



# A Survey of Provincial Government Employment in Moose Jaw

c. 1991-2015

Prepared for the  
City of Moose Jaw  
Economic Development Commission

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## **Introduction**

This report surveys the level of Saskatchewan government involvement in providing employment within the City of Moose Jaw. Since 2012 this annual research has been completed on behalf of the Moose Jaw Economic Development Commission (EDC). Data given here is as at the end of the most recent fiscal year (for SaskTel, December 31, 2014, for the Saskatchewan Polytechnic, June 30, 2015, and for all others, March 31, 2015). Year over year changes are the focus of the discussion within each section, with some background or other details provided for context.

Full-Time Equivalent (FTE) employee data is provided whenever possible. FTE means one employee, full time for the twelve months of the fiscal year. Unless otherwise noted, this includes all part time, temporary and full time staff, as well as overtime hours earned, and calculates it down to an equivalency for full time hours. The calculation is set out in section 4 of *The Growth and Financial Security Regulations*. As another means to show economic spin-off within Moose Jaw, data on capital expenditures at the Saskatchewan Polytechnic is also examined.

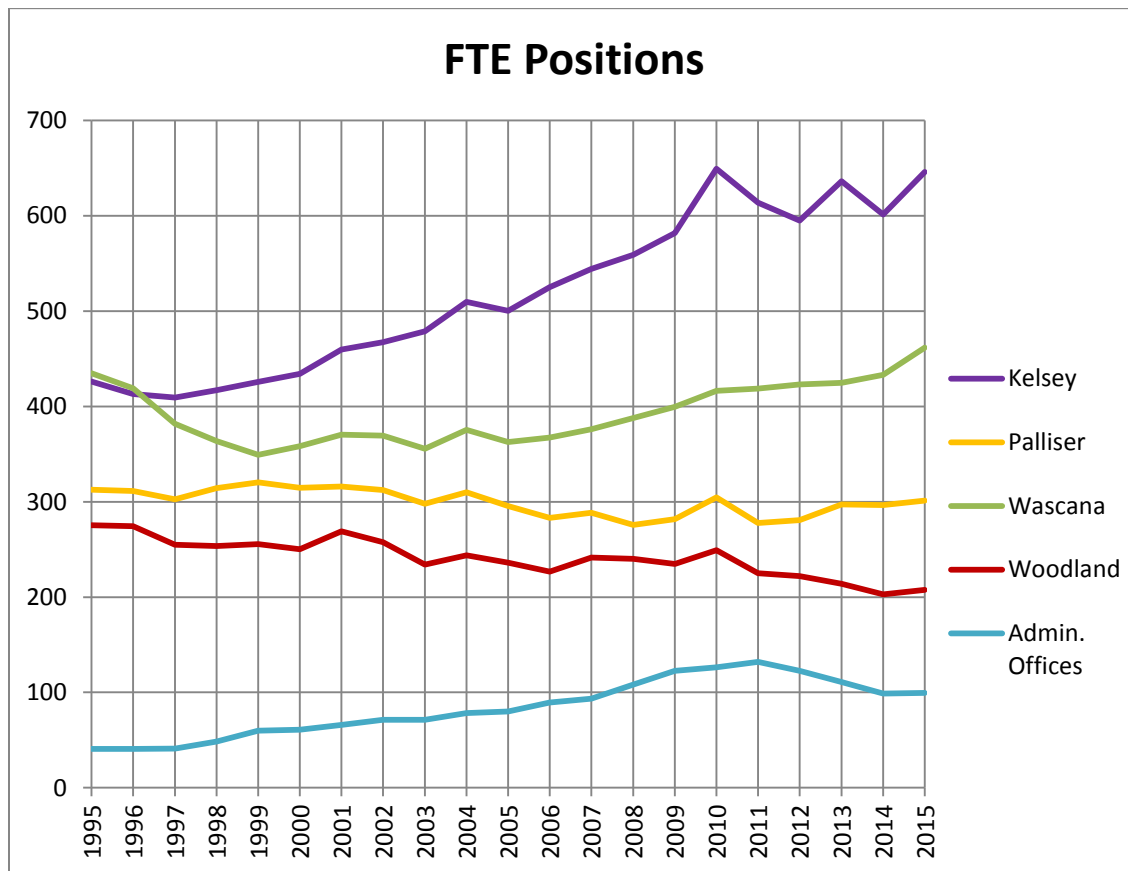
## **Key Findings**

- This last fiscal year saw an increase of 5 FTEs at Palliser Campus, and over 80 positions institution wide. While Moose Jaw's increase year over year was only 2%, as a whole SaskPolyTech increased by 5%.
  - As a share of the total, Palliser Campus dropped by 1% from the previous fiscal year, and now sits at 17%.
- From 2014 to 2015 Palliser Campus saw only a minimal increase of 4% to its capital expenditures. And while there was virtually no change in the total capital expenditures across all locations of the Saskatchewan PolyTechnic, Kelsey Campus and the administrative offices located there benefitted from 38% and 59% increases, respectively. This came at the expense of the Wascana and Woodland Campuses which each experienced substantial decreases.
  - Palliser's share of the total is currently at 20%, higher than its 18 year average of 14% but significantly lower than its high of 29% in 2001.
- Although the number of FTE positions at the Water Security Agency in Moose Jaw has remained relatively constant, currently lower than its highpoint in 2013, but considerably higher than its low point in 2006, as a share of the total it has remained on average at 45%.
  - For an organization whose head office is located in Moose Jaw one might expect a higher proportion of its employees would be based out of Moose Jaw. However, given that there are 7 other offices throughout Saskatchewan, Moose Jaw has almost 3 times more than its proportional share of total employees.
- For SaskTel, the significant drop of 11 permanent employees from 2012-2013 was not carried through into 2014, as there was a minor increase of one employee this last fiscal year. Saskatchewan wide, there was an increase of 19 permanent employees, which equates to an increase of 0.6% (Moose Jaw's increase was 1.5%).
  - A look at part time SaskTel staff in Moose Jaw shows a similar trend over the years, with no evidence to suggest they are changing full time positions over to part time.

- Data for fiscal year 2014-2015 shows a further loss of 25 employees at Valley View Centre. Since 1996, the survey year with the highest number of FTE employees, there has been a decrease in employees totaling 39%. The Centre is currently slated for closure by 2018.
- In 2015, there was a very slight drop of Moose Jaw FTE employees of the provincial public service, from a share of the total of 5% to 4.9%. The 25 year average for Moose Jaw's share is 6.1%.
  - The loss of eight FTE positions in 2015 (1.3%) compares to the drop of 63 FTE employees (0.5%) Saskatchewan wide. 2015 was the sixth year of the Lean initiative, and over those years, Moose Jaw has had a decrease of 12.3% while Saskatchewan overall declined by 6.1%.

## Saskatchewan Polytechnic

Fiscal year July 1, 2014 to June 30, 2015 saw an increase of almost 5 FTEs at Palliser Campus. Although this is approximately a 2% increase, Wascana and Kelsey campuses benefited from about 7% increases each. Overall, Saskatchewan Polytechnic had an increase of just over 5% from 2014-2015, over 80 FTEs. This makes up for the fairly substantial reduction in total FTEs the previous fiscal year, when there was a reduction of over 50 FTEs. Other than in 2010, institution wide there has never been more total FTEs as this most recent year.



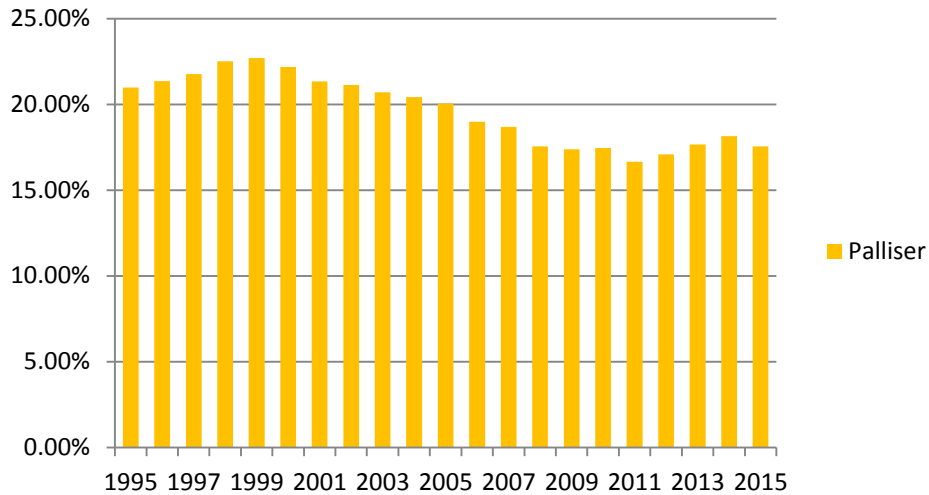
The overall trend of Kelsey campus and particularly Wascana campus seeing a gradual increase while Palliser and Woodland campuses showing much more moderate changes, continues as in previous years.

The increase to 301.12 FTEs at Palliser is still well below the high count of 320.29 FTEs in 1999, but also well above the low of 275.59 in 2008.

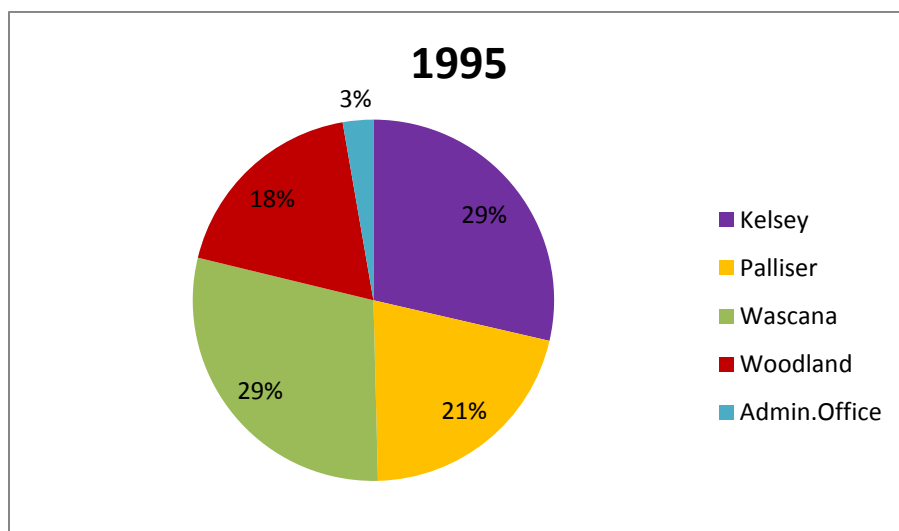
<b>Year</b>	<b>Kelsey</b>	<b>Palliser</b>	<b>Wascana</b>	<b>Woodland</b>	<b>Admin.Office</b>	<b>Total</b>
<b>1995</b>	426.14	312.66	434.77	275.27	40.68	1489.52
<b>1996</b>	413.07	311.42	419.07	274.26	40.74	1458.56
<b>1997</b>	409.14	302.38	381.58	255.01	40.94	1389.05
<b>1998</b>	417.09	314.41	363.66	253.60	48.34	1397.10
<b>1999</b>	425.81	320.29	349.20	255.47	59.94	1410.71
<b>2000</b>	434.03	314.53	358.31	250.08	60.92	1417.87
<b>2001</b>	459.70	316.06	370.28	268.85	66.07	1480.96
<b>2002</b>	467.42	312.25	369.34	257.65	71.21	1477.87
<b>2003</b>	478.78	297.73	355.57	234.02	71.42	1437.52
<b>2004</b>	509.69	310.04	375.39	243.85	78.35	1517.32
<b>2005</b>	500.20	295.59	362.45	236.17	79.92	1474.33
<b>2006</b>	525.07	283.15	367.24	226.66	89.32	1491.44
<b>2007</b>	544.14	288.57	376.06	241.43	93.59	1543.79
<b>2008</b>	558.89	275.59	387.62	240.23	108.34	1570.67
<b>2009</b>	581.88	281.76	399.53	234.76	122.67	1620.60
<b>2010</b>	649.06	304.56	416.21	249.25	126.24	1745.32
<b>2011</b>	613.74	277.75	418.77	225.07	132.20	1667.53
<b>2012</b>	594.78	280.81	422.86	221.94	122.63	1643.02
<b>2013</b>	636.13	297.19	424.83	213.79	110.91	1682.85
<b>2014</b>	601.30	296.35	433.23	202.82	98.95	1632.65
<b>2015</b>	645.81	301.12	461.53	207.62	99.41	1715.49

As a share of the total, Palliser now sits at 17.5%, compared to 22.7% in 1999 and a low of 16.7% in 2011.

### Palliser

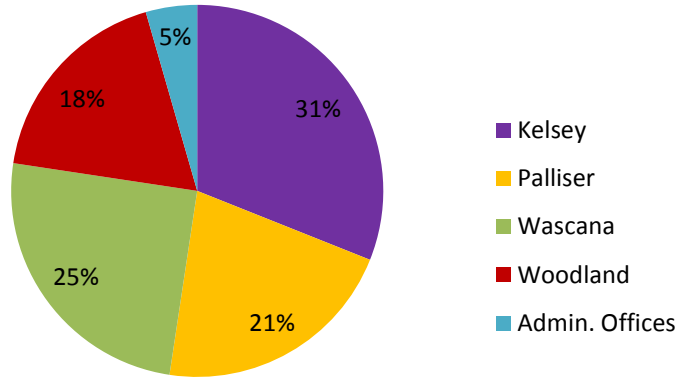


Other campuses have had varying numbers of FTEs, with the corresponding share of the total fluctuating both upwards and downwards. However, there has been a more clearly defined trend toward a smaller share for Palliser Campus and a larger share for Kelsey campus in Saskatoon, which has increased its share of the total from 29% in 1995 to 35% in 2007 to 38% in 2015.

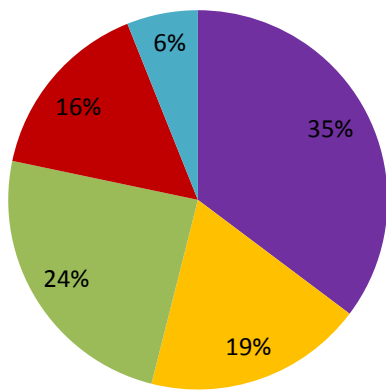




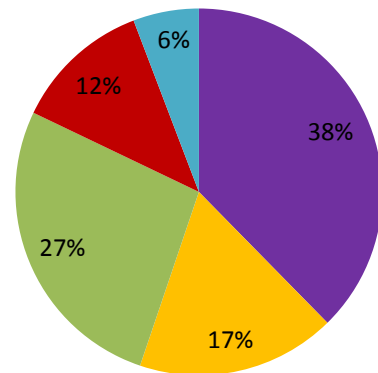
### 2001



### 2007



### 2015

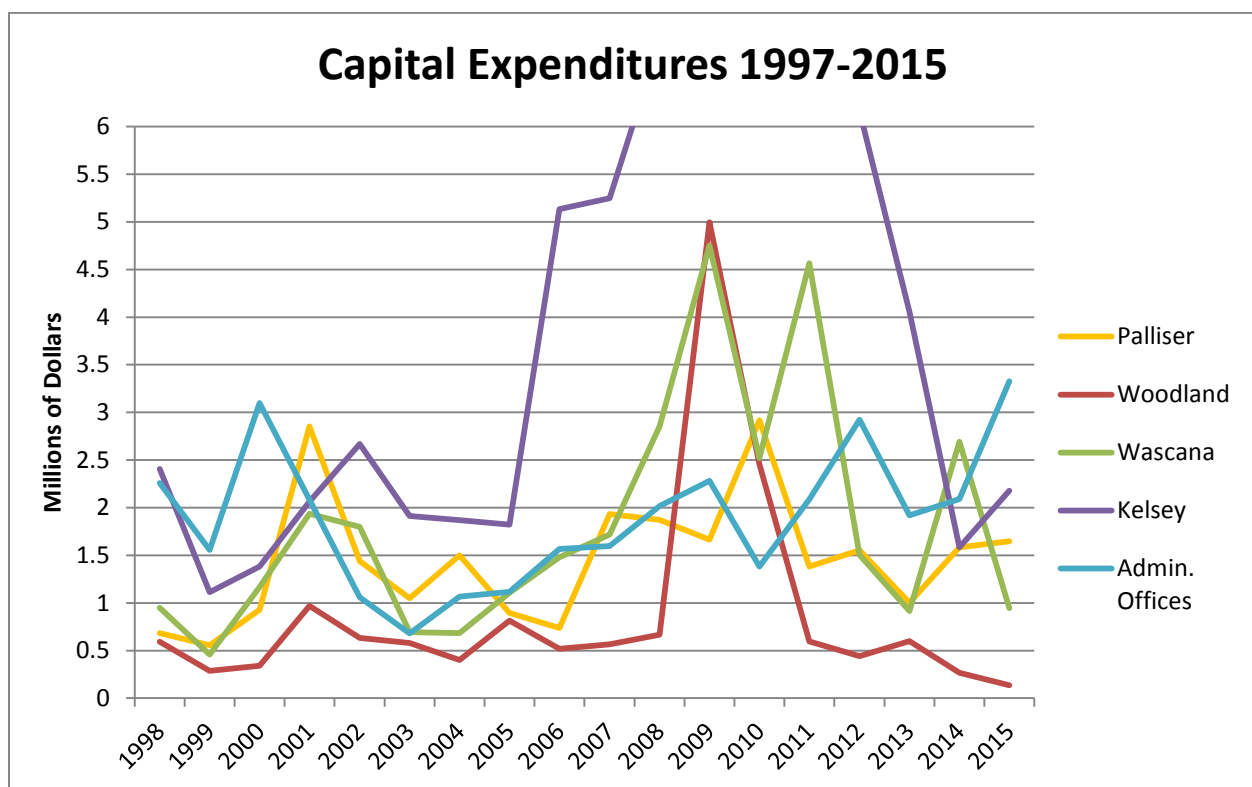


## **Saskatchewan Polytechnic Capital Expenditures**

Palliser Campus again benefitted from an increase in capital expenditures, but unlike the 58% increase from 2013-2014, in the most recent fiscal year there was only a 4% increase. However, it is noteworthy that during the same period, Woodland's capital expenditures were cut by almost half, and Wascana saw a decline of over 65%. However, at Kelsey campus there was a 38% increase, and at the administrative offices there was a 59% increase.

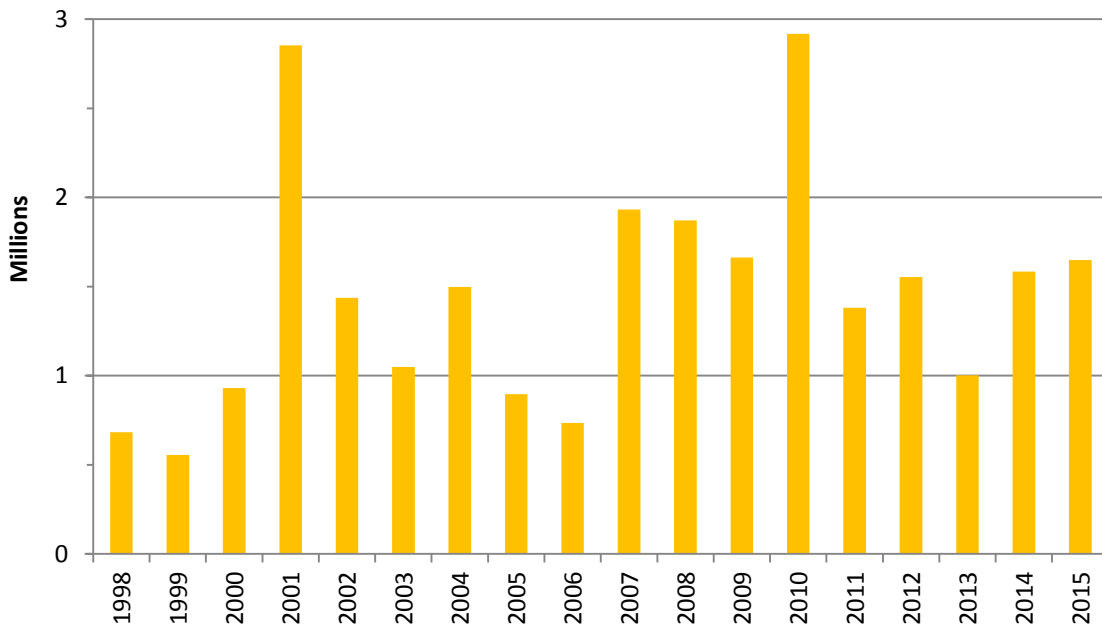
	<b>Palliser</b>	<b>Woodland</b>	<b>Wascana</b>	<b>Kelsey</b>	<b>Admin. Offices</b>	<b>Total</b>
<b>1997</b>	643,714	840,155	697,330	816,505	1,871,518	4,869,222
<b>1998</b>	682,142	593,884	947,754	2,406,056	2,258,079	6,887,917
<b>1999</b>	555,329	285,747	457,923	1,111,767	1,555,469	3,966,236
<b>2000</b>	930,032	340,385	1,165,864	1,380,652	3,097,593	6,914,525
<b>2001</b>	2,853,696	968,388	1,934,534	2,063,286	2,084,417	9,904,320
<b>2002</b>	1,437,569	632,108	1,797,323	2,667,091	1,059,462	7,593,553
<b>2003</b>	1,049,785	578,386	693,693	1,911,806	679,791	4,913,460
<b>2004</b>	1,498,110	401,677	682,883	1,870,306	1,064,771	5,517,747
<b>2005</b>	896,019	815,765	1,106,540	1,823,528	1,117,365	5,759,216
<b>2006</b>	735,489	519,918	1,479,222	5,134,845	1,565,180	9,434,653
<b>2007</b>	1,931,535	567,248	1,716,521	5,248,815	1,595,693	11,059,812
<b>2008</b>	1,871,865	667,469	2,854,545	6,896,814	2,017,054	14,307,747
<b>2009</b>	1,662,847	4,994,898	4,752,136	10,510,276	2,280,670	24,200,827
<b>2010</b>	2,917,005	2,456,737	2,520,736	11,566,603	1,383,259	20,844,339
<b>2011</b>	1,380,631	595,195	4,566,785	10,054,943	2,085,735	18,683,290
<b>2012</b>	1,553,277	441,464	1,503,750	6,162,707	2,923,731	12,584,929
<b>2013</b>	1,001,749	599,667	915,726	4,056,273	1,918,094	8,491,509
<b>2014</b>	1,583,776	267,725	2,692,641	1,583,073	2,090,131	8,217,345
<b>2015</b>	1,648,389	136,699	944,821	2,179,012	3,326,063	8,234,985
<b>Total</b>	<b>26,832,959</b>	<b>16,703,515</b>	<b>33,430,727</b>	<b>79,444,358</b>	<b>35,974,075</b>	<b>192,385,634</b>

At all locations combined the total remained almost exactly the same, with only \$17,000 more spent during fiscal year ending June 30, 2015 as in the previous fiscal year (an increase of only 0.2%). Again as in 2014, the total capital expenditures for each location was relatively close to one another, and the total for all locations was once again the lowest since 2005. The huge disparity with Kelsey Campus seen from 2008 to 2012 (shown as going off the high end of the graph below) has not repeated itself, and Kelsey campus' current capital expenditures is not far from all of the other locations' capital expenditure totals for 2015.

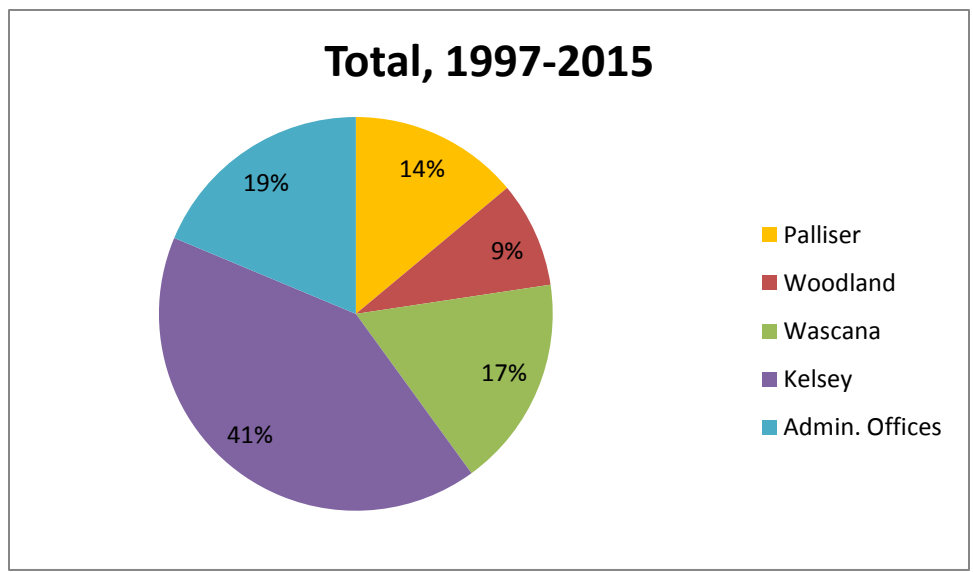


The 19 year average for Palliser Campus has remained the same at \$1.4 million. The current capital spending is at only about 57% of the high level mark in the years 2001 and 2010, but still almost 3 times what it was at the low level mark in 1999.

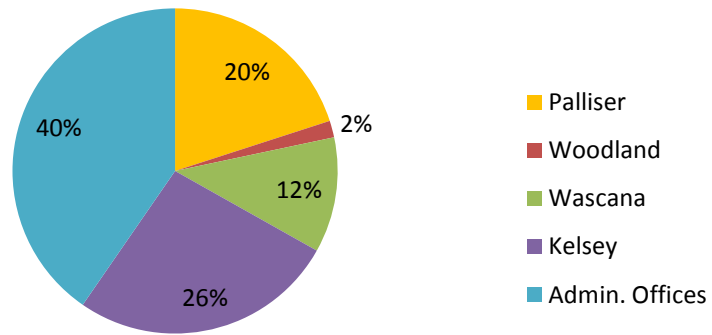
### Palliser



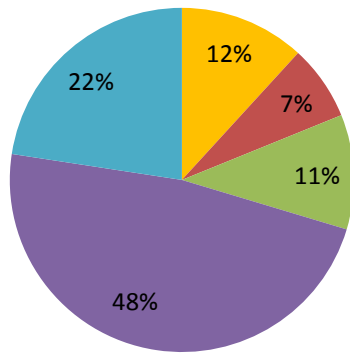
When looking to the share of the total expenditures over the entire 18 year period, Palliser Campus' proportion remains at 14%, but its current 2015 proportion of 20% is once again the highest since 2001 when it amounted to 29% of the total SaskPolytech capital expenditures.



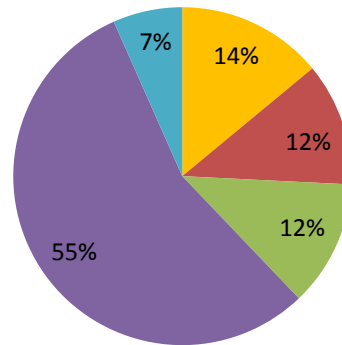
### 2015



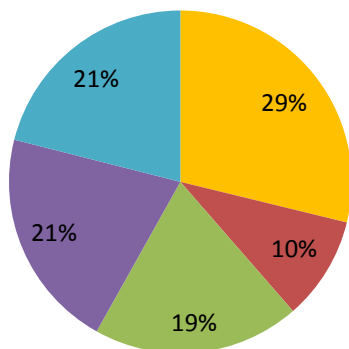
### 2013



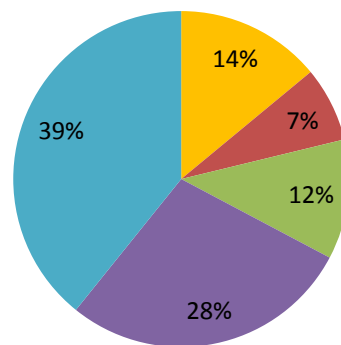
### 2010



### 2001



### 1999

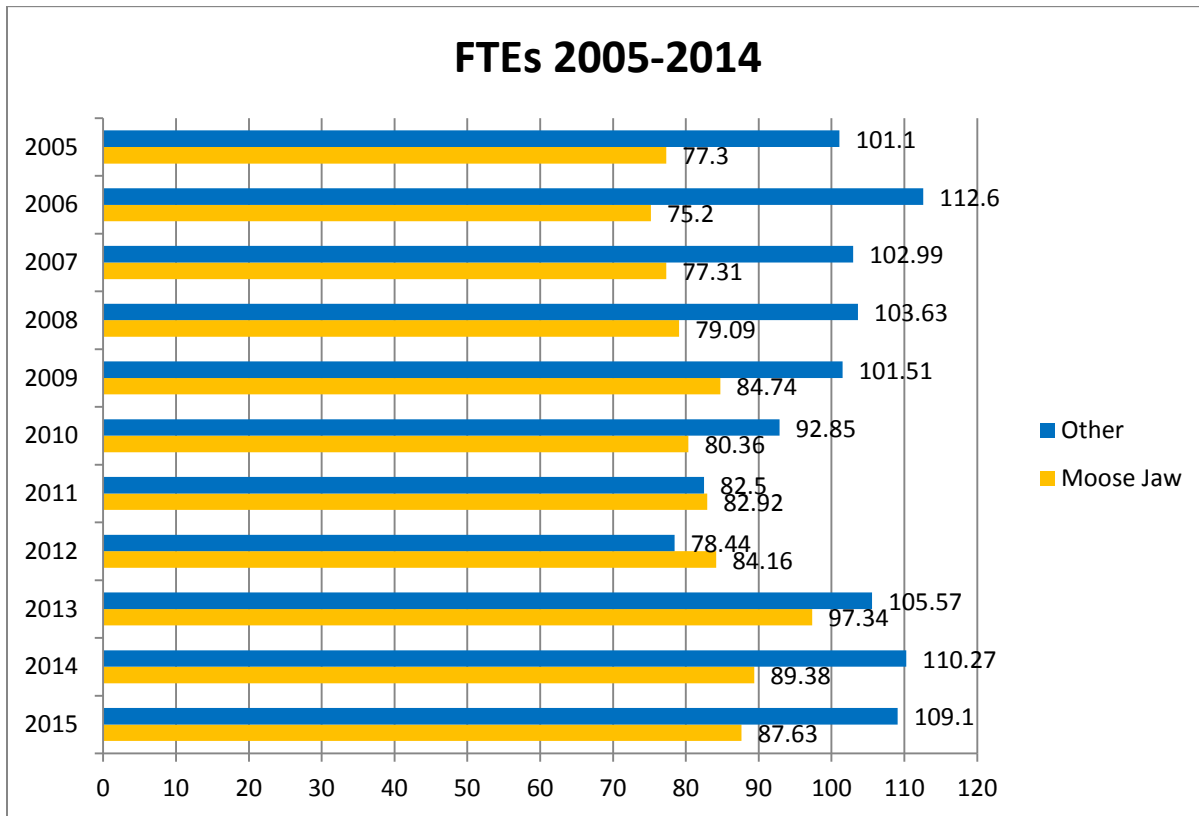


## **Water Security Agency**

Since 2012 the Water Security Agency (WSA) has continued the programs of the former Saskatchewan Watershed Authority and certain programs of the Ministries of Environment, Agriculture, and Health. Moose Jaw is the home of the WSA's head office, and has the largest proportion of WSA employees of any of its eight locations. For fiscal year ending March 31, 2015, Moose Jaw had 87.6 FTE positions. The Moose Jaw proportion of FTEs still sits at almost 44.5%, which is similar to the 11 year average of 45.5%.

	<b>Moose Jaw</b>	<b>Other</b>	<b>Total</b>	<b>Moose Jaw %</b>
<b>2005</b>	77.3	101.1	178.4	43.33%
<b>2006</b>	75.2	112.6	187.8	40.04%
<b>2007</b>	77.3	103.0	180.3	42.88%
<b>2008</b>	79.1	103.6	182.7	43.28%
<b>2009</b>	84.7	101.5	186.23	45.50%
<b>2010</b>	80.4	92.9	173.2	46.39%
<b>2011</b>	82.9	82.5	165.4	50.13%
<b>2012</b>	84.2	78.4	162.6	51.76%
<b>2013</b>	97.3	105.6	202.9	47.97%
<b>2014</b>	89.4	110.3	199.6	44.77%
<b>2015</b>	87.6	109.1	196.7	44.54%

The year over year change shows a modest drop of only 2% FTEs in Moose Jaw, with a 1.4% drop throughout all locations of the WSA. Moose Jaw saw its highest number of WSA FTE employees in 2013 and its lowest in 2006. While 2006 was also marked as being the year with the lowest proportion of the total being in Moose Jaw, 2012 was the year with the highest proportion in Moose Jaw.



Overall, Moose Jaw’s share of the WSA FTEs has fluctuated at a similar level to all office locations of the WSA, except for in 2006. That year was unusual in that although Moose Jaw had its lowest number of FTEs in the 11 year period, at only 75.2 (40.04% of the total), all other offices of the organization had their highest number of FTEs at 112.6 (almost 60% of the total).

## SaskTel

From 2013 to 2014 the number of full time SaskTel employee positions in the city of Moose Jaw increased by 1, to a total of 66. With the exception of the previous year, this is the lowest number of SaskTel full time employees Moose Jaw has had in all the years being surveyed. This minor increase at 1.5%, compares to the overall increase of 19 full time employees (0.6%) throughout all of Saskatchewan.

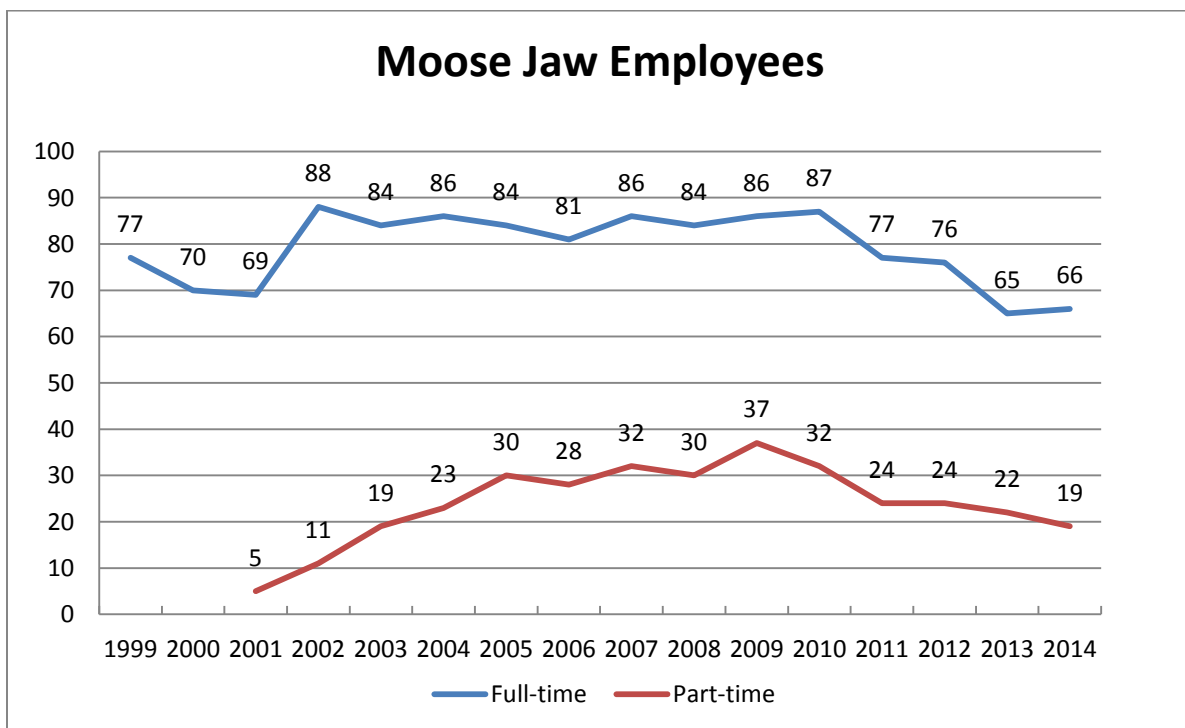
This number from the most recent fiscal year continues the low trend of both Moose Jaw SaskTel employees as well as Saskatchewan overall. The highest number of SaskTel full time employees in Saskatchewan overall was in 1999, and it has dropped considerably ever since. 2011 saw the lowest number of full time employees in Saskatchewan overall, and while this last year's total is higher than that, it is only a difference of 1%.

<b>Fiscal Year<sup>1</sup></b>	<b>Moose Jaw</b>	<b>Saskatchewan Total</b>
<b>1999</b>	77	4082
<b>2000</b>	70	3720
<b>2001</b>	69	3638
<b>2002</b>	88	3663
<b>2003</b>	84	3699
<b>2004</b>	86	3655
<b>2005</b>	84	3567
<b>2006</b>	81	3471
<b>2007</b>	86	3371
<b>2008</b>	84	3226
<b>2009</b>	86	3204
<b>2010</b>	87	3178
<b>2011</b>	77	3122
<b>2012</b>	76	3177
<b>2013</b>	65	3138
<b>2014</b>	66	3157

<sup>1</sup> SaskTel's fiscal year end is December 31. As such, this data is as of December 31, 2014. Year end 2015 data won't be available for several weeks.

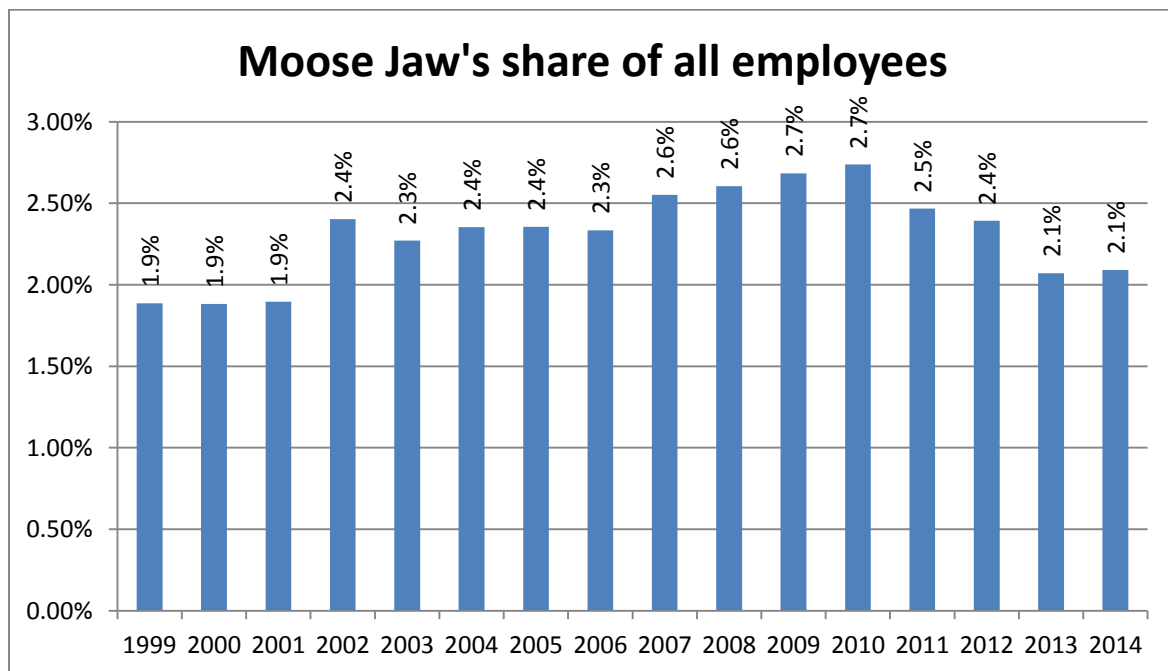


When looking to part time<sup>2</sup> employees, the loss in full time positions in Moose Jaw has not come with a corresponding increase to part time employees. Moose Jaw had the most part time employees in 2009, which was also one of the years with the highest number of full time employees. As the total full time employees have dropped, so has the total part time employees. Other than in the years 2001 and 2002, the current total of part timers (at 19) is the lowest among all the years being considered for this survey.



<sup>2</sup> Numbers for part time employees in Saskatchewan overall is not available, but rather only for Moose Jaw specifically.

For the most recent fiscal year, there has been little change in Moose Jaw's share of all SaskTel positions in Saskatchewan. The proportion has gone from 2.07% to 2.09%, which although a slight increase, is still significantly lower than the high point of 2.7% in 2010. Year over year, this share is consistent with the slightly higher increase that Moose Jaw experienced for its total number of full time employees compared to the smaller increase that can be seen in Saskatchewan overall.



## Valley View Centre

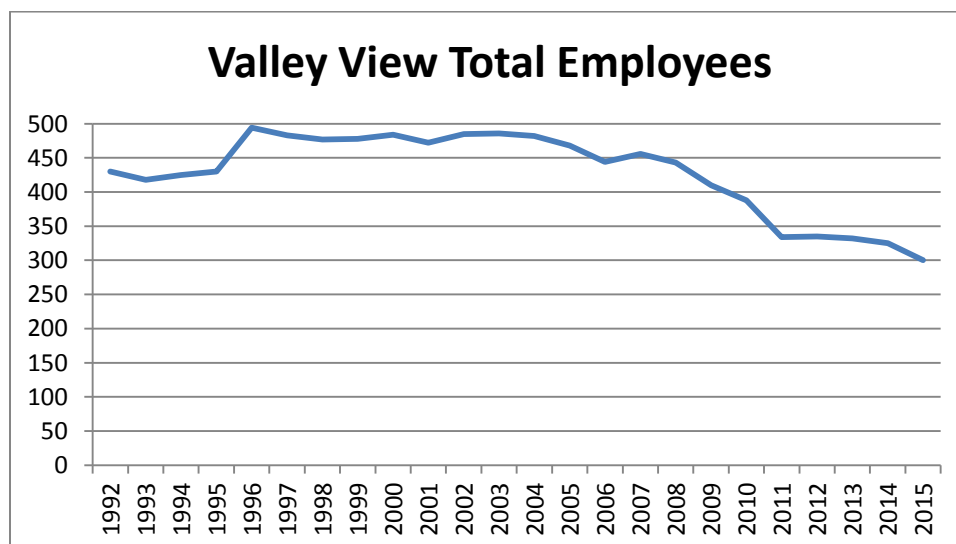
As a result of recommendations from both a transition committee and a family group representing residents, Valley View centre will remain open until at least 2018. It was in 2012 that the provincial government announced that Valley View Centre would be closing in 2016, and since that time a handful of residents have moved out of the facility. However, due to the time it is taking to secure new services and community based housing sites for the residents, the original timeframe was determined to be unrealistic.

New residents have not been permitted since 2002, and the current number of residents, reported to be 177 as of March 1, 2015, is much lower than the 1500 residents the facility was originally built to accommodate. As of November 2015, 21 residents have relocated into community homes, with another 8-10 expected to transition out of Valley View Centre by March 2016. The decrease in residents of course has a corresponding decrease in the number of staff employed there.

<b>Fiscal Year</b>	<b>Total FTEs</b>
1991	432
1992	430
1993	418
1994	425
1995	430
1996	494
1997	483
1998	477
1999	478
2000	484
2001	472
2002	485
2003	486
2004	482

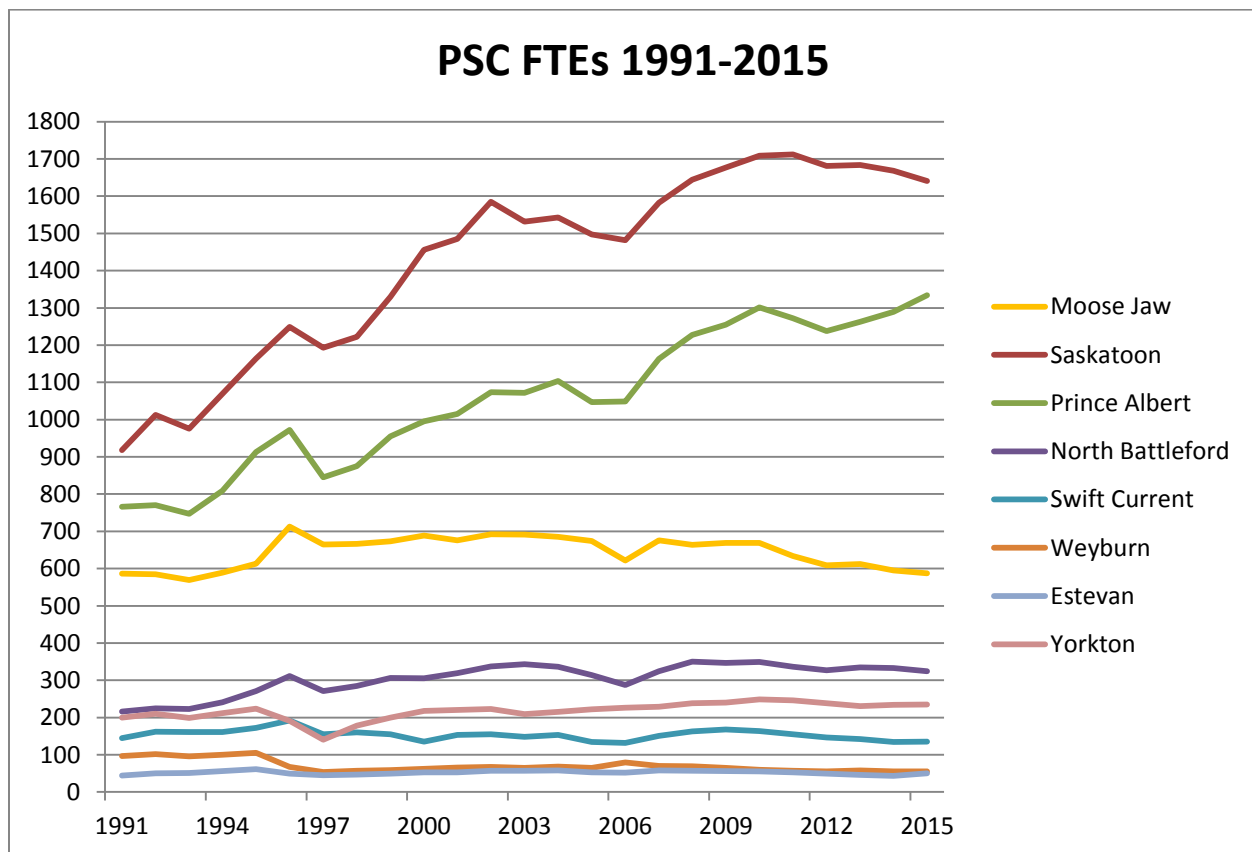
2005	468
2006	444
2007	456
2008	443
2009	410
2010	388
2011	334
2012	335
2013	332
2014	325
2015	300

The most recent fiscal year saw a decrease of 25 employees. This 7.7% drop is one of the highest year over year changes since the restriction on new residents in 2002. The only year that saw a loss of more employees was 2010-2011 with a decrease of 54 employees. Compared to the year with the highest total of employees, 494 in 1996, the current year's total of 300 employees represents a 39% decrease. As the number of residents decreases, so will the number of employees needed to maintain the facility and support the remaining residents. However, there will come a point where the number of employees reaches the minimum needed to keep the facility operating on a daily basis. When that time will come is information that has not been released by the provincial government.



## Saskatchewan Public Service Overall

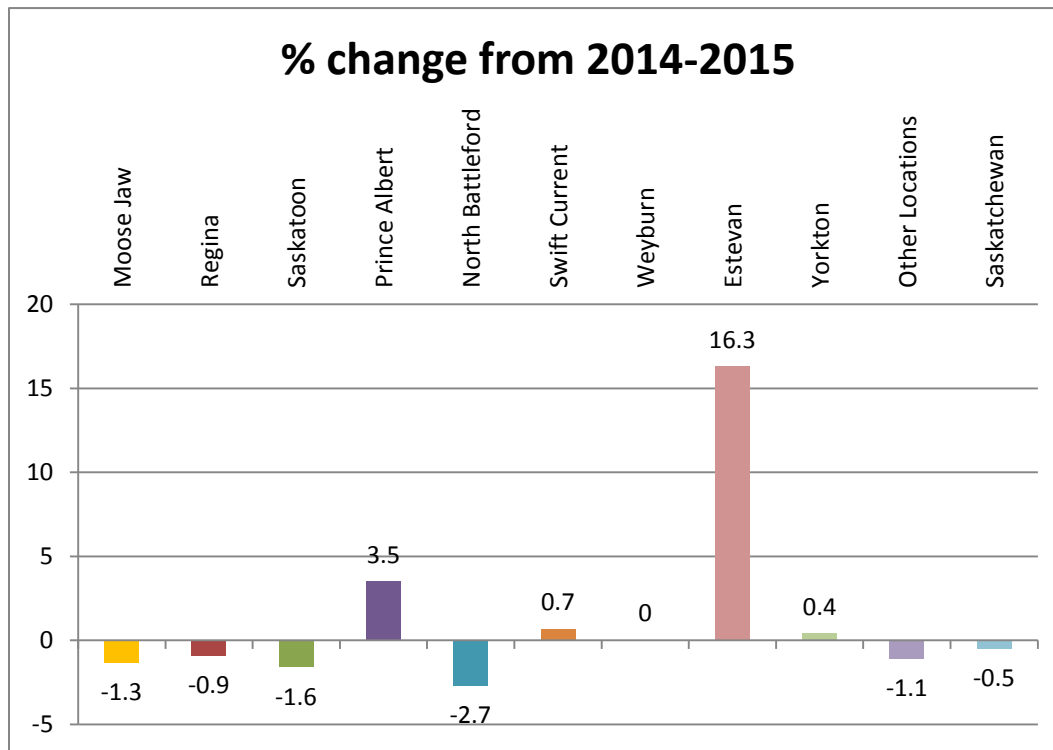
Looking at the total Saskatchewan public service in each of nine communities provides a good overall look at provincial government employment. These numbers do not include crown corporations, boards, commissions and agencies that are independent from executive government. In turn, they do include the same employees that have already been discussed for Valley View Centre and the Water Security Agency.



\* Regina has a significant portion of the total public service in Saskatchewan, thus if it were included in this graph the lines for the other 8 cities would show virtually no change given the sheer scale of the Regina numbers. As such, in order to give a more meaningful view of the other locations Regina is not included in this graph. The table of data at the end of this section includes the Regina numbers.

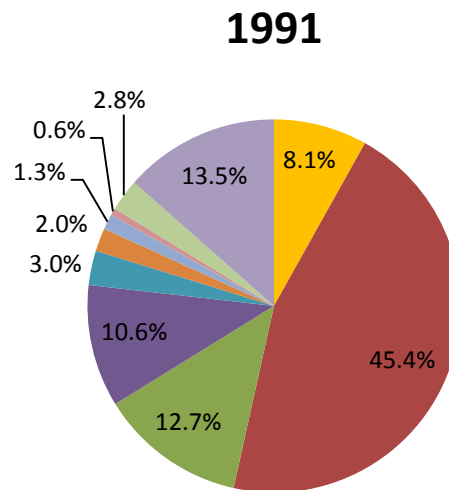
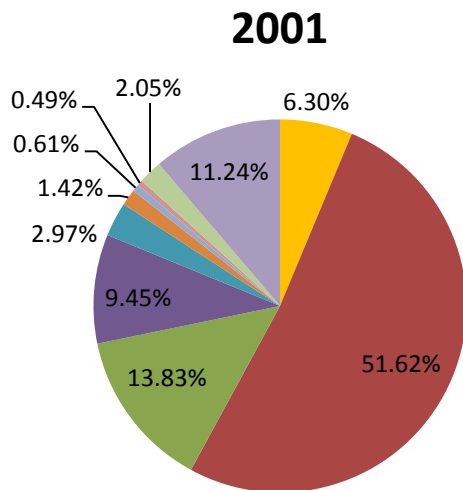
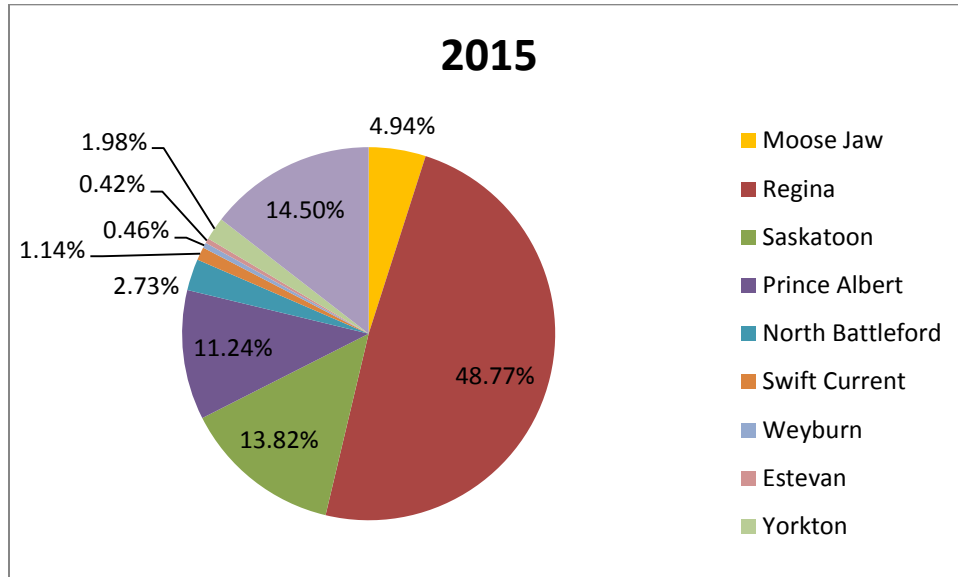
For the overall public service in Moose Jaw, there was a loss of eight FTE positions in 2015. This represents a decrease of 1.3%.

Year over year this is not a huge drop, however, it is noted that of the nine communities, only four saw a decrease (average of 1.6%), one stayed the same, and the other four increased their total public services FTE positions (average of 5.2%). For Saskatchewan as a whole, there was a drop of 0.5%.

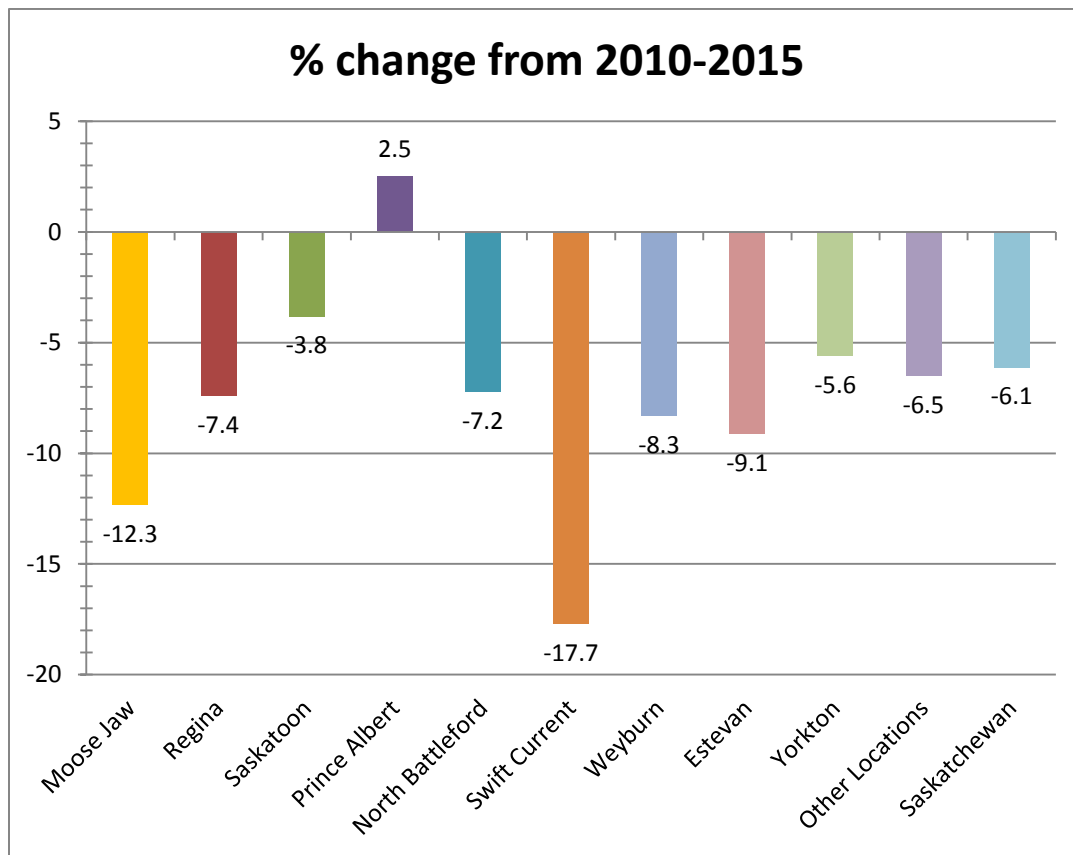


This compares to the previous year over year change, which had only Saskatoon and Yorkton showing an increase, while all other locations in the province dropped.

As a share of the total Saskatchewan public service, Moose Jaw dropped very slightly from 4.99% to 4.94% from 2014-2015. This remains well below its highest share of 8.1% in 1991 and is also below its 25 year average of 6.1%.



The Lean initiative<sup>3</sup> was brought in by the provincial government in 2010, which resulted in a fairly widespread reduction in total FTEs. While Moose Jaw has not experienced as much of a loss as Swift Current at 17.7%, its total reduction of FTE positions of 12.3% during this time period is more than double the Saskatchewan total of 6.1%. Prince Albert's total increase of 2.5% in these years comes after an initial drop of almost 5% in the first two years of the Lean initiative.



<sup>3</sup> Lean is described on the government of Saskatchewan's web-site as "a business technique used to improve the way we work. The Lean approach identifies and eliminates unnecessary steps, streamlines processes and ultimately improves value for the end users: our clients and customers." Although it is "not tied to workforce adjustment ... and is not about job cuts or reducing the size of government", since it was introduced government wide in 2010 there has been a noticeable reduction in the size of the provincial government workforce. This is at a time when the province has had unprecedented growth.



Year	Moose Jaw	Regina	Saskatoon	Prince Albert	North Battleford	Swift Current	Weyburn	Estevan	Yorkton	Other	Sask. Total
1991	586	3278	918	766	216	145	97	44	200	975	7224
1992	585	4142	1013	770	225	162	102	50	210	1025	8284
1993	569	4255	976	747	223	161	96	51	199	1045	8323
1994	589	4482	1069	809	241	161	100	56	212	1129	8848
1995	613	4688	1164	913	271	172	105	61	224	1470	9681
1996	713	5292	1249	972	311	192	67	49	191	1592	10629
1997	665	5000	1193	845	271	155	54	45	140	999	9368
1998	666	5116	1222	875	285	160	57	47	178	1200	9808
1999	673	5341	1330	955	306	155	59	49	200	1174	10242
2000	689	5485	1456	995	305	135	62	53	218	1193	10591
2001	676	5543	1485	1015	319	153	66	53	220	1207	10738
2002	692	5792	1585	1074	337	155	67	57	223	1231	11214
2003	691	5511	1532	1072	343	148	65	57	209	1238	10865
2004	685	5545	1543	1104	336	153	68	58	215	1250	10957
2005	674	5496	1497	1047	314	134	65	53	222	1115	10617
2006	622	5563	1482	1049	287	132	79	52	226	1307	10800
2007	676	5883	1582	1163	324	151	70	58	229	1753	11889
2008	664	6067	1644	1227	350	163	69	57	238	1823	12303
2009	669	6098	1677	1255	347	168	65	56	240	1839	12414
2010	669	6251	1709	1301	349	164	60	55	249	1842	12649
2011	634	6043	1712	1272	336	155	57	53	246	1789	12297
2012	609	5950	1681	1238	327	146	55	49	238	1766	12059
2013	612	6004	1684	1263	335	142	58	46	231	1767	12140
2014	595	5844	1668	1289	333	134	55	43	234	1742	11935
2015	587	5790	1641	1334	324	135	55	50	235	1722	11872