Equip Mtce:Licenses Permits & Fees	\$0	\$50	\$50	\$330	\$0	\$0	\$330	\$0	\$330	-
263	2-2-41532-420	MMS Marquis Rd Reservoir Equip Mtce:Allocation-Services	\$57	\$0	\$26	\$0	\$0	\$0	\$0	\$0	\$0	-
264	2-2-41532-541	MMS MARQUIS RD RESERVIOR EQUIP MTCE:Operating Supplies	\$236	\$258	\$188	\$500	\$0	\$0	\$500	\$0	\$500	-
265	2-2-41532-566	MMS MARQUIS RD RESERVIOR EQUIP MTCE:Parts-Mechanical Equipment	\$1,642	\$496	\$963	\$3,300	\$0	(\$1,800)	\$1,500	\$0	\$1,500	Budget was adjusted to better reflect 3 year average.
266	2-2-41532-567	MMS MARQUIS RD RESERVIOR EQUIP MTCE:Parts-Specialized Equipment	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	-
267	2-2-41540-212	MMS WATER CRANE:Postage & Freight	\$0	\$0	\$95	\$100	\$0	\$0	\$100	\$0	\$100	Financial Services prepared postage Budget by reviewing the actual numbers of postage and freight expenses from 2021 and expectations for 2022.

Code	Category		Account Name	2018 YTD	2019 YTD	2020 YTD	2021 Budget	Back Out	Base Adjust	2022 Base Budget	Department		Issue
	Code	Code		Actuals	Actuals	Actuals					Adjustments	2022 Total Budget	
268	2-2-41540-213	MMS	Water Crane:Telephone	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$900	\$900	The telephone budget for 2022 was prepared by financial services after a review of actual charges and expectation for 2022. Some of the increase, where applicable, are due to data lines and internet service charges being reallocated from object code 238.
269	2-2-41540-238	MMS	WATER CRANE:Computer Services	\$3,198	\$3,037	\$861	\$4,030	\$0	\$0	\$4,030	\$0	\$4,030	The telephone and data line budget was prepared by financial services based on actual costs. Data line budget has been reallocated from object code 238 to 213.
270	2-2-41540-253	MMS	WATER CRANE:Purch Mtce-Building	\$0	\$0	\$0	\$500	\$0	\$0	\$500	\$0	\$500	-
271	2-2-41540-259	MMS	Water Crane:Purch Mtce-Other Equipment	\$0	\$0	\$0	\$500	\$0	\$0	\$500	\$0	\$500	-
272	2-2-41540-541	MMS	WATER CRANE:Operating Supplies	\$763	\$152	\$893	\$500	\$0	\$0	\$500	\$0	\$500	-
273	2-2-41540-566	MMS	WATER CRANE:Parts-Mechanical Equipment	\$0	\$0	\$773	\$0	\$0	\$0	\$0	\$0	\$0	-
274	2-2-41540-567	MMS	WATER CRANE:Parts-Specialized Equipment	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	-
275	2-2-41230-896	INS	Water Plant BUILDING & GROUND MTCE:Insurance	\$16,015	\$17,976	\$20,535	\$21,770	\$0	\$0	\$21,770	\$1,300	\$23,070	- building insurance - 2022 insurance budget is based on a review of 2021 actual costs and consideration of annual increases for 2022 estimated by the City's insurance broker. Administration is estimating an annual increase of 5% for property and liability insurance for 2022.
276	2-2-41512-896	INS	Raw Water EQUIPMENT MTCE:Insurance	\$1,594	\$1,659	\$1,725	\$1,830	\$0	\$0	\$1,830	\$0	\$1,830	JASON This should be looked at. The City will have to have an adequate insurance policy in place sometime in March of 2022 to cover the new facility and contents when we take over operations. Maybe \$10,000 - to \$15,000??
277	2-2-41522-896	INS	2ND AVE RESERVIOR EQUIPMENT MTCE:Insurance	\$870	\$1,134	\$1,180	\$1,250	\$0	\$0	\$1,250	\$50	\$1,300	-2022 insurance budget is based on a review of 2021 actual costs and consideration of annual increases for 2022 estimated by the City's insurance broker. Administration is estimating an annual increase of 5% for property and liability insurance for 2022.
278	2-2-41532-896	INS	MARQUIS RD RESERVIOR EQUIP MTCE:Insurance	\$639	\$864	\$1,146	\$1,210	\$0	\$0	\$1,210	\$50	\$1,260	-2022 insurance budget is based on a review of 2021 actual costs and consideration of annual increases for 2022 estimated by the City's insurance broker. Administration is estimating an annual increase of 5% for property and liability insurance for 2022.
279	2-2-67592-875	CAP	Water Loss on Disposal:Loss on Disposal	\$22,066	\$65,940	\$61,735	\$0	\$0	\$0	\$0	\$0	\$0	Non-cash item. No budget required.
280	2-2-67692-875	CAP	Water Treatmwn Plant Loss on Disposal:Loss on Disposal	\$296,627	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	Non-cash item. No budget required.
281	2-2-67515-840	AMORT	Water Machinery & Equipment:Amortization Expense	\$8,092	\$8,092	\$169,222	\$0	\$0	\$0	\$0	\$0	\$0	-
282	2-2-67525-840	AMORT	Water Fleet:Amortization Expense	\$132,596	\$132,596	\$149,912	\$0	\$0	\$0	\$0	\$0	\$0	-
283	2-2-67550-840	AMORT	Water System:Amortization Expense	\$583,101	\$558,920	\$589,767	\$0	\$0	\$0	\$0	\$0	\$0	-
284	2-2-67605-840	AMORT	WTP Land Improvements:Amortization Expense	\$8,781	\$8,781	\$8,781	\$0	\$0	\$0	\$0	\$0	\$0	-
285	2-2-67625-840	AMORT	WTP Fleet:Amortization Expense	\$6,547	\$6,547	\$8,536	\$0	\$0	\$0	\$0	\$0	\$0	-
286	2-2-67650-840	AMORT	Water Treatment Plant:Amortization Expense	\$1,048,469	\$1,385,152	\$1,535,739	\$0	\$0	\$0	\$0	\$0	\$0	-

WATER UTILITY FUND
OPERATING BUDGET SEGMENTED BY FUNCTIONAL AREA

For the Year Ending December 31, 2022

FUNCTIONAL AREA: WASTE WATER TREATMENT AND MAINTENANCE

	2022	2021	(Favourable)
	Budget	Budget	Unfavourable
			Change
REVENUES			
Sewer Utility Consumption Fees	(\$4,338,340)	(\$4,263,830)	(\$74,510)
Sewer Utility Fixed Fees	(4,013,050)	(3,912,480)	(100,570)
Septic Dumping Fees	(70,000)	(70,000)	-
Total Revenues	(8,421,390)	(8,246,310)	(175,080)
EXPENSES			
Salaries Wages and Benefits	1,527,680	1,521,910	5,770
Contracted and General Services	921,000	983,680	(62,680)
Utilities	640,500	685,600	(45,100)
Fleet Expenses	447,440	416,230	31,210
Maintenance Materials and Supplies	788,320	1,034,300	(245,980)
Insurance	15,510	15,010	500
Total Expenses	4,340,450	4,656,730	(316,280)
Operating (Surplus) Deficit	(4,080,940)	(3,589,580)	(491,360)
CAPITAL AND INTERFUND TRANSACTIONS			
TOTAL (SURPLUS) DEFICIT	(4,080,940)	(3,589,580)	(491,360)

Code	Category		Account Name	2018 YTD	2019 YTD	2020 YTD	2021 Budget	Back Out	Base Adjust	2022 Base Budget	Department		Issue
	Code	Code		Actuals	Actuals	Actuals					Adjustments	2022 Total Budget	
1	2-1-44200-000	UCF	Sewer Service Charges:Other Revenue	(\$3,814,281)	(\$4,045,875)	(\$4,096,793)	(\$4,089,180)	\$0	\$0	(\$4,089,180)	(\$98,270)	(\$4,187,450)	Sewer Consumption Charge In-City User - Sewer Consumption charge is increased from \$1.18 to 1.21 per cubic meter Outside User - Sewer Consumption charge is increased from \$2.07 to \$2.12 per cubic meter Outside Consumers consist of: - Trailer Courts (Driftwood and Eastview) - Saskatchewan Penitentiary - Western First Nations (Super 8 Motel) - Heartland Livestock Services - Twilite Motel Inc.
2	2-1-44207-000	UCF	CF-SEWER SERVICE CHARGES:Other Revenue	(\$99,832)	(\$104,677)	(\$139,595)	(\$174,650)	\$0	\$23,760	(\$150,890)	\$0	(\$150,890)	Revenue is based on Financial Services review and forecast of City facilities charges for 2022.
3	2-1-44210-000	UCF	SEPTIC DUMPING FEES:Other Revenue	(\$57,812)	(\$70,068)	(\$68,638)	(\$70,000)	\$0	\$0	(\$70,000)	\$0	(\$70,000)	-
4	2-1-44300-000	UCF	Sewer Capital Works (Infra Charge):Other Revenue	(\$3,364,681)	(\$3,678,716)	(\$3,901,870)	(\$3,880,350)	\$0	\$0	(\$3,880,350)	(\$101,580)	(\$3,981,930)	Sewer Monthly Fixed Charges Increase In-City Residential User increase from \$24.75 to \$25.30 per month Outside Consumers will pay the residential monthly charge x 25% = \$31.63 per user The below will pay the 25% x in-city sewer rate: • Provincial Correctional Facilities and Federal institutions (penitentiaries) • Consumers outside of the City of Prince Albert Corporate limits (trailer courts and rural users) Sewer services monthly fixed charge rate for consumers outside of the City of Prince Albert Corporate limits: Provincial and Federal Institutions sewer services monthly fixed charge rate: Equivalent customers = # inmates / 2.5 Equivalent customers x \$ rate = Monthly Sewer Service Fixed Charge Trailer Courts pay the Sewer Monthly Fixed Charge of In-City Residential User at \$25.30 per User
5	2-1-44307-000	UCF	CF-SEWER CAPITAL WORKS (Infra charge):Other Revenue	(\$30,968)	(\$32,075)	(\$32,057)	(\$32,130)	\$0	\$1,010	(\$31,120)	\$0	(\$31,120)	Revenue is based on Financial Services review and forecast of City facilities charges for 2022.
6	2-1-44215-094	SUN	Sanitary Sewer Connections:Non-Taxable Revenue	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	-
7	2-2-42211-115	SWB	CATCH BASIN CLEANING:Wages Regular	\$5,074	\$8,115	\$5,889	\$10,000	\$0	\$0	\$10,000	\$0	\$10,000	The base budget was determined by Financial Services after consideration of base adjustments, step increases, and a review of actual costs incurred.
8	2-2-42211-116	SWB	CATCH BASIN CLEANING:Wages Overtime	\$108	\$1,160	\$727	\$640	\$0	\$0	\$640	\$0	\$640	The base budget was determined by Financial Services after consideration of base adjustments, step increases, and a review of actual costs incurred.
9	2-2-42211-119	SWB	CATCH BASIN CLEANING:Payroll Benefits	\$1,524	\$2,537	\$1,660	\$2,800	\$0	\$0	\$2,800	\$0	\$2,800	The base budget was determined by Financial Services after consideration of base adjustments, step increases, and a review of actual costs incurred.
10	2-2-42212-115	SWB	CATCH BASIN REBUILDING:Wages Regular	\$28,809	\$26,126	\$26,757	\$30,000	\$0	\$0	\$30,000	\$0	\$30,000	The base budget was determined by Financial Services after consideration of base adjustments, step increases, and a review of actual costs incurred.
11	2-2-42212-116	SWB	CATCH BASIN REBUILDING:Wages Overtime	\$2,096	\$2,113	\$4,451	\$1,000	\$0	\$0	\$1,000	\$0	\$1,000	The base budget was determined by Financial Services after consideration of base adjustments, step increases, and a review of actual costs incurred.
12	2-2-42212-119	SWB	CATCH BASIN REBUILDING:Payroll Benefits	\$7,728	\$7,127	\$8,092	\$8,060	\$0	\$0	\$8,060	\$0	\$8,060	The base budget was determined by Financial Services after consideration of base adjustments, step increases, and a review of actual costs incurred.
13	2-2-42213-115	SWB	STORM CHANNEL MTCE:Wages Regular	\$696	\$1,244	\$55	\$750	\$0	\$0	\$750	\$0	\$750	The base budget was determined by Financial Services after consideration of base adjustments, step increases, and a review of actual costs incurred.
14	2-2-42213-116	SWB	Storm Channel Mtce:Wages Overtime	\$0	\$279	\$0	\$0	\$0	\$0	\$0	\$0	\$0	-
15	2-2-42213-119	SWB	STORM CHANNEL MTCE:Payroll Benefits	\$197	\$462	\$22	\$200	\$0	\$0	\$200	\$0	\$200	The base budget was determined by Financial Services after consideration of base adjustments, step increases, and a review of actual costs incurred.
16	2-2-42214-115	SWB	CULVERTS AND DRAINAGE:Wages Regular	\$44,280	\$18,818	\$49,590	\$50,000	\$0	\$0	\$50,000	\$0	\$50,000	The base budget was determined by Financial Services after consideration of base adjustments, step increases, and a review of actual costs incurred.

Code	Category		Account Name	2018 YTD	2019 YTD	2020 YTD	2021 Budget	Back Out	Base Adjust	2022 Base Budget	Department		Issue
	Code	Code		Actuals	Actuals	Actuals					Adjustments	2022 Total Budget	
17	2-2-42214-116	SWB	CULVERTS AND DRAINAGE:Wages Overtime	\$11,046	\$8,045	\$17,189	\$10,000	\$0	\$0	\$10,000	\$0	\$10,000	The base budget was determined by Financial Services after consideration of base adjustments, step increases, and a review of actual costs incurred.
18	2-2-42214-119	SWB	CULVERTS AND DRAINAGE:Payroll Benefits	\$17,942	\$7,750	\$21,662	\$20,000	\$0	\$0	\$20,000	\$0	\$20,000	The base budget was determined by Financial Services after consideration of base adjustments, step increases, and a review of actual costs incurred.
19	2-2-42217-115	SWB	Storm Sewer Main Repairs:Wages Regular	\$7,190	\$444	\$4,606	\$5,000	\$0	\$0	\$5,000	\$0	\$5,000	The base budget was determined by Financial Services after consideration of base adjustments, step increases, and a review of actual costs incurred.
20	2-2-42217-116	SWB	Storm Sewer Main Repairs:Wages Overtime	\$998	\$23	\$363	\$0	\$0	\$0	\$0	\$0	\$0	-
21	2-2-42217-119	SWB	Storm Sewer Main Repairs:Payroll Benefits	\$2,481	\$126	\$1,384	\$1,500	\$0	\$0	\$1,500	\$0	\$1,500	The base budget was determined by Financial Services after consideration of base adjustments, step increases, and a review of actual costs incurred.
22	2-2-42220-115	SWB	SANITARY SEWER MTCE:Wages Regular	\$47,965	\$63,003	\$35,558	\$40,000	\$0	\$10,000	\$50,000	\$0	\$50,000	The base budget was determined by Financial Services after consideration of base adjustments, step increases, and a review of actual costs incurred.
23	2-2-42220-116	SWB	Sanitary Sewer Mtce:Wages Overtime	\$7,671	\$11,392	\$8,615	\$5,000	\$0	\$0	\$5,000	\$0	\$5,000	The base budget was determined by Financial Services after consideration of base adjustments, step increases, and a review of actual costs incurred.
24	2-2-42220-119	SWB	SANITARY SEWER MTCE:Payroll Benefits	\$16,946	\$24,981	\$14,462	\$14,850	\$0	\$2,800	\$17,650	\$0	\$17,650	The base budget was determined by Financial Services after consideration of base adjustments, step increases, and a review of actual costs incurred.
25	2-2-42221-115	SWB	FLUSHING AND JETTING:Wages Regular	\$61,013	\$51,228	\$52,806	\$60,550	\$0	(\$10,550)	\$50,000	\$0	\$50,000	The base budget was determined by Financial Services after consideration of base adjustments, step increases, and a review of actual costs incurred.
26	2-2-42221-116	SWB	FLUSHING AND JETTING:Wages Overtime	\$5,025	\$8,792	\$6,115	\$5,000	\$0	\$0	\$5,000	\$0	\$5,000	The base budget was determined by Financial Services after consideration of base adjustments, step increases, and a review of actual costs incurred.
27	2-2-42221-119	SWB	FLUSHING AND JETTING:Payroll Benefits	\$25,284	\$22,487	\$23,504	\$27,200	\$0	(\$5,800)	\$21,400	\$0	\$21,400	The base budget was determined by Financial Services after consideration of base adjustments, step increases, and a review of actual costs incurred.
28	2-2-42222-115	SWB	TRUNK SEWER MTCE & DREDGING:Wages Regular	\$104,257	\$82,680	\$77,425	\$90,000	\$0	(\$10,000)	\$80,000	\$0	\$80,000	The base budget was determined by Financial Services after consideration of base adjustments, step increases, and a review of actual costs incurred.
29	2-2-42222-116	SWB	TRUNK SEWER MTCE & DREDGING:Wages Overtime	\$15,737	\$5,231	\$4,361	\$5,000	\$0	\$0	\$5,000	\$0	\$5,000	The base budget was determined by Financial Services after consideration of base adjustments, step increases, and a review of actual costs incurred.
30	2-2-42222-119	SWB	TRUNK SEWER MTCE & DREDGING:Payroll Benefits	\$41,408	\$30,947	\$31,457	\$45,000	\$0	(\$11,900)	\$33,100	\$0	\$33,100	The base budget was determined by Financial Services after consideration of base adjustments, step increases, and a review of actual costs incurred.
31	2-2-42224-115	SWB	Sanitary Service Connection Mtce:Wages Regular	\$29,467	\$70,420	\$75,546	\$60,000	\$0	\$10,000	\$70,000	\$0	\$70,000	The base budget was determined by Financial Services after consideration of base adjustments, step increases, and a review of actual costs incurred.
32	2-2-42224-116	SWB	Sanitary Service Connection Mtce:Wages Overtime	\$1,836	\$18,132	\$17,152	\$10,000	\$0	\$5,000	\$15,000	\$0	\$15,000	The base budget was determined by Financial Services after consideration of base adjustments, step increases, and a review of actual costs incurred.
33	2-2-42224-119	SWB	Sanitary Service Connection Mtce:Payroll Benefits	\$13,202	\$32,232	\$32,362	\$15,840	\$0	\$15,600	\$31,440	\$0	\$31,440	The base budget was determined by Financial Services after consideration of base adjustments, step increases, and a review of actual costs incurred.
34	2-2-42240-115	SWB	Sewer Photography:Wages Regular	\$322	\$101	\$90	\$0	\$0	\$0	\$0	\$0	\$0	-
35	2-2-42240-116	SWB	Sewer Photography:Wages Overtime	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	-
36	2-2-42240-119	SWB	Sewer Photography:Payroll Benefits	\$132	\$34	\$0	\$0	\$0	\$0	\$0	\$0	\$0	-
37	2-2-42250-116	SWB	Mineral Removal:Wages Overtime	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	-
38	2-2-42260-115	SWB	Sewer Relining:Wages Regular	\$6,816	\$1,080	\$1,333	\$0	\$0	\$0	\$0	\$0	\$0	-
39	2-2-42260-116	SWB	Sewer Relining:Wages Overtime	\$734	\$836	\$26	\$0	\$0	\$0	\$0	\$0	\$0	-

Code	Category		Account Name	2018 YTD	2019 YTD	2020 YTD	2021 Budget	Back Out	Base Adjust	2022 Base Budget	Department		Issue
	Code	Code		Actuals	Actuals	Actuals					Adjustments	2022 Total Budget	
40	2-2-42260-119	SWB	Sewer Relining:Payroll Benefits	\$2,633	\$547	\$484	\$0	\$0	\$0	\$0	\$0	\$0	-
41	2-2-42311-115	SWB	LIFT STATIONS:Wages Regular	\$17,230	\$18,253	\$20,210	\$18,530	\$0	\$0	\$18,530	\$0	\$18,530	Weekly the lift stations are checked and cleaned. this is also for maintenance to repair issue with the lift stations. The base budget was determined by Financial Services after consideration of base adjustments, step increases, and a review of actual costs incurred.
42	2-2-42311-116	SWB	LIFT STATIONS:Wages Overtime	\$1,856	\$897	\$1,288	\$1,000	\$0	\$0	\$1,000	\$0	\$1,000	overtime wages for power outages. 9 of the 13 lift stations must be connected to one of two portable generators to keep the lift stations operational. The base budget was determined by Financial Services after consideration of base adjustments, step increases, and a review of actual costs incurred.
43	2-2-42311-119	SWB	LIFT STATIONS:Payroll Benefits	\$6,489	\$6,619	\$7,190	\$6,440	\$0	\$0	\$6,440	\$0	\$6,440	The base budget was determined by Financial Services after consideration of base adjustments, step increases, and a review of actual costs incurred.
44	2-2-42410-111	SWB	SEWAGE TREATMENT OPERATIONS:Salaries Regular	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	-
45	2-2-42410-113	SWB	SEWAGE TREATMENT OPERATIONS:Stat Overtime	\$31,446	\$32,290	\$33,804	\$35,000	\$0	\$0	\$35,000	\$2,920	\$37,920	Operators receive overtime for stat holidays as per union contract. This is to account for new Stat on September 30. The base budget was determined by Financial Services after consideration of base adjustments, step increases, and a review of actual costs incurred.
46	2-2-42410-115	SWB	SEWAGE TREATMENT OPERATIONS:Wages Regular	\$359,210	\$348,178	\$339,167	\$355,000	\$0	\$0	\$355,000	\$0	\$355,000	Wages for 4 operators, 3 relief operators and, 1 summer laborer to do yard maintenance at the water plant and wastewater plant. The base budget was determined by Financial Services after consideration of base adjustments, step increases, and a review of actual costs incurred.
47	2-2-42410-116	SWB	SEWAGE TREATMENT OPERATIONS:Wages Overtime	\$23,012	\$15,475	\$11,809	\$30,000	\$0	(\$10,000)	\$20,000	\$0	\$20,000	Budgeted to cover the cost of emergency breakdown and cost of call outs after hours. The base budget was determined by Financial Services after consideration of base adjustments, step increases, and a review of actual costs incurred.
48	2-2-42410-119	SWB	SEWAGE TREATMENT OPERATIONS:Payroll Benefits	\$157,543	\$155,667	\$149,683	\$153,520	\$0	\$7,700	\$161,220	\$0	\$161,220	The base budget was determined by Financial Services after consideration of base adjustments, step increases, and a review of actual costs incurred.
49	2-2-42420-115	SWB	SEWAGE TREATMENT EQUIPMENT MTCE:Wages Regular	\$201,543	\$234,076	\$219,059	\$210,000	\$0	\$0	\$210,000	\$0	\$210,000	Wages for Millwright, electrician and instrumentation tech. The base budget was determined by Financial Services after consideration of base adjustments, step increases, and a review of actual costs incurred.
50	2-2-42420-116	SWB	SEWAGE TREATMENT EQUIPMENT MTCE:Wages Overtime	\$5,895	\$7,288	\$4,350	\$8,000	\$0	\$0	\$8,000	\$0	\$8,000	3 year average for maintenance overtime repairs. The base budget was determined by Financial Services after consideration of base adjustments, step increases, and a review of actual costs incurred.
51	2-2-42420-119	SWB	SEWAGE TREATMENT EQUIPMENT MTCE:Payroll Benefits	\$83,403	\$84,743	\$83,803	\$74,120	\$0	\$0	\$74,120	\$0	\$74,120	The base budget was determined by Financial Services after consideration of base adjustments, step increases, and a review of actual costs incurred.
52	2-2-42430-115	SWB	SEWAGE TREATMENT BLDG MTCE:Wages Regular	\$1,510	\$227	\$0	\$1,000	\$0	\$0	\$1,000	\$0	\$1,000	The base budget was determined by Financial Services after consideration of base adjustments, step increases, and a review of actual costs incurred.
53	2-2-42430-116	SWB	Sewage Treatment Bldg Mtce:Wages Overtime	\$70	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	-
54	2-2-42430-119	SWB	SEWAGE TREATMENT BLDG MTCE:Payroll Benefits	\$668	\$74	\$0	\$360	\$0	\$0	\$360	\$0	\$360	The base budget was determined by Financial Services after consideration of base adjustments, step increases, and a review of actual costs incurred.

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	Code	Code		Actuals	Actuals	Actuals					Adjustments	2022 Total Budget	
55	2-2-42460-115	SWB	SEWAGE TREATMENT COMPOSTING:Wages Regular	\$74,367	\$76,515	\$71,675	\$75,000	\$0	\$0	\$75,000	\$0	\$75,000	Wages for operation staff to mix the sludge from the wastewater plant for composting biosolids. The base budget was determined by Financial Services after consideration of base adjustments, step increases, and a review of actual costs incurred.
56	2-2-42460-116	SWB	SEWAGE TREATMENT COMPOSTING:Wages Overtime	\$3,825	\$4,341	\$883	\$4,000	\$0	\$0	\$4,000	\$0	\$4,000	To deal with production levels and breakdowns. The base budget was determined by Financial Services after consideration of base adjustments, step increases, and a review of actual costs incurred.
57	2-2-42460-119	SWB	SEWAGE TREATMENT COMPOSTING:Payroll Benefits	\$26,764	\$27,491	\$26,676	\$31,550	\$0	\$0	\$31,550	\$0	\$31,550	The base budget was determined by Financial Services after consideration of base adjustments, step increases, and a review of actual costs incurred.
58	2-2-42500-115	SWB	Underground Custom Work:Wages Regular	\$363	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	-
59	2-2-42500-116	SWB	Underground Custom Work:Wages Overtime	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	-
60	2-2-42500-119	SWB	Underground Custom Work:Payroll Benefits	\$104	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	-
61	2-2-42511-115	SWB	CRU 14-Starbucks:Wages Regular	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	-
62	2-2-42512-115	SWB	UCW-581 7th St. East:Wages Regular	(\$11,772)	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	-
63	2-2-42514-115	SWB	UCW-452 19th St E:Wages Regular	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	-
64	2-2-42514-119	SWB	UCW-452 19th St E:Payroll Benefits	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	-
65	2-2-42516-115	SWB	UCW-840 5th Street East:Wages Regular	\$0	\$113	\$0	\$0	\$0	\$0	\$0	\$0	\$0	-
66	2-2-42516-119	SWB	UCW-840 5th Street East:Payroll Benefits	\$0	\$17	\$0	\$0	\$0	\$0	\$0	\$0	\$0	-
67	2-2-42519-115	SWB	UCW 465-7th St. East:Wages Regular	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	-
68	2-2-42519-119	SWB	UCW 465-7th St. East:Payroll Benefits	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	-
69	2-2-42521-115	SWB	UCW 1365 16th St W:Wages Regular	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	-
70	2-2-42521-116	SWB	UCW 1365 16th St W:Wages Overtime	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	-
71	2-2-42521-119	SWB	UCW 1365 16th St W:Payroll Benefits	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	-
72	2-2-42523-115	SWB	UCW 2535 2nd Ave West:Wages Regular	\$26,166	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	-
73	2-2-42523-116	SWB	UCW 2535 2nd Ave West:Wages Overtime	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	-
74	2-2-42523-119	SWB	UCW 2535 2nd Ave West:Payroll Benefits	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	-
75	2-2-42524-115	SWB	UCW 807 15th St West:Wages Regular	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	-
76	2-2-42524-116	SWB	UCW 807 15th St West:Wages Overtime	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	-
77	2-2-42524-119	SWB	UCW 807 15th St West:Payroll Benefits	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	-
78	2-2-42525-115	SWB	UCW 1335 7th St East:Wages Regular	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	-
79	2-2-42525-116	SWB	UCW 1335 7th St East:Wages Overtime	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	-
80	2-2-42525-119	SWB	UCW 1335 7th St East:Payroll Benefits	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	-
81	2-2-42526-115	SWB	UCW 3223 2nd Ave West:Wages Regular	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	-
82	2-2-42526-116	SWB	UCW 3223 2nd Ave West:Wages Overtime	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	-
83	2-2-42526-119	SWB	UCW 3223 2nd Ave West:Payroll Benefits	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	-
84	2-2-42527-115	SWB	UCW 3802 4th Ave East:Wages Regular	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	-
85	2-2-42527-116	SWB	UCW 3802 4th Ave East:Wages Overtime	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	-
86	2-2-42527-119	SWB	UCW 3802 4th Ave East:Payroll Benefits	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	-
87	2-2-42528-115	SWB	UCW:Wages Regular	(\$2,658)	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	-
88	2-2-42528-116	SWB	UCW:Wages Overtime	\$361	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	-
89	2-2-42528-119	SWB	UCW:Payroll Benefits	\$1,095	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	-
90	2-2-42529-115	SWB	UCW 348 27th St West:Wages Regular	(\$3,533)	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	-
91	2-2-42529-116	SWB	UCW 348 27th St West:Wages Overtime	\$258	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	-
92	2-2-42529-119	SWB	UCW 348 27th St West:Payroll Benefits	\$511	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	-
93	2-2-42530-115	SWB	UCW 595 15th Street East:Wages Regular	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	-
94	2-2-42530-119	SWB	UCW 595 15th Street East:Payroll Benefits	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	-
95	2-2-42532-115	SWB	UCW:Wages Regular	\$3,773	\$301	\$0	\$0	\$0	\$0	\$0	\$0	\$0	-

Code	Category		Account Name	2018 YTD	2019 YTD	2020 YTD	2021 Budget	Back Out	Base Adjust	2022 Base Budget	Department		Issue
	Code	Code		Actuals	Actuals	Actuals					Adjustments	2022 Total Budget	
96	2-2-42532-116	SWB	UCW:Wages Overtime	\$310	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	-
97	2-2-42532-119	SWB	UCW:Payroll Benefits	\$1,093	\$68	\$0	\$0	\$0	\$0	\$0	\$0	\$0	-
98	2-2-42533-115	SWB	CMHA-538-7th St E:Wages Regular	\$2,722	\$251	\$24	\$0	\$0	\$0	\$0	\$0	\$0	-
99	2-2-42533-119	SWB	CMHA-538-7th St E:Payroll Benefits	\$893	\$56	\$9	\$0	\$0	\$0	\$0	\$0	\$0	-
100	2-2-42535-115	SWB	73 North Industrial Dr.:Wages Regular	(\$692)	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	-
101	2-2-42535-119	SWB	73 North Industrial Dr.:Payroll Benefits	\$320	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	-
102	2-2-42536-115	SWB	UCW Piapot FN 600 17th St.W:Wages Regular	\$0	\$6,811	\$0	\$0	\$0	\$0	\$0	\$0	\$0	-
103	2-2-42536-116	SWB	UCW Piapot FN 600 17th St.W:Wages Overtime	\$0	\$417	\$0	\$0	\$0	\$0	\$0	\$0	\$0	-
104	2-2-42536-119	SWB	UCW Piapot FN 600 17th St.W:Payroll Benefits	\$0	\$2,027	\$0	\$0	\$0	\$0	\$0	\$0	\$0	-
105	2-2-42537-115	SWB	UCW 2923 1st Ave W:Wages Regular	\$0	\$3,251	\$0	\$0	\$0	\$0	\$0	\$0	\$0	-
106	2-2-42537-116	SWB	UCW 2923 1st Ave W:Wages Overtime	\$0	\$371	\$0	\$0	\$0	\$0	\$0	\$0	\$0	-
107	2-2-42537-119	SWB	UCW 2923 1st Ave W:Payroll Benefits	\$0	\$1,097	\$0	\$0	\$0	\$0	\$0	\$0	\$0	-
108	2-2-42538-115	SWB	YMCA Fire Serv 1895 Central Ave:Wages Regular	\$0	\$4,336	\$0	\$0	\$0	\$0	\$0	\$0	\$0	-
109	2-2-42538-116	SWB	YMCA Fire Serv 1895 Central Ave:Wages Overtime	\$0	\$420	\$0	\$0	\$0	\$0	\$0	\$0	\$0	-
110	2-2-42538-119	SWB	YMCA Fire Serv 1895 Central Ave:Payroll Benefits	\$0	\$1,418	\$0	\$0	\$0	\$0	\$0	\$0	\$0	-
111	2-2-42539-115	SWB	YMCA-Fire Serv-65-11 St. East:Wages Regular	\$0	\$2,637	\$0	\$0	\$0	\$0	\$0	\$0	\$0	-
112	2-2-42539-116	SWB	YMCA-Fire Serv-65-11 St. East:Wages Overtime	\$0	\$622	\$0	\$0	\$0	\$0	\$0	\$0	\$0	-
113	2-2-42539-119	SWB	YMCA-Fire Serv-65-11 St. East:Payroll Benefits	\$0	\$1,138	\$0	\$0	\$0	\$0	\$0	\$0	\$0	-
114	2-2-42540-115	SWB	PA Com. Hous-861 River St W:Wages Regular	\$0	\$1,885	\$0	\$0	\$0	\$0	\$0	\$0	\$0	-
115	2-2-42540-116	SWB	PA Com. Hous-861 River St W:Wages Overtime	\$0	\$570	\$0	\$0	\$0	\$0	\$0	\$0	\$0	-
116	2-2-42540-119	SWB	PA Com. Hous-861 River St W:Payroll Benefits	\$0	\$759	\$0	\$0	\$0	\$0	\$0	\$0	\$0	-
117	2-2-42541-115	SWB	CWO Water - 235 15 St E:Wages Regular	\$0	\$0	\$2,285	\$0	\$0	\$0	\$0	\$0	\$0	-
118	2-2-42541-116	SWB	CWO Water - 235 15 St E:Wages Overtime	\$0	\$0	\$589	\$0	\$0	\$0	\$0	\$0	\$0	-
119	2-2-42541-119	SWB	CWO Water - 235 15 St E:Payroll Benefits	\$0	\$0	\$871	\$0	\$0	\$0	\$0	\$0	\$0	-
120	2-2-42542-115	SWB	UCW RCMP Detachment-9th Ave W Hydr:Wages Regular	\$0	\$159	\$0	\$0	\$0	\$0	\$0	\$0	\$0	-
121	2-2-42542-116	SWB	UCW RCMP Detachment-9th Ave W Hydr:Wages Overtime	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	-
122	2-2-42542-119	SWB	UCW RCMP Detachment-9th Ave W Hydr:Payroll Benefits	\$0	\$79	\$0	\$0	\$0	\$0	\$0	\$0	\$0	-
123	2-2-42543-115	SWB	332 9th St East:Wages Regular	\$0	\$3,906	\$0	\$0	\$0	\$0	\$0	\$0	\$0	-
124	2-2-42543-116	SWB	332 9th St East:Wages Overtime	\$0	\$585	\$0	\$0	\$0	\$0	\$0	\$0	\$0	-
125	2-2-42543-119	SWB	332 9th St East:Payroll Benefits	\$0	\$1,530	\$0	\$0	\$0	\$0	\$0	\$0	\$0	-
126	2-2-42544-115	SWB	570 5A Avenue East:Wages Regular	\$0	\$3,943	\$0	\$0	\$0	\$0	\$0	\$0	\$0	-
127	2-2-42544-116	SWB	570 5A Avenue East:Wages Overtime	\$0	\$420	\$0	\$0	\$0	\$0	\$0	\$0	\$0	-
128	2-2-42544-119	SWB	570 5A Avenue East:Payroll Benefits	\$0	\$1,070	\$0	\$0	\$0	\$0	\$0	\$0	\$0	-
129	2-2-42545-115	SWB	Hydrant Replacement Pinegrove:Wages Regular	\$0	\$1,967	\$0	\$0	\$0	\$0	\$0	\$0	\$0	-
130	2-2-42545-116	SWB	Hydrant Replacement Pinegrove:Wages Overtime	\$0	\$349	\$0	\$0	\$0	\$0	\$0	\$0	\$0	-
131	2-2-42545-119	SWB	Hydrant Replacement Pinegrove:Payroll Benefits	\$0	\$689	\$0	\$0	\$0	\$0	\$0	\$0	\$0	-
132	2-2-42546-115	SWB	302 - 2800 Lakeview Dr.:Wages Regular	\$0	\$0	\$2,259	\$0	\$0	\$0	\$0	\$0	\$0	-
133	2-2-42546-116	SWB	302 - 2800 Lakeview Dr.:Wages Overtime	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	-

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	Code	Code		Actuals	Actuals	Actuals					Adjustments	2022 Total Budget	
134	2-2-42546-119	SWB	302 - 2800 Lakeview Dr.:Payroll Benefits	\$0	\$0	\$626	\$0	\$0	\$0	\$0	\$0	\$0	-
135	2-2-42547-115	SWB	SBLP South Hill Mall Inc.:Wages Regular	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	-
136	2-2-42547-116	SWB	SBLP South Hill Mall Inc.:Wages Overtime	\$0	\$0	\$247	\$0	\$0	\$0	\$0	\$0	\$0	-
137	2-2-42547-119	SWB	SBLP South Hill Mall Inc.:Payroll Benefits	\$0	\$0	\$38	\$0	\$0	\$0	\$0	\$0	\$0	-
138	2-2-42549-115	SWB	2675 4th Avenue West:Wages Regular	\$0	\$0	\$2,775	\$0	\$0	\$0	\$0	\$0	\$0	-
139	2-2-42549-116	SWB	2675 4th Avenue West:Wages Overtime	\$0	\$0	\$1,222	\$0	\$0	\$0	\$0	\$0	\$0	-
140	2-2-42549-119	SWB	2675 4th Avenue West:Payroll Benefits	\$0	\$0	\$1,045	\$0	\$0	\$0	\$0	\$0	\$0	-
141	2-2-42551-115	SWB	300 17th Street West:Wages Regular	\$0	\$0	\$5,998	\$0	\$0	\$0	\$0	\$0	\$0	-
142	2-2-42551-116	SWB	300 17th Street West:Wages Overtime	\$0	\$0	\$826	\$0	\$0	\$0	\$0	\$0	\$0	-
143	2-2-42551-119	SWB	300 17th Street West:Payroll Benefits	\$0	\$0	\$2,115	\$0	\$0	\$0	\$0	\$0	\$0	-
144	2-2-42553-115	SWB	445 Bartlett Street (42nd St E):Wages Regular	\$0	\$0	\$3,124	\$0	\$0	\$0	\$0	\$0	\$0	-
145	2-2-42553-116	SWB	445 Bartlett Street (42nd St E):Wages Overtime	\$0	\$0	\$828	\$0	\$0	\$0	\$0	\$0	\$0	-
146	2-2-42553-119	SWB	445 Bartlett Street (42nd St E):Payroll Benefits	\$0	\$0	\$1,024	\$0	\$0	\$0	\$0	\$0	\$0	-
147	2-2-42554-115	SWB	300 15th Street East:Wages Regular	\$0	\$0	\$9,391	\$0	\$0	\$0	\$0	\$0	\$0	-
148	2-2-42554-116	SWB	300 15th Street East:Wages Overtime	\$0	\$0	\$2,320	\$0	\$0	\$0	\$0	\$0	\$0	-
149	2-2-42554-119	SWB	300 15th Street East:Payroll Benefits	\$0	\$0	\$3,950	\$0	\$0	\$0	\$0	\$0	\$0	-
150	2-2-42555-115	SWB	3451 2nd Ave West:Wages Regular	\$0	\$0	\$9,804	\$0	\$0	\$0	\$0	\$0	\$0	-
151	2-2-42555-116	SWB	3451 2nd Ave West:Wages Overtime	\$0	\$0	\$1,323	\$0	\$0	\$0	\$0	\$0	\$0	-
152	2-2-42555-119	SWB	3451 2nd Ave West:Payroll Benefits	\$0	\$0	\$2,976	\$0	\$0	\$0	\$0	\$0	\$0	-
153	2-2-42556-115	SWB	Saskatchewan Penitentiary:Wages Regular	\$0	\$0	\$464	\$0	\$0	\$0	\$0	\$0	\$0	-
154	2-2-42556-116	SWB	Saskatchewan Penitentiary:Wages Overtime	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	-
155	2-2-42556-119	SWB	Saskatchewan Penitentiary:Payroll Benefits	\$0	\$0	\$152	\$0	\$0	\$0	\$0	\$0	\$0	-
156	2-2-42557-115	SWB	PBCN (7th Ave at 23rd St W):Wages Regular	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	-
157	2-2-42557-116	SWB	PBCN (7th Ave at 23rd St W):Wages Overtime	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	-
158	2-2-42557-119	SWB	PBCN (7th Ave at 23rd St W):Payroll Benefits	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	-
159	2-2-42558-115	SWB	Peavy Mart 4th Ave E:Wages Regular	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	-
160	2-2-42558-116	SWB	Peavy Mart 4th Ave E:Wages Overtime	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	-
161	2-2-42558-119	SWB	Peavy Mart 4th Ave E:Payroll Benefits	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	-
162	2-2-42214-295	CON	Culverts And Drainage:Self-Employed Contractors	\$0	\$0	\$3,350	\$5,000	\$0	\$0	\$5,000	\$5,000	\$10,000	Pest Control Contractors. Depending on the year, Beaver control is needed. The Beaver's plug culverts and dam up natural drainage systems and drainage channels within the city. Contractors used for mulching and cleaning drainage channels. Increase needed as overgrowth in channels grows rapidly.
163	2-2-42217-291	CON	Storm Sewer Main Repairs:Licenses Permits & Fees	\$0	\$1,216	\$0	\$0	\$0	\$0	\$0	\$0	\$0	-
164	2-2-42217-295	CON	Storm Sewer Main Repairs:Self-Employed Contractors	\$5,128	\$28,720	\$0	\$0	\$0	\$0	\$0	\$0	\$0	-
165	2-2-42220-295	CON	SANITARY SEWER MTCE:Self-Employed Contractors	\$663	\$594	\$1,094	\$0	\$0	\$0	\$0	\$2,000	\$2,000	Contractors like Roto Rooter utilized for photographing sewer main in order to investigate and possibly repair a problem in the sewer main. Use of this type of contractor is trending upwards.
166	2-2-42220-299	CON	SANITARY SEWER MTCE:Other General Services	\$0	\$653	\$0	\$0	\$0	\$0	\$0	\$0	\$0	-
167	2-2-42221-295	CON	FLUSHING AND JETTING:Self-Employed Contractors	(\$164)	\$53	(\$695)	\$0	\$0	\$0	\$0	\$0	\$0	-

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	Code	Code		Actuals	Actuals	Actuals					Adjustments	2022 Total Budget	
168	2-2-42222-291	CON	Trunk Sewer Mtce & Dredging:Licenses Permits & Fees	\$0	\$0	\$115	\$0	\$0	\$0	\$0	\$0	\$0	
169	2-2-42222-295	CON	Trunk Sewer Mtce & Dredging:Self-Employed Contractors	\$1,323	\$2,039	\$0	\$500	\$0	\$0	\$500	\$1,000	\$1,500	Contractors used if needed to repair Trunk Sewer Mains. Eg: -Tow Trucks to move vehicles if in the work zone. -Power Poles need to be removed or supported by SaskPower. Increase by \$1,000.00 to reflect 3 year average.
170	2-2-42224-295	CON	Sanitary Service Connection Mtce:Self-Employed Contractors	\$23,772	\$43,445	\$152,981	\$135,000	\$0	\$0	\$135,000	\$0	\$135,000	Budget Committee capped the annual City contribution at \$135,000 during the 2022 Budget. Council resolution 0240 at the regular Council meeting on June 1st, 2020 Council decided to do more for the residents with the presence of City owned trees. This included all of the root clearing costs and increased the City cost sharing from 60% to 80% for re-lining(ave 7k each). This has greatly increased interest in the re-lining program. Please refer to RPT# 20-203 for more information.
171	2-2-42240-295	CON	Sewer Photography:Self-Employed Contractors	\$271,867	\$294,827	\$246,808	\$350,000	\$0	\$0	\$350,000	\$0	\$350,000	
172	2-2-42250-295	CON	Mineral Removal:Self-Employed Contractors	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	
173	2-2-42260-295	CON	Sewer Relining:Self-Employed Contractors	\$33,409	\$28,886	\$0	\$350,000	\$0	\$0	\$350,000	\$0	\$350,000	
174	2-2-42311-295	CON	LIFT STATIONS:Self-Employed Contractors	\$3,951	\$571	\$2,128	\$27,500	\$0	\$0	\$27,500	\$0	\$27,500	Programming and communication software is programmed by contractor. The maintenance to computer and software upgraded needed to maintain computers for monitoring the 13 lift stations.
175	2-2-42410-239	CON	Sewage Treatment Operations:Consulting Services	\$2,598	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	
176	2-2-42410-295	CON	Sewage Treatment Operations:Self-Employed Contractors	\$3,764	\$41,858	\$0	\$0	\$0	\$0	\$0	\$0	\$0	
177	2-2-42420-267	CON	SEWAGE TREATMENT EQUIPMENT MTCE:Rentals-Specialized Equipment	\$4,314	\$11	\$0	\$0	\$0	\$0	\$0	\$0	\$0	
178	2-2-42420-295	CON	Sewage Treatment Equipment Mtce:Self-Employed Contractors	\$11,649	\$45,010	\$65,531	\$25,000	\$0	\$0	\$25,000	\$0	\$25,000	Budget based on a 3 year average for emergency repairs by (eg: machine shops)
179	2-2-42460-295	CON	SEWAGE TREATMENT COMPOSTING:Self-Employed Contractors	\$929	\$4,549	\$11,400	\$90,680	\$0	\$0	\$90,680	(\$70,680)	\$20,000	Contactors are hired to move, stack compost as the city does not own the equipment required for the job. 2021 required that compost be moved to allow the construction of cell 2B at the landfill. (\$70,680) This was a one time expense.
180	2-2-42512-265	CON	UCW-581 7th St. East:Rentals-City Automotive & Equipment	(\$33,118)	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	Custom work offset by revenue received. No budget required.
181	2-2-42534-295	CON	St. J.D-1405 Bishop Pascal Pl:Self-Employed Contractors	(\$476)	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	
182	2-2-42311-551	UTL	Lift Stations:Water & Sewer	\$141	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	
183	2-2-42311-552	UTL	LIFT STATIONS:Heating Fuels	\$14,700	\$10,977	\$13,838	\$12,900	\$0	\$1,100	\$14,000	\$0	\$14,000	SaskEnergy for heating the 13 lift stations. The 2022 Budget for SaskEnergy was determined by Financial Services based on a review of historical usage, expectations for 2022, and a review of actual costs. The 2022 Budget also incorporates the expected increase in the carbon tax effective April 1, 2022.
184	2-2-42311-553	UTL	LIFT STATIONS:Electricity	\$38,983	\$38,877	\$41,458	\$40,000	\$0	\$4,000	\$44,000	\$0	\$44,000	The 2022 Budget for SaskPower was determined by Financial Services based on a review of historical usage, expectations for 2022, and a review of actual costs. The 2022 Budget also incorporates the expected increase in the carbon tax effective April 1, 2022.
185	2-2-42410-551	UTL	SEWAGE TREATMENT OPERATIONS:Water & Sewer	\$118,703	\$134,201	\$240,424	\$252,500	\$0	\$0	\$252,500	(\$52,500)	\$200,000	The wastewater plant uses city water for parts of the process. the plant is supplied with a 2.5" and a 4" line from the distribution system. Consumption was down in 2021 so reduced the budget amount.

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	Code	Code		Actuals	Actuals	Actuals					Adjustments	2022 Total Budget	
186	2-2-42410-552	UTL	SEWAGE TREATMENT OPERATIONS:Heating Fuels	\$48,408	\$54,186	\$61,536	\$59,600	\$0	(\$1,800)	\$57,800	\$0	\$57,800	The 2022 Budget for SaskEnergy was determined by Financial Services based on a review of historical usage, expectations for 2022, and a review of actual costs. The 2022 Budget also incorporates the expected increase in the carbon tax effective April 1, 2022.
187	2-2-42410-553	UTL	SEWAGE TREATMENT OPERATIONS:Electricity	\$290,888	\$270,222	\$291,316	\$289,500	\$0	\$4,600	\$294,100	\$0	\$294,100	The 2022 Budget for SaskPower was determined by Financial Services based on a review of historical usage, expectations for 2022, and a review of actual costs. The 2022 Budget also incorporates the expected increase in the carbon tax effective April 1, 2022.
188	2-2-42460-552	UTL	SEWAGE TREATMENT COMPOSTING:Heating Fuels	\$9,281	\$14,920	\$15,657	\$13,200	\$0	\$4,000	\$17,200	\$0	\$17,200	SaskEnergy for heating compost building which is used to store the loader. The 2022 Budget for SaskEnergy was determined by Financial Services based on a review of historical usage, expectations for 2022, and a review of actual costs. The 2022 Budget also incorporates the expected increase in the carbon tax effective April 1, 2022.
189	2-2-42460-553	UTL	SEWAGE TREATMENT COMPOSTING:Electricity	\$13,690	\$16,047	\$7,302	\$17,900	\$0	(\$4,500)	\$13,400	\$0	\$13,400	The 2022 Budget for SaskPower was determined by Financial Services based on a review of historical usage, expectations for 2022, and a review of actual costs. The 2022 Budget also incorporates the expected increase in the carbon tax effective April 1, 2022.
190	2-2-42211-265	FLT	CATCH BASIN CLEANING:Rentals-Automotive & Equipment	\$4,560	\$2,398	\$2,447	\$2,000	\$0	\$0	\$2,000	\$120	\$2,120	Internal Fleet charges for equipment utilized when cleaning catch basins. Primarily the Jet Truck. Typically clean the catch of the basins in the Fall so they will be ready in the spring for the thaw. The budget for fleet expenses was prepared by Financial Services based on a 6% increase in fleet charge out rates proposed by Administration for the 2022 Budget. A 6% increase was recommended for the 2021 Budget but was removed by Budget Committee. Administration recommends that the 6% increase be implemented for 2022 to ensure that sufficient funds are transferred to the Equipment and Fleet Reserve for future replacements. In addition, the fleet expense budget was adjusted where necessary to reflect actual charges based on a review of prior years' actual charges.
191	2-2-42212-265	FLT	CATCH BASIN REBUILDING:Rentals-Automotive & Equipment	\$9,333	\$10,416	\$15,950	\$11,410	\$0	\$0	\$11,410	\$680	\$12,090	Internal Fleet charges for equipment utilized when repairing or replacing catch basins. This can fluctuate from year to year if City equipment is busy with other tasks and external Hired equipment is utilized (eg. Hired Tandem Trucks). The budget for fleet expenses was prepared by Financial Services based on a 6% increase in fleet charge out rates proposed by Administration for the 2022 Budget. A 6% increase was recommended for the 2021 Budget but was removed by Budget Committee. Administration recommends that the 6% increase be implemented for 2022 to ensure that sufficient funds are transferred to the Equipment and Fleet Reserve for future replacements. In addition, the fleet expense budget was adjusted where necessary to reflect actual charges based on a review of prior years' actual charges.

Code	Category		Account Name	2018 YTD	2019 YTD	2020 YTD	2021 Budget	Back Out	Base Adjust	2022 Base Budget	Department		Issue
	Code	Code		Actuals	Actuals	Actuals					Adjustments	2022 Total Budget	
192	2-2-42213-265	FLT	STORM CHANNEL MTCE:Rentals-Automotive & Equipment	\$0	\$69	\$38	\$340	\$0	\$0	\$340	\$20	\$360	Internal Fleet charges for equipment utilized when performing drainage channel mtce. Typically 3/4 tonne truck. The budget for fleet expenses was prepared by Financial Services based on a 6% increase in fleet charge out rates proposed by Administration for the 2022 Budget. A 6% increase was recommended for the 2021 Budget but was removed by Budget Committee. Administration recommends that the 6% increase be implemented for 2022 to ensure that sufficient funds are transferred to the Equipment and Fleet Reserve for future replacements. In addition, the fleet expense budget was adjusted where necessary to reflect actual charges based on a review of prior years' actual charges.
193	2-2-42214-265	FLT	CULVERTS AND DRAINAGE:Rentals-Automotive & Equipment	\$40,046	\$25,453	\$43,159	\$50,000	\$0	\$0	\$50,000	\$0	\$50,000	Internal Fleet charges for equipment utilized for Drainage issues. Typically 3/4 tonne trucks, steamers, and jet trucks. Upwards trend. The budget for fleet expenses was prepared by Financial Services based on a 6% increase in fleet charge out rates proposed by Administration for the 2022 Budget. A 6% increase was recommended for the 2021 Budget but was removed by Budget Committee. Administration recommends that the 6% increase be implemented for 2022 to ensure that sufficient funds are transferred to the Equipment and Fleet Reserve for future replacements. In addition, the fleet expense budget was adjusted where necessary to reflect actual charges based on a review of prior years' actual charges.
194	2-2-42217-265	FLT	Storm Sewer Main Repairs:Rentals-City Automotive & Equipment	\$5,580	\$0	\$2,298	\$1,630	\$0	\$0	\$1,630	\$100	\$1,730	Internal Fleet charges for equipment utilized when repairing Storm Sewer Mains. This can fluctuate from year to year if City equipment is busy with other tasks and external Hired equipent is utilized (eg. Hired Tandem Trucks). The budget for fleet expenses was prepared by Financial Services based on a 6% increase in fleet charge out rates proposed by Administration for the 2022 Budget. A 6% increase was recommended for the 2021 Budget but was removed by Budget Committee. Administration recommends that the 6% increase be implemented for 2022 to ensure that sufficient funds are transferred to the Equipment and Fleet Reserve for future replacements. In addition, the fleet expense budget was adjusted where necessary to reflect actual charges based on a review of prior years' actual charges.
195	2-2-42220-265	FLT	SANITARY SEWER MTCE:Rentals-City Automotive & Equipment	\$22,842	\$50,733	\$14,244	\$23,900	\$0	\$0	\$23,900	\$1,430	\$25,330	Internal Fleet charges for equipment utilized when repairing Sanitary Sewer Mains. This can fluctuate from year to year if City equipment is busy with other tasks and external Hired equipment is utilized (eg. Hired Tandem Trucks). The budget for fleet expenses was prepared by Financial Services based on a 6% increase in fleet charge out rates proposed by Administration for the 2022 Budget. A 6% increase was recommended for the 2021 Budget but was removed by Budget Committee. Administration recommends that the 6% increase be implemented for 2022 to ensure that sufficient funds are transferred to the Equipment and Fleet Reserve for future replacements. In addition, the fleet expense budget was adjusted where necessary to reflect actual charges based on a review of prior years' actual charges.

196	Category		2018 YTD Actuals	2019 YTD Actuals	2020 YTD Actuals	2021 Budget	Back Out	Base Adjust	2022 Base Budget	Department		2022 Total Budget	Issue
	Code	Code								Account Name	Adjustments		
	2-2-42221-265	FLT	\$52,363	\$41,165	\$37,766	\$40,550	\$0	\$0	\$40,550	\$2,430	\$42,980	Internal Fleet charges for equipment utilized when cleaning sewer lines. This includes 2 Jet trucks and 2-3/4 ton trucks. The budget for fleet expenses was prepared by Financial Services based on a 6% increase in fleet charge out rates proposed by Administration for the 2022 Budget. A 6% increase was recommended for the 2021 Budget but was removed by Budget Committee. Administration recommends that the 6% increase be implemented for 2022 to ensure that sufficient funds are transferred to the Equipment and Fleet Reserve for future replacements. In addition, the fleet expense budget was adjusted where necessary to reflect actual charges based on a review of prior years' actual charges.	
	2-2-42222-265	FLT	\$54,954	\$45,591	\$40,692	\$65,000	\$0	\$0	\$65,000	\$3,900	\$68,900	Internal Fleet charges for equipment utilized when maintaining and dredging Trunk Sewer Mains. Typically have 1 set of dredgers working all winter. When and if time allows a second set of dredgers will be utilized. The budget for fleet expenses was prepared by Financial Services based on a 6% increase in fleet charge out rates proposed by Administration for the 2022 Budget. A 6% increase was recommended for the 2021 Budget but was removed by Budget Committee. Administration recommends that the 6% increase be implemented for 2022 to ensure that sufficient funds are transferred to the Equipment and Fleet Reserve for future replacements. In addition, the fleet expense budget was adjusted where necessary to reflect actual charges based on a review of prior years' actual charges.	
	2-2-42224-265	FLT	\$20,141	\$40,290	\$57,139	\$32,000	\$0	\$0	\$32,000	\$13,050	\$45,050	Internal Fleet charges for equipment utilized when repairing or replacing Sanitary Sewer Services. This can fluctuate from year to year if City equipment is busy with other tasks and external Hired equipment is utilized (eg. Hired Tandem Trucks). Add \$10,500 to accommodate the trend of the last 3 year average. Add \$2,550 for 6% annual increase. The budget for fleet expenses was prepared by Financial Services based on a 6% increase in fleet charge out rates proposed by Administration for the 2022 Budget. A 6% increase was recommended for the 2021 Budget but was removed by Budget Committee. Administration recommends that the 6% increase be implemented for 2022 to ensure that sufficient funds are transferred to the Equipment and Fleet Reserve for future replacements. In addition, the fleet expense budget was adjusted where necessary to reflect actual charges based on a review of prior years' actual charges.	
	2-2-42311-265	FLT	\$12,054	\$12,120	\$13,200	\$8,000	\$0	\$0	\$8,000	\$480	\$8,480	The monthly rentals from the fleet to pay for the stand by generator 437 and 499. these are used during power outages for lift stations not equipped with stationary generators. The budget for fleet expenses was prepared by Financial Services based on a 6% increase in fleet charge out rates proposed by Administration for the 2022 Budget. A 6% increase was recommended for the 2021 Budget but was removed by Budget Committee. Administration recommends that the 6% increase be implemented for 2022 to ensure that sufficient funds are transferred to the Equipment and Fleet Reserve for future replacements. In addition, the fleet expense budget was adjusted where necessary to reflect actual charges based on a review of prior years' actual charges.	

2000	Category		Account Name	2018 YTD	2019 YTD	2020 YTD	2021 Budget	Back Out	Base Adjust	2022 Base Budget	Department		Issue
	Code	Code		Actuals	Actuals	Actuals					Adjustments	2022 Total Budget	
200	2-2-42410-265	FLT	SEWAGE TREATMENT OPERATIONS:Rentals-Automotive & Equipment	\$75,555	\$81,526	\$88,200	\$93,070	\$0	\$0	\$93,070	\$4,900	\$97,970	Fleet charge for unit 550 Truck used to haul sludge, 16 yard loader, 642 pickup truck with crane for lift station repairs, 543 pickup truck, 129 composter pickup truck, and 121 pickup truck. Add one truck for summer maintenance of the yards at the wastewater plant, water plant, reservoirs, sewage pumping stations. The budget for fleet expenses was prepared by Financial Services based on a 6% increase in fleet charge out rates proposed by Administration for the 2022 Budget. A 6% increase was recommended for the 2021 Budget but was removed by Budget Committee. Administration recommends that the 6% increase be implemented for 2022 to ensure that sufficient funds are transferred to the Equipment and Fleet Reserve for future replacements. In addition, the fleet expense budget was adjusted where necessary to reflect actual charges based on a review of prior years' actual charges.
201	2-2-42420-265	FLT	SEWAGE TREATMENT EQUIPMENT MTCE:Rentals-Automotive & Equipment	\$15,800	\$16,375	\$12,646	\$20,000	\$0	\$0	\$20,000	\$0	\$20,000	Fleet charges for unit 642, 543 and 121. The budget for fleet expenses was prepared by Financial Services based on a 6% increase in fleet charge out rates proposed by Administration for the 2022 Budget. A 6% increase was recommended for the 2021 Budget but was removed by Budget Committee. Administration recommends that the 6% increase be implemented for 2022 to ensure that sufficient funds are transferred to the Equipment and Fleet Reserve for future replacements. In addition, the fleet expense budget was adjusted where necessary to reflect actual charges based on a review of prior years' actual charges.
202	2-2-42460-265	FLT	SEWAGE TREATMENT COMPOSTING:Rentals-Automotive & Equipment	\$66,449	\$62,714	\$64,225	\$68,330	\$0	\$0	\$68,330	\$4,100	\$72,430	Fleet charges for unit 19 2.5 yard loader. The budget for fleet expenses was prepared by Financial Services based on a 6% increase in fleet charge out rates proposed by Administration for the 2022 Budget. A 6% increase was recommended for the 2021 Budget but was removed by Budget Committee. Administration recommends that the 6% increase be implemented for 2022 to ensure that sufficient funds are transferred to the Equipment and Fleet Reserve for future replacements. In addition, the fleet expense budget was adjusted where necessary to reflect actual charges based on a review of prior years' actual charges.
203	2-2-42500-265	FLT	Underground Custom Work:Rentals-City Automotive & Equipment	\$1,000	\$752	\$1,726	\$0	\$0	\$0	\$0	\$0	\$0	Custom work offset by revenue received. No budget required.
204	2-2-42519-265	FLT	UCW 465-7th St. East:Rentals-City Automotive & Equipment	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	Custom work offset by revenue received. No budget required.
205	2-2-42521-265	FLT	UCW 1365 16th St W:Rentals-City Automotive & Equipment	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	Custom work offset by revenue received. No budget required.
206	2-2-42523-265	FLT	UCW 2535 2nd Ave West:Rentals-City Automotive & Equipment	\$33,118	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	Custom work offset by revenue received. No budget required.
207	2-2-42524-265	FLT	UCW 807 15th St West:Rentals-City Automotive & Equipment	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	Custom work offset by revenue received. No budget required.
208	2-2-42525-265	FLT	UCW 1335 7th St East:Rentals-City Automotive & Equipment	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	Custom work offset by revenue received. No budget required.
209	2-2-42526-265	FLT	UCW 3223 2nd Ave West:Rentals-City Automotive & Equipment	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	Custom work offset by revenue received. No budget required.
210	2-2-42527-265	FLT	UCW 3802 4th Ave East:Rentals-City Automotive & Equipment	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	Custom work offset by revenue received. No budget required.
211	2-2-42528-265	FLT	UCW:Rentals-City Automotive & Equipment	(\$1,996)	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	Custom work offset by revenue received. No budget required.

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	Code	Code		Actuals	Actuals	Actuals					Adjustments	2022 Total Budget	
212	2-2-42529-265	FLT	UCW 348 27th St West:Rentals-City Automotive & Equipment	(\$5,044)	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	Custom work offset by revenue received. No budget required.
213	2-2-42532-265	FLT	UCW:Rentals-City Automotive & Equipment	\$3,070	\$123	\$0	\$0	\$0	\$0	\$0	\$0	\$0	Custom work offset by revenue received. No budget required.
214	2-2-42533-265	FLT	CMHA-538-7th St E:Rentals-City Automotive & Equipment	\$1,786	\$23	\$0	\$0	\$0	\$0	\$0	\$0	\$0	Custom work offset by revenue received. No budget required.
215	2-2-42535-265	FLT	73 North Industrial Dr.:Rentals-City Automotive & Equipment	(\$1,806)	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	Custom work offset by revenue received. No budget required.
216	2-2-42536-265	FLT	UCW Piapot FN 600 17th St.W:Rentals-City Automotive & Equipment	\$0	\$5,088	\$0	\$0	\$0	\$0	\$0	\$0	\$0	Custom work offset by revenue received. No budget required.
217	2-2-42537-265	FLT	UCW 2923 1st Ave W:Rentals-City Automotive & Equipment	\$0	\$2,714	\$0	\$0	\$0	\$0	\$0	\$0	\$0	Custom work offset by revenue received. No budget required.
218	2-2-42538-265	FLT	YMCA Fire Serv 1895 Central Ave:Rentals-City Automotive & Equipment	\$0	\$2,289	\$0	\$0	\$0	\$0	\$0	\$0	\$0	Custom work offset by revenue received. No budget required.
219	2-2-42539-265	FLT	YMCA-Fire Serv-65-11 St. East:Rentals-City Automotive & Equipment	\$0	\$3,458	\$0	\$0	\$0	\$0	\$0	\$0	\$0	Custom work offset by revenue received. No budget required.
220	2-2-42540-265	FLT	PA Com. Hous-861 River St W:Rentals-City Automotive & Equipment	\$0	\$2,503	\$0	\$0	\$0	\$0	\$0	\$0	\$0	Custom work offset by revenue received. No budget required.
221	2-2-42541-265	FLT	CWO Water - 235 15 St E:Rentals-City Automotive & Equipment	\$0	\$0	\$2,680	\$0	\$0	\$0	\$0	\$0	\$0	Custom work offset by revenue received. No budget required.
222	2-2-42542-265	FLT	UCW RCMP Detachment-9th Ave W Hydr:Rentals-City Automotive & Equipment	\$0	\$102	\$0	\$0	\$0	\$0	\$0	\$0	\$0	Custom work offset by revenue received. No budget required.
223	2-2-42543-265	FLT	332 9th St East:Rentals-City Automotive & Equipment	\$0	\$2,602	\$0	\$0	\$0	\$0	\$0	\$0	\$0	Custom work offset by revenue received. No budget required.
224	2-2-42544-265	FLT	570 5A Avenue East:Rentals-City Automotive & Equipment	\$0	\$3,239	\$0	\$0	\$0	\$0	\$0	\$0	\$0	Custom work offset by revenue received. No budget required.
225	2-2-42545-265	FLT	Hydrant Replacement Pinegrove:Rentals-City Automotive & Equipment	\$0	\$1,961	\$0	\$0	\$0	\$0	\$0	\$0	\$0	Custom work offset by revenue received. No budget required.
226	2-2-42546-265	FLT	302 - 2800 Lakeview Dr.:Rentals-City Automotive & Equipment	\$0	\$0	\$378	\$0	\$0	\$0	\$0	\$0	\$0	Custom work offset by revenue received. No budget required.
227	2-2-42549-265	FLT	2675 4th Avenue West:Rentals-City Automotive & Equipment	\$0	\$0	\$967	\$0	\$0	\$0	\$0	\$0	\$0	Custom work offset by revenue received. No budget required.
228	2-2-42550-295	FLT	3694 2nd Ave W:Self-Employed Contractors	\$0	\$0	\$4,007	\$0	\$0	\$0	\$0	\$0	\$0	-
229	2-2-42551-265	FLT	300 17th Street West:Rentals-City Automotive & Equipment	\$0	\$0	\$5,068	\$0	\$0	\$0	\$0	\$0	\$0	Custom work offset by revenue received. No budget required.
230	2-2-42553-265	FLT	445 Bartlett Street (42nd St E):Rentals-City Automotive & Equipment	\$0	\$0	\$2,539	\$0	\$0	\$0	\$0	\$0	\$0	Custom work offset by revenue received. No budget required.
231	2-2-42554-265	FLT	300 15th Street East:Rentals-City Automotive & Equipment	\$0	\$0	\$9,441	\$0	\$0	\$0	\$0	\$0	\$0	Custom work offset by revenue received. No budget required.
232	2-2-42555-265	FLT	3451 2nd Ave West:Rentals-City Automotive & Equipment	\$0	\$0	\$11,171	\$0	\$0	\$0	\$0	\$0	\$0	Custom work offset by revenue received. No budget required.
233	2-2-42556-265	FLT	Saskatchewan Penitentiary:Rentals-City Automotive & Equipment	\$0	\$0	(\$1,455)	\$0	\$0	\$0	\$0	\$0	\$0	Custom work offset by revenue received. No budget required.
234	2-2-42557-265	FLT	PBCN (7th Ave at 23rd St W):Rentals-City Automotive & Equipment	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	Custom work offset by revenue received. No budget required.
235	2-2-42558-265	FLT	Peavy Mart 4th Ave E:Rentals-City Automotive & Equipment	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	Custom work offset by revenue received. No budget required.
236	2-2-42211-531	MMS	CATCH BASIN CLEANING:Asphalt	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	-
237	2-2-42211-541	MMS	CATCH BASIN CLEANING:Operating Supplies	\$113	\$609	\$120	\$500	\$0	\$0	\$500	\$0	\$500	Sledge Hammers and picks needed for this operation (opening and closing manhole lids / Catch Basin Lids). Current budget is sufficient.

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	Code	Code		Actuals	Actuals	Actuals					Adjustments	2022 Total Budget	
238	2-2-42212-264	MMS	CATCH BASIN REBUILDING:Rentals-Hired Equipment and Automotive	\$0	\$0	\$0	\$500	\$0	\$0	\$500	(\$500)	\$0	This is for external equipment hired by the City (eg. Hired Tandem Truck). This acct. will vary from year to year depending on how many Catch Basins will need repair or replacing in the year. This acct. can also fluctuate from year to year depending on whether City equipment can be used. Contractors are only utilized when City forces are too busy with other tasks. Minus \$500.00 to accommodate the trend of the last 3 year average.
239	2-2-42212-420	MMS	CATCH BASIN REBUILDING:Allocation-Services	\$102	\$268	\$0	\$0	\$0	\$0	\$0	\$0	\$0	-
240	2-2-42212-512	MMS	CATCH BASIN REBUILDING:Overtime Meals	\$0	\$0	\$88	\$0	\$0	\$0	\$0	\$0	\$0	-
241	2-2-42212-531	MMS	CATCH BASIN REBUILDING:Asphalt	\$533	\$3,033	\$6,582	\$2,000	\$0	\$0	\$2,000	\$1,500	\$3,500	Asphalt needed to repair street surface after a repair on a Catch Basin. Add \$1,500.00 to better reflect the 3 year average.
242	2-2-42212-532	MMS	CATCH BASIN REBUILDING:Concrete	\$6,432	\$1,396	\$3,169	\$5,600	\$0	\$0	\$5,600	(\$2,600)	\$3,000	Concrete needed in repairing catch basins and repairing walkways after repair is complete. Subtract \$2600.00 to better reflect 3 year average.
243	2-2-42212-533	MMS	CATCH BASIN REBUILDING:Granular Materials	\$300	\$1,687	\$825	\$0	\$0	\$0	\$0	\$1,500	\$1,500	After repairing a catch basin, base gravel is needed on the top surface before asphalt can be laid. Add \$1500.00 to better reflect 3 year average.
244	2-2-42212-541	MMS	CATCH BASIN REBUILDING:Operating Supplies	\$5,277	\$10,370	\$9,954	\$12,000	\$0	\$0	\$12,000	\$0	\$12,000	This entails a wide variety of parts and tools involved in the mtce. and repair of catch basins. Current budget is sufficient.
245	2-2-42212-565	MMS	CATCH BASIN REBUILDING:Parts - Equipment and Automotive	\$207	\$1,561	\$0	\$0	\$0	\$0	\$0	\$0	\$0	-
246	2-2-42213-541	MMS	STORM CHANNEL MTCE:Operating Supplies	\$31	\$0	\$0	\$200	\$0	\$0	\$200	\$0	\$200	Mostly connector joints and shovels needed to connect or clean the mouths of crossings in a storm channel. Current budget is sufficient.
247	2-2-42214-252	MMS	Culverts And Drainage:Purch Mtce-Infrastructure	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	-
248	2-2-42214-253	MMS	Culverts And Drainage:Purch Mtce-Building	\$0	\$371	\$0	\$0	\$0	\$0	\$0	\$0	\$0	-
249	2-2-42214-264	MMS	Culverts And Drainage:Rentals-Hired Equipment and Automotive	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	-
250	2-2-42214-269	MMS	Culverts And Drainage:Rentals-Other Equipment	\$0	\$277	\$0	\$0	\$0	\$0	\$0	\$0	\$0	-
251	2-2-42214-291	MMS	Culverts And Drainage:Licenses Permits & Fees	\$115	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	-
252	2-2-42214-512	MMS	Culverts And Drainage:Overtime Meals	\$816	\$181	\$766	\$300	\$0	\$0	\$300	\$0	\$300	-
253	2-2-42214-533	MMS	CULVERTS AND DRAINAGE:Granular Materials	\$0	\$0	\$1,111	\$0	\$0	\$0	\$0	\$500	\$500	Rip rap used to stabilize the ground around culverts. Add \$500.00 to better reflect 3 year average.
254	2-2-42214-540	MMS	Culverts And Drainage:City Purchased Clothing	\$172	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	-
255	2-2-42214-541	MMS	CULVERTS AND DRAINAGE:Operating Supplies	\$4,520	\$1,024	\$5,893	\$6,000	\$0	\$0	\$6,000	(\$2,500)	\$3,500	This entails a variety of parts and tools involved in the drainage of storm water. This can be parts for steamers or markers for culverts for example. Subtract \$2500.00 to better reflect 3 year average.
256	2-2-42217-264	MMS	Storm Sewer Main Repairs:Rentals-Hired Equipment and Automotive	\$1,384	\$0	\$2,154	\$0	\$0	\$0	\$0	\$1,000	\$1,000	This is for external equipment hired by the City (eg. Hired Trucks). This acct. will vary from year to year depending on how much mtce. the will be in the year. This acct. can also fluctuate from year to year depending on whether City equipment can be used. Contractors are only utilized when City forces are too busy with other tasks. Add \$1,000.00 for an approx. 3 year average
257	2-2-42217-531	MMS	Storm Sewer Main Repairs:Asphalt	\$0	\$0	\$2,143	\$0	\$0	\$0	\$0	\$1,000	\$1,000	Asphalt needed to repair street surface after a repair on a Storm Sewer Main. Add \$1000.00 to better reflect the 3 year average.

Code	Category Code	Account Name	2018 YTD	2019 YTD	2020 YTD	2021 Budget	Back Out	Base Adjust	2022 Base Budget	Department		Issue
			Actuals	Actuals	Actuals					Adjustments	2022 Total Budget	
258	2-2-42217-532	MMS Storm Sewer Main Repairs:Concrete	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$500	\$500	Concrete needed to repair Storm Sewer Mains. Add \$500.00 to better reflect 3 year average.
259	2-2-42217-533	MMS Storm Sewer Main Repairs:Granular Materials	\$2,401	\$0	\$0	\$0	\$0	\$0	\$0	\$500	\$500	After a Storm Sewer Main repair, base gravel is needed on the top surface before asphalt can be laid. Add \$500.00 to better reflect 3 year average.
260	2-2-42217-541	MMS Storm Sewer Main Repairs:Operating Supplies	\$4,654	\$6,401	\$141	\$1,000	\$0	\$0	\$1,000	\$1,000	\$2,000	This entails a variety of parts and tools involve in repairing a storm sewer main. Mostly smaller tools, saw blades, and connecting couplers. Add \$1000.00 to better reflect 3 year average.
261	2-2-42220-211	MMS SANITARY SEWER MTCE:Travel & Accommodation	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	-
262	2-2-42220-234	MMS SANITARY SEWER MTCE:Training Services	\$0	\$135	\$0	\$0	\$0	\$0	\$0	\$0	\$0	-
263	2-2-42220-235	MMS SANITARY SEWER MTCE:Health Services	\$0	\$72	\$0	\$0	\$0	\$0	\$0	\$0	\$0	-
264	2-2-42220-239	MMS SANITARY SEWER MTCE:Consulting Services	\$0	\$0	\$4,240	\$0	\$0	\$0	\$0	\$0	\$0	-
265	2-2-42220-264	MMS Sanitary Sewer Mtce:Rentals-Hired Equipment and Automotive	\$24,355	\$33,518	\$4,218	\$25,000	\$0	\$0	\$25,000	(\$11,000)	\$14,000	This is for external equipment hired by the City (eg. Hired Trucks). This acct. will vary from year to year depending on how many Sanitary Sewer Main Repairs there will be in the year. This acct. can also fluctuate from year to year depending on whether City equipment can be used. Contractors are only utilized when City forces are too busy with other tasks. Subtract \$11,000.00 to accommodate the trend of the last 3 year average.
266	2-2-42220-291	MMS SANITARY SEWER MTCE:Licenses Permits & Fees	\$0	\$3,334	\$0	\$0	\$0	\$0	\$0	\$0	\$0	-
267	2-2-42220-352	MMS SANITARY SEWER MTCE:Grading	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	-
268	2-2-42220-420	MMS SANITARY SEWER MTCE:Allocation-Services	\$77	\$0	\$32	\$0	\$0	\$0	\$0	\$0	\$0	-
269	2-2-42220-512	MMS Sanitary Sewer Mtce:Overtime Meals	\$0	\$0	\$66	\$200	\$0	\$0	\$200	\$0	\$200	-
270	2-2-42220-531	MMS SANITARY SEWER MTCE:Asphalt	\$17,331	\$7,185	\$880	\$15,000	\$0	\$0	\$15,000	(\$12,000)	\$3,000	Asphalt needed to repair street surface after a Sanitary Sewer Main has been repaired. Subtract \$12,000.00 to better reflect the 3 year average.
271	2-2-42220-532	MMS SANITARY SEWER MTCE:Concrete	\$0	\$1,119	\$78,867	\$1,000	\$0	\$0	\$1,000	\$0	\$1,000	Concrete needed to repair Sanitary Sewer Mains.
272	2-2-42220-533	MMS SANITARY SEWER MTCE:Granular Materials	\$6,124	\$11,277	\$2,200	\$20,000	\$0	\$0	\$20,000	\$0	\$20,000	After a Sanitary Sewer Main repair, base gravel is needed on top surface before asphalt can be laid.
273	2-2-42220-540	MMS SANITARY SEWER MTCE:City Purchased Clothing	\$0	\$0	\$2,054	\$0	\$0	\$0	\$0	\$1,000	\$1,000	Used for Safety Footwear and Water Resistant gear for employees. This can change from year to year depending on replacements or new employees. Add \$1000.00 for replacement costs.
274	2-2-42220-541	MMS SANITARY SEWER MTCE:Operating Supplies	\$19,010	\$30,970	\$18,335	\$17,000	\$0	\$0	\$17,000	\$0	\$17,000	This entails a wide variety of parts and tools involved in the mtce. of the sanitary sewer mains. This acct. can vary depending on the amount of mtce. that is needed from year to year. Budget is sufficient.
275	2-2-42220-545	MMS SANITARY SEWER MTCE:Safety Supplies	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	-
276	2-2-42221-234	MMS FLUSHING AND JETTING:Training Services	\$0	\$135	\$426	\$0	\$0	\$0	\$0	\$0	\$0	-
277	2-2-42221-235	MMS FLUSHING AND JETTING:Health Services	\$180	\$155	\$0	\$0	\$0	\$0	\$0	\$0	\$0	-
278	2-2-42221-255	MMS FLUSHING AND JETTING:Purch Mtce-Automotive & Equipment	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	-
279	2-2-42221-291	MMS FLUSHING AND JETTING:Licenses Permits & Fees	\$150	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	-
280	2-2-42221-420	MMS FLUSHING AND JETTING:Allocation-Services	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	-
281	2-2-42221-512	MMS FLUSHING AND JETTING:Overtime Meals	\$54	\$36	\$0	\$0	\$0	\$0	\$0	\$0	\$0	-
282	2-2-42221-521	MMS FLUSHING AND JETTING:Vehicle Fuel & Oil	\$38	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	-

Code	Category		Account Name	2018 YTD	2019 YTD	2020 YTD	2021 Budget	Back Out	Base Adjust	2022 Base Budget	Department		Issue
	Code	Code		Actuals	Actuals	Actuals					Adjustments	2022 Total Budget	
283	2-2-42221-540	MMS	FLUSHING AND JETTING:City Purchased Clothing	\$258	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	-
284	2-2-42221-541	MMS	FLUSHING AND JETTING:Operating Supplies	\$6,224	\$2,429	\$3,557	\$3,000	\$0	\$0	\$3,000	\$0	\$3,000	This entails a variety of smaller tools and jetting nozzles needed to complete the cleaning of sanitary sewer lines. Budget is sufficient.
285	2-2-42222-213	MMS	Trunk Sewer Mtce & Dredging:Telephone	\$1,229	\$1,118	\$740	\$1,050	\$0	\$0	\$1,050	\$150	\$1,200	The telephone budget for 2022 was prepared by financial services after a review of actual charges and expectation for 2022. Some of the increase, where applicable, are due to data lines and internet service charges being reallocated from object code 238.
286	2-2-42222-234	MMS	Trunk Sewer Mtce & Dredging:Training Services	\$300	\$0	\$0	\$3,000	\$0	\$0	\$3,000	\$0	\$3,000	Miscellaneous courses for training throughout the year for all employees in the department.
287	2-2-42222-235	MMS	Trunk Sewer Mtce & Dredging:Health Services	\$0	\$0	\$3,109	\$3,000	\$0	\$0	\$3,000	\$0	\$3,000	Used to hire contractor to clean City owned Porta Potti for crew on site while Dredging Sanitary Sewer Trunk Mains.
288	2-2-42222-264	MMS	Trunk Sewer Mtce & Dredging:Rentals-Hired Equipment and Automotive	\$413	\$1,060	\$180	\$1,000	\$0	\$0	\$1,000	\$0	\$1,000	This is for external equipment hired by the City (eg. Hired Truck). This acct. will vary from year. It will fluctuate depending on whether City equipment can accommodate picking up the dredging's every week or if a hired truck would have to be used if City forces are busy with other tasks.
289	2-2-42222-420	MMS	Trunk Sewer Mtce & Dredging:Allocation-Services	\$64	\$108	\$77	\$0	\$0	\$0	\$0	\$0	\$0	-
290	2-2-42222-512	MMS	Trunk Sewer Mtce & Dredging:Overtime Meals	\$0	\$0	\$66	\$1,000	\$0	\$0	\$1,000	\$0	\$1,000	-
291	2-2-42222-522	MMS	TRUNK SEWER MTCE & DREDGING:Vehicle Propane	\$0	\$78	\$0	\$100	\$0	\$0	\$100	\$0	\$100	Propane used to warm up dredgers before starting when the weather drops below -25 degrees celsius. Current budget sufficient.
292	2-2-42222-531	MMS	TRUNK SEWER MTCE & DREDGING:Asphalt	\$8,918	\$12,247	\$2,701	\$5,000	\$0	\$0	\$5,000	\$500	\$5,500	Asphalt needed to repair street surface after a water main break. Add \$500.00 to better reflect the 3 year average.
293	2-2-42222-532	MMS	TRUNK SEWER MTCE & DREDGING:Concrete	\$1,231	\$1,299	\$670	\$700	\$0	\$0	\$700	\$0	\$700	Concrete needed to repair Sanitary Sewer Trunk Mains.
294	2-2-42222-533	MMS	TRUNK SEWER MTCE & DREDGING:Granular Materials	\$4,986	\$3,114	\$262	\$1,000	\$0	\$0	\$1,000	\$500	\$1,500	After mtce. on a Sanitary Sewer Trunk Main, base gravel is needed on the top surface before asphalt can be laid. Add \$500.00 to better reflect 3 year average.
295	2-2-42222-540	MMS	Trunk Sewer Mtce & Dredging:City Purchased Clothing	\$60	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	-
296	2-2-42222-541	MMS	TRUNK SEWER MTCE & DREDGING:Operating Supplies	\$6,719	\$10,461	\$5,232	\$5,000	\$0	\$0	\$5,000	\$2,000	\$7,000	This entails a wide variety of parts and tools involved in the mtce. of the Sanitary Sewer Trunk Mains. Add \$2000.00 to better reflect 3 year average.
297	2-2-42222-565	MMS	Trunk Sewer Mtce & Dredging:Parts - Equipment and Automotive	\$1,397	\$208	\$413	\$0	\$0	\$0	\$0	\$0	\$0	-
298	2-2-42222-896	MMS	TRUNK SEWER MTCE & DREDGING:Insurance	\$0	\$2	\$2	\$0	\$0	\$0	\$0	\$0	\$0	-
299	2-2-42224-264	MMS	Sanitary Service Connection Mtce:Rentals-Hired Equipment and Automotive	\$7,116	\$1,295	\$5,548	\$4,000	\$0	\$0	\$4,000	(\$1,000)	\$3,000	This is for external equipment hired by the City (eg. Hired Trucks). This acct. will vary from year to year depending on how many Sanitary Sewer Services will need repair or replacements. This acct. can also fluctuate from year to year depending on whether City equipment can be used. Contractors are only utilized when City forces are too busy with other tasks. Subtract \$1,000.00 to accommodate the trend of the last 3 year average.
300	2-2-42224-410	MMS	Sanitary Service Connection Mtce:Allocation-Administration	\$18,680	\$20,680	\$21,540	\$22,300	\$0	\$0	\$22,300	\$0	\$22,300	-
301	2-2-42224-512	MMS	Sanitary Service Connection Mtce:Overtime Meals	\$0	\$254	\$351	\$0	\$0	\$0	\$0	\$0	\$0	-

Code	Category Code	Account Name	2018 YTD	2019 YTD	2020 YTD	2021 Budget	Back Out	Base Adjust	2022 Base Budget	Department		Issue
			Actuals	Actuals	Actuals					Adjustments	2022 Total Budget	
302	2-2-42224-531	MMS Sanitary Service Connection Mtce:Asphalt	\$6,906	\$20,756	\$27,819	\$30,000	\$0	\$0	\$30,000	(\$8,000)	\$22,000	Asphalt needed to repair street surface after a Sanitary Sewer Service has been repaired. Subtract \$8,000.00 to better reflect the 3 year average.
303	2-2-42224-532	MMS Sanitary Service Connection Mtce:Concrete	\$386	\$3,034	\$4,669	\$5,000	\$0	\$0	\$5,000	(\$2,000)	\$3,000	Concrete needed to repair walkways after Sanitary Sewer Service has been replaced or repaired. Subtract \$2000.00 to better reflect 3 year average.
304	2-2-42224-533	MMS Sanitary Service Connection Mtce:Granular Materials	\$1,842	\$4,580	\$8,751	\$10,000	\$0	\$0	\$10,000	\$0	\$10,000	After repairing or replacing a Sanitary Sewer Service, base gravel is needed on the top surface before asphalt can be laid.
305	2-2-42224-540	MMS Sanitary Service Connection Mtce:City Purchased Clothing	\$0	\$191	\$0	\$0	\$0	\$0	\$0	\$0	\$0	-
306	2-2-42224-541	MMS Sanitary Service Connection Mtce:Operating Supplies	\$2,312	\$2,438	\$5,427	\$5,000	\$0	\$0	\$5,000	\$0	\$5,000	This entails a variety of parts and tools involved in the repair and mtce. of Sanitary Sewer Services. This acct. can vary depending on the amount of repairs that are required every year. Current budget is sufficient.
307	2-2-42240-265	MMS Sewer Photography:Rentals-City Automotive & Equipment	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	No budget required.
308	2-2-42240-512	MMS Sewer Photography:Overtime Meals	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	-
309	2-2-42240-541	MMS Sewer Photography:Operating Supplies	\$0	\$0	\$142	\$0	\$0	\$0	\$0	\$0	\$0	-
310	2-2-42250-533	MMS Mineral Removal:Granular Materials	\$0	\$0	\$0	\$300	\$0	\$0	\$300	\$0	\$300	-
311	2-2-42260-265	MMS Sewer Relining:Rentals-City Automotive & Equipment	\$0	\$95	\$1,836	\$0	\$0	\$0	\$0	\$0	\$0	No budget required.
312	2-2-42260-541	MMS Sewer Relining:Operating Supplies	\$526	\$30	\$0	\$0	\$0	\$0	\$0	\$0	\$0	-
313	2-2-42311-211	MMS Lift Stations:Travel & Accommodation	\$6	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	-
314	2-2-42311-213	MMS LIFT STATIONS:Telephone	\$8,806	\$4,140	\$3,320	\$5,500	\$0	\$0	\$5,500	\$3,600	\$9,100	This budget is for internet communications to the 13 lift stations. This allows the lift station to be monitored by the wastewater plant. The telephone budget for 2022 was prepared by financial services after a review of actual charges and expectation for 2022. Some of the increase, where applicable, are due to data lines and internet service charges being reallocated from object code 238.
315	2-2-42311-235	MMS Lift Stations:Health Services	\$451	\$673	\$301	\$1,500	\$0	\$0	\$1,500	\$0	\$1,500	This is budget for testing from an accredited lab in case of an spill or overflow of the lift station.
316	2-2-42311-238	MMS LIFT STATIONS:Computer Services	\$4,483	\$5,166	\$5,164	\$4,000	\$0	\$0	\$4,000	\$0	\$4,000	Upgrade and maintenances for the 13 lift station computers and back up power supplies. The telephone and data line budget was prepared by financial services based on actual costs. Data line budget has been reallocated from object code 238 to 213.
317	2-2-42311-256	MMS Lift Stations:Purch Mtce-Mechanical Equipment	\$2,120	\$1,696	\$1,696	\$2,000	\$0	\$0	\$2,000	\$0	\$2,000	To pay for annual generator load testing at sewage pumping station 1, 2, 3, 7 and 12
318	2-2-42311-257	MMS Lift Stations:Purch Mtce-Specialized Equipment	\$3,148	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	-
319	2-2-42311-291	MMS LIFT STATIONS:Licenses Permits & Fees	\$630	\$600	\$600	\$1,200	\$0	\$0	\$1,200	\$0	\$1,200	Annual electrical permits for maintenance.
320	2-2-42311-321	MMS LIFT STATIONS:Telephone Lines	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	-
321	2-2-42311-512	MMS LIFT STATIONS:Overtime Meals	\$73	\$0	\$62	\$0	\$0	\$0	\$0	\$0	\$0	-
322	2-2-42311-532	MMS Lift Stations:Concrete	\$0	\$0	\$593	\$0	\$0	\$0	\$0	\$0	\$0	-
323	2-2-42311-541	MMS LIFT STATIONS:Operating Supplies	\$1,995	\$504	\$0	\$2,000	\$0	\$0	\$2,000	\$0	\$2,000	Supplies such as garbage bags soap, hand sanitizer, cleaning supplies and fuel and string for lawn mower and weedeater.
324	2-2-42311-545	MMS Lift Stations:Safety Supplies	\$1,007	\$0	\$0	\$400	\$0	\$0	\$400	\$0	\$400	Gloves cleaning the lift stations retracting equipment for entering the wet wells
325	2-2-42311-566	MMS LIFT STATIONS:Parts-Mechanical Equipment	\$8,125	\$4,154	\$3,373	\$47,400	\$45,000	\$0	\$2,400	\$0	\$2,400	Fan belts, pump parts, replacement fans, and backflow preventers annual certification and parts.
326	2-2-42311-567	MMS LIFT STATIONS:Parts-Specialized Equipment	\$25,114	\$5,777	\$4,158	\$2,100	\$0	\$0	\$2,100	\$0	\$2,100	Electrical parts such as indicator lights surge protection modules and sensors
327	2-2-42311-569	MMS LIFT STATIONS:Other Parts & Small Tools	\$1,276	\$6,991	\$215	\$0	\$0	\$0	\$0	\$0	\$0	-
328	2-2-42410-194	MMS SEWAGE TREATMENT OPERATIONS:Moving Expenses	\$585	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	-

Code	Category		Account Name	2018 YTD	2019 YTD	2020 YTD	2021 Budget	Back Out	Base Adjust	2022 Base Budget	Department		Issue
	Code	Code		Actuals	Actuals	Actuals					Adjustments	2022 Total Budget	
329	2-2-42410-211	MMS	SEWAGE TREATMENT OPERATIONS:Travel & Accommodation	\$1,284	\$1,971	\$0	\$200	\$0	\$0	\$200	\$0	\$200	as per the contract the persons on call receive mileage when called in for an emergency.
330	2-2-42410-212	MMS	SEWAGE TREATMENT OPERATIONS:Postage & Freight	\$220	\$128	\$1,446	\$900	\$0	\$0	\$900	\$0	\$900	Shipping costs for samples required by our permit to operate to be analyzed by a accredited lab. Previous years postage was charged to health services. Financial Services prepared postage Budget by reviewing the actual numbers of postage and freight expenses from 2021 and expectations for 2022.
331	2-2-42410-213	MMS	SEWAGE TREATMENT OPERATIONS:Telephone	\$3,303	\$2,418	\$2,744	\$3,720	\$0	\$0	\$3,720	\$120	\$3,840	Sasktel for landlines and cell phone (duty phone for after hour emergencies). A tablet has been added to the cell bill to help operations with remote operations of the plant. The cell phone screen is to small for staff to read and this is required for after hours call outs. The telephone budget for 2022 was prepared by financial services after a review of actual charges and expectation for 2022. Some of the increase, where applicable, are due to data lines and internet service charges being reallocated from object code 238.
332	2-2-42410-221	MMS	Sewage Treatment Operations:Advertising	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	-
333	2-2-42410-222	MMS	SEWAGE TREATMENT OPERATIONS:Publications & Subscriptions	\$611	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	-
334	2-2-42410-224	MMS	SEWAGE TREATMENT OPERATIONS:Memberships & Due	\$300	\$0	\$300	\$500	\$0	\$0	\$500	\$0	\$500	All operation staff required to be certified by the operator certification board. This is to maintain their certification.
335	2-2-42410-233	MMS	SEWAGE TREATMENT OPERATIONS:Engineering Services	\$100,397	\$102,210	\$0	\$0	\$0	\$0	\$0	\$0	\$0	-
336	2-2-42410-234	MMS	SEWAGE TREATMENT OPERATIONS:Training Services	\$1,244	\$13,078	\$2,123	\$4,000	\$0	\$0	\$4,000	\$2,000	\$6,000	The Manager and 7 employees need to obtain 1.2 Continuing education units(CEU) every 2 years to retain Mandatory Operator Certification. This is achieved by attending conferences/training workshops or taking correspondence courses to expand their knowledge base. \$2000.00/person x 2 staff/year = \$4000 Manager: Attend Yearly conferences: Western Canada Water Conference \$2000.00 SWWA Conference \$1500.00 Management related workshops \$500.00
337	2-2-42410-235	MMS	SEWAGE TREATMENT OPERATIONS:Health Services	\$9,348	\$7,901	\$27,034	\$7,000	\$0	\$0	\$7,000	\$1,500	\$8,500	Accredited lab which is requirement of the permit to operate for testing effluent water quality. testing requirements have changed for reporting to the federal government.
338	2-2-42410-238	MMS	SEWAGE TREATMENT OPERATIONS:Computer Services	\$1,939	\$1,328	\$804	\$20,000	\$0	\$0	\$20,000	\$0	\$20,000	Pays for computer maintenance and software annual licenses. The telephone and data line budget was prepared by financial services based on actual costs. Data line budget has been reallocated from object code 238 to 213.
339	2-2-42410-255	MMS	SEWAGE TREATMENT OPERATIONS:Purch Mtce-Automotive & Equipment	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	-
340	2-2-42410-257	MMS	SEWAGE TREATMENT OPERATIONS:Purch Mtce-Specialized Equipment	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	-
341	2-2-42410-259	MMS	SEWAGE TREATMENT OPERATIONS:Purch Mtce-Other Equipment	\$0	\$1,916	\$0	\$0	\$0	\$0	\$0	\$0	\$0	-
342	2-2-42410-264	MMS	SEWAGE TREATMENT OPERATIONS:Rentals-Hired Equipment and Automotive	\$0	\$160	\$0	\$200	\$0	\$0	\$200	\$0	\$200	Contractor to clear floor drains in tunnel of the wastewater plant.
343	2-2-42410-267	MMS	SEWAGE TREATMENT OPERATIONS:Rentals-Specialized Equipment	\$113	\$121	\$130	\$500	\$0	\$0	\$500	\$0	\$500	Rent a boom lift to repair outside lighting and air handler maintenance.
344	2-2-42410-291	MMS	SEWAGE TREATMENT OPERATIONS:Licenses Permits & Fees	\$15,025	\$8,789	\$19,986	\$2,000	\$0	\$0	\$2,000	\$0	\$2,000	Boiler inspection permit fees for Saskatchewan technical safety.
345	2-2-42410-292	MMS	Sewage Treatment Operations:Print Shop Services	\$392	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	-

Code	Category		Account Name	2018 YTD	2019 YTD	2020 YTD	2021 Budget	Back Out	Base Adjust	2022 Base Budget	Department		Issue
	Code	Code		Actuals	Actuals	Actuals					Adjustments	2022 Total Budget	
346	2-2-42410-410	MMS	SEWAGE TREATMENT OPERATIONS:Allocation-Administration	\$18,000	\$18,000	\$18,000	\$18,000	\$0	\$0	\$18,000	\$0	\$18,000	- \$18,000: This amount represents an allocation of costs from the General Fund related to IT support funded by the General Fund.
347	2-2-42410-420	MMS	Sewage Treatment Operations:Allocation-Services	\$1,498	\$440	\$574	\$600	\$0	\$0	\$600	\$0	\$600	-
348	2-2-42410-512	MMS	Sewage Treatment Operations:Overtime Meals	\$317	\$526	\$36	\$800	\$0	\$0	\$800	(\$600)	\$200	This as per the contract with cupe 160 for emergency repairs of process requirements.
349	2-2-42410-521	MMS	Sewage Treatment Operations:Vehicle Fuel & Oil	\$1,937	\$1,406	\$688	\$2,000	\$0	\$0	\$2,000	\$0	\$2,000	Diesel fuel for the the back up generator at the wastewater plant.
350	2-2-42410-533	MMS	SEWAGE TREATMENT OPERATIONS:Granular Materials	\$0	\$3,793	\$0	\$0	\$0	\$0	\$0	\$0	\$0	-
351	2-2-42410-534	MMS	SEWAGE TREATMENT OPERATIONS:Chemicals	\$49,550	\$24,304	\$35,256	\$63,000	\$0	\$0	\$63,000	(\$4,000)	\$59,000	Chemicals used for the wastewater process. The only current chemical used is a cationic polymer. Cost for chemicals are based on oil prices and are going up by 15%. Fine tuning and modification to batching equipment resulted in reduction of chemicals used.
352	2-2-42410-540	MMS	SEWAGE TREATMENT OPERATIONS:City Purchased Clothing	\$921	\$891	\$122	\$500	\$0	\$0	\$500	\$0	\$500	Jackets provided as per the contract
353	2-2-42410-541	MMS	SEWAGE TREATMENT OPERATIONS:Operating Supplies	\$26,581	\$23,469	\$25,742	\$23,800	\$9,000	\$0	\$14,800	\$0	\$14,800	Supplies for the lab tests. include COB, ammonia high and low range, phosphorus, pipets tips, and reagents.,
354	2-2-42410-544	MMS	SEWAGE TREATMENT OPERATIONS:Office Supplies	\$6	\$0	\$305	\$560	\$0	\$0	\$560	\$0	\$560	Pens, paper, sticky notes, operation log sheets
355	2-2-42410-545	MMS	SEWAGE TREATMENT OPERATIONS:Safety Supplies	\$5,237	\$100	\$981	\$2,300	\$0	\$0	\$2,300	\$0	\$2,300	Gloves, boots as per the contract, harnesses and fall arrest equipment and certification
356	2-2-42410-546	MMS	SEWAGE TREATMENT OPERATIONS:Housekeeping Supplies	\$0	\$188	\$0	\$400	\$0	\$0	\$400	\$0	\$400	Soap and cleaning supplies.
357	2-2-42410-547	MMS	SEWAGE TREATMENT OPERATIONS:Laundry Supplies	\$23	\$0	\$152	\$150	\$0	\$0	\$150	\$0	\$150	The staff at the wastewater plant wash their work cloths and coveralls at the end of their shifts. the washing machine runs at least 3 loads a day.
358	2-2-42410-549	MMS	SEWAGE TREATMENT OPERATIONS:Other Supplies	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	-
359	2-2-42410-565	MMS	SEWAGE TREATMENT OPERATIONS:Parts - Equipment and Automotive	\$0	\$67	\$0	\$0	\$0	\$0	\$0	\$0	\$0	-
360	2-2-42410-566	MMS	SEWAGE TREATMENT OPERATIONS:Parts-Mechanical Equipment	\$4,317	\$0	\$54	\$0	\$0	\$0	\$0	\$0	\$0	-
361	2-2-42410-567	MMS	Sewage Treatment Operations:Parts-Specialized Equipment	\$0	\$47	\$0	\$0	\$0	\$0	\$0	\$0	\$0	-
362	2-2-42410-569	MMS	SEWAGE TREATMENT OPERATIONS:Other Parts & Small Tools	\$319	\$15	\$428	\$500	\$0	\$0	\$500	\$0	\$500	Small tools used by operations. brooms , shovels, mops etc
363	2-2-42420-212	MMS	SEWAGE TREATMENT EQUIPMENT MTCE:Postage & Freight	\$487	\$367	\$201	\$250	\$0	\$0	\$250	\$0	\$250	postage to sending equipment of for repair or calibration. Financial Services prepared postage Budget by reviewing the actual numbers of postage and freight expenses from 2021 and expectations for 2022.
364	2-2-42420-213	MMS	SEWAGE TREATMENT EQUIPMENT MTCE:Telephone	\$690	\$687	\$691	\$700	\$0	\$0	\$700	\$350	\$1,050	phone lines and cell phones (personal cell phones) for maintenance staff. The telephone budget for 2022 was prepared by financial services after a review of actual charges and expectation for 2022. Some of the increase, where applicable, are due to data lines and internet service charges being reallocated from object code 238.
365	2-2-42420-234	MMS	SEWAGE TREATMENT EQUIPMENT MTCE:Training Services	\$80	\$1,050	\$0	\$2,940	\$0	\$0	\$2,940	\$0	\$2,940	maintenance staff training(VFD, backflow preventer, ISA conference and trade shows)
366	2-2-42420-235	MMS	SEWAGE TREATMENT EQUIPMENT MTCE:Health Services	\$296	\$922	\$824	\$300	\$0	\$0	\$300	\$0	\$300	Shots (Hep A and B shots)
367	2-2-42420-238	MMS	SEWAGE TREATMENT EQUIPMENT MTCE:Computer Services	\$97,881	\$1,818	\$0	\$17,000	\$0	\$0	\$17,000	\$0	\$17,000	Computer repairs and software annual renewals (citec and Win911 used for communications and after hour call out software)

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	Code	Code		Actuals	Actuals	Actuals					Adjustments	2022 Total Budget	
368	2-2-42420-255	MMS	SEWAGE TREATMENT EQUIPMENT MTCE:Purch Mtce-Automotive & Equipment	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	
369	2-2-42420-256	MMS	SEWAGE TREATMENT EQUIPMENT MTCE:Purch Mtce-Mechanical Equipment	\$3,143	\$0	\$3,026	\$0	\$0	\$0	\$0	\$0	\$0	
370	2-2-42420-257	MMS	SEWAGE TREATMENT EQUIPMENT MTCE:Purch Mtce-Specialized Equipment	\$423	\$0	\$0	\$3,000	\$0	\$0	\$3,000	\$0	\$3,000	Rental generator to run bioreactor blowers. As the current back up generator at the wastewater plant only runs the raw water pumps. if the power is out longer than 3 hours the microbiology in the bioreactor will die and upset the sewage plant. This may cause the plant to be in upset for weeks.
371	2-2-42420-259	MMS	SEWAGE TREATMENT EQUIPMENT MTCE:Purch Mtce-Other Equipment	\$0	\$0	\$0	\$1,000	\$0	\$0	\$1,000	\$0	\$1,000	Generator load testing
372	2-2-42420-266	MMS	Sewage Treatment Equipment Mtce:Rental-Mechanical Equipment	\$3,020	\$2,071	\$0	\$200	\$0	\$0	\$200	\$0	\$200	
373	2-2-42420-269	MMS	SEWAGE TREATMENT EQUIPMENT MTCE:Rentals-Other Equipment	\$306	\$2,540	\$0	\$300	\$0	\$0	\$300	\$0	\$300	
374	2-2-42420-291	MMS	SEWAGE TREATMENT EQUIPMENT MTCE:Licenses Permits & Fees	\$5,155	\$225	\$0	\$1,500	\$0	\$0	\$1,500	\$0	\$1,500	pays for electricians and instrumentation annual license fees
375	2-2-42420-420	MMS	Sewage Treatment Equipment Mtce:Allocation-Services	\$178	\$210	\$357	\$0	\$0	\$0	\$0	\$0	\$0	
376	2-2-42420-512	MMS	SEWAGE TREATMENT EQUIPMENT MTCE:Overtime Meals	\$109	\$200	\$18	\$500	\$0	\$0	\$500	\$0	\$500	Meals as per the contract for emergency repairs
377	2-2-42420-521	MMS	SEWAGE TREATMENT EQUIPMENT MTCE:Vehicle Fuel & Oil	\$464	\$328	\$608	\$0	\$0	\$0	\$0	\$0	\$0	
378	2-2-42420-532	MMS	SEWAGE TREATMENT EQUIPMENT MTCE:Concrete	\$0	\$0	\$0	\$400	\$0	\$0	\$400	\$0	\$400	repair small concrete failure around the wastewater plant. (eg: sludge bin gauge the concrete floor and a grout is used for a patch. the tunnels leak and require repair)
379	2-2-42420-540	MMS	SEWAGE TREATMENT EQUIPMENT MTCE:City Purchased Clothing	\$764	\$753	\$191	\$200	\$0	\$0	\$200	\$0	\$200	Arc flash clothing for electrician.
380	2-2-42420-541	MMS	SEWAGE TREATMENT EQUIPMENT MTCE:Operating Supplies	\$7,350	\$4,453	\$12,495	\$8,500	\$0	\$0	\$8,500	\$0	\$8,500	Filters for the air handles.
381	2-2-42420-544	MMS	SEWAGE TREATMENT EQUIPMENT MTCE:Office Supplies	\$0	\$7	\$58	\$500	\$0	\$0	\$500	\$0	\$500	Paper and pens for operation staff
382	2-2-42420-545	MMS	Sewage Treatment Equipment Mtce:Safety Supplies	\$4,141	\$3,967	\$2,475	\$4,000	\$0	\$0	\$4,000	\$0	\$4,000	Boots gloved masks for maintenance staff
383	2-2-42420-546	MMS	Sewage Treatment Equipment Mtce:Housekeeping Supplies	\$0	\$159	\$0	\$100	\$0	\$0	\$100	\$0	\$100	Brooms dust pans and absorb all for oil spills
384	2-2-42420-547	MMS	Sewage Treatment Equipment Mtce:Laundry Supplies	\$0	\$0	\$0	\$1,000	\$0	\$0	\$1,000	\$0	\$1,000	Washer and dryer replacement. the machines are heavily used at the wastewater plant and require replacement an an on going basis
385	2-2-42420-549	MMS	SEWAGE TREATMENT EQUIPMENT MTCE:Other Supplies	\$323	\$0	\$0	\$250	\$0	\$0	\$250	\$0	\$250	
386	2-2-42420-563	MMS	Sewage Treatment Equipment Mtce:Parts - Building	\$79	\$0	\$0	\$500	\$0	\$0	\$500	\$0	\$500	Lock and door repair as needed
387	2-2-42420-565	MMS	SEWAGE TREATMENT EQUIPMENT MTCE:Parts - Equipment and Automotive	\$0	\$26	\$0	\$0	\$0	\$0	\$0	\$0	\$0	
388	2-2-42420-566	MMS	SEWAGE TREATMENT EQUIPMENT MTCE:Parts-Mechanical Equipment	\$68,780	\$108,263	\$77,512	\$231,000	\$166,000	\$0	\$65,000	\$47,000	\$112,000	This account covers maintenance for the 50 year old plant. Repair parts as needed for all pumps blowers repaired by city staff. Primary sludge pump (\$35,000) and grit bin (\$7,000) are on order and is scheduled to arrive in 2021. This projects are reschedule from 2021. Parts supply have been delayed to complete projects in 2021.
389	2-2-42420-567	MMS	SEWAGE TREATMENT EQUIPMENT MTCE:Parts-Specialized Equipment	\$167,444	\$250,211	\$95,875	\$94,000	\$0	\$0	\$94,000	\$25,000	\$119,000	Electrical parts need to keep the plant running. Starters motor, lights, VFD sensor etc. Repairs to final effluent flow meter (\$25,000). This is a requirement of the permit.

Code	Category		Account Name	2018 YTD	2019 YTD	2020 YTD	2021 Budget	Back Out	Base Adjust	2022 Base Budget	Department		Issue
	Code	Code		Actuals	Actuals	Actuals					Adjustments	2022 Total Budget	
390	2-2-42420-569	MMS	SEWAGE TREATMENT EQUIPMENT MTCE:Other Parts & Small Tools	\$31,041	\$22,786	\$13,986	\$7,000	\$0	\$0	\$7,000	\$0	\$7,000	Nuts and bolt and shop supplies and tools
391	2-2-42430-253	MMS	SEWAGE TREATMENT BLDG MTCE:Purch Mtce- Building	\$0	\$0	\$1,281	\$0	\$0	\$0	\$0	\$0	\$0	-
392	2-2-42430-256	MMS	SEWAGE TREATMENT BLDG MTCE:Purch Mtce- Mechanical Equipment	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	-
393	2-2-42440-235	MMS	REIMBURSEMENT-SEPTIC PUMPOUTS:Health Services	\$49,203	\$83,124	\$78,446	\$90,000	\$0	\$0	\$90,000	\$0	\$90,000	Reimbursements for Septic pump outs for city residents that are not connected to the collection system. Please refer to RPT# 21-83 for additional information.
394	2-2-42460-212	MMS	Sewage Treatment Composting:Postage & Freight	\$0	\$0	\$13	\$0	\$0	\$0	\$0	\$0	\$0	-
395	2-2-42460-213	MMS	SEWAGE TREATMENT COMPOSTING:Telephone	\$1,142	\$1,043	\$941	\$1,040	\$0	\$0	\$1,040	\$0	\$1,040	The telephone budget for 2022 was prepared by financial services after a review of actual charges and expectation for 2022. Some of the increase, where applicable, are due to data lines and internet service charges being reallocated from object code 238.
396	2-2-42460-235	MMS	SEWAGE TREATMENT COMPOSTING:Health Services	\$2,362	\$711	\$589	\$3,000	\$0	\$0	\$3,000	\$4,000	\$7,000	Testing required by the permit to be completed at an accredited lab before the finished compost can be moved and for quarterly reporting. Testing is also required from ministry of environment to use finished compost as cover material. This will be needed to be added to the budget on a go forward bases to meet regulations requirements.
397	2-2-42460-239	MMS	Sewage Treatment Composting:Consulting Services	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	-
398	2-2-42460-264	MMS	SEWAGE TREATMENT COMPOSTING:Rentals- Hired Equipment and Automotive	\$27,992	\$8,960	\$30,551	\$92,000	\$85,000	\$0	\$7,000	\$8,000	\$15,000	Budget required as compost needs to be moved from mixing area in order to create room for the next years production. Historically city and hired trucks are used for this task.
399	2-2-42460-267	MMS	Sewage Treatment Composting:Rentals- Specialized Equipment	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	-
400	2-2-42460-269	MMS	Sewage Treatment Composting:Rentals-Other Equipment	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	-
401	2-2-42460-291	MMS	SEWAGE TREATMENT COMPOSTING:Licenses Permits & Fees	\$50	\$50	\$50	\$340	\$0	\$0	\$340	\$0	\$340	Electrical permit for composter building
402	2-2-42460-512	MMS	SEWAGE TREATMENT COMPOSTING:Overtime Meals	\$0	\$163	\$0	\$0	\$0	\$0	\$0	\$0	\$0	-
403	2-2-42460-540	MMS	SEWAGE TREATMENT COMPOSTING:City Purchased Clothing	\$0	\$0	\$974	\$0	\$0	\$0	\$0	\$0	\$0	-
404	2-2-42460-541	MMS	SEWAGE TREATMENT COMPOSTING:Operating Supplies	\$34,495	\$38,048	\$41,392	\$45,000	\$0	\$0	\$45,000	\$0	\$45,000	Wood fiber and blocks to mix with the biosolids to compost the material.
405	2-2-42460-545	MMS	Sewage Treatment Composting:Safety Supplies	\$0	\$0	\$0	\$500	\$0	\$0	\$500	\$0	\$500	Gloves and boots for composting
406	2-2-42460-566	MMS	SEWAGE TREATMENT COMPOSTING:Parts- Mechanical Equipment	\$0	\$0	\$0	\$500	\$0	\$0	\$500	\$0	\$500	door, light and heater repair parts
407	2-2-42460-567	MMS	SEWAGE TREATMENT COMPOSTING:Parts- Specialized Equipment	\$0	\$418	\$275	\$1,500	\$0	\$0	\$1,500	\$0	\$1,500	electrical repair part transformers pumps ballasts.
408	2-2-42460-569	MMS	Sewage Treatment Composting:Other Parts & Small Tools	\$32	\$14	\$231	\$800	\$0	\$0	\$800	\$0	\$800	Grease guns and tools for the loader
409	2-2-42500-410	MMS	Underground Custom Work:Allocation- Administration	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	-
410	2-2-42500-541	MMS	Underground Custom Work:Operating Supplies	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	-
411	2-2-42511-265	MMS	CRU 14-Starbucks:Rentals-City Automotive & Equipment	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	Custom work offset by revenue received. No budget required.
412	2-2-42511-410	MMS	CRU 14-Starbucks:Allocation-Administration	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	-
413	2-2-42511-541	MMS	CRU 14-Starbucks:Operating Supplies	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	-

Code	Category		Account Name	2018 YTD	2019 YTD	2020 YTD	2021 Budget	Back Out	Base Adjust	2022 Base Budget	Department		Issue
	Code			Actuals	Actuals	Actuals					Adjustments	2022 Total Budget	
414	2-2-42512-541	MMS	UCW-581 7th St. East:Operating Supplies	(\$18,789)	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	-
415	2-2-42519-531	MMS	UCW 465-7th St. East:Asphalt	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	-
416	2-2-42519-532	MMS	UCW 465-7th St. East:Concrete	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	-
417	2-2-42520-541	MMS	UCW 75-15th St. NW:Operating Supplies	\$0	\$65	\$0	\$0	\$0	\$0	\$0	\$0	\$0	-
418	2-2-42521-410	MMS	UCW 1365 16th St W:Allocation-Administration	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	-
419	2-2-42521-541	MMS	UCW 1365 16th St W:Operating Supplies	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	-
420	2-2-42522-531	MMS	UCW 1123 1 Ave NW :Asphalt	\$0	\$465	\$0	\$0	\$0	\$0	\$0	\$0	\$0	-
421	2-2-42523-264	MMS	UCW 2535 2nd Ave West:Rentals-Hired Equipment and Automotive	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	-
422	2-2-42523-512	MMS	UCW 2535 2nd Ave West:Overtime Meals	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	-
423	2-2-42523-531	MMS	UCW 2535 2nd Ave West:Asphalt	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	-
424	2-2-42523-532	MMS	UCW 2535 2nd Ave West:Concrete	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	-
425	2-2-42523-533	MMS	UCW 2535 2nd Ave West:Granular Materials	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	-
426	2-2-42523-541	MMS	UCW 2535 2nd Ave West:Operating Supplies	\$18,789	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	-
427	2-2-42524-264	MMS	UCW 807 15th St West:Rentals-Hired Equipment and Automotive	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	-
428	2-2-42524-410	MMS	UCW 807 15th St West:Allocation-Administration	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	-
429	2-2-42524-541	MMS	UCW 807 15th St West:Operating Supplies	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	-
430	2-2-42525-410	MMS	UCW 1335 7th St East:Allocation-Administration	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	-
431	2-2-42525-512	MMS	UCW 1335 7th St East:Overtime Meals	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	-
432	2-2-42525-531	MMS	UCW 1335 7th St East:Asphalt	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	-
433	2-2-42525-532	MMS	UCW 1335 7th St East:Concrete	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	-
434	2-2-42525-533	MMS	UCW 1335 7th St East:Granular Materials	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	-
435	2-2-42525-541	MMS	UCW 1335 7th St East:Operating Supplies	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	-
436	2-2-42526-533	MMS	UCW 3223 2nd Ave West:Granular Materials	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	-
437	2-2-42526-541	MMS	UCW 3223 2nd Ave West:Operating Supplies	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	-
438	2-2-42527-264	MMS	UCW 3802 4th Ave East:Rentals-Hired Equipment and Automotive	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	-
439	2-2-42527-410	MMS	UCW 3802 4th Ave East:Allocation-Administration	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	-
440	2-2-42527-512	MMS	UCW 3802 4th Ave East:Overtime Meals	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	-
441	2-2-42527-532	MMS	UCW 3802 4th Ave East:Concrete	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	-
442	2-2-42527-541	MMS	UCW 3802 4th Ave East:Operating Supplies	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	-
443	2-2-42528-410	MMS	UCW:Allocation-Administration	(\$1,993)	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	-
444	2-2-42528-531	MMS	UCW:Asphalt	\$1,170	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	-
445	2-2-42528-532	MMS	UCW:Concrete	\$599	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	-
446	2-2-42528-541	MMS	UCW:Operating Supplies	(\$2,375)	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	-
447	2-2-42529-264	MMS	UCW 348 27th St West:Rentals-Hired Equipment and Automotive	\$1,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	-
448	2-2-42529-410	MMS	UCW 348 27th St West:Allocation-Administration	(\$2,134)	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	-
449	2-2-42529-532	MMS	UCW 348 27th St West:Concrete	\$406	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	-
450	2-2-42529-533	MMS	UCW 348 27th St West:Granular Materials	\$871	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	-
451	2-2-42529-541	MMS	UCW 348 27th St West:Operating Supplies	(\$1,618)	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	-
452	2-2-42530-265	MMS	UCW 595 15th Street East:Rentals-City Automotive & Equipment	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	Custom work offset by revenue received. No budget required.

Code	Category		Account Name	2018 YTD	2019 YTD	2020 YTD	2021 Budget	Back Out	Base Adjust	2022 Base Budget	Department		Issue
	Code			Actuals	Actuals	Actuals					Adjustments	2022 Total Budget	
453	2-2-42532-531	MMS	UCW:Asphalt	\$1,896	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	-
454	2-2-42532-541	MMS	UCW:Operating Supplies	\$1,002	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	-
455	2-2-42533-531	MMS	CMHA-538-7th St E:Asphalt	\$1,019	\$521	\$0	\$0	\$0	\$0	\$0	\$0	\$0	-
456	2-2-42533-533	MMS	CMHA-538-7th St E:Granular Materials	\$712	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	-
457	2-2-42533-541	MMS	CMHA-538-7th St E:Operating Supplies	\$1,331	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	-
458	2-2-42535-410	MMS	73 North Industrial Dr.:Allocation-Administration	(\$731)	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	-
459	2-2-42535-541	MMS	73 North Industrial Dr.:Operating Supplies	\$62	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	-
460	2-2-42536-531	MMS	UCW Piapot FN 600 17th St.W:Asphalt	\$0	\$3,162	\$0	\$0	\$0	\$0	\$0	\$0	\$0	-
461	2-2-42536-532	MMS	UCW Piapot FN 600 17th St.W:Concrete	\$0	\$1,185	\$0	\$0	\$0	\$0	\$0	\$0	\$0	-
462	2-2-42536-533	MMS	UCW Piapot FN 600 17th St.W:Granular Materials	\$0	\$1,291	\$0	\$0	\$0	\$0	\$0	\$0	\$0	-
463	2-2-42536-541	MMS	UCW Piapot FN 600 17th St.W:Operating Supplies	\$0	\$1,933	\$0	\$0	\$0	\$0	\$0	\$0	\$0	-
464	2-2-42537-531	MMS	UCW 2923 1st Ave W:Asphalt	\$0	\$2,474	\$0	\$0	\$0	\$0	\$0	\$0	\$0	-
465	2-2-42537-533	MMS	UCW 2923 1st Ave W:Granular Materials	\$0	\$635	\$0	\$0	\$0	\$0	\$0	\$0	\$0	-
466	2-2-42537-541	MMS	UCW 2923 1st Ave W:Operating Supplies	\$0	\$891	\$0	\$0	\$0	\$0	\$0	\$0	\$0	-
467	2-2-42537-541	MMS	UCW 2923 1st Ave W:Operating Supplies	\$0	\$891	\$0	\$0	\$0	\$0	\$0	\$0	\$0	-
468	2-2-42538-531	MMS	YMCA Fire Serv 1895 Central Ave:Asphalt	\$0	\$1,466	\$0	\$0	\$0	\$0	\$0	\$0	\$0	-
469	2-2-42538-533	MMS	YMCA Fire Serv 1895 Central Ave:Granular Materials	\$0	\$527	\$0	\$0	\$0	\$0	\$0	\$0	\$0	-
470	2-2-42538-541	MMS	YMCA Fire Serv 1895 Central Ave:Operating Supplies	\$0	\$2,171	\$0	\$0	\$0	\$0	\$0	\$0	\$0	-
471	2-2-42539-532	MMS	YMCA-Fire Serv-65-11 St. East:Concrete	\$0	\$6,011	\$0	\$0	\$0	\$0	\$0	\$0	\$0	-
472	2-2-42539-541	MMS	YMCA-Fire Serv-65-11 St. East:Operating Supplies	\$0	\$2,392	\$0	\$0	\$0	\$0	\$0	\$0	\$0	-
473	2-2-42540-541	MMS	PA Com. Hous-861 River St W:Operating Supplies	\$0	\$2,489	\$0	\$0	\$0	\$0	\$0	\$0	\$0	-
474	2-2-42541-295	MMS	CWO Water - 235 15 St E:Self-Employed Contractors	\$0	\$0	\$2,861	\$0	\$0	\$0	\$0	\$0	\$0	-
475	2-2-42541-531	MMS	CWO Water - 235 15 St E:Asphalt	\$0	\$0	\$1,639	\$0	\$0	\$0	\$0	\$0	\$0	-
476	2-2-42543-264	MMS	332 9th St East:Rentals-Hired Equipment and Automotive	\$0	\$847	\$0	\$0	\$0	\$0	\$0	\$0	\$0	-
477	2-2-42543-531	MMS	332 9th St East:Asphalt	\$0	\$899	\$0	\$0	\$0	\$0	\$0	\$0	\$0	-
478	2-2-42543-532	MMS	332 9th St East:Concrete	\$0	\$672	\$0	\$0	\$0	\$0	\$0	\$0	\$0	-
479	2-2-42543-533	MMS	332 9th St East:Granular Materials	\$0	\$296	\$0	\$0	\$0	\$0	\$0	\$0	\$0	-
480	2-2-42543-541	MMS	332 9th St East:Operating Supplies	\$0	\$1,325	\$0	\$0	\$0	\$0	\$0	\$0	\$0	-
481	2-2-42544-531	MMS	570 5A Avenue East:Asphalt	\$0	\$1,564	\$0	\$0	\$0	\$0	\$0	\$0	\$0	-
482	2-2-42544-532	MMS	570 5A Avenue East:Concrete	\$0	\$379	\$0	\$0	\$0	\$0	\$0	\$0	\$0	-
483	2-2-42544-541	MMS	570 5A Avenue East:Operating Supplies	\$0	\$1,049	\$1,571	\$0	\$0	\$0	\$0	\$0	\$0	-
484	2-2-42545-541	MMS	Hydrant Replacement Pinegrove:Operating Supplies	\$0	\$4,349	\$0	\$0	\$0	\$0	\$0	\$0	\$0	-
485	2-2-42546-532	MMS	302 - 2800 Lakeview Dr.:Concrete	\$0	\$0	\$943	\$0	\$0	\$0	\$0	\$0	\$0	-
486	2-2-42549-264	MMS	2675 4th Avenue West:Rentals-Hired Equipment and Automotive	\$0	\$0	\$648	\$0	\$0	\$0	\$0	\$0	\$0	-
487	2-2-42549-532	MMS	2675 4th Avenue West:Concrete	\$0	\$0	\$1,218	\$0	\$0	\$0	\$0	\$0	\$0	-
488	2-2-42549-533	MMS	2675 4th Avenue West:Granular Materials	\$0	\$0	\$1,306	\$0	\$0	\$0	\$0	\$0	\$0	-
489	2-2-42549-541	MMS	2675 4th Avenue West:Operating Supplies	\$0	\$0	\$890	\$0	\$0	\$0	\$0	\$0	\$0	-
490	2-2-42551-531	MMS	300 17th Street West:Asphalt	\$0	\$0	\$2,334	\$0	\$0	\$0	\$0	\$0	\$0	-
491	2-2-42551-532	MMS	300 17th Street West:Concrete	\$0	\$0	\$629	\$0	\$0	\$0	\$0	\$0	\$0	-
492	2-2-42551-533	MMS	300 17th Street West:Granular Materials	\$0	\$0	\$2,462	\$0	\$0	\$0	\$0	\$0	\$0	-
493	2-2-42551-541	MMS	300 17th Street West:Operating Supplies	\$0	\$0	\$2,462	\$0	\$0	\$0	\$0	\$0	\$0	-

Code	Category		Account Name	2018 YTD	2019 YTD	2020 YTD	2021 Budget	Back Out	Base Adjust	2022 Base Budget	Department		Issue	
	Code	Code		Actuals	Actuals	Actuals					Adjustments	2022 Total Budget		
494	2-2-42553-264	MMS	445 Bartlett Street (42nd St E):Rentals-Hired Equipment and Automotive	\$0	\$0	\$563	\$0	\$0	\$0	\$0	\$0	\$0	\$0	-
495	2-2-42553-512	MMS	445 Bartlett Street (42nd St E):Overtime Meals	\$0	\$0	\$66	\$0	\$0	\$0	\$0	\$0	\$0	\$0	-
496	2-2-42553-532	MMS	445 Bartlett Street (42nd St E):Concrete	\$0	\$0	\$343	\$0	\$0	\$0	\$0	\$0	\$0	\$0	-
497	2-2-42553-541	MMS	445 Bartlett Street (42nd St E):Operating Supplies	\$0	\$0	\$1,681	\$0	\$0	\$0	\$0	\$0	\$0	\$0	-
498	2-2-42554-264	MMS	300 15th Street East:Rentals-Hired Equipment and Automotive	\$0	\$0	\$3,787	\$0	\$0	\$0	\$0	\$0	\$0	\$0	-
499	2-2-42554-532	MMS	300 15th Street East:Concrete	\$0	\$0	\$465	\$0	\$0	\$0	\$0	\$0	\$0	\$0	-
500	2-2-42554-541	MMS	300 15th Street East:Operating Supplies	\$0	\$0	\$10,830	\$0	\$0	\$0	\$0	\$0	\$0	\$0	-
501	2-2-42555-531	MMS	3451 2nd Ave West:Asphalt	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	-
502	2-2-42555-533	MMS	3451 2nd Ave West:Granular Materials	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	-
503	2-2-42555-541	MMS	3451 2nd Ave West:Operating Supplies	\$0	\$0	\$4,174	\$0	\$0	\$0	\$0	\$0	\$0	\$0	-
504	2-2-42557-533	MMS	PBCN (7th Ave at 23rd St W):Granular Materials	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	-
505	2-2-42557-541	MMS	PBCN (7th Ave at 23rd St W):Operating Supplies	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	-
506	2-2-42558-264	MMS	Peavy Mart 4th Ave E:Rentals-Hired Equipment and Automotive	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	-
507	2-2-42558-295	MMS	Peavy Mart 4th Ave E:Self-Employed Contractors	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	-
508	2-2-42558-420	MMS	Peavy Mart 4th Ave E:Allocation-Services	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	-
509	2-2-42558-532	MMS	Peavy Mart 4th Ave E:Concrete	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	-
510	2-2-42558-541	MMS	Peavy Mart 4th Ave E:Operating Supplies	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	-
511	2-2-42559-541	MMS	Fire Hyd. at 10-38th Street E:Operating Supplies	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	-
512	2-2-42311-896	INS	LIFT STATIONS:Insurance	\$3,383	\$3,483	\$3,617	\$3,830	\$0	\$0	\$3,830	\$160	\$3,990	-2022 insurance budget is based on a review of 2021 actual costs and consideration of annual increases for 2022 estimated by the City's insurance broker. Administration is estimating an annual increase of 5% for property and liability insurance for 2022.	
513	2-2-42430-896	INS	SEWAGE TREATMENT BLDG MTCE:Insurance	\$8,098	\$8,570	\$8,959	\$9,500	\$0	\$0	\$9,500	\$270	\$9,770	-2022 insurance budget is based on a review of 2021 actual costs and consideration of annual increases for 2022 estimated by the City's insurance broker. Administration is estimating an annual increase of 5% for property and liability insurance for 2022.	
514	2-2-42460-896	INS	SEWAGE TREATMENT COMPOSTING:Insurance	\$1,604	\$1,519	\$1,581	\$1,680	\$0	\$0	\$1,680	\$70	\$1,750	-2022 insurance budget is based on a review of 2021 actual costs and consideration of annual increases for 2022 estimated by the City's insurance broker. Administration is estimating an annual increase of 5% for property and liability insurance for 2022.	
515	2-2-67792-875	CAP	Sanitary Sewer Loss on Disposal:Loss on Disposal	\$13,824	\$15,778	\$23,235	\$0	\$0	\$0	\$0	\$0	\$0	Non-cash item. No budget required.	
516	2-2-67892-875	CAP	WWTP Loss on Disposal:Loss on Disposal	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	Non-cash item. No budget required.	
517	2-2-67710-840	AMORT	Sewer Buildings:Amortization Expense	\$7,403	\$7,403	\$5,650	\$0	\$0	\$0	\$0	\$0	\$0	-	
518	2-2-67725-840	AMORT	Sanitary Sewer Fleet:Amortization Expense	\$88,311	\$107,989	\$109,226	\$0	\$0	\$0	\$0	\$0	\$0	-	
519	2-2-67760-840	AMORT	Sanitary Sewer System:Amortization Expense	\$409,784	\$427,635	\$444,288	\$0	\$0	\$0	\$0	\$0	\$0	-	
520	2-2-67805-840	AMORT	WWTP Land Improvements:Amortization Expense	\$604	\$604	\$604	\$0	\$0	\$0	\$0	\$0	\$0	-	
521	2-2-67825-840	AMORT	WWTP Fleet:Amortization Expense	\$28,195	\$28,195	\$28,195	\$0	\$0	\$0	\$0	\$0	\$0	-	
522	2-2-67860-840	AMORT	Waste Water Treatment Plant:Amortization Expense	\$1,612,977	\$1,614,477	\$1,613,343	\$0	\$0	\$0	\$0	\$0	\$0	-	

	Code	Category Code	Account Name	2018 YTD Actuals	2019 YTD Actuals	2020 YTD Actuals	2021 Budget	Back Out	Base Adjust	2022 Base Budget	Department Adjustments	2022 Total Budget	Issue
523	2-2-67965-840	AMORT	Storm Sewer System:Amortization Expense	\$518,559	\$524,738	\$518,049	\$0	\$0	\$0	\$0	\$0	\$0	-

WATER UTILITY FUND
CAPITAL EXPENDITURES AND FUND PROJECTIONS

For the Year Ending December 31, 2022

CAPITAL COMMITTED RESERVE	2022	2021
	Budget	Budget
Budgeted Funding:		
Funding for Capital		
Transfer from Water Utility Improvement Fund (Uncommitted)	(\$4,921,700)	(\$3,985,700)
Transfer from Equipment Fleet Reserve	-	(65,000)
Gas Tax Funding	(215,900)	-
Debt Financing	(1,300,000)	(1,100,000)
Total Funding for Capital	<u>(6,437,600)</u>	<u>(5,150,700)</u>
Expenditures:		
Water Main Replacement	1,400,000	1,500,000
Waste Water Plant Upgrade - Detailed Design Year 1	-	1,100,000
Waste Water Plant Upgrade - Detailed Design Year 2	1,300,000	-
Sanitary and Storm Sewer Replacement	750,000	750,000
River Street Reservoir Refurbish and Repairs	400,000	-
Water Treatment Plant PLC and SCADA system upgrades	395,000	-
Former Raw Water Pump House - Decommission	170,000	-
Lead Service Replacement Program	150,000	150,000
Fire Hydrant Replacement Program	100,000	100,000
Replacement of Unit 204 - Steamer Unit	-	65,000
Fire Hydrant - Fire Protection	50,000	50,000
Loan Principal Payments (not Capital)		
Water Treatment Plant Upgrade Loan Principal	639,100	614,700
Water Meter Replacement Loan Principal	450,000	436,000
River Street Reservoir Loan Principal	206,000	199,000
Zone 2 Water Reservoir Upgrades Loan Principal	193,000	186,000
WWTP Detailed Design Year 1	18,600	-
Raw Water Pump House - Funded from Gas Tax	215,900	-
Total Expenditures	<u>6,437,600</u>	<u>5,150,700</u>
Budgeted (Increase) Decrease to Reserve	-	-
Reserve Balance, Beginning of Year (Estimated)	-	406,036
Capital Carryforward - Outstanding From Prior Years	-	(406,036)
Reserve Balance, End of Year (Estimated)	<u>-</u>	<u>-</u>

WATER UTILITY FUND
CAPITAL EXPENDITURES AND FUND PROJECTIONS (Continued)

For the Year Ending December 31, 2022

WATER UTILITY IMPROVEMENT FUND BALANCE (UNCOMMITTED EQUITY)	2022	2021
	Budget	Budget
Budgeted Transactions		
Funding:		
Contribution from Operations	(\$5,925,580)	(\$4,469,450)
Expenses:		
Transfer to Capital Committed Reserve	4,921,700	3,985,700
Budgeted (Increase) Decrease to Fund	(1,003,880)	(483,750)
Fund (Surplus) Deficit Balance, Beginning of Year (Estimated)	9,465,334	9,949,084
Fund (Surplus) Deficit Balance, End of Year (Estimated)	8,461,454	9,465,334



City of
**Prince
Albert**

APPENDIX A

2022 WATER UTILITY FUND CAPITAL BUDGET

2022 Water Utility Fund Capital Budget

CAPITAL: WATER TREATMENT AND MAINTENANCE

Please note that for capital projects to be funded from the Water Utility Improvement Fund Balance, the Water Utility Improvement Fund Balance will have a projected deficit of \$8,461,454 at the end of 2022 after the inclusion of the 2022 capital projects.

UC-01: Fire Hydrant - Fire Protection		Capital	Reserve	Externally Funded
Detail:	Installation of fire hydrants to improve fire protection.		\$50,000	
Purpose:	Installation of 2-3 Fire Hydrants in areas where the City's design standard spacing of 150 unobstructed meters between hydrants do not currently exist. The addition of these hydrant will improve fire protection. In 2021 the City improved the fire protection on 15th Street East between 1st and 4th Avenue.			
Funding Source:	Water Utility Improvement Fund Balance			

UC-02: Watermain Replacement Program		Capital	Reserve	Externally Funded
Detail:	This program replaces problematic old 1900 to 1955 cast iron water mains that have the most breaks, mains that have persistent leaks, dead end water mains that require looping and mains that have been identified as undersized to provide adequate daily demand and fire flow.		\$1,400,000	
Purpose:	The 1900 to 1955 cast iron water mains are 25 years past their life expectancy, constantly failing with 25 breaks per year and must be replaced. Presently we are averaging 975m (6.5 blocks) of replacement per year. This needs to increase to 9 blocks per year as there is a 62,200m (415 blocks) and \$68.4 million dollar back log of cast iron water main to replace. Replacing old breaking and leaking water main on an annual basis, reduces water main breaks thereby reducing future operation and maintenance costs and improves service delivery to the residents. Increasing the sizing of the water mains and looping or connecting water mains provides for additional flow to meet the daily demands and fire protection. The 2022 locations will be determined from previous water main break records and identified projects from the Hydraulics System Analysis. To help offset costs for the WTP PLC & SCADA system upgrades Administration is recommending a one year reduction from the 2021 \$1.5M budget.			
Funding Source:	Water Utility Improvement Fund Balance			

2022 Water Utility Fund Capital Budget

UC-03: Sanitary/Storm Sewer Replacement Program		Capital	Reserve	Externally Funded
Detail:	Sanitary/Storm Sewer Relining and Replacement Program			
Purpose:	This multi-year project involves the renewal of existing aged / deteriorated sanitary and storm sewer mains by replacing or relining the entire length of pipe materials along a significant span of the line, typically a city block. In cases of replacement there may be concurrent rehabilitation of the asphalt roadway and concrete curbs, gutters and sidewalks required. The locations of repair are normally confirmed in advance with sewer photography inspections. Sites of interest may be identified through one of the following factors; The occurrence of repetitive performance problems in the main requiring ongoing maintenance, consistently poor pipe appearing in the video, and/or a history of localized emergency and repair digs at the location or the roadway section identified as a rehabilitation project within the roadway recapping program.		\$750,000	
Funding Source:	Water Utility Improvement Fund Balance			
UC-04: Lead Service Replacement Program		Capital	Reserve	Externally Funded
Detail:	Replacement of 10 lead water service connections. The City replaces the portion of the connection that is located on City property.			
Purpose:	In the 19th century lead was the most common type of pipe used for in house plumbing and for the water service that connected to the cast iron water mains in the street. Lead continued to be used up to 1955. In 2012 approx. 750 properties in Prince Albert had lead water service connections. Some may experience lead leaching into the drinking water from the service connection or plumbing system if it contains lead. Through investigation into the archived paper copies of the service connection notes and the annual replacement program, the remaining number of lead services has been greatly reduced. The annual Water Treatment Plant report identifies the lead services with the highest test results. The results are evaluated in combination with known lead service locations and the lead service replacement locations are generated for each year.		\$150,000	
Funding Source:	Water Utility Improvement Fund Balance			

2022 Water Utility Fund Capital Budget

UC-05: Former Raw Water Pump House - Decommission		Capital	Reserve	Externally Funded
Detail:	Decommission the former Raw Water Pump House.			
Purpose:	The scope of work to decommission the former Raw Water Pump House was removed from the 2020 contract. The work entails the removal of the building, asbestos, existing tunnels and existing underground infrastructure. Upon the completion of the Raw Water Pump House project a report will be brought forth to City Council and if Contingency remains, it could be utilized for the decommissioning of the former Raw Water Pump House.		\$170,000	
Funding Source:	Water Utility Improvement Fund Balance			

CAPITAL: WASTE WATER TREATMENT AND MAINTENANCE

Please note that for capital projects to be funded from the Water Utility Improvement Fund Balance, the Water Utility Improvement Fund Balance will have a projected deficit of \$\$8,461,454 at the end of 2022 after the inclusion of the 2022 capital projects.

UC-06: Waste Water Treatment Plant Upgrade - Detailed Design Year 2		Capital	Reserve	Externally Funded
Detail:	Detailed Design of Waste Water Treatment Plant (WWTP) Year 2.			
Purpose:	The initial construction of the Waste Water Treatment Plant (WWTP) began in 1972 and only included partial treatment for the removal of some solids. The plant was significantly expanded in 1998 to include secondary treatment and was further upgraded in 2009 to include UV disinfection. With each subsequent project, there was no upgrade to previous works, meaning that older portions of the plant have far exceed their useful design life. Following the completion of the plant modelling and pre-design in 2020, Administration recommends that the City immediately begin with the detailed design of a comprehensive upgrade to the WWTP. The detailed design for a comprehensive upgrade to the WWTP is a significant design project that will take more than a year to complete, as such it is budgeted over the 2021 and 2022 budget years.			1,300,000
Funding Source:	Debt Financing			

2022 Water Utility Fund Capital Budget

UC-07: River Street Reservoir Refurbish and Repairs		Capital	Reserve	Externally Funded
Detail:	Repairing and Resurfacing the old River Street Reservoir			
Purpose:	During the inspection of the old River Street Reservoir it was observed that the interior face of the precast concrete wall panels is experiencing medium to severe scaling. Scaling is the local flaking or loss of the surface mortar as a result of the freeze-thaw deterioration of the concrete. It was also observed that the tie hole plugs located in the cast-in-place pilasters are being dislodged, permitting water to seep through to the exterior of the reservoir. The precast concrete columns are also showing signs of loss of surface mortar. To prevent the further deterioration they must be dealt with in the next few years. Repairs should consist of removing the remaining tie hole plugs from the interior of the reservoir walls and filling them with Xypex Patch'n Plug. Once the tie holes have been filled, the entire interior surface of the reservoir walls, as well as the concrete columns, should be coated with Xypex Concentrate.		\$400,000	
Funding Source:	Water Utility Improvement Fund Balance			



2022 Water Utility Fund Capital Budget

UC-08: Water Treatment Plant PLC and SCADA system upgrades		Capital	Reserve	Externally Funded
Detail:	Upgrade of the Water Treatment Programmable logic controllers (PLC) and Supervisory control and data acquisition (SCADA) systems. Project scope defined in Report 21-388, Council Resolution 0246.			
Purpose:	The programmable logic controllers (PLC'S)control automated equipment in the plant. The Supervisory control and data acquisition software (SCADA) takes information from the PLC and provides that to the operators in a format to monitor and send information back to the PLC. The portions of the facility upgraded in 2009 through 2011 have Quantum PLC'S that were replaced by newer technology on January 1, 2018. Finding replacement parts will soon not be possible resulting in a major operational issue. The current SCADA program is expensive to maintain at an average of \$17,000 per year and is inadequate for the future operations of the treatment facility. The historian portion of this software is obsolete and is no longer supported should there be any issues with its operation. Computer software and equipment has a limited service life and must be upgraded as required to keep it current with technology changes and improvements.		\$395,000	
Funding Source:	Water Utility Improvement Fund Balance			

UC-09: Fire Hydrant Replacement Program		Capital	Reserve	Externally Funded
Detail:	Replacement of the old fire hydrants brands that are failing, no longer manufactured and replacement parts are not available.			
Purpose:	The City of Prince Albert has 1,030 Fire Hydrants. In 2021 the replacement of the John East Hydrants was completed. The City Standard is the Mueller Canada Valve hydrant of which there are 475. The program will replace the hydrants that are prone to failure and to which parts are not available. When these hydrants fail, usually in winter, there are huge repair costs, disruption in service issues, and fire protection issues. It is much more cost effective to schedule summer replacement of these hydrants with new Mueller Canada Valve hydrants.		\$100,000	
Funding Source:	Water Utility Improvement Fund Balance			

2022 Water Utility Fund Capital Budget

LOAN PRINCIPAL PAYMENTS

Please note that for capital projects to be funded from the Water Utility Improvement Fund Balance, the Water Utility Improvement Fund Balance will have a projected deficit of \$\$8,461,454 at the end of 2022 after the inclusion of the 2022 capital projects.

UC-10: Loan Principal - Water Treatment Plant Upgrade		Capital	Reserve	Externally Funded
Detail:	Annual long-term debt principal repayment			
Purpose:	Principal portion of long term debt for the water treatment plant upgrade. The interest portion of this loan is expensed as an operational cost but the principal payments are funded from reserve allocations. This loan is scheduled to be repaid in full in 2024.		\$639,100	
Funding Source:	Water Utility Improvement Fund Balance			

UC-11: Loan Principal - Water Meter Replacement		Capital	Reserve	Externally Funded
Detail:	Annual long-term debt principal repayment			
Purpose:	Principal portion for long term debt for the water meter replacement capital project. The interest portion of this loan is expensed as an operational cost but the principal payments are funded from reserve allocations. Interest is based on a 10 year amortization at the City's line of credit borrowing rate. When the 2020 Budget was prepared, the City's line of credit borrowing rate was 2.95%. This was the budgeted rate used for Year 1 or 2019. The budgeted rate for Years 2-10 will be based on a rate of 3.2% which is the October 2020 line of credit borrowing rate for the City. This loan is scheduled to be repaid in full in 2028.		\$450,000	
Funding Source:	Water Utility Improvement Fund Balance			

2022 Water Utility Fund Capital Budget

UC-12: Loan Principal - River Street Reservoir		Capital	Reserve	Externally Funded
Detail:	Annual long-term debt principal repayment.			
Purpose:	<p>In 2017, City Council approved the borrowing of \$7 million dollars for the construction of two new reservoirs, one at the WTP on River Street and one on Marquis Road to twin the existing reservoirs.</p> <p>The City has completed the River Street Reservoir and pump house expansion for an estimated cost of \$14.8 million. The City received \$9 million in funding from the Federal and Provincial Government to assist in the completion of this project.</p> <p>Approximately \$5.8 million of the \$7.0 million borrowed was utilized for this project. On August 24, 2020, City Council approved that the remaining \$1.2 million in debt financing proceeds be utilized to fund the Raw Water Pump House project.</p> <p>This loan has been financed over 25 years and is scheduled to be repaid in full in 2042.</p>		\$206,000	
Funding Source:	Water Utility Improvement Fund Balance			

UC-13: Loan Principal - Zone 2 Water Reservoir Upgrades		Capital	Reserve	Externally Funded
Detail:	Annual long-term debt principal repayment			
Purpose:	<p>A 2015 Hydraulic Water Assessment of The City's water distribution system concluded that neither of the two (2) pump stations in Zone 2 (2nd Avenue and Marquis Road) are capable of supplying fire flows during peak demand with the other out of service. Therefore, the City is upgrading the reservoirs to ensure that Zone 2 will meet current and future water distribution demands.</p> <p>City Council approved borrowing in the amount of \$6,553,000 in August 2017 with the debt to be financed over 25 years.</p> <p>This loan is scheduled to be repaid in full in 2042.</p>		\$193,000	
Funding Source:	Water Utility Improvement Fund Balance			

2022 Water Utility Fund Capital Budget

UC-14: Loan Principal - WWTP Detailed Design Year 1		Capital	Reserve	Externally Funded
Detail:	Annual long-term debt principal repayment			
Purpose:	<p>The City Waste Water Treatment Plant (WWTP) requires upgrades. In 2020 the City is completing plant modelling and pre-design.</p> <p>The 2021 Budget includes a budget of \$1.1 million for Year 1 of Detailed Design. The detailed design for a comprehensive upgrade to the WWTP is a significant design project that will take more than a year to complete, as such it is budgeted over the 2021 and 2022 budget years.</p> <p>This budget is for principal payment for long-term debt required for the WWTP Detailed Design Year 1. The amount has been estimated based on an interest rate of 2.9% and a 35 year repayment schedule.</p>		\$18,600	
Funding Source:	Water Utility Improvement Fund Balance			

UC-15: Loan Principal - Raw Water Pump House		Capital	Reserve	Externally Funded
Detail:	Annual long-term debt principal repayment			
Purpose:	<p>The tender for a new pump house closed on June 26, 2020 and was approved by City Council on August 24, 2020. The total project cost is estimated to be \$18,900,000 with \$12,802,325 to be funded from debt financing.</p> <p>This budget is for principal payment for long-term debt that has been estimated based on an interest rate of 2.5% and a 35 year repayment schedule.</p>			\$215,900
Funding Source:	Gas Tax Funding			

Total of Capital Requests by Funding Source	-	\$4,921,700	\$1,515,900
Grand Total of All Capital Requests		\$6,437,600	

2022 Water Utility Fund Capital Budget

Capital Items – Identified but Not Funded

The following items represent items that Administration believes are necessary, however, due to limited funding, they have not been listed in this Category.

UCNF-01: Central Avenue River Street to 10th Street Revitalization -Phase 1		Capital	Reserve	Externally Funded
Detail:	The Project entails the replacement of underground infrastructure and the reconstruction of the surface and new streetscape on Central Avenue from River to 15 Street. Due to the complexity and size of the project, it is recommended to be tendered out as a multiyear project over 3 years. The first phase of the project would be the 800 and 900 blocks.			
Purpose:	<p>Central Avenue was originally constructed in the early 1900's. In the 1980's, it received a facelift to the surface but the underground utilities were not replaced. The surface treatments included new streetscape with paving stones, trees with iron grates and new double head square street lights.</p> <p>The Underground is now over 110 years old and includes cast iron water mains with lead services, clay tile sanitary and storm sewer that cannot be relined due to their condition. There are too many connections and other utilities under the street for directional drilling to be an option. Full replacement is required.</p> <p>The roadways are in poor shape and have not been repaved in over 30 years. The paving stone sidewalks are over 35 years old and crumbling with many trip hazards. The street is further complicated with the Crown Utilities including SaskEnergy, SaskPower and SaskTel which has major conduit buried the entire length of Central Avenue from River Street to 15 Street.</p>			\$700,000
Funding Source:	<p>Debt Financing</p> <p>- The surface portion of the project totaling \$1,200,000 is included in the General Fund Budget as a Capital Project Not Funded</p>			

2022 Water Utility Fund Capital Budget

UCNF-02: Installation of Water Meters for Boulevards		Capital	Reserve	Externally Funded
Detail:	Administration is working towards metering the 83 bypasses used to maintain landscaping around the City. None of these bypasses have been metered.			
Purpose:	<p>Administration continues to work with the City Solicitor to review 55 boulevard agreements with water clauses to best understand available options to compliance and enforcement when the agreement is not being honored in the intent in which it was written.</p> <p>The cost of this project will be included in the 2022 budget, and if approved by Council, work will commence in the fall of 2022 and into 2023.</p> <p>Meter Installation: 83 meters X \$1,200 = \$99,600 Estimates: Plumbing for 83 meters X \$750 = \$62,250 Total: \$161,850</p> <p>It is difficult to determine if the cost of metering and capping water usage for boulevard agreements is beneficial because the amount of water currently being used is extremely difficult to estimate.</p> <p>Even if metered and capped the consumption is still not chargeable. Metering and capping would only help with tracking water usage and restricting free water.</p> <p>Please refer to Report 21-384 for additional details.</p>		\$161,900	
Funding Source:	Water Utility Improvement Fund Balance			

2022 Water Utility Fund Capital Budget

UCNF-03: Water Crane Hardware Replacement		Capital	Reserve	Externally Funded
Detail:	Request to replace the failing hardware for the water crane.			
Purpose:	February 25, 2021 a product end-of-life notification was received from EleMech that the hardware currently used by the water crane and septage receiving station was obsolete and would no longer be supported, effective immediately, and that there was a limited supply of product available for contract warranty replacement. This means that replacement parts for the keypads can no longer be purchased. The amount requested is for hardware only. Please refer to RPT 21-384 for additional details.		\$15,900	
Funding Source:	Water Utility Improvement Fund Balance			

UCNF-04: Potable Water Delivery - Winterized Mobile Water Filling Station		Capital	Reserve	Externally Funded
Detail:	Purchase cost of a winterized mobile water filling station.			
Purpose:	Please refer to RPT 21-443 for a detailed review for this item. The report lists various options the City can consider related to the delivery of potable water to residents during water outages.		\$125,000	
Funding Source:	To be determined - The report provides various options			

Total of Capital Requests by Funding Source	-	302,800	700,000
Grand Total of All Capital Requests		\$1,002,800	



City of
**Prince
Albert**

APPENDIX B

2022 – 2026 WATER UTILITY FUND 5-YEAR CAPITAL BUDGET

2022 Capital Budget :: Simplified Detail Report

----- Filters -----	
Year :	2022 to 2026
Revenue Sources :	No
Fund :	Water & Sewer Utility
Group By :	Year, Division

* in thousands of dollars

Ref#	Pri	Fund	E.F.	Location	Item Description	Cap.	Res..	Ext.	Total
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2022

Financial Services & Payroll

1	1	Water & Sewer Utility	No	WTP	<p>Water Crane Hardware Replacement</p> <p><i>Detail</i> : Request to replace the failing hardware for the water crane.</p> <p><i>Purpose</i> : February 25, 2021 a product end-of-life notification was received from EleMech that the hardware currently used by the water crane and septage receiving station was obsolete and would no longer be supported, effective immediately, and that there was a limited supply of product available for contract warranty replacement. This means that replacement parts for the keypads can no longer be purchased.</p> <p>The amount requested is for hardware only. Please refer to RPT 21-384 for additional details.</p> <p><i>Reserve Source</i> : Water Utility Fund Balance</p>	\$0	\$15.9	\$0	\$15.9
Financial Services & Payroll sub-total						\$0	\$15.9	\$0	\$15.9

Financing

2	1	Water & Sewer Utility	No	City Hall	<p>Long-Term Debt Payment - River Street Reservoir</p> <p><i>Detail</i> : Annual long-term debt principal repayment.</p> <p><i>Purpose</i> : In 2017, City Council approved the borrowing of \$7 million dollars for the construction of two new reservoirs, one at the WTP on River Street and one on Marquis Road to twin the existing reservoirs.</p> <p>The City has completed the River Street Reservoir and pump house expansion for an estimated cost of \$14.8 million.</p>	\$0	\$206.0	\$0	\$206.0
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2022 Capital Budget :: Simplified Detail Report

* in thousands of dollars

Ref#	Pri	Fund	E.F.	Location	Item Description	Cap.	Res..	Ext.	Total
					<p>The City received \$9 million in funding from the Federal and Provincial Government to assist in the completion of this project.</p> <p>Approximately \$5.8 million of the \$7.0 million borrowed was utilized for this project. On August 24, 2020, City Council approved that the remaining \$1.2 million in debt financing proceeds be utilized to fund the Raw Water Pump House project.</p> <p>This loan has been financed over 25 years and is scheduled to be repaid in full in 2042.</p> <p>Reserve Source : Water Utility Improvement Fund Balance</p>				
3	1	Water & Sewer Utility	No	City Hall	<p>Long-Term Debt Payment - Zone 2 Water Reservoir Upgrades</p> <p>Detail : Annual long-term debt principal repayment.</p> <p>Purpose : A 2015 Hydraulic Water Assessment of The City's water distribution system concluded that neither of the two (2) pump stations in Zone 2 (2nd Avenue and Marquis Road) are capable of supplying fire flows during peak demand with the other out of service. Therefore, the City is upgrading the reservoirs to ensure that Zone 2 will meet current and future water distribution demands.</p> <p>City Council approved borrowing in the amount of \$6,553,000 in August 2017 with the debt to be financed over 25 years.</p> <p>This loan is scheduled to be repaid in full in 2042.</p> <p>Reserve Source : Water Utility Improvement Fund Balance</p>	\$0	\$193.0	\$0	\$193.0
4	1	Water & Sewer Utility	No		<p>Long-Term Debt Payment - Water Meter Replacement</p> <p>Detail : Long-Term Debt Payment - Water Meter Replacement</p> <p>Purpose : Principal portion for long term debt for the water meter replacement capital project. The interest portion of this loan is expensed as an operational cost but the principal payments are funded from reserve allocations. Interest is</p>	\$0	\$450.0	\$0	\$450.0

2022 Capital Budget :: Simplified Detail Report

* in thousands of dollars

Ref#	Pri	Fund	E.F.	Location	Item Description	Cap.	Res..	Ext.	Total
					<p>based on a 10 year amortization at the City's line of credit borrowing rate.</p> <p>When the 2020 Budget was prepared, the City's line of credit borrowing rate was 2.95%. This was the budgeted rate used for Year 1 or 2019. The budgeted rate for Years 2-10 will be based on a rate of 3.2% which is the October 2020 line of credit borrowing rate for the City. This loan is scheduled to be repaid in full in 2028.</p> <p>Reserve Source : Water Utility Improvement Fund Balance</p>				
5	1	Water & Sewer Utility	No	WWTP	<p>Long-Term Debt Payment - WWTP Detailed Design Year 1</p> <p>Detail : Annual long-term debt principal repayment.</p> <p>Purpose : The City Waste Water Treatment Plant (WWTP) requires upgrades. In 2020 the City is completing plant modelling and pre-design.</p> <p>The 2021 Budget includes a budget of \$1.1 million for Year 1 of Detailed Design. The detailed design for a comprehensive upgrade to the WWTP is a significant design project that will take more than a year to complete, as such it is budgeted over the 2021 and 2022 budget years.</p> <p>This budget is for principal payment for long-term debt required for the WWTP Detailed Design Year 1. The amount has been estimated based on an interest rate of 2.90% and a 35 year repayment schedule and the assumption that the debt would be issued on January 1, 2022.</p> <p>Reserve Source : Water Utility Improvement Fund Balance</p>	\$0	\$18.6	\$0	\$18.6
6	1	Water & Sewer Utility	No	Raw Water Pump House	<p>Long-Term Debt Payment - Raw Water Pump House</p> <p>Detail : Annual long-term debt principal repayment.</p> <p>Purpose : The tender for a new pump house closed on June 26, 2020 and was approved by City Council on August 24, 2020. The total project cost is estimated to be \$18,900,000 with \$12,802,325 to be funded from debt financing.</p> <p>This budget is for principal payment for long-term debt that has been estimated based on an interest rate of 2.90%</p>	\$0	\$0	\$215.9	\$215.9

* in thousands of dollars

Ref#	Pri	Fund	E.F.	Location	Item Description	Cap.	Res..	Ext.	Total
					and a 35 year repayment schedule and the assumption that the debt would be issued on January 1, 2022. External Source : Gas Tax Funding				
Financing sub-total						\$0	\$867.6	\$215.9	\$1,083.5

Sewer & Water Infrastructure

7	1	Water & Sewer Utility	No	Roadways	<p>Central Avenue River Street to 10th Street Revitalization-Phase 1</p> <p>Detail : The Project entails the replacement of underground infrastructure and the reconstruction of the surface and new streetscape on Central Avenue from River to 15 Street. Due to the complexity and size of the project, it is recommended to be tendered out as a multiyear project over 3 years. The first phase of the project would be the 800 and 900 blocks.</p> <p>Purpose : Central Avenue was originally constructed in the early 1900's. In the 1980's, it received a facelift to the surface but the underground utilities were not replaced. The surface treatments included new streetscape with paving stones, trees with iron grates and new double head square street lights.</p> <p>The Underground is now over 110 years old and includes cast iron water mains with lead services, clay tile sanitary and storm sewer that cannot be relined due to their condition. There are too many connections and other utilities under the street for directional drilling to be an option. Full replacement is required.</p> <p>The roadways are in poor shape and have not been repaved in over 30 years. The paving stone sidewalks are over 35 years old and crumbling with many trip hazards.</p> <p>The street is further complicated with the Crown Utilities including SaskEnergy, SaskPower and SaskTel which has major conduit buried the entire length of Central Avenue from River Street to 15 Street.</p> <p>External Source : Debt Financing</p> <p>- The surface portion of the project totaling \$1,200,000 is included in the General Fund Budget as a Capital Project</p> <p>Not Funded</p>	\$0	\$0	\$700.0	\$700.0
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2022 Capital Budget :: Simplified Detail Report

* in thousands of dollars

Ref#	Pri	Fund	E.F.	Location	Item Description	Cap.	Res..	Ext.	Total
8	1	Water & Sewer Utility	No	Various locations	<p>Fire Hydrant - Fire Protection</p> <p><i>Detail</i> : Installation of fire hydrants to improve fire protection.</p> <p><i>Purpose</i> : Installation of 2-3 Fire Hydrants in areas where the City's design standard spacing of 150 unobstructed meters between hydrants do not currently exist. The addition of these hydrant will improve fire protection. In 2021 the City improved the fire protection on 15th Street East between 1st and 4th Avenue.</p> <p><i>Reserve Source</i> : Water Utility Improvement Fund Balance</p>	\$0	\$50.0	\$0	\$50.0
9	1	Water & Sewer Utility	No	Various locations	<p>Replacement Program - Watermain</p> <p><i>Detail</i> : This program replaces problematic old 1900 to 1955 cast iron water mains that have the most breaks, mains that have persistent leaks, dead end water mains that require looping and mains that have been identified as undersized to provide adequate daily demand and fire flow.</p> <p><i>Purpose</i> : The 1900 to 1955 cast iron water mains are 25 years past their life expectancy, constantly failing with 25 breaks per year and must be replaced. Presently we are averaging 975m (6.5 blocks) of replacement per year. This needs to increase to 9 blocks per year as there is a 62,200m (415 blocks) and \$68.4 million dollar back log of cast iron water main to replace. Replacing old breaking and leaking water main on an annual basis, reduces water main breaks thereby reducing future operation and maintenance costs and improves service delivery to the residents. Increasing the sizing of the water mains and looping or connecting water mains provides for additional flow to meet the daily demands and fire protection. The 2022 locations will be determined from previous water main break records and identified projects from the Hydraulics System Analysis.</p> <p>To help offset costs for the WTP PLC & SCADA system upgrades Administration is recommending a one year reduction from the 2021 \$1.5M budget.</p> <p><i>Reserve Source</i> : Water Utility Improvement Fund Balance</p>	\$0	\$1,400.0	\$0	\$1,400.0
10	1	Water & Sewer Utility	No	Various locations	<p>Replacement Program - Sanitary/Storm Sewer</p> <p><i>Detail</i> : Sanitary/Storm Sewer Relining and Replacement Program</p> <p><i>Purpose</i> : This multi-year project involves the renewal of existing aged / deteriorated sanitary and storm sewer mains by replacing or relining the entire length of pipe materials along a significant span of the line, typically a city</p>	\$0	\$750.0	\$0	\$750.0

2022 Capital Budget :: Simplified Detail Report

* in thousands of dollars

Ref#	Pri	Fund	E.F.	Location	Item Description	Cap.	Res..	Ext.	Total
					<p>block. In cases of replacement there may be concurrent rehabilitation of the asphalt roadway and concrete curbs, gutters and sidewalks required. The locations of repair are normally confirmed in advance with sewer photography inspections. Sites of interest may be identified through one of the following factors; The occurrence of repetitive performance problems in the main requiring ongoing maintenance, consistently poor pipe appearing in the video, and/or a history of localized emergency and repair digs at the location or the roadway section identified as a rehabilitation project within the roadway recapping program.</p> <p>Reserve Source : Water Utility Improvement Fund Balance</p>				
11	1	Water & Sewer Utility	No	Various locations	<p>Replacement Program - Fire Hydrant</p> <p>Detail : Replacement of the old fire hydrants brands that are failing, no longer manufactured and replacement parts are not available.</p> <p>Purpose : The City of Prince Albert has 1,030 Fire Hydrants. In 2021 the replacement of the John East Hydrants was completed. The City Standard is the Mueller Canada Valve hydrant of which there are 475. The program will replace the hydrants that are prone to failure and to which parts are not available. When these hydrants fail, usually in winter, there are huge repair costs, disruption in service issues, and fire protection issues. It is much more cost effective to schedule summer replacement of these hydrants with new Mueller Canada Valve hydrants.</p> <p>Reserve Source : Water Utility Improvement Fund Balance</p>	\$0	\$100.0	\$0	\$100.0
Sewer & Water Infrastructure sub-total						\$0	\$2,300.0	\$700.0	\$3,000.0

Waste Water Treatment Plant

12	1	Water & Sewer Utility	No	WWTP	<p>Waste Water Treatment Plant Upgrade - Detailed Design Year 2</p> <p>Detail : Detailed Design of Waste Water Treatment Plant (WWTP) Year 2.</p> <p>Purpose : Detailed Design of Waste Water Treatment Plant (WWTP) Year 2.</p> <p>The initial construction of the Waste Water Treatment Plant (WWTP) began in 1972 and only included partial treatment for the removal of some solids. The plant was significantly expanded in 1998 to include secondary treatment and was further upgraded in 2009 to include UV disinfection. With each subsequent project, there was no upgrade to previous works, meaning that older portions of the plant have far exceed their useful design life.</p>	\$0	\$0	\$1,300.0	\$1,300.0
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2022 Capital Budget :: Simplified Detail Report

* in thousands of dollars

Ref#	Pri	Fund	E.F.	Location	Item Description	Cap.	Res..	Ext.	Total
					<p>Following the completion of the plant modelling and pre-design in 2020, Administration recommends that the City immediately begin with the detailed design of a comprehensive upgrade to the WWTP.</p> <p>The detailed design for a comprehensive upgrade to the WWTP is a significant design project that will take more than a year to complete, as such it is budgeted over the 2021 and 2022 budget years. The 2022 budget includes a budget of \$1.3 million for Year 2 of the Detailed Design.</p> <p>External Source : Debt Financing</p>				
Waste Water Treatment Plant sub-total						\$0	\$0	\$1,300.0	\$1,300.0

Water Treatment Plant

13	1	Water & Sewer Utility	No	WTP	<p>Long-Term Debt Payment - Water Treatment Plant Upgrade</p> <p>Detail : Long-Term Debt Payment - Water Treatment Plant Upgrade</p> <p>Purpose : Loan principal repayments</p> <p>This loan is scheduled to be repaid in full in 2024.</p> <p>Reserve Source : Water Utility Improvement Fund Balance</p>	\$0	\$639.1	\$0	\$639.1
14	1	Water & Sewer Utility	No		<p>Replacement Program - Lead Service</p> <p>Detail : Replacement of 10 lead water service connections. The City replaces the portion of the connection that is located on City property.</p> <p>Purpose : In the 19th century lead was the most common type of pipe used for in house plumbing and for the water service that connected to the cast iron water mains in the street. Lead continued to be used up to 1955. In 2012 approx. 750 properties in Prince Albert had lead water service connections. Some may experience lead leaching into the drinking water from the service connection or plumbing system if it contains lead. Through investigation into the archived paper copies of the service connection notes and the annual replacement program, the remaining number of lead services has been greatly reduced. In 2021 there were 29 lead services replaced bringing the total number down</p>	\$0	\$150.0	\$0	\$150.0

2022 Capital Budget :: Simplified Detail Report

* in thousands of dollars

Ref#	Pri	Fund	E.F.	Location	Item Description	Cap.	Res..	Ext.	Total
					to 490. The annual Water Treatment Plant report identifies the lead services with the highest test results. The results are evaluated in combination with known lead service locations and the lead service replacement locations are generated for each year. Reserve Source : Water Utility Improvement Fund Balance				
15	1	Water & Sewer Utility	No		<p>River Street Reservoir Refurbish and Repairs</p> <p>Detail : Repairing and Resurfacing the old River Street Reservoir</p> <p>Purpose : During the inspection of the old River Street Reservoir it was observed that the interior face of the precast concrete wall panels is experiencing medium to severe scaling. Scaling is the local flaking or loss of the surface mortar as a result of the freeze-thaw deterioration of the concrete. It was also observed that the tie hole plugs located in the cast-in-place pilasters are being dislodged, permitting water to seep through to the exterior of the reservoir. The precast concrete columns are also showing signs of loss of surface mortar. Repairs include removing the remaining tie hole plugs from the interior of the reservoir walls and filling them with Xypex Patch'n Plug. Once the tie holes have been filled, a waterproofing material would be applied to the entire interior surface of the reservoir walls and concrete columns.</p> <p>In September of 2020 a \$16,000 temporary repair was conducted to the exterior of the reservoir to stop just one of the water leaks.</p> <p>Reserve Source : Water Utility Improvement Fund Balance</p>	\$0	\$400.0	\$0	\$400.0
16	1	Water & Sewer Utility	No	WTP	<p>Water Treatment Plant PLC and SCADA system upgrades</p> <p>Detail : Upgrade of the Water Treatment Programable logic controllers (PLC) and Supervisory control and data acquisition (SCADA) systems. Project scope defined in Report 21-388, Council Resolution 0246.</p> <p>Purpose : The programmable logic controllers(PLC'S)control automated equipment in the plant. The Supervisory control and data acquisition software (SCADA) takes information from the PLC and provides that to the operators in a format to monitor and send information back to the PLC. The portions of the facility upgraded in 2009 through 2011</p>	\$0	\$395.0	\$0	\$395.0

2022 Capital Budget :: Simplified Detail Report

* in thousands of dollars

Ref#	Pri	Fund	E.F.	Location	Item Description	Cap.	Res..	Ext.	Total
					<p>have Quantum PLC'S that were replaced by newer technology on January 1, 2018. Finding replacement parts will soon not be possible resulting in a major operational issue. The current SCADA program is expensive to maintain at an average of \$17,000 per year and is inadequate for the future operations of the treatment facility. The historian portion of this software is obsolete and is no longer supported should there be any issues with its operation. Computer software and equipment has a limited service life and must be upgraded as required to keep it current with technology changes and improvements.</p> <p>Reserve Source : Water Utility Improvement Fund Balance</p>				
17	1	Water & Sewer Utility	No	WTP	<p>Former Raw Water Pump House - Decommission</p> <p>Detail : Decommission the former Raw Water Pump House</p> <p>Purpose : The scope of work to decommission the former Raw Water Pump House was removed from the 2020 contract. The work entails the removal of the building, asbestos, existing tunnels and existing underground infrastructure. Upon the completion of the Raw Water Pump House project a report will be brought forth to City Council and if Contingency remains, it could be utilized for the decommissioning of the former Raw Water Pump House.</p> <p>Reserve Source : Water Utility Improvement Fund Balance</p>	\$0	\$170.0	\$0	\$170.0
18	1	Water & Sewer Utility	No	WTP	<p>Installation of Water Meters for Boulevards</p> <p>Detail : Administration is working towards metering the 83 bypasses used to maintain landscaping around the City. None of these bypasses have been metered.</p> <p>Purpose : Administration continues to work with the City Solicitor to review 55 boulevard agreements with water clauses to best understand available options to compliance and enforcement when the agreement is not being honored in the intent in which it was written.</p> <p>The cost of this project will be included in the 2022 budget, and if approved by Council, work will commence in the fall of 2022 and into 2023.</p>	\$0	\$161.9	\$0	\$161.9

2022 Capital Budget :: Simplified Detail Report

* in thousands of dollars

Ref#	Pri	Fund	E.F.	Location	Item Description	Cap.	Res..	Ext.	Total
					<p>Meter Installation: 83 meters X \$1,200 = \$99,600</p> <p>Estimates: Plumbing for 83 meters X \$750 = \$62,250</p> <p>Total: \$161,850</p> <p>It is difficult to determine if the cost of metering and capping water usage for boulevard agreements is beneficial because the amount of water currently being used is extremely difficult to estimate.</p> <p>Even if metered and capped the consumption is still not chargeable. Metering and capping would only help with tracking water usage and restricting free water.</p> <p>Please refer to Report 21-370 for additional details.</p> <p>Reserve Source : Water Utility Improvement Fund Balance</p>				
19	1	Water & Sewer Utility	No	WTP	<p>Potable Water Delivery - Winterized Mobile Water Filling Station</p> <p>Detail : Purchase cost of a winterized mobile water filling station.</p> <p>Purpose : Please refer to RPT 21-443 for a detailed review for this item. The report lists various options the City can consider related to the delivery of potable water to residents during water outages.</p> <p>Reserve Source : To be determined</p>	\$0	\$125.0	\$0	\$125.0
Water Treatment Plant sub-total						\$0	\$2,041.0	\$0	\$2,041.0
2022 sub-total						\$0	\$5,224.5	\$2,215.9	\$7,440.4

2023

Financing

20	1	Water & Sewer Utility	No	City Hall	<p>Long-Term Debt Payment - River Street Reservoir</p> <p>Detail : Annual long-term debt principal repayment.</p> <p>Purpose : In 2017, City Council approved the borrowing of \$7 million dollars for the construction of two new</p>	\$0	\$214.0	\$0	\$214.0
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* in thousands of dollars

Ref#	Pri	Fund	E.F.	Location	Item Description	Cap.	Res..	Ext.	Total
					<p>reservoirs, one at the WTP on River Street and one on Marquis Road to twin the existing reservoirs.</p> <p>The City has completed the River Street Reservoir and pump house expansion for an estimated cost of \$14.8 million. The City received \$9 million in funding from the Federal and Provincial Government to assist in the completion of this project.</p> <p>Approximately \$5.8 million of the \$7.0 million borrowed was utilized for this project. On August 24, 2020, City Council approved that the remaining \$1.2 million in debt financing proceeds be utilized to fund the Raw Water Pump House project.</p> <p>This loan has been financed over 25 years and is scheduled to be repaid in full in 2042.</p> <p>Reserve Source : Water Utility Improvement Fund Balance</p>				
21	1	Water & Sewer Utility	No	City Hall	<p>Long-Term Debt Payment - Zone 2 Water Reservoir Upgrades</p> <p>Detail : Annual long-term debt principal repayment.</p> <p>Purpose : A 2015 Hydraulic Water Assessment of The City's water distribution system concluded that neither of the two (2) pump stations in Zone 2 (2nd Avenue and Marquis Road) are capable of supplying fire flows during peak demand with the other out of service. Therefore, the City is upgrading the reservoirs to ensure that Zone 2 will meet current and future water distribution demands.</p> <p>City Council approved borrowing in the amount of \$6,553,000 in August 2017 with the debt to be financed over 25 years.</p> <p>This loan is scheduled to be repaid in full in 2042.</p> <p>Reserve Source : Water Utility Improvement Fund Balance</p>	\$0	\$200.0	\$0	\$200.0
22	1	Water & Sewer Utility	No		<p>Long-Term Debt Payment - Water Meter Replacement</p>	\$0	\$464.3	\$0	\$464.3

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* in thousands of dollars

Ref#	Pri	Fund	E.F.	Location	Item Description	Cap.	Res..	Ext.	Total
					<p>Detail : Water Meter Replacement Long Term Debt Payment</p> <p>Purpose : Principal portion for long term debt for the water meter replacement capital project. The interest portion of this loan is expensed as an operational cost but the principal payments are funded from reserve allocations. Interest is based on a 10 year amortization at the City's line of credit borrowing rate.</p> <p>When the 2020 Budget was prepared, the City's line of credit borrowing rate was 2.95%. This was the budgeted rate used for Year 1 or 2019. The budgeted rate for Years 2-10 will be based on a rate of 3.2% which is the October 2020 line of credit borrowing rate for the City. This loan is scheduled to be repaid in full in 2028.</p> <p>Reserve Source : Water Utility Improvement Fund Balance</p>				
23	1	Water & Sewer Utility	No	WWTP	<p>Long-Term Debt Payment - WWTP Detailed Design Year 1</p> <p>Detail : Annual long-term debt principal repayment.</p> <p>Purpose : The City Waste Water Treatment Plant (WWTP) requires upgrades. In 2020 the City is completing plant modelling and pre-design.</p> <p>The 2021 Budget includes a budget of \$1.1 million for Year 1 of Detailed Design. The detailed design for a comprehensive upgrade to the WWTP is a significant design project that will take more than a year to complete, as such it is budgeted over the 2021 and 2022 budget years.</p> <p>This budget is for principal payment for long-term debt required for the WWTP Detailed Design Year 1. The amount has been estimated based on an interest rate of 2.90% and a 35 year repayment schedule and the assumption that the debt would be issued on January 1, 2022.</p> <p>Reserve Source : Water Utility Improvement Fund Balance</p>	\$0	\$19.1	\$0	\$19.1
24	1	Water & Sewer Utility	No	Raw Water Pump House	<p>Long-Term Debt Payment - Raw Water Pump House</p> <p>Detail : Annual long-term debt principal repayment.</p> <p>Purpose : The tender for a new pump house closed on June 26, 2020 and was approved by City Council on August</p>	\$0	\$0	\$222.1	\$222.1

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* in thousands of dollars

Ref#	Pri	Fund	E.F.	Location	Item Description	Cap.	Res..	Ext.	Total
					<p>24, 2020. The total project cost is estimated to be \$18,900,000 with \$12,802,325 to be funded from debt financing.</p> <p>This budget is for principal payment for long-term debt that has been estimated based on an interest rate of 2.90% and a 35 year repayment schedule and the assumption that the debt would be issued on January 1, 2022.</p> <p>External Source : Gas Tax Funding</p>				
25	1	Water & Sewer Utility	No	WWTP	<p>Long-Term Debt Payment - WWTP Detailed Design Year 2</p> <p>Detail : Annual long-term debt principal repayment.</p> <p>Purpose : The City Waste Water Treatment Plant (WWTP) requires upgrades. In 2022 the City is completing Year 2 of plant modelling and pre-design.</p> <p>The 2022 Budget includes a budget of \$1.3 million for Year 2 of Detailed Design. The detailed design for a comprehensive upgrade to the WWTP is a significant design project that will take more than a year to complete, as such it is budgeted over the 2021 and 2022 budget years.</p> <p>This budget is for principal payment for long-term debt required for the WWTP Detailed Design Year 2. The amount has been estimated based on an interest rate of 2.90% and a 35 year repayment schedule and the assumption that the debt would be issued on January 1, 2022.</p> <p>Reserve Source : Water Utility Improvement Fund Balance</p>	\$0	\$22.0	\$0	\$22.0
Financing sub-total						\$0	\$919.4	\$222.1	\$1,141.5

Sewer & Water Infrastructure

26	1	Water & Sewer Utility	No	Various locations	<p>Fire Hydrant - Fire Protection</p> <p>Detail : Installation of fire hydrants to improve fire protection</p> <p>Purpose : Installation of 2-3 Fire Hydrants in areas where the City's design standard spacing of 150 unobstructed meters between hydrants do not currently exist. The addition of these hydrant will improve fire protection. In 2021 the City improved the fire protection on 15th Street East between 1st and 4th Avenue.</p>	\$0	\$50.0	\$0	\$50.0
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2022 Capital Budget :: Simplified Detail Report

* in thousands of dollars

Ref#	Pri	Fund	E.F.	Location	Item Description	Cap.	Res..	Ext.	Total
<p>Reserve Source : Water Utility Improvement Fund Balance</p>									
27	1	Water & Sewer Utility	No	Roadways	<p>Central Avenue 10th Street to 13th Street Revitalization-Phase 2</p> <p>Detail : The Project entails the replacement of underground infrastructure and the reconstruction of the surface and new streetscape on Central Avenue from River to 15 Street. Due to the complexity and size of the project, it is recommended to be tendered out as a multiyear project over 3 years. The second phase of the project would be the 1000 and 1100 and 1200 blocks.</p> <p>Purpose : Central Avenue was originally constructed in the early 1900's. In the 1980's, it received a facelift to the surface but the underground utilities were not replaced. The surface treatments included new streetscape with paving stones, trees with iron grates and new double head square street lights.</p> <p>The Underground is now over 110 years old and includes cast iron water mains with lead services, clay tile sanitary and storm sewer that cannot be relined due to their condition. There are too many connections and other utilities under the street for directional drilling to be an option. Full replacement is required.</p> <p>The roadways are in poor shape and have not been repaved in over 30 years. The paving stone sidewalks are over 35 years old and crumbling with many trip hazards.</p> <p>The street is further complicated with the Crown Utilities including SaskEnergy, SaskPower and SaskTel which has major conduit buried the entire length of Central Avenue from River Street to 15 Street.</p> <p>External Source : To be determined</p> <p>- The surface portion of the project totaling \$1,550,000 will be included in the General Budget</p>	\$0	\$0	\$800.0	\$800.0
28	1	Water & Sewer Utility	No	Various locations	<p>Replacement Program - Watermain</p> <p>Detail : This program replaces problematic old 1900 to 1955 cast iron water mains that have the most breaks, mains that have persistent leaks, dead end water mains that require looping and mains that have been identified as undersized to provide adequate daily demand and fire flow.</p>	\$0	\$1,500.0	\$0	\$1,500.0

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* in thousands of dollars

Ref#	Pri	Fund	E.F.	Location	Item Description	Cap.	Res..	Ext.	Total
					<p>Purpose : The 1900 to 1955 cast iron water mains are 25 years past their life expectancy, constantly failing with 25 breaks per year and must be replaced. Presently we are averaging 975m (6.5 blocks) of replacement per year. This needs to increase to 9 blocks per year as there is a 62,200m (415 blocks) and \$68.4 million dollar back log of cast iron water main to replace. Replacing old breaking and leaking water main on an annual basis, reduces water main breaks thereby reducing future operation and maintenance costs and improves service delivery to the residents. Increasing the sizing of the water mains and looping or connecting water mains provides for additional flow to meet the daily demands and fire protection. The 2023 locations will be determined from previous water main break records and identified projects from the Hydraulics System Analysis.</p> <p>Reserve Source : Water Utility Improvement Fund Balance</p>				
29	1	Water & Sewer Utility	No	Various locations	<p>Replacement Program - Sanitary/Storm Sewer</p> <p>Detail : Sanitary/Storm Sewer Relining and Replacement Program</p> <p>Purpose : This multi-year project involves the renewal of existing aged / deteriorated sanitary and storm sewer mains by replacing or relining the entire length of pipe materials along a significant span of the line, typically a city block. In cases of replacement there may be concurrent rehabilitation of the asphalt roadway and concrete curbs, gutters and sidewalks required. The locations of repair are normally confirmed in advance with sewer photography inspections. Sites of interest may be identified through one of the following factors; The occurrence of repetitive performance problems in the main requiring ongoing maintenance, consistently poor pipe appearing in the video, and/or a history of localized emergency and repair digs at the location or the roadway section identified as a rehabilitation project within the roadway recapping program.</p> <p>Reserve Source : Water Utility Improvement Fund Balance</p>	\$0	\$800.0	\$0	\$800.0
30	1	Water & Sewer Utility	No	Various locations	<p>Replacement Program - Fire Hydrant</p> <p>Detail : Replacement of the old fire hydrants brands that are failing, no longer manufactured and replacement parts are not available.</p> <p>Purpose : The City of Prince Albert has 1,030 Fire Hydrants. In 2021 the replacement of the John East Hydrants was completed. The City Standard is the Mueller Canada Valve hydrant of which there are 475. The program will</p>	\$0	\$105.0	\$0	\$105.0

* in thousands of dollars

Ref#	Pri	Fund	E.F.	Location	Item Description	Cap.	Res..	Ext.	Total
					replace the hydrants that are prone to failure and to which parts are not available. When these hydrants fail, usually in winter, there are huge repair costs, disruption in service issues, and fire protection issues. It is much more cost effective to schedule summer replacement of these hydrants with new Mueller Canada Valve hydrants. Reserve Source : Water Utility Improvement Fund Balance				
Sewer & Water Infrastructure sub-total						\$0	\$2,455.0	\$800.0	\$3,255.0

Waste Water Treatment Plant

31	1	Water & Sewer Utility	No	WWTP	<p>Waste Water Treatment Plant Upgrade - Phase 1</p> <p>Detail : First phase of comprehensive upgrade to Waste Water Treatment Plant (WWTP). Purpose : First Phase of a comprehensive upgrade to the WWTP.</p> <p>The initial construction of the WWTP began in 1972 and only included partial treatment for the removal of some solids. The plant was significantly expanded in 1998 to include secondary treatment and further upgraded in 2009 to include UV disinfection. With each subsequent project, there was no upgrade to previous works, meaning that older portions of the plant have far exceed their useful design life.</p> <p>Significant upgrades to the WWTP will require phased upgrades over multiple years in order to maintain current operations while extensively overhauling the plant.</p> <p>External Source : Debt Financing & External Funding to be Identified</p>	\$0	\$0	\$16,700.0	\$16,700.0
Waste Water Treatment Plant sub-total						\$0	\$0	\$16,700.0	\$16,700.0

Water Treatment Plant

32	1	Water & Sewer Utility	No	WTP	<p>Long-Term Debt Payment - Water Treatment Plant Upgrade</p> <p>Detail : Loan principal repayments Purpose : Loan principal repayments</p>	\$0	\$664.6	\$0	\$664.6
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* in thousands of dollars

Ref#	Pri	Fund	E.F.	Location	Item Description	Cap.	Res..	Ext.	Total
					This loan is scheduled to be repaid in full in 2024. Reserve Source : Water Utility Improvement Fund Balance				
33	1	Water & Sewer Utility	No		Replacement Program - Lead Service Detail : Replacement of 10 lead water service connections. The City replaces the portion of the connection that is located on City property. Purpose : In the 19th century lead was the most common type of pipe used for in house plumbing and for the water service that connected to the cast iron water mains in the street. Lead continued to be used up to 1955. In 2012 approx. 750 properties in Prince Albert had lead water service connections. Some may experience lead leaching into the drinking water from the service connection or plumbing system if it contains lead. Through investigation into the archived paper copies of the service connection notes and the annual replacement program, the remaining number of lead services has been greatly reduced. In 2022 INSERT NUMBER OF SERVICES REMOVED The annual Water Treatment Plant report identifies the lead services with the highest test results. The results are evaluated in combination with known lead service locations and the lead service replacement locations are generated for each year. Reserve Source : Water Utility Improvement Fund Balance	\$0	\$155.0	\$0	\$155.0
Water Treatment Plant sub-total						\$0	\$819.6	\$0	\$819.6
2023 sub-total						\$0	\$4,194.0	\$17,722.1	\$21,916.1

2024

Financing

34	1	Water & Sewer Utility	No	City Hall	Long-Term Debt Payment - River Street Reservoir Detail : Annual long-term debt principal repayment. Purpose : In 2017, City Council approved the borrowing of \$7 million dollars for the construction of two new reservoirs, one at the WTP on River Street and one on Marquis Road to twin the existing reservoirs.	\$0	\$220.0	\$0	\$220.0
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* in thousands of dollars

Ref#	Pri	Fund	E.F.	Location	Item Description	Cap.	Res..	Ext.	Total
					<p>The City has completed the River Street Reservoir and pump house expansion for an estimated cost of \$14.8 million. The City received \$9 million in funding from the Federal and Provincial Government to assist in the completion of this project.</p> <p>Approximately \$5.8 million of the \$7.0 million borrowed was utilized for this project. On August 24, 2020, City Council approved that the remaining \$1.2 million in debt financing proceeds be utilized to fund the Raw Water Pump House project.</p> <p>This loan has been financed over 25 years and is scheduled to be repaid in full in 2042.</p> <p>Reserve Source : Water Utility Improvement Fund Balance</p>				
35	1	Water & Sewer Utility	No	City Hall	<p>Long-Term Debt Payment - Zone 2 Water Reservoir Upgrades</p> <p>Detail : Annual long-term debt principal repayment.</p> <p>Purpose : A 2015 Hydraulic Water Assessment of The City's water distribution system concluded that neither of the two (2) pump stations in Zone 2 (2nd Avenue and Marquis Road) are capable of supplying fire flows during peak demand with the other out of service. Therefore, the City is upgrading the reservoirs to ensure that Zone 2 will meet current and future water distribution demands.</p> <p>City Council approved borrowing in the amount of \$6,553,000 in August 2017 with the debt to be financed over 25 years.</p> <p>This loan is scheduled to be repaid in full in 2042.</p> <p>Reserve Source : Water Utility Improvement Fund Balance</p>	\$0	\$206.0	\$0	\$206.0
36	1	Water & Sewer Utility	No		<p>Long-Term Debt Payment - Water Meter Replacement</p> <p>Detail : Water Meter Replacement Long Term Debt Payment</p>	\$0	\$479.2	\$0	\$479.2

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* in thousands of dollars

Ref#	Pri	Fund	E.F.	Location	Item Description	Cap.	Res..	Ext.	Total
					<p>Purpose : Principal portion for long term debt for the water meter replacement capital project. The interest portion of this loan is expensed as an operational cost but the principal payments are funded from reserve allocations. Interest is based on a 10 year amortization at the City's line of credit borrowing rate.</p> <p>When the 2020 Budget was prepared, the City's line of credit borrowing rate was 2.95%. This was the budgeted rate used for Year 1 or 2019. The budgeted rate for Years 2-10 will be based on a rate of 3.2% which is the October 2020 line of credit borrowing rate for the City. This loan is scheduled to be repaid in full in 2028.</p> <p>Reserve Source : Water Utility Improvement Fund Balance</p>				
37	1	Water & Sewer Utility	No	WWTP	<p>Long-Term Debt Payment - WWTP Detailed Design Year 1</p> <p>Detail : Annual long-term debt principal repayment.</p> <p>Purpose : The City Waste Water Treatment Plant (WWTP) requires upgrades. In 2020 the City is completing plant modelling and pre-design.</p> <p>The 2021 Budget includes a budget of \$1.1 million for Year 1 of Detailed Design. The detailed design for a comprehensive upgrade to the WWTP is a significant design project that will take more than a year to complete, as such it is budgeted over the 2021 and 2022 budget years.</p> <p>This budget is for principal payment for long-term debt required for the WWTP Detailed Design Year 1. The amount has been estimated based on an interest rate of 2.90% and a 35 year repayment schedule and the assumption that the debt would be issued on January 1, 2022.</p> <p>Reserve Source : Water Utility Improvement Fund Balance</p>	\$0	\$19.6	\$0	\$19.6
38	1	Water & Sewer Utility	No	Raw Water Pump House	<p>Long-Term Debt Payment - Raw Water Pump House</p> <p>Detail : Annual long-term debt principal repayment.</p> <p>Purpose : The tender for a new pump house closed on June 26, 2020 and was approved by City Council on August 24, 2020. The total project cost is estimated to be \$18,900,000 with \$12,802,325 to be funded from debt financing.</p>	\$0	\$0	\$228.6	\$228.6

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* in thousands of dollars

Ref#	Pri	Fund	E.F.	Location	Item Description	Cap.	Res..	Ext.	Total
					<p>This budget is for principal payment for long-term debt that has been estimated based on an interest rate of 2.90% and a 35 year repayment schedule and the assumption that the debt would be issued on January 1, 2022.</p> <p>External Source : Gas Tax Funding</p>				
39	1	Water & Sewer Utility	No	WWTP	<p>Long-Term Debt Payment - WWTP Detailed Design Year 2</p> <p>Detail : Annual long-term debt principal repayment.</p> <p>Purpose : The City Waste Water Treatment Plant (WWTP) requires upgrades. In 2022 the City is completing Year 2 of plant modelling and pre-design.</p> <p>The 2022 Budget includes a budget of \$1.3 million for Year 2 of Detailed Design. The detailed design for a comprehensive upgrade to the WWTP is a significant design project that will take more than a year to complete, as such it is budgeted over the 2021 and 2022 budget years.</p> <p>This budget is for principal payment for long-term debt required for the WWTP Detailed Design Year 2. The amount has been estimated based on an interest rate of 2.90% and a 35 year repayment schedule and the assumption that the debt would be issued on January 1, 2022.</p> <p>Reserve Source : Water Utility Improvement Fund Balance</p>	\$0	\$22.6	\$0	\$22.6
40	1	Water & Sewer Utility	No	WWTP	<p>Long-Term Debt Payment - WWTP Construction</p> <p>Detail : Comprehensive upgrade to the WWTP.</p> <p>Purpose : The initial construction of the WWTP began in 1972 and only included partial treatment for the removal of some solids. The plant was significantly expanded in 1998 to include secondary treatment and further upgraded in 2009 to include UV disinfection.</p> <p>Significant upgrades to the WWTP will require phased upgrades over multiple years in order to maintain current operations while extensively overhauling the plant. The total project cost is budgeted at \$50,000,000. The City is</p>	\$0	\$286.7	\$0	\$286.7

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* in thousands of dollars

Ref#	Pri	Fund	E.F.	Location	Item Description	Cap.	Res..	Ext.	Total
					<p>anticipating that the provincial and federal government will provide 2/3 of the funding for this project. Therefore the City will be required to borrow approximately \$17,000,000.</p> <p>This budget is for principal payment for long-term debt required for the WWTP Construction / upgrade. The amount has been estimated based on an interest rate of 2.90% and a 35 year repayment schedule and the assumption that the debt would be issued on January 1, 2023.</p> <p>Reserve Source : Water Utility Improvement Fund Balance</p>				
Financing sub-total						\$0	\$1,234.1	\$228.6	\$1,462.7

Fleet Management

41	1	Water & Sewer Utility	Yes	Various locations	<p>Replacement of Unit 4 - Excavator</p> <p>Detail : Replacement of 2006 Volvo track Excavator</p> <p>Purpose : Unit 4 is a 2006 Volvo track excavator the City bought used. This unit is used for major excavations that our rubber tired units are not capable of. This unit also does work at the Landfill.</p> <p>Reserve Source : Equipment and Fleet Reserve</p>	\$0	\$400.0	\$0	\$400.0
Fleet Management sub-total						\$0	\$400.0	\$0	\$400.0

Sewer & Water Infrastructure

42	1	Water & Sewer Utility	No	Various locations	<p>Fire Hydrant - Fire Protection</p> <p>Detail : Installation of fire hydrants to improve fire protection.</p> <p>Purpose : Installation of 2-3 Fire Hydrants in areas where the City's design standard spacing of 150 unobstructed meters between hydrants do not currently exist. The addition of these hydrant will improve fire protection. In 2021 the City improved the fire protection on 15th Street East between 1st and 4th Avenue.</p> <p>Reserve Source : Water Utility Improvement Fund Balance</p>	\$0	\$50.0	\$0	\$50.0
43	1	Water & Sewer Utility	No	Roadways	<p>Central Avenue 13th to 15th Street Revitalization-Phase 3</p> <p>Detail : The Project entails the replacement of underground infrastructure and the reconstruction of the surface and</p>	\$0	\$0	\$450.0	\$450.0

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* in thousands of dollars

Ref#	Pri	Fund	E.F.	Location	Item Description	Cap.	Res..	Ext.	Total
					<p>new streetscape on Central Avenue from River to 15 Street. Due to the complexity and size of the project, it is recommended to be tendered out as a multiyear project over 3 years. The third phase of the project would be the 1300 and 1400 blocks.</p> <p>Purpose : Central Avenue was originally constructed in the early 1900's. In the 1980's, it received a facelift to the surface but the underground utilities were not replaced. The surface treatments included new streetscape with paving stones, trees with iron grates and new double head square street lights.</p> <p>The Underground is now over 110 years old and includes cast iron water mains with lead services, clay tile sanitary and storm sewer that cannot be relined due to their condition. There are too many connections and other utilities under the street for directional drilling to be an option. Full replacement is required.</p> <p>The roadways are in poor shape and have not been repaved in over 30 years. The paving stone sidewalks are over 35 years old and crumbling with many trip hazards.</p> <p>The street is further complicated with the Crown Utilities including SaskEnergy, SaskPower and SaskTel which has major conduit buried the entire length of Central Avenue from River Street to 15 Street.</p> <p>External Source : To be determined</p> <p>- The surface portion of the project totaling \$1,020,000 will be included in the General Budget</p>				
44	1	Water & Sewer Utility	No	Various locations	<p>Replacement Program - Watermain</p> <p>Detail : This program replaces problematic old 1900 to 1955 cast iron water mains that have the most breaks, mains that have persistent leaks, dead end water mains that require looping and mains that have been identified as undersized to provide adequate daily demand and fire flow.</p> <p>Purpose : The 1900 to 1955 cast iron water mains are 25 years past their life expectancy, constantly failing with 25 breaks per year and must be replaced. Presently we are averaging 975m (6.5 blocks) of replacement per year. This needs to increase to 9 blocks per year as there is a 62,200m (415 blocks) and \$68.4 million dollar back log of cast iron</p>	\$0	\$1,500.0	\$0	\$1,500.0

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* in thousands of dollars

Ref#	Pri	Fund	E.F.	Location	Item Description	Cap.	Res..	Ext.	Total
					<p>water main to replace. Replacing old breaking and leaking water main on an annual basis, reduces water main breaks thereby reducing future operation and maintenance costs and improves service delivery to the residents. Increasing the sizing of the water mains and looping or connecting water mains provides for additional flow to meet the daily demands and fire protection. The 2024 locations will be determined from previous water main break records and identified projects from the Hydraulics System Analysis.</p> <p>Reserve Source : Water Utility Improvement Fund Balance</p>				
45	1	Water & Sewer Utility	No	Various locations	<p>Replacement Program - Sanitary/Storm Sewer</p> <p>Detail : Sanitary/Storm Sewer Relining and Replacement Program</p> <p>Purpose : This multi-year project involves the renewal of existing aged / deteriorated sanitary and storm sewer mains by replacing or relining the entire length of pipe materials along a significant span of the main, typically a city block. In cases of replacement there may be concurrent rehabilitation of the asphalt roadway and concrete curbs, gutters and sidewalks required. The locations of repair are normally confirmed in advance with sewer photography inspections. Sites of interest may be identified through one of the following factors; The occurrence of repetitive performance problems in the main requiring ongoing maintenance, consistently poor pipe appearing in the video, and/or a history of localized emergency and repair digs at the location or the roadway section identified as a rehabilitation project within the roadway recapping program.</p> <p>Reserve Source : Water Utility Improvement Fund Balance</p>	\$0	\$800.0	\$0	\$800.0
46	1	Water & Sewer Utility	No	Various locations	<p>Replacement Program - Fire Hydrant</p> <p>Detail : Replacement of the old fire hydrants brands that are failing, no longer manufactured and replacement parts are not available.</p> <p>Purpose : The City of Prince Albert has 1,030 Fire Hydrants. In 2021 the replacement of the John East Hydrants was completed. The City Standard is the Mueller Canada Valve hydrant of which there are 475. The program will replace the hydrants that are prone to failure and to which parts are not available. When these hydrants fail, usually in winter, there are huge repair costs, disruption in service issues, and fire protection issues. It is much more cost effective to schedule summer replacement of these hydrants with new Mueller Canada Valve hydrants.</p>	\$0	\$110.0	\$0	\$110.0

* in thousands of dollars

Ref#	Pri	Fund	E.F.	Location	Item Description	Cap.	Res..	Ext.	Total
<i>Reserve Source</i> : Water Utility Improvement Fund Balance									
Sewer & Water Infrastructure sub-total						\$0	\$2,460.0	\$450.0	\$2,910.0

Waste Water Treatment Plant

47	1	Water & Sewer Utility	No	WWTP	<p>Waste Water Treatment Plant Upgrade - Phase 2</p> <p><i>Detail</i> : Second phase of comprehensive upgrade to Waste Water Treatment Plant (WWTP).</p> <p><i>Purpose</i> : Second Phase of a comprehensive upgrade to the WWTP.</p> <p>The initial construction of the WWTP began in 1972 and only included partial treatment for the removal of some solids. The plant was significantly expanded in 1998 to include secondary treatment and further upgraded in 2009 to include UV disinfection. With each subsequent project, there was no upgrade to previous works, meaning that older portions of the plant have far exceed their useful design life.</p> <p>Significant upgrades to the WWTP will require phased upgrades over multiple years in order to maintain current operations while extensively overhauling the plant.</p> <p><i>External Source</i> : Debt Financing & External Funding to be Identified</p>	\$0	\$0	\$16,700.0	\$16,700.0
Waste Water Treatment Plant sub-total						\$0	\$0	\$16,700.0	\$16,700.0

Water Treatment Plant

48	1	Water & Sewer Utility	No	WTP	<p>Long-Term Debt Payment - Water Treatment Plant Upgrade</p> <p><i>Detail</i> : Loan principal repayments</p> <p><i>Purpose</i> : Loan principal repayments</p> <p>This loan is scheduled to be repaid in full in 2024.</p> <p><i>Reserve Source</i> : Water Utility Improvement Fund Balance</p>	\$0	\$691.0	\$0	\$691.0
49	1	Water & Sewer Utility	No		<p>WTP Residual Management Study</p>	\$0	\$100.0	\$0	\$100.0

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* in thousands of dollars

Ref#	Pri	Fund	E.F.	Location	Item Description	Cap.	Res..	Ext.	Total
					<p>Detail : WTP Residual Management Study</p> <p>Purpose : The Water Treatment Plant currently discharges treated water into the river that contains residual chlorine and other treatment chemicals. Administration is recommending that a study be completed to determine a method for adequately dealing with these residuals in anticipation of tightening regulations.</p> <p>Reserve Source : Water Utility Improvement Fund Balance</p>				
50	1	Water & Sewer Utility	No	Various locations	<p>Replacement Program - Lead Service</p> <p>Detail : Replacement of 10 lead water service connections. The City replaces the portion of the connection that is located on City property.</p> <p>Purpose : In the 19th century lead was the most common type of pipe used for in house plumbing and for the water service that connected to the cast iron water mains in the street. Lead continued to be used up to 1955. In 2012 approx. 750 properties in Prince Albert had lead water service connections. Some may experience lead leaching into the drinking water from the service connection or plumbing system if it contains lead. Through investigation into the archived paper copies of the service connection notes and the annual replacement program, the remaining number of lead services has been greatly reduced. In 2021 INSERT NUMBER OF SERVICES REMOVED</p> <p>The annual Water Treatment Plant report identifies the lead services with the highest test results. The results are evaluated in combination with known lead service locations and the lead service replacement locations are generated for each year.</p> <p>Reserve Source : Water Utility Improvement Fund Balance</p>	\$0	\$160.0	\$0	\$160.0
Water Treatment Plant sub-total						\$0	\$951.0	\$0	\$951.0
2024 sub-total						\$0	\$5,045.1	\$17,378.6	\$22,423.7

2025

Financing

51	1	Water & Sewer Utility	No	City Hall	Long-Term Debt Payment - River Street Reservoir	\$0	\$229.0	\$0	\$229.0
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* in thousands of dollars

Ref#	Pri	Fund	E.F.	Location	Item Description	Cap.	Res..	Ext.	Total
					<p>Detail : Annual long-term debt principal repayment.</p> <p>Purpose : In 2017, City Council approved the borrowing of \$7 million dollars for the construction of two new reservoirs, one at the WTP on River Street and one on Marquis Road to twin the existing reservoirs.</p> <p>The City has completed the River Street Reservoir and pump house expansion for an estimated cost of \$14.8 million. The City received \$9 million in funding from the Federal and Provincial Government to assist in the completion of this project.</p> <p>Approximately \$5.8 million of the \$7.0 million borrowed was utilized for this project. On August 24, 2020, City Council approved that the remaining \$1.2 million in debt financing proceeds be utilized to fund the Raw Water Pump House project.</p> <p>This loan has been financed over 25 years and is scheduled to be repaid in full in 2042.</p> <p>Reserve Source : Water Utility Improvement Fund Balance</p>				
52	1	Water & Sewer Utility	No	WWTP	<p>Long-Term Debt Payment - WWTP Detailed Design Year 1</p> <p>Detail : Annual long-term debt principal repayment.</p> <p>Purpose : The City Waste Water Treatment Plant (WWTP) requires upgrades. In 2020 the City is completing plant modelling and pre-design.</p> <p>The 2021 Budget includes a budget of \$1.1 million for Year 1 of Detailed Design. The detailed design for a comprehensive upgrade to the WWTP is a significant design project that will take more than a year to complete, as such it is budgeted over the 2021 and 2022 budget years.</p> <p>This budget is for principal payment for long-term debt required for the WWTP Detailed Design Year 1. The amount has been estimated based on an interest rate of 2.90% and a 35 year repayment schedule and the assumption that</p>	\$0	\$20.2	\$0	\$20.2

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* in thousands of dollars

Ref#	Pri	Fund	E.F.	Location	Item Description	Cap.	Res..	Ext.	Total
					the debt would be issued on January 1, 2022. Reserve Source : Water Utility Improvement Fund Balance				
53	1	Water & Sewer Utility	No	Raw Water Pump House	<p>Long-Term Debt Payment - Raw Water Pump House</p> <p>Detail : Annual long-term debt principal repayment.</p> <p>Purpose : The tender for a new pump house closed on June 26, 2020 and was approved by City Council on August 24, 2020. The total project cost is estimated to be \$18,900,000 with \$12,802,325 to be funded from debt financing.</p> <p>This budget is for principal payment for long-term debt that has been estimated based on an interest rate of 2.90% and a 35 year repayment schedule and the assumption that the debt would be issued on January 1, 2022.</p> <p>External Source : Gas Tax Funding</p>	\$0	\$0	\$235.2	\$235.2
54	1	Water & Sewer Utility	No		<p>Long-Term Debt Payment - Water Meter Replacement</p> <p>Detail : Water Meter Replacement Long Term Debt Payment</p> <p>Purpose : Principal portion for long term debt for the water meter replacement capital project. The interest portion of this loan is expensed as an operational cost but the principal payments are funded from reserve allocations. Interest is based on a 10 year amortization at the City's line of credit borrowing rate.</p> <p>When the 2020 Budget was prepared, the City's line of credit borrowing rate was 2.95%. This was the budgeted rate used for Year 1 or 2019. The budgeted rate for Years 2-10 will be based on a rate of 3.2% which is the October 2020 line of credit borrowing rate for the City. This loan is scheduled to be repaid in full in 2028.</p> <p>Reserve Source : Water Utility Improvement Fund Balance</p>	\$0	\$494.5	\$0	\$494.5
55	1	Water & Sewer Utility	No	City Hall	<p>Long-Term Debt Payment - Zone 2 Water Reservoir Upgrades</p> <p>Detail : Annual long-term debt principal repayment.</p> <p>Purpose : A 2015 Hydraulic Water Assessment of The City's water distribution system concluded that neither of the two (2) pump stations in Zone 2 (2nd Avenue and Marquis Road) are capable of supplying fire flows during peak demand with the other out of service. Therefore, the City is upgrading the reservoirs to ensure that Zone 2 will meet</p>	\$0	\$214.0	\$0	\$214.0

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* in thousands of dollars

Ref#	Pri	Fund	E.F.	Location	Item Description	Cap.	Res..	Ext.	Total
					<p>current and future water distribution demands.</p> <p>City Council approved borrowing in the amount of \$6,553,000 in August 2017 with the debt to be financed over 25 years.</p> <p>This loan is scheduled to be repaid in full in 2042.</p> <p>Reserve Source : Water Utility Improvement Fund Balance</p>				
56	1	Water & Sewer Utility	No	WWTP	<p>Long-Term Debt Payment - WWTP Detailed Design Year 2</p> <p>Detail : Annual long-term debt principal repayment.</p> <p>Purpose : The City Waste Water Treatment Plant (WWTP) requires upgrades. In 2022 the City is completing Year 2 of plant modelling and pre-design.</p> <p>The 2022 Budget includes a budget of \$1.3 million for Year 2 of Detailed Design. The detailed design for a comprehensive upgrade to the WWTP is a significant design project that will take more than a year to complete, as such it is budgeted over the 2021 and 2022 budget years.</p> <p>This budget is for principal payment for long-term debt required for the WWTP Detailed Design Year 2. The amount has been estimated based on an interest rate of 2.90% and a 35 year repayment schedule and the assumption that the debt would be issued on January 1, 2022.</p> <p>Reserve Source : Water Utility Improvement Fund Balance</p>	\$0	\$23.2	\$0	\$23.2
57	1	Water & Sewer Utility	No	WWTP	<p>Long-Term Debt Payment - WWTP Construction</p> <p>Detail : Comprehensive upgrade to the WWTP.</p> <p>Purpose : The initial construction of the WWTP began in 1972 and only included partial treatment for the removal of some solids. The plant was significantly expanded in 1998 to include secondary treatment and further upgraded in 2009 to include UV disinfection.</p>	\$0	\$295.0	\$0	\$295.0

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* in thousands of dollars

Ref#	Pri	Fund	E.F.	Location	Item Description	Cap.	Res..	Ext.	Total
					<p>Significant upgrades to the WWTP will require phased upgrades over multiple years in order to maintain current operations while extensively overhauling the plant. The total project cost is budgeted at \$50,000,000. The City is anticipating that the provincial and federal government will provide 2/3 of the funding for this project. Therefore the City will be required to borrow approximately \$17,000,000.</p> <p>This budget is for principal payment for long-term debt required for the WWTP Construction / upgrade. The amount has been estimated based on an interest rate of 2.90% and a 35 year repayment schedule and the assumption that the debt would be issued on January 1, 2023.</p> <p>Reserve Source : Water Utility Improvement Fund Balance</p>				
Financing sub-total						\$0	\$1,275.9	\$235.2	\$1,511.1

Fleet Management

58	1	Water & Sewer Utility	Yes	Various	<p>Replacement of Unit 207 - Steamer Unit</p> <p>Detail : Replacement of Unit 207, a 1967 portable steamer.</p> <p>Purpose : The repairs to bring the current steamer unit to standards for certification will be around \$25,000. This may keep the unit running for another 5 years before other components fail with approximately a similar expenditure. A new unit is normally good for 20 years before major funds are spent on it and this unit is 57 years old and has had several rebuilds. Rather than spend this money on the old unit, it is suggested that the City replace this unit. This will provide Collection and Distribution with better equipment to perform their jobs.</p> <p>Reserve Source : Equipment and Fleet Reserve</p>	\$0	\$75.0	\$0	\$75.0
Fleet Management sub-total						\$0	\$75.0	\$0	\$75.0

Sewer & Water Infrastructure

59	1	Water & Sewer Utility	No	Various locations	<p>Fire Hydrant - Fire Protection</p> <p>Detail : Installation of fire hydrants to improve fire protection.</p>	\$0	\$50.0	\$0	\$50.0
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* in thousands of dollars

Ref#	Pri	Fund	E.F.	Location	Item Description	Cap.	Res..	Ext.	Total
					<p>Purpose : Installation of 2-3 Fire Hydrants in areas where the City's design standard spacing of 150 unobstructed meters between hydrants do not currently exist. The addition of these hydrant will improve fire protection. In 2021 the City improved the fire protection on 15th Street East between 1st and 4th Avenue.</p> <p>Reserve Source : Water Utility Improvement Fund Balance</p>				
60	1	Water & Sewer Utility	No	West Hill	<p>Dredging Storm Pond Lake Estates</p> <p>Detail : Dredging of the storm pond located in the Lake Estates Subdivision</p> <p>Purpose : The Storm Water Pond at the Lake Estates Subdivision was constructed 15 years ago and will become prone to mosquito development, stagnation and algae growth. The dredging of the pond will reestablish or increase the ponds storage capacity and remove the sediment buildup restoring the pond water quality.</p> <p>Reserve Source : Water Utility Improvement Fund Balance</p>	\$0	\$200.0	\$0	\$200.0
61	1	Water & Sewer Utility	No	Various	<p>Relocation of Lift Station 1 Forcemain</p> <p>Detail : Work ancillary to a new trunk sewer project intended to improve overall sewer performance in the neighborhood.</p> <p>Purpose : Lift Station 1 is positioned on River Street West at 8th Avenue, and collects most of the sewage generated within the West Flat. This effluent is re-directed to a trunk sewer on 15th Street which ultimately runs all the way to the WWTP. The 15th Street sewer is old, undersized, and is of shallow grade, and therefore in frequent need of maintenance (ie, dredging and jetting).</p> <p>The Land Fund contains a project whereby a new trunk sewer will be installed on 18th Street West from 9th Avenue to 5B Avenue to collect new flows generated within the West Hill, subsequent to the West Hill Infrastructure Project.</p> <p>This project would occur simultaneous with the proposed trunk sewer upgrade, so that the lift station flows would be diverted to the new pipe.</p> <p>Reserve Source : Water Utility Improvement Fund Balance</p>	\$0	\$120.0	\$0	\$120.0
62	1	Water &	No	Various locations	<p>Replacement Program - Fire Hydrant</p>	\$0	\$115.0	\$0	\$115.0

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* in thousands of dollars

Ref#	Pri	Fund	E.F.	Location	Item Description	Cap.	Res..	Ext.	Total
		Sewer Utility			<p>Detail : Replacement of the old fire hydrants brands that are failing, no longer manufactured and replacement parts are not available.</p> <p>Purpose : The City of Prince Albert has 1,030 Fire Hydrants. In 2021 the replacement of the John East Hydrants was completed. The City Standard is the Mueller Canada Valve hydrant of which there are 475. The program will replace the hydrants that are prone to failure and to which parts are not available. When these hydrants fail, usually in winter, there are huge repair costs, disruption in service issues, and fire protection issues. It is much more cost effective to schedule summer replacement of these hydrants with new Mueller Canada Valve hydrants.</p> <p>Reserve Source : Water Utility Improvement Fund Balance</p>				
63	1	Water & Sewer Utility	No	Various locations	<p>Replacement Program - Sanitary/Storm Sewer</p> <p>Detail : Sanitary/Storm Sewer Relining and Replacement Program</p> <p>Purpose : This multi-year project involves the renewal of existing aged / deteriorated sanitary and storm sewer mains by replacing or relining the entire length of pipe materials along a significant span of the main, typically a city block. In cases of replacement there may be concurrent rehabilitation of the asphalt roadway and concrete curbs, gutters and sidewalks required. The locations of repair are normally confirmed in advance with sewer photography inspections. Sites of interest may be identified through one of the following factors; The occurrence of repetitive performance problems in the main requiring ongoing maintenance, consistently poor pipe appearing in the video, and/or a history of localized emergency and repair digs at the location or the roadway section identified as a rehabilitation project within the roadway recapping program.</p> <p>Reserve Source : Water Utility Improvement Fund Balance</p>	\$0	\$850.0	\$0	\$850.0
64	1	Water & Sewer Utility	No	Various locations	<p>Replacement Program - Watermain</p> <p>Detail : This program replaces problematic old 1900 to 1955 cast iron water mains that have the most breaks, mains that have persistent leaks, dead end water mains that require looping and mains that have been identified as undersized to provide adequate daily demand and fire flow.</p> <p>Purpose : The 1900 to 1955 cast iron water mains are 25 years past their life expectancy, constantly failing with 25 breaks per year and must be replaced. Presently we are averaging 975m (6.5 blocks) of replacement per year. This</p>	\$0	\$1,550.0	\$0	\$1,550.0

* in thousands of dollars

Ref#	Pri	Fund	E.F.	Location	Item Description	Cap.	Res..	Ext.	Total
					<p>needs to increase to 9 blocks per year as there is a 62,200m (415 blocks) and \$68.4 million dollar back log of cast iron water main to replace. Replacing old breaking and leaking water main on an annual basis, reduces water main breaks thereby reducing future operation and maintenance costs and improves service delivery to the residents. Increasing the sizing of the water mains and looping or connecting water mains provides for additional flow to meet the daily demands and fire protection. The 2025 locations will be determined from previous water main break records and identified projects from the Hydraulics System Analysis.</p> <p>Reserve Source : Water Utility Improvement Fund Balance</p>				
Sewer & Water Infrastructure sub-total						\$0	\$2,885.0	\$0	\$2,885.0

Waste Water Treatment Plant

65	1	Water & Sewer Utility	No	WWTP	<p>Waste Water Treatment Plant Upgrade - Phase 3</p> <p>Detail : Third phase of comprehensive upgrade to Waste Water Treatment Plant (WWTP).</p> <p>Purpose : Third Phase of a comprehensive upgrade to the WWTP.</p> <p>The initial construction of the WWTP began in 1972 and only included partial treatment for the removal of some solids. The plant was significantly expanded in 1998 to include secondary treatment and further upgraded in 2009 to include UV disinfection. With each subsequent project, there was no upgrade to previous works, meaning that older portions of the plant have far exceed their useful design life.</p> <p>Significant upgrades to the WWTP will require phased upgrades over multiple years in order to maintain current operations while extensively overhauling the plant.</p> <p>External Source : Debt Financing & External Funding to be Identified</p>	\$0	\$0	\$16,600.0	\$16,600.0
Waste Water Treatment Plant sub-total						\$0	\$0	\$16,600.0	\$16,600.0

Water Treatment Plant

66	1	Water & Sewer Utility	No	Various locations	Replacement Program - Lead Service	\$0	\$165.0	\$0	\$165.0
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* in thousands of dollars

Ref#	Pri	Fund	E.F.	Location	Item Description	Cap.	Res..	Ext.	Total
					<p>Detail : Replacement of 10 lead water service connections. The City replaces the portion of the connection that is located on City property.</p> <p>Purpose : In the 19th century lead was the most common type of pipe used for in house plumbing and for the water service that connected to the cast iron water mains in the street. Lead continued to be used up to 1955. In 2012 approx. 750 properties in Prince Albert had lead water service connections. Some may experience lead leaching into the drinking water from the service connection or or plumbing system if it contains lead. Through investigation into the archived paper copies of the service connection notes and the annual replacement program, the remaining number of lead services has been greatly reduced.</p> <p>The annual Water Treatment Plant report identifies the lead services with the highest test results. The results are evaluated in combination with known lead service locations and the lead service replacement locations are generated for each year.</p> <p>Reserve Source : Water Utility Improvement Fund Balance</p>				
Water Treatment Plant sub-total						\$0	\$165.0	\$0	\$165.0
2025 sub-total						\$0	\$4,400.9	\$16,835.2	\$21,236.1

2026

Financing

67	1	Water & Sewer Utility	No	Raw Water Pump House	<p>Long-Term Debt Payment - Raw Water Pump House</p> <p>Detail : Annual long-term debt principal repayment.</p> <p>Purpose : The tender for a new pump house closed on June 26, 2020 and was approved by City Council on August 24, 2020. The total project cost is estimated to be \$18,900,000 with \$12,802,325 to be funded from debt financing.</p> <p>This budget is for principal payment for long-term debt that has been estimated based on an interest rate of 2.90% and a 35 year repayment schedule and the assumption that the debt would be issued on January 1, 2022.</p>	\$0	\$0	\$242.0	\$242.0
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* in thousands of dollars

Ref#	Pri	Fund	E.F.	Location	Item Description	Cap.	Res..	Ext.	Total
<i>External Source</i> : Gas Tax Funding									
68	1	Water & Sewer Utility	No		<p>Long-Term Debt Payment - Water Meter Replacement</p> <p><i>Detail</i> : Water Meter Replacement Long Term Debt Payment</p> <p><i>Purpose</i> : Principal portion for long term debt for the water meter replacement capital project. The interest portion of this loan is expensed as an operational cost but the principal payments are funded from reserve allocations. Interest is based on a 10 year amortization at the City's line of credit borrowing rate.</p> <p>When the 2020 Budget was prepared, the City's line of credit borrowing rate was 2.95%. This was the budgeted rate used for Year 1 or 2019. The budgeted rate for Years 2-10 will be based on a rate of 3.2% which is the October 2020 line of credit borrowing rate for the City. This loan is scheduled to be repaid in full in 2028.</p> <p><i>Reserve Source</i> : Water Utility Improvement Fund Balance</p>	\$0	\$510.3	\$0	\$510.3
69	1	Water & Sewer Utility	No	City Hall	<p>Long-Term Debt Payment - River Street Reservoir</p> <p><i>Detail</i> : Annual long-term debt principal repayment.</p> <p><i>Purpose</i> : In 2017, City Council approved the borrowing of \$7 million dollars for the construction of two new reservoirs, one at the WTP on River Street and one on Marquis Road to twin the existing reservoirs.</p> <p>The City has completed the River Street Reservoir and pump house expansion for an estimated cost of \$14.8 million. The City received \$9 million in funding from the Federal and Provincial Government to assist in the completion of this project.</p> <p>Approximately \$5.8 million of the \$7.0 million borrowed was utilized for this project. On August 24, 2020, City Council approved that the remaining \$1.2 million in debt financing proceeds be utilized to fund the Raw Water Pump House project.</p> <p>This loan has been financed over 25 years and is scheduled to be repaid in full in 2042.</p>	\$0	\$237.0	\$0	\$237.0

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* in thousands of dollars

Ref#	Pri	Fund	E.F.	Location	Item Description	Cap.	Res..	Ext.	Total
<p>Reserve Source : Water Utility Improvement Fund Balance</p>									
70	1	Water & Sewer Utility	No	City Hall	<p>Long-Term Debt Payment - Zone 2 Water Reservoir Upgrades</p> <p>Detail : Annual long-term debt principal repayment.</p> <p>Purpose : A 2015 Hydraulic Water Assessment of The City's water distribution system concluded that neither of the two (2) pump stations in Zone 2 (2nd Avenue and Marquis Road) are capable of supplying fire flows during peak demand with the other out of service. Therefore, the City is upgrading the reservoirs to ensure that Zone 2 will meet current and future water distribution demands.</p> <p>City Council approved borrowing in the amount of \$6,553,000 in August 2017 with the debt to be financed over 25 years.</p> <p>This loan is scheduled to be repaid in full in 2042.</p> <p>Reserve Source : Water Utility Improvement Fund Balance</p>	\$0	\$222.0	\$0	\$222.0
71	1	Water & Sewer Utility	No	WWTP	<p>Long-Term Debt Payment - WWTP Detailed Design Year 1</p> <p>Detail : Annual long-term debt principal repayment.</p> <p>Purpose : The City Waste Water Treatment Plant (WWTP) requires upgrades. In 2020 the City is completing plant modelling and pre-design.</p> <p>The 2021 Budget includes a budget of \$1.1 million for Year 1 of Detailed Design. The detailed design for a comprehensive upgrade to the WWTP is a significant design project that will take more than a year to complete, as such it is budgeted over the 2021 and 2022 budget years.</p> <p>This budget is for principal payment for long-term debt required for the WWTP Detailed Design Year 1. The amount has been estimated based on an interest rate of 2.90% and a 35 year repayment schedule and the assumption that the debt would be issued on January 1, 2022.</p>	\$0	\$20.8	\$0	\$20.8

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* in thousands of dollars

Ref#	Pri	Fund	E.F.	Location	Item Description	Cap.	Res..	Ext.	Total
<p>Reserve Source : Water Utility Improvement Fund Balance</p>									
72	1	Water & Sewer Utility	No	WWTP	<p>Long-Term Debt Payment - WWTP Detailed Design Year 2</p> <p>Detail : Annual long-term debt principal repayment.</p> <p>Purpose : The City Waste Water Treatment Plant (WWTP) requires upgrades. In 2022 the City is completing Year 2 of plant modelling and pre-design.</p> <p>The 2022 Budget includes a budget of \$1.3 million for Year 2 of Detailed Design. The detailed design for a comprehensive upgrade to the WWTP is a significant design project that will take more than a year to complete, as such it is budgeted over the 2021 and 2022 budget years.</p> <p>This budget is for principal payment for long-term debt required for the WWTP Detailed Design Year 2. The amount has been estimated based on an interest rate of 2.90% and a 35 year repayment schedule and the assumption that the debt would be issued on January 1, 2022.</p> <p>Reserve Source : Water Utility Improvement Fund Balance</p>	\$0	\$23.9	\$0	\$23.9
73	1	Water & Sewer Utility	No	WWTP	<p>Long-Term Debt Payment - WWTP Construction</p> <p>Detail : Comprehensive upgrade to the WWTP.</p> <p>Purpose : The initial construction of the WWTP began in 1972 and only included partial treatment for the removal of some solids. The plant was significantly expanded in 1998 to include secondary treatment and further upgraded in 2009 to include UV disinfection.</p> <p>Significant upgrades to the WWTP will require phased upgrades over multiple years in order to maintain current operations while extensively overhauling the plant. The total project cost is budgeted at \$50,000,000. The City is anticipating that the provincial and federal government will provide 2/3 of the funding for this project. Therefore the City will be required to borrow approximately \$17,000,000.</p>	\$0	\$303.5	\$0	\$303.5

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* in thousands of dollars

Ref#	Pri	Fund	E.F.	Location	Item Description	Cap.	Res..	Ext.	Total
					<p>This budget is for principal payment for long-term debt required for the WWTP Construction / upgrade. The amount has been estimated based on an interest rate of 2.90% and a 35 year repayment schedule and the assumption that the debt would be issued on January 1, 2023.</p> <p>Reserve Source : Water Utility Improvement Fund Balance</p>				
Financing sub-total						\$0	\$1,317.5	\$242.0	\$1,559.5

Fleet Management

74	1	Water & Sewer Utility	Yes	Equipment	<p>Replacement of Unit 56 - Trench Roller</p> <p>Detail : Replacement of Unit 56 - Trench Roller</p> <p>Purpose : Unit 52 is used by C&D for trench compaction. This Bomag is a 2001 and is getting hard to get parts for. 20 years is a long life for this unit.</p> <p>Reserve Source : Equipment and Fleet Reserve</p>	\$0	\$65.0	\$0	\$65.0
75	1	Water & Sewer Utility	Yes	Various	<p>Replacement of Unit 210 - Steamer Unit</p> <p>Detail : Purchase of a new Steamer Unit</p> <p>Purpose : The repairs to bring the current steamer unit to standards for certification will be around \$25,000. Rather than spend this money on the old unit, it is suggested that the City purchase a Hotsy steamer unit .</p> <p>This will provide Collection and Distribution with a better response time.</p> <p>Reserve Source : Equipment and Fleet Reserve</p>	\$0	\$45.0	\$0	\$45.0
76	1	Water & Sewer Utility	Yes	Various	<p>Replacement of Unit 7</p> <p>Detail : Replacement of 2014 Volvo Rubber-tired Backhoe</p> <p>Purpose : This unit will require major mechanical repairs and refitting by 2024. Based on current utilization, it is projected that this unit will have approximately 12,000 hours on it by 2024. This unit will be ordered with a plate tamper as well as a hydraulic hammer.</p> <p>Reserve Source : Equipment and Fleet Reserve</p>	\$0	\$400.0	\$0	\$400.0
77	1	Water &	Yes	Equipment					

* in thousands of dollars

Ref#	Pri	Fund	E.F.	Location	Item Description	Cap.	Res..	Ext.	Total
		Sewer Utility			<p>Replacement of Public Works Half Ton - Unit 512</p> <p><i>Detail</i> : Replacement of unit 512, a 2014 one ton Chev Express Van</p> <p><i>Purpose</i> : Replacement of 512 due to accumulated mileage and body rust. This van is used by Sewer and Water as a valve truck.</p> <p><i>Reserve Source</i> : Equipment and Fleet Reserve</p>	\$0	\$60.0	\$0	\$60.0
Fleet Management sub-total						\$0	\$570.0	\$0	\$570.0

Sewer & Water Infrastructure

78	1	Water & Sewer Utility	No	Various locations	<p>Fire Hydrant - Fire Protection</p> <p><i>Detail</i> : Installation of fire hydrants to improve fire protection.</p> <p><i>Purpose</i> : Installation of 2-3 Fire Hydrants in areas where the City's design standard spacing of 150 unobstructed meters between hydrants do not currently exist. The addition of these hydrant will improve fire protection. In 2021 the City improved the fire protection on 15th Street East between 1st and 4th Avenue.</p> <p><i>Reserve Source</i> : Water Utility Improvement Fund Balance</p>	\$0	\$50.0	\$0	\$50.0
79	1	Water & Sewer Utility	No	Various locations	<p>Replacement Program - Fire Hydrant</p> <p><i>Detail</i> : Replacement of the old fire hydrants brands that are failing, no longer manufactured and replacement parts are not available.</p> <p><i>Purpose</i> : The City of Prince Albert has 1,030 Fire Hydrants. In 2021 the replacement of the John East Hydrants was completed. The City Standard is the Mueller Canada Valve hydrant of which there are 475. The program will replace the hydrants that are prone to failure and to which parts are not available. When these hydrants fail, usually in winter, there are huge repair costs, disruption in service issues, and fire protection issues. It is much more cost effective to schedule summer replacement of these hydrants with new Mueller Canada Valve hydrants.</p> <p><i>Reserve Source</i> : Water Utility Improvement Fund Balance</p>	\$0	\$120.0	\$0	\$120.0
80	1	Water & Sewer Utility	No	Various locations	<p>Replacement Program - Sanitary/Storm Sewer</p> <p><i>Detail</i> : Sanitary/Storm Sewer Relining and Replacement Program</p>	\$0	\$850.0	\$0	\$850.0

2022 Capital Budget :: Simplified Detail Report

* in thousands of dollars

Ref#	Pri	Fund	E.F.	Location	Item Description	Cap.	Res..	Ext.	Total
					<p>Purpose : This multi-year project involves the renewal of existing aged / deteriorated sanitary and storm sewer mains by replacing or relining the entire length of pipe materials along a significant span of the main, typically a city block. In cases of replacement there may be concurrent rehabilitation of the asphalt roadway and concrete curbs, gutters and sidewalks required. The locations of repair are normally confirmed in advance with sewer photography inspections. Sites of interest may be identified through one of the following factors; The occurrence of repetitive performance problems in the main requiring ongoing maintenance, consistently poor pipe appearing in the video, and/or a history of localized emergency and repair digs at the location or the roadway section identified as a rehabilitation project within the roadway recapping program.</p> <p>Reserve Source : Water Utility Improvement Fund Balance</p>				
81	1	Water & Sewer Utility	No	Various locations	<p>Replacement Program - Watermain</p> <p>Detail : This program replaces problematic old 1900 to 1955 cast iron water mains that have the most breaks, mains that have persistent leaks, dead end water mains that require looping and mains that have been identified as undersized to provide adequate daily demand and fire flow.</p> <p>Purpose : The 1900 to 1955 cast iron water mains are 25 years past their life expectancy, constantly failing with 25 breaks per year and must be replaced. Presently we are averaging 975m (6.5 blocks) of replacement per year. This needs to increase to 9 blocks per year as there is a 62,200m (415 blocks) and \$68.4 million dollar back log of cast iron water main to replace. Replacing old breaking and leaking water main on an annual basis, reduces water main breaks thereby reducing future operation and maintenance costs and improves service delivery to the residents. Increasing the sizing of the water mains and looping or connecting water mains provides for additional flow to meet the daily demands and fire protection. The 2025 locations will be determined from previous water main break records and identified projects from the Hydraulics System Analysis.</p> <p>Reserve Source : Water Utility Improvement Fund Balance</p>	\$0	\$1,600.0	\$0	\$1,600.0
Sewer & Water Infrastructure sub-total						\$0	\$2,620.0	\$0	\$2,620.0

Water Treatment Plant

82	1	Water &	No	Various locations	Replacement Program - Lead Service	\$0	\$170.0	\$0	\$170.0
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2022 Capital Budget :: Simplified Detail Report

* in thousands of dollars

Ref#	Pri	Fund	E.F.	Location	Item Description	Cap.	Res..	Ext.	Total
		Sewer Utility			<p>Detail : Replacement of 10 lead water service connections. The City replaces the portion of the connection that is located on City property.</p> <p>Purpose : In the 19th century lead was the most common type of pipe used for in house plumbing and for the water service that connected to the cast iron water mains in the street. Lead continued to be used up to 1955. In 2012 approx. 750 properties in Prince Albert had lead water service connections. Some may experience lead leaching into the drinking water from the service connection or or plumbing system if it contains lead. Through investigation into the archived paper copies of the service connection notes and the annual replacement program, the remaining number of lead services has been greatly reduced.</p> <p>The annual Water Treatment Plant report identifies the lead services with the highest test results. The results are evaluated in combination with known lead service locations and the lead service replacement locations are generated for each year.</p> <p>Reserve Source : Water Utility Improvement Fund Balance</p>				
Water Treatment Plant sub-total						\$0	\$170.0	\$0	\$170.0
2026 sub-total						\$0	\$4,677.5	\$242.0	\$4,919.5
Grand Total						\$0	\$23,542.0	\$54,393.8	\$77,935.8



City of
**Prince
Albert**

APPENDIX C

WATER UTILITY FUND ORGANIZATIONAL CHARTS

Permanent Out of Scope FTE Total: 5.6

Permanent In Scope FTE Total: 46.15

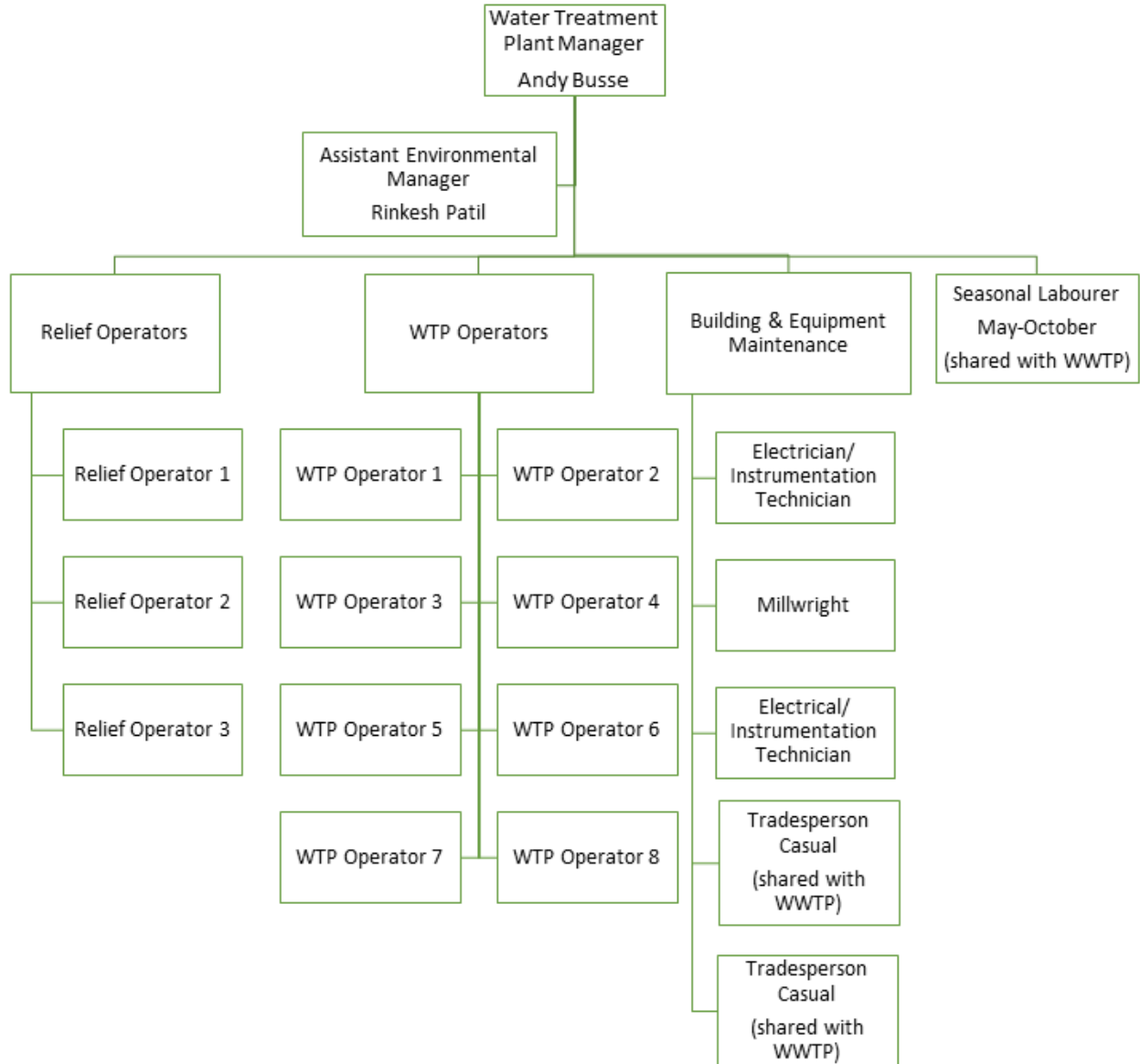
Summer Casual In Scope: 18.0

Winter Casual In Scope: 9.0

(FTE: Full Time Equivalent)

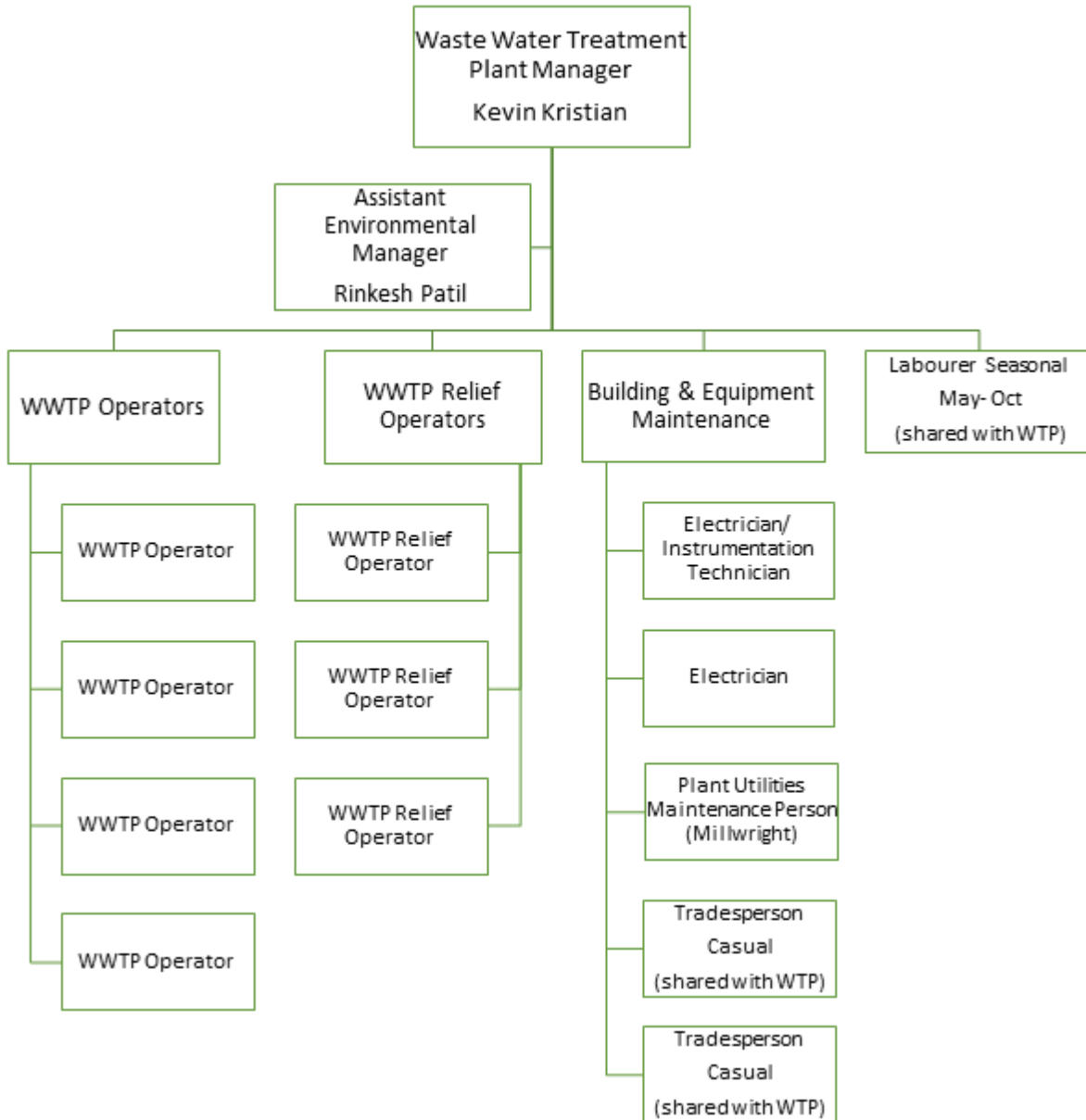
PUBLIC WORKS

Water Treatment Plant



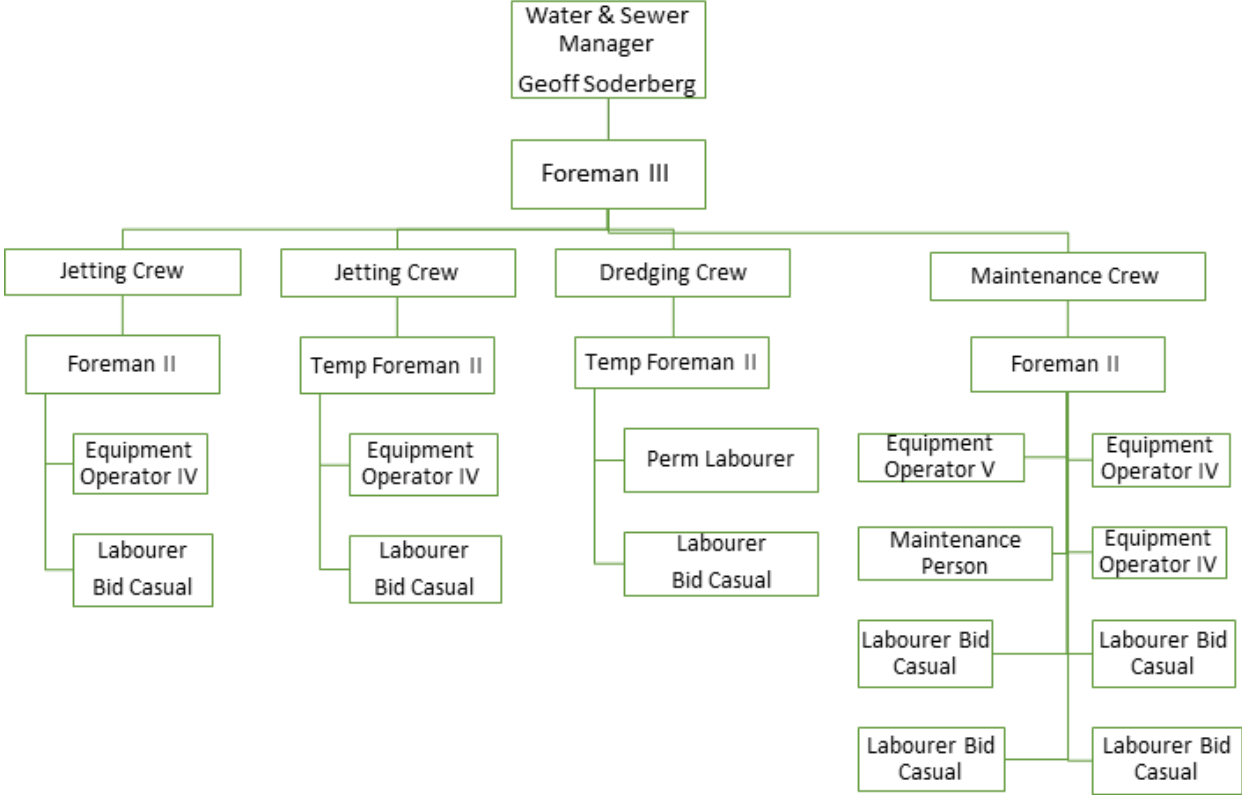
PUBLIC WORKS

Waste Water Treatment Plant



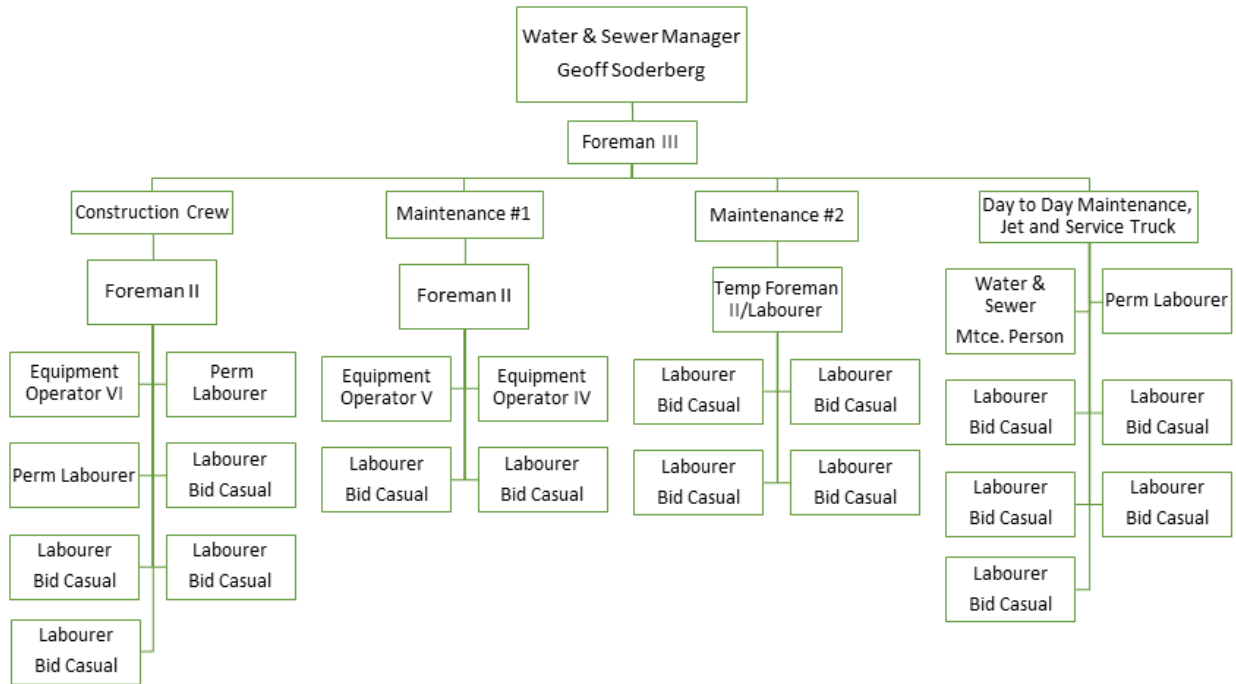
PUBLIC WORKS

Water & Sewer Winter Operations



PUBLIC WORKS

Water & Sewer Summer Operations





City of
**Prince
Albert**

APPENDIX D

ADMINISTRATION REPORTS



RPT 21-507

TITLE: Items Referred to 2022 Budget from City Council / Executive Committee / Budget Committee – Water and Sewer Utility Fund Budget

DATE: **November 3, 2021**

TO: Budget Committee

PUBLIC: X

INCAMERA:

ATTACHMENT:

1. Items Referred to 2022 Budget from City Council / Executive Committee / Budget Committee – Water and Sewer Utility Fund Budget

Items Referred to 2022 Budget from City Council / Executive Committee / Budget Committee – *Water and Sewer Utility Fund Budget*

Date Referred	Report Title	Council’s Instruction	Status
September 20, 2021 Executive Committee Meeting	Water Crane Hardware Replacement (RPT 21-384)	That the request for \$15,849 to purchase new hardware for the Water Crane be forwarded to the Budget Committee for consideration during the 2022 Budget deliberations.	See Tab #5 in the Reports Section. This item is included as Capital Item – Identified but Not Funded – UCNF-03.
September 20, 2021 Executive Committee Meeting	Water Crane Rate Review (RPT 21-386)	That the proposed 2022 Water Crane Rate increase from \$4.40 per cubic metres to \$4.84 per cubic metres be forwarded to the Budget Committee for consideration during the 2022 Budget deliberations.	See Tab #6 in the Reports Section. The rate of \$4.84 for the 2022 Water Crane Rate increase will be included in the proposed new Bylaw No. 22 of 2021 – Utility Rates and Fees.
September 20, 2021 Executive Committee Special Meeting	Interfund Transfers - Utility Fund (RPT 21-398)	That the following be forwarded to the Budget Committee for consideration during the 2022 Budget deliberations: 1. That the Street Sweeping allocation charged to the Utility Fund be removed and reallocated back to the General Fund; and, 2. That the salary allocation for one (1) full-time equivalent (FTE) Chief Clerk position in the Utility Fund be reallocated back to the General Fund.	See Tab #8 in the Reports Section. Included in the <u>2022 General Fund Budget.</u> The street sweeping re-allocation to the General Fund is identified in the Public Works Department, Functional Area: Street Sweeping. The Chief Clerk re-allocation to the General Fund is identified in the Financial Services Department, Functional Area: Financial Services and Payroll.

Items Referred to 2022 Budget from City Council / Executive Committee / Budget Committee – *Water and Sewer Utility Fund Budget*

Date Referred	Report Title	Council’s Instruction	Status
September 13, 2021 Executive Committee Meeting	Water Treatment Plant PLC & SCADA Upgrades (RPT 21-388)	That the 2022 Capital Budget expenditure of \$395,000 to upgrade the Programmable Logic Controllers (PLC) and Supervisory Control and Data Acquisition (SCADA) system be forwarded to the Budget Committee for consideration during the 2022 Budget deliberations.	See Tab #7 in the Reports Section. The amount of \$395,000 is included in the Capital Budget as UC-08 for Water Treatment Plant PLC and SCADA System Upgrades.
September 13, 2021 Executive Committee Meeting	Mobile Water Filling Station Purchase (RPT 21-382)	That the Public Works Department bring forward a report including the costs to provide potable water to residents during water outages for consideration at the upcoming 2022 Budget deliberations.	See Tab #9 in the Reports Section. New Report: Potable Water Delivery – RPT 21-443. This item is included as Capital Item – Identified but Not Funded – UCNF-04.



RPT 21-506

TITLE: 2021 Water and Sewer Utility Fund Capital Projects – Status Update

DATE: November 3, 2021

TO: Budget Committee

PUBLIC: X

INCAMERA:

ATTACHMENT:

1. 2021 Water and Sewer Utility Fund Capital Projects – Status Update

YEAR 2021 - WATER & SEWER UTILITY FUND CAPITAL BUDGET - CAPITAL SPENDING					
	<u>BUDGET</u>	<u>2021 SPENDING</u> (as of Nov 5)	<u>VARIANCE</u>	<u>FUNDING</u>	<u>STATUS</u>
2021 Water and Sewer Utility Capital Approved					
WATERWORKS IMPROVEMENT FUND					
Watermain Replacement Program	\$1,500,000.00	\$1,462,980.82	(\$37,019.18)	Waterworks Improvement Fund	Project completed.
Sanitary and Storm Sewer Replacement Program	\$750,000.00	\$372,799.79	(\$377,200.21)	Waterworks Improvement Fund	Project will be completed by the end of 2021.
Lead Service Replacement Program	\$150,000.00	\$82,075.84	(\$67,924.16)	Waterworks Improvement Fund	Project completed.
Fire Hydrant Replacement Program	\$100,000.00	\$96,922.18	(\$3,077.82)	Waterworks Improvement Fund	Project will be completed by the end of 2021.
Fire Hydrant - Fire Protection	\$50,000.00	\$3,378.75	(\$46,621.25)	Waterworks Improvement Fund	Project completed.
TOTAL WATER UTILITY RESERVE	\$2,550,000.00	\$2,018,157.38	(\$531,842.62)		
			<i>(\$531,842.62)</i>		
EQUIPMENT AND FLEET RESERVE					
Replacement of Unit 204 - Steamer Unit	\$65,000.00	\$48,813.12	(\$16,186.88)	Equipment and Fleet Reserve	Project completed.
TOTAL EQUIPMENT AND FLEET RESERVE	\$65,000.00	\$48,813.12	(\$16,186.88)		
DEBT FINANCING					
Waste Water Treatment Plant - Detailed Design Year 1	\$1,100,000.00	\$392,543.29	(\$707,456.71)	Debt Financing	Carry Forward to Year 2022 for completion of project.
TOTAL DEBT FINANCING	\$1,100,000.00	\$392,543.29	(\$707,456.71)		
TOTAL 2021 UTILITY CAPITAL	\$3,715,000.00	\$2,459,513.79	(\$1,255,486.21)		
			<i>(\$1,255,486.21)</i>		

2021 Watermain Replacement Projects				2021 SPENDING
8-2-40277	12 Street East	2 Ave E	4 Ave E	\$145,475.83
8-2-40279	North Industrial			\$93,740.81
8-2-40283	12 Street East	4 Ave E	6 Ave E	\$524,605.21
8-2-40285	6 Avenue East	22 St E	23 St E	\$1,787.83
8-2-40286	20 Street West	8 Ave W	9 Ave W	\$215,312.73
8-2-40287	Gillmore Cres / Morton Road	Branion Dr	Branion Dr	\$288,880.79
8-2-40288	Little Red River Park			\$4,949.52
8-2-40268	5 Avenue East	1500 Block		\$4,894.47
8-2-40290	4th Avenue East	1300 Block		\$179,032.33
8-2-40563	Watermain Replacement			\$182,266.43
TOTAL 2021 SPENDING				\$1,640,945.95
2021 WATERMAIN REPLACEMENT BUDGET				\$1,500,000.00
2020 C/F WATERMAIN REPLACEMENT BUDGET				\$177,965.13
TOTAL WATERMAIN REPLACEMENT BUDGET				\$1,677,965.13
UNSPENT FUNDING				-\$37,019.18

2021 Sewermain Replacement Projects				2021 SPENDING
8-2-40280	1 Ave W	17 St W	18 St W	\$203,929.88
8-2-40282	1 Avenue West	17 St W	18 St W	\$163,070.99
8-2-40284	6 Ave E	22 St E	23 St E	\$5,798.92
TOTAL 2021 SPENDING				\$372,799.79
2021 SEWERMAIN REPLACEMENT BUDGET				\$750,000.00
UNSPENT FUNDING				-\$377,200.21



RPT 21-505

TITLE: 2022 to 2024 Proposed Water and Sewer Utility Rates and Fees – Budget Committee

DATE: November 3, 2021

TO: Budget Committee

PUBLIC: X

INCAMERA:

RECOMMENDATIONS:

1. That the Water and Sewer Utility Rates and Fees as presented in this report for the Years 2022, 2023 and 2024 be approved; and,
2. That Administration forward the proposed Bylaw regarding the Water and Sewer Utility Rates and Fees for Years 2022, 2023 and 2024 to a City Council meeting for approval and three readings.

TOPIC & PURPOSE:

To provide the Budget Committee a detailed breakdown of the proposed Water and Sewer Utility Rates and Fees for the Years 2022, 2023 and 2024 relating to the proposed 2022 Water Utility Fund Operating and Capital Budget.

BACKGROUND:

The proposed Water and Sewer Utility Fund Operating and Capital Budget will be discussed at the December 1-3, 2021 Budget Committee Meetings.

The City of Prince Albert has ambitiously pursued the replacement and construction of new water and sewer infrastructure. The following projects are just some of the most high profile examples of this work over the past 15 years with an investment value over \$100 million.

Some examples of this work includes:

- New Raw Water Pump House
- New River Street Water Reservoir and Pump House
- Second Avenue West and Marquis Road Reservoir Upgrades
- Replacement and upgrade of 12 sewage and storm pumping stations
- Water Treatment Plant Filters
- West Hill Infrastructure Project
- Water Treatment Plant Upgrades
- City-wide water metre replacements
- West Hill Trunk Sewer Phase 1

This list does not include the investments made in ongoing capital maintenance projects including the water main replacement program, hydrant replacement program, lead service replacement program, and sewer and storm replacement program. Nor does it include operational costs associated with the skilled operators required to run the Water Treatment Plant and Sewage Treatment Plant 24 hours a day or the water and sewer crews that maintain the underground infrastructure.

While the City has invested over \$100 million in water and sewer infrastructure over the past 15 years, it has also maintained a competitive water utility rate for customers. A review of rates across Saskatchewan indicates that Prince Albert has the second lowest water utility rate compared to other Saskatchewan cities.

These investments are important to ensure longevity of the current infrastructure and a reliable supply of clean drinking water for all customers into the future. The proposed rate increases will help the City ensure funds are available to sustain operations and make ongoing investments in future infrastructure.

The intent of this report is to provide a very detailed breakdown of the proposed Water and Sewer Utility Rates and Fees for the next three years and how they will impact different water utility accounts.

PROPOSED APPROACH AND RATIONALE:

The utility rate structure is designed to cover the utilities' costs related to operations (treatment, storage, pumpage, and distribution/collection systems), debt and capital projects related to water quality, city growth, and regulatory requirements.

New in Year 2020: Approval for monthly water billing. The new water bills include consumption rates per cubic meter of water used (rather than cubic feet).

These are four titles located on our water bill related to water & sewer:

1. Water Service
2. Sewage Treatment
3. Water Capital Works
4. Sewer Capital Works

Water Service

This is the water consumption rate or volumetric charge. The amount charged is based on the amount of water consumed. You are charged for the amount of water you use. Metered Water Rate is per **cubic meter** of the water you use.

Sewage Treatment

This charge is based on the amount of water consumed. This is the sewer consumption rate or volumetric charge. Metered Sewer Consumption Rate is per **cubic meter** of the water you use.

Water Capital Works

The water capital works charge is a fixed meter charge that is a **monthly flat charge**. The amount charged monthly is reflected of the meter size to reflect the demand placed on the utilities. This charge is for the capital replacement of the water distribution system.

Sewer Capital Works

The sewer capital works charge is a fixed meter charge that is a **monthly flat charge**. The amount charged monthly is reflected of the meter size to reflect the demand placed on the utilities. This charge is for the capital replacement of the waste water collection system.

This report will provide a detailed breakdown of the increases to In-City Users and Consumers outside of the City's Corporate Limits.

PART I – IN-CITY USERS**Water Consumption Rate – In-City User – Years 2022, 2023 and 2024**

Consumption Rates In-City User	Water Consumption Rate per <u>Cubic Meter</u>	Increase
Year 2018	\$1.27	
Year 2019	\$1.29	\$0.02
Year 2020	\$1.32	\$0.03
Year 2021	\$1.32	\$0.00
Year 2022 - Proposed	\$1.37	\$0.05
Year 2023 – Proposed	\$1.41	\$0.04
Year 2024 - Proposed	\$1.45	\$0.04

Sewer Consumption Rate – In-City User – Years 2022, 2023 and 2024

Consumption Rates In-City User	Sewer Consumption Rate per <u>Cubic Meter</u>	Increase
Year 2018	\$1.09	
Year 2019	\$1.15	\$0.06
Year 2020	\$1.18	\$0.03
Year 2021	\$1.18	\$0.00
Year 2022 - Proposed	\$1.21	\$0.03
Year 2023 – Proposed	\$1.25	\$0.04
Year 2024 – Proposed	\$1.29	\$0.04

Water Services Fixed Charges: Summary of 2021 to 2024 Monthly Water Fixed Charges is as follows:

<i>Water Fixed</i>	Year 2021	Year 2022	Year 2023	Year 2024
5/8 inches	\$26.50	\$27.25	\$28.10	\$28.90
Increase		\$0.75	\$0.85	\$0.80
3/4 inches	\$26.50	\$27.25	\$28.10	\$28.90
Increase		\$0.75	\$0.85	\$0.80
1 inch	\$37.10	\$38.15	\$39.34	\$40.46
Increase		\$1.05	\$1.19	\$1.12
1.5 inches	\$47.70	\$49.05	\$50.58	\$52.02
Increase		\$1.35	\$1.53	\$1.44
2 inches	\$76.85	\$79.03	\$81.49	\$83.81
Increase		\$2.18	\$2.46	\$2.32
3 inches	\$291.50	\$299.75	\$309.10	\$317.90
Increase		\$8.25	\$9.35	\$8.80
4 inches	\$371.00	\$381.50	\$393.40	\$404.60
Increase		\$10.50	\$11.90	\$11.20

Sewer Service Fixed Charges: Summary of 2021 to 2024 Monthly Sewer Service Fixed Charge is as follows:

<i>Sewer Fixed</i>	Year 2021	Year 2022	Year 2023	Year 2024
5/8 inches	\$24.75	\$25.30	\$26.10	\$26.90
Increase		\$0.55	\$0.80	\$0.80
3/4 inches	\$24.75	\$25.30	\$26.10	\$26.90
Increase		\$0.55	\$0.80	\$0.80
1 inch	\$34.65	\$35.42	\$36.54	\$37.66
Increase		\$0.77	\$1.12	\$1.12
1.5 inches	\$44.55	\$45.54	\$46.98	\$48.42
Increase		\$0.99	\$1.44	\$1.44
2 inches	\$71.78	\$73.37	\$75.69	\$78.01
Increase		\$1.59	\$2.32	\$2.32
3 inches	\$272.25	\$278.30	\$287.10	\$295.90
Increase		\$6.05	\$8.80	\$8.80
4 inches	\$346.50	\$354.20	\$365.40	\$376.60
Increase		\$7.70	\$11.20	\$11.20

EXAMPLE 1:

Rate Impact – Average Residential – WATER AND SEWER ONLY

Below is the impact of a 3% rate increase each year over the next three years on a homeowner who uses **14 cubic meters of water MONTHLY** (168 cubic meters of water per year):

Example 1

Average Residential - Monthly Charges for 14 cubic meters monthly

		<u>Year 2021</u>	<u>Year 2022</u>	<u>Year 2023</u>	<u>Year 2024</u>
Water Consumption	14.0	\$18.48	\$19.18	\$19.74	\$20.30
Sewer Consumption	14.0	\$16.52	\$16.94	\$17.50	\$18.06
Water Fixed		\$26.50	\$27.25	\$28.10	\$28.90
Sewer Fixed		\$24.75	\$25.30	\$26.10	\$26.90
TOTAL MONTHLY		\$86.25	\$88.67	\$91.44	\$94.16
	Monthly Increase		\$2.42	\$2.77	\$2.72
	Yearly Increase		\$29.04	\$33.24	\$32.64
	Percentage Increase		3%	3%	3%

Average Residential - Monthly Charges for 14 cubic meters monthly				
Including Sanitation Charge				
	2021	2022	2023	2024
TOTAL CHARGES	\$86.25	\$88.67	\$91.44	\$94.16
Add Sanitation Charge	\$19.25	\$19.50	\$19.75	\$20.00
Total New Charges	\$105.50	\$108.17	\$111.19	\$114.16
	Monthly Increase	\$2.67	\$3.02	\$2.97
	Percentage Increase	2.53%	2.79%	2.67%

EXAMPLE 2:

Rate Impact – Average Residential – WATER AND SEWER ONLY

Below is the impact of a 3% rate increase each year over the next three years on a homeowner who uses **22.9 cubic meters of water MONTHLY** (275 cubic meters of water per year):

Example 2

Average Residential - Monthly Charges for 22.9 cubic meters monthly

		<u>Year 2021</u>	<u>Year 2022</u>	<u>Year 2023</u>	<u>Year 2024</u>
Water Consumption	22.9	\$30.25	\$31.48	\$32.37	\$33.34
Sewer Consumption	22.9	\$27.04	\$27.76	\$28.57	\$29.46
Water Fixed		\$26.50	\$27.25	\$28.10	\$28.90
Sewer Fixed		\$24.75	\$25.30	\$26.10	\$26.90
TOTAL MONTHLY		\$108.54	\$111.79	\$115.14	\$118.60
	Monthly Increase		\$3.25	\$3.35	\$3.46
	Yearly Increase		\$38.99	\$40.19	\$41.54
	Percentage Increase		3%	3%	3%

Average Residential - Monthly Charges for 22.9 cubic meters monthly				
Including Sanitation Charge				
	2021	2022	2023	2024
TOTAL CHARGES	\$108.54	\$111.79	\$115.14	\$118.60
Add Sanitation Charge	\$19.25	\$19.50	\$19.75	\$20.00
Total New Charges	\$127.79	\$131.29	\$134.89	\$138.60
	Monthly Increase	\$3.50	\$3.60	\$3.71
	Percentage Increase	2.74%	2.74%	2.75%

EXAMPLE 3:

Rate Impact – Average Residential – WATER AND SEWER ONLY

Below is the impact of a 3% rate increase each year over the next three years on a homeowner who uses **45.8 cubic meters of water MONTHLY** (550 cubic meters of water per year):

Example 3

Average Residential - Monthly Charges for 45.8 cubic meters monthly

		<u>Year 2021</u>	<u>Year 2022</u>	<u>Year 2023</u>	<u>Year 2024</u>
Water Consumption	45.8	\$60.50	\$62.79	\$64.63	\$66.46
Sewer Consumption	45.8	\$54.08	\$55.46	\$57.29	\$59.13
Water Fixed		\$26.50	\$27.25	\$28.10	\$28.90
Sewer Fixed		\$24.75	\$25.30	\$26.10	\$26.90
TOTAL MONTHLY		\$165.83	\$170.80	\$176.12	\$181.38
	Monthly Increase		\$4.97	\$5.32	\$5.27
	Yearly Increase		\$59.60	\$63.80	\$63.20
	Percentage Increase		3%	3%	3%

Average Residential - Monthly Charges for 45.8 cubic meters monthly				
Including Sanitation Charge				
	2021	2022	2023	2024
TOTAL CHARGES	\$165.83	\$170.80	\$176.12	\$181.38
Add Sanitation Charge	\$19.25	\$19.50	\$19.75	\$20.00
Total New Charges	\$185.08	\$190.30	\$195.87	\$201.38
	Monthly Increase	\$5.22	\$5.57	\$5.52
	Percentage Increase	2.82%	2.93%	2.82%

Attached to the Report is a spreadsheet that provides an overview of the utility rate increases dating back to Year 2012 for a **Residential User**. You will see the yearly utility rate increase (just water and sewer rates).

The average for the Years 2016 to the proposed 2024 Rates is 3% for an Average Residential User based on 275 cubic meters of water annually:

Year 2013	10%
Year 2014	9%
Year 2015	9%
Year 2016	3%
Year 2017	2%
Year 2018	4%
Year 2019	3%
Year 2020	3%
Year 2021	0%
Year 2022 Proposed	3%
Year 2023 Proposed	3%
Year 2024 Proposed	3%
AVERAGE 2016 TO 2024 PROPOSED	3%

*** monthly consumption of 22.9 cubic meters*

PERCENTAGES – CONSUMPTION VERSUS FIXED CHARGES:

Below is an overview of a water bill, broken down by percentages of fixed versus consumption charges:

EXAMPLE 1: Average Residential - Monthly Charges for 14 cubic meters monthly

14 cubic meters	2021	2022	2023	2024
Total Water Bill	\$86.25	\$88.67	\$91.44	\$94.16

Consumption Only

Water Consumption	\$18.48	\$19.18	\$19.74	\$20.30
Sewer Consumption	\$16.52	\$16.94	\$17.50	\$18.06
Total Consumption	\$35.00	\$36.12	\$37.24	\$38.36
% of Total Bill	40.58%	40.74%	40.73%	40.74%

Fixed Charges Only

Water Fixed	\$26.50	\$27.25	\$28.10	\$28.90
Sewer Fixed	\$24.75	\$25.30	\$26.10	\$26.90
Total Fixed Charges	\$51.25	\$52.55	\$54.20	\$55.80
% of Total Bill	59.42%	59.26%	59.27%	59.26%

EXAMPLE 2: Average Residential - Monthly Charges for 22.9 cubic meters monthly

22.9 cubic meters	2021	2022	2023	2024
Total Water Bill	\$108.54	\$111.79	\$115.14	\$118.60

Consumption Only

Water Consumption	\$30.25	\$31.48	\$32.37	\$33.34
Sewer Consumption	\$27.04	\$27.76	\$28.57	\$29.46
Total Consumption	\$57.29	\$59.24	\$60.94	\$62.80
% of Total Bill	52.78%	52.99%	52.93%	52.95%

Fixed Charges Only

Water Fixed	\$26.50	\$27.25	\$28.10	\$28.90
Sewer Fixed	\$24.75	\$25.30	\$26.10	\$26.90
Total Fixed Charges	\$51.25	\$52.55	\$54.20	\$55.80
% of Total Bill	47.22%	47.01%	47.07%	47.05%

EXAMPLE 3: Average Residential - Monthly Charges for 45.8 cubic meters monthly

45.8 cubic meters	2021	2022	2023	2024
Total Water Bill	\$165.83	\$170.80	\$176.12	\$181.38

Consumption Only

Water Consumption	\$60.50	\$62.79	\$64.63	\$66.46
Sewer Consumption	\$54.08	\$55.46	\$57.29	\$59.13
Total Consumption	\$114.58	\$118.25	\$121.92	\$125.58
% of Total Bill	69.10%	69.23%	69.22%	69.24%

Fixed Charges Only

Water Fixed	\$26.50	\$27.25	\$28.10	\$28.90
Sewer Fixed	\$24.75	\$25.30	\$26.10	\$26.90
Total Fixed Charges	\$51.25	\$52.55	\$54.20	\$55.80
% of Total Bill	30.90%	30.77%	30.78%	30.76%

RESIDENTIAL Comparison to Other Cities:

A Residential User comparison based on water and sewer rates to date is as follows for Saskatchewan Municipalities based on **14 cubic meters of water used monthly**:

*** Residential User, Monthly Cost, 14 cubic meters of water used monthly*

Saskatoon	\$85.63	2021 Rates
Prince Albert	\$86.25	2021 Rates
Prince Albert	\$88.67	2022 Rates
Meadow Lake	\$89.71	2022 Rates
Prince Albert	\$91.44	2023 Rates
Moose Jaw	\$93.17	2021 Rates
Prince Albert	\$94.16	2024 Rates
Martensville	\$104.32	Since 2019
North Battleford	\$105.05	2022 Rates
Regina	\$122.09	2021 Rates
Humboldt	\$143.97	2020 Rates

Notations:

City of Regina: In 2019, City Council approved a three year utility rate increase of 3.0% annually for Year 2019, 2020 and 2021 to provide more certainty to the Utility's long-term funding model and allow customers to plan for future costs.

- City of North Battleford has an Underground Infrastructure Water and Sewer Fixed Monthly Charge.
- City of Regina has a Storm Drainage Infrastructure Fee (daily charge). The daily rates are based on 31 days.
- City of Humboldt has a Storm Water Management Charge per meter, per month.
- City of Saskatoon has an Infrastructure Charge and a Storm Water Management Fixed Charge. City of Saskatoon also has a three tier charge.
- City of Martensville has not done a rate adjustment since 2019. They also purchase water from Sask Water, so it will depend on if they have an increase going into 2022.

Rate Impact – Average Commercial Customer

Below is the impact of a 3% rate increase each year over the next three years on a commercial customer that uses **250 cubic meters of water monthly** or **3,000 cubic meters of water per year**:

Average Commercial - Monthly Charges for 250 cubic meters monthly

		<u>Year 2021</u>	<u>Year 2022</u>	<u>Year 2023</u>	<u>Year 2024</u>
Water Consumption	250	\$330.00	\$342.50	\$353.15	\$363.75
Sewer Consumption	250	\$295.00	\$302.50	\$311.65	\$321.36
Water Fixed		\$37.10	\$38.15	\$39.34	\$40.46
Sewer Fixed		\$34.65	\$35.42	\$36.54	\$37.66
TOTAL MONTHLY		\$696.75	\$718.57	\$740.68	\$763.23
	Monthly Increase		\$21.82	\$22.11	\$22.55
	Yearly Increase		\$261.84	\$265.32	\$270.63
	Percentage Increase		3%	3%	3%

COMMERCIAL Comparison to Other Cities:

A Commercial User comparison based on water and sewer rates to date is as follows for Saskatchewan Municipalities based on **250 cubic meters of water used monthly**:

*** Commercial User, Monthly Cost, 250 cubic meters of water used monthly and 1" meter*

Prince Albert	\$696.75	2021 Rates
Prince Albert	\$718.57	2022 Rates
Moose Jaw	\$806.10	2021 Rates
Meadow Lake	\$807.15	2022 Rates
North Battleford	\$955.34	2022 Rates
Saskatoon	\$977.65	2021 Rates
Regina	\$1,075.87	2021 Rates
Martensville	\$1,197.00	Since 2019

PART II – PRINCE ALBERT RURAL WATER

The Prince Albert Rural Water is charged a water consumption rate that is based on the formula identified in the **Water Supply Agreement between the City and Prince Albert Rural Water**.

The water consumption rate for Prince Albert Rural Water will be:

Water consumption rate for Prince Albert Rural Water is as follows:

Water Consumption RURAL WATER	Rate per cubic meter	Increase \$
Year 2021	\$1.50	
Year 2022	\$1.54	\$0.04
Year 2023	\$1.59	\$0.05
Year 2024	\$1.67	\$0.08

Water services monthly fixed charge rate for consumers outside of the City of Prince Albert Corporate limits (applied to equivalent number of customers for the Prince Albert Rural Water):

Prince Albert Rural Water Users

- based on the number of users/households “outside of the City of Prince Albert Corporate Limits” connected to the City's watermain system = Equivalent Customers

Equivalent customers x \$ rate = Monthly Water Service Charge

Prince Albert Rural Water Users increased from 1,195 users to 1,216 users for 2022.

Water Monthly Fixed Charge	Water Services Fixed Charge per customer	Increase \$
Year 2021	\$40.53	
Year 2022	\$45.66	\$5.13
Year 2023	\$49.37	\$3.71
Year 2024	\$53.01	\$3.64

The Water Fixed Charges for the Prince Albert Rural Water based on 1,216 users is as follows annually:

	Water Services Fixed Charge per customer	1,216 Users - Annual Charge	Increase
Year 2021	\$40.53	\$591,414	
Year 2022	\$45.66	\$666,271	\$74,857
Year 2023	\$49.37	\$720,407	\$54,136
Year 2024	\$53.01	\$773,522	\$53,115

PART III – OUTSIDE CONSUMERS – WATER AND SEWER CONSUMPTION

Consumers outside of the City's Corporate Limits are charged a different water and sewer consumption rate than in-City Users.

They are charged the In-City consumption rate x 175%.

Outside Consumers consist of:

- Driftwood and Eastview Trailer Courts
- Saskatchewan Penitentiary
- Western First Nations – Super 8 Motel
- Heartland Livestock Services
- Twilite Motel Inc.

Water consumption rate for consumers outside of the City of Prince Albert Corporate limits (at 175% in-city water rate):

Water Consumption OUTSIDE USER	Rate per cubic meter (In-City Rate x 175%)	Increase \$
Year 2021	\$2.31	
Year 2022	\$2.40	\$0.09
Year 2023	\$2.47	\$0.07
Year 2024	\$2.54	\$0.07

Sewer consumption rate for consumers outside of the City of Prince Albert Corporate limits (at 175% in-city sewer rate):

Sewer Consumption OUTSIDE USER	Rate per cubic meter <i>(In-City Rate x 175%)</i>	Increase \$
Year 2021	\$2.07	
Year 2022	\$2.12	\$0.05
Year 2023	\$2.19	\$0.07
Year 2024	\$2.26	\$0.07

PART IV – TRAILER COURTS – DRIFTWOOD AND EASTVIEW: FIXED CHARGES

The Trailer Courts are charged a fixed charge for both water and sewer based on number of users as follows:

- Trailer Courts
 - based on the number of users/households “outside of the City of Prince Albert Corporate Limits” connected to the City's water and sanitary sewer system = Equivalent Customers
 - Equivalent Customers x \$ rate = Monthly Water Fixed Charge
 - Equivalent Customers x \$ rate = Monthly Sewer Fixed Charge

The Monthly Water Service Charge is the same Monthly Water Fixed Charge as charged to the Prince Albert Rural Water per user. The Monthly Sewer Fixed Charge is the same charge as the Residential In-City User for Sewer Monthly Fixed Charge.

For 2022, the Trailer Courts have 187 users.

Monthly Fixed Charge	Water Services Fixed Charge per customer	Sewer Services Fixed Charge per customer
Year 2021	\$40.53	\$24.75
Year 2022	\$45.66	\$25.30
Year 2023	\$49.37	\$26.10
Year 2024	\$53.01	\$26.90

PART V - PROVINCIAL CORRECTIONAL FACILITIES AND FEDERAL INSTITUTIONS (PENITENTIARIES)

The Budget Committee, at its meeting of November 21, 2018, approved the following motion relating the fixed service charges:

That the Provincial Correctional Facilities and Federal Institutions/Penitentiaries be charged the same Monthly Water and Sewer Service Charge applied to Consumers outside the City's Corporate limits for Fixed Rates per equivalent user.

In Year 2021, the Budget Committee approved that the Monthly Sewer Fixed Charge per User applied to Consumers outside the City's Corporate limits for Fixed Rates for Provincial Correctional Facilities and Federal Institutions/Penitentiaries be charged the In-City Sewer Residential Monthly Charge times 125%.

As per approved by the Budget Committee, the water and service fixed rate charge for 2022 for the Provincial Correctional Facilities and Federal Institutions is reflective of the same rate charged to the Prince Albert Rural Water and the Trailer Courts.

Water Monthly Fixed Charge	Water Services Fixed Charge per customer	Increase \$
Year 2021	\$40.53	
Year 2022	\$45.66	\$5.13
Year 2023	\$49.37	\$3.71
Year 2024	\$53.01	\$3.64

*** same rate as the Rural Water Monthly Water Fixed Charge*

Sewer Monthly Fixed Charge	In-City Residential Sewer Fixed Charge	Rate x 125%	Increase \$
Year 2021	\$24.75	\$30.94	
Year 2022	\$25.30	\$31.63	\$0.69
Year 2023	\$26.10	\$32.63	\$1.00
Year 2024	\$26.90	\$33.63	\$1.00

*** fixed rate is the in-city residential monthly sewer fixed charge rate x 125%*

The Provincial Correctional Facilities and Federal Institutions are charged the following water and sewer service charge per equivalent user:

The calculation for the number of equivalent users is calculated as follows:

based on the number of inmates divided by 2.5 = Equivalent Customers

Equivalent Customers x \$ rate = Monthly Water Service Charge

Equivalent Customers x \$ rate = Monthly Sewer Service Charge

The number of inmates is provided and confirmed by the respective Institution:

Equivalent Users – Effective January 1, 2022			
Correctional Facilities	Confirmed Inmates	Calculation Average	# of Equivalent Customers
Saskatchewan Penitentiary	822	2.5	329
Pine Grove Correctional Centre	185	2.5	74
Prince Albert Provincial Correctional	445	2.5	178

The 3% impact to Residential Users results in the following increases to these large outside water consumers:

	Year 2022	Year 2023	Year 2024
	Percentage Increases		
Prince Albert Rural Water	8.2%	6.0%	6.4%
Trailer Courts	6.0%	4.8%	4.6%
Saskatchewan Penitentiary	5.0%	4.2%	4.0%

COMMUNICATION AND/OR ANNOUNCEMENT PLAN:

A report will be forwarded to an upcoming City Council meeting with the proposed Bylaw reflecting the Years 2022, 2023 and 2024 Water and Sewer Utility Rates and Fees for approval and three readings, to ensure that the rates are effective January 1, 2022.

FINANCIAL IMPLICATIONS:

Recommended rate increases are required to ensure that sufficient funds exist to cover annual operating costs, debt and capital costs as identified annually. Administration recommends a multi-year utility rate structure to reduce the existing water utility improvement deficit.

3 YEAR RATE SCHEDULE

The review and forecast of expenses, capital and debt shows that an average increase of 3% each year for residential and for commercial will generate a surplus of \$2.8 million over 3 years.

Summary of the estimated surplus based on the 3 year rate proposal is as follows:

Year	Amount \$
2022	\$660,000
2023	\$1,160,000
2024	\$996,000
Total	\$2,816,000

The deficit in the Utility Fund is estimated to be **\$3,180,862** at the end of 2024. The amount of deficit related to the water meter replacement loan is **\$3,468,472**.

It is estimated that the water utility improvement deficit balance will be as follows:

Estimated 2022 Beginning Utility Improvement Fund Balance (Deficit)	(\$9,465,334)
Estimated 3 year Surplus (above)	\$2,816,000
Adjusted Utility Improvement Fund Balance (Deficit)	(\$6,649,334)

Adjusted Utility Improvement Fund Balance (Deficit)	(\$6,649,334)
Remove internal water meter replacement loan balance as of December 31, 2021*	\$3,468,472
Adjusted Balance (Deficit)	(\$3,180,862)

* In order to provide an adjusted utility improvement fund balance the internal water meter loan was removed.

Interest is being charged internally for the Water Meter Replacement Project. However, there is no interest charged internally for the overall deficit of the Utility Fund that is covered by the General Fund.

- Utility Fund: interest is shown as an expense in the Utility Fund
- General Fund: interest shows as revenue to the General Fund

The loan principal for the project comes from the Water Utility Improvement Fund Balance annually. This is shown in the budget document. The surplus from the Utility Fund operating budget covers the principal payment.

Revenue Analysis of Rates and Fees

The following is the revenue breakdown of customers connected to the waterworks system with actual revenue from 2020 to 2015. **The City and City residents account for 90.23%** of the total revenue. The percentage is the calculated amount of revenue generated from rates and fees.

Commercial, Residential & Outside Users - Total \$ and % of Total Revenue						
	2020	2019	2018	2017	2016	2015
Residential	\$13,223,343 68.63%	\$11,477,158 67.18%	\$11,257,340 67.61%	\$10,668,689 67.85%	\$10,276,654 70.51%	\$10,011,845 69.51%
Commercial	\$3,669,189 19.04%	\$3,589,133 21.01%	\$3,318,643 19.93%	\$3,161,809 20.11%	\$2,640,890 18.12%	\$2,735,908 18.99%
Outside User	\$1,882,880 9.77%	\$1,698,755 9.94%	\$1,711,196 10.28%	\$1,488,238 9.46%	\$1,359,827 9.33%	\$1,415,339 9.83%
City Facilities	\$491,023 2.56%	\$318,417 1.87%	\$363,816 2.18%	\$405,104 2.58%	\$297,086 2.04%	\$241,234 1.67%

A further breakdown of revenue generated from out of city users are as follows:

Out of City Limits User Breakdown - Total \$ and % of Total Revenue from Rates and Fees						
	2020	2019	2018	2017	2016	2015
PA Rural Water	\$958,329 4.97%	\$842,453 4.93%	\$832,706 5.00%	\$756,697 4.81%	\$679,119 4.66%	\$686,985 4.77%
Trailer Courts	\$233,546 1.21%	\$216,526 1.27%	\$212,286 1.27%	\$182,192 1.16%	\$175,763 1.21%	\$178,130 1.24%
Twilite Motel	\$17,397 0.09%	\$13,991 0.08%	\$13,545 0.08%	\$6,305 0.04%	\$5,595 0.04%	\$5,439 0.04%
Super 8	\$28,045 0.15%	\$25,386 0.15%	\$22,304 0.13%	\$21,418 0.14%	\$8,696 0.06%	\$8,160 0.06%
Sask Pen	\$640,373 3.32%	\$595,812 3.49%	\$625,663 3.76%	\$518,698 3.30%	\$488,321 3.35%	\$533,652 3.70%
Heartland	\$5,190 0.03%	\$4,587 0.03%	\$4,693 0.03%	\$2,929 0.02%	\$2,333 0.02%	\$2,973 0.02%

OTHER CONSIDERATIONS/IMPLICATIONS:

There are no options to recommendation, official community plan, policy or privacy implications at this time.

STRATEGIC PLAN:

Infrastructure – Sustainable plan for the replacement of aging infrastructure in the City.

PUBLIC NOTICE:

Public Notice pursuant to the Public Notice Bylaw No. 24 of 2015 is not required.

ATTACHMENT:

1. Average Residential Utility Rate Increases dating back to Year 2012.

Written by: Jim Toye, City Manager

Approved by: City Manager

AVERAGE RESIDENTIAL USER: Water and Sewer Utility Rates and Fees

	Bylaw No. 3 of 2013					CONVERSION TO CUBIC METERS								
	Year 2012	Year 2013	Year 2014	Year 2015	Year 2016	Year 2017	Year 2018	Year 2019	Year 2020	Year 2021	Year 2022	Year 2023	Year 2024	
Water Consumption	\$2.59	\$2.78	\$2.92	\$3.10	\$3.20	\$3.30	\$3.60	\$3.65	\$3.73	\$1.32	\$1.37	\$1.41	\$1.45	
Sewer Consumption	\$2.80	\$2.80	\$2.80	\$2.80	\$3.05	\$3.08	\$3.10	\$3.25	\$3.35	\$1.18	\$1.21	\$1.25	\$1.29	
Water Monthly Fixed	\$14.89	\$16.92	\$23.11	\$24.83	\$24.83	\$25.00	\$25.50	\$26.00	\$26.50	\$26.50	\$27.25	\$28.10	\$28.90	
Sewer Monthly Fixed	\$12.90	\$16.82	\$16.82	\$21.38	\$21.38	\$22.00	\$23.00	\$24.00	\$24.75	\$24.75	\$25.30	\$26.10	\$26.90	

275 cubic meters	22.9 monthly cubic meters
9711.53 cubic feet	809 cubic feet monthly

	Bylaw No. 3 of 2013					CONVERSION TO CUBIC METERS								
	Year 2012	Year 2013	Year 2014	Year 2015	Year 2016	Year 2017	Year 2018	Year 2019	Year 2020	Year 2021	Year 2022	Year 2023	Year 2024	
Water Consumption	\$252	\$270	\$284	\$301	\$311	\$320	\$350	\$354	\$362	\$363	\$377	\$388	\$399	
Sewer Consumption	\$272	\$272	\$272	\$272	\$296	\$299	\$301	\$316	\$325	\$325	\$333	\$344	\$355	
Water Monthly Fixed	\$179	\$203	\$277	\$298	\$298	\$300	\$306	\$312	\$318	\$318	\$327	\$337	\$347	
Sewer Monthly Fixed	\$155	\$202	\$202	\$257	\$257	\$264	\$276	\$288	\$297	\$297	\$304	\$313	\$323	
Total - YEARLY CHARGES	\$857	\$947	\$1,035	\$1,128	\$1,161	\$1,184	\$1,233	\$1,270	\$1,303	\$1,303	\$1,340	\$1,382	\$1,423	
Monthly Charge	\$71	\$79	\$86	\$94	\$97	\$99	\$102.72	\$106	\$108.55	\$109	\$112	\$115	\$119	
Percentage Increase		10%	9%	9%	3%	2%	4%	3%	3%	0%	3%	3%	3%	
Monthly Annual Increase		\$7.49	\$7.32	\$7.74	\$2.83	\$1.84	\$4.09	\$3.12	\$2.71	\$0.00	\$3.13	\$3.48	\$3.43	
Dollar Annual Increase		\$90	\$88	\$93	\$34	\$22	\$49	\$37	\$32	\$0	\$38	\$42	\$41	

AVERAGE 3% YEARS 2016 TO 2024



City of
Prince Albert

CORR 21-102

TITLE: Letters of Concern - Cancelling the Septic Rebate Program

DATE: **November 9, 2021**

TO: Budget Committee

PUBLIC: X

INCAMERA:

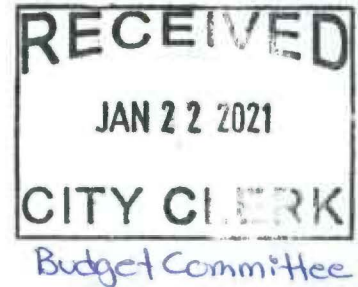
ATTACHMENTS:

1. Brian Zimmer Letter dated January 22, 2021
2. Karen Ruszkowski Letter dated January 25, 2021
3. Bryon and Carol Yeo Letter dated January 25, 2021
4. Belinda and Robert Bratvold Letter dated January 28, 2021
5. Debbie Stoger Letter dated February 8, 2021
6. Debbie Stoger Letter dated October 25, 2021
7. Michael Klein Letter dated November 1, 2021
8. Vicki Walker Letter dated November 14, 2021

Written by: Various Residents

Sherry Person

From: Brian Zimmer <bjzm2011@yahoo.com>
Sent: Friday, January 22, 2021 11:35 AM
To: City Clerk
Subject: Letter for Public Agenda
Attachments: Letter to Council- Septic Rebate Program.docx



Dear City Clerk

Please find attached a letter regarding the septic rebate program. We are asking for this letter to be on the public agenda whenever the report regarding the septic rebate program is coming to Council

Sincerely

Brian Zimmer

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January 22, 2021

Re: Motion to Cancel the Septic Rebate Program

Dear City Administration

The recent motion by Councillor Zurakowski to cancel the septic rebate program and further motion by Councillor Zurakowski to rescind the former motion is very concerning to us as taxpayers. My wife and I live in Birch Lane and there are approximately 10 residences in the Woodhaven Estates area. We pay approximately \$4500.00 a year in taxes and factoring in the taxes that the other households in the area pay, I would estimate bring in \$40,000 or more annually to the city.

The city provides no garbage pickup. Instead we pay Greenland Waste for this service. We have no city water service as we all have wells. Furthermore, there has been recent debate about having a toll bridge in the future that if it ever came to be would effect us and for years we have seen no real progress from the city in working with rural municipalities in helping residents get Sasktel internet service. Instead we pay inflated prices for satellite service from another provider.

The only services that the city provides us is snow removal and grading during the summer and fall. We have lived in the area for five years and I can tell Council with certainty that we are lucky if we get snow removal maybe 4 or 5 times a year and a similar number of times for grading during the summer and fall.

My question to Council is this. If my estimates are close to the total tax dollars that taxpayers pay the city in our area, what is the city doing with the rest of our \$40,000? Surely, the 10 times or so that we get road maintenance does not cost the city \$40,000? I do not work for your Finance department but a guess would be not even half of \$40,000. Where is the rest of our money going for services?

Most homeowners in our area get a pump out once or maybe twice a year. Even if we factor in pump outs twice a year, the actual cost to the city to reimburse every household for the rebate program for two pump outs a year would be in the area of well under \$2000.00.

The bottom line is that the city is banking much of our tax dollars without providing us with additional services. This would not be as much of an issue if the city provided us with more services for our tax dollars instead of just taking our money and potentially cancelling a rebate program. A good example of this would be to pick up our garbage or pave our roads.

I am sure that the counterargument by some Council members to our letter will be somewhere along these lines. "Yes, the City of Prince Albert does have a surplus of tax dollars from the Woodhaven Estates taxpayers, but the city is using that to pay for roads, facilities, etc. that Woodhaven Estates taxpayers also use in the city."

I would not argue this point, but I would end my letter by making this point. If the ratepayers of Woodhaven Estates are paying thousands of dollars more to the city for services we do not get in order to fund programs for residents who live directly in the city, surely the thousands of residents who live directly in the city who pay exponentially more dollars in taxes than us can similarly subsidize our rebate program when we are talking about a mere \$2000.00 or less in our area.

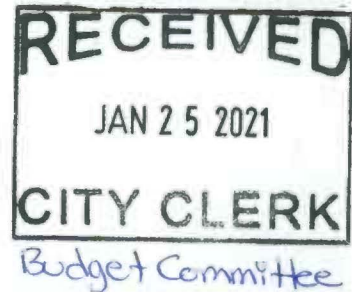
Sincerely,

Brian Zimmer

140 Birch Lane, Prince Albert SK

Sherry Person

From: k.mruszkowski@sasktel.net
Sent: Monday, January 25, 2021 10:39 AM
To: City Clerk
Subject: Septic rebate - letter against motion attached for future agenda.



Terra, City council and Mayor

Thank you Terra for advising your ward residents of this motion. Those of us who apply for this rebate were given this assistance as we are not provided with city sewer connection services even though we live within City limits and pay taxes to the City of Prince Albert. We are responsible for full cost of our septic system and full cost to repair/replace it.

The motion put forth by Mr. Zurokowski is an attempt to find budget money from wherever without any consideration to those who are paying taxes to the City. Taxes collected from this Ward alone are not chump change and the rebate equates to a mere fraction per household.

I am against this motion and request Councillors and our Mayor, on behalf of taxpayers North of the River, to deny the motion.

Karen Ruszkowski
1700 Riverside Drive
Prince Albert, SK S6V 5R3

Sent from my iPhone

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Sherry Person

From: Carol Yeo <b.c.yeo@sasktel.net>
Sent: Monday, January 25, 2021 5:50 PM
To: City Clerk
Subject: Letter



Budget Committee

Please include this letter in the public agenda when the septic rebate issue and report will be discussed in council.

Thank you

Byron and Carol Yeo
460 Riverside Drive
Prince Albert, Sask
S6V2X3

January 25, 2021

To the Mayor and City Council

The septic tank rebate should not be discontinued and here are significant points as to why.

In 1912, a water line was installed across the river to supply the residents with city water. Shortly after, sewer lines were installed in the area and the homes in the 200s and some 300s in the Hazeldell area had services.



Note...The water and sewer lines ran to where the little sewage treatment substation is built now. The substation was built approximately 25 years ago.

The homes built beyond 326 Riverside Drive, along with some homes in the 300s of Cambridge Street and Oxford Street had their water hauled to them by the City. It was stored in barrels inside their homes at that time.

Some residents had cisterns installed in the early 1960s (at owner expense) and homeowners could have a larger quantity of fresh water storage. Sewage disposal was still outhouses for these residents.

In the late 1960s the water/ sewer lines were extended into the 300s on Cambridge and Oxford streets from the existing infrastructure. During this same time era, a waterline was installed beyond 326 Riverside Drive to service the homes to the west.

Now everyone had city water into their homes. The Riverside Drive installation was and and is still a forced main.

Our home is situated at 460 Riverside Drive and our home has been here for over sixty years .

All properties beyond 326 Riverside Drive are forced to have a septic tank because we do not have a proper sewage line. The line is a two inch plastic pipe that does not follow a proper grade. It is referred to as a forced main. We have a pump (that we pay for) to get water to the line from our homes.

All residents paid to have septic tank systems installed and received no financial help from the city at the time of the construction of their homes. The tank is a two compartment tank whereby solids are pumped out by sewage disposal companies and water pumps into the city water line through the sewage treatment substation. Being a two compartment tank, our pump outs occur once or twice per year and only sewage is pumped out. This is different from the folks in Nordale who have neither city water nor sewage infrastructure.

The pump out companies have seen an approximate 30 dollar disposal fee increase at the landfill.

You can know that this fee has been reflected in the increase in cost of the pump outs to the homeowners.

Incidentally, it is worthy to note that we do not have a fire hydrant because that 2 inch line can not handle it therefore water access is limited for us in the case of a fire.

We do not reap the benefits like other areas of the city who are having their water and sewage lines upgraded and replaced.

This is being done at enormous cost to the city of which we as residents are also paying for on our water utility bill . We pay an additional levy of 26.50 for water capital works per month and 24.75 for sewage capital works per month.

That equates to paying septic fees in three places.

- Municipal taxes,
- fee increase from the pump out providers because of increase in dumping fees at the landfill
- the additional levies paid every month to the city on our water utility bill

We are very much deserving the sewage rebate. In actuality it should be more.. The city designed the rebate because of this. To be fair. We are paying more than our share for the services that we have and the rebate should definitely be continued.

We hope that we can count on you to also see the fairness of this decision by the former mayors and councils and leave the septic rebate intact.

Sincerely,

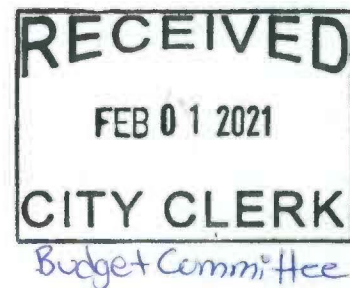
Byron and Carol Yeo

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Sherry Person

From: Belinda Bratvold <rbratvold@sasktel.net>
Sent: Thursday, January 28, 2021 10:17 PM
To: City Clerk
Cc: Terra Lennox-Zepp
Subject: Septic Rebate



Dear City Clerk,

Please share this letter with Mayor Dionne, all city councillors as well as Wes Hicks, Public Works Director and place it on the public agenda whenever the septic rebate program is on the agenda.

We are forwarding some information about our particular situation as it relates to the septic pumping rebate. We live along Riverside Drive, and many residents on Riverside Drive are in a similar situation.

Our property has no city-provided water or septic services of any kind available to us. We do all our own servicing and labour associated with sewer/water services and have had to put in our own septic mound (which has a lifespan depending on the land it is on and use) Our septic mound failed and had to be reconstructed about 3 years ago at a cost of almost \$10,000. Because of this septic mound, we only need about 2 septic pump outs per year as we only have to pump out solids. We have appreciated the rebate from the city as we do not benefit from many of the city's services yet still pay the same taxes (minus the sewer and water) that all the other residents pay.

Approximately 3 or 4 years ago our septic pump out costs rose significantly. We received information that the city wanted to ensure that the residents in and around the PA were also contributing to the cost of the city's water treatment facilities so they increased the rates charged to the septic pump-out companies. The companies recouped that extra charge by increasing their charge per pump out approximately \$30 per pump out. Yes, we do like getting the rebate and it has made us feel better about missing other city services (ie: sidewalks, streetlights, city bus stops in our neighbourhood, our contribution towards septic treatment via local septic companies). Perhaps the rebate could be restructured so it reflects other missing services from our area.

If every City of PA household was to pay the same yearly amount for septic services (which may be based on average cost now, \$473/year) and we did not need to pay for and maintain our own infrastructure, but instead the city came and pumped out our septic tank every time it was full (approx. once per week for an average household) this could be seen as fair. All city residents would be paying a similar amount and have similar service (underground sewer lines for most and regular pump-outs for the rest). This does not reflect the fact that Riverside Drive residents wouldn't get water supply service, but at least sewer would be similar in cost and service to the the rest of PA's residents. However, there are two problems with that. First is, property owners like us have already spent many thousands of dollars putting in wells and septic systems so a transition would be difficult and costly. Second, it would likely cost the city much more to provide regular pump outs than continuing to provide some sort of rebate program. The rebate would reflect our lack of septic/water services yet still recognize our contribution to the city sewer services via septic pump out fees we pay via the septic companies.

It looks like there are many different kinds of septic pump out situations. This is ours, along with the other properties along our street (Riverside Drive). As you are making decisions as to how to go forward with septic services or pump out fees, please be aware of how our situation looks right now.

If you have any questions or would like more details, please feel free to contact us. Thanks.

Belinda and Robert Bratvold

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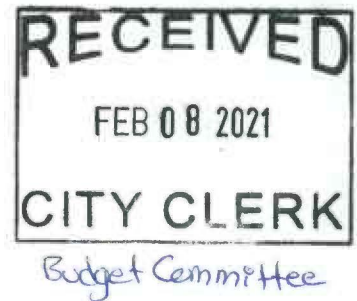
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RR5 site 21 Comp 14

Prince Albert, SK S6V5R3

Debbie Stoger
R.R. 5, Site 14, Comp 15
Prince Albert, SK
S6V 5R3



February 8, 2021

Sherry Person
CITY CLERK
City of Prince Albert

Dear Ms. Person:

Please accept this letter as my concern regarding the possible discontinuation of the Septic Rebate Program. I live in Nordale and currently pay 163.80 per month for septic services. The rebate program reduces this cost to 81.90, which amounts to approximately 982.80 over the course of one year. I am aware that City Administration is writing a report on this program.

I am permanently disabled and on a fixed income. If this program were to be discontinued, I would be paying double of what I currently pay and I cannot afford this increase. I do not have official information on what households pay that are fortunate to have the water and sewer services provided by the City; however, in talking to a few friends of mine, they do not pay anywhere near the amount I might be subject to and what they pay includes water.

I would appreciate it if you could include my letter as part of the Council Agenda whenever the report mentioned above comes to Council. I appreciate your attention to my request.

Yours truly,

A handwritten signature in black ink that reads "Debbie Stoger".

Debbie Stoger

cc. Terra Lennox-Zepp

Amber Soles

-----Original Message-----

From: noreply@citypa.com <noreply@citypa.com> On Behalf Of Debbie Stoger
Sent: Monday, October 25, 2021 6:02 PM
To: Mayor <mayor@citypa.com>
Subject: Septic Rebate Program



Please see attached letter

Origin: <https://www.citypa.ca/en/city-hall/members-of-council.aspx>

This email was sent to you by Debbie Stoger<debstoger@sasktel.net> through <https://www.citypa.ca/>.

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Debbie Stoger
502 12th St NW
R.R. 5 Site 14 Comp 15
Prince Albert, SK S6V 5R3

October 25, 2021

Mayor	Greg Dionne
Ward 1 Councillor	Charlene Miller
Ward 2 Councillor	Terra Lennox-Zepp
Ward 3 Councillor	Tony Head
Ward 4 Councillor	Don Cody
Ward 5 Councillor	Dennis Ogrodnick
Ward 6 Councillor	Blake Edwards
Ward 7 Councillor	Dawn Kilmer
Ward 8 Councillor	Ted Zurakowski

I am aware that the Septic Rebate Program is scheduled for debate again at the upcoming Budget Committee Meetings. I am sending this letter to express my concern that a decision might be made to discontinue the Program.

I suffer from a permanent disability and am on a fixed income, which is difficult in and of itself. I will not be able to afford septic services if the Program is eliminated and I am, therefore, frightened of the possible outcome of the debate.

I currently pay \$81.90 per pump out every 2 weeks. Please review the table below:

	Cost per Pump out	Cost per Month	Cost per Year
Fifty % Rebate	40.95	81.90	982.80
No Rebate	81.90	163.80	1965.60

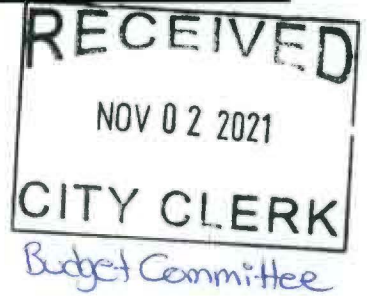
I am requesting that you take this letter into consideration during the upcoming debate at the Budget Committee meetings. Thank you

Yours truly,

Debbie Stoger

Sherry Person

From: Mayor
Sent: Tuesday, November 2, 2021 2:40 PM
To: Sherry Person
Subject: FW: Nordale Rebate
Attachments: Nordale Rebate1fc8e5f6-ba85-4000-b47d-0f3257ff6208.docx



Good afternoon Sherry,

I am forwarding the attached to you as it is meant for members of City Council.

Thank you,

Renee Horn
Executive Assistant
Mayor's Office
City Hall | 1084 Central Avenue
Prince Albert SK, S6V 7P3
P: 306.953.4300
F: 306.953.4396
E: rhorn@citypa.com
citypa.ca

-----Original Message-----

From: noreply@citypa.com <noreply@citypa.com> On Behalf Of Michael Clayton Klein
Sent: Monday, November 1, 2021 10:29 PM
To: Mayor <mayor@citypa.com>
Subject: Nordale Rebate

The attached file pertains to the Nordale Rebate being brought up for debate. Please take a moment to read this and thank you for your time.

Origin: <https://www.citypa.ca/en/city-hall/members-of-council.aspx>

This email was sent to you by Michael Clayton Klein<dclizznein@gmail.com> through <https://www.citypa.ca/>.

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Hello City of Prince Albert council members and whomever else will be reading this.

My name is Michael Klein I live in Nordale North of Prince Albert and our community is part of Prince Albert as most of you should know. Though we are often forgotten about until it comes to our money we provide to the city or in this case the rebate we receive from the septic rebate program the city has provided us for quite some time now. Now all of a sudden our community's in the eyes of our beloved city. I'd like to propose how our tax dollars get distributed to the city and what for? Obviously there is a lot within the city that we contribute to, like a bunch of new facilities that most of this community will never use since most of this area is occupied by elderly and most kids are moved out and gone. So as for other services we get, Nordale needs to pay for our garbage and recycle separately. Nordale obtains our own water from wells, Nordale "currently" pay for half our septic dump and I'll get back to that in a little while. Nordale has zero police presence around the area and we have tons of bylaw infractions going on daily which the bylaw never responds to or cares about. We also get our roads "fixed" once a year and I use the word fixed very lightly. Nordale also get its streets cleared of snow maybe one to two times a winter which is impressive, but they always wreck our lawns and make a big mess for us in the spring by having some new driver training on the machinery or blocking our driveways. Every spring I have to beg the city to remove the 50+ pounds of gravel from my lawn that they push up on it, not to mention all the times I have asked for things to limit the amount of devious behaviour in the area and offering suggestions to the city and being completely ignored or waiting well over two to three years for things to happen around here, but I digress.

So from the info I have gathered from households similar to the one I live in, which is two adults. The average I am getting from others within the city on water and sewer is that they are paying anywhere from \$80-100 a month for obtaining water and sewer, plus who knows what else is on that bill. So my household is \$85 a pump out which happens every two weeks. Also to put into perspective my house does not have laundry hooked up. We do our laundry elsewhere. So that's a total of $\$85 \times 2 = \170 if the city didn't reimburse us. How's it fair to be part of city limits and be told you get a rebate for being part of the city because you pay taxes, you contribute to this city, so do them a solid and pay half their bill. So I leave this here, what does the city do for Nordale? Limited road work, limited police/bylaw presence, no water, no sewer, high taxes, and city employees that lie to my face and not follow through on what they say they will do. So please keep the rebate in these times. It's hard to keep up with the increase in inflation, and it's very demoralizing to be told you want to drop the rebate when the city is dropping a lot of money on much bigger things that really in my opinion only benefits the wealthy.

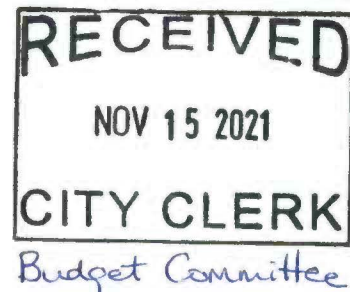
Thank you for your time.

If anyone would like to contact me personally I'll leave my number here.

RR5 Site 14 Comp 34
Prince Albert, SK S6V 5r3

Sherry Person

From: pvwalker@sasktel.net
Sent: Sunday, November 14, 2021 6:11 PM
To: City Clerk
Subject: Fwd: Septic Rebate discontinuation



Sent from my iPhone

Begin forwarded message:

From: Councillor Terra Lennox-Zepp <ward2@citypa.com>
Date: October 22, 2021 at 11:36:21 AM CST
To: Vicki Walker <pvwalker@sasktel.net>
Subject: Re: Septic Rebate discontinuation

Hello Vicki, I have to apologize, somehow your email got trapped in junk mail and I have only seen it today.

Yes, I am very concerned about the potential that this Septic Rebate Program may get cancelled or changed.

The issue of the Septic Rebate Program is scheduled to be debated at the upcoming City Council Budget Committee meetings. The meeting dates are: Nov 1st, and 17-20 and Dec 1-3 of 2021.

Yes you make excellent points. Yes, Nordale area does not receive many City services, and the Septic Rebate program has been a small goodwill gesture.

It would be helpful to have your email provided on the public City Council Budget Committee Agenda. You had mentioned that you would like your email to be made available at the City Council discussion and decision making. That is a great idea. To do so, here is the process: send your email to cityclerk@citypa.com and state in the email that you would like your email provided to City Council Budget Committee. You will need to provide your physical address somewhere within the email.

I am concerned that the rebate may be cancelled in this budget. Something that can assist is if other members of Council hear from residents about the topic, before the Budget dates of Nov and Dec. Emails and phone calls can help. Here are the phone numbers and email addresses for all members of Council. It is helpful to contact all members of Council.

<https://www.citypa.ca/en/city-hall/members-of-council.aspx>

We have received a report written by City Administration which contains a portion regarding the Septic Rebate Program. I wanted you to be aware of it.

Terra Lennox-Zepp
PA City Councillor Ward 2

City Report:

“Septic Rebate Program

In 1980 City Council passes a motion to provide a Septic Rebate to Nordale residents with septic tanks. In 1980 Septic System users paid \$14 per year toward sewer maintenance (as part of taxes) but received \$330 rebate from the City. By 1983 the City began giving Septic Rebates to all in-City residents and businesses with septic services. In 1995 the Utility Fund was created and sewer maintenance fee goes from taxes to Utility Bill. At that time the Rebate Program should have ended as Septic tanks properties no longer paid for sewer maintenance.

In 2002 Council passes a motion that septic haulers should be charged for sanitary services. The sewage was tracked but still charged with the honor system on volume. By 2015 after the Septic receiving station is constructed, volume was now metered at 1.2 million liters per month and charges accordingly. By 2017 volume received by septic haulers was down to 1 million liters per month, but Septic Rebates continued to skyrocket in cost. Something was not right.

Administrations internal investigation found the following. A connected user (property) in the City pays for its sewer services and related infrastructure cost for the Waste Water Treatment Plant (WWTP) on their Utility bill. Presently the average user pays \$473 per year. A non connected user (property with septic tank) pays the septic hauler to pump out their tank. The Septic hauler charges a high rate for this service that includes the cost to dump at the WWTP. The resident submits the Septic Hauler bill to the City for a 100% rebate. Presently the average septic rebate to residents is \$865 per year. In 2019 the City paid out \$83,124 in Rebates. The system is flawed because no matter how high the Septic Hauler’s invoices are is no concern to the resident as the City pays a 50% rebate.

There are approximately 185 Septic System users (residents and businesses) eligible in receiving a Septic Rebate. Of those 179 are located north of the river. If every resident took full advantage the annual cost to the City could double to \$160,025 per year.

It is important to remember Septic Users are not paying into the Utility Fund, which pays for the Septic Rebate Program. Connected Users who pay into the Utility Fund are subsidizing a Program they do not benefit from. Administration could not find any other City with such a Program. Administration’s recommendation would be to end the Septic Rebate Program entirely, saving \$83,124 per year. The 185 Septic users (residents and businesses) would have to pay for their sewer service just like everyone else in the City. With no City rebate property owners would look for competitive pricing from Septic Haulers and closely monitor the frequency of calling for pump out services.”

You can see this full report at the City website at www.citypa.ca under City Hall Agendas.

Thanks again,
Terra Lennox-Zepp

On Jan 22, 2021, at 5:20 PM, Vicki Walker <pvwalker@sasktel.net> wrote:

Hello Terra. I live in Nordale and it has come to my attention that the rebate may be discontinued. My household gets our septic tank emptied 2 times a month, sometimes 3 depending on how much company we have. That is a cost of 170.14 - 255.84 per month. We are very grateful for the 50% rebate. I doubt that a monthly water bill would be that much. I feel that the yearly taxes that I pay of \$3510.98 for the 2020 tax year, should most definitely include the septic

rebate!! WE pay city taxes, but do not have sewer, water, pavement, curbs etc. Without the snow removal in the winter time, Spring thaw is a nightmare because the water has no where to even go.... other than to drain in to my septic tank... and that has indeed happened. I am happy to say not for a very long time thanks to the Snow removal efforts from the city.

I would like my email to be made available at the city council discussion and decision making regarding the rebate removal. It is not fair. Legally does a city not have to provide water and sewer to its residents? I have a sand point that we get our water from, however, we drink Culligan... you never know when the dump may start contaminating our water. I am aware of the testing pipes for which they test. I hope this is considered carefully and fairly. I recall citizens paying \$300 for the paving program, a luxury for which we do not even receive in Nordale. Just some food for thought. My physical address is 1150 6th Ave. NW

Kind regards,

Vicki Walker @ pvwalker@sasktel.net

Origin: <https://www.citypa.ca/en/city-hall/members-of-council.aspx>

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RPT 21-384

TITLE: Water Crane Hardware Replacement

DATE: August 19, 2021

TO: Executive Committee

PUBLIC: X

INCAMERA:

RECOMMENDATION:

1. That the request for \$15,849 to purchase new hardware for the water crane be referred to the 2022 budget deliberations; and
2. That the implementation of a new software solution for the water crane be deferred and forwarded to ITAG for future consideration.

TOPIC & PURPOSE:

To request \$15,849 for the replacement of failing hardware for the water crane.

BACKGROUND:

Administration asked for \$25,000 for new water crane software solution in the 2021 Water Utility budget.

This software solution offered customers the ability to manage their own accounts online without coming to City Hall during business hours to top up account balances and replace worn out swipe cards. Administration was proposing to recover the cost of the new software by potentially increasing the current water crane rate of \$4.40/cubic meter (219 gallons) which converts to \$2.00/100 gallons.

On January 21, 2021, the Budget Committee carried motions 0180:

1. That the new Water Crane Software be removed at a budgeted savings of \$25,000; and,
2. That Administration provide a report regarding the benefits of installing the Water Crane Software, including a rate review, for consideration by members of Council by July 1, 2021.

The septage receiving station at the Waste Water Treatment Plant (WWTP) operates using the same system as the Water Crane. The Water Crane services a large number of clients compared to the septage receiving station which services 1 to 2 clients. The WWTP does not require any replacements at this time as the hardware is still functioning properly.

PROPOSED APPROACH AND RATIONALE:

The water crane is located at the Marquis Road Reservoir and is used by commercial water haulers to fill large tanks and residential users for acreage/farming applications.



Hardware - Obsolescence:

February 25, 2021 a product end-of-life notification was received from EleMech that the hardware currently used by the water crane and septage receiving station was obsolete and would no longer be supported, effective immediately, and that there was a limited supply of

product available for contract warranty replacement. This means that replacement parts for the keypads can no longer be purchased.

Discontinued Products:

**1. Hypercom Card Terminal Machine
3313-00220.**

Used on existing EleMech Hauler
Access Stations.



Water Crane Hardware – Replacement Required

The water crane has a much higher volume of traffic with 410 active swipe cards in circulation and usage averages 24 fills per day in the summer and 18 fills per day in the winter. Therefore the hardware is subject to more frequent use and has a much shorter life span. Down time would result in lost revenue. The water crane has averaged \$47,653 per year over the last 5 years.

Software - Deferral:

Upon further review, administration has decided to forgo the implementation of new water crane software at this time. When appropriate, the project will be evaluated by the Information Technology Administrative Group (ITAG) and may be recommended to be included in the IT plan. No implementation will commence until budget is reviewed and approved by Council as part of the annual budgeting process.

Septage Receiving Station Hardware – No Replacement Required

Consultation was had with the Director of Public Works and there is no desire to replace the hardware at the septage receiving station at this time because it rarely malfunctions, only one (1) contractor uses the station daily and another one (1) uses that station once or twice a month.

The Waste Water Treatment Plant (WWTP) administration does not want to spend money replacing hardware that may not be incorporated into future plant upgrades and the obsolete hardware removed from the water crane can be used for spare parts if the septage receiving station equipment malfunctions.

CONSULTATIONS:

Consultation was held with the IT manager and the Service Delivery Co-ordinator regarding the deferral of the software installation.

Consultation was held the Service Delivery Co-ordinator, Waste Water Treatment Plant Manager, and the Director of Public Works, regarding the frequency of hardware use.

COMMUNICATION AND/OR ANNOUNCEMENT PLAN:

There is no communication plan as the water crane users will not be required to get new cards. The user will notice a new keypad that will operate very similar to the old keypad.

2. Bulk Water Filling Station:

Portalogic model FS-20 upgrade kit.
Shown with optional credit card reader.

Includes:

- Stainless steel keypad with LCD screen
- Replacement printer
- Upgrade to latest Portalogic Management Software

**FINANCIAL IMPLICATIONS:**

$\$10,680 \text{ US fund} \times 1.4 \text{ estimated exchange rate} = \$14,952 + \$897 \text{ PST} = \$15,849$ for the purchase of new hardware for the water crane will be funded by the Water Utility Fund, specifically from the sale of water from the water crane.

A separate report will be sent to budget deliberations providing details of the rate review for the water crane. (RPT 21-386)

OTHER CONSIDERATIONS/IMPLICATIONS:

There are no privacy implication, policy implications, or official community plan.

STRATEGIC PLAN:

This report supports the long-term strategy of planning to create infrastructure that supports growth while planning for continuous improvements.

OPTIONS TO RECOMMENDATION:

Forgo the replacement of the hardware. If there is a hardware malfunction water crane services cannot be provided. This would result in lost revenue for the City. Revenue from the water crane has averaged \$47,653 per year over the last 5 years.

PUBLIC NOTICE:

Public Notice pursuant to the Public Notice Bylaw No. 24 of 2015 is not required

PRESENTATION:

Verbal Presentation by Cheryl Tkachuk, Director of Financial Services

ATTACHMENTS:

1. Product End-of-Life Notice

Written by: Jerri Hoback, Assistant Director of Financial Services

Approved by: Director of Public Works, Director of Financial Services, and City Manager

Product End-of-Life Notice

EleMech EOL Notification #: 26-264-002-EOL
EOL Title: EOL Notification for Hypercom Card Terminal Machine
End-of-Life (EOL) Notification Date: February 25, 2021

Dear Valued Portalogic Customer,

Effective immediately, EleMech is announcing the manufacturers discontinuation and End of Life (EoL) of the following products:

- Hypercom Card Terminal Machine 3313-00220

Replacement Availability:

- A limited supply of the product is available for support contract warranty replacement.

Reason for Termination:

- Product has been discontinued by the manufacturer.

Replacement Solution:

1. Septage Receiving Station: Current Portalogic model DS-200 upgrade kit.
2. Bulk Water Filling Station: Current Portalogic model FS-20 upgrade kit.

Please see the following page for images and details of the replacement solutions.

EleMech will be following up soon to discuss the available options for your Portalogic system. For more information, please contact EleMech.

Regards,

Portalogic Support Team
630-499-7080
Portalogic.Support@elemechinc.com

Discontinued Products:

**1. Hypercom Card Terminal Machine
3313-00220.**

Used on existing EleMech Hauler
Access Stations.



Replacement Solutions:

1. Septage Receiving Station:

Portalogic model DS-200 upgrade kit.
Shown with optional swipe card reader.

Includes:

- Full color LCD display
- Stainless steel keypad
- Replacement printer
- Upgrade to latest Portalogic Management Software



2. Bulk Water Filling Station:

Portalogic model FS-20 upgrade kit.
Shown with optional credit card reader.

Includes:

- Stainless steel keypad with LCD screen
- Replacement printer
- Upgrade to latest Portalogic Management Software



RPT 21-386

TITLE: Water Crane Rate Review

DATE: August 19, 2021

TO: Executive Committee

PUBLIC: X

INCAMERA:

RECOMMENDATION:

1. That the proposed 2022 water crane rate increase from \$4.40 per cubic meters to \$4.84 per cubic meter be forwarded to the Budget Committee.

TOPIC & PURPOSE:

To propose an increase to the water crane rate after a detailed rate review.

BACKGROUND:

On January 21, 2021, the Budget Committee carried motion 0180:

1. That the new Water Crane Software be removed at a budgeted savings of \$25,000; and,
2. That Administration provide a report regarding the benefits of installing the Water Crane Software, including a rate review, for consideration by members of Council by July 1, 2021.

Administration provided RPT 21-384 which recommends 1) hardware replacement and 2) deferral of the software installation for the water crane. RPT 21-384 "Water Crane Hardware Replacement" will be presented at the September 13, 2021 Executive meeting with the recommendation to forward the report to the Budget Committee.

PROPOSED APPROACH AND RATIONALE:

As per Bylaw No.2 of 2021 the current rates for water are:

City of Prince Albert Current Water Rates As per Bylaw No.2 of 2021	Per Cubic Meter	Per 100 gallons*	Per 1,000 gallons
In-City Users	\$1.32	\$0.60	\$6.00
PA Rural Water Users	\$1.50	\$0.68	\$6.82
Outside City Users	\$2.31	\$1.05	\$10.50
Water Crane	\$4.40	\$2.00	\$20.00

*There are 219.969 imperial gallons in a cubic meter of water

The water crane rate has not increased since January 1, 2015.

The water crane usage over the last five years is:

Water Crane Usage per Year	Number of Cubic Meters Sold	Water Utility Revenue
5 YR Average	10,830	\$47,653
2021*	13,969	\$61,463
2020	12,922	\$56,857
2019	7,052	\$31,029
2018	10,550	\$46,422
2017	9,658	\$42,495

*Sept - Dec estimate based on 5 year monthly average

The majority of water crane card holders are out-of-city residents and commercial haulers and benefit from using the water crane. These consumers do not pay any utility user fees, which are paid by City residents, to maintain the water utility infrastructure including the water crane.

The current rate charged by the City of Prince Albert is less than the amount charged by The Prince Albert Rural Water Utility (PARWU) at the two (2) fill sights closest to the City.

Current Water Rates Operator	Location	Per Cubic Meter	Per 100 gallons*	Per 1,000 gallons
City of Prince Albert Water Crane	Marquis Reservoir 3917 Central Ave	\$4.40	\$2.00	\$20.00
Prince Albert Rural Water Utility White Star Water Crane	West of Highway 2 On White Star grid	\$4.84	\$2.20	\$22.00
Prince Albert Rural Water Utility Byrne Tank Fill	Highway 302 3 miles east of Prince Albert	\$4.84	\$2.20	\$22.00

Proposed Increase to \$4.84 per Cubic Meter

Administration is recommending a rate increase of \$0.44 per cubic meter for a new rate of \$4.84 per cubic meter. This would make the rate equal to the amount charged by PARWU. Increasing the rate by \$0.44 is expected to have no effect on the amount of water sold through the water crane and would result in an estimated increase in revenue of \$4,700. (5 year average X \$0.44 = \$4,765)

For the average user an increase of \$0.44 per cubic meter would mean an increase per fill of:

Litres	Cubic Meters	Gallons	Current Rate (\$4.40)	Proposed Rate (\$4.84)	Increase per fill
20,000	20	4,399	\$88.00	\$96.80	\$8.80
10,000	10	2,200	\$44.00	\$48.40	\$4.40
1,000	1.0	220	\$4.40	\$4.84	\$0.44
500	0.5	110	\$2.20	\$2.42	\$0.22

Increase to \$5.00, \$6.00 or \$7.00 per Cubic Meter

Water crane usage is mostly dictated by location and not price. If someone needs water it is usually sourced from the nearest location. A larger rate increase will have very little effect on the smaller users (<1000 litres) which is generally for acreage and agriculture use, but will effect the commercial hauler (>10,000 litres). An increase in price for the commercial haulers

would probably be passed on to the clients. The commercial haulers clients are assumed not to be City of Prince Albert residents.

Litres	Cubic Meters	Gallons	Current Rate \$4.40	Cost per fill @ \$5.00	Increase per fill	Cost per fill @ \$6.00	Increase per fill	Cost per fill @ \$7.00	Increase per fill
20,000	20	4,399	\$88.00	\$100.00	\$12.00	\$120.00	\$32.00	\$140.00	\$52.00
10,000	10	2,200	\$44.00	\$50.00	\$6.00	\$60.00	\$16.00	\$70.00	\$26.00
1,000	1.0	220	\$4.40	\$5.00	\$0.60	\$6.00	\$1.60	\$7.00	\$2.60
500	0.5	110	\$2.20	\$2.50	\$0.30	\$3.00	\$0.80	\$3.50	\$1.30

A large rate increase could lead to decreased usage but the increase in price may make the drop in sales revenue neutral. However if revenue from the water crane decreases below current levels the shortfall would have to be made up though increased rates from other water utility revenue sources with the potential to increase water rates for city residences.

Average Annual Water Sales (m ³)	Price Point (m ³)	Estimated Decline in Sales	Estimated Revenue	Change in Revenue
10,830	\$4.40	0	\$47,652	\$0
10,830	\$4.84	0%	\$52,417	\$4,765
10,830	\$5.00	10%	\$48,735	\$1,083
10,830	\$6.00	25%	\$48,735	\$1,083
10,830	\$7.00	40%	\$45,486	-\$2,166

CONSULTATIONS:

Consultation with the Service Delivery Coordinator to analyse usage and operations of the water crane.

FINANCIAL IMPLICATIONS:

The proposed rate increase from \$4.40 to \$4.84 will result in a \$4,700 revenue increase, if the volume of water crane sales remains constant.

OTHER CONSIDERATIONS/IMPLICATIONS:

There are no privacy implications, policy implications, communication plan, official community plan or options to recommendation.

STRATEGIC PLAN:

This report supports the long-term strategy of fiscal management and accountability which strives to align priorities and initiative to the corporate strategies and deliver municipal services in cost-effective ways.

OPTIONS TO RECOMMENDATION:

Approve a rate that differs from \$4.84 per cubic meter as recommended by administration.

PUBLIC NOTICE:

Public Notice pursuant to the Public Notice Bylaw No. 24 of 2015 is not required.

PRESENTATION:

Verbal Presentation by Cheryl Tkachuk, Director of Financial Services

ATTACHMENTS:

1. Bylaw No.2 of 2021 Water and Sewer Utility Rates and Fees Bylaws

Written by: Jerri Hoback, Assistant Director of Financial Services

Approved by: City Manager, Director of Financial Services

CITY OF PRINCE ALBERT BYLAW NO. 2 OF 2021

A Bylaw of The City of Prince Albert to govern the water and sewer utility rates and fees charged to consumers connected to the City's waterworks and sanitary sewer system.

AND WHEREAS Council may establish the water and sewer utility rates and fees to be paid by consumers connected to the City's watermain and sanitary sewer system;

NOW THEREFORE THE COUNCIL OF THE CITY OF PRINCE ALBERT IN OPEN MEETING ASSEMBLED ENACTS AS FOLLOWS:

SHORT TITLE

1. This Bylaw may be cited as the "Water and Sewer Utility Rates and Fees Bylaw."

UTILITY RATES

2. **Water Consumption Rate** – Consumers within the City of Prince Albert Corporate Limits

Water Consumption In-City User	Rate per Cubic Meter
Year 2020	\$1.32
Year 2021	\$1.32

3. **Water Consumption Rate – Prince Albert Rural Water**

Water Consumption Prince Albert Rural Water User	Rate per Cubic Meter
Year 2020	\$1.41
Year 2021	\$1.50

4. **Water Consumption Rate** – Consumers **outside** the City of Prince Albert Corporate Limits

Water Consumption Outside Consumers – Year 2021	Rate per Cubic Meter <i>(175% x in-city water rate)</i>
Trailer Courts	\$2.31
Sask Pen	\$2.31
Western First Nations – Super 8 Motel	\$2.31
Heartland Livestock Services	\$2.31
Twilite Motel Inc.	\$2.31

5. NO MINIMUM USAGE charge per billing period.

6. **Sewer Consumption Charge** – Consumers **within** the City of Prince Albert Corporate Limits

For standard sewage, where water services pursuant to the Water Services Bylaw are provided to the applicant, the applicant shall be required to pay a sewer consumption charge in the amount calculated on the basis of water supplied to the applicant at a metered **rate of \$1.18 per Cubic Meter**, per billing period, exclusive of monthly service charges.

There shall be no minimum usage charge per billing period. The \$1.18 per Cubic Meter is applicable to Consumers within the City of Prince Albert Corporate Limits that are connected to the City’s sanitary sewer system.

Sewer Consumption Charge – Consumers **outside** the City of Prince Albert Corporate Limits

Sewer Consumption Outside Consumers – Year 2021	Rate per Cubic Meter <i>(175% x in-city sewer rate)</i>
Trailer Courts	\$2.07
Sask Pen	\$2.07
Western First Nations – Super 8 Motel	\$2.07
Twilite Motel Inc.	\$2.07

7. Monthly WATER Service Charge for Meters

Except for those users described under provision no. 10, 11, and 13 of this Bylaw, all users are subject to a water fixed monthly service charge based on meter size as follows:

(a) Commencing January 1, 2020

<u>Meter Size</u>	<u>Monthly Service Fee</u>
5/8 inch	\$26.50
3/4 inch	\$26.50
1 inch	\$37.10
1½ inch	\$47.70
2 inch	\$76.85
3 inch	\$291.50
4 inch	\$371.00

(b) Commencing January 1, 2021

<u>Meter Size</u>	<u>Monthly Service Fee</u>
5/8 inch	\$26.50
3/4 inch	\$26.50
1 inch	\$37.10
1½ inch	\$47.70
2 inch	\$76.85
3 inch	\$291.50
4 inch	\$371.00

8. Monthly SEWER (Infrastructure) Service Charge for Meters

Except for those users described under provision no. 10, 12 and 13 of this Bylaw, all users are subject to a sewer fixed monthly service charge based on meter size as follows:

(a) Commencing January 1, 2020

<u>Meter Size</u>	<u>Monthly Service Fee</u>
5/8 inch	\$24.75
3/4 inch	\$24.75
1 inch	\$34.65
1½ inch	\$44.55
2 inch	\$71.78
3 inch	\$272.25
4 inch	\$346.50

(b) Commencing January 1, 2021

<u>Meter Size</u>	<u>Monthly Service Fee</u>
5/8 inch	\$24.75
3/4 inch	\$24.75
1 inch	\$34.65
1½ inch	\$44.55
2 inch	\$71.78
3 inch	\$272.25
4 inch	\$346.50

9. **Rate for Water from Water Crane**

Water Crane User	Rate per Cubic Meter
Year 2020	\$4.40
Year 2021	\$4.40

10. **Provincial Correctional Facilities and Federal Institutions (Penitentiaries)**

Notwithstanding the provisions no. 7, 8, 11, 12 and 13 of this Bylaw, the following identified users "Provincial Correctional Facilities and Federal Institutions (Penitentiaries)" shall pay the water and sewer monthly service charges as calculated below.

Information regarding the number of customers for the identified Facilities are to be provided to the City Manager no later than December 31st of each year for the calculation of customers to apply the water and sewer monthly service charges.

The water and sewer monthly service charge will be applied to the respective calculated equivalent number of customers using the fixed monthly rates as follows:

Equivalent Customers x \$ rate = Monthly Water Service Charge

Equivalent Customers x \$ rate = Monthly Sewer Service Charge

	Monthly Water Service Charge	Monthly Sewer Service Charge
2020	\$36.18	\$24.75
2021	\$40.53	\$30.94

Provincial Correctional Facilities and Federal Institutions (Penitentiaries)

- Pine Grove Correctional Centre, Provincial Correctional Facility
 - based on the number of inmates in the Pine Grove Correctional Centre divided by 2.5 = Equivalent Customers
 - Equivalent Customers x \$ rate = Monthly Water Service Charge
 - Equivalent Customers x \$ rate = Monthly Sewer Service Charge

- Prince Albert Correctional Centre, Provincial Correctional Facility
 - based on the number of inmates in the Prince Albert Correctional Centre divided by 2.5 = Equivalent Customers
 - Equivalent Customers x \$ rate = Monthly Water Service Charge
 - Equivalent Customers x \$ rate = Monthly Sewer Service Charge

- Saskatchewan Penitentiary, Federal Institution
 - based on the number of inmates in the Saskatchewan Penitentiary divided by 2.5 = Equivalent Customers
 - Equivalent Customers x \$ rate = Monthly Water Service Charge
 - Equivalent Customers x \$ rate = Monthly Sewer Service Charge

11. Consumers outside the City of Prince Albert Corporate Limits - Water Monthly Service Charge - Connection to the City's watermain system:

- a) Notwithstanding the provisions no. 7, 10, and 13 of this Bylaw, the following identified users outside the City of Prince Albert Corporate Limits shall pay the water monthly service charge as calculated below.

Information is to be provided to the City Manager no later than December 31st of each year for the calculation of customers to apply the water monthly service charge.

The monthly service charge will be applied to the respective calculated equivalent number of customers as follows:

Equivalent Customers x \$ rate = Monthly Water Service Charge

2020 → \$36.18

2021 → \$40.53

Trailer Courts and Prince Albert Rural Water Users

- based on the number of users/households "outside of the City of Prince Albert Corporate Limits" connected to the City's watermain system = Equivalent Customers
 - Equivalent Customers x \$ rate = Monthly Water Service Charge

12. **Consumers outside the City of Prince Albert Corporate Limits - Sewer Monthly Service Charge - Connection to the City's sanitary sewer system:**

- a) Notwithstanding the provisions no. 8, 10, and 13 of this Bylaw, the following identified users outside the City of Prince Albert Corporate Limits shall pay the sewer monthly service charge as calculated below.

Information is to be provided to the City Manager no later than December 31st of each year for the calculation of customers to apply the sewer monthly service charge.

The monthly service charge will be applied to the respective calculated equivalent number of customers as follows:

Equivalent Customers x \$ rate = Monthly Sewer Service Charge

2020 → \$24.75

2021 → \$24.75

- Trailer Courts
 - based on the number of users/households "outside of the City of Prince Albert Corporate Limits" connected to the City's sanitary sewer system = Equivalent Customers
 - Equivalent Customers x \$ rate = Monthly Sewer Service Charge

13. **Other Consumers outside the City of Prince Albert Corporate Limits**

Notwithstanding the provisions no. 7, 8, 10, 11 and 12 of this Bylaw, the following identified users outside the City of Prince Albert Corporate Limits shall pay the **water and sewer monthly service** charge as calculated below.

- Western First Nations - Super 8 Motel – meter fee plus 50%
- Twilite Motel Inc. – meter fee plus 50%

Notwithstanding the provisions no. 7, 8, 10, 11 and 12 of this Bylaw, the following identified user outside the City of Prince Albert Corporate Limits shall pay the **water monthly service** charge as calculated below.

- Heartland Livestock Services – meter fee plus 50%

14. **Septage Rates**

The charge for septic dumping at the Septage Receiving Station at J.W. Oliver Pollution Control Centre is as follows:

Formula:

$$2((\text{Sewer Fixed Charge} \times 0.0936) + (\text{Sewer Consumption Charge per cubic foot} \times 380.71)) = \text{cost per 1,000 Imperial Gallons.}$$

15. **Deposits to be made by applicant at time of making application for supply of water.**

<u>CATEGORY</u>	<u>DESCRIPTION</u>	<u>RENTER</u>	<u>OWNER</u>
(a)	Single Dwellings	\$250.00	\$0.00
(b)	Rooming Houses/Multiple Dwellings 2-3 Family Residence, Stores, Offices, Garages, Service Stations, Workshops, Pool Rooms, 4 Plex, 6 Plex, 8 Plex and Commercial Establishments With low Consumption	\$300.00	\$0.00
(c)	Apartment blocks (over 8 Units)(Condos/Malls/Strip Malls)	\$500.00	\$0.00

(d)	Hotels, Restaurants, Bakeries, In-store Bakeries	\$600.00	\$0.00
(e)	Car Wash/Laundries	\$800.00	\$0.00
16.	Deposits to be paid by applicant for temporary water supply		
(a)	For Single Dwellings, Multiple Dwellings, Rooming Houses	\$125.00	\$0.00
(b)	For all Other Buildings and Structure	\$150.00	\$0.00
17.	Cost – Testing of Water Meter		
	The cost to test a water meter be set at a minimum of \$100 per request and that any meter sent to an external entity for testing, be charged on a full-cost recovery basis.		
18.	Service Connection/Maintenance Fee	\$15.00	
19.	Rate for re-sealing meter	\$250.00	
20.	Seasonal Meter Installation	\$50.00	
21.	Utility Bill Duplicate Printout	\$10.00 per bill	
22.	Rate for temporary turn-on and turn-off and re-connection fees		
	From June 1 to October 31, inclusive \$50.00		
	From November 1 to May 31, inclusive \$150.00		
23.	Rate for tagging doors for overdue accounts, non-application, NSF cheques or other notices	\$15.00 per visit	
24.	Rate Subsequent Call-out Fee	\$50.00 per visit	
25.	Flat Fee for Replacement of damaged meter endpoints	\$180.00 per endpoint	

26. **Flat fee rate for the replacement of frozen or damaged water meters**

5/8 inch	\$195.00
3/4 inch	\$250.00
1 inch	\$320.00
1 1/2 inch	\$760.00
2 inch	\$1,080.00
3 inch turbine	\$2,170.00
3 inch compound	\$3,540.00
4 inch compound	\$5,640.00
4 inch turbine	\$3,170.00

27. Bylaw No. 21 of 2019 is hereby repealed.

28. This Bylaw shall come into force and take effect on January 8, 2021.

INTRODUCED AND READ A FIRST TIME THIS 1st DAY OF February, AD 2021.

READ A SECOND TIME THIS 1st DAY OF February, AD 2021.

READ A THIRD TIME AND PASSED THIS 3rd DAY OF February, AD 2021.

MAYOR

CITY CLERK

RPT 21-388

TITLE: Water Treatment Plant PLC & SCADA Upgrades

DATE: August 24, 2021

TO: Executive Committee

PUBLIC: X

INCAMERA:

RECOMMENDATION:

1. That the 2022 capital budget expenditure of \$395,000.00 to upgrade the Programmable Logic Controllers (PLC) and Supervisory Control And Data Acquisition (SCADA) system be approved in the 2022 budget deliberations.

TOPIC & PURPOSE:

To provide background information on the Programmable Logic Controllers (PLC) & Supervisory Control And Data Acquisition (SCADA) systems in the water treatment plant.

PROPOSED APPROACH AND RATIONALE:

The (PLC) & (SCADA) systems are the primary hub of the WTP facility. They are continually monitoring, controlling and transferring thousands of data points per second. If either one of these systems fail, operational staff are unable to control process equipment or receive data from monitoring equipment.

A (PLC) is a specialized programmable computer rack that sends/receives signals and data to operational equipment. There are twelve PLC cabinets inside the WTP that control equipment. Two of these cabinets are the primary PLC'S which communicate with all other PLC cabinets in the water plant and external pump houses. These primary PLC cabinets are configured for redundancy in a (Hot standby) configuration so that if one PLC fails the other PLC takes over without compromising the operations of the facilities.

All PLC racks that were installed in the 2009 to 2011 upgrades have been discontinued by the manufacturer with replacement parts no longer available. By replacing the two main PLC cabinets with the updated processors we will ensure trouble free operations of the facility and free up spare parts that we can use in maintaining less critical PLC cabinets extending their life cycle. The estimated costs to upgrade the two main PLC cabinets is \$115,000.

The (SCADA) system is a specialized software program that communicates directly with the PLC systems. The SCADA software converts the current 23,747 PLC signals to a viewable format on the computers allowing the operational staff to control/monitor the operations. Another function of the SCADA is to collect and store operational information on a Database/Historian. This information is then used to create operational records, graphs, trends, reports, perform preventative maintenance tasks to operate the facility safely and transparently.

From 2009 to 2013 Associated Engineering performed the initial set up and maintenance on the PLC and SCADA systems. With the specialized nature of the PLC and SCADA programming the City now uses Delco Automation from Saskatoon as an Integrator to perform programming and software maintenance. We have found that the original set up of the current SCADA program by Associated Engineering in 2009 was conducted in such a manner that we can no longer install software upgrades without fully re-programming the entire SCADA system. Secondly the Database/Historian part of the SCADA has been deemed obsolete and is not supported any longer requiring replacement. To keep the current system functioning requires many more hours to troubleshooting due to its configuration. Over the past 3 years the average cost per year for the SCADA maintenance has increased from \$3000.00 per year to \$14,000.00 per year. This increase in maintenance is attributed to the age of the software and the time required to update the program due to its original configuration issues.

Three years ago administration started looking into options for upgrading the SCADA software. Three separate software demonstrations were presented to administration including the currently used software called Citect. After an in depth review of the presentations a software called Ignition was determined to be the best option for the City of Prince Albert moving forward. Five main factors influenced this decision.

1. Ignition software is currently used by more than 50% of the fortune 500 companies. It is also the most widely used in the Municipal Industry.
2. This software platform can be expanded by the owner with no additional software costs in the future. All other software requires a significant cost to expand (purchase more tags).
3. The software can be easily updated within 15 minutes when required, versus hours of re-programming and troubleshooting with the current system.
4. Software support is located in North America and easier to access when required. The current Citect support is located in Australia and takes days to coordinate.
5. Ignition software can be integrated to work with the City Works Asset management software & GIS system.

The costs associated with re-programming and replacing the SCADA system are as follows:

Ignition software purchase:	\$55,000
Design, programming & testing:	<u>\$225,000</u>
SCADA Total:	\$280,000

It should be noted that there is a benefit to the City of Prince Albert to conduct both the PLC & SCADA upgrades at the same time as we are saving on mobilization cost for the Integrator, Delco Automation and there are efficiencies in the system set up and testing with both the PLC and SCADA being integral to each other.

CONSULTATIONS:

- Schneider electric is the sole source supplier of the PLC racks and were consulted for budgetary pricing.
- Delco Automation was consulted for budgetary pricing of the SCADA programming.
- Inductive Automation was consulted for purchase pricing of the Ignition software.
- Working with the purchasing Manager

FINANCIAL IMPLICATIONS:

For capital budget purposes, the following estimates for the PLC and SCADA upgrades will be included in the capital plan, to be considered at budget deliberations:

PLC Cabinet Replacement:	\$115,000
SCADA Implementation:	<u>\$280,000</u>
Total Project Cost:	\$395,000

PUBLIC NOTICE:

Public Notice pursuant to Public Notice Bylaw No. 24 of 2015 is not required.

PRESENTATION:

PLC & SCADA upgrades Power Point presentation by Andy Busse.

ATTACHMENTS:

PLC & SCADA upgrades Power Point presentation

Written by: Andy Busse, Water Treatment Plant Manager

Approved by: Director of Public Works, Director of Financial Services & City Manager

CITY OF PRINCE ALBERT

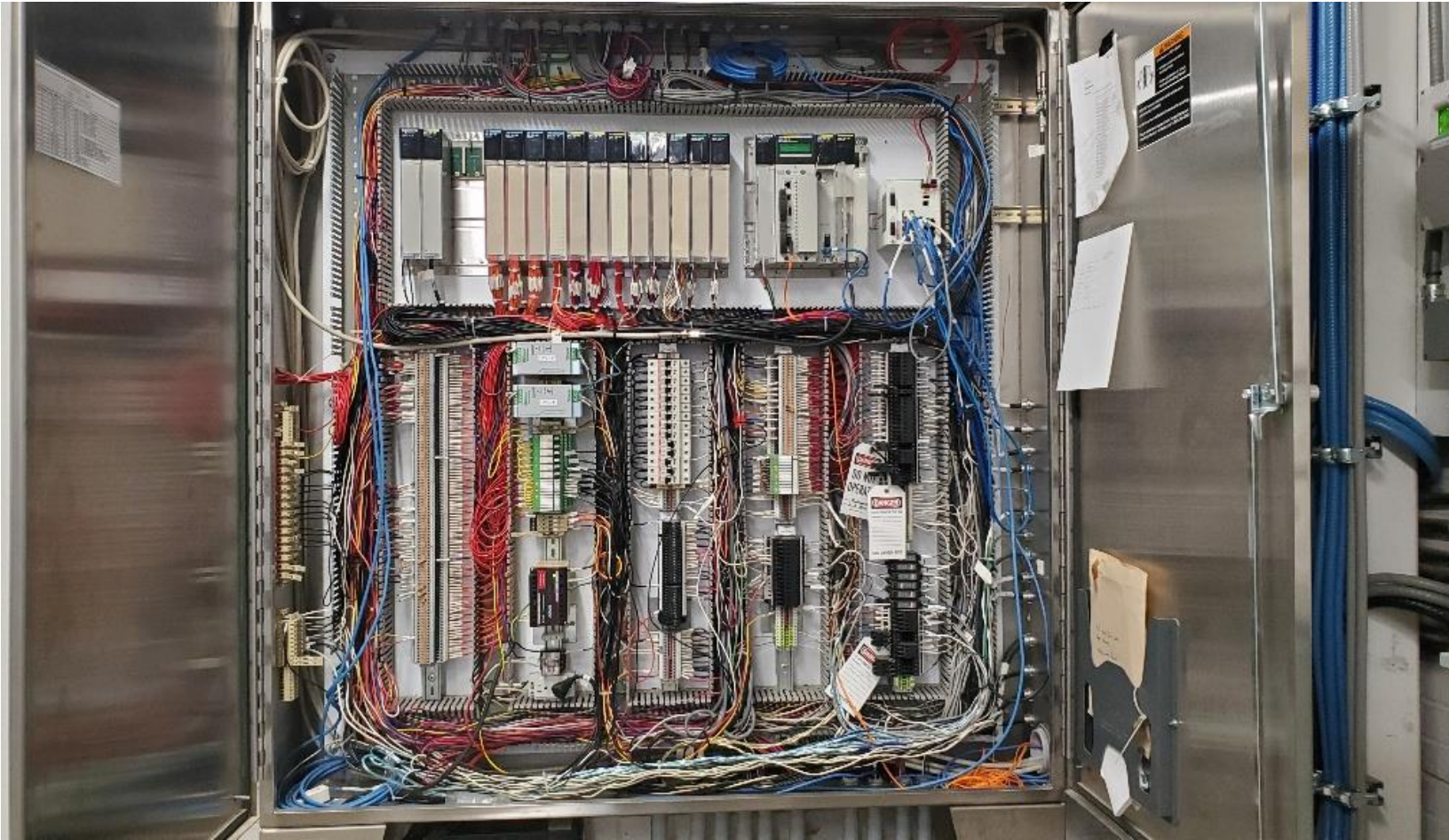
Water Treatment Plant PLC & SCADA Upgrades

September 13, 2021

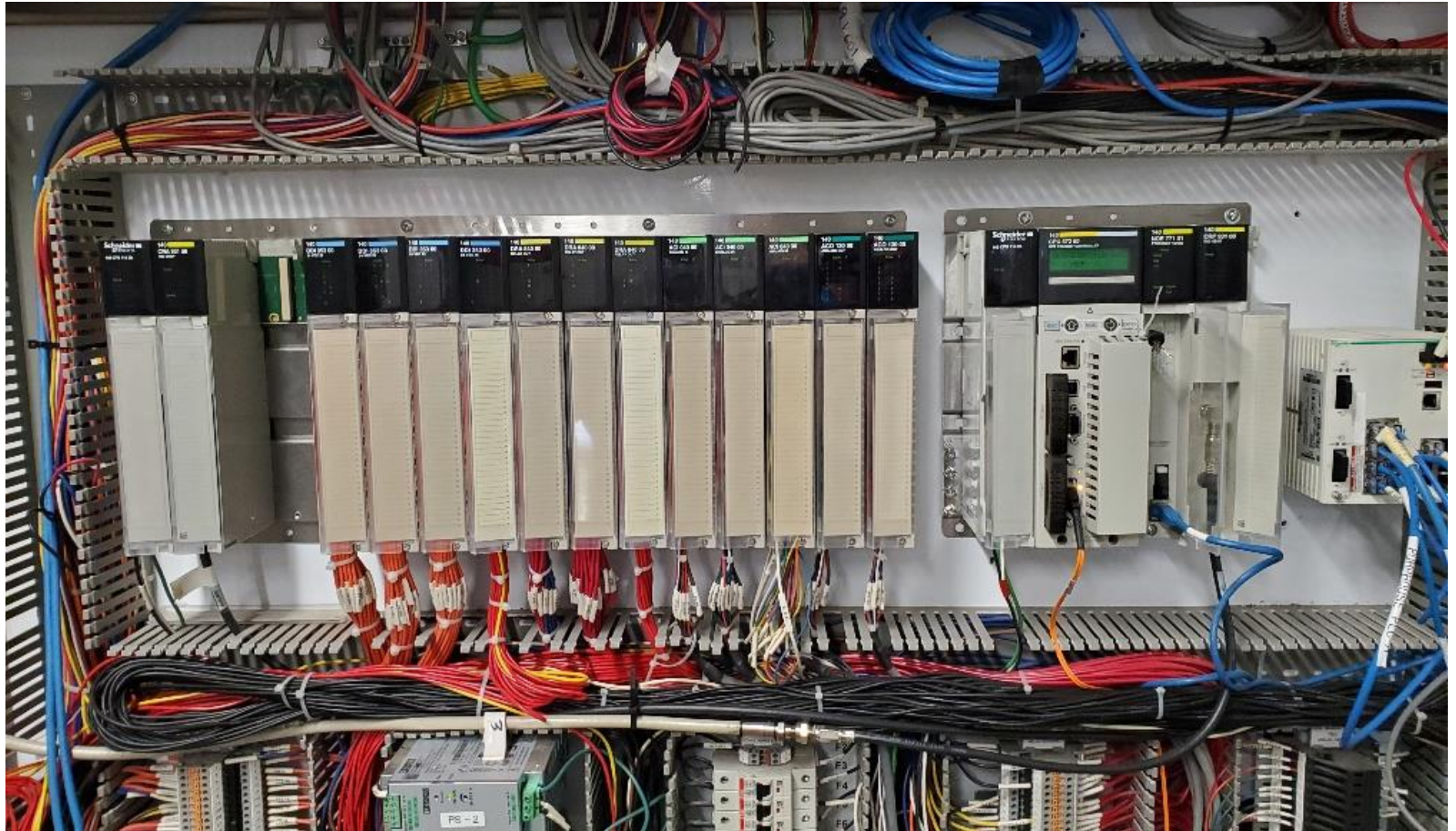
What is PLC (Programmable Logic Controller) ?

- PLC's are designed to control complex industrial processes, such as running machines, valves, motors, etc. They are programmed as per the operation's requirements.
- They are continually monitoring, controlling and transferring thousands of data points per second for our critical treatment and distribution processes.

PLC Cabinet A

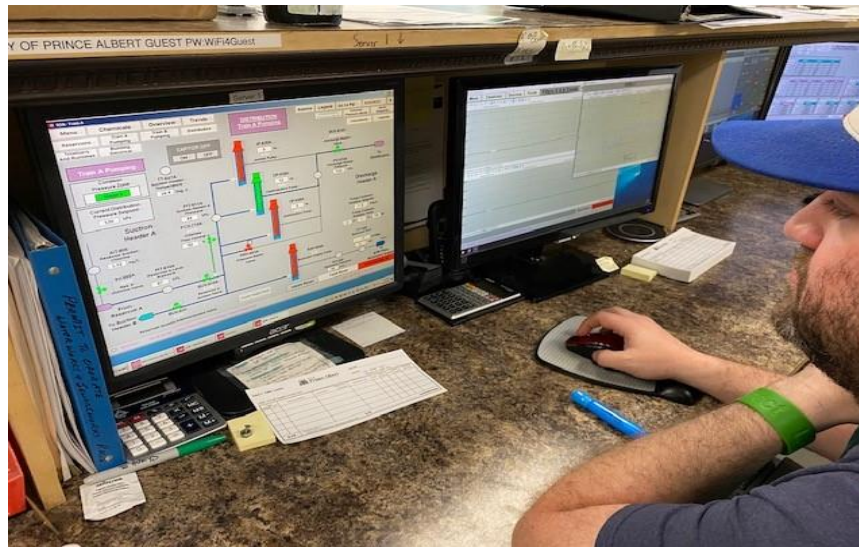


PLC Racks

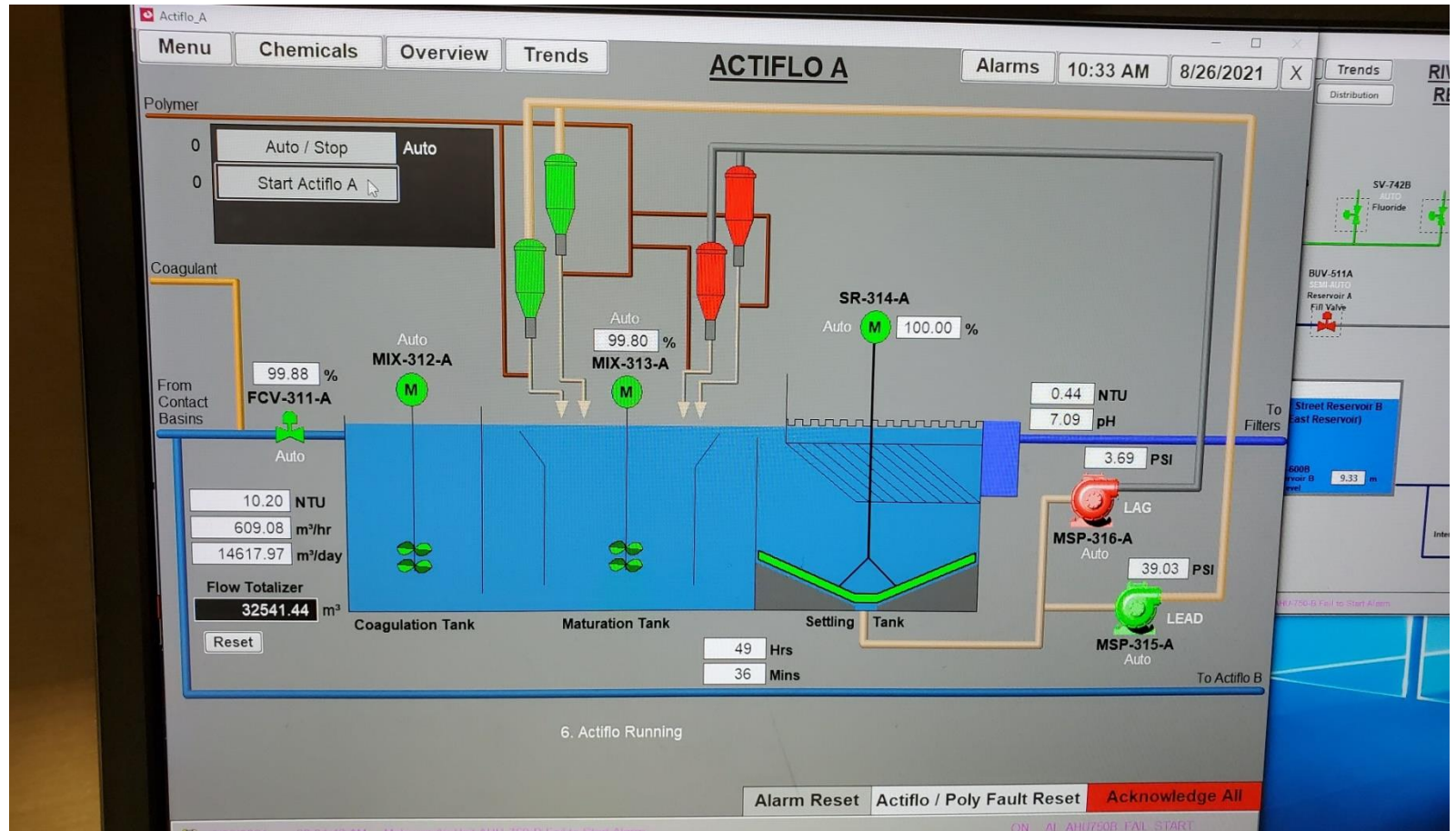


What is SCADA?

- SCADA (Supervisory Control and Data Acquisition) is a central system used to monitor and run plant processes. It's a software program that allows users to track information coming in from equipment, enter commands, make changes to their programming, etc.



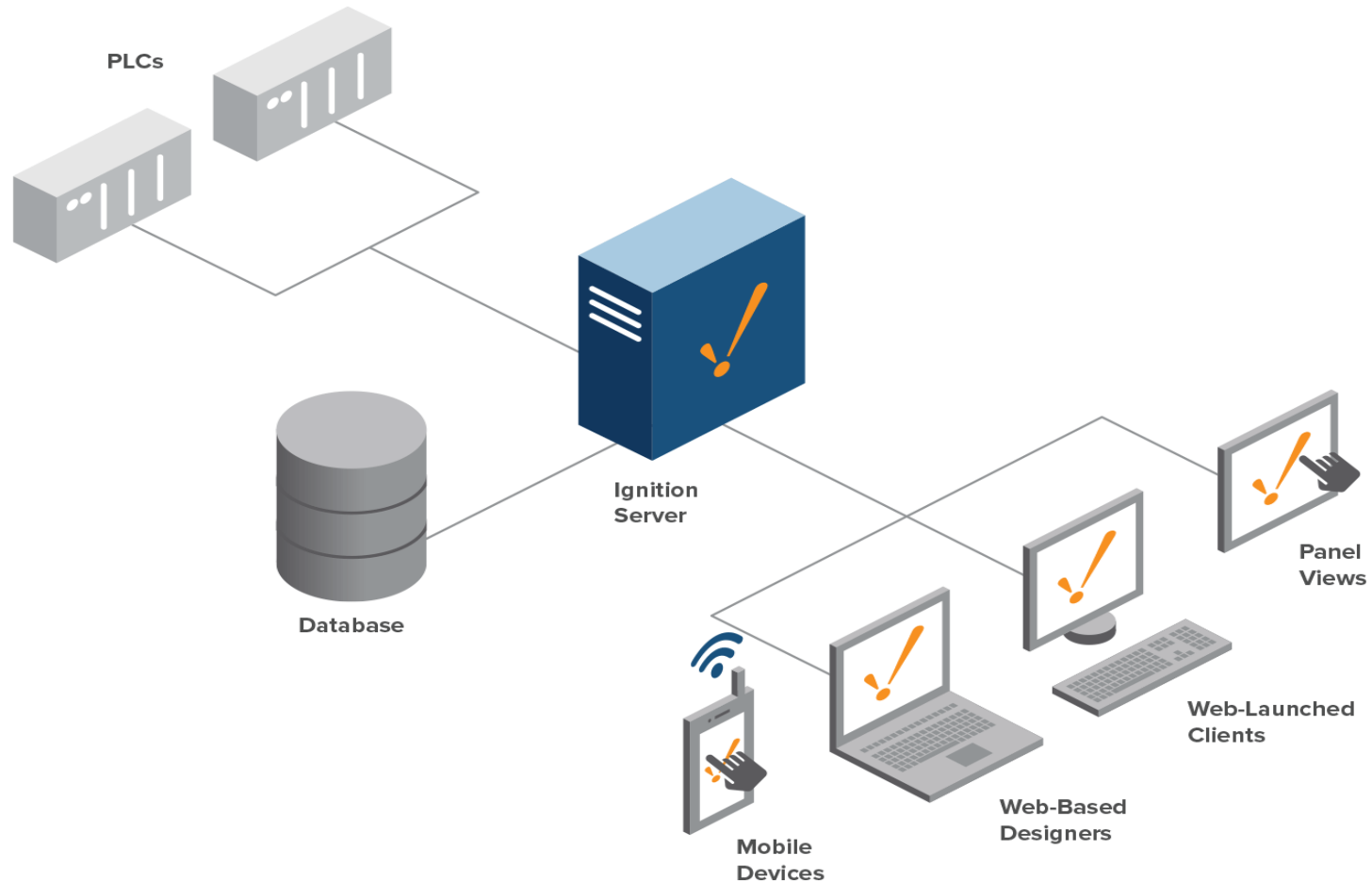
Actiflo Clarifier SCADA Page



Difference between PLC and SCADA:

- A PLC is hardware and SCADA is a software.
- SCADA systems are used in conjunction with PLC's and other devices. Data from PLC's is relayed to the system, and commands are entered into the computers/HMI (SCADA) to make adjustments to the processes the operators control.
- SCADA Database/Historian allows the collection and storing of data from the PLC's.

PLC/SCADA INTEGRATION



Status of our system

- From 2009 to 2013 Associated Engineering performed the initial set up and maintenance on the PLC and SCADA systems
- City currently uses Delco Automation as the integrator to program the PLCs and SCADA system for operations.
- Routine upgrades and re-programming the SCADA commands is not cost effective anymore due to the obsolete nature of the current system.
- Over the past 3 years the average cost per year for the SCADA maintenance has increased from \$3000.00 per year to \$14,000.00 per year.

Recommended Solution

- Upgrade and reprogram the SCADA system with new software called ***Ignition***.
 - ✓ Ignition is very popular in the Municipal Industry
 - ✓ Used by more than 50% of the fortune 500 companies
 - ✓ Very easy to reprogram and troubleshoot
 - ✓ Unlimited future expansion of the system
- Upgrade the two main PLC cabinets replacing discontinued hardware ensuring trouble free operations and redundancy. This will free up spare parts to extend the life cycle of smaller less critical PLC cabinets.

Thanks for your Time

Question?



RPT 21-398

TITLE: Interfund Transfers - Utility Fund

DATE: September 3, 2021

TO: Executive Committee

PUBLIC: X

INCAMERA:

RECOMMENDATION:

1. That the street sweeping allocation charged to the Utility Fund be removed and reallocated back to the General Fund;
2. That the salary allocation for one full time equivalent (FTE) Chief Clerk position in the Utility Fund be reallocated back to the General Fund, and;
3. That the allocation for street sweeping and Chief Clerk position be accepted and forwarded for consideration at the 2022 budget deliberations.

TOPIC & PURPOSE:

To provide information and recommendations of adjustments to the interfund transactions of the Utility Fund.

BACKGROUND:

At the 2021 Utility Fund budget deliberations a review of street sweeping of \$134,000 and other transfer amounts was requested.

City Council Resolution No. 0178 dated January 21, 2021:

“That Administration review whether the \$134,000 budgeted amount for street sweeping should be allocated within the utility budget for the 2022 budget deliberations, including any other transfer amounts allocated from the General Fund to the Water Utility Fund.”

PROPOSED APPROACH AND RATIONALE:Street sweeping

From discussion with Public Works, street sweeping would not heavily effect sewer operations therefore should be removed from the Utility Fund budget. The 2020 budget for street sweeping is estimated at \$143,300. Note that the amount will reduce expenses of the Utility Fund but would increase the expenses for Public Works in the General Fund.

Reallocation of Financial Services Chief Clerk Position

Removal of the Financial Services Chief Clerk salary allocation of approximately \$80,000 from the Utility Fund. The 2018 budget for the Utility Fund was approved for a Chief Clerk position to be reallocated from the General Fund to the Utility Fund, as per motion 0664 at the Special City Council meeting December 18, 2017. This allocation is no longer required as the water meter replacement project is now complete. This will increase expenses to the General Fund and reduce expenses to the Utility Fund.

Summary of Adjustments to the Utility Fund

There would be no financial effect to The City as an organization and on a consolidated basis. However, interfund adjustments effect each individual fund. The total adjustments are as follows:

	General Fund Expense
Street Sweeping	143,300
1 FTE Chief Clerk	80,000
Total Expense to General Fund	\$223,300

Interfund Transfers – All Funds

Interfund transfers are part of fund accounting. The premise of fund accounting is to report an accurate financial picture of the operations of functional areas or departments. There are general operating costs incurred that can be identified as relating to specific funds. The following are operating costs that are in the General Fund but can be also considered as an expense to other funds:

- Consultation and advice from the Mayor, City Manager, City Solicitor, City Clerk, Corporate Services, Communications and Financial Services.
- General operational costs such as software, information technology services and hardware and claims costs.

The amount of the interfund transfer is based on the estimate percentage of usage. Interfund transfers do not increase or decrease the economic resources of an organization as a whole just the allocation between funds.

The City of Prince Albert has five (5) operating funds. General, Utility, Sanitation, Airport and Land Fund. All have interfund transactions. As noted in the annual budget documents, funds are typically charged an established fee or allocation between the General Fund and other funds.

The General Fund allocation to the Utility Fund is comprised of City facilities water usage and an estimate for other City resources as noted above. During the 2009 budget discussions the decision was made to have an annual allocation from the General Fund to the Utility Fund based on five percent (5%) of budgeted operational revenues. The amount of \$614,000 was determined for the 2016 budget and has not changed since.

For the past six years, the Utility Fund has had interfund transfers as noted below.

Item	2020	2019	2018	2017	2016	2015
Transfer to General Fund	\$614,000	\$614,000	\$614,000	\$614,000	\$614,000	\$562,870
Transfer to General Fund – City facilities	¹ 421,921	256,560	268,146	*348,576	214,249	191,739
Total Interfund Transfer	\$1,035,921	\$870,560	\$882,146	\$962,576	\$828,249	\$754,609

*Inflated due to Vic Hospital invoice.

¹The increase in 2020 is due to spray parks and all City facilities being metered.

\$614,000 represents an allocation of City personnel costs that provide services plus other operational expenses for the Utility Fund. The remaining interfund transfer of \$256,560 offsets water revenue that was recorded for City Facilities in the Utility Fund.

There would be no financial effect to The City as an organization and on a consolidated basis. Any adjustments to interfund transactions will have a direct effect on the General Fund and will need to be considered when determining mill rate increases.

CONSULTATIONS:

There was discussion with the Director of Public Works regarding the necessity of street sweeping in the Utility Fund.

Details of Financial Services salary allocations of the Utility Fund were reviewed for accuracy.

COMMUNICATION AND/OR ANNOUNCEMENT PLAN:

Communication tools have been used in the past to explain various aspects of the Utility Fund. This included information inserts and Public Works presentations regarding the waterworks system.

A communication plan regarding The City's utilities can be developed with the Communications Manager. It should include information regarding the utility infrastructure, the importance of sustaining waterworks infrastructure and annual operations but should also include information regarding the utility bill and any other items. However, media creations such as videos are costly and have not been included in the 2022 budget.

FINANCIAL IMPLICATIONS:

The financial impact will be an increase in expenses of \$223,300 to the General Fund and a decrease in expenses to the Utility Fund of \$223,300.

The recommended changes between The City's Funds will not effect The City's financial position however property tax tools and user rates and fees may be effected.

3 Year Utility Rate Plan

Adjustments to interfund transactions for the Utility Fund will need to be considered previous to setting Utility rates. Decisions regarding street sweeping and any other changes will need to be considered for the 3 year utility rate plan that will be brought forward for consideration at the 2022 budget deliberations.

OTHER CONSIDERATIONS/IMPLICATIONS:

There is no policy or privacy implications, options to the recommendation or other considerations.

STRATEGIC PLAN:

2. The City's Strategic Core Value of Accountable and Transparent:
"We will make decisions based on clear and proactive criteria and we will provide information that is relevant, accessible, timely and accurate."

OPTIONS TO THE RECOMMENDATION:

If the allocation was updated to five percent (5%) of budgeted operational revenues from 2021 of \$19,385,830, the interfund transaction to the Utility fund for 2022 would increase to approximately \$969,000 versus the current \$614,000 (equals 3.17%).

OFFICIAL COMMUNITY PLAN:

Section 14 – Finance outlines the following relevant goal and policies:

Maintain effective management, efficiencies and accountability of the City's fiscal budgets and operations:

1. Ensure City financial policies and practices are consistent with the Official Community Plan.

PUBLIC NOTICE:

Public Notice pursuant to the Public Notice Bylaw No. 24 of 2015 is not required.

PRESENTATION: Verbal Presentation by Cheryl Tkachuk, Director of Financial Services

ATTACHMENTS: NONE

Written by: Cheryl Tkachuk, Director of Financial Services

Approved by: Director of Public Works and City Manager

RPT 21-443

TITLE: Potable Water Delivery

DATE: September 22, 2021

TO: Budget Committee

PUBLIC: X

INCAMERA:

RECOMMENDATION:

1. That this report be received as information and filed.

TOPIC & PURPOSE:

To explore options to provide potable drinking water to residents during water outages

PROPOSED APPROACH AND RATIONALE:

Each year, approximately 1,200 to 1,300 residences fall under a Drinking Water Advisory in the City of Prince Albert. These advisories are a necessary precaution to protect against potential bacteriological contaminated that could be caused by watermain breaks, City maintenance activities, water main depressurization or watermain replacement work.

Many Drinking Water Advisories are short events, lasting only 3 or 4 days but some last longer for complicated repair work or for longer construction projects, drinking water advisories can range from between 2 to 8 weeks. The average residence placed on a Drinking Water Advisory is cleared in just under 10 days, though each situation varies depending on the nature of the problem being addressed by City crews.

For specific maintenance events or watermain breaks, residents could expect to be without water at their tap between one half and one full day. Outside of these expected scenarios, there are very few instances where residents are completely without water at the tap for more than one day.

Where possible for longer duration repairs and for planned construction projects, Administration utilizes a temporary water service to provide running water to each residence affected for the project. This water, though safe for bathing and dishwashing, is not considered potable and, as such, the residences are on a precautionary drinking water advisory until normal service is resumed and the necessary tests have been cleared.

There are two main scenarios where water could be provided to residents. The first is water provided to residents who need it when the water needs to be turned off and the second could be providing potable water to each residence that is on a drinking water advisory. Administration has explored a number of options for providing water to residents during both times when water is off for repairs and during Drinking Water Advisories. These options are described below:

Emergency Bottled Water (Implemented in May 2021)

The Water and Sewer division keeps a stock of 100 – 4L bottles of water stored at the Municipal Service Centre. These are kept in case of a failure in the water distribution system that requires an after hours shut down of water to residences. This water is available to any residents who may not have drinking water available and who are not able to source any drinking water on their own. Since implementing this in May of 2021, there have not been any requests for use though the Department does anticipate scenarios where they will be necessary. This stock of water is not expensive and occasionally giving out water to residents in need is not operationally challenging.

Bottle Water Delivery for all Drinking Water Advisories

Should City Council wish to provide potable drinking water to each residence for the duration of a Drinking Water Advisory, Administration has estimated a need for approximately 156,000 litres of drinking water per year to adequately provide water to each of the, up to 1,300 residences that are affected by annually by watermain breaks, maintenance activities and construction projects.

In order to achieve this, Administration would put out a Request for Proposals for local water bottlers to provide their cost to supply and deliver water for all Drinking Water Advisories through the City.

A budgetary estimated to provide this service for residents is in the order of \$98,000 per year.

Use of a Mobile Water Filling Station

At the request of City Council, Administration investigated the potential use of a mobile water filling station for use during watermain shut offs and Drinking Water Advisories. This would be

a trailer mounted water tank that would be deployed to neighbourhoods that experience watermain breaks or Drinking Water Advisories in order for residents to access potable water. This option has the benefit of being mobile so that it could be deployed to various locations around the City and could also be used for event as a bottle fill station (though there are likely smaller, less expensive options that could accommodate this service).

As was previously presented to Council, the use of a mobile water filling station for residents to fill water containers presents a number of operational challenges. The station would require staff time to maintain its status as potable drinking water year round so that it would be available for deployment at a moment's notice. Administration also has concerns about vandalism and willful contamination of the filling station and the potential for individuals to leave the tap running and drain the entire tank. Without supervision, it would not likely be possible to guarantee that the station is secure. Additionally, as many of the City's watermain breaks occur during winter months, a mobile water filling station would only be functional if it is winterized and heated to prevent freezing of lines and the storage tank.

Additionally, as the City can experience multiple watermain breaks, maintenance activities and construction projects at the same time, *one mobile water filling station would not be able to provide water to the majority of residents affected by watermain shut offs or Drinking Water Advisories.*

The purchase cost of a winterized mobile water filling station is estimated to be approximately \$125,000.

Recommended Approach

Administration recommends the continuation of the Emergency Bottled Water system that was implemented in May of 2021. Administration will focus on ensuring that residents are not left difficult situations and endeavor to respond to any needs expressed through the course of the various maintenance, repair and construction activities.

PUBLIC NOTICE:

Public Notice pursuant to Public Notice Bylaw No. 24 of 2015 is not required.

ATTACHMENTS: N/A

Written by: Jeff Da Silva, Operations Manager

Approved by: Director of Public Works & City Manager



TITLE: Canada Community-Building Fund (CCBF) - Federal Gas Tax Program - Funded Projects

DATE: **November 8, 2021**

TO: Budget Committee

PUBLIC: X

INCAMERA:

RECOMMENDATION:

That this report be received as information and filed.

TOPIC & PURPOSE:

To provide an overview of the approved projects funded by the Canada Community-Building Fund, formerly called Federal New Deals Gas Tax Funding.

BACKGROUND:

As of June 29, 2021, the Gas Tax Fund had been renamed the Canada Community-Building Fund (CCBF). This name change better reflects the program's evolution over time and will not alter or modify the objectives or requirements of the program.

Saskatchewan and Canada entered into an administrative agreement enabling the provincial government to continue to receive funding from the federal GTF for a 10-year term: 2014-15 through 2023-24.

This provides predictable, long-term, stable funding for Canadian municipalities to help them build and revitalize their local public infrastructure while helping to create jobs and contributing to long-term prosperity.

Top Up Funding

The federal government has accelerated delivery of federal Canada Community-Building Fund (CCBF) payments to municipalities by transferring the full 2021-22 amount to Saskatchewan in one installment.

CCBF had also provided the top-up to the 2020-21 installment, as announced on March 25, 2021. The 2020-21 top-up funding for the City of Prince Albert is as follows:

2020-21 Top-up \$2,157,356.30

City Council, at its meeting of October 18, 2021, approved the allocation of the top-up funding received in Year 2021 to the following project:

Infrastructure Investment Plan - Federal Gas Tax Fund Program – Marquis Road West Extension - Roadway Construction

“That the Application for Federal Gas Tax Fund Program Infrastructure Investment Plan under the Canada Community-Building Fund for the Marquis Road West Extension – Roadway Construction in the amount of \$2,157,356.30, be approved.”

PROPOSED APPROACH AND RATIONALE:

The current funding allocated to the City through the Canada Community-Building Fund Agreement to the term of March 31, 2024 is dedicated and approved for the Raw Water Pump House and the West Hill Sewer Trunk Main Projects.

Raw Water Pump House

In August of 2020, City Council considered a report from Public Works regarding the Raw Water Pump House Tender.

Council approved the following recommendations:

Raw Water Pump House Tender

- “1. That the Raw Water Pump House Tender be awarded to PCL Construction Management Inc. for a total cost of \$18,177,940, including Provincial Sales Tax;*
- 2. That the total Post Tender Project budget including AECOM Engineering, PCL Construction Management Inc., contingency and Provincial Sales Tax be approved at \$18,900,000, which takes into consideration the contemplated change order; and*

- 3. That the cost of the project be financed with \$1,221,955 coming from an existing loan, \$4,875,720 utilizing the Gas Tax Funding Agreement Allocation and the remaining \$12,802,325 coming from City Long-term Loan Financing.”**

Council approved the funding of the Raw Water Pump House with the following financial funding:

Raw Water Pump House	\$18,900,000
Loan Proceeds	\$1,221,955
Gas Tax Funding: CCBF	\$4,875,720
Borrowing of Loan	\$12,802,325
	\$18,900,000

The Application for Federal Gas Tax Fund Program Infrastructure Investment Plan under the Canada Community-Building Fund (CCBF) for the Raw Water Pump House was forwarded for consideration to the Ministry of Government Relations, Municipal Infrastructure and Finance.

Correspondence was forwarded to our Finance Department advising that the Infrastructure Investment Plan (IIP) under the federal Gas Tax Fund (GTF, CCBF) for the Raw Water Pump House Project had been approved by the Ministry of Government Relations.

Based on the information supplied in the Infrastructure Investment Plan for the Raw Water Pump House Project, the proposed financing table submitted by the municipality was updated by the Ministry of Government Relations.

The Ministry of Government Relations allocated the remaining funding from the Canada Community-Building Funds Program (Gas Tax Funds) to the term of the Municipal Gas Tax Fund Agreement that expires March 31, 2024 to the Raw Water Pump House Project. The project maximized the funding to the expiry term.

The Ministry of Government Relations has allocated the remaining funding allocations to the City of Prince Albert to the Raw Water Pump House project based on the project scope cost as follows:

Opening Balance	\$329,018.79
2019-2020 Installment 2	\$1,059,817.00
2020-2021 Installment 1	\$1,059,817.00
2020-2021 Installment 2	\$1,059,817.00
2021-2022 Installment 1	\$1,110,113.40
2021-2022 Installment 2	\$1,110,113.40
2022-2023 Installment 1	\$1,110,113.40
2022-2023 Installment 2	\$1,110,113.40
2023-2024 Installment 1	\$1,153,224.60
2023-2024 Installment 2	\$1,153,224.60
Total Approved Allocation of Funding to Raw Water Pump House	\$10,255,372.59

The additional approved allocation of Gas Tax Funding for the Raw Water Pump House Project **will fund the annual interest and principle loan payments for the borrowing of funds for the next several years.** After the current GTF is exhausted, the interest and principle payments will need to be reviewed and potentially be funded by the continued CCBF beyond 2024 or generate revenue from increases to rates and fees.

The total funding under the current Municipal Gas Tax Fund (CCBF) Agreement to the City is as follows to the term of March 31, 2024:

CANADA COMMUNITY-BUILDING FUND ALLOCATIONS TO CITY OF PRINCE ALBERT (Formerly Gas Tax Funding)	
2005 - 2014	\$13,420,399.36
2014 - 2019	\$12,653,465.80
2019 - 2024	\$13,143,527.10
TOTAL ALLOCATIONS TO THE CITY	\$39,217,392.26

Under the Canada Community-Building Fund (formerly Federal Gas Tax Funding), the following projects have been funded and approved:

CANADA COMMUNITY-BUILDING FUND - FEDERAL GAS TAX PROGRAMS - PROJECTS	
2nd Avenue West Traffic Coordination	\$70,747.96
Increased Security – Water Treatment Facilities	\$103,583.17
Sewage Septic Dumping Sites	\$155,000.00
West Hill Miscellaneous Sanitary Sewer Repairs	\$191,835.76
Raw Water Pumping Station Upgrade	\$210,073.85
Transit Transfer Station	\$211,160.40
Boiler Replacement Project-WWTP	\$410,220.79
Traffic Light (LED) Retrofit Project	\$422,298.33
Reconstruction Storm Pumping Station #4	\$565,990.72
WWTP - UV Disinfection System	\$1,232,948.93
Raw Water Pump House	\$1,685,755.90
High Rate Clarifying Equipment/WTP/Reservoirs & Supply	\$1,992,060.00
Landfill Expansion	\$2,117,354.00
WWTP Inlet Screening System - Channel Grinder and Influent	\$2,394,112.43
West Hill - Sewer Trunk Main	\$3,801,654.86
Sewage Pumping Station	\$12,727,277.03
TOTAL FUNDED PROJECTS TO DECEMBER 31, 2020 – CCBF PROGRAM	\$28,292,074.13
<u>OTHER APPROVED PROJECTS FOR FUNDING TO BE COMPLETED:</u>	
West Hill - Sewer Trunk Main (\$4,000,000 approved in total)	\$198,345.14
Raw Water Pump House (\$10,255,372.59 allocated in total by CCBF)	\$8,569,616.69
Marquis Road West - Construction - <u>Top Up Funding</u>	\$2,157,356.30
OTHER APPROVED PROJECTS FOR FUNDING (CCBF)	\$10,925,318.13
TOTAL FUNDED PROJECTS - Canada Community-Building Fund	\$39,217,392.26

All funding under the current Municipal Gas Tax Fund Agreement (CCBF), including the additional 2021 Top Up Funding, has been allocated by the Ministry of Government Relations as per the project listing.

The Canada Community-Building Fund Program has funded various infrastructure projects in our community. The funding reduces the impact to our residents for significant improvements in infrastructure.

STRATEGIC PLAN:

Fiscal Management and Accountability – revenues sources to reduce reliance on residential property taxes and multi-year grant funding strategy.

Sustainable Growth – support the development of capital projects and infrastructure projects within the City.

PUBLIC NOTICE:

Public Notice pursuant to the Public Notice Bylaw No. 24 of 2015 is not required.

Written by: Jim Toye, City Manager

Approved by: City Manager



City of
Prince Albert

BI 21-38

TITLE: 2022 Sanitation Fund Budget

DATE: **November 19, 2021**

TO: Budget Committee

PUBLIC: **X**

INCAMERA:

ATTACHMENTS:

1. 2022 Sanitation Fund Budget

THE CITY OF PRINCE ALBERT



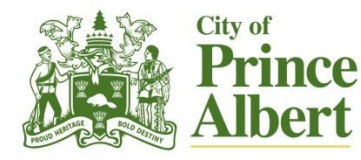
SANITATION FUND BUDGET FOR YEAR ENDING DECEMBER 31, 2022

SANITATION FUND BUDGET OVERVIEW

For the Year Ending December 31, 2022

Sanitation Fund Budget Overview	Page 1
Sanitation Fund Operating Budget	Page 5
Sanitation Fund Capital and Fund Projections	Page 10

Budget Overview



The Sanitation Utility Fund was created in 2003 and was intended to be self-sustaining providing waste collection and recycling services, as well as operate a landfill without being dependent on the City's tax base. In order to continue to ensure the ability to be self-sufficient and to meet future capital requirements, City Council passed Waste Collection and Disposal Bylaw #21 of 2021, setting the rates and fees for a period of five years (2022 to 2026).

As part of the 2022 budgeting process, Administration is recommending an increase to the residential utility surcharge of \$0.25 per month, approximately 1.3%, from \$19.25 in 2021 to \$19.50 in 2022.

COVID-19 Financial Impact and the 2022 Budget

Currently Administration is not estimating any losses for 2022. Administration will continue to monitor the impact of COVID-19 on the Sanitation Fund for 2022.

For 2022 there are budgetary adjustments to the revenues and expenditures of this fund which are highlighted below.

Line by Line Budget for 2022

The 2022 budget is presented using a line by line budget. Each functional area has line items that show specific financial data for accounting purposes. Individual financial statements for each functional area are provided and grouped by category. Below is the legend for the abbreviation of each category.

SANITATION FUND BUDGET OVERVIEW

For the Year Ending December 31, 2022

BUDGET PACKAGE DEFINITIONS FOR LINE BY LINE REVIEW

Category Codes

REVENUES	Code
Taxation	TAX
User Charges and Fees	UCF
Operating Grants and Donations	OGD
Grants in Lieu of Taxes	GIL
Interest and Penalties	INT
Sundry	SUN
EXPENSES	
Council Remuneration	CR
Salaries Wages and Benefits	SWB
Contracted and General Services	CON
Financial Charges	FC
Grants and Donations	G&D
Utilities	UTL
Interest on Long Term Debt	LTD
Fleet Expenses	FLT
Maintenance Materials and Supplies	MMS
Insurance	INS
Bad Debt Expense	BDE
CAPITAL AND INTERFUND TRANSACTIONS	
Capital Revenues	CAP
Amortization	AMORT
Interfund Transfers	IFUND
Reserves	RES

Other Definitions

Back Out - Removal of one-time budgeted amounts approved in the prior year.

Base Adjust - Adjustments made by Financial Services based on detailed analysis and projections for the budget year. Base adjustments are made for the following categories: Salaries Wages and Benefits, Utilities, Fleet Expenses, and Insurance.

Budgeted Revenue – Increase of (\$120,150)

Budgeted revenues for 2022 increased by \$120,150 from \$5,260,610 in 2021 to \$5,380,760 in 2022. Details of this increase is included as part of the line by line budget documentation provided in the 2022 Budget package.

The most significant budgetary adjustments to revenue are discussed below:

- Land Fill Fees - (\$120,000) increase
These are the rates charged to customers using the landfill. For 2022 to 2026, the entry fees and per tonne charges was set forth in Waste Collection and Disposal Bylaw #21 of 2021. In 2022 the minimum per load entry fee for residual waste below 150 kilograms is \$13 and the per tonne rate for residual waste more than 150 kilograms is \$77.00 per tonne. 2022 revenues are projected to increase by \$120,000.

Budgeted Expenses – Increase of \$590,620

Budgeted expenses for 2022 increased by \$590,620 from \$3,959,400 in 2021 to 4,550,020 in 2022. Details of this increase is included as part of the line by line budget documentation provided in the 2022 Budget package.

Capital and Interfund Transactions – Increase of \$65,240

Significant 2022 budgetary adjustments to expenses are noted below:

- An increase of \$60,000 related to amortization. Amortization, or depreciation, is an accounting method of allocating the cost of a tangible or physical asset over its useful life or life expectancy. Depreciation represents how much of an asset's value has been used up. The budget has been increased based on updated forecasts.

2022 Capital Budget

For 2022, Administration is requesting \$566,500 in capital spending for the repayment of principal payment for long term debt required for the construction of a new waste cell and expansion of existing cells.

Sanitation Improvement Fund Balance

In conclusion, the lifespan of any landfill is dependent on the amount of refuse that enters the landfill and how much can be re-used or re-cycled in other capacities. Most landfill cells have a lifespan of about 13 - 15 years and each cell, if they are to meet environmental regulatory requirements, can cost several millions of dollars to construct. In order to have financial resources available for future capital needs, any remaining unspent surpluses are set aside in anticipation of these necessities.

A summary of the 2022 budget's impact on the Sanitation Improvement Fund Balance is as follows:

- The budgeted surplus from operations to be transferred to the Sanitation Improvement Fund Balance in 2022 is \$521,630, after adjusting for non-cash amortization.
- A transfer of \$566,500 to the Capital Committed Reserve is required for 2021 capital expenditures.
- This results in an estimated net decrease to the Sanitation Improvement Fund Balance in 2022 of \$44,870 and an estimated closing surplus of \$1,784,851.

**SANITATION FUND
OPERATING BUDGET**

For the Year Ending December 31, 2022

	2022 Budget	2021 Budget	(Favourable) Unfavourable Change
REVENUES			
Landfill Operations Fees	(\$2,400,000)	(\$2,280,000)	\$ (120,000)
Sanitation Surcharge	(2,500,000)	(2,500,000)	-
Sanitation Surcharge - City Facilities	(50,600)	(50,450)	(150)
Bioreactor Building Rental Revenue	(16,990)	(16,990)	-
Operating Grants and Donations	(412,170)	(412,170)	-
Sundry	(1,000)	(1,000)	-
Total Revenues	(5,380,760)	(5,260,610)	(120,150)
EXPENSES			
Salaries Wages and Benefits	1,578,090	1,305,400	272,690
Contracted and General Services	402,200	276,000	126,200
Financial Charges	6,250	5,750	500
Grants and Donations	142,100	142,100	-
Utilities	31,800	33,530	(1,730)
Interest on Long Term Debt	137,720	52,930	84,790
Fleet Expenses	1,790,000	1,685,000	105,000
Maintenance Materials and Supplies	449,280	446,170	3,110
Insurance	5,580	5,520	60
Bad Debt Expense	7,000	7,000	-
Total Expenses	4,550,020	3,959,400	590,620
Operating (Surplus) Deficit	(830,740)	(1,301,210)	470,470
CAPITAL AND INTERFUND TRANSACTIONS			
Amortization	860,000	800,000	60,000
Transfer to General Fund - Franchise Fee	260,510	257,250	3,260
Transfer to General Fund - Sanitation Fees	47,030	46,880	150
Transfer to Utility Fund - Sanitation Fees	3,570	3,570	-
Transfer from Utility Fund - Utility Fees	(2,000)	(3,830)	1,830
Capital and Interfund Transactions	1,169,110	1,103,870	65,240
TOTAL (SURPLUS) DEFICIT	338,370	(197,340)	535,710
Allocated as Follows:			
Total (Surplus) Deficit	338,370	(197,340)	535,710
Non-Cash Adjustment - Amortization	(860,000)	(800,000)	(60,000)
Total (Surplus) Deficit - Adjusted for Amortization	(521,630)	(997,340)	475,710
Transfer to Sanitation Improvement Fund	521,630	997,340	(475,710)
	-	-	-

SANITATION FUND
OPERATING BUDGET SEGMENTED BY FUNCTIONAL AREA

For the Year Ending December 31, 2022

ADMINISTRATION & BILLING

	2022	2021	(Favourable) Unfavourable Change
	Budget	Budget	
REVENUES			
Landfill Operations Fees	(\$2,400,000)	(\$2,280,000)	\$ (120,000)
Sanitation Surcharge	(2,500,000)	(2,500,000)	-
Sanitation Surcharge - City Facilities	(50,600)	(50,450)	(150)
Bioreactor Building Rental Revenue	(16,990)	(16,990)	-
Operating Grants and Donations	(412,170)	(412,170)	-
Sundry	(1,000)	(1,000)	-
Total Revenues	(5,380,760)	(5,260,610)	(120,150)
EXPENSES			
Salaries Wages and Benefits	57,840	38,940	18,900
Fleet Expenses	-	-	-
Bad Debt Expense	7,000	7,000	-
Total Expenses	64,840	45,940	18,900
Operating (Surplus) Deficit	(5,315,920)	(5,214,670)	(101,250)
CAPITAL AND INTERFUND TRANSACTIONS			
Amortization	860,000	800,000	60,000
Transfer to General Fund - Franchise Fee	260,510	257,250	3,260
Transfer to General Fund - Sanitation Fees	47,030	46,880	150
Transfer to Utility Fund - Sanitation Fees	3,570	3,570	-
Transfer from Utility Fund - Utility Fees	(2,000)	(3,830)	1,830
Capital and Interfund Transactions	1,169,110	1,103,870	65,240
TOTAL (SURPLUS) DEFICIT	(4,146,810)	(4,110,800)	(36,010)

Code	Category		Account Name	2018 YTD	2019 YTD	2020 YTD	2021 Budget	Back Out	Base Adjust	2022 Base Budget	Department		Issue
	Code	Code		Actuals	Actuals	Actuals					Adjustments	2022 Total Budget	
1	4-1-43621-094	UCF	LANDFILL OPERATIONS:Non-Taxable Revenue	(\$2,262,205)	(\$2,218,796)	(\$2,300,577)	(\$2,280,000)	\$0	\$0	(\$2,280,000)	(\$120,000)	(\$2,400,000)	Revenue generated though rates/fees charged at the gate. Additional review forecast based on 2021 actual revenue to date and 2022 rate increase.
2	4-1-44145-000	UCF	Rental Revenue-Bioreactor Building:Other Revenue	(\$16,498)	(\$16,993)	(\$17,503)	(\$16,990)	\$0	\$0	(\$16,990)	\$0	(\$16,990)	This revenue is generated through the lease of the building/shop located at the Bioreactor site.
3	4-1-54600-000	UCF	SANITATION SURCHARGE:Other Revenue	(\$2,376,363)	(\$2,362,765)	(\$2,486,527)	(\$2,500,000)	\$0	\$0	(\$2,500,000)	\$0	(\$2,500,000)	Revenue generated from the Garbage/Recycling fee on water bills. Increase in rates for 2022 will generate an additional revenue of \$32,500. But there is decrease in number of accounts using City's garbage pick up facility which results in reduction of revenue as well. Therefore, we are not recommending any change in budgeted revenue numbers and going with previous year numbers.
4	4-1-54607-000	UCF	CF-Sanitation Surcharge :Other Revenue	(\$51,035)	(\$51,425)	(\$48,465)	(\$50,450)	\$0	(\$150)	(\$50,600)	\$0	(\$50,600)	The transfer is based on Financial Services review and forecast of City facilities charges for 2022.
5	4-1-54700-059	OGD	Sanitation:MISC GRANTS	(\$171,371)	(\$382,044)	(\$385,941)	(\$412,170)	\$0	\$0	(\$412,170)	\$0	(\$412,170)	Grant revenue from NCSWMC based upon the number of households in Prince Albert.
6	4-1-55100-000	INT	Interest Revenue:Other Revenue	(\$4,389)	(\$3,678)	(\$4,918)	\$0	\$0	\$0	\$0	\$0	\$0	-
7	4-1-59000-000	SUN	Sanitation Sundry Revenues:Other Revenue	\$0	\$0	\$0	(\$1,000)	\$0	\$0	(\$1,000)	\$0	(\$1,000)	Miscellaneous revenue generated from Landfill (e.g. sale of a load of sand)
8	4-1-59000-089	SUN	Sanitation Sundry Revenues:Other Sources	(\$1,059)	(\$6,693)	\$0	\$0	\$0	\$0	\$0	\$0	\$0	-
9	4-2-13000-111	SWB	Miscellaneous:Salaries Regular	(\$838)	\$0	\$0	\$38,940	\$0	\$0	\$38,940	\$18,900	\$57,840	-\$57,840 Retro accrual for union contracts that expired December 31, 2019.
10	4-2-13000-115	SWB	Miscellaneous:Wages Regular	\$243	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	-
11	4-2-13000-119	SWB	Miscellaneous:Payroll Benefits	\$69	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	-
12	4-2-13000-265	SWB	Miscellaneous:Rentals-City Automotive & Equipment	\$170	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	No budget required.
13	4-2-39999-265	FLT	Fleet Re-allocation:Rentals-City Automotive & Equipment	(\$16,600)	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	No budget required.
14	4-2-13000-211	MMS	Miscellaneous:Travel & Accommodation	\$126	\$12	\$0	\$0	\$0	\$0	\$0	\$0	\$0	-
15	4-2-13000-541	MMS	Miscellaneous:Operating Supplies	\$927	\$3,352	\$0	\$0	\$0	\$0	\$0	\$0	\$0	-
16	4-2-82141-919	BDE	BAD DEBTS:Bad Debt Expense	\$21,066	\$8,457	\$12,429	\$7,000	\$0	\$0	\$7,000	\$0	\$7,000	-
17	4-1-68191-870	CAP	Garbage-TCA Gain:Gain on Disposal	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	Non-cash item. No budget required.
18	4-2-68192-875	CAP	Garbage-Loss on Disposal-TCA:Loss on Disposal	\$33,353	\$244,290	\$7,567	\$0	\$0	\$0	\$0	\$0	\$0	Non-cash item. No budget required.
19	4-2-68105-840	AMORT	Land Improvements-Sanitation-Garbage:Amortization Expense	\$340,328	\$340,328	\$340,328	\$800,000	\$0	\$60,000	\$860,000	\$0	\$860,000	This budget was prepared by Financial Services. Amortization, or depreciation, is an accounting method of allocating the cost of a tangible or physical asset over its useful life or life expectancy. Depreciation represents how much of an asset's value has been used up. The budget has been calculated based on updated forecasts. This is a non-cash item / expense.
20	4-2-68110-840	AMORT	Buildings-Sanitation-Garbage:Amortization Expense	\$20,352	\$26,689	\$33,127	\$0	\$0	\$0	\$0	\$0	\$0	-
21	4-2-68115-840	AMORT	Machinery & Equipment-Sanitation-Garbage:Amortization Expense	\$12,870	\$23,760	\$29,018	\$0	\$0	\$0	\$0	\$0	\$0	-
22	4-2-68125-840	AMORT	Fleet-Sanitation-Garbage:Amortization Expense	\$323,329	\$345,076	\$338,461	\$0	\$0	\$0	\$0	\$0	\$0	-
23	4-2-68225-840	AMORT	Fleet-Sanitation-Recycling:Amortization Expense	\$7,613	\$7,613	\$7,613	\$0	\$0	\$0	\$0	\$0	\$0	-
24	4-1-82219-000	IFUND	Transfer from UF-City Facilities:Other Revenue	\$0	\$0	\$0	(\$3,830)	\$0	\$1,830	(\$2,000)	\$0	(\$2,000)	-The transfer is based on Financial Services review and forecast of City facilities charges for 2022.

	Code	Category Code	Account Name	2018 YTD Actuals	2019 YTD Actuals	2020 YTD Actuals	2021 Budget	Back Out	Base Adjust	2022 Base Budget	Department Adjustments	2022 Total Budget	Issue
25	4-2-82210-742	IFUND	CONTRIBUTION TO GENERAL FUND:Transfer To Own Funds	\$225,230	\$227,580	\$244,080	\$257,250	\$0	\$0	\$257,250	\$3,260	\$260,510	Each year a Franchise fee equal to five (5) percent of the Sanitation Fund's total revenues is paid to the General Operating Fund. This fee offsets the sanitation operational costs typically paid by the General Fund. The 2022 Budget is based on 2021 Budgeted Revenue and the transfer is therefore calculated as follows: \$5,260,610 total revenue less City Facility Sanitation Surcharge of \$50,450 = \$5,210,160 * 5% = \$260,510.
26	4-2-82217-742	IFUND	SF-Contribution to GF-City Facilities:Transfer To Own Funds	\$41,615	\$42,191	\$47,957	\$46,880	\$0	\$150	\$47,030	\$0	\$47,030	The transfer is based on Financial Services review and forecast of City facilities charges for 2022.
27	4-2-82220-742	IFUND	Contribution To Utility Fund:Transfer To Own Funds	\$0	\$0	\$0	\$3,570	\$0	\$0	\$3,570	\$0	\$3,570	The transfer is based on Financial Services review and forecast of City facilities charges for 2022.

SANITATION FUND
OPERATING BUDGET SEGMENTED BY FUNCTIONAL AREA

For the Year Ending December 31, 2022

LANDFILL OPERATIONS

	2022	2021	(Favourable)
	Budget	Budget	Unfavourable
			Change
REVENUES			
<hr/>			
EXPENSES			
Salaries Wages and Benefits	\$865,810	\$600,720	\$265,090
Contracted and General Services	345,000	225,000	120,000
Financial Charges	6,250	5,750	500
Utilities	31,800	33,530	(1,730)
Interest on Long Term Debt	137,720	52,930.00	84,790
Fleet Expenses	720,000	665,000	55,000
Maintenance Materials and Supplies	297,640	340,930	(43,290)
Insurance	5,340	5,270	70
Total Expenses	2,409,560	1,929,130	480,430
Operating (Surplus) Deficit	2,409,560	1,929,130	480,430
CAPITAL AND INTERFUND TRANSACTIONS			
<hr/>			
TOTAL (SURPLUS) DEFICIT	2,409,560	1,929,130	480,430

Code	Category		Account Name	2018 YTD	2019 YTD	2020 YTD	2021 Budget	Back Out	Base Adjust	2022 Base Budget	Department		Issue
	Code	Code		Actuals	Actuals	Actuals					Adjustments	2022 Total Budget	
1	4-2-36210-111	SWB	LANDFILL OPERATIONS:Salaries Regular	\$79,431	\$87,403	\$94,373	\$100,570	\$0	\$0	\$100,570	\$163,900	\$264,470	The base budget was determined by Financial Services after consideration of base adjustments, step increases, and a review of actual costs incurred. In addition, discussions were had with Public Works to more accurately allocate the cost of salaried positions between funds to better reflect where individual's time is spent.
2	4-2-36210-112	SWB	LANDFILL OPERATIONS:Salaries Overtime	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	-
3	4-2-36210-115	SWB	LANDFILL OPERATIONS:Wages Regular	\$289,012	\$326,796	\$289,036	\$315,000	\$0	\$0	\$315,000	\$36,290	\$351,290	The base budget was determined by Financial Services after consideration of base adjustments, step increases, and a review of actual costs incurred. \$36,290 for the hiring of 1 casual Janitor Event Worker's to replace the contracted janitorial services that had an existing budget of \$20,000.
4	4-2-36210-116	SWB	LANDFILL OPERATIONS:Wages Overtime	\$37,412	\$38,055	\$40,216	\$35,000	\$0	\$0	\$35,000	\$0	\$35,000	The base budget was determined by Financial Services after consideration of base adjustments, step increases, and a review of actual costs incurred.
5	4-2-36210-119	SWB	LANDFILL OPERATIONS:Payroll Benefits	\$145,692	\$152,900	\$148,705	\$150,150	\$0	\$0	\$150,150	\$64,900	\$215,050	\$64,900 Increase to the base budget was determined by Financial Services after consideration of base adjustments, step increases, and a review of actual costs incurred. In addition, discussions were had with Public Works to more accurately allocate the cost of salaried positions between funds to better reflect where individual's time is spent. \$6,620 increase for the hiring of 1 casual Janitor Event Worker's to replace the contracted janitorial services that had an existing budget of \$20,000.
6	4-2-36220-115	SWB	Landfill Monitoring:Wages Regular	\$202	\$65	\$0	\$0	\$0	\$0	\$0	\$0	\$0	-
7	4-2-36220-119	SWB	Landfill Monitoring:Payroll Benefits	\$11,302	\$5,292	\$5,673	\$0	\$0	\$0	\$0	\$0	\$0	-
8	4-2-36210-239	CON	LANDFILL OPERATIONS:Consulting Services	\$0	\$5,897	\$99	\$10,000	\$0	\$0	\$10,000	\$0	\$10,000	The Landfill is closely regulated by the Ministry of Environment who require certain occurrences to be assessed by a qualified professional. The item covers Consulting Services for these events that need immediate attention by a Qualified Person.
9	4-2-36210-294	CON	LANDFILL OPERATIONS:Commissionaire Services	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	-
10	4-2-36210-295	CON	LANDFILL OPERATIONS:Self-Employed Contractors	\$7,035	\$7,411	\$86,879	\$88,000	\$73,000	\$0	\$15,000	\$214,000	\$229,000	Concrete crushing is required on an ongoing basis to meet regulatory requirements. Increased base budget is required to meet ongoing regulator requirements. In 2020 the landfill received approximately 21,000 tonnes of material. Quotes for crushing ranged from \$10-14 a tonne. \$200,000 concrete crushing (ongoing) \$6000 - relocate scale to MSC (1 time) \$8000 - Scrap tire pick up (ongoing)
11	4-2-36210-296	CON	Landfill Operations:Housekeeping Services	\$21,277	\$22,709	\$23,608	\$20,000	\$0	\$0	\$20,000	(\$20,000)	\$0	Removal of budget for Janitorial Contract as casual City employees will now be completing this work.
12	4-2-36210-299	CON	LANDFILL OPERATIONS:Other General Services	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	-
13	4-2-36220-239	CON	Landfill Monitoring:Consulting Services	\$103,047	\$107,352	\$114,466	\$95,000	\$0	\$0	\$95,000	\$0	\$95,000	The landfill is required to complete annual ground water and surface water monitoring and reporting that must be conducted by a Qualified Person.
14	4-2-36370-239	CON	Bioreactor Site:Consulting Services	\$0	\$18,751	\$9,237	\$12,000	\$12,000	\$0	\$0	\$11,000	\$11,000	The City is required to provide annual monitoring at the Bioreactor Facility for an encapsulation cell that was constructed in 2016. The encapsulation cell was constructed to store material from the remediation of a site completed in order to support a local development. This monitoring must be completed and signed off by a Qualified Professional.
15	4-2-36210-893	FC	LANDFILL OPERATIONS:Bank Charges	\$786	\$766	\$1,077	\$750	\$0	\$0	\$750	\$500	\$1,250	This budget is for charges related to the Interact payment system at the landfill kiosk. The budget is being increased by \$500 based on a review of historical actuals as more customers are using Interact for payment.

Code	Category		Account Name	2018 YTD	2019 YTD	2020 YTD	2021 Budget	Back Out	Base Adjust	2022 Base Budget	Department		Issue
	Code	Code		Actuals	Actuals	Actuals					Adjustments	2022 Total Budget	
16	4-2-36210-895	FC	LANDFILL OPERATIONS:Cash Over/short	\$42	\$13	(\$71)	\$0	\$0	\$0	\$0	\$0	\$0	-
17	4-2-36370-899	FC	Bioreactor Site:Other Financial Charges	\$5,234	\$5,299	\$5,299	\$5,000	\$0	\$0	\$5,000	\$0	\$5,000	-
18	4-2-36210-551	UTL	LANDFILL OPERATIONS:Water & Sewer	\$2,702	\$2,913	\$2,086	\$3,830	\$0	\$0	\$3,830	(\$1,830)	\$2,000	The water & sewer budget was reviewed by Financial Services based on a review of actual results. City facilities are charged for water and sewer services received with revenue recorded in the Water Utility Fund. An interfund transfer from the Water Utility Fund is made to offset charges to the General, Sanitation, Land and Airport Funds.
19	4-2-36210-552	UTL	LANDFILL OPERATIONS:Heating Fuels	\$8,428	\$18,945	\$9,004	\$13,200	\$0	(\$100)	\$13,100	\$0	\$13,100	Heating costs for Landfill buildings. The 2022 Budget for SaskEnergy was determined by Financial Services based on a review of historical usage, expectations for 2022, and a review of actual costs. The 2022 Budget also incorporates the expected increase in the carbon tax effective April 1, 2022.
20	4-2-36210-553	UTL	LANDFILL OPERATIONS:Electricity	\$13,039	\$16,099	\$13,574	\$16,500	\$0	\$200	\$16,700	\$0	\$16,700	The 2022 Budget for SaskPower was determined by Financial Services based on a review of historical usage, expectations for 2022, and a review of actual costs. The 2022 Budget also incorporates the expected increase in the carbon tax effective April 1, 2022.
21	4-2-36210-559	UTL	LANDFILL OPERATIONS:Other Utilities	\$115	\$270	\$0	\$0	\$0	\$0	\$0	\$0	\$0	-
22	4-2-36210-820	LTD	LANDFILL OPERATIONS:Interest on Long Term Loan	\$0	\$0	\$0	\$52,930	\$0	\$0	\$52,930	\$84,790	\$137,720	Waste Cell Construction The interest expense was budgeted for only half of 2021 in previous year. The new loan was approved in 2021. The increase in interest rates for the due to the higher projected interest rates. The 2022 Budget for interest expense was determined by Financial Services based on a review of annual payments and expected interest rates for 2022 and previous principal payments made.
23	4-2-36210-265	FLT	LANDFILL OPERATIONS:Rentals-Automotive & Equipment	\$612,051	\$707,459	\$729,464	\$665,000	\$0	\$0	\$665,000	\$55,000	\$720,000	Fleet changes for the equipment used at the Landfill (e.g. loaders, compactor, Backhoe) The budget for fleet expenses was prepared by Financial Services based on a 6% increase in fleet charge out rates proposed by Administration for the 2022 Budget. A 6% increase was recommended for the 2021 Budget but was removed by Budget Committee. Administration recommends that the 6% increase be implemented for 2022 to ensure that sufficient funds are transferred to the Equipment and Fleet Reserve for future replacements. In addition, the fleet expense budget was adjusted where necessary to reflect actual charges based on a review of prior years' actual charges.
24	4-2-36220-265	FLT	Landfill Monitoring:Rentals-Automotive & Equipment	\$292	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	No budget required.
25	4-2-36210-211	MMS	LANDFILL OPERATIONS:Travel & Accommodation	\$0	\$0	\$0	\$2,000	\$0	\$0	\$2,000	\$0	\$2,000	Used to attend training courses. This budget has been centralized for Sanitation in this GL.
26	4-2-36210-212	MMS	LANDFILL OPERATIONS:Postage & Freight	\$53	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	-
27	4-2-36210-213	MMS	LANDFILL OPERATIONS:Telephone	\$3,675	\$3,303	\$4,152	\$4,500	\$0	\$0	\$4,500	\$0	\$4,500	Land lines and cell phones for Sanitation Division. The telephone budget for 2022 was prepared by financial services after a review of actual charges and expectation for 2022. Some of the increase, where applicable, are due to data lines and internet service charges being reallocated from object code 238.
28	4-2-36210-221	MMS	LANDFILL OPERATIONS:Advertising	\$1,230	\$656	\$188	\$7,000	\$5,000	\$0	\$2,000	\$5,000	\$7,000	Funding to provide and maintain signage at the landfill to identify traffic flow, proper procedures and identify areas to separate waist. A new landfill sign will be purchased in 2022 to reflect new rates.
29	4-2-36210-224	MMS	LANDFILL OPERATIONS:Memberships & Due	\$319	\$1,287	\$1,299	\$1,500	\$0	\$0	\$1,500	\$0	\$1,500	Membership fees for Solid Waist Association of North America (SWANA) and Waist Reduction Council.

Code	Category Code	Account Name	2018 YTD	2019 YTD	2020 YTD	2021 Budget	Back Out	Base Adjust	2022 Base Budget	Department		Issue	
			Actuals	Actuals	Actuals					Adjustments	2022 Total Budget		
30	4-2-36210-234	MMS	LANDFILL OPERATIONS:Training Services	\$11,785	\$3,758	\$2,335	\$5,000	\$0	\$0	\$5,000	\$0	\$5,000	Budget used to support training for the Sanitation Manager and Division staff to maintain Professional Designations and enhance operations.
31	4-2-36210-235	MMS	LANDFILL OPERATIONS:Health Services	\$4,107	\$4,200	\$3,104	\$2,500	\$0	\$0	\$2,500	\$0	\$2,500	Pest control service for the Landfill.
32	4-2-36210-237	MMS	LANDFILL OPERATIONS:Protection Services	\$195	\$253	\$421	\$500	\$0	\$0	\$500	\$0	\$500	Security system fees for the Landfill.
33	4-2-36210-238	MMS	Landfill Operations:Computer Services	\$4,488	\$11,029	\$4,391	\$16,500	\$5,500	\$0	\$11,000	(\$11,000)	\$0	Annual fees for Landfill Management Software. The telephone and data line budget was prepared by financial services based on actual costs. Data line budget has been reallocated from object code 238 to 213. IT Budget Centralization - Remaining balance Computer Services budget was prepared by IT.
34	4-2-36210-253	MMS	LANDFILL OPERATIONS:Purch Mtce-Building	\$3,688	\$6,996	\$6,814	\$3,500	\$0	\$0	\$3,500	\$0	\$3,500	Used for minor repairs to buildings at the Landfill (e.g. Kiosk and Baler Building)
35	4-2-36210-255	MMS	Landfill Operations:Purch Mtce-Automotive & Equipment	\$188	\$171	\$0	\$1,500	\$0	\$0	\$1,500	\$0	\$1,500	For repairs to rented equipment. Equipment rental is sometimes required when City equipment if down for service or repair.
36	4-2-36210-256	MMS	LANDFILL OPERATIONS:Purch Mtce-Mechanical Equipment	\$5,376	\$2,592	\$101	\$3,000	\$0	\$0	\$3,000	\$0	\$3,000	Ongoing maintenance of mechanical equipment in Landfill Buildings (e.g. furnaces, HVAC, exhaust fans).
37	4-2-36210-264	MMS	LANDFILL OPERATIONS:Rentals-Hired Equipment and Automotive	\$31,675	\$37,063	\$68,817	\$30,000	\$0	\$0	\$30,000	\$15,000	\$45,000	Rental of equipment when City equipment is down for service or repair, and when specialty or additional equipment is required. The budget is expected to be over expended in 2021 and an increases is recommended for 2022 to accommodate hired equipment to support the transition to the new cell operation and meeting regulatory requirements on an ongoing basis.
38	4-2-36210-267	MMS	LANDFILL OPERATIONS:Rentals-Specialized Equipment	\$106	\$122	\$213	\$500	\$0	\$0	\$500	\$0	\$500	Printer/Scanner/Copier at the Landfill.
39	4-2-36210-269	MMS	LANDFILL OPERATIONS:Rentals-Other Equipment	\$0	\$0	\$0	\$1,000	\$0	\$0	\$1,000	\$0	\$1,000	Specially equipment rental (e.g. boom required for building maintenance)
40	4-2-36210-291	MMS	LANDFILL OPERATIONS:Licenses Permits & Fees	\$3,591	\$1,853	\$3,894	\$3,620	\$0	\$0	\$3,620	\$0	\$3,620	Software Licenses used for landfill operations (i.e. WaterTrax subscription)
41	4-2-36210-410	MMS	LANDFILL OPERATIONS:Allocation-Administration	\$72,090	\$66,020	\$75,250	\$72,710	\$0	\$0	\$72,710	(\$42,790)	\$29,920	- \$13,920: This amount represents an allocation of costs from the General Fund. The General Fund is charged the full cost for certain expenses / operations that are shared by other funds. Expenses for the following items are allocated to the Sanitation Fund: - Information Technology - Small tools (Part of MSC Functional Area) - The allocation that used to be charged related to the Old City Yards was removed in 2022 as the Sanitation Fund no longers uses it. The is the reason for the decrease. -\$16,000: This relates to software costs for the Sanitation Fund. For 2022, these costs are charged to IT in the General Fund and then allocated back to the Sanitation Fund so that IT can better track all IT software needs across the City. The increase is offset by a decrease in object code 238.
42	4-2-36210-420	MMS	LANDFILL OPERATIONS:Allocation-Services	\$2,651	\$873	\$931	\$0	\$0	\$0	\$0	\$0	\$0	-
43	4-2-36210-511	MMS	Landfill Operations:Meeting Incidentals	\$0	\$0	\$0	\$200	\$0	\$0	\$200	\$0	\$200	Operational meeting expenses (e.g. lunch meeting with Ministry of Environment or with guest speakers attending event)
44	4-2-36210-512	MMS	Landfill Operations:Overtime Meals	\$671	\$708	\$1,016	\$950	\$0	\$0	\$950	\$0	\$950	Meal allocations for unscheduled overtime as per agreement.
45	4-2-36210-521	MMS	LANDFILL OPERATIONS:Vehicle Fuel & Oil	\$0	\$0	\$877	\$0	\$0	\$0	\$0	\$0	\$0	-
46	4-2-36210-531	MMS	Landfill Operations:Asphalt	\$0	\$0	\$1,048	\$0	\$0	\$0	\$0	\$0	\$0	-
47	4-2-36210-532	MMS	Landfill Operations:Concrete	\$438	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	-

Code	Category		Account Name	2018 YTD	2019 YTD	2020 YTD	2021 Budget	Back Out	Base Adjust	2022 Base Budget	Department		Issue
	Code	Code		Actuals	Actuals	Actuals					Adjustments	2022 Total Budget	
48	4-2-36210-533	MMS	LANDFILL OPERATIONS:Granular Materials	\$2,494	\$13,541	\$0	\$15,000	\$0	\$0	\$15,000	\$0	\$15,000	Maintenance/chips for the road from the highway to the Landfill.
49	4-2-36210-535	MMS	LANDFILL OPERATIONS:Meters & Signs	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	-
50	4-2-36210-540	MMS	LANDFILL OPERATIONS:City Purchased Clothing	\$475	\$1,013	\$1,289	\$800	\$0	\$0	\$800	\$1,000	\$1,800	Budget change to reflect increased cost of safety and work clothing for staff (e.g. boots and work clothing)
51	4-2-36210-541	MMS	LANDFILL OPERATIONS:Operating Supplies	\$17,105	\$15,493	\$19,524	\$15,000	\$0	\$0	\$15,000	\$0	\$15,000	Operational supplies for the landfill (e.g. grease, small tools, locks, keys, small fence repair parts, nuts and bolts)
52	4-2-36210-544	MMS	LANDFILL OPERATIONS:Office Supplies	\$487	\$431	\$326	\$650	\$0	\$0	\$650	\$0	\$650	Office supplies for the Landfill.
53	4-2-36210-546	MMS	LANDFILL OPERATIONS:Housekeeping Supplies	\$0	\$507	\$545	\$1,000	\$0	\$0	\$1,000	\$0	\$1,000	Cleaning supplies for the Landfill buildings.
54	4-2-36210-549	MMS	LANDFILL OPERATIONS:Other Supplies	\$112	\$105	\$50	\$0	\$0	\$0	\$0	\$0	\$0	-
55	4-2-36210-565	MMS	LANDFILL OPERATIONS:Parts - Equipment and Automotive	\$19	\$3	\$0	\$0	\$0	\$0	\$0	\$0	\$0	-
56	4-2-36210-566	MMS	LANDFILL OPERATIONS:Parts-Mechanical Equipment	\$226	\$1,759	\$1,335	\$0	\$0	\$0	\$0	\$0	\$0	-
57	4-2-36210-567	MMS	LANDFILL OPERATIONS:Parts-Specialized Equipment	\$1,978	\$1,403	\$2,739	\$2,000	\$0	\$0	\$2,000	\$0	\$2,000	Budget used to maintain leachate pumps, electrical hookup etc.
58	4-2-36220-541	MMS	Landfill Monitoring:Operating Supplies	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	-
59	4-2-36500-233	MMS	Decommissioning:Engineering Services	\$0	\$0	\$0	\$150,000	\$0	\$0	\$150,000	\$0	\$150,000	-
60	4-2-36500-950	MMS	Decommissioning:Special Projects	\$17,384	\$41,052	\$150,000	\$0	\$0	\$0	\$0	\$0	\$0	-
61	4-2-36210-896	INS	LANDFILL OPERATIONS:Insurance	\$3,605	\$3,964	\$4,971	\$5,270	\$0	\$0	\$5,270	\$70	\$5,340	- Insurance for the Landfill buildings and scales. -2022 insurance budget is based on a review of 2021 actual costs and consideration of annual increases for 2022 estimated by the City's insurance broker. Administration is estimating an annual increase of 5% for property and liability insurance for 2022.

SANITATION FUND
OPERATING BUDGET SEGMENTED BY FUNCTIONAL AREA

For the Year Ending December 31, 2022

RESIDENTIAL WASTE COLLECTION

	2022	2021	(Favourable)
	Budget	Budget	Unfavourable
			Change
REVENUES			
<hr/>			
EXPENSES			
Salaries Wages and Benefits	\$478,100	\$486,200	(\$8,100)
Contracted and General Services	\$6,200	\$0	\$6,200
Fleet Expenses	775,000	750,000	25,000
Maintenance Materials and Supplies	100,740	100,840	(100)
Insurance	240	250	(10)
Total Expenses	1,360,280	1,337,290	22,990
Operating (Surplus) Deficit	1,360,280	1,337,290	22,990
CAPITAL AND INTERFUND TRANSACTIONS			
<hr/>			
TOTAL (SURPLUS) DEFICIT	1,360,280	1,337,290	22,990

Code	Category		Account Name	2018 YTD	2019 YTD	2020 YTD	2021 Budget	Back Out	Base Adjust	2022 Base Budget	Department		Issue
	Code	Code		Actuals	Actuals	Actuals					Adjustments	2022 Total Budget	
1	4-2-36300-111	SWB	Solid Waste Collection:Salaries Regular	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	-
2	4-2-36300-115	SWB	SOLID WASTE COLLECTION:Wages Regular	\$320,317	\$297,867	\$298,934	\$335,000	\$0	\$0	\$335,000	(\$10,000)	\$325,000	The base budget was determined by Financial Services after consideration of base adjustments, step increases, and a review of actual costs incurred.
3	4-2-36300-116	SWB	SOLID WASTE COLLECTION:Wages Overtime	\$7,604	\$7,002	\$17,481	\$5,000	\$0	\$0	\$5,000	\$2,000	\$7,000	The base budget was determined by Financial Services after consideration of base adjustments, step increases, and a review of actual costs incurred.
4	4-2-36300-119	SWB	SOLID WASTE COLLECTION:Payroll Benefits	\$145,988	\$134,923	\$139,172	\$146,200	\$0	\$0	\$146,200	(\$100)	\$146,100	The base budget was determined by Financial Services after consideration of base adjustments, step increases, and a review of actual costs incurred.
5	4-2-36300-295	CON	SOLID WASTE COLLECTION:Self-Employed Contractors	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$6,200	\$6,200	Monday Sept 13, 2021 Council approved expenditures to cover the annual community cleanup costs associated with contractors hauling waist to the landfill. This expense was estimated to be \$6200.
6	4-2-36300-299	CON	SOLID WASTE COLLECTION:Other General Services	\$2,183	\$1,950	\$0	\$0	\$0	\$0	\$0	\$0	\$0	-
7	4-2-36300-265	FLT	SOLID WASTE COLLECTION:Rentals-Automotive & Equipment	\$685,902	\$706,996	\$768,833	\$750,000	\$0	\$0	\$750,000	\$25,000	\$775,000	Fleet charges for 6 waist collection trucks. The budget for fleet expenses was prepared by Financial Services based on a 6% increase in fleet charge out rates proposed by Administration for the 2022 Budget. A 6% increase was recommended for the 2021 Budget but was removed by Budget Committee. Administration recommends that the 6% increase be implemented for 2022 to ensure that sufficient funds are transferred to the Equipment and Fleet Reserve for future replacements. In addition, the fleet expense budget was adjusted where necessary to reflect actual charges based on a review of prior years' actual charges.
8	4-2-36300-211	MMS	SOLID WASTE COLLECTION:Travel & Accommodation	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	-
9	4-2-36300-213	MMS	SOLID WASTE COLLECTION:Telephone	\$999	\$369	\$48	\$100	\$0	\$0	\$100	(\$100)	\$0	No longer use this account.
10	4-2-36300-224	MMS	Solid Waste Collection:Memberships & Due	\$1,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	-
11	4-2-36300-235	MMS	SOLID WASTE COLLECTION:Health Services	\$60	\$75	\$0	\$540	\$0	\$0	\$540	\$0	\$540	Cost of medical assessments required for certain operating/drivers licenses.
12	4-2-36300-256	MMS	SOLID WASTE COLLECTION:Purch Mtce-Mechanical Equipment	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	-
13	4-2-36300-259	MMS	SOLID WASTE COLLECTION:Purch Mtce-Other Equipment	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	-
14	4-2-36300-291	MMS	Solid Waste Collection:Licenses Permits & Fees	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	-
15	4-2-36300-512	MMS	Solid Waste Collection:Overtime Meals	\$127	\$91	\$88	\$200	\$0	\$0	\$200	\$0	\$200	Meal cost associated with unscheduled overtime as per agreement.
16	4-2-36300-540	MMS	SOLID WASTE COLLECTION:City Purchased Clothing	\$872	\$573	\$2,326	\$0	\$0	\$0	\$0	\$0	\$0	-
17	4-2-36300-541	MMS	SOLID WASTE COLLECTION:Operating Supplies	\$97,015	\$50,670	\$45,360	\$100,000	\$0	\$0	\$100,000	\$0	\$100,000	Budget to purchase 95 and 65 gallon rollout bins to replace broken bins and transition from 300 gallon bins.
18	4-2-36300-896	INS	SOLID WASTE COLLECTION:Insurance	\$232	\$232	\$232	\$250	\$0	\$0	\$250	(\$10)	\$240	- Insurance for garbage bin inventory -2022 insurance budget is based on a review of 2021 actual costs and consideration of annual increases for 2022 estimated by the City's insurance broker. Administration is estimating an annual increase of 5% for property and liability insurance for 2022.

SANITATION FUND
OPERATING BUDGET SEGMENTED BY FUNCTIONAL AREA

For the Year Ending December 31, 2022

RESIDENTIAL RECYCLING

	2022	2021	(Favourable) Unfavourable Change
	Budget	Budget	
REVENUES			
EXPENSES			
Salaries Wages and Benefits	\$176,340	\$179,540	(\$3,200)
Contracted and General Services	51,000	51,000	-
Grants and Donations	142,100	142,100	-
Fleet Expenses	295,000	270,000	25,000
Maintenance Materials and Supplies	50,900	4,400	46,500
Total Expenses	715,340	647,040	68,300
Operating (Surplus) Deficit	715,340	647,040	68,300
CAPITAL AND INTERFUND TRANSACTIONS			
TOTAL (SURPLUS) DEFICIT	715,340	647,040	68,300

Code	Category		Account Name	2018 YTD	2019 YTD	2020 YTD	2021 Budget	Back Out	Base Adjust	2022 Base Budget	Department		Issue
	Code	Code		Actuals	Actuals	Actuals					Adjustments	2022 Total Budget	
1	4-2-36350-115	SWB	Recycling Program:Wages Regular	\$66,477	\$70,588	\$75,819	\$70,000	\$0	\$0	\$70,000	\$0	\$70,000	The base budget was determined by Financial Services after consideration of base adjustments, step increases, and a review of actual costs incurred.
2	4-2-36350-116	SWB	Recycling Program:Wages Overtime	\$2,347	\$2,864	\$8,188	\$2,230	\$0	\$0	\$2,230	\$0	\$2,230	The base budget was determined by Financial Services after consideration of base adjustments, step increases, and a review of actual costs incurred.
3	4-2-36350-119	SWB	Recycling Program:Payroll Benefits	\$28,446	\$30,560	\$33,209	\$29,520	\$0	\$0	\$29,520	\$0	\$29,520	The base budget was determined by Financial Services after consideration of base adjustments, step increases, and a review of actual costs incurred.
4	4-2-36360-115	SWB	Yard Waste:Wages Regular	\$48,180	\$39,174	\$54,102	\$60,000	\$0	\$0	\$60,000	(\$5,000)	\$55,000	Yard waist pick up wages. The base budget was determined by Financial Services after consideration of base adjustments, step increases, and a review of actual costs incurred.
5	4-2-36360-116	SWB	Yard Waste:Wages Overtime	\$1,962	\$183	\$8,416	\$1,120	\$0	\$0	\$1,120	\$0	\$1,120	The base budget was determined by Financial Services after consideration of base adjustments, step increases, and a review of actual costs incurred.
6	4-2-36360-119	SWB	Yard Waste:Payroll Benefits	\$15,886	\$12,961	\$20,760	\$16,670	\$0	\$0	\$16,670	\$1,800	\$18,470	The base budget was determined by Financial Services after consideration of base adjustments, step increases, and a review of actual costs incurred.
7	4-2-36350-295	CON	Recycling Program:Self-Employed Contractors	\$40,912	\$45,025	\$25,301	\$16,000	\$0	\$0	\$16,000	\$0	\$16,000	Contract to place and manage recycling bins located throughout the City.
8	4-2-36350-299	CON	Recycling Program:Other General Services	\$1,940	\$1,205	\$1,045	\$0	\$0	\$0	\$0	\$0	\$0	-
9	4-2-36350-950	CON	Recycling Program:Special Projects	\$39,700	\$29,061	\$18,851	\$35,000	\$0	\$0	\$35,000	\$0	\$35,000	Cost for Household Hazardous Waste Collection Day.
10	4-2-36400-716	G&D	NCSWMC:Grants	\$142,100	\$142,100	\$142,100	\$142,100	\$0	\$0	\$142,100	\$0	\$142,100	This is the City's annual member contribution to North Central Saskatchewan Waste Management Corp (NCSWMC). Based on information received from NCSWMC the annual fee will remain the same for 2022. The annual fee is offset by funding from NCSWMC as part of the Multi Material Stewardship Initiative which was announced in 2016. The City expects to receive over \$412,000 from this initiative in 2021.
11	4-2-36350-265	FLT	Recycling Program:Rentals-City Automotive & Equipment	\$184,085	\$208,847	\$232,273	\$195,000	\$0	\$0	\$195,000	\$35,000	\$230,000	The budget for fleet expenses was prepared by Financial Services based on a 6% increase in fleet charge out rates proposed by Administration for the 2022 Budget. A 6% increase was recommended for the 2021 Budget but was removed by Budget Committee. Administration recommends that the 6% increase be implemented for 2022 to ensure that sufficient funds are transferred to the Equipment and Fleet Reserve for future replacements. In addition, the fleet expense budget was adjusted where necessary to reflect actual charges based on a review of prior years' actual charges.
12	4-2-36360-265	FLT	Yard Waste:Rentals-City Automotive & Equipment	\$60,260	\$52,837	\$60,188	\$75,000	\$0	\$0	\$75,000	(\$10,000)	\$65,000	Fleet charges for yard waist compost. The budget for fleet expenses was prepared by Financial Services based on a 6% increase in fleet charge out rates proposed by Administration for the 2022 Budget. A 6% increase was recommended for the 2021 Budget but was removed by Budget Committee. Administration recommends that the 6% increase be implemented for 2022 to ensure that sufficient funds are transferred to the Equipment and Fleet Reserve for future replacements. In addition, the fleet expense budget was adjusted where necessary to reflect actual charges based on a review of prior years' actual charges.
13	4-2-36350-221	MMS	Recycling Program:Advertising	\$305	\$2,200	\$942	\$0	\$0	\$0	\$0	\$0	\$0	-
14	4-2-36350-234	MMS	Recycling Program:Training Services	\$0	\$1,086	\$0	\$0	\$0	\$0	\$0	\$0	\$0	-
15	4-2-36350-511	MMS	Recycling Program:Meeting Incidentals	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	-
16	4-2-36350-512	MMS	Recycling Program:Overtime Meals	\$0	\$0	\$18	\$200	\$0	\$0	\$200	\$0	\$200	Meals for unscheduled overtime as per agreement.
17	4-2-36350-541	MMS	Recycling Program:Operating Supplies	\$37,014	\$49,208	\$20,717	\$0	\$0	\$0	\$0	\$0	\$0	-

	Code	Category Code	Account Name	2018 YTD Actuals	2019 YTD Actuals	2020 YTD Actuals	2021 Budget	Back Out	Base Adjust	2022 Base Budget	Department Adjustments	2022 Total Budget	Issue
18	4-2-36360-264	MMS	Yard Waste:Rentals-Hired Equipment and Automotive	\$1,488	\$0	\$0	\$3,500	\$0	\$0	\$3,500	\$46,500	\$50,000	Rental of equipment to manage or prepare yard waist compost (e.g. mulching material to prepare it for use). New Ministry of Environment criterial will require treatment of compost prior to use.
19	4-2-36360-512	MMS	Yard Waste:Overtime Meals	\$218	\$36	\$240	\$200	\$0	\$0	\$200	\$0	\$200	Overtime meal costs as per agreement.
20	4-2-36360-540	MMS	Yard Waste:City Purchased Clothing	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	-
21	4-2-36360-541	MMS	Yard Waste:Operating Supplies	\$125	\$84	\$454	\$500	\$0	\$0	\$500	\$0	\$500	Operating supplies for yard waist pickup (e.g. harnesses)

SANITATION FUND
CAPITAL EXPENDITURES AND FUND PROJECTIONS

For the Year Ending December 31, 2022

CAPITAL COMMITTED RESERVE	2022 Budget	2021 Budget
Budgeted Transactions		
Funding:		
Funding for Capital: via transfer from Sanitation Improvement Fund (Uncommitted)	(\$566,500)	\$0
Funding for Capital - via Transfer from Equipment Reserve	-	(350,000)
Debt Financing	-	(6,000,000)
Total Funding	(566,500)	(6,350,000)
Expenditures:		
Long-Term Debt Repayment - Landfill Expansion (Waste Cell Construction)	566,500	-
Landfill Expansion - Waste Cell Construction	-	6,000,000
Automated Waste Collection Truck - Replacement of Unit # 68	-	350,000
Total Expenditures	566,500	6,350,000
Budgeted (Increase) Decrease to Reserve	-	-
Reserve Balance, beginning of year (estimated)	-	203,699
Capital Carryforward - Outstanding from Prior Years	-	(203,699)
Reserve Balance, end of year (estimated)	-	-

2022 Capital Summary

	2022 Capital Budget
Equipment and Fleet Reserve	\$ 420,000
Sanitation Improvement Fund	566,500
Debt Financing	-
	\$ 986,500

2023 – 2026 Capital Summary

	2023	2024	2025	2026	Total
Fleet Reserve	\$ -	\$ 400,000	\$ 400,000	\$ 190,000	\$ 990,000
Sanitation Improvement Fund	854,000	591,700	604,700	618,000	2,668,400
Debt Financing	-	-	-	-	-
	\$ 854,000	\$ 991,700	\$ 1,004,700	\$ 808,000	\$ 3,658,400

SANITATION FUND
CAPITAL EXPENDITURES AND FUND PROJECTIONS

For the Year Ending December 31, 2022

SANITATION IMPROVEMENT FUND BALANCE (UNCOMMITTED EQUITY)	2022	2021
	Budget	Budget
Budgeted Transactions		
Funding:		
Contribution from Operations	(\$521,630)	(\$1,092,940)
Expenditures:		
Transfer to Capital Committed Reserve	566,500	-
Budgeted (Increase) Decrease	44,870	(1,092,940)
Fund (Surplus) Deficit, beginning of year (estimated)	(1,829,721)	(736,781)
Fund (Surplus) Deficit , end of year (estimated)	(1,784,851)	(1,829,721)



City of
**Prince
Albert**

APPENDIX A

2022 SANITATION FUND CAPITAL BUDGET

2022 Sanitation Fund Capital Budget

SANITATION FUND CAPITAL BUDGET				
SC-01	Long-Term Debt Repayment - Landfill Expansion (Waste Cell Construction)	Capital	Reserve	Externally Funded
	Detail: Long term debt loan repayment.			
	Purpose: Principal payment for long term debt required for the construction of a new waste cell and expansion of existing cells. The amount has been estimated based on a loan amount of \$6.26 million, an interest rate of 2.20%, a 10 year repayment schedule, and the assumption that the debt would be issued on January 1, 2022. This loan would be repaid in 2031.		\$566,500	
	Funding Source: Sanitation Improvement Fund			
The Sanitation Improvement Fund balance will have a projected surplus of \$1,784,851 at the end of 2022 with this project included.				
Total of Capital Requests by Funding Source		-	\$566,500	\$ -
Grand Total of All Capital Requests			\$566,500	



City of
**Prince
Albert**

APPENDIX B

2022 – 2026 SANITATION FUND 5-YEAR CAPITAL BUDGET

2022 Capital Budget :: Simplified Detail Report

----- Filters -----

Year : 2022 to 2026

Revenue Sources : No

Fund : Sanitation

Group By : Year

* in thousands of dollars

Ref#	Pri	Fund	E.F.	Location	Item Description	Cap.	Res..	Ext.	Total
------	-----	------	------	----------	------------------	------	-------	------	-------

2022

1	1	Sanitation	Yes	Equipment	<p>Replacement of Unit 67 - Automated Waste Collection Truck</p> <p><i>Detail</i> : Unit 67 is a 2009 Freightliner truck that comes with the Rapid-Rail automated refuse collection system.</p> <p><i>Purpose</i> : Unit 67 has 14,838 hours and 202,500 km. This unit has had the garbage body as well as the lift mechanism rebuilt multiple times and is due again. It takes approximately one year before a replacement unit is delivered.</p> <p><i>Reserve Source</i> : Equipment and Fleet Reserve</p>	\$0	\$420.0	\$0	\$420.0
2	1	Sanitation	No	Landfill	<p>Long-Term Debt Repayment - Landfill Expansion (Waste Cell Construction)</p> <p><i>Detail</i> : Long term debt loan repayment.</p> <p><i>Purpose</i> : Principal payment for long term debt required for the construction of a new waste cell and expansion of existing cells. The amount has been estimated based on a loan amount of \$6.26 million, an interest rate of 2.20%, a 10 year repayment schedule, and the assumption that the debt would be issued on January 1, 2022.</p> <p>This loan would be repaid in 2031.</p> <p><i>Reserve Source</i> : Sanitation Improvement Fund</p>	\$0	\$566.5	\$0	\$566.5
2022 sub-total						\$0	\$986.5	\$0	\$986.5

2023

3	2	Sanitation	Yes	Landfill	<p>Hook Lift Truck Landfill</p> <p><i>Detail</i> : A tandem axle hook lift truck for garbage and recycling bins.</p> <p><i>Purpose</i> : The landfill uses recycling and garbage bins that use a hook lift to move them to the Material Recovery</p>	\$0	\$275.0	\$0	\$275.0
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2022 Capital Budget :: Simplified Detail Report

						* in thousands of dollars			
Ref#	Pri	Fund	E.F.	Location	Item Description	Cap.	Res.	Ext.	Total
					<p>Facility and dump.</p> <p>Presently the Landfill borrows the hook lift trucks from the Waste Water Treatment Plant or Roadways to move these bins at the Landfill. Coordinating the borrowing has become more difficult for Sanitation as the other departments have priorities that they need their hook lift trucks for.</p> <p>With the introduction of cardboard bins and garbage bins near the gates of the Landfill this truck is now needed more than ever. The diversion of the recyclables from the Landfill cell is important in the City's waste diversion plans.</p> <p>This truck would be a tandem axle with the hook lift mechanism, a gravel box and possibly a couple more recycling bins for the Landfill.</p> <p>Reserve Source : Sanitation Improvement Fund</p>				
4	1	Sanitation	No	Landfill	<p>Long-Term Debt Repayment - Landfill Expansion (Waste Cell Construction)</p> <p>Detail : Long term debt loan repayment.</p> <p>Purpose : Principal payment for long term debt required for the construction of a new waste cell and expansion of existing cells. The amount has been estimated based on a loan amount of \$6.26 million, an interest rate of 2.20%, a 10 year repayment schedule, and the assumption that the debt would be issued on January 1, 2022.</p> <p>This loan would be repaid in 2031.</p> <p>Reserve Source : Sanitation Improvement Fund</p>	\$0	\$579.0	\$0	\$579.0
2023 sub-total						\$0	\$854.0	\$0	\$854.0
2024									
5	1	Sanitation	Yes	Collection	<p>Automated Waste Collection Truck - Replacement of Unit # 66</p> <p>Detail : Replacement of Unit #64, a 2012 IHC with a Heil Rapid-Rail Automated collection system</p> <p>Purpose : Unit #64 has been identified for replacement in 2023. The Fleet Manager reviews a list of criteria from the</p>	\$0	\$400.0	\$0	\$400.0

2022 Capital Budget :: Simplified Detail Report

* in thousands of dollars

Ref#	Pri	Fund	E.F.	Location	Item Description	Cap.	Res..	Ext.	Total
					City's Fleet Replacement Program before determining which units should be replaced. Unit #64 will have approximately 15,000 hours on it and is at a stage when a total rebuild is uneconomical. Reserve Source : Equipment and Fleet Reserve				
6	1	Sanitation	No	Landfill	Long-Term Debt Repayment - Landfill Expansion (Waste Cell Construction) Detail : Long term debt loan repayment. Purpose : Principal payment for long term debt required for the construction of a new waste cell and expansion of existing cells. The amount has been estimated based on a loan amount of \$6.26 million, an interest rate of 2.20%, a 10 year repayment schedule, and the assumption that the debt would be issued on January 1, 2022. This loan would be repaid in 2031. Reserve Source : Sanitation Improvement Fund	\$0	\$591.7	\$0	\$591.7
2024 sub-total						\$0	\$991.7	\$0	\$991.7

2025

7	1	Sanitation	Yes	Collection	Automated Waste Collection Truck - Replacement of Unit #50 Detail : Replacement of Unit #50, a 2013 Mack with a Heil Rapid-Rail Automated collection system Purpose : Unit #50 has been identified for replacement in 2025. The Fleet Manager reviews a list of criteria from the City's Fleet Replacement Program before determining which units should be replaced. Unit #50 will have approximately 14,500 hours on it and is at a stage when a total rebuild is uneconomical. Reserve Source : Equipment and Fleet Reserve	\$0	\$400.0	\$0	\$400.0
8	1	Sanitation	No	Landfill	Long-Term Debt Repayment - Landfill Expansion (Waste Cell Construction) Detail : Long term debt loan repayment. Purpose : Principal payment for long term debt required for the construction of a new waste cell and expansion of existing cells. The amount has been estimated based on a loan amount of \$6.26 million, an interest rate of 2.20%, a 10 year repayment schedule, and the assumption that the debt would be issued on January 1, 2022.	\$0	\$604.7	\$0	\$604.7

2022 Capital Budget :: Simplified Detail Report

						* in thousands of dollars			
Ref#	Pri	Fund	E.F.	Location	Item Description	Cap.	Res..	Ext.	Total
<p>This loan would be repaid in 2031.</p> <p>Reserve Source : Sanitation Improvement Fund</p>									
2025 sub-total						\$0	\$1,004.7	\$0	\$1,004.7
2026									
9	1	Sanitation	Yes	Equipment	<p>Waste Collection Truck - Replacement of Unit # 54</p> <p>Detail : Unit # 54 is a 2015 Ford F-550 Garbage Truck c/w Haul-all compactor.</p> <p>Purpose : Unit # 51 has been identified for replacement in 2025. The Fleet Manager reviews a list of criteria from the City's Fleet Replacement Program before determining which units should be replaced. Unit # 51 will have approximately 11,000 hours on it by 2025. It takes approximately one year before a replacement unit is delivered.</p> <p>This unit is used to pick up garbage from the downtown bins and is also used when residents place garbage outside of their bins.</p> <p>Reserve Source : Equipment Fleet Reserve</p>	\$0	\$190.0	\$0	\$190.0
10	1	Sanitation	No	Landfill	<p>Long-Term Debt Repayment - Landfill Expansion (Waste Cell Construction)</p> <p>Detail : Long term debt loan repayment.</p> <p>Purpose : Principal payment for long term debt required for the construction of a new waste cell and expansion of existing cells. The amount has been estimated based on a loan amount of \$6.26 million, an interest rate of 2.20%, a 10 year repayment schedule, and the assumption that the debt would be issued on January 1, 2022.</p> <p>This loan would be repaid in 2031.</p> <p>Reserve Source : Sanitation Improvement Fund</p>	\$0	\$618.0	\$0	\$618.0
2026 sub-total						\$0	\$808.0	\$0	\$808.0
Grand Total						\$0	\$4,644.9	\$0	\$4,644.9



City of
**Prince
Albert**

APPENDIX C

SANITATION FUND ORGANIZATIONAL CHART

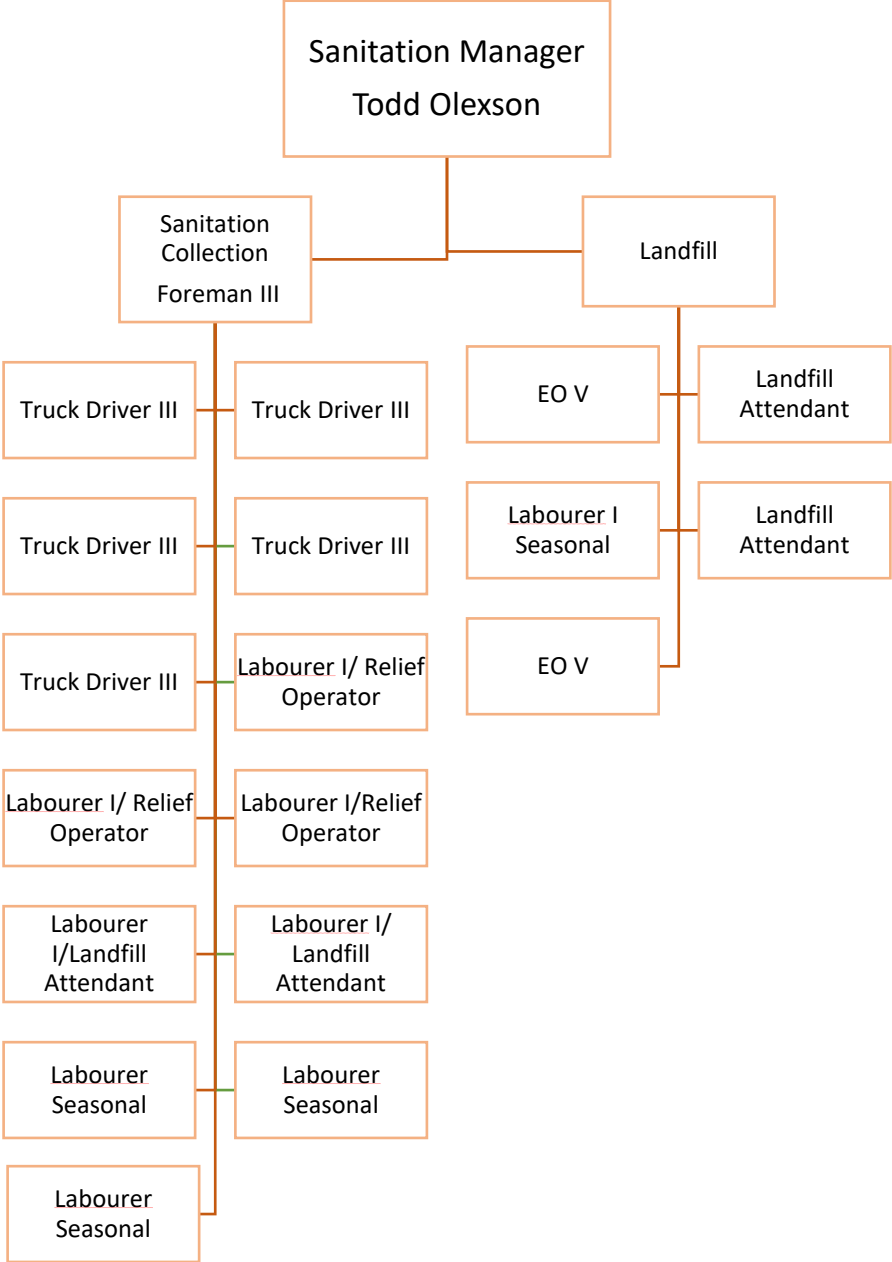
Permanent Out of Scope FTE Total: 2.3

Permanent In Scope FTE Total: 15

Casual In Scope: 4

(FTE: Full Time Equivalent)

PUBLIC WORKS Sanitation Fund





City of
**Prince
Albert**

APPENDIX D

ADMINISTRATIVE REPORTS



City of
Prince Albert

RPT 21-511

TITLE: 2021 Sanitation Fund Capital Projects - Status Update

DATE: November 5, 2021

TO: Budget Committee

PUBLIC: X

INCAMERA:

ATTACHMENT:

1. 2021 Sanitation Fund Capital Projects - Status Update

YEAR 2021 - SANITATION FUND CAPITAL BUDGET - CAPITAL SPENDING					
	<u>BUDGET</u>	<u>2021 Spending (as of Nov 5)</u>	<u>Variance</u>	<u>FUNDING</u>	<u>STATUS</u>
2021 SANITATION CAPITAL					
DEBT FINANCING					
Landfill Expansion - Waste Cell Construction Revised Budget	\$6,259,600.00	\$3,660,229.10	-\$2,599,370.90	Debt Financing	The project will reach substantial completion in 2021. In 2022 minor landscaping remaining. <u>City Council approval of November 1, 2021:</u> That the additional budget required for the Project in the amount of \$260,000 be funded from an increase in debt financing from \$6,000,000 to \$6,260,000.
TOTAL DEBT FINANCING	\$6,259,600.00	\$3,660,229.10	-\$2,599,370.90		
EQUIPMENT AND FLEET RESERVE					
Automated Waste Collection Truck - Replacement of Unit #68	\$350,000.00	\$212,000.00	-\$138,000.00	Equipment and Fleet Reserve	Project Completed.
TOTAL EQUIPMENT AND FLEET RESERVE	\$350,000.00	\$212,000.00	-\$138,000.00		
TOTAL 2021 SANITATION CAPITAL	\$6,609,600.00	\$3,872,229.10	-\$2,737,370.90		

-\$2,737,370.90

2020 Carry Forward Capital Projects					
SANITATION IMPROVEMENT RESERVE					
Landfill Expansion - Cell 2B Design and Project Services	\$203,698.90	\$203,698.90	\$0.00	Sanitation Improvement Reserve	2020 Carry Forward Funds Spent.
TOTAL SANITATION IMPROVEMENT RES	\$203,698.90	\$203,698.90	\$0.00		

YEAR 2021 - SANITATION FUND CAPITAL BUDGET - CAPITAL SPENDING

	<u>BUDGET</u>	<u>2021 Spending (as of Nov 5)</u>	<u>Variance</u>	<u>FUNDING</u>	<u>STATUS</u>
EQUIPMENT AND FLEET RESERVE					
Automated Waste Collection Truck - Replacement of Unit #62	\$369,727.00	\$369,726.94	-\$0.06	Equipment and Fleet Reserve	Project Completed
TOTAL FLEET	\$369,727.00	\$369,726.94	-\$0.06		
TOTAL 2020 C/F CAPITAL PROJECTS	\$573,425.90	\$573,425.84	-\$0.06		

-\$0.06

TOTAL 2021 CAPITAL SPENDING	\$7,183,025.90	\$4,445,654.94	-\$2,737,370.96		
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-\$2,737,370.96



RPT 21-491

TITLE: Waste Collection and Disposal Bylaw Amendment

DATE: November 1, 2021

TO: City Council

PUBLIC: X

INCAMERA:

RECOMMENDATION:

1. That Bylaw No. 21 of 2021 be given three readings.

TOPIC & PURPOSE:

To amend the Waste Collection and Disposal Bylaw to update the 5 Year Sanitation Rates and demolition surcharge.

BACKGROUND:

The City of Prince Albert's landfill charges tipping fees to the public who disposes of waste in the landfill based on the weight of the waste. These fees are part of the revenue source for the maintenance, construction of future cells and the operating expenses of the landfill. The fee structure below represents a progression towards charging a minimum break even rate for waste material accepted across the scale at the landfill by the end of the 5 year schedule as well as a \$0.25 increase in the sanitation surcharge fee per year.

At the October 25, 2021 Executive Committee Meeting, the Executive Committee approved the following motion with regard to the five year Sanitation Fee:

1. That the following 5 Year Landfill Rate Schedule be approved and adopted.

5 Year Sanitation Fees				
Year	Minimum Entry Fee	Per Tonne NCSWMC Member Fee	Per Tonne NCSWMC Non-member Fee	Residential Utility Surcharge
2022	\$13.00	\$77.00	\$154.00	\$19.50
2023	\$13.50	\$79.00	\$158.00	\$19.75
2024	\$14.00	\$81.00	\$162.00	\$20.00
2025	\$14.50	\$83.00	\$166.00	\$20.25
2026	\$15.00	\$85.00	\$170.00	\$20.50

2. That Administration implement a \$1,500 surcharge for building demolitions received from outside of City limits, to be paid in addition to the demolition tipping outlined in the Waste Collection and Disposal Bylaw.
3. That Administration implement a penalty in the Waste Collection and Disposal Bylaw for falsely representing the source of demolition waste along with a penalty of \$5,000
4. That Administration bring forward a report for to amend the Waste Collection and Disposal Bylaw to reflect the rate schedule and the additional surcharge.

PROPOSED APPROACH AND RATIONALE:

In order to implement the motion above into the Sanitation Operation, an amending bylaw to incorporate these changes into the Waste Collection and Disposal Bylaw has been prepared for City Council review and approval.

In order to incorporate these changes, the attached amending bylaw is inserting a new penalty for misrepresenting the source of demolition waste and the rate tables in Schedules A, B and C have been updated to reflect the 5 year rate schedule for tipping fees, the surcharge for demolition materials from outside of the City Limits.

During the October 25, 2021 Executive Committee Meeting, there were questions about amending the landfill rates to reflect a rate for residents and a rate for non-residents. This was not considered in the landfill tipping rate review and, as such, was not included in the above rate schedule. As discussed at the Executive Committee Meeting, the implementation of a resident versus resident fee would require some time for Administration to implement.

Some of the considerations to work out are the means of identifying residents vs non-residents at the gate, having discussions with members of the North Central Saskatchewan Waste Management Corporation as well as the RM of Buckland in which the landfill is located. Administration would also need to determine an appropriate rate to charge for non-residents that will not encourage illegal dumping and that will not encourage the disposal of general municipal solid waste elsewhere. Finally, Administration would need to determine a process for quickly identifying customers as either resident or non-resident at the landfill kiosk to ensure that customers can be processed quickly during peak times without adding to concerns about long lineups.

As this change would require time, as well as reports to council to confirm specific details, Administration has suggested that the rates presented above be approved for implementation on January 1, 2022 and request that City Council provide direction for changes to rates going forward.

CONSULTATIONS: N/A

COMMUNICATION AND/OR ANNOUNCEMENT PLAN:

Once Council has approved this report, these rates will be posted on the City website.

FINANCIAL IMPLICATIONS:

Approval of a tipping fee structure that accounts for the minimum break even cost for current and long term landfill operations helps to ensure that the operation is financially sustainable. By establishing rates that are expected to provide financial sustainability it minimizes the risk that there will be a requirement to utilize tax revenue to operate the landfill.

OTHER CONSIDERATIONS/IMPLICATIONS:

There are no Policy, Privacy or Other Considerations/Implications.

STRATEGIC PLAN:

The implementation of the 5 year tipping fee supports the Strategic Plan Priority of Fiscal Management by ensuring that the City's Landfill Operation is maintained on a secure financial footing to provide effective services to the City and to meet long term liabilities associated with landfill operations.

OFFICIAL COMMUNITY PLAN:

There are no Official Community Plan implications.

OPTIONS TO RECOMMENDATION:

There are no options to the recommendation presented.

PUBLIC NOTICE:

Public Notice pursuant to the Public Notice Bylaw No. 24 of 2015 is not required.

PRESENTATION: None

ATTACHMENTS: City of Prince Albert Bylaw No. 21 of 2021

Written by: Jeff Da Silva, Operations Manager

Approved by: Director of Public Works & City Manager

CITY OF PRINCE ALBERT BYLAW NO. 21 OF 2021

A Bylaw of The City of Prince Albert to amend Waste Collection and Disposal Bylaw No. 39 of 2020, to help offset the cost of maintenance, construction of future cells and the operating expenses of the landfill.

WHEREAS it is deemed necessary to amend Waste Collection and Disposal Bylaw No. 39 of 2020, to update rates and surcharges.

NOW THEREFORE THE COUNCIL OF THE CITY OF PRINCE ALBERT IN OPEN MEETING ASSEMBLED ENACTS AS FOLLOWS:

1. That Bylaw No. 39 of 2020 be amended as follows:
 - a. By inserting the following into Section 30:

“g. Misrepresenting the source of waste material transported for disposal at the landfill shall be subject to a penalty sum recoverable by the City of not less than \$1,500 per offence.”
 - b. Delete Schedule “A”, “C” & “D” in their entirety and replacing it with the following Schedules “A”, “C” and “D”

Schedule "A"

Waste Diversion Category	Minimum Fee	Landfill Rate (NCSWMC member)	Landfill Rate (non-NCSWMC member)
Residual Waste < 150 kg (half ton ¾ truck load or less; includes car or suv with trailer up to 4x8x3)	\$13.00 per load	\$13.00 per load	\$26.00 per load
Residual Waste > 150 kg	\$77.00 per tonne	\$77.00 per tonne	\$154.00 per tonne
Asbestos (plus unloading charges as required)	\$200.00 per load	\$250.00 per tonne	\$250.00 per tonne
Carcasses – Small Animals (includes pigs, sheep, chickens, cats, dogs – lime treated)	\$15.00 per animal	\$15.00 per animal	\$100.00 per tonne

Carcasses – Large Animals (includes horses – lime treated; *no bovine) Please see Note #8 below	\$40.00 per animal	\$40.00 per animal	\$100.00 per tonne
Scrap Metal < 150 kg	\$13.00 per load	\$13.00 per load	\$26.00 per load
Scrap Metal > 150 kg	\$77.00 per tonne	\$77.00 per tonne	\$154.00 per tonne
White Metal			
Non-refrigerant appliances	\$11.00 per	\$11.00 per appliance	\$22.00 per appliance
Refrigerant appliances with “Removal of Halocarbon” certificate	\$11.00 per appliance	\$11.00 per appliance	\$22.00 per appliance
Refrigerant appliances without “Removal of Halocarbon” certificate	\$25.00 per appliance	\$25.00 per appliance	\$50.00 per appliance
Construction Demolition Materials and Roof Shingles < 150 kg	\$13.00 per load	\$13.00 per load	\$26.00 per load
Construction Demolition Materials and Roof Shingles > 150 kg	\$77.00 per tonne	\$77.00 per tonne	\$154.00 per tonne
Demolition Material Surcharge for Non-City Residents	\$1,500		
Asphalt, Concrete Rubble and Bricks < 150 kg	\$10.00 per load	\$10.00 per load	\$20.00 per load
Asphalt, Concrete Rubble and Bricks > 150 kg	\$30.00 per tonne	\$30.00 per tonne	\$60.00 per tonne
Tires			
Passenger-Light Truck < 600 mm diameter (8-20 inch rim)	\$10.50 per tire	\$10.50 per tire	\$21.00 per tire
Medium Truck <600 mm diameter (21-30 inch rim)	\$11.00 per tire	\$11.00 per tire	\$22.00 per tire
Agricultural Tires (24-54 inch rim)	\$21.50 per tire	\$21.50 per tire	\$43.00 per tire
Off Road – Category 1	\$36.50 per tire	\$36.50 per tire	\$74.00 per tire
Off Road – Category 2	\$80.50 per tire	\$80.50 per tire	\$164.00 per tire
Eco Centre			
Waste oil, oil containers, oil filters, anti-freeze Max 20L or up to 5 filters per visit	N/C	N/C	N/C
Propane tanks	First 2 tanks are free, then \$10.00 for additional tank(s)		
Soils			
Hydrocarbon Contaminated < 4 tonne *Analytical Report required	\$200.00per load	\$200.00 per load	\$200.00 per load
Hydrocarbon Contaminated > 4 tonne *Analytical Report required	\$50.00 per tonne	\$50.00 per tonne	\$50.00 per tonne
Residential Clean Soil	N/C	N/C	N/C
Commercial Clean Soil	\$10.00 per load	\$30.00 per tonne	\$60.00 per tonne
Untaminated Residential Paper, Cardboard and Recyclables Please see Note #6 below	\$77.00 per tonne, plus a \$100.00 surcharge	\$77.00 per tonne, plus a \$100.00 surcharge	\$154.00 per tonne, plus a \$100.00 surcharge
Brush – Trees and Branches (commercial loads)			

> 1 m in length and 5 cm in diameter	\$15.00 per load	\$15.00 per tonne	\$30.00 per tonne
< 1 m in length and 5 cm in diameter	N/C	N/C	\$30.00 per tonne
Yard Waste (grass, leaves, small branches)	N/C	N/C	\$30.00 per tonne
Special Items (cables, wires, etc.) *plus applicable burial fee as noted below	\$12.50 per load	\$75.00 per tonne	\$150.00 per tonne
Burial Fees **Plus operator time and equipment charges			
For loads < 14 yds ³	Not available	\$85.00 per load	\$85.00 per load
For loads > 14 yds ³	Not available	\$150.00 per load	\$150.00 per load

NOTES:

1. “NCSWMC” stands for the North Central Saskatchewan Waste Management Company, of which the City of Prince Albert is a member. Members include:
 - Village of Albertville
 - Town of Birch Hills
 - RM of Buckland #491
 - RM of Garden River #490
 - District of Lakeland #521
 - Village of Meath Park
 - Village of Paddockwood
 - City of Prince Albert
 - Prince Albert National Park
 - RM of Prince Albert #461
 - Village of Weirdale
 - Village of Christopher Lake
2. An extra fee of \$25.00 will be charged at the Landfill kiosk for people in violation of subsection 9.3 of the City of Prince Albert Waste Collection and Disposal Bylaw.
3. Any waste or recycling materials originating from any entity, resident or business existing outside of the boundaries of any NCSWMC member will be charged double all posted rates and fees noted in the above schedule.
4. “N/C” stands for “No Charge” at Eco Centre Rates. Effected by oil prices and subject to change.
5. Hydrocarbon Contaminated soils – Fees for large loads greater than 80 tonnes shall be subject to the discretion of the Director of Public Works or designate. Please call Public Works at (306) 953-4900 and pre-arrange.
6. A surcharge will apply to any loads with 10% or higher recyclable content, such as cardboard and/or paper. Handling fees apply.
7. Burial Fees have an additional fee for operator time and equipment charges.
8. Landfill does not take bovine, unless accompanied by a Veterinarian’s Certificate which indicates it is Bovine Spongiform Encephalopathy (“BSC”) free.

Schedule “C”

Residential Utility Surcharge	
Year	Monthly Rate
2022	\$19.50
2023	\$19.75
2024	\$20.00
2025	\$20.25
2026	\$20.50

Schedule “D”

Minimum Per Load Entry Fee and Tonnage Increases			
Year	Minimum Per Load Entry Fee	Per Tonne Entry Fee (NCSWMC member)	Per Tonne Entry Fee (non-NCSWMC member)
2016	\$13.00	\$77.00	\$154.00
2017	\$13.50	\$79.00	\$158.00
2018	\$14.00	\$81.00	\$162.00
2019	\$14.50	\$83.00	\$166.00
2020	\$15.00	\$85.00	\$170.00

2. This Bylaw shall come into force and take effect on January 1, 2022.

READ A FIRST TIME THIS _____ DAY OF _____, AD 2021.

READ A SECOND TIME THIS _____ DAY OF _____, AD 2021.

READ A THIRD TIME AND PASSED THIS _____ DAY OF _____, AD 2021.

MAYOR

CITY CLERK



City of
Prince Albert

RPT 21-514

TITLE: City of Prince Albert Landfill Operating Report 2020

DATE: November 5, 2021

TO: Budget Committee

PUBLIC: X

INCAMERA:

ATTACHMENT:

1. City of Prince Albert Landfill Operating Report 2020

City of Prince Albert Landfill Operating Report 2020

March 31, 2021



City of
Prince Albert

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Introduction:

This report presents a summary of the operating activities during 2020 at the City of Prince Albert Landfill.

In 2020, the Landfill received **68,979,685.00 kg (68,979.685 metric tons)** of waste material. During this timeframe **2,990.02 MT** of recyclable items diverted from the landfill as part of the City's involvement with the North Central Saskatchewan Waste Management Corporation (NCSWMC) through programs such as the curbside, recycling depots and multi-unit residential and commercial recycling programs.

The City will continue with its recycling efforts in 2021 and anticipate with public education of recyclable material diversion from the Landfill will be realized.

The City implements surcharge in the form of a penalty on any load with 10% or higher recyclable contents such as cardboard or paper intended for disposal at the working face.

The City's goal is to see more materials recycled at the Material Recycling Facility.

1.0 OPERATIONAL UPDATES:

- City of Prince Albert Waste Collection and Disposal Bylaw addresses yearly tipping fees changes in order to avoid confusion over the landfill rates.
- The weigh scales at the landfill entrance are helpful in meeting stringent reporting requirements, maintaining efficiency and profitability.
- The landfill has three 20-yard garbage and two recycling bins for transfer station located at the landfill in order to provide opportunity to residents to utilize these blue bins for recycling in case they have small quantity of recyclables. The waste roll off bins at the transfer station provide convenience and safety to residents with small waste loads intended for disposal at the landfill.
- Directional signs at the landfill get updated regularly for proper material disposal locations and general directions in the landfill.
- Garbage and recycling bins inventory occurred several times per year to help keeping the bin count in track.
- The City has been teaming up with local Repair Café Organization since 2017, to hold a monthly event for repairing and fixing items to reuse, in order to divert them from the landfill. Due to pandemic, no events of Repair café took place in 2020.
- Minimized active working face of the landfill in order to maintain it properly.
- An application has been submitted to the Ministry for the landfill Permit to Operate
- The landfill compactor 752 helps in achieving good compaction at the working face.
- The City started clean wood controlled burn in 2019 with the Ministry of Environment approval. The City conducts clean wood controlled burn in winter times between November and March when a Burn Notification Number (BNN) is not required.

2.0 REVIEW OF THE OPERATING PERMIT WITH EMPLOYEES:

Permit to operate an Industrial Waste Works (PO16-041) issued on May 12, 2016 and expires on the 1st day of June 2021.

Copies of the operating permit have been provided to the staff responsible for overseeing all the activities associated with waste management operation.

A copy of the Permit to Operate a Waste Disposal Ground has been submitted for reference.

3.0 QUANTITIES OF RECYCLED PRODUCTS THAT DIVERTED FROM THE LANDFILL:

In 2020, the volume of recycled material diverted from the Landfill to Material Recovery Facility (MRF) in Prince Albert by the City's trucks was 1,049.78 MT; a monthly record is broken down as follows:

MONTH	Weight (in MT.)
January	86.80
February	71.41
March	80.23
April	93.79
May	91.65
June	95.19
July	86.47
August	69.5
September	89.13
October	89.39
November	77.02
December	119.2
Total:	1049.78 MT

The volume of recycled material diverted from the landfill by commercial haulers in 2020 was **1,908.51 MT**. Monthly record is breakdown as follows:

MONTH	Weight (in MT.)
January	142.0
February	117.9
March	143.7
April	131.09
May	144.63
June	199.47
July	171.64
August	160.94
September	170.06
October	158.82
November	173.29
December	194.97
Total:	1,908.51 MT

The volume of recycled material diverted from the landfill by using the roll off blue bins in 2020 was **31.74 MT**. Following is the monthly breakdown:

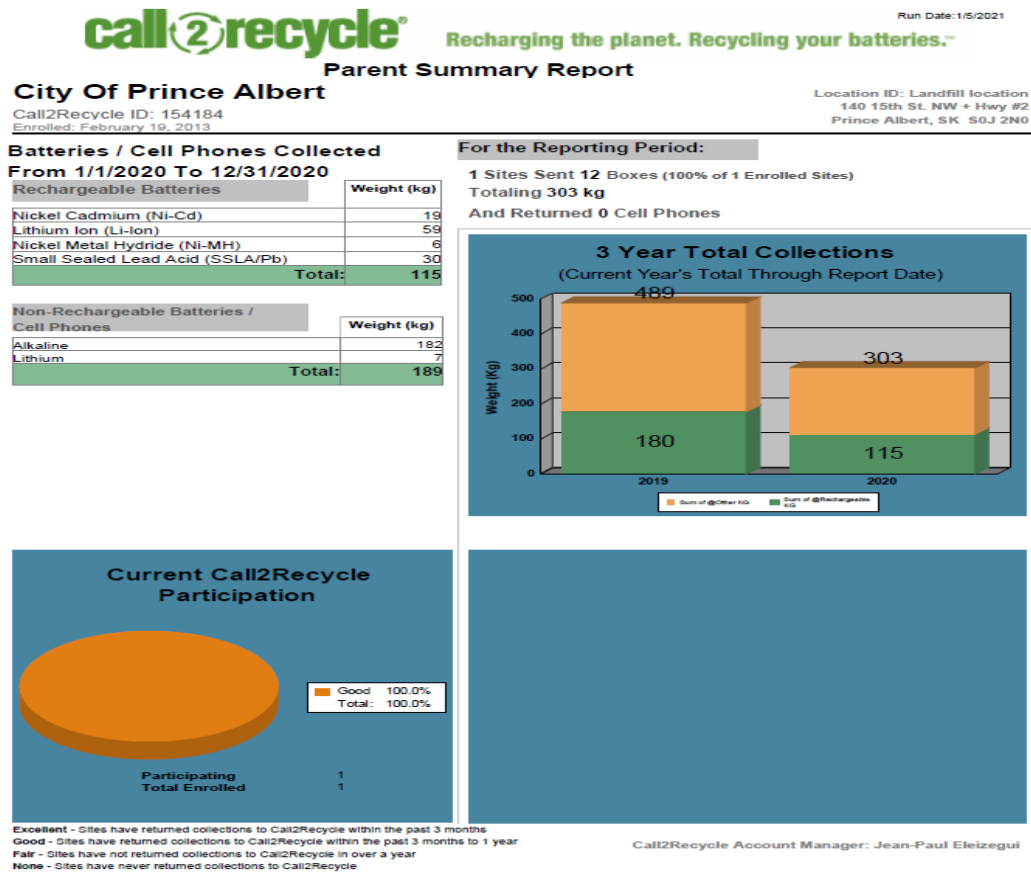
MONTH	Weight (in MT)
January	1.88
February	0.9
March	2.31
April	2.77
May	3.92
June	3.79
July	3.36
August	2.44
September	0.00
October	3.51
November	2.22
December	4.64
Total:	31.74 MT

In 2020, the total volume of recycled material diverted from the Landfill to the North Central Saskatchewan Waste Management Corporation (NCSWMC) was **2,990.02** metric tons.

4.0 BATTERIES COLLECTED AND DIVERTED FROM THE LANDFILL:

The total weight of recycled batteries diverted from the landfill was 303 kilograms in 2020.

The information below is from a summary provided by Call2Recycle for the City of Prince Albert. Nickel Cadmium (Ni-Cd) batteries are shipped to British Columbia through Call 2 Recycle program for recycling.



5.0 PERIMETER FENCE INSPECTIONS AND REPAIR:

Prince Albert landfill is fully fenced to help prevent of wind-blown garbage blowing around keeping animals out of the site, which reduces garbage scatter and disease transmission and increase landfill site control.

The City conducts inspections of the perimeter including landfill fence regularly as per Appendix A of the Permit to Operate. There was no damage to the landfill fence observed or reported in 2020. We have created inspection sheets to assist in record keeping for the landfill inspections.

These sheets are available upon request.

6.0 LITTER CONTROL:

Litter control is part of the function of all Landfill staff. The landfill staff cleans up the litter around the landfill on daily basis and our daily working face cover is also helpful in litter control and prevents the litter from blowing away.

7.0 SUMMARY OF SCRAP METAL MANAGEMENT:

In 2020, Inland Steel Products managed all scrap metal and transported approximately 300 MT of scrap metal from the landfill for recycling. A detailed record of scrap metal management at Landfill for 2020 is available upon request.

8.0 YARD WASTE COLLECTION:

Yard wastes are the second largest component of the overall waste stream that can be re-purposed at the landfill. Yard waste is comprised of leaves, grass clippings, and garden wastes which can readily be decomposed in large outdoor pile adjacent to the Bio-Solids Composter at the landfill.

Yard Waste is picked up the same day as recycling pick-up starting in first week of May each year until about mid-November. There is no bag limit per household but no bag can weigh more than 25kg. The City has implemented paper bag curbside collection program for yard waste since 2017, yard waste can also be deposited in its designated location at the landfill free of charge.

Once the yard waste has composted the final product is given to City residents free of charge to be used for their gardening purposes.

The City diverted 4,439 MT of yard waste from the landfill in 2020.

8.1 ANNUAL QUANTITIES OF WASTE RECEIVED:

The annual quantities of waste received at the Landfill, obtained from the scale house software (Paradigm software) for the year 2020. These quantities summarized below:

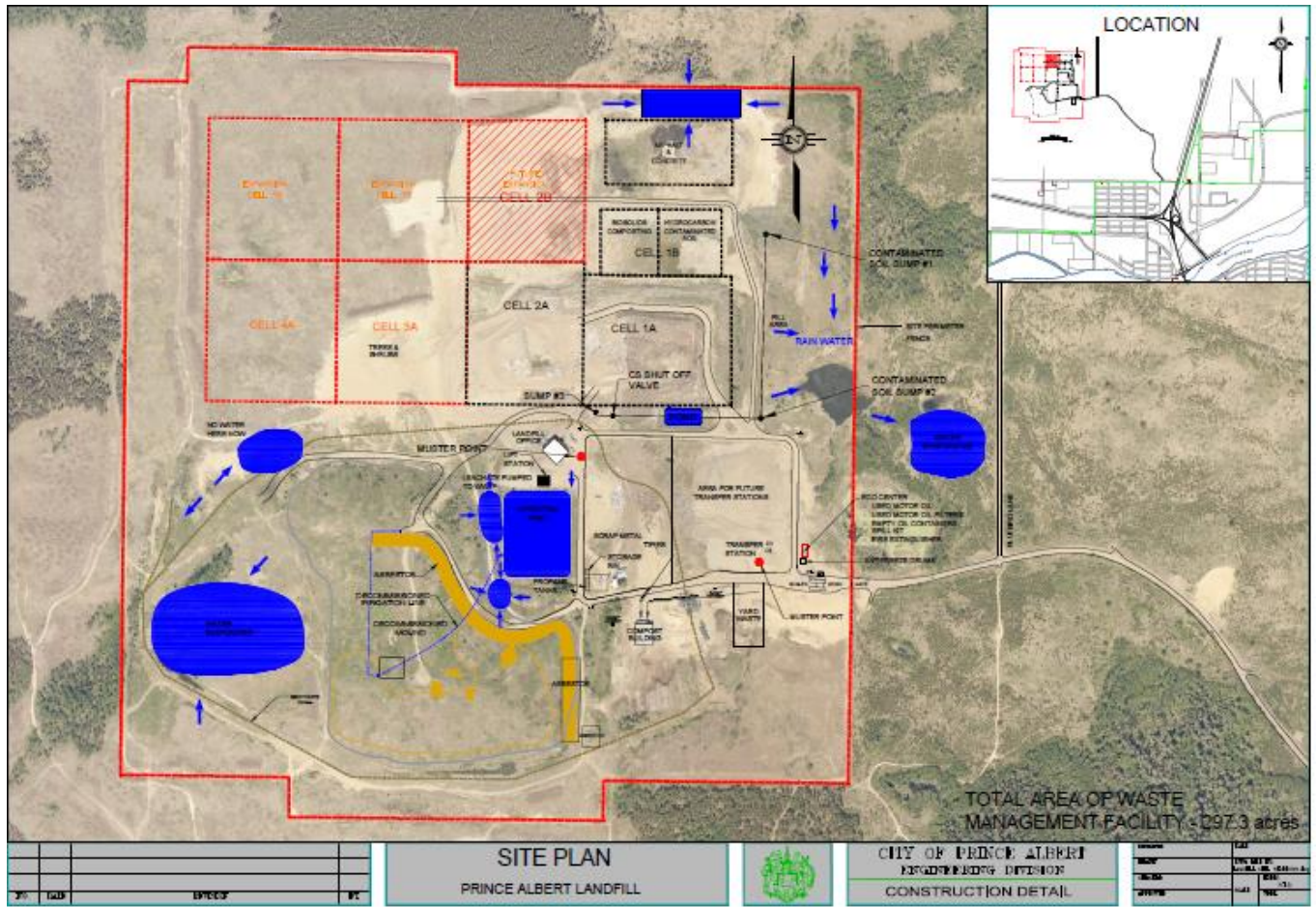
Material	Material Type	Tare (In KG)
510	Residual Waste	32,551,765.00
520	Asbestos	124,060.00
530	Carcasses - Small Animals	1,340.00
540	Carcasses - Large Animals	3,220.00
550	Scrap Metal < 150 KG	5,440.00
560	Scrap Metal > 150 KG	292,095.00
570	Construction Demolition and Roof Shingles < 150 KG	41,625.00
580	Construction Demolition and Roof Shingles > 150 KG	4,159,235.00
590	Asphalt, Concrete Rubble and Bricks < 150 KG	48,560.00
600	Asphalt, Concrete Rubble and Bricks > 150 KG	20,715,785.00
610	Waste Oil, Containers, Oil Filters, Antifreeze	16,765.00
630	Hydrocarbon contaminated > 4 tonnes	303,800.00
640	Uncontaminated Residual Paper, Cardboard/Recyclable	80.00
650	Uncontaminated Comm. Paper, Carboard/Recyclables	2,220.00
660	Bushes and Trees > 1 m Length and < 5 cm diameter	3,420.00
670	Bushes and Tress < 1 m Length and 5 cm diameter	11,240.00
680	Yard Waste	4,438,770.00
690	Special Items < 150 KG	460.00
691	Trees and Shrubs	2,753,675.00
700	Special Items > 150 KG	76,880.00
720	Mud-Sludge	23,460.00
730	Compost Material Program	42,935.00
740	Clean Soil	1,536,080.00
999	Not Specified	1,826,775.00
Total		68,979,685.00

9.0 SITE MAP:

An updated site map of the Landfill that includes:

- Site perimeter fence
- Gate
- Kiosk and scales
- Roadway information
- Oil storage building and antifreeze collection area
- Tin can storage area
- Glass storage area
- Tire storage area
- Asphalt and concrete storage area
- Trees and shrub collection area
- Asbestos disposal area
- Decommissioned mound
- Cell 1A
- Cell 2A
- Cell 1B
- 2003 cut off wall
- 2012 cut off wall
- Muster points
- Leachate retention ponds
- Decommissioned irrigation line for leachate irrigation and evapotranspiration
- Former bailing facility
- Compost building
- The yard waste collection area
- Future Landfill cell expansion area
- Transfer station

Landfill Site Map



10.0 COVER PRACTICES AND DAILY COMPACTION:

The cover practices at the landfill continued in 2020 and discussed below in terms of daily cover, interim cover, final cover, and daily compaction.

Cover record sheets are available upon request.

10.1 Daily Cover:

The primary purposes of daily cover are to control vectors, windblown debris, odor, flies, scavenging, pest attraction, fire hazard and to promote surface water runoff from the fill area.

Approved cover materials include native soils, remediated hydrocarbon contaminated soil and crushed asphalt and concrete, with the minimum thickness of 150mm.

The City used daily cover with native soil at end of the day but that daily cover procedure changed in 2020 as per Ministry suggestion that covering of waste not less frequently than one time per day from May to November and one time per 2 days from December to April.

10.2 Interim Cover:

Interim cover is used to address any drainage issues, to allow for equipment access, cover completed areas, and prevents exposure of wastes and to minimize the potential for windblown debris and water infiltration.

Interim cover is placed on areas that will remain inactive for an extended period. Interim cover will consist of at least 300 mm of cover material and/or soil.

10.3 Final Cover:

Progressive final cover placement is carried out in areas that have reached final elevation contours. The final surface is graded for positive drainage, fertilized and seeded.

Final cover will consist of regulation or best practice methods as approved including topsoil with a good vegetation cover.

Compaction is done with a wheeled packer as required daily to achieve desired waste compaction and stability on the working face.

11.0 RECEIPT AND TREATMENT OF HYDROCARBON IMPACTED SOIL:

Contaminated soil Cell 1B will operate as a land farm until the 2021 expansion is constructed. Further details regarding the 2021 expansion and Cell 1B accepting Municipal Solid Waste are included in the Application to construct that is being submitted to the Ministry on March 01, 2021.

Currently the landfill accepts contaminated soil with analytical results compared to the applicable soil standards as required. Soil parameters analyzed must be representative of the City contaminated soil acceptance criteria.

Generators must provide reliable documentation describing the nature and source of the contamination in the soil. All potentially contaminated soil must be tested prior to acceptance for disposal at the landfill. Documentation of the sampling methods and analytical results must be submitted with the city provided work order.

Once the materials from this cell are tested and released, they will be used as future cover materials on existing cells with Ministry of Environment approval.

12.0 RECEIPT AND DISPOSAL OF ASBESTOS:

The City accepts asbestos in plastic bags at the designated area at the landfill along the North West side of the old mound and is buried in the dedicated trench immediately upon arrival. The City requires that the hauler must fill out a work order prior to hauling asbestos to the landfill.

In 2020, the landfill accepted 124 MT of material containing asbestos. Burial location for asbestos disposal is shown on the site map of the landfill.

Bills of landing for asbestos are available upon request.

13.0 SCRAP TIRES:

Tire recycling is the process of converting end-of-life or unwanted old tires into material that could be utilized in new products. End-of-life tires typically become candidates for recycling when they become no longer functional due to wear or damage, and can no longer be re-treaded or re-grooved.

The City deems it important to recycle tires to ensure that the environment is clean and to help in preventing the spread of diseases, which could occur by piling of the tires in the landfills sites.

To prevent tire fires, which can occur easily, burning for months and creating substantial pollution in the air and ground. An additional health risk, that tire piles provide harborage for vermin and a breeding ground for mosquitoes that may carry diseases.

In 2020, 2,860 scrap tires picked up for recycling by Saskatchewan Scrap Tire Corporation. The City intends to continue to recycle scrap tires in 2021.

The City does not have a fixed schedule but recycles scrap tires as needed.

14.0 VOLUME OF WASTE OIL AND NUMBER OF FILTERS / CONTAINERS REMOVED:

Below is Green for Life (GFL) summary for the volume of waste oil and the number of filters and oil empty containers diverted from the landfill and sent to SARRC for recycling.

The following numbers confirmed by SARRC.

OIL SUMMARY			
Year	Oil (liters)	Filters (drums)	Containers (kg)
2004	18,876	9	1,119
2005	29,669	17.5	2,293
2006	28,750	19	2,223
2007	35,100	19	1,839
2008	32,625	17.5	2,353
2009	30,710	20	1,769
2010	33,700	20	2,203
2011	30,455	22	1,543
2012	26,015	18	1,621
2013	25,770	19	1,705
2014	14,920	10	1,363
2015	28,845	19	2,046
2016	28,960	11	2,449
2017	26,810	21	2,335
2018	28,820	23	2,890
2019	30,625	36	2,918
2020	27,590	27	2,434

The above summary shows that the volume of oil recycled in 2020 is consistent with previous years. In addition to the recycled oil of 27,590 litres, the landfill site also recycled 27 drums of filters (a drum holds approximately 135 filters, approximately 3,645 filters in total and 2,434kg of empty containers).

In 2020, the amount of **820 liters** of antifreeze collected and recycled by the City of Prince Albert at the landfill.

15.0 SUMMARY OF THE NUMBER OF ANIMAL CARCASSES:

Proper disposal of dead animals and animal remains is important to prevent the transmission of disease and to protect the environment. This includes remains of livestock, poultry, game animals, wildlife, pets, and other animals.

According to Section 10(1) (d) of the Municipal Refuse Management Regulations, City of Prince Albert landfill cannot accept SRM (Specified Risk Material) or refuse that is the remains for byproduct of slaughterhouse operations.

Due to Bovine Spongiform Encephalopathy (BSE), concerns identified in previous years. The City of Prince Albert makes concrete efforts to dispose animal carcasses by properly burying in the designated area of the lined cell.

Below is the summary of the number of carcasses received at the Landfill in 2020.

- Large Carcasses with a total weight of approximately 3,220 Kg
- Small Carcasses with a total weight of 1,340 kg

Tickets for these carcasses are available for review upon request.

16.0 COLLECTION AND MANAGEMENT OF LEACHATE:

Leachate currently collected from the lined cells on Site, Cell 1A and Cell 2A and Cell 1B. Leachate from Cells 1A and 2A flows to a common leachate sump from which it is pumped into the leachate storage pond (See Site Map).

The maximum volume in the leachate storage pond is 26,495 m³ (7,000,000 gallons) but the level is maintained lower to ensure that there is freeboard available in the pond.

The hydrocarbon contaminated soil cell 1B that produces additional leachate and is sent into the large pond but will only be discharged in accordance with our operations plan for Cell 1B.

In the leachate storage pond the leachate is mixed with groundwater from a groundwater collection well located immediately west of the pond. The purpose of mixing is to dilute the leachate prior releasing it to Waste Water Treatment Plant.

The volume of leachate generated by Cells 1A and 2A estimated based on pump run times from the pump in the sump. While the volume of leachate generated is variable due to the effect of recent precipitation events and spring snow melt

The second Leachate collection pond for the hydrocarbon-contaminated soil Cell 1B leachate is tested and confirmation of water quality before releasing into the larger pond. This will be done per the approved operational plan. It will be included in the total amount of Leachate pumped. The leachate pond has a freeboard level indicator in the form of markers on four sides.

A run-on system constructed around the perimeter of Cell 1B, to prevent precipitation and surface water from running onto Cell 1B. Rainfall and snowmelt water within the cell treated as leachate by gravity drainage, and collected into the dedicated leachate sump.

In 2016, a sewage force main and lift station were installed to pump sewage from the baler building and leachate from the leachate pond to the City's sewer system, which ends up at the Waste Water Treatment Plant for treatment.

Water Security Agency (WSA) accepted the city's proposal to dispose of the leachate into the sewer line that runs from the Landfill to the Waste Water Treatment Plant (WWTP).

Leachate pond levels in 2020 were not sufficiently high as to require the discharge of leachate to the City's sanitary sewer system.

17.0 HALOCARBON (FREON) REMOVAL FROM APPLIANCES:

The City has a contract with PA Appliance Clinic to remove and dispose halocarbon (Freon) from the appliances. Three hundred and fifty six units were cleaned of Freon and disposed in an environmentally friendly way in 2020.

18.0 HOUSEHOLD HAZARDOUS MATERIAL:

Household hazardous material include fuel, gasoline, , kerosene, camping fuel, paint thinners, lighter fluids, contact cement, oil, insect repellent, partially full aerosol containers, furniture cleaners, paint brush cleaners, and gasoline/oil mixtures.

The City of Prince Albert hosts annually a Household Hazardous Waste Day for City residents to dispose of hazardous products that should not be going in the landfill. All items are accepted free of charge for residential hazardous waste.

The City requires that residents keep labels on all materials that they bring in. This helps to identify the substances and avoid the need for testing so they can be properly disposed of.

Sanitation department held household hazardous public drop off event in 2020, the pandemic affected the turnout but diverted 2,861 Kg of hazardous material from the landfill.

19.0 CONCRETE AND ASPHALT:

Approximately 20,765 MT of concrete and asphalt has been diverted from the working face of the landfill and placed in designated areas intended for crushing.

20.0 CONTROLLED CLEAN WOOD BURN:

An area within the landfill has been designated for trees, branches, stumps, and clean wood.

An open and controlled burning of clean wood and tree branches is applied in winter time for clearing large volumes of brush, trees and clean wood at the landfill.

The stockpiles to be maintained are untreated and unpainted lumber, trees, and pallets. Piles in this area must not be contaminated with painted and or creosote treated wood materials.

The clean wood pile is inspected to ensure that there is no garbage or plastics and the pile only contains appropriate material as defined above and a written record is documented showing such inspection is made.

The City notifies the Ministry, the fire department, and the public prior to burning the clean woodpile. After controlled burn is completed, the Ministry is notified, the burn area cleaned up. The ashes disposed of in the landfill after all the embers have been extinguished. A magnetic sweeper is passed over the area before it is reopened to the public.

21.0 GROUNDWATER, SURFACE WATER, AND LEACHATE MONITORING:

The City of Prince Albert invited proposals from qualified consulting firms to perform the 2020 Groundwater and Surface Water Monitoring Program and Reporting for the Prince Albert

Landfill outlined in Appendix B of the Saskatchewan MOE Permit to Operate and Industrial Waste Works (Permit No: PO16-041, File No: S24040-50/L/ML/PA/03.

The monitoring program includes one single groundwater and surface water-sampling event. The purpose of the program is to ensure that the site is operating in compliance with the

operating permit. The program requires sampling of 54 wells, 4 surface water sampling points (east pond, slough 2, slough 1, and SW1), and three leachate sampling points (control pond, retention pond, and leachate collection well).

The project for groundwater, surface water and leachate monitoring awarded to Stantec Inc. in October of 2020. In November 2020, Stantec completed surface water and groundwater monitoring and sampling event. The final 2020 landfill groundwater and surface water monitoring report will be submitted to the City by Stantec at the end of April 2021.

The following list summarizes the activities completed by Stantec on behalf of the City of Prince Albert Landfill in November 2020. The sampling program included the following:

- I. For the monitoring wells, the analysis of the following parameters:
 - Routine water quality (alkalinity, carbonate, bicarbonate, hydroxide, dissolved fluoride, conductivity, ion balance, anion/cation sum, dissolved metals (calcium, iron, potassium, magnesium, manganese, and sodium), dissolved chloride, dissolved sulphate, nitrate, nitrite, pH, total dissolved solids, and total hardness);
 - Total CCME metals plus mercury (aluminum, antimony, arsenic, barium, beryllium, bismuth, boron, cadmium, calcium, cesium, chromium, cobalt, copper, iron, lead, lithium, magnesium, manganese, mercury, molybdenum, nickel, phosphorous, potassium, rubidium, selenium, silicon, silver, sodium, strontium, sulphur, thallium, thorium, tin, titanium, tungsten, uranium, vanadium, zinc, zirconium);
 - Chemical oxygen demand (COD), total organic carbon (TOC), and phenols;
 - Benzene, toluene, ethylbenzene and xylene (BTEX) and petroleum hydrocarbon (PHC) fractions F1 to F4 (in 5 wells only); and
 - Total Kjeldahl nitrogen (TKN) and total ammonia.
- II. For surface water and leachate samples, the analysis of the following parameters (details of the parameters are the same as in A above):
 - Routine water quality;
 - CCME total metals (including mercury);
 - COD, TOC, and phenols;
 - TKN and total ammonia;
 - Fecal and total coliforms;
 - BTEX and PHC Fractions F1 to F4; and
 - PAH's (for leachate samples only).

- III. Groundwater level monitoring and groundwater physical observations including static water elevation, depth to well bottom, water temperature, specific conductivity, pH, turbidity, odour, and colour.
- IV. Inspection of the condition of the monitoring wells.

Closing:

This is the annual operating report for the City of Prince Albert Landfill 2020. Please see Appendix A below for samples of the landfill inspection sheets. If you have any questions or comments regarding this report, please do not hesitate to contact the undersigned at (306) 953-4900.

Sincerely,



Jeff Da Silva
Operations Manager
City of Prince Albert

Appendix “A” Landfill Inspection Forms

ANIMAL CARCASSES MANAGEMENT			
Date	Type of animal Carcass	No of Carcasses – Large Animals	No of Carcasses –Small Animals

ASBESTOS MONITORING RECORD			
Date	Asbestos Quantity in Kgs	Hauling Company or Person	Comments

ASPHALT RUN OFF WATER DISPOSAL			
Date	Location	Run off water quantity disposed	Disposal place

CLEAN WOOD CONTROLLED BURN				
Date	Remove treated/painted wood Yes/ No	Remove plastics/ other debris Yes/No	Comments	Inspector's name

DAILY COMPACTION

Date: January/2021	Operator's name	Compaction Yes/ No	Reason if no compaction	Signature

PRINCE ALBERT LANDFILL ECO CENTRE		Inspector:	Date:
House Keeping:	Yes	No	Comments
Are the floors, walkways, doorways clear and cleaned of debris?		*	
Is there any damage, leaks, or corrosion to the oil tank?	*		
Is the oil level in the tank 24 inches or more?	*		Record level of the used oil here
2ndary containment oil level 4 inches or more?	*		Record level of oil in 2 nd containment here
Are all fire extinguishers in their designated location, accessible & up to date?		*	
Any spill around antifreeze storage pad.	*		
Any spill around Eco Center.	*		
Is inventory control & reconciliation log filled out.			
Are filters drums overfilling?	*		
Spill kits present, labeled, and fully stocked.		*	

NOTE:

Inform the manager if the answer is in *box.

According to the oil tank, Gauge Chart if the level is 24 inches or higher, let the manager know immediately.

- Inventory log needs to be filled on monthly basis.

LANDFILL GENERAL INSPECTION			
Inspection Area	Yes	No	Comments
Landfill Signs are in good condition.		*	
Landfill fences are in good condition.		*	
Notice of any debris by the fence	*		
Notice of unauthorized entry and illegal dumping	*		
Landfill access roads are in good condition.		*	
Noticed any unauthorized pathways that may access the facility	*		
Compost area, witness any litter, garbage.	*		
First aid kit and fire extinguisher are up-to-date at the landfill buildings		*	
Notice of surface or standing water	*		
Recognized waste that requires special handling	*		
Scrap tire storage needs clean up.	*		
Any illegal waste or scavenging notice on working face.	*		
Signage on working face visible and clear.		*	
Noticed any waste placement outside the cell boundaries.	*		
Inspector's name	Signature		Date
-----	-----		-----

NOTE:

Inform the manager if the answer is in *box.

LEACHATE CONTROL POND (SW OF BALER BUILD)			
Inspector:			
Date:			
Inspection	Yes	No	Comments
Is the leachate pond free of debris?		*	.
Is the leachate level touching freeboard marker?	*		Insert level of leachate here
Is there any liner damage?	*		
Any damage to the fence?	*		
Any unusual observation noticed.	*		

NOTE: Inform the manager if the answer is in * box.

LANDFILL MONITORING WELLS INSPECTION					
Date	Well Id	Case Condition (Damaged/Good)	Lock Condition (Damaged/Good)	Comments	Inspector

SCRAP TIRES RECYCLING		
Date	Quantity	Collecting Company

LANDFILL STORM WATER MANAGEMENT			
Date	Culverts Condition (Blocked/Cleared)	Surface water, (Comment if action taken)	Performed by:
April 5,2020	Unblocked culverts	Directed surface water to contour drains for drying up and evaporation	Kevin Weleski



City of
Prince Albert

BI 21-39

TITLE: 2022 Airport Fund Budget

DATE: **November 19, 2021**

TO: Budget Committee

PUBLIC: **X**

INCAMERA:

ATTACHMENTS:

1. 2022 Airport Fund Budget

THE CITY OF PRINCE ALBERT



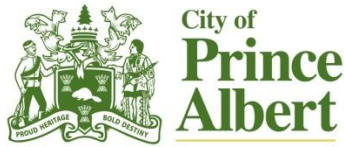
AIRPORT FUND BUDGET FOR YEAR ENDING DECEMBER 31, 2022

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Budget Overview



The City Of Prince Albert received ownership of the Airport in 1996 and since that time, has attempted to operate the facility as a self-funding entity. In 2006 City Council authorized a transfer of 30 percent of the total cost of the Airport operation to be funded from the City's General Fund, and in 2010 implemented the Passenger Facility Fee (PFF) as a means to fund capital Airport improvements.

The Airport has experienced a decrease in revenue related to the COVID-19 pandemic. The pandemic and its impact on the Airport will continue into 2022. The financial impact for 2022 can only be estimated based on what we know today.

The 2022 Budget numbers provided are based on the assumption that the Airport is operating as normal (with the exception of a budgeted decrease in Passenger Facility Fee (PFF) revenue which has been adjusted). This allows for better estimates of the financial impact of COVID-19.

COVID-19 Financial Impact and the 2022 Budget

The estimated financial impact of COVID-19 for 2022 is a reduction to revenues of \$43,000. Areas that will have a financial impact are aircraft landing fees and parking revenue.

Line by Line Budget for 2022

The 2022 budget is presented using a line by line budget. Each functional area has line items that show specific financial data for accounting purposes. Individual financial statements for each functional area are provided and grouped by category. Below is the legend for the abbreviation of each category.

BUDGET PACKAGE DEFINITIONS FOR LINE BY LINE REVIEW

Category Codes

REVENUES	Code
Taxation	TAX
User Charges and Fees	UCF
Operating Grants and Donations	OGD
Grants in Lieu of Taxes	GIL
Interest and Penalties	INT
Sundry	SUN
EXPENSES	
Council Remuneration	CR
Salaries Wages and Benefits	SWB
Contracted and General Services	CON
Financial Charges	FC
Grants and Donations	G&D
Utilities	UTL
Interest on Long Term Debt	LTD
Fleet Expenses	FLT
Maintenance Materials and Supplies	MMS
Insurance	INS
Bad Debt Expense	BDE
CAPITAL AND INTERFUND TRANSACTIONS	
Capital Revenues	CAP
Amortization	AMORT
Interfund Transfers	IFUND
Reserves	RES

Other Definitions

Back Out - Removal of one-time budgeted amounts approved in the prior year.

Base Adjust - Adjustments made by Financial Services based on detailed analysis and projections for the budget year. Base adjustments are made for the following categories: Salaries Wages and Benefits, Utilities, Fleet Expenses, and Insurance.

Budgeted Revenue – Increase of \$8,000

The most significant budgetary adjustments to revenue are discussed below:

- \$40,000 increase to aircraft landing fees based on realignment of aircraft landing fees weight structure to capture the most common aircraft using our airports.
- \$25,000 increase to PFF revenue based on a review of passenger counts in 2021 and expectations for 2022 considering the impact of COVID-19. PFF revenue is transferred to the PFF Reserve.
- 60,000 decrease to Airport lease revenue. This is due to reduced lease rates based on the recommendations of the Airport Strategic Master Plan study of comparable rates at the other similar airports.
- \$3,000 increase to aircraft parking fees.

Budgeted Expenses – Increase of \$97,510

Some of the significant budgetary adjustments to expenses are discussed below:

- \$197,410 increase to salaries wages and benefits related to base adjustments, a review of actual costs charged, and addition of 2 casual full time positions for janitorial services at the airport (replacing contracted janitorial services).
- \$139,000 decrease to contracted and general services due to removal of one-time expenditures budgeted in the prior year. This decrease also includes \$65,000 for removal of the janitorial services contract for the airport.
- \$16,550 increase to maintenance materials and supplies primarily due new one-time expenditures budgeted for 2022 including replacement of a fire alarm system and a budget for LED lighting.

2022 Capital Budget

Administration is requesting \$5,211,000 in capital spending at the Airport for 2022. A brief description of the projects and their funding source is provided below.

A total of \$681,000 is to be funded from the Passenger Facility Fee. These projects will be reviewed with the Airline Users:

- New Terminal - Detailed Design - \$600,000
- Runway 08 Threshold Concrete Repairs - \$16,000
- Terminal Sidewalk Expansion - \$65,000

A total of \$56,000 is to be funded from the Airport Improvement Fund. These items include the following:

- Automated Opener Gate #2 for Ambulance- \$9,000 (50% cost share by CAP)
- Stormwater Management Plan - \$32,000
- Taxi B Overlay - \$15,000 (50% cost share by CAP)

A total of \$24,000 of capital projects are to be funded from the Community Airport Partnership (CAP) subject to approvals being received.

- Automated Opener Gate #2 for Ambulance- \$9,000
- Taxi B Overlay - \$15,000

A total of \$4,450,000 of capital projects are to be funded from external financing such as the Canada Infrastructure Program or other funding sources to be identified. These projects would be conditional on obtaining external funding.

- Apron II rehabilitation and expansion - \$3,500,000
- Apron II utilities construction - \$950,000

Airport Improvement Fund Balance

A summary of the 2022 budget's impact on the Airport Improvement Fund balance is as follows:

- The budgeted deficit from operations to be funded by the Airport Improvement Fund in 2022 is \$150,750.
- A transfer of \$56,000 to the Capital Committed Reserve is required for 2022 capital expenditures.
- This results in an estimated net decrease to the Airport Improvement Fund in 2022 of \$206,750 and an estimated closing surplus of \$50,610.

**AIRPORT FUND
OPERATING BUDGET**

For the Year Ending December 31, 2022

	2022 Budget	2021 Budget	(Favourable) Unfavourable Change
REVENUES			
Aircraft Landing Fees	(240,000)	(200,000)	(40,000)
Aircraft Parking Fees	(8,600)	(5,600)	(3,000)
Passenger Facility Fees	(225,000)	(200,000)	(25,000)
Parking Revenue	(196,000)	(196,000)	-
Airport Lease Revenue	(201,860)	(261,860)	60,000
Interest and Penalties	(1,500)	(1,500)	-
Sundry	(22,650)	(22,650)	-
Total Revenues	(895,610)	(887,610)	(8,000)
EXPENSES			
Salaries Wages and Benefits	600,780	403,370	197,410
Contracted and General Services	99,300	238,300	(139,000)
Financial Charges	750	750	-
Utilities	118,930	112,130	6,800
Fleet Expenses	124,900	108,260	16,640
Maintenance Materials and Supplies	157,250	140,700	16,550
Insurance	21,020	21,910	(890)
Bad Debt Expense	2,700	2,700	-
Total Expenses	1,125,630	1,028,120	97,510
Operating (Surplus) Deficit	230,020	140,510	89,510
CAPITAL AND INTERFUND TRANSACTIONS			
Amortization	600,000	600,000	-
Transfer from General Fund	(308,440)	(288,200)	(20,240)
Transfer from Utility Fund	(5,830)	(5,130)	(700)
Capital and Interfund Transactions	285,730	306,670	(20,940)
TOTAL (SURPLUS) DEFICIT	515,750	447,180	68,570
Allocated as Follows:			
Total (Surplus) Deficit	515,750	447,180	68,570
Estimated COVID-19 2022 Losses	43,000	53,600	
Available COVID-19 Funding from 2020	-	(53,600)	
Funding to be Determined to Cover Est. COVID Losses	(43,000)		
Non-Cash Adjustment - Amortization	(600,000)	(600,000)	-
Total (Surplus) Deficit - Adjusted for Amortization	(84,250)	(152,820)	68,570
Passenger Facility Fees Reserve	225,000	200,000	25,000
Airport Maintenance Reserve	10,000	10,000	-
Airport Improvement Fund Balance	(150,750)	(57,180)	(93,570)
	-	-	-

Code	Category		Account Name	2018 YTD	2019 YTD	2020 YTD	2021 Budget	Back Out	Base Adjust	2022 Base Budget	Department		Issue
	Code	Code		Actuals	Actuals	Actuals					Adjustments	2022 Total Budget	
1	5-1-51100-000	UCF	AIRCRAFT LANDING FEES:Other Revenue	(\$221,379)	(\$209,077)	(\$158,369)	(\$200,000)	\$0	\$0	(\$200,000)	(\$40,000)	(\$240,000)	No adjustment to Revenue as the budget was prepared assuming no COVID-19 Impact. Landing fees wieght structure was realigned to capture the most common aircraft using our airport. This realignment is aticipated to increase revenue by \$27,000 per annum. 2020 saw a 25% decrease in landings due to COVID. 2021 recover is averaging 90% of 2019 landing thus it is anticipated that 2022 will be similar to 2019 landings values. Budget would be reduced by \$13,000.
2	5-1-51200-000	UCF	AIRCRAFT PARKING FEES:Other Revenue	(\$5,807)	(\$4,538)	(\$4,988)	(\$5,600)	\$0	\$0	(\$5,600)	(\$3,000)	(\$8,600)	Aircraft parking fees structures were adjusted to the higher winter rates to be charged throughout for the entire year.
3	5-1-53100-000	UCF	Leases/Rentals-Hangars:Other Revenue	(\$170,988)	(\$179,789)	(\$145,076)	(\$179,800)	\$0	\$0	(\$179,800)	\$60,000	(\$119,800)	Hangar land lease rates were reduced based on the recommendations of the Airport Startegic Master Plan study of conmparible rates at other similar airports. Reduced rates are anticipated to decrease revenues from the existing tenants by \$60,000 this year.
4	5-1-53200-000	UCF	Leases/Rentals-Terminal:Other Revenue	(\$69,842)	(\$68,705)	(\$69,220)	(\$67,500)	\$0	\$0	(\$67,500)	\$0	(\$67,500)	Budgeted based on current leases in place.
5	5-1-53300-000	UCF	Land Rentals-Agriculture:Other Revenue	(\$14,555)	(\$14,555)	(\$14,555)	(\$14,560)	\$0	\$0	(\$14,560)	\$0	(\$14,560)	Budgeted based on current leases in place.
6	5-1-54100-094	UCF	CONCESSION FEES-AVIATION FUEL & OIL:Non-Taxable Revenue	(\$8,536)	(\$10,669)	(\$11,621)	(\$15,000)	\$0	\$0	(\$15,000)	\$0	(\$15,000)	Diesel fuel sold to Snowbird Aviation for their Mobile Fuel Trucks, Deicer Trucks and Tugs that service aircraft, These vehicles are not street legal to purchase fuel elsewhere. Fuel is sold at retail cost within the City. Estimating 12,000L of sales base on historical records. This revenue offsets costs in 5-2-33100-521.
7	5-1-54200-099	UCF	CONCESSION FEES-VENDING MACHINES:Taxable Revenue	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	-
8	5-1-54400-000	UCF	PARKING REVENUE:Other Revenue	(\$240,290)	(\$180,450)	(\$172,356)	(\$171,000)	\$0	\$0	(\$171,000)	\$0	(\$171,000)	No adjustment to Revenue as the budget was prepared assuming no COVID-19 Impact. The correlation with passengers departing our airport and parking usage are equal. COVID recovery of passenger volumes for 2021 was down 30% from 2019. It is anticipated that 2022 will remain 20% fewer passengers thus there will be 20% fewer parking days than pre-COVID years. Parking rates are will increase by 2% for 2022. Total anticipated reduction of 18% revenue. Budget would be reduced by \$30,000.
9	5-1-54405-099	UCF	Airport Pay & Display Parking:Taxable Revenue	(\$23,882)	(\$28,760)	(\$17,794)	(\$25,000)	\$0	\$0	(\$25,000)	\$0	(\$25,000)	-
10	5-1-54500-000	UCF	Passenger Facility Fee:Other Revenue	(\$272,480)	(\$275,861)	(\$208,637)	(\$200,000)	\$0	\$0	(\$200,000)	(\$25,000)	(\$225,000)	COVID recovery of passenger volumes for 2021 was down 30% from 2019. It is anticipated that 2022 will remain 20% fewer passengers than pre-COVID years. Rate per passenger remains the same from 2022.
11	5-1-59000-000	UCF	AIRPORT SUNDRY REVENUE:Other Revenue	\$0	(\$365)	(\$5,040)	\$0	\$0	\$0	\$0	\$0	\$0	-
12	5-1-59000-067	UCF	AIRPORT SUNDRY REVENUE:Vending Comm Revenue - Non Taxable	(\$812)	(\$702)	(\$504)	\$0	\$0	\$0	\$0	\$0	\$0	-
13	5-1-55100-000	INT	INTEREST/SERVICE CHARGE REVENUE:Other Revenue	(\$401)	(\$820)	(\$1,425)	(\$1,500)	\$0	\$0	(\$1,500)	\$0	(\$1,500)	-
14	5-1-54200-000	SUN	CONCESSION FEES-VENDING MACHINES:Other Revenue	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	-
15	5-1-54200-094	SUN	CONCESSION FEES-VENDING MACHINES:Non-Taxable Revenue	(\$6,062)	(\$5,043)	(\$3,151)	(\$6,000)	\$0	\$0	(\$6,000)	\$0	(\$6,000)	-
16	5-1-54300-000	SUN	ADVERTISING REVENUE:Other Revenue	(\$1,650)	(\$1,350)	(\$1,350)	(\$1,650)	\$0	\$0	(\$1,650)	\$0	(\$1,650)	-
17	5-2-13000-111	SWB	Miscellaneous:Salaries Regular	\$0	\$0	\$0	\$12,350	\$0	\$0	\$12,350	\$9,800	\$22,150	-\$9,800 Retro accrual for union contracts that expired December 31, 2019. The base budget was determined by Financial Services after consideration of base adjustments, step increases, and a review of actual costs incurred.

Code	Category		Account Name	2018 YTD	2019 YTD	2020 YTD	2021 Budget	Back Out	Base Adjust	2022 Base Budget	Department		Issue
	Code	Code		Actuals	Actuals	Actuals					Adjustments	2022 Total Budget	
18	5-2-33100-111	SWB	AIRPORT ADMINISTRATION:Salaries Regular	\$91,449	\$97,789	\$98,882	\$98,400	\$0	\$0	\$98,400	\$48,950	\$147,350	The base budget was determined by Financial Services after consideration of base adjustments, step increases, and a review of actual costs incurred. In addition, discussions were had with Public Works to more accurately allocate the cost of salaried positions between funds to better reflect where individual's time is spent.
19	5-2-33100-112	SWB	AIRPORT ADMINISTRATION:Salaries Overtime	\$0	\$0	\$12,125	\$0	\$0	\$0	\$0	\$0	\$0	-
20	5-2-33100-115	SWB	AIRPORT ADMINISTRATION:Wages Regular	\$0	\$231	\$0	\$0	\$0	\$0	\$0	\$0	\$0	-
21	5-2-33100-119	SWB	AIRPORT ADMINISTRATION:Payroll Benefits	\$16,992	(\$10,061)	\$28,381	\$18,210	\$0	\$0	\$18,210	\$8,710	\$26,920	The base budget was determined by Financial Services after consideration of base adjustments, step increases, and a review of actual costs incurred. In addition, discussions were had with Public Works to more accurately allocate the cost of salaried positions between funds to better reflect where individual's time is spent.
22	5-2-33211-115	SWB	AIRFIELD MTCE:Wages Regular	\$126,518	\$129,307	\$103,036	\$126,300	\$0	\$0	\$126,300	\$33,300	\$159,600	1 FTE approved by council for the coverage of 6d/w operations all year (RPT- 21/387). The Seasonal Position may not be filled. The base budget was determined by Financial Services after consideration of base adjustments, step increases, and a review of actual costs incurred.
23	5-2-33211-116	SWB	AIRFIELD MTCE:Wages Overtime	\$16,196	\$16,620	\$12,757	\$15,000	\$0	\$0	\$15,000	\$0	\$15,000	The base budget was determined by Financial Services after consideration of base adjustments, step increases, and a review of actual costs incurred.
24	5-2-33211-119	SWB	AIRFIELD MTCE:Payroll Benefits	\$49,315	\$60,134	\$46,104	\$58,300	\$0	\$0	\$58,300	\$13,120	\$71,420	1 FTE approved by council for the coverage of 6d/w operations all year (RPT- 21/387). The Seasonal Position may not be filled. The base budget was determined by Financial Services after consideration of base adjustments, step increases, and a review of actual costs incurred.
25	5-2-33213-115	SWB	AIRFIELD SNOW CLEARING:Wages Regular	\$29,966	\$24,339	\$34,240	\$27,000	\$0	\$3,000	\$30,000	\$0	\$30,000	The base budget was determined by Financial Services after consideration of base adjustments, step increases, and a review of actual costs incurred.
26	5-2-33213-116	SWB	AIRFIELD SNOW CLEARING:Wages Overtime	\$4,367	\$11,648	\$12,633	\$9,000	\$0	\$0	\$9,000	\$0	\$9,000	The base budget was determined by Financial Services after consideration of base adjustments, step increases, and a review of actual costs incurred.
27	5-2-33213-119	SWB	AIRFIELD SNOW CLEARING:Payroll Benefits	\$11,854	\$9,441	\$12,124	\$10,000	\$0	\$1,700	\$11,700	\$0	\$11,700	The base budget was determined by Financial Services after consideration of base adjustments, step increases, and a review of actual costs incurred.
28	5-2-33215-115	SWB	AIRFIELD GRASS CUTTING:Wages Regular	\$14,787	\$10,981	\$4,461	\$12,000	\$0	(\$3,000)	\$9,000	\$0	\$9,000	The base budget was determined by Financial Services after consideration of base adjustments, step increases, and a review of actual costs incurred.
29	5-2-33215-116	SWB	Airfield Grass Cutting:Wages Overtime	\$0	\$421	\$210	\$0	\$0	\$0	\$0	\$0	\$0	-
30	5-2-33215-119	SWB	AIRFIELD GRASS CUTTING:Payroll Benefits	\$6,778	\$4,011	\$1,657	\$7,140	\$0	(\$4,000)	\$3,140	\$0	\$3,140	The base budget was determined by Financial Services after consideration of base adjustments, step increases, and a review of actual costs incurred.
31	5-2-33231-115	SWB	TERMINAL BUILDING MTCE:Wages Regular	\$3,272	\$3,063	\$3,579	\$5,000	\$0	\$0	\$5,000	\$68,620	\$73,620	The base budget was determined by Financial Services after consideration of base adjustments, step increases, and a review of actual costs incurred. \$68,620 for the hiring of 2 casual Janitor Event Worker's to replace the contracted janitorial services that had an existing budget of \$65,000.
32	5-2-33231-116	SWB	TERMINAL BUILDING MTCE:Wages Overtime	\$153	\$0	\$52	\$0	\$0	\$0	\$0	\$0	\$0	-

Code	Category		Account Name	2018 YTD	2019 YTD	2020 YTD	2021 Budget	Back Out	Base Adjust	2022 Base Budget	Department		Issue
	Code	Code		Actuals	Actuals	Actuals					Adjustments	2022 Total Budget	
33	5-2-33231-119	SWB	TERMINAL BUILDING MTCE:Payroll Benefits	\$1,591	\$1,349	\$1,425	\$2,250	\$0	\$0	\$2,250	\$17,210	\$19,460	The base budget was determined by Financial Services after consideration of base adjustments, step increases, and a review of actual costs incurred. \$17,210 for the hiring of 2 casual Janitor Event Worker's to replace the contracted janitorial services that had an existing budget of \$65,000.
34	5-2-33233-115	SWB	BUILDING MAINTENANCE:Wages Regular	\$1,244	\$5,081	\$1,112	\$1,750	\$0	\$0	\$1,750	\$0	\$1,750	The base budget was determined by Financial Services after consideration of base adjustments, step increases, and a review of actual costs incurred.
35	5-2-33233-116	SWB	BUILDING MAINTENANCE:Wages Overtime	\$0	\$162	\$0	\$0	\$0	\$0	\$0	\$0	\$0	-
36	5-2-33233-119	SWB	BUILDING MAINTENANCE:Payroll Benefits	\$629	\$2,597	\$385	\$670	\$0	\$0	\$670	\$0	\$670	The base budget was determined by Financial Services after consideration of base adjustments, step increases, and a review of actual costs incurred.
37	5-2-33237-116	SWB	AIRPORT RENTAL PROPERTY:Wages Overtime	\$3,881	\$0	\$3,776	\$0	\$0	\$0	\$0	\$0	\$0	-
38	5-2-33237-119	SWB	AIRPORT RENTAL PROPERTY:Payroll Benefits	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	-
39	5-2-33100-237	CON	Airport Administration:Protection Services	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	-
40	5-2-33100-239	CON	AIRPORT ADMINISTRATION:Consulting Services	\$34,812	\$2,629	\$57,857	\$35,000	\$20,000	\$0	\$15,000	\$0	\$15,000	Base Budget - Aviation Expert Consultant; Assists in regulatory and related procedure developemnt reviews as well as developement of design information to support external funding applications like ACAP and CAP.
41	5-2-33100-294	CON	AIRPORT ADMINISTRATION:Commissionaire Services	\$15,217	\$13,292	\$13,897	\$15,000	\$0	\$0	\$15,000	\$0	\$15,000	-
42	5-2-33100-299	CON	AIRPORT ADMINISTRATION:Other General Services	\$509	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	-
43	5-2-33211-295	CON	AIRFIELD MTCE:Self-Employed Contractors	\$37,439	\$77,027	\$8,769	\$105,000	\$87,000	\$0	\$18,000	\$43,000	\$61,000	Runway, Taxiway and Aprons crack sealing every 2 years is best prattice to ensure the best life expectancy of aircraft movement surfaces. The garage gass detection system triggers building ventilation if CO od N2O from the equipment is detected to ensure a healthy workspace. Calibration is recommended every 2-3 years. Decelerometers are the instruments used to determine the slipperiness on the runway. Transport Canada regulations require proof of calibration. Annual calibration is the industry standard. Obsiticle Limitation Surface tree removal; there are some trees within the protected airspace that need to be removed. This is a regulatory requirement.
44	5-2-33211-299	CON	Airfield Mtce:Other General Services	\$1,061	\$0	\$0	\$10,000	\$10,000	\$0	\$0	\$0	\$0	-
45	5-2-33213-211	CON	AIRFIELD SNOW CLEARING:Travel & Accommodation	\$45	\$286	\$143	\$0	\$0	\$0	\$0	\$0	\$0	-
46	5-2-33231-235	CON	TERMINAL BUILDING MTCE:Health Services	\$895	\$660	\$3,189	\$1,000	\$0	\$0	\$1,000	\$0	\$1,000	-
47	5-2-33231-237	CON	Terminal Building Mtce:Protection Services	\$0	\$5	\$529	\$0	\$0	\$0	\$0	\$0	\$0	-
48	5-2-33231-294	CON	Terminal Building Mtce:Commissionaire Services	\$0	\$0	\$1,240	\$0	\$0	\$0	\$0	\$0	\$0	-
49	5-2-33231-295	CON	Terminal Building Mtce:Self-Employed Contractors	\$10,480	\$3,500	\$1,465	\$2,800	\$0	\$0	\$2,800	\$0	\$2,800	-
50	5-2-33231-296	CON	TERMINAL BUILDING MTCE:Housekeeping Services	\$52,318	\$52,216	\$51,666	\$65,000	\$0	\$0	\$65,000	(\$65,000)	\$0	Removal of budget as janitorial services will be completed by City staff and included as part of wages and benefits.
51	5-2-33233-295	CON	Building Maintenance:Self-Employed Contractors	\$4,242	\$13,256	\$1,744	\$4,500	\$0	\$0	\$4,500	\$0	\$4,500	-

52	Code	Category Code	Account Name	2018 YTD	2019 YTD	2020 YTD	2021 Budget	Back Out	Base Adjust	2022 Base Budget	Department		Issue
				Actuals	Actuals	Actuals					Adjustments	2022 Total Budget	
	5-2-33100-893	FC	Airport Administration:Bank Charges	\$782	\$963	\$715	\$750	\$0	\$0	\$750	\$0	\$750	-
	5-2-33211-553	UTL	AIRFIELD MTCE:Electricity	\$43,245	\$44,765	\$47,607	\$44,200	\$0	\$4,700	\$48,900	\$0	\$48,900	The 2022 Budget for SaskPower was determined by Financial Services based on a review of historical usage, expectations for 2022, and a review of actual costs. The 2022 Budget also incorporates the expected increase in the carbon tax effective April 1, 2022.
	5-2-33231-551	UTL	TERMINAL BUILDING MTCE:Water & Sewer	\$2,772	\$2,666	\$3,699	\$3,070	\$0	\$0	\$3,070	\$700	\$3,770	The water & sewer budget was reviewed by Financial Services based on a review of actual results. City facilities are charged for water and sewer services received with revenue recorded in the Water Utility Fund. An interfund transfer from the Water Utility Fund is made to offset charges to the General, Sanitation, Land and Airport Funds.
	5-2-33231-552	UTL	TERMINAL BUILDING MTCE:Heating Fuels	\$4,158	\$4,619	\$3,706	\$4,600	\$0	(\$1,100)	\$3,500	\$0	\$3,500	The 2022 Budget for SaskEnergy was determined by Financial Services based on a review of historical usage, expectations for 2022, and a review of actual costs. The 2022 Budget also incorporates the expected increase in the carbon tax effective April 1, 2022.
	5-2-33231-553	UTL	TERMINAL BUILDING MTCE:Electricity	\$32,898	\$32,979	\$33,047	\$35,000	\$0	\$1,800	\$36,800	\$0	\$36,800	The 2022 Budget for SaskPower was determined by Financial Services based on a review of historical usage, expectations for 2022, and a review of actual costs. The 2022 Budget also incorporates the expected increase in the carbon tax effective April 1, 2022.
	5-2-33233-551	UTL	BUILDING MAINTENANCE:Water & Sewer	\$2,356	\$2,700	\$2,110	\$2,060	\$0	\$0	\$2,060	\$0	\$2,060	The water & sewer budget was reviewed by Financial Services based on a review of actual results. City facilities are charged for water and sewer services received with revenue recorded in the Water Utility Fund. An interfund transfer from the Water Utility Fund is made to offset charges to the General, Sanitation, Land and Airport Funds.
	5-2-33233-552	UTL	BUILDING MAINTENANCE:Heating Fuels	\$9,547	\$11,186	\$7,116	\$10,600	\$0	(\$1,500)	\$9,100	\$0	\$9,100	The 2022 Budget for SaskEnergy was determined by Financial Services based on a review of historical usage, expectations for 2022, and a review of actual costs. The 2022 Budget also incorporates the expected increase in the carbon tax effective April 1, 2022.
	5-2-33233-553	UTL	BUILDING MAINTENANCE:Electricity	\$11,965	\$10,576	\$15,688	\$12,600	\$0	\$2,200	\$14,800	\$0	\$14,800	The 2022 Budget for SaskPower was determined by Financial Services based on a review of historical usage, expectations for 2022, and a review of actual costs. The 2022 Budget also incorporates the expected increase in the carbon tax effective April 1, 2022.
	5-2-33100-265	FLT	AIRPORT ADMINISTRATION:Rentals-Automotive & Equipment	\$7,440	\$7,860	\$8,340	\$7,870	\$0	\$0	\$7,870	\$470	\$8,340	The budget for fleet expenses was prepared by Financial Services based on a 6% increase in fleet charge out rates proposed by Administration for the 2022 Budget. A 6% increase was recommended for the 2021 Budget but was removed by Budget Committee. Administration recommends that the 6% increase be implemented for 2022 to ensure that sufficient funds are transferred to the Equipment and Fleet Reserve for future replacements. In addition, the fleet expense budget was adjusted where necessary to reflect actual charges based on a review of prior years' actual charges.

	Code	Category Code	Account Name	2018 YTD Actuals	2019 YTD Actuals	2020 YTD Actuals	2021 Budget	Back Out	Base Adjust	2022 Base Budget	Department Adjustments	2022 Total Budget	Issue
61	5-2-33211-265	FLT	AIRFIELD MTCE:Rentals-Automotive & Equipment	\$28,056	\$42,993	\$44,680	\$31,420	\$0	\$0	\$31,420	\$8,580	\$40,000	The budget for fleet expenses was prepared by Financial Services based on a 6% increase in fleet charge out rates proposed by Administration for the 2022 Budget. A 6% increase was recommended for the 2021 Budget but was removed by Budget Committee. Administration recommends that the 6% increase be implemented for 2022 to ensure that sufficient funds are transferred to the Equipment and Fleet Reserve for future replacements. In addition, the fleet expense budget was adjusted where necessary to reflect actual charges based on a review of prior years' actual charges.
62	5-2-33213-265	FLT	AIRFIELD SNOW CLEARING:Rentals-Automotive & Equipment	\$56,532	\$58,047	\$78,095	\$57,440	\$0	\$0	\$57,440	\$7,560	\$65,000	The budget for fleet expenses was prepared by Financial Services based on a 6% increase in fleet charge out rates proposed by Administration for the 2022 Budget. A 6% increase was recommended for the 2021 Budget but was removed by Budget Committee. Administration recommends that the 6% increase be implemented for 2022 to ensure that sufficient funds are transferred to the Equipment and Fleet Reserve for future replacements. In addition, the fleet expense budget was adjusted where necessary to reflect actual charges based on a review of prior years' actual charges.
63	5-2-33215-265	FLT	AIRFIELD GRASS CUTTING:Rentals-Automotive & Equipment	\$7,238	\$13,262	\$5,546	\$11,000	\$0	\$0	\$11,000	\$0	\$11,000	The budget for fleet expenses was prepared by Financial Services based on a 6% increase in fleet charge out rates proposed by Administration for the 2022 Budget. A 6% increase was recommended for the 2021 Budget but was removed by Budget Committee. Administration recommends that the 6% increase be implemented for 2022 to ensure that sufficient funds are transferred to the Equipment and Fleet Reserve for future replacements. In addition, the fleet expense budget was adjusted where necessary to reflect actual charges based on a review of prior years' actual charges.
64	5-2-33231-265	FLT	TERMINAL BUILDING MTCE:Rentals-Automotive & Equipment	\$146	\$792	\$510	\$530	\$0	\$0	\$530	\$30	\$560	The budget for fleet expenses was prepared by Financial Services based on a 6% increase in fleet charge out rates proposed by Administration for the 2022 Budget. A 6% increase was recommended for the 2021 Budget but was removed by Budget Committee. Administration recommends that the 6% increase be implemented for 2022 to ensure that sufficient funds are transferred to the Equipment and Fleet Reserve for future replacements. In addition, the fleet expense budget was adjusted where necessary to reflect actual charges based on a review of prior years' actual charges.
65	5-2-33233-265	FLT	BUILDING MAINTENANCE:Rentals-Automotive & Equipment	\$0	\$1,549	\$0	\$0	\$0	\$0	\$0	\$0	\$0	No budget is required.
66	5-2-33100-211	MMS	Airport Administration:Travel & Accommodation	\$1,500	\$4,188	\$467	\$4,400	\$0	\$0	\$4,400	\$0	\$4,400	The Airport Managers Association, Saskatchewan Conventions and Regional Community Airports Council director meetings should be attended by the Airport Manager. YPA is the 3rd busiest airport in Saskatchewan and we need to stay current with aviation requirements and networking to promote business at our airport.
67	5-2-33100-212	MMS	AIRPORT ADMINISTRATION:Postage & Freight	\$168	\$314	\$679	\$800	\$0	\$0	\$800	\$0	\$800	Financial Services prepared postage Budget by reviewing the actual numbers of postage and freight expenses from 2021 and expectations for 2022.
68	5-2-33100-213	MMS	AIRPORT ADMINISTRATION:Telephone	\$4,531	\$4,243	\$4,080	\$4,500	\$0	\$0	\$4,500	\$1,250	\$5,750	The telephone budget for 2022 was prepared by financial services after a review of actual charges and expectation for 2022. Some of the increase, where applicable, are due to data lines and internet service charges being reallocated from object code 238.

Code	Category		Account Name	2018 YTD	2019 YTD	2020 YTD	2021 Budget	Back Out	Base Adjust	2022 Base Budget	Department		Issue
	Code	Code		Actuals	Actuals	Actuals					Adjustments	2022 Total Budget	
69	5-2-33100-215	MMS	Airport Administration:Conventions & Delegations	\$0	\$1,531	\$0	\$1,900	\$0	\$0	\$1,900	(\$1,000)	\$900	The Airport Managers Association, Saskatchewan Aviation Council Conventions should be attended every year by the Airport Manager. YPA is the 3rd busiest airport in Saskatchewan and we need to stay current with aviation requirements and networking to promote business at our airport.
70	5-2-33100-221	MMS	AIRPORT ADMINISTRATION:Advertising	\$0	\$325	\$212	\$1,000	\$0	\$0	\$1,000	\$0	\$1,000	-
71	5-2-33100-222	MMS	AIRPORT ADMINISTRATION:Publications & Subscriptions	\$56	\$0	\$137	\$100	\$0	\$0	\$100	\$0	\$100	We need to subscribe to NavCanada's Canadian Flight Supplement and Canadian Air Pilot publications as it is the airport operators responsibility to ensure the data published every 56 day is still accurate.
72	5-2-33100-224	MMS	AIRPORT ADMINISTRATION:Memberships & Due	\$3,439	\$3,418	\$4,058	\$3,060	\$0	\$0	\$3,060	\$0	\$3,060	*CAC is an industry association that lobbies the federal government on issues that affect business interests of Canadian Airports. *IAAEC is a training provider via classroom and or website. Coarse cost savings for members offset the membership fee. *RCAC is a national organization dedicated to promoting the viability of regional and community airports. *AAMA is a local airports managers association that provide seminars, training, and information resources. *SAC promote and enhance aviation in Saskatchewan
73	5-2-33100-231	MMS	AIRPORT ADMINISTRATION:Auditing Services	\$0	\$0	\$29,869	\$0	\$0	\$0	\$0	\$0	\$0	-
74	5-2-33100-234	MMS	AIRPORT ADMINISTRATION:Training Services	\$914	\$493	\$361	\$3,600	\$0	\$0	\$3,600	\$0	\$3,600	Recurrent training, at varying interval, is required to maintain certification in a discipline of airport operation which in most cases is required for compliance with aviation regulations. Obtaining an IAAEC designation is a great way to command respect in the airport industry. IAAEC has been committed to the advancement of aviation professionals by granting certified designations to individuals who demonstrate an ability to handle the challenges and responsibilities of airport management. Carried over from 2020-21 due to COVID travel restrictions. Transport Canada is considering requiring certified airports have a credentialed airport managers.
75	5-2-33100-238	MMS	AIRPORT ADMINISTRATION:Computer Services	\$2,678	\$5,029	\$11,773	\$10,600	\$0	\$0	\$10,600	\$0	\$10,600	iFIDS is the computer program that tracks and calculates landing data and fees. It also provides arrival departure scheduling that is displayed on the screens in the terminal and website. Tarcr is the inspection vehicles onboard computerized system that senses and reports runway conditions to the NavCanada NOTAM system. AIM is the computerized system use to track maintenance issues and report wildlife and safety incidents. It also tracks, trends and is used to prepare reports to Transport Canada. The telephone and data line budget was prepared by financial services based on actual costs. Data line budget has been reallocated from object code 238 to 213.
76	5-2-33100-259	MMS	AIRPORT ADMINISTRATION:Purch Mtce-Other Equipment	\$0	\$244	\$0	\$1,000	\$0	\$0	\$1,000	\$0	\$1,000	-
77	5-2-33100-267	MMS	Airport Administration:Rentals-Specialized Equipment	\$223	\$304	\$282	\$0	\$0	\$0	\$0	\$0	\$0	-
78	5-2-33100-291	MMS	AIRPORT ADMINISTRATION:Licenses Permits & Fees	\$1,134	\$1,298	\$1,375	\$1,580	\$0	\$0	\$1,580	\$0	\$1,580	Pesticide Applicator licenses annual renewal for staff performing wildlife management \$50 each. Interoperability radio licensing fees cost \$40/mo. Industry Canada licensing fees for 10 mobile and 7 portable airside radios.
79	5-2-33100-410	MMS	AIRPORT ADMINISTRATION:Allocation-Administration	\$4,000	\$4,000	\$4,000	\$4,000	\$0	\$0	\$4,000	\$0	\$4,000	\$4,000: This amount represents an allocation of costs from the General Fund related to IT support funded by the General Fund.

Code	Category		Account Name	2018 YTD	2019 YTD	2020 YTD	2021 Budget	Back Out	Base Adjust	2022 Base Budget	Department		Issue
	Code	Code		Actuals	Actuals	Actuals					Adjustments	2022 Total Budget	
80	5-2-33100-511	MMS	Airport Administration:Meeting Incidentals	\$171	\$134	\$88	\$200	\$0	\$0	\$200	\$0	\$200	-
81	5-2-33100-521	MMS	AIRPORT ADMINISTRATION:Vehicle Fuel & Oil	\$2,438	\$11,009	\$5,024	\$11,000	\$0	\$0	\$11,000	\$0	\$11,000	This account is used to budget for fuel purchased for resale to Snowbird aviation. Diesel fuel sold to Snowbird Aviation for their Mobile Fuel Trucks, Deicer Trucks and Tugs that service aircraft, These vehicles are not street legal to purchase fuel elsewhere. Fuel purchased at the City's preferred rate is sold at retail cost within the City. Estimating 12,000L of sales base on historical records. This expenditure is offsets by revenue in 5-1-54100-094
82	5-2-33100-541	MMS	AIRPORT ADMINISTRATION:Operating Supplies	\$1,984	\$6,601	\$177	\$1,000	\$0	\$0	\$1,000	\$0	\$1,000	-
83	5-2-33100-544	MMS	AIRPORT ADMINISTRATION:Office Supplies	\$434	\$99	\$233	\$800	\$0	\$0	\$800	\$0	\$800	-
84	5-2-33100-549	MMS	Airport Administration:Other Supplies	\$0	\$0	\$244	\$0	\$0	\$0	\$0	\$0	\$0	-
85	5-2-33100-930	MMS	Airport Administration:Damage Claims Against City	\$0	\$0	\$2,060	\$0	\$0	\$0	\$0	\$0	\$0	-
86	5-2-33100-950	MMS	Airport Administration:Special Projects	\$29,817	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	-
87	5-2-33211-211	MMS	Airfield Mtce:Travel & Accommodation	\$650	\$753	\$809	\$2,000	\$0	\$0	\$2,000	\$0	\$2,000	-
88	5-2-33211-212	MMS	Airfield Mtce:Postage & Freight	\$0	\$97	\$0	\$0	\$0	\$0	\$0	\$0	\$0	-
89	5-2-33211-213	MMS	Airfield Mtce:Telephone	\$172	\$172	\$266	\$250	\$0	\$0	\$250	\$100	\$350	The telephone budget for 2022 was prepared by financial services after a review of actual charges and expectation for 2022. Some of the increase, where applicable, are due to data lines and internet service charges being reallocated from object code 238.
90	5-2-33211-234	MMS	Airfield Mtce:Training Services	\$7,613	\$3,863	\$1,015	\$8,800	\$0	\$0	\$8,800	\$0	\$8,800	Recurrent training is required to maintain compliance with aviation regulations. If one staff retired / transferred requiring a new staff, that new person needs to be trained before they are able to work airside.
91	5-2-33211-235	MMS	Airfield Mtce:Health Services	\$169	\$65	\$0	\$200	\$0	\$0	\$200	\$0	\$200	-
92	5-2-33211-253	MMS	Airfield Mtce:Purch Mtce-Building	\$0	\$250	\$0	\$0	\$0	\$0	\$0	\$7,000	\$7,000	The Field Electrical Centre (FEC) fire alarm system needs to be replaced according to the 2021 annual inspection deficiencies list from Alsask. The FEC is the building that houses all the electrical power supply and controls for the navigational aids such as runway lights and instrument landing system. It is also the facility that provide backup power to the Terminal and NavCanada FSS air traffic control tower.
93	5-2-33211-259	MMS	Airfield Mtce:Purch Mtce-Other Equipment	\$0	\$1,209	\$2,790	\$16,400	\$11,800	\$0	\$4,600	\$0	\$4,600	-
94	5-2-33211-267	MMS	Airfield Mtce:Rentals-Specialized Equipment	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	-
95	5-2-33211-291	MMS	Airfield Mtce:Licenses Permits & Fees	\$50	\$155	\$154	\$0	\$0	\$0	\$0	\$0	\$0	-
96	5-2-33211-294	MMS	Airfield Mtce:Commissionaire Services	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	-
97	5-2-33211-420	MMS	Airfield Mtce:Allocation-Services	\$402	\$440	\$153	\$100	\$0	\$0	\$100	\$0	\$100	-
98	5-2-33211-512	MMS	Airfield Mtce:Overtime Meals	\$0	\$109	\$254	\$150	\$0	\$0	\$150	\$0	\$150	-
99	5-2-33211-521	MMS	Airfield Mtce:Vehicle Fuel & Oil	\$0	\$489	\$0	\$0	\$0	\$0	\$0	\$0	\$0	-
100	5-2-33211-522	MMS	Airfield Mtce:Vehicle Propane	\$215	\$146	\$0	\$0	\$0	\$0	\$0	\$0	\$0	-
101	5-2-33211-531	MMS	Airfield Mtce:Asphalt	\$0	\$680	\$0	\$0	\$0	\$0	\$0	\$0	\$0	-
102	5-2-33211-532	MMS	AIRFIELD MTCE:Concrete	\$632	\$891	\$0	\$0	\$0	\$0	\$0	\$0	\$0	-
103	5-2-33211-533	MMS	Airfield Mtce:Granular Materials	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	-
104	5-2-33211-540	MMS	Airfield Mtce:City Purchased Clothing	\$1,278	\$382	\$1,622	\$500	\$0	\$0	\$500	\$0	\$500	-

Code	Category		Account Name	2018 YTD	2019 YTD	2020 YTD	2021 Budget	Back Out	Base Adjust	2022 Base Budget	Department		Issue
	Code	Code		Actuals	Actuals	Actuals					Adjustments	2022 Total Budget	
105	5-2-33211-541	MMS	AIRFIELD MTCE:Operating Supplies	\$7,245	\$29,204	\$20,918	\$14,950	\$10,000	\$0	\$4,950	\$10,000	\$14,950	the ACAP funded Project to replace the remainder of the airfield edge lighting and signs with LED is approved, spare parts for the new lighting system will need to be on hand for maintenance. Transport Canada limits spares to \$2000 in their funding agreement. A single LED fixture averages \$1500 each. Airfield lighting is specialized and can take several months for delivery. A functional navigation lighting system is a regulatory compliance requirement.
106	5-2-33211-549	MMS	AIRFIELD MTCE:Other Supplies	\$629	\$9,297	\$1,756	\$2,900	\$0	\$0	\$2,900	\$0	\$2,900	-
107	5-2-33211-565	MMS	Airfield Mtce:Parts - Equipment and Automotive	\$113	\$255	\$106	\$0	\$0	\$0	\$0	\$0	\$0	-
108	5-2-33211-670	MMS	Airfield Mtce:Fixed Assets - Surface Works	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	-
109	5-2-33213-420	MMS	AIRFIELD SNOW CLEARING:Allocation-Services	\$0	\$0	\$0	\$100	\$0	\$0	\$100	\$0	\$100	-
110	5-2-33213-512	MMS	AIRFIELD SNOW CLEARING:Overtime Meals	\$18	\$68	\$64	\$200	\$0	\$0	\$200	\$0	\$200	-
111	5-2-33213-541	MMS	AIRFIELD SNOW CLEARING:Operating Supplies	\$32,320	\$43,658	\$34,342	\$30,000	\$0	\$0	\$30,000	\$13,000	\$43,000	New Sweeper Core; one core has worn out and needs to be replaced. The core holds the sweeper waffers. Granular Deicer is used for cold (-8 to -20)icing conditions and rapid melting. (2 Applications in stock) Liquid Deicer is used to prevent icing during freezing rain, as a deicer for conditions warmer than -8 and as a wetting agent for granular deicer and runway sand to improve performance. (3 Applications in Stock) Runway sand is only used in emergencies when the other products fail or in less FOD critical areas as a more cost effective alternative. (no additional stock required) Wafers are used on the runway sweeper which is the most frequently used method to remove snow/ice. A broom requires 120 wafers with a life expectancy of approximate 60 hrs. (2 Brooms in stock) The 2 Decelerometers that test runway friction are required to be calibrated by the manufacturer annually
112	5-2-33213-565	MMS	AIRFIELD SNOW CLEARING:Parts - Equipment and Automotive	\$0	\$0	\$13,713	\$0	\$0	\$0	\$0	\$0	\$0	-
113	5-2-33215-541	MMS	AIRFIELD GRASS CUTTING:Operating Supplies	\$0	\$0	\$0	\$340	\$0	\$0	\$340	\$0	\$340	-
114	5-2-33231-212	MMS	Terminal Building Mtce:Postage & Freight	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	-
115	5-2-33231-253	MMS	TERMINAL BUILDING MTCE:Purch Mtce-Building	\$1,175	\$1,794	\$3,744	\$800	\$0	\$0	\$800	\$0	\$800	-
116	5-2-33231-256	MMS	Terminal Building Mtce:Purch Mtce-Mechanical Equipment	\$2,674	\$1,368	\$424	\$1,200	\$0	\$0	\$1,200	\$0	\$1,200	-
117	5-2-33231-259	MMS	TERMINAL BUILDING MTCE:Purch Mtce-Other Equipment	\$284	\$0	\$0	\$200	\$0	\$0	\$200	\$7,000	\$7,200	The Terminal Building fire alarm system needs to be replaced according to the 2021 annual inspection deficiencies list from Alsask.
118	5-2-33231-291	MMS	TERMINAL BUILDING MTCE:Licenses Permits & Fees	\$34	\$412	\$34	\$0	\$0	\$0	\$0	\$0	\$0	-
119	5-2-33231-420	MMS	Terminal Building Mtce:Allocation-Services	\$70	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	-
120	5-2-33231-541	MMS	TERMINAL BUILDING MTCE:Operating Supplies	\$3,341	\$1,192	\$12,559	\$2,960	\$0	\$0	\$2,960	\$0	\$2,960	-
121	5-2-33231-546	MMS	TERMINAL BUILDING MTCE:Housekeeping Supplies	\$3,467	\$3,040	\$3,811	\$2,000	\$0	\$0	\$2,000	\$1,000	\$3,000	Corrected for actuals average over the past 2 years to address enhanced COVID disinfection.
122	5-2-33231-566	MMS	TERMINAL BUILDING MTCE:Parts-Mechanical Equipment	\$876	\$1,475	\$216	\$1,000	\$0	\$0	\$1,000	\$0	\$1,000	-

Code	Category		Account Name	2018 YTD	2019 YTD	2020 YTD	2021 Budget	Back Out	Base Adjust	2022 Base Budget	Department		Issue
	Code	Code		Actuals	Actuals	Actuals					Adjustments	2022 Total Budget	
123	5-2-33231-567	MMS	Terminal Building Mtce:Parts-Specialized Equipment	\$407	\$0	\$101	\$500	\$0	\$0	\$500	\$0	\$500	-
124	5-2-33233-213	MMS	BUILDING MAINTENANCE:Telephone	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	-
125	5-2-33233-235	MMS	BUILDING MAINTENANCE:Health Services	\$45	\$90	\$175	\$0	\$0	\$0	\$0	\$0	\$0	-
126	5-2-33233-237	MMS	BUILDING MAINTENANCE:Protection Services	\$0	\$60	\$175	\$0	\$0	\$0	\$0	\$0	\$0	-
127	5-2-33233-253	MMS	BUILDING MAINTENANCE:Purch Mtce-Building	\$485	\$375	\$1,235	\$1,150	\$0	\$0	\$1,150	\$0	\$1,150	-
128	5-2-33233-256	MMS	BUILDING MAINTENANCE:Purch Mtce-Mechanical Equipment	\$2,091	\$1,484	\$11,273	\$0	\$0	\$0	\$0	\$0	\$0	-
129	5-2-33233-259	MMS	BUILDING MAINTENANCE:Purch Mtce-Other Equipment	\$653	\$210	\$0	\$400	\$0	\$0	\$400	\$0	\$400	-
130	5-2-33233-269	MMS	BUILDING MAINTENANCE:Rentals-Other Equipment	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	-
131	5-2-33233-291	MMS	BUILDING MAINTENANCE:Licenses Permits & Fees	\$728	\$1,076	\$689	\$360	\$0	\$0	\$360	\$0	\$360	-
132	5-2-33233-420	MMS	Building Maintenance:Allocation-Services	\$121	\$128	\$108	\$100	\$0	\$0	\$100	\$0	\$100	-
133	5-2-33233-541	MMS	BUILDING MAINTENANCE:Operating Supplies	\$3,518	\$3,377	\$1,790	\$3,000	\$0	\$0	\$3,000	\$0	\$3,000	-
134	5-2-33233-565	MMS	BUILDING MAINTENANCE:Parts - Equipment and Automotive	\$1,071	\$212	\$0	\$500	\$0	\$0	\$500	\$0	\$500	-
135	5-2-33233-566	MMS	Building Maintenance:Parts-Mechanical Equipment	\$0	\$1,369	\$166	\$100	\$0	\$0	\$100	\$0	\$100	-
136	5-2-33237-265	MMS	AIRPORT RENTAL PROPERTY:Rentals-City Automotive & Equipment	\$1,031	\$0	\$2,576	\$0	\$0	\$0	\$0	\$0	\$0	No budget is required.
137	5-2-33237-541	MMS	AIRPORT RENTAL PROPERTY:Operating Supplies	\$13,411	\$0	\$3,792	\$0	\$0	\$0	\$0	\$0	\$0	-
138	5-2-33100-896	INS	AIRPORT ADMINISTRATION:Insurance	\$13,932	\$13,951	\$12,180	\$11,850	\$0	\$0	\$11,850	(\$1,140)	\$10,710	-2022 insurance budget is based on a review of 2021 actual costs and consideration of annual increases for 2022 estimated by the City's insurance broker. Administration is estimating an annual increase of 5% for property and liability insurance for 2022. - Insurance costs dropped in 2021.
139	5-2-33231-896	INS	TERMINAL BUILDING MTCE:Insurance	\$3,685	\$3,827	\$3,709	\$3,930	\$0	\$0	\$3,930	\$150	\$4,080	-2022 insurance budget is based on a review of 2021 actual costs and consideration of annual increases for 2022 estimated by the City's insurance broker. Administration is estimating an annual increase of 5% for property and liability insurance for 2022.
140	5-2-33233-896	INS	BUILDING MAINTENANCE:Insurance	\$2,871	\$4,739	\$5,783	\$6,130	\$0	\$0	\$6,130	\$100	\$6,230	-2022 insurance budget is based on a review of 2021 actual costs and consideration of annual increases for 2022 estimated by the City's insurance broker. Administration is estimating an annual increase of 5% for property and liability insurance for 2022.
141	5-2-82141-919	BDE	ALLOWANCE FOR BAD DEBTS:Bad Debt Expense	\$12,600	\$2,121	(\$2,497)	\$2,700	\$0	\$0	\$2,700	\$0	\$2,700	-
142	5-1-48100-051	CAP	AIRPORT CAPITAL REVENUE:Federal Grants - Conditional	\$0	(\$322,735)	(\$539,510)	\$0	\$0	\$0	\$0	\$0	\$0	-
143	5-2-65905-840	AMORT	Land Improvements-Airport:Amortization Expense	\$357,250	\$353,658	\$373,898	\$0	\$0	\$0	\$0	\$0	\$0	-
144	5-2-65910-840	AMORT	Buildings-Airport:Amortization Expense	\$28,981	\$29,380	\$28,721	\$600,000	\$0	\$0	\$600,000	\$0	\$600,000	This budget was prepared by Financial Services. Amortization, or depreciation, is an accounting method of allocating the cost of a tangible or physical asset over its useful life or life expectancy. Depreciation represents how much of an asset's value has been used up. The budget has been calculated based on updated forecasts. This is a non-cash item / expense.

Code	Category Code	Account Name	2018 YTD	2019 YTD	2020 YTD	2021 Budget	Back Out	Base Adjust	2022 Base Budget	Department		Issue
			Actuals	Actuals	Actuals					Adjustments	2022 Total Budget	
145	5-2-65915-840	AMORT Machinery & Equipment-Airport:Amortization Expense	\$39,591	\$43,387	\$43,083	\$0	\$0	\$0	\$0	\$0	\$0	-
146	5-2-65925-840	AMORT Fleet-Airport:Amortization Expense	\$60,435	\$71,426	\$80,180	\$0	\$0	\$0	\$0	\$0	\$0	-
147	5-1-92020-000	IFUND TRANSFER FROM GENERAL FUND:Other Revenue	(\$303,140)	(\$295,560)	(\$266,840)	(\$288,200)	\$0	\$0	(\$288,200)	(\$20,240)	(\$308,440)	In 2006, City Council approved the General Fund contributing revenue to the Airport in the amount of thirty (30) percent of the Airport's operating costs. NOTE: If we base 2022 Budget on 2021 Budgeted Costs then the transfer amount would be as follows: \$1,028,120 total expenses * 30% = \$308,436.
148	5-1-92028-000	IFUND Transfer from UF-City Facilities:Other Revenue	\$0	\$0	\$0	(\$5,130)	\$0	(\$700)	(\$5,830)	\$0	(\$5,830)	-The transfer is based on Financial Services review and forecast of City facilities charges for 2022.

AIRPORT FUND
CAPITAL EXPENDITURES AND RESERVE PROJECTIONS

For the Year Ending December 31, 2022

	2022	2021
CAPITAL COMMITTED RESERVE	Budget	Budget
Budgeted Transactions		
Funding:		
Funding for Capital - via transfer from Airport Improvement Fund Balance (Uncommitted)	(\$56,000)	(\$471,000)
Passenger Facility Fee Reserve	(681,000)	(\$45,000)
Airport Capital Assistance Program (ACAP)	-	(3,372,800)
Community Airport Partnership (CAP)	(24,000)	-
Equipment Fleet Reserve	-	(45,000)
Other External Funding Sources	(4,450,000)	(4,450,000)
Total Funding	(5,211,000)	(8,383,800)
Automated Opener Gate #2 for Ambulance	18,000	-
New Terminal - Detailed Design	600,000	-
Runway 08 Threshold Concrete Repairs	16,000	-
Stormwater Management Plan	32,000	-
Taxi B Overlay	30,000	-
Terminal Sidewalk Expansion	65,000	-
Apron II Rehabilitation and Expansion - Construction	3,500,000	-
Apron II Utilities - Construction	950,000	-
Apron II Rehabilitation and Expansion	-	3,500,000
Runway Lighting/Informational Signage	-	2,887,800
Apron II Utilities - Construction	-	950,000
Runway Plow Truck, Plow and Sander	-	420,000
Airport Maintenance Garage Renovation	-	250,000
Airport Air Blower Attachment	-	150,000
Apron I Drainage Improvements	-	65,000
Emergency Generator	-	50,000
Airport Truck	-	45,000
Aircraft Support Vehicle Parking Pad	-	30,000
Airport Street Signs	-	21,000
Low/Reduced Visibility Operations Plan	-	15,000
Total expenditures	5,211,000	8,383,800
Budgeted (Increase) Decrease to Reserve	-	-
Reserve Balance, beginning of year (estimated)	-	(220,085)
Capital Carryforward - Outstanding from Prior Years	-	220,085
Reserve Balance, end of year (estimated)	-	-

AIRPORT FUND
CAPITAL EXPENDITURES AND RESERVE PROJECTIONS

For the Year Ending December 31, 2022

2022 Capital Summary

	<u>2022 Capital Budget</u>
Airport Improvement Fund	\$ 56,000
Passenger Facility Fee Reserve	681,000
Equipment Fleet Reserve	-
ACAP/CAP Funding	24,000
To be Determined	4,450,000
	<u>5,211,000</u>

2023 – 2026 Capital Summary

	<u>2023</u>	<u>2024</u>	<u>2025</u>	<u>2026</u>	<u>Total</u>
Airport Improvement Fund	\$ 40,000	\$ -	\$ 50,000	\$ -	\$ 90,000
Passenger Facility Fee Reserve	-	97,000	100,000	6,000,000	\$ 6,197,000
ACAP/CAP Funding	-	-	5,550,000	673,000	\$ 6,223,000
External Funding	-	963,000	613,000	23,000	\$ 1,599,000
Fleet	-	-	-	174,000	\$ 174,000
	<u>\$ 40,000</u>	<u>\$ 1,060,000</u>	<u>\$ 6,313,000</u>	<u>\$ 6,870,000</u>	<u>\$ 14,283,000</u>

For further details on 2023 – 2026 capital projects please refer to Appendix B attached to the 2022 Airport Fund Budget Document.

AIRPORT FUND
CAPITAL EXPENDITURES AND RESERVE PROJECTIONS

For the Year Ending December 31, 2022

	2022	2021
PASSENGER FACILITY FEE RESERVE	Budget	Budget
Budgeted Transactions		
Funding:		
Passenger Facility Fee Levies	(\$225,000)	(\$200,000)
Expenditures:		
New Terminal - Detailed Design	600,000	-
Runway 08 Threshold Concrete Repairs	16,000	-
Terminal Sidewalk Expansion	65,000	-
Aircraft Support Vehicle Parking Pad	-	30,000
Low/Reduced Visibility Operations Plan	-	15,000
Budgeted (Increase) Decrease to Reserve	456,000	(155,000)
Reserve Balance, beginning of year (estimated)	(2,729,049)	(2,574,049)
Capital Carryforward - Outstanding from Prior Years	-	-
Reserve Balance, end of year (estimated)	(2,273,049)	(2,729,049)

	2022	2021
AIRPORT MAINTENANCE RESERVE	Budget	Budget
Budgeted Transactions		
Funding:		
Funding for Reserve - via transfer from Airport Improvement Fund Balance (Uncommitted) - Note 1	(\$10,000)	(\$10,000)
Expenditures:		
Painting of Airfield Markings	-	50,000
Budgeted (Increase) Decrease to Reserve	(10,000)	40,000
Reserve Balance, beginning of year (estimated)	(10,000)	(50,000)
Reserve Balance, end of year (estimated)	(20,000)	(10,000)

Notes:

1) In the 2016 Budget, Council approved \$10,000 per year to be transferred to reserve for future cracksealing costs at the Airport.

AIRPORT FUND
CAPITAL EXPENDITURES AND RESERVE PROJECTIONS

For the Year Ending December 31, 2022

AIRPORT IMPROVEMENT FUND BALANCE (UNCOMMITTED EQUITY)	2022 Budget	2021 Budget
	<u> </u>	<u> </u>
Budgeted Transactions		
Funding:		
Contribution from Operations- (Surplus) Deficit	\$150,750	\$57,180
Funding for Operations: via Maintenance Reserve	-	(\$50,000)
Total Funding	<u>\$150,750</u>	<u>\$7,180</u>
Expenditures:		
Transfer to Capital Committed Reserve	<u>56,000</u>	471,000
Budgeted (Increase) Decrease	206,750	478,180
Fund Surplus, beginning of year (estimated)	<u>(257,360)</u>	<u>(735,540)</u>
Fund Surplus, end of year (estimated)	<u>(50,610)</u>	<u>(257,360)</u>



City of
**Prince
Albert**

APPENDIX A

2022 AIRPORT FUND CAPITAL BUDGET

2022 Airport Fund Capital Budget

AIRPORT CAPITAL BUDGET				
AC-01	Automated Opener Gate #2 for Ambulance	Capital	Reserve	Externally Funded
	<p>Detail: Automated opener/closer for the gate for ambulance access during medevac transfers.</p> <p>Purpose: The ground ambulance has special restricted access to the airports aircraft-maneuvering surface for the transfer of patients on air medevac aircraft. Ambulance staff are not trained to drive airside but are provided special permission to go the shortest route to the area that the medevac aircraft park. The medevac aircraft parking area has been relocated to address operational concerns for limiting distances (keeping aircraft safe distance apart) while taxiing for parking on the apron. The most direct and safest route for the ground ambulance to access the medevac aircraft is via gate #2. Gate #2 requires manual operation and would need to be closed manually. The gates must be kept closed at all times to ensure wildlife and unauthorized personnel do not access the airfield. Automated gate operations would alleviate human error in ensure the airfield remains secure at all times. There are an average of 2 medevac transfers every day. Project is contingent upon CAP funding.</p> <p>Funding Source: Airport Improvement Fund and Community Airport Partnership (50% cost share)</p>		\$ 9,000	\$ 9,000
<p>The Airport Improvement Fund balance will have a projected surplus of \$50,610 at the end of 2022 with this project included.</p>				

2022 Airport Fund Capital Budget

AC-02	New Terminal - Detailed Design	Capital	Reserve	Externally Funded
	<p>Detail: Construction project for the new Air Terminal Building. In this phase, detailed engineering plans will be developed.</p> <p>Purpose: Construction project for the new Air Terminal Building. In this phase, detailed engineering plans will be developed for an estimate \$6,000,000 facility.</p> <p>2020 Airport Strategic Master Plan; The terminal building's functionality and space requirements were assessed using guidelines published by Transport Canada and the International Air Transport Association. Numerous operational deficiencies of the terminal building limit the ability of Prince Albert Airport to support both current and forecast passenger and cargo activity levels. The lack of residual capacity in the terminal building commonly leads to periods of crowding during flight delays, and the expansion potential of the current building is limited by constraints in all directions and by its capacity to support the weight of additional cargo loads. The lack of residual space precludes the opportunity to implement passenger screening facilities required to support secured air carrier flights to a major hub airport.</p> <p>Funding Source: Passenger Facility Fee Reserve</p>		\$ 600,000	
	<p>The Passenger Facility Fee Reserve will have a projected surplus of \$2,273,049 at the end of 2022 with this project included.</p>			

2022 Airport Fund Capital Budget

AC-03	Runway 08 Threshold Concrete Repairs	Capital	Reserve	Externally Funded
	<p>Detail: Runway 08 threshold is 9000m2 made of concrete and was not rehabilitated during the 2012 runway resurfacing. This threshold spans the access from runway 08 to taxiway A.</p> <p>Purpose: Refurbish the concrete surface.</p> <p>This variance in material strength limits use by larger aircraft using 08-26 and taxing to Apron I. This variance in material type creates an inconsistent friction for braking.</p> <p>The Pavement Load Rating (PLR) of Runway 08-26 is 8 for the concrete portion of the Runway 08 threshold and 10 for the remainder of the runway. Taxiway A and Apron I are also PLR 10.</p> <p>The predominant defects observed by the Airport Strategic Master Plan team were low severity raveling; low severity longitudinal and transverse cracking; and low to medium severity joint spalling at the Runway 08 threshold. Existing cracks are generally well sealed. Localized concrete repairs are recommended in 2022, with the full rehabilitation of Runway 08-26 required planned in 2027.</p> <p>Funding Source: Passenger Facility Fee Reserve</p>		\$ 16,000	
	<p>The Passenger Facility Fee Reserve will have a projected surplus of \$2,273,049 at the end of 2022 with this project included.</p>			

2022 Airport Fund Capital Budget

AC-04	Stormwater Management Plan	Capital	Reserve	Externally Funded
	<p>Detail: Ongoing maintenance and repair of the stormwater management system will be required to address matters such as failed culverts. The preparation of a comprehensive Stormwater Management Plan is recommended in the Airport Strategic Master Plan. Following the preparation of a Stormwater Management Plan, a systematic infrastructure replacement and rehabilitation program will be required to mitigate future drainage issues.</p> <p>Purpose: Existing stormwater runoff generally flows overland from north to south to open ditches and storm sewers that ultimately discharge into the North Saskatchewan River. Runoff quality issues need to be assessed, including from de-icing operations operations and runoff from the wildfire suppression base.</p> <p>Existing drainage issues include:</p> <ul style="list-style-type: none"> • Poor drainage in the infield between Taxiways A, D, and Runway 08-26; • Catch basins inlets along the eastern perimeter of Runway 08-26 are located too high above grade to efficiently collect runoff; • Wooden box drains have failed near Apron II resulting in pavement edge sloughing, and the remainder of existing wood box drains which date to the 1940s require replacement for the development of Apron II; • A culvert outlet at the Taxiway E / Runway 16-34 intersection has been damaged; and • Ponding is an issue to the east of the Runway 08-26 clearway <p>Funding Source: Airport Improvement Fund</p>		\$ 32,000	
<p>The Airport Improvement Fund balance will have a projected surplus of \$50,610 at the end of 2022 with this project included.</p>				

2022 Airport Fund Capital Budget

AC-05	Taxi B Overlay	Capital	Reserve	Externally Funded
	<p>Detail: Pave an overlay on Taxi B to increase its strength for more variety of aircraft usage capacity.</p> <p>Purpose: Taxi B has a pavement load rating (PLR) of 3, the lowest surface strength of entire airport. Taxi B has 5 hangars that are used by the RCMP, Rise Air and other private operators. This low strength of pavement limits the usability of the hangar line to smaller aircraft. for example; Rise Air uses their hangars for maintenance of their fleet that includes the Saab 340 (PLR 4.1) and the ATR 42 (PLR 4.9). This project would only proceed if the CAP funding is approved.</p> <p>Funding Source: Airport Improvement Fund and Community Airport Partnership (50% cost share)</p>		\$ 15,000	\$ 15,000
<p>The Airport Improvement Fund balance will have a projected surplus of \$50,610 at the end of 2022 with this project included.</p>				
AC-06	Terminal Sidewalk Expansion	Capital	Reserve	Externally Funded
	<p>Detail: Additional sidewalks at the arrival departure drop off area.</p> <p>Purpose: Addition of sidewalks on both sides, full length of the arrival departure drop off area and to the emergency exit.</p> <p>Funding Source: Passenger Facility Fee Reserve</p>		\$ 65,000	
<p>The Passenger Facility Fee Reserve will have a projected surplus of \$2,273,049 at the end of 2022 with this project included.</p>				

2022 Airport Fund Capital Budget

AC-07	Apron II Rehabilitation and Expansion - Construction	Capital	Reserve	Externally Funded
	<p>Detail: Rehabilitation and Expansion of Apron II.</p> <p>Purpose: The section of Apron II to the south has deteriorated to the point that it is no longer usable for aircraft. The width of the apron at the south end is too narrow to facilitate two-way traffic. This location is a prime area for hanger lease with access to airside once the east side lots are serviced. There are currently no viable areas for hanger lease that can support commercial aircraft without the development of the Apron II area.</p> <p>The project scope is for the construction of Apron II including grading, paving and electrical work.</p> <p>Funding Source: External Funding to be Identified</p>			<p>\$ 3,500,000</p>

2022 Airport Fund Capital Budget

AC-08	Apron II Utilities - Construction	Capital	Reserve	Externally Funded
	<p>Detail: Construction of utility services for hangar lots on Apron II.</p> <p>Purpose: There is currently only one lease lot available for hangar development that is fully serviced. To be prepared for the development of Airport land leases at optimal airside locations, utility services need to be brought to Apron II. This location is a prime area for hanger lease with access to airside once the apron is rehabilitated and expanded. There are currently no viable areas for hanger lease that can support commercial aircraft without the development of the Apron II area.</p> <p>Funding Source: External Funding to be Identified</p>			\$ 950,000

Total of Capital Requests by Funding Source	\$ -	\$ 737,000	\$ 4,474,000
Grand Total of All Capital Requests		\$ 5,211,000	



City of
**Prince
Albert**

APPENDIX B

2022 – 2026 AIRPORT FUND 5-YEAR CAPITAL BUDGET

2022 Capital Budget :: Simplified Detail Report

----- Filters -----

Year : 2022 to 2026

Revenue Sources : No

Fund : Airport

Group By : Year

* in thousands of dollars

Ref#	Pri	Fund	E.F.	Location	Item Description	Cap.	Res..	Ext.	Total
1	1	Airport	No	Airport	<p>New Terminal - Detailed Design</p> <p>Detail : Construction project for the new Air Terminal Building. In this phase, detailed engineering plans will be developed.</p> <p>Purpose : Construction project for the new Air Terminal Building. In this phase, detailed engineering plans will be developed for an estimate \$6,000,000 facility.</p> <p>2020 Airport Strategic Master Plan; The terminal building's functionality and space requirements were assessed using guidelines published by Transport Canada and the International Air Transport Association. Numerous operational deficiencies of the terminal building limit the ability of Prince Albert Airport to support both current and forecast passenger and cargo activity levels. The lack of residual capacity in the terminal building commonly leads to periods of crowding during flight delays, and the expansion potential of the current building is limited by constraints in all directions and by its capacity to support the weight of additional cargo loads. The lack of residual space precludes the opportunity to implement passenger screening facilities required to support secured air carrier flights to a major hub airport.</p> <p>Reserve Source : Passenger Facility Fee Reserve</p>	\$0	\$600.0	\$0	\$600.0
2	1	Airport	No	Airport	<p>Taxi B Overlay</p> <p>Detail : Pave an overlay on Taxi B to increase its strenght for more varaitey of aircraft usage capacity.</p> <p>Purpose : Taxi B has a pavement load rating (PLR) of 3, the lowest surface strenght of entire airport. Taxi B has 5 hangars that are used by the RCMP, Rise Air and other private operators. This low strenght of pavement limits the usability of the hanar line to smaller aircraft. for example; Rise Air uses ther hangars for maintenace of thier fleet that includes the</p>	\$0	\$15.0	\$15.0	\$30.0

2022 Capital Budget :: Simplified Detail Report

						* in thousands of dollars			
Ref#	Pri	Fund	E.F.	Location	Item Description	Cap.	Res..	Ext.	Total
					<p>Saab 340 (PLR 4.1) and the ATR 42 (PLR 4.9).</p> <p>this project would only proceed if the CAP funding is approved</p> <p>Reserve Source : Airport Improvement Fund</p> <p>External Source : 50% Community Airport Partnership (CAP)</p>				
3	1	Airport	No	Airport	<p>Stormwater Management Plan</p> <p>Detail : Ongoing maintenance and repair of the stormwater management system will be required to address matters such as failed culverts. The preparation of a comprehensive Stormwater Management Plan is recommended in the Airport Strategic Master Plan. Following the preparation of a Stormwater Management Plan, a systematic infrastructure replacement and rehabilitation program will be required to mitigate future drainage issues.</p> <p>Purpose : Existing stormwater runoff generally flows overland from north to south to open ditches and storm sewers that ultimately discharge into the North Saskatchewan River. Runoff quality issues need to be assessed, including from de-icing operations operations and runoff from the wildfire suppression base.</p> <p>Existing drainage issues include:</p> <ul style="list-style-type: none"> • Poor drainage in the infield between Taxiways A, D, and Runway 08-26; • Catch basins inlets along the eastern perimeter of Runway 08-26 are located too high above grade to efficiently collect runoff; • Wooden box drains have failed near Apron II resulting in pavement edge sloughing, and the remainder of existing wood box drains which date to the 1940s require replacement for the development of APron II; • A culvert outlet at the Taxiway E / Runway 16-34 intersection has been damaged; and • Ponding is an issue to the east of the Runway 08-26 clearway <p>Reserve Source : Airport Improvement Fund</p>	\$0	\$32.0	\$0	\$32.0
4	1	Airport	No	Airport	<p>Runway 08 Threshold Concrete Repairs</p> <p>Detail : Runway 08 threshold is 9000m2 made of concrete and was not rehabilitated during the 2012 runway resurfacing. This threshold spans the access from runway 08 to taxiway A.</p> <p>Purpose : Refurbish the concrete surface.</p>	\$0	\$16.0	\$0	\$16.0

2022 Capital Budget :: Simplified Detail Report

							* in thousands of dollars			
Ref#	Pri	Fund	E.F.	Location	Item Description	Cap.	Res..	Ext.	Total	
					<p>This variance in material strength limits use by larger aircraft using 08-26 and taxing to Apron I. This variance in material type creates an inconsistent friction for braking.</p> <p>The Pavement Load Rating (PLR) of Runway 08-26 is 8 for the concrete portion of the Runway 08 threshold and 10 for the remainder of the runway. Taxiway A and Apron I are also PLR 10.</p> <p>The predominant defects observed by the Airport Strategic Master Plan team were low severity raveling; low severity longitudinal and transverse cracking; and low to medium severity joint spalling at the Runway 08 threshold. Existing cracks are generally well sealed. Localized concrete repairs are recommended in 2022, with the full rehabilitation of Runway 08-26 required planned in 2027.</p> <p>Reserve Source : Passenger Facility Fee Reserve</p>					
5	1	Airport	No	Airport	<p>Apron II Rehabilitation and Expansion - Construction</p> <p>Detail : Rehabilitation and Expansion of Apron II.</p> <p>Purpose : The section of Apron II to the south has deteriorated to the point that it is no longer usable for aircraft. The width of the apron at the south end is too narrow to facilitate two-way traffic. This location is a prime area for hanger lease with access to airside once the east side lots are serviced. There are currently no viable areas for hanger lease that can support commercial aircraft without the development of the Apron II area.</p> <p>The project scope is for the construction of Apron II including grading, paving and electrical work.</p> <p>External Source : To be determined</p>	\$0	\$0	\$3,500.0	\$3,500.0	
6	1	Airport	No	Airport	<p>Apron II Utilities - Construction</p> <p>Detail : Construction of utility services for hangar lots on Apron II.</p> <p>Purpose : There is currently only one lease lot available for hangar development that is fully serviced. To be prepared for the development of Airport land leases at optimal airside locations, utility services need to be brought to Apron II. This</p>	\$0	\$0	\$950.0	\$950.0	

2022 Capital Budget :: Simplified Detail Report

						* in thousands of dollars			
Ref#	Pri	Fund	E.F.	Location	Item Description	Cap.	Res..	Ext.	Total
					location is a prime area for hanger lease with access to airside once the apron is rehabilitated and expanded. There are currently no viable areas for hanger lease that can support commercial aircraft without the development of the Apron II area. External Source : to be determined				
7	1	Airport	No	Airport	Terminal Sidewalk Expansion Detail : Additional sidewalks at the arrival departure drop off area Purpose : Addition of sidewalks on both sides of the one-way street for the full length of the arrival departure drop off area and to the terminal building emergency exit. Hard surfacing of these areas will improve the department's ability to maintain a safe walking surface for passengers. Reserve Source : Passenger Facility Fee Reserve	\$0	\$65.0	\$0	\$65.0
8	1	Airport	No	Airport	Automated Opener Gate #2 for Ambulance Detail : Automated opener/closer for the gate for ambulance access during medevac transfers. Purpose : The ground ambulance has special restricted access to the airports aircraft maneuvering surface for the transfer of patients on air medevac aircraft. Ambulance staff are not trained to drive airside but are provided special permission to go the shortest route to the area that the medevac aircraft park. The medevac aircraft parking area has been relocated to address operational concerns for limiting distances (keeping aircraft safe distance apart) while taxiing for parking on the apron. The most direct and safest route for the ground ambulance to access the medevac aircraft is via gate #2. Gate #2 requires manual operation and would need to be closed manually. The gates must be kept closed at all times to ensure wildlife and unauthorized personnel do not access the airfield. Automated gate operations would alleviate human error in ensure the airfield remains secure at all times. There are an average of 2 medevac transfers every day. Project is contingent upon CAP funding. Reserve Source : Airport Improvement Fund External Source : Community Airport Partnership (50% cost share)	\$0	\$9.0	\$9.0	\$18.0
2022 sub-total						\$0	\$737.0	\$4,474.0	\$5,211.0

2022 Capital Budget :: Simplified Detail Report

* in thousands of dollars

Ref#	Pri	Fund	E.F.	Location	Item Description	Cap.	Res..	Ext.	Total
2023									
9	1	Airport	No	Airport	<p>Airport - Regulatory Gap Analysis</p> <p><i>Detail</i> : Analyze to ensuring that the airport is in compliance with Aerodrome Standards and Recommended Practices TP-312 5th Edition. TP-312 is referenced in the Canadian Aviation Regulations as the standards to be met by certified airports.</p> <p><i>Purpose</i> : The airport is certified under TP-312 4th edition however many projects such as the new naviagational lights have been installed to the 5th edition standards. Everntually the airport will need to be recertified to the 5th edition which would require an analysis of the remainder of the airport infrastucture and precedures are in compliance with the 5th edition. This work was recommended within the Airport Strategic Master Plan to be undertaken in 2023.</p> <p><i>Reserve Source</i> : Airport Improvement Fund</p>	\$0	\$40.0	\$0	\$40.0
2023 sub-total						\$0	\$40.0	\$0	\$40.0
2024									
10	1	Airport	No	Airport	<p>Terminal Fire Sprinklers and Asbestos Abatement</p> <p><i>Detail</i> : Installation of a fire sprinkler system and removal of asbestos.</p> <p><i>Purpose</i> : Conditional on approval of proposed new terminal.</p> <p>ACAP priority 3 fundable projects include addition of sprinkler systems and asbestos abatement in terminal buildings.</p> <p>The existing terminal has asbestos within the ceiling and wall space. This condition impedes the cost effective alteration of the building for alternative uses, such as accommodating secure passenger space for interprovincial travel.</p> <p>Sprinklers have never been installed in this public facility. This condition limits potential alternative services such as food preparation, if the existing building is planned to be used for the long term.</p> <p><i>External Source</i> : ACAP; Project will only go forward if ACAP funds are available</p>	\$0	\$0	\$300.0	\$300.0
11	1	Airport	No	Airport		\$0	\$30.0	\$0	\$30.0

2022 Capital Budget :: Simplified Detail Report

* in thousands of dollars

Ref#	Pri	Fund	E.F.	Location	Item Description	Cap.	Res..	Ext.	Total
					<p>Air Service Demand & Catchment Areas Leakage Study</p> <p><i>Detail</i> : Review of the potential demand for passangers and if they are using other airport instead of Prince Albert.</p> <p><i>Purpose</i> : 2020 Airport Strategic Master Plan.;</p> <p>For the pursuit of a new air carrier, a recommended first step is the completion of an air service demand and catchment area leakage study in the short-term planning horizon. Such a study will provide the City and its partner organizations with greater insight on what opportunity(s) exist for new air services based on regional demand, how competitor airports such as Saskatoon affect Prince Albert Airport's activity levels, and what air carriers may be approached in subsequent efforts.</p> <p><i>Reserve Source</i> : Passenger Facility Fee Reserve</p>				
12	1	Airport	No	Airport	<p>Airport Road Watermain Upgrades</p> <p><i>Detail</i> : Airport Road Watermain Upgrades</p> <p><i>Purpose</i> : 2020 Airport Strategic Master Plan;</p> <p>A 2015 Hydraulic Systems Analysis identified critical fire flow deficiencies at the Airport, noting that that the primary watermain is undersized and that there is no watermain loop. The 2015 study recommended that the City consider the extension of a new 300 mm PVC watermain from the existing system at River Street East across the North Saskatchewan River to the west end of Airport Road, in addition to the existing 250 mm watermain. The 2015 study also recommended that the diameter of the existing watermain along Airport Road be increased from 150 mm to 250 mm. The Master Plan carries forward the recommendations of the 2015 Hydraulic System Analysis. It is also recommended that potable water servicing be extended along Airport Road to the unserviced development lots. Both projects are recommended to occur in the short-term planning horizon.</p> <p><i>Reserve Source</i> : To be determined</p>	\$0	\$663.0	\$0	\$663.0
13	1	Airport	No	Airport	<p>Airport Lot Development Preparation</p> <p><i>Detail</i> : Airport Lot Development Preparation;</p> <p><i>Purpose</i> : 2020 Strategic Master Plan;</p> <p>Development of new leasehold lots is recommended to be phased in a manner that makes the most efficient use of</p>	\$0	\$67.0	\$0	\$67.0

2022 Capital Budget :: Simplified Detail Report

							* in thousands of dollars			
Ref#	Pri	Fund	E.F.	Location	Item Description	Cap.	Res..	Ext.	Total	
					<p>existing infrastructure, prior to requiring the expansion of utilities, services, taxiways, and groundside roads. Based on the infrastructure and servicing requirements of anticipated new developments, the phased priority for the absorption of new development lots is recommended.</p> <p>Leasehold Lot Sizes need to be flexible for prospective tenants may have land requirements that exceed the size of existing lots such as an air carrier, FBO, or large-scale AMO. In this case, the City should consider flexibly consolidating and leasing two or more lots shown in the Recommended Airport Development.</p> <p>Reserve Source : Passenger Facility Fee Reserve</p>					
2024 sub-total							\$0	\$760.0	\$300.0	\$1,060.0
2025										
14	1	Airport	No	Airport	<p>Parking Meter (Pay-by-Plate Terminal)</p> <p>Detail : Installation of a paid parking system at the Airport.</p> <p>Purpose : Planning for the replacement/ upgrade of existing or addition of the pay-by-plate metering stations for Airport parking. This system address the potential of making the long term parking users not enter into parking agreements. The implementation of this parking system reduces administration of the current paper agreement smethod and will allow for beter enforcement management. The system will in managed by the parking enforcement department.</p> <p>Reserve Source : Airport Improvement Fund</p>	\$0	\$50.0	\$0	\$50.0	
15	1	Airport	No	Airport	<p>New Maintenance Garage - Detailed Design</p> <p>Detail : Detailed design for the construction of a new maintenance garage at the Airport.</p> <p>Purpose : There is a need to construct a new maintenance building with airside access. The existing building dates back to 1979 and does not have proper ventilation which is a key Occupational Health and Safety concern. As well, all of the mobile equipment cannot fit in the existing storage space which is critical during the winter months. There is also a concern that as equipment is replaced, the older facility will be too small to accommodate the new equipment.</p> <p>By placing the new facility on the airside, it will allow for a shorter egress and implementation time when equipment is</p>	\$0	\$100.0	\$0	\$100.0	

2022 Capital Budget :: Simplified Detail Report

						* in thousands of dollars			
Ref#	Pri	Fund	E.F.	Location	Item Description	Cap.	Res..	Ext.	Total
					required to be utilized. This will also improve safety. Reserve Source : Passenger Facility Fee Reserve				
16	1	Airport	No	Airport	<p>Airport - Apron I Rehabilitation</p> <p>Detail : Resurfacing and repainting of Apron I</p> <p>Purpose : 2020 Airport Strategic Master Plan;</p> <p>Apron I is the primary apron serving air carriers and itinerant aircraft, located adjacent to the terminal building. There are six designated aircraft parking positions on the west side of the apron. Apron I was rehabilitated in 2003 including expansion north to its current configuration.</p> <p>The predominant defects included low severity ravelling, low severity longitudinal and transverse cracking, and reflective cracking from underlying concrete panel joints. rehabilitation is recommended to address deterioration of existing cracks, particularly reflective cracking from underlying concrete panel (war time apron) joints.</p> <p>External Source : ACAP</p>	\$0	\$0	\$5,550.0	\$5,550.0
17	1	Airport	No	Airport	<p>Airport - Extend Water & Sewer Services</p> <p>Detail : Extend utilities to the vacant lots on the east side of Apron II</p> <p>Purpose : 2020 Airport Strategic Master Plan;</p> <p>A 2015 Hydraulic Systems Analysis identified critical fire flow deficiencies at the Airport, noting that that the primary watermain is undersized and that there is no watermain loop. The 2015 study recommended that the City consider the extension of a new 300 mm PVC watermain from the existing system at River Street East across the North Saskatchewan River to the west end of Airport Road, in addition to the existing 250 mm watermain. The 2015 study also recommended that the diameter of the existing watermain along Airport Road be increased from 150 mm to 250 mm. The Master Plan carries forward the recommendations of the 2015 Hydraulic System Analysis. It is also recommended that potable water servicing be extended along Airport Road to the unserved development lots. Both projects are recommended.</p> <p>There is sufficient residual capacity and it is recommended that the City extend gravity sewers to new development lots.</p> <p>Reserve Source : To be determined</p>	\$0	\$613.0	\$0	\$613.0

2022 Capital Budget :: Simplified Detail Report

* in thousands of dollars

Ref#	Pri	Fund	E.F.	Location	Item Description	Cap.	Res..	Ext.	Total
2025 sub-total						\$0	\$763.0	\$5,550.0	\$6,313.0
2026									
18	1	Airport	No	Airport	<p>Rehabilitation of Taxiway A & B</p> <p><i>Detail</i> : Resurface and repaint taxiways</p> <p><i>Purpose</i> : 2020 Airport Strategic Master Plan;</p> <p>Taxiway A extends from the threshold of Runway 08 to Apron I. Taxiway A was last rehabilitated in 2003. Taxiway A is adequate to support the design aircraft both in its dimensions and strength. The taxiway pavement was observed to be in fair condition with the predominant defects being low severity ravelling and low severity longitudinal and transverse cracking.</p> <p>Taxiway B extends west from Apron I and serves the RCMP, Rise Air, and private tenants.</p> <p>Taxiway B was rehabilitated in 2006 and was extended approximately 110 m west to its current length in 2010. The taxiway pavement is in fair condition with the predominant defects being low severity ravelling, low severity longitudinal cracking, and sporadic medium severity transverse cracking with secondary cracking.</p> <p>Existing cracks on all taxiways were observed to be generally well sealed</p> <p><i>External Source</i> : ACAP / CAP</p>	\$0	\$0	\$673.0	\$673.0
19	1	Airport	No	Airport	<p>Airport - Replace Case Loader</p> <p><i>Detail</i> : Replace the 2006 Case loader</p> <p><i>Purpose</i> : The loader is 20 years old and beyond its life expectancy. The loader is used to remove snow on the airfield and parking lots. It is also used to operate the cold air blower for snow removal around airfield lighting or other debris on the airfield and loads the deicing materials into the applicators.</p> <p><i>Reserve Source</i> : Equipment and Fleet Reserve</p>	\$0	\$174.0	\$0	\$174.0

2022 Capital Budget :: Simplified Detail Report

							* in thousands of dollars			
Ref#	Pri	Fund	E.F.	Location	Item Description	Cap.	Res..	Ext.	Total	
20	1	Airport	No	Airport	<p>Airport Instrument Meteorological Conditions Availability Analysis</p> <p><i>Detail</i> : Airport Instrument Meteorological Conditions Availability Analysis</p> <p><i>Purpose</i> : 2020 Airport Strategic Master Plan;</p> <p>A common theme during consultations with operators was the problem of ceilings and visibility decreasing below the minimums of the existing ILS and RNAV approaches during periods of morning and evening fog in the spring and fall seasons. To further understand and quantify the Airport's annual and seasonal availability in Instrument Meteorological Conditions, it was recommended that a meteorological study be completed that considers historical weather data, the Airport's existing infrastructure and Instrument Approaches, and the quantitative improvement in availability that would be offered with more advanced Instrument Approaches (e.g., CAT II ILS). Understanding that significant investments would be required to offer an approach with lower minimums, understanding the incremental benefit was deemed to be of importance.</p> <p><i>Reserve Source</i> : To be determined</p>	\$0	\$23.0	\$0	\$23.0	
21	1	Airport	No	Airport	<p>New Terminal - Construction</p> <p><i>Detail</i> : Construction of a new Airport terminal</p> <p><i>Purpose</i> : 2020 Airport Strategic Master Plan; The terminal building's functionality and space requirements were assessed using guidelines published by Transport Canada and the International Air Transport Association. Numerous operational deficiencies of the terminal building limit the ability of Prince Albert Airport to support both current and forecast passenger and cargo activity levels. The lack of residual capacity in the terminal building commonly leads to periods of crowding during flight delays, and the expansion potential of the current building is limited by constraints in all directions and by its capacity to support the weight of additional cargo loads. The lack of residual space precludes the opportunity to implement passenger screening facilities required to support secured air carrier flights to a major hub airport.</p> <p><i>Reserve Source</i> : Passenger Facility Fee Reserve and other funding to be identified.</p>	\$0	\$6,000.0	\$0	\$6,000.0	
2026 sub-total						\$0	\$6,197.0	\$673.0	\$6,870.0	
Grand Total						\$0	\$8,497.0	\$10,997.0	\$19,494.0	



City of
**Prince
Albert**

APPENDIX C

AIRPORT FUND ORGANIZATIONAL CHART

Permanent Out of Scope FTE Total: 1.35

Permanent In Scope FTE Total: 3.0

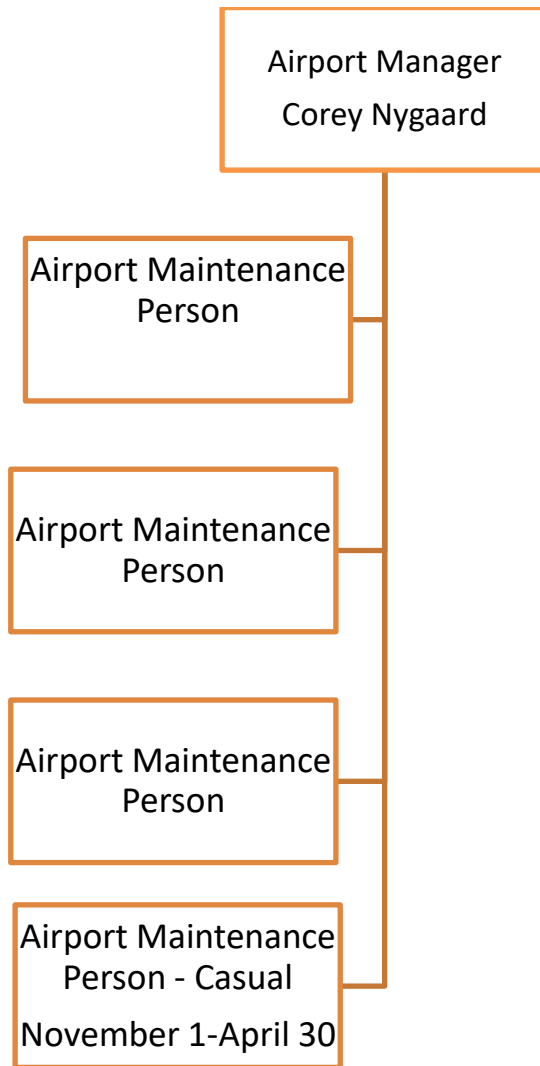
New Permanent Staffing Requests: 1.0

Winter Casual In Scope: 1.0

(FTE: Full Time Equivalent)

PUBLIC WORKS

Airport Fund





City of
**Prince
Albert**

APPENDIX D

ADMINISTRATIVE REPORTS



City of
Prince Albert

RPT 21-508

TITLE: Items Referred to 2022 Budget from City Council / Executive Committee / Budget Committee – Airport Fund Budget

DATE: **November 3, 2021**

TO: Budget Committee

PUBLIC: X

INCAMERA:

ATTACHMENT:

1. Items Referred to 2022 Budget from City Council / Executive Committee / Budget Committee – Airport Fund Budget

Items Referred to 2022 Budget from City Council / Executive Committee / Budget Committee – *Airport Fund Budget*

Date Referred	Report Title	Council’s Instruction	Status
September 13, 2021 Executive Committee Meeting	Airport Rates and Fees (RPT 21-413)	That the proposed fee changes, as outlined in the Financial Implications Section of RPT 21-339, with the following amendments be forwarded to the Budget Committee for consideration during the 2022 Budget deliberations: 1. Aircraft Landing Fees – Minimum Charge – \$0; and, 2. Aircraft Landing Fees – Annual Registration Fee – \$0.	See Tab #3 in the Reports Section. The adjustments for revenues are calculated in the 2022 Operating Budget. Rates will commence January 1, 2022.
September 13, 2021 Executive Committee Meeting	Airport - Sunday Coverage of Scheduled Passenger Flights (RPT 21-414)	That the following be included in the 2022 Budget deliberations for consideration: 1. One (1) full-time Airport Maintenance Person; and, 2. That Sunday from 11:30 a.m. to 8:00 p.m. be added to the level of service for published hours of operation.	See Tab #4 in the Reports Section. The positions are included in salaries, wages and benefits and identified in the line by line supporting documentation.
July 19, 2021 Executive Committee Meeting	Airport - Strategic Master Plan (RPT 21-325)	That Administration utilize the recommendations from the 2021 Airport Strategic Master Plan as the Airport priorities in the General Fund Budget submissions to City Council over the next ten (10) years.	See Tab #5 in the Reports Section. The items identified in the Airport Strategic Master Plan for the next 5 years will be included in the respective annual Budgets for consideration.



City of
Prince Albert

RPT 21-509

TITLE: 2021 Airport Fund Capital Projects – Status Update

DATE: **November 5, 2021**

TO: Budget Committee

PUBLIC: X

INCAMERA:

1. 2021 Airport Fund Capital Projects – Status Update

YEAR 2021 - AIRPORT FUND CAPITAL BUDGET - CAPITAL SPENDING					
	<u>BUDGET</u>	<u>2021 SPENDING</u> (as of Nov 5)	<u>VARIANCE</u>	<u>FUNDING</u>	<u>STATUS</u>
2021 Airport Fund Capital Projects					
AIRPORT IMPROVEMENT FUND					
Airport - Emergency Generator	\$50,000.00	\$0.00	-\$50,000.00	Project will now be external funded by RATI (Regional Air Transportation Initiative).	Project to be completed by end of 2021.
Airport Maintenance Garage Renovation	\$250,000.00	\$0.00	-\$250,000.00	Airport Improvement Fund	Carry Forward to Year 2022. Project is 61% completed. To be completed in Year 2022.
Airport Air Blower Attachment	\$150,000.00	\$135,123.90	-\$14,876.10	Project will now be external funded by RATI (Regional Air Transportation Initiative).	Project completed.
Airport - Street Signs	\$21,000.00	\$3,457.95	-\$17,542.05	Airport Improvement Fund	Project to be completed by end of 2021.
TOTAL AIRPORT IMPROVEMENT FUND	\$471,000.00	\$138,581.85	-\$332,418.15		
PASSENGER FACILITY FEE FUNDING					
Aircraft Support Vehicle Parking Pad	\$30,000.00	\$33,891.81	\$3,891.81	Project will now be external funded by RATI (Regional Air Transportation Initiative).	Projected completed.
Airport - Low/Reduced Visibility Operation Plan	\$15,000.00	\$6,925.50	-\$8,074.50	Project will now be external funded by RATI (Regional Air Transportation Initiative).	Project to be completed by end of 2021.
TOTAL PFF FUNDING	\$45,000.00	\$40,817.31	-\$4,182.69		

YEAR 2021 - AIRPORT FUND CAPITAL BUDGET - CAPITAL SPENDING					
	<u>BUDGET</u>	<u>2021 SPENDING</u> (as of Nov 5)	<u>VARIANCE</u>	<u>FUNDING</u>	<u>STATUS</u>
ACAP FUNDING - EXTERNAL					
Replacement Runway Plow Truck, Plow and Sander	\$420,000.00	\$0.00	-\$420,000.00	ACAP Funding	This was not approved for ACAP Funding.
ACAP - Airfield Drainage Improvements (Airport - Apron I Drainage Improvements)	\$65,000.00	\$23,973.65	-\$41,026.35	ACAP Funding Agreement Canada agrees to pay a contribution to the Recipient of not more than one hundred percent (100%) of the total Eligible Expenditures for the Project but only up to a maximum of fifty-eight thousand, eight hundred and twelve dollars (\$58,812.00).	Project to be completed by end of 2021.
ACAP - Airfield Electrical Rehabilitation (Runway Lighting / Informational Signage)	\$2,887,800.00	\$47,232.00	-\$2,840,568.00	ACAP Funding Agreement Canada agrees to pay a contribution to the Recipient of not more than one hundred percent (100%) of the total Eligible Expenditures for the Project but only up to a maximum of three million, two hundred and eleven thousand, eight hundred and eighty-four dollars (\$3,211,884.00).	Carry Forwards to 2022. Tender to be completed by the end of 2021 and Project Construction will be carried over to 2022.
TOTAL ACAP FUNDING - EXTERNAL	\$3,372,800.00	\$71,205.65	-\$3,301,594.35		
			-\$3,301,594.35		
EXTERNAL FUNDING					
Apron II Utilities - Construction	\$950,000.00	\$0.00	-\$950,000.00	External Funding to be identified	Currently there is no funding for these projects.
Apron II Rehabilitation and Expansion - Construction	\$3,500,000.00	\$0.00	-\$3,500,000.00	Canada Infrastructure Program - Rural & Northern Communities	
TOTAL EXTERNAL FUNDING	\$4,450,000.00	\$0.00	-\$4,450,000.00		
EQUIPMENT AND FLEET RESERVE					
Airport Truck	\$45,000.00	\$45,462.34	\$462.34	Equipment and Fleet Reserve	Project completed.
TOTAL EQUIPMENT AND FLEET RESERVE	\$45,000.00	\$45,462.34	\$462.34		
TOTAL 2021 AIRPORT CAPITAL	\$8,383,800.00	\$296,067.15	-\$8,087,732.85		

-\$8,087,732.85

YEAR 2021 - AIRPORT FUND CAPITAL BUDGET - CAPITAL SPENDING

	<u>BUDGET</u>	<u>2021 SPENDING</u> (as of Nov 5)	<u>VARIANCE</u>	<u>FUNDING</u>	<u>STATUS</u>
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2020 Airport C/F Capital Projects

AIRPORT IMPROVEMENT FUND					
Apron II Rehabilitation and Expansion Design	\$129,894.91	\$0.00	-\$129,894.91	Airport Improvement Fund	Carry Forward to Year 2022.
Apron II Utilities - Design	\$50,000.00	\$0.00	-\$50,000.00	Airport Improvement Fund	Carry Forward to Year 2022.
Airport Utilities Map	\$20,000.00	\$0.00	-\$20,000.00	Airport Improvement Fund	Carry Forward to Year 2022.
Subdivision Survey	\$20,190.00	\$166.95	-\$20,023.05	Airport Improvement Fund	Carry Forward to Year 2022.
TOTAL AIRPORT IMPROVEMENT FUND	\$220,084.91	\$166.95	-\$219,917.96		
PASSENGER FACILITY FEE FUNDING					
Terminal Renovations	\$174,154.76	\$131,603.25	-\$42,551.51	Passenger Facility Fee Reserve	Project completed.
Buried Wildlife Fence	\$200,000.00	\$0.00	-\$200,000.00	Passenger Facility Fee Reserve	See below under Community Airport Partnership Program.
Safety / Customer Service Requirements	\$14,627.34	\$1,696.00	-\$12,931.34	Passenger Facility Fee Reserve	Unspent Funds to be a Carry Forward to Year 2022 for service requirements.
TOTAL PFF FUNDING	\$388,782.10	\$133,299.25	-\$255,482.85		
TOTAL 2020 C/F PROJECTS	\$608,867.01	\$133,466.20	-\$475,400.81		

TOTAL 2021 AIRPORT CAPITAL	\$8,992,667.01	\$429,533.35	-\$8,563,133.66		
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-\$8,563,133.66

YEAR 2021 - AIRPORT FUND CAPITAL BUDGET - CAPITAL SPENDING

	<u>BUDGET</u>	<u>2021 SPENDING</u> (as of Nov 5)	<u>VARIANCE</u>	<u>FUNDING</u>	<u>STATUS</u>
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COMMUNITY AIRPORT PARTNERSHIP PROGRAM

Runway 16-34 Windsock and End Markers	\$6,650.00	\$108,153.92	\$1,503.92	Community Airport Partnership Program Funding "That the Community Airports Partnership Agreement between The City and the Provincial Ministry of Highways and Infrastructure be approved in the amount of \$106,650, for cost sharing the funding of the following projects: a. Runway 16-34 Windsock and End Markers; and, b. Buried Wildlife Fence (5.6 km) added to the Airport Perimeter Fence."	Completion anticipated for end of 2021 for Windsock and End Markers. Buried Wildlife Fence is Completed.
Buried Wildlife Fence (5.6) km added to the Airport Perimeter Fence	\$100,000.00				
TOTAL CAP PROGRAM FUNDING	\$106,650.00	\$108,153.92	\$1,503.92		

TOTAL 2021 AIRPORT CAPITAL	\$9,099,317.01	\$537,687.27	-\$8,561,629.74		
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-\$8,561,629.74

RPT 21-413

TITLE: Airport Rates and Fees

DATE: September 3, 2021

TO: Executive Committee

PUBLIC: X

INCAMERA:

RECOMMENDATION:

That the proposed fee changes, as outlined in the Financial Implications Section of RPT 21-339, be approved with the following amendments and referred for consideration during the 2022 Budget deliberations:

1. Aircraft Landing Fees – Minimum Charge – \$0; and,
2. Aircraft Landing Fees – Annual Registration Fee – \$0.

PRESENTATION: Verbal by Wes Hicks, Director of Public Works

ATTACHMENTS:

1. Airport Rates and Fees (RPT 21-339)

Written by: Airport Advisory Committee

RPT 21-339

TITLE: Airport Rates and Fees

DATE: July 23, 2021

TO: Airport Advisory Committee

PUBLIC: X

INCAMERA:

RECOMMENDATION:

1. That the report be received and filed.
2. That the Airport Advisory Committee provide direction to administration on the development of a report to council regarding the rates and fees schedule for the Prince Albert Airport.

TOPIC & PURPOSE:

To review options for the airport usage rate of fees to be charged for:

1. Landing Fees
2. Aircraft Parking Fees
3. Passenger Facility Fees
4. Land Lease Rates

To determine if the rates are to be levied as a publicly subsidized or at cost recovery or for profit levels.

BACKGROUND:History of Prince Albert Airport Rates and Fees

“Prior to 1992, Transport Canada operated most of Canada’s airports, large to small. The economics of these airports were such that the system required substantial financial support from the federal government, roughly \$1billion annually (inflation adjusted). In 1994, the government introduced the National Airports Policy (NAP) to transfer the other airports to local community control and stewardship. Airports, which were not deemed of being wholly financially self-sufficient, were divided into a number of categories, the largest of which was the Regional and Local Airports category. Recognizing the critical role these airports play in providing social, economic, and medical connectivity, an airport capital assistance program (ACAP) was established to provide some financial support for the safety-related capital programs of these airports.” May 6, 2020 Regional Community Airports of Canada Report; Brian Grant, Chairman

Transport Canada transferred airport ownership to the City by motion 0250 March 18, 1996. This motion included, that the fees and rent structures be adopted as outlined in the Airport Committee report. Those fees and rate structure remained relatively unchanged until motion 297 of April 7, 2003 when fuel concessions were eliminated in favor of increased landing fees.

In July of 2014, Council directed the Department of Public Works to review rates and fees at the airport to gain more revenue from usage and become less reliant on subsidies from the City.

1. A property appraisal firm Brunsdon Junor Johnson Appraisals Ltd. was engaged to provide land value estimates, recommended lease rate ranges at the Prince Albert Airport and a wide group of industrial land sales in Saskatchewan.
2. A Special Projects Manager was engaged to assist the Airport Manager to review rates from other airports and airport associations rate review studies conducted between 2007 & 2014. (2007 Regional Community Airports of Canada, 2013 LaRonge Airport and 2014 Alberta Airport Managers Association).

The Airport Strategic Master Plan (ASMP) was developed in 2020-21 to assess all aspects of the airports operation and to provide guidance to airport governance on making financially responsible and informed decisions into the future. Section 12.1 reviewed aeronautical rates and fees compared to other certified airports in our region.

Typical airport revenue streams are described by the Canadian Airports Council (CAC) below;

HOW AIRPORTS ARE FUNDED

Under Canada's National Airports Policy, airports are generally responsible for covering the costs associated with operations and maintenance. Airports have three main sources of revenue available to them:



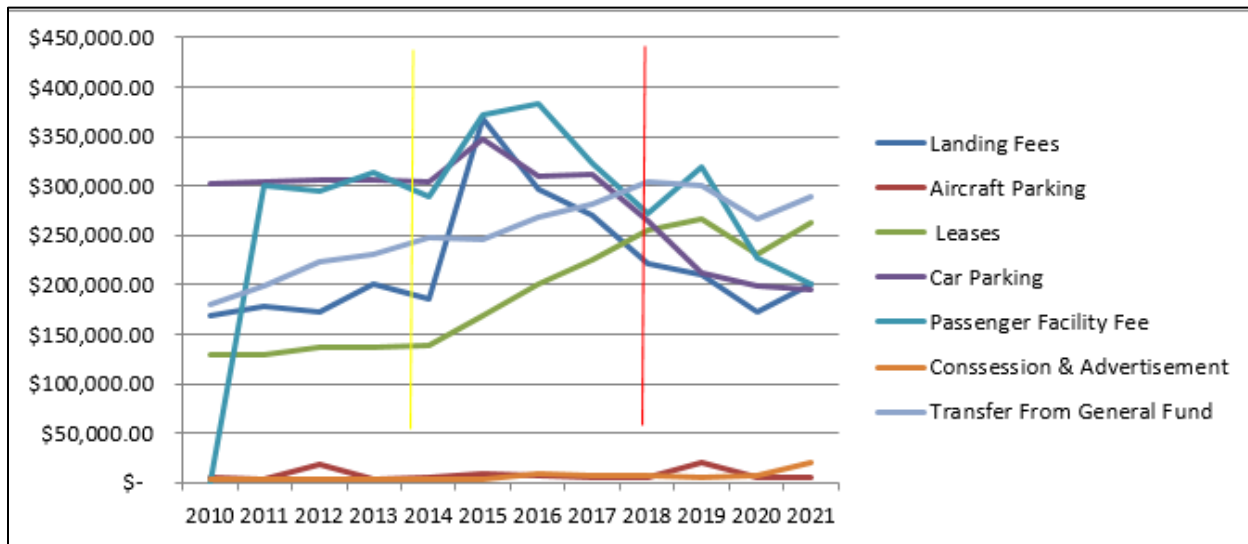
Lower traffic volumes have a direct impact on air carrier revenue, but also on non-aeronautical revenue

Prince Albert Airport revenue stream under review in this report, as shown below, indicate that we are in line with the typical model described by the CAC above.

Airport Revenue Steams	2019 Revenues	% of Revenues
Passenger Facility Fees (17,615 passengers)	\$318,211	22%
Landing Fees (12,272 aircraft movements)	\$209,164	32%
Aircraft Parking	\$20,828	
Hangar & Terminal Leases	\$264,855	
Sundries, Interest and Penalties	\$1,185	
Car Parking	\$211,760	46%
Advertising / Food vending concession fees	\$6,095	
City Funds from General Revenue (22%)	\$299,370	
TOTALS	1,331,468	100%

The graph below shows airport revenues over the past ten years. The rate increases of 2015 is a distinctive spike in airport revenue. Revenues start to decline in 2016-2019 due to a

decrease of airport usage contributed to the economic downturn in the mining sector (reduced charter flights), merger of local air carriers (loss of competition – reduced scheduled flights. Leases, after 2015, had a planned stepped increase over a five-year period and continue to increase every year based on Consumer Price Index. The Passenger Facility Fee started in mid-2010, as recommended in the 2009 Airport Master Plan, which had planned increases in 2013, 2015 & 2018, requiring review before July 2022. Transfers from general fund (city subsidy) increase to compensate for the lost revenues and capital project expenditures to address aging infrastructure and Transport Canada regulatory compliances.



Fixed Operational Costs

“Airports have high fixed operational costs. If the airport is to operate at all, a wide range of costs must be incurred, even if traffic is minimal. For example, even to be available only for medevac flights, runways, taxiways and aprons must be plowed and free of debris, runway lights maintained, wildlife controlled, etc. The recent reduced traffic provides no savings. Airfield maintenance services must be fully staffed, even to accommodate a single scheduled flight. The range of costs from utilities to staffing have fixed or non-avoidable elements for all regional airports.” May 6, 2020 Regional Community Airports of Canada Report; Brian Grant, Chairman

Conceptually, one potential means to reduce airport costs is to curtail hours of operations. Staffing can be reduced, utilities shut off, etc. However, the reality of many regional airports including ours is that airlines often need to service the airport early and late in the day. Airline economics are driven by operations at their hubs and a key principle of hub operations is that aircraft must originate and terminate at spoke ends each day – i.e., Prince Albert scheduled flights arrive from Saskatoon, in a short period, early morning (7am – 9am) for departures to a number of northern region destinations of varying distances. There is a distinct pause until all the flights return throughout the day more spread out, due to the varied lengths of their route, between noon and 10pm returning to Saskatoon at the end of day.

The consequence of the economic principles of regional airports is that it is difficult for them to shed costs during traffic downturns, even for the current major collapse of traffic. Unless the airport is to shut down completely and thus be unable to provide medical and cargo connectivity, substantial costs will be incurred.

Aeronautical fixed operational expenses include:

- Airfield Grounds Maintenance, (snow & ice removal, pavement/markings, navigational lights, grass mowing)
- Facility Maintenance, (terminal, fleet garage)
- Regulatory Compliances (inspections / audits, safety compliance maintenance, wildlife management, emergency readiness, navigational aids calibration and maintenance)
- Fleet Maintenance & Fuel Costs

PROPOSED APPROACH AND RATIONALE:

Use the Strategic Master Plan to assess the economic tolerance for rates changes balanced with the cost of regulatory compliant operations and the Cities desire to maintain a transportation system level of service to its citizens.

LANDING FEES (ASMP 12.1.2)

The ASMP assessed the landing fees & structure to be comparable to other airports and thus there is no significant recommendation for change. There are three elements of the landing fees that could be considered for improved revenue that is believed to have minimal resistance from users and one that has proven to be a point of contention;

1. Realign weight categories for the typical aircraft using YPA, even with the current fees we can generate more revenue. This will primarily impact our regional airline. For example; the primary large aircraft using YPA are the AT43 and the SF34. The SF34 generates far less revenue because its weight category uses the lower price per unit of weight.

Type	KG	landings/yr	\$/KG	Revenue
>2500KG	1800	600	\$ -	\$ -
SF34	12000	1950	\$ 3.00	\$ 70,200.00
AT42	17000	1150	\$ 4.00	\$ 78,200.00
737-200	55000	10	\$ 4.00	\$ 2,200.00
				\$ 150,600.00
Type	KG	landings/yr	\$/KG	Revenue
>2500KG	1800	600	\$ 3.00	\$ 3,240.00
SF34	12000	1950	\$ 4.00	\$ 93,600.00
AT42	17000	1150	\$ 4.00	\$ 78,200.00
737-200	55000	10	\$ 5.00	\$ 2,750.00
				\$ 177,790.00
		Increase Revenue / YR		\$ 27,190.00

2. Increase the minimum landing charge from \$5 to \$12. At current rates this fee would only be assessed on aircraft between 2500 and 4000kg. There are an average of 250 per year of this category of landings which could generate an additional \$1,700.
3. Charge the aircraft under 2500kg based at YPA a flat fee per annum. There are approximately 12 aircraft of this category based at YPA either on Apron III or sublet

private hangar lots. Charging the same rate recommended in the ASMP a revenue of \$1,944 could be generated. Attracting aircraft owners back to YPA from other smaller registered airports would be necessary to see a benefit.

4. Apply the “Minimum Charge” for aircraft under 2500kg. There are on average 500 landings per year of aircraft in this category that could generate \$6,000 per annum. Charging this category of aircraft in 2015 came with much backlash from the aircraft owners.

2021 Landing Fees		Proposed Landing Fees	
Aircraft MTOW	Rate per 1,000 kg	Aircraft MTOW	Rate per 1,000 kg
Minimum Charge	\$5.00	Minimum Charge	\$12.00
< 2,500 kg	Exempt	Annual Registration Fee (< 2,500 kg)	\$162.00
2,500 – 15,000 kg	\$3.00	< 10,000 kg	\$3.00
15,001 – 45,000 kg	\$4.00	10,001 kg – 45,000 kg	\$4.00
> 45,000 kg	\$5.00	> 45,000 kg	\$5.00

AIRCRAFT PARKING FEES (ASMP 12.1.3)

The ASMP assessed the parking fees & structure to be comparable to other airports and thus there is no significant recommendation for change.

Aircraft MTOW	Daily (Apr–Oct)	Daily (Nov–Mar)	Annually
< 15,000 kg	\$10.00	\$12.00	\$650.00
15,001 kg – 45,000 kg	\$20.00	\$22.00	N/A
> 45,000 kg	\$30.00	\$32.00	N/A

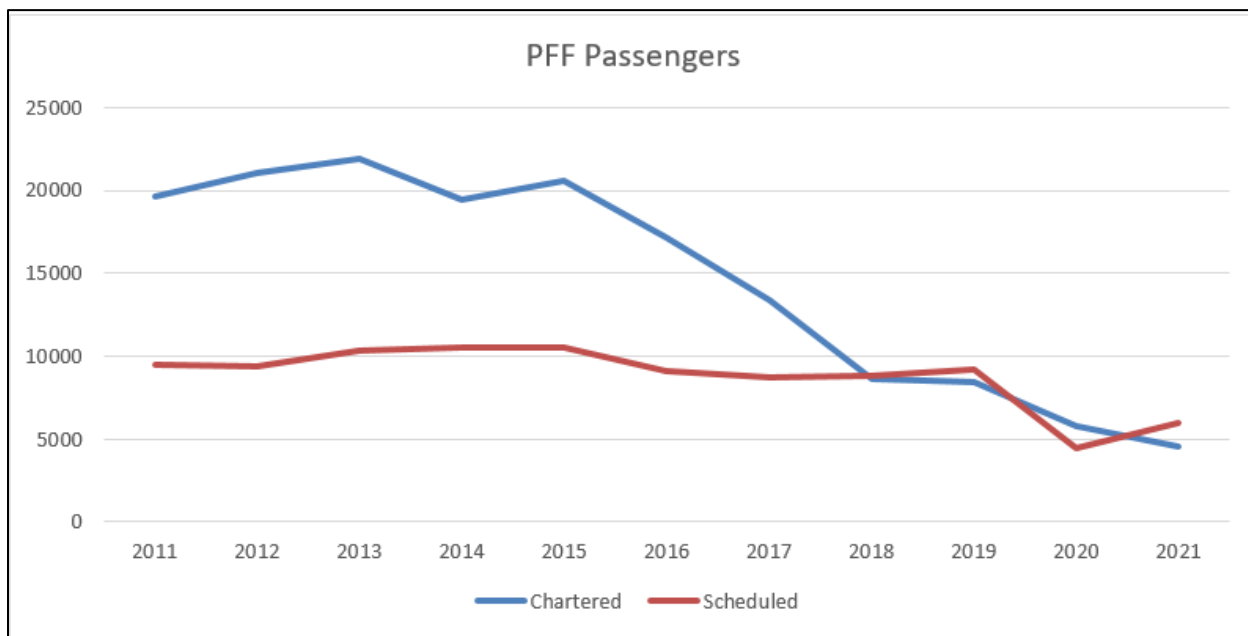
The ASMP recommends not having a seasonal price differential. There are 24 powered stalls on the turf Apron III and 4 on the paved Apron II. Apron II is intended for larger aircraft not requiring tie-downs and Apron III has cable tie-downs available. Apron III normally has about 9 long term tenants including 2 with hangars. The remainder of the stalls are available for itinerant aircraft. Apron II is for short to medium term parking accommodating aircraft like small corporate jets here for a few days on business.

Revising the fee structure would simplify the administration and could potentially generate an additional \$3,000 per annum.

Apron III is not the appropriate location for the development of Hangars due to regulatory requirement for obstacles and winter maintenance operations. This topic should be investigated further when planning development of new lease areas.

PASSENGER FACILITY FEE (ASMP 12.1.4)

The passenger facility fee (PFF) is levied on departing passengers (D-PAX) of scheduled and chartered flights per passenger. The PFF is collected by the airline on each passenger’s ticket and remitted to the city monthly with a count of the months D-PAX per charter and scheduled passenger. For their administration the airline retains 3% of the value collected. This method is a standard across Canada managed by the Air Transportation Association of Canada (ATAC) for 1% of the airports PFF revenues. ATAC provided a temporary reprieve, to airports with less than 100,000 PAX, expiring in 2022.



The PFF / ATAC agreement that YPA is party to require that the rate and use of the collected funds be reviewed by the Airline Consultative Committee (ACC) annually. The ACC membership is comprised of the signatory airlines and City administration.

The ASMP does not recommend a significant increase to the PFF for 2022 as our rates are already considered high. The ASMP warns of a tipping point for the mine charters flying from Saskatoon vs Prince Albert. The Regional Community Airports of Canada (RCAC) representing certified airports with less than 500,000 PAX / Year is developing a new PFF

agreement that excludes ATAC. They are also looking into options for charging by per seat of the designed aircraft vs PAX, eliminating the administration work and revenue share of the airline.

Other fees, such as a Terminal Fee, could be imposed upon all commercial passenger aircraft, however it is not recommended. Terminal fees are levied to the airline not the passenger, which would increase their cost of operations vs being passed along to the customer which also generates a small administrative revenue for the airline.

LAND LEASE RATES (ASMP 12.1.5)

The City of Prince Albert owns all the property at the airport and has subdivided lots for lease. There are several restrictions of what can be built on these lots but the primary requirement to use lots that have access to the airfield is that they are used for aviation purposes only. This way the airport best utilizes its airport infrastructure (Aprons) that will also generate other aeronautical revenues. There is currently a shortage of lots with adequate infrastructure for new development.



The current lease agreements have Consumer Price Index (CPI) increases added every year on the rates indicated above. This has made it difficult to publish our rates and have concrete discussion with prospective tenants.

Lease Category	Current Rate (per m ² per year)
Airside, Serviced	\$3.00
Airside, Not Serviced	\$2.00
Groundside, Serviced	\$2.00
Groundside, Not Serviced	\$1.10

The ASMP recommends the following rates and administration recommends the rate not include CPI for subsequent years and that the rates be reviewed by the Airport Advisory Committee at least every 5 years as this is the normal length of the lease renewals.

Lease Category	Proposed Rate (per m ² per year)
Airside, Serviced	\$2.20
Airside, Not Serviced	\$1.90
Groundside, Serviced	As negotiated with the City based on market demand and user requirements
Groundside, Not Serviced	

The impact on revenues for the subsequent year with the current leases would be a loss of approximately \$60,000. It is anticipated that four to five new tenants would offset this loss with additional lease and other aeronautical use revenues.

CONSULTATIONS:

The Strategic Master Plan included consultation of all airport stakeholders. Comparisons were made to other similar sized certified airports / communities in Canada using recent publications of rate reviews conducted by airport associations. Discussions were held with the Directors of Public Works, Planning and Development Services to provide proposed pricing structures for the Airport Advisory Committee consideration.

COMMUNICATION AND/OR ANNOUNCEMENT PLAN:

Once approved by Council, airport usage fees will be posted on the airport's website. The Airport Manager will contact tenants about renewal of lease agreements.

FINANCIAL IMPLICATIONS:

Summary of Proposed Fee Changes

Aircraft Landing Fees		Existing	Proposed	Notes
Minimum Charge		\$5.00	\$12.00	Per landing
MTOW < 10,000 kg		\$3.00	\$3.00	Per landing per 1,000 kg aircraft MTOW Exemption for aircraft that pay the Annual Registration Fee
MTOW 10,001 kg – 45,000 kg		\$4.00	\$4.00	Per landing per 1,000 kg aircraft MTOW
MTOW > 45,001 kg		\$5.00	\$5.00	Per landing per 1,000 kg aircraft MTOW
Annual Registration Fee		\$0.00	\$162.00	Per aircraft per year. Paid for piston-engine aircraft under 2,500 kg MTOW that: <ul style="list-style-type: none"> • Are based at Prince Albert Airport; or • Use the facility for flight training circuits.
Aircraft Parking Fees				
Daily	MTOW < 15,000 kg	\$10.00	\$12.00	Per aircraft per day, No seasonal variance.
	MTOW 15,001 kg – 45,000 kg	\$20.00	\$22.00	Per aircraft per day, No seasonal variance.
	MTOW > 45,001 kg	\$30.00	\$32.00	Per aircraft per day, No seasonal variance.
Annual	MTOW < 15,000 kg	\$650.00	\$650.00	Per aircraft per year, No seasonal variance.
Passenger Facility Fees				
Passenger Facility Fee		\$20.00	\$20.00	Levied on all passengers departing on scheduled and charter flights Exemptions: <ul style="list-style-type: none"> • Airline employees travelling on business • Infants under two years of age for whom no ticket was purchased • Customers travelling on passes or other travel documents with discount codes ID/IN
Land Lease Rates				
Airsides, Serviced		\$3.00	\$2.20	Per m ² per year
Airsides, Not Serviced		\$2.00	\$1.90	Per m ² per year
Groundside, Serviced		\$2.00	N/A	As negotiated with the City based on market demand and user requirements
Groundside, Not Serviced		\$1.10	N/A	

The proposed changes will result in an estimated net loss of \$20,000 for the next couple years. It is anticipated, that with the right promotion of new fees and improved service, the loss will be offset by increased usage of the Prince Albert Airport.

Projected Revenues

	2021 (Budget)	2022	2023	2024	2025	2026
Landing Fees	\$ 200,000	\$ 279,354	\$ 295,945	\$ 312,555	\$ 318,339	\$ 356,450
Aircraft Parking	\$ 5,600	\$ 5,953	\$ 6,307	\$ 6,661	\$ 6,784	\$ 7,601
Passenger Facility Fees	\$ 200,000	\$ 280,856	\$ 316,578	\$ 352,300	\$ 446,886	\$ 453,504
Leases	\$ 261,860	\$ 278,140	\$ 278,140	\$ 278,140	\$ 294,420	\$ 297,676

Lease revenue projections assumes 1 - 2 serviced airside lot will be absorbed every year over the 5 year planning period. The rate per square meter of serviced airside land will be reduced from \$3.00 to \$2.20 in 2022.

The other revenue projections assume that the airport returns to 2019 usage over the 5 year planning period.

OTHER CONSIDERATIONS/IMPLICATIONS:

There are not any Policy or Privacy Implications for this topic.

“It is important to understand that regional airports face several financial challenges. *First*, airports experience substantial economies of scale, and thus the lower traffic regional airports typically experience higher costs per passenger and aircraft movement. *Second*, because of their lower catchment area populations, these airports are in markets with relatively low land values and there may be limited potential to earn revenues from land development, either from aviation related business or from other businesses. *Third*, these airports have extremely limited ability to earn non-aeronautical revenues from terminal services such as food / beverage / retail / personal services. The experience of most of these types of operators is that they are hard pressed to find any concessionaire willing to operate in the terminal, much less one that can pay a meaningful concession fee. *Fourth*, air carriers operating smaller aircraft have higher costs per passenger kilometer than mainline services. This means that they are more sensitive to airport charges such as landing fees. Passengers can also be more price sensitive and Airport Improvement Fees may have higher traffic curtailment (price elasticity) impacts.” May 6, 2020 Regional Community Airports of Canada Report; Brian Grant, Chairman

Rates and fee changes will primarily affect our regional airline that contribute approximately 85% of annual aeronautical revenues. Furthermore, the regional airline contribute approximately 90% of annual landing fees, 100% of Passenger Facility Fees, and 50% of land lease revenues. From a non-aeronautical revenue perspective, more than 95% of vehicle parking revenues are collected through passengers utilizing air carrier services. These figures

demonstrate the importance of air carrier operations to the financial sustainability of Prince Albert Airport.

Future changes in the rates and fees of Prince Albert Airport should consider the concept of price elasticity – Airport users, such as air carriers, aircraft operators, and tenants, will have varying levels of willingness or ability to pay for the services rendered at the Airport. Generally, decreased demand for Prince Albert Airport may be expected as the costs incurred in operating at the facility increase, and users consider alternate facilities such as Birch Hills Airport and Saskatoon International Airport. A balance must be found in ensuring that rates are fair and competitive while also not dis-incentivizing activity at the Airport

Increased operational demands due to changing regulatory requirements is driving operating cost higher every year. These cost are either passed along to the users by higher fees or need to be absorbed by the municipality.

Development of lots with airfield access may have implications on the line of sight serviceability of the Flight Service Station and use of the turf runway 16-34.

The property tax is not addressed in this report but plays a large role in a new tenant's decision to base themselves at Prince Albert Airport.

STRATEGIC PLAN:

By assessing airport rates in the Strategic Master Plan development process the City of Prince Albert is meeting the goal of fiscal management and accountability by aligning priorities and initiatives to the corporate strategies and deliver municipal services in cost-effective ways.

OFFICIAL COMMUNITY PLAN:

An assessment of airport revenue (rates) will ensure that we are able to maintain this service and will allow improvements to the airport transportation system into the future.

PUBLIC NOTICE:

Public Notice pursuant to the Public Notice Bylaw No. 24 of 2015 is not required.

PRESENTATION: None

ATTACHMENTS:

1. Airport Fees Comparisons from the ASMP
2. Prince Albert Airport - Historical Rates & Fees

Written by: Corey Nygaard, Airport Manager

Approved by: Director of Public Works & City Manager

Comparator Airport Landing Fees (2020)

Airport	Minimum Charge	Rate per 1,000 kg	Exceptions
Prince Albert	\$5.00	< 2,500 kg: Exempt 2,500 kg – 15,000 kg: \$3.00 15,001 kg – 45,000 kg: \$4.00 > 45,000 kg: \$5.00	Aircraft under 2,500 kg
Brandon	\$17.46	<21,000 kg: \$3.69 21,001 kg – 45,000 kg: \$4.80 > 45,000 kg: \$5.62	\$162 annual registration fee for locally based aircraft, charters, training, and piston aircraft > 2,500 kg; or \$12.73 per landing for locally based aircraft not paying annual fee
La Ronge	N/A	1,000 kg – 21,000 kg: \$3.00 21,001 kg – 45,000 kg: \$4.00 > 45,001 kg: \$5.00	N/A
Lloydminster	\$14.20	<2,000 kg: \$0.00 2,001 kg – 21,000 kg: \$3.90 > 21,001 kg: \$4.55	Scheduled air carrier flights
Regina	\$18.04	< 15,000 kg: \$4.92 15,001 kg – 45,000 kg: \$6.19 >45,001 kg: \$7.00	Piston fixed wing aircraft
Saskatoon	\$13.00	< 21,000 kg: \$4.62 21,001 kg – 45,000 kg: \$6.00 45,001 kg – 80,000 kg: \$7.19 > 80,000 kg: \$9.96	Piston aircraft
Medicine Hat	N/A	< 21,000 kg: \$5.71 21,001 kg – 45,000 kg: \$6.98 >45,001 kg: \$8.17	Piston aircraft under 3,000 kg

Comparator Airport Aircraft Parking Fees (2020)

Airport	Daily Charge	Monthly Charge	Annual Charge
Prince Albert	April – October < 15,000 kg: \$10.00 15,001 kg – 45,000 kg: \$20.00 > 45,000 kg: \$30.00 November – March < 15,000 kg: \$12.00 15,001 kg – 45,000 kg: \$22.00 > 45,000 kg: \$32.00	N/A	< 15,000 kg: \$650.00
Brandon	N/A	N/A	N/A
La Ronge	1,000 kg – 4,000 kg: \$5.00 > 4,001: \$10.00	N/A	1,000 kg – 4,000 kg: \$150.00 > 4,001: \$300.00
Lloydminster	< 48 hours: \$0.00 > 48 hours: \$7.00	\$70.00	\$350.00 for prepaid and preregistered aircraft
Regina	< 15,000 kg: \$15.00 15,001 kg – 45,000 kg: \$35.00 >45,000 kg: \$55.00	< 5,000 kg: \$150	< 5,000 kg: \$1,350
Saskatoon	< 2,000 kg: \$11.44 2,001 kg – 5,000 kg: \$14.04 5,001 kg – 20,000 kg: \$16.64 20,001 kg –30,000 kg: \$80.08 30,001 kg –60,000 kg: \$88.40 Increases to a maximum of \$176.80	Dependent on availability and market rates	Dependent on availability and market rates
Medicine Hat	< 2,000 kg: \$10.70 2,001 kg – 10,000 kg: \$21.82 10,001 kg –30,000 kg: \$33.49 30,001 kg – 45,000 kg: \$46.45 > 45,001 kg: \$2.00 / tonne	< 2,000 kg: \$84.267 2,001 kg – 10,000 kg: \$202.02	< 2,000 kg: \$423.49 2,001 kg – 10,000 kg: \$831.84

Comparator Airport Passenger Fees

Airport	AIF / PFF	Notes
Prince Albert	\$20.00	Levied on departing passengers on scheduled and charter air carrier flights
La Ronge	N/A	
Lloydminster	\$5.00	Levied on departing and arriving passengers on scheduled air carrier flights
Medicine Hat	\$9.39	Levied on departing and arriving passengers on scheduled air carrier flights
Brandon	\$10.70	Levied on departing passengers
Regina	\$5.00	Rate within Saskatchewan Levied on departing passengers
	\$20.00	Rate beyond Saskatchewan Levied on departing passengers
Saskatoon	\$5.76	Rate within Saskatchewan Levied on departing passengers
	\$22.08	Rate beyond Saskatchewan Levied on departing passengers

Comparator Airport Land Lease Rates

Airport	Airside, Serviced (per m ²)	Airside, Unserviced (per m ²)
Prince Albert	\$3.00	\$2.00
La Ronge	\$1.40	
Lloydminster	\$1.68	
Swift Current	\$2.22	\$1.98
Red Deer	\$2.70	\$2.50
Grande Prairie	\$2.75	
Saskatoon	\$5.28	

History of Airport Rates and Fees

LANDING FEES

Price per 1,000kg

Year	Minimum Charge	Piston	Small	Medium	Large
1997 - 2002	\$7.80	\$0.00	\$1.94	\$2.21	\$2.84
2003 - 2014	\$0.00	\$0.00	\$1.94	\$2.84	\$2.96
2015	\$5.00	\$3.00	\$3.00	\$4.00	\$5.00
2016 - 2021	\$5.00	\$0.00	\$3.00	\$4.00	\$5.00
Proposed	\$12.00	\$0.00	\$3.00*	\$4.00*	\$5.00

*change weight category

AIRCRAFT PARKING

Apron Powered - Price per 1,000kg

Year	Annual	Small / day	Medium / day	Large / day
1997 - 2013	\$516.00	\$6.92	\$9.07	\$11.96
2015 - 2021	\$650.00	\$12.00	\$22.00	\$32.00
Proposed*	\$650.00	\$12.00	\$22.00	\$32.00

*no non-powered rate

PASSENGER FACILITY FEE

Year	Per Passenger
2010 – 2013	\$ 8.00
2013 – 2015	\$10.00
2015 – 2018	\$15.00
2018 – 2020	\$17.50
2020 – 2022	\$20.00
Proposed	\$20.00

LAND & TERMINAL LEASE RATES

Year	Serviced Airside	Not Serviced Airside	Serviced Groundside	Not Serviced Groundside
1997-2014	\$1.21	\$1.21	\$0.20	\$0.20
2015-2021*	\$3.00	\$2.00	\$2.00	\$1.00
Proposed	\$2.20	\$1.90	Negotiable	Negotiable

*Rates included CPI increases

RPT 21-414

TITLE: Airport - Sunday Coverage of Scheduled Passenger Flights

DATE: September 3, 2021

TO: Executive Committee

PUBLIC: X

INCAMERA:

RECOMMENDATION:

That the following be included in the 2022 Budget deliberations for consideration:

1. One (1) full-time Airport Maintenance Person; and,
2. That Sunday from 11:30 a.m. to 8:00 p.m. be added to the level of service for published hours of operation.

PRESENTATION: Verbal by Wes Hicks, Director of Public Works

ATTACHMENTS:

1. Airport - Sunday Coverage of Scheduled Passenger Flights (RPT 21-387)

Written by: Airport Advisory Committee

RPT 21-387

TITLE: Airport - Sunday Coverage of Scheduled Passenger Flights

DATE: August 19, 2021

TO: Airport Advisory Committee

PUBLIC: X

INCAMERA:

RECOMMENDATION:

1. That council approve the addition of one full time Airport Maintenance Person position.
2. That council approve the airports level of service for published hours of operation to include Sundays between 11:30am and 8:00pm.

TOPIC & PURPOSE:

To revise the levels of Certified Airport service to be provided at Prince Albert Airport. Specifically for the proposed scheduled passenger service on Sundays.

- Approval to publish new operating hours for Prince Albert Airport,
- Approval of additional qualified airport maintenance staff.

BACKGROUND:

Prince Albert Airport is a certified airport which holds operating certificate 5151-C135 from Transport Canada.

Transport Canada issued the Advisory Circular (AC) 302-031 & 602-005 Publication enhancements to airport information in January 2021, which indicates that;

- Scheduled passenger service air operators are required by regulation to operate to/from a certified airport.

- The regulatory requirements related to the level of service required of certified airports such as wildlife management, emergency response plan activation, NOTAM issuance direct communication of hazard, runway condition reports, and safety management can only be effectively provided with on-site attendance.

Canadian Aviation Regulation 720.01 defines scheduled air service as a publicly available air transport service that provides transportation for passengers between points and serves those points in accordance with a published schedule at a charge per seat.

Many airports and airport agencies such as the Regional Community Airports of Canada disputed the intent of AC 302-031 and engaged Transport Canada's Program Manager of Aerodrome Standards in May 2021 for a definitive interpretation of the AC;

The intent of the AC with respect to safety is to identify the hours that the airport operator determines, as a *business decision*, when they meet all of the requirements associated with their particular certification level, in consideration of the primary reason mandating the certification of the site (e.g. serving scheduled passenger service) and that some of the certification obligations require some form of personnel presence to execute.

Prior to this AC coming into force, Prince Albert Airport had published its hours of operation within the Canadian Flight Supplement as Monday to Friday;

- Winter 5:00am to 4:30pm
- Summer 6:00am to 2:30pm,
- Excluding holidays.
- Service outside published hours provided with 2 hour notice for call-backs on a cost recovery basis.

Historically the airline scheduled flights operations at Prince Albert arrive from Saskatoon, early morning starting at 7:00am for departures to a number of northern region destinations of varying distances. All the flights return throughout the day more spread out, due to the varied lengths of their route, between noon and 10:00pm returning to Saskatoon at the end of day. They also operated scheduled flights on Sundays through Prince Albert between noon and 9:00pm.

Due to COVID-19 the Airline Operator had reduced its hours of operation to weekdays 7:00am to 8:00pm.

Prince Albert Airport revised its Airport Operations Manual and published hours for compliance with AC 302-031 to be Monday to Friday;

- Winter 5:00am to 8:00pm
- Summer 7:00am to 8:00pm
- Excluding holidays.
- Service outside published hours provided with 2 hour notice for call-backs on a cost recovery basis.

The airport is able to maintain coverage for the published hours of operation with three qualified full time staff and one additional winter seasonal position, however it does not leave much room for accommodating unscheduled absences or service outside published hours.

The airline operators request to operate scheduled passenger flights on Sundays is outside our approved and published level of service.

PROPOSED APPROACH AND RATIONALE:

Provision of additional hours of airport operation enhances the opportunities for scheduled passenger flight services, northern community connectivity and economic development opportunities for Prince Albert.

The Airport Advisory Committee has determined, the level of service (hours of operation) that best achieves the balance for provision of service with the City's human and financial resources for approval by City Council. Proposed published hours of operation are Monday to Friday;

- Winter 5:00am to 8:00pm
- Summer 6:00am to 8:00pm
- Excluding holidays.
- Sunday 11:30am to 8:00pm
- Service outside published hours provided with 2 hour notice for call-backs on a cost recovery basis.

Administration has determine that they will need one additional full time Airport Maintenance Person for effective coverage of the newly established hours of operation to maintain compliance with the airports certificate requirements.

CONSULTATIONS:

The hours of operation impacts related to AC 302-031 were reviewed with the Airports Safety Management System Committee, in October 2020 & April 2021, which included representatives of all the airline operators at Prince Albert Airport.

The Airport Manager as a Director for the Regional Community Airports of Canada reviewed the obligations of airport operators, regarding AC 302-031, with Transport Canada.

Discussions with the Human Resource and Finance departments on the implications of additional staff and work on weekends.

COMMUNICATION AND/OR ANNOUNCEMENT PLAN:

Once the hours of operation are approved by City Council, the Airport Operations Manual will be revised then sent for approved by Transport Canada. The approved airport hours of operation will be published in the Canadian Flight Supplement & posted on the airport website.

FINANCIAL IMPLICATIONS:

Financial implications assessed in this report only address the tangible direct costs and revenues at the airport. The intangible economic benefits of the City of Prince Albert are not able to be assessed by this departments division.

Payroll has estimated that the requested additional Airport Maintenance Person would be approximately \$73,000.00 per year including benefits. The airport normally operates with 4 staff in the winter. The increase of staffing for summer weekdays and Sundays would be an additional \$44,500 payroll for the airport budget.

The below financial implication applies to the City providing service on Sundays.

Values are based on the airlines proposed aircraft; Beach 1900 at 80% occupancy, 2 flights out to the north and 2 returning;

Revenues Sources	Estimated Values / Flight	Estimated Daily Revenue
Passenger Facility Fee	\$300	\$600
Landing Fees	\$25	\$100
Total		\$700

Which is an estimated \$36,400 increase to airport annual revenue.

Values are based on the proposed flight schedule for coverage between 11:30am and 8:00pm

Expenses Sources	Estimated Daily Expenses
Airport Staff (8 hrs)	\$300
Equipment / Terminal operation	\$100
Terminal Janitorial (4 hrs)	\$100
Total	\$500

*Costs above do not include winter maintenance activities. Priority 1 area snow removal is priced for a call-back cost recovery charge of \$690.00.

Therefore the annual incremental increase to the airport budget to make one half time winter position into full time year round is estimated at \$8,100.

OTHER CONSIDERATIONS/IMPLICATIONS:

Changes to the airport staff scheduled hours of work would have to be included in the Collective Bargaining Agreement.

Further increases to the published hours of operation such as schedules flights beyond 8:00pm, longer hours on Sundays and or coverage on Saturdays would required significantly more staff to provide sustainable coverage and effective winter maintenance.

Four full time airport maintenance persons will allow for more sustainable coverage of winter maintenance activities and summer vacation absences. If the airport is unable to provide coverage, at a certified airport level of service, during published hours of operation the following actions by the airport operator are required;

- Issuance of a NOTAM (notice to airmen) regarding the reduced level of service,
 - Scheduled passenger flights could not operate,
 - Runway condition reports could not be issued,
- Notice to Transport Canada,

Initiation of a Safety Management System incident report and risk assessment

STRATEGIC PLAN:

By assessing airport levels of service the City of Prince Albert is meeting the goal of fiscal management and accountability by aligning priorities and initiatives to the corporate strategies and deliver municipal services in cost-effective ways.

OFFICIAL COMMUNITY PLAN:

An assessment of airports level of service will ensure that we are able to maintain this service and will allow improvements to the airport transportation system into the future

OPTIONS TO RECOMMENDATION:

1. Maintain current levels of service. The airport would not be in contravention of the regulations. Airlines would have to operate scheduled passenger flights within our published hours. All general aviation activity like private flights, passenger charters, cargo and medevacs would not be affected.

PUBLIC NOTICE:

Public Notice pursuant to the Public Notice Bylaw No. 24 of 2015 is not required.

PRESENTATION:

None

ATTACHMENTS:

1. Sunday Flight Schedule
2. AC 302-031 Publication Enhancements to Airport Information

Written by: Corey Nygaard, Airport Manager

Approved by: Director of Public Works & City Manager



SUNDAY				
Flt. #	Depart	Time	Arrive	Time
502	YXE	12:30	YPA	13:00
	YPA	13:30	ZWL	14:45
503	ZWL	15:00	YPA	17:15
	YPA	17:30	YXE	18:00
280	YXE	13:30	YPA	14:00
	YPA	14:30	ZFD	16:00
281	ZFD	16:15	YPA	17:30
	YPA	17:45	YXE	18:15



Advisory Circular

Subject: Publication enhancements to airport information

Issuing Office:	Civil Aviation, Standards	Document No.:	AC 302-031
File Classification No.:	Z 5000-34	Issue No.:	01
RDIMS No.:	15132639-v13	Effective Date:	2021-01-05

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1.0 Introduction

- (1) This Advisory Circular (AC) is provided for information and guidance purposes. It describes an example of an acceptable means, but not the only means, of demonstrating compliance with regulations and standards. This AC on its own does not change, create, amend or permit deviations from regulatory requirements, nor does it establish minimum standards.

1.1 Purpose

- (1) The purpose of this document is to provide information on the elements relating to the associated changes to the airport information contained in the aeronautical information products.

1.2 Applicability

- (1) This document applies to all Canadian airport operators, manufacturers, suppliers, Transport Canada Civil Aviation (TCCA) Headquarters and regional personnel, and the aviation industry involved with the planning, design, and maintenance activities at Canadian aerodromes.

1.3 Description of changes

- (1) Not applicable.

2.0 References and requirements

2.1 Reference documents

- (1) It is intended that the following reference materials be used in conjunction with this document:
 - (a) [Aeronautics Act](#) (R.S.C., 1985, c. A-2)
 - (b) Part III, Subpart 2 of the *Canadian Aviation Regulations (CAR) — Airports*;
 - (c) Standard 602.96 of the CARs — Operations at or in Vicinity of an Aerodrome;
 - (d) Standard 703.15 of the CARs — Scheduled Air Service Requirements;
 - (e) Standard 704.14 of the CARs — Scheduled Air Service Requirements;
 - (f) Standard 705.19 of the CARs — Scheduled Air Service Requirements;
 - (g) Transport Canada Publication, TP 312 — Aerodrome Standards and Recommended Practices;
 - (h) Advisory Circular (AC) 302-018 — Grandfathering at Airports pursuant to CAR 302.07;
 - (i) AC 302-019 — Methodology for the Identification of the Aircraft Group Number;
 - (j) AC 602-005 - Publication enhancements to airport information in the aeronautical publications; and
 - (k) AC 302-032 — Designating International Airports in Canada.

2.2 Cancelled documents

- (1) This AC cancels AC 302-021, Issue 03, RDIMS numbers 12611427 (E), 12981449 (F) dated 2017-08-03 – Introduction of TP312 5th Edition.
- (2) By default, it is understood that the publication of a new issue of a document automatically renders any earlier issues of the same document null and void.

2.3 Definitions and abbreviations

- (1) The following **definitions** are used in this document:
 - (a) **Wingspan**: means the maximum width of the aircraft between wing tips, as stated by the manufacturer.
 - (b) **Outer Main gear span**: means the maximum width between the outer edges of the outer main landing gears, as stated by the aircraft manufacturer.
 - (c) **Tail height**: means the maximum height of the highest part of the aircraft, as stated by the aircraft manufacturer.
- (2) The following **abbreviations** are used in this document:
 - (a) **AGN**: Aircraft Group Number
 - (b) **AOM**: Airport Operations Manual
 - (c) **CAR**: *Canadian Aviation Regulation*
 - (d) **CFS**: Canada Flight Supplement
 - (e) **ICAO**: International Civil Aviation Organization
 - (f) **TCCA**: Transport Canada Civil Aviation

3.0 Background

- (1) Current Canadian publication practices are not adequately aligned with international publication and aeronautical data requirements, such as the identification of hours by exclusion, (e.g. Not publishing hours to indicate a 24-hour service). Aeronautical information modernization programs focus on data quality and requires aeronautical information and data originators take an active role in data quality, which includes among others, timeliness, completeness, accuracy and format.
- (2) For consistency with international publication requirements outlined in International Civil Aviation Organization (ICAO) Annex 15 Aeronautical Information Services and evolution towards a digital data-centric environment, a number of changes to the aeronautical publications are being implemented to expand upon the current information in the Canada Flight Supplement (CFS).
- (3) The introduction of TP312 5th edition changed the application concept of the “standards” affecting airport certification. This shift from the design based concept under the previous editions of TP312 to an operational concept in TP312 5th aligned the certification standards to the actual (or planned) operation at site by linking the standards to specific aircraft characteristics, aerodrome operating visibility condition, and level of service (Precision, Non-Precision, Non-Instrument). It also complemented the Canadian airspace design criteria under TP308 Criteria for the development of airspace procedures and other regulatory requirements currently stated in Parts VI and VII of the CARs.

- (4) The operational based concept under TP312 5th edition uses specific characteristics (wingspan, tail height, outer main gear width) of the critical aircraft (current or planned) to link the respective standards. Each standard in TP312 5th edition directs the reader as to which of these aircraft characteristics is being referenced by the standard. These characteristics are grouped in an Aircraft Group Number (AGN) table divided into 7 groups.
- (5) With the introduction of TP 312 5th, all certified airport operators were requested to:
 - (a) amend their Airport Operations Manual (AOM) to include additional information; and
 - (b) submit an update to the aeronautical publications, specifically the CFS, regarding the certification level of the various parts of the certified aerodrome (airport).
- (6) This was required so that aircrews may assess the aerodrome as being “...suitable for the intended operation” as currently required under 602.96 (2)(b) of the CAR. At the time, there was nothing in the Aeronautical Information Publications that informed the aircraft operator as to the certification level of the infrastructure provided at the airport. Only a general statement is provided as to whether or not the facility is “Certified” or “Registered”. This general statement did not provide the aircraft operator adequate detail as to the suitability of each facility offered at an airport.
- (7) Since the initial publication of the AGN, it has been brought to the attention of TCCA on multiple occasions that an additional piece of airport information, the airports’ operating hours, is missing in the publications to enable the aircrews to assess the certification status of the airport. This information is needed in relation to some regulatory elements that can only be effectively performed by having on site attendance of the airport operator. These include, but are not limited to, emergency response plan activation, safety management, runway condition reporting, issuance of NOTAMs, and direct reporting of hazards.
- (8) In accordance with Article 10 of the Convention on International Civil Aviation, the State designates airports as Internationals when meeting the requirements stated in the ICAO publications. AC 302-032 Designating International Airports in Canada provides information on the requirements for designation where an airport operator seeks to be a designated international. However, there is currently no standardized presentation in the aeronautical publications that identifies to aircrews and air operators which airports have been designated as international.

4.0 Enhancements to airport information in the CFS

4.1 Identification of Aircraft Group Number (AGN)

- (1) As part of the introduction of TP312 5th edition, airport operators were asked to identify and submit for publication the AGN applicable for each part of the manoeuvring area at the airport and amend their Airport Operations Manuals to include this information. AC 302-019 provides guidance on the identification and publication of the AGN for the runway(s) and taxiway(s) at the airport.
- (2) The identification of the AGN, based on the specifications in TP312 5th edition did not impose any obligation to comply with the provisions of TP312 5th edition as the status of the facility is “grandfathered” pursuant to CAR 302.07. The objective was to establish the AGN to be published in the aeronautical publications identifying the suitability of the facility for those air operators that must operate at a certified aerodrome (airport). The publication of the AGN for all airports was a crucial element for the successful implementation of the operational concept of airport certification, and for the consistency of information provided in the aeronautical publications.

- (3) The airport information in the CFS was enhanced to state the highest Aircraft Group Number (AGN) the runway obstacle free environment accommodates under its certification. The AGN is depicted as follows in the RWY DATA section;

RWY CERT - Rwy 16 RVR 1200(1/4sm)/Rwy 34 RVR 600 AGN V

- (4) For taxiways, the AGN will only be published where the obstacle free environment is below (lower AGN) than that of the runway with the highest AGN certification level. AGN information for private taxiways need not be submitted. The taxiway limitation is depicted as follows in the RWY DATA section;

TWY CERT - Twy W AGN II

4.2 Identification of the operating hours at the airport

- (1) The regulatory requirements related to the certification of airports includes elements related to the physical characteristics of the airfield, but also many elements that can be viewed as a level of service. Some are directly related to the airfield design and the characteristics of the aircraft these are certified to support. Others are such that they can only be effectively provided with on-site attendance. These would include, but are not limited to, wildlife management, emergency response plan activation, NOTAM issuance (subsection 302.07(3) of the CAR), direct communication of hazard (subsection 302.07(2) of the CAR), runway condition reports, and safety management.
- (2) Scheduled passenger service air operators are required by regulation to operate to/from a certified airport. It is therefore important for these air operators to know when the airport is meeting the requirements under Part III Subpart 2 of the CAR. The inclusion of the airports' operating hours in the publication will complement current requirements in CAR 602.96(2)(b) and the scheduled air service requirements stated in CAR 703.15, 704.14, and 705.19.

Division V — Operations at or in the Vicinity of an Aerodrome
General

602.96 (2)(b) the aerodrome is suitable for the intended operation;

Scheduled Air Service Requirements

- 703.15** (1) Subject to subsection (2), every air operator that operates a scheduled air service for the purpose of transporting persons shall operate the service between airports or heliports or between an airport or heliport and a military aerodrome.
- 704.14** (1) Subject to subsection (2), every air operator that operates a scheduled air service for the purpose of transporting persons shall operate the service between airports or heliports or between an airport or heliport and a military aerodrome.
- 705.19** (1) Subject to subsection (2), every air operator that operates a scheduled air service for the purpose of transporting persons shall operate the service between airports or heliports or between an airport or heliport and a military aerodrome.
- (3) Airport operators are requested to review and where applicable submit to NAV CANADA an update regarding the operating hours of the airport. The published operating hours of the airport must include, as a minimum, the operating hours of any scheduled passenger service(s), where this is the basis for certification under CAR 302.01.
- (4) The information relating to the airports' operating hours will be presented on the OPR section of the CFS next to the CERT statement.

4.3 Identification of Private Meteorological Services

- (1) NAV CANADA is entering into formal arrangements with operators of private meteorological services in support of instrument procedures. Formal arrangements between originators of aeronautical data and NAV CANADA will support an end-to-end data chain and data of the highest possible quality.
- (2) The following reporting elements of private meteorological services will be published in the CFS WEATHER (WX) section to indicate an approved source of aeronautical data:
 - (a) “ALTIMETER”: Altimeter setting report observed from two aircraft altimeters. The private altimeter setting report is a weather service provided in support of an Approach UNICOM (AU). Contact the Aerodrome Operator (OPR) for further information on the specifics of the service.
 - (b) “WIND”: Human assessment of wind speed and direction. The private wind speed and direction report is a weather service provided in support of an Approach UNICOM (AU). Contact the Aerodrome (OPR) for further information on the specifics of the service.

4.4 Designated International Airports

- (1) Where an airport has been designated as ICAO international in accordance with AC 302-032 Designating International Airports in *Canada*, the CFS will include the standardized term “INTL” as part of the airport name presented in the header information identifying the airport. In accordance with AC 302-032, the CFS airport header information will only include the term “INTL” for those airports that meet the requirements stated for designation. The use of the term “International” in the header information will no longer be accepted.
- (2) The following is an example of the publication format :

**SUMSPOT / PETER RABBIT INTL ON
CXXZ**

REF	N47 35 25 W77 14 17 1.5NW 16°W (2019) UTC-5(4) Elev 90’ VTA A5002
OPR	Peter Rabbit Corporation Inc 555-555-1234 H24 Cert

4.5 Aeronautical Publication Changes

- (1) The Airport Operator is responsible for operating and maintaining their airport as certified under Part III, Subpart 2 of the CAR. Under Part III of the CARs, the Airport Operator chooses the level of service to be provided and states such in their AOM, and where applicable publishes the level of service in Aeronautical Information Publications (i.e. type of runways, taxiways, hours of operation, reduced/low visibility procedures, CRFI, PLR/PCN available, weight restrictions, etc.).
- (2) As stated previously, current aeronautical publications are lacking some information about the level of service of the airport for specific operations. This current method of publication does not adequately address the needs of air operators that are required to ascertain the suitability of the airport for their intended operation as mandated in the CARs.
- (3) In addition to the AGN for the runways and taxiways, the aeronautical publications are required to be updated to include;

- (a) the identification of the designated international airports, and
 - (b) the operating hours, including H24, for all airports when the CAR Part III Subpart 2 certification requirements are provided.
- (4) These publication changes will further align the Canadian aeronautical information products with the international publication and aeronautical data management practices.
 - (5) It is important that the airport information in the aeronautical publication be presented in a consistent manner for all airports to facilitate the understanding of this operational concept and new information in the publications.
 - (6) If hours of operations are not indicated in the CFS, or, if the hours of operations are incorrect, airport operators are requested to submit the information to NAV CANADA no later than June 17, 2021, in 24hr UTC format and update their AOMs as appropriate. If the hours of operations are published accurately, no action is required.
 - (7) The following are examples of the publication format :

**SUM SPOT / PETER RABBIT INTL ON
CXXZ**

REF	
OPR	Peter Rabbit Corporation Inc 555-555-1234 H24 Cert
OPR	Peter Rabbit Corporation Inc 555-555-1234 14-22Z† Cert
OPR	Peter Rabbit Corporation Inc 555-555-1234 1430-2230Z† Mon-Fri; 17-01Z† Sat-Sun; O/T 2 hrs PN Cert

5.0 Information management

- (1) Not applicable.

6.0 Document history

- (1) Not applicable.

7.0 Contact us

For more information, please contact:

Flight Standards, AARTA

E-mail: TC.FlightsStandards-Nomesdevol.TC@tc.gc.ca

We invite suggestions for amendment to this document. Submit your comments to:

Civil Aviation Communications Centre
Telephone: 1-800-305-2059
E-mail: services@tc.gc.ca

Original signed by Andrew Larsen for

Félix Meunier
Director, Standards Branch
Civil Aviation

RPT 21-325

TITLE: Airport - Strategic Master Plan

DATE: July 8, 2021

TO: Executive Committee

PUBLIC: X

INCAMERA:

RECOMMENDATION:

That Administration utilize the recommendations from the 2021 Airport Strategic Master Plan as the Airport priorities in their General Fund Budget submissions to City Council over the next ten (10) years.

PRESENTATION: Verbal by Wes Hicks, Director of Public Works

ATTACHMENTS:

1. Airport - Strategic Master Plan (RPT 21-110)

Written by: Airport Advisory Committee

RPT 21-110

TITLE: Airport - Strategic Master Plan

DATE: March 15, 2021

TO: Airport Advisory Committee

PUBLIC: X

INCAMERA:

RECOMMENDATION:

1. That the 2021 Airport Strategic Master Plan be received and filed.
2. That Public Works Administration, with direction from the Airport Advisory Committee, uses the recommendations of the Plan as the Airport priorities in their General Fund Budget submissions to Council over the next 10 years.

TOPIC & PURPOSE:

To review the Airports' Strategic Master Plan and receive direction on its implementation. Over the years, the airport environment changes with new regulations affecting operations, infrastructure ageing and local economic climate fluctuations which may impact other aspects of this transportation system. Therefore every few years the entire airport transportation system needs to be analyzed to find global improvements for the next 5, 10 and 20 year horizons.

BACKGROUND:

The previous Airport Master Plan was completed in 2009 which was primarily an infrastructure assessment. The 2021 Strategic Master Plan focuses on the strategic implementation of capital and operational areas. Provides guidance on measuring performance indicators to best situate the airport and city for success in the current and forecasted economic environment of our region.

In January 2020 Prince Albert City Council approved the Airport Budget, including approval for Administration to proceed with the development of an Airport Strategic Master Plan to help address the Airport Advisory Committee Work Plan Items:

<p>Strategic Plan (none exists) Topic that could be covered:</p> <ul style="list-style-type: none"> • Airside security (x-ray) • Av Gas card lock • Customs CAN Pass • Economic Development • Flight School • Float Plane services • New Airlines • New Terminal • Northern client survey 	<p>Master Plan (last done 2009) Topics that could be covered:</p> <ul style="list-style-type: none"> • Apron Expansions • New Terminal • Grass Runway • Green Park • Private Planes • Taxiway Expansions
--	--

Five proposals from aviation consultants were received with HM Aero Aviation Consulting being selected to conduct the Strategic Master Plan in July 2020.

Master Plan Objectives

In alignment with the City of Prince Albert Strategic Plan, the objectives of the Master Plan are to:

- Identify and engage key stakeholders;
- Analyze the regional context to identify situational factors influencing the Airport;
- Prepare a comprehensive profile of the Airport’s operations, infrastructure, and activity;
- Consider opportunities for development and revenue generation to increase its socioeconomic contribution to the region and financial sustainability;
- Forecast future activity levels;
- Provide a strategic analysis of the Airport and identify its strengths, weaknesses, opportunities, and threats;
- Make recommendations on corporate strategy, infrastructure investments, and organizational processes to set the Airport on a path to success;
- Identify a realistic and feasible framework for the implementation, monitoring, and amendment of the Master Plan; and
- Ensure the continued safety and efficiency of the Airport’s operations.

The Master Plan is a key document that will help the City make fiscally responsible and informed decisions as to the future of the facility over the next 20 years.

The Master Plan is structured across three planning horizons:

- Short-Term – 2021-2025;
- Medium-Term – 2026-2030; and
- Long-Term – 2031-2040.

PROPOSED APPROACH AND RATIONALE:

That the Airports' Strategic Master Plan be brought forward to the Airport Advisor Committee, for the review of the following:

- Implementation of the Master Plan
- Airport Advisory Committee Work Plan Items
- Airport Rates and Fees
- Corporate Strategy
- Capital, Development & Business Plans
- Operational Recommendations

After review by the Airport Advisory Committee, the Airport Strategic Master Plan implementation recommendations be developed to present to City Council for their approval.

CONSULTATIONS:

Administration established a project team for the development of the Airports' Strategic Master Plan including the Airport Manager, Director of Public Works, Engineering Service Manager, Communications Officer, Project Manager, and the Director of Planning. Project team meetings were Aug-24-20 for initiation, Sept-29-20 for consultation wrap up, Oct-27-20 for 33%, Dec-3-20 for 50% and Jan-29-21 for 99% stages for guidance of the Airport Strategic Master Plan development. The final report and draft presentation were provided Feb-24-21.

A public and stakeholder consultation along with an online survey has conducted by HM Aero for a one month period ending September 30, 2020. Key airport stakeholder were also identified and interviewed.

COMMUNICATION AND/OR ANNOUNCEMENT PLAN:

Once reviewed by the Executive Committee the Airport Strategic Master Plan will need to be reviewed by the Airport Advisory Committee for recommendations to City Council regarding its implementation.

STRATEGIC PLAN:

The master plan was developed to address the City's 2015 Five Year Strategic Plan strategic goals. The Airport Strategic Master Plan is complete and now the City must start to implement the recommendations.

OFFICIAL COMMUNITY PLAN:

Once adopted by Council the Airport Strategic Master Plan will need to be integrated into the Official Community Plan.

FINANCIAL IMPLICATIONS:

The recommendations in the Airport Strategic Master Plan will be used by Public Works to create the priority for development of the annual Airport budget. Final approval each year remains with Council.

OTHER CONSIDERATIONS/IMPLICATIONS:

There are no Privacy Implications for this matter.

PUBLIC NOTICE:

Public Notice pursuant to the Public Notice Bylaw No. 24 of 2015 is not required.

PRESENTATION: PowerPoint by Corey Nygaard, Airport Manager and Wes Hicks, Director of Public Works

ATTACHMENTS:

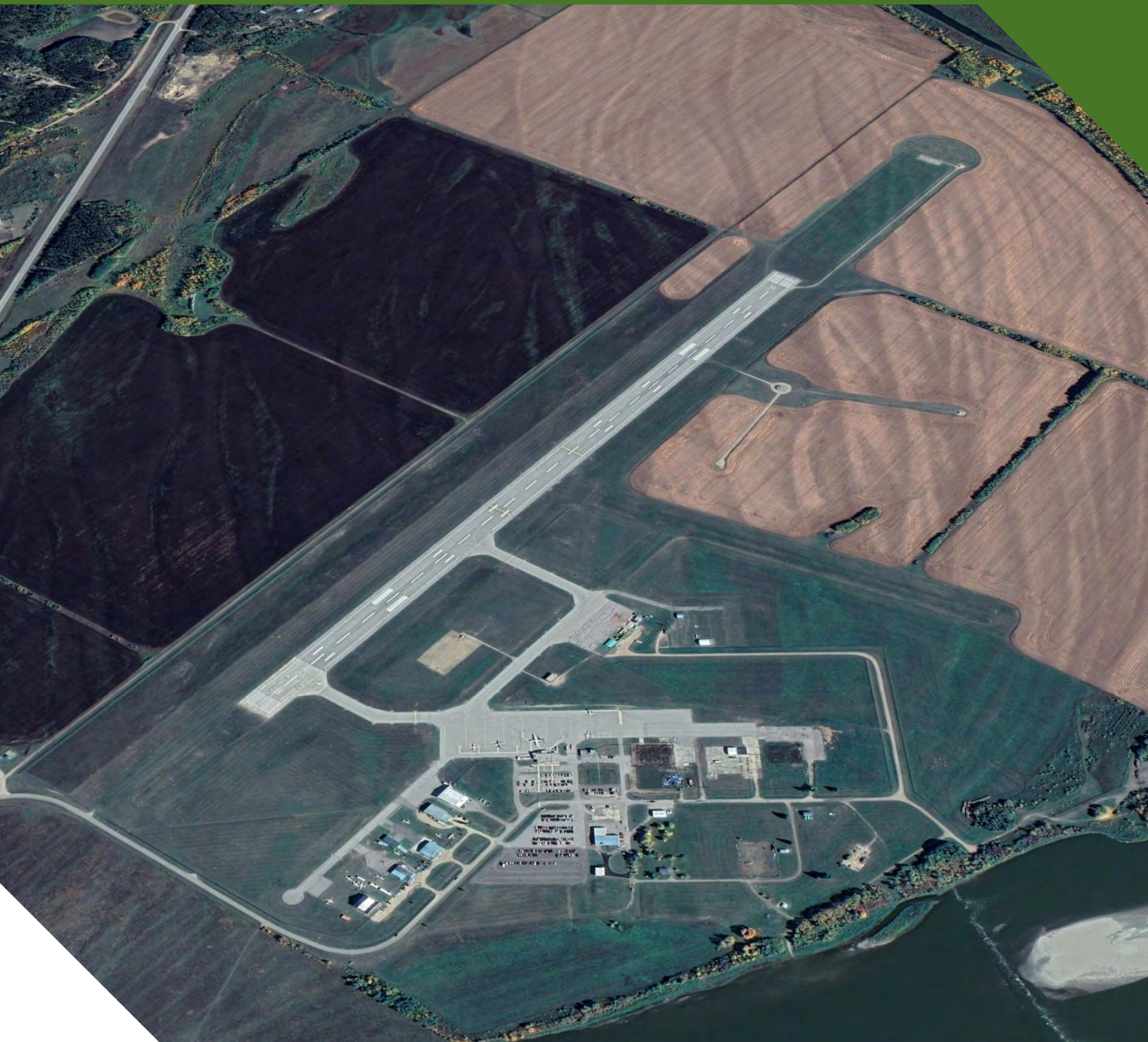
1. 2021 Airport Strategic Master Plan
2. 2021 Airport Strategic Master Plan Presentation

Written by: Corey Nygaard, Airport Manager

Approved by: Director of Public Works & City Manager

PRINCE ALBERT AIRPORT STRATEGIC MASTER PLAN

Final Report – February 18, 2021





Prince Albert Airport
AIRPORT STRATEGIC MASTER PLAN
Final Report

City of Prince Albert
Public Works Department
1084 Central Avenue
Prince Albert, SK S6V 7P3

February 18, 2021

HM Aero Inc.
532 Montreal Road, Suite 209
Ottawa, ON K1K 4R4

Avia NG Inc.
23 Albert Street N
Southampton, ON N0H 2L0

Cover image: Google Earth

Executive Summary

Master Plan Overview

Prince Albert Airport is owned and operated by the City of Prince Albert. HM Aero Aviation Consulting and its subconsultant, Avia NG Airport Consultants, was retained by the City to prepare an Airport Strategic Master Plan. The Master Plan is a key document that will help the City make fiscally responsible and informed decisions regarding the future of the facility over the following planning horizons: Short-Term – 2021-2025; Medium-Term – 2026-2030; and Long-Term – 2031-2040.

A comprehensive stakeholder consultation program was performed to inform the preparation of the Master Plan, which included an online survey and stakeholder interviews. A total of 307 respondents completed the online survey that was available in August and September 2020. A total of 31 stakeholder interviews were completed with individuals from 22 organizations, such as: the City of Prince Albert, tenants of Prince Albert Airport, aircraft operators, major regional employers, and industry associations.

Airport Overview

The City of Prince Albert has owned and operated Prince Albert Airport since 1997, with City Council serving as the facility's governance body. Additionally, an Airport Advisory Committee was established in 2019 to provide recommendations to Council. The facility is operated as a department of the City under the oversight of an Airport Manager, with four Airport Maintenance Staff responsible for completing daily operational and maintenance duties.

Prince Albert Airport is a certified airport and is required to be operated in compliance with Part III of the Canadian Aviation Regulations, which impose a range of requirements such as maintaining an Airport Operations Manual, Safety Management System, Emergency Response Plan, Wildlife Management Plan, Winter Maintenance Plan, and ensuring the compliance of all physical infrastructure and the obstacle environment with TP312 – Aerodrome Standards and Recommended Practices.

Prince Albert Airport is generally performing well financially when compared to similar facilities in Canada, with operating revenues exceeding operating expenses between 2016 and 2019. However, during the same period, the Airport has experienced an average annual increase in operating expenses of approximately 4% and an annual decrease in revenue of 7%. In addition, the City is responsible for the capital expenses associated with maintaining, repairing, and replacing the infrastructure of Prince Albert Airport. A significant infrastructure deficit must be addressed at Prince Albert Airport, which is partly a result of the historic deferral of required upgrades and rehabilitation projects. From 2015 to 2020, an annual average of approximately \$278,000 was required in interfund transactions to finance the recapitalization of the Airport's assets. To offset the expenses of maintaining the Airport's capital assets, the City has been successful in pursuing grants through the federal Airports Capital Assistance Program and provincial Community Airport Partnership Program.

The Airport's proposed Vision Statement is as follows:

Prince Albert Airport will be a local and regional transportation and aviation services asset by innovating, fostering partnerships, and achieving financial sustainability. The Airport will be recognized as a critical resource in the region's economic success.

Airport Activity

Given Prince Albert's location near the geographic centre of Saskatchewan, the Airport is commonly referred to as the "Gateway to the North." The geography of Prince Albert has enabled it to function as a gateway from the southern portion of the province to First Nation communities, municipalities, and resource extraction sites in the Northern Saskatchewan Administrative District. The Airport's catchment area population, based on the Saskatchewan Health Coverage Report, is estimated at 53,925 people as of 2019.

Prince Albert Airport supports the following on-site businesses and tenants:

- West Wind Aviation
- Transwest Air
- Good Spirit Air Service
- Snowbird Aviation Services
- Northern Shield Helicopters
- Heli-Lift International
- Royal Canadian Mounted Police
- Saskatchewan Public Safety Agency
- NAV CANADA
- Environment and Climate Change Canada
- Prince Albert Shopper
- Private Tenants

Transwest Air provides scheduled passenger services between Prince Albert and Saskatoon, La Ronge, Fond du Lac, Points North, Stony Rapids, Uranium City, and Wollaston Lake. West Wind Aviation offers charter passenger services from Prince Albert Airport to resource extraction sites in northern Saskatchewan, supporting companies such as Cameco, Orano, and SSR. Both carriers also use Prince Albert Airport to support the movement of air cargo to northern communities and resource extraction sites. Given the availability of flight options and airlines, as well as the ease of accessing Saskatoon from Prince Albert via road, a significant number of local travellers elect to use Saskatoon International Airport and not Prince Albert Airport.

The Airport has experienced a decrease in aircraft activity from a maximum of approximately 31,000 landings, take-offs, and touch-and-go's (movements) in 1997 to 13,000 movements in 2018 and 2019. Air carriers were responsible for an average of 83% of annual movements between 2010 and 2019. An estimated 65,000 passengers used the Airport in 2013 before decreasing to approximately 35,000 passengers in 2018 and 2019. This is primarily the result of air carrier mergers and acquisitions and declines in charter passenger activity due to reduced activities at northern resource extraction sites. For example, Cameco's market decline has led to the reduction from weekly to biweekly staff rotations, decreasing activity at Prince Albert Airport.

Growth Opportunities and Business Development

Development and growth opportunities have been identified to increase the social and economic benefits of Prince Albert Airport as well as its financial sustainability through the stimulation of operating revenues. Opportunities carried forward in the Master Plan include:

- The absorption of development lots for new hangars (medium potential);
- The establishment of a locally based or satellite Flight Training Unit (medium potential);
- The development of new aviation service businesses, such as a Fixed Base Operator (medium potential);
- Non-aviation industrial and highway-oriented commercial growth within the Green Industrial Park northwest of the Airport (medium potential);

- The commencement of service between Prince Albert and a hub airport, such as Calgary International Airport (low potential);
- The use of surplus groundside Airport land for non-aviation commercial and industrial development (low potential); and
- The development of a utility-scale photovoltaic power generation facility on surplus airside and groundside lands (low potential).

The development of a new float plane base was not carried forward given the challenges in analyzing the potential scale and benefits of floatplane operations, potential changes to the regulatory environment for water aerodromes and airports, and the need to secure private-sector involvement in such a facility. The potential for Canada Border Services Agency screening was also assessed; the distance of Prince Albert from Saskatoon International Airport's existing Canada Border Services Agency facility indicates that services would not be provided per the Agency's Air Services Policy Framework.

A comprehensive business development strategy has been prepared to pursue the opportunities identified above. For each development and growth opportunity, a preliminary strategy has been established, which includes:

1. An overarching goal;
2. The prerequisite capital investments that must be completed;
3. Organizations that can support the attainment of the business development goal, including the Airport Manager, Planning and Development Services Department, Prince Albert Regional Economic Development Alliance, Prince Albert and District Chamber of Commerce, nearby municipalities, and industry associations;
4. Key messaging to be communicated to target audiences; and
5. Potential marketing and business development methods.

Forecast Activity Levels

Forecasts have been prepared to estimate the change in aircraft movements and passenger activity at Prince Albert Airport and to support analyses of future demand for infrastructure, operational needs, and the Airport's financial standing. Traffic at Prince Albert Airport can be highly cyclical given the linkages that exist with charters supporting the resource extraction sector. The extent and timing of activity peaks and troughs is not easily forecast given the uncertainty of the resource extraction market. Therefore, deviation from the Master Plan forecasts can reasonably be expected across the Master Plan horizon.

Total aircraft movements are forecast to increase from an estimated 10,000 movements in 2020 to approximately 18,000 in 2040. This represents a gradual recovery that nears the activity levels experienced from 2006 to 2016, prior to the significant decrease experienced from 2017 to 2020 due to reduced charter activity, air carrier changes, and COVID-19. Modest annual growth rates of between 1% and 2% are applied depending on the specific changes anticipated across different categories of aircraft operators.

With respect to passenger activity, the forecast assumes that passenger volumes return to 2019 levels in 2024, consistent with recent COVID-19 recovery forecasts. In subsequent years, scheduled and charter passenger activity levels are forecast to increase by 1% and 2%, respectively, based on potential population changes in the Northern Saskatchewan Administrative District and increased activity at northern resource extraction operations. Accordingly, the Master Plan assumes that passenger activity at Prince Albert Airport will increase from 35,000 passengers in 2019 to 45,000 passengers in 2040.

Understanding that air cargo processed through Prince Albert is primarily destined to the communities of the Northern Saskatchewan Administrative District, the air cargo forecast assumes that throughput increases by 1.25% annually after 2022, consistent with the average annual population change in the Northern Saskatchewan Administrative District and accounting for moderate demand stimulated because of e-commerce. Air cargo throughput is forecast to increase from an estimated 969,000 lbs in 2020 to 1,023,000 lbs in 2040.

Recommended Airport Development Plan

Recommended developments for the airside system in the short-term planning horizon include: repairs to the Runway 08 threshold; the rehabilitation of Aprons I and II; the expansion of Apron II; the installation of an aircraft lighting control system and new guidance signs; and the rehabilitation of the airfield lighting and electrical systems. In the medium and long-term, priorities include the rehabilitation of Taxiways A, B, C, and D; the extension and reconfiguration of Taxiways C and F; the rehabilitation of Runway 08-26 and implementation of Runway End Safety Areas; and the decommissioning of Runway 16-34 to support other airside priorities.

With respect to the groundside system, priorities across the Master Plan's 20-year horizon include implementing improved groundside signage; rehabilitating the Airport Road, Terminal Building Road, public parking lot, and corporate parking lot; and paving the long-term designated parking lot. Both the Terminal Building Road and public parking lot will require reconfiguration to support the recommended development of a new terminal building.

Further expansion and improvements to utilities and servicing is a significant prerequisite to the development of new lots at the Airport. It is recommended that the utility and servicing network undergo a systematic series of short-term improvements, including infield airside drainage enhancements; the installation of fibreoptic internet servicing; a new potable watermain crossing the North Saskatchewan River and upgrades to the existing Airport Road watermain; and extend potable water and sanitary sewer services to unserved development lots along Airport Road.

To support airside development, a phased approach to the absorption of new leasehold lots is recommended to make the most efficient use of existing infrastructure, prior to requiring the expansion of utilities, services, taxiways, and groundside roads. A total of 11 new lots have been identified in the Recommended Airport Development Plan, with land reserved in the future through the Recommended Land Use Plan for additional lots if required by demand. It should be noted that numerous constraints must be addressed prior to new development at the Airport, including:

- The resolution of Flight Service Station line of sight issues;
- The reconstruction and expansion of Apron II; and
- The extension of potable water and sanitary sewer services and upgrades to internet services.

Recommended Terminal Building Development Plan

The terminal building's functionality and space requirements were assessed using guidelines published by Transport Canada and the International Air Transport Association. Numerous operational deficiencies of the terminal building limit the ability of Prince Albert Airport to support both current and forecast passenger and cargo activity levels. The lack of residual capacity in the terminal building commonly leads to periods of crowding during flight delays, and the expansion potential of the current building is limited by constraints in all directions and by its capacity to support the weight of additional cargo loads.

Further, the lack of residual space precludes the opportunity to implement passenger screening facilities required to support secured air carrier flights to a major hub airport.

A new 1,330 m² terminal building is recommended in the medium-term horizon of the Master Plan. While the development of a new terminal building is assigned to the medium-term planning horizon, this phasing has been recommended to provide adequate time for the City to allocate capital resources to the project. The terminal building is deficient in its capacity to support current operations – if funding opportunities exist to advance the timing of the terminal building development project, it is recommended that they be pursued.

The new terminal building is recommended to be located northwest of the existing structure, with the conceptual design including provisions for future expansions to the building envelope. The terminal building has been appropriately sized to support secure scheduled air services within its proposed footprint, using a conceptual design that would enable a secure holdroom to be sequestered on an as-needed basis. Opportunities for additional functions, such as a new NAV CANADA Flight Service Station or administrative space for the City, can also be considered during the future design process.

Operational Improvements

Both the Airport Manager and Airport Maintenance Staff possess a unique set of skills in addressing the regulatory obligations of the facility and ensuring that the airfield is maintained in a safe and usable manner. As a municipally owned and operated facility, opportunities may exist for the improved cross-utilization of other City departments and divisions based on their varying areas of expertise in the operation of Prince Albert Airport. A fulsome municipal services review with respect to the Airport is recommended in the short-term to identify such opportunities, including the consideration of the roles of the Public Works, Planning and Development Services, Financial Services, Corporate Services, and Community Services Departments.

From an Airport staffing perspective, several deficiencies were identified including the unfilled position of the Safety Management System Manager, whose role is currently fulfilled by the Airport Manager, as well as the lack of redundancy in the Airport Manager position. The recommendation is made to establish an additional Full-Time Equivalent position within the Airport division to reduce the duties and workload of the Airport Manager position, introduce redundancy, and allow for the planned or unplanned absence of the Airport Manager without the requirement for involvement by the Manager of Engineering Services.

Additionally, effective communication between the Airport and the public helps to educate the public on the value of the Airport, gather valuable opinions, and relay relevant information to Airport users. Consultations identified that communications from the City represent an opportunity for bi-directional improvement: from the Airport to the public and from the public to the Airport. Recommendations in this area include the increased use of the Airport webpage and City social media feeds for ongoing communications and the development of an online fillable feedback form.

Financial Management and Outlook

Establishing and maintaining an appropriate rates and fees structure is a critical factor in limiting annual operating deficits. It is important that fee structures are developed to be fair and transparent; competitive; and practical in accounting for the costs associated with operating the facility. A balance must be found in ensuring that rates are fair and competitive while also not disincentivizing activity at the Airport; future changes in the rates and fees of Prince Albert Airport should consider the concept of price elasticity – Airport users will have varying levels of willingness or ability to pay for the services rendered at the Airport.

Generally, decreased demand for Prince Albert Airport may be expected as the costs incurred in operating at the facility increase, and users consider alternate facilities. A review of Prince Albert Airport's landing fees, parking fees, Passenger Facility Fees, and land lease rates versus those of six comparator airports was undertaken by the project team to inform revisions by the City for the period of 2021 to 2025. Key recommendations include:

- Modest increases to landing fees and the implementation of an annual registration fee for locally based general aviation aircraft;
- Removing the City's seasonal aircraft parking rates in favour of a year-round rate;
- An increase of the Passenger Facility Fee tied to inflation at its next scheduled review in 2022; and
- Decreasing serviced and unserviced airside land lease rates to stimulate new development, and empowering City Staff to negotiate groundside lease rates on an as-required basis.

The projected pro forma financial statement anticipates a consistent increase in operating revenues over the Master Plan horizon, while operating expenditures remain relatively constant. In 2021, it is anticipated that an operating deficit of approximately \$141,000 may be incurred, with a net deficit \$955,000 as a result of recommended capital projects. The Airport is forecast to realize a modest operating surplus of approximately \$29,000 in 2022, increasing in subsequent years to approximately \$580,000 in 2040 based on the assumption that the City is successful in attaining the business development opportunities noted previously, while also limited operating expenditure increases. However, these surpluses will be insufficient to fund the capital projects recommended throughout the Master Plan, and net deficits of between \$7,000 (2023) and \$8,117,000 (2027) may be realized in the short and medium-term planning horizons.

Master Plan Implementation

The adoption of the Strategic Master Plan by City Council establishes the recommended direction that will guide the future of Prince Albert Airport. It is recommended that the City strive to follow the recommendations of the Master Plan where practical and feasible, especially with respect to asset lifecycle renewal and rehabilitation projects. Deferring projects beyond their recommended implementation timeline has the potential to rapidly increase the Airport's infrastructure deficit, while also limiting the City's ability to achieve the goals established for the Airport, such as growth and business development.

The implementation of the Master Plan by the City and the success of Prince Albert Airport may be affected by risks in the future. An important element of risk management is the appropriate framing of expectations – issues should be expected over the course of the Master Plan's implementation by nature of the variability that categorizes the aviation industry. Overcoming an issue requires resilience and commitment among decision-makers with a focus on practical solutions. Examples of risks with high probabilities of occurrence include annual fluctuations in Airport activity levels, the deferral of recommended capital projects, and continued passenger leakage to competitor airports.

Quantifiable Key Performance Indicators have been identified to assist in tracking the progress of Prince Albert Airport over time. It is recommended that the Strategic Master Plan be reviewed and updated in 2030 (or earlier and at the discretion of the City) to evaluate the City's success in implementing the current plan, identify new capital and operational needs that have emerged, and account for contextual changes.

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1 INTRODUCTION

Prince Albert Airport is owned and operated by the City of Prince Albert. HM Aero Aviation Consulting and its subconsultant, Avia NG Airport Consultants, was retained by the City to prepare an Airport Strategic Master Plan. The Master Plan is a key document that will help the City make fiscally responsible and informed decisions as to the future of the facility over the next 20 years.

The Master Plan is structured across three planning horizons:

1. Short-Term – 2021-2025;
2. Medium-Term – 2026-2030; and
3. Long-Term – 2031-2040.

Master Plan Objectives

In alignment with the City of Prince Albert Strategic Plan, the objectives of the Master Plan are to:

- Identify and engage key stakeholders;
- Analyze the regional context to identify situational factors influencing the Airport;
- Prepare a comprehensive profile of the Airport's operations, infrastructure, and activity;
- Consider opportunities for development and revenue generation to increase its socioeconomic contribution to the region and financial sustainability;
- Forecast future activity levels;
- Provide a strategic analysis of the Airport and identify its strengths, weaknesses, opportunities, and threats;
- Make recommendations on corporate strategy, infrastructure investments, and organizational processes to set the Airport on a path to success;
- Identify a realistic and feasible framework for the implementation, monitoring, and amendment of the Master Plan; and
- Ensure the continued safety and efficiency of the Airport's operations.



2 CONTEXT REVIEW

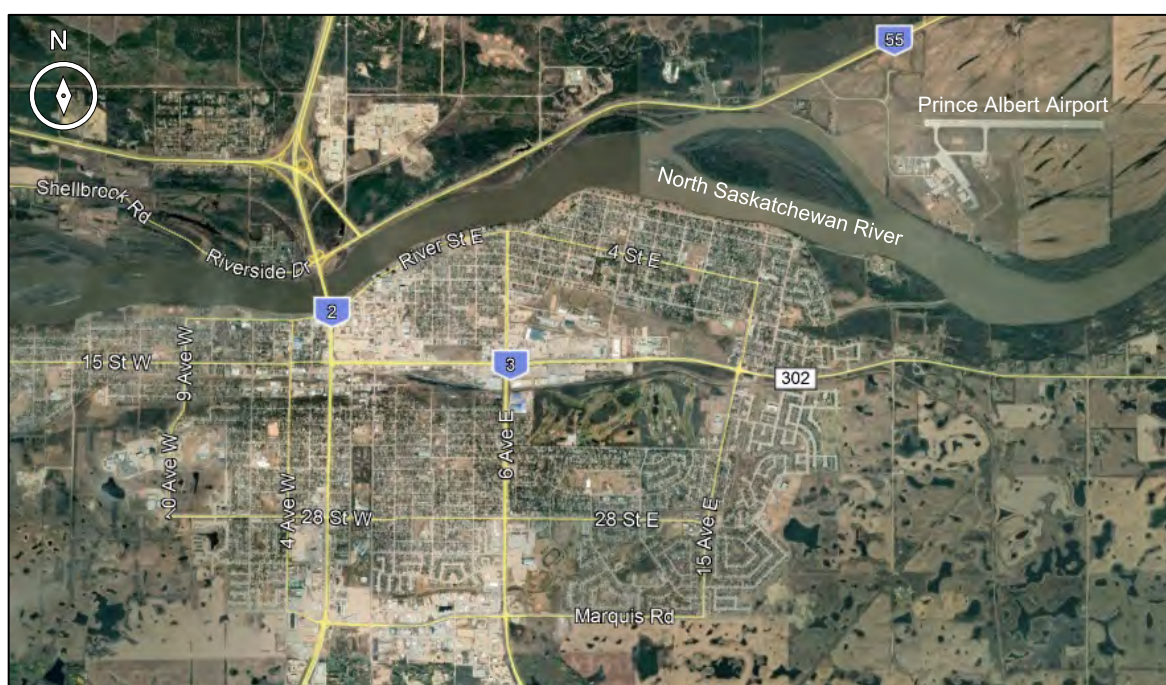
2.1 Geography

2.1.1 Municipal Context

Prince Albert Airport is located within the municipal boundary of the City of Prince Albert, at a driving distance of approximately 7 km from downtown Prince Albert as shown in Figure 2.1. The Airport is located immediately north of the North Saskatchewan River at an approximate elevation of 428 m (1,405 ft.) Above Sea Level (ASL).

The proximity of the Airport to the North Saskatchewan River and its setting within the river's valley leads to periods of fog in the morning during the fall and spring months. At times, this can sufficiently reduce visibility to result in flight cancellations or diversions. The facility is distanced from residential neighbourhoods and sensitive land uses, limiting noise disturbances and complaints.

Figure 2.1 – Municipal Context Map (Google Earth)



2.1.2 Provincial Context

The Airport is located near the approximate geographic centre of Saskatchewan, as shown in Figure 2.2. Considering Prince Albert's location in the provincial context, the community and Airport are commonly referred to as the "Gateway to the North." The ten largest urban centres of Saskatchewan, such as Saskatoon, Regina, and Moose Jaw, and most of the province's population is located south of Prince Albert.

The Northern Saskatchewan Administration District is comprised of the northern half of the province and begins approximately 100 km north of Prince Albert. This area had a population of approximately 37,000 in 2016 located throughout small municipalities and First Nation communities, or 3% of the total population of Saskatchewan. Many of these communities lack year-round access by road and are significant driving distances from southern Saskatchewan.

Therefore, the geography of Prince Albert has enabled it to function as a gateway from the southern portion of the province to northern First Nation communities, municipalities, and resource extraction sites. The implications in terms of air service demand will be considered further in this Master Plan.

Figure 2.2 – Provincial Context Map (Province of Saskatchewan)



2.2 Catchment Area

The catchment area of Prince Albert Airport is the geographic zone within which the facility may attract users. Prince Albert Airport’s catchment area is approximated based on the populations of the following nearby cities, towns, and regional municipalities (RMs), as shown in Figure 2.3:

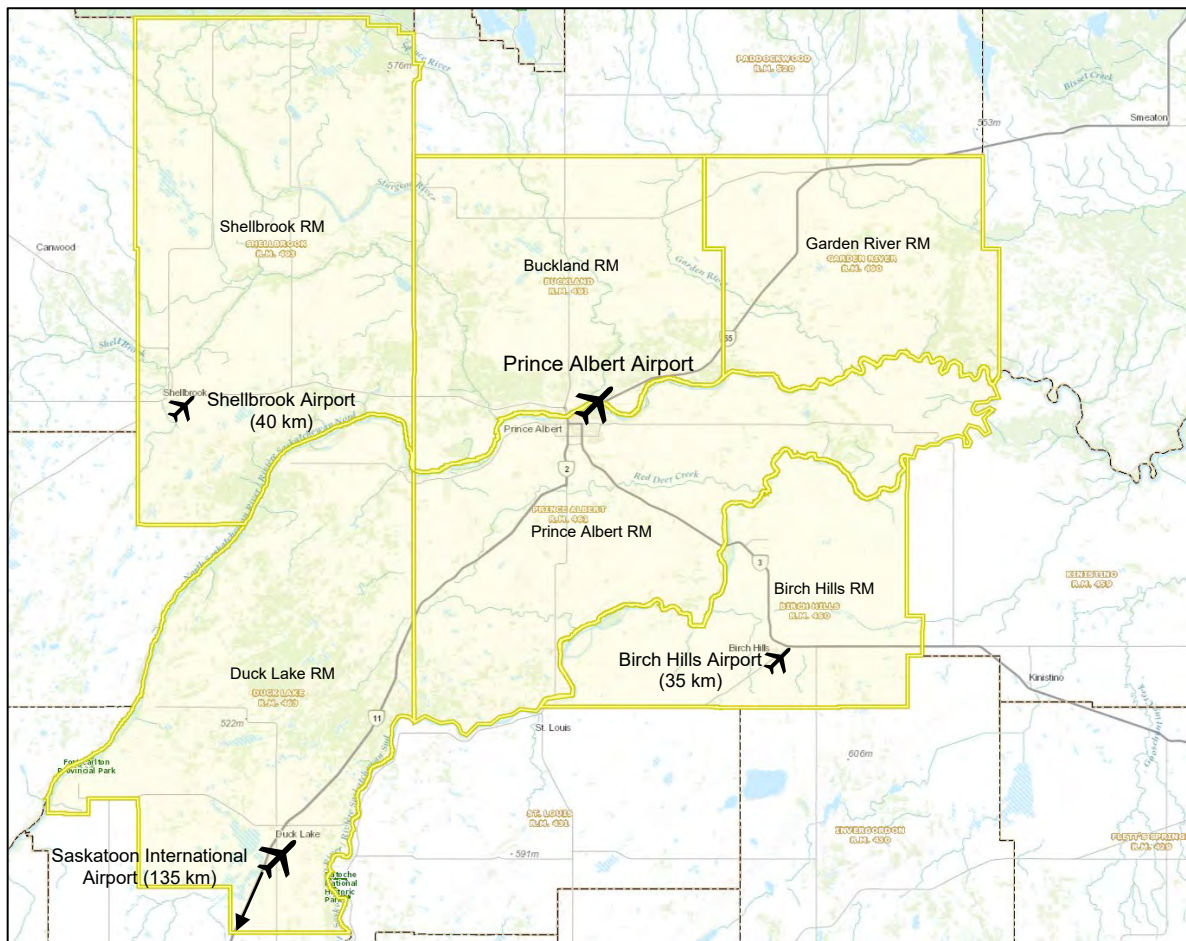
- City of Prince Albert;
- Town of Shellbrook;
- Town of Birch Hills;
- RM of Shellbrook;
- RM of Buckland;
- RM of Garden River;
- RM of Prince Albert;
- RM of Duck Lake; and
- RM of Birch Hills.

The catchment area population in 2016, based on Statistics Canada census data, was approximately 49,000 people, a 1.5% increase from the 2011 population of 48,600. While the catchment area growth rate is significantly lower than the 6.3% population increase experienced in Saskatchewan during the same period, Prince Albert, as the third largest city in Saskatchewan, represents a considerable catchment area for aviation services.

The Saskatchewan Health Coverage Report can also be used to estimate the size of the catchment area, although this is noted not to be a population census. Based on this database, the catchment area is estimated at 53,925 people as of 2019.

The Airport’s catchment area as defined herein is an approximation and does not account for variability in traveller and user decision-making, as well as the availability and proximity of alternative facilities. Nearby competitor airports may draw users from within Prince Albert Airport’s catchment area based on the roles served (e.g., nearby general aviation airports), while Prince Albert’s catchment area may extend beyond the municipalities noted above based on a strategic role served (e.g., resource extraction charter flights). Competitor airports to Prince Albert will be considered later in the Master Plan.

Figure 2.3 – Catchment Area Map



2.3 Economic Context

Demand for air services at Prince Albert Airport can be partially contextualized by the strength of the regional and provincial economy. Prince Albert’s economy has undergone several periods of evolution in its history and is now diversified to include government services, tourism, forestry, agriculture, and resource extraction.

Government and Service Centre

The role of Prince Albert as a regional service centre is demonstrated in the 2016 Statistics Canada National Occupational Classification dataset for the municipality. As shown in Table 2.1, the proportion of workers engaged in three sectors in Prince Albert exceeds the proportion of workers in the same sector at the provincial level:

- Sales and service occupations;
- Education, law, social, community, and government services; and
- Healthcare.

Research, consultations, and analysis indicates that Prince Albert's strength in these three sectors is partly due to its role as a gateway to the communities in northern Saskatchewan. Travellers transiting from communities that lack these services fly to Prince Albert and engage in activities such as healthcare appointments and retail / grocery shopping before returning to their community. Accordingly, Prince Albert's role as a regional service centre is supported by demand from northern communities and facilitated by air carrier services from Prince Albert Airport. As such, the Airport is an economic catalyst for the region.

Table 2.1 – Prince Albert National Occupational Classification Data

Occupational Classes	Prince Albert	Saskatchewan	Difference
Sales and service	28%	22%	6%
Education, law, social, community, and government services	19%	11%	8%
Trades, transport and equipment operators, and related occupations	14%	17%	-3%
Business, finance, and administration	13%	14%	-1%
Healthcare	9%	7%	2%
Management	8%	14%	-6%
Natural and applied sciences	3%	5%	-2%
Natural resources, agriculture, and related production	2%	5%	-3%
Manufacturing and utilities	3%	3%	0%
Art, culture, recreation, and sport	1%	2%	-1%

Resource Extraction

The natural resources, agriculture, and related production sector is a source of major economic activity within the province, employing 5% of the provincial workforce in 2016 (Table 2.1) and comprising 26% of Saskatchewan's Gross Domestic Product (GDP) in 2019. Uranium extraction and processing is a significant component of the provincial resource extraction sector, with Cameco Corporation and Orano Canada being the two corporations that produce all of Canada's uranium.

As noted above, charter passenger air services at Prince Albert Airport facilitate the movement of employees to northern resource extraction and processing sites on a rotational basis, such as Cigar Lake and Key Lake. The resource extraction sector also supports commercial helicopter operators based at the Airport, including Northern Shield Helicopters and Heli-Lift International. Based on the interdependency of Prince Albert Airport to uranium extraction and production, activity has historically fluctuated with changes in the commodity market and operational decisions by Cameco and Orano.

In addition to the extraction and processing of uranium, diamond and gold exploration is also an important part of the provincial economy. The approved Star – Orion South diamond project 60 km east of Prince Albert may result in additional activity in the region, and the Silver Standard Resources Seabee Gold operation 125 km northeast of La Ronge is primarily supported by air access.

Regional Economic Development and Prospects

The future economic prospects of the City of Prince Albert will influence activity levels at the Airport, as well as potential development at the facility. The Prince Albert Regional Economic Development Alliance (PAREDA) was established in 2019 to pursue economic development that will increase opportunities for the people that live and work in the region. Although PAREDA is still in its infancy and its mandate is evolving, it is important that Prince Albert Airport be integrated as a tool to facilitate regional socioeconomic development and marketed as such.

The recent opening of the University of Saskatchewan Prince Albert campus introduces new programs locally in study areas such as agriculture, education, nursing, and dentistry and may further increase the role of the community as a regional service centre – potentially attracting students from northern communities. The March 2020 decision by the provincial government to expand Victoria Hospital will increase the total number of beds to 242 from 173 and enhance the services provided, improving the role of Prince Albert in the regional and northern healthcare system. The planned City recreation complex and private-sector entertainment district will also enhance the regional draw of Prince Albert. Each development may increase the connection of Prince Albert to northern communities, further stimulating passenger air service demand at the Airport.

As noted previously, the use of Prince Albert Airport for air carrier services in support of resource extraction operations is tied to market fluctuations, investment and operational decisions, and overall trends in the commodity sectors. While increased demand and production may result in additional passengers and air carriers using the facility, decreased demand can lead to abrupt reductions in revenues.

2.4 Intercommunity Transportation

2.4.1 Road Network

Prince Albert is accessible by road via Highways 2, 3, 11, 55, and 302. Highway 2 connects Prince Albert to Moose Jaw in the south, Highway 3 connects to Birch Hills and Melfort to the southeast, and Highway 11 connects to Saskatoon to the southwest. The highway network is important for the movement of freight and travellers into and out of the community, with driving distances to key destinations outlined in Table 2.2. The twinning of Highway 11 between Saskatoon and Prince Albert was completed in 2013 to reduce travel times and improve safety.

The expansiveness and quality of the road network serving Prince Albert allows personal vehicles to compete with scheduled passenger air services to Saskatoon, resulting in the majority of business and leisure travellers originating from Prince Albert and destined to Saskatoon (and vice versa) to select travelling by road over air. Stakeholder consultations identified that passengers travelling from out of province by air are likely to fly to Saskatoon and then travel by car to Prince Albert, especially if their stay is multiple days. Conversely, travel times and / or a lack of all-year road access to many communities in northern Saskatchewan results in air transportation being the preferred mode of travel between these communities and Prince Albert.

Table 2.2 – Driving Distances and Times

Community	Driving Distance	Driving Time (Approximate)
Saskatoon, SK	140 km	1h 30m
North Battleford, SK	210 km	2h 10m
La Ronge, SK	240 km	2h 20m
Lloydminster, AB/SK	320 km	3h 20m
Regina, SK	360 km	3h 50m
Edmonton, AB	570 km	5h 50m

Freight to Prince Albert is primarily moved by truck, which is generally more cost-effective for transporting goods compared to air cargo. The highway network enables timely connections to warehouse and distribution facilities in Saskatoon and Regina, and therefore serves as a strong competitor to air cargo services. The transportation of freight to communities north of Prince Albert is achieved by both air and road.

2.4.2 Rail Network

The Carlton Trail Railway (CTRW) operates from Saskatoon to Prince Albert, utilizing 165 km of former Canadian National Railway (CN) track (Speers Subdivision). CTRW serves the forest products industry transporting lumber from the Prince Albert area to destinations across North America. CTRW also purchased the Birch Hills-Fenton-Prince Albert branch line from CN in 2001.

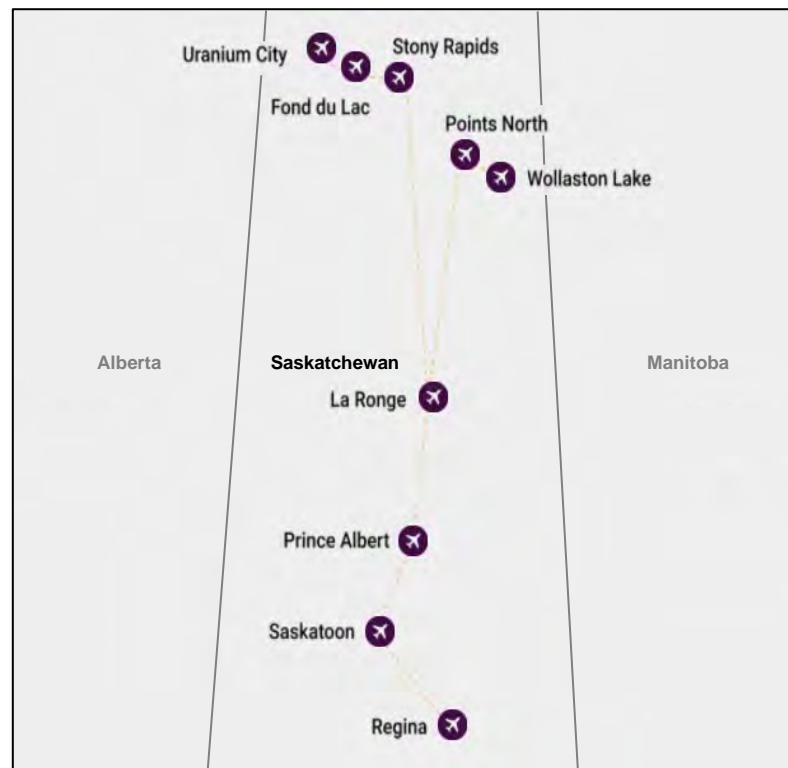
Prince Albert does not receive passenger rail service by VIA Rail. The nearest VIA Rail station is located approximately 1h30m driving time from Saskatoon. The Saskatoon VIA Rail service is part of the Great Western Way route between Toronto and Vancouver.

2.4.3 Scheduled Passenger Air Services

Transwest Air is the sole provider of scheduled passenger air services to and from Prince Albert. Based on Transwest Air's summer 2020 schedule, Prince Albert receives direct and indirect (multi-stop) service to Saskatoon, La Ronge, Fond du Lac, Points North, Stony Rapids, Uranium City, and Wollaston Lake (Figure 2.4). This schedule is understood to be a reduced service offering due to COVID-19 travel restrictions. Each destination is served between three and five times per week, with all flights offered on weekdays. Transwest Air services are operated using 18-seat Beechcraft 1900D and 34-seat Saab 340B aircraft.

Prince Albert previously received scheduled passenger service from both Transwest Air and West Wind Aviation. However, following the acquisition of Transwest Air by West Wind Aviation in 2016, scheduled passenger service was reduced to Transwest Air operations alone. In January 2021, it was announced that Transwest Air and West Wind Aviation will further consolidate their operations and Air Operator Certificates under the new brand "Rise Air". Transwest Air and West Wind Aviation will continue to be identified separately in this report to differentiate between their scheduled and charter air service offerings.

Figure 2.4 – Summer 2020 Transwest Air Route Network



2.4.4 Charter Passenger Air Services

Prince Albert Airport serves as a connecting hub for resource extraction activities in northern Saskatchewan. Companies such as Cameco, Orano, and SSR operate mining facilities north of Prince Albert and utilize the Airport to transport workers to and from their sites, either as direct flights or with enroute stops. Transwest Air and West Wind Aviation are the two primary providers of charter air services from Prince Albert, with occasional operations by other carriers such as Good Spirit Air Service. These services are typically operated using Beechcraft 1900D, ATR 42, Saab 340, and Beechcraft King Air aircraft.

2.4.5 Air Cargo Services

Prince Albert is located on an extensive road network and dedicated air cargo flights destined to the Airport are infrequent. However, the City's role as a gateway to northern Saskatchewan results in the Airport serving as the point of origin for air cargo bound for northern communities. It is a common practice for northern residents to purchase goods in Prince Albert and then have them shipped to their community. These volumes of cargo regularly exceed the capacity of the scheduled passenger aircraft operated by Transwest Air. Significant quantities of air cargo can accumulate within the cargo storage rooms in the terminal building. When the volume of outbound air cargo shipments exceeds the capacity of the storage rooms, a semi-trailer is used to transport the cargo by road to a more northern airport, such as Points North Landing, where it is then carried by aircraft to its destination. This situation leads to longer shipping times for customers and is noted as a deficiency identified by air carriers.



Transwest Air Saab 340B preparing for departure

2.5 Aviation Industry Analysis

2.5.1 Competitor Airport Review

Demand for aviation services and development at Prince Albert Airport is influenced by several factors, including the availability of nearby airports and the services provided at those facilities. Three airports that compete with Prince Albert Airport in one or more roles have been identified through stakeholder consultations: Saskatoon International Airport, Birch Hills Airport, and Shellbrook Airport. These airports are shown in Figure 2.3 and are described herein.

Saskatoon International Airport

Saskatoon International Airport was the busiest airport in Saskatchewan in 2019 based on passenger activity and is located approximately 1h30m (135 km) from Prince Albert via Highway 11. The Saskatoon Airport Authority's vision is to be Canada's most valued airport experience, and part of its mission is to seamlessly connect Saskatchewan communities to the world. Per the 2020-2024 Strategic Plan, the Airport Authority's strategy includes expanding passenger connections to major hub airports; prioritizing transborder services; and expanding its air cargo, general aviation, and Ultra Low-Cost Carrier market segments.

Prior to the COVID-19 pandemic, numerous airlines served Saskatoon including Air Canada, Delta Airlines, Flair Airlines, Sunwing Airlines, WestJet, and Transwest Air. These airlines operated flights across Canada, the United States, and seasonal sun destinations such as Mexico. Saskatoon is also a significant charter and air cargo hub for the province. Given the availability of flight options and airlines, a significant number of travellers from Prince Albert choose to use Saskatoon International Airport. Based on the online stakeholder survey, approximately 90% of respondents identified Saskatoon as their preferred airport for business and leisure travel.

The proximity and wide ranges of services and destinations offered at Saskatoon International Airport challenges the ability to secure new air services at Prince Albert Airport, as will be described later in this Master Plan.

Birch Hills Airport

Birch Hills Airport is owned by the Town of Birch Hills and is located approximately 30 minutes (35 km) southeast of Prince Albert. The airport is supported by a paved and lit 2,660 ft. runway, a secondary turf crosswind runway, and 100LL fuel is available for sale through a self-serve cardlock system. A total of 16 hangars have been developed at Birch Hills Airport, additional lots are marketed for lease, and numerous general aviation, flight training, and aerial application aircraft are based at the facility.

Based on stakeholder consultations, it is understood that Birch Hills Airport competes with Prince Albert Airport in the attraction of general aviation aircraft, hangars, and related services such as flight training and aerial application. This is partly due to the ease of access to 100LL fuel through the airport's cardlock system, as well as the perception among stakeholders of Birch Hills being a cost competitive alternative to Prince Albert. While general aviation activities at Prince Albert are limited, future efforts to incentivize local and itinerant general aviation traffic and hangar development may be challenged by the availability of Birch Hills Airport. The competitiveness of the Airport rates and fees structure will be reviewed further in this Master Plan. Birch Hills Airport does not compete with Prince Albert Airport in the attraction of passenger and cargo air services and cannot support scheduled passenger services on account of its non-certified status.

Shellbrook Airport

Shellbrook Airport is owned by the Town of Shellbrook and is located approximately 30 minutes (40 km) west of Prince Albert. The infrastructure of Shellbrook Airport is limited to a partially lit 2,640 ft. turf runway – no other services are noted in the Canada Flight Supplement. Like Birch Hills Airport, Shellbrook Airport has attracted the development of eight general aviation aircraft hangars. Shellbrook Airport is located within the Prince Albert Airport catchment area and may capture a portion of the demand for general aviation services in the region. However, Shellbrook Airport does not compete with Prince Albert in other market segments, including passenger and cargo air carrier services.

2.5.2 Regional Air Service Trends

Passenger air services at Prince Albert are provided using turboprop airliners with less than 50 seats, including the Beechcraft 1900D, Saab 340, and ATR 42. The capacity of these aircraft is well-suited for the passenger demand generated at Prince Albert for scheduled and charter airlines. The number of communities served from Prince Albert and the desire for air service frequency make aircraft within the 18 to 50-seat category appropriate for the market. The continued provision of passenger air services in Canada with aircraft in this category comes with challenges including:

- **Fleet Age:** A significant number of 18 to 50-seat airliners are approaching the end of their service lives. The average age of Transwest Air's fleet of Saab 340s is 25.6 years, and their fleet of Beechcraft 1900Ds average 24.5 years. Market research by Bombardier indicates that airlines make long term fleet replacement decisions as their aircraft approach 15 to 20 years in service.
- **Replacement Aircraft:** Complicating the retirement of the 18 to 50-seat airliner category is the lack of suitable, modern replacements. Most aircraft in this category ceased production between 1997 and 2005. This limits the supply of newer aircraft in the used market and creates challenges for finding suitable replacement airframes. The ATR 42-600 is the only aircraft in this class currently in production; however, the capital costs associated with buying factory-new aircraft are often prohibitive for Canadian regional air carriers.

Conversely, there have been recent positive developments in Canada's aviation industry including:

- **New Regional Models:** WestJet has recently invested in a new service model to further explore regional markets in western Canada. WestJet Link flights are operated by Pacific Coastal Airlines through a Capacity Purchase Agreement. In this arrangement, WestJet markets the flights and sells tickets as part of its comprehensive route network, while Pacific Coastal Airlines operates the flight including the provision of the aircraft, crew, and ground staff.
- **New Canadian Competition:** Even in the wake of the COVID-19 pandemic and the significant impact it has had on the passenger airline industry, two new carriers are planning to enter the Canadian Market. Quebec-based Nolinor Aviation announced the launch of its new airline, OWG (Off We Go), in July 2020 that will transport Canadian travellers to southern vacation destinations using Boeing 737-400 aircraft. In September 2020, Pivot Airlines announced that it will offer scheduled passenger services in Ontario utilizing Bombardier CRJ and De Havilland Canada Dash 8 aircraft connecting major centres such as Ottawa and Kitchener/Waterloo.

2.5.3 COVID-19

The COVID-19 pandemic is having significant health and socioeconomic impacts across the country and in Saskatchewan. At the time of this Master Plan's preparation, interprovincial and international travel restrictions have been implemented and public health recommendations made to limit the spread of the virus. Due to the evolving circumstances of the COVID-19 pandemic, the full breadth and depth of its impacts are not fully known.

The City of Prince Albert has implemented an Air Terminal COVID-19 Safety Plan consistent with Transport Canada and International Civil Aviation Organization (ICAO) guidance. This has included the requirement for travellers and staff to wear facial coverings, guidance signs to maintain physical distancing, blocking seats, increased cleaning, and hand sanitizer stations. Physical distancing measures having accentuated existing issues with the size of the terminal building to accommodate peak passenger levels. Further, the costs of implementing COVID-19 risk reduction measures may increase the Airport's annual expenses.

Airport revenues are expected to be negatively impacted by the reduction in aircraft movements and passenger activity due to travel restrictions and the temporary shutdown of northern resource extraction operations. The downturn experienced at Prince Albert Airport is expected to be less severe than that of other Canadian airports given the essential nature of air carrier routes to northern Saskatchewan, including the need to provide continual air cargo services. The role that the Airport plays as a northern gateway has been further demonstrated during the COVID-19 pandemic, as activity has not declined to the degree experienced at other Canadian airports.

2.5.4 Aviation Labour Shortage

Prior to the COVID-19 pandemic in 2020 and widespread staff furloughs and layoffs in the Canadian aviation industry, the limited availability of aviation professionals, including pilots and Aircraft Maintenance Engineers (AMEs) was a significant concern. In 2018, the Canadian Council for Aviation and Aerospace anticipated a shortfall of approximately 3,000 pilots by 2025. While the current condition of the aviation industry will change this outlook in the short to medium-term, the future recovery of the sector is expected to result in the re-emergence of these issues. Flight training and specialized aviation skills education can be a significant opportunity for airports, especially if partnerships are formed with educational institutions.



Terminal building COVID-19 risk reduction measures

2.5.5 Corporate Aviation

Private corporate aircraft are commonly used in Canada by individuals and companies that place a high value on their time. The Canada Business Aviation Association (CBAA) estimates that over 1,900 business aircraft were in operation in Canada as of 2017. Through aircraft ownership, partnerships, ad hoc charters, fractional ownership, and subscription models, corporate aircraft are used to travel to Prince Albert from destinations across North America. Accordingly, Prince Albert Airport represents an asset by enabling access for this market segment.

2.6 Stakeholder Consultations

A comprehensive stakeholder consultation program was performed to inform the preparation of the Master Plan. Two types of stakeholder engagement were employed: an online survey and targeted in-person and teleconference / videoconference interviews. The findings of the stakeholder consultation program are applied throughout the Master Plan and are partially enumerated in the Strengths, Weaknesses, Opportunities, and Threats (SWOT) assessment – while every specific finding is not identified in the Master Plan, all comments received have been analyzed and applied by the project team where appropriate.

Online Survey

An online survey with 10 questions was hosted by HM Aero and advertised by the City through the municipal website and social media platforms. The survey was available for approximately two months, from August 10, 2020 to September 31, 2020. A total of 307 respondents completed the survey:

- 79% of respondents identified as living in the City of Prince Albert;
- 20% of respondents identified as living elsewhere in Saskatchewan; and
- 1% of respondents identified as living elsewhere in Canada or abroad.

Ninety-one percent of respondents identified as being a resident, 6% as a business owner or representative, 2% as an Airport tenant or aircraft operator, and 1% as “other”.

The survey questions and responses are included as Appendix A. The findings of the online survey are integrated through the SWOT assessment in Section 3.

Stakeholder Interviews

Interviews were conducted with individuals and organizations identified by the City and HM Aero as having a significant interest in, or detailed knowledge of, Prince Albert Airport. Qualitative interviews were conducted by videoconference, teleconference, and in-person while respecting public health restrictions related of the COVID-19 pandemic. A total of 31 interviews were completed with individuals from the 22 organizations identified in Table 2.3.

Table 2.3 – Consulted Stakeholder Organizations

Government	
City of Prince Albert	Saskatchewan Ministry of Highways and Infrastructure
Town of La Ronge	
Airport Tenants and Aircraft Operators	
Northern Shield Helicopters	Transwest Air / West Wind Aviation
Snowbird Aviation Services	Royal Canadian Mounted Police
Saskatchewan Public Safety Agency	Saskatchewan Air Ambulance
Environment and Climate Change Canada	NAV CANADA
Shock Trauma Air Rescue Society (STARS)	Mitchinson Flying Service
Econo Lumber	
Major Employers and Industry Associations	
Athabasca Basin Development	Orano Group
Cameco	Prince Albert and District Chamber of Commerce
Saskatchewan Aviation Council (SAC)	Prince Albert Regional Economic Development Alliance (PAREDA)
Canadian Owners and Pilots Association (COPA)	Canadian Business Aviation Association (CBAA)

3 AIRPORT PROFILE

3.1 Regulatory Environment

Prince Albert Airport is a certified airport and is required to be operated in compliance with Part III of the Canadian Aviation Regulations (CARs). Accordingly, Prince Albert Airport is subject to the regulatory oversight of Transport Canada, can be inspected by the organization, and must undergo regular quality assurance audits. The CARs impose a range of requirements on the City of Prince Albert as the airport operator, including the maintaining of an Airport Operations Manual, Safety Management System, Emergency Response Plan, Wildlife Management Plan, Winter Maintenance Plan.

The physical infrastructure and obstacle environment of Prince Albert Airport must also comply with TP312 – Aerodrome Standards and Recommended Practices. TP312 4th Edition was published in 1993 and was superseded by TP312 5th Edition in 2015 (as amended in 2020). The infrastructure of Prince Albert Airport is certified in accordance with TP312 4th Edition. Compliance with TP312 5th Edition will be required with future projects that involve the replacement or improvement of Airport infrastructure. Accordingly, all recommendations of the Strategic Master Plan are compliant with TP312 5th Edition. **It is recommended that a TP312 5th Edition Gap Analysis should be prepared in the short-term planning horizon.**

Operating Prince Albert Airport as a certified facility is required by Transport Canada to support scheduled air carrier services. The duties imposed on the City of Prince Albert are numerous, as daily operations must be compliant with federal regulations as articulated through the Airport Operations Manual. Future regulatory changes for certified airports have the potential to change the municipal level of effort required to maintain compliance, including staffing levels and operating expenses.

3.2 Governance, Administration, and Operation

3.2.1 Governance

The City of Prince Albert has owned and operated Prince Albert Airport since 1997 when ownership was transferred from Transport Canada. City Council is the governance body responsible for the planning, development, and operations of the Airport and approves the annual operational and capital budgets, as well as rates and fees. Additionally, a seven-member Airport Advisory Committee (AAC) was established in 2019 composed of two members of City Council and five members of the aviation community serving two-year terms. The mandate of the AAC is to:

- Review operating and capital budgets, along with Airport rates and fees;
- Work in cooperation with PAREDA by providing advice and recommendations regarding economic and future development at the Airport;
- Provide advice and recommendations to Council; and
- Oversee the implementation of approved policy decisions.

Stakeholder consultations revealed that the current composition of the AAC may not reflect the diversity of aviation activity and business occurring at Prince Albert Airport. Specifically, air carrier and governmental perspectives are not represented on the AAC. Further, the AAC provides advice and recommendations to Council only, and does not have any decision-making authority. **It is recommended that the composition of the Airport Advisory Committee be re-evaluated in the short-term and include representatives from the broader regional aviation sector.**

3.2.2 Operation and Maintenance

The Airport is operated as a department of the City of Prince Albert. The City Manager is the Accountable Executive, and the responsibility for day-to-day operations is assigned to the Airport Manager. Four Airport Maintenance Staff report to the Airport Manager and are responsible for the following duties, among others:

- Airside and groundside snow removal;
- Airside and groundside grass cutting and vegetation control;
- Runway Condition Reports;
- Maintaining airside and groundside electrical assets (i.e., runway edge light fixtures); and
- Road maintenance (i.e., grading of gravel roads).

Except for the maintenance of mobile equipment undertaken at other City facilities, the maintenance of all Airport infrastructure and assets is undertaken by Airport Maintenance Staff or by contractors on an as needed basis.

In addition to overseeing the Airport Maintenance Staff, the Airport Manager has the following responsibilities:

- Demonstrating adherence to Transport Canada's standards for certified airports;
- Maintaining the Airport's Safety Management System and Quality Assurance program;
- Ensuring NAV CANADA publications are current and accurate;
- Emergency response planning and management;
- Land lease and terminal lease management;
- Marketing; and
- Strategic planning for economic development.

The Airport is largely disintegrated from other City departments that specialize in many of the maintenance and operational activities noted above. As examples:

- Airport Maintenance Staff are responsible for groundside grass cutting, a task that does not require the airside operational training of these individuals. It is common at many municipal airports for groundside grass cutting to be undertaken by a parks department.
- Airport Maintenance Staff are responsible for plowing the groundside roads and parking lots. During a winter snowfall event, the primary duty of Airport Maintenance Staff is to clear the airfield surfaces per the Winter Maintenance Plan and complete Runway Condition Reports to support safe and efficient aircraft operations. Traffic and Transportation employees that complete snow clearing elsewhere in the City may be able to assist.

It is recommended that a fulsome municipal services review with respect to the Airport be completed in the short-term. As the Airport is a City asset that is operated by municipal staff, opportunities for improvements may be identified using a holistic approach to municipal resourcing. Ultimately, the priority of the Airport Manager and Airport Maintenance Staff should be addressing the regulatory obligations of the facility before ancillary duties. This topic is discussed further in Section 10.

3.3 Financial Position

3.3.1 Operating Revenues and Expenses

The City is responsible for funding operations and covering any resulting deficits. Financial statements for the Airport Fund were available from 2015 to 2019 as well as the 2020 budget. Current operating revenue streams include:

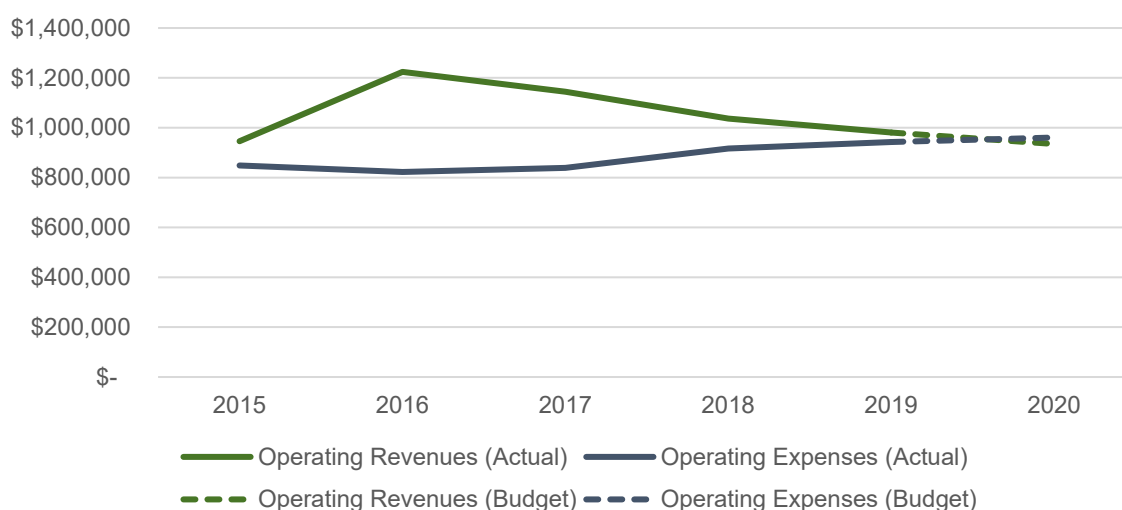
- Aircraft landing and parking fees;
- Vehicle parking fees;
- Passenger Facility Fees;
- Terminal building and development lot leases;
- After-hours Airport Maintenance Staff call-out fees; and
- Agricultural cropping agreements.

The Airport is generally performing well financially when compared to similar facilities in Canada, with operating revenues exceeding operating expenses between 2016 and 2019. However, between 2016 and 2019, the Airport has experienced an average annual increase in operating expenses of 3.5% and an average annual decrease in revenue of 7.1%. Additionally, the budget projects that an operating deficit will be realized in 2020. According to the 2020 budget, there is expected to be a:

- \$62,550 decrease in revenue resulting from reduced contract parking;
- \$18,000 increase in aircraft landing fees;
- \$11,800 increase in salaries, wages, and benefits;
- \$8,800 increase in contracted and general services; and
- \$38,380 increase in maintenance materials and supplies.

The Airport's annual operating revenues and expenses for 2015 through 2019 and budgeted values for 2020 are presented in Figure 3.1. It is important to note that 2020 budget values were forecast prior to the COVID-19 pandemic, which is expected to result in revenue decreases.

Figure 3.1 – Annual Operating Revenues and Expenses



3.3.2 Capital Expenses

In addition to the operating expenses and revenues described above, the City is responsible for the capital expenses associated with maintaining, repairing, and replacing the infrastructure of Prince Albert Airport. Ongoing maintenance is an important and responsible asset management practice to extend the life cycle of the Airport's facilities. As described in Section 7, a significant infrastructure deficit must be addressed at Prince Albert Airport which is partly a result of the historical deferral of required upgrades and rehabilitation projects. From 2015 to 2020, an annual average of approximately \$278,000 was required in interfund transactions to finance asset recapitalization projects. As shown in Table 3.1, the capital expenses associated with the Airport offer a more fulsome view of the financial obligations of maintaining the facility, resulting in net deficits being realized in 2015, 2018, and 2020 (budgeted). Further, significant capital revenue line items were recorded in 2017 and 2019 that obscure the net deficit that would have otherwise been realized in those years.

Table 3.1 – Operating and Net Financial Performance

	2015	2016	2017	2018	2019	2020 (Budget)
Operating Surplus / Deficit	\$97,573	\$401,576	\$305,731	\$119,975	\$38,029	-\$25,970
Capital and Interfund Transactions ¹	-\$411,084	-\$349,655	\$582,319	-\$183,117	\$120,445	-\$258,030
Net Surplus / Deficit	-\$313,511	\$51,921	\$888,050	-\$63,142	\$158,474	-\$284,000

¹ Capital and Interfund Transactions are comprised of amortization, capital revenue, gains or losses on disposal of TCA, and interfund transactions.

To offset the expenses of maintaining the Airport's capital assets, the City has been successful in pursuing grants from the provincial and federal levels of government. Table 3.2 identifies grant funding that has been awarded through the federal Airports Capital Assistance Program (ACAP) and provincial Community Airport Partnership (CAP) Program. In addition, the City has five active ACAP and CAP applications for the 2021 funding year at the time of this report's preparation with a combined value of approximately \$3,800,000. City Staff have developed considerable expertise in grant funding pursuits that will be of use when applying for future opportunities.

Table 3.2 - Historical Grant Contribution Agreements

Year	Program	Contribution Agreement	Purpose
2020	CAP	\$241,500	<ul style="list-style-type: none"> Taxiway F resurfacing Taxiway B edge lights, drainage improvements, and signage
2019	ACAP	\$365,765	<ul style="list-style-type: none"> Runway 08-26 end lights and airfield lighting control system
2019	ACAP	\$353,400	<ul style="list-style-type: none"> New grader
2017	ACAP	\$338,000	<ul style="list-style-type: none"> New sand storage shed
2017	ACAP	\$38,325	<ul style="list-style-type: none"> Runway condition reporting system and friction testing equipment
2016	ACAP	\$406,900	<ul style="list-style-type: none"> New snowblower
2015	ACAP	\$245,511	<ul style="list-style-type: none"> New sweeper
2012	ACAP	\$6,150,000	<ul style="list-style-type: none"> Resurfacing of Runway 08-26
2003	ACAP	\$2,186,000	<ul style="list-style-type: none"> Apron I reconfiguration and expansion Rehabilitation of Taxiways A, C, D, and part of B

3.4 Airport Businesses and Tenants

Prince Albert Airport supports the following on-site businesses and tenants:

- **West Wind Aviation:** Provides charter passenger air services for northern resource companies. West Wind Aviation leases space in the terminal building.
- **Transwest Air:** Operates scheduled passenger services from Prince Albert to Saskatoon, Regina, La Ronge, Points North, Wollaston Lake, Stony Rapids, Fond du Lac, and Uranium City. Transwest Air leases space in the terminal building, as well as two development lots which are used for maintenance, storage, and other purposes.
- **Good Spirit Air Service:** Provides aircraft charter services to northern communities in support of the provincial judicial system, including the movement of judges and lawyers.
- **Snowbird Aviation Services:** Provides ground support services, including aircraft fuelling, baggage and cargo handling, and de-icing. Services are limited to Transwest Air and West Wind Aviation, with other air carriers handled on an as-requested cost recovery basis.
- **Northern Shield Helicopters:** Provides commercial helicopter services such as personnel transportation, long-lining, fire suppression, environmental research, surveillance, and air ambulance services.
- **Heli-Lift International:** Operates commercial helicopter services such as fire suppression, power line construction, and filming.
- **Royal Canadian Mounted Police (RCMP):** The RCMP Air Services Prince Albert base operates a Pilatus PC-12 for staff and cargo transportation, prisoner transfers, supporting criminal investigations, and other parts of its federal mandate.
- **Saskatchewan Public Safety Agency (SPSA):** SPSA operates a wildfire suppression base at Prince Albert Airport that typically accommodates an air tanker group of two Convair 580s and a Turbo Commander bird-dog aircraft.
- **NAV CANADA:** As Canada's civil air navigation system provider, NAV CANADA operates a Flight Service Station (FSS) at Prince Albert Airport.
- **Environment and Climate Change Canada:** Operates an unmanned weather observation station at the Airport.
- **Prince Albert Shopper:** A local print-media provider.
- **Private Tenants:** One development lot is leased for a private aircraft hangar. Several general aviation aircraft also pay parking fees to the City for the use of Apron III.



SPSA Turbo Commander (foreground) and Convair 580 (background)

3.5 Activity Levels

3.5.1 Aircraft Movements

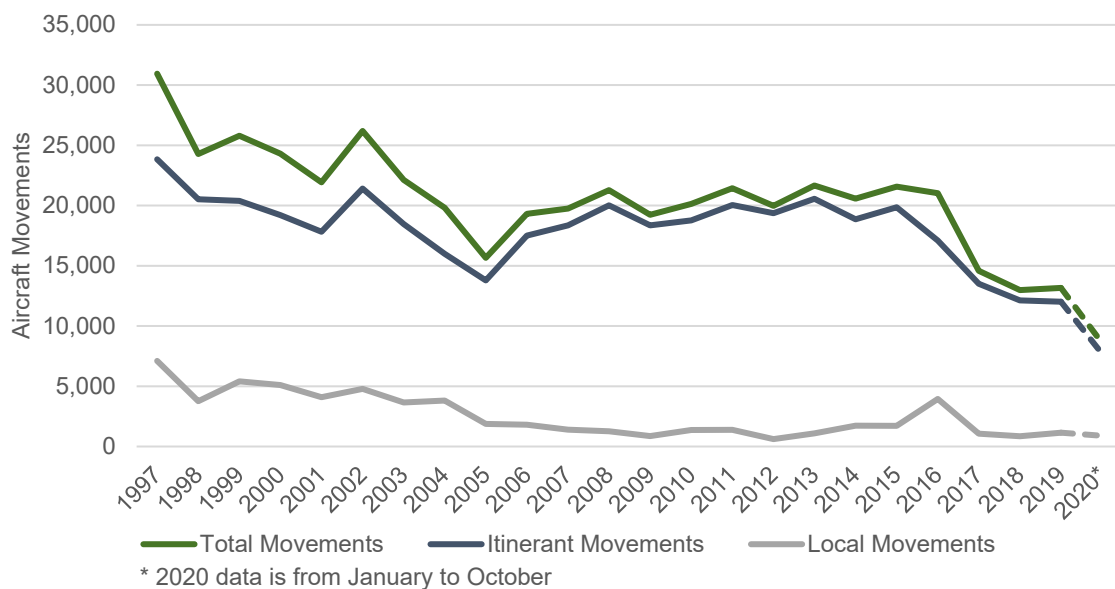
An aircraft movement is defined as a single landing, take-off, or touch-and-go.

Total Movements

The Airport has experienced a decrease in aircraft activity from a maximum of approximately 31,000 movements in 1997 to 13,000 movements in 2018 and 2019, as shown in Figure 3.2. Aircraft movements can be further classified as:

- **Itinerant:** An aircraft departs from or arrives at Prince Albert from another airport; and
- **Local:** An aircraft begins and ends its flight at Prince Albert Airport.

Figure 3.2 – Total Aircraft Movements (1997-2020)

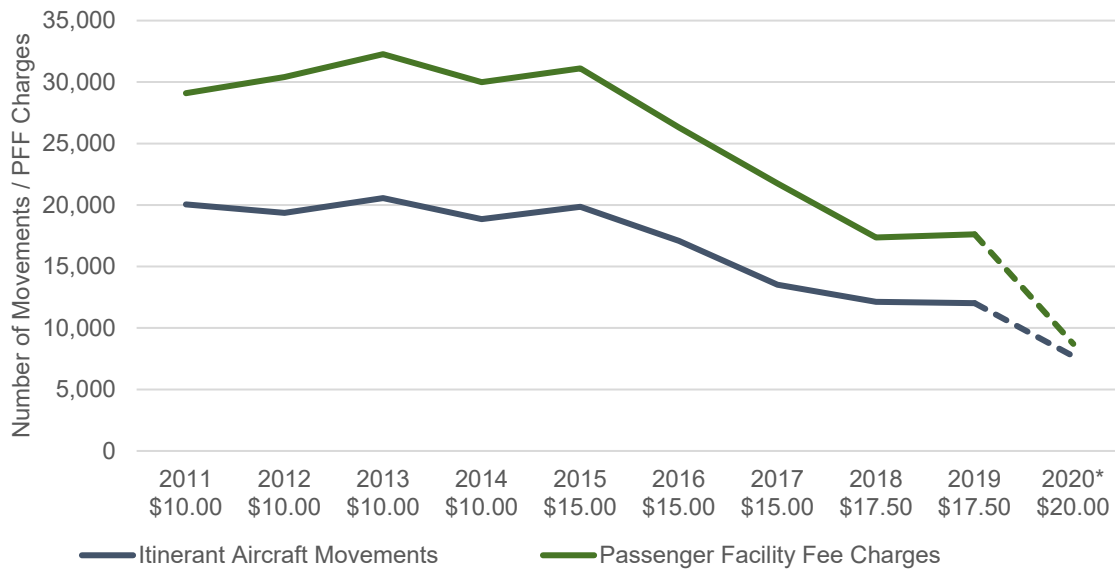


Itinerant Movements

As shown in Figure 3.2, most aircraft movements at the Airport are classified as itinerant, comprising an average of 92% of annual total movements between 2010 and 2019. Itinerant movements have decreased from a maximum of 23,841 in 1997 to 12,019 in 2019, or an average of 2% per year. From 2010 to 2019, this decline has accelerated to an average of 4% per year. Through the analysis of itinerant movements versus Passenger Facility Fee (PFF) charges shown in Figure 3.3, a strong correlation is identified indicating that annual changes in itinerant movements are primarily driven by scheduled and charter air carrier services, the causes for which will be described below.

As will be described in the rates and fees review in Section 10, a degree of price elasticity exists with Airport user fees, including PFFs and aircraft landing fees. As rates increase past a certain threshold, activity may begin to decrease due to the higher operating costs. Air carriers at Prince Albert Airport operate smaller aircraft with higher costs per passenger than mainline services, meaning that they are more sensitive to Airport charges. Passengers can also be more price sensitive and increased PFFs may have traffic reduction (price elasticity) impacts. The historical decline in itinerant aircraft movements cannot be attributed to past increases in the PFF, however, understanding the relationship between itinerant movements and user fees is of critical importance.

Figure 3.3 – Itinerant Aircraft Movements vs. Passenger Facility Fee Charges



* 2020 data is from January to October.

Local Movements

Local movements have decreased from 7,106 in 1997 to 1,148 in 2019, or approximately 4% per year. While numerous factors can contribute to this trend, qualitative data specific to Prince Albert was not available to identify explanatory factors. From 2010 to 2019, local movements have ranged from a minimum of approximately 600 in 2012 to a maximum of 3,900 in 2016. An average of approximately 1,500 annual local movements was recorded between 2010 and 2019. The 130% year-over-year increase in local movements in 2016 is attributable to the satellite flight training unit operated by Saskatoon-based Mitchinson Flying Service in the summer of that year.

From a financial perspective, local aircraft movements under 2,500 kg do not generate landing fee revenues for the City. While additional local movements would increase the use of the Airport, revisions to the rates and fee structure would be required to capture revenue from such activities.

Aircraft Operators

Aircraft movement data can further be classified by the type of operator, including air carriers, other commercial operators, private aircraft, and government agencies. Data by type of operator is available from 1997 to August 2020; historical itinerant aircraft movements by operator type are shown in Table 3.3 and Figure 3.4.

Table 3.3 – Itinerant Aircraft Movements by Operator Type

	Average Annual Proportion of Itinerant Movements (1997-2019)	Average Annual Proportion of Itinerant Movements (2010-2019)
Air Carrier	78%	83%
Other Commercial	1%	1%
Private	9%	7%
Government	12%	9%

Figure 3.4 – Itinerant Aircraft Movement Operators



* 2020 data is from January to August.

Air carriers operate the highest proportion of itinerant movements at Prince Albert Airport, accounting for an average of 83% of annual movements between 2010 and 2019. Based on supplemental data from 2017 to 2020 provided by NAV CANADA, it is understood that Transwest Air and West Wind Aviation are the largest air carriers operating at Prince Albert. Air carrier movements have ranged from approximately 10,000 movements in 2005, 2018, and 2019 to between 16,000 and 17,000 movements in 1997, 2008, and 2011 to 2015.

Other commercial itinerant movements account for flights performed by commercial operators not included in the air carrier category, such as flight training, aerial application, photography, and surveying. Fewer than 1,000 other commercial itinerant movements were recorded on an annual basis at Prince Albert Airport, with an average of approximately 150 annual movements in this category between 2010 and 2019.

Government movements include operations by agencies such as the SPSA, Saskatchewan Air Ambulance, the RCMP, and the Royal Canadian Air Force (RCAF). Itinerant government movements have decreased by an average of 3% per year between 1997 and 2019 and have averaged 1,500 annual movements between 2010 and 2019.

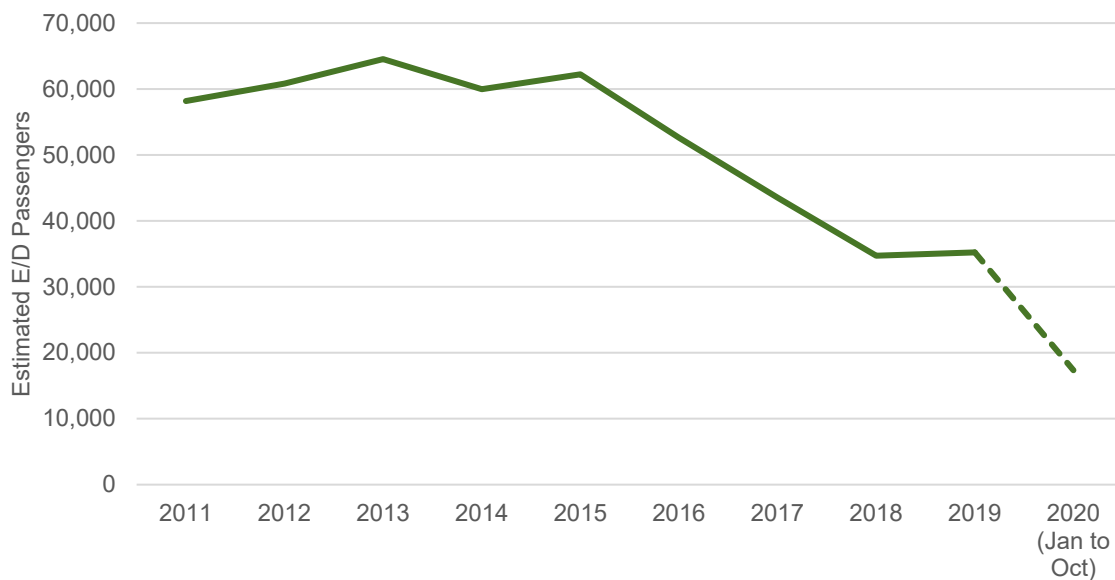
Itinerant private aircraft movements have decreased from approximately 4,000 in 1997 to 1,000 in 2019, or approximately 3% per year. An average of approximately 1,200 annual private itinerant movements was recorded between 2010 and 2019.

3.5.2 Passenger Activity

Passengers departing from Prince Albert Airport on scheduled and charter air carrier services are charged a PFF. As the PFF is levied on departing passengers, doubling the available statistics can be used to estimate the total number of enplaned and deplaned (E/D) passengers. As shown in Figure 3.5, an estimated 65,000 E/D passengers used the Airport in 2013 before decreasing to approximately 35,000 E/D passengers in 2018 and 2019. This represents an average annual decrease of 5% from 2011 to 2019. Among the passenger service developments that occurred in this period are:

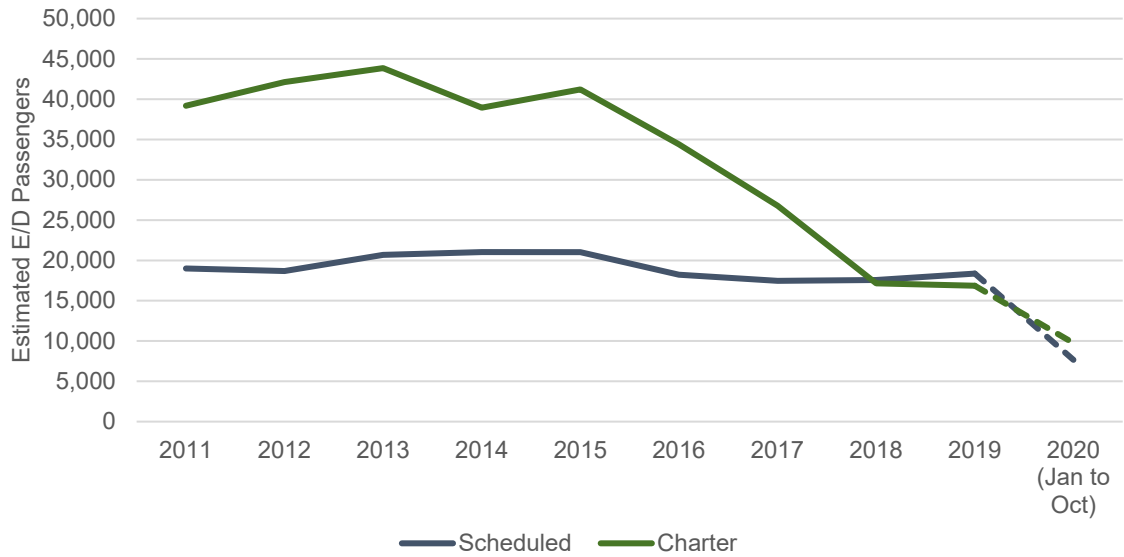
- The integration of Pronto Airways into West Wind Aviation in 2015;
- Declines in charter passenger activity due to reduced activities at northern resource extraction sites;
- The acquisition of Transwest Air by West Wind Aviation in August 2016 and subsequent rationalization of scheduled and charter operations; and
- The temporary suspension of West Wind Aviation's Air Operator Certificate from December 2017 to May 2018.

Figure 3.5 – Historical Estimated Enplaned-Deplaned Passengers



Activity can be further examined in terms of the distribution of scheduled and charter passengers. As shown in Figure 3.6, the majority of E/D passengers using Prince Albert Airport historically have travelled on charter air carrier services; as described previously, this is typically staff rotations to northern resource extraction sites. From 2011 to 2017, an average of 66% of E/D passengers were travelling on charter air carrier services versus 34% on scheduled air carrier services. Scheduled passenger volumes have remained relatively constant across the dataset, ranging between 17,000 and 21,000 E/D passengers per year. The decline in charter passengers has resulted in a more even distribution in activity, with an average of 51% of passengers travelling on scheduled services and 49% on charter services in 2018 and 2019. For example, Cameco's market decline has led to them changing from weekly to biweekly staff rotations, decreasing activity at Prince Albert Airport.

Figure 3.6 – Historical Estimated Enplaned-Deplaned Passengers by Type



PFF data was available to October 2020 at the time of the Master Plan's preparation. Passenger volumes for 2020 have been negatively impacted by COVID-19 and associated travel and public health restrictions. As shown in Table 3.4, passenger traffic declined by a maximum of 77% in April 2020 versus April 2019. While this represents a significant loss in passenger traffic, Prince Albert Airport is faring well compared to airports across Canada that experienced declines of over 90% in the same period. For example, Saskatoon International Airport experienced 98% and 81% passenger activity decreases in April and September 2020, respectively, whereas Prince Albert Airport's activity levels declined by 77% and 39% in the same periods. This is reflective of the diversified and essential nature of Prince Albert Airport's role.

Table 3.4 – COVID-19 Passenger Activity Impact

	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct
Estimated E/D Passengers – 2018	3,178	2,276	2,908	2,632	3,358	2,966	2,454	2,982	2,870	3,614
Estimated E/D Passengers – 2019	2,868	2,278	2,678	2,928	3,452	3,254	2,872	2,824	3,090	3,258
Estimated E/D Passengers – 2020	2,448	2,318	1,838	670	954	1,490	1,710	2,052	1,932	2,000
2019-2020 Change – Prince Albert	-15%	+2%	-31%	-77%	-72%	-54%	-49%	-44%	-39%	-34%
2019-2020 Change – Saskatoon	-3%	-2%	-48%	-98%	-97%	-93%	-85%	-81%	-81%	

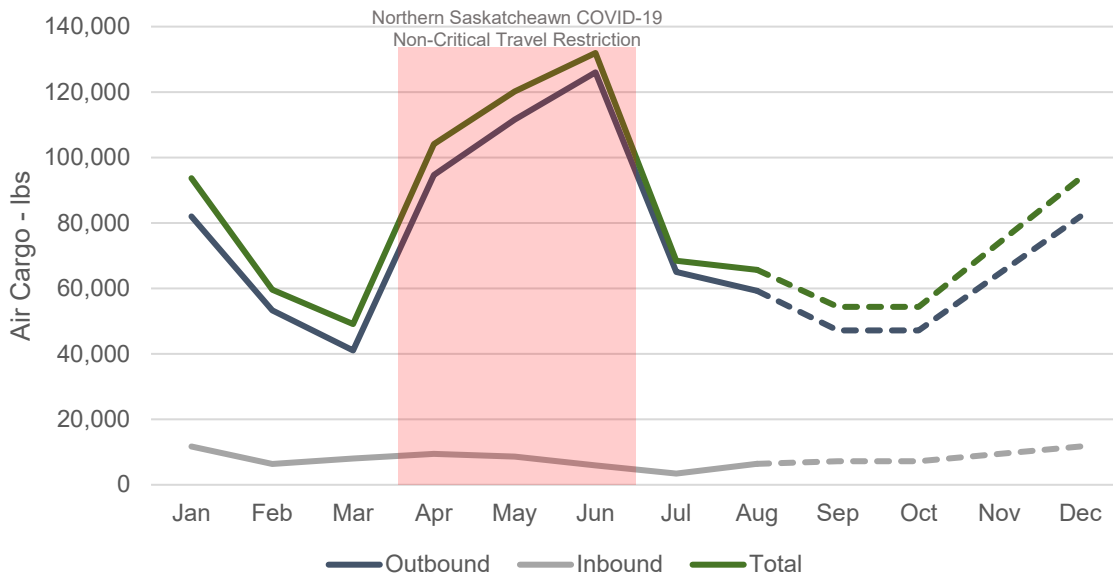
3.5.3 Air Cargo

Air cargo data was made available by Transwest Air for the period of January 2020 to August 2020. From consultations with Transwest Air, it is understood that 2020 was an atypical year for throughput at Prince Albert Airport given the significant increase in outbound air cargo during the COVID-19 pandemic and associated travel restrictions in northern Saskatchewan. The remaining four months of the year (September to December) were estimated by the project team based on an examination of the trends in the dataset and considering the following assumptions:

- Cargo volumes in September and October are an average of the pre-COVID volumes in February and March;
- Throughput in December is the same as January, given the anticipated increase in support of the holiday season; and
- November cargo volumes increase linearly from October to December.

Based on the actual and assumed data for 2020, the total throughput of air cargo at Prince Albert Airport is estimated to be approximately 969,000 pounds. Most air cargo in 2020 originated in Prince Albert for onward transportation to destinations within Transwest Air’s network, with 91% of total air cargo being shipped from the Airport and 9% of air cargo received at the Airport. The actual and assumed 2020 air cargo volumes by month are presented in Figure 3.7.

Figure 3.7 – 2020 Air Cargo Volumes (Actual and Assumed)



3.6 Strengths, Weaknesses, Opportunities, and Threats

The Strengths, Weaknesses, Opportunities, and Threats assessment serves as a high-level overview of the Airport's positioning with respect to its current conditions (strengths and weaknesses) and potential future conditions (opportunities and threats).

3.6.1 Strengths

- The facility is well-positioned to sustainably serve as a gateway for passengers and cargo to northern communities and resource extraction operations and supports regional businesses through these roles.
- The Airport is supported by several anchor tenants and users, including Transwest Air, West Wind Aviation, the RCMP, and the provincial wildfire suppression base, and is a significant regional employer.
- Numerous regional social benefits are realized because of the presence of the Airport, including air ambulance operations, wildfire suppression aircraft, law enforcement, and travel from northern communities.
- The Airport is a major employer and economic catalyst in the region.
- The Airport is well-maintained by the City and operated in compliance with Transport Canada's regulatory obligations.
- The City has been successful in obtaining grant funding for several Airport capital projects through the federal Airports Capital Assistance Program and provincial Community Airport Partnership program.
- A full range of aviation services are provided by private businesses and facilitated by the City, including scheduled and charter passenger services, air cargo, aircraft fuelling, and ground handling.
- The COVID-19 pandemic has not impacted the Airport as severely as comparable facilities across Canada due to the diversified nature of the facility's traffic and essential nature of numerous services, such as air cargo.
- Strengths of the regional economy including the size of the catchment area, the community's commitment to economic development, and natural resources.
- There are few nearby incompatible land uses that would constrain or preclude the growth and development of the Airport.
- The Airport is conveniently located approximately 7 km from Prince Albert and has regional access via Highway 2, 3, 11, 55, and 302.
- The Airport's website has been redesigned and rewritten to improve its usability.

3.6.2 Weaknesses

- The current role and the social and economic benefits of the Airport are not well known among the residents of the region and limited marketing efforts have been made to-date to increase awareness.
- There is a general misunderstanding among residents and travellers between the role of the City (the Airport operator) and the air carriers (the service providers). This leads to the City being contacted on matters that are the responsibility of air carriers such as flight delays and arrival information.

- Scheduled air carrier services (e.g., WestJet, Air Canada) appear to be the preferred carriers for residents within the catchment area. These carriers do not serve Prince Albert, causing passenger leakage to Saskatoon and other airports.
- The Airport competes with a wide range of other municipal priorities for funding and resources.
- The terminal building was frequently noted to be inadequate for current activity levels and lacks passenger amenities such as food services.
- Nearby airports, including Saskatoon and Birch Hills, compete with Prince Albert Airport for scheduled, charter, and general aviation services and can offer competitive value propositions. The Airport is not perceived as a viable facility for general aviation operators.
- Formal marketing relationships have not been established with key regional stakeholders such as PAREDA and the Chamber of Commerce.
- Airport availability and maintenance is hindered by fog and challenging winter conditions.
- The governance structure of the Airport, including the Airport Advisory Committee, does not fully represent the range of stakeholders at the facility.
- Full integration with other City departments has not been achieved with select operational tasks (e.g., roadway snow clearing and groundskeeping), and the workload imposed on dedicated Airport Staff is significant given the resources available.
- User and stakeholder perception of an overly high rates, fees, and land lease cost structure.
- The success of the Airport is closely tied to the regional economy which includes the lack of major employers, slow population growth, and resource dependency.

3.6.3 Opportunities

- Improved cooperation with PAREDA, the Chamber of Commerce, and other City departments can be used to promote, market, and develop the Airport more actively.
- Design future Airport infrastructure investments to maximize flexibility to pursue new opportunities, such as a new air carrier.
- Public awareness can be improved through a targeted communications campaign.
- Realistic and attainable development and growth opportunities can be pursued to improve the Airport's financial sustainability and socioeconomic regional impact (see Section 5).
- Selectively consider the opportunities and requirements of pursuing new scheduled passenger air services.
- Grant funding can be secured from both the federal and provincial governments to pursue capital projects.

3.6.4 Threats

- The propensity for residents in the Airport's catchment area to drive to competing airports (passenger leakage) hinders air service development opportunities.
- Airport activity and revenues are closely tied to the strength of the resource extraction sector and related commodity prices that are prone to fluctuations.
- Future operational and physical regulatory obligations imposed because of the facility's certified status can increase capital and operational costs.
- Numerous significant capital and operational projects are required to support the Airport's growth and development, with associated financial implications.
- The full range of impacts to the aviation industry as a result of the COVID-19 pandemic are not yet known and may continue to negatively impact Airport activity.

4 CORPORATE STRATEGY

Defining a corporate strategy for the Airport is critical to understanding the facility's current importance to the City and region as well as being the basis for future decision making. The strategy – consisting of the role, mission, vision, and values statements – should be specific to the Airport while complementing the City of Prince Albert's Five-Year Strategic Plan.

4.1 Role Statement

Defining an airport's role statement is an opportunity to classify current activities and identify which of those activities can be leveraged to improve the economic position of the community and region that the airport serves. Prince Albert Airport currently serves the needs of scheduled and charter air services, as well as commercial and recreational general aviation operators.

To capitalize on the economic capabilities of the Airport, the future role should be to provide:

- A transportation hub for northern Saskatchewan;
- An access point for employment and education opportunities throughout the province;
- A point of entry to the national air transportation system through links with a scheduled passenger air service hub;
- A service centre for critical government air services such as air ambulance, wildfire suppression, and law enforcement;
- A centre for aviation business in central Saskatchewan; and
- A base for private aircraft owners and operators.

4.2 Mission Statement

A Mission Statement is a short description of an organizations purpose for those in the organization as well as the public. The project team has prepared a candidate mission statement:

Prince Albert Airport supports social and economic benefits within central Saskatchewan – connecting people and places and protecting regional assets.

4.3 Vision Statement

A Vision Statement is forward-looking foundational document that defines an organization's ideals and aspirations. The candidate vision statement is:

Prince Albert Airport will be a local and regional transportation and aviation services asset by innovating, fostering partnerships, and achieving financial sustainability. The Airport will be recognized as a critical resource in the region's economic success.

4.4 Values Statement

As an asset of the City, the values of the Airport should align with the Core Values identified in the City's Five-Year Strategic Plan, but with a specific focus on the role, vision, and mission of the Airport.

Entrepreneurial

Facilitate business development and entrepreneurship through the provision of safe, affordable, and capable airport facilities

Partnerships

Utilize airport infrastructure and operational excellence to foster meaningful social and business partnerships in the community and support economic growth in the region

Innovative

Employ effective planning and development to facilitate efficient and safe aviation activity today, while creating an environment that stimulates investment in the Airport and our City for tomorrow

Accountable and Transparent

We will make investment and operations decisions at the Airport based on a clear and defensible rationale

5 DEVELOPMENT AND GROWTH OPPORTUNITIES

Development and growth opportunities have been identified to increase the social and economic benefits of Prince Albert Airport as well as its financial sustainability through the stimulation of revenues, as summarized in Table 5.1 and described below. Strategies for pursuing these opportunities will be discussed in Section 10. As will be described in Sections 7 and 8, a range of infrastructure and operational constraints affect the attainment of these opportunities, such as:

- The lack of residual servicing capacity and unserviced development lots;
- Line of sight issues that limit the height of on-Airport structures;
- Poor quality internet services;
- The capacity and operational capabilities of the terminal building; and
- Development lots that lack access to an apron or taxiway.

Table 5.1 – Development and Growth Opportunities

Aeronautical Opportunities			Non-Aeronautical Opportunities		
Opportunity	Planning Horizon	Likelihood	Opportunity	Planning Horizon	Likelihood
Air Carrier Services	Medium-Term / Long-Term	Low	Green Industrial Park	Medium-Term	Medium
Private and Rental Hangars	Short-Term	Medium	Commercial, Industrial, and Public Land Uses	Medium-Term	Low
Flight Training	Short-Term	Medium	Photovoltaic Power Generation	Medium-Term / Long-Term	Low
Aviation Service Businesses	Short-Term	Medium	* Opportunity not carried forward for further analysis in subsequent sections of the Master Plan		
Float Plane Operations	N/A	Low*			
Canada Border Services Agency Screening	N/A	Low*			

5.1 Aeronautical Opportunities

5.1.1 Air Carrier Services

A common theme discovered during stakeholder consultations is the desire for new services to a hub airport such as Calgary International Airport by a major airline such as Air Canada or WestJet. As noted previously, Saskatoon International Airport is served by several national airlines including Air Canada and WestJet to destinations such as Calgary International Airport and Toronto Pearson International Airport.

Challenges

The proximity of Prince Albert to Saskatoon International Airport is a strategic disadvantage in the attraction of new scheduled air carrier services. Among the challenges include:

- **Business Case:** An airline must identify an acceptable business case to accept the risk of entering a new market. Specifically, the airline must be assured that a sufficient load factor (passengers per flight) and system-wide yield (revenue per passenger including potential connecting flights) can be attained to justify the route. While the entry of a new airline into Prince Albert may stimulate demand and / or capture latent demand not being met through Saskatoon, flights would have to be priced competitively versus options from Saskatoon, affecting route yield. Further, passengers that now choose to travel from Prince Albert may negatively impact the performance of existing flights from Saskatoon.
- **Driving Propensity:** The propensity for residents and visitors to drive to / from Saskatoon has been demonstrated, with the ease of access improved with the twinning of Highway 11 which was completed in 2013. In normal conditions, the trip can be completed in approximately 1h30m, creating ease of access by personal vehicle to Saskatoon International Airport. Flights from Prince Albert would have to offer a higher convenience and / or value proposition compared to Saskatoon to attract travellers.
- **Station Costs:** The decision for an air carrier to commence service from Prince Albert to a hub airport would typically involve the establishment of a new station, including the hiring of locally based staff, the entry into service contracts with ground handlers, and the purchase of airline-specific equipment such as boarding ramps. Airlines such as Air Canada and WestJet already maintain stations in Saskatoon and duplicating these facilities (albeit at a reduced scale) in Prince Albert would carry a level of inefficiency if demand is currently being met.
- **Terminal Capacity:** The current terminal building has limited space and infrastructure to support a new airline.
- **Pre-Board Screening:** Canadian Air Transport Security Authority (CATSA) screening is not available at Prince Albert Airport, thereby requiring that flights arrive at the hub airport unsecured and that passengers would be screened prior to making their connection. This consideration is discussed further in Section 7.3.11.

An additional challenge in the short to medium-term is the significant negative financial impacts that airlines have experienced due to the ongoing COVID-19 pandemic. Network airlines such as Air Canada and WestJet are facing unprecedented financial challenges amid reduced demand and travel restrictions, thereby heightening the importance of existing and potential future routes demonstrating a strong business case. At the time of this Master Plan's preparation, Air Canada has terminated over 30 regional routes across Canada and ceased service to communities such as Lethbridge and Medicine Hat. While WestJet has maintained service to regional destinations in western Canada through its WestJet Link operation, its new route from Calgary to Dawson Creek that was announced prior to the COVID-19 pandemic has been repeatedly delayed beyond its original start date.

Survey Findings

Key air service findings from the online survey are presented below:

- 79% of respondents identified scheduled passenger services as being a feature of Prince Albert Airport that is important to them;
- 90% of respondents identified Saskatoon International Airport as their most used airport when travelling by air, followed by Prince Albert (9%) and other airports (1%);
- 22% of respondents cited business as being the reason that they generally travel by air, with 78% of respondents identifying travel for personal reasons (e.g., vacations, visiting friends and relatives); and
- 30% of respondents travel by air once per year, 44% two to five times per year, 19% six or more times per year, and 8% do not travel by air.

Survey findings could be partially influenced by response bias, in that respondents with an interest in the Airport are more likely to complete the survey,

Potential Opportunity

Air carrier service from Prince Albert to a hub airport would have significant social and economic benefits to the region and increase the role of Prince Albert Airport, although there are numerous challenges that must be overcome. Securing a new air carrier service to a hub airport is not identified as an opportunity in the short-term planning horizon (2021 to 2025). However, as the country and air travel industry recover from COVID-19 in the medium and long-term planning horizons, conditions may change such that such a service could become viable.

Based on the current conditions of the regional air travel industry in western Canada, it is anticipated that the primary opportunity would be the commencement of WestJet Link service to Calgary International Airport. WestJet Link is the brand used by WestJet for its Capacity Purchase Agreement with Pacific Coastal Airlines to provide regional services across western Canada to destinations such as Medicine Hat, Lethbridge, Lloydminster using 34-seat Saab 340B turboprop airliners. WestJet Link was launched in 2018 to serve destinations without sufficient demand to justify the use of 78-seat De Havilland Canada Dash 8-400s by WestJet Encore.



WestJet Link Saab 340

5.1.2 Private and Rental Hangars

Hangars are used for the storage of aircraft and associated activities such as maintenance and inspections. Hangars can range from simple structures that can accommodate a single general aviation aircraft to larger facilities that support multiple larger aircraft used by air carriers. Stakeholder consultations also identified potential demand for rental hangars. Unlike the absorption of development lots for private aircraft hangars, this scenario considers the ownership of one or more hangars by the City or a private entity. Space can then be sold on a short-term (e.g., overnight, daily, weekly) to longer term (e.g., monthly, yearly) basis according to the specified needs of the aircraft operator. The public ownership of rental hangars by the City of Prince Albert would represent a new revenue source, but must be considered alongside the following:

- Demand, while noted through stakeholder consultations, cannot specifically be quantified at this time;
- The development of rental hangars involves the capital costs of construction, introducing an element of risk if sufficient revenues are not returned on the public investment;
- Existing municipal resources assigned to the Airport may need to be increased as the City becomes an active hangar landlord and operator; and
- The direct ownership and rental of hangars by the City diverges from its corporate strategy of being a tool to facilitate economic activity.

Considering the above, the development of individually or corporately owned hangars, as well as privately owned rental hangars, can be facilitated by the City by providing appropriate leasehold lots at the Airport that are fairly and competitively priced, and adequately supported by utilities and services. The absorption of new development lots for hangars would increase annual leasehold revenues to the City.

5.1.3 Flight Training

The long-term need for professional pilots has generated significant flight training activity across Canada, which is supplemented by individuals pursuing flying as a recreational activity. Flight Training Units (FTUs) are specialized educational institutions that provided ground-based and practical flight training to individuals. The nearest FTUs to Prince Albert are located at Birch Hills Airport and Saskatoon International Airport. A satellite FTU was historically operated at Prince Albert Airport in 2016 by Saskatoon-based Mitchinson Flight Centre.

Prince Albert Airport has a significant number of strengths that are conducive to flight training, including:

- Instrument Flight Procedures that enable Instrument Flight Rules (IFR) training;
- Lighting for nighttime training and lack of nearby land uses that are sensitive to noise and disturbance;
- Proximity to Saskatoon International Airport which enables students to practice flying in controlled airspace; and
- Lack of congestion and availability of nearby practice areas.

A new FTU or a satellite facility of an existing business could diversify the role of Prince Albert Airport and position the facility as a key part of the professional pilot training environment. Such a facility would also support other businesses and tenants through synergistic relationships; an FTU, for example, would represent a reliable source of fuel sales for an on-site provider. FTUs also commonly provide other services typical of regional airports, such as serving as an Aircraft Maintenance Organization (AMO) and Fixed-Base Operator (FBO). Finally, provided an appropriate rates and fees structure is established, revenue can be realized from FTU aircraft movements, as well as land lease payments with the absorption of a development lot.

As FTUs are private businesses and the City's role, as the Airport owner and operator, is to facilitate activity at the facility, the primary steps that can be taken to realize this opportunity are:

- Engaging in dialogue with existing FTUs regarding the possibility of a satellite facility being developed while marketing the Airport's strengths; and
- Ensuring that land lease prices and the aeronautical rates and fees structure are fair and competitive, in that a new FTU is not disincentivized from operating at Prince Albert, but also that the financial realities of operating the Airport are addressed.

5.1.4 Aviation Service Businesses

Aircraft Maintenance Organizations are specialized businesses engaged in routine and ad hoc maintenance on aircraft in compliance with Transport Canada standards. AMOs can range from organizations with one or two employees to major facilities supporting commercial air carriers employing numerous skilled workers. Nearby AMOs are located at Birch Hills Airport and Saskatchewan International Airport. As noted through stakeholder consultations, the presence of an AMO at Prince Albert Airport would improve the services offered to locally based and itinerant aircraft while also improving the facility's economic contribution to the region through the employment of skilled workers.

Fixed Base Operators function as terminals for itinerant aircraft that do not require the processing capabilities of passenger air terminal buildings. FBOs generally provide services to visiting aircraft such as parking, storage, fuel sales, ground handling, and catering. Their facilities are typically comprised of a hangar and apron for the storage and parking of aircraft, as well as multipurpose areas for flight planning, crew rest, and other activities. FBOs can be owned as independent businesses or operated under larger companies (e.g., Skyservice, Signature Aviation), and may be affiliated with fuel retailers. While the City could operate an FBO, this introduces extra costs and operational complexity to the municipality. FBOs are a significant advantage for airports that routinely handle itinerant aircraft, especially corporate and business aviation operators that value the user experience and convenience as opposed to using public terminal buildings.

In line with prior discussions, a role of the City with Prince Albert Airport is to facilitate new and existing businesses at the site. Accordingly, the attraction of an AMO and / or an FBO is contingent on a business identifying a sufficient business case that is willing to make the investment at the Airport. The City can foster an environment that encourages business development by reviewing its lease and municipal tax structure to ensure that rates are cost competitive for prospective operators. Once the requisite conditions for business development are established, proactive marketing can be undertaken.

5.1.5 Floatplane Operations

Floatplanes are commonly used throughout Canada due to the abundance of potential landing locations and the ability to access destinations without aerodromes and / or with limited road access, such as backcountry lodges, hunting, and fishing locations. Floatplanes range from piston single-engine aircraft, such as the four-seat Cessna 182, to larger multi-engine aircraft such as the 19-seat DHC-6 Twin Otter. In the Saskatchewan context, commercial floatplane charter services primarily service the hunting and fishing industry and are provided by:

- **Osprey Wings:** Based approximately 270 km north of Prince Albert at Otter Lake, operating a fleet of DHC Twin Otter, Otter, and Beaver aircraft.
- **Transwest Air:** Floatplane operations are based at the La Ronge Water Aerodrome (211 km north) and include the DHC Beaver, Otter, and Twin Otter, as well as the Cessna 185.

From stakeholder consultations, it is understood that the choice of Osprey Wings and Transwest Air to be based at and in the vicinity of La Ronge is due to the proximity to prime hunting and fishing destinations, as well as the range limitations of their aircraft fleets given limited fuel availability in the region. Charter customers generally travel to La Ronge and Otter Lake by ground or air before flying to their chosen destination with their charter aircraft provider.

While commercial floatplane operations are focussed in the La Ronge area, privately operated floatplanes also require locations to stop and refuel. A review of the Canadian Water Aerodrome Supplement (CWAS) indicates that most water aerodromes are in northern Saskatchewan. The nearest water aerodromes to Prince Albert listed in the CWAS are La Ronge and Otter Lake, with both facilities selling 100LL and Jet-A aircraft fuel. The distance between water aerodromes with fuel facilities can create challenges for aircraft on fixed floats without retractable landing gear.

The number of private floatplane operations in Saskatchewan is not known, although several stakeholders expressed an interest to support such operations in Prince Albert. Limited floatplane operations currently occur on the North Saskatchewan River. No floatplane infrastructure or services are currently available at Prince Albert Airport, although floatplanes occasionally moor on the shoreline. The realization of this opportunity would require, at a minimum, the following actions by the City of Prince Albert:

1. A detailed review of the depth, size, and conditions of the North Saskatchewan River to support floatplane operations;
2. The installation of basic infrastructure such as a dock and improved access to the shoreline of the river; and
3. The registration of the water aerodrome pursuant to CAR 301.

A rock weir was built south of the Airport on the North Saskatchewan River between 1936 and 1937 to raise the water level to support floatplane operations. In subsequent years, spring ice flows have degraded the ability of the weir to raise the water level. Based on consultations with City Staff, the weir currently raises the water level by an estimated 15”.

As described previously, the City is not responsible for the sale of fuel at the Airport; this is completed by several tenants and Snowbird Aviation Services. Therefore, while the City could proactively register and develop a water aerodrome adjacent to Prince Albert Airport, the usability of such a facility would be limited without involvement by a private fuel retailer. Further, a water aerodrome would not generate new revenue for the City as the operator without the implementation of a floatplane rates and fees structure.

An additional consideration is the 2019 Notice of Proposed Amendment (NPA 2019-014) to the CARs published by Transport Canada addressing the certification of water aerodromes. This NPA, when / if adopted, would result in the requirement for the certification of water aerodromes. A water aerodrome on the North Saskatchewan River may require certification under the eligibility criteria of the 2019 NPA in that it would be situated within the built-up area of the City of Prince Albert. If certified, a water aerodrome would have to meet select physical specifications; be under the regulatory jurisdiction of Transport Canada; and require matters such as a defined organizational structure, operational manuals, and response plans. Maintaining a water aerodrome certificate would increase the operational burden imposed on the City of Prince Albert and associated costs.

Given the inability to analyze the potential scale and benefits of floatplane operations, potential changes to the regulatory environment for water aerodromes and airports, and the need to secure private-sector involvement, floatplane operations are not carried forward as an opportunity in the Master Plan.

5.1.6 Canada Border Services Agency Screening

Prince Albert Airport cannot currently support aircraft arriving directly from the United States and other international points of origin as it is not an Airport of Entry (AOE) as designated by the Canada Border Services Agency (CBSA). In Canada, there are three primary classifications for airports:

1. **AOE:** A facility for the clearance of all classes of scheduled and unscheduled aircraft. In Saskatchewan, Regina International Airport and Saskatoon International Airport are the two AOE facilities.
2. **AOE/15:** A facility used solely for general aviation aircraft where the flights are unscheduled, and a maximum of 15 passengers and crew can be accommodated. Scobey Border Station and West Poplar River are the only AOE/15 airports in Saskatchewan.
3. **AOE/CANPASS:** An airport designated for the clearance of Canadian passenger Accelerated Service System (CANPASS) permit holders – a program designed to expedite clearance for frequent, low-risk, pre-approved travellers. Estevan Airport is the only AOE/CANPASS airport in Saskatchewan.

Stakeholder consultations indicate that pursuing AOE/15 or AOE/CANPASS status could improve the level of service provided for locally based and itinerant aircraft operators arriving from the United States. With respect to the latter category, the provision of CBSA services at Prince Albert Airport could be an opportunity to attract aircraft that are travelling northwards to hunting and fishing vacations that seek to bypass Saskatoon and Regina International Airport. However, the scale of this opportunity cannot be quantified at this time.

The CBSA Core Service Request approval process for AOE/15 and AOE/CANPASS services is specified in the Air Services Policy Framework (ASPF). Prince Albert Airport is located farther than 100 km from the CBSA office at Saskatoon International Airport meaning that services generally would not be provided per the ASPF. While this matter can be explored further in consultation with the CBSA Saskatoon office, it is not carried forward as an opportunity in the Master Plan.

5.2 Non-Aeronautical Opportunities

5.2.1 Green Industrial Park

The Green Industrial Park (Figure 5.1) is a 28-acre land assembly owned by the City of Prince Albert north of the Airport, adjacent to Highway 55. The Green Industrial Park was developed to create a business node that supports the function of Prince Albert Airport, and originally was intended to be designed and constructed following Leadership in Energy and Environmental Design (LEED) principles. A preliminary feasibility study also contemplated the use of the site for green energy power generation, such as biomass and geothermal technologies.

The Zoning Bylaw designates the property as M4 – Airport Industrial with the purpose of providing land for a medium to large scale, airport related, commercial and light industrial uses. Examples of permitted uses include offices, restaurants, retail stores, storage facilities, and warehouses.

Figure 5.1 – Green Industrial Park



The Green Industrial Park is serviced (200 mm potable water, 250 mm sanitary sewer), six lots have been subdivided, and the site is zoned for development. However, no lots have been sold. The lots are not contiguous to Prince Albert Airport and are located approximately 500 m northwest of the threshold of Runway 08, beyond the Airport's perimeter (Figure 5.1). The development of the Green Industrial Park for uses requiring airside access is not recommended as:

- Significant capital expenses will be incurred in expanding the Airport boundary and developing a new taxiway;
- The expanded Airport boundary and new taxiway will increase the asset management implications of the City and maintenance costs (e.g., winter maintenance, pavement repairs);
- Existing lots with airside access are available without requiring the above-noted capital projects;
- The current plan of subdivision would need to be revised to provide groundside and airside access and meet the needs of prospective tenants; and
- The inclusion of the Green Industrial Park within the Airport boundary would require the airside lots to be leased as opposed to being sold outright. This is done to ensure that the City can retain control over the operations and development of the Airport, including future uses.

While less travelled than Highways 2 and 11, approximately 2,800 vehicles travel on Highway 55 adjacent to the Green Energy Industrial Park per day based on 2018 data from the Government of Saskatchewan. The Industrial Park has good frontage on Highway 55 and although the highway corridor has experienced limited development, it may be an appropriate location for commercial uses. Businesses such as gas stations, restaurants, rental vehicle providers, hotels, and retail stores can benefit from travellers using Highway 55, as can Airport tenants, passengers, and employees. A restaurant, for example, has been identified through stakeholder consultations as an opportunity to cater to air carrier passengers.

5.2.2 Commercial, Industrial, and Public Land Uses

There is a significant assembly of undeveloped groundside lands in the core area of the Airport that could be developed for commercial and industrial land uses that do not require airside access. The development of these land uses must consider:

- The limitations of current potable water and sanitary sewer services;
- The leasehold structure in place for Airport lands, making the site less competitive than fee simple properties available in Prince Albert and at the Green Industrial Park;
- The investment has already been made to service the Green Industrial Park, which can support commercial and industrial development without upgrades to the Airport utility systems;
- The distance of the Airport from Prince Albert, potential customers and users, and other businesses that have synergies with a prospective groundside tenant; and
- The need to ensure that proposed land uses do not conflict with aircraft operations (e.g., restrictions to visibility from plumes, the attraction of birds and wildlife, etc.).

Examples of commercial and industrial land uses that could realize benefits from locating at Prince Albert Airport include:

- | | |
|---------------------------------|--|
| • Warehousing; | • Resource extraction industry support businesses; |
| • Trucking and distribution; | • Restaurants; and |
| • Large-format retail stores; | • Vehicle sales and servicing. |
| • Enclosed and outdoor storage; | |

In addition to the commercial and industrial land uses noted above, it is understood that the Prince Albert Police Service and Prince Albert Fire Department use different parts of the Airport property for recurrent training. The existing use of the Airport by these agencies, large areas of land of groundside land available, and lack of nearby land uses that are sensitive to noise and disturbance could make the Airport an opportune location for an emergency services training centre of excellence. The development of a multi-purpose training centre could represent an opportune year-round use of the Airport, with such a facility potentially meeting the needs of the RCMP, Prince Albert Police Service, Prince Albert Fire Department, Saskatchewan Public Safety Agency, and Department of National Defence, as well as other agencies in the region.

5.2.3 Photovoltaic Power Generation

In 2015, SaskPower announced its plan to reduce emissions by 40% below 2005 levels by 2030 and increase the percentage of renewable electricity to 50% of total generation. In the following years, SaskPower announced its plans to add 60 megawatts (MW) of solar generation capacity in the province by 2021, with recent developments including the Pesâkâstêw (10 MW), Highfield (10 MW), and Foxtail Grove (10 MW) solar projects.

Photovoltaic power generation projects are increasingly being developed at airports across Canada, including Thunder Bay Airport and Windsor Airport. In 2019, Saturn Power announced that Red Deer Regional Airport was being considered as the potential site for a 6 to 14 MW project, and in 2020 Edmonton International Airport announced that Alpin Sun would develop a 120 MW solar farm on-site through its Airport City Solar project.

Based on data from EnergyHub, Saskatchewan is the province with the highest potential to produce solar energy, and Prince Albert Airport is located in an area with the estimated annual photovoltaic potential of 1,200 to 1,300 kilowatt hours (kWh) per Natural Resources Canada. The extensive land assembly of Prince Albert Airport, generally flat topography, and lack of nearby sensitive land uses may position the site as a favourable location for a utility-scale photovoltaic power generation operation. Airport compatibility concerns will restrict select parts of the property and will require coordination with NAV CANADA on their electronic navigation aids to ensure no interference occurs.

The procurement process used by SaskPower for the Highfield and Foxtail Grove projects included the identification of recommended sites, with proponents also having the option of suggesting their own site. Through outreach with SaskPower and Independent Power Producers, the City may be able to position Prince Albert Airport as a preferred location for a photovoltaic power project, representing a stable source of long-term land lease revenues and potentially boost regional employment.

6 DEMAND ASSESSMENT

6.1 Activity Forecasts

Forecasts have been prepared to estimate the change in aircraft movements and passenger activity at Prince Albert Airport, on an annual basis, over the 20-year horizon of the Master Plan. The activity forecasts are used to analyze future demand for infrastructure, operational needs, and the Airport's financial standing in subsequent sections of the Master Plan. While every effort is made to maximize the accuracy of the forecasts prepared herein, forecasting is a forward-looking that is characterized by considerable uncertainty that increases over time. The assumptions and outputs of the forecasts can be changed by external influences such as:

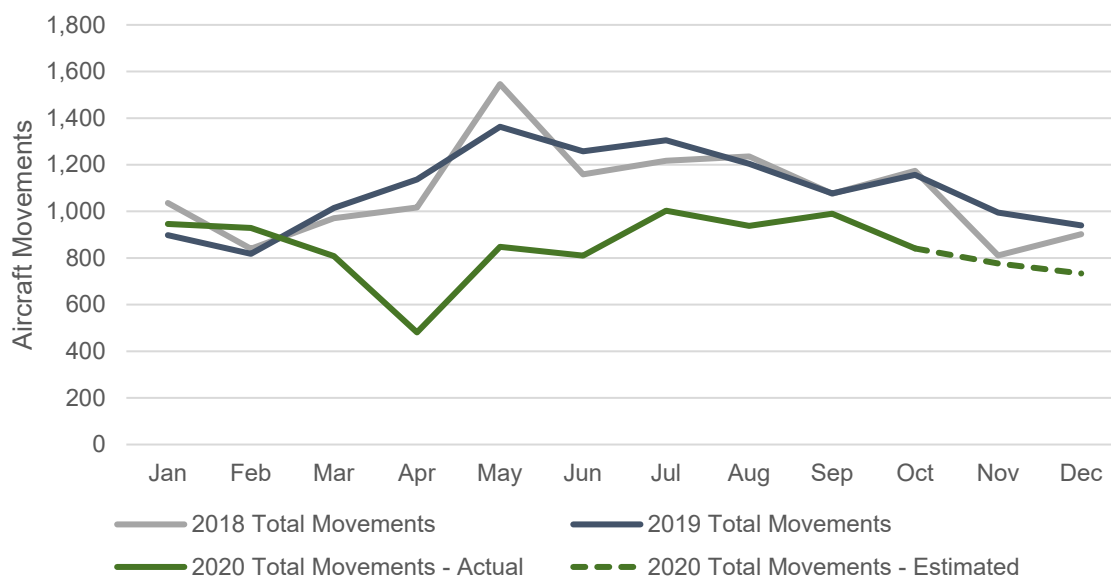
- New Airport businesses and the loss of tenants;
- Air carrier service additions and terminations;
- Regional economic and demographic changes; and
- Changes in the resource extraction sector.

6.1.1 Aircraft Movement Forecast

2020 Assumptions

At the time of the Master Plan's preparation, 2020 aircraft movement data was available for the period of January to October. Accordingly, aircraft movements for November and December assume that local and itinerant movements decrease by 24% and 22%, respectively, from 2019 monthly values based on the trends exhibited experienced in the preceding months. Based on these assumptions, a total of 10,105 aircraft movements are estimated to occur in 2020, which represents a 23% decrease from 2019, as shown in Figure 6.1.

Figure 6.1 – 2020 Assumed Aircraft Movements



Master Plan Forecast

As described in Section 3.5.1, local aircraft movements have declined by approximately 4% per year between 1997 and 2019. The movement forecast assumes that:

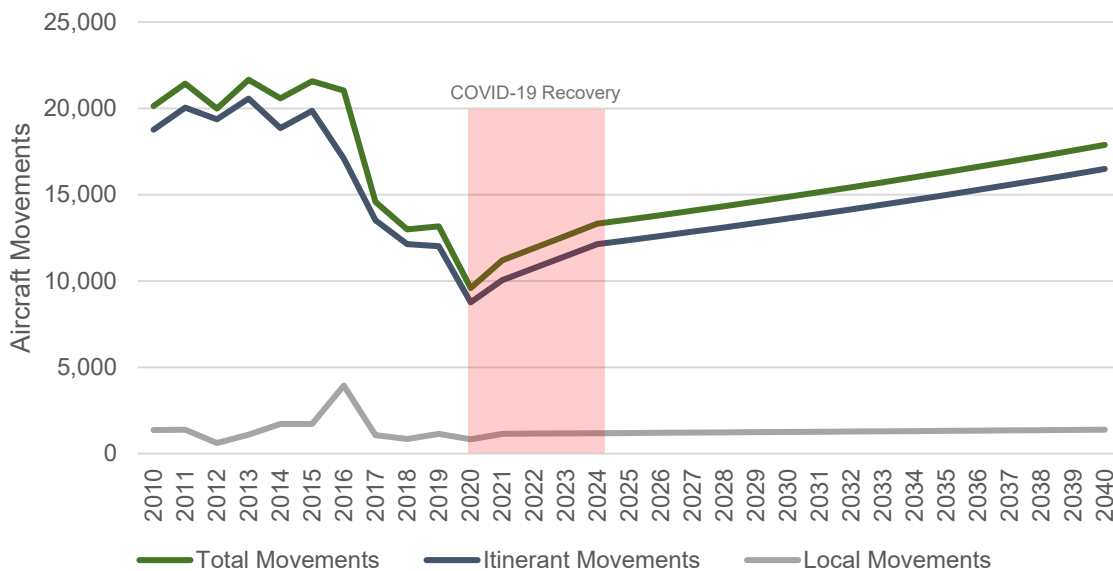
- Local aircraft movements return to 2019 levels in 2021.
- A modest 1% annual increase in local movements is experienced from 2022 to 2040, representing a gradual improvement versus the decline experienced from 1997 to 2019 based on the potential realization of select opportunities such as new aircraft hangars and aviation service businesses.

Itinerant movements are forecast based on the operator category:

- Air carrier activity returns to 2019 levels in 2024, consistent with recent forecasts by the International Air Transportation Association (IATA) on the anticipated recovery of the airline industry from COVID-19. Air carrier movements increase by 2% annually in subsequent years.
- Other commercial movements return to 2019 levels in 2021 and increase by 1% annually in subsequent years, consistent with the modest changes in this category experienced between 2010 and 2018.
- Private movements return to 2019 levels in 2021 and increase by 2% annually thereafter based on the development of new hangars, locally based aircraft, and transient corporate and general aviation aircraft.
- Government movements return to 2019 levels in 2021 and increase by 1.5% annually thereafter, primarily driven by additional RCMP, SPSA, and air ambulance activity.

Based on the foregoing assumptions, total aircraft movements are estimated to increase from an estimated 10,105 movements in 2020 to approximately 18,000 in 2040 as shown in Figure 6.2. This represents a gradual recovery that nears the activity levels experienced from 2006 to 2016, prior to the significant decrease experienced from 2017 to 2020 due to reduced charter activity, air carrier changes, and COVID-19.

Figure 6.2 – Master Plan Aircraft Movements Forecast

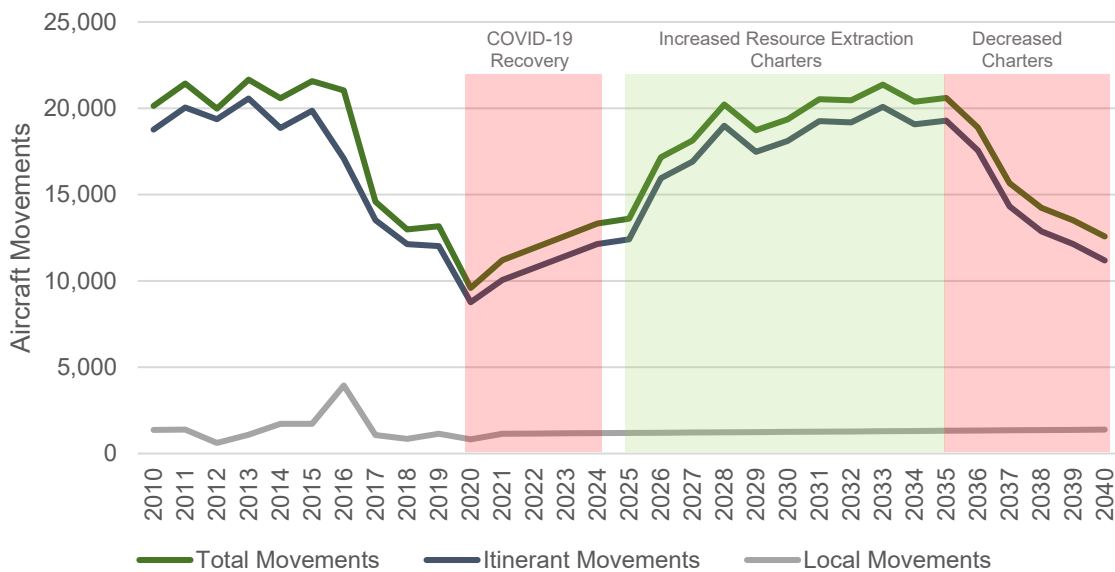


Illustrative Forecast Scenarios

Despite the forecast and supporting assumptions prepared above, it is understood that traffic at Prince Albert Airport can be highly cyclical given the linkages that exist with charters supporting the resource extraction sector. Significant peaks have been experienced in the history of Prince Albert Airport such as 2008 (21,000 movements), 2013 (22,000 movements), and 2015 (22,000 movements) that were subsequently followed by periods of decreased activity. The extent and timing of such peaks and troughs is not easily forecast given the uncertainty of the resource extraction market. Therefore, deviation above and below the forecast aircraft movement levels can reasonably be expected across the Master Plan horizon.

This can be illustrated in Figure 6.3 which considers a hypothetical scenario modelled on trends from 2005 to 2018, in which charter air carrier movements increase significantly in support of northern uranium operations before subsequently decreasing based on less favourable market conditions. The “boom-bust” nature of resource extraction charters and the corresponding effects to the activity levels of Prince Albert Airport introduce a layer of complexity to the Master Plan: while stability is expected in this sector in the short-term planning horizon, planning recommendations must consider the resurgence of historical levels of activity and flexibility must be integrated in the design of key infrastructure assets, such as the terminal building.

Figure 6.3 – Illustrative Aircraft Movements Forecast – Resource Extraction Charters

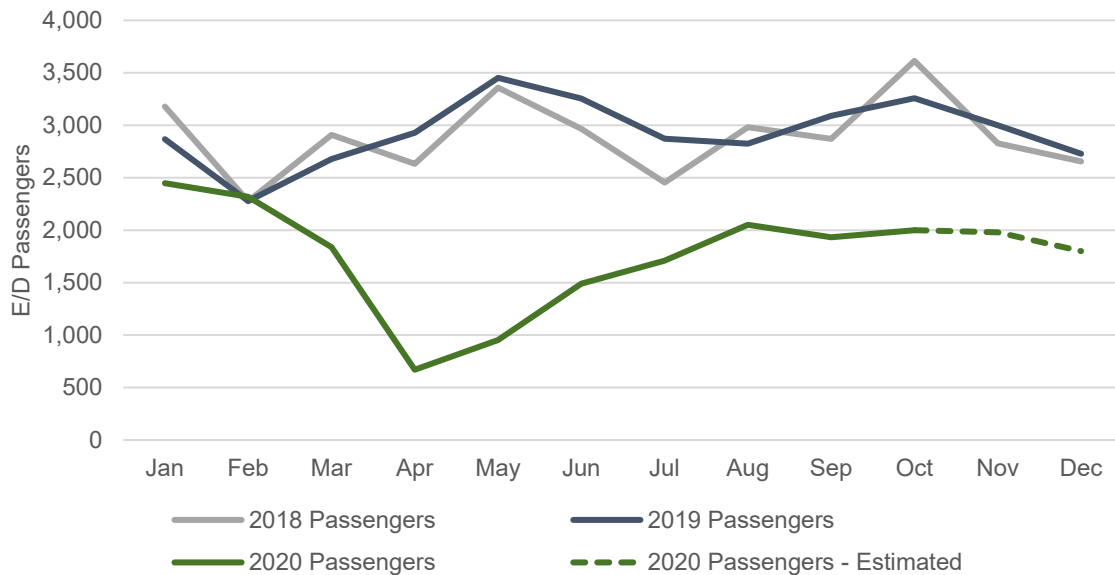


6.1.2 Passenger Activity Forecast

2020 Assumptions

At the time of the Master Plan's preparation, 2020 PFF data was available for the period of January to October. Activity for November and December has been estimated assuming that passenger traffic decreases by 34% compared to 2019 monthly values, based on the declines exhibited in the preceding three months of 2020. Based on this assumption, approximately 21,000 E/D passengers are estimated to use Prince Albert Airport in 2020 – a decrease of 41% from 2019 (35,000 E/D passengers). Figure 6.4 presents the actual and assumed 2020 passenger movements.

Figure 6.4 – 2020 Actual and Assumed Passenger Activity



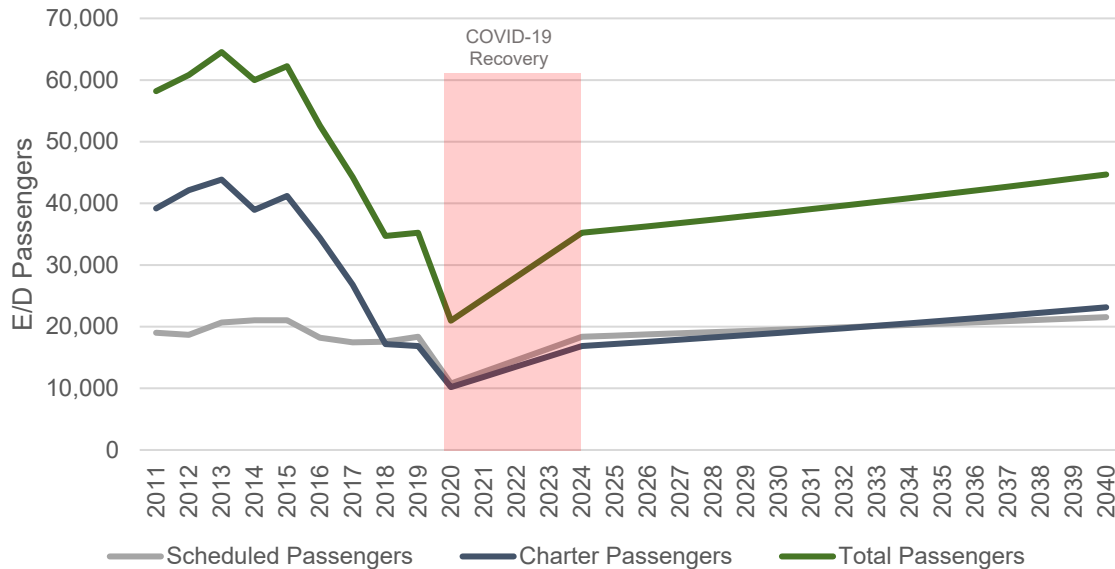
Master Plan Forecast

With respect to scheduled air carrier passenger activity, the Master Plan forecast assumes that:

- Scheduled and charter passenger volumes return to 2019 levels in 2024, consistent with recent COVID-19 recovery forecasts prepared by IATA;
- Scheduled passenger activity levels increase by 1% annually from 2024 to 2040. This growth is primarily tied to potential population changes in the Northern Saskatchewan Administrative District, which experienced an annual growth rate of approximately 1% between 2006 and 2016; and
- Charter passenger activity levels increase by 2% annually from 2024 to 2040, driven by increased activity at northern resource extraction operations because of a gradually improving global market for products such as uranium.

Based on these assumptions, the Master Plan forecast assumes that passenger activity at Prince Albert Airport increases from 35,000 E/D passengers in 2019 to 45,000 passengers in 2040, including approximately 22,000 scheduled passengers and 23,000 charter passengers. This forecast is illustrated in Figure 6.5.

Figure 6.5 – Master Plan Passenger Activity Forecast



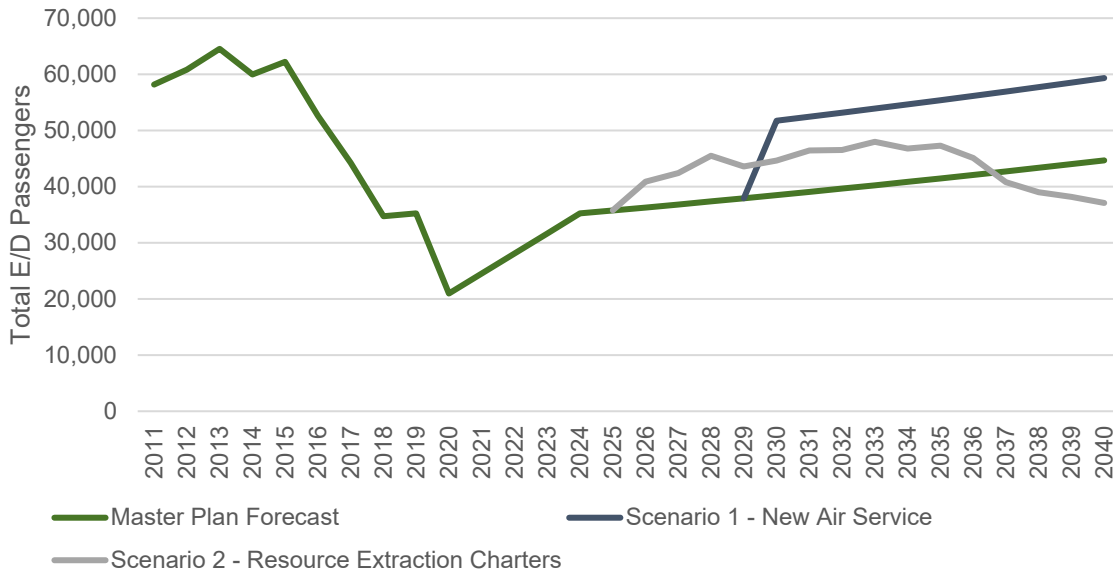
Illustrative Forecast Scenarios

Similar to the illustrative forecast scenarios considered for aircraft movements, events can occur during the Master Plan horizons that could significantly impact passenger activity at Prince Albert Airport. Illustrated in Figure 6.6 are two hypothetical scenarios:

1. **New Air Service:** The commencement of weekday scheduled passenger services to a hub airport (e.g., Calgary) in 2030 using a 34-seat Saab 340B at an assumed load factor of 75%, with route performance improving in subsequent years.
2. **Resource Extraction Charters:** Charter activity in support of northern resource extraction operations undergoes a significant increase and decrease between 2025 and 2040 because of changing market conditions.

As shown in Figure 6.6, the two hypothetical scenarios illustrate how flexibility must be integrated in the recommendations of the Master Plan and in future investments made at Prince Albert Airport. While the Master Plan passenger forecast seeks to describe potential future activity, factors within and beyond the control of the City may necessitate that recommendations are re-evaluated to adapt to changing circumstances. The terminal building functional areas, for example, may need to be sized to accommodate a period of increased resource extraction charter activity. However, the cyclical nature of this traffic may in turn lead to years where the facility is underutilized, and Airport finances are challenged.

Figure 6.6 – Illustrative Passenger Activity Forecasts



6.1.3 Air Cargo Forecast

Analyzing annual trends in air cargo activity at Prince Albert Airport for the purpose of informing forecasts of future throughput was not possible given the lack of data provided prior to 2020. Consultations with air carrier staff at Prince Albert Airport indicate that while 2020 throughput was higher than typical years because of COVID-19, cargo demand is stable and moderately increasing. Understanding that air cargo through Prince Albert is primarily destined to the communities of the Northern Saskatchewan Administrative District, the air cargo forecast assumes that:

- Cargo volumes in 2021 and 2022 decrease from 2020 as the short-term demand increase of COVID-19 dissipates; and
- Cargo throughput increases by 1.25% annually in subsequent years, consistent with the average annual population change in the Northern Saskatchewan Administrative District and accounting for moderate demand stimulated as a result of e-commerce.

The air cargo forecast, presented in Table 6.1, assumes that annual throughput will increase to approximately 1,023,000 lbs in 2040.

Table 6.1 – Air Cargo Forecast

Planning Horizon	Year	Air Cargo
Baseline	2020	969,000 lbs
Short-Term	2025	849,000 lbs
Medium-Term	2030	903,000 lbs
Long-Term	2035	961,400 lbs
	2040	1,023,000 lbs

6.2 Design Aircraft Selection

6.2.1 Current Design Aircraft

The Prince Albert Airport Operations Manual (AOM) declares the design (critical) aircraft for the primary runway (Runway 08-26) as aircraft in the category of the Boeing 737-200. The Boeing 737-200 is classified as Reference Code 3C in TP312 4th Edition and as Aircraft Group Number IIIB in TP312 5th Edition. In service since 1968, over 1,000 737-200s were built. Additional variants of the 737 have been produced with capacities of between 130 passengers (Boeing 737-200) and 230 passengers (Boeing 737 MAX 10). The Boeing 737-200 is in use with several Canadian airlines including Nolinor, Canadian North, and Air Inuit. Charter passenger flights operated by 737-200 aircraft utilize Prince Albert Airport multiple times per year.

The design aircraft for the crosswind turf runway (Runway 16-34) are aircraft in the AGN II category. Examples of AGN II aircraft include the Beechcraft King Air 200, Cessna 208 Caravan, and Pilatus PC-12.



Boeing 737-200 (Nolinor Aviation)

6.2.2 Recommended Design Aircraft

A review by the project team of the aircraft types currently using Prince Albert Airport indicated that the Boeing 737 and other AGN IIIB aircraft are the most restrictive types expected to make regular use of the Airport throughout the Master Plan horizon. While airlines operating at Prince Albert may alter their fleets during this period, the project team does not anticipate any aircraft introduced into service will have greater infrastructure requirements. Consequently, it is recommended that the Boeing 737 remain the design aircraft and that design of primary maneuvering surfaces satisfy AGN IIIB standards as this will ensure all AGN I-IIIB aircraft can be accommodated. The characteristics and respective AGNs of aircraft currently serving Prince Albert and those expected to serve the Airport within the planning horizon are presented in Table 6.2.

Runways 08-26 and 16-34 will continue to be designated Precision/Non-Precision and Non-Instrument, respectively, per the AOM.

Table 6.2 – Select Aircraft Characteristics

Aircraft	Wingspan (m)	Passengers	Aircraft Group Number (AGN)
CURRENT			
Boeing 737	28 - 36	130-230	IIIB
ATR 42	25	44	IIIA
Saab 340B	21	34	II
Beechcraft 1900D	18	19	II
Convair 580	32	N/A	IIIA
POTENTIAL			
Embraer E175	26	76	IIIB
De Havilland Dash 8-400	28	78	IIIA
Dornier 328	21	30	II

7 AIRPORT INFRASTRUCTURE, DEFICIENCIES, AND REQUIREMENTS

The current Site Plan of Prince Albert Airport is presented in Figure 7.1. For each Airport infrastructure element or asset, the current condition, future requirements, and deficiencies are analyzed to guide future development and capital planning.

7.1 Airside System

7.1.1 Runways

Two runways are available at Prince Albert Airport: Runway 08-26 and Runway 16-34. The primary characteristics and reported condition of each runway are shown in Table 7.1.

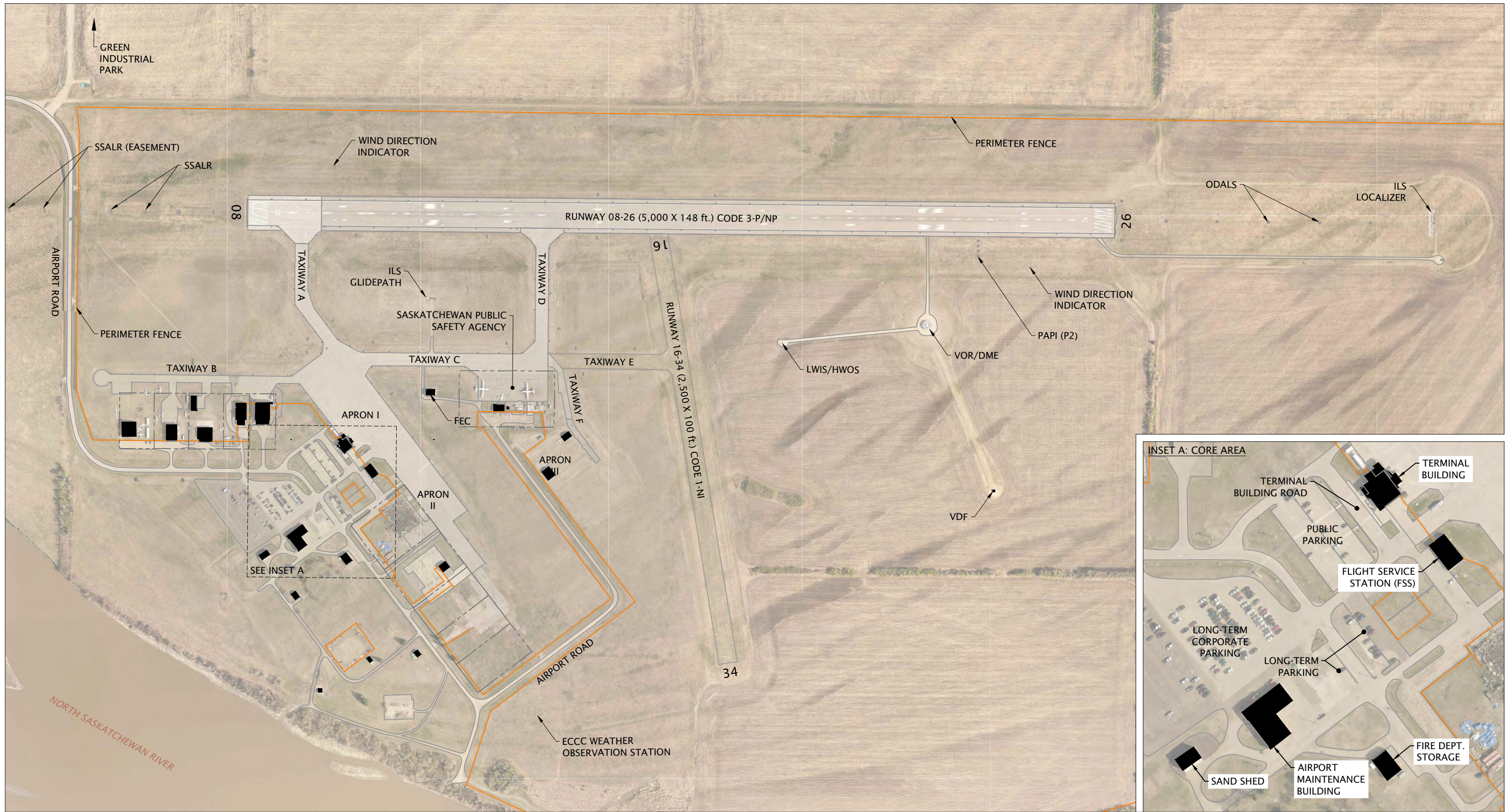
Table 7.1 – Runway Data

Runway	08-26	16-34
Length	1524 m (5,001 ft.)	762 m (2,501 ft.)
Width	45 m (148 ft.)	30 m (98 ft.)
TP312 4 th Ed. Reference Code	RWY 08 3C-P RWY 26 3C-NP	1A-NI
TP312 5 th Ed. AGN Equivalent	RWY 08 IIIB-P RWY 26 IIIB-NP	II-NI
Surface	Asphalt / Concrete	Turf
Pavement Load Rating (PLR)	8, 10	N/A
Surface Condition	Fair / Good	Fair
Utilization	99.6%	0.4%
Note: Utilization is calculated using movement data provided by NAV CANADA from January 1, 2017 to August 2, 2020.		

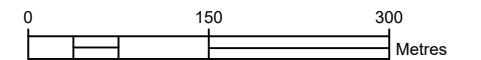
Runway 08-26

Runway 08-26 is the primary runway and was used for 99.6% of movements from January 2017 to August 2020. Runway 08-26 is designated as an AGN IIIB facility in the Airport Operations Manual, supporting regular operations for aircraft sizes up to and including the current design aircraft; the Boeing 737.

Runway 08-26 was rehabilitated in 2012 and was observed to be in fair to good condition as of 2020. The predominant defects observed by the project team were low severity ravelling; low severity longitudinal and transverse cracking; and low to medium severity joint spalling at the Runway 08 threshold. Existing cracks are generally well sealed. **Localized concrete repairs are recommended in the short-term planning horizon, with the full rehabilitation of Runway 08-26 required in the medium-term.**



PRINCE ALBERT AIRPORT
 STRATEGIC MASTER PLAN
FIGURE 7.1 - AIRPORT SITE PLAN
 FEBRUARY 2021



*FOR PLANNING PURPOSES ONLY

The length of Runway 08-26 is generally sufficient for the current aircraft types that make use of the facility, such as the Beechcraft King Air, Saab 340, ATR 42, and Cessna Citation (Table 7.2). Occasional operations by larger aircraft, such as the Boeing 737, have occurred with performance restrictions (e.g., reduced payload and / or fuel). Current aircraft operators did not note the extension of Runway 08-26 as being a requirement to support typical future operations based on their fleet renewal plans. A specific business case or opportunity has not been identified that is contingent on the extension of Runway 08-26. However, the Recommended Land Use Plan will protect the lands to the west and east for the extension of Runway 08-26 if a specific need is identified in the future.

While the extension of Runway 08-26 would permit a wider array of aircraft types to operate at Prince Albert Airport, an equally significant consideration is the maintenance of the City’s existing assets. Take-off and landing performance can decrease significantly on contaminated runway surfaces which are common in the winter with the accumulation of snow and ice. Aircraft operations on Runway 08-26 can be maximized by providing adequate resources and staff for winter maintenance and condition reporting. Additionally, extending Runway 08-26 will increase the City’s lifecycle asset management obligations, including rehabilitation and annual maintenance costs. Understanding that municipal finances are constrained based on a significant number of competing priorities, the capital costs and benefits of a future runway extension should be carefully considered if an opportunity is identified.

The Pavement Load Rating (PLR) of Runway 08-26 is 8 for the concrete portion of the Runway 08 threshold and 10 for the remainder of the runway. Suitability is determined if the Aircraft Load Rating (ALR) is less than the PLR. Examples of aircraft that can make use of Runway 08-26 include the Beechcraft 1900 (ALR 3), Saab 340 (ALR 4), ATR 42 (ALR 5), Dash 8-400 (ALR 6), and Boeing 737-200 (ALR 9). Therefore, the PLR of Runway 08-26 is generally sufficient for operations by the aircraft types that currently operate at Prince Albert Airport, and those that may utilize the facility within the Master Plan horizon.

Table 7.2 – Advertised Aircraft Performance Data

Aircraft	Take-off Field Length
Beechcraft King Air 250	2,111 ft.
ATR 42-500	3,822 ft.
Saab 340B	4,220 ft.
De Havilland Dash 8-400	4,675 ft.
Cessna Citation Longitude	4,810 ft.
<p>Note: All data based on manufacturer’s advertised performance values for operations at Maximum Takeoff Weight, sea level, zero wind, and ICAO Standard Atmosphere.</p>	

Runway End Safety Areas (RESAs) are cleared areas located beyond runway ends intended to reduce the severity of damage to an aircraft overrunning or undershooting the runway. RESAs are not currently declared at Prince Albert Airport. On March 6, 2020, a series of proposed changes to the Canadian Aviation Regulations were announced in the Canada Gazette that will require that airports processing more than 325,000 annual passengers implement 150 m RESAs. Prince Albert Airport is not included within the 325,000-passenger threshold, and therefore, will not be required to implement RESAs under the proposed regulatory amendments. However, the Canada Gazette notes that 150 m RESAs would contain 90% of historical runway excursions, demonstrating a potentially valuable aviation safety case. **In coordination with the rehabilitation of Runway 08-26, the preparation of 150 m RESAs to the west and east of Runway 08-26 is recommended in the medium-term.**



Runway 08 threshold

Runway 16-34

Runway 16-34 is the Airport's secondary runway and is comprised of a turf surface that was observed to be in fair condition by the project team. The runway is not maintained during the winter season.

The length and width of Runway 16-34 is suitable for operations by small general aviation aircraft such as the Cessna 172 and Piper Warrior, although its length and turf surface preclude usage by larger aircraft. Consultations with general aviation stakeholders indicated that the alignment of Runway 16-34 may not be optimized for the local prevailing winds.

The usability of Runway 16-34 could be improved by lengthening, paving, and / or realigning the facility. However, a specific business opportunity or user case was not identified that demonstrates sufficient benefits to justify the costs of pursuing such projects. Runway 16-34 conflicts with the proposed medium-term extension of Taxiway C to the threshold of Runway 26. Given the low utilization of Runway 16-34 and the capacity improvements that would be realized with the extension of Taxiway C, **it is recommended that Runway 16-34 be decommissioned in the medium-term** concurrent with the Taxiway C extension project.



Runway 16-34

7.1.2 Taxiways

The taxiway system facilitates the movement of aircraft and airport vehicles between the aprons and the runways. The specifications and reported conditions of each of the Airport’s six taxiways are provided in Table 7.3.

Table 7.3 – Taxiway Data

Taxiway	A	B	C	D	E	F
Width	23 m (148 ft.)	13 m (98 ft.)	23 m (75 ft.)	23 m (75 ft.)	23 m (75 ft.)	23 m (75 ft.)
TP 312 4 th Ed. Reference Code	C	B	C	C	B	A
TP312 5 th Ed. AGN Equivalent	IIIB	II	IIIA	IIIA	II	II
Surface	Asphalt	Asphalt	Asphalt	Asphalt	Turf	Asphalt
Pavement Load Rating (PLR)	10	3	6	6	N/A	Unknown
Lighting	Yes	Yes	Yes	Yes	No	No
Condition	Fair	Fair	Fair	Fair	Fair	Very Good

Taxiway A

Taxiway A extends from the threshold of Runway 08 to Taxiway C and Apron I. Taxiway A was last rehabilitated in 2003 through a contribution from the Federal Government under the Airports Capital Assistance Program (ACAP). Taxiway A is adequate to support the design aircraft both in its dimensions and strength. The taxiway pavement was observed to be in fair condition with the predominant defects being low severity raveling and low severity longitudinal and transverse cracking. Existing cracks on all taxiways were observed to be generally well sealed. **Rehabilitation is recommended in the medium-term planning horizon.**

Taxiway B

Taxiway B extends west from Apron I and serves the RCMP, Transwest Air, and private tenants. Taxiway B was rehabilitated in 2006 and was extended approximately 110 m west to its current length in 2010. The taxiway pavement is in fair condition with the predominant defects being low severity ravelling, low severity longitudinal cracking, and sporadic medium severity transverse cracking with secondary cracking. Taxiway B is adequate to serve the aircraft types that frequently use it and further extension is not recommended within the planning horizon. **The rehabilitation of Taxiway B is recommended in the medium-term planning horizon.**



Taxiway B (left) and Taxiway C (right)

Taxiway C

Taxiway C extends from Taxiway A to Taxiway D parallel to Runway 08-26 and provides airside access to the SPSA private apron. Taxiway C was last rehabilitated in 2003 and was observed to be in fair condition by the project team. The predominant defects were low severity ravelling, low severity longitudinal cracking, and transverse cracking.

The Taxiway C PLR is 6. While this is lower than the ALR of the design aircraft (Boeing 737 ALR ranges from 9.4 to 10.7) it is sufficient for the aircraft types that regularly use Taxiway C including the Convair 580 (Max. ALR 5.5), ATR 42 (Max. ALR 4.9), and Saab 340 (ALR 4.1).

Pavement rehabilitation is recommended within the medium-term planning horizon and is likely to consist of partial or full depth milling and paving. The subsurface drainage system should be investigated and repairs undertaken as required, concurrent with its rehabilitation. The added costs of strengthening Taxiway C to meet the required PLR of the design aircraft should be investigated and considered as part of the medium-term rehabilitation program. The method selected to strengthen the pavement and the associated cost will depend on the results of a geotechnical investigation. As will be described in Section 7.1.4 – Airfield Capacity, **it is recommended that Taxiway C be extended to the Runway 26 threshold in the medium-term** to improve aircraft circulation and airfield capacity.

Taxiway D

Taxiway D extends from Runway 08-26 to Taxiway C at the intersection of Taxiways C, E, and F. Taxiway D was rehabilitated in 2003 and was observed by the project team to be in fair condition, with the primary defects being low severity ravelling and low severity longitudinal and transverse cracking.

The rehabilitation of Taxiway D is recommended within the medium-term planning horizon, including any repairs required to the subsurface drainage system. Like Taxiway C, the additional cost of strengthening Taxiway D to meet the design aircraft PLR should be considered with this project.

Taxiway E

Taxiway E is a turf taxiway connecting Runway 16-34 to the intersection of Taxiways C and D. The surface strength of the taxiway has not been reported. Taxiway E was observed to be in fair condition and rehabilitation is not expected to within the planning horizons of the Master Plan. Taxiway E is expected to be integrated as part of the recommended extension of Taxiway C to the threshold of Runway 26 in the medium-term.



Taxiway D (left) and Taxiway E (right)

Taxiway F

Taxiway F connects Apron III to the intersection of Taxiways C and D. Taxiway F was rehabilitated in 2020 through a contribution from the Saskatchewan Government's Community Airports Partnership (CAP) Program; additional rehabilitation is not anticipated within the Master Plan horizon. The recommended medium-term extension of Taxiway C in the medium-term will require that Taxiway F is realigned to rationalize its intersection with Taxiway C. **It is recommended that Taxiway F be realigned in the medium-term planning horizon, concurrent with the extension of Taxiway C.**

With the potential absorption of development lots at the Airport, **it is recommended that Taxiway F be extended in the long-term planning horizon** to provide airside access to the leasehold lots east of Airport Road. As part of this project, the City may consider whether to light the extended Taxiway F or limit it to daytime use only.

7.1.3 Aprons

Three aircraft parking aprons are maintained by the City of Prince Albert: Aprons I, II, and III. A fourth apron is maintained by the SPSA on their leasehold lot which is not the responsibility of the City. The specifications and reported condition of each apron are provided in Table 7.4.

Table 7.4 – Apron Data

Apron	I	II	III
Dimensions	260 m x 99 m (853 ft. x 325 ft.)	200 m x 60 m (665 ft. x 200 ft.)	80 m x 85 m (262 ft. x 279 ft.)
Surface	Asphalt / Concrete	Asphalt	Turf
Pavement Load Rating (PLR)	8, 10	5	N/A
Lighting	Yes	Yes	No
Condition	Good	Fair/Poor	Fair

Apron I

Apron I is the primary apron serving air carriers and itinerant aircraft, located adjacent to the terminal building. There are six designated aircraft parking positions on the west side of the apron. Apron I was rehabilitated in 2003 with federal ACAP funding support. At that time, Apron I was also expanded north to its current configuration.

The predominant defects observed by the project team included low severity raveling, low severity longitudinal and transverse cracking, and reflective cracking from underlying concrete panel joints. **The rehabilitation of Apron I is recommended in the short-term** to address deterioration of existing cracks, particularly reflective cracking from underlying concrete panel joints. The City recently replaced the existing subsurface drainage system along the north side of Apron I, which was reported to be in good condition.

Aircraft de-icing operations are conducted on the southeast corner of Apron I. The de-icing infrastructure consists of a concrete swale and collection tank for glycol effluent. During de-icing operations, the collection tank is pumped out periodically and transported to a landfill. During the summer months, the tank surcharges with stormwater runoff. The glycol collection system is sufficient for the Airport's needs for the foreseeable future; however, future development may warrant the expansion or relocation of the glycol collection infrastructure.



Air carrier operations on Apron I

Apron II

Apron II is located immediately southeast of Apron I and is used for aircraft parking and provides access to leasehold development lots. Apron II was modified in 2003 with the addition of a pavement fillet at its northern end and in 2010, with the widening of the apron to its present configuration.

The majority of Apron II was observed to be in fair condition, apart from a significant frost heave at its interface with Apron I. The frost heave is considered a maintenance issue due to the seasonal differential movement of the pavement surface and its underlying soils. The south end of Apron II was observed to be in poor condition with widespread Foreign Object Debris (FOD). This portion of Apron II is not in use and has been deemed unserviceable. **It is recommended that Apron II be reconstructed and strengthened in the short-term planning horizon.** Concurrent with its reconstruction, **it is recommended that Apron II be extended in the short-term planning horizon** to provide airside access to the most southern leasehold lots.



Apron II pavement distresses

Apron III

Apron III is a daytime-only turf apron situated at the south end of Taxiway F that serves general aviation aircraft. There are currently several structures on Apron III including two hangars, tie-down cables, and power receptacles. Night operations are not recommended unless the apron is reconfigured; structures removed, lit, or marked; and edge lighting is installed on Taxiway F and Apron III. Apron III has sufficient capacity to support current and potential future general aviation activity levels, and expansion is not recommended within the Master Plan horizon.



Apron III

Private Apron

A private apron adjacent to Taxiway C is maintained by the SPSA on their leased premises. The apron typically accommodates two Convair 580s and a Turbo Commander, although additional aircraft are accommodated during peak periods. Consultations with the Province indicate that the apron may be expanded in the future to increase aircraft parking and loading capacity. The Recommended Land Use Plan reserves space to the west for such an expansion.

7.1.4 Airfield Capacity

Airfield capacity is a quantitative estimate of the number of aircraft take-offs, landings, and touch-and-go's that can safely occur based on the airfield infrastructure and operations of an airport. Capacity is commonly calculated as the maximum number of movements per hour. Prince Albert Airport's hourly movement capacity was estimated using the U.S. Airport Cooperative Research Program Prototype Airfield Capacity Model (PACM). Stakeholder consultations were completed in 2016 in support of the Taxiway C Extension Feasibility Study with West Wind Aviation, Transwest Air, SPSA, the RCMP, and NAV CANADA. Concerns with respect to the capacity of Prince Albert Airport included:

- Arrival and departure delays exceeding 20 minutes during peak periods;
- Incidents where aircraft attempt to depart before the arrival of another aircraft nearing the Airport (i.e., on final approach) to avoid delays incurred while waiting for the arriving aircraft to vacate the runway; and
- Wildfire suppression mission delays, or delays to other aircraft to facilitate the expedited departure of wildfire aircraft.

The capacity analysis considers operations solely on Runway 08-26. The analysis assumes that 30% of movements are small single and twin-engine aircraft (e.g., Pilatus PC-12, Beechcraft King Air), 30% of movements are intermediate twin-engine aircraft (e.g., Cessna Citation 560), and 40% are larger twin-engine turboprop aircraft (e.g., Saab 340, ATR 42). This aircraft mix is typical of the traffic currently operating at Prince Albert Airport. Touch-and-go movements are not modelled in the analysis. Based on these assumptions, the capacity of the airfield in its current configuration is estimated at 27 movements per hour in Visual Flight Rules (VFR) conditions. Variability in actual hourly capacity will be experienced on account of:

- Longer runway occupancy times for aircraft arriving on Runway 08 and departing on Runway 26;
- Aircraft touch-and-go's;
- The need for snow clearing vehicles to exit the runway during winter maintenance; and
- Variability in pilot technique and aircraft speeds.

The extension of Taxiway C to the threshold of Runway 26 would have a positive impact on airfield capacity, resulting in an estimated hourly capacity increase from 27 to 33 movements in VFR operations. These capacity improvements would result from aircraft no longer being required to backtrack to or from the Runway 26 threshold. The primary constraints to the extension of Taxiway C include intersecting a paved taxiway with the turf surface of Runway 16-34 and the setbacks required from the VHF Omnidirectional Range / Distance Measuring Equipment station.

The 2009 Airport Master Plan estimated the capacity of the airfield in Instrument Flight Rules (IFR) conditions to be 8 movements per hour, due to the need for the increased separation of arriving and departing aircraft as a result of not having radar coverage at Prince Albert Airport. While the extension of Taxiway C to Runway 26 would have a positive effect on capacity in IFR operations, the primary limitation to be addressed is radar coverage which would permit decreased aircraft separation distances. The implementation of a Multi-Lateral Wide Area Augmentation System and associated procedural changes by NAV CANADA could increase capacity during IFR conditions to an estimated 16 movements per hour.

While Level of Service improvements and investments by NAV CANADA may not be a short or medium-term priority of the organization given the significant financial challenges of COVID-19, the benefits of such a project should be studied further. **It is recommended that the City initiate consultations with NAV CANADA on the feasibility of improving IFR airfield capacity through radar coverage in the short-term.**

7.1.5 Visual Navigation Aids

Visual navigation aids provide guidance and information to pilots and staff operating at Prince Albert Airport. The Airport is equipped with two illuminated Wind Direction Indicators (WDIs) located south of the Runway 26 threshold and north of the Runway 08 threshold. Both WDIs were observed to be in good condition.

Illuminated mandatory instruction signs are located at the Taxiway A and Taxiway C Runway 08-26 holding positions, with two signs located at each position. A combination of illuminated and retroreflective signs are also located throughout the airfield to provide information and guidance on the runways, taxiways, and aprons. The existing illuminated guidance signs are obsolete fibreoptic technology; fibreoptic signage was removed from Transport Canada's most recent standards document (TP312 5th Edition) as these units are no longer considered an acceptable sign type due to the perceived lack of conspicuity when compared to backlit signs. **It is recommended that all fibreoptic guidance signs be replaced in the short-term** with LED units, in coordination with other airfield lighting and electrical upgrades.

Pavement markings are provided per TP312 4th Edition standards on Runway 08-26; Taxiways A, B, C, and D; and Aprons I and II. The perimeter of Runway 16-34 is delineated by orange conical and triangular markers and Taxiway E is delineated by blue retroreflective markers. The pavement markings and markers were noted to be in good condition and are repainted and repaired regularly as part of the Airport's maintenance program.



Airside guidance sign

7.1.6 Airfield Lighting

The Airport is equipped with various airfield lighting installations to aid in the safe operation of aircraft during nighttime and low visibility conditions. The characteristics of the lighting systems associated with Runway 08-26; Taxiways A, B, C, and D; and Aprons I and II are presented in Tables 7.5, 7.6, and 7.7, respectively.

Table 7.5 – Runway Lighting

RUNWAY	08	26
Edge Lights	High Intensity	High Intensity
Threshold Lights	High Intensity	High Intensity
End Lights	High Intensity	High Intensity
Approach Lights	SSALR ¹	ODALS ²
Precision Approach Path Indicator (PAPI)	No	Yes – P2

Table 7.6 – Taxiway Lighting

TAXIWAY	A	B	C	D	E	F
Edge Lights	Medium Intensity	Medium Intensity	Medium Intensity	Medium Intensity	No	No
Taxiway/Runway Intersection	Double Blue	N/A	N/A	Double Blue	No	N/A
Taxiway/Taxiway Intersection	No	No	No	Double Blue	No	No
Taxiway/Apron Intersection	Double Amber	Double Amber	Double Amber	No	N/A	No
Markers	No	No	No	No	Yes	Yes

Table 7.7 – Apron Lighting

APRON	I	II	III
Edge Lights	Medium Intensity	Medium Intensity	No
Flood Lighting	Yes	No	No

The Apron I edge lighting was reconfigured in 2003; runway threshold and end lights were upgraded to LED fixtures in 2019; airfield lighting control system was replaced in 2019; and the Taxiway B edge lighting was in the process of being replaced with LED fixtures at the time of the Master Plan’s preparation in 2020. Otherwise, the majority of the airfield lighting installations date to 1998. The lighting systems consist of incandescent lamp technology except for the SSALR units that are capacitor discharge lights. The airfield lighting system was observed to be in good condition by the project team but is at or beyond its recommended rated service life. Notable deficiencies include:

¹ SSALR = Simplified Short Approach Lighting System with Runway Alignment Indicator

² ODALS = Omni-Directional Approach Lighting System

- Select components of the PAPI light boxes that are rare and are becoming difficult to procure;
- Based on recent megger test results, some of the circuits / airfield series lighting cables (ASLC) are in fair to good condition; however, the taxiway edge lighting, Runway 08 SSALR, Runway 26 ODAL and Runway 26 PAPI circuits are in poor condition; and
- During recent investigations, non-compliances with standards were noted with respect to the location of barrettes 5 and 6 of the Runway 08 SSALR system. This should be corrected upon rehabilitation of the system.

The typical lifespan for airfield electrical equipment is 20 to 25 years depending on the individual component, the environment the equipment is exposed to, and the regularity with which maintenance is performed. Due to the current age of most of the airfield electrical equipment, failures should be expected, and **rehabilitation / replacement is recommended within the short-term planning horizon**. It is recommended that failures be documented and when warranted, an updated ACAP application be prepared and submitted for the rehabilitation of the airfield lighting system.

Additionally, there is no existing Aircraft Radio-Controlled Aerodrome Lighting (ARCAL) infrastructure installed at the Airport as the FSS was historically staffed 24 hours per day and aerodrome lighting systems were controlled by a Flight Service Specialist. Recent reductions to the operational hours of FSS has resulted in the need for an ARCAL system for pilots to activate airfield lighting from their aircraft, outside the operational hours of FSS. **It is recommended that an ARCAL system be installed in the short-term planning horizon.**

Several units of the Runway 08 approach lighting system are located on private property west of the boundary of Prince Albert Airport. An easement is in place for these units in favour of the City. While the historical landownership and easement arrangement has generally been effective, the purchase of all or part of this parcel by the City may be advantageous to ensure that unencumbered access can continue and that conflicting land uses will not be developed in the future. Discussions can be initiated by the City to explore the possibility of acquiring this parcel from the landowner.



Runway 08 SSALR Approach Lighting

7.1.7 Airfield Electrical Systems

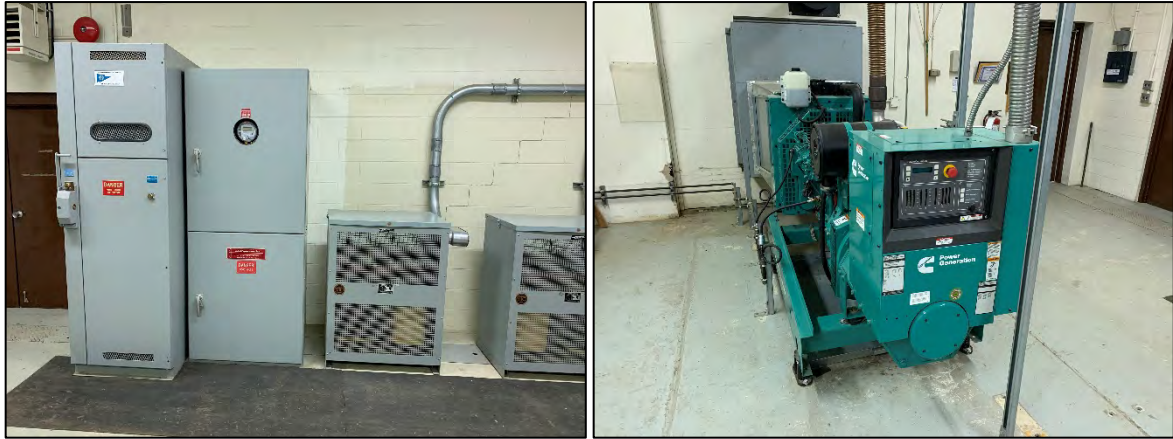
The Field Electric Centre (FEC) is comprised of a concrete block building that was constructed in 1977. The FEC structure is large enough to accommodate future electrical system expansions, is in a satisfactory condition, and rehabilitation is not anticipated within the planning horizons of the Master Plan.

A general description of the airfield electrical system is as follows:

- The main service power into the FEC is a metered 4160 T / 2400 V, 3 phase, 4 wire supply provided by a SaskPower pad mounted transformer;
- The SaskPower transformer is a 225 kVA, 24940 Y / 14400 V, 2 phase, 4 wire transformer manufactured in 1978;
- The main service is converted to 600/347V with a 175kVA, 3 phase dry type step-down transformer installed in the FEC in 2009;
- The 600/347V output of the transformer connects to the normal power terminal of a 600V transfer switch installed in 2009;
- The output of the transfer switch is converted to 4160/2400V through a 175kVA 3 phase dry type step-up transformer installed in the FEC in 2009 which connects to 4160V switchgear;
- The 4160V switchgear distributes power to the constant current regulator lineup, FEC building loads, terminal building essential power, and navigation aids; and
- A 150kW/188kVA 600/347V, 3 phase, 4 wire diesel generator was installed in 2009 that connects to the emergency terminal of the transfer switch.

The main service, distribution equipment, and switchgear were also observed to be in good condition and replacement is not anticipated within the Master Plan horizon. The distribution switchgear will require service maintenance in the short-term such that the switches and other components are properly maintained to mitigate the risk of failure.

The airfield lighting systems are supplied from eight constant current regulators located in the FEC originally installed in 1977. The constant current regulators were rehabilitated in 2008 with digital door upgrades that rehabilitated the control components of the units which are the least reliable parts of the units. The power components of the regulators are now 35 years old which are beyond their rated lifespan and maintenance of these devices is becoming problematic. The existing regulators are powered with 2400V. This medium voltage presents a safety hazard compared to lower voltage equipment such as 347/600V or 120/208V. **The replacement of the constant current regulators with new 600V regulators complete with associated power distribution is recommended in the short-term**, concurrent with the replacement of the airfield lighting.



Airfield electrical infrastructure in the Field Electric Centre

7.2 Airport Support Services

7.2.1 Aircraft Fuel

The City of Prince Albert does not own aviation fuel storage facilities at the Airport, nor does it sell or distribute aviation fuels. Airport tenants are permitted to store aviation fuel on their leased lands for internal use. Snowbird Aviation is the fuel provider for Transwest Air, West Wind Aviation, and itinerant aircraft, offering 100LL (AvGas) and Jet A from its underground tanks and a mobile fuel bowser. Snowbird Aviation is the only tenant permitted to sell fuel at Prince Albert Airport as they are the only holder of a fuel Quality Control program. The fuel tanks operated at the Airport are described below:

Snowbird Aviation

- A 50,000 L 100LL underground tank and a 75,000 L Jet A underground tank located at the southwest edge of Apron II. These tanks are primarily used for refuelling non-Transwest Air / West Wind Aviation aircraft.
- A 77,000 L aboveground Jet A tank adjacent to the terminal building which is used to refuel Transwest Air and West Wind Aviation aircraft and to supply their fuel bowser.

Saskatchewan Public Safety Agency

- One 150,000 L Jet A tank

Royal Canadian Mounted Police

- One 30,000 L Jet A tank

Private Hangar Owner

- One 5,000 L 100LL tank

No issues or concerns have been reported with the tanks described above. No investment in fuel storage and distribution equipment is expected to be required by the City across the Master Plan horizon, as this would be the responsibility of the current and potential future owners / operators. As noted previously, the City is not currently responsible for storing, testing, or dispensing aviation fuel. The City's non-involvement in the sale of fuel is understood to be attributable to the capital and operating expenses of initiating and maintaining fuel services, the lack of residual Airport Staff capacity, and the responsibility that would be borne for fuel quality control. Further, the approach taken by the City with the Airport has been to create an environment where private businesses can provide aviation services (see Section 4.4).



77,000 L Jet-A tank adjacent to the terminal building

7.2.2 Ground Support Services

Ground support services are provided by Snowbird Aviation Services, including the handling of scheduled and charter flights by Transwest Air and West Wind Aviation. Services provided by Snowbird include aircraft marshalling, grooming and detailing, towing, pre-heating, ground power, cargo acceptance and warehousing, fuelling, baggage handling and passenger processing. Type I de-icing fluids are available which are dispensed from a dedicated application truck. Stakeholder consultations identified no deficiencies with the existing ground support services at the Airport; however, select ground handling services by Snowbird Aviation Services are performed only for Transwest Air and West Wind Aviation aircraft.

7.2.3 Electronic Navigation Aids and Instrument Flight Procedures

Electronic Navigation Aids

NAV CANADA maintains the following electronic navigation aids at Prince Albert Airport:

- **Instrument Landing System (ILS):** The ILS is comprised of a localizer located approximately 550 m east of the Runway 26 threshold and a glidepath array located in the infield between Taxiways A and D.
- **VHF Omnidirectional Range (VOR) / Distance Measuring Equipment (DME):** A VOR/DME station is located approximately 650 m east of Taxiway D.
- **Non-Directional Beacons (NDBs):** Two NDBs are located off the Airport property, approximately 7 km west and 8 km east.

While the responsibility for the operation and maintenance of each electronic navigation aid is the responsibility of NAV CANADA, an Airport Procedure Operations Agreement specifies the responsibilities of the City. This includes maintaining cleared areas and limiting obstructions near each aid and ensuring that Airport infrastructure such as fences does not interfere with the proper functioning of each system. Protected areas for each electronic navigation aid will be respected in subsequent development plans. The glidepath array's location and associated protected area south of Runway 08-26 complicates airport maintenance, snow clearing, and aircraft ground maneuvering, and was noted as an operational challenge by the City.

NAV CANADA is completing a navigation aid modernization program that will include transitioning to a satellite-based air navigation system, including GPS-based RNAV (GNSS) Instrument Flight Procedures. As part of this modernization program, Prince Albert Airport's NDBs and the VOR are to be decommissioned, with the ILS and DME to be retained. The timing of the decommissioning of the NDBs and VOR has not yet been announced. Anticipated impacts are detailed in Table 7.8.

As the current location of the DME conflicts with the recommended medium-term extension of Taxiway C, it is recommended that NAV CANADA be consulted to identify opportunities for the relocation of the DME.

Table 7.8 – Electronic Navigation Aid Modernization Program Impacts

Navigation Aid to be Decommissioned	Impacted Procedures	Mitigation Measures
Glass (ZPA) NDB	Revoke NDB RWY 26 (Complete)	RNAV (GNSS) RWY 26 implemented
Prince Albert (PA) NDB	Revoke NDB RWY 08 (Complete) Redesign ILS RWY 08	RNAV (GNSS) RWY 08 implemented
Prince Albert (YPA) VOR	Revoke VOR/DME RWY 08 Revoke VOR/DME RWY 26 Revoke VOR RWY 26	RNAV (GNSS) procedures implemented for both runways



ILS glidepath array (left) and VOR/DME (right)

Instrument Flight Procedures

Aircraft arrivals in Instrument Meteorological Conditions (IMC) are supported by Instrument Approach Procedures (IAPs). Prince Albert Airport's IAPs are detailed in Table 7.9. The IAPs of Prince Albert Airport are a significant strength of the facility and improve the availability of the facility in IMC.

However, a recurring theme in stakeholder consultations was the problem of ceilings and visibility decreasing below the minimums of existing IAPs during periods of morning and evening fog in the spring and fall seasons. The fog issue is compounded by the Airport's low elevation, proximity to the North Saskatchewan River, and weather conditions that do not promote the dissipation of fog. Further, the scheduling of air carrier flights with a significant peak in the morning accentuates delays because of fog.

While IMC can limit the availability of Prince Albert Airport, the facility is comparatively well served by its three ILS and RNAV IAPs. Prince Albert’s RNAV procedures include Localizer Performance with Vertical Guidance (LPV) minima which are the highest precision GPS IAPs currently available without specialized pilot training requirements. Also, while the current Category I ILS could be upgraded to a Category II system with a Minimum Decision Altitude of 100 ft. to 200 ft., doing so would require significant involvement by NAV CANADA and upgrades to the Airport’s infrastructure, including upgraded approach lighting, runway centreline lights, and touchdown zone lights.

To further understand and quantify the Airport’s annual availability in IMC, **it is recommended that a meteorological study be completed in the medium-term** that considers historical weather data, existing infrastructure and IAPs, and the improvement that would be offered with more advanced IAPs.

Four RNAV-based Standard Instrument Departures (SIDs) are provided from Runway 08-26 to the north and south. Two Standard Terminal Arrival Routes (STARs) are provided to Runway 08-26 from the airspace system to the north and south. No deficiencies were noted through stakeholder consultations with respect to the SIDs and STARs.

Table 7.9 – Instrument Approach Procedures

Instrument Approach Procedure	Minimum Decision Altitude	Minimum Visibility
ILS RWY 08	200 ft. AGL	½ SM RVR 2,600 ft.
RNAV (GNSS) RWY 08	315 ft. AGL	1 SM RVR 5,000 ft.
RNAV (GNSS) RWY 26	308 ft. AGL	1 SM RVR 5,000 ft.
VOR/DME RWY 08*	475 ft. AGL	1 SM RVR 5,000 ft.
VOR/DME RWY 26*	458 ft. AGL	1 ½ SM
VOR RWY 26*	638 ft. AGL	2 SM
SM = Statute Mile		RVR = Runway Visual Range
* IAP to be revoke as part of NAV CANADA’s navigation aid modernization program		

Aircraft are currently not permitted to maneuver during Reduced Visibility Operations, which occurs when visibility is below RVR 2600 (½ SM visibility) and above RVR 1200 (¼ SM visibility). A Reduced Visibility Operations Plan (RVOP) can be established to permit continued ground operations during these conditions. The development of an RVOP is not a regulatory requirement but is strongly encouraged by Transport Canada and would improve the usability of the Airport for aircraft operators with Transport Canada Special Authorizations. An RVOP would describe matters such as authorized taxi routes, the use of visual navigation aids, roles of the Airport operator and NAV CANADA, and operational limitations and procedures. **The development of an RVOP is recommended in the short-term.**

7.2.4 NAV CANADA Services

NAV CANADA is a private not-for-profit corporation that is responsible for Canada’s air navigation system. Prince Albert Airport is supported by a NAV CANADA Flight Service Station (FSS) that occupies a two-storey building immediately south of the terminal building. NAV CANADA’s Flight Service Specialists provide traffic advisory services to pilots, hourly weather reports, forecasts, vehicle control services, and other services.

The Prince Albert Airport FSS operates 24 hours per day, 7 days per week. Overnight services were suspended from May 2020 to September 2020. In September 2020, NAV CANADA announced that a level of service review will be completed to determine whether to terminate overnight FSS services at Prince Albert Airport amid the economic challenges of COVID-19. While City Staff will be consulted, the decision regarding the future of the Prince Albert Airport FSS will be the responsibility of NAV CANADA and Transport Canada as the approval authority.

A deficiency noted by the NAV CANADA Flight Service Specialists are line of sight issues from the FSS to the airside system. Specifically, line of sight is limited by the Field Electric Centre, wildfire suppression base, and Taxiway B and Apron III aircraft hangars. However, consultations with NAV CANADA did not indicate that the organization has plans to modify their facility to overcome these issues. Future development plans must consider limiting new line of sight challenges. Opportunities to collocate the FSS with a new terminal building or airport maintenance building can also be considered through consultations with NAV CANADA, as documented later in this Master Plan. However, the Master Plan does not make any assumptions as to whether this relocation will occur as it is at the discretion of NAV CANADA.

A study is currently being undertaken by NAV CANADA at the time of this report's preparation trialing the use of camera arrays at Fredericton Airport in New Brunswick to enable the overnight FSS to be operated remotely from Saint John Airport. If successful, the future implementation of this system at other airports by NAV CANADA could change the manner in which aerodrome advisory services are provided at Prince Albert Airport. Similarly, camera arrays are currently in use at Red Deer Regional Airport to address line of sight issues at NAV CANADA's second-storey Air Traffic Control / FSS facility.

NAV CANADA also maintains a VHF Direction Finder (VDF) that enables Flight Service Specialists to provide navigation assistance to pilots based on the bearing from received radio transmissions. The Prince Albert VDF system is identified for possible decommissioning as part of a service review initiated by NAV CANADA in 2019. Depending on the findings of the NAV CANADA study, the VDF array located south of the VOR/DME unit could be decommissioned.



Flight Service Station (top) and line of sight obstructions (bottom, emphasis added)

7.2.5 Weather Observation and Forecasting

NAV CANADA provides Aerodrome Routine Meteorological Reports (METARs) on an hourly basis or as conditions change. METARs are made by human observers with support from weather instruments and are available during the staffed hours of the FSS; this is referred to as a Human Weather Observation System (HWOS). During unstaffed hours, such as the 2020 COVID-19 temporary suspension of overnight services, a Limited Weather Information System (LWIS) is available to report wind, temperature, dew point, and altimeter setting. The LWIS provides the minimum information required for pilots to conduct Instrument Approach Procedures. NAV CANADA also publishes four Terminal Area Forecasts (TAFs) per day, offering a localized forecast of weather conditions over a 24-hour period.

Depending on the findings of NAV CANADA's level of service review for the Prince Albert FSS, the Airport may be limited to an LWIS for overnight weather observations. LWIS units lack key information such as ceiling and visibility data that determine whether pilots will be able to meet the minimum requirements of Instrument Approach Procedures. Accordingly, flight planning for overnight operations during Instrument Meteorological Conditions could be challenging. An Automated Weather Observation System (AWOS) provides a broader array of weather observation data and may be advantageous to support nighttime aircraft operations and may be required depending on the outcome of the level of service review.



Limited Weather Information System

7.2.6 Communications

A Mandatory Frequency area has been established for a 5 Nautical Mile radius around Prince Albert Airport to 4,400 ft. ASL on a frequency of 122.3 MHz. Pilots are required to contact the Prince Albert FSS within this area during its staffed hours, or broadcast on the Mandatory Frequency during unstaffed hours. A ground frequency has also been established on 122.6 MHz. Pre-flight and enroute information services are provided by the Winnipeg Flight Information Centre through a Remote Communications Outlet on 123.475 MHz.

As described in Section 7.2.7, cross-coupling issues exist as the radio units mounted in the Airport's mobile equipment only have one channel and no scanning capabilities. Maintenance vehicles monitoring the ground frequency (122.6 MHz) cannot communicate on 122.3 MHz, which presents a safety and operational issue when the FSS is closed.

7.2.7 Airport Maintenance Equipment and Buildings

Maintenance Equipment Fleet

As described previously, the Airport Manager and Airport Maintenance Staff are responsible for daily operations and maintenance. Call-out procedures are established for services outside of normal working hours. Stakeholder consultations and on-site observations indicate that the ongoing maintenance and operation of Prince Albert Airport is well-executed. The Airport equipment fleet is detailed in Table 7.10.

Table 7.10 – Airport Maintenance Mobile Equipment Fleet

Mobile Asset	Hours / km (Oct 2020)	Year	Age (2021)	Replacement Year
Duke Snowblower (Back-Up)	4,368 km	1987	34 Years	N/A (Back-Up)
Navstar Sander / Deicer / Plow Truck	8,000 km (estimated)	1989	32 Years	2009
SMI Sweeper (Back-Up)	2,637 km	1992	29 Years	N/A (Back-Up)
Navstar Plow Truck	5,635 km	2000	21 Years	2020
Case Loader	3,976 km	2006	15 Years	2026
Chevrolet 1/2 Ton Truck	109,511 km	2009	12 Years	2029
11' John Deer Mower	662 km	2014	7 Years	2034
Chevrolet 1/2 Ton Truck	72,052 km	2015	6 Years	2035
SMI Sweeper	1,297 km	2015	6 Years	2035
Towed Deicer Spreader	N/A	2015	6 Years	2035
Polaris Indy Voyager Snowmobile	N/A	2016	5 Years	2036
Larue Snowblower	563 km	2017	4 Years	2037
Gravelly Walk Behind Sweeper	N/A	2018	3 Years	2038
CAT M140 Grader	184 km	2019	2 Years	2039
Kabota Tractor	195 km	2020	1 Year	2040
Grasshopper 6' Mower (Groundside)	18 km	2020	1 Year	2040
Schulte Towed 25' Mower	N/A	2020	1 Year	2040
Ariens Walk Behind Snow Blower	N/A	2020	1 Year	2040

Consultations with the Airport Manager identified the need for a cold air blower attachment in the short-term. Additionally, regular fleet upkeep and renewal is required to ensure that maintenance can continue to be performed to current expectations and standards. Given the small number of Airport Maintenance Staff, operational procedures have been designed to maximize efficiency (e.g., the coupled plow, sweeper, and de-icer) and extra equipment continues to be maintained for redundancy purposes. Future fleet renewal projects by the City should continue to support the realization of workflow efficiencies and equipment redundancies to maximize the operational flexibility and safety of Prince Albert Airport. The recommended installation of an ARCAL system on 122.3 MHz and potential overnight closure of the FSS in the short-term will present challenges for the Airport's mobile equipment. The existing equipment fleet is equipped with radios that are limited to communications on 122.6 MHz, as adding channels and scanning is a challenge on these units. Airport Maintenance Staff would have difficulties monitoring the Mandatory Frequency and activating the airfield lighting using the future ARCAL system; accordingly, **the installation of new multi-channel VHF radios for the mobile equipment fleet is recommended in the short-term planning horizon.**

Airport Maintenance Building

The airport maintenance building is a steel structure that originally consisted of five vehicle bays. The two northern bays were expanded in 2011 to increase storage capacity and to support a plow truck with a towed sweeper to be parked without uncoupling. Ventilation improvements were completed in 2015 and renovations were planned for 2020, including the addition of a second overhead door on the western façade. These renovations had not commenced prior to the completion of the Master Plan. A separate two-bay sand shed was constructed in 2017 to house sand, pavement de-icing materials, and miscellaneous items. Fuel for maintenance equipment is available adjacent to the Airport Maintenance Building.

The airport maintenance building is located on the groundside and does not have direct access to the airfield. Airport Maintenance Staff and vehicles access the airfield via an automated perimeter fence gate southeast of the FSS, approximately 150 m from the airport maintenance building. The advantage of this location is that land with airfield access that could otherwise be used for airside development is not occupied by the airport maintenance building. However, limitations of this location include:

- Airport Maintenance Staff are required to hold a Class 3 Driver's License with Air Brake and Heavy Trailer endorsements to cross public roads with the plow truck and sweeper. This requirement would not be applicable if these units are only operated airside;
- Road salts that are not used on airfield pavements are tracked airside by transiting vehicles;
- Diesel equipment that is left running unattended outside while Airport Maintenance Staff attend to other duties (e.g., the plow and sweeper while Staff complete a runway report) is a security issue, as the Airport Maintenance Building is accessible to the public; and
- The Emergency Command Centre collocated within the airport maintenance building is separated from the airfield, hindering operational responses.

As the current structure is generally adequate for the current and future needs of the City despite the limitations noted above, investments have recently been made in the facility, and a wide range of capital priorities compete for municipal funding, the relocation of the airport maintenance building is not recommended across the short and medium-term planning horizons. If sufficient municipal capital reserves are available in the long-term planning horizon, consideration could be made to developing a new airport maintenance building with airside access east of Apron I. This potential project could also represent an opportunity to collocate a new NAV CANADA FSS with the facility, reducing line of sight issues. The Recommended Land Use Plan will reserve space for such a function east of Apron I.



Airport maintenance building

7.2.8 Emergency Response Services

Prince Albert Airport is not required to maintain an on-site Aircraft Rescue and Fire Fighting presence per Section 303 of the CARs, as its annual passenger movements are fewer than 180,000. The activity forecast presented in Chapter 6 does not anticipate that passenger movements will exceed the 180,000 threshold within the planning horizon. Emergency Response Services are provided by the City of Prince Albert Fire Department and Prince Albert Police Service. In accordance with Transport Canada’s requirements for a Certified Airport, Prince Albert Airport maintains an Emergency Response Plan. Consultations did not identify the existing Emergency Response Services arrangement as an area of concern.

7.3 Terminal Building

The terminal building is a single-storey structure with a total area of approximately 492 m² (5,292 ft²). The terminal building supports the processing of arriving and departing scheduled and charter passengers, baggage and cargo handling, and administrative functions for air carriers. The current terminal building floorplan is presented as Figure 7.2.

The terminal building was constructed in 1983 and subsequently renovated in 2012, with additions to the northern and eastern façades also completed at that time for inbound and outbound baggage handling. The terminal is a wood frame structure on concrete piles above a pony wall crawlspace, with natural gas forced ventilation heating and air conditioning for climate control. The structural condition of the terminal building is understood to be good based on consultations with City Staff.

Like many regional airport terminal buildings designed under Transport Canada’s purview in the late 20th century, Prince Albert Airport’s terminal building was not “future proofed” to be easily expandable. The building has numerous challenges that limit the efficient expansion of the structure to support both current and future passenger and cargo activity levels. Expansion in all directions is constrained by factors that include:

- Apron I to the east;
- The terminal building road and parking lot to the west;
- The cargo handling facilities located in the southern portion of the building and the limited structural capacity of the floor to support the weight of additional cargo loads; and
- The inbound baggage handling system located in the northern portion of the building, and fuel tanks immediately to the north.

7.3.1 Assessment Methodology

The terminal building functionality and space requirements were assessed using guidelines published by Transport Canada, through their Systemized Terminal Expansion Program (STEP), and IATA's Airport Development Reference Manual. Terminal building requirements are determined using two industry metrics: Peak Hour Passenger – Departing (PHPD) and Peak Hour Passenger – Arriving (PHPA). The Peak Hour values are the number of departing or arriving passengers provided within the busiest hour of the average peak day of the peak month. The Peak Hour values are used in conjunction with the three-tiered IATA Level of Service (LoS) guidelines: Sub-Optimum, Optimum, and Over-Design. The Optimum LoS balances the passenger experience with responsible capital investment and operational costs and is used in this assessment.

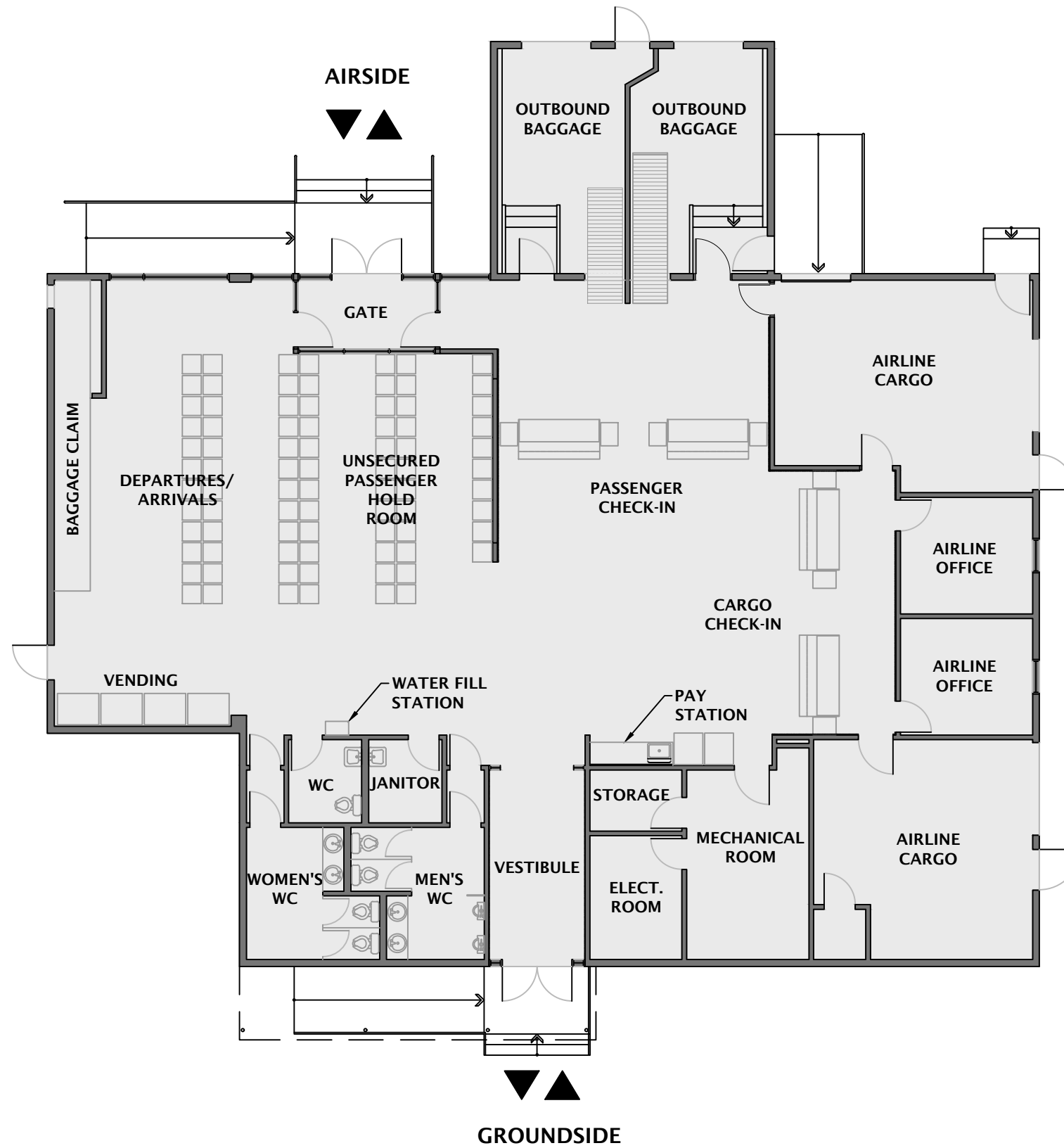
Summer 2020 schedules (adjusted due to COVID-19) for Transwest Air and West Wind Aviation were used to create a nominal schedule to analyze the existing capacity of the terminal building, supplemented by qualitative data from stakeholder consultations. Stakeholder consultations were used to confirm the validity of the PHPA and PHPD values and account for scheduling differences prior to COVID-19.

The baseline PHPD and PHPA values are calculated assuming the departure or arrival of four Transwest Air and West Wind Aviation flights within a one-hour period – a situation that can commonly occur during the mid-day bank of flights on weekdays. Based on the following assumptions, the baseline PHPD and PHPA is estimated at 84 passengers:

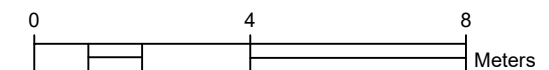
- Two flights are operated by 34-seat Saab 340Bs and two flights are operated by a 44-seat ATR42;
- All flights operate at a 90% load factor; and
- 60% of passengers on each flight enplane or deplane in Prince Albert, accounting for passengers originating from or travelling to other destinations that do not make use of the terminal building.

The long-term nominal schedule is consistent with the Master Plan passenger activity forecast (Section 6.1.2). The long-term scenario considers the same assumptions with respect to Transwest Air and West Wind Aviation's operations. PHPD and PHPA values increase to 115 passengers in the long-term nominal schedule based on the following assumptions:

- One new flight is added which is operated by a 34-seat Saab 340B;
- The flight operates at 90% load factor; and
- 100% of passengers embark or disembark, which is consistent with the operations of a potential scheduled air carrier that services the catchment area market from an airport such as Calgary.



PRINCE ALBERT AIRPORT
 STRATEGIC MASTER PLAN
 FIGURE 7.2 - EXISTING TERMINAL BUILDING
 FEBRUARY 2021



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7.3.2 Groundside Interface

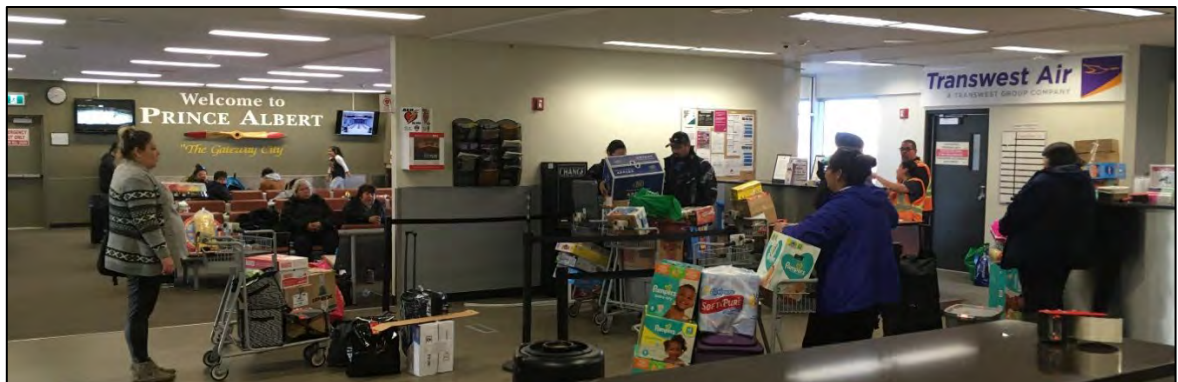
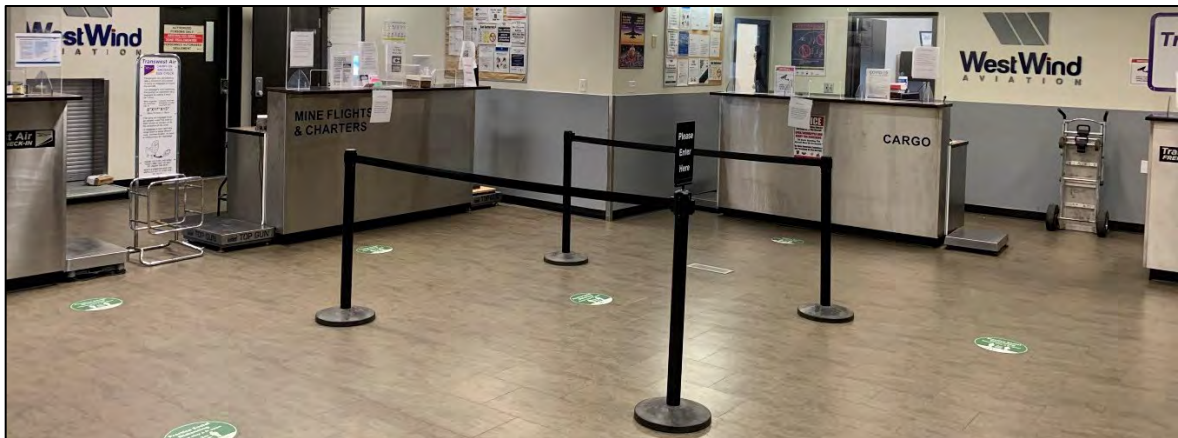
The terminal building is accessed from the groundside by a single 13 m² (142 ft²) vestibule. Due to the elevation of the terminal building relative to the grade of the curbside, a wheelchair accessible ramp and a set of steps are provided to access the vestibule. Unlike terminal buildings of similar size, separate entrances and exits are not provided for arriving and departing passengers.

7.3.3 Check-In Area

The check-in area supports the processing of departing scheduled and charter passengers, baggage, and cargo. Four check-in counters are provided in a 21 m² (224 ft²) area, each of which has two staff positions. Based on the 2020 operations of Transwest Air and West Wind Aviation, two check-in counters are used for passenger processing and two counters are used for cargo processing. It is understood that the four counters are generally sufficient for the current and future needs of Transwest Air and West Wind Aviation, although no check-in counters are available for new air carriers.

Approximately 46 m² (499 ft²) of queuing space is provided in the check-in area. The configuration of the check-in counters, with the two areas of counters aligned perpendicular to each other, can result in periods of crowding and conflicting passenger queues. Check-in counter lines are delineated by movable stanchions.

A portion of the check-in area is occupied by the public parking payment station and, during the COVID-19 pandemic, a table with passenger screening forms.



Check-in area (top) and queuing issues (bottom)

7.3.4 Cargo Handling

Two cargo storage and handling areas are provided in the terminal building with a combined area of 87 m² (934 ft²). Cargo is received by air carrier staff in the check-in area, transferred to one of the two cargo rooms, stored, and then transferred airside to the departing flight. One cargo area has both groundside and airside access via two overhead doors. However, the other cargo area does not have airside access, requiring staff to transfer cargo to the airside via an access gate.

The cargo handling areas were reported and observed to be significantly undersized relative to current and potential future demand, which has led to air carriers:

- Installing prefabricated storage sheds adjacent to the terminal building;
- Storing cargo outside of the terminal building under staff supervision; and
- Trucking excess cargo.

Based on consultations with air carrier staff, it is understood that maintaining cargo facilities either within or in proximity to the terminal building is of prime importance, as passengers departing on scheduled air carrier flights are a significant source of cargo demand. Separating the passenger and cargo facilities would require additional staffing, as airline employees are frequently cross utilized for passenger and cargo functions.



Terminal cargo handling area (left) and groundside cargo loading (right)

7.3.5 Outbound Baggage Handling

Outbound passenger baggage is received by air carrier staff in the check-in area and conveyed to two handling rooms via roller conveyors. The combined area of the outbound baggage handling rooms is 41 m² (446 ft²), with both rooms appropriately sized to accommodate one to two baggage carts through overhead doors. The size of the baggage handling rooms was not noted as a deficiency during consultations with air carrier staff.

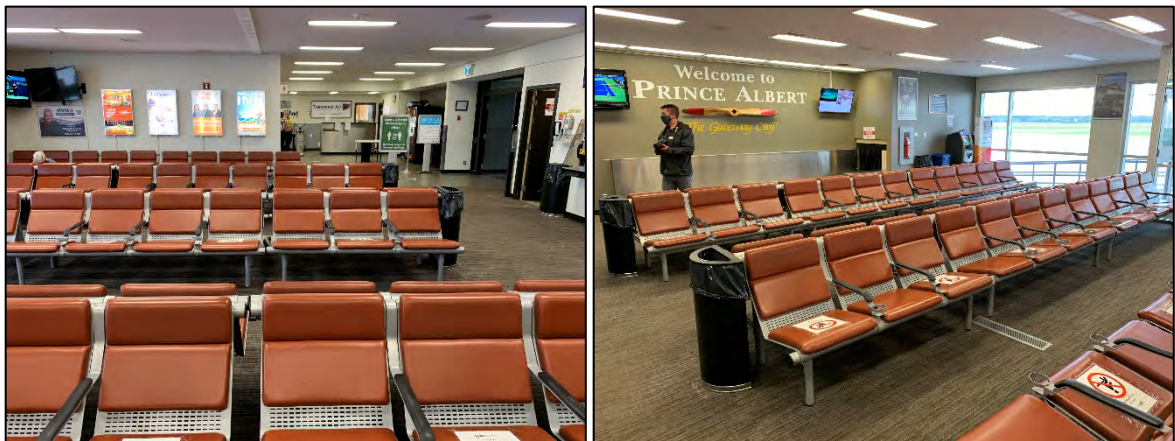


Outbound baggage handling area

7.3.6 Unsecure Passenger Holdroom

The unsecure passenger holdroom is located adjacent to the check-in area. As air carrier flights from Prince Albert Airport depart unsecured, there is no partition required to separate the passenger holdroom from other terminal areas. The unsecure holdroom is 98 m² (1,059 ft²) with seating provided for 82 passengers. While the amount of seating provided is close to the PHPD value (84 passengers), periods of congestion commonly occur in the unsecure holdroom during normal air carrier operations.

Crowding is exacerbated during flight delays which are understood to exceed the capacity of the holdroom and are common during low visibility days. The lack of capacity in the unsecure passenger holdroom, and the terminal building more generally, has led air carriers operating northbound routes on poor weather days to hold their flights in Saskatoon International Airport while waiting for conditions to improve. The limitations of the terminal building disincentivizes Transwest Air and West Wind Aviation from positioning their flights to Prince Albert Airport before departing northbound on poor weather days, removing an opportunity for future vendors in the terminal building to realize revenues from waiting passengers and airline staff.



Unsecure passenger holdroom

7.3.7 Arrivals Area and Inbound Baggage Handling

The arrivals area is approximately 17 m² (183 ft²) and is collocated with the unsecure passenger holdroom, without partitions to separate outbound and inbound passengers. Inbound baggage is unloaded by air carrier staff through a door on the terminal building's northern façade. Baggage is then conveyed into the arrivals area for collection by passengers via a 5 m long linear conveyor claim belt. Bags are not recirculated on the conveyor belt and instead are deposited onto the terminal floor.

The current configuration of the arrivals area and inbound baggage handling system is understood to be a deficiency of the terminal building. The area for inbound passengers waiting to collect their baggage is also used for passengers queuing for departure, leading to space conflicts. The baggage claim belt is also undersized relative to current demand, resulting in baggage and cargo commonly piling up at the end of the conveyor.

Additionally, the terminal building's single gate means that only a single flight can be loaded or unloaded at a given time – during peak periods, this can delay air carrier operations.



Baggage claim belt (left) and arrivals area (right)

7.3.8 Washrooms and Building Amenities

Approximately 34 m² (364 ft²) of the terminal building is dedicated to the provision of passenger and staff amenities. Three washrooms are provided:

- A men's washroom with two toilets, two sinks, and two urinals;
- A women's washroom with two toilets and two sinks; and
- An accessible washroom with one toilet and one sink.

The capacity of the washrooms is reported to be a deficiency during peak air carrier periods, where high numbers of passengers can result in queuing for the washrooms. This challenge is worsened during flight delays, where higher than normal volumes of passengers are waiting in the terminal building for extended periods. Additionally, no washrooms are provided for air carrier staff separate from public areas of the terminal building. A project to install tankless auto-flush toilets was set to commence during the preparation of the Master Plan.

Several passenger amenities are provided throughout the terminal, including four food and beverage vending machines; two arcade kiosks; a Flight Information Display and three televisions; a water fountain and bottle fill station; public pay phones; an Automated Teller Machine; and a cellphone charging station.

The primary deficiency noted during stakeholder consultations with respect to passenger amenities is the lack of food service options for passengers and staff. A common stakeholder view was that a food services concession in, or near, the terminal building would be a significant improvement during normal operations and especially during flight delays. However, no floor space or infrastructure (i.e., ventilation, fire suppression) is available for the provision of food services in the current terminal building. Further, no serviced land is available near the terminal building for a standalone restaurant.



Washroom entrances (left) and select passenger amenities

7.3.9 Administrative Space

Two offices are leased to Transwest Air and West Wind Aviation, located adjacent to the check-in area. Each office is 11 m² (115 ft²) and is used to support air carrier administrative functions. From consultations with air carrier staff, additional administrative space would be desirable to support daily operations. Additionally, no dedicated space has been provided for employee breaks resulting in check-in agents and ground handlers creating temporary facilities in cargo handling areas. Additionally, no office space is available should a new air carrier seek to commence service at Prince Albert Airport.

7.3.10 Functional Systems and Support Rooms

Approximately 80 m² (858 ft²) is dedicated to the mechanical room, electrical room, and two storage areas supporting the terminal building's functional systems. The functionality and capacity of electrical, water, septic, and HVAC systems were not identified deficiencies, with upgrades and replacement projects completed by the City on an as-needed basis.

7.3.11 Secure Passenger Air Service Requirements

CATSA is responsible, either directly or through a contracted service provider, for screening passengers and baggage at airports across Canada. The CATSA Aerodrome Designation Regulations (SOR/2002-180) identifies Prince Albert Airport as a designated aerodrome at which CATSA Pre-Board Screening (PBS) services can be provided.

PBS services were provided at Prince Albert Airport from 2002 to 2012. A common air carrier concern noted in the 2009 Airport Master Plan was that PBS services were not necessary for flights to unsecured northern airports, and that requiring passengers arriving from unsecured airports enroute to Saskatoon International Airport to proceed through PBS was inefficient and disruptive. Currently, the only secured airport that receives scheduled air carrier services from Prince Albert Airport is Saskatoon International Airport. Passengers arriving at Saskatoon from Prince Albert must proceed through PBS if connecting to a secured flight.

As noted previously, the lack of PBS services disincentivizes a new air carrier from entering the Prince Albert market if their existing operations are typically secured (e.g., WestJet Link at Calgary International Airport). Per the Canadian Aviation Security Regulations, if CATSA services are to be provided, then the City is responsible for making facilities available for passenger and baggage PBS at their own cost.

The Recommended Terminal Building Development Plan provides a flexible concept that can be implemented if the City seeks to support the implementation of PBS services for a new air carrier providing secure passenger services. Specifically, this concept will include:

- Space for the PBS area and queuing; and
- A secure passenger holdroom and gate with the capacity to handle the departure of a representative 34-seat aircraft, such as the Saab 340B.

7.3.12 Summarized Terminal Building Requirements

As described throughout the preceding sections, numerous operational deficiencies of the terminal building limit the ability of Prince Albert Airport to support both current and forecast future passenger and cargo activity levels. The lack of residual capacity in the terminal building commonly leads to periods of crowding during flight delays and has resulted in air carriers opting to hold their flights in Saskatoon prior to departing northbound in instances where poor weather in northern destinations may result in delays. Further, the expansion potential of the current building is limited by constraints in all directions and by its capacity to support the weight of additional cargo loads because of its design.

As shown in Table 7.11, **a new terminal building with a floor area of approximately 1,200 m² is recommended in the medium-term planning horizon.** It should be noted that while the development of a new terminal building is assigned to the medium-term planning horizon, this phasing has been recommended to provide adequate time for the City to allocate capital resources to the project. The terminal building is deficient in its capacity to support current operations – if funding opportunities exist to advance the timing of the terminal building development project, it is recommended that they be pursued.

Table 7.11 – Terminal Building Functional Area Requirements

Functional Area	Existing Area (m ²)	Future Area (m ²)	Change (m ² + / -)
Floorspace – Core Terminal Building			
Groundside Interface	13	26	+13
Check-In Area – Counters	21	33	+12
Check-In Area – Queuing	46	36	-10
Cargo Handling	87	174	+87
Outbound Baggage Handling	41	83	+41
Unsecure Passenger Holdroom	98	98	-
Arrivals Area and Inbound Baggage Handling	17	190	+173
Washrooms and Building Amenities	34	68	+34
Food Services	0	80	+80
Air Carrier Administrative Space	21	92	+71
Car Rental Counter and Office	0	18	+18
Functional Systems and Support Rooms	33	50	+17
Other Building Area	80	140	+60
Total – Core Terminal Building	492	1,086	+594
Floorspace – Secured Passenger Air Service			
Pre-Board Screening Area	0	20	+20
Pre-Board Screening Queue	0	14	+14
Secure Passenger Holdroom	0	35	+35
Total – Secure Passenger Air Service Expansion	0	69	+69
Total – Core Terminal Building and Secure Passenger Air Service Expansion	492	1,155	+663

7.4 Groundside System

The groundside system includes elements of the Airport that are not directly integrated with the aviation activities of the facility, including its roadways, parking lots, and airside security measures.

7.4.1 Groundside Roads

Airport Road (Veterans Way)

Airport Road provides access to the Airport from Highway 55. The road is approximately 7.5 m wide with roadside ditches contained within a 24 m right-of way. The total length of Airport Road is approximately 2,800 m; the 2,000 m from Highway 55 to the fire services training structure is asphalt surfaced, while the remaining 800 m to the wildfire suppression base is comprised of a gravel surface.

No deficiencies have been identified with respect to the capacity, design, or access provided by Airport Road. Airport Road is considered adequate to meet the long-term needs of the Airport, and no significant upgrades are anticipated within the Master Plan horizon. Low and medium severity transverse cracking was noted on the paved portion of Airport Road during the site visit, with **rehabilitation recommended in the medium-term**. The unpaved portion of Airport Road may warrant paving if additional development lots are absorbed, to provide improved groundside access. This can be considered by the City if future development rates increase.

In addition to Airport Road, several roads are located throughout the groundside area as a legacy of the former Royal Canadian Air Force base. These roads are not identified as a core asset of the Airport and are not identified for improvements unless significant groundside development occurs.

Terminal Building Road

The Terminal Building Road provides unidirectional access to the terminal building curbside, public parking lot, and airside access gates from Airport Road. It has three paved lanes: two through-lanes and one lane for passenger drop-off and pick-up adjacent to the terminal curb and sidewalk. The Terminal Building Road experiences some congestion during peak periods but is generally anticipated to meet the needs of the Airport over the Master Plan horizon.

Low and medium severity transverse and longitudinal cracking and localized alligator cracking were observed on the Terminal Building Road by the project team. Short-term localized repairs (patching) will likely defer the need for rehabilitation until the medium term. **The reconfiguration of the Terminal Building Road concurrent with the development of a new terminal building is recommended in the medium-term.**

Wayfinding and Signage

Several stakeholders noted experiencing difficulty navigating the groundside roadways and parking lots, based on the current signage available. **It is recommended that a comprehensive review of groundside wayfinding and signage be completed in the short-term.** This exercise is also an opportunity to improve the Airport's brand presence throughout the groundside area.

7.4.2 Parking Lots

Three parking lots supporting passengers are provided at Prince Albert Airport: public, long-term designated, and long-term corporate. The current parking rate structure is shown in Table 7.12. Rates are set to match those of other City-operated parking facilities.

Table 7.12 – Parking Lot Data

Parking Lot	Spaces	Payment Type	Rate
Public	6	Coin Meter	\$2 / hour, 5 hour maximum
	82	Terminal Building Pay Station	\$5 / day
			\$60 / month
Car Rentals	2	Through Service Provider	N/A
Long-Term Designated	50	Contract	\$720 / year
Long-Term Corporate	350	Contract	Negotiable based on volume

Public Parking Lot

The public parking lot is located immediately west of the terminal building with vehicular access provided via the Terminal Building Road. The public parking lot is comprised of an asphalt surface supporting a total of 90 parking spaces, including three accessible spaces and power outlets for vehicle block heaters. Of the 90 parking spaces:

- Two are reserved for rental car companies;
- Six are metered spaces with a five-hour maximum; and
- 82 are paid using a pay station inside the terminal building.

Based on stakeholder consultations, the capacity of the parking lot is understood to be adequate for the current needs of the Airport. Concurrent with the development of a new terminal building and reconfiguration of the Terminal Building Road, the opportunity will exist for the expansion of the public parking lot to support potential future demand increases. **It is recommended that the public parking lot be rehabilitated and reconfigured in the medium-term planning horizon.**

Long-Term Designated Parking

A total of 50 long-term designated spaces for passholders are provided in two parking lots south of the terminal building:

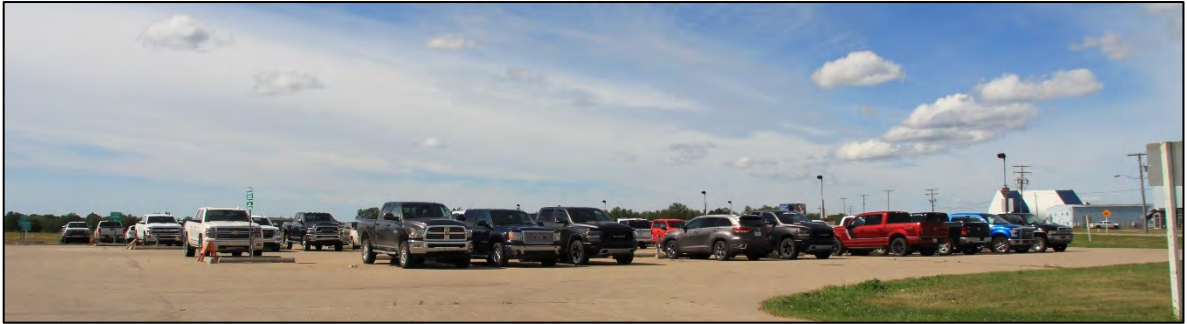
- 36 parking spaces are provided in a gravel surfaced lot access from the Terminal Building Road, with electrical outlets for vehicle block heaters; and
- 14 parking spaces are provided in a paved lot that is collocated with the City maintenance garage.

The capacity of the existing long-term designated parking lots was not noted as a deficiency during stakeholder consultations. In conjunction with the rehabilitation of other groundside surfaces, **it is recommended that the primary long-term designated parking lot be paved in the medium-term** to improve the level of service provided to users.

Long-Term Corporate Parking

The corporate parking lot located southwest of the terminal building provides 350 spaces that are contracted to major resource extraction employers such as Cameco and Orano. The corporate parking lot is accessed from Airport Road, is partially paved with the balance gravelled, and provides power outlets for vehicle block heaters. The existing capacity of the long-term corporate parking lot is anticipated to be sufficient for the needs identified within the timelines of the Master Plan.

The long-term corporate parking lot was observed to be in good condition during the site visit. **It is recommended that the long-term corporate parking lot be rehabilitated in the long-term planning horizon.**



Long-Term Corporate Parking Lot

7.4.3 Airside Access Control

A security fence is located along the entire perimeter of the Airport, limiting access to people, vehicles, and wildlife. The security fence was reported to be installed in 2002 and is in good condition. The City is planning to modify approximately 5,000 linear metres of fencing to extend below grade to address concerns of coyotes and foxes burrowing under the fence. Aside from minor maintenance and repairs, replacement of the security fence is not anticipated to be required over the planning period.

Airside access is controlled per the Movement Area Access and Control Policies developed by the City. The City is understood to operate the Airport in compliance with the requirements for Class 3 Airports prescribed in the Canadian Aviation Security Regulations. All person and vehicle gates are secured with locks and pin-pad codes, and all gates are reportedly in good condition. The Airport Manager is actively involved in maintaining appropriate airside access controls, and access is limited to essential parties.

The findings of the FSS level of service review may impact the manner in which airside access is provided. Historically, NAV CANADA's Flight Service Specialists served as the Airport's dispatchers for airside access for itinerant aircraft operators. If overnight FSS services are curtailed, new procedures and / or infrastructure will need to be implemented to enable 24-hour airside access.

7.5 Utilities and Servicing

7.5.1 Potable Water and Fire Suppression

Potable water for the Airport is provided by a 250 mm PVC watermain which was installed below the North Saskatchewan River in 1984. The watermain connects to a 150 mm ductile iron watermain at Airport Road which then supplies the Airport's internal water distribution network. The internal network is comprised of cast iron watermains installed during the original development of the Airport by the Royal Canadian Air Force in the 1940s. With the subsequent demolition of several surplus buildings over the years, there are numerous watermain fragments that have been left in place. A 150 mm loop services groundside commercial lots and buildings, and a 200 mm watermain extends from Airport Road across Apron II to the wildfire suppression base.

A 2015 Hydraulic Systems Analysis identified critical fire flow deficiencies at the Airport, noting that the primary watermain is undersized and that there is no watermain loop. The 2015 study recommended that the City consider the extension of a new 300 mm PVC watermain from the existing system at River Street East across the North Saskatchewan River to the west end of Airport Road, in addition to the existing 250 mm watermain. The 2015 study also recommended that the diameter of the existing watermain along Airport Road be increased from 150 mm to 250 mm. **The Master Plan carries forward the recommendations of the 2015 Hydraulic System Analysis. It is also recommended that potable water servicing be extended along Airport Road to the unserviced development lots. Both projects are recommended to occur in the short-term planning horizon.**

7.5.2 Sanitary Sewer

The sanitary sewage collection system consists of a network of 150 mm and 225 mm gravity sewers that convey wastewater from the terminal building, FSS, maintenance garage and tenants to a lift station at the west end of the Airport. The lift station pumps wastewater from the airport across the North Saskatchewan River through a sanitary forcemain. The lift station is a concrete block building that was built in 2017 and was observed to be in good condition. Interior mechanical components were not reviewed as part of the condition assessment.

The sanitary sewage collection system is in good condition as confirmed through recent CCTV inspections and discussions with City Staff. It is understood that there is sufficient residual capacity in the system to meet the long-term development needs of the Airport. To prepare land for new development, **it is recommended that the City extend gravity sewers to new development lots in the short-term.**

7.5.3 Stormwater Management and Drainage

Existing stormwater runoff generally flows overland from north to south to open ditches and storm sewers that ultimately discharge into the North Saskatchewan River. The ditches are generally well maintained and evidence of sediment or erosion downstream was not noted by the project team. Repairs have been recently completed by the City to improve damaged culverts, as well as select projects such as new swales along the south side of Taxiway B.

Existing drainage issues noted by the City include:

- Poor drainage in the infield between Taxiways A, D, and Runway 08-26;
- Catch basins inlets along the eastern perimeter of Runway 08-26 are located too high above grade to efficiently collect runoff;
- Wooden box drains have failed near Apron II resulting in pavement edge sloughing, and the majority of existing wood box drains which date to the 1940s require replacement;

- A culvert outlet at the Taxiway E / Runway 16-34 intersection has been damaged; and
- Ponding is an issue to the east of the Runway 08-26 clearway.

To address these issues, **Taxiway A, Taxiway D, and Runway 08-26 infield drainage improvements are recommended in the short-term.**

Ongoing maintenance and repair of the stormwater management system will be required to address matters such as failed culverts. **The preparation of a comprehensive Stormwater Management Plan is recommended in the short-term.** Following the preparation of a Stormwater Management Plan, a systematic infrastructure replacement and rehabilitation program will be required to mitigate future drainage issues.

No runoff quality issues were noted through stakeholder consultations, including from de-icing operations and runoff from the wildfire suppression base.

7.5.4 Electrical Servicing

The main non-essential power service for the terminal building is a metered 4160 Y / 2400 V, 3 phase, 4 wire supply provided by a 225kVA SaskPower pad mount transformer. Non-essential terminal building power is distributed through federal pioneer switchgear panels which include:

- Panel A: 225A, 120/208V, 3 phase, 4 wire;
- Panel G: 100A, 120/208V, 3 phase, 4 wire;
- Panel H: 40A, 120/208V, 3 phase, 4 wire)
- Panel F (Parking Lot): 100A, 120/208V, 3 phase, 4 wire;
- Two 50A 120/208V air conditioner loads; and
- Four 120/208V 60A aircraft energizer receptacles.

Terminal building essential power is provided from the FEC by a feeder routed through an outdoor step-down transformer, with secondary feeds connected into a 150A, 120/208V, 3 phase 4 wire panel within the terminal building.

The airport maintenance building has a dedicated service from SaskPower which is connected through a 400A disconnect switch to a 400A 120/208V, 3 phase, 4 wire panel board. There is an essential power panel board within the maintenance garage backed up by a 40kVA, 120/208V 3 phase, 4 wire Kohler generator dating from 1984. **The generator appears to be in poor condition and is recommended for replacement in the short-term planning horizon.** The essential power feed from the FEC and generator output are routed through a Kohler transfer switch. The aerodrome beacon is powered from the essential power panel in the maintenance garage.

The FSS is provided with a dedicated service from SaskPower whose loads include the Apron I floodlighting and an automated vehicle gate. There is also a dedicated SaskPower service for the salt shed and a dedicated service for the parking lot lights and plugs which, in addition to the plugs, powers eight pole mounted lights equipped with 250W HPS fixtures.

SaskPower has confirmed that there is ample residual capacity to service the long-term needs of the Airport.

7.5.5 Natural Gas

SaskEnergy provides natural gas servicing to the terminal building, maintenance garage, and Taxiway B leasehold lots. Natural gas servicing can be extended by SaskEnergy to service new development, as required throughout the planning horizons of the Master Plan.

7.5.6 Telecommunications and Internet

SaskTel

Saskatchewan Telecommunications Holding Corporation (SaskTel) provides internet services at the Airport. Stakeholder consultations commonly identified slow network speeds at the Airport as a deficiency. However, SaskTel has indicated that there are no immediate plans to upgrade services at the Airport. Existing services can be extended by SaskTel on an as-required basis to meet the needs of new Airport tenants.

FlexNetworks (BH Telecom)

FlexNetworks is a private service provider that delivers fibreoptic internet services in numerous locations across Canada, including Prince Albert. Fibreoptic infrastructure has already been installed along Airport Road to its western intersection with the Terminal Building Road, which is used by the RCMP and Transwest Air. FlexNetworks' internet services at Prince Albert Airport are provisioned to allow speeds up to 1 Gigabits per second (Gbps), and FlexNetworks indicates that service could be reprovisioned to provide speeds up to 10 Gbps if required.

The provision of high-speed internet services is crucial to attracting new businesses to Prince Albert Airport and existing services are a significant deficiency. **It is recommended that discussions with FlexNetworks be initiated in the short-term to determine the feasibility of upgrading internet services at the Airport.** Preliminary discussions between the project team and FlexNetworks indicate that the company is interested in pre-servicing the development lots proposed through the Recommended Airport Development Plan, and in extending servicing to existing parties such as the City (maintenance and terminal buildings) and the SPSA base.

8 RECOMMENDED AIRPORT DEVELOPMENT PLAN

Future growth at Prince Albert Airport should be guided by comprehensive Recommended Airport and Terminal Building Development Plans. Both plans have been prepared to ensure that future demand can be met by the facility while ensuring that aeronautical constraints and environmental impacts are considered. The infrastructure projects required to realize both plans are structured in a systematic 20-year capital investment plan to guide the City of Prince Albert in its budgeting processes.

8.1 Aeronautical Constraints

All future development at Prince Albert Airport must be compatible with the facility's regulatory obligations as a certified airport. This includes structure height restrictions because of Obstacle Limitation Surfaces and Obstacle Protection Surfaces; line of sight constraints from the NAV CANADA FSS; and constraints from the electronic navigation aids and communication systems.

Future development within the City of Prince Albert and R.M. of Buckland must also conform with these restrictions. **It is recommended that a land use planning review be undertaken by the City and R.M. of Buckland in the short-term planning horizon** to ensure their respective plans and bylaws account for matters of airport land use compatibility.

8.1.1 Obstacle Limitation and Protection Surfaces

Obstacle Limitation Surfaces (OLS) are three-dimensional planes that limit the height of buildings, vegetation, and other structures. Transport Canada's TP312 – Aerodrome Standards and Recommended Practices enumerates the standards for OLS, with Prince Albert Airport certified to TP312 4th Edition. Three types of OLS are established, as described below, and shown in Figure 8.1:

- **Approach Surfaces:** An inclined plane that begins at the runway threshold and extends along the runway centreline while diverging outwards.
- **Transitional Surfaces:** A complex surface along the edge of the Runway Strip which slopes upwards and outwards towards the Outer Surface and Approach Surfaces.
- **Outer Surface:** A common plane established at 470 m ASL (45 m above the Aerodrome Reference Point) with a radius of 4,000 m.

In the future, Prince Albert Airport may become certified to TP312 5th Edition – either as a voluntary action or as a regulatory requirement. TP312 5th Edition OLS, including the Approach, Take-off, Transitional, and Inner Transitional Surfaces, as well as the Outer Obstacle Identification Surface, are shown in Figure 8.2. All future development should comply with the more restrictive OLS standards of either TP312 4th or 5th Edition, based on the unique constraints of each given case.

An Obstacle Protection Surface (OPS) is established to limit penetrations and visual obstructions into the three-dimensional view plane for the Runway 26 PAPI system. The Runway 26 OPS currently complies with the standards of TP312 4th Edition, as described in Table 8.1. Both the TP312 4th and 5th Edition OPS are less restrictive in their slope and dimensions than the OLS for Runway 26 within the Airport property boundary. Accordingly, on-site adherence to the OLS will ensure compliance with the OPS³.

³ While the Runway 26 OLS are more restrictive than the OPS, both the TP312 4th and 5th Edition OPS extend further beyond Prince Albert Airport than the Runway 26 OLS. Off-site development should continue to be verified against the OPS specifications provided in TP312.

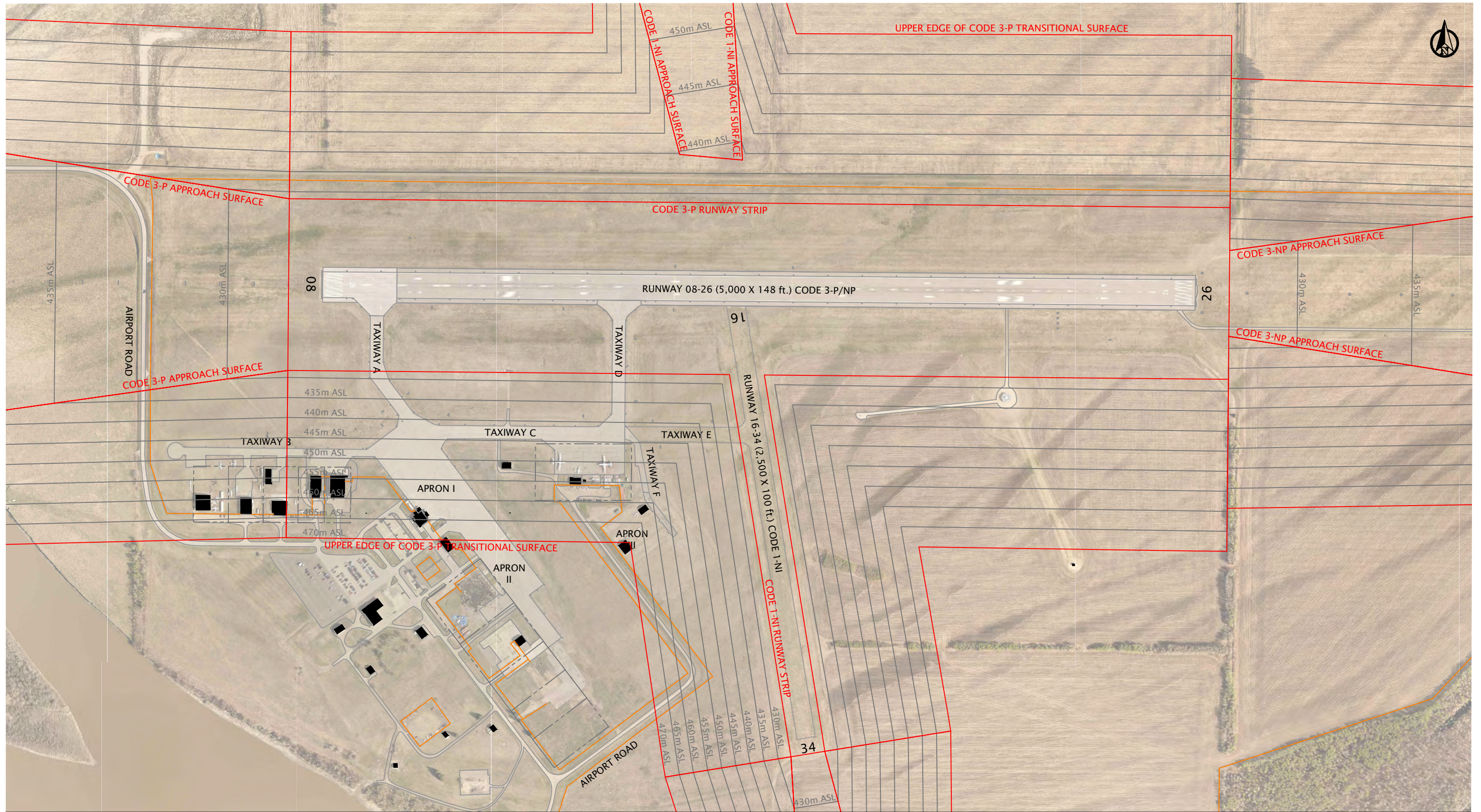
Table 8.1 – Runway 26 PAPI Obstacle Protection Surface Specifications

	TP312 4 th Edition	TP312 5 th Edition
Length of Inner Edge	75 m	122 m (Each Side of Runway Centreline)
Distance from Runway Threshold	60 m	61 m
Divergence	15%	
Length	15,000 m	7,500 m
Slope	1.93° (3.37%)	

8.1.2 Bird and Wildlife Hazards

Prince Albert Airport has the regulatory obligation to maintain a Wildlife Management Program under the CARs, given the threat that birds and wildlife can pose to aviation safety. Proactive planning can be undertaken to limit the development of new on and off-airport land uses that are attractive to birds and wildlife.

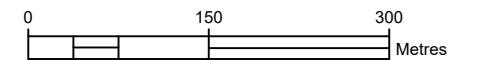
All proposed land uses at Prince Albert Airport should be evaluated against the Primary Hazard Zone guidelines of TP1247 – Land Use in the Vicinity of Aerodromes. The generalized land use guidance of TP1247 should be used to inform whether a site-specific assessment should be undertaken for a development proposal, and whether bird and wildlife mitigation and deterrence measures are required.



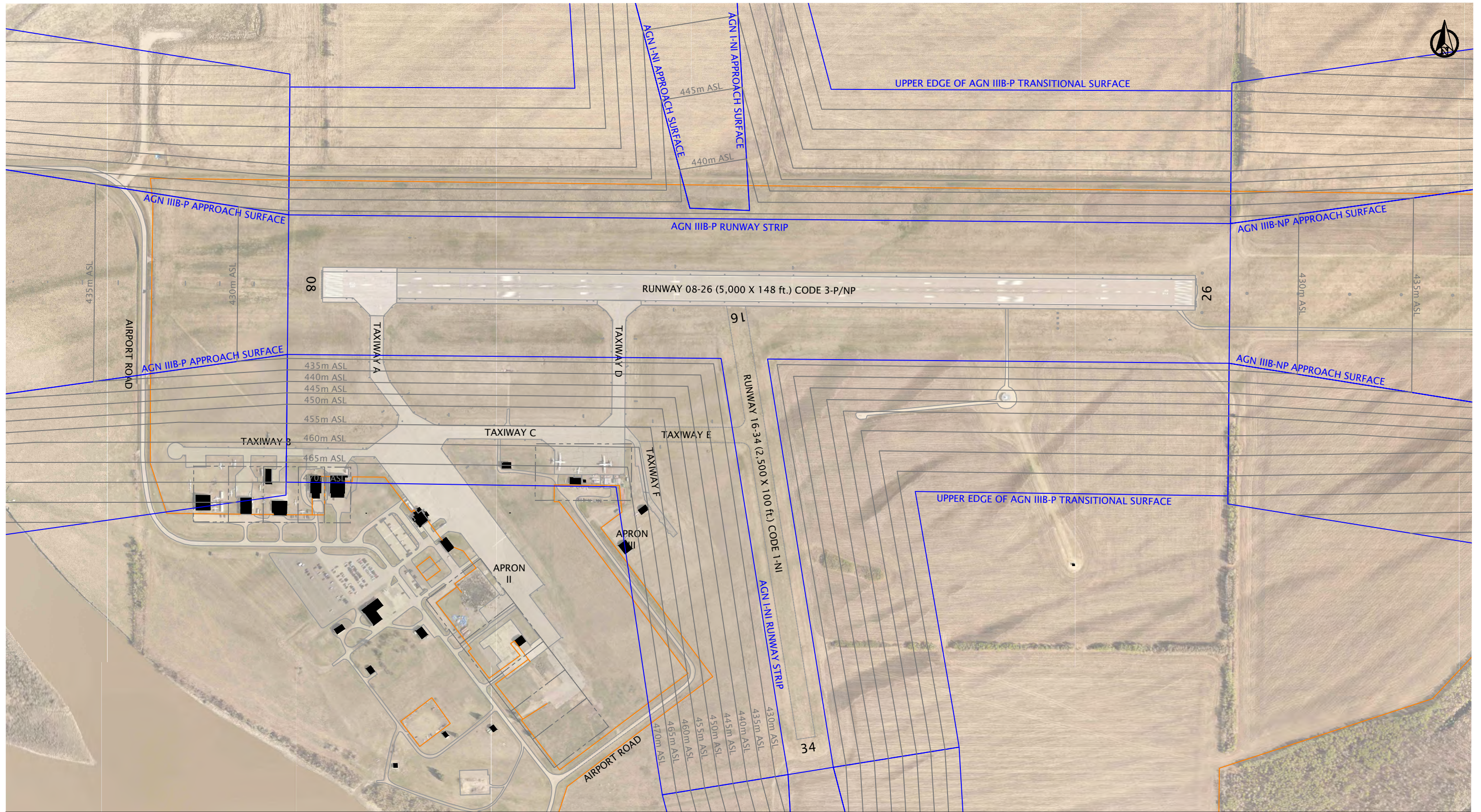
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FIGURE 8.1 - OBSTACLE LIMITATION SURFACES, TP312 4th EDITION

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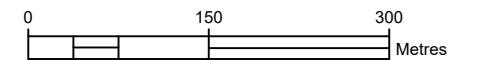
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FIGURE 8.2 - OBSTACLE LIMITATION SURFACES, TP312 5th EDITION

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8.1.3 Flight Service Station Line of Sight

Visual line of sight across the airside system with minimal gaps must be maintained to maximize the operational awareness of the Flight Service Specialists. As noted in Section 7.2.4, the NAV CANADA FSS currently has line of sight issues between the facility and many points on the aircraft movement and manoeuvring areas due to the presence of the FEC, wildfire suppression base, and aircraft hangars on Apron III and along Taxiway B.

Figure 8.3 illustrates the fields of vision from the FSS to the runways, taxiways, and aprons that should be protected from new obstructions. Also depicted are areas with line of sight constraints due to existing development, including the obstructions noted above. Future development within the line of sight fields identified in Figure 8.3 will require assessment by NAV CANADA through the Land Use Submission process prior to construction. Specifically, future hangars east of Apron II are anticipated to be potential line of sight obstructions between the FSS and Runway 16-34 that require assessment.

The closure of Runway 16-34 is recommended to facilitate the extension of Taxiway C in the medium-term planning horizon. The closure would also eliminate the line of sight constraints imposed on the development lots east of Apron II, thereby strengthening the case for closing the runway. Additionally, it is recommended that NAV CANADA be consulted during the design of the new terminal building and / or airport maintenance building to identify whether an opportunity exists to collocate a new FSS with either facility to improve lines of sight.

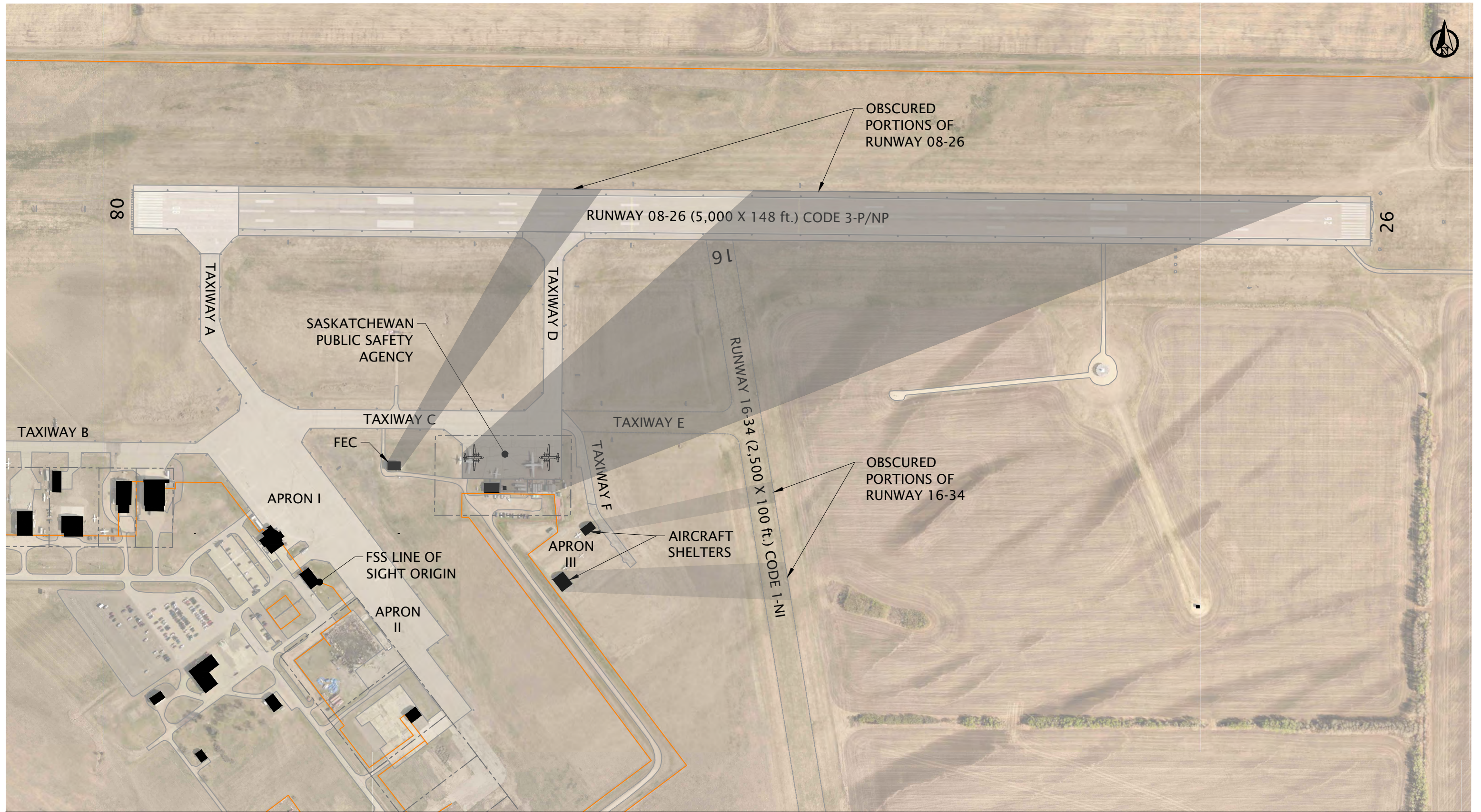
8.1.4 Electronic Zoning

New development at Prince Albert Airport has the potential to interfere with the operation of NAV CANADA's electronic navigation aids and communication systems. Guidelines on the protection of these systems are provided by Transport Canada in TP1247 – Land Use in the Vicinity of Aerodromes (9th Edition) and by the International Civil Aviation Organization (ICAO) in EUR DOC 015 – European Guidance Material on Managing Building Restricted Areas (2nd Edition).

The electronic navigation aids and communication systems that require protection include the:

- ILS glidepath and localizer arrays;
- VOR, until decommissioned;
- DME;
- VDF, until decommissioned; and
- VHF transmitters / receivers collocated with the FSS.

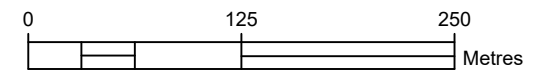
Figure 8.4 shows the areas where development proponents should review the electronic zoning constraints of TP1247 and EUR DOC 015. Proposed developments within these areas should be reviewed by NAV CANADA through the Land Use Submission process to identify the need for further analysis, potential impacts, and required mitigation measures.



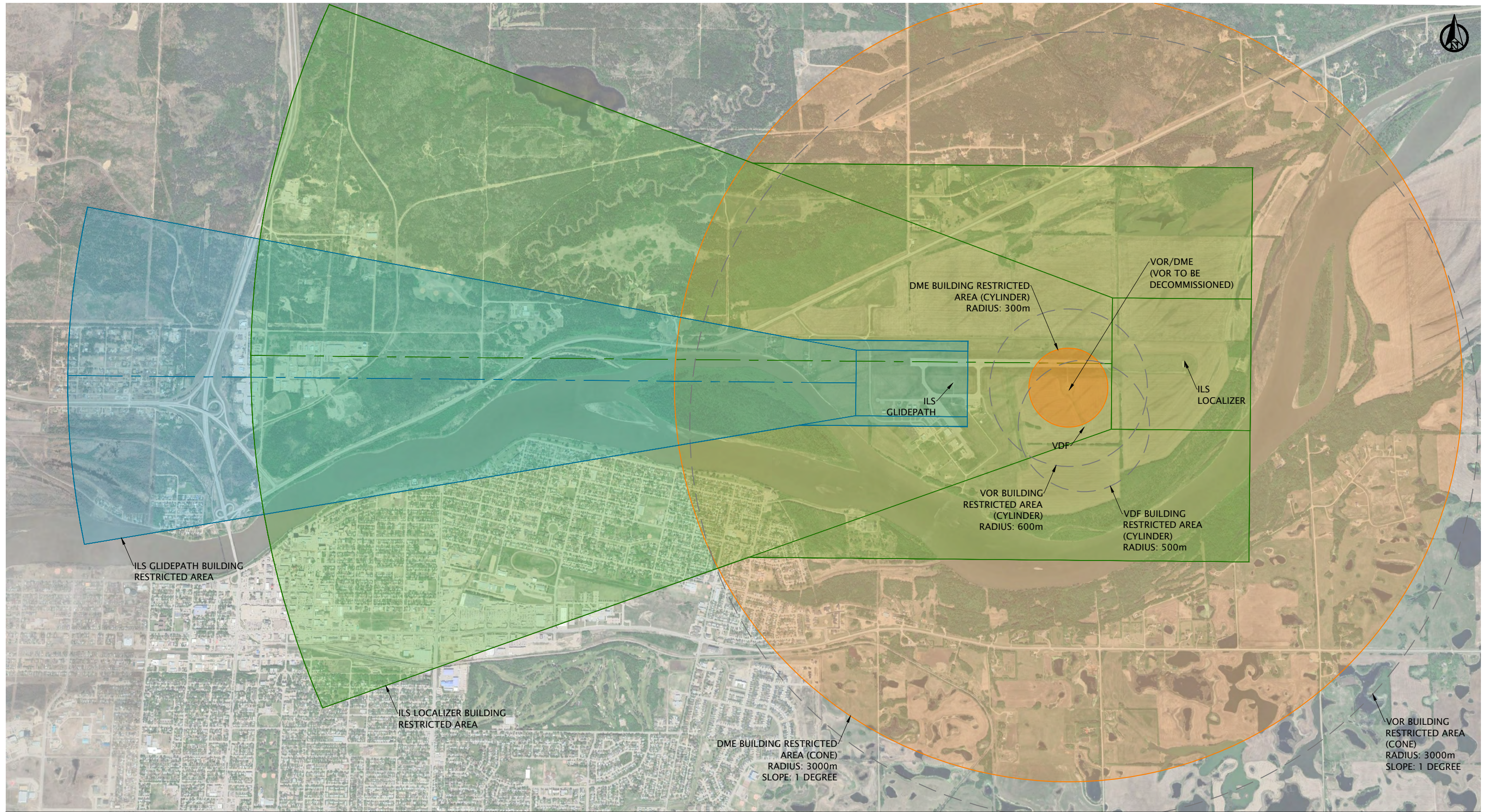
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FIGURE 8.3 - FLIGHT SERVICE STATION LINE OF SIGHT CONSTRAINTS

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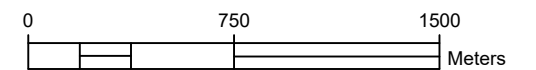
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FIGURE 8.4 - ELECTRONIC ZONING BUILDING RESTRICTED AREAS

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8.2 Recommended Airport Development Plan

The Recommended Airport Development Plan is presented in Figure 8.5 and incorporates the capital projects recommended for the airside system, groundside system, and utilities and servicing identified in Section 7. Operational projects, reports and studies, and the renewal and upgrading of the mobile equipment fleet are not identified within the Recommended Airport Development Plan but are included within the 20-Year Capital Plan.

8.2.1 Airside System

Recommended developments for the airside system have been identified based on the noted deficiencies and requirements discussed in earlier sections of the Master Plan. Short-term infrastructure improvements include the following:

- 2021 – Installation of an ARCAL system;
- 2022 – Localized repairs to the concrete Runway 08 threshold and the reconstruction and extension of Apron II;
- 2024 – Replacement of the fibreoptic airside guidance signs with LED units, rehabilitation of the airfield lighting system, and rehabilitation of the airfield electrical system; and
- 2025 – Rehabilitation of Apron I.

Medium and long-term term priorities shift to the rehabilitation and expansion of the runways and taxiways, with recommended projects including:

- 2026 – Rehabilitation of Taxiways A and B;
- 2027 – Rehabilitation of Runway 08-26 and implementation of Runway End Safety Areas;
- 2028 – Rehabilitation of Taxiways C and D;
- 2029 – Extension of Taxiway C to the Runway 26 threshold, decommissioning of Runway 16-34, and reconfiguration of the future Taxiway C / Taxiway F intersection; and
- 2035 – Extension of Taxiway F, pending the absorption of a sufficient number of development lots to warrant its construction.

Aside from the extension of Taxiway F, other airside capital projects have not been identified in the long-term planning horizon, largely because of the significant number of short and medium-term capital rehabilitation and expansion projects that are required. However, proactive financial management should be undertaken by the City of Prince Albert to ensure sufficient reserves exist to fund future priorities as they emerge. The recommended updating of the Strategic Master Plan in 2030 is an opportunity to consider emergent priorities over the long-term planning horizon.

8.2.2 Groundside System

The short, medium, and long-term recommended capital projects for the groundside system include:

- 2021 – Implementation of improved groundside wayfinding and signage;
- 2026 – Rehabilitation and reconfiguration of the Terminal Building Road and public parking lot to support the recommended development of a new terminal building;
- 2027 – Paving the long-term designated parking lot;
- 2030 – Rehabilitation of Airport Road; and
- 2035 – Rehabilitation of the long-term corporate parking lot.

8.2.3 Utilities and Servicing

Further expansion and improvements to utilities and servicing is a significant prerequisite to the development of new lots at the Airport. It is recommended that the utility and servicing network undergo a systematic series of short-term improvements:

- 2021 – Taxiway A, Taxiway D, and Runway 08-26 infield drainage improvements;
- 2022 – Installation of fibreoptic internet servicing;
- 2023 – New 300 mm potable watermain crossing the North Saskatchewan River, in addition to the existing 250 mm potable watermain;
- 2024 – Upgrade existing potable watermain to 250 mm along Airport Road; and
- 2025 – Extend a new potable watermain and sanitary sewer line to unserviced development lots along Airport Road.

The requirement to replace or repair existing wooden stormwater box drains on an as-failed basis and other improvements recommended through a subsequent Stormwater Management Plan will also have capital planning implications in the short and medium-term planning horizons. Cost estimates are provided in the 20-Year Capital Plan; however, these figures are subject to change as more detailed investigations are completed.

8.2.4 Leasehold Lot Development Strategy

Development Phasing

Development of new leasehold lots is recommended to be phased in a manner that makes the most efficient use of existing infrastructure, prior to requiring the expansion of utilities, services, taxiways, and groundside roads. Based on the infrastructure and servicing requirements of anticipated new developments, the phased priority for the absorption of new development lots is recommended to be:

1. Priority 1 (Short-Term): Leasehold lots west of Apron II, with lots allocated from north to south. Access to the most southerly lots is dependent on the recommended short-term extension of Apron II;
2. Priority 2 (Medium-Term): Leasehold lots east of Apron II, with lots allocated from south to north. The absorption of Priority 2 lots is dependent on the recommended short-term extension of Apron II, potable water, and sanitary sewer services; and
3. Priority 3 (Long-Term): Leasehold lots west of Taxiway F, with lots allocated from north to south. Priority 3 growth would follow the extension of potable water and sanitary sewer services along Airport Road and the long-term extension of Taxiway F.

The recommended development phasing of the Master Plan is understood to be a flexible concept, as prospective tenants may have development needs that require adaptations to the above-noted strategy.

Leasehold Lot Sizes

As noted above, prospective tenants may have land requirements that exceed the size of existing lots such as an air carrier, FBO, or large-scale AMO. In this case, the City should consider flexibly consolidating and leasing two or more lots shown in the Recommended Airport Development Plan while endeavouring to maintain the phasing strategy identified above, and without hindering the development of other land parcels.

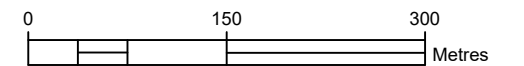
Conversely, inquiries may be received from tenants requesting smaller parcels. The land southwest of the Heli-Lift International hangar west of Apron II may be a suitable location for small aircraft hangars.



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FIGURE 8.5 - RECOMMENDED AIRPORT DEVELOPMENT PLAN

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8.3 Recommended Terminal Building Development Plan

Location Selection

Pending a future geotechnical investigation, assessment by NAV CANADA, and the completion of detailed building designs, the new terminal building is recommended to be located northwest of the existing structure. The proposed location of the new air terminal building is shown in Figure 8.6. This location has been chosen for the following reasons:

- Access is maintained to Apron I, which already has the infrastructure required for nighttime operations, a PLR sufficient for air carrier aircraft, and designated air carrier parking positions;
- The future terminal building will continue to be in proximity to existing vehicle parking lots and roadway infrastructure, negating the need to duplicate infrastructure;
- The existing terminal building can continue to be used during construction, as opposed to building the new terminal at the location of the existing structure after demolition;
- Sufficient space is available for the loading and unloading of semi-trailers with cargo;
- The location allows for the expansion of the new terminal to the south, if required, following the relocation of the fuel tanks; and
- Time spent by air carriers taxiing to and from Runway 08-26 will be limited, improving operational efficiency and providing cost savings to these operators with less fuel burned.

Conceptual Design

As described in Section 7.3, the existing terminal building is deficient in terms of its available floorspace, operational capabilities, and structural ability to support expansion and redevelopment. The Recommended Terminal Building Development Plan presented in Figure 8.6 presents a preliminary and conceptual floorplan for a single-storey facility with a floor area of 1,330 m². The conceptual design presented in Figure 8.6 is preliminary, requiring refinement during the detailed design process.

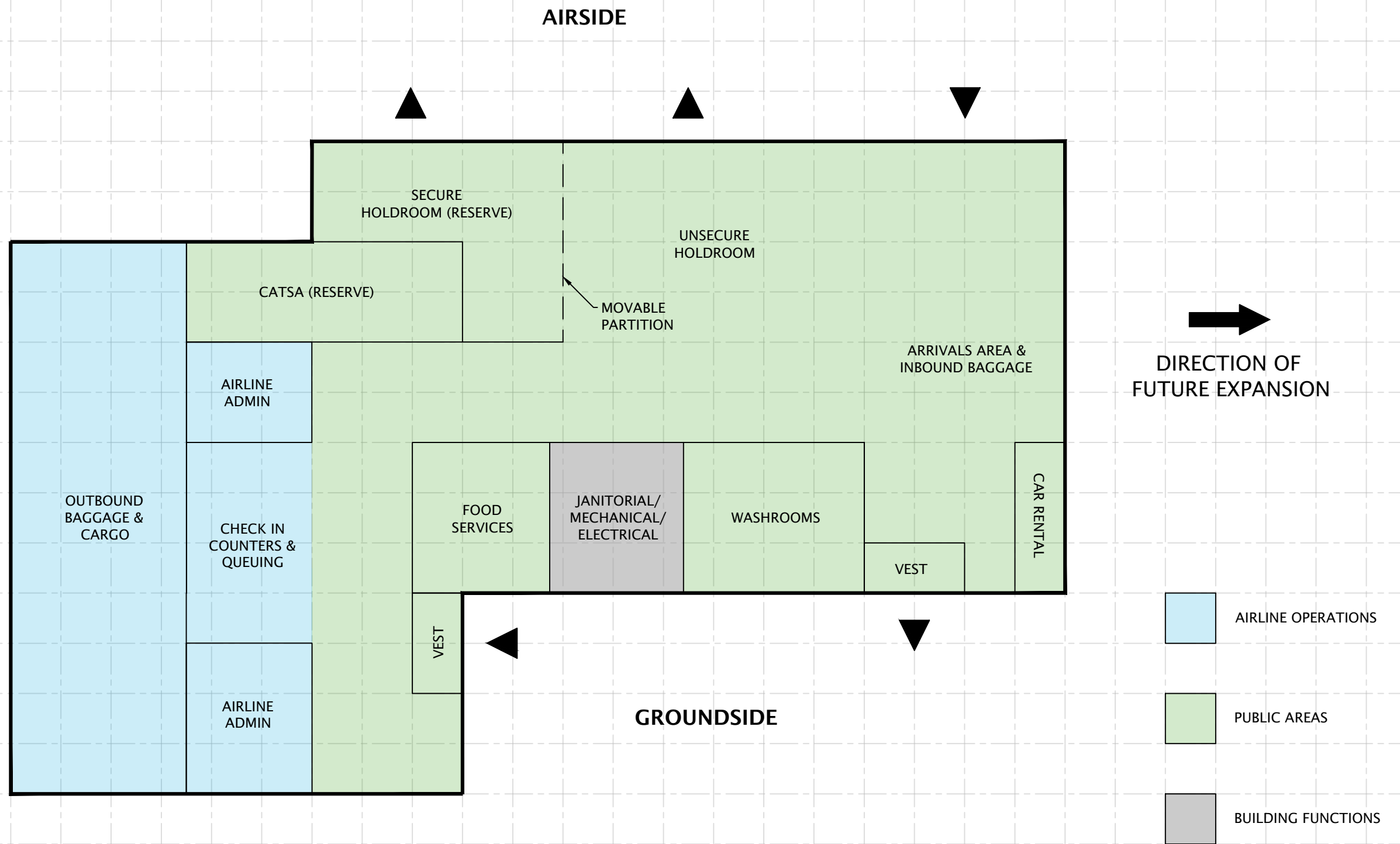
The terminal building has been appropriately sized to support secure scheduled air services within its proposed footprint. A conceptual design has been prepared that would enable a secure holdroom to be sequestered on an as-needed basis (e.g., two hours prior to the departure of a secure flight) using movable partitions integrated as part of the new building. During periods where no secured flights are scheduled, these partitions would be stowed and the secure holdroom would function as an unsecured holdroom. Sufficient space is also provided for CATSA's PBS equipment and associated office space.

The floorplan shown in Figure 8.6 only considers the building programming identified in Section 7.3.12; opportunities for additional functions, such as a new NAV CANADA FSS or administrative space for the City of Prince Albert, should be considered during the design process.

Expansion Potential

It is assumed that the fuel tanks maintained by Snowbird Aviation Services adjacent to the existing terminal building will be relocated, potentially to one of Transwest Air's existing leasehold lots. This will permit the future expansion of the new terminal building to the south in a linear manner, if required.

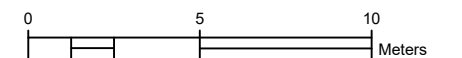
It is assumed that the existing terminal will be demolished once the new facility is in operation. An alternative to demolishing the current terminal building is offering the structure for sale or lease to an interested company that could use the building as a Fixed-Base Operator. In such a scenario, the expansion of the new terminal building to the south is still maintained as an option.



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FIGURE 8.6 - RECOMMENDED TERMINAL BUILDING DEVELOPMENT PLAN

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8.4 Impacts Analysis

The projects described through the Recommended Airport Development Plan can have a range of multifaceted impacts that require early consideration and analysis. A preliminary impacts analysis has been undertaken by the project team that considers new capital infrastructure projects. Specifically, each project has been reviewed against the following factors:

- **Transport Canada Action:** Whether the project requires the submission of an Aeronautical Assessment Form, the approval of a Plan of Construction Operations, and / or changes to the Airport's AOM and other regulatory documents.
- **NAV CANADA Action:** Whether the project requires an update to Aeronautical Information Publications and / or a Land Use Submission to identify impacts to Instrument Flight Procedures, electronic navigation aids, and FSS sightlines.
- **Changes to the Natural Environment:** Whether the project will change the natural environment (e.g., paving a previously vegetated area), potentially impact flora and fauna, and be screened for federal and provincial environmental assessment requirements.
- **Obstacle Limitation Surfaces:** Whether the project should be checked for compliance with the Airport's OLS.
- **Bird and Wildlife Hazards:** Whether the project should be analyzed to determine whether a bird or wildlife hazard will be introduced and if mitigation measures are required.
- **FSS Line of Sight:** Whether the project has the potential to penetrate a view plane from the FSS and requires assessment, or whether the project will add a new airfield surface that requires visual monitoring from the FSS.
- **Electronic Zoning:** Whether the project has the potential to impact the functioning of NAV CANADA's electronic navigation aids and communication systems and requires assessment.
- **Utilities and Servicing:** Whether the construction activity has the potential to damage subsurface utilities and infrastructure and requires utility locates.
- **Winter Maintenance:** Whether the project will increase the City's winter maintenance obligations (i.e., increased pavement areas), change the manner in which winter maintenance is conducted, and / or complicate snow removal and dumping.
- **Asset Maintenance and Renewal:** Whether the project will increase the City's workload and financial obligations in maintaining and renewing the asset at the end of its lifespan.

The impacts analysis shown in Table 8.2 is intended to serve as a starting point that will guide the City when conducting additional planning in the future and implementing each project. The specific requirements and impacts of each project should be confirmed during the advanced planning and design phase.

Table 8.2 – Preliminary Impacts Analysis

	Transport Canada Action	NAV CANADA Action	Change to Natural Environment	Obstacle Limitation Surfaces	Bird and Wildlife Hazards	FSS Line of Sight	Electronic Zoning	Utilities and Servicing	Winter Maintenance	Asset Maintenance and Renewal
Development of New Leasehold Lots	YES	YES	YES	YES	YES	YES	YES	YES	YES	NO
Runway 08-26 Runway End Safety Areas	YES	YES	TBD	NO	NO	NO	NO	YES	NO	YES
Runway 16-34 Decommissioning	YES	YES	NO	NO	NO	NO	NO	NO	NO	NO
Taxiway C Extension	YES	YES	YES	NO	NO	YES	YES	YES	YES	YES
Taxiway F Realignment	YES	YES	YES	NO	NO	YES	YES	YES	NO	NO
Taxiway F Extension	YES	YES	YES	NO	NO	YES	YES	YES	YES	YES
Apron II Extension	YES	YES	YES	NO	NO	YES	YES	YES	YES	YES
New Terminal Building	YES	YES	YES	YES	NO	YES	YES	YES	NO	YES
Terminal Building Road Extension	NO	NO	YES	NO	NO	NO	TBD	YES	YES	YES
Public Parking Lot Expansion	NO	NO	YES	NO	NO	NO	TBD	YES	YES	YES
Potable Water Servicing Extension	NO	NO	TBD	NO	NO	NO	NO	YES	NO	YES
Sanitary Sewer Servicing Extension	NO	NO	TBD	NO	NO	NO	NO	YES	NO	YES

TBD = To be determined, further analysis required

8.5 20-Year Capital Plan

Table 8.3 presents the 20-Year Capital Plan that considers all projects, mobile asset replacements, and studies that are recommended throughout this Master Plan. Rough Order-of-Magnitude cost estimates are provided for each item to assist the City with its annual capital budget process. The majority of the cost estimates were developed using local construction unit rates and research completed by the project team. Several cost estimates have been informed from other sources, including Hanscomb Yardsticks for Costing and City records on Airport project costs from 2016 to 2020.

The following assumptions apply throughout the 20-Year Capital Plan:

- Cost estimates are in Canadian Dollars and are adjusted for inflation in the project year;
- The annual inflation rate is set at 2.5%;
- All cost estimates assume a competitive bidding process is used.

The 20-Year Capital Plan does not include:

- The cost of crossing the North Saskatchewan River with a 300 mm potable watermain due to the highly variable costs of projects of this nature;
- Costs associated with marketing and business development initiatives completed by the City;
- Costs associated with financing the projects and mobile assets;
- Funding through external grant programs;
- Legal and / or regulatory permitting fees necessary for the completion of the projects;
- Engineering and project management contingencies. A 10% contingency should be added to all capital infrastructure projects.

Table 8.3 – 20-Year Capital Plan

	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035	2036	2037	2038	2039	2040
Infrastructure																				
Aircraft Radio Control of Aerodrome Lighting System	\$21,000																			
Taxiway A, Taxiway D, and Runway 08-26 infield drainage improvements	\$102,000																			
Apron II Reconstruction		\$1,809,000																		
Apron II Expansion		\$3,139,000																		
Runway 08 Threshold Concrete Repairs		\$16,000																		
Fibreoptic Internet Servicing		*																		
Airport Maintenance Building Generator Replacement			\$40,000																	
North Saskatchewan River Watermain Crossing (300 mm)			**																	
LED Fibreoptic Guidance Signs				\$83,000																
Airfield Lighting System Rehabilitation				\$3,091,000																
Replace Airfield Electrical System Constant Current Regulators and Power Distribution Equipment				\$386,000																
Airport Road Watermain Upgrades (250 mm)				\$663,000																
Development Lot Preparation				\$67,000																
Apron I Rehabilitation					\$5,550,000															
Extend Potable Water Servicing					\$293,000															
Extend Sanitary Sewer Servicing					\$320,000															
New Terminal Building						\$5,398,000														
Rehabilitation and Reconfiguration of Terminal Building Road						\$254,000														
Rehabilitation and Reconfiguration of Public Parking Lot						\$298,000														
Taxiway A Rehabilitation						\$433,000														
Taxiway B Rehabilitation						\$204,000														

	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035	2036	2037	2038	2039	2040
Long-Term Designated Parking Lot Paving							\$154,000													
Runway 08-26 Rehabilitation							\$6,557,000													
Runway 08-26 Runway End Safety Areas							\$1,605,000													
Taxiway C Rehabilitation								\$2,025,000												
Taxiway D Rehabilitation								\$1,389,000												
Taxiway F / Taxiway C Intersection Realignment									\$563,000											
Taxiway C Extension									\$5,341,000											
Terminal Building Secure Holdroom										\$15,000										
Airport Road Rehabilitation										\$1,282,000										
Taxiway F Extension														\$623,000						
Long-Term Corporate Parking Lot Rehabilitation														\$1,094,000						
TOTAL – Infrastructure	\$123,000	\$4,964,000	\$40,000	\$4,290,000	\$6,163,000	\$6,587,000	\$8,316,000	\$3,414,000	\$5,904,000	\$1,297,000	\$0	\$0	\$0	\$0	\$1,717,000	\$0	\$0	\$0	\$0	\$0
Mobile Assets																				
Airport Mobile Equipment Multi-Channel VHF Radios	\$3,000																			
2000 Navstar Plow Truck	\$256,000																			
1989 Navstar Sander/Deicer/Plow Truck	\$256,000																			
2021 RPM Blizzard Cold Air Blower	\$140,000																			
2006 Case Loader						\$174,000														
2009 Chev 1/2 ton								\$75,000												
2014 11' John Deer Mower													\$71,000							
2015 Chev 1/2 ton														\$87,000						
2015 SMI Sweeper														\$362,000						
2015 Towed Deicer Spreader														\$406,000						
2016 Polaris Indy Voyager															\$15,000					
2017 Larue Snowblower																\$822,000				
2018 Gravelly Walk Behind Sweeper																	\$3,000			

	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035	2036	2037	2038	2039	2040
2019 CAT M140 Grader																			\$568,000	
2020 Ariens Walk Behind Snow Blower																				\$3,000
2020 Kabota Tractor																				\$221,000
2020 Schulte Towed 25' Mower																				\$82,000
2020 6' Grasshopper Mower																				\$8,000
TOTAL – Mobile Assets	\$655,000	\$0	\$0	\$0	\$0	\$174,000	\$0	\$0	\$75,000	\$0	\$0	\$0	\$0	\$71,000	\$855,000	\$15,000	\$822,000	\$3,000	\$568,000	\$314,000
Plans and Studies																				
Reduced Visibility Operations Plan	\$15,000																			
Groundside Wayfinding and Signage Plan	\$21,000																			
Stormwater Management Plan		\$32,000																		
TP312 5 th Edition Gap Analysis			\$40,000																	
Air Service Demand and Catchment Area Leakage Study				\$30,000																
Instrument Meteorological Conditions Availability Analysis					\$23,000															
Update Airport Master Plan										\$77,000										
TOTAL – Plans and Studies	\$36,000	\$32,000	\$40,000	\$30,000	\$23,000	\$0	\$0	\$0	\$0	\$77,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Annual Totals																				
TOTAL – All Projects	\$814,000	\$4,996,000	\$80,000	\$4,320,000	\$6,186,000	\$6,761,000	\$8,316,000	\$3,414,000	\$5,979,000	\$1,374,000	\$0	\$0	\$0	\$71,000	\$2,572,000	\$15,000	\$822,000	\$3,000	\$568,000	\$314,000

* The cost of installing fibreoptic services will be determined through negotiations with the provider

** The cost of crossing the North Saskatchewan River with a 300 mm potable watermain due to the highly variable costs of projects of this nature

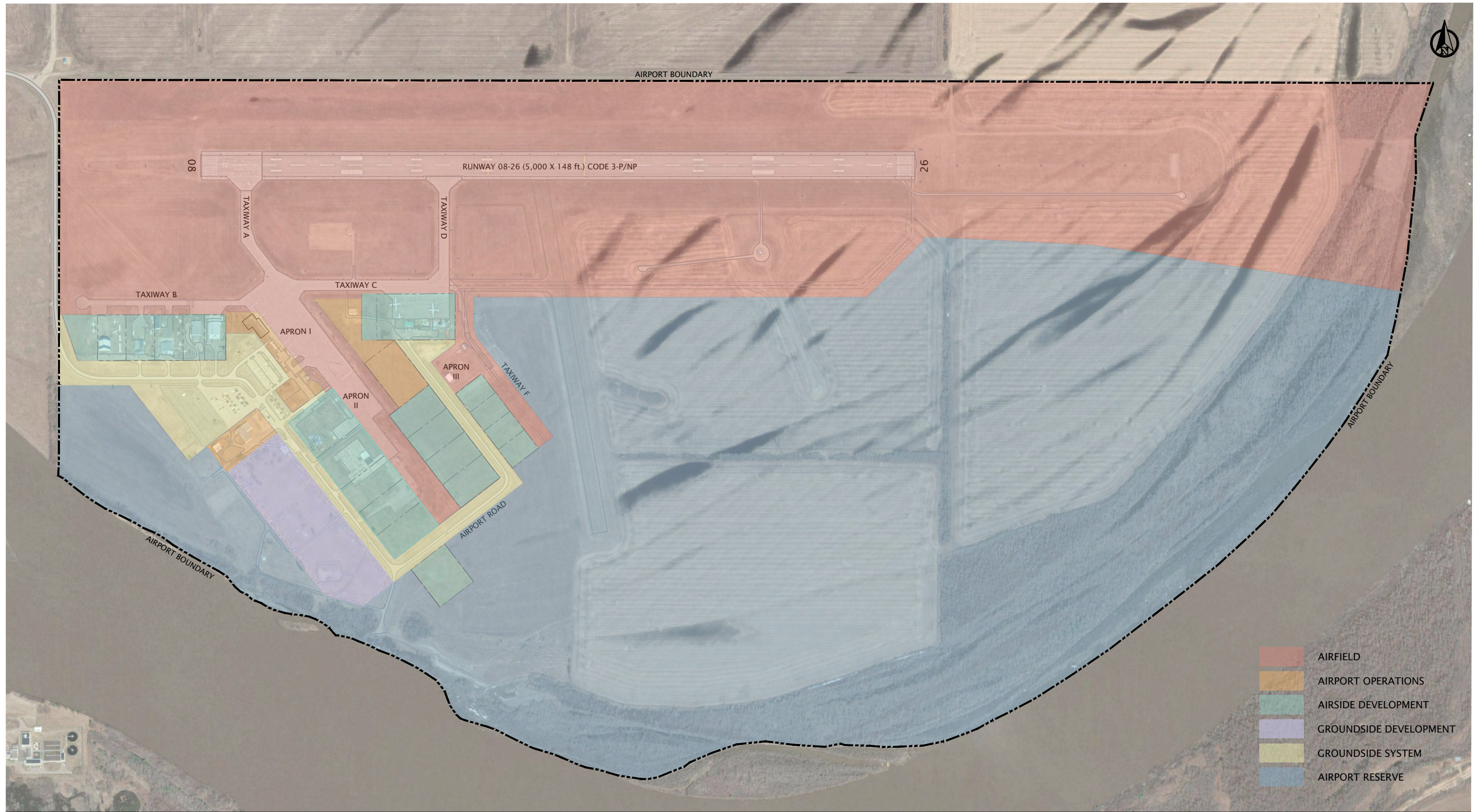
9 RECOMMENDED LAND USE PLAN

A Recommended Land Use Plan has been prepared for Prince Albert Airport, as shown in Figure 9.1. The intent of the Recommended Land Use Plan is to:

- Manage the land supply of Prince Albert Airport and direct new uses to their most appropriate location(s);
- Ensure new land uses do not conflict with aeronautical safety and the Airport's regulatory obligations;
- Protect for future infrastructure projects; and
- Maximize the aviation and non-aviation development potential of the facility.

The Recommended Land Use Plan includes six designations that encompass the entirety of Prince Albert Airport. Future development should be consistent with the Recommended Land Use Plan. Acknowledging that the full spectrum of potential land uses is not identified in the examples provided within each zone, the Airport Manager shall have final discretion in the interpretation and application of the Recommended Land Use Plan. The six land use designations have been derived from former Transport Canada planning documents and are as follows:

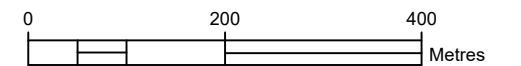
- **Airside System:** Lands reserved for existing and planned runways, taxiways, and aprons. Electronic navigation aids and weather observation systems may also be located within the Airside System where required for their proper functioning and subject to the standards of TP312.
- **Airside Development:** Leasehold lots that support tenants requiring access to the Airside System for their intended use or business. Land uses that do not require access to the Airside System and / or that are not aviation-related shall not be permitted in the Airside Development zone. Examples of permissible uses include, but are not limited to: hangars, aviation businesses, Fixed-Base Operators, air carriers, and air cargo facilities.
- **Groundside System:** Lands reserved for groundside roads, parking lots, and servicing and utility infrastructure.
- **Groundside Development:** Leasehold lots that are available to tenants that do not require access to the Airside System. Land uses in the Groundside Development zone should be complementary to the aviation functions of the Airport and be of a nature that benefits from the lot sizes and industrial context of the facility. Examples of permissible uses include, but are not limited to: self-storage businesses, training facilities, warehousing and logistics, restaurants, and retail businesses.
- **Airport Operations:** Land and facilities that support the operation and maintenance of Prince Albert Airport, including the current and future terminal building, maintenance building, sand storage shed, NAV CANADA FSS, and FEC.
- **Airport Reserve:** Lands that are not anticipated to be required for development or capital projects within the Master Plan horizon, but which should be held by the City in an undeveloped state until a definite need is identified and detailed planning and an update to the Master Plan is completed. Agricultural cropping is an acceptable use in the Airport Reserve zone in the interim.



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FIGURE 9.1 - RECOMMENDED LONG-TERM LAND USE PLAN

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10 OPERATIONAL RECOMMENDATIONS

10.1 City Resource Utilization

As described in Section 3.2.2, the priority of the Airport Manager and Airport Maintenance Staff should be addressing the regulatory obligations of the facility and ensuring that the airfield is maintained in a safe and usable manner. Both the Airport Manager and Airport Maintenance Staff possess a unique set of skills that facilitate this goal, such as training on:

- Operating mobile equipment for maintenance;
- Completing Runway Surface Condition reports;
- Operating safely in the airside environment (Airside Vehicle Operators Permit);
- Regulatory obligations; and
- Working with other Airport stakeholders, such as NAV CANADA.

Similarly, City Staff in other departments are subject matter experts in their respective fields – Planning and Development Services Staff, for example, are well-versed in land sales and marketing. As a municipally owned and operated facility, opportunities may exist for the improved cross-utilization of other City departments and divisions based on their varying areas of expertise in the operation of Prince Albert Airport. Table 10.1 presents an overview of how select City departments (aside from the Airport Division) are involved in the operation of Prince Albert Airport. Table 10.1 also presents potential opportunities for where other City resources could be assigned to support Airport-related tasks based on their areas of expertise.

The recommendation presented in Section 3.2.2 that a fulsome municipal services review with respect to the Airport should be completed in the short-term is affirmed. While it is understood that from an organizational standpoint, maintaining a separate Airport Division encompassing the Airport Manager and Airport Maintenance Staff is pragmatic and advantageous, efforts should be made to ensure that other City departments support the functioning of the Airport, decreasing the ‘silo effect’ of expertise and knowledge.

Where new airport-related responsibilities are assigned to other City divisions, a structure should be established for minimum service standards (e.g., the frequency of grass cutting, the Airport’s priority in the City’s Snow and Ice Control Policy). Additionally, cross-training may be required to account for any airport-related matters that are not typically encountered by the given division.

Table 10.1 – City Resource Utilization Strategy

Department	Division	Responsibility	Action
Public Works	Engineering	Managing Airport capital projects, in cooperation with the Airport Manager (or their designate)	Continue existing responsibility
	Fleet	Maintenance of mobile equipment	Continue existing responsibility
	Roadways	Groundside roadway and parking lot repairs, sweeping, and snow clearing	Recommended new responsibility
	Traffic and Transportation	Maintaining groundside roadway signage and line painting	Continue existing responsibility
Planning and Development Services	Economic Development / Property Leasing	Overseeing the marketing and leasing of development lots, in cooperation with the Airport Manager (or their designate) and PAREDA	Recommended new responsibility
Financial Services		Accounting and payroll, taxation, parking fees, and procurement support	Continue existing responsibility
Corporate Services		Human resources and labour relations; occupational health and safety; corporate communication; and Information Technology	Continue existing responsibility
Community Services	Parks	Groundside grass cutting and landscaping	Recommended new responsibility
	Facilities	Maintenance of facilities	Continue existing responsibility
	Marketing and Sponsorship	Advertising in the terminal building and on the Airport property	Continue existing responsibility



Towed sweeper being maintained by the Fleet Division

10.2 Airport Staffing and Development

Consultations completed in support of the Master Plan identified challenges associated with airport staffing. In addition to interviews with City Staff, the 2020 Quality Assurance Audit and Airport Operations Manual (AOM) were reviewed and the following five staffing findings were made:

1. The AOM identifies the position of Safety Management System Manager in text and the organizational chart, however the position is not staffed. As described in the AOM, the Airport Manager performs all roles and tasks assigned to the Airport Manager and the Safety Management System Manager. This arrangement results in a significant workload for one person to satisfy all requirements of airport certification. As a result, Airport Manager responsibilities not related to certification and regulatory compliance cannot be prioritized and tasks such as business development and marketing can only be addressed in a passive manner. Because Airport Maintenance Staff are unionized, the Airport Manager is only able to assign duties that are not considered the responsibility of the Airport Manager.
2. There is no redundancy for the position of Airport Manager. This increases the City's risk that the Airport may fail to meet certification requirements should the current Airport Manager be absent for an extended period. This risk is heightened by the Airport Manager also bearing all responsibilities of the Safety Management System Manager position.
3. The AOM indicates that the Safety Management System Manager is to report directly to the Accountable Executive and thereby bypass the Manager of Engineering Services and Director of Public Works. This reporting structure is intended to allow for the timely and efficient response to deficiencies related to aviation safety. Consultation identified that the Airport Manager, who also acts as the Safety Management System Manager, does not have direct communication with the Accountable Executive.
4. Under the current organizational structure, the Manager of Engineering Services acts as the back-up for the Airport Manager in the event of a planned absence (i.e., vacation). In addition to the Airport, the Manager of Engineering Services is also responsible for transportation and transit, the water plant, wastewater plant, and review of development permits for the City. Consultations revealed concern that in the event of the Airport Manager's unplanned or extended absence, the Manager of Engineering Services may not have the capacity or airport-specific knowledge to direct Airport Maintenance Staff and meet all operational and regulatory obligations of a certified airport.
5. Airport Maintenance Staff are assigned all maintenance duties for the Airport, both airside and groundside. Airside duties require the use of specialized skills and training. Consultation suggests that there are sufficient staff members to perform all airside duties, however, the requirement to conduct all groundside maintenance as well can result in the capacity of the Airport Maintenance Staff being exceeded.

To address the above findings, two short-term recommendations have been identified:

1. **Establish an additional Full-Time Equivalent position.** This new position, filled by an employee with aviation expertise and knowledge, would achieve the following:
 - a. Reduce the duties and resulting workload of the Airport Manager position (Finding #1).
 - b. Introduce redundancy to the position of Airport Manager (Finding #2).
 - c. Allow for planned or unplanned absence of the Airport Manager without the requirement for involvement by the Manager of Engineering Services (Finding #4).

It is anticipated that the duties of this new position will be identified and assigned as deemed appropriate by the Airport Manager.

2. **Review the utilization of other City resources (Section 10.1).** For example, utilizing staff responsible for snow clearing of city streets and cutting grass in city parks will allow Airport Maintenance Staff to focus efforts on airside tasks for which they are specifically trained. As described in 10.1, supporting the Airport with other City divisions may increase operational efficiencies and reduce the staffing and equipment obligations of the Airport (Finding #5).

10.3 Airport Communications

Effective communication between the Airport and the public helps to educate the public on the value of the Airport, gather valuable opinions, and relay relevant information to Airport users. Consultations supporting the Master Plan identified that communications from the City regarding the Airport are infrequent and are primarily through the City website. Consultations also suggested that the means for the public to communicate with the Airport are limited (i.e., phone calls to the Airport Manager) and could be improved. Communication regarding the Airport should be bi-directional: from the Airport to the public and from the public to the Airport.

10.3.1 Airport Communications to the Public

Communications about the Airport typically fall into one of the following four categories:

1. Airport Operations – information about current airport operations is important to travellers, airport businesses, and tenants. This information may include, but is not limited to:
 - Changes in flight schedules;
 - Addition of new services;
 - User fees and rates;
 - Car rentals and accommodations;
 - Aviation fuel prices
 - Public events
 - Temporary construction-related closures; and
 - Weather-related delays.

For members of the public with less of an interest in the Airport, these communications also promote a perception of activity at the Airport.

2. **Social and Economic Benefit** – Demonstrating the social and economic benefit of the Airport helps present the value of the facility’s presence to members of the public who may only see the Airport as a means to travel through the City. Sharing pictures of air ambulance flights, corporate jet activity, forest fire suppression aircraft, airport business activity, passenger travel, air cargo processing, special events, developable land, etc. conveys a message that the airport is open for business, and supports an important social role within the community, and the region. Additionally, relevant facts, statistics, and employment opportunity postings may construe the Airport as an important asset for the community.
3. **Business Development** – Providing information about commercial development lease rates, appropriate contact information, the Master Plan, and relevant development plans shows the community and prospective tenants that the Airport is open for business and interested in generating greater economic benefits for the community and region. Additionally, tourism brochures and community profiles could be presented.
4. **Infrastructure Improvements** – Understanding that the Airport is a draw on City resources and funding, presenting examples of how municipal money is used to improve the Airport allows the public to associate funding with an outcome beyond operational expenses. Making announcements about infrastructure improvements such as pavement rehabilitation, upgraded facilities, or new passenger amenities may assist the public in associating value with funding.

10.3.2 Public Communications to the Airport

Conversely, providing opportunities for the public to provide their input about the operation and development of the Airport can build a sense of pride for a public asset. A review of the Airport web page identified limited means for the public to communicate with the Airport. Contact information for the airlines and generic City contact information is presented, but an opportunity for visitors to provide airport-specific feedback was not found.

10.3.3 Recommendations

1. Use the Airport webpage and City social media regularly (e.g., weekly, bi-monthly) to communicate operational changes at the Airport; public interest, facts, and statistics about the Airport; and Airport improvement projects.
2. Develop an online fillable form accessible through the Airport’s webpage on the City website to allow the public to provide suggestions or voice complaints about airport infrastructure or operations (e.g., passenger amenities, snow clearing, accessibility, etc.). Emphasis should be clearly made that suggestions or complaints associated with passenger or cargo services should be provided to air carriers directly.
3. Via existing City social media accounts, encourage discussion of the airports value to the community, its strengths, and areas for improvement. Also, direct the public to the fillable form on the City website. The Airport and City should monitor the feedback received and develop actionable items where possible. The establishment of Airport-dedicated social media accounts could be considered in the future with the hiring of an additional Airport employee.

11 BUSINESS DEVELOPMENT STRATEGY

Section 5 of the Master Plan outlined a series of aeronautical and non-aeronautical development and growth opportunities that may be realistic and beneficial for Prince Albert Airport in the future. Opportunities deemed to have a medium likelihood of occurring include the absorption of additional airside leasehold lots; a new Flight Training Unit; new aviation service businesses; and the development of the Green Industrial Park.

Opportunities deemed to have potential but have a lower likelihood of realization include increased air carrier services; new groundside commercial, industrial, and public land uses; and photovoltaic power generation. As described in Section 5, floatplane operations and CBSA services have not been carried forward for further analysis.

For each development and growth opportunity, a preliminary business development strategy has been established which includes:

6. An overarching goal;
7. The prerequisite investments that must be completed for that opportunity to be realized, as enumerated in preceding Sections;
8. Partner organizations that can support the attainment of the business development goal;
9. Key messaging to be communicated to target audiences; and
10. Potential marketing and business development methods, as summarized in Table 11.1.

Table 11.1 – Marketing and Business Development Methods

Minimal Cost	Low Cost	Moderate Cost	High Cost
Direct Outreach Press Releases Editorials Email Newsletter Speeches and Networking	Airport Website Social Media Advertising Industry Publications Promotional Events	Targeted Online Ads Radio Ads Newspaper Ads Billboard Ads Conference Attendance Specialist Marketing Consultant	Television Advertising

11.1 Airside Land Development

Goal: The retention of existing leasehold tenants and the absorption of additional development lots through new land lease agreements for private hangars, Flight Training Units (Section 11.2) and aviation service businesses (Section 11.3).

Prerequisite Actions and Investments

- Resolution of NAV CANADA line of sight issues through FSS relocation or installation of cameras to address blind spots;
- Apron II Reconstruction and Expansion (2022) for Priority 1 and 2 development lots;
- Development lot preparation (2024);
- Potable water and sanitary sewer servicing upgrades and extensions (2023-2025), as well as fibreoptic internet improvements; and
- Taxiway F Extension (2035) for Priority 3 development lots.

Partner Organizations and Roles

- **Planning and Development Services Department:** As described in Section 10, the City may consider reassigning the responsibility for marketing the availability of airside development land at Prince Albert Airport from the Airport Manager to the Planning and Development Services Department. The Planning and Development Services Department, through the Land Sales Division, currently oversees the sale and leasing over other City-owned properties and maintains an online database of development opportunities.
- **PAREDA and Chamber of Commerce:** As the City's newly formed economic development arm, PAREDA should be equipped with marketing resources on Airport land availability which they can provide to prospective tenants. PAREDA can also direct prospective tenants to the Land Sales Division to further explore specific development opportunities. Providing airside land development marketing resources to the Prince Albert & District Chamber of Commerce will also enable their staff to communicate opportunities to members that may be pursuing business expansion plans.
- **Airport Manager:** It is envisioned that the Airport Manager would support Planning and Development Services Staff in identifying appropriate leasehold lots, assisting in the lease approval process, and in facilitating construction and approvals. The Airport Manager could also respond to inquiries and direct prospective tenants to the Land Sales Division.

Key Messaging

Key messaging should be integrated in the marketing of airside lots that communicates the Unique Selling Points (USPs) of developing new facilities at Prince Albert Airport while also considering the USPs of competitor airports. Based on the Strengths, Weaknesses, Opportunities, and Threats explored in Section 3.6, primary USPs that should be communicated in all marketing methods include:

- The availability of the Airport through its year-round maintenance, lighting for nighttime operations, and Instrument Flight Procedures;
- The full range of tenant types and aircraft that can be accommodated, ranging from general aviation aircraft to corporate jets and air carriers; and
- When completed, the availability of municipal services and fibreoptic internet.

Summarized, Prince Albert Airport's USPs centre around the full-service nature of the facility. Prospective airside tenants who seek to develop at the Airport can expect reliable year-round maintenance, infrastructure that supports most types of operations, and land availability that will suit a variety of needs. While lease rates may currently exceed those of other airports, marketing materials should articulate the value that is afforded by these rates in terms of Prince Albert Airport's level of service.

Business Development and Marketing Methods

When the prerequisite actions to support future airside development are taken and lots are available, the City should commence a focussed marketing initiative that may include one or more of the following methods:

- **Airport Development Brochure:** A comprehensive brochure can be prepared that communicates the development opportunities of Prince Albert Airport, utilizing the current airport brand. This should include key information such as the Airport's USPs; lease rates; lot sizes; aeronautical and non-aeronautical infrastructure; acceptable land uses; and development timelines, approval requirements, and costs. The development brochure should be made available on the Airport webpage and be provided to the City's previously noted marketing partners.

- **Direct Outreach:** The City should follow up with individuals that have previously expressed interest in developing at the Airport, and maintain open lines of communication with existing tenants with a focus on retention. Proactive outreach with the Airport’s anchor tenants (e.g., RCMP, SPSA, Transwest Air) should also be completed to identify potential future land requirements and expansion plans. The City should consider the establishment of regularly scheduled airport tenant meetings as a means of direct outreach.
- **Advertising:** Development opportunities at Prince Albert Airport can be advertised on the City website and social media channels; the municipal land sales webpage; and through materials provided by aviation industry associations such as the Saskatchewan Aviation Council, COPA, and Canadian Business Aviation Association.

Most importantly, adequate resources should be available that enable a prospective tenant to efficiently determine whether Prince Albert Airport can support their proposed development, how a new development will be approved, and who to contact for additional information. The marketing and approvals process should be streamlined to ensure that all touchpoints by prospective tenants are positive and frustrations are minimized.



Existing airside hangar

11.2 Flight Training Units

Goal: The establishment of a locally based Flight Training Unit or the satellite branch of an existing FTU.

Prerequisite Actions and Investments

- Actions to support airside development previously enumerated in Section 11.1.

Partner Organizations and Roles

- **Airport Manager:** It is anticipated that the Airport Manager, given their knowledge of aviation activities, would be the primary lead in attracting future flight training operations. Their activities could be supported by other parties such as the Economic Development Division and PAREDA.
- **Industry Associations:** The opportunity for a new FTU to develop at Prince Albert Airport should be communicated to industry associations such as the Saskatchewan Aviation Council and Air Transport Association of Canada, which in turn may be able to connect prospective parties with the City.

Key Messaging

With respect to flight training, Prince Albert Airport has several USPs that can be articulated:

- As described in Section 11.1, the year-round maintenance of the Airport;
- The availability of Instrument Flight Procedures for instrument flight training and lighting to support students completing night ratings;
- The generally uncongested airspace of the surrounding region and large non-populated areas that are favourable for the establishment of practice areas;
- Proximity to Saskatoon International Airport for students to practice operations in controlled airspace and at large airports;
- Numerous development lots of varying sizes to support FTU needs; and
- Large regional catchment area from which to attract prospective students.

Business Development and Marketing Methods

It is anticipated that the pursuit of a future FTU would primarily occur through direct outreach with industry associations, as noted above, as well as with existing successful FTUs in western Canada that may have expansion plans. As a future FTU will require an airside development lot, the business and marketing actions previously recommended in Section 11.1 also apply.

11.3 Aviation Service Businesses

Goal: The establishment of a Fixed-Base Operator and other aviation service businesses, such as an Aircraft Maintenance Organization.

Prerequisite Actions and Investments

- Actions to support airside development previously enumerated in Section 11.1; and
- While not a prerequisite, the development of new terminal building (2026) would render the existing structure surplus and available for use by a prospective FBO.

Partner Organizations and Roles

- **Airport Manager:** Similar to the pursuit of a FTU described in Section 11.2, it is anticipated that the Airport Manager would lead business development efforts with prospective FBOs, with support on an as-required basis by the Economic Development Division and PAREDA.

Key Messaging

The decision by a prospective entity to establish an FBO at Prince Albert Airport is largely tied to whether a viable business case can be established. The viability of an FBO is partially tied to the size and value of the prospective market. To determine the Airport's USPs for a new FBO, analysis by the City can be undertaken to estimate factors such as:

- The number of annual itinerant movements and the services required by operators, such as fuel, ground handling, parking, etc.;
- The number of locally based aircraft that may require FBO support; and
- Whether opportunities exist to enter contracts with major aircraft operators, such as air carriers.

Both the size and nature of the potential FBO market, as well as the operating costs that are associated with developing at the Airport, can be communicated to prospective operators to support their decision making and growth plans.

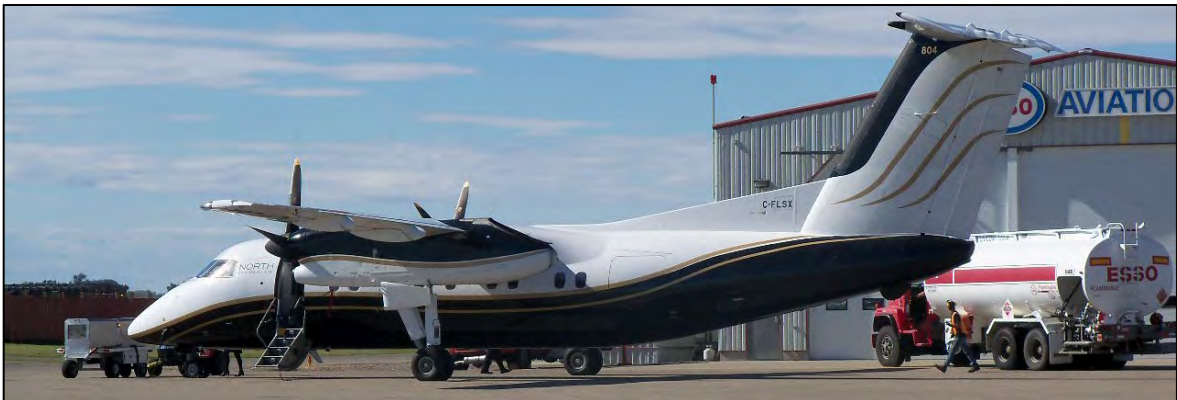
Business Development and Marketing Methods

It is understood that the development of an FBO is a priority of the City of Prince Albert. The project team has identified three primary methods to facilitate the establishment of an FBO at Prince Albert Airport:

1. **Passive Marketing:** The City could communicate the availability of airside development lots as described in Section 11, and an interested FBO operator may identify sufficient demand to enter into a lease agreement and commence operations.
2. **Direct Outreach:** The City could initiate exploratory discussions with:
 - a. Snowbird Aviation Services, the incumbent aircraft fuelling and ground handling provider, to determine whether interest exists for the company to take on other functions typically provided by an FBO; and / or
 - b. Existing FBO companies in western Canada (e.g., Kreos, Tucana Aviation) to ascertain whether interest exists in developing operations at Prince Albert.
3. **Active Procurement:** A Request for Proposals (RFP) process could be initiated for the provision of FBO services at the Airport.

In each of the three scenarios, the current terminal building could be offered for lease to a prospective FBO once rendered surplus pending the planned opening of a new terminal building in 2026. An interested business may elect to renovate the terminal building to support the functions of an FBO, such as passenger processing, pilot areas, and administrative space.

Regardless of the business development process that is followed, it is unlikely that a new FBO will develop at Prince Albert Airport without the demonstration of a viable business case that satisfies the internal due diligence processes of the firm. While the City can support the analyses of prospective FBOs through the provision of information and the facilitation of approvals, it is not recommended that the City positions itself as an FBO service provider – consistent with other services provided at Prince Albert Airport, this is a role that can be served by the private sector.



Dash 8-100 being serviced at a Fixed-Base Operator

11.4 Air Carrier Services

Goal: The retention of existing scheduled and charter air carrier services, and the commencement of scheduled air carrier services to a hub airport. In the context of this report, a hub airport is defined as a major airport with onward connection opportunities via a national air carrier not presently served from Prince Albert, such as Calgary International Airport, Edmonton International Airport, or Winnipeg International Airport.

Prerequisite Actions and Investments

- Development of a new terminal building (2026) to address capacity constraints for incumbent carriers and provide infrastructure required to support a new air carrier (e.g., administrative space, check-in counters, etc.); and
- Development of a secured passenger holdroom and CATSA Pre-Board Screening to support secured departures (2030 or as required with expression of air carrier interest).

Partner Organizations and Roles

For the retention of existing air carrier services, it is envisioned that the Airport Manager will continue to serve as the first point of contact with incumbent airlines and meet with them on a regular basis to discuss their operations at Prince Albert Airport, opportunities for improvements, and emerging concerns. Proactive and ongoing communication by the Airport Manager will be key to supporting the facility's current air carriers, with support provided by other City Staff, the Mayor, and Councillors on an as-required basis.

The development of a new air carrier route to a hub airport will represent a high level of effort challenge that requires the formation of an effective partnership to conduct outreach with prospective air carriers; provide data to support their route analysis and business case development process; and demonstrate the commitment of the region to securing and utilizing such a service. This may involve:

- **Planning and Development Services:** The Economic Development Division is expected to take on the leadership role in pursuing new air carrier services, spearheading the multi-organization partnership. The Director of Planning and Development Services should have the full support of the Airport Manager, City Staff and Council, and be able to leverage resources as required, including the involvement of the Mayor and Councillors.
- **Airport Manager:** The Airport Manager can support air service development efforts by identifying and overcoming operational and infrastructure constraints that would preclude new air services, providing technical information required by airlines on Prince Albert Airport, demonstrating a commitment to developing a relationship with the airline if service commences, and other tasks as required.
- **PAREDA and Chamber of Commerce:** Both organizations can support the pursuit of new air carrier services by providing insights on demographic trends, such as population growth; data on business activity in the region, such as new employers and expansion plans; conducting data collection and surveys that support the case for new services; and by serving as the organizing force to demonstrate the business community's commitment to air carrier services.
- **Nearby Municipalities:** Other municipalities within the Airport's catchment area, such as Shellbrook and Birch Hills, can lend support to the air service development partnership by rallying their respective business communities and residents and providing additional data on local activities that may generate demand for air services, such as new businesses.

Key Messaging

Prospective airlines that may provide service to a hub, such as WestJet, generally have robust datasets on traveller origins and destinations, market demand, and yield from historical booking records – i.e., a booking made by a Prince Albert resident for a flight departing from Saskatoon will provide the air carrier with data on their community of residence. This information is typically inaccessible to parties other than air carriers, air service development consultants, and market research firms. The priority in air service development is the communication of data to the prospective air carrier that is not readily held on file. Specifically, key messaging for air service development efforts should include:

- Data on regional business travel, including new catchment area employers, growth plans, and survey data on the propensity of regional businesses to use airline services and priorities;
- Insights on tourism activity in the catchment area and demand as a result of travel by catchment area residents;
- Information on the logistics and costs of establishing operations at Prince Albert Airport, including the competitiveness of the facility's fees and incentive programs that may exist;
- Plans for facility improvements, such as terminal building upgrades; and
- Commitments by the City and partner organizations to promote new air services.

Business Development and Marketing Methods

For the pursuit of a new air carrier, a recommended first step is the **completion of an air service demand and catchment area leakage study in the short-term planning horizon**. Such a study will provide the City and its partner organizations with greater insight on what opportunity(s) exist for new air services based on regional demand, how competitor airports such as Saskatoon affect Prince Albert Airport's activity levels, and what air carriers may be approached in subsequent efforts.

If a viable opportunity is identified through the air service development study term, the previously described partnership of the City, PAREDA, Chamber of Commerce, and nearby municipalities should be formed to commence work on pursuing such an initiative. Key messaging and data as described above should be compiled for use in subsequent outreach to air carriers – potentially with support from a third-party air service development consultant. Once these steps are taken, direct outreach with prospective air carriers can commence to explore opportunities, identify and overcome barriers to service, and address other matters as required. This assumes that the City has invested in the infrastructure required to support a new air carrier.



Air carrier operations at the Prince Albert Airport Terminal Building

11.5 Green Industrial Park and Groundside Land Development

Goal: The sale of City-owned lots in the Green Industrial Park and the leasing of groundside development lots with the Airport property boundary. As studied in Section 5.2.1, the Green Industrial Park is not envisioned to be developed for airside uses due to factors such as the capital, operating, and lifecycle rehabilitation expenses associated with developing and maintaining a new taxiway; the availability of existing airside lots; and the need to lease these lots instead of selling the land fee simple.

Partner Organizations and Roles

- **Planning and Development Services Department:** It is anticipated that Planning and Development Services will continue to spearhead the marketing of the Green Industrial Park through its Land Sales and Economic Development Divisions, while also expanding its focus to encompass groundside development lots.
- **PAREDA and Chamber of Commerce:** Information on development opportunities and marketed resources should be provided to both PAREDA and the Chamber of Commerce, who in turn can connect prospective tenants with the City's Land Sales Division.
- **Airport Manager:** The Airport Manager may advise on aeronautical compatibility considerations for development proposals and identify required approvals.

Key Messaging

The USPs of the Green Industrial Park and groundside areas of the Airport for non-aeronautical development include:

- Lands are pre-zoned and planned for development;
- Full servicing is available at the Green Industrial Park and is planned for the Airport groundside area (2025);
- The availability of large land areas and flexible lot sizes;
- Opportunities for synergies with existing Airport tenants (e.g., Transwest Air, SPSA);
- Potential business demand from Airport-based employees, users, and air carrier passengers;
- Good visibility from Highway 55 and traffic volumes; and
- Lack of nearby noise-sensitive land uses means that a wide array of light industrial activities can occur.

Business Development and Marketing Methods

It is assumed that current marketing and business development practices employed by the City's Planning and Development Services Department will continue to be used in spurring non-aeronautical development in the Green Industrial Park and in the Airport's groundside area.

11.6 Photovoltaic Power Generation

Goal: The establishment of a photovoltaic power generation facility at Prince Albert Airport through a long-term land lease with an independent power producer and / or SaskPower.

Prerequisite Actions and Investments

- To be determined through future research and industry outreach

Partner Organizations and Roles

It is anticipated that future outreach efforts with independent power producers would be a joint effort involving the Director of Planning and Development Services, PAREDA, and the Airport Manager. The specific role of each party can be determined through future research on this opportunity.

Key Messaging

For solar power generation, Prince Albert Airport's USPs include the:

- Large land assembly available for development, relatively flat topography, and lack of nearby sensitive land uses;
- Secured nature of the site, with perimeter fencing and regular monitoring;
- High annual photovoltaic potential of the area; and
- Potential for favourable negotiated annual lease rates through long-term commitments.

Business Development and Marketing Methods

The Master Plan contemplates a scenario whereby an independent power producer enters into a long-term land lease agreement at Prince Albert Airport for the development of a photovoltaic generation facility. Future business development by the City to support this strategy includes direct outreach to SaskPower to identify future solar procurement opportunities. Further, the City may conduct outreach with independent power producers to communicate the benefits of Prince Albert Airport being proposed as a project location in future procurement opportunities.



Photovoltaic generation facility at Windsor Airport (Google Earth)

12 FINANCIAL MANAGEMENT PLAN

12.1 Aeronautical Rates and Fees Review

Establishing and maintaining an appropriate airport rates and fees structure is a critical factor in limiting annual operating deficits. It is important that fee structures are developed to be:

- Fair and transparent for users;
- Competitive in how they incentivize or disincentivize activity and growth; and
- Practical in accounting for the costs associated with operating the facility.

As examined in Section 3.3.1, operating revenues at Prince Albert Airport are primarily generated through the following sources:

- Aircraft landing fees, which vary by aircraft Maximum Takeoff Weight (MTOW);
- Aircraft parking fees, which by the time of year, duration of parking (annual vs. daily), and MTOW;
- Passenger Facility Fees, which are levied on all passengers departing on scheduled and charter air carrier flights;
- Land lease agreements for the use of Airport property, including agricultural cropping agreements;
- Vehicle parking fees, which vary by the duration of parking and lot type;
- Rental payments for the use of the terminal building by air carriers; and
- After-hours Airport Maintenance Staff call-out fees.

While airports collect revenue on an annual basis, few regional airports in Canada are entirely financially self-sustaining. Revenues are collected to reduce annual cost-revenue gaps, although annual expenses commonly exceed revenues. Operating deficits should be contextualized by the economic and social benefits that are provided by Prince Albert Airport to the surrounding region.

Consultations with the City indicate that commercial air carriers operating at Prince Albert Airport contribute approximately 85% of annual aeronautical revenues. Furthermore, air carriers contribute approximately 90% of annual landing fees, 100% of Passenger Facility Fees, and 50% of land lease revenues. From a non-aeronautical revenue perspective, more than 95% of vehicle parking revenues are collected through passengers utilizing air carrier services. These figures demonstrate the importance of air carrier operations to the financial sustainability of Prince Albert Airport.

Future changes in the rates and fees of Prince Albert Airport should consider the concept of price elasticity – Airport users, such as air carriers, aircraft operators, and tenants, will have varying levels of willingness or ability to pay for the services rendered at the Airport. Generally, decreased demand for Prince Albert Airport may be expected as the costs incurred in operating at the facility increase, and users consider alternate facilities such as Birch Hills Airport and Saskatoon International Airport. A balance must be found in ensuring that rates are fair and competitive while also not disincentivizing activity at the Airport.

12.1.1 Methodology

A review of the four primary sources of revenue at Prince Albert Airport has been completed by the project team:

1. Aircraft landing fees;
2. Aircraft parking fees;
3. Passenger Facility Fees (or Airport Improvement Fee); and
4. Land lease rates.

Vehicle parking rates are established based on municipal policies for City-owned parking lots and have been omitted from the review. After hours call-out charges, unit costs for staff and equipment, and terminal building rental rates were also not reviewed. Commentary is also provided on the appropriateness of levying a fuel concessions fee.

The project team selected a sample of six comparable airports in western Canada against which to evaluate the rates and fees structure of Prince Albert Airport. Comparators were selected based on their role as a regional airport, certification and operational obligations, and / or proximity to Prince Albert:

1. Brandon Municipal Airport;
2. La Ronge Airport;
3. Lloydminster Airport;
4. Regina International Airport;
5. Saskatoon International Airport; and
6. Medicine Hat Regional Airport.

From stakeholder consultations, it is understood that Birch Hills Airport is a cost-effective competitor to Prince Albert Airport in attracting general aviation activity (Section 2.5.1). However, Birch Hills Airport was not analyzed as a comparator facility as its primary user type differs from that of Prince Albert (general aviation vs. air carrier activity), the facility is a registered aerodrome with less onerous regulatory obligations, and an overall lower level of service is provided (i.e., runway length, Instrument Flight Procedures, limited winter maintenance, etc.).

The review provided herein serves as a preliminary analysis of whether the current rates and fees structure of Prince Albert Airport is appropriate versus comparator airports. Building on this review, additional analysis may be completed to fully model the revenue impacts of changing the Airport's rates and fees – for example, using historical aircraft movement data from NAV CANADA to model the implications of various pricing structures.

12.1.2 Landing Fees

Prince Albert Airport

Landing fees are levied to realize revenue from aircraft arriving at Prince Albert Airport and are charged based on the aircraft's Maximum Takeoff Weight (MTOW). Prince Albert Airport's 2020 landing fee structure is shown in Table 12.1.

The landing fee structure of Prince Albert Airport is similar to that of other regional and municipal airports, in that small general aviation aircraft are exempted from landing fees by establishing a minimum weight threshold. Numerous airports have a difference in landing fees for domestic and international traffic and may have specific exemptions for certain aircraft types or operators, depending on the situation. For example, a Flight Training Unit (FTU) may pay an annual fee in lieu of paying a separate charge per landing, especially if a high number of takeoffs and landings are performed.

Table 12.1 – Prince Albert Airport Landing Fees (2020)

Aircraft MTOW	Rate per 1,000 kg
Minimum Charge	\$5.00
< 2,500 kg	Exempt
2,500 – 15,000 kg	\$3.00
15,001 – 45,000 kg	\$4.00
> 45,000 kg	\$5.00

Comparator Airports

Landing fees at six comparator airports are shown in Table 12.2. Although each airport uses a tiered fee structure based on MTOW, there are many exemptions and factors that each facility has applied to maintain fairness and transparency among users. Some airports have elected to specify that smaller piston engine aircraft are exempt from landing fees (Regina, Saskatoon), while others have a weight threshold where aircraft below are exempt (Medicine Hat). While Lloydminster does not charge landing fees for scheduled air carriers, such operations are typically limited to a single daily flight, thereby reducing the revenue implications of such an exemption. A unique system has been implemented by Brandon Airport, whereby locally based aircraft under 2,500 kg have the option to pay an annual registration fee of \$162 or pay a fee of \$12.73 per landing.

Table 12.2 – Comparator Airport Landing Fees (2020)

Airport	Minimum Charge	Rate per 1,000 kg	Exceptions
Prince Albert	\$5.00	< 2,500 kg: Exempt 2,500 kg – 15,000 kg: \$3.00 15,001 kg – 45,000 kg: \$4.00 > 45,000 kg: \$5.00	Aircraft under 2,500 kg
Brandon	\$17.46	<21,000 kg: \$3.69 21,001 kg – 45,000 kg: \$4.80 > 45,000 kg: \$5.62	\$162 annual registration fee for locally based aircraft, charters, training, and piston aircraft > 2,500 kg; or \$12.73 per landing for locally based aircraft not paying annual fee
La Ronge	N/A	1,000 kg – 21,000 kg: \$3.00 21,001 kg – 45,000 kg: \$4.00 > 45,001 kg: \$5.00	N/A
Lloydminster	\$14.20	<2,000 kg: \$0.00 2,001 kg – 21,000 kg: \$3.90 > 21,001 kg: \$4.55	Scheduled air carrier flights
Regina	\$18.04	< 15,000 kg: \$4.92 15,001 kg – 45,000 kg: \$6.19 >45,001 kg: \$7.00	Piston fixed wing aircraft
Saskatoon	\$13.00	< 21,000 kg: \$4.62 21,001 kg – 45,000 kg: \$6.00 45,001 kg – 80,000 kg: \$7.19 > 80,000 kg: \$9.96	Piston aircraft
Medicine Hat	N/A	< 21,000 kg: \$5.71 21,001 kg – 45,000 kg: \$6.98 >45,001 kg: \$8.17	Piston aircraft under 3,000 kg

Analysis and Recommendations

A review of the fees at comparator airports and consultations with City Staff indicate that the current tiered landing fee structure at Prince Albert Airport is generally appropriate; however, minor adjustments in the landing fee structure could result in increased revenue, while continuing to be fair and transparent. It should be noted that for the attraction of locally based general aviation aircraft, the fee environment at Birch Hills Airport will likely continue to be more competitive than the landing fee structure recommended for Prince Albert Airport.

Prince Albert Airport’s minimum weight threshold of 2,500 kg and the rates charged per 1,000 kg are comparable with the studied airports. However, the minimum charge for an aircraft landing at the facility is significantly lower than comparator airports. The City may consider increasing the minimum charge from \$5.00 to \$12.00 per landing.

Similar to Brandon Airport, the City should consider implementing an annual aircraft registration fee to capture revenues from aircraft at the Airport that do not pay parking fees directly to the City. For example, the City does not currently realize revenue from an aircraft owner that subleases hangar space from a tenant. This charge would be levied on all piston-engine aircraft under 2,500 kg that are based at Prince Albert Airport or that use the facility for flight training circuits. Landing fees would continue to be charged for aircraft that do not pay the annual fee as well as itinerant aircraft visiting from other airports.

The recommended landing fee structure for Prince Albert Airport is shown in Table 12.3.

Table 12.3 – Recommended Landing Fee Structure

2020 Landing Fees		Recommended Landing Fees	
Aircraft MTOW	Rate per 1,000 kg	Aircraft MTOW	Rate per 1,000 kg
Minimum Charge	\$5.00	Minimum Charge	\$12.00
< 2,500 kg	Exempt	Annual Registration Fee (< 2,500 kg)	\$162.00
2,500 – 15,000 kg	\$3.00	< 15,000 kg	\$3.70
15,001 – 45,000 kg	\$4.00	15,001 kg – 45,000 kg	\$4.80
> 45,000 kg	\$5.00	> 45,000 kg	\$5.20

12.1.3 Aircraft Parking Fees

Prince Albert Airport

Parking fees are charged to itinerant aircraft operators visiting the Airport, and to locally based operators that store their aircraft on a public apron (Aprons I, II, and III). The current parking fee structure is shown in Table 12.4. A tiered structure is used based on aircraft MTOW, length of stay, and time of year – aircraft parking during the winter months require plug-in power, justifying a higher daily rate. Annual rates for aircraft in the higher weight categories are not prescribed due to the lack of suitable long-term parking space and reduced demand for such parking.

Table 12.4 – Prince Albert Airport Aircraft Parking Fees (2020)

Aircraft MTOW	Daily (Apr – Oct)	Daily (Nov-Mar)	Annually
< 15,000 kg	\$10.00	\$12.00	\$650.00
15,001 kg – 45,000 kg	\$20.00	\$22.00	N/A
> 45,000 kg	\$30.00	\$32.00	N/A

Comparator Airports

Comparator airport aircraft parking charges are provided in Table 12.5. Most reviewed airports charge parking fees based on a tiered aircraft weight structure and length of stay, with one airport charging flat rates (Lloydminster). Certain airports discount or waive parking fees for aircraft that purchase fuel, as revenue is collected through fuel surcharges. Lloydminster Airport is an example of a facility that charges lower aircraft parking fees but is responsible for fuel procurement, quality control, and sales through a third-party, and accordingly realizes revenue through a per litre surcharge. However, as the City is not responsible for fuel sales and does not realize revenue through fuel surcharges, discounting or waiving parking fees is not recommended.

Analysis and Recommendations

The comparison of aircraft parking fees indicates that the current rates of Prince Albert Airport are competitive and appropriate. The City could consider removing the seasonal rate variation and charge all parking fees at the November through March rate, simplifying rate collection and offering a modest increase in revenue.

Table 12.5 – Comparator Airport Aircraft Parking Fees (2020)

Airport	Daily Charge	Monthly Charge	Annual Charge
Prince Albert	April – October < 15,000 kg: \$10.00 15,001 kg – 45,000 kg: \$20.00 > 45,000 kg: \$30.00 November – March < 15,000 kg: \$12.00 15,001 kg – 45,000 kg: \$22.00 > 45,000 kg: \$32.00	N/A	< 15,000 kg: \$650.00
Brandon	N/A	N/A	N/A
La Ronge	1,000 kg – 4,000 kg: \$5.00 > 4,001: \$10.00	N/A	1,000 kg – 4,000 kg: \$150.00 > 4,001: \$300.00
Lloydminster	< 48 hours: \$0.00 > 48 hours: \$7.00	\$70.00	\$350.00 for prepaid and preregistered aircraft
Regina	< 15,000 kg: \$15.00 15,001 kg – 45,000 kg: \$35.00 >45,000 kg: \$55.00	< 5,000 kg: \$150	< 5,000 kg: \$1,350
Saskatoon	< 2,000 kg: \$11.44 2,001 kg – 5,000 kg: \$14.04 5,001 kg – 20,000 kg: \$16.64 20,001 kg –30,000 kg: \$80.08 30,001 kg –60,000 kg: \$88.40 Increases to a maximum of \$176.80	Dependent on availability and market rates	Dependent on availability and market rates
Medicine Hat	< 2,000 kg: \$10.70 2,001 kg – 10,000 kg: \$21.82 10,001 kg –30,000 kg: \$33.49 30,001 kg – 45,000 kg: \$46.45 > 45,001 kg: \$2.00 / tonne	< 2,000 kg: \$84.267 2,001 kg – 10,000 kg: \$202.02	< 2,000 kg: \$423.49 2,001 kg – 10,000 kg: \$831.84

12.1.4 Passenger Facility Fee

Prince Albert Airport

The 2009 Prince Albert Airport Master Plan recommended that an Airport Improvement Fee (AIF) should be instituted for passengers to finance capital projects and improve the facility's financial sustainability. A \$10.00 Passenger Facility Fee (PFF) was subsequently implemented in 2010 and increased to \$15.00 in 2015, \$17.50 in 2018, and \$20.00 in 2020. The next PFF renewal is scheduled for 2022. The PFF is levied on departing passengers of scheduled and chartered flights.

Comparator Airports

AIF and PFF data for the comparator airports is shown in Table 12.6. La Ronge Airport does not charge an AIF, although it is understood that the Town of La Ronge is studying the possibility of implementing such a fee. Prince Albert's PFF exceeds the AIFs levied at Lloydminster, Medicine Hat, and Brandon. However, as fees are levied on both departing and arriving passengers at Lloydminster and Medicine Hat, a traveller on a return trip from Lloydminster effectively pays \$10.00 in AIFs and \$18.78 from Medicine Hat – closer to the PFF levied on departing passengers from Prince Albert Airport.

Prince Albert's \$20.00 PFF exceeds the \$5.00 and \$5.76 AIFs levied at Regina and Saskatoon, respectively, for travellers within Saskatchewan. However, both Regina and Saskatoon handle significant amounts of interprovincial travellers which incur higher AIFs (~ \$20) and are accordingly a large source of revenue. Prince Albert Airport's PFF is charged almost exclusively on intra-provincial passengers which represent the facility's main air carrier user type.

Table 12.6 – Comparator Airport Passenger Fees

Airport	AIF / PFF	Notes
Prince Albert	\$20.00	Levied on departing passengers on scheduled and charter air carrier flights
La Ronge	N/A	
Lloydminster	\$5.00	Levied on departing and arriving passengers on scheduled air carrier flights
Medicine Hat	\$9.39	Levied on departing and arriving passengers on scheduled air carrier flights
Brandon	\$10.70	Levied on departing passengers
Regina	\$5.00	Rate within Saskatchewan Levied on departing passengers
	\$20.00	Rate beyond Saskatchewan Levied on departing passengers
Saskatoon	\$5.76	Rate within Saskatchewan Levied on departing passengers
	\$22.08	Rate beyond Saskatchewan Levied on departing passengers

Analysis and Recommendations

AIFs and PFFs are commonly implemented at airports across Canada that support passenger air services, are a useful tool to fund capital projects, and improve the financial sustainability of airports that are municipally subsidized. As a user fee, Prince Albert Airport's PFF enables the City to fairly realize revenue from passengers making use of a municipal service. Accordingly, the reduction or removal of the PFF is not recommended.

While numerous capital projects are recommended through this Master Plan that will benefit from the PFF, significantly increasing the PFF to fund these projects may not be feasible given the comparatively limited number of passengers that use Prince Albert Airport and the ability for air carriers to bypass Prince Albert on select flights if more competitive rates are levied at Saskatoon International Airport. For example, resource extraction companies that purchase charter tickets for Prince Albert-based staff may elect to bus their employees to Saskatoon for their flight if it becomes the cost-competitive option. A modest increase to the PFF accounting for inflation from 2020 to 2022 may be justifiable, with subsequent increases tied to the City pursuing capital projects with an associated benefit to the passenger experience – i.e., the recommended development of a new terminal building in 2026.

12.1.5 Land Lease Rates

Prince Albert Airport

Airside and groundside development lots are offered for lease at Prince Albert Airport on multi-year terms. Prices for tenants are calculated based on a rate per m² per year. Four lease rates have been established as shown in Table 12.7, accounting for whether the subject lot has airside access to a taxiway or apron, and whether water, sanitary sewer, and electrical services are provided.

A market analysis of the lease rates of Prince Albert Airport was completed by Brunsdon Junor Johnson Appraisals Ltd. in September 2014. That study recommended that lease rates for airside serviced land should be increased from \$1.20 per m² to between \$2.60 and \$3.46 per m² – as shown in Table 12.7, lease rates in this category were increased to \$3.00 per m². The 2014 market analysis report also recommended that lease rates of between \$0.89 and \$1.58 per m² should be established for groundside unserviced lands. Rates in this category have been set by the City at \$1.10 per m².

Table 12.7 – Prince Albert Airport Land Lease Rates (2020)

Lease Category	Rate (per m ² per year)
Airside, Serviced	\$3.00
Airside, Not Serviced	\$2.00
Groundside, Serviced	\$2.00
Groundside, Not Serviced	\$1.10

Comparator Airports

Unlike other previously described fees, many airports do not make land lease rates publicly available, including three of the previously described comparator airports (Medicine Hat, Brandon, and Regina). Annual land lease rates for serviced and unserviced airside lots at six airports are provided in Table 12.8. The sampled airports, with the exception of Saskatoon International Airport, set their lease rates for serviced airside lots at between \$1.40 per m² and \$2.75 per m².

Table 12.8 - Comparator Airport Land Lease Rates

Airport	Airside, Serviced (per m ²)	Airside, Unserviced (per m ²)
Prince Albert	\$3.00	\$2.00
La Ronge	\$1.40	
Lloydminster	\$1.68	
Swift Current	\$2.22	\$1.98
Red Deer	\$2.70	\$2.50
Grande Prairie	\$2.75	
Saskatoon	\$5.28	

Analysis and Recommendations

With respect to the 2014 market analysis that guided the establishment of the Airport's current land lease rates, the appraised value of serviced airside land was partially based on the lack of serviced industrial land available for sale in Prince Albert at the time of the report's preparation, driving values higher. However, this justification did not consider the generally smaller market for leasehold tenures as opposed to fee simple sales and the lower number of end users that would typically locate at an airport as opposed to an industrial park.

Consultations with the Airport Manager indicate that several parties have inquired about development opportunities at Prince Albert Airport. However, interest decreased when land lease rates were presented, indicating that current rates may exceed the willingness to pay for new tenants. Accordingly, current lease rates may be a hinderance on the growth of the Airport and its associated economic impacts. Reducing airside land lease rates may remove a barrier that has historically precluded development at the Airport; accordingly, a new rate structure is recommended in Table 12.9 that aligns more closely with comparator airports such as Swift Current and Lloydminster. Land lease rates should be reviewed at regular intervals (e.g., every five years) to ensure continued competitiveness and to account for increases in inflation.

Table 12.9 – Recommended Land Lease Rates

Lease Category	Rate (per m ² per year)
Airside, Serviced	\$2.20
Airside, Not Serviced	\$1.90
Groundside, Serviced	As negotiated with the City based on market demand and user requirements
Groundside, Not Serviced	

While the recommended reduction in serviced airside rates (\$3.00 to \$2.20) and unserved airside rates (\$2.00 to \$1.90) will result in a short-term decrease in operating revenues for the City, it is envisioned that in the medium and long-term planning horizons, additional development will be stimulated at the Airport as a result of the more competitive lease rates. Planned capital projects to support new development, such as the expansion of Apron II in 2022 and improvement of municipal services between 2023 and 2025, may be rendered ineffective if interest by prospective fails to materialize on account of the Airport's lease rates. Further, revenues will increase with existing leases over time with the inclusion of an annual growth provision as stated above.

The availability of serviced commercial and industrial lands in Prince Albert and throughout the region, including the lots available for sale at the Green Industrial Park, create a challenge for the City in marketing groundside lands to prospective tenants. While a minimum level of revenue generation should be attained through the leasing of groundside Airport lands, it is recommended that the rates paid by new groundside tenants should be determined through negotiations with the City Land Sales Division. This will provide the City with the flexibility to stimulate groundside development at the Airport while also addressing other priorities. For example, reduced rates could be offered for an end user that provides a service of value to the Airport (e.g., a restaurant). Alternatively, rates could be negotiated based on the agreement of the developer to contribute to a capital project planned for the Airport, such as improving groundside roadways.

12.1.6 Fuel Concession Fees

Many Canadian airports levy a fuel surcharge (concession fee) to collect revenue from sources not captured through other means, such as general aviation aircraft that are exempt from landing fees. Fuel surcharges generally range from \$0.05 / L to \$0.10 / L at the comparator airports surveyed as part of the Master Plan; however, many of these airports are fully or partially responsible for the procurement and sale of aviation fuel. The City of Prince Albert is not involved in the sale of aviation fuel at Prince Albert Airport; as described in Section 7.2.1, this role is performed by private businesses and tenants.

Considering that there are numerous tenants on-site that dispense aviation fuel, mainly for their own use, initiating a fuel surcharge at Prince Albert Airport could present challenges. Specifically, adding a surcharge would be difficult to track by the City and would increase the price of fuel beyond its current rate for public sale – a rate stated by many during stakeholder consultations as being higher than at other nearby airports. Further, it would be difficult for the City to justify initiating a fuel surcharge as they are not currently responsible for storing, testing, and dispensing aviation fuel.

Other aviation fuel dispensing options are available to airports where it could be more appropriate to collect a fuel surcharge, such as the provision of a self-serve cardlock system. However, the capital and operational expenses of these systems are significant, revenues collected through surcharges may not be sufficient to offset the capital costs within the 20-year Master Plan horizon, and the workload of Airport Staff would increase. Accordingly, the implementation of fuel concession fees at Prince Albert Airport is not recommended.

12.1.7 Summarized Aeronautical Rates and Fees Recommendations

The recommended revisions to the Airport's landing fees, parking fees, Passenger Facility Fees, and land lease rates are summarized in Table 12.10. Prior to the implementation of the revised rates and fees structure, it is recommended that the City consults with key stakeholders (e.g., air carriers, locally based aircraft operators, etc.), conducts additional analysis, and refines the recommendations as required. Rates and fees should be reviewed again in 2026 and adjusted, as necessary.

Table 12.10 – Summarized Rates and Fees Recommendations (2021 to 2025)

Aircraft Landing Fees			
Minimum Charge		\$12.00	Per landing
MTOW < 15,000 kg		\$3.70	Per landing per 1,000 kg aircraft MTOW Exemption for aircraft that pay the Annual Registration Fee
MTOW 15,001 kg – 45,000 kg		\$4.80	Per landing per 1,000 kg aircraft MTOW
MTOW > 45,001 kg		\$5.20	Per landing per 1,000 kg aircraft MTOW
Annual Registration Fee		\$162.00	Per aircraft per year. Paid for piston-engine aircraft under 2,500 kg MTOW that: <ul style="list-style-type: none"> • Are based at Prince Albert Airport; or • Use the facility for flight training circuits.
Aircraft Parking Fees			
Daily	MTOW < 15,000 kg	\$12.00	Per aircraft per day
	MTOW 15,001 kg – 45,000 kg	\$22.00	Per aircraft per day
	MTOW > 45,001 kg	\$32.00	Per aircraft per day
Annual	MTOW < 15,000 kg	\$650.00	Per aircraft per year
Passenger Facility Fees			
Passenger Facility Fee		\$20.00	Levied on all passengers departing on scheduled and charter flights Exemptions: <ul style="list-style-type: none"> • Airline employees travelling on business • Infants under two years of age for whom no ticket was purchased • Customers travelling on passes or other travel documents with discount codes ID/IN
Land Lease Rates			
Airside, Serviced		\$2.20	Per m ² per year
Airside, Not Serviced		\$1.90	Per m ² per year
Groundside, Serviced		N/A	As negotiated with the City based on market demand and user requirements
Groundside, Not Serviced		N/A	

12.220-Year Pro Forma Financial Outlook

The projected pro forma financial statement anticipates a consistent increase in operating revenues over the Master Plan horizon, while operating expenditures remain relatively constant. An operating deficit of approximately \$140,000 is budgeted in 2021, similar to the deficits historically experienced with the Airport and consistent with the operating deficits experienced at similar Canadian regional airports.

The annual operating deficit may be eliminated as early as 2022 as revenues increase relative to expenses. After 2022, the Airport is projected to realize annual operating surpluses for the remainder of the Master Plan horizon. However, these surpluses will be insufficient to fund the capital projects recommended throughout the Master Plan, and external funding will be required. The assumptions made in the preparation of the pro forma are presented below. The 20-year pro forma financial statement is presented in Table 12.11.

The financial implications of federal and provincial grants on capital expenses have not been modelled in the 20-Year Pro Forma Financial Outlook. While the City has experienced considerable success in obtaining grant funding for several capital projects, such funding is not guaranteed as evaluation processes are competitive in nature. Further, the number and purpose of available grant programs can vary over time. However, the continued proactive identification and pursuit of grant opportunities by City Staff will be a key process during the implementation of the Master Plan.

Operating Revenue

- Aircraft landing fee revenue will increase with forecast growth of aircraft movements over the 20-year planning period and with the proposed new fee structure implemented in 2022.
- Aircraft parking fee revenue will grow in proportion to forecast aircraft movements and fees will be revised every 5 years based on annual inflation. This analysis assumes inflation to be 2.0% per annum.
- The Passenger Facility Fee will remain at \$20 until 2025, the year prior to the construction of a new terminal building, when it will be raised to \$25 and increase in line with inflation every 5 years. Passenger Facility Fee revenue will also grow in proportion to forecast passenger movements.
- Lease revenue assumes seven serviced airside lots will be absorbed over the 20-year planning period. The rate per square metre of serviced airside land will be reduced from \$3.00 to \$2.20 in 2022 and will be adjusted for inflation every 5 years thereafter.
- Vehicle parking revenue will grow in proportion to forecast passenger movements and vehicle parking fees will be adjusted for inflation every 5 years thereafter.
- Revenue from interest and penalties will be adjusted annually for inflation.
- Sundry revenue will be adjusted annually for inflation.

Operating Expenses

- Salaries and wages expenses will be adjusted for inflation annually. The recommended additional Airport employment position will be staffed starting in 2024 and assumes an annual salary of \$65,000, also adjusted annually for inflation.
- All other expenses will increase with inflation annually.

Table 12.11 – 20-Year Pro Forma Financial Statement

	2021 (Budget)	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035	2036	2037	2038	2039	2040
OPERATING REVENUES																				
Aircraft Landing Fees	\$ 200,000	\$ 279,354	\$ 295,945	\$ 312,555	\$ 318,339	\$ 356,450	\$ 363,053	\$ 369,781	\$ 376,638	\$ 383,625	\$ 429,596	\$ 437,574	\$ 445,705	\$ 453,991	\$ 462,435	\$ 517,898	\$ 527,541	\$ 537,368	\$ 547,383	\$ 557,590
Aircraft Parking Fees	\$ 5,600	\$ 5,953	\$ 6,307	\$ 6,661	\$ 6,784	\$ 7,601	\$ 7,741	\$ 7,885	\$ 8,031	\$ 8,180	\$ 9,165	\$ 9,335	\$ 9,509	\$ 9,685	\$ 9,866	\$ 11,054	\$ 11,260	\$ 11,470	\$ 11,683	\$ 11,901
Passenger Facility Fees	\$ 200,000	\$ 280,856	\$ 316,578	\$ 352,300	\$ 446,886	\$ 453,504	\$ 460,232	\$ 467,070	\$ 474,022	\$ 529,198	\$ 537,100	\$ 545,134	\$ 553,301	\$ 561,604	\$ 627,050	\$ 636,491	\$ 646,090	\$ 655,849	\$ 665,772	\$ 743,447
Vehicle Parking	\$ 196,000	\$ 208,361	\$ 220,736	\$ 233,125	\$ 237,439	\$ 266,018	\$ 270,945	\$ 275,967	\$ 281,084	\$ 286,299	\$ 320,774	\$ 326,731	\$ 332,803	\$ 338,990	\$ 345,295	\$ 386,893	\$ 394,096	\$ 401,437	\$ 408,919	\$ 416,544
Airport Leases	\$ 261,860	\$ 278,140	\$ 278,140	\$ 278,140	\$ 294,420	\$ 297,676	\$ 297,676	\$ 315,584	\$ 315,584	\$ 315,584	\$ 338,526	\$ 338,526	\$ 338,526	\$ 356,095	\$ 356,095	\$ 365,518	\$ 384,844	\$ 384,844	\$ 384,844	\$ 404,171
Interest and Penalties	\$ 1,500	\$ 1,530	\$ 1,561	\$ 1,592	\$ 1,624	\$ 1,656	\$ 1,689	\$ 1,723	\$ 1,757	\$ 1,793	\$ 1,828	\$ 1,865	\$ 1,902	\$ 1,940	\$ 1,979	\$ 2,019	\$ 2,059	\$ 2,100	\$ 2,142	\$ 2,185
Sundry	\$ 22,650	\$ 23,103	\$ 23,565	\$ 24,036	\$ 24,517	\$ 25,007	\$ 25,508	\$ 26,018	\$ 26,538	\$ 27,069	\$ 27,610	\$ 28,162	\$ 28,726	\$ 29,300	\$ 29,886	\$ 30,484	\$ 31,094	\$ 31,715	\$ 32,350	\$ 32,997
Total Operating Revenues	\$ 887,610	\$ 1,077,297	\$ 1,142,832	\$ 1,208,410	\$ 1,330,008	\$ 1,407,913	\$ 1,426,844	\$ 1,464,028	\$ 1,483,654	\$ 1,551,747	\$ 1,664,599	\$ 1,687,328	\$ 1,710,470	\$ 1,751,605	\$ 1,832,606	\$ 1,950,357	\$ 1,996,984	\$ 2,024,784	\$ 2,053,094	\$ 2,168,835
OPERATING EXPENSES																				
Salaries, Wages, and Benefits	\$ 403,370	\$ 411,437	\$ 419,666	\$ 494,359	\$ 504,247	\$ 514,332	\$ 524,618	\$ 535,111	\$ 545,813	\$ 556,729	\$ 567,864	\$ 579,221	\$ 590,805	\$ 602,621	\$ 614,674	\$ 626,967	\$ 639,507	\$ 652,297	\$ 665,343	\$ 678,650
Contracted and General Services	\$ 238,300	\$ 243,066	\$ 247,927	\$ 252,886	\$ 257,944	\$ 263,102	\$ 268,365	\$ 273,732	\$ 279,206	\$ 284,791	\$ 290,486	\$ 296,296	\$ 302,222	\$ 308,266	\$ 314,432	\$ 320,720	\$ 327,135	\$ 333,678	\$ 340,351	\$ 347,158
Financial Charges	\$ 750	\$ 765	\$ 780	\$ 796	\$ 812	\$ 828	\$ 845	\$ 862	\$ 879	\$ 896	\$ 914	\$ 933	\$ 951	\$ 970	\$ 990	\$ 1,009	\$ 1,030	\$ 1,050	\$ 1,071	\$ 1,093
Utilities	\$ 112,130	\$ 114,373	\$ 116,660	\$ 118,993	\$ 121,373	\$ 123,801	\$ 126,277	\$ 128,802	\$ 131,378	\$ 134,006	\$ 136,686	\$ 139,420	\$ 142,208	\$ 145,052	\$ 147,953	\$ 150,912	\$ 153,930	\$ 157,009	\$ 160,149	\$ 163,352
Fleet Expenses	\$ 108,260	\$ 110,425	\$ 112,634	\$ 114,886	\$ 117,184	\$ 119,528	\$ 121,918	\$ 124,357	\$ 126,844	\$ 129,381	\$ 131,968	\$ 134,608	\$ 137,300	\$ 140,046	\$ 142,847	\$ 145,704	\$ 148,618	\$ 151,590	\$ 154,622	\$ 157,714
Maintenance Materials and Supplies	\$ 140,700	\$ 143,514	\$ 146,384	\$ 149,312	\$ 152,298	\$ 155,344	\$ 158,451	\$ 161,620	\$ 164,852	\$ 168,150	\$ 171,513	\$ 174,943	\$ 178,442	\$ 182,010	\$ 185,651	\$ 189,364	\$ 193,151	\$ 197,014	\$ 200,954	\$ 204,973
Insurance	\$ 21,910	\$ 22,348	\$ 22,795	\$ 23,251	\$ 23,716	\$ 24,190	\$ 24,674	\$ 25,168	\$ 25,671	\$ 26,184	\$ 26,708	\$ 27,242	\$ 27,787	\$ 28,343	\$ 28,910	\$ 29,488	\$ 30,078	\$ 30,679	\$ 31,293	\$ 31,919
Bad Debt	\$ 2,700	\$ 2,754	\$ 2,809	\$ 2,865	\$ 2,923	\$ 2,981	\$ 3,041	\$ 3,101	\$ 3,163	\$ 3,227	\$ 3,291	\$ 3,357	\$ 3,424	\$ 3,493	\$ 3,563	\$ 3,634	\$ 3,707	\$ 3,781	\$ 3,856	\$ 3,933
Total Operating Expenses	\$ 1,028,120	\$ 1,048,682	\$ 1,069,656	\$ 1,157,349	\$ 1,180,496	\$ 1,204,106	\$ 1,228,188	\$ 1,252,752	\$ 1,277,807	\$ 1,303,363	\$ 1,329,430	\$ 1,356,019	\$ 1,383,139	\$ 1,410,802	\$ 1,439,018	\$ 1,467,799	\$ 1,497,155	\$ 1,527,098	\$ 1,557,640	\$ 1,588,792
Operating Surplus/Deficit	-\$ 140,510	\$ 28,615	\$ 73,176	\$ 51,060	\$ 149,512	\$ 203,806	\$ 198,656	\$ 211,276	\$ 205,847	\$ 248,384	\$ 335,169	\$ 331,309	\$ 327,331	\$ 340,803	\$ 393,588	\$ 482,559	\$ 499,829	\$ 497,687	\$ 495,454	\$ 580,043
CAPITAL EXPENSES																				
Infrastructure	\$ 123,000	\$ 4,964,000	\$ 40,000	\$ 4,290,000	\$ 6,163,000	\$ 6,587,000	\$ 8,316,000	\$ 3,414,000	\$ 5,904,000	\$ 1,297,000	\$ 0	\$ 0	\$ 0	\$ 0	\$ 1,717,000	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0
Mobile Assets	\$ 655,000	\$ 0	\$ 0	\$ 0	\$ 0	\$ 174,000	\$ 0	\$ 0	\$ 75,000	\$ 0	\$ 0	\$ 0	\$ 0	\$ 71,000	\$ 855,000	\$ 15,000	\$ 822,000	\$ 3,000	\$ 568,000	\$ 314,000
Studies and Plans	\$ 36,000	\$ 32,000	\$ 40,000	\$ 30,000	\$ 23,000	\$ 0	\$ 0	\$ 0	\$ 0	\$ 77,000	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0
Total Capital Expenses	\$ 814,000	\$ 4,996,000	\$ 80,000	\$ 4,320,000	\$ 6,186,000	\$ 6,761,000	\$ 8,316,000	\$ 3,414,000	\$ 5,979,000	\$ 1,374,000	\$ 0	\$ 0	\$ 0	\$ 71,000	\$ 2,572,000	\$ 15,000	\$ 822,000	\$ 3,000	\$ 568,000	\$ 314,000
ANNUAL SURPLUS/DEFICIT	-\$ 954,510	-\$ 4,967,385	-\$ 6,824	-\$ 4,268,940	-\$ 6,036,488	-\$ 6,557,194	-\$ 8,117,344	-\$ 3,202,724	-\$ 5,773,153	-\$ 1,125,616	\$ 335,169	\$ 331,309	\$ 327,331	\$ 269,803	-\$ 2,178,412	\$ 467,559	-\$ 322,171	\$ 494,687	-\$ 72,546	\$ 266,043

13 MASTER PLAN IMPLEMENTATION

13.1 Implementation Strategy

The adoption of the Strategic Master Plan by City Council establishes the recommended direction that will guide the future of Prince Albert Airport. However, the adoption of the Master Plan does not bind or oblige the City to follow the recommendations presented throughout this report. It is anticipated that the implementation of the Master Plan will primarily be championed by the Airport Manager with support from the Manager of Engineering Services and Director of Public Works, as well as other parties based on the subject matter of the given project.

A comprehensive Implementation Strategy is presented in Tables 13.1 and 13.2, which considers both the infrastructure-related projects previously included in the 20-Year Capital Plan (Section 8.5) and non-capital projects such as business development initiatives, organizational changes, etc. It is recommended that the City strive to follow the Implementation Strategy where practical and feasible, especially with respect to lifecycle renewal and asset rehabilitation projects. Deferring projects beyond their recommended implementation timeline has the potential to rapidly increase the Airport's infrastructure deficit, while also limiting the City's ability to achieve the goals established for the Airport, such as growth and business development.

The successful implementation of the Master Plan will require a “whole of City” approach – the Airport does not exist as a siloed piece of infrastructure that is separate from other City functions, but instead it is an integral part of the community and region. Accordingly, the Master Plan should be reviewed and understood by parties that include:

- The Airport Manager;
- Senior City Staff, including the Manager of Engineering Services, Manager of Capital Projects, Director of Public Works, Director of Planning and Development Services, and City Manager;
- The Airport Advisory Committee;
- City Council; and
- The Prince Albert Regional Economic Development Alliance.

Table 13.1 – Master Plan Implementation Strategy: 2021-2030

Light green denotes preparatory activities (e.g., planning, design, and funding applications)

Dark green denotes project implementation

Project	Section	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030
Capital Projects											
Aircraft Radio Control of Aerodrome Lighting System	7.1.6										
Taxiway A, Taxiway D, and Runway 08-26 infield drainage improvements	7.5.3										
Apron II Reconstruction	7.1.3										
Apron II Expansion	7.1.3										
Runway 08 Threshold Concrete Repairs	7.1.1										
Fibreoptic Internet Servicing	7.5.6										
Airport Maintenance Building Generator Replacement	7.5.4										
North Saskatchewan River Watermain Crossing	7.5.1										
LED Fibreoptic Guidance Signs	7.1.5										
Airfield Lighting System Rehabilitation	7.1.6										
Replace Airfield Electrical System Constant Current Regulators and Power Distribution Equipment	7.1.7										
Airport Road Watermain Upgrades	7.5.1										
Development Lot Preparation	8.2.4										
Apron I Rehabilitation	7.1.3										
Extend Potable Water Servicing	7.5.1										
Extend Sanitary Sewer Servicing	7.5.2										
New Terminal Building	7.3.12										
Rehabilitation and Reconfiguration of Terminal Building Road	7.4.1										

Project	Section	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030
Rehabilitation and Reconfiguration of Public Parking Lot	7.4.2										
Taxiway A Rehabilitation	7.1.2										
Taxiway B Rehabilitation	7.1.2										
Long-Term Designated Parking Lot Paving	7.4.2										
Runway 08-26 Rehabilitation	7.1.1										
Runway 08-26 Runway End Safety Areas	7.1.1										
Taxiway C Rehabilitation	7.1.2										
Taxiway D Rehabilitation	7.1.2										
Taxiway C Extension	7.1.2										
Taxiway F / Taxiway C Intersection Realignment	7.1.2										
Runway 16-34 Decommissioning	7.1.1										
Terminal Building Secure Holdroom	7.3.12										
Airport Road Rehabilitation	7.4.1										
Mobile Equipment Renewal											
Airport Mobile Equipment Multi-Channel VHF Radios	7.2.7										
2000 Navstar Plow Truck											
1989 Navstar Sander/Deicer/Plow Truck											
2021 RPM Blizzard Cold Air Blower											
2006 Case Loader											
2009 Chev 1/2 ton											
Plans and Studies											
Reduced Visibility Operations Plan	7.2.3										
Groundside Wayfinding and Signage Plan	7.4.1										
Stormwater Management Plan	7.5.3										
TP312 5 th Edition Gap Analysis	3.1										

Project	Section	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030
Air Service Demand and Catchment Area Leakage Study	11.4										
Instrument Meteorological Conditions Availability Analysis	7.2.3										
Update Airport Master Plan	13.3.2										
Operational, Organizational, and Business Development Actions											
Re-evaluation of Airport Advisory Committee composition	3.2.1										
Initiate recommended Airport communication changes	10.3										
City resource utilization review and changes	3.2.2, 10.1										
City of Prince Albert and R.M. of Buckland land use planning review	8.1										
Consultations with NAV CANADA on FSS line of sight issues and solutions	7.2.4, 8.1.3										
Establish Business Development Strategy partnerships	11										
Hiring of Additional Airport Employee	10.2										
Implementation of Business Development Strategy	11										
Consultations with NAV CANADA on IFR airfield capacity	7.1.4										

Table 13.2 – Master Plan Implementation Strategy: 2031-2040

Light green denotes preparatory activities (e.g., planning, design, and funding applications)

Dark green denotes project implementation

Project	Section	2031	2032	2033	2034	2035	2036	2037	2038	2039	2040
Capital Projects											
Extension of Taxiway F	7.1.2										
Long-Term Corporate Parking Lot Rehabilitation	7.4.2										
Mobile Equipment Renewal											
2014 11' John Deer Mower	7.2.7										
2015 Chev 1/2 ton											
2015 SMI Sweeper											
2015 Towed Deicer Spreader											
2016 Polaris Indy Voyager											
2017 Larue Snowblower											
2018 Gravely Walk Behind Sweeper											
2019 CAT M140 Grader											
2020 Ariens Walk Behind Snow Blower											
2020 Kabota Tractor											
2020 Schulte Towed 25' Mower											
2020 6' Grasshopper Mower											
Operational, Organizational, and Business Development Actions											
Implementation of Business Development Strategy	11										

13.2 Risk Management

The implementation of the Master Plan by the City of Prince Albert and the success of Prince Albert Airport may be affected by risks in the future. Successful risk management involves:

- The early identification of potential risks;
- The analysis of the potential impacts of identified risks to Prince Albert Airport; and
- The identification and implementation of risk mitigation measures.

An important element of risk management is the appropriate framing of expectations by City Council, City Staff, and the public. Issues should be expected over the course of the Master Plan's implementation by nature of the variability that categorizes the aviation industry. Overcoming an issue, such as a decline in Airport activity levels, requires resilience and commitment among decision-makers with a focus on practical solutions.

A Risk Management Matrix has been provided in Table 13.3 which enumerates select risks that may impact the future operation and development of Prince Albert Airport. The Risk Management Matrix is a starting point which considers challenges commonly encountered at other Canadian airports, or matters identified through the analysis of the project team. City Staff should routinely revisit the Risk Management Matrix and update it over time as conditions change.

Table 13.3 does not consider safety risks that are addressed through the Airport's Safety Management System, Emergency Response Plan, and other regulatory processes.

Table 13.3 – Risk Management Matrix

Risk	Probability of Occurrence	Potential Impacts	Mitigation Measures
Annual fluctuations in Airport activity levels	High	<ul style="list-style-type: none"> Decreased revenue from aircraft landing fees, parking fees, Passenger Facility Fees, etc. Challenges in preparing annual municipal budgets Increased cost-revenue gap and municipal subsidization required 	<ul style="list-style-type: none"> Proactive financial management, including contributions to a reserve fund Annual budget inputs that consider recent activity levels and anticipated changes Consideration of annual cost-revenue gaps alongside the Airport's social and economic impacts Pursue diversified non-aeronautical revenue sources and long-term land lease agreements to provide increased financial stability
Deferral of required capital asset rehabilitation and renewal projects by the City	High	<ul style="list-style-type: none"> Degradation of asset conditions and usability (e.g., a degrading taxiway that must be closed on the basis of aviation safety) Increased capital costs of asset replacement vs. rehabilitation 	<ul style="list-style-type: none"> Monitoring of asset conditions by the Airport Manager Funding and completion of routine preventive maintenance activities (e.g., crack sealing, spot repairs) Proactive planning of infrastructure projects per the 20-Year Capital Plan (Section 8.5) Pursuit of capital grant funding
Continued passenger leakage to Saskatoon and other competitor airports	High	<ul style="list-style-type: none"> Loss of potential Airport activity and revenues to competitor airports Weakened business case to attract new air carrier services to the region Minimal public exposure to Prince Albert Airport and unclear understanding of its value 	<ul style="list-style-type: none"> Commence Airport communication efforts to increase awareness among the public (Section 10.3.1) Complete Air Service Demand and Catchment Area Leakage Study (Section 11.5) to quantify the impacts of passenger leakage Implement the business development strategy for new air carrier services (Section 11.5)
Increased regulatory requirements imposed by Transport Canada	Medium	<ul style="list-style-type: none"> Increased capital costs to address projects for regulatory changes affecting Airport infrastructure Increased operating costs – e.g., due to additional staff being required to maintain regulatory compliance Staff training required Operational process changes required 	<ul style="list-style-type: none"> Monitoring of regulatory changes by the Airport Manager Involvement by the City during Transport Canada's regulatory consultation periods Continued use of third-party regulatory consultants for Quality Assurance audits Continued involvement in industry associations (e.g., Regional Community Airports of Canada)

Risk	Probability of Occurrence	Potential Impacts	Mitigation Measures
Limited market interest in airside development lots	Medium	<ul style="list-style-type: none"> Under-performance of the Airport relative to the Master Plan's proforma financial outlook Failure to realize revenues from capital investments made in supporting development (e.g., servicing upgrades) Airport's regional economic benefits do not increase 	<ul style="list-style-type: none"> Pursue recommendations outlined in the Business Development Strategy (Section 11.1) Implement capital projects supporting new development in a phased manner as described in Section 8 Defer projects supporting the development of Priority 3 lots until Priority 1 and 2 lots are absorbed
Temporary or permanent departure of the Airport Manager	Medium	<ul style="list-style-type: none"> Failure to meet Transport Canada's regulatory obligations Loss of organizational and operational knowledge Increased workload imposed on other senior City Staff 	<ul style="list-style-type: none"> Begin succession planning for the Airport Manager position (Section 10.2) Hire additional Airport employee (Section 10.2)
Reduced prioritization of the Airport amid changing term of Council priorities	Low	<ul style="list-style-type: none"> Airport initiatives considered by an incumbent term of Council are not carried forward in successive terms due to political priorities and / or public pressure Failure to implement select recommendations of the Master Plan 	<ul style="list-style-type: none"> Brief incoming Council members on the Airport's current circumstances, priorities, and direction provided in the Master Plan Initiate regular communications on the social and economic benefits of Prince Albert Airport (Section 10.3.1) Airport Manager and senior City Staff members champion the implementation of key Airport projects
Loss of existing tenants / failure to renew lease agreements	Low	<ul style="list-style-type: none"> Loss of multi-year land lease revenues Decreased regional economic impact of the Airport (e.g., employment levels, taxation) Vacant lots that must be cleared, remediated, and marketed 	<ul style="list-style-type: none"> Conduct regular outreach with existing tenants to identify potential problems Maintain or improve the Airport's level of service Undertake regular reviews of the competitiveness and fairness of the Airport's land lease rates
Failure to form business development partnerships (e.g., PAREDA, Chamber of Commerce)	Low	<ul style="list-style-type: none"> Challenges in pursuing the recommendations of the Business Development Strategy (Section 11) Inconsistent messaging regarding the Airport across key regional organizations 	<ul style="list-style-type: none"> Present and / or circulate the Master Plan to key regional organizations Identify Airport "champions" at City Council, City Staff, and at target organizations to develop partnerships Integrate regional stakeholders in the next term of the Airport Advisory Committee

13.3 Plan Monitoring and Review

13.3.1 Key Performance Indicators

Key Performance Indicators (KPIs) are quantifiable metrics that can be used to track the progress of Prince Albert Airport over time, the degree to which the facility is meeting its Mission and Vision Statements described in Section 4, and the overall level of service provided. A draft set of KPIs has been prepared by the project team for consideration and implementation by the City of Prince Albert, as shown in Table 13.4.

While KPIs are a useful tool for City Staff and Council given the ease with which changes over time can be identified, the Airport's success is not solely defined by these metrics. Other measures of success, such as the economic impacts of tenants and air services and the social benefits of critical services, are qualitative in nature or require detailed standalone studies to quantify their magnitude. Further, success in all KPI areas may not be achieved every year – as considered in the Risk Management Matrix, external events such as the COVID-19 pandemic may negatively impact KPI performance.

Table 13.4 – Sample Key Performance Indicators

Performance Area	Key Performance Indicator	Desired Trend	Review Period
Operational Excellence and Safety	Flight delays because of Airport maintenance and closures	Decrease over time	Annually
	Number of Quality Assurance Audit Level 1, 2, and 3 findings	Decrease over time	Every three years
	Number of workplace health and safety accidents and incidents	Decrease over time	Annually
Financial Sustainability	Annual operating deficit	Decrease over time	Annually
	Aeronautical and non-aeronautical revenues	Increase over time	Annually
	Proportion of capital expenses funded by external sources	Increase over time	Annually
	Budget vs. cost for capital projects	Decrease over time	At completion of each capital project
Growth and Development	Number and value of land lease agreements	Increase over time	Annually
	Passenger activity levels	Increase over time	Annually
	Aircraft movements	Increase over time	Annually
	Air cargo throughput	Increase over time	Annually
	Airport's economic impact (e.g., GDP, job creation)	Increase over time	At City's discretion – studied at least every ten years

13.3.2 Plan Reviews and Updates

The Master Plan has been prepared using all available information to provide a realistic and practical approach to the future development and operation of Prince Albert Airport from 2021 to 2040. However, factors will emerge over the horizon of this study that will challenge the assumptions, analyses, and recommendations of the Master Plan, such as:

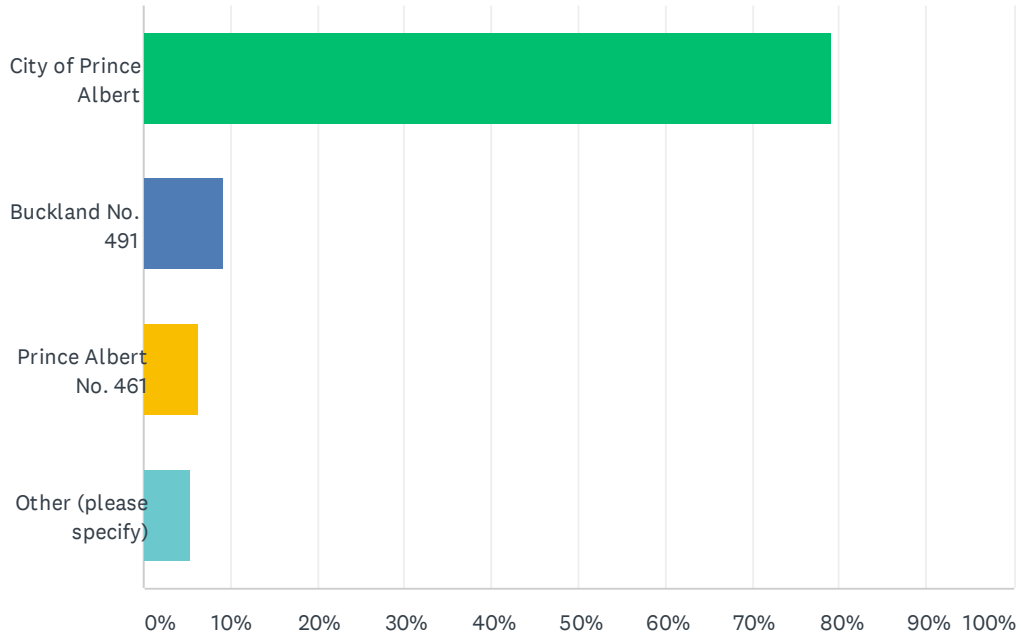
- The unknown long-term effects of the COVID-19 pandemic on the Canadian aviation industry;
- Air carrier service terminations and new routes;
- Regulatory changes affecting the Airport's operations and infrastructure;
- The strength of the Prince Albert and Saskatchewan economies; and
- The financial capacity of the City of Prince Albert.

Accordingly, it is recommended that the Prince Albert Airport Strategic Master Plan be reviewed and updated in 2030 (or sooner, at the discretion of the City) to evaluate the City's success in implementing the current plan, identify new capital and operational needs that have emerged, and account for contextual changes such as those noted above.

Appendix A - Online Survey Responses

Q1 Which option best describes your location?

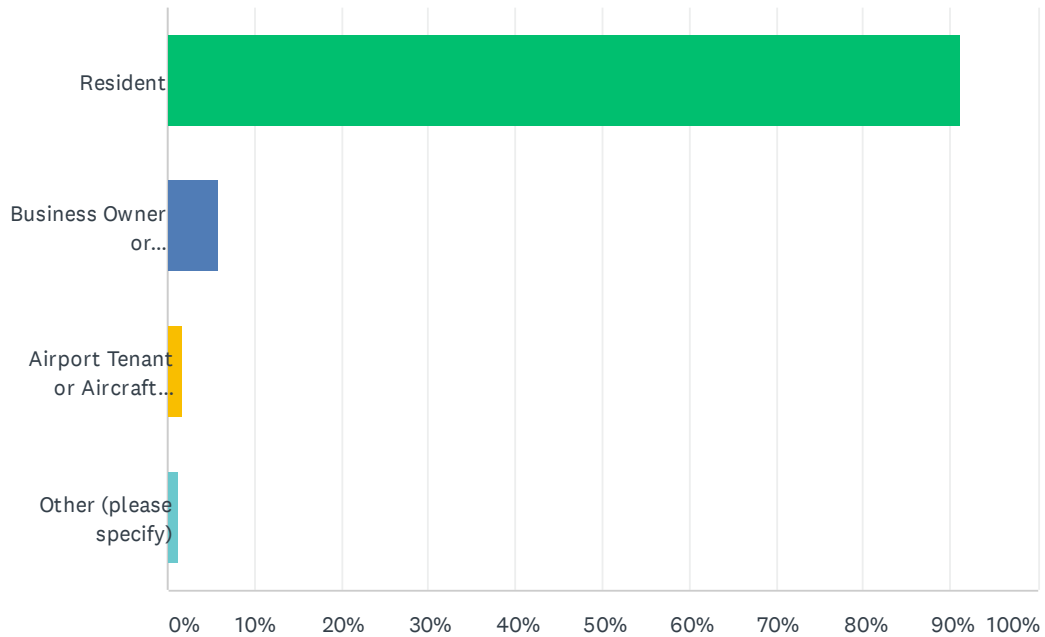
Answered: 307 Skipped: 0



ANSWER CHOICES	RESPONSES	
City of Prince Albert	79.15%	243
Buckland No. 491	9.12%	28
Prince Albert No. 461	6.19%	19
Other (please specify)	5.54%	17
TOTAL		307

Q2 Which option is the most applicable to you?

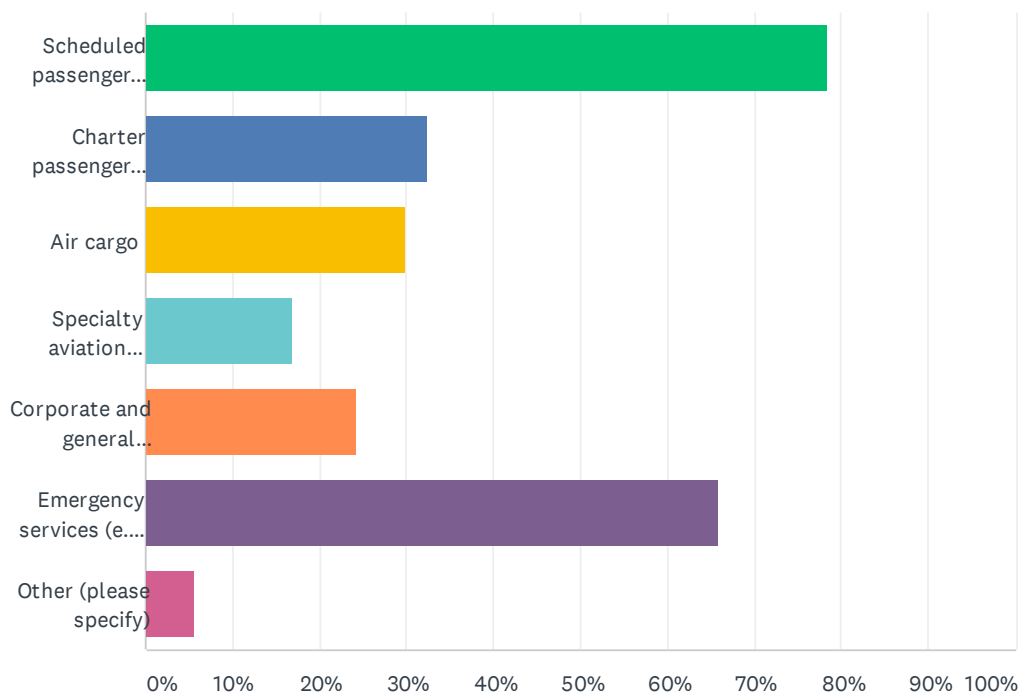
Answered: 306 Skipped: 1



ANSWER CHOICES	RESPONSES	
Resident	91.18%	279
Business Owner or Representative	5.88%	18
Airport Tenant or Aircraft Operator	1.63%	5
Other (please specify)	1.31%	4
TOTAL		306

Q3 What services or features of Prince Albert Airport are important to you or your business (please select all that apply):

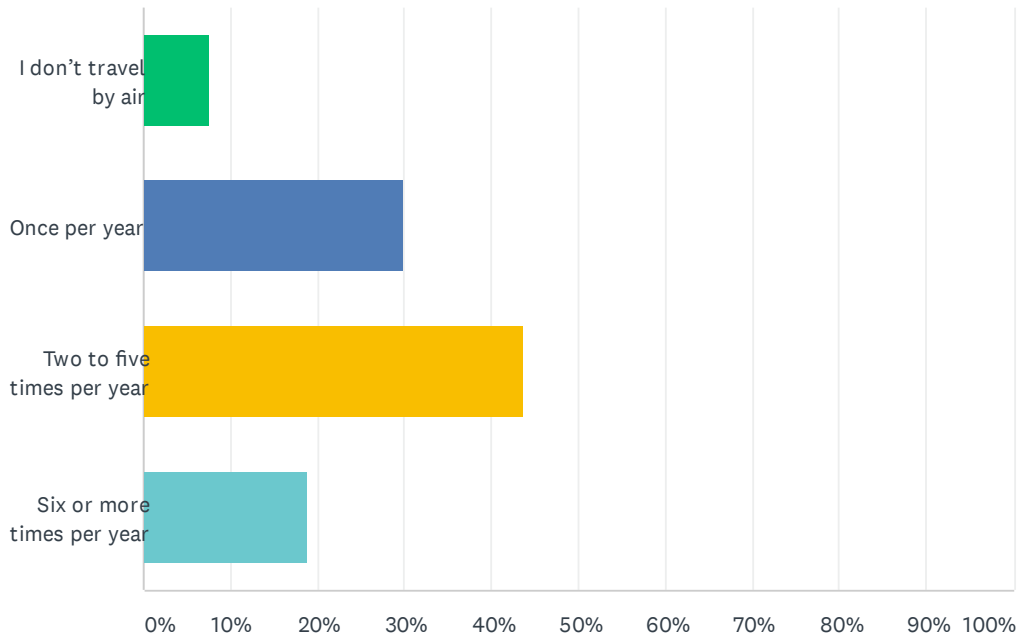
Answered: 305 Skipped: 2



ANSWER CHOICES	RESPONSES	
Scheduled passenger services	78.36%	239
Charter passenger services (e.g. mining industry flights)	32.46%	99
Air cargo	29.84%	91
Specialty aviation services (e.g. helicopter operators)	17.05%	52
Corporate and general aviation	24.26%	74
Emergency services (e.g. air ambulance, law enforcement, wildfire suppression)	65.90%	201
Other (please specify)	5.57%	17
Total Respondents: 305		

Q4 In general, how often do you travel by air on an annual basis?

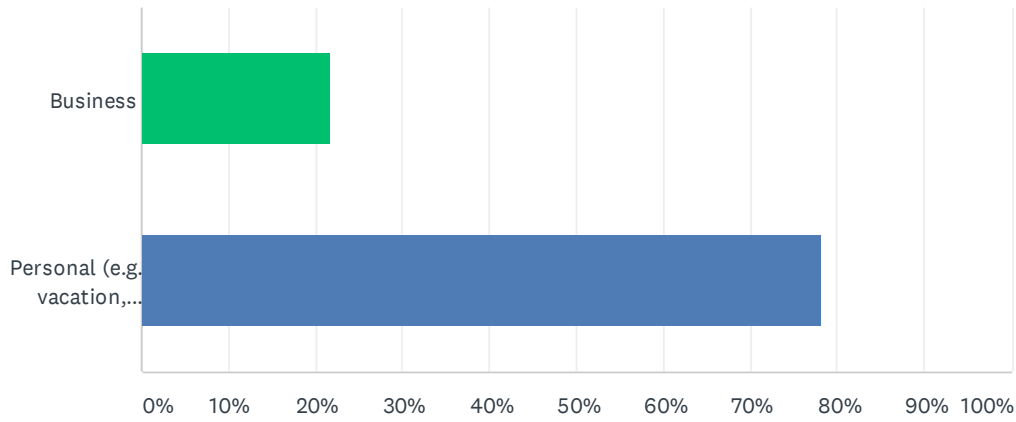
Answered: 304 Skipped: 3



ANSWER CHOICES	RESPONSES	
I don't travel by air	7.57%	23
Once per year	29.93%	91
Two to five times per year	43.75%	133
Six or more times per year	18.75%	57
TOTAL		304

Q5 In general, what is the primary reason when you travel by air?

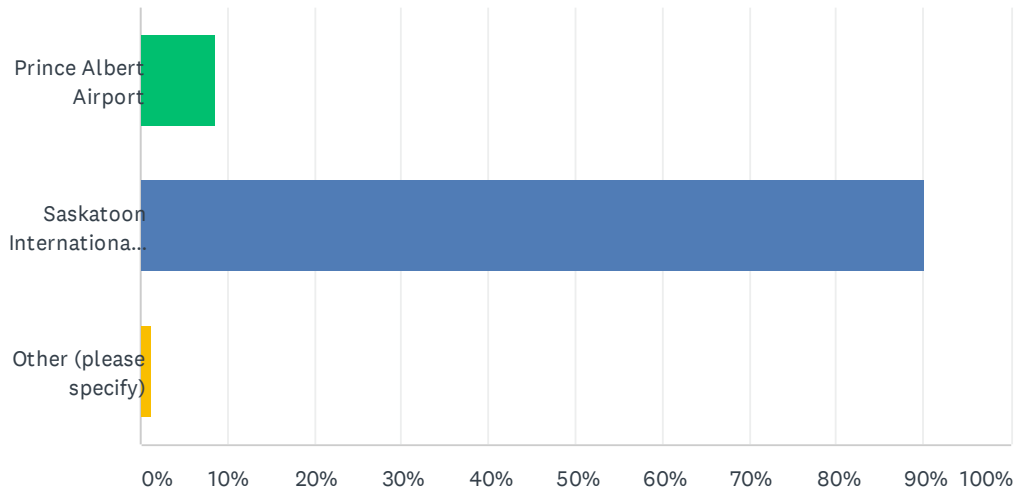
Answered: 304 Skipped: 3



ANSWER CHOICES	RESPONSES	
Business	21.71%	66
Personal (e.g. vacation, visiting friends and family)	78.29%	238
TOTAL		304

Q6 What is your most used airport when travelling by air?

Answered: 306 Skipped: 1



ANSWER CHOICES	RESPONSES	
Prince Albert Airport	8.50%	26
Saskatoon International Airport	90.20%	276
Other (please specify)	1.31%	4
TOTAL		306

Q7 In your opinion, what are the strengths of Prince Albert Airport?

Answered: 254 Skipped: 53

Q8 In your opinion, what are the weaknesses of Prince Albert Airport?

Answered: 265 Skipped: 42

Q9 In your opinion, what goals should guide the future development of Prince Albert Airport?

Answered: 258 Skipped: 49

Q10 Do you have any other comments you would like to provide regarding the Prince Albert Airport Strategic Master Plan?

Answered: 181 Skipped: 126



Prince Albert Airport

Strategic Master Plan



Presentation Overview

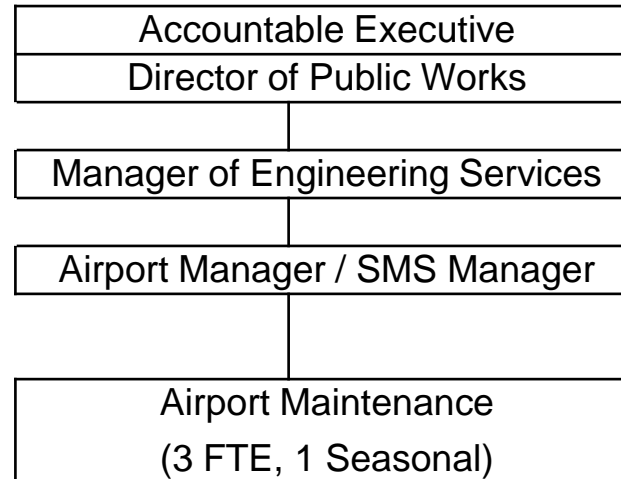
1. Airport Background
2. Master Plan Process
3. Development and Future Activities
4. Infrastructure and Development Recommendations
5. Operational and Financial Recommendations
6. Master Plan Implementation



Airport Background

Operations

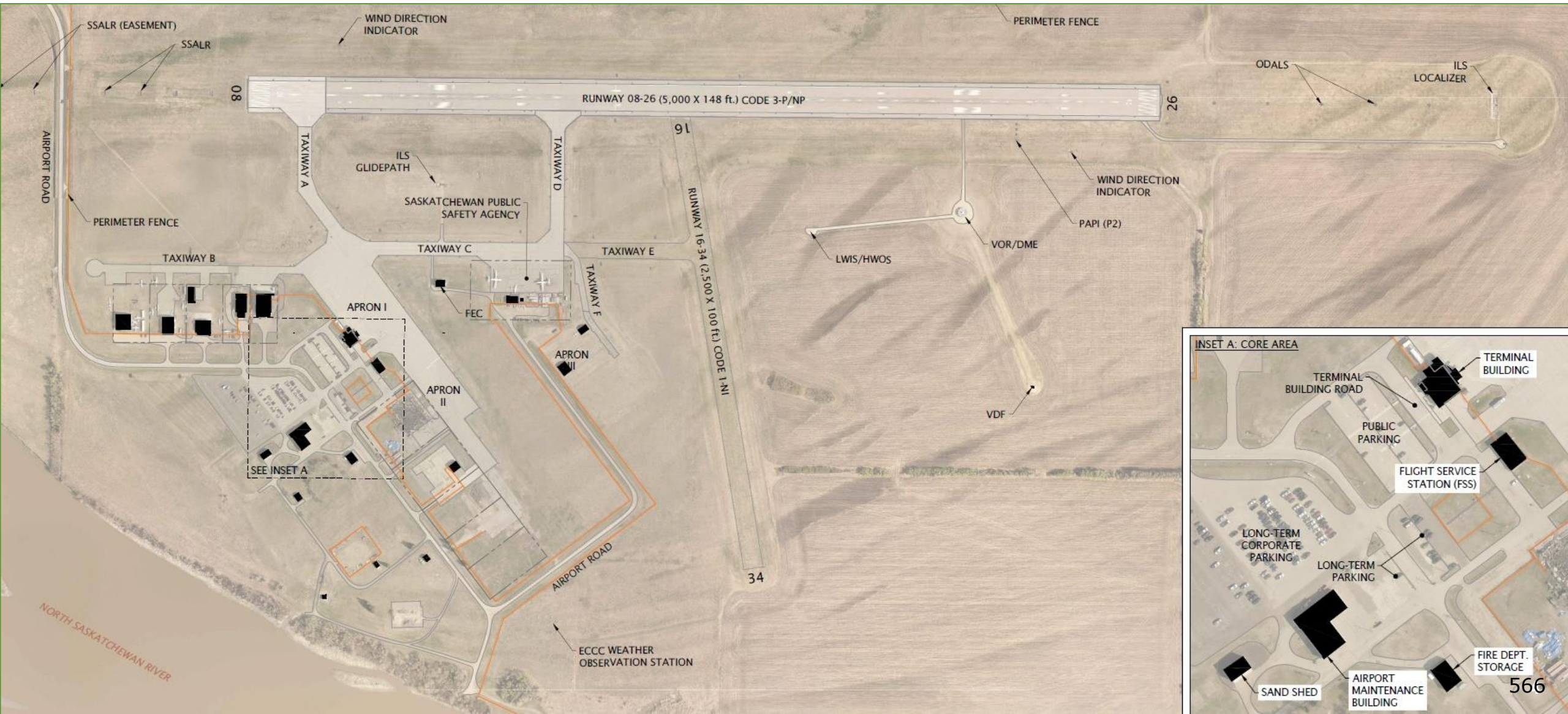
- **Certified Airport** – Subject to Transport Canada’s regulatory standards for infrastructure, operations, safety management, quality assurance & compliance.
- **Governance** – City Council with support from the Airport Advisory Committee
- **Operations** –



- **Level of Service** – balancing user needs, like air carriers passenger service with available staffing, resources, and municipal financial management.
 - Published Operations are 5am to 8pm Monday to Friday.

Airport Background

Infrastructure



Airport Background

Navigation

NavCanada is a non-share capital company that owns and operates Canada's civil air navigation service. They own, operate and maintain the following electronic navigation aids at Prince Albert Airport:

- **Instrument Landing System (ILS):** The ILS is comprised of a localizer located 550 m east of the Runway 26 and a glide-path array between Taxiways A and D.
- **HWAS:** the Human Weather Observation System is comprised of an instrument cluster 350 m east of Taxiway D.
- **VHF Omnidirectional Range (VOR) / Distance Measuring Equipment (DME):** A VOR/DME station is located 650 m east of Taxiway D.
- **VHF/DF:** a radio Direction Finder is located 200m south of the VOR
- **Non-Directional Beacons (NDBs):** Two NDBs off the Airport property, 7 km west and east from each end of the runway.



Glide-Path



←Flight Service Station



VOR / DME

- **YPA Flight Service Station**
 - provides airport advisory services such as information on traffic in the area, runway conditions, wind, altimeter and other information required by pilots
 - Ground vehicle control, operation of navigational lights and emergency assistance.

Airport Background

Mobile Equipment

Mobile Asset	Hours / km (Oct 2020)	Year	Age (2021)	Replacement Year
Duke Snowblower (Back-Up)	4,368 km	1987	34 Years	N/A (Back-Up)
Navstar Sander / Deicer / Plow Truck	8,000 km (estimated)	1989	32 Years	2009
SMI Sweeper (Back-Up)	2,637 km	1992	29 Years	N/A (Back-Up)
Navstar Plow Truck	5,635 km	2000	21 Years	2020
Case Loader	3,976 km	2006	15 Years	2026
Chevrolet 1/2 Ton Truck	109,511 km	2009	12 Years	2029
11' John Deer Mower	662 km	2014	7 Years	2034
Chevrolet 1/2 Ton Truck	72,052 km	2015	6 Years	2035
SMI Sweeper	1,297 km	2015	6 Years	2035
Towed Deicer Spreader	N/A	2015	6 Years	2035
Polaris Indy Voyager Snowmobile	N/A	2016	5 Years	2036
Larue Snowblower	563 km	2017	4 Years	2037
Gravelly Walk Behind Sweeper	N/A	2018	3 Years	2038
CAT M140 Grader	184 km	2019	2 Years	2039
Kabota Tractor	195 km	2020	1 Year	2040
Grasshopper 6' Mower (Groundside)	18 km	2020	1 Year	2040
Schulte Towed 25' Mower	N/A	2020	1 Year	2040
Ariens Walk Behind Snow Blower	N/A	2020	1 Year	2040

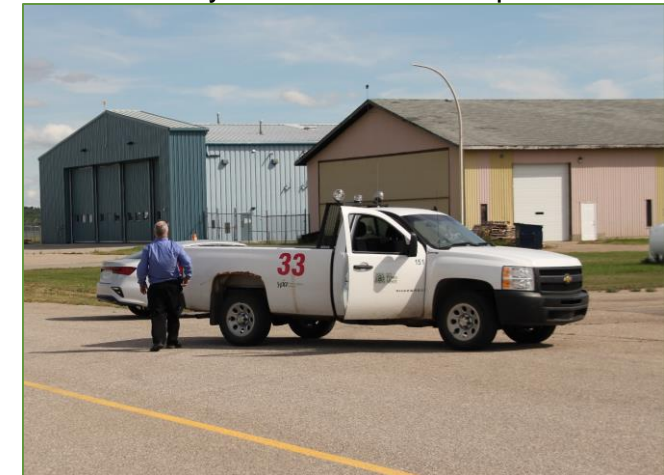


2006 Case Loader loading granular de-icer into the 2015 Spreader towed by the 1989 Navstar de-icer truck.

2019 Grader – Airfield and Roads Maintenance



2009 Chevy ½ ton – Airfield Inspections



Airport Background

Users and Activity

- **2017- 2019** – Averaged 13,500 aircraft movements, 35,000 passengers
- **Air Carriers** – Transwest Air, West Wind Aviation (scheduled, charter, passengers, cargo, medevac)
- **Government** – Saskatchewan Public Safety Agency, RCMP, Saskatchewan Air Ambulance, STARS, Environment Canada, Royal Canadian Air Force.
- Corporate and general aviation aircraft
- Essential role serving as the gateway to the north



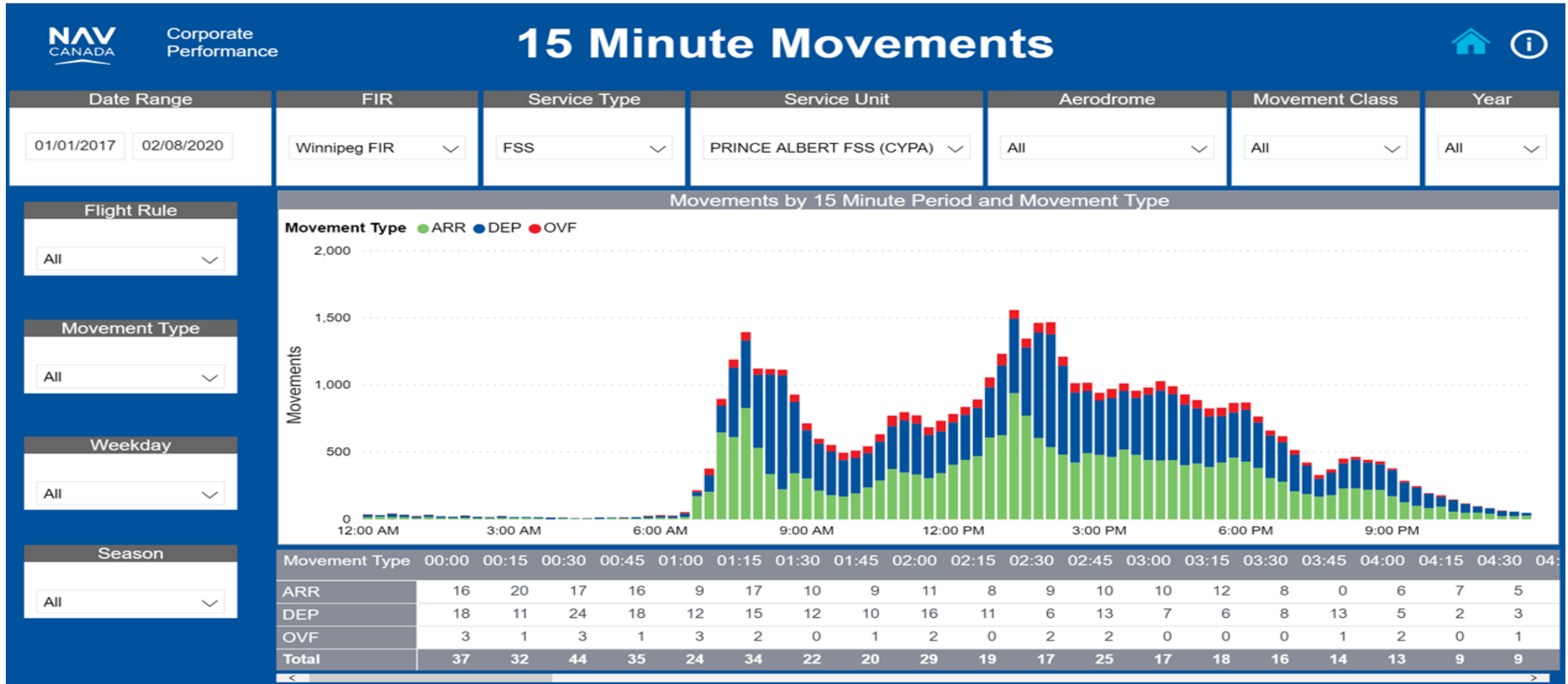
SPSA (AIR-TANKER BASE) Turbo Commander (foreground) Convair 580 (background)

←Averaging 2 Medevacs per day



Airport Background

Users and Activity



Airport Background

Users and Activity



Planning Horizon	Year	Air Cargo
Baseline	2020	969,000 lbs
Short-Term	2025	849,000 lbs
Medium-Term	2030	903,000 lbs
Long-Term	2035	961,400 lbs
	2040	1,023,000 lbs

Transwest Air Scheduled Passengers & Cargo checking in

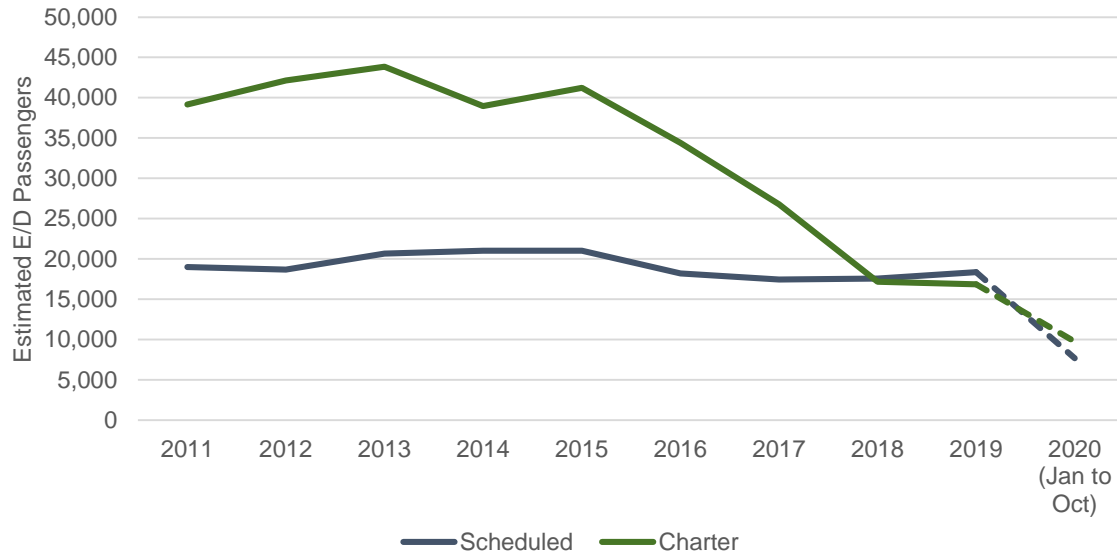


Transwest Air Saab 340B preparing for departure

Aircraft Movements by Operator Type	Average Annual Proportion of Itinerant Movements (2010-2019)
Air Carrier	83%
Other Commercial	1%
Private	7%
Government	9%

Airport Background

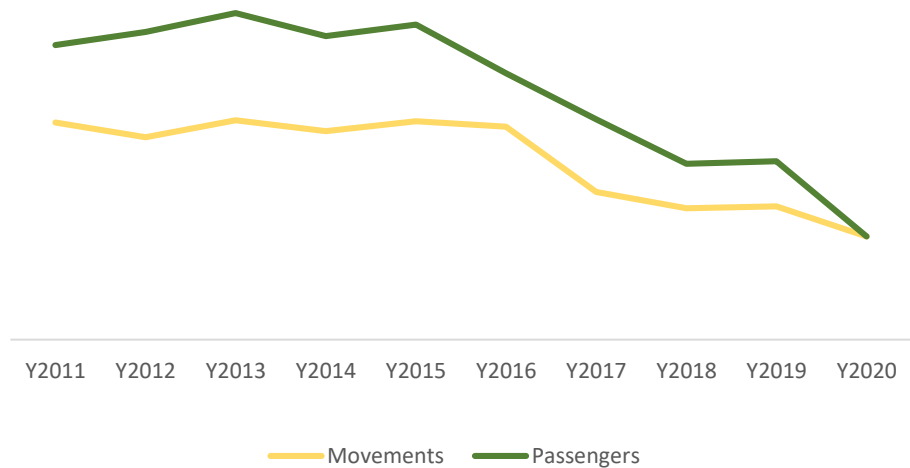
Users and Activity



Significant Events Impacting Airport Activity

- 2015 Pronto & West Wind Merger
- 2016 Transwest Air becomes subsidiary to West Wind
- 2017 Cameco shift rotation moves from 1 to 2 weeks
- 2017 ATR 42 Crash grounding the fleet
- 2018 Transwest Hangar Fire
- 2018 Cameco Mine Closures
- 2021 Transwest Air & West Wind merger as Rise Air

Aircraft Movements & Passengers Trending



Airport Background

Sustainability

While all commercial airports collect revenue, few regional airports in Canada are entirely financially self-sustaining. Revenues are collected to reduce annual cost-revenue gaps.



Air carriers operating at Prince Albert Airport contribute approximately 85% of annual aeronautical revenues;

- 90% of annual landing fees,
- 100% of Passenger Facility Fees,
- 50% of lease revenues,
- 95% of vehicle parking revenues are collected through passengers utilizing air carrier services.

Air carrier operations are essential to the financial sustainability of Prince Albert Airport.

Airport Background

Historical Grant Contribution Agreements

Year	Program	Contribution Agreement	Purpose
2020	CAP	\$241,500	Taxiway F resurfacing, Taxiway B edge lights & sign, drainage improvements
2019	ACAP	\$365,765	Runway 08-26 end lights and airfield lighting control system
2019	ACAP	\$353,400	New grader
2017	ACAP	\$338,000	New sand storage shed
2017	ACAP	\$38,325	Runway condition reporting system and friction testing equipment
2016	ACAP	\$406,900	New snow blower
2015	ACAP	\$245,511	New sweeper
2012	ACAP	\$6,150,000	Resurfacing of Runway 08-26
2003	ACAP	\$2,186,000	Apron I expansion, Rehabilitation of Taxiways A, C, D, and part of B



2016 Snow Blower – Runway windrow removal



2015 Sweeper – towed by plow truck

2017 Sand Shed
Stores De-icing
Products



2019 Grader – Runway 1/4" of ice removal

Airport Background

Strategic Environment

Strengths / Opportunities

- Resiliency of air carrier demand during COVID-19 due to role as northern gateway
- Success in securing grant funding from federal and provincial governments
- Facility is well-maintained by the City + opportunity to adopt a “whole of City” mentality to operations
- Future involvement by the Chamber of Commerce and PAREDA
- **Jobs**

Weaknesses / Threats

- Select goals (e.g., new air services) may be hindered by lack of demand
- Infrastructure deficit must be addressed in next 10 years
- Public perception of the Airport’s role and benefits
- Competition from Saskatoon, Birch Hills
- Activity fluctuations due to resource extraction industry

Key Question: What is the Airport’s future role in the region and what are the City’s priorities in operating the facility?

Master Plan Process

Key Components



Master Plan Process

Stakeholder Engagement



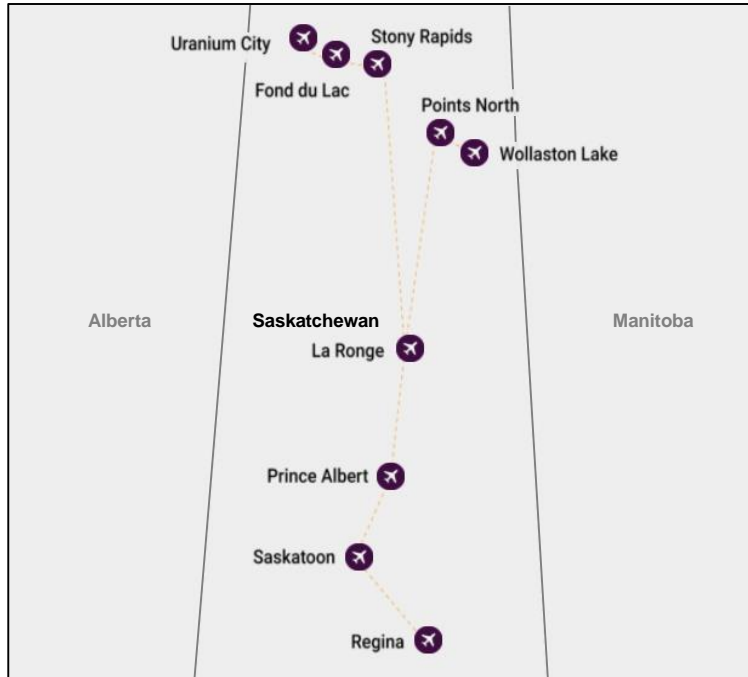
RCMP Pilatus

- 307 online survey responses
 - 91% from residents, 79% from Prince Albert
- 31 interviews with stakeholders from 22 organizations:
 - City of Prince Albert, Town of La Ronge, Province of Saskatchewan
 - 11 Airport tenants and aircraft operators (e.g., Transwest Air, STARS, NAV CANADA, RCMP)
 - 3 major employers (e.g., Cameco, Orano)
 - 5 industry associations (e.g., Saskatchewan Aviation Council, Chamber of Commerce, PAREDA)

Development and Future Activity

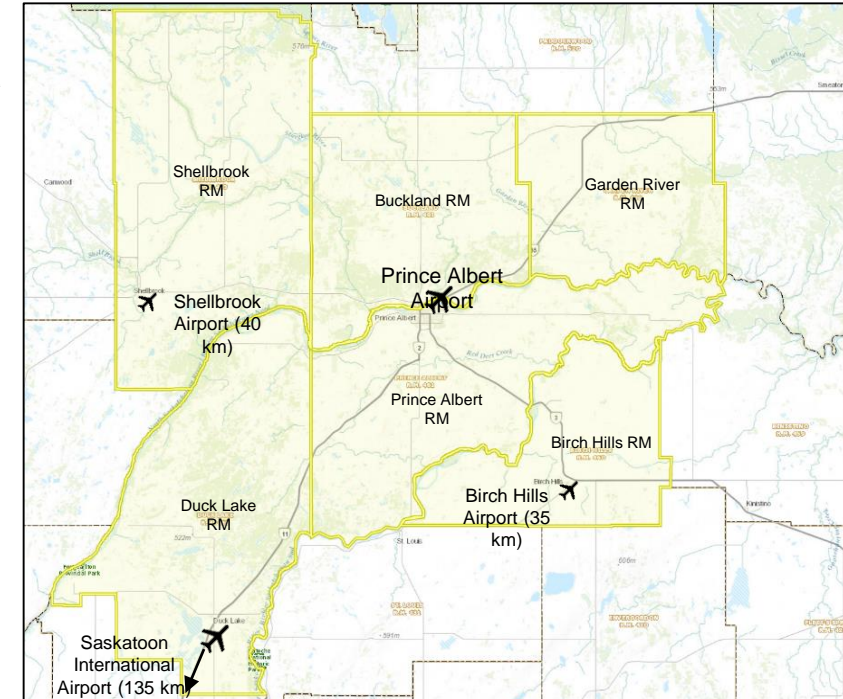
Catchment Area

Scheduled Passenger Air Services Routes



WestJet Link Saab 340 used at Lethbridge

- The only Certified Airport in a large catchment area located between the province's hub airport (YXE) and the rest of the certified and resource sector airports in the north.
- Apron/Hangar lot development at cost effective lease rates attracts new business opportunities that drive aeronautical revenues.
- Terminal development with flexible capacity allows for attraction of competitive air carriers and desirable routes.
- Our Airfield can already accommodate the aircraft used by a WestJet Link or Jazz Aviation regional carrier.



Catchment Area Map

Development and Future Activity

Development and Growth Opportunities

Aeronautical Opportunities			Non-Aeronautical Opportunities		
Opportunity	Planning Horizon	Likelihood	Opportunity	Planning Horizon	Likelihood
Air Carrier Services	Medium-Term / Long-Term	Low	Green Industrial Park	Medium-Term	Medium
Private and Rental Hangars	Short-Term	Medium	Commercial, Industrial, and Public Land Uses	Medium-Term	Low
Flight Training	Short-Term	Medium	Photovoltaic Power Generation	Medium-Term / Long-Term	Low
Aviation Service Businesses	Short-Term	Medium	* Opportunity not carried forward for further analysis in subsequent sections of the Master Plan		
Float Plane Operations	N/A	Low*			
Canada Border Services Agency Screening	N/A	Low*			

Development and Future Activity



Investment

Key Potential Investments	Capital / Operational	Return On Investment
Apron II Expansion & Serviced Hangar Lots	\$3,500,000 / Modest Increase	Land Lease, significant usage fees revenue & improves existing usage and maintenance
New Terminal	\$5,000,000 / Moderate Increase	Lease, moderate usage fees revenue, possible new carriers, improved customer services
Taxiway F extension & Lot Development for Hangars	\$600,000 / Moderate Increase	Modest land lease & usage fees revenue. Area is only usable by small aircraft.
Taxiway C Extension	\$5,000,000 / Significant Increase	Attractive to air carriers, Improves safety slightly
Fuel and or Deicer (FBO)	Not Recommended	Recommend marketing the business opportunity
Grass Runway	RecommendedDecommissioning	Generates no revenue. Improves usage of Apron II. Allows Taxi C extension. Reduces maintenance costs.
Green Park use for Aviation	Not Recommended	Significant capital cost. Viable hangar space available on Apron II.
Float Plane Base	Not Recommended	Recommend marketing the business opportunity

Infrastructure and Development Recommendations

Deficiencies and Requirements



AIRSIDE

- Runways
- Taxiways
- Aprons
- Lighting
- Nav Aids



GROUNDSIDE

- Access Roads
- Parking
- Utilities & Servicing



TERMINAL & OTHER

- Terminal Building
- Airport Support Services
- Development Lots

Infrastructure and Development Recommendations

Aviation Fuel

Snowbird Aviation

- A 50,000 L 100LL (Avgas) underground tank and a 75,000 L Jet A underground tank, primarily used for refuelling non-Transwest Air / West Wind Aviation aircraft.
- A 77,000 L aboveground Jet A tank adjacent to the terminal building which is used to refuel Transwest Air and West Wind Aviation aircraft and to supply their fuel bowser. (photo)



Saskatchewan Public Safety Agency

- One 150,000 L Jet A tank

Royal Canadian Mounted Police

- One 30,000 L Jet A tank

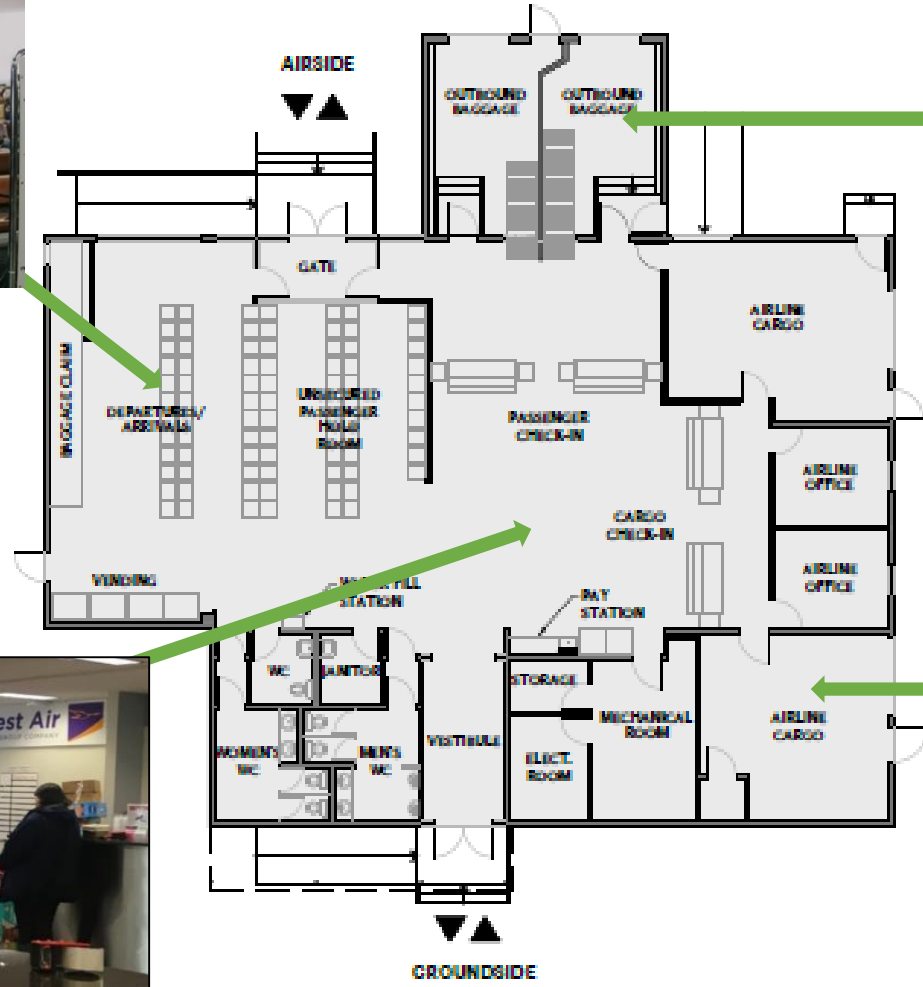
Private Hangar Owner

- One 5,000 L 100LL tank



Infrastructure and Development Recommendations

Terminal Development Plan

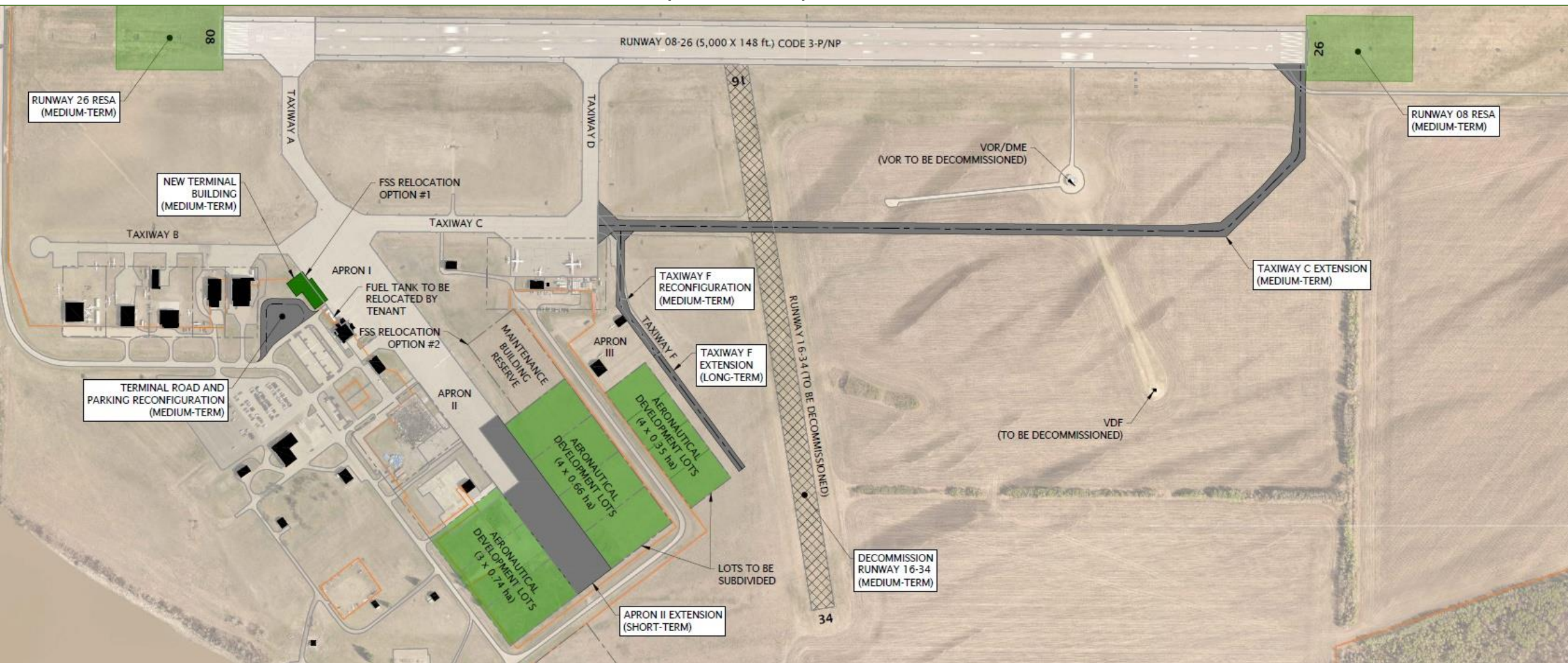


New terminal required for economic growth to occur



Infrastructure and Development Recommendations

Airport Development Plan



Infrastructure and Development Recommendations

Performance Data

Aircraft	Take-off Field Length
Beechcraft King Air 250	2,111 ft.
ATR 42-500	3,822 ft.
Saab 340B	4,220 ft.
De Havilland Dash 8-400	4,675 ft.
Cessna Citation Longitude	4,810 ft.



B737-200 Largest Passenger Aircraft able to use YPA

ATR-42 Typical Passenger Aircraft using YPA



Runway	08-26	16-34
TP312 5 th Ed. AGN / PLR	RWY 08 IIIB-P / 10 RWY 26 IIIB-NP / 10	II-NI / NA
Surface	Asphalt / Concrete	Turf
Utilization	99.6%	0.4%

Infrastructure and Development Recommendations



Preliminary Impacts Analysis

	Transport Canada Action	NAV CANADA Action	Change to Natural Environment	Obstacle Limitation Surfaces	Bird and Wildlife Hazards	FSS Line of Sight	Electronic Zoning	Utilities and Servicing	Winter Maintenance	Asset Maintenance and Renewal
Development of New Leasehold Lots	YES	YES	YES	YES	YES	YES	YES	YES	YES	NO
Runway 08-26 Runway End Safety Areas	YES	YES	TBD	NO	NO	NO	NO	YES	NO	YES
Runway 16-34 Decommissioning	YES	YES	NO	NO	NO	NO	NO	NO	NO	NO
Taxiway C Extension	YES	YES	YES	NO	NO	YES	YES	YES	YES	YES
Taxiway F Realignment	YES	YES	YES	NO	NO	YES	YES	YES	NO	NO
Taxiway F Extension	YES	YES	YES	NO	NO	YES	YES	YES	YES	YES
Apron II Extension	YES	YES	YES	NO	NO	YES	YES	YES	YES	YES
New Terminal Building	YES	YES	YES	YES	NO	YES	YES	YES	NO	YES
Terminal Building Road Extension	NO	NO	YES	NO	NO	NO	TBD	YES	YES	YES
Public Parking Lot Expansion	NO	NO	YES	NO	NO	NO	TBD	YES	YES	YES
Potable Water Servicing Extension	NO	NO	TBD	NO	NO	NO	NO	YES	NO	YES
Sanitary Sewer Servicing Extension	NO	NO	TBD	NO	NO	NO	NO	YES	NO	YES

TBD = To be determined, further analysis required

Operational and Financial Recommendations

City Resources

Municipal Airport Advantages

(Size and Scale)

A small specialized airport staff;

- Is the most cost effective staffing model
- Can meet operational obligations, with procedures and equipment to efficiently utilize staffing levels
- Efficacy is contingent upon utilizing City resources
 - Payroll, HR, Communication Officer
 - Fleet Division, Roadways Division, Parks Dept
 - Planning & Development (PAREDA)

Utilizing the city resources keeps the airport operations viable, cost effective and competitive compared to other governance models that require specialized staff in each of the roles above.



Towed sweeper being maintained by the Fleet Division

Operational and Financial Recommendations

Rates Comparisons

Rates are Unit Price / 1000kg

Airport	AIF or PFF (per PAX)	Aircraft Parking Daily 15,000kg	Landing Fees 15,000kg
Prince Albert	\$20.00	\$12.00	\$3.00
La Ronge	Pending	\$10.00	\$3.00
Lloydminster	\$5.00	\$7.00	\$3.90
Medicine Hat	\$9.39	\$33.49	\$5.71
Brandon	\$10.70	NA	\$3.69
Regina	\$5.00R \$20.00	\$15.00	\$4.92
Saskatoon	\$5.76R \$22.08	\$16.64	\$4.62



Apron III - Small Aircraft Parking

It is important that fee structures are developed to be:

- Fair and transparent for users;
- Competitive in how they incentivize or disincentivize activity and growth; and
- Practical in accounting for the costs associated with operating the facility.

Private Hangar Lot on Taxiway Bravo – 5950m²



Airport	Airside, Serviced (per m ²)	Airside, Unserviced (per m ²)
Prince Albert	\$3.00	\$2.00
La Ronge	\$1.40	
Lloydminster	\$1.68	
Swift Current	\$2.22	\$1.98
Red Deer	\$2.70	\$2.50
Grande Prairie	\$2.75	
Saskatoon	\$5.28	

Operational and Financial Recommendations



Rates and Fees Review

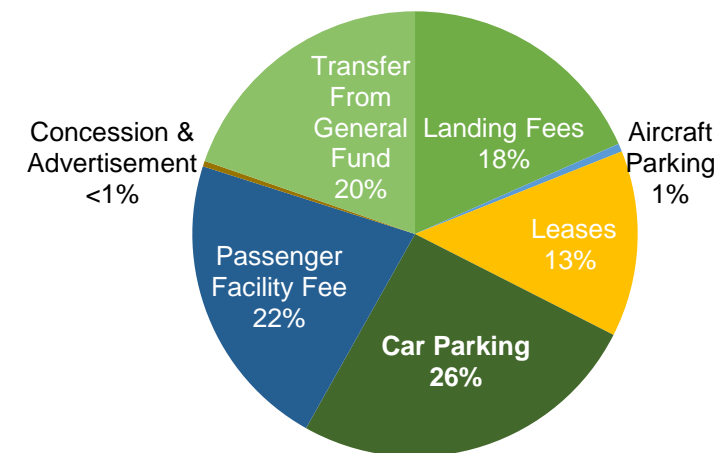
- **Key Principles:** Fair and competitive rates, price elasticity, and stimulating new demand
- **Aircraft Landing Fees:** Modest increases and the implementation of an annual registration fee for locally based general aviation aircraft
- **Aircraft Parking Fees:** Removing the City's seasonal aircraft parking rates in favour of a year-round rate
- **Passenger Facility Fee:** Increase tied to inflation at its next scheduled review in 2022
- **Land Lease Rates**
 - **Airside:** Decreasing serviced and unserviced land lease rates to stimulate new development (\$2.20 per sq. m and 1.90 per sq. m, respectively)
 - **Groundside:** Empower City Staff to negotiate groundside lease rates on an as-required basis

Operational and Financial Recommendations

Rates and Fees Recommendations

Aircraft Landing Fees (2021 to 2025)			
Minimum Charge	\$12.00	Per landing	
MTOW < 15,000 kg	\$3.70	Per landing per 1,000 kg aircraft MTOW Exemption for aircraft that pay the Annual Registration Fee	
MTOW 15,001 kg – 45,000 kg	\$4.80	Per landing per 1,000 kg aircraft MTOW	
MTOW > 45,001 kg	\$5.20	Per landing per 1,000 kg aircraft MTOW	
Annual Registration Fee	\$162.00	Per aircraft per year. Paid for piston-engine aircraft under 2,500 kg MTOW that: <ul style="list-style-type: none"> • Are based at Prince Albert Airport; or • Use the facility for flight training circuits. 	
Aircraft Parking Fees			
Daily	MTOW < 15,000 kg	\$12.00	Per aircraft per day
	MTOW 15,001 kg – 45,000 kg	\$22.00	Per aircraft per day
	MTOW > 45,001 kg	\$32.00	Per aircraft per day
Annual	MTOW < 15,000 kg	\$650.00	Per aircraft per year
Passenger Facility Fees			
Passenger Facility Fee	\$20.00	Levied on all passengers departing on scheduled and charter flights Exemptions: <ul style="list-style-type: none"> • Airline employees travelling on business • Infants under two years of age for whom no ticket was purchased • Customers travelling on passes or other travel documents with discount codes ID/IN 	
Land Lease Rates			
Airside, Serviced	\$2.20	Per m ² per year	
Airside, Not Serviced	\$1.90	Per m ² per year	
Groundside, Serviced	N/A	As negotiated with the City based on market demand and user requirements	
Groundside, Not Serviced	N/A		

Airport Revenue Streams



Car Parking rates are set the same as all other City lots

Master Plan Implementation

Key Principles

1. **“Whole of City” Approach** – Implementation will require coordination and cooperation between City Departments, Council, Advisory Committee, and stakeholders / partners
2. **Promotion of the Airport** – airport operations, socioeconomic benefits, business development opportunity, infrastructure improvements.
3. **Implementation Schedule** – Important to follow to limit the growth of the infrastructure deficit and ensure business development goals can be achieved
4. **Risk Management** – Challenges both within and beyond the City’s control should be anticipated and mitigated (e.g., annual fluctuations in Airport activity)
5. **Monitoring** – Key Performance Indicators (KPIs) to track goals aside from regulatory compliance (e.g., revenue growth, passenger activity levels, new leases)
6. **Plan Review** – Recommended in 2030

Master Plan Implementation

Key Performance Indicators

Performance Area	Key Performance Indicator
Operational Excellence and Safety	Flight delays because of Airport maintenance and closures
	Number of Quality Assurance Audit Level 1, 2, and 3 findings
	Number of workplace health and safety accidents and incidents
Financial Sustainability	Annual operating deficit
	Aeronautical and non-aeronautical revenues
	Proportion of capital expenses funded by external sources
	Budget vs. cost for capital projects
Growth and Development	Number and value of land lease agreements
	Passenger activity levels
	Aircraft movements
	Air cargo throughput
	Airport's economic impact e.g., GDP, job creation

H M



Questions?





City of
Prince Albert

BI 21-40

TITLE: 2022 Land Fund Budget

DATE: **November 19, 2021**

TO: Budget Committee

PUBLIC: **X**

INCAMERA:

ATTACHMENTS:

1. 2022 Land Fund Budget

THE CITY OF PRINCE ALBERT



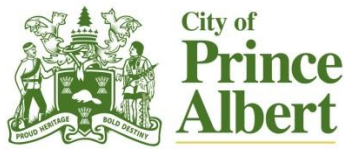
LAND FUND BUDGET FOR YEAR ENDING DECEMBER 31, 2022

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December 31, 2022 Consolidated Budget Document

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Land Fund Capital Expenditures and Reserve Projections	Page 6

Budget Overview



The Land Fund was created via resolution of Council and set up as a combined capital-operating budget that would be run as a self-sustaining fund where all surpluses would be used for future land development. The City was one of the largest land developers but in recent years private entities have also been participating in this venture.

The Land Fund documents cash inflows from land sales and cash outflows for land development. Administration's mandate is to operate this fund on the basis that the selling price for developed land is sufficient to recover the costs incurred. In order to generate a profit, the City's prices are typically incremented above the break-even minimum value to ensure that reserves are created to fund future property development. Administration also tries to ensure that there is a balanced mix of properties priced to accommodate demand from low, middle or high income developers.

Line by Line Budget for 2022

The 2022 budget is presented using a line by line budget. Each functional area has line items that show specific financial data for accounting purposes. Individual financial statements for each functional area are provided and grouped by category. Below is the legend for the abbreviation of each category.

BUDGET PACKAGE DEFINITIONS FOR LINE BY LINE REVIEW

Category Codes

REVENUES	Code
Taxation	TAX
User Charges and Fees	UCF
Operating Grants and Donations	OGD
Grants in Lieu of Taxes	GIL
Interest and Penalties	INT
Sundry	SUN
EXPENSES	
Council Remuneration	CR
Salaries Wages and Benefits	SWB
Contracted and General Services	CON
Financial Charges	FC
Grants and Donations	G&D
Utilities	UTL
Interest on Long Term Debt	LTD
Fleet Expenses	FLT
Maintenance Materials and Supplies	MMS
Insurance	INS
Bad Debt Expense	BDE
CAPITAL AND INTERFUND TRANSACTIONS	
Capital Revenues	CAP
Amortization	AMORT
Interfund Transfers	IFUND
Reserves	RES

Other Definitions

Back Out - Removal of one-time budgeted amounts approved in the prior year.

Base Adjust - Adjustments made by Financial Services based on detailed analysis and projections for the budget year. Base adjustments are made for the following categories: Salaries Wages and Benefits, Utilities, Fleet Expenses, and Insurance.

Budgeted Revenue

Budgeted revenues for 2022 increased by \$105,000 from \$430,000 in 2021 to \$535,000 in 2022. Details of this increase is included as part of the line by line budget documentation provided in the 2022 Budget package.

There are three primary sources of revenue for the Land Fund. They are:

1. Land Sales – which include both residential and commercial/industrial land sales.
 - a. For 2022, it is projected that properties in Crescent Acres Stage IV, Phase 4A, will be sold. There are currently 31 lots available for sale and five of these lots are budgeted to be sold in 2022 for \$500,000. To date, 6 lots have been sold in 2021.
 - b. For 2021, nothing has been budgeted for Commercial/industrial sales as there are no commercial or industrial land sales currently pending.
2. Offsite Development Levies – collected on sales of land or from developers paying the levy to become part of the City services. This revenue is not easy to project and is not typically budgeted for.
3. Rental/Lease Revenues – this is revenue that is generated from the rental of vacant parcels of land and is budgeted at \$35,000 for 2022.

Over the past few years, Administration has attributed the slowdown in demand, particularly residential, to a number of factors such as: higher lot prices, Provincial Sales Tax implications on housing/construction costs, mortgage regulations, the variety of locations for developers to choose from when making lot purchases (i.e. Crescent Acres versus developing in the West Hill or Adanac Pointe), and the general slump in the Canadian economy. Looking ahead, Administration is hopeful that lot sales will begin to pick up, though modestly at first, as some construction costs have started to decrease, the City reduced the price of its residential lots, and as a result of the announcement and anticipation of two significant industrial businesses, a new entertainment district with aquatic and recreation facilities and construction of the new hospital

Budgeted Expenses

Budgeted expenses for 2022 increased by \$111,690 from \$198,350 in 2021 to \$310,040 in 2022. Details of this increase is included as part of the line by line budget documentation provided in the 2022 Budget package.

Capital and Interfund Transactions

- A budgeted transfer to the General Fund of \$85,000 is based on the budgeted residential land sales for 2022.

2022 Capital Budget

Administration is requesting \$975,700 in capital spending for the Land Fund in 2022. A brief description of the projects and their funding source is provided below:

- \$370,000 for Marquis Road West Extension Roadway Construction. The construction of the first lift of asphalt was completed in 2021 on Marquis Road West from 7th Avenue to 10th Avenue and 10th Avenue West from 28th Street to Marquis Road for a total length of 1320m. This roadway serves as a new Arterial for the West Hill area. The capital project would be funded from debt financing with principal and interest payments over the term of the loan to be funded from the Development Levies Reserve.
- \$330,000 for Marquis Road West Extension Landscaping. In 2020, the underground infrastructure was installed on Marquis Road West and 10th Avenue. The first lift of pavement, concrete curb & gutters and pathways were installed in 2021. This project is for the installation of top soil, hydroseeding (grass) and tree planting. The capital project would be funded from debt financing with principal and interest payments over the term of the loan to be funded from the Development Levies Reserve.
- \$200,700 for Long Term Loan Principal Payment related to the West Hill Infrastructure Development loan to be funded from the Land Development Fund Balance.
- \$75,000 for Long Term Loan Principal Payment. This budget is for principal payment for long-term debt required for the Marquis Road West Extension - Roadway Construction project.

**LAND FUND
OPERATING BUDGET**

For the Year Ending December 31, 2022

	2022	2021	(Favourable) Unfavourable
	Budget	Budget	Change
REVENUES			
Residential Land Sales	(\$500,000)	(\$400,000)	(\$100,000)
Commercial / Industrial Land Sales	-	-	-
Land Rentals / Leases	(35,000)	(30,000)	(5,000)
Operating Grants and Donations	-	-	-
Total Revenues	(535,000)	(430,000)	(105,000)
EXPENSES			
Salaries Wages and Benefits	163,050	99,880	63,170
Contracted and General Services	24,000	12,000	12,000
Interest on Long Term Debt	119,630	81,610	38,020
Fleet Expenses	760	760	-
Maintenance Materials and Supplies	2,600	4,100	(1,500)
Total Expenses	310,040	198,350	111,690
Operating (Surplus) Deficit	(224,960)	(231,650)	6,690
CAPITAL AND INTERFUND TRANSACTIONS			
Transfer to General Fund	85,000	68,000	17,000
Capital Revenues	-	-	-
Capital and Interfund Transactions	85,000	68,000	17,000
TOTAL (SURPLUS) DEFICIT	(139,960)	(163,650)	23,690

To be allocated to Reserves as follows:

Development Levies Reserve	(\$54,000)	(\$43,200)
Future Land Purchases Reserve	(7,000)	(5,600)
Planning and Marketing Reserve	(20,000)	(16,000)
Community Services Land Reserve (General Fund)	(25,000)	(20,000)
Affordable Housing Reserve (General Fund)	(20,000)	(16,000)
Land Development Fund Balance	(13,960)	(62,850)
	(139,960)	(163,650)

Code	Category		Account Name	2018 YTD	2019 YTD	2020 YTD	2021 Budget	Back Out	Base Adjust	2022 Base Budget	Department		Issue
	Code	Code		Actuals	Actuals	Actuals					Adjustments	2022 Total Budget	
1	3-1-53100-000	UCF	Land Rentals/Leases:Other Revenue	(\$24,812)	(\$25,164)	(\$24,521)	(\$30,000)	\$0	\$0	(\$30,000)	(\$5,000)	(\$35,000)	The budget was determined by the Planning and Development department after a review of current land rental and lease agreements and expectations for new agreements / adjustments for 2022.
2	3-1-53200-000	UCF	Urban Land Rentals/Leases:Other Revenue	(\$9,056)	(\$9,272)	(\$9,272)	\$0	\$0	\$0	\$0	\$0	\$0	-
3	3-1-46300-094	UCF	Residential Land Sales:Non-Taxable Revenue	(\$273,291)	(\$10,000)	(\$125,404)	(\$400,000)	\$0	\$0	(\$400,000)	(\$100,000)	(\$500,000)	For 2022 the City is budgeting for the sale of 5 Crescent Acre lots and the sale of potentially some tax title properties. To date, the City has sold 6 Crescent Acre lots in 2021.
4	3-1-46500-094	UCF	Commercial Land Sales:Non-Taxable Revenue	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	-
5	3-1-46700-094	UCF	Industrial Land Sales:Non-Taxable Revenue	(\$23,810)	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	-
6	3-1-55100-000	INT	Interest Income:Other Revenue	(\$376)	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	-
7	3-1-47000-094	SUN	Sundry Revenues:Non-Taxable Revenue	(\$837)	(\$25,000)	(\$48,125)	\$0	\$0	\$0	\$0	\$0	\$0	-
8	3-2-60017-111	SWB	General Administration:Salaries Regular	\$51,564	\$53,288	\$52,825	\$52,450	\$0	\$52,990	\$105,440	\$0	\$105,440	The base budget was determined by Financial Services after consideration of base adjustments, step increases, and a review of actual costs incurred. In addition, discussions were had with Public Works to more accurately allocate the cost of salaried positions between funds to better reflect where individual's time is spent.
9	3-2-60017-115	SWB	General Administration:Wages Regular	\$34,411	\$24,902	\$41,495	\$27,610	\$0	\$0	\$27,610	\$0	\$27,610	The base budget was determined by Financial Services after consideration of base adjustments, step increases, and a review of actual costs incurred.
10	3-2-60017-119	SWB	General Administration:Payroll Benefits	\$22,225	\$19,023	\$25,466	\$19,820	\$0	\$10,180	\$30,000	\$0	\$30,000	The base budget was determined by Financial Services after consideration of base adjustments, step increases, and a review of actual costs incurred. In addition, discussions were had with Public Works to more accurately allocate the cost of salaried positions between funds to better reflect where individual's time is spent.
11	3-2-60017-232	CON	General Administration:Legal Service	\$500	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	-
12	3-2-60017-239	CON	General Administration:Consulting Services	\$21,354	\$59,064	\$10,728	\$0	\$0	\$0	\$0	\$0	\$0	-
13	3-2-60017-295	CON	General Administration:Self-Employed Contractors	\$20,085	\$11,660	\$22,260	\$12,000	\$0	\$0	\$12,000	\$12,000	\$24,000	Budget is for spraying and discing undeveloped land owned by the City to address the growth of weeds. The increase in budget for the current year reflects the actual cost incurred.
14	3-2-99930-820	LTD	Long-Term Loan-West Hill:Interest on Long Term Loan	\$80,544	\$60,124	\$54,037	\$47,580	\$0	\$0	\$47,580	(\$6,250)	\$41,330	West Hill Development Loan The 2022 Budget for interest expense was determined by Financial Services based on a review of annual payments and expected interest rates for 2022 and previous principal payments made.
15	3-2-99940-820	LTD	Marquis Road West Extension :Interest on Long Term Loan	\$0	\$0	\$0	\$34,030	\$0	\$0	\$34,030	\$44,270	\$78,300	Marquis Road West Extension The interest expense was budgeted for only half of 2021 in previous year. The new loan was approved in 2021. The increase in interest rates for the due to the higher projected interest rates. The 2022 Budget for interest expense was determined by Financial Services based on a review of annual payments and expected interest rates for 2022 and previous principal payments made.

16	Code	Category	Account Name	2018 YTD	2019 YTD	2020 YTD	2021 Budget	Back Out	Base Adjust	2022 Base Budget	Department		Issue
		Code		Actuals	Actuals	Actuals					Adjustments	2022 Total Budget	
	3-2-60017-265	FLT	General Administration:Rentals-City Automotive & Equipment	\$1,724	\$81	\$0	\$760	\$0	\$0	\$760	\$0	\$760	The budget for fleet expenses was prepared by Financial Services based on a 6% increase in fleet charge out rates proposed by Administration for the 2022 Budget. A 6% increase was recommended for the 2021 Budget but was removed by Budget Committee and the savings were reflected in the General Government area. Therefore the base budget for 2022 already included the 6% increase recommended last year. Administration recommends that the 6% increase be implemented for 2022 to ensure that sufficient funds are transferred to the Equipment and Fleet Reserve for future replacements. In addition, the fleet expense budget was adjusted where necessary to reflect actual charges based on a review of prior years' actual charges.
	3-2-60017-211	MMS	General Administration:Travel & Accommodation	\$19	\$742	\$0	\$100	\$0	\$0	\$100	\$0	\$100	-
	3-2-60017-221	MMS	General Administration:Advertising	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	-
	3-2-60017-291	MMS	General Administration:Licenses Permits & Fees	\$18	\$18	\$0	\$1,000	\$0	\$0	\$1,000	\$0	\$1,000	-
	3-2-60017-541	MMS	General Administration:Operating Supplies	\$4,505	\$288	\$0	\$3,000	\$0	\$0	\$3,000	(\$1,500)	\$1,500	Budget is for miscellaneous costs that may be required. The budget has been reduced to \$1,500 based on a review of prior year actual costs.
	3-2-60017-544	MMS	General Administration:Office Supplies	\$188	\$145	\$142	\$0	\$0	\$0	\$0	\$0	\$0	-
	3-1-46100-021	CAP	Land Development Offsite Levies:Land Sales Non-Taxable	\$0	(\$60,000)	(\$14,959)	\$0	\$0	\$0	\$0	\$0	\$0	-
	3-1-46980-089	CAP	Other Capital Revenues:Other Sources	(\$257,797)	(\$59,770)	(\$6,051,655)	\$0	\$0	\$0	\$0	\$0	\$0	-
	3-2-82160-799	IFUND	Transfer To General Fund:Other Transfers	\$40,766	\$0	\$18,260	\$68,000	\$0	\$0	\$68,000	\$17,000	\$85,000	Transfer to General Fund is Based on the number of residential properties sold. Transfer is 17% of the sales price. The calculation of the Transfer to the General Fund is based on the forecasted number of residential properties to be sold in 2022. Based on the projected number of residential land sales, it is expected that the transfer to the general fund will be about \$85,000. (\$500,000 *.17)
	3-2-82150-741	RES	Provision for Capital:Provisions For Capital	\$0	\$0	\$0	\$163,650	\$0	(\$163,650)	\$0	\$139,960	\$139,960	Current Years Surplus \$163,650 allocated as follows: -Development Levies Reserve: \$54,000 -Future Land Purchases Reserve: \$7,000 - Planning and Marketing Reserve: \$20,000 -CS Land Reserve: \$25,000 - Housing Reserve: \$20,000 -Land Development Fund Balance: \$13,960

LAND FUND
CAPITAL EXPENDITURES AND RESERVE PROJECTIONS

For the Year Ending December 31, 2022

	2022	2021
	Budget	Budget
LAND DEVELOPMENT FUND		
Budgeted Transactions		
Funding:		
Allocation from Operations	(\$13,960)	(\$62,850)
Funding for Capital: via Development Levies Reserve	(75,000)	0
Funding for Capital: Debt Financing	(700,000)	(2,700,000)
Funding for Operations: via Development Levies Reserve	(78,300)	(34,030)
Total Funding	(867,260)	(2,796,880)
Capital Expenditures:		
Marquis Road West Extension - Roadway Construction	370,000	2,700,000
Marquis Road West Extension - Landscaping	330,000	-
Crescent Acres Stage IV Phase 4A - Finishing Work	-	260,000
21st Avenue East Roadway (Byars Street to Highway 302)	-	200,000
Non-Developmental Expenditures		
Long Term Debt Principal - West Hill Infrastructure	200,700	193,500
Long Term Debt Principal - Marquis Road West Extension	75,000	-
Total Expenditures	975,700	3,353,500
Budgeted (Increase) Decrease to Funded Balance	108,440	556,620
Fund Deficit Balance, beginning of year (estimated)	8,062,930	7,506,310
Fund Deficit Balance, end of year (estimated)	8,171,370	8,062,930

LAND FUND
CAPITAL EXPENDITURES AND RESERVE PROJECTIONS (Continued)

For the Year Ending December 31, 2022

	2022	2021
	Budget	Budget
DEVELOPMENT LEVIES RESERVE		
Budgeted Transactions		
Funding:		
Allocation from Operations	<u>(\$54,000)</u>	(\$43,200)
Expenditures:		
Marquis Road West Extension - Long Term Debt Interest	78,300	34,030
Total Expenditures	<u>78,300</u>	34,030
Budgeted (Increase) Decrease to Reserve	24,300	(9,170)
Reserve Deficit (Surplus), beginning of year (estimated)	<u>4,508,703</u>	4,517,873
Reserve Deficit (Surplus), end of year (estimated)	<u>4,533,003</u>	<u>4,508,703</u>
FUTURE LAND PURCHASES RESERVE		
Budgeted Transactions		
Funding:		
Allocation from Operations	<u>(\$7,000)</u>	(\$5,600)
Expenditures:		
	<u>-</u>	-
Total Expenditures	-	-
Budgeted (Increase) Decrease to Reserve	(7,000)	(5,600)
Reserve Deficit (Surplus), beginning of year (estimated)	<u>(21,565)</u>	(15,965)
Reserve Deficit (Surplus), end of year (estimated)	<u>(28,565)</u>	<u>(21,565)</u>
PLANNING AND MARKETING RESERVE		
Budgeted Transactions		
Funding:		
Allocation from Operations	<u>(\$20,000)</u>	(\$16,000)
Expenditures:		
	<u>-</u>	-
Total Expenditures	-	-
Budgeted (Increase) Decrease to Reserve	(20,000)	(16,000)
Reserve Deficit (Surplus), beginning of year (estimated)	<u>(420,457)</u>	(404,457)
Reserve Deficit (Surplus), end of year (estimated)	<u>(440,457)</u>	<u>(420,457)</u>



City of
**Prince
Albert**

APPENDIX A

2022 LAND FUND CAPITAL BUDGET

2022 Land Fund Capital Budget

LAND FUND CAPITAL BUDGET				
LC-01	Marquis Road West Extension - Landscaping	Capital	Reserve	Externally Funded
	<p>Detail: Landscaping the newly constructed Marquis Road West from 7th Avenue to 10th Avenue and 10th Avenue West from 28th Street to Marquis Road.</p> <p>Purpose: In 2020, the underground infrastructure was installed on Marquis Road West and 10th Avenue. The first lift of pavement, concrete curb & gutters and pathways were installed in 2021. This project is for the installation of top soil, hydro seeding (grass) and tree planting.</p> <p>Funding Source: Debt Financing with Interest and Principal to be funded from the Development Levies</p>			\$330,000
<p>The Development Levies Fund Balance will have a projected deficit balance of \$4,533,003 at the end of 2022 with this principal payment included.</p>				
LC-02	Marquis Road West Extension - Roadway Construction	Capital	Reserve	Externally Funded
	<p>Detail: The construction of the first lift of asphalt was completed in 2021 on Marquis Road West from 7th Avenue to 10th Avenue and 10th Avenue West from 28th Street to Marquis Road for a total length of 1320m. This roadway serves as a new Arterial for the West Hill area.</p> <p>Purpose: This project is for the second lift of paving of the roadway.</p> <p>Funding Source: Debt Financing with Interest and Principal to be funded from the Development Levies</p>			\$370,000
<p>The Development Levies Fund Balance will have a projected deficit balance of \$4,533,003 at the end of 2022 with this principal payment included.</p>				

2022 Land Fund Capital Budget

LOAN PRINCIPAL PAYMENTS

LC-03	Long-Term Debt Repayment - Marquis Road West Extension (Roadway Construction)	Capital	Reserve	Externally Funded
	<p>Detail: Annual long-term debt principal repayment.</p> <p>Purpose: This budget is for principal payment for long-term debt required for the Marquis Road West Extension - Roadway Construction project. The amount has been estimated based on an interest rate of 2.90% and a 25 year repayment schedule starting repayment in January 1/2022.</p> <p>Funding Source: Development Levies Reserve</p>		\$75,000	
	<p>The Development Levies Fund Balance will have a projected deficit balance of \$4,533,003 at the end of 2022 with this principal payment included.</p>			

2022 Land Fund Capital Budget

LC-04	Long-Term Loan Repayment	Capital	Reserve	Externally Funded
	<p>Detail: Long-Term Loan Repayment</p> <p>Purpose: This represents the principal payments for the long-term loan issued in 2009. This loan was required in order to fund the construction of the West Hill Infrastructure improvements completed in 2008 and 2009. It was for 20 years and was approved by City Council (resolution # 0932) on December 15, 2008. The interest rate noted for the first four years of the loan was set at 3.01%. Council approved the renewal of this loan with BMO in 2013 with the interest rate fixed for 5 years at 2.83%. In August 2018, Council approved the refinancing of this loan with RBC at a fixed rate of 3.4% for the remaining 10 years. The Land Fund is responsible for 90% of the cost of financing and the General Fund is responsible for the other 10%. The loan is scheduled to be repaid in full in 2027.</p> <p>Funding Source: Land Development Fund Balance</p>		\$200,700	
	<p>The Land Development Fund Balance will have a projected deficit balance of \$8,171,370 at the end of 2022 with the debt payment included.</p>			

Total Capital Requests by Funding Source	-	\$275,700	\$700,000
Grand Total of all Capital Requests		\$975,700	



City of
**Prince
Albert**

APPENDIX B

2022 – 2026 LAND FUND 5-YEAR CAPITAL BUDGET

2022 Capital Budget :: Simplified Detail Report

----- Filters -----	
Year :	2022 to 2026
Revenue Sources :	No
Fund :	Land
Group By :	Year, Division

* in thousands of dollars

Ref#	Pri	Fund	E.F.	Location	Item Description	Cap.	Res.	Ext.	Total
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2022

Financing

1	1	Land	No	City Hall	<p>Long-Term Loan Repayment</p> <p><i>Detail</i> : Long-Term Loan Repayment</p> <p><i>Purpose</i> : This represents the principal payments for the long-term loan issued in 2009. This loan was required in order to fund the construction of the West Hill Infrastructure improvements completed in 2008 and 2009. It was for 20 years and was approved by City Council (resolution # 0932) on December 15, 2008. The interest rate noted for the first four years of the loan was set at 3.01%. Council approved the renewal of this loan with BMO in 2013 with the interest rate fixed for 5 years at 2.83%.</p> <p>In August 2018, Council approved the refinancing of this loan with RBC at a fixed rate of 3.4% for the remaining 10 years.</p> <p>The Land Fund is responsible for 90% of the cost of financing and the General Fund is responsible for the other 10%. The loan is scheduled to be repaid in full in 2027.</p> <p><i>Reserve Source</i> : Land Development Fund Balance</p>	\$0	\$200.7	\$0	\$200.7
2	1	Land	No	Roadways	<p>Long-Term Debt Repayment - Marquis Road West Extension (Roadway Construction)</p> <p><i>Detail</i> : Annual long-term debt principal repayment.</p> <p><i>Purpose</i> : This budget is for principal payment for long-term debt required for the Marquis Road West Extension -</p>	\$0	\$75.0	\$0	\$75.0

2022 Capital Budget :: Simplified Detail Report

* in thousands of dollars

Ref#	Pri	Fund	E.F.	Location	Item Description	Cap.	Res..	Ext.	Total
					Roadway Construction project. The amount has been estimated based on an interest rate of 2.90% and a 25 year repayment schedule starting repayment in January 1/2022. Reserve Source : Development Levies Reserve				
Financing sub-total						\$0	\$275.7	\$0	\$275.7

Land Development

3	1	Land	No	Roadways	Marquis Road West Extension - Landscaping Detail : Landscaping the newly constructed Marquis Road West from 7th Avenue to 10th Avenue and 10th Avenue West from 28th Street to Marquis Road. Purpose : In 2020, the underground infrastructure was installed on Marquis Road West and 10th Avenue. The first lift of pavement, concrete curb & gutters and pathways were installed in 2021. This project is for the installation of top soil, hydroseeding (grass) and tree planting. External Source : Debt Financing with Interest and Principal to be funded from the Development Levies Reserve	\$0	\$0	\$330.0	\$330.0
4	1	Land	No	Roadways	Marquis Road West Extension - Roadway Construction Detail : The construction of the first lift of asphalt was completed in 2021 on Marquis Road West from 7th Avenue to 10th Avenue and 10th Avenue West from 28th Street to Marquis Road for a total length of 1320m. This roadway serves as a new Arterial for the West Hill area. Purpose : This project is for the second lift of paving of the roadway. External Source : Debt Financing with Interest and Principal to be funded from the Development Levies Reserve	\$0	\$0	\$370.0	\$370.0
Land Development sub-total						\$0	\$0	\$700.0	\$700.0
2022 sub-total						\$0	\$275.7	\$700.0	\$975.7

2023

Financing

5	1	Land	No	City Hall	Long-Term Loan repayment	\$0	\$205.2	\$0	\$205.2
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2022 Capital Budget :: Simplified Detail Report

* in thousands of dollars

Ref#	Pri	Fund	E.F.	Location	Item Description	Cap.	Res..	Ext.	Total
					<p>Detail : Long-Term Loan repayment</p> <p>Purpose : This represents the principal payments for the long-term loan issued in 2009. This loan was required in order to fund the construction of the West Hill Infrastructure improvements completed in 2008 and 2009. It was for 20 years and was approved by City Council (resolution # 0932) on December 15, 2008. The interest rate noted for the first four years of the loan was set at 3.01%. Council approved the renewal of this loan with BMO in 2013 with the interest rate fixed for 5 years at 2.83%.</p> <p>In August 2018, Council approved the refinancing of this loan with RBC at a fixed rate of 3.4% for the remaining 10 years.</p> <p>The Land Fund is responsible for 90% of the cost of financing and the General Fund is responsible for the other 10%. The loan is scheduled to be repaid in full in 2027.</p> <p>Reserve Source : Land Development Fund Balance</p>				
6	1	Land	No	Roadways	<p>Long-Term Debt Repayment - Marquis Road West Extension (Roadway Construction)</p> <p>Detail : Annual long-term debt principal repayment.</p> <p>Purpose : This budget is for principal payment for long-term debt required for the Marquis Road West Extension - Roadway Construction project. The amount has been estimated based on an interest rate of 2.90% and a 25 year repayment schedule, starting repayment from January 1/2022.</p> <p>Reserve Source : Development Levies Reserve</p>	\$0	\$77.2	\$0	\$77.2
Financing sub-total						\$0	\$282.4	\$0	\$282.4
Land Development									
7	1	Land	No	Roadways	<p>21st Avenue East Roadway (Olive Diefenbaker Drive to HWY 302)</p> <p>Detail : Construction of 1.18km of 21st Avenue East from Olive Diefenbaker Drive to Highway 302 and the extension of Olive Diefenbaker Drive to 21st Avenue East. This will serve as a new arterial roadway for Crescent Acres.</p>	\$0	\$2,250.0	\$0	\$2,250.0

2022 Capital Budget :: Simplified Detail Report

* in thousands of dollars

Ref#	Pri	Fund	E.F.	Location	Item Description	Cap.	Res..	Ext.	Total
					<p>Purpose : The 2017 Transportation Study has noted that in the 1 to 5 years short term there is a need for a second access to the north end of Crescent Acres. The traffic counts on 15th Ave East at Muzzy Drive are as high as 11,845 AADT. 160 additional lots are scheduled for development in Crescent Acres Stages 4 & 5. The construction of a new 1.18km arterial roadway connecting Olive Diefenbaker Drive to Highway 302 will address this congestion. This would be the first stage of building 21st Ave East along the east boundary of Crescent Acres. Project is for the Construction of the roadway extension.</p> <p>Reserve Source : Land Development Fund Balance</p>				
Land Development sub-total						\$0	\$2,250.0	\$0	\$2,250.0
2023 sub-total						\$0	\$2,532.4	\$0	\$2,532.4

2024

Financing

8	1	Land	No	City Hall	<p>Long-Term Loan repayment</p> <p>Detail : Long-Term Loan repayment</p> <p>Purpose : This represents the principal payments for the long-term loan issued in 2009. This loan was required in order to fund the construction of the West Hill Infrastructure improvements completed in 2008 and 2009. It was for 20 years and was approved by City Council (resolution # 0932) on December 15, 2008. The interest rate noted for the first four years of the loan was set at 3.01%. Council approved the renewal of this loan with BMO in 2013 with the interest rate fixed for 5 years at 2.83%.</p> <p>In August 2018, Council approved the refinancing of this loan with RBC at a fixed rate of 3.4% for the remaining 10 years.</p> <p>The Land Fund is responsible for 90% of the cost of financing and the General Fund is responsible for the other 10%. The loan is scheduled to be repaid in full in 2027.</p>	\$0	\$212.4	\$0	\$212.4
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2022 Capital Budget :: Simplified Detail Report

* in thousands of dollars

Ref#	Pri	Fund	E.F.	Location	Item Description	Cap.	Res..	Ext.	Total
Reserve Source : Land Development Fund Balance									
9	1	Land	No	Roadways	<p>Long-Term Debt Repayment - Marquis Road West Extension (Roadway Construction)</p> <p>Detail : Annual long-term debt principal repayment.</p> <p>Purpose : This budget is for principal payment for long-term debt required for the Marquis Road West Extension - Roadway Construction project. The amount has been estimated based on an interest rate of 2.90% and a 25 year repayment schedule, starting the repayment from January 1/2022..</p> <p>Reserve Source : Development Levies Reserve</p>	\$0	\$79.4	\$0	\$79.4
Financing sub-total						\$0	\$291.8	\$0	\$291.8

Land Development

10	1	Land	No	Crescent Acres Stage IV	<p>Crescent Acres Stage IV Phase 4B - Surface Works, Streetlighting, Power and Natural Gas</p> <p>Detail : Concrete, Asphalt, Streetlighting, Power and Natural Gas on Crescent Acres Stage IV, Phase 4B.</p> <p>Purpose : The City has invested about \$1.95 million dollars in underground work for Crescent Acres Stage IV, Phase 4B. This project will provide the City with 43 lots to market for sale.</p> <p>In 2021, it is suggested that the City invest in concrete, asphalt, streetlighting, power and natural gas for Phase 4B. The cost to complete this work is projected to be about \$615,000.</p> <p>Reserve Source : Land Development Fund Balance</p>	\$0	\$620.0	\$0	\$620.0
Land Development sub-total						\$0	\$620.0	\$0	\$620.0
2024 sub-total						\$0	\$911.8	\$0	\$911.8

2025

Financing

11	1	Land	No	City Hall		\$0	\$217.8	\$0	\$217.8
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2022 Capital Budget :: Simplified Detail Report

* in thousands of dollars

Ref#	Pri	Fund	E.F.	Location	Item Description	Cap.	Res..	Ext.	Total
<p>Long-Term Loan repayment <i>Detail</i> : Long-Term Loan repayment <i>Purpose</i> : This represents the principal payments for the long-term loan issued in 2009. This loan was required in order to fund the construction of the West Hill Infrastructure improvements completed in 2008 and 2009. It was for 20 years and was approved by City Council (resolution # 0932) on December 15, 2008. The interest rate noted for the first four years of the loan was set at 3.01%. Council approved the renewal of this loan with BMO in 2013 with the interest rate fixed for 5 years at 2.83%.</p> <p>In August 2018, Council approved the refinancing of this loan with RBC at a fixed rate of 3.4% for the remaining 10 years.</p> <p>The Land Fund is responsible for 90% of the cost of financing and the General Fund is responsible for the other 10%. The loan is scheduled to be repaid in full in 2027.</p> <i>Reserve Source</i> : Land Development Fund Balance									
12	1	Land	No	Roadways	<p>Long-Term Debt Repayment - Marquis Road West Extension (Roadway Construction) <i>Detail</i> : Annual long-term debt principal repayment. <i>Purpose</i> : This budget is for principal payment for long-term debt required for the Marquis Road West Extension - Roadway Construction project. The amount has been estimated based on an interest rate of 2.90% and a 25 year repayment schedule, starting repayment in January 1/2022. <i>Reserve Source</i> : Development Levies Reserve</p>	\$0	\$81.8	\$0	\$81.8
Financing sub-total						\$0	\$299.6	\$0	\$299.6
Land Development									
13	1	Land	No	Various locations	<p>West Hill Trunk Sewer Main Stage #2 (2nd Ave West to 6th Ave East) - Construction</p>	\$0	\$0	\$4,000.0	\$4,000.0

2022 Capital Budget :: Simplified Detail Report

* in thousands of dollars

Ref#	Pri	Fund	E.F.	Location	Item Description	Cap.	Res..	Ext.	Total
					<p>Detail : Installation of new Trunk Sewer Main starting at the Hospital on 10th Ave West and going east down 18th St West to 5b Ave and then down 17th St West to 3rd Ave East, and then north to 15th St East and finally east again to 6th Ave East. Total length is 2,860m. This is for construction of Stage #2.</p> <p>Purpose : The 2016 Sewer System Analysis Report's largest system upgrade for the security of the existing system & expansion of the West Hill, was the construction of a new sewer trunk main starting at the Hospital & ending at Superstore on 15th St East. The existing 15th St West (8th to 2nd West)sewer trunk main built in 1910 is already at 96% capacity. Due to the flat grade, this existing trunk requires regular dredging each winter. The new trunk main will capture all of the flow from the West Hill and any future developments. This will take pressure off the existing 15th St East (2nd West to 6th East) Trunk Mains built in 1910 & 1974. The project mainly benefits new developments & is to be funded from the Land Fund & recovered from offsite levy fees. This \$8.33 Million project impacts many existing street and underground utilities & therefore must be designed well in advance of any construction. \$4,000,000 will be required in 2020 for the construction.</p> <p>External Source : Debt Financing with Interest and Principal to be funded from the Development Levies Reserve</p>				
14	1	Land	No	Crescent Acres Stage IV	<p>Crescent Acres Stage IV Phase 5 - Surface Works, Streetlighting, Power and Natural Gas</p> <p>Detail : Concrete, Asphalt, Streetlighting, Power and Natural Gas on Crescent Acres Stage IV, Phase 5 (formerly 4A).</p> <p>Purpose : The City has invested about \$1.35 million dollars in underground work for Crescent Acres Stage IV, Phase 5. This project will provide the City with 33 lots to market for sale.</p> <p>In 2025, it is suggested that the City invest in concrete, asphalt, streetlighting, power and natural gas for Phase 5. The cost to complete this work is projected to be about \$642,000.</p> <p>Reserve Source : Land Development Fund Balance</p>	\$0	\$642.0	\$0	\$642.0
Land Development sub-total						\$0	\$642.0	\$4,000.0	\$4,642.0
2025 sub-total						\$0	\$941.6	\$4,000.0	\$4,941.6

2022 Capital Budget :: Simplified Detail Report

* in thousands of dollars

Ref#	Pri	Fund	E.F.	Location	Item Description	Cap.	Res..	Ext.	Total
2026									
Financing									
15	1	Land	No	Roadways	<p>Long-Term Debt Repayment - Marquis Road West Extension (Roadway Construction)</p> <p><i>Detail</i> : Annual long-term debt principal repayment.</p> <p><i>Purpose</i> : This budget is for principal payment for long-term debt required for the Marquis Road West Extension - Roadway Construction project. The amount has been estimated based on an interest rate of 2.90% and a 25 year repayment schedule, starting repayment in January 1/2022.</p> <p><i>Reserve Source</i> : Development Levies Reserve</p>	\$0	\$84.1	\$0	\$84.1
16	1	Land	No	City Hall	<p>Long-Term Loan repayment</p> <p><i>Detail</i> : Long-Term Loan repayment</p> <p><i>Purpose</i> : This represents the principal payments for the long-term loan issued in 2009. This loan was required in order to fund the construction of the West Hill Infrastructure improvements completed in 2008 and 2009. It was for 20 years and was approved by City Council (resolution # 0932) on December 15, 2008. The interest rate noted for the first four years of the loan was set at 3.01%. Council approved the renewal of this loan with BMO in 2013 with the interest rate fixed for 5 years at 2.83%.</p> <p>In August 2018, Council approved the refinancing of this loan with RBC at a fixed rate of 3.4% for the remaining 10 years.</p> <p>The Land Fund is responsible for 90% of the cost of financing and the General Fund is responsible for the other 10%. The loan is scheduled to be repaid in full in 2027.</p> <p><i>Reserve Source</i> : Land Development Fund Balance</p>	\$0	\$224.1	\$0	\$224.1
Financing sub-total						\$0	\$308.2	\$0	\$308.2

2022 Capital Budget :: Simplified Detail Report

* in thousands of dollars

Ref#	Pri	Fund	E.F.	Location	Item Description	Cap.	Res..	Ext.	Total
Land Development									
17	1	Land	No	Crescent Acres Stage IV	<p>Crescent Acres Stage IV Phase 4B - Finishing Work</p> <p><i>Detail</i> : Finishing Work on Crescent Acres Stage IV, Phase 4B.</p> <p><i>Purpose</i> : By 2025, the City will have invested close to \$2.56 million dollars in development construction work for Crescent Acres Stage IV, Phase 4B. This project will provide the City with 43 residential lots to market for sale.</p> <p>In 2025, it is suggested that the City spend \$148,000 to finish this subdivision which involves the installation of the second lift of asphalt, concrete repairs as well as the installation of trees and finishing of boulevards/park work. The cost for this work in 2025 is projected to be \$148,000.</p> <p><i>Reserve Source</i> : Land Development Balance</p>	\$0	\$148.0	\$0	\$148.0
Land Development sub-total						\$0	\$148.0	\$0	\$148.0
2026 sub-total						\$0	\$456.2	\$0	\$456.2
Grand Total						\$0	\$5,117.7	\$4,700.0	\$9,817.7